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Increasing Concession Revenue through Mobile Devices: Ralph Wilson Stadium Offering In-Seat Food Service

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Increasing Concession Revenue through Mobile Devices: Ralph Wilson Stadium Offering In-Seat Food Service

Abstract

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Delaware North SportService, an industry leader in sport food service are the food and beverage provider for Ralph Wilson Stadium. Mobile in-seat ordering has not been used at this facility and the reason for this study is to determine if this can have a positive impact on generated revenue. The goal of the study is to see if a consumer at Ralph Wilson Stadium would prefer mobile in- seat concession ordering over a traditional concession stand and if this would change the purchase behavior leading to an increase of sales?

The survey showed that if there was a mobile ordering system where customers could purchase their food and beverage and has it delivered to their seat, 86% of the survey participants would use it. Of those 86% of participants, the study showed that 87% of them would use the in-seat ordering system more frequently as well as order more food if it indeed allowed them to not miss game action and avoid long wait lines. The survey was able to show reasons which would inhibit customers to use the in-seat ordering and it concludes if Delaware North SportService and the Buffalo Bills can eliminate usage fees, ensure time efficient delivery with properly served food and beverage, the in-seat ordering system can be effective. Results of the study will be distributed to SportService and the Buffalo Bills to show them that in-seat sales can be a valuable feature.

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Increasing Concession Revenue through Mobile Devices:

Ralph Wilson Stadium Offering In-Seat Food Service

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Introduction

Technology advances are continuing to enhance fan experiences whether they are at the game or sitting on their couch at home. Television and the internet have made consumer's game watching experience higher quality because applications have become available such as live stats and fantasy leagues making sport fans more active in their favorite sports (Randle & Nyland, 2008; Dwyer, 2011). Mobile phones now have capabilities which allow users to retrieve virtually any information they need and allow consumers to constantly interact with whomever they desire (Barkhuss & Polichar, 2011). It has been a growing trend that fans sitting at games will be using their phones checking stats from the game they are at and around the league since phones are being heavily used in the world of sports (Walmsley, 2012). People are using phones if it is in the means of enhancing their game day experience (Sun & May, 2009).

As sport player's salaries continue to rise and the cost of owners to operate the team and facility become more expensive, it has caused organizations to look at innovative ways to drive more revenue out of the facilities consumers (Levine, 2007). A revenue driver for teams is concession sales. It is common for professional teams to contract their concessions out to food service providers and still receive a large cut of what they make. By doing this allows for the sport organization to put more of their time and efforts into the actual sport team (Blackshaw, 2012). Concessionaires are in constant competition gaining and satisfying clients and have been innovating new ways in which to increase sales and become more appealing to sports fans. Food service providers are always keeping up with current food trends such as healthy and fresh offerings, and new innovations that are happening in the food industry. One way in which Delaware North SportService has set itself apart from competitors is placing an importance on bringing in local favorites into their facilities and finds it to be very successful for their business (Traiman, 2012). Delaware North SportService is an industry leader in food service providing

sport concession and retail to over 50 venues throughout the United States (“Buffalo Bills, Ralph”).

The large problem which arises that causes consumers to negatively view a facility and its concessionaire is because of the long waits in line decreasing their customer satisfaction (Muret, 2008b). This has been observed in both Major League Baseball and National Football League game facilities. It is believed money is left on the table due to people unwilling to miss pieces of the game to wait in an overly crowded line (Baker & Jones, 2011). In-seat ordering on the consumer’s mobile device is beginning to surface at professional sport venues across the country in hopes to increase customer satisfaction, speed and frequency of sales, and quality food and service. Delaware North SportService has tested the technology at TD Garden in which they operate (Muret, 2012e). Fenway Park has implemented cell phone ordering with their concessionaire Aramark (“Boston Red Sox,” 2012). The Philadelphia Eagles and Lincoln Financial Field have run successful tests with mobile ordering (Muret, 2012d). The Eagles run their concessions through Aramark as well (“Philadelphia Eagles,” 2012).

The goal of this study is to determine if game-day consumers at Ralph Wilson Stadium would prefer to order concession items through in-seat mobile ordering versus ordering at a traditional concession stand. A traditional concession stand meaning the standard permanent stands which can be accessed by seating which are not portable stands or the services offered to luxury suites and club seating. The research question to be answered in this study is:

Would a consumer at Ralph Wilson Stadium prefer mobile in-seat concession ordering over a traditional concession stand and will this change the purchase behavior leading to an increase of sales?

This study is valuable because Ralph Wilson Stadium has its concessions ran by Delaware North SportService (“Buffalo Bills, 2012). SportService does not offer mobile device ordering at Ralph Wilson Stadium nor has it had any tests ran to see if it will be successful. Technology has continually advanced and does not show any signs of it stopping. Being able to implement mobile ordering in a way which will satisfy fans can add a whole new element to the game day experience. Franchises and concessionaires will both benefit from this. Conducting research on whether mobile phone will increase revenue will have a large impact on the Buffalo Bills franchise of the National Football League and the food service provider who is SportService. If the research shows that Ralph Wilson Stadium improves fan and quality of service with the implementation of in-seat mobile ordering, it will create more sales resulting in an increase of generated revenue. Game day fans will benefit from being able to order their food from their seat during game which will be perceived as a great benefit to them. The research will expand on determining whether consumers would prefer their food service right in the fans seat and if they would order more food and/or more frequently.

With the growing curiosity of mobile phone ordering, SportService has briefly tested the feature at a small number of its venues but not with Buffalo Bills fans. With the Bills consistent struggle to win and fill up the stadium (“Major League Ticket,” 2012), it is vital for SportService to create new ways to make sure revenue is continuously growing. When sport organizations use new technology to enhance fan game day experience and satisfaction, they will benefit by separating their brand from competition creating more business opportunities in the future (Cameron, 2003). Both SportService and the Buffalo Bills have an opportunity to do so.

Literature Review

What franchise owners want most out of their franchise, other than to win championships, is to make the organization the most profitable it could possibly be (Levine, 2007). Concessions make up a large percentage of generated revenue for the franchise (Miller & Washington, 2012). New technology also possesses a wealth of benefits when used properly. Consumers are relying on facilities to give them new technology experiences where they cannot get anywhere else (Abelson, 2011). As sport owners are in need of more revenue, they are relying on the concessionaires to keep up with current trends creating innovative ways to increase sales (Sergi, 2009).

The NFL enjoys revenue from many different areas. The four main sources of revenue for professional franchises are advertisements, merchandise, food and beverage, and most importantly ticket sales (Ammon & Southall, 2010; D. Mason, personal communication, November 5, 2012). The NFL relies on its fans for revenue which are vital to keeping the organization in business. Without getting fans to the game, teams will not be able to sell tickets, concessions, or stadium advertising (Smith, 2012). Sportsbusiness Journal estimates revenue from on-site game-day concessions, merchandise, and parking to be \$10.7 billion (Muret, 2009f). The NFL's suite and club seating alone brings in approximately \$2 billion each year ("Food Concessions at Sports Venues," 2012). It is easy to see that food service is a key component to bringing in revenue for both the franchise and food service provider so it is important they both recognize this and try to improve their operations within this area.

Ticket prices fluctuate by franchise and event. Ticket prices can affect how much money, if any, consumers will spend on concession food and beverage. When there is a larger attendance, the amount of revenue generated is going to increase as well (Krautmann & Berri,

2007). A study has shown that a concessionaire will put their food prices as high as they could without effecting sales in order to generate the most revenue (Coates & Humphreys, 2007). Concession operators say lowering ticket prices will increase attendance and amount of people will pay for food creating more revenue as an end result (Muret, 2009d). Food costs are also rising which effects the selling price in order for the companies to make the proper amount of profit from the sale (Muret, 2008c). The Bills have average to lower priced tickets allowing for higher attendance even though the recent lack of team success ("Buffalo Bills," 2012). It is proven that you do not need a very successful team in order to successfully entertain guests enhancing their satisfaction through quality concessions and service (Viuker, 1991).

When sport fans are happy with the quality of the food service and the efficiency, people become more loyal and are more willing to buy more food as well as more frequently during the given event (Larson & Steinman, 2009). Brand loyalty will increase concession sales (Steinbach, 2008; Yoshida & James, 2010). Aramark and SportService are continually trying to satisfy customers ever changing needs whether it's accommodating to current food trends or through the use of new technology to improve the quality of the fans satisfaction (Traiman, 2012). Concession operations when executed properly can allow for both the concessionaire and team to generate a large amount of revenue but in order to do that, the consumers ordering process during the game and services need to be fast and efficient (Sawyer, 2005; Bigelow, 1997). Sawyer (2005) explained further that concessions should be conveniently located to all seats, well organized, consist of attractive pictures, generate good food smells to attract people, equipment needed to make and sell food be sufficient to quickly serve, and have attention grabbers throughout the facility. It is impractical to create such a system where there will never be heavy traffic at the concession stands. Although it is not necessarily the facilities or food

providers fault and heavy traffic is to be expected at all a game in which there is a significant attendance, it has been proven that fans will still perceive the food provider as insufficient creating negative customer satisfaction (Baker & Jones, 2011). Food service providers are constantly being negatively viewed because of the long waits in lines causing them to miss the event in which they are there to see (Muret, 2008b).

One problem posed by in-seat ordering is the large amount of staff that will be needed in order to efficiently satisfy customer's orders. Aramark has countered this view saying that if more people order from their seats, fewer employees will be needed serving customers at the actual concession stands so the amount of staff needed should not need too much adjustment (Madkour, 2012). Workers would be divided up taking care of mobile ordering while others still provided the traditional stand with service. Those who worked with the mobile ordering would have to have staff who would deliver to seats as well (Madkour, 2012). The Philadelphia Eagles tested the system and saw a 56 percent increase in the average sale of food and drink (Muret, 2012e). They ran the test with 8,000 club seats through the tech vendor Bypass Lane (Muret, 2012e). The application for ordering could be downloaded on iPhone, Android, and Blackberry devices where they set up their credit card information and identified their seat location. After purchase the consumer would receive a receipt and approximate time of delivery. There were no transaction fees for using the feature.

Mobile device in-seat ordering is beginning to be tested in numerous facilities around the nation (Poole, 2007). Technology has become a very dominant force for fans that are at sporting events and are used by fans as they enhance their game experience (Poole, 2007). They are all in the beginning stages trying to establish the most efficient way to make the system work. As before mentioned, Aramark ran a test at Lincoln Financial Field, home of the Philadelphia Eagles

which gave them a tremendous 56% increase in the average sale of food and drink (Muret, 2012d). Fenway Park has also made this change teaming up with Cellbucks as they see fans cell phones being a direct line to more revenue (Kilduff, 2004). Fenway offered the service to 396 box seats where they send in a text message and stadium employees bring their order to their seats (“Cellphone Food,” 2003). A large problem which is presented with the use of mobile devices in heavy populated areas is the lack of bandwidth in the facility (Muret, 2012e). When people are trying to access the same networks at the same time there is going to be a jam in the service not allowing the devices to work properly. There are solutions to this as companies such as Cisco have expanded the company catering to the demand of better mobile device service to make Wi-Fi available to all people within the facility allowing people to access the web with no problem (“Cisco Connected,” 2011).

Bypass Lane is one of the few software programs which allow consumers to order food off of their phone. Bypass believes that once the most efficient way to provide in-seat ordering has surfaced, it will be present at sports facilities everywhere (Fisher, 2012). Bypass tested five facilities and found that data shows per caps are 44% higher than credit cards used at the traditional concession stand (Muret, 2010a). Technology is becoming advanced at consumers’ homes as well causing some fans to not come to the game as their experience is more convenient and seen as equal quality as being right at the game itself (“49ers bet,” 2012).

Methodology

Type of Research

The research which will be done is exploratory. Research has not been done yet at Ralph Wilson Stadium regarding in-seat ordering. It is not known that people will utilize this feature if the facility was to offer it during their events.

Research Tradition

Post-positivism is the best approach for the research tradition. Post-positivism allows for the use of a mixed methods approach as both quantitative and qualitative data is going to be used within the survey (Gratton & Jones, 2010). This will be a mixed-method of both quantitative and qualitative data which is collected in the cross-sectional survey. This is part qualitative because the questionnaire is going to be collecting feelings and thoughts about having an in-seat service available to them (Gratton & Jones, 2010). This information collected cannot be converted directly into numerical data such as how much implementing the mobile ordering system will increase sales in terms of a dollar amount. This is heavily based on human behavior and more specifically consumer purchase behavior. This will also be primary data because the survey is collected and created from scratch. The quantitative data is going to be measuring numerical data to be able to analyze if the consumers food and beverage sale will alter if they are to use the mobile phone ordering. The survey will ask with assistance of a picture of the concession menu board within the survey what their typical order would be. It is will be able to formulate how much money they will spend when they go up to a traditional concession stand. If they would utilize mobile phone ordering if it were to be offered, they will be asked if they would feel their purchase behavior would change. A conclusion can then be made about possible changes in purchasing behavior. No other prior data will be brought in to assist in making conclusions. Inductive research will be concluded. Inductive research allows for the study to take the information gathered through the survey and formulate a theory.

Objective and subjective data was conducted. The objective data which can be collected and controlled is the anticipated changed sales amount in which a fan may have. There is also

going to be subjective data as it implies the element of opinion or personal feeling which will lead to conclusions. The survey is going to be asking for the consumer's opinion and personal feeling on the game-day concessions and if they would prefer to use the mobile ordering if it was offered at Ralph Wilson Stadium. An analysis will be conducted to see if the opinions and purchase behavior of the consumers would change enough to have a great benefit to the Buffalo Bills and SportService where they would want to have this feature available to their customers.

Data Collection

A survey will be conducted fans of professional sport. There will be a minimum of 100 surveys needed to be completed in order to successfully form conclusions. Through the beginning survey questions, it will be determined whether the participants are fans of professional sports, the National Football League, and more specifically, the Buffalo Bills. These consumers will be reached through the use of Facebook and Twitter social Medias. This will be able to reach a great amount of people but it is essential to favor responses from Buffalo Bills fans who attend on average more than one game per season at Ralph Wilson Stadium. The reason is to make sure they are accurate and relevant to the study.

I will gather thoughts on their current satisfaction levels with the quality and efficiency of their concessions experiences. I will need to gather what they will typically order at the stands, age, sex, and average number of games attended in a season. After it is apparent of their current opinions and how much sales they generate, it will need to found out whether there are ways which can increase their normal concession sale. It will be asked if an in-seat ordering system was present whether they would use it, use it more times throughout the game, and order more food than their traditional visit to the concession stand. Through these questions it will be able to

determine if mobile ordering is appealing to fans and if their purchasing behaviors during a game will change as a result of it being available to them.

Computer and internet technology is going to be needed to enable the data collection. The plan is to take advantage of Qualtrics Survey Software. The survey will be distributed from the link which is created and emailed out to the targeted populations. The Buffalo and Rochester areas will be targeted as they heavily represent Buffalo Bills fans who regularly attend games throughout each season at Ralph Wilson Stadium. Qualtrics will allow for examples of what mobile phone ordering would look like as photos and files can be uploaded to assist those who participate in the survey. Being able to provide a screen shot of how mobile phone ordering would look like will create a better understanding for those taking the survey. Snowball sampling will also be used as it will be asked of those who take the survey to pass it on to others. This will be beneficial to getting the appropriate amount of responses.

Theoretical Framework

Due to this study being inductive research, a general theory will be formulated from the gathered information. Consumers at a sporting event all have different intents to purchase and have different motivations or preferences for making a food purchase. Quality of service, speed of transactions, food quality, price, serving size, among many others is weighed differently in each person (Muret, 2008b). Being able to purchase food through a mobile device in your seat during an event may satisfy many wants a consumer is looking for in their food service. A consumer knowing they will not miss action during the game because they do not have to wait in a potentially long line can alter the consumers ordering (Baker & Jones, 2011). The purchase behavior may increase the frequency of orders and order size. If this is the case at Ralph Wilson

Stadium, both the Bill's organization and SportService will generate more revenue making the mobile in-seat ordering more appealing to offer for their game-day guests.

Conceptual Framework

Variables:

Regular Attending Fan- The regular attending fan which will be used for the survey will be a person who attends a Buffalo Bills game at Ralph Wilson Stadium a minimum of three games a season. The reasoning for this is they will have more of an effect on concession sales than an occasional fan who goes to a game once every other year. A person who goes to at least three games will better represent the data and have a larger effect on how food is purchased.

Mobile Phone Ordering- Mobile phone ordering is important to define. Seeing as in-seat ordering is run through a smart device application which has a network connection, it is necessary to use only those who carry a device which can use the application within the stadium. A person can have a phone with internet, but that does not mean they are capable of having an app on their phone. All participants in the survey must be a smart device user in order to have accurate feedback from them. The order is made through the device, paid for through the device, and delivered right to the consumer's seat. Specifics of the exact process may change depending on which ordering application is used.

Consumer Behavior- People are effected different ways and consume a product for specific reasons. In the survey, it will allow for conclusions to be drawn about the effectiveness and the appeal of in-seat ordering to a fan at the game. People may prefer physically going to a

concession stand whereas some would prefer staying in their seat where they can view the game without any breaks in the game.

Concession Ordering- Concession ordering is important to define. In this study concession ordering is going to be the permanent concession areas within the stadium. These are the main lines which provide food and beverage to guests. This does not include the portable concession stands which are spotted around the stadium, the food service in the luxury suites, or club seat areas. The concession ordering is from the regular seating area in the 100 and 300 level of the stadium.

Sales Increase/decrease- Sales increase is going to be determined by what a person would purchase at a concession stand on a regular season game day. The survey participant will then indicate if an in-seat ordering system is available if they would use it. The sales increase will be determined by whether the person altered their order resulting in a total sale change due to the fact they are being provided the product in a different way.

Food and beverage Menu- The food and beverage menu will be the menu board which is presented at each concession stand. It is important to include the menu board when the survey is being conducted in order for the person to refresh what their typical order would be. An example of what the menu would be on the mobile device will be included to show that the food options will be the same.

Revenue- The study is looking to increase revenue for both the Bills organization as well as the concessionaire, SportService. The revenue in which the study is looking at is the money generated through concession sales. Although having an in-seat ordering system may increase appeal hence more ticket sales, only concession revenue will be looked at for changes because the in-seat ordering is only going to directly relate to this.

Results

The survey which was created consisted of 12 questions. There were a total of 136 participants who were able to complete the survey in entirety. Out of all of the participants 92% of them were fans of professional sport, 93% of them consider themselves a fan of professional football, and 79% of them consider themselves to be a fan of the Buffalo Bills. This is essential as 109 of the 136 participants are familiar with and support the Bills organization.

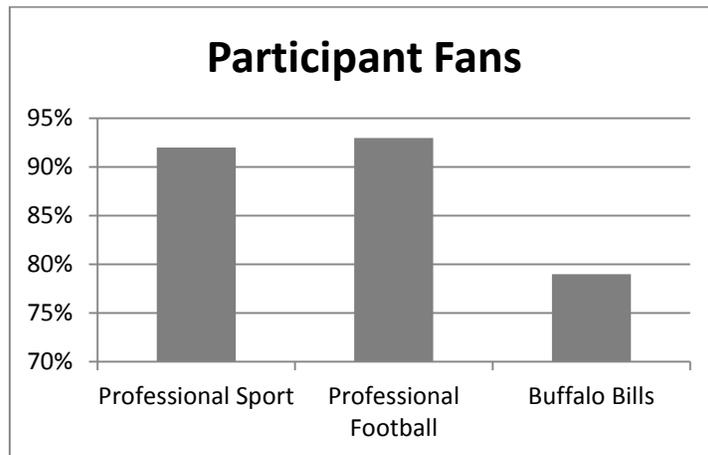


Figure 1. Survey Participants. This shows the survey takers of what they consider themselves to be fans of.

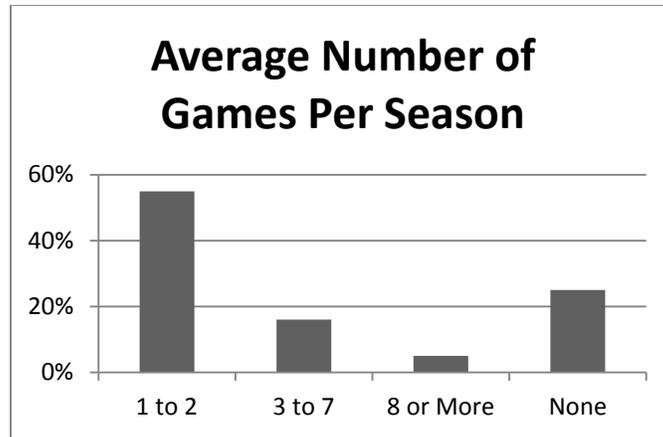


Figure 2. Games attended per season. This shows the number of games each participant attends per year on average.

The above graph shows the percentage of participants of how many games they attend per season at Ralph Wilson Stadium. It is crucial to note that 76% of the participants will attend a minimum of one game in a season. Three to seven games per season are represented by 16% of the participants and 5% are attending more than 8 games per season. This shows that a large number of the participants are familiar with the concessionaire at the stadium on game days and they have valuable responses.

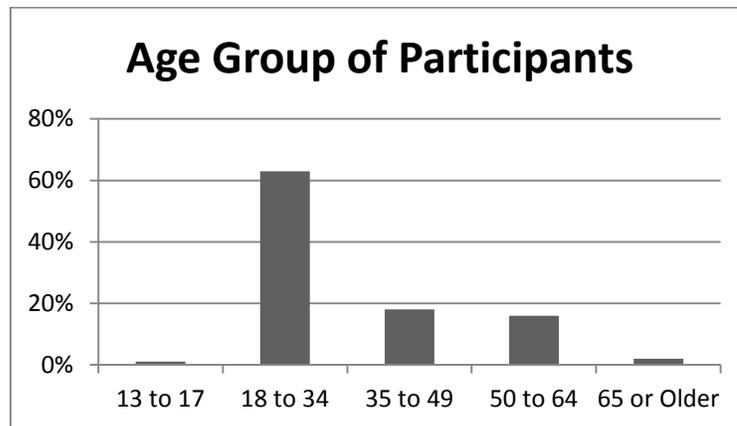


Figure 3. Age of Participants. Shows the age breakdown of the participants.

Above shows the age groups which the participants belong to. The age groups are determined were determined by the demographic breakdown of the National Football League

(“Buffalo Bills,” 2012). All age groups are represented in the survey sample. The survey also determined that 60% of the sample was male and females are represented by 40% of the sample. Most of the in-seat ordering will be done through the use of a smart phone. Smart phone users are represented by 110 of the participants (82%)

The following picture was provided by Delaware North Companies SportService of what the menu board of a traditional concession stand at Ralph Wilson Stadium is. The participants were asked what they would typically order at a game.



Figure 4. Game Time Grill Menu. This is the traditional concession stand at Ralph Wilson Stadium.

The following represents the food items which would be ordered by the participants.

Cheeseburger	42%	56
Bacon Cheese Fries	11%	15
Buffalo Fries	12%	16

Chili Cheese Fries	4%	5
Montomery Inn Fries	1%	1
Sausage Bleu Fries	3%	4
Meat Lovers Dog	5%	7
Cheese Fries	8%	11
Fries	32%	43
Hot Dog	36%	48
Cheese Curds	3%	4
Large Soda	19%	26
Bottle Soda	16%	22
Bottle Water	31%	42
Draft Beer	52%	70
Small Draft Beer	8%	11
Crunch and Munch	3%	4
Peanuts	22%	30
Candy	11%	15
Potato Chips	9%	12
Funnel Cake Fries	7%	9
Cheese Cups	2%	3

Figure 5. Typical Fan Order. The percentages and number of participants who would chose the displayed food and beverage items.

The biggest sellers at the games are the cheeseburgers (\$9.00), fries (\$5.50), hot dogs (\$4.50), draft beer (\$7.50), and peanuts (\$4.75).

An important question asked if there was a mobile ordering system where you purchase your food and beverage and have it delivered to your seat would you use it? This is an important statistic showing people would use the in-seat ordering system if it were to be available at the stadium. Of all of the participants, 86% answered yes which indicates they would indeed use the system.

To better understand the participant's feelings on the in-seat ordering system, it was asked what the reasons are that would cause them not to use the system if it was indeed available to them. The largest concerns participants had were if the delivery service took too long, if there was an additional fee in order to use the feature, and fans like to get up and move around throughout the game including visiting a traditional concession stand. Other problems included not having a smart phone, receiving the food in poor quality, worries of getting the wrong order, preferring a cash transaction rather than paying through credit cards over a phone, confusion with the ordering system, lack of wireless connection or phone signal strength, they do not order food at the game, preferring to decide on their order by physically seeing the food, confusion to the workers, and worries of disrupting fans while they are watching the game in their seats.



Figure 6. Smartphone Screenshots. Shown is the BuyFi ordering system used at TD Garden.

The participants were to indicate if they felt the lay out was user friendly. The results are shown in the following graph:

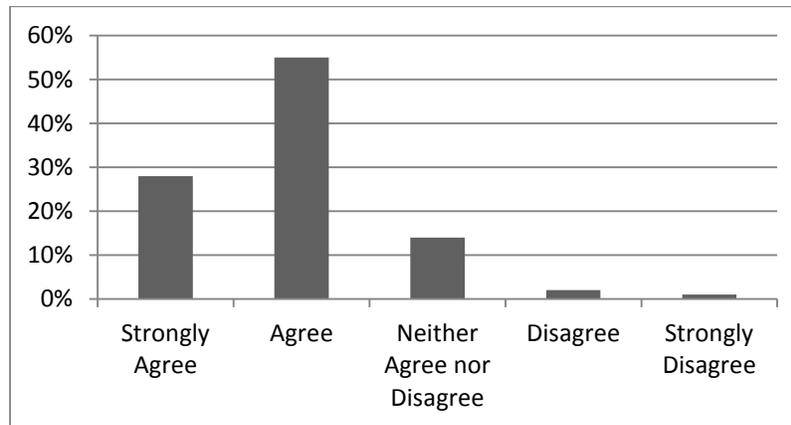


Figure 7. User Friendly. Participants feelings towards the ease of use of Figure 6.

The final question of the survey asked if the participant feels they would be more likely to order more food and beverage or more frequently because the system would allow them to not miss the game and avoid waiting in lines. The result was 87% saying they would order more or more frequently.

Limitations and Future Research

The participants who are targeted to take the survey limited the research. The survey should have included a geographical location. Seeing as the survey was available through social medias, there is no way to tell where the participants are from. There is just the assumption that the majority of the survey takers are from the Buffalo and Rochester areas as that is where the majority of those connected through the social Medias are from. To ensure the familiarity the fans have with the stadium it would be beneficial to strictly include those who are there a large number of games per season to only be used. Due to time limitations and contractual agreements fans have with the Buffalo Bills organization, season ticket holders contact information could not be accessed.

The questions asked about the fans feelings about having the in-seat ordering were clear people would use it if it were in place, but as this feature is just beginning to surface at sporting facilities, the participants most likely have never used it. Whether they would actually use it if it were to be available is unknown because the survey only measured their feelings towards it.

This system has been tested at different facilities but never at Ralph Wilson Stadium. This study was done with no affiliation to SportService or the Buffalo Bills organizations so whether this will actually be put in at Ralph Wilson Stadium is unknown. To be able to produce a study when you know this system may be put in place could entice fans to be more engaged with the study. As mentioned before what a consumer may change when they are physically given the opportunity to use this feature. How they feel about it and actually do when they have it may vary.

Future research can take in-seat ordering an actually implement it into Ralph Wilson Stadium to produce a real life test on the impact in-seat ordering will have on food and beverage sales. An application can be created in the future to give survey participants a realistic look at what they will be ordering from at the stadium would be beneficial. From there you can create a better statistical evaluation of how sales can change from a traditional concession stand order to a smart phone in-seat order. Screen shots from TD Gardens phone application was shown to the participants so they were not getting a sample catered to what would be shown on the mobile phone at the Buffalo Bills venue. It should also be looked into whether having this system feature put in place if it would increase the fans game day experience. Sport organizations need to produce a positive game day experience in order for fans to be willing to pay to come to the events. If this system can be proved to enhance the overall experience of a fan on game day, it could be worth it for the organizations to put it in place for that reason.

To better reach a Buffalo Bills target market through the use of social media, one can post the survey or whichever method they decide to use to collect data to the official Facebook page and other blog which reach Bills fans. Fans will often check these pages and if they were to see a survey which could possibly enhance their experience in the future, they may be willing to take the time and take part in the data collection. A stronger base of Buffalo Bills fans may make more accurate responses as they are the ones who have the most familiarity with the service and game day experience at Ralph Wilson Stadium.

Discussion

Overall, the survey showed as expected if the in-seat ordering system were to be put in place that people would prefer to use it. It was important to put the question in to figure out reasons a person would not use the system are. Fans expect quality food and beverage when they purchase it at the stadium. The biggest concerns the survey takers had were the possible long waits when using the system, receiving cold food or the wrong order, having an extra fee for using it, and that people like to get up and move around during the game therefore prefer getting their food during this time. If the concessionaire that is Delaware North SportService can efficiently operate this system where fans are satisfied with the service that comes with the in-seat ordering, it could be successful for both them and the Buffalo Bills. It is also important to avoid fees associated with using the application. The survey showed people would rather get up and gets their food and beverage then have to pay a fee to get their concessions through the in-seat ordering system.

A question which was asked in the beginning of preparing the study was if the menu options would be the same as at the concession stand. That is unknown but the survey was able to show the biggest sellers at the concession stand. If the menu was too be minimized for the

smart phone use, the heavy sellers which the survey showed to be the cheeseburger, fries, hot dog, all beverage options, and peanuts need to be included.

The availability of Wi-Fi or phone connection needs to be strong for consumers within the stadium. Of all of the survey participants, 82% of them use a smart phone device. When there is an overload of people in the same area trying to access the same network at the same time, the signal will be very weak (Muret, 2012e). To ensure consumers have access to their smart phones to place these orders from their seats, it will be necessary for Ralph Wilson Stadium to make sure there will be no connection problems for their fans. This can be done by offering large bandwidth wireless connection or having cell phone services increase their signal strengths to the specific location the stadium is located in.

If there was a mobile ordering system was put into place 86% of the participants responded they would use it. The survey also showed 87% of those who would use it would be more apt to order more food and beverage or more frequently because the in-seat ordering system allows them to not miss game action and not wait in lines. According to these statistics, overall sales of food and beverage would increase, hence the concessionaire and Bills organization would make more revenue in food and beverage with the mobile ordering.

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