

Scanning the Horizon: Survey Research Interpretation

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Appendix A: Lighthouse Survey 26



Goals and Objective

Background

The Lighthouse Tavern was a popular student attraction and closed after its owner conducted unlawful activities during the fall of 2007. In January 2008, Elon University purchased the property and university officials are interested in student feedback concerning the facility's future. The challenge is to create an engaging, lively atmosphere while removing the establishment's less reputable features.

This research aims to reflect student feedback regarding changes with the facility. The survey addresses student demographics and preferences of entertainment features, food, management, and promotions. For the complete list of questions, please see the attached survey (Appendix A).

Research for the best decision-making

The university administration cordially requested student opinion regarding changes with the facility. Through meetings, focus groups, and Q&A sessions, students are clearly passionate about the facility remaining a bar but have diverse aspirations for the new facility. Presenting a statistic rationale for decision-making is the objective of this survey, so the facility best regains its popularity during the fall 2008 reopening. This is our plan for achieving that goal.

Based on a previously conducted focus group, we know that students want the new facility to serve alcohol and host live music. Additionally, we are aware that some students prefer food options while others do not. Finally, we recognize student interest in a wide variety of structural modifications such as the addition of an outdoor patio and an expansion of the bar area.

Therefore, our main research questions include:

- ◆ What entertainment options should exist?
- ◆ What (if any) food options should be present?
- ◆ How will the new facility define its atmosphere?
- ◆ What management options are most preferable to students?
- ◆ What promotion techniques are most effective?
- ◆ What will define new rental procedures?

These six questions identify the largest components of our analysis. Our statistics allow the administration to gauge preferences representative of the entire student population, therefore adding valuable information to our discovery of qualitative data gathered in focus groups.

Based on previously gathered information, we hypothesize the statistics will illustrate:

1. Most Elon students prefer the facility to:
 - ◆ serve alcohol
 - ◆ host live music
 - ◆ be open seven nights a week
 - ◆ serves non-Aramark food
 - ◆ accept Phoenix cash
 - ◆ be managed by a third party, not university administration
 - ◆ be promoted on campus
 - ◆ offer renting options for student organizations

2. The administration's challenges and plans are not mutually exclusive from the students' preferences.

Methodology

Sampling Plan

The population is the entire student body. We received 942 responses including 362 males, 571 females, and 8 people whose gender is unknown. The majority of respondents – 556 – were under 21 years old. The respondents ranged from freshman to graduate students.

The sampling frame used the university email system – a medium available to every student. We used simple random sampling to generate a sample of 1500 random individuals. Since simple random sampling gives each individual in a population an equal likely chance of selection, students were not targeted based on any demographic. Selected individuals received a message from lighthouse@elon.edu. Nearly 75% of selected individuals participated in the survey. Every survey has a margin of error, therefore our findings include margin of error statistics calculated for each question's sample size at a 95 percent confidence interval.

Administration Plan

We used the university email system to administer the survey. In order to increase participation, we sent individuals a message from the handle "lighthouse@elon.edu" – we feel this handle made students more comfortable participating and giving truthful responses rather than using a well-known administrative email handle. The email subject line read "The Future of Lighthouse Depends on You." Individuals could participate in the survey only once. Selected individuals received two follow-up messages. Our sample received the survey in increments of 300 individuals after an attempt to deliver the survey to the entire sample overloaded the server. Consequently, some questions received fewer than 942 responses due to the technical meltdown. The content of the original and the increment-delivered survey did not change.

At A Glance: Survey Profile

Original Message

SUBJECT: "The Future of The Lighthouse Depends on You"

Elon University purchased the Lighthouse Tavern this past January. The administration is currently looking for suggestions from students of what to do with the new facility. Please fill out the attached survey so the University can gather data on what to do. Remember: YOUR OPINION COUNTS!

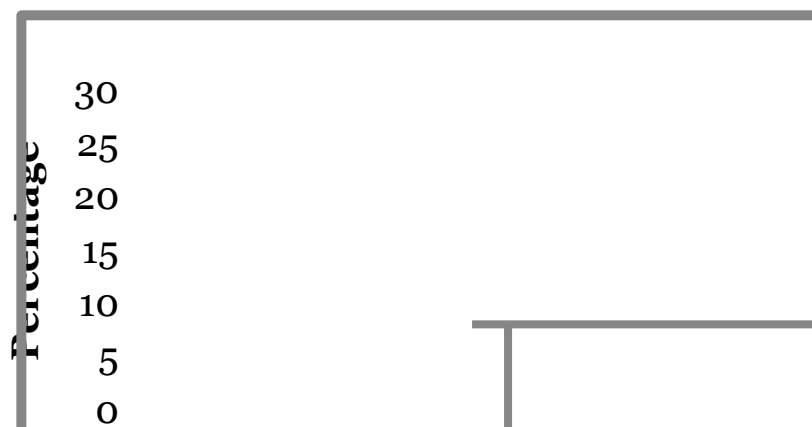
The survey found in the appendix was the drafted version our group completed to contribute to the greater survey used in this report.

Participant Demographics

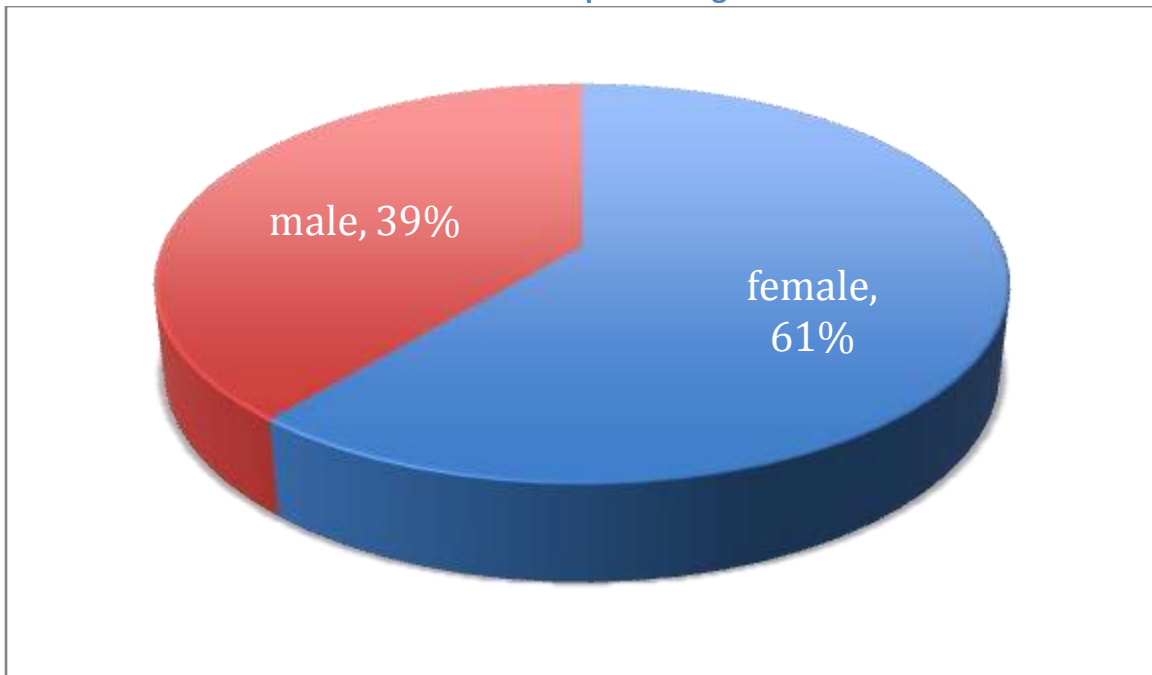
The basis of every statistical report depends on demographics. To gain a better understanding of the respondents we gathered the following demographical information. The survey respondents were representative of the university as a whole.

- 81 percent indicated they were a freshman, sophomore, or junior – students who will observe the fall 2008 reopening
- participants were representative of the university's gender profile: 61 percent were female; 39 percent were male.
- 60 percent of participants were under 21; 40 percent were over 21.
- 90 percent of participants indicated they visit a bar 1-2 times/week or none at all.

Class Year of Participants – Figure 1

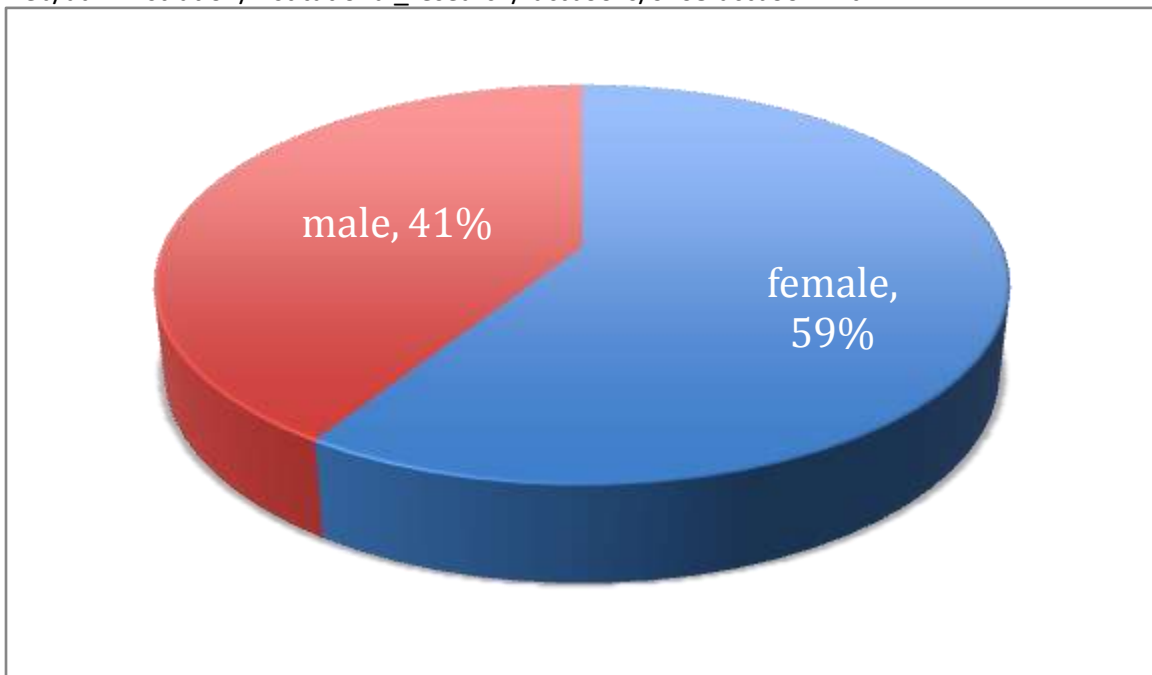


Gender of Participants – Figure 2



Undergraduate Gender Profile 2007- 2008 – Figure 3

*according to the Student Factbook 2007-2008, available at <http://www.elon.edu/e-web/administration/institutional_research/factbooks/0708factbook.shtml>



Facility Attractors and Student Behavior

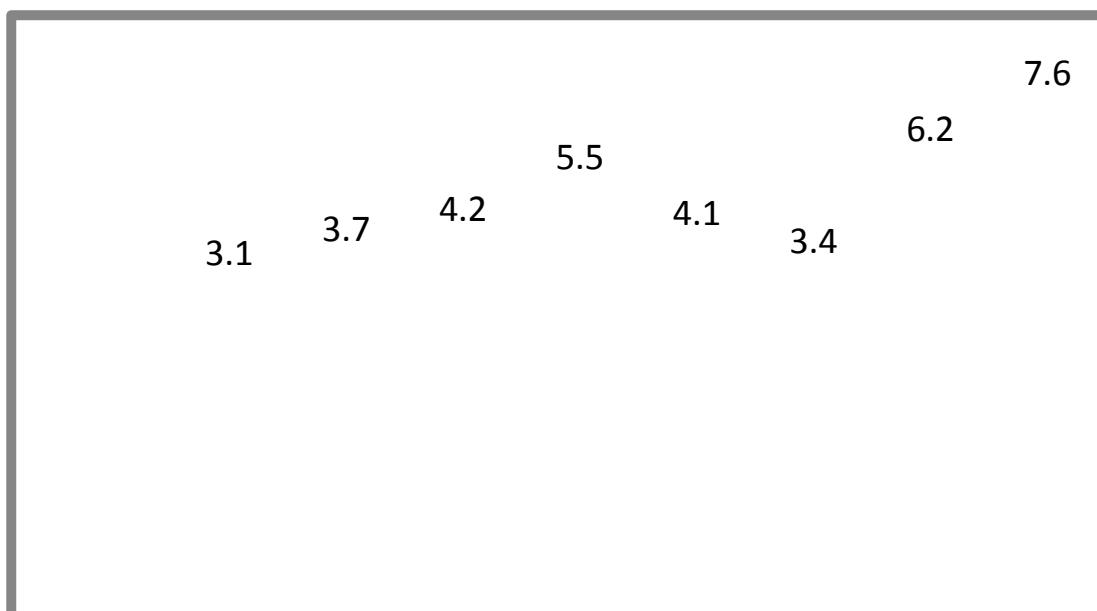
The Importance of Live Music and Maintaining A Bar Feel

Figure 4 indicates an overwhelming interest in live music as an appealing factor to increase attendance. Additionally, students express heavy interest in maintaining the facility with an atmosphere similar to the Lighthouse as bar/bar and grill/sports bar. Therefore, our suggestions include:

- ◆ Incorporate live music into the new facility's attractions
 - 88 percent (± 3.62 ME) of participants indicated they will patron if live music is present
- ◆ Maintain facility's prior atmosphere by serving alcohol and preserving the "bar" feel

Factors Influencing Attendance On a Scale From 1-10 – Figure 4

*1 appeals most to students; 10 least appeals to students



Student Bar Attendance

A majority of our participants – 80% (± 3.19 ME) – indicated they visit a bar two days a week or less.

Alcohol, Food, and a Lounge Area: Differing Levels of Influence

Although serving alcoholic beverages is one of the most important factors, introducing food into the facility is one of the least attractive factors that would persuade students to frequent the facility. Consult the section on food for more details surrounding student opinions of food.

Additionally, participants did not strongly support installing a lounge area with couches, bean bags, or other such furniture.

- ◆ 54 percent of participants did not indicate a lounge area would be a highly influencing factor persuading them to frequent the facility.

Alternative Uses

Recommendations for Alternative Use

Via an open-ended question, we asked participants to list any alternative uses for the facility. Almost all participants used this opportunity to reinforce their aspirations of the facility returning to its previous use as a social meeting place with a bar atmosphere. Suggestions for alternative uses include:

- ◆ Late night dining option
- ◆ Performance arts/dance studio
- ◆ Karate dojo
- ◆ Chipotle, Taco Bell, or other commercial restaurant
- ◆ “Off campus” housing
- ◆ Martini bar (2 people)
- ◆ Coffee house
- ◆ Medieval style tavern
- ◆ Rock climbing gym
- ◆ Movie theatre
- ◆ Art gallery

Music

The Importance of Music

As illustrated in Figure 4, “Factors Influencing Attendance on A Scale From 1-10,” music is the most powerful possible attraction to influence student attendance. In our survey, 66 percent (± 4.63 percent ME) of people strongly agreed that live bands and DJ’ed music should be an entertainment option at the new facility.

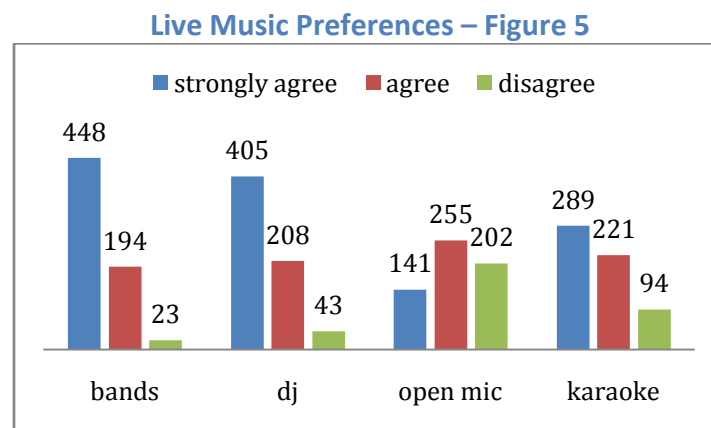


Figure 5 visualizes the question “What music formats are most important?” Consistent with our expectations, most people wanted to see live bands and a DJ for the majority of the music provided. This was not a surprise because people tend to be attracted to something familiar. Lighthouse was known for its live bands and DJ nights with karaoke occurring once a week. Many participants – 70 percent (± 4.58 percent ME) of the sample wanted karaoke back one night a week. The rest of the majority decided they wanted live music and a DJ anywhere from

1 to 3 nights a week. These numbers imply students want the new facility to adopt the music formats of Lighthouse.

Music Genres

Participants indicated pop/rock and rap/hip-hop are the most important genres to be heard at the new facility:

- ◆ The majority or 49 percent (± 3.81 percent ME) of participants, agreed that pop/rock music should be the focus.
- ◆ Meanwhile, 40 percent (± 5.96 percent ME) of participants strongly agreed that rap/hip-hop should be the focus.

Crosstab: Examining Participant's Class Year and Interest in Live Music

			Based on Live Music				Total
			Very likely	likely	unlikely	Very unlikely	Very likely
Year in school	Freshman	Count	96	74	13	1	184
		% within Year in school	52.2%	40.2%	7.1%	.5%	100.0%
	Sophomore	Count	100	80	22	2	204
		% within Year in school	49.0%	39.2%	10.8%	1.0%	100.0%
	Junior	Count	102	78	21	9	210
		% within Year in school	48.6%	37.1%	10.0%	4.3%	100.0%
	Senior	Count	63	51	14	4	132
		% within Year in school	47.7%	38.6%	10.6%	3.0%	100.0%
	Graduate	Count	5	0	0	0	5
		% within Year in school	100.0%	.0%	.0%	.0%	100.0%
Total		Count	366	283	70	16	735
		% within Year in school	49.8%	38.5%	9.5%	2.2%	100.0%

Based on this crosstab we have learned that all students regardless of year in school are making live music a priority for entertainment at the new facility. The disparity between the years is too small to differentiate; therefore providing live music will attract students from all grades.

Additionally, when we assembled the same crosstab examining interest in live music and gender, there was little disparity between males and females.

Live Bands: Interest Levels Vary By Type of Band

Big name bands received 86 percent (± 4.1 percent ME) of the very interested vote. Cover bands and local bands followed with a solid amount of votes. This shows that Elon students would be more willing to go to the new facility when a band they recognize would be present.

Cover Charges

Tolerant Cover Charges Based By Band Type – Figure 6

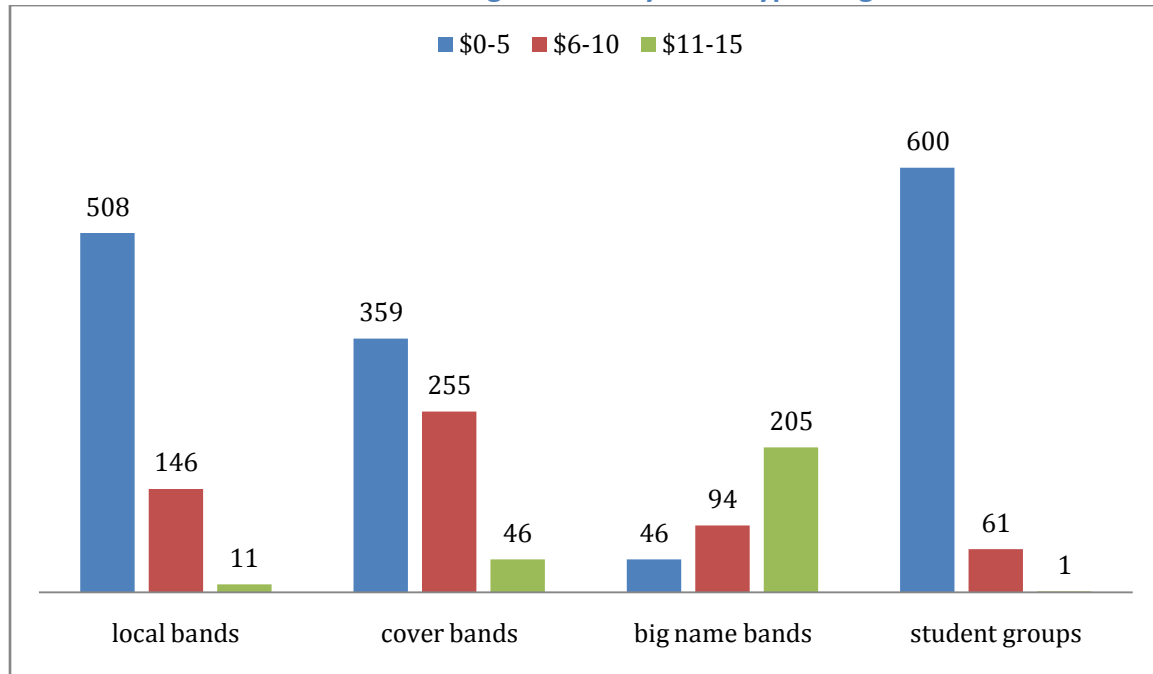


Figure 6 illustrates how much students are willing to pay to see local bands, cover bands, big name bands, and student groups at the new facility. For local and cover bands, the majority of students – 65 percent (± 3.33 percent ME) – indicated they would most likely only pay \$0-\$5 for a cover charge. Few local bands in the area have a cover charge greater than \$5, so students would likely pay around \$5 to enter the facility on a night a local band is performing. However, a significant portion of respondents – 31 percent (± 6.84 percent ME) – indicated they would pay up to \$15 for a cover charge on a night a bigger name band was performing. This finding demonstrates how much students valued live music at Lighthouse – students rarely tolerate paying so much for one night of entertainment but a significant portion is willing to do so for live bands at the new facility.

Alternate Entertainment

In an open-ended question, participants indicated comedy nights and pool tables would provide attractive alternate forms of entertainment. This shows that students want to keep the facility a laid back and “chill” atmosphere.

Food and Drink

Aramark vs. Non-Aramark

While a majority, 86 percent, (± 3.9 ME) of the survey participants indicated that the new facility should serve food, 61 percent (± 3.91 ME) indicated that it should not be Aramark food.

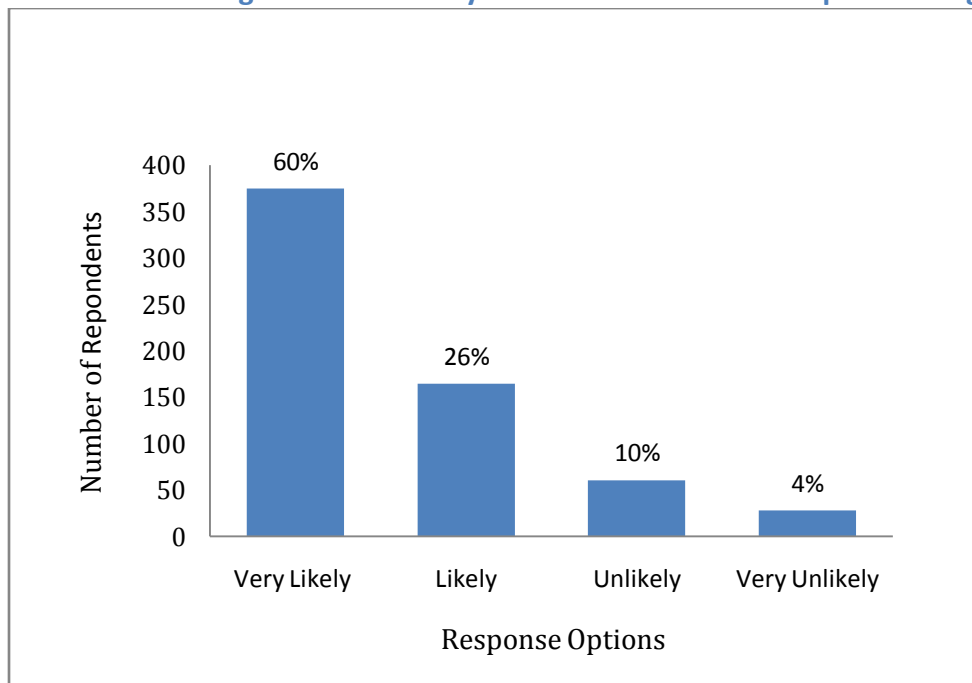
These results echo the sentiments expressed by the open response question referring to Aramark service in the new facility. Many of the responses cited the fact that all of the food

served on campus is already part of an Aramark establishment and there is no need for another one. Students indicated Aramark charges too high a price for the quality of its food and perhaps this strengthened the student discouragement for Aramark involvement in the new facility.

Overall, the participants stressed the importance of variety to the student body. Students appear to affiliate Aramark with the Elon University, and since students do not want the new facility to be strongly tied to the university they do not want the food to be related either.

However, 86 percent (± 3.91 ME) indicated they were likely to attend the new facility if it accepted meal plans and 85 percent (± 3.91 ME) said they were likely to attend the new facility if it accepted Phoenix cash. In this instance, an overwhelming majority of students would be willing to have Elon associated with the new facility, but this contradicts the unwillingness to accept an Aramark association. Bottom line: students want to use meal plans, but not on Aramark food.

Likelihood of Attending The New Facility Based On Meal Plan Acceptance – Figure 7



Beverages

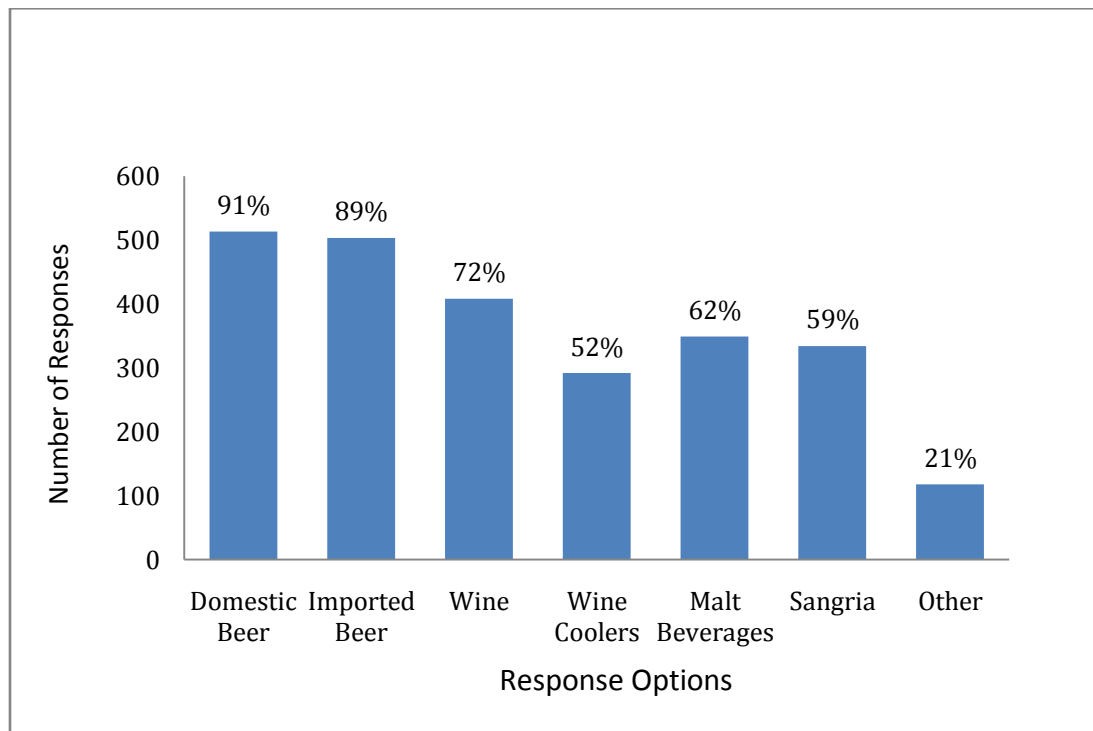
When asked to rank potential beverage options, participants placed alcohol in the most preferred option, with an mean rating of 1.5. On a scale from one to five, one represented the most preferred option and five represented the least preferred option.

Alcohol – especially beer – will be one of the most influential factors persuading students to visit the new facility. A number of participants requested a large beer variety at low prices. The data from question 26 speaks to that point: This question asked participants to check each of the

options that they want to see served at the new facility. As figure 8 illustrates, 91 percent (± 4.12 ME) of participants indicated “domestic beer” is a preferred beverage and 89 percent (± 4.37 ME) indicated “imported beer” is a preferred beverage. These results emphasize student aspirations of the new facility to serve beer.

Desired Alcoholic Beverages – Figure 8

*566 total respondents asked to “check all that apply”



Moreover, an open response question asked participants what aspect of the beverage service at the new facility is most important to them. Alcohol was one of the most popular response options. However, there some participants indicated an interest in serving non-alcoholic beverages too. Non-alcoholic beverages would be a necessity if the new facility was going to serve dinner.

Atmosphere

Specific Elements

Atmosphere is an important factor to consider when remaking the facility. Participants indicated that there were a few specific elements desired at the new facility and would be *very likely* to frequent the new facility if the following features are present:

- ◆ Pub-style atmosphere
 - 57 percent (± 5.08 ME) of the participants indicated a pub style atmosphere would attract them to the new facility. A pub-style atmosphere includes draught beer, music, televisions, and a relaxed environment.

- ◆ Outdoor patio
 - Additionally, 57 percent (± 5.08 ME) of participants indicated an outdoor patio would attract them to the new facility.

Moreover, an upscale and trendy atmosphere and a sports bar feel were important to some participants, but are valued less overall.

Ranking Priorities: Structural Changes

Good Sound System

57 percent (± 4.1 ME) of respondents indicated that having a good sound system was very important and 37 percent (± 4.1 ME) indicated that it was important.

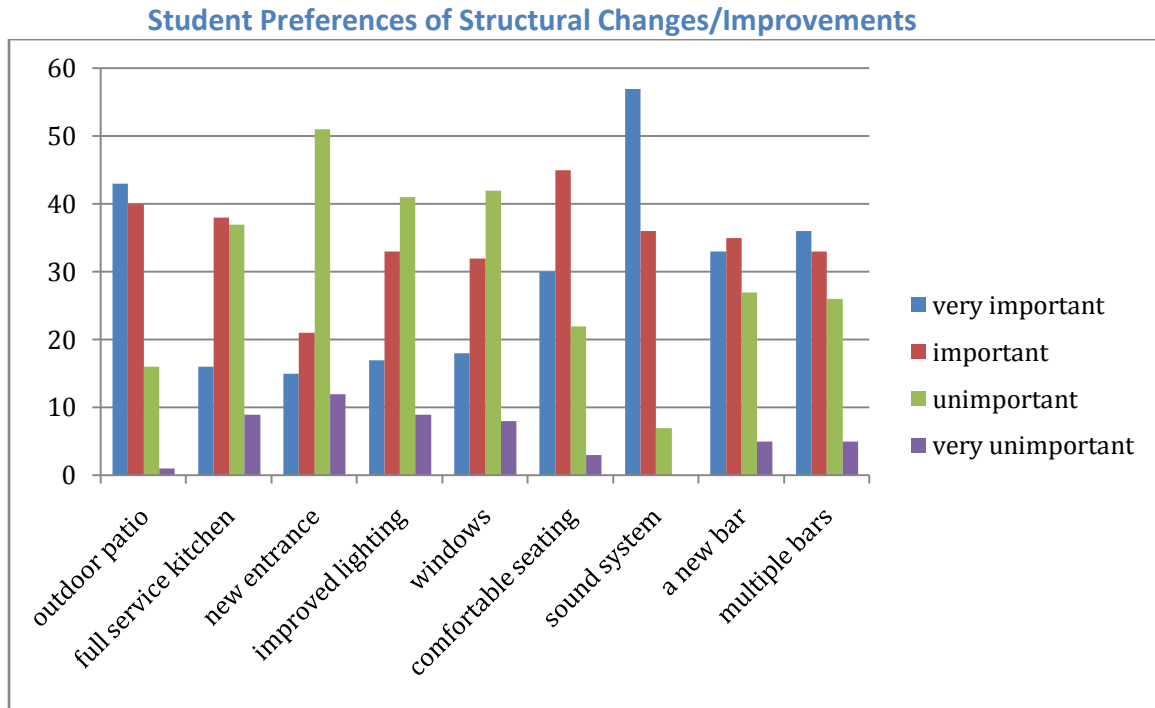
Installing and maintaining a good sound system is critical to the success of the new facility. Bands will want to know of the facility's sound capabilities and students will not come back if the sound quality is poor.



Outdoor Patio, Multiple Bars, and More Seating

- ◆ An outdoor patio was again very important to students.
- ◆ Forty-five percent (± 4.1 ME) of participants indicated that comfortable seating was an important feature.
- ◆ Many wished to have a full service kitchen.
- ◆ Improved lighting, windows, and a new entrance did not seem to be very important factors for students. This data is contrary to our focus group findings in which participants were adamantly passionate about adding new windows and lights.
- ◆ While 45 percent (± 4.1 ME) of participants

indicated comfortable seating was an important feature, we went further to ask them what sorts of seating they would prefer. People strongly agreed that there should be bar stools in the new facility (52 percent, ± 4.12 ME). Forty-Six percent of students also strongly agreed that high tables should be included, and 42 percent wanted to see booths as a feature in the new facility.



Changes in Alternate Entertainment

43 percent (± 4.1 ME) of participants indicated it very important for there to be televisions in the new facility. Pool tables were also quite a popular item, with 32 percent indicating that they were very important and 49 percent (± 4.1 ME) indicating that they were important forms of entertainment to be included.

Eighty-three percent (± 4.1 ME) of students believe that the videogame “Dance, Dance Revolution” is unimportant. Participant’s opinions on foosball, darts, and electronic games were all across the board, but a majority indicated that they were unimportant as entertainment features in the new facility.

Special Open-Ended Observation and Additional Atmosphere Changes

Out of 942 total participants, only 219 responded to an open-ended question asking participants to rank the most important atmosphere element. That is 23 percent (± 6.62 ME) of the total sample participating in the survey. Most popular changes recommended from this select crowd include an outdoor patio, comfortable seating, televisions, and an inviting and safe environment.

Cleaner bathrooms and installing windows were two more popular participant recommendations for improving the atmosphere.

Management and Operation

Participants prefer third party operation

Participants strongly agreed with many of the statements probing third party operation of the new facility. Sixty-eight percent (± 4.1 ME) indicated and strongly agreed to operation by a third party. However, 46 percent (± 4.1 ME) of participants indicated they would patron a bar operated by the university.

Identifying Access

Fifty-nine percent (± 4.1 ME) of participants strongly agree that the new facility should be open to students under 21. 60 percent (± 4.1 ME) of participants are under the age of 21. These participants are the majority, which explains why this question has such corresponding support. Students would like to be able to go to the new facility regardless of their age.

38 percent (± 4.2 ME) of respondents support granting access to the new facility to the Elon community of students, friends, family, faculty, and alumni.

42 percent (± 4.2 ME) of students opposed general community access to the new facility and 23 percent (± 4.2 ME) strongly opposed.

52 percent (± 4.2 ME) indicated an interest in granting access to personal guests

Transportation and A Smoke-Free Environment

48 percent (± 4.1 ME) of participants strongly agreed to use the tram if the service was available, and 34 percent agreed.

A majority of students, 69 percent (± 4.1 ME) strongly agreed/agreed that they would like to see the facility smoke-free.

Facility Employment

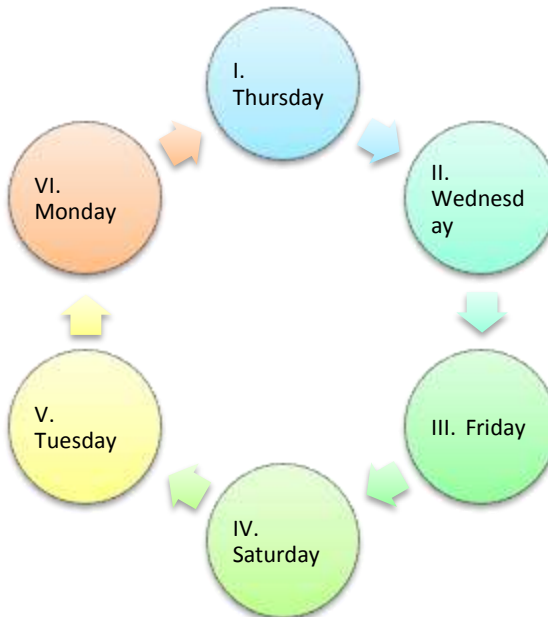
Many participants indicated an interest in observing student workers at the new facility since Lighthouse had a tradition of hiring student workers.

Participants did not support student manager positions. However, participants expressed a majority interest in:

- ◆ student bartender positions (88 percent, ± 4.49 ME)
- ◆ bouncers (75 percent, ± 4.86 ME)
- ◆ food servers (94 percent, ± 4.32 ME)
- ◆ DJ's (81 percent, ± 4.66 ME)
- ◆ technical crew (65 percent, ± 5.22 ME)
- ◆ event coordinator (77 percent, ± 4.79 ME)
- ◆ publicity team (71 percent, ± 4.98 ME)

Days of Operation

The most popular day was Thursday, followed by Wednesday and then Friday. Students would like to see the bar open on Saturday, Tuesday and Monday (in that order of importance), but it was not as important to many students that the new facility be open on Sundays.



Hours of Operation

Students would like to see the new facility mainly opened late night and in the evening. Some indicated that the facility should be open in the afternoon, however, midday and in the morning were not very important to students.

Crosstab: Examining Participant Age and Bar Attendance Frequency

			How many days of the week do you go to bars?				Total
			0 days a week	1-2 days a week	3-4 days a week	More than 4 days a week	0 days a week
Age:	Under 21	Count	243	280	26	4	553
		% within Age:	43.9%	50.6%	4.7%	.7%	100.0%
	Over 21	Count	81	226	55	6	368
		% within Age:	22.0%	61.4%	14.9%	1.6%	100.0%
Total		Count	324	506	81	10	921
		% within Age:	35.2%	54.9%	8.8%	1.1%	100.0%

Compared to students over the age of 21, more students under 21 do not go to the bar at all. Based on this crosstab, however, almost 55% of all students do go to the bar 1-2 days per week. Less than 9% of students go to the bar 3 or more days per week, making the bar being open every day unnecessary.

Cover Charge

72 percent (± 4.83 ME) of participants indicated that they would pay between \$3 and \$5 on a typical night at the new facility – a night without live bands, dj's or other special events. The second highest percentage was 21 percent (± 9.3 ME) of students, whom indicated that they would not pay a cover charge. However, on nights when there is a live band, 39 percent (± 6.43 ME) of students indicated that they would pay \$5, 35 percent (± 4.1 ME) indicated that they would pay \$10.

Crosstab: Examining Participant Age and Cover Charge Tolerance

			What is the maximum amount you would pay as a cover charge on a typical night out at Elon? (A night with no special bands, DJs, or other events.)					Total
			\$3	\$5	\$10	More than \$10	I would not pay a cover charge.	\$3
Age:	Under 21	Count	99	146	11	0	60	316
		% within	31.3%	46.2%	3.5%	.0%	19.0%	100.0%
	Over 21	Count	102	60	5	1	51	219
		% within	46.6%	27.4%	2.3%	.5%	23.3%	100.0%
Total		Count	201	206	16	1	111	535
		% within	37.6%	38.5%	3.0%	.2%	20.7%	100.0%

It is obvious from this data that charging more \$10 would result in almost no attendance. However, students do expect to pay a cover, and almost 80% would pay \$3 or \$5. This crosstab also shows that students under 21 are willing to, and expect to, pay a higher cover than students who are 21 and over.

Management

Management of the new facility was very important to participants. When asked to identify the most important management characteristic, a good amount of students indicated they would like to see the new facility managed and run by a third party. In addition, many participants would like to see the facility staffed by student workers. Students indicated that it is very important the new facility management be relaxed, but capable of managing a safe environment. Students want to be able to feel comfortable and safe in the new facility, and this is a great responsibility of the new management.

Naming and Promotion

Naming

There is a reasonable compromise between keeping the old name renaming the facility. 72 percent (± 4.2 ME) of students felt the name should not be changed. The 28 percent (± 4.2 ME) who did want a name change actually stated what they did not want instead of what they did want the change to be. The open responses said students were not too happy about the two suggested names (Lighthouse II and The Tavern) and stated they did not care what the name was as long as it was not related to Phoenix, Acorns, or Elon.

More than 70 percent (± 4.24 ME) of respondents stated that Moseley Center digital signage, campus mail announcements, fliers, websites, and Facebook/MySpace would be “very effective” or “Effective” promotional mediums. The most popular promotional medium was Facebook/MySpace as 53 percent (± 4.24 ME) of participants stated this would be a “very effective” promotional tool. WSOE, sidewalk chalk, and table tents comprised the most ineffective forms of promotion.

Participants indicated they are most interested in receiving facility updates and future event/band schedules.

Renting Procedures for Student Organizations

Background

One of the most devastating effects of the Lighthouse closing was the disappearance of a social space for different organizations to rent. With only one on-campus bar remaining, students were forced to book nights at West End Station. Consequently, West End Station raised renting prices and caused conflicts due to a lack of competition.

The West End Station frustration over will obviously be alleviated as another social gathering option opens this fall. 80 percent of participants voted to allow campus organizations to rent the facilities. The statistics show that only 51 percent (± 4.23 ME) of respondents are part of organizations that would rent the facility. This means that 29 percent (± 4.23 ME) of participants would never rent the facility but feel it is still all right for others to do so. Crowding problem solved.

What days and what costs should the facility be available for rent? 98 percent of participants are interested in renting the facilities 5 or fewer days per month. In comparison, of those who would rent the facility, 79 percent (221/280, ± 5.86 ME), said that Friday and Saturday were the most desired days for renting Lighthouse. The cost of renting should be between \$50 and \$200 according to 79 percent (224/284, ± 5.82 ME) of possible renters.

The final survey question produced insight into which groups would most likely rent the new facility. Out of 198 responses (compared to an original sample of 942 on question 1) 66 percent (± 6.96 ME) were part of a Greek organization. 42 percent (± 6.96 ME) of the participants

indicated they are in a sorority – a student organization which often holds social events and would likely rent the facility often.

Implications/Knowledge Gained

Facility Attractors and Student Behavior

Since 88 percent (± 3.62 ME) of participants attend a bar twice a week or less, opening the facility seven nights a week appears less sensible. We suggest opening the facility three or four nights a week. Students indicated they are most likely to visit a bar on Wednesday-Saturday, so we suggest opening the facility those nights.

Participants described the ideal new facility as a place serving alcohol and hosting live music events. Meeting these requests will ensure student satisfaction.

Overall, food is not a priority at the new facility – alcohol is. Serve alcohol but do not place much stress on making food plans.

Music

The future of the facility is one of the biggest discussions to campus. One of the major aspects that have made Lighthouse what it was/is today is the presence of live music at the facility.

This survey has given us a detailed perception of student opinion on live music. We realized students want live bands and a DJ most nights. In the past, there was a huge presence of on campus bands at Lighthouse, and we feel that we should keep it that way.

Bands like Anonymous would still bring a large crowd out to the bar. DJ Young City and Jeremy White are also student DJ's we could incorporate into the live entertainment of the new facility.

The new facility also needs to keep the tradition of holding a karaoke night once a week, as this was one of the student's main requests. A mix of pop/rock, and hip-hop/rap are also the musical genres that need to be present in the new facility. The new facility should become a programming space to accommodate more famous musical artists as well as local bands. The facility should form its own programming board to handle all forms of entertainment. This can include students from all different programming boards across campus (SUB, WSOE, etc.)

Students want relatively low cover charges for most nights, but would be willing to pay up to \$15 for the big name bands. We feel the facility should have a standard cover charge on regular bar nights, not exceeding \$5. The facility needs to remain a "chill" atmosphere where students can come to hang out and socialize with their friends, but also be able to enjoy music entertainment.

Food

Students simply do not want another Aramark establishment. This has become obvious from the responses. However, respondents expressed strong support for the use of meal plan, meal dollars, and Phoenix cash in the new facility. Because of this and the emphasis put on variety, it may be possible for Aramark to generate a menu unique to the new facility and appeal to people in that way. This would give students the variety they want while fulfilling the non-cash payment options. However, the Aramark presence could possibly discourage people from purchasing food as it would automatically be associated with other high priced, poor quality Aramark operations already on campus.

Students appear to prefer catered food from Subway or Chik-fil-A. These are both already on (or very close to) campus; Subway accepts Phoenix cash and Chik-fil-A is on meal plan. Instead of installing a full kitchen, the new facility could provide a limited menu incorporating items that are fast and easy to prepare. Instead of Subway offering customizable options, the organization could provide a number of pre-made sandwiches during a block of time that would all cost two meal plans or their equivalent price in Phoenix cash or meal dollars. Chik-fil-A already offers items on meal plan in the Octagon, a few of these items could easily move to the new facility. The standard sandwich and chicken nuggets would make great snacks at the new facility. These items could arrive pre-cooked and stay warm while at the new facility.

Contracting a private chef to create a menu for the new facility is another suggested option to explore. Hiring a private chef might appease those who strongly oppose Aramark affiliation in the new facility. This would also ensure that the menu and the overall quality of food would not match any of the existing Aramark establishments. Also, the chef's name would be behind the food, not Aramark or Elon.

Beverages

It is clear from the survey that respondents feel it is essential to make alcohol, specifically beer available at the new facility. Low prices and variety are necessary. Drink specials on different days of the week is a strategic move: For example, offering the local ale Red Oak on Thursdays at a discount could serve to better the new facility's standing in the community as a supporter of local products. Students could help decide another similar discount day.

Allow students to decide which beers they would like to see as a special. This option satisfies both requests for low prices and selection. If the new facility did not serve a beer that students wanted, perhaps they could submit suggestions. If the new facility could locate enough product, they could feature it for a period. Vending machines might fulfill needs for non-alcoholic beverages. If this does not fit the décor, bartenders could simply sell cans of soda or bottles of water from behind the bar.

Atmosphere

Students want a comfortable, safe, and clean atmosphere. In compliance with the students voiced opinions, we suggest the new facility have a pub style atmosphere inside and an outdoor patio. We suggest multiple bars, since the facility's former bar was always overcrowded. Additionally, a good sound system is necessary, since music is a big attraction for students.

Seating is very important for students. We suggest that the facility includes comfortable seating – booths as well as high tables and chairs around the perimeter.

Students wish to have some different forms of entertainment in the new facility. We suggest that the new facility have access to pool tables and televisions, so people can have music, television and a recreational activity to keep them entertained. Cleaner bathrooms and new windows complete the look.

Management

A third party should operate the new facility. Students prefer management unaffiliated with university. Students did not shoot down the idea of a bar operated by the university, but the people in the facility should not be university employees.

The new facility should be open to students both over and under the age of 21. It should also be open to students and their friends, family and faculty. However, students would rather not see the new facility open to the general community. Phoenix card swipe gives students exclusive access and one can easily bring an invited guest into the new facility. At times when many alumni are present, such as alumni weekend or homecoming weekend, the new facility should be open to everyone.

The new facility should be smoke-free and there should be some form of transportation to and from the new facility. The Elon community is not safe for women at night. Bio-busses received approval by the students, and many said that they would use that type of transportation.

Many students were previously employees at Lighthouse, and many would still like to see students employed at the new facility. Students should fill bartenders, bouncers, food servers, and DJ positions but management should not be an Elon student. There are too many risks with having a facility completely run by students, and it would be greater liability for the university.

The new facility should be open on Mondays-Saturdays. The most popular nights are Wednesdays, Thursdays, and Fridays and Saturdays. The new facility should be opened late night and in the evening (between the hours of 7 and 2). Students also indicated they would like to see the new facility open in the afternoons.

Students must pay after certain hours to get into the new facility. After a certain time (perhaps 9 pm), on nights where there is no special DJ or band playing, students will pay between \$3 and \$5. No students will pay more than \$10 on a regular night at the new facility. However, on nights with a live band or a special event, students will pay \$5 to \$10. A few indicated that they would pay more than \$10 depending upon the entertainment, however, if the facility charged much over \$10, students might not come as often.

The new facility should be a safe place where students can go to hang out. It should have a relaxed atmosphere – which is the responsibility of the management and employees.

Naming and Promotion

Naming the new facility is a top concern. Now that the university owns the facility, many students consider the name the last connection to days when Chad owned the facility. The

debate has literally become, “Is Elon worthy of owning a building called Lighthouse?” Naming the new facility was also a controversial topic at our focus groups. Some people felt that the old lighthouse should be “respectfully put to rest” and the name should change. Others felt that changing the name would be the last straw in the administrations takeover of the facility.

Based on overwhelming survey responses we suggest not changing the name Lighthouse. Students are already worried that an Elon owned facility will be too different from the place they once felt so connected to. There is no point of changing the name when students do not want the facility itself changed. Why arbitrarily start upsetting students when a name change has no effect on what goes on inside? Elon officials should make the space appropriate for a university to own while making as little “cultural” changes as possible. The difference between a “change” and a “cultural change” is based on atmosphere. Students are excited about some changes because they could make the facility a safer, nicer environment, but students do not want to change the culture. Often the cultural aspects are small details that the university should not be threatened by (the name, the wall colors, the music.)

The promotional mediums need to be addressed from two timeframes: the administration ownership and (eventually students hope), the third party ownership. Students want to know what is going on with the decision process right now. Students know that the university owns the building and they want to know decisions the administration is making. When seeking news about administrative decisions the students turn towards “school news” mediums including campus mail, E-net, table tents, Moseley digital signage, and E2. Students believe these mediums are an effective method to spread information. We suggest in Stage One—our current stage—it is in the best interest of the university to keep students informed. E-net postings and messages from lighthouse@elon.edu are sufficient.

In (the theoretical) Stage Two, when the facility is open, students do not want the new facility news to come from the administration. This should not be “school news.” Whether Elon is running the new facility or not, students want to feel like the new facility is working for itself and conducting independent promotion. If the new facility serves alcohol, do not inform students about upcoming events and drink specials through standard school news services. Some students feel that drink specials promotions and other alcohol advertising sponsored by the university would feel like a trap. We suggest that Stage Two promotions take advantage of peer-to-peer connections. This is where outlets like Facebook, MySpace and fliers become especially important. The announcements should focus on upcoming events (bands, drink specials, contests) and should not appear to come from the university. Elon could possibly hire a group of students to serve as the new facility marketing team in order to gain a fresh, new perspective of reaching students while simultaneously providing real-world experience for students.

Renting

Thanks to the survey responses, creating implications for the data is not too difficult regarding this topic. Currently, potential facility renters are frustrated with the lack of rental options. One organization social chair wrote on an open-ended question, “Having only one bar to choose from has been difficult both for planning the party and budgeting as well.” The new facility should be available to rent and statistics show students are not opposed to this idea.

Of the respondents that plan to rent the facility, most only anticipate using it at most 2 nights per week. This works well because it allows the space to be open to the public the majority of the time. Also, renters most prefer to use the facility on Friday and Saturday. We suggest that the new facility be available to rent every other Friday and every other Saturday. This provides one “prime” rental night every single week.

Cost issues should relieve themselves once the space is open to renters. Currently, West End Station has a monopoly on near-campus rental buildings that sell alcohol. When the new facility opens up, a rate of \$150/night is acceptable. Currently, student organizations are paying upwards of \$350/night.

We suggest that the facility does charge for rentals because that creates a contract between the new facility and the student organization to uphold previously agreed upon standards. Without charging a fee then the space would lose some of its desirability.

One other consideration might be time available for rental. Although we propose renting the new facility on Friday and Saturday nights for a cost, on-campus organizations should have the opportunity to reserve the new facility on certain days for different uses. One WSOE member commented that they cannot afford to pay rent and would like to use the space during the day for band practices. Other clubs with low budgets should also be able to take advantage of the “performance-type” space during low-traffic daylight hours at no cost.

Shortcomings/Future Research

Limitations with Research

We had a few limitations with our research and survey. While Elon students are notorious for deleting surveys when they receive them in their inboxes, when we sent out our survey with the subject line reading “The Future of Lighthouse Depends On You,” and students went crazy and everyone seemed to want to answer the survey and have their opinions heard.

When we sent out the first round of surveys to students, the Web browser froze with all of the action, and many students could not open the survey. For some, the survey shut down half-way-through and the participants were unable to finish. Our data might have been somewhat skewed, but in the end the survey was sent out to 1500 people and we had a 75 percent response rate on it. 75 percent is a great rate of response for the large volume that received the survey.

In trying to analyze some of the data, the web browser that collected all of the information would not let us see the responses to a few of the questions, so we could not analyze those particular questions. Fewer participants answered open-ended questions. When analyzing the data and conducting cross-tabs, in order to compare certain questions, due to limitations with the data files, we were only able to compare a few of the questions through cross-tabs.

Reforming the Research Process

If we were conducted the survey again, we would send messages in smaller increments over a longer period to avoid a server overload. We would also combine questions with similar objectives.

Suggestions for the Administration

The participants indicated their opinions on nearly everything including atmosphere, music, food, and physical structure. Ultimately, this venue will provide entertainment and a facility that will be mainly for students. The students have spoken and our research is representative of the entire student body.

Appendix A:

Lighthouse Survey

Research objective: To gather input from students as Elon University decides what to make of the former Lighthouse Tavern.

Email suggestion line: “Your opinions count! Save Lighthouse.”

Introduction (email body): Elon University purchased the Lighthouse Tavern this past January. The administration is currently looking for suggestions from students of what to do with the new facility. Please fill out the attached survey so the University can gather data on what to do. Remember: YOUR OPINION COUNTS!

Please select one answer from the following questions:

1) The new facility should be

A classroom

A restaurant

A computer lab

An alumni building

An alcohol-free social atmosphere

A bar

Other: _____

2) Should food be served at the new facility?

Yes

No

3) How many days a week do you go to bars?

0

1-2

3-4

5-6

Everyday

4) What is the maximum amount you would you pay as cover to go to an Elon bar on a typical night? (A night with no special bands, DJ's, or other events.)

\$3

\$5

\$10

More than \$10

I would not pay a cover charge.

5) What is the maximum amount you would pay as cover to see live bands play at an Elon bar?

\$3

\$5

\$10

More than \$10

I would not pay a cover charge

Please check all answers that apply for the following questions:

7) What days to you go typically go to the bar?

Monday

Tuesday

Wednesday

Thursday

Friday

Saturday

Sunday

I do not go to the bar.

8) Which types of food should be served at the new facility?

Full-Menu

Aramark food

Snacks

“Bar” type food

Sit-down restaurant

Food should not be served at Lighthouse.

Other _____

Please rank the following questions:

9) Rank in order the reasons you attended the old Lighthouse? (1 being the most important reason for attending.)

Live Music

Dancing

Watching Sports

Games (pool and foosball)

Karaoke

I did not attend the old Lighthouse

Other: _____

10) Rank what kinds of music would you enjoy having at the new facility? (1 being the most preferred music genre.)

Rap/Hip Hop

Live Local Bands

Live Bigger Bands (with a paid ticket)

Karaoke

Reggae

Please check one box per statement in the following table:

11) Check the box that corresponds to your feelings toward the given statement:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The facility should be a live music venue.					
The facility should serve food.					
The facility should have theme nights.					
The facility should serve alcohol.					
The facility should only be open to Elon students					
The facility should be open to everyone (including the community.)					
The facility needs structural changes.					

The facility employees should be Elon students.					
The facility should be called the Lighthouse.					
The facility should charge a cover.					
The facility should accept Phoenix card payments (Meal Dollars and Phoenix Cash)					
The facility should be a smoke-free environment.					

Please type your response:

12) What else would you like to see at the new facility?