

Retail Food Options on Baylor's Campus: Are Students Satisfied?

MKT 3330-0290

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December 2, 2016

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I. Managerial Summary

Baylor University has partnered with Aramark since 2000 to fulfill all of its facility and food needs. This report analyzes current students' satisfaction and reaction to the retail food options on campus.

Secondary research revealed that Aramark prides itself on catering to the changing culinary needs/desires of college students. Our research project objective is to discover whether their claim of catering to students culinary needs/desires are actually accurate on our own campus, Baylor University. Currently there are four dining halls and 14 retail food options on the Baylor campus.

The research team conducted four in-depth interviews with four current Baylor students of varying classifications and living situations (on campus vs off campus). Along with the secondary sources and in-depth interviews a survey was also sent out to students within the research team's network. There were 116 respondents.

From the research conducted, the team gathered three main important findings: Baylor students, both native and international, are neither satisfied or unsatisfied with the current retail food options on campus, convenience is the only factor that contributes to a student's satisfaction level, and lastly that popularity of a retail location doesn't always correlate to the same location being the most frequented location.

The researchers have provided Aramark with recommendations based on their findings and feedback through conducting personal interviews and an online survey.

Such recommendations include advice regarding considering location, convenience, pricing, quality, and operating times when making retail food decisions.

II. Research Questions and Research Objective

A. Background

1. Introduction and Research Purpose

The group of researchers are all current Baylor students and therefore have a vested interest in the food options available on campus. The retail food options (non-dining hall food options) change over time and are often a meeting place for students who live on and off campus. This report endeavors to assess whether or not current undergraduate Baylor students are satisfied with the retail food options on campus. In order to accomplish this goal, the research team conducted secondary and exploratory research. This was used to inform the primary research process which was conducted in the form of a survey.

2. Secondary Research

Baylor University contracts all food and maintenance through Aramark. Aramark and Baylor have been partners since October 1, 2000. On a broad scale, Aramark is an operations company that partners with institutions and facilities to provide food, facilities, uniform, and other services. Aramark prides itself on its ability to adjust to the changing dietary needs/desires of students living on college campuses.

Currently, there are 4 dining hall options with full meal options and 14 retail food options spread across the Baylor Sciences Building, East Village Bakery, Paul Foster Business Building, Penland Crossroads, Moody Library, and Student Union Building.

The 14 retail food options include: Moe's Southwestern Grill, Starbucks, Which Wich, Sushic, East Village Bakery, Au Bon Pain, Jamba Juice, Chick-fil-A, Freshii, MOOYAH, Panda Express, and Einstein Bros. Bagels. These retail locations each have independent operating hours that seem to capitalize on peak hunger times rather than provide flexible convenience. Many of these retail locations cannot accept gift cards and do not have the full menu options seen in full scale stores.

As of Fall 2015, there are 14,189 undergraduate students at Baylor University. 39% of students live on campus, and 99% of the freshman class lives on campus. 58% of undergraduate students are female, and 35.4% are from racial or ethnic minority groups. Additionally, 4.6% (650) of students are resident or nonresident aliens. This group represents 78 foreign countries.

3. Exploratory Research

In order to gather preliminary insight into students' perspectives of on-campus retail offerings, the research team conducted four interviews with current students. These students were as follows: one freshman student living on campus, one sophomore student living on campus, one senior student living on campus, and one junior international student. Each interview was conducted in a natural, relaxed setting and lasted about 20 minutes long.

Three of the four students interviewed were fairly satisfied with the retail options on campus. The international student indicated that he eats on campus very rarely because all retail food options are american-style food. Starbucks was named the favorite retail food option on campus for two of the four students interviewed.

Convenience of location was the primary factor in the four student's decision of which retail food option to eat at. The students also indicated a desire for extended hours of operation at the retail food options, more variety in options, and options that satisfy the needs of international students.

B. Research Objective

As stated previously, the purpose of this research project is to understand how Baylor students react to the retail food options on the Baylor University campus, and, more specifically, discern whether or not Baylor students are satisfied with the retail food options on campus.

C. Research Questions and Hypotheses

The following list includes the research questions and corresponding hypotheses. The research questions are the main numbered points, and the corresponding hypothesis is a sub-bullet indicated by the letter 'a'.

1. Why have some retail food options (ex: Chik-fil-a, Einstein's Bros, Panda Express) stayed longer than other retail food options (ex: Ninfa's, Chili's Too, Four Seasons Sushi)?
 - a. The longevity of a retail food option is correlated with the level of traffic.
Students appreciate the physical location of the option and therefore visit often.
2. Do students approve of the current retail food options on campus?
 - a. Students do approve of current retail options on campus.
3. Do international students approve of the current retail food options on campus?

- a. International students do not approve of the current retail food options.
- 4. What is the most popular current retail food option on campus?
 - a. Moody Starbucks is the most popular retail food option on campus.
- 5. What other retail food options/categories would students like to see on campus (ex: barbeque, italian, mexican, health foods)?
 - a. Students would like to see Italian style retail food options.

III. Research Design and Methodology

A. Sampling Plan

Our target population was too large to do a census, thus the research team decided to create and implement a sampling plan. By conducting this plan the team could make insights about how satisfied Baylor students are on retail food options using limited information. To complete the sampling plan, the research team decided to conduct in-depth interviews, enabling the team to discover ideas and insights into retail food options at Baylor University. The team interviewed four students at Baylor with different backgrounds: including class, international or non-international, major, and residence status. Furthermore, in order to improve research accuracy and reliability, the team conducted a survey questionnaire to gather primary data from the samples. After the team gathered responses from the questionnaire, the team analyzed the data using the statistical computer software SPSS. Finally, the team interpreted the data in the form of pie charts, percentages, test hypotheses in able to reach conclusions in regards to the research questions. All data collection utilized the convenience method.

B. Data Collection Methods

1. Personal interviews

The research team decided to put an emphasis on the in-depth interviews to gather exploratory research needed for the project. Conducting the in-depth interviews with direct, face-to-face conversations enhanced response rates and ability to identify correct and reliable responses. Each member of the team was assigned a specific classification along with a specific living situation, for example a sophomore living on campus. The team then individually conducted the actual interviews over a specified weekend, in a relaxed and natural setting.

2. Questionnaires/Surveys

The research team conducted questionnaires based on the qualifications, theories, and practices learned in class this semester. The questions within the survey provided the remaining research information from a sample of the population on Baylor's campus.

C. Biases and Limitations of Data Collection

In the secondary data collection process, some of the the data collected came from various internet sources. The data from these sources might be skewed, or different, than the team's actual research findings from the primary data because time has passed since the data from the secondary source was collected.

In the in-depth interviews, there was into a noncoverage and non-sampling error.

Due to a communication breakdown among the research team, an error occurred in the survey methodology, which is a non-sampling error. Each member of the research team was assigned to interview a certain classification of student with a specific living situation: one freshman, one sophomore, one junior, one senior, with two of those students living on campus, two of those students living off-campus, and one of the students also being an international student. However, when the team did the personal interviews, the team failed to gather two responses from students living off campus, instead only interviewing one student living off campus. This communication error, which lead to the non-coverage error, meant the research team missed a greater sample of a certain demographic of student, possibly skewing the findings. With this error, the team was limited to the perspectives from those students who did partake in our in-depth interviews, which is a non-coverage error.

Within the questionnaire collection process there were nonresponse and response errors. The data collection process used the convenience method. The research team only sent out surveys to friend groups or people the team knew personally, therefore making the sample more representative of upperclassmen instead of lowerclassmen. This bias was the main connection to why the findings came to be so neutral. Upperclassmen who do eat on campus only do so for convenience, not necessarily because they prefer the food that is being offered. Another nonresponse error is that not all people who received the survey link took the survey. The response error that the research team found was when they analyzed the data from the questionnaire, some respondents skipped questions. Having the questions in the

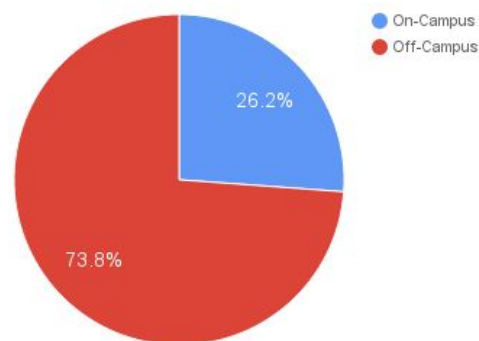
questionnaire as non-required let some respondents opt-out of responding to certain questions and led to the team losing valuable insights and data from the research.

IV. Main Findings

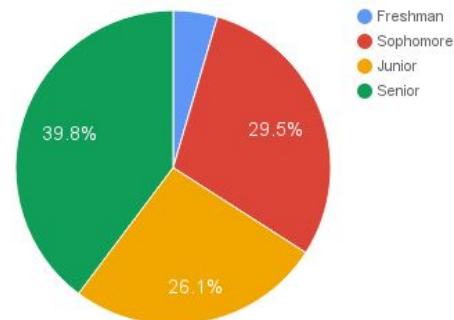
A. General Survey Findings and Demographics

Together, the team distributed the survey among multiple online groups and received 116 responses. The majority of the respondents lived off campus, were seniors, female, non-international students.

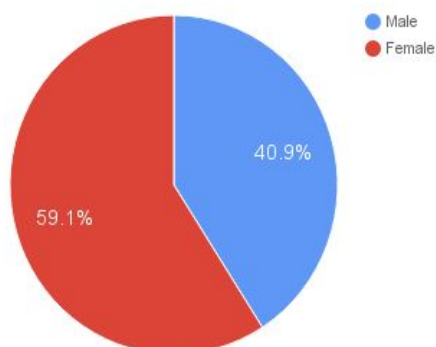
Where They Live



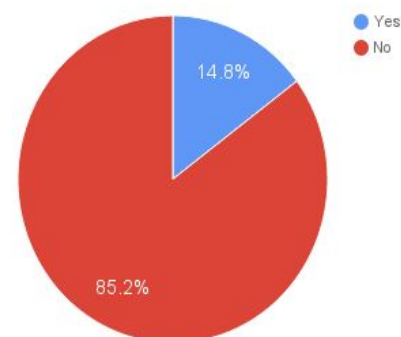
Classification



Gender



International Student



When asked questions regarding Baylor's on-campus retail food offering selections, the most popular answers included students who eat on campus one to two times per week, who choose Panda Express as their favorite on campus food option

and Freshii as their least favorite, and who would prefer Mooyah and Freshii's to be removed because they are either too expensive or do not have quality food. Out of students who completed the survey, only 5% were satisfied with the retail food offerings on campus, while 69% were not. By analyzing the data, the research team found that the most important characteristics when choosing a retail food offering on campus included the convenience of location, the speed of service, quality of food, and the price.

B. RQ1: Why have some retail food options (ex: Chick-fil-a) stayed longer than other retail food options (ex: Seasons Sushi)?

Hypothesis: The longevity of a retail food option is correlated with the level of traffic. Students appreciate the food and physical location of the option and therefore visit often.

In order to test the hypothesis, the research team needed to identify the most frequented retail food location, and see how long it had been on the campus. The research team ran three paired sample t-tests between the top 3 frequented locations as identified by our survey: 1) Moody Starbucks, 2) Chik fil A, and 3) Panda Express. The null hypothesis for these tests was: The two options are frequented the same amount. The alternative hypothesis for these tests was: The two options are not frequented the same amount. The p-values for each pair are as follows: 1 & 2: p-value = .318, 1 & 3: p-value = .105, 2 & 3: p-value = .308 (Appendix Chart RQ1.1, RQ1.2, RQ1.3, page 30). Because the p-values were all above alpha (.05), the research team failed to reject the null hypothesis and concluded that all three locations are frequented

about the same amount. All three of these locations have been on campus for many years, as long as any of the research team members could remember, so the research team tentatively concluded that higher foot traffic contributes to a retail food option's longevity.

Testing the hypothesis also required determining whether or not convenience of location was an important factor to students when choosing a retail food location. The research team ran a regression analysis between satisfaction level and the importance of different factors such as convenience of location, level of traffic, and quality of food. The research team focused on the importance of convenience as the hypothesis emphasized this factor. The null hypothesis for the regression test was: Convenience does not contribute to satisfaction. The alternative hypothesis for the regression test was: Convenience does contribute to satisfaction. The p-value was .033 so the research team rejected the null hypothesis and concluded that convenience does contribute to satisfaction (Appendix RQ1.4, page 31). It is interesting to note that the convenience factor was the only factor that had a p-value less than .05, indicating that convenience is the only factor that contributes to satisfaction. Therefore, the research team concluded that the research hypothesis for RQ1 was upheld.

C. RQ2: Do students approve of the current retail food options on campus? Change appendix RQ2.2 to correct SPSS

Hypothesis: Students do approve of the current retail food options on campus (score of 8 out of 10).

The research team ran a one-sample t-test comparing the results from the survey to a test value of 8. The null hypothesis was: students are moderately satisfied (score of 8 out of 10). The alternative hypothesis was: students are not moderately satisfied (not a score of 8 out of 10). The p-value was less than .0001 so the null hypothesis was rejected and the team concluded that students are not moderately satisfied (Appendix RQ2.1, page 32). The research team then consulted the average value for satisfaction and found it to be 5.54. The team then ran a second one-sample t-test comparing the results from the survey to a test value of 6. The null hypothesis was: students are marginally satisfied (score of 6 out of 10). The alternative hypothesis was: students are not marginally satisfied (not a score of 6 out of 10). The p-value was .053 so the research team failed to reject the null hypothesis and concluded that students are marginally satisfied with the retail food options on campus (Appendix RQ2.2, page 32).

The research team then wanted to determine if there was a difference in satisfaction between gender. An independent sample t-test was conducted, where the null hypothesis was: There is no difference between male and female in satisfaction level. The alternative hypothesis was: There is a difference between male and female in satisfaction level. The p-value was .2 so the research team failed to reject the null hypothesis and concluded that there is no difference between gender in satisfaction level (Appendix RQ2.3, page 33).

The research team then wanted to determine if there was a difference in satisfaction between classification. A one way ANOVA test was conducted, where the null hypothesis was: There is no difference between classification in satisfaction level.

The alternative hypothesis was: There is a difference between male and female in satisfaction level. The p-values for all classifications were above .05 so the team failed to reject the null hypothesis and concluded that there is no difference between classification in satisfaction level (Appendix RQ2.4, page 33).

The results from the three tests conducted indicate that students are marginally satisfied with the retail food options on campus. This does not support the RQ3 hypothesis.

D. RQ3: Do International students approve of the retail food offerings on campus?

Hypothesis: International students do not approve of the retail food offerings on campus.

In order to test the hypothesis, the research team conducted a one sample t-test with a test value of 2. The null hypothesis was: International students are moderately unsatisfied (score of 2 out of 10). The alternate hypothesis was: International students are not moderately unsatisfied (not a score of 2 out of 10). The p-value was $<.0001$ so the research team rejected the null hypothesis and concluded that international students are not moderately unsatisfied (Appendix RQ3.1, page 34). The research team then consulted the 5.08 average satisfaction score and conducted another one sample t-test with a test value of 5. The null hypothesis was: International students are neutral in satisfaction (a score of 5 out of 10). The alternate hypothesis was: International students are not neutral in satisfaction (not a score of 5 out of 10). The p-value for this test was .861 so the research team failed to reject the null hypothesis and concluded

that international students are neutral in their satisfaction with retail food options (Appendix RQ3.2, page 34). This contradicts the RQ3 hypothesis.

E. RQ4: What is the students' favorite retail food option on campus?

Hypothesis: The students' favorite retail food option is Moody Starbucks.

In order to test this hypothesis, the research team included a survey question that asked respondents to identify their favorite retail food option on campus. Panda Express was identified as the

favorite option, while Freshii was identified as the least favorite option.

The research team compared this to the most frequented locations on campus, and determined that there is a difference between the favorite and most frequented retail food option on campus.



F. RQ5: What other retail food options/categories would students like to see on campus?

Hypothesis: Students would like to see Italian retail food options on campus.

To test this hypothesis, the team conducted a one sample t-test to determine a student's level of interest in the top four categories such as breakfast, health-conscious, italian, and mexican. The null hypothesis tested was that students are marginally

interested in seeing an italian retail food offering on campus (a score of 5 out of 10), while our alternative hypothesis concluded that students would not be interested in seeing an italian retail food offering on campus (not a score of 5 out of 10).

The team then determined the p-values for each of the food categories: Breakfast = .494 (Appendix RQ5.1, page 35), Health-conscious = .572 (Appendix RQ5.2, page 35), Mexican = .658 (Appendix RQ5.3, page 36), and Italian = .090 (Appendix RQ5.4, page 36). The team compared the interests for each food category along with the value for that category and found that the team had to fail to reject the null hypothesis. This proved that students are only marginally interested in the top 4 categories of breakfast, health-conscious, mexican, and italian. Because the outcome didn't necessarily support the original hypothesis for this question, the team determined that the data should be viewed every two years to see if the student interest grows. This will be explained further in recommendations.

V. Recommendations

A. Interview/Write In Recommendations

Through the data received in the in-depth interviews and write-in portion of the survey, the research team would like to provide the following recommendations for Aramark and Baylor University to consider inputting on campus. First, expanding operating times of popular retail locations will increase satisfaction in students, as they cited that as a desired change. Secondly, by increasing the quality of food available and making the prices more reasonable, students will be more likely to stay on campus and spend money at the retail locations convenient to them.



With the time of day and speed of service factors being very important to students, we would recommend that Aramark implement selections in each of the retail locations that provide students with the option to grab a premade meal instead of waiting in a line or waiting for their meal to be made. Also, because students are only marginally satisfied with the retail food offerings on campus, the research team recommends emailing a survey to undergraduate students and finding what food options students enjoy.


B. Survey Recommendations

Firstly, because convenience is an important factor in student satisfaction, Aramark should consider the location and foot traffic of a new retail location when deciding the position placement. Secondly, conducting surveys once every two years will allow Aramark to assess students' satisfaction with retail locations. Students are currently marginally satisfied with the retail food options, but that may change and Aramark should be ready to react. Lastly, because of the moderate interest in breakfast, Italian, Mexican, and health-conscious foods, Aramark should monitor the interest in such categories to see if demand increases, thus making a placement of such retail location beneficial on campus.

VI. Appendix

A. Survey Questionnaires used for data collection

[Close Preview](#)[Restart Survey](#)[Place Bookmark](#)



How often do you eat at a retail location on campus?


☐ Never

☐ 1 - 2 times a week


☐ 3 - 4 times a week

☐ 4 - 5 times a week

☐ More than 5 times a week


0%  100%


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How many times a week do you eat at the following places?


0 1 2 3 4 5 6 7 8 9 10


Einstein's Bagels 


Chick-fil-A 


Mooyah 


Freshii 


Panda Express 

Moody Starbucks 

BSB Starbucks 

Au Bon Pain 

Red Mango 

Moe's Mexican Grill 

Which Wich Sandwiches

Jamba Juice

SUB Suchic

BSB Suchic

0% 100%

Survey Powered By Qualtrics



Please select the retail food options that you have eaten from on campus. (Check all that apply)

- ☐ Einstein's Bagels
- ☐ Chick-fil-A
- ☐ Mooyah
- ☐ Freshii
- ☐ Panda Express
- ☐ Moody Starbucks
- ☐ BSB Starbucks
- ☐ Au Bon Pain
- ☐ Red Mango
- ☐ Moe's Mexican Grill
- ☐ Which Wich Sandwiches
- ☐ Jamba Juice
- ☐ SUB Suchic
- ☐ BSB Suchic

0% 100%



Which on-campus retail food offering is your **favorite**?

- Einstein's Bagels
- Chick-fil-A
- Mooyah
- Freshii
- Panda Express
- Moody Starbucks
- BSB Starbucks
- Au Bon Pain
- Red Mango
- Moe's Mexican Grill
- Which Wich Sandwiches
- BSB Suchic
- SUB Suchic
- Jamba Juice
- East Village Bakery

0% 100%



Which on campus retail food offering is your **least favorite**?

- Einstein's Bagels
- Chick-fil-A
- Mooyah
- Freshii
- Panda Express
- Moody Starbucks
- BSB Starbucks
- Au Bon Pain
- Red Mango
- Moe's Mexican Grill
- Which Wich Sandwiches
- East Village Bakery
- Jamba Juice
- BSB Sushic
- SUB Suchic



Survey Powered By



Please rank the importance of the following you consider when choosing which retail food option to eat at.

	Not at all Important	Slightly important	Moderately important	Very important	Extremely important
Convenience of Location	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level of Traffic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of Food	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Time of Day	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Popularity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Menu Variety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speed of Service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Survey Powered By Qualtrics



How satisfied are you with the overall selection of retail food offerings on campus?

Very Unsatisfied.

Very Satisfied.

0 1 2 3 4 5 6 7 8 9 10

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐



Survey Powered By Qualtrics





Is there anything you would change about Baylor's retail food options?



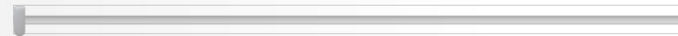
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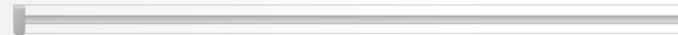
Please indicate your level of interest in seeing these food categories included in on-campus food retail options.

0 1 2 3 4 5 6 7 8 9 10

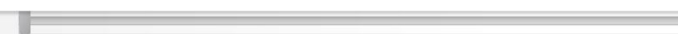
Mexican



Breakfast



Italian



Korean



Health-conscious



Mediterranean



Indian



Barbeque



Japanese



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What (if any) retail options would you like to see removed? Why?



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What is your gender?

- ☐ Male
- ☐ Female



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What is your classification?

- ☐ Freshman
- ☐ Sophomore
- ☐ Junior
- ☐ Senior



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Are you an international student?

☐ Yes

☐ No

0%  100%

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>>



Where do you live?

☐ On-Campus

☐ Off-Campus

0%  100%

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B. In-depth Interview Questions

1. How many times per week do you eat on campus?
2. Please list all of the retail food options you can think of.
3. How many times per week do you eat from one of the retail food options?
4. Which retail location do you eat at most?
5. Which retail location do you eat at least?
6. Which retail location do you like most?
7. Which retail location do you like least?
8. How do you choose which retail food option to eat at?

9. Do the retail food options satisfy your food needs?
10. In general, are you satisfied with the retail food options? Explain.
11. Is there anything you would change about Baylor's retail food options?
12. What (if any) retail options would you like to see removed? Why?
13. What (if any) retail options would you like to see added? Why?
14. Is there anything else you would like to add regarding Baylor's on campus retail food options?
15. What is your classification?
16. What building do you live in on campus (if you live on campus)?