



## **A1: Segmentation at Sticks Kebab Shop**

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## Summary:

This case study focuses on Sticks Kebab Shop, a company based in Charlottesville, Virginia, undergoing an expansion phase. As part of their expansion strategy, they aim to identify suitable markets to enter and subsequently select an optimal location within those markets. To facilitate this decision-making process, the team at Sticks Kebab Shop seeks to gain a deeper understanding of their customer base, determine which location would attract the most desirable customers, and devise effective methods to engage with their target audience.

### 1. How do people choose which fast-food restaurant to visit? What is important- location, price, assortment, or cuisine?

The choice of which fast-food restaurant to visit is influenced by several factors. These include food taste, price, consistency, and friendly staff. People prefer fast-food establishments that offer healthy menu options and a quick and easy purchasing process.

Examining the dataset and reviewing the descriptive statistics, it can be inferred that people's choice of fast-food restaurants is influenced by factors including prioritizing food taste and satisfaction, finding options that provide good value for money, and expecting consistency as the top three. Also, valuing friendly staff, seeking nutritious and filling meals and reliability in service, desiring various menu options, appreciating the restaurant's connection to the community, and seeking a pleasant ambiance.

Run two descriptive statistics, the first one with non-customer survey data and the second combining data with current customer surveys. Based on scaling anchors' mean value, the lower the number, the higher its emphasis on decision-making.

Non-Customer data analysis reflection

Descriptive Statistics		
	N	Mean
Please indicate how important the following factors are when you visit a restaurant – Taste	156	1.20
Please indicate how important the following factors are when you visit a restaurant – Value	156	1.31
Please indicate how important the following factors are when you visit a restaurant – Consistency	156	1.47
Please indicate how important the following factors are when you visit a restaurant – Staff	155	1.57
Please indicate how important the following factors are when you visit a restaurant – Variety	154	1.62
Please indicate how important the following factors are when you visit a restaurant – Convenient	156	1.73
Please indicate how important the following factors are when you visit a restaurant – Ambiance	156	1.74
Please indicate how important the following factors are when you visit a restaurant – Healthy	155	2.05
Please indicate how important the following factors are when you visit a restaurant – Community	152	2.37
Valid N (listwise)	151	

Customer and Non-Customer combined analysis reflection

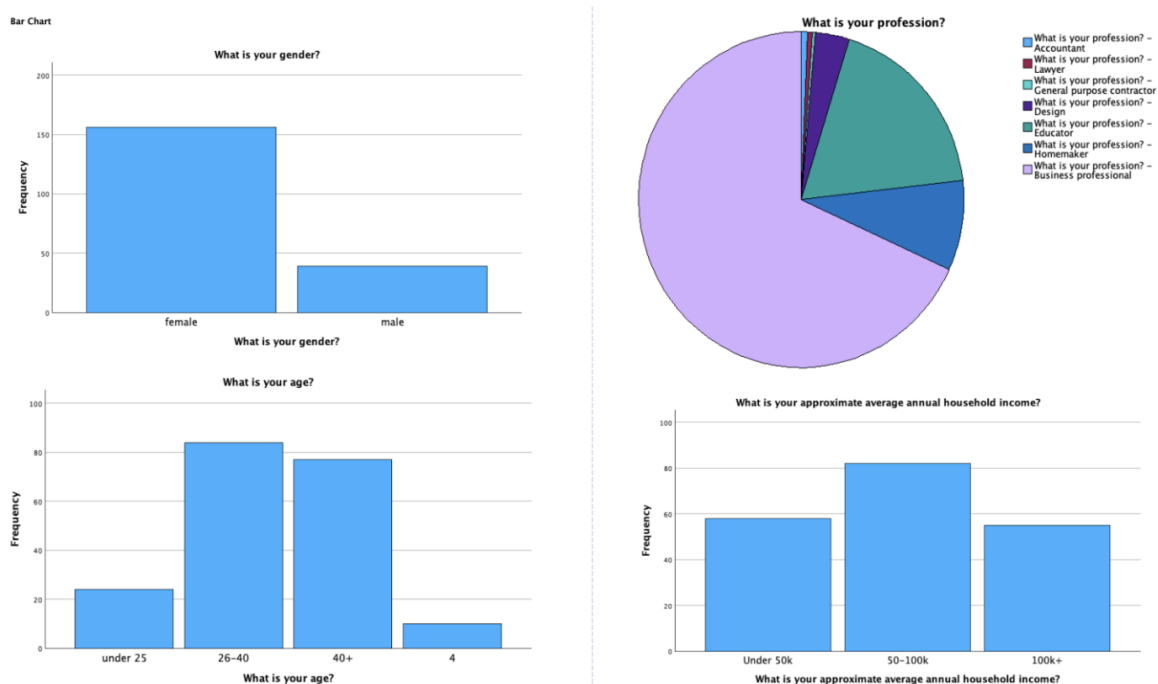
Descriptive Statistics		
	N	Mean
Please indicate how important the following factors are when you visit a restaurant – Food taste and satisfaction	376	1.07
Please indicate how important the following factors are when you visit a restaurant – Consistency / reliability	378	1.28
Please indicate how important the following factors are when you visit a restaurant – Good value for money	378	1.33
Please indicate how important the following factors are when you visit a restaurant – Healthy menu options	378	1.48
Please indicate how important the following factors are when you visit a restaurant – Convenient place to eat	380	1.49
Please indicate how important the following factors are when you visit a restaurant – Friendly staff	378	1.60
Please indicate how important the following factors are when you visit a restaurant – Variety of menu options	376	1.69
Please indicate how important the following factors are when you visit a restaurant – Pleasant ambiance	378	1.75
Please indicate how important the following factors are when you visit a restaurant – Part of community	374	2.12
Valid N (listwise)	368	

From an important point of view, the elements which impact the most and least are as follows:

1. Cuisine - taste/food (Rank #1)
2. Price (Rank #2)
3. Assortment - variety (Rank #5)
4. Location - Convenient (Rank #6)

While location, assortment, and price are vital in the choice, most respondents prioritize taste when selecting a restaurant. After analyzing the dataset and reviewing the descriptive statistics, it can be concluded that the most significant factor influencing customers' decisions is food taste and satisfaction, particularly the availability of healthy and nutritious food choices. The importance of good value for money is evident, as it successfully meets customers' demands and preferences.

## 2. Who do you think Sticks' customers are, and what are their motivations for visiting Sticks?



Based on the survey data, the majority of Sticks' customers are predominantly female. They are vastly business professionals, based primarily on the middle-income range of adults ages range from 26 to 40+ years old. These individuals lead busy lifestyles and prioritize their health. Families often seek a quick and wholesome dinner after attending their child's sporting events. Additionally, Sticks appeals to working professionals who aim to make the most of their limited lunch breaks.

## Customer data assessment:

Descriptive Statistics		
	N	Mean
How many times in the last week did you do the following? – Make and eat lunch at home	192	3.22
How many times in the last week did you do the following? – Buy lunch at a restaurant / food court / food truck	194	2.97
How many times in the last week did you do the following? – Bring own lunch to work	193	2.60
How many times in the last week did you do the following? – Skipped lunch / ate a small snack item	170	1.58
How many times in the last week did you do the following? – Buy lunch at workplace (e.g., cafeteria)	183	1.50
Valid N (listwise)	155	

Descriptive Statistics		
	N	Mean
In the last month, how often have you visited Sticks for the following occasions? – After school snack or after sports practice / event	143	5.73
In the last month, how often have you visited Sticks for the following occasions? – Sticks event (catering at work, food festival)	147	5.43
In the last month, how often have you visited Sticks for the following occasions? – Weekend dinner	151	4.01
In the last month, how often have you visited Sticks for the following occasions? – Weekend lunch	152	4.00
In the last month, how often have you visited Sticks for the following occasions? – Weekday lunch	164	3.30
In the last month, how often have you visited Sticks for the following occasions? – Weekday dinner	160	3.27
Valid N (listwise)	136	

The descriptive statistics of the dataset from the customers' survey, as seen in Table 1, which contains a general response of food habits, analyze the central tendency measures to infer our answers. Most individuals in this group prefer eating at home or dining in restaurants rather than skipping meals or consuming meals at their workplace, as the respective mean values are 3.22 and 2.97.

In Table 2, we found the information about their Sticks visit. They preferred Sticks frequently for after-school snacks and as an event destination. The mean is relatively high in both cases.

The customers who visit Sticks' stores can be categorized as follows:

- Individuals responsible for making dining decisions for their families.
- Professionals in their 20s to 40s, often single, purchase food during their lunch breaks.
- Older individuals prefer Mediterranean cuisine as a healthy option for their active lifestyles.
- Soccer moms, as the area has a strong sports culture and their desire for healthy menu choices for after-school events.

Despite falling into different categories, these customers share similar motivations. They are looking for what Sticks delivers: healthy and filling food, efficient and consistent service, and reasonable prices. Sticks satisfy their needs by offering quick and nutritious meals, a diverse menu accommodating various dietary preferences, and affordable pricing. The restaurant

appeals to customers who prioritize convenience, health-consciousness, and the availability of a wide range of options that cater to their specific requirements.

<b>Descriptive Statistics</b>	<b>N</b>	<b>Sum</b>	<b>Mean</b>
Please indicate how important the following factors are when you visit a restaurant - <b>Food taste and satisfaction</b>	188	201	1.07
Please indicate how important the following factors are when you visit a restaurant - <b>Consistency/Reliability</b>	189	241	1.28
Please indicate how important the following factors are when you visit a restaurant - <b>Good value for money</b>	189	252	1.33
Please indicate how important the following factors are when you visit a restaurant - <b>Healthy menu options</b>	189	279	1.48
Please indicate how important the following factors are when you visit a restaurant - <b>A convenient place to eat</b>	190	283	1.49
Please indicate how important the following factors are when you visit a restaurant - <b>Friendly staff</b>	189	302	1.60
Please indicate how important the following factors are when you visit a restaurant - <b>Variety of menu options</b>	188	317	1.69
Please indicate how important the following factors are when you visit a restaurant - <b>Pleasant ambiance</b>	189	331	1.75
Please indicate how important the following factors are when you visit a restaurant - <b>Part of the Community</b>	187	397	2.12
Valid N (listwise)	184		

Sticks can use this information to develop marketing campaigns that target specific customer segments. For example, Sticks could develop a marketing campaign on the convenience of its food for working professionals. Sticks could also develop a marketing campaign focusing on the health benefits of its food for older adults.

### 3. What do the survey data tell us about the differences between customers and non-customers?

Based on the dataset, we analyzed the responses from both customers and non-customers to gain valuable insights. The customer data provided information about their frequency of visiting the Sticks Kebob shop, their experiences with the restaurant, and how they discovered it. We also examined the frequency of their visits to the Sticks Kebob shop. On the other hand, the survey dataset from non-customers allowed us to understand their lunchtime habits, such as whether they tend to purchase meals, bring lunch from home, or opt for snacks.

By comparing the responses between customers and non-customers, we uncovered differences in behaviors, preferences, and choices related to Sticks Kebob. These findings help us comprehensively understand the restaurant's customer base and potential target audience.

Data also shows that customers prioritize convenience, a healthy menu, taste, and consistency when visiting a restaurant. On the other hand, non-customers place a higher emphasis on value and ambiance when considering their dining choices. These findings highlight both customer segments' distinct preferences and priorities, providing valuable insights for Sticks to effectively tailor their offerings and marketing strategies to target each group. Furthermore, the data highlighted the demographic composition of many non-customers, primarily

students. This demographic alignment reinforces the strategic decision of Sticks to establish a partnership with UVA (University of Virginia). Students often rely on their university and the preferences of their peers to influence their choices, making the presence of the Sticks brand at campus events a valuable opportunity to convert these specific non-customers into customers.

Case Processing Summary			
		N	Marginal Percentage
What is your gender?	female	59	81.9%
	male	13	18.1%
How many children, by age, currently live in your household? – less than 12 years old	0	62	86.1%
	1	2	2.8%
	2	7	9.7%
	4	1	1.4%
How many children, by age, currently live in your household? – 12–17 years old	0	67	93.1%
	1	5	6.9%
How many children, by age, currently live in your household? – 18 and older	0	64	88.9%
	1	4	5.6%
	2	3	4.2%
	3	1	1.4%
Valid		72	100.0%
Missing		130	
Total		202	
Subpopulation		70 <sup>a</sup>	

a. The dependent variable has only one value observed in 70 (100.0%) subpopulations.

Model Fitting Information						
Model	AIC	BIC	–2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	70.002	72.278	68.002			
Final	67.347	106.050	33.347	34.655	16	.004

Goodness-of-Fit			
	Chi-Square	df	Sig.
Pearson	38.365	53	.935
Deviance	33.347	53	.984

Pseudo R-Square	
Cox and Snell	.382
Nagelkerke	.625
McFadden	.510

Likelihood Ratio Tests						
Effect	AIC of Reduced Model	BIC of Reduced Model	–2 Log Likelihood of Reduced Model	Chi-Square	df	Sig.
Intercept	67.347	106.050	33.347 <sup>a</sup>	.000	0	.
Please indicate how you rate Sticks in comparison to similar restaurants that you visit regularly – Convenient place to eat	65.722	102.148	33.722	.375	1	.540
Please indicate how you rate Sticks in comparison to similar restaurants that you visit regularly – Variety of menu options	74.430	110.856	42.430	9.083	1	.003
Please indicate how you rate Sticks in comparison to similar restaurants that you visit regularly – Good value for money	66.448	102.874	34.448	1.101	1	.294
Please indicate how you rate Sticks in comparison to similar restaurants that you visit regularly – Healthy menu options	65.503	101.929	33.503	.156	1	.693
Please indicate how you rate Sticks in comparison to similar restaurants that you visit regularly – Food taste and satisfaction	67.183	103.610	35.183	1.836	1	.175
Please indicate how you rate Sticks in comparison to similar restaurants that you visit regularly – Friendly staff	74.826	111.253	42.826	9.479	1	.002
Please indicate how you rate Sticks in comparison to similar restaurants that you visit regularly – Pleasant ambience	65.587	102.014	33.587	.240	1	.624
Please indicate how you rate Sticks in comparison to similar restaurants that you visit regularly – Consistency / reliability	65.725	102.152	33.725	.378	1	.539
Please indicate how you rate Sticks in comparison to similar restaurants that you visit regularly – Part of community	65.551	101.978	33.551	.204	1	.652
How many children, by age, currently live in your household? – less than 12 years old	69.323	101.197	41.323	7.976	3	.047
How many children, by age, currently live in your household? – 12–17 years old	65.348	101.775	33.348	.001	1	.971
How many children, by age, currently live in your household? – 18 and older	65.596	97.470	37.596	4.249	3	.236

#### Logistic Regression(Non-Customer)

	Variables in the Equation	B	S.E.	Wald	df	Sig.	Exp(B)
Step 1 <sup>a</sup>	Please indicate how important the following factors are when you visit a restaurant - Convenient	-.236	.337	.489	1	.484	.790
	Please indicate how important the following factors are when you visit a restaurant - Variety	.961	.436	4.869	1	.027	2.615
	Please indicate how important the following factors are when you visit a restaurant - Value	-.074	.485	.024	1	.878	.928
	Please indicate how important the following factors are when you visit a restaurant - Healthy	-.245	.265	.852	1	.356	.783
	Please indicate how important the following factors are when you visit a restaurant - Taste	-.935	.650	2.072	1	.150	.393
	Please indicate how important the following factors are when you visit a restaurant - Staff	.239	.479	.249	1	.618	1.270
	Please indicate how important the following factors are when you visit a restaurant - Ambiance	.479	.458	1.095	1	.295	1.615
	Please indicate how important the following factors are when you visit a restaurant - Consistency	.447	.450	.986	1	.321	1.564
	Please indicate how important the following factors are when you visit a restaurant - Community	-.149	.274	.295	1	.587	.862
	Constant	-2.729	.997	7.483	1	.006	.065

#### Logistic Regression(Customer)

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#### 4. What survey questions would you use to identify the customer segments?

- I tend to plan things very carefully

- I sometimes have trouble controlling my spending
- I think it is important to purchase products that are made locally
- I carefully consider the health benefits of what I eat.

Psychographics offer a more accurate representation of audience distinctiveness compared to demographics. A deeper understanding of the target audience can be gained by drawing insights from motives, persona traits, lifestyles, values, and other psychographic factors. Unlike demographics, psychographics provides meaningful insights to shape messaging, inform product/service feature planning, and influence various marketing mix elements. Considering psychographic information allows for more targeted and effective marketing strategies.

## T-Test

Group Statistics					
	What is your approximate average annual household income?	N	Mean	Std. Deviation	Std. Error Mean
Please indicate your best answers to the following: I tend to plan things very carefully	Under 50k	76	1.72	.685	.079
	50,000 – 100,000	55	1.89	.685	.092
Please indicate your best answers to the following: I sometimes have trouble controlling my spending	Under 50k	76	2.84	.981	.112
	50,000 – 100,000	55	2.78	1.049	.141
Please indicate your best answers to the following: I think it is important to purchase products that are made locally	Under 50k	75	2.20	.986	.114
	50,000 – 100,000	55	2.27	.827	.111
Please indicate your best answers to the following: I carefully consider the health benefits of what I eat	Under 50k	76	1.95	.746	.086
	50,000 – 100,000	55	1.98	.782	.105

Independent Samples Test										
Levene's Test for Equality of Variances				t-test for Equality of Means						
		F	Sig.	t	df	Significance One-Sided p	Two-Sided p	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference Lower Upper
Please indicate your best answers to the following: I tend to plan things very carefully	Equal variances assumed	2.131	.147	-1.379	129	.085	.170	-.167	.121	-.407 .073
	Equal variances not assumed			-1.379	116.502	.085	.171	-.167	.121	-.407 .073
Please indicate your best answers to the following: I sometimes have trouble controlling my spending	Equal variances assumed	.477	.491	.337	129	.368	.736	.060	.179	-.293 .414
	Equal variances not assumed			.334	111.742	.370	.739	.060	.181	-.298 .418
Please indicate your best answers to the following: I think it is important to purchase products that are made locally	Equal variances assumed	.579	.448	-.444	128	.329	.658	-.073	.164	-.397 .251
	Equal variances not assumed			-.456	125.661	.324	.649	-.073	.159	-.388 .243
Please indicate your best answers to the following: I carefully consider the health benefits of what I eat	Equal variances assumed	.064	.801	-.256	129	.399	.799	-.034	.135	-.301 .232
	Equal variances not assumed			-.254	113.286	.400	.800	-.034	.136	-.303 .235

## 5. How many customer segments can you estimate from the survey data? What are the profiles of the customer segments?

After analyzing the customer survey data using Cluster Analysis, we discovered that the dataset can be classified into five unique segments. By comparing the differences within each segment (how similar customers are within the same segment) and between segments (how distinct customers are across different segments), we noticed that the additional value gained



from adding another segment diminishes after the fifth one. This implies that we have achieved meaningful segmentation by identifying these five segments, and further dividing the data would provide diminishing insights.

Final Cluster Centers	Cluster				
	1	2	3	4	5
Please indicate your best answers to the following: I tend to plan things very carefully	2.04	2.57	1.46	1.81	1.67
Please indicate your best answers to the following: I sometimes have trouble controlling my spending	2.71	2.29	2.98	2.70	2.83
Please indicate your best answers to the following: I think it is important to purchase products that are made locally	1.98	2.29	1.85	3.48	2.17
Please indicate your best answers to the following: I carefully consider the health benefits of what I eat	1.98	2.57	1.44	2.67	2.17
Please indicate how important the following factors are when you visit a restaurant - Convenient	2.02	3.14	1.33	1.33	1.33
Please indicate how important the following factors are when you visit a restaurant - Variety	1.85	2.43	1.27	1.48	2.00
Please indicate how important the following factors are when you visit a restaurant - Value	1.44	2.00	1.08	1.07	1.67
Please indicate how important the following factors are when you visit a restaurant - Healthy	1.88	3.57	1.42	2.74	3.67
Please indicate how important the following factors are when you visit a restaurant - Taste	1.21	1.71	1.08	1.07	1.33
Please indicate how important the following factors are when you visit a restaurant - Staff	1.63	2.86	1.17	1.48	3.17
Please indicate how important the following factors are when you visit a restaurant - Ambiance	1.85	3.29	1.27	1.74	3.33
Please indicate how important the following factors are when you visit a restaurant - Consistency	1.50	2.14	1.15	1.41	2.17
Please indicate how important the following factors are when you visit a restaurant - Community	2.52	2.86	1.63	2.63	5.00

## Number of Cases in each Cluster

Cluster	1	52.000
	2	7.000
	3	52.000
	4	27.000
	5	6.000
Valid		144.000
Missing		48.000



### Iteration History<sup>a</sup>

Iteration	Change in Cluster Centers				
	1	2	3	4	5
1	3.053	2.773	2.719	2.820	2.972
2	.308	.684	.297	.428	.700
3	.178	.404	.179	.228	.690
4	.079	.362	.086	.000	.000
5	.086	.000	.067	.115	.000
6	.036	.000	.038	.000	.000
7	.070	.000	.000	.156	.000
8	.042	.000	.065	.177	.000
9	.053	.000	.000	.102	.000
10	.000	.000	.000	.000	.000

a. Convergence achieved due to no or small change in cluster centers. The maximum absolute coordinate change for any center is .000. The current iteration is 10. The minimum distance between initial centers is 5.568.

ANOVA	Cluster	Error	F	Sig.		
	Mean Square	df	Mean Square	df		
Please indicate your best answers to the following: I tend to plan things very carefully	3.298	4	.388	139	8.494	<.001
Please indicate your best answers to the following: I sometimes have trouble controlling my spending	1.051	4	1.018	139	1.032	.393
Please indicate your best answers to the following: I think it is important to purchase products that are made locally	13.395	4	.499	139	26.821	<.001
Please indicate your best answers to the following: I carefully consider the health benefits of what I eat	7.576	4	.377	139	20.114	<.001
Please indicate how important the following factors are when you visit a restaurant - Convenient	7.847	4	.350	139	22.436	<.001
Please indicate how important the following factors are when you visit a restaurant - Variety	3.746	4	.298	139	12.559	<.001
Please indicate how important the following factors are when you visit a restaurant - Value	2.296	4	.214	139	10.745	<.001
Please indicate how important the following factors are when you visit a restaurant - Healthy	16.648	4	.649	139	25.646	<.001
Please indicate how important the following factors are when you visit a restaurant - Taste	.755	4	.151	139	5.004	<.001
Please indicate how important the following factors are when you visit a restaurant - Staff	8.877	4	.258	139	34.339	<.001
Please indicate how important the following factors are when you visit a restaurant - Ambiance	11.013	4	.309	139	35.645	<.001
Please indicate how important the following factors are when you visit a restaurant - Consistency	2.755	4	.288	139	9.580	<.001
Please indicate how important the following factors are when you visit a restaurant - Community	18.534	4	.548	139	33.812	<.001
The F tests should be used only for descriptive purposes because the clusters have been chosen to maximize the differences among cases in different clusters. The observed significance levels are not corrected for this and thus cannot be interpreted as tests of the hypothesis that the cluster means are equal.						

After performing the K-means clustering analysis, the next step is determining the optimal number of clusters or segments. Once the number of clusters is established, each cluster can be named based on its distinctive characteristics. By examining the means of the variables used for clustering within each segment, we can gain insights into their unique characteristics. These distinctive means can then be used to assign names to each segment.

Based on the insights gained from the survey data, we can construct the following customer profiles based on the identified segments:

1. **Professional On-the-Go:** This profile represents individuals aged 20-40 who lead busy professional lives. They value convenience, especially during lunchtime when they have limited time. They prioritize health and an active lifestyle, seeking customized food options catering to their dietary preferences. Being tech-savvy, they rely on mobile apps and online platforms for ordering food efficiently.
2. **Family-focused Foodies:** This profile comprises family heads in their 30s to 50s, with higher household incomes and children. They prioritize nutritious meals for their children and the entire family, actively avoiding unhealthy fast food options. They seek restaurants that offer wholesome and balanced menu choices for kids and adults.
3. **Active Senior Citizens:** This profile represents individuals aged 60 and above who maintain an active and health-conscious lifestyle. They prioritize their well-being and seek out dining options that offer nutritious meals. These senior citizens appreciate restaurants that provide healthy choices and accommodate their specific dietary needs.
4. **Campus Health Enthusiasts:** This profile comprises students aged 18-30, primarily located on or near university campuses. They are focused on maintaining a healthy lifestyle and are conscious of their dietary choices. They actively seek out restaurants that offer healthy food options and are enthusiastic about using coupons to save money on their meals.
5. **Corporate Wellness Seekers:** This profile encompasses professionals working in corporate environments, event organizers, and individuals who regularly order food for their workplace. They prioritize healthy food options for their team and colleagues. They actively seek out restaurants that cater to their wellness initiatives and offer nutritious meals. They value convenience and want long-term partnerships with reliable food providers.

## **6. Which customer segments should Sticks target?**

Based on the identified customer segments and their profiles, Sticks can focus on the following target groups:

**High-Income Urban Dwellers:** By catering to the preferences of high-income individuals residing in urban areas, Sticks can provide upscale dining experiences, emphasizing quality, ambiance, and exceptional service.

**Professionals On-the-Go:** Targeting professionals who purchase meals during work hours allows Sticks to offer convenient and quick dining options suitable for their busy schedules. Providing efficient and customizable choices can enhance their dining experience.

**Active Families with Children:** Sticks can cater to families with children who prioritize an active and healthy lifestyle. By offering nutritious meals and acknowledging the importance of sports, Sticks can become a go-to option for families seeking wholesome and athletic-oriented dining experiences.

**Brand-Loyal, Non-Price Sensitive Customers:** Attracting customers who value variety, health, and satisfaction and are loyal to the Sticks brand can strengthen customer loyalty programs and provide unique offerings to foster long-term relationships.

Additionally, targeting university students can be a strategic move for Sticks. Leveraging their influence as potential brand ambassadors can help expand Sticks' reach and reputation among the student community. Moreover, focusing on individuals involved in sports, such as those in CrossFit or Iron Man competitions, can tap into a dedicated segment seeking nutritious and energizing options to support their active lifestyles.

**7. Provide a recommendation for the location of the next Sticks restaurant based on the segmentation analysis and the demographic profiles of the locations in Figure 2 of the case.**

Among the four options presented for Sticks to consider as the next market for expansion, Option D stands out as the most favorable choice. This recommendation is based on an analysis of the market demographics, which indicates that Option D primarily consists of younger individuals with families and higher household incomes. This aligns well with Sticks' vision and target market.

Option D explicitly targets the "up-and-comers" and "white picket fences" segments, which correspond to the young demographic and families. These segments closely align with Sticks' target audience. Moreover, the primary age group in Option D is 34 years, which is relatively young compared to other options, making it an ideal fit for Sticks' target market.

Another factor that strengthens the case for Option D is its significant population size, offering a substantial market for Sticks to expand and grow its consumer base. While Option A has the highest median income, Option D still ranks second highest and is more advantageous due to its larger population size.

Considering the median age and healthy consumer spending per household, Option D emerges as the optimal choice for Sticks to expand its business. Although Option C was a close contender, Option D's focus on families, young demographic, higher income, and favorable population size makes it the best fit for Sticks' growth strategy.