



PRESENTS:

Super Heroes In Hairnets

Series

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**'The 5 P's of a
Profitable Cafeteria'**

SUPER HERO

Patty Page

Super Heroes in Hairnet's -Patty Page

Introduction

Welcome...Welcome...Welcome to the ***Super Heroes in Hairnets Series***.

Our Super Hero session is with a **Top Performer and a Super Hero in the Child Nutrition Arena...Ms. Patty Page** from the **Manteca Unified School District, Nutrition Services, Manteca, CA.**

Patty is a consummate School Food Service professional and Advocate for Child Nutrition. Like all the members of this series—**Patty** is a **Super Hero**—

H-Helps Others

E-Educates as she Advocates

R-Remembers it's All About the Kids

O-Offers Wisdom & Energy to Fight For Healthy School Lunches.

Patty has many 'super powers' but today the One 'Super Power' we'll be learning about is how she Runs a ***Profitable School Nutrition Program***, year after year.

WHO IS Patty Page?

* **Patty Page** is the Director of Nutrition Services at Manteca USD and is a true INNOVATOR. Patty took the concept of "Farm to School" to a whole new level. Outside of her office window is the school district's farm where she buys fresh produce for her nutrition program that is farmed and harvested by the students. Farm fresh specialties include everything from pumpkins to baby bok choy, herbs, potatoes, spinach and every kind of lettuce. On top of that, Parents and staff can also buy freshly harvested vegetables, boxed weekly, called ***Veggie Express*** which is a vegetable subscription service with a monthly fee.

* Patty uses a Marketing Mix for her School Nutrition Program that consists of the **5 P's: PRODUCT, PRICE, PLACE, PROMOTION AND PEOPLE**. This is the mix Patty uses to engage her customers and generate sales that creates a POSITIVE, PRODUCTIVE AND PROFITABLE, ***EMPHASIS ON PROFITABLE***, SCHOOL NUTRITION PROGRAM. This is what we'll be talking about today.

Like all our *School Lunch Professionals that I know...Patty* puts his heart and soul into his program because she knows 1 in 5 kids in the USA struggles with Hunger and she wants to be part of the Solution.

Today, I'll shine a Light on an industry-- **School Nutrition**—that has taken a 'lickin' and keeps on 'tickin' because these Super Heroes know a Healthy School Lunch effects the lives of the future leaders of tomorrow. I want to illuminate a **Profitable School Nutrition Super Hero ...Ms. Patty Page.**

Let's discover the Secrets of **Patty's** incredible Success with her **Money Making School Nutrition Program.**

We'll Discover The 'WHY' & *'HOW TO's'

Manteca Unified School District Nutrition Services Program

The Goal of Patty Page's School Nutrition Program

The Nutrition Services department is made up of a team of food and nutrition professionals who are dedicated to students' health, well-being and their ability to learn. We support learning by promoting healthy habits for lifelong nutrition and fitness practices.

School Nutrition Program:

*Served 4.5 million meals in less than one year (July through April)

*Serves 23,000 +Students (K-12)

*30 Schools

*Serves breakfast, lunch and after school snacks + the 'Seamless' Summer Meals' program of 65,000 meals

*Meals served from 5 Main Production Kitchens & 5 self-supporting High School Kitchens

*Culinary Arts Program hired Chef to work with students and staff-will be open to the public soon

*62% Free & Reduced

***Annual Budget** 10-10.5 MILLION \$\$\$\$\$\$

*Spend \$1.75 per meal, per child

*Spends 40% of budget on FOOD

*Spends 40-45% on Labor

*9-11 % Profit Margin

*Major Challenge -made too much money and now has to Spend, Spend, Spend (We should all have such a problem ☺)

Patty Page's Management Philosophy:

- ★ Patty's aim is to create an Environment where everyone enjoys their job and are able to use their gifts and talents with confidence.
- ★ Patty wants her staff to understand 'The WHY' behind what they do. People are more committed and make better decisions when they understand '**THE WHY**' behind what they do.
- ★ Patty teaches staff that they are running a business, much like owning a franchise. They are the Franchise *In-School Cafeteria*. The School District is the parent company. All Managers need to know how to read, understand and participate with their *Profit and Loss Statements*, monthly.
- ★ Treat every moment as *a teachable moment*, especially interactions with students, parents, teachers, administrators and community members.
- ★ All of us thrive on praise for a job well done. Give Credit as often as possible.
- ★ Take the time and make the effort to involve Parents and Community in helping to promote a Positive Perception of School Nutrition. Consistently give Positive Information to Local Newspapers and encourage positive news stories about your School Nutrition Program.

'HOW TO' Run a Profitable Cafeteria Using the 5 P's -

PRODUCT, PRICE, PLACE, PROMOTION, & PEOPLE:

#1 PRIORITY: SCHOOL NUTRITION IS A PARTNER WITH EDUCATION

First, understand the School Nutrition Program is NOT about providing a Product. It's about supporting the learning process by promoting healthy habits for lifelong nutrition and fitness practices.

Ask your school nutrition team members, "What business are we in?" The Answer-"*We are in the EDUCATION BUSINESS. School Nutrition is a PARTNER WITH EDUCATION!* We teach healthy habits for lifelong nutrition and fitness."

IT'S ALL ABOUT RELATIONSHIPS

Our school nutrition program's profitability is about RELATIONSHIPS. We are all about making and keeping Positive Relationships to support a lifetime of learning.

We create positive relationships with our school district and with everyone within our district plus our entire community. Our *staff team members* care deeply

about our students, parents, teachers, administrators and community members. Staff are, consistently and continually, provided knowledge through classes and In-Services on which to base their decisions.

Our mantra is: **“We Are Here To PARTNER With YOU in EDUCATION!**

We are an integral part of the Education Process! ”

Positive relationships with our superintendent and with our school board are very important to me.

- I give an annual presentation to the board regarding **our past goals** that have been achieved and **our new goals for the future**.
- I also inform the board monthly with positive highlights that I provide for their monthly meetings.

My mission is to promote a Positive Perception of our School Nutrition Program.

- I nurture positive community relationships.
- I nurture positive newspaper relationships.
- I consistently feed our local newspapers positive ‘school lunch’ stories and now they are beginning to write more and more positive stories on their own.

EDUCATION IS THE KEY FOR OUR TEAM MEMBERS

My staff moved from a nutrient based school lunch menu to a food based school lunch menu. Instead of spending time resisting the new change, Staff did a great job of embracing the new food based menu as a way to be **‘NUTRITION EDUCATORS’**.

- ★ We embraced the new change from *nutrient based to food based* as an opportunity to educate.
- ★ Staff started educating the students about taking the new *reimbursable meals*.
- ★ Staff used the new meal patterns to become aware of what their customers (students) liked and didn’t like.

- ★ Example of How Staff Put Their 'Awareness Skills' into action:
 - Staff became aware that students really liked blueberries. Our first thought was that they are too expensive to serve. But then we re-thought that concept and decided if the students eat them, there's no plate waste. We now serve more blueberries.
 - When staff became aware that children had difficulty with whole oranges and apples due to missing teeth and braces, they began to cut the oranges and apples. Students responded, instantly, by taking the fruits. Less plate waste.

USE USDA PRODUCE

We spend \$1.75 per meal per child. Of that 1.75 per meal, 43 cents is spent on produce.

We use Department of Defense USDA produce. We spend \$125,000 on USDA produce.

- ★ Use USDA produce.
- ★ In the past, there might have been a bit of a negative perception about USDA products.
- ★ Like school nutrition programs, around the nation, have been re-inventing themselves, so has the USDA.
- ★ USDA has reinvented themselves. They are doing a great job with quality food --making it lower sodium, no trans fat and lots of dark green veggies.

THE 5 P'S...PRODUCT, PRICE, PLACE, PROMOTION, AND PEOPLE.

'HOW TO' USE the 5 P's TO PUT YOUR PROGRAM IN THE BLACK.

Our marketing mix consists of **Product, Price, Place, Promotion and People (5Ps)**. This mix is used to engage customers and generate sales. This can be especially useful in your Child Nutrition program.

MARKETING ESSENTIAL TO FINANCIAL SUCCESS

Marketing is an essential component of maintaining a financially solvent program and the opportunity to showcase the positive benefits of the school nutrition program.

Our School Nutrition Marketing has shifted from *product centric* to *relationship centric*. The customer drives the entire marketing mix. Whether your school has an open or closed campus, students still have the choice of participating in the Child Nutrition program. Child Nutrition staff comes into contact with more students on a daily basis than any other adult on campus. Building a positive relationship with students is an important ability in the role that Child Nutrition staff plays in marketing.

The 5 P's was brought to us by the San Juan Outreach Program.

We began to really take a long hard look at:

- ★ **WHAT ARE THE BENEFITS OF CONSUMING OUR SCHOOL MEALS?**
- ★ **HOW CAN WE EDUCATE THE PARENTS AND COMMUNITY TO PERCEIVE OUR NUTRITION PROGRAM IN A POSITIVE MANNER?**

We worked extremely hard at finding ways to educate the parents and community about our school nutrition program.

➤ **1. PRODUCT**: The product is our tool

ASK THE QUESTION:

- ★ How does your product/service stand out from the competition?
- ★ How can you make your product/service stand out?

Product refers to tangible goods and services, including appearance, packaging, benefits and function. Consider the products offered in the Child Nutrition program. Meals are one product offered. Some additional examples of products may include:

- **PRESALES**
 - We educate, educate, educate to provide parents the information they need to enroll in Presales.
- **NUTRITION EDUCATION**
 - We educate, educate, educate all our programs to include '*harvest of the month in the classroom*'-this is a California program where the

state identifies a fruit or veggie for the month. That fruit/veggie is usually less expensive, for the consumer and us because it is 'In Season'.

- We then create a taste test, for the new fruit or veggie.
- The classrooms that participate get to taste test that fruit or veggie.

ALWAYS SURVEY AND LISTEN TO YOUR CUSTOMER

One month we created a taste test for the *veggie of the month*--cucumbers.

Staff decided to DISCOVER: *What Does Our Customer Really LIKE AND WANT?*

- Staff cut some of the cucumbers in circles and some in long sticks.
- When staff surveyed the kids, they said, "The Cucumber Sticks tasted better than the circles."
- Do NOT debate whether students are right or wrong—LISTEN TO YOUR CUSTOMER AND RESPOND APPROPRIATELY.
- PAY ATTENTION:
 - Students showed their preferences by:
 - The food items they took
 - The words they used
 - What did or did not show up in the trash bin.
- STAFF KNEW EXACTLY HOW TO SERVE CUCUMBERS SO STUDENTS WOULD TAKE THEM AND EAT THEM—serve cucumbers cut in long sticks!

LISTEN TO YOUR CUSTOMER AND GIVE EM' WHAT THEY WANT!

Customers buy benefits not products! Products need to satisfy a need.

CREATE POSITIVE RELATIONSHIPS: INVOLVE STUDENTS

People SUPPORT WHAT THEY CREATE

To help promote our School Nutrition Program and our Fruits and Veggie program, we recruited our High School Photo Club.

- We approached the High School Photo Club and asked if they would take pictures of our school lunch, in particular, our fruits and veggies.
- The pictures they took would then be used to promote our program in our Menu Bars.
- Their photos would be placed in high activity areas and they would be given credit for their BEST SHOTS.
- The students agreed to take photos.

- The students took photos, in a way, that appealed to other students.
- This was a hugely successful partnership between school nutrition and students.

CREATE POSITIVE RELATIONSHIPS: INVOLVE VENDORS

We work closely with our vendors who often provide 'reward points' for purchases.

- We redeem the 'reward points' to buy laptop computers and other items that students like.
- The students are placed in our drawings for our Vendor 'reward points' Items by enrolling in our 'RAPID REWARDS' program for *frequent reimbursable meal* purchases.
- To increase participation in our *frequent reimbursable meals program* we also have all kinds of fun reimbursable meals such as barbeques and others fun and delicious meal items.

CREATE POSITIVE RELATIONSHIPS: INVOLVE STAFF IN PROFIT AND LOSS STATEMENTS

We conduct an open discussion about our PROFIT AND LOSSES, monthly. In our discussions, we include such things as:

- Percentage of labor and food costs in relation to revenue - we attempt to keep both between 40-45%
- The impact that inventory plays in their numbers.
 - For instance, why have too much inventory on the shelf when they could have money in the bank earning interest.
- Ways to increase participation and trim expenses.
- Adjusting menu items to have a balance of items using USDA commodity and purchased foods.
- How to entice students on minimum days when the bell schedules allow them to leave before lunch.
- What events or menu items or presentation of menu items increased participation.
- Last year, our high schools lost money, so we are discussing why and how to turn that trend around. They are all working on marketing plans and we have adjusted staffing for next year.

- **2. PRICE:** Refers to the actual price and/or any discounts.

ASK THE QUESTION:

- ★ How is this the best value for the benefit it provides?

TELL YOUR OWN SCHOOL NUTRITION STORY WITH ENTHUSIASM AND PASSION ABOUT THE AMAZING JOB YOU DO!

Child Nutrition has an advantage over many organizations, since prices have been, and continue to be, historically low, even with the Meal Equity Pricing component of the Healthy Hunger Free Kids Act (HHFKA). In addition, meal subsidies provide substantial “discounts”.

- ★ Communicate the value of your meals, such as age appropriate calories, low in sodium and saturated fat, zero Trans fats and rich in fruits and vegetables to EVERYONE especially, parents, teachers, administrators and students.
- ★ Provide Price and Discounts through your products.
 - Encourage families to make PRE-SALES
 - Set a dollar amount of pre-sales, each month
 - Provide a Frequent Lunch/Breakfast/Snack program.
 - Give Rewards such as *5 free meals* if the parent puts the money on the account by a certain date.
 - Show a visual to parents of everything the student may take – picture of the actual meal (use your HS Photo Club Students to take fabulous pictures.)
 - Invite local newspapers to report on your *actual* school meals instead of many of the inaccurate perceptions that abound. Invite the reporter to see the amount of food your program provides for students and participate in a school lunch. Have them take pictures.

Example Story: Recently, there has been a rash of news stories stating that the new meal patterns have caused students to come away from school lunch hungry. These repeated stories gave the public a misconception of our School Lunch program.

We decided to be PRO ACTIVE. We invited the local newspaper to a typical school lunch. The reporter who showed up for our school lunch came away raving about our meal saying, “The kids get so much food. My perception, from all the negative news stories, was the students were starving. That’s not true. Your students get a ton of food--great food.”

That reporter wrote a wonderful story about our school lunch and published it, with an exquisite color photo, above the fold! The reporter is now a true School Lunch Supporter and Fan.

➤ **3. PLACE:** This can also be termed distribution.

ASK THE QUESTION:

- ★ What is the best placement to reap the maximum benefit for each item placed on your lunch line?
- ★ How can we make the food items visually aesthetic and appealing to students?

Placement, distribution, and visibility are key elements in getting the product to the customer.

- It is about satisfying the customer needs according to their schedule.
- Timing and resources are components to efficiently get the product to the customer.
- Distribution of meals is an important element of the Child Nutrition program.
- BE AWARE: Students have a short meal period.
- **Efficient line movement** and a variety of locations for service ensure customer satisfaction and increase participation.
- For optimal participation, locations may need to be moved.
- To ensure students take *reimbursable meals*, the location of individual menu items, on the line, may need to be altered.

Study Conducted by Cornell University shows placement of food items, on the lunch line, impacts how students choose menu items.

PLACEMENT OF FOOD ITEMS:

- Place fruits and veggies, at the front of the line—Students will take more fruits and veggies if they are located at the beginning of the line.
- Make fruits and veggies aesthetically appealing placed in attractive containers— Students will take more fruits and veggies if they are located at the beginning of the line and look fabulous.
- **TEST YOU LINE TIME:**

Often the Perception by Students, Parents, Teachers—is that it takes ‘forever’ to get through the lunch line. This is a misperception!

Here’s ‘How To’ dispel this misperception:

- The ‘Reality’ of OUR LINE TIME IS:
It only **takes 5-7 seconds** to get through the lunch line from front to start
 - We continually test the times of our lunch line.
 - We took a page out of Disney’s book.
 - We give a child, at the end of the line, a paper with number on it.
 - We then time that child to determine how long it takes to get through our lunch line.
 - When he or she gets to the front of the line, with the numbered page, we know exactly how long it took to get through the line.
 - You, too, can determine how long it really takes to get through your lunch line
 - The average for us is ONLY 3 minutes with 30 kids in line.

PROMOTE THE RESULTS OF YOUR LINE TIME:

- We recruited leadership students to get accurate information out about the ‘real’ time it takes to get through the lunch line.
- We promoted our *Lunch time line* information to parents, the school board, teachers and everyone
- We sent home messages that show our line speed.

It’s important to address and correct misperceptions about your school nutrition program.

PLACE SERVICE WHERE THE STUDENTS ARE & WHERE THEY WANT SERVICE!

- Students have a limited time for lunch.
- Take your lunch items where they are.
- Alter delivery locations.

➤ **4. PROMOTION:** – Communication of the availability of the products, their benefits, and brand awareness

makes promotion one of the most important components of marketing.

ASK THE QUESTION:

- ☆ How do we promote our strengths, products and services?
- ☆ What is the best aspect for our school nutrition program to promote;
 - 1) What we are doing exceptional well
or
 - 2) The Improvements we are making.

Promotion includes public relations and reputation management.

- Consider using, or leveraging, an existing logo to promote Child Nutrition as a recognizable brand.
- Decide who you need to tell about what you are doing and how you are doing it?
- Develop a positive relationship with the local media to further promote the positive aspects of your program.
 - This will foster a positive working relationship when difficult situations arise, such as a recall.
- Use complaints/concerns to further promote the positive attributes of your program.
 - This will also strengthen the reputation of being a good listener and an advocate of your students.

Story: Our *Seamless Summer Feeding Program* started off slowly. We were not getting the participation we wanted. We were not located where the kids were.

We decided to be Pro Active.

1. We discovered that kids were actively participating in the Parks & Rec Programs and locations.
2. We actively sought to build relationships with Parks & Recreation.
3. We learned they had 4 places that were appropriate for our feeding program.
4. To get our service off the ground, with Parks & Rec, we had to beg them to let us serve the kids meals in their locations. Instead of displaying frustration, we understood their resistance was that change usually creates resistance.
5. Once we got into one park we did everything we could to nurture our relationship with the Parks & Rec department.
6. We made a point of giving credit to Parks & Rec for their partnership.

7. Steadily the *Seamless Summer Feeding Program* grew and grew until it became a huge success for both Parks & Rec and Our Department!

➤ **5. PEOPLE:** – People are the key to a Successful School Nutrition Program.

ASK THE QUESTION:

- ★ How can I, as a manager, give credit to as many people as possible?
- ★ How can I motivate and inspire, people, daily to make positive improvements?
- ★ How can I nurture positive relationships with all I serve?

Make a habit of giving credit to staff and others who work with you and with whom you work.

- As a Manager, I consider myself to be the facilitator while staff does the work.
 - Daily, I work on improving on how to *give credit* and complement positive behaviors.
- Professional development is paramount to creating a ‘Super’ Staff.
 - We provide lots of classes and trainings
 - We show staff they are valued

FOOD SAFETY IS IMPORTANT TO US

We believe that FOOD SAFETY is extremely important so we wanted to place emphasis on food safety.

- We made Food Safety a priority as an enhancement to our education process.
- At the beginning, staff was skeptical and a bit resistant to food safety certification. Their concern centered around passing the Food Safety Certification Tests. They were intimidated by the tests.
- **We challenged staff. We encouraged staff. We educated staff.**
- They took the challenge and studied, learned and passed the food safety tests.
- 95 % of staff are now certified in FOOD SAFETY.
- By becoming certified in Food Safety, staff is empowered and feel more professional.
- They are knowledgeable and valued for their Food Safety Certification.
- It was an efficient use of our time and a true benefit to our School Nutrition program.

- We Promote our Food Safety certification and our Food Safety Record, to everyone, everywhere we can.

Public Relationships and Reputation Management:

It's all about taking people's concerns seriously and making sure they have the correct information.

- We consistently say, "Let me check into that for you" and "We will call you back as soon as we have the correct information for you."
- We make a point to show our parents that we work with them.

TAKE PARENT CONCERNS SERIOUSLY:

It's important to take any parent complaint or concern, we receive, as a way to improve. When we get complaints from parents or if they voice a concern, we take that very very seriously because we know they are concerned about their kids. We start with the concept '*that parent is only showing concern for their child.*' When you view a concern in this manner, it takes away the sting of what might ordinarily be perceived as a complaint.

Once a parent has voiced a concern we address that concern, as quickly as possible.

- ★ We immediately take parent concerns seriously and look into it.
 - We take immediate action to get the facts of '*What Happened*'.
- ★ If we can fix the problem, we do.
 - We address the concern, head on.
 - We look at our own process.
 - We make the appropriate changes as fast as we can.
 - We then inform the parent(s) that we have made those changes.
 - We enroll that parent in working with us to get the word out about our school nutrition program—"***Your Child Is Very Important to US. We CARE About YOUR Children. We're Here For YOU***".

- ★ If their concern is a perception problem, we do everything we can to correct

an inaccurate perception with facts and care.

- If their perception is accurate, we immediately make changes.
- ★ Once the concern or problem is addressed, we then enroll and recruit that parent to show others how to work with us.
 - Example: We had a parent concerned about her child's interaction with our school nutrition program when she discovered her child had Celiac's Disease.
 - The parent and our staff worked together to come up with solutions within our nutrition program.
 - We discovered ways to educate parents and students about Celiac's Disease.
 - We then created a webpage to provide knowledge and assistance to other students and parents.
 - This parent became an advocate of our nutrition program. She then helped other parents and students use our website for knowledge and showed them ways to interact with the webpage to provide suggestions, solutions and answers.
 - This parent helped us market the program and shows families how much we care about their kids.

OUR STAFF TEAM MEMBERS ARE THE BEST

- Many of our STAFF only work 2-3 hours daily in our program. Yet, they come in, every day, ready and willing to start a new day.
- Our staff are the best recruiters to bring in other great people because they are happy and enjoy their jobs.
- They know they may only see the child for 5 seconds but their mission is to make it a very positive 5 seconds.
- Our Staff has created a Positive Work Environment that Drives Productivity and Increases our Profitability!!!!!!

What would you like your legacy to be?

I'd like my School Nutrition Legacy to be: *I make a Difference, everyday!* ~Patty Page