**Case Study: Rick’s Chicken Salad Bar**

**CHAPTER 1**

**CASE STUDY**

“Rick’s Chicken Salad Bar” is a small franchise chicken shop that specializes in healthy food. The chicken used is organic, grain fed, free range, and skinless. There is a range of healthy salads available, and sandwiches are made to order. The theme is “a healthy body—a healthy mind” and the owners are proud that “nothing is fried.” The target market is health-conscious people who do not like the big fast food chains. The price is generally competitive, although some of the product range is a bit more expensive than most other take-out food chains. The management of “Rick’s” is thinking of expanding the number of stores, and, keeping in mind their target market, they are considering establishing an outlet at your local college or university. This will be the first time they have opened a store on a university campus and they believe that this may require a whole new strategy. They are willing to commit signify cant resources, but believe that they need more information before committing to this new strategy. Therefore, they have asked the Business Professor to arrange for a group of students to undertake a research project on the views of students regarding the establishment of a “Rick’s Chicken Salad Bar” on campus. You are one of the students in this group.

**CHAPTER 2**

**CASE STUDY**

The management of “Rick’s Chicken Salad Bar” has asked for a research project on the views of students about the establishment of an outlet on campus. The general purpose of the project has been assigned to you. This could still be seen as quite general in its focus, however, so think about how you can refine the topic. Is there sufficient demand? What types of food do students want (i.e., will they purchase the types of products sold by Rick’s). Are the prices competitive? Will students still purchase from Rick’s even if the prices are slightly higher than other suppliers on campus?

Are there other research questions that could be asked?

What do you see as the advantage and disadvantage of each project?

How interested and able are you to undertake each alternative?

**CHAPTER 3**

**CASE STUDY**

The management of “Rick’s Chicken Salad Bar” asked the Business Professor to arrange a group of students for the research project. It is identified that both the Manager and the Business Professor would be supervising this project. In his class, the Business Professor announces that there is an opportunity for students to work on this project for extra credit.

What are some of the questions that you should ask yourself before volunteering

to work on the project?

What types of supervisor would you most want and why?

What issues would you want to include in any supervision agreement?

**CHAPTER 4**

**CASE STUDY**

The Business Professor was asked to arrange members of your class into groups of between three and five students for the research project. Your class comprises a range of full- and part-time students, but you have not worked with any of them in the past.

How would you go about selecting your group members?

Explain why you would or would not want a group contract?

**CHAPTER 5**

**CASE STUDY**

The research project wants to discover the views of students regarding the establishment of an outlet of “Rick’s Chicken Salad Bar” on campus. You are planning on surveying students to find out what they think about the idea. Given you will be undertaking surveys, there is human intervention and thus you have to get ethics approval.

What types of ethical issues might you need to consider?

One of your group works for a competitor chain of restaurants. Does this raise any new ethical issues? How would you deal with them?

**CHAPTER 6**

**CASE STUDY**

Because the purpose of the research project is to discover students’ views on establishing an outlet of “Rick’s Chicken Salad Bar” on campus, set out a plan of the process you will undertake to answer your research questions. You can progress the project only after you have had this checked by the Professor and the management of Rick’s to make sure that the project will address the problem they have in the way that they want. Thus the research plan is essential before the research can really begin.

Develop three alternative research problems, taking a descriptive, a causal, and an exploratory approach to the research topic.

List the activities that you believe need to be undertaken for one of the alternatives and develop a draft Gantt chart that includes timelines to help keep the project within the allotted time.

**CHAPTER 7**

**CASE STUDY**

Before going out to interview any of the students on campus, it is important to start by undertaking a review of the current literature that might be relevant to project. This is part of your secondary data gathering, but also grounds your topic in appropriate theory.

What sorts of keywords would you use to develop a concept map for examining the question (some topics that might be included are franchise locations, healthy/fast food, and student attitudes toward food and food chains).

Identify an appropriate industry or governmental site that has information that would be of some assistance.

**CHAPTER 8**

**CASE STUDY**

When trying to discover the views of students on the establishment of an outlet of “Rick’s Chicken Salad Bar” on campus, decide on the type of data-gathering technique that you will use. At some stage you will have to make contact with students to discover their views, but should this be done using qualitative or quantitative research methods, or both?

Are there any secondary sources of data that you can think of that would be valuable to assist in this project?

Identify two alternative qualitative and two alternative quantitative ways that you could look at this project and explain the benefits and disadvantages of

each to Rick’s.

What type of research do you think would best suite Rick’s needs, and why?

**CHAPTER 9**

**CASE STUDY**

Qualitative research can help in exploring the general views of what students think about establishing an outlet of “Rick’s Chicken Salad Bar” on campus. This may be the main research approach or might assist in refining ideas to be pursued in the quantitative phase of the research (if required). Your group has decided to begin this process by undertaking a focus group with students.

Identify the issues you want to probe in this focus group.

Do you want any specific demographic, psychographic, or lifestyle characteristics of students in the groups?

Do you think you should have mixed groups or groups with specific characteristics and why?

**CHAPTER 10**

**CASE STUDY**

From the qualitative research results, a number of interesting consumer views were identified. Two of the issues are critical to Rick’s: (1) that consumers thought the products were healthier than alternatives, but (2) they also felt that the products were overpriced. You also found in your qualitative research that students and academics/administrative staff seemed to have some different views on these issues. The manager of Rick’s wants to know how representative those views are. The next step is to write and distribute a very brief survey to be used to gather a large enough number of responses to be statistically analyzed.

Explain what type/types of analysis you could use to explore further the issues identified above.

Identify whether there are any statistical requirements of the data to allow them to be examined using the proposed techniques.

Design questions that would allow you to explore these issues.

**CHAPTER 11**

**CASE STUDY**

Once the results of the qualitative and quantitative methods used to gather student views on the establishment of an outlet of “Rick’s Chicken Salad Bar” on campus have been analyzed and interpreted, you can start thinking about recommendations. This is a good opportunity to again sit with the group and the supervisor to discuss the results and determine the main views from the students, and, in turn, what the group will be recommending to the management of “Rick’s Chicken Salad Bar.” The results of the two stages have shown that most students and staff believe that Rick’s is a more healthy option than alternatives and that there is generally a positive disposition toward healthy eating. The empirical results did confirm that for some students and staff, Rick’s was seen to be a more expensive outlet.

How might you draw these results into recommendations?

What additional research would you suggest that Rick’s do before making a final decision about whether to open on campus? (They do have some additional money and time to fund additional research, if needed.)

**CHAPTER 12**

**CASE STUDY**

You have collected all the data and analyzed the results for Rick’s. These suggest that there does appear to be a demand for food services that provide more healthy options. While some staff and students think Rick’s is a bit more expensive, they generally indicate that they would eat there, although not all the time. This has led your group to recommend that Rick’s seeks to open on campus. You plan to highlight that they may need to look at their pricing strategy if they are to penetrate the market effectively. Now you need to develop your report and presentation. You know how important it is to communicate your findings clearly.

How do you think it is best to report on the demographics of your sample?

If you are going to look at differences between students and staff, what type of charts do you think would be most effective?

Develop hypothetical tables with captions/titles and labels to present the data.

**CHAPTER 13**

**CASE STUDY**

The project is almost complete, but it must be written as a report to be given to the management of “Rick’s Chicken Salad Bar.” The entire group must work together on this! Each member will be in charge of designing and writing certain sections.

Develop the table of contents for your report to Rick’s management. If the whole document has to be 45 pages, how long would each section be?

If you were writing an academic report, would the sections change? Why?

**CHAPTER 14**

**CASE STUDY**

The day has come to present the final report to the management of “Rick’s Chicken Salad Bar.” The written report has been printed up and will be given to the management team with an oral presentation of the main findings. Different parts of the presentation have been given to each group member, and the PowerPoint slides were prepared to include the main tables and graphics.

Think of three questions that audience might ask and develop an answer.

If you have a group presentation, how will you allocate responding to questions?

**CHAPTER 15**

**CASE STUDY (EPILOGUE)**

The final report was presented in both written and oral forms, and you were congratulated by the Business Professor and Rick’s management team for your work. The manager even recommended that you present your report to the head office of Rick’s, which resulted in their offering one of the team a job. Rick’s has used the strategy developed to assist them in opening on a number of other university campuses. Of course the whole team was invited to the grand opening of a Rick’s outlet on your campus, with all group members getting vouchers for free food for the semester. Thus, it was an ideal learning experience for the students and had valuable insights for the client: the elusive win-win situation.