To:  Dr. Erika Patterson, ENGL 301 Instructor

From: Varneega Theva, ENGL 301 Student

Date: February 15, 2021

Subject: Implementation of Additional Tim Horton’s Locations Campus-Wide

**Audience Description**

The intended audience for this formal report would be UBC’s Board of Governors, as they oversee and approve all major constructions that take place on campus.

**Introduction**

There is no doubt that Tim Horton’s is a popular choice for many students at UBC thanks to its affordability, quality and variety of food and drinks. Students looking to take a quick break and grab a coffee or snack often head to the nearest location, which is only one of three at the Vancouver campus. With a population of more than 65,000 students in addition to faculty and staff members, it’s clear why this could pose as an issue.

**Statement of Problem**

As a loyal Tim Horton’s customer myself, I have noticed that most students in these long lineups are often only desperately trying to refuel on hot drinks or light snacks that require little to no preparation in making. Instead, they are coerced into staying in line for typically periods of 20 to 30 minutes for a task that would’ve only taken a minute or two if they were able to prepare it themselves. This results in a heavy traffic of students during peak hours, that could be absolved through a relatively simple solution.

**Proposed Plan**

A solution to this issue that was commonly used at my previous university were small self-serve kiosks that were dispersed across campus at various locations for convenience. These kiosks had 2 employees each who primarily worked at the cash registers and would regularly refill the coffee and tea pots on the burner when they were running low. This meant students had the ability to walk in, pour themselves a drink or grab a to-go snack and be out within minutes. I found this to be incredibly resourceful as a first-degree student attending McMaster University and believe it could have the same effects for staff and students here at UBC. The following are ideas that could be used for the successful implementation of this:

1. More employees working during peak hours
2. Kiosks placed strategically across campus according to the traffic of these locations
3. Adding to-go snacks and foods to these kiosks

**Scope**

To assess the feasibility of adding self-serve kiosks to the Vancouver campus at UBC, I plan to pursue the following five areas of inquiry:

1. What are the peak hours of this restaurant on campus currently?
2. How many locations should be added?
3. What are the potential locations?
4. How many workers should there be?
5. What are the costs associated with this?

**Methods**

My primary data sources will include consultations with Colin Moore, the director of Food Services at UBC. To record observations, I will quantitatively measure the traffic of each of the current location on campus to determine peak and non-peak hours.  I will also conduct a survey with a sample size of about a hundred students regarding how useful they find this idea to be.

Secondary sources will include peer-reviewed publications that explore customer satisfaction of self-serve concepts in the food industry.

**Qualifications**

Due to having completed my first degree at McMaster University where the implementation of this idea proved useful, I can speak to the benefits of this from a student’s perspective. I also had the opportunity to speak to Food Services last semester through my part-time work position on campus, which gives the added benefit of the director being receptive to the idea of conducting an interview.

**Conclusions**

It’s clear that many students find Tim Horton’s to be a popular and affordable option. However, due to the lack of locations on campus, students are stuck in long lineups amidst their busy days. Through this investigation, it will be determined whether students would be interested in the addition of self-serve kiosks and how feasible this would be. With approval, I aim to begin this research right away.