



DATA-DRIVEN DINING TRANSFORMATION YIELDS SIGNIFICANT RESULTS

Data, analytics and insights from Morrison Living drove transformation, branding and programming for Friendship Village dining venues. Morrison's findings and resulting actions are increasing revenue, improving resident satisfaction and boosting occupancy.

"We pushed the envelope by building a restaurant in a senior living community that can be open to the public." Phillip Dopson, Vice President of Design and Retail

A Bold, First Step

With its resident-centric philosophy, Friendship Village recognized how important state-of-the-art dining venues are – and would continue to be – for residents. With an eye toward transformation, the community's leaders awarded Morrison Living the dining services contract in 2015. "Right away, we began to engage in strategic visioning with Morrison which led to the first big step forward with our dining transformation – the Mosaic dining room," explained Ben Gilchrist, Friendship Village, Vice President of Operations.

"Current and future residents wanted an upscale, full-service dining venue and more on-campus dining variety," noted Phillip Dopson, Morrison Vice President of Design and Retail. With that in mind, the multi-phase transformation started by converting an existing three-meal-a-day buffet



into Mosaic, a chic, new restaurant that couldn't be more different from its predecessor. Guests are greeted and seated by hostesses, orders are taken tableside on iPad technology and chefs prepare food in a central, 360-degree open kitchen – with no walls or doors. And, guests order what they want from a menu that changes seasonally to

reflect the freshest of ingredients. Adjacent to the restaurant is a permanent Teaching Kitchen which offers creative, culinary hands-on learning experiences for residents, families and prospects. “We went from no experience to a true dining experience,” Dopson affirmed.



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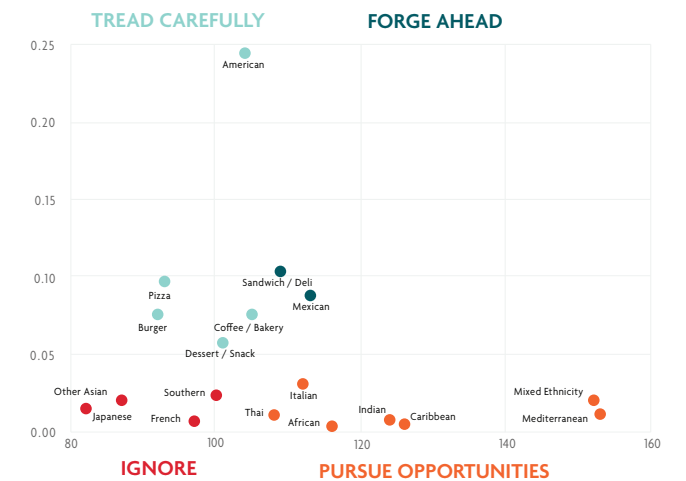
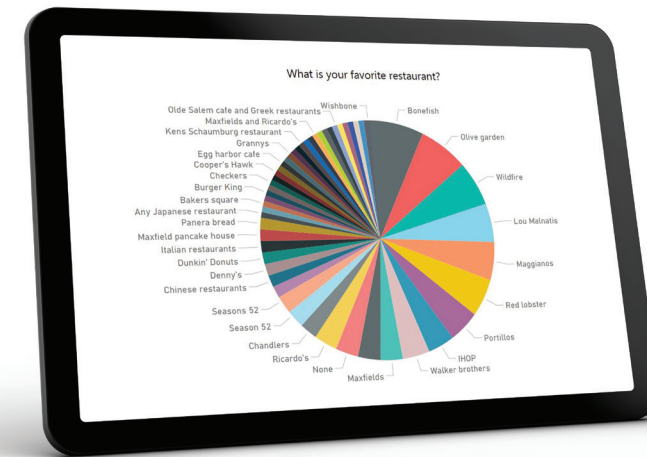
Synergistic Approach to Data and Decisions

As the largest outsourced dining services partner in the U.S., Morrison has built an extensive, proprietary database that leverages best practices across its 400+ communities and pairs more than 100 operational and organizational characteristics with financial data. The HUB team, Morrison's innovative division that uses data & analytics to drive design and brand positioning for clients, created a transformation roadmap based on extensive analytics culled from their vast data sets, including:

- Point of sale systems, staffing, financials, resident preference surveys and associate engagement surveys

- Consumer demographics based on the current and future Friendship Village population
- Menus, cuisine and price points at restaurants within driving distance of Friendship Village, plus 20,000 restaurants regionally

“We were able to look at everything from what to serve to how to serve it,” explained Max Mosky, Morrison Director of Analytics. Gilchrist added, “The data brought better insights on our current clientele as well as intel on food trends and dining options that were driving satisfaction. Plus, we were able to differentiate large quantity and low quantity users and reshape our allocation of resources to improve our total dining resources.”



Communications Drove Resident Buy-in and Eager Anticipation

With a construction project of this magnitude, the existing buffet restaurant was closed for nearly twelve months as Mosaic came to life. Residents were excited for the change and Morrison and Friendship Village created an interim hotel-style service model to serve residents in a nearby activities center. Morrison helped mitigate the inconvenience by providing free meal delivery and pick-up services, as well as extended hours at other campus restaurants. Frequent and extensive communications with the residents were keys to ensuring this transition period went smoothly.

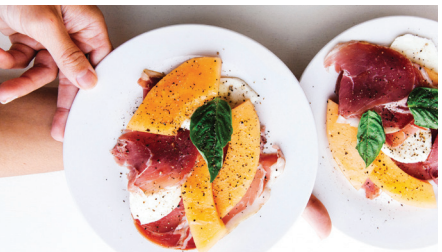
“Residents were involved at every step from construction updates, design and décor decisions to menu planning and new a la carte pricing.”
Lisa Reid, General Manager



Working in tandem with Friendship Village leadership, the Morrison team apprised residents and associates on progress, answered questions and minimized misinformation. Weekly meetings with residents teased menus and showcased design concepts and construction. Newsletters, monthly town hall meetings, videos and photos

provided more information and built excitement. “Communication wasn’t an afterthought,” explained Lisa Reid, Morrison General Manager at Friendship Village. “We planned for it and tried to stay in front of potential concerns. Plus, we were always honest with our information, even when it might not be what residents wanted to hear.”





Results: Higher Satisfaction and Profitability

Since Mosaic's December 2018 opening, Friendship Village has seen resident satisfaction rise from 86.5 to 91 percent. In February 2019, the marketing team began hosting small events for prospects in the teaching kitchen, which helped close several sales contracts. "We have seen an exceedingly high rate of commitment from prospects who have participated in the teaching kitchen events. Mosaic is helping us close contracts faster," noted Gilchrist.

Based on Morrison's data, analytics and recommendations, Friendship Village eliminated its declining dollars account and converted residents to a full dining allotment with a la carte pricing, even as menu prices increased by an average of 15 percent. "Dining can sometimes be viewed as a loss leader. However, we knew that we could convert that to revenue," recalls Dopson. He adds that Morrison's insights enabled them to eliminate \$70,000 in annual expenses driven by food waste and time spent packing up leftover

food. Friendship Village expects to see even more improvements as the transformation continues with the creation of two new venues – Bluestone Pub, featuring cocktails and tapas, and Brewster's Market & Café for eat-in and grab-and-go dining.

One of the most surprising results of the extensive overhaul has been a low number of resident complaints (only one or two during the entire three-year Mosaic transformation). According to Dopson, "This project has proven that we can overcome the resistance to change that some community leaders may initially feel to help communities transform for the future and remain competitive."

Dopson also attributes the successful transformation to Friendship Village's high levels of engagement and commitment to the project. "The FSO Leadership wanted this to be great and they were willing to support it every step of the way."

"If you find the right partner, collect the right data and develop the right communications strategy to bring residents on board, then any transformation can be successful and advantageous."

Ben Gilchrist, Vice President of Operations, Friendship Village

Friendship Village

- Located in Schaumburg, IL
- A community of Friendship Senior Options
- Established in 1977
- CARF accredited

Key Takeaways

- Involve residents early and often in the process
- Use data to confirm and shape decisions
- Communicate honestly and often with residents and leadership



About Morrison Living

We are a hospitality company grounded in the power of community. This is reflected through our culinary, environmental services and nutrition and wellness offerings – all of which enrich the lives of seniors every day.

We have the resources to do the right things right. And, we have the passion to create memorable moments through food crafted with care in atmospheres that welcome, connect and excite.

