SCERA

Jonathan Dunn
Jaime Power
Kent O. Smith
Lindsey Woodward

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Executive Summary

In 1933, Sharon's Cultural, Educational, Recreational Association (SCERA) was founded by the Sharon Stake of the Church of Jesus Christ of Latter-day Saints in Orem, Utah. When founded, its purpose was to provide wholesome family-oriented events, theatrical productions, and showcase community talent. Recently, the competition in the Orem-Provo area for family entertainment has increased significantly, eroding SCERA's market share.

To further investigate the reasons for the erosion of SCERA's market share, Quantum Consulting met with the leadership of SCERA to discuss research objectives. The objectives identified were to find out who attends the SCERA, who those patrons go with, when they go, and how they perceive the SCERA in comparison to its competition. Following this meeting, Quantum Consulting organized and conducted focus groups to learn more about each of these areas.

These focus group meetings gave Quantum Consulting direction in creating a mail questionnaire focused on SCERA's movie theatre. The first version of the questionnaire was used in a door-to-door pre-survey in Orem, UT. Using a question from this survey we calculated the variance and then the sample size. In addition, revisions were made to the questionnaire based upon people's reactions to the pre-survey. A final copy of the questionnaire was then distributed to 300 randomly selected residents of Orem.

After waiting one week, the returned questionnaires were entered in a database and analyzed. (The response rate was about 20%.)

From the analysis we discovered that the SCERA Movie Theatre's core customers are parents with children. These customers are also very price-sensitive making pricing an important issue. The analysis also showed that for many attributes such as comfort of seating, concessions, cleanliness, quality of sound, and quality of picture, respondents perceive the SCERA equivalent to dollar theatres. They recognize SCERA as having dollar theatre quality and therefore find the price out of alignment. The fact that SCERA shows new releases, unlike the dollar theatre, is not taken into account.

The lack of stadium seating at the SCERA is not a major factor in many people's decisions whether or not to see a movie at SCERA. It is apparent from analysis that other aspects are taken into consideration when people make the decision of whether or not to see a movie at SCERA. Those that avoid the SCERA because of its lack of stadium seating also rated all the other SCERA attributes lower. In conclusion, the addition of stadium seating alone will not attract many new customers because they still find the other aspects such as comfort of seating, quality of sound, quality of picture, concessions, and cleanliness of SCERA unacceptable.
Letter of Engagement

November 20, 2002

Samuel Perry
BYU MBA: SCERA Theatre

Dear Mr. Perry:

Our BYU student group appreciates the opportunity to work with the SCERA Theatre. In this letter of engagement, we hope to contract the responsibilities of both parties.

The BYU student group agrees to conduct a research study and to analyze the results. The research will include conducting focus groups as well as a mail survey. The findings will then be presented to SCERA and the MBA group in oral and written form.

You will attend the presentation of the project on November 18th, 2002 at room 184 in the Tanner Building of Brigham Young University.

Brigham Young University’s Service and Learning Director agrees to pay for the marketing research group’s expenses incurred in relation to work done for the benefit of the MBA SCERA group.

By signing below, you agree to the terms stated above pertaining to the relationship between the SCERA MBA group and the BYU market research student group.

Samuel Perry

Student Marketing Group

Jonathan Dunn

Kent Smith

Jaime Power

Lindsey Woodward
Introduction

In 1933, Sharon's Cultural, Educational, Recreational Association (SCERA) was founded by the Sharon Stake of the Church of Jesus Christ of Latter-day Saints in Orem, Utah. When founded, its purpose was to provide wholesome family-oriented events, theatrical productions, and showcase community talent. Today, in a world of declining morals, SCERA continues to provide clean entertainment for families. However, the competition in the Orem-Provo area for family entertainment has increased significantly. In an attempt to increase their market share and improve their operations they asked our research group, Quantum Consulting, to conduct research to find who their target market is, and why they attend.
Gathered Data

Meeting with SCERA

In September, we met with April Wetzel, Marketing Director for SCERA. She expressed interest in the following:

1) Customer Profile
2) Why people come here?
   a. Price
   b. Show
   c. Friend
   d. Where heard about it?
3) How do they perceive SCERA against competition?
   a. Live theatres: Hale, Provo Theater Co.
   b. Movie theatres: Wynnsong, Provo Towne, Movies 8 (Dollar)
4) Why those who go to the outdoor theatre do not go to the indoor theatre?
5) Why did those who once had season tickets stop purchasing them?

Focus Groups

Focus groups were conducted in order to refine what questions we wanted to ask on our questionnaire. We conducted these groups in conjunction with the MBA group that was also working with the SCERA.

Our groups worked together to find people that would participate in the focus groups. All of those people who were contacted to participate were generated by the SCERA database. We divided the database names into those that held season tickets year round and those that one bought season tickets for only part of the calendar year. These two categories of people would be kept separate from each other making two different groups.

We contacted the participants by phone. They were told that we were conducting a focus group and asked them if they would participate. In return for their participation they would get a pizza dinner at the meeting and a pair of free tickets to an upcoming indoor play. We obtained oral commitments from 24 people, 12 for each group.

The groups were held on Wednesday, October 9, 2002 at the SCERA conference room. The year-round ticket holders meeting began at 6:00 P.M. and went until 7:15 P.M. Ten people showed up of this group. The remaining group began at 7:30 P.M. and went until 8:45 P.M. Only five people attended this session.
The format used in questioning these focus groups was the “Six Thinking Hats.” The Six Thinking Hats format is meant to help people explain all aspects of their relationship to a product. They do this by requiring the participant to do the following:

1. Give general information about the offering
2. Tell about their feelings, intuitions, and emotions with respect to the offering
3. Be critical of the offering (what they do not like)
4. Tell what they like about the current offering
5. Think creatively about what the offering could be or do
6. Summarize what they think should be done with the offering

From the focus group sessions, we obtained a good idea of what questions to ask in our movie theatre questionnaire. We learned that different usage situations applied to the different business segments of the SCERA. For our purposes, most people seemed to think that the SCERA movie theatre was better suited for taking young children than taking a date with your spouse or a significant other. We also learned that people felt the seating, décor and concessions were sub par. Even though SCERA shows newly released movies, the focus groups frequently mentioned the dollar theatres as being SCERA’s competition.
Mail Questionnaire

Questionnaire Creation

By utilizing the information obtained from the focus groups, a questionnaire was created. Unlike the focus groups, the questionnaire focused only on the movie theatre segment of SCERA's business. The purpose of the questionnaire was to obtain information that could help SCERA in its decision making processes about this particular business segment. The questionnaire set out to obtain data on the following subjects:

- Who are the people who attend movies at the SCERA?
- When do they go?
- Who do they go with?
- How do people perceive the SCERA?
- How does the SCERA compare to its competition on important attributes?

With all of these questions in mind the following questionnaire was created. As will be addressed later, the questionnaire was used in a pre-sample to find the variance in determining our sample size. Since the pre-sample was done door-to-door, I was able to observations were made as people were taking the questionnaire. As a result, changes were made to the questionnaire formatting and participant directions to make participation in the survey less intimidating and frustrating.

Pre-sample Survey and Sample Size

In determining the sample size for the SCERA questionnaire, the sample size formula was first used. This formula uses the following three elements: significance level, margin of error, and variance.

The acceptable confidence level was 90 percent, a .10 significance level. This means that we are 90 percent confident that the results from the survey are not due to chance.

The margin of error determined by SCERA management was .10, and it indicates the allowable sampling error. The smaller the acceptable amount of sampling error, the more accurate the results and the larger the sample size.

The variance was found through a pre-sample survey. We surveyed fifteen residence of the area surrounding SCERA and used these results to determine the variance. The particular question that was used is:

Rate where you believe the SCERA theatre fits on the following scale:

<table>
<thead>
<tr>
<th>Kid Friendly</th>
<th>Less Kid Friendly</th>
<th>More Kid Friendly</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>7</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td></td>
<td>10</td>
</tr>
</tbody>
</table>
Once the confidence level, margin of error and variance were determined they were entered into the sample size formula in order to find the appropriate sample size.

\[ n = \frac{Z^2 \times \sigma^2}{E^2} \]

Where:
- \( n \) = Sample Size
- \( Z \) = Level of Significance (Expressed as a Z-Score)
- \( \sigma \) = Population Standard Deviation \((\sigma^2 = \text{Population Variance})\)
- \( E \) = Acceptable Amount of Sampling Error

The determined sample size was 299. Once this figure was calculated we then calculated the appropriate number of surveys to mail out taking into consideration an expected response rate of 20 percent. The required number of surveys to be sent with a 20 percent response rate in order to receive 299 surveys was 1,494.

This amount of surveys was recognized as being extremely costly. Therefore, with the funds available, it was suggested that only 300 surveys be mailed out.

**The Method for Generating the Names for the Survey**

1. Used the QwestDex phonebook for the Provo/Orem area. The listings “through December 2002.”
2. The Provo/Orem listing was found on pages 00-192.
3. Used a random digits list to code the process. The numbers were in groups of 5.
4. The first and second numbers represented the page in the phonebook, on which the name would be found.
   - For the first 150 names, the generated names were from the pages 00-99. Because the phone listing had more than 99 pages, the second 150 names found came from pages 100-192.
   - If the random numbers fell between 92 and 99, for the second 150 name search, pages 92-99 were used.
5. The third random number in the 5-number series represented the column in which the name would be found.
   - If the random number fell between 0 and 3, the first column would be used
   - If the random number fell between 4 and 6, the second column would be used
   - If the random number fell between 7 and 9, the third column would be used
6. The fourth and fifth random numbers in the 5-number series represented the number of names down, on the specified column, the name could be found.
   - If the name at the correct number was not a private residence the next possible residence would be looked at
   - If the name at the correct number was not an Orem residence, the next Orem residence was chosen for the survey.
7. By using these guidelines, 300 Orem residents were found and sent surveys.
8. The names were found by Kent Smith and then entered into MS-Word by Kent Smith and Lindsey Woodward to make labels for envelopes.

9. An example of the name generation (for the first 150 names) is as follows:
   - The 5-digit random number is 63617
   - 63 means page 63 in the phonebook
   - 6 means to look down the second column
   - 17 means to look at the 17th name down the second column on page 63
   - Foutz, Phil at ### E ### N, Orem, UT 84097

Survey Mailing and Response

On Saturday morning, November 2, the questionnaires were sent to 300 people selected by the random sample through the mail. The letters sent contained a single questionnaire with introduction and a prepared return envelope.

The response rate to the survey was fairly good at about 20%. By November 14th we had received 57 completed questionnaires. In addition, 15 letters were returned to us because they were deemed undeliverable as addressed. The completed responses were numbered and entered into a SPSS database table.
Recommendations

Price

The analysis of the responses received to the following survey question aided in the determination of what demographic SCERA should focus their marketing efforts towards.

Please indicate who you are with when you attend a movie at the SCERA by writing the percentage of time a listed situation applies to you. The sum of your answers should equal 100%:

- Single person on a date
- With Kids
- Date night (without kids)
- With friends
- Alone

Total 100%

By averaging the responses it was revealed that on average the respondents attend the SCERA with children 59% of the time, significantly higher than any other response. Therefore SCERA should consider this demographic their target market and focus the whole of their marketing efforts toward parents with children.

Chart 1: Usage Averages

In our analysis it was found that there is a strong relationship between the Number of Children Living at Home and the SCERA’s Price Rating. Particularly, as the number of children living in a household increased, the lower the respondents rated SCERA’s price. This relationship also exists with other types of theatres such as Dollar Theatres and New Release Theatres. In general, for every additional child living at home, the less acceptable the price of going to see a movie is. Therefore, we can conclude that those with children living at home are more price-sensitive when it comes to seeing movies. This analysis prompts the suggestion that if SCERA wants to appeal to its target customers, parents with children living at home; then they need to be highly price-value conscious.
Through analysis, it is also apparent that there is a strong relationship between Age and SCERA’s Price Rating. The older the respondent, the higher they rated SCERA’s price. In general, as people get older they become less price-sensitive. From this the opposite can also be assumed, the younger people are the more price-sensitive they are when going to see a movie. The relationship between Age and Number of Children Living at Home also suggests that the older people are, the fewer children they have living in their household. As the age of the respondent increased, the number of children they had living at home decreased. The opposite can also be assumed in this relationship, the younger people are, the more children they have living at home. From analyzing these relationships it can be deduced that younger people are more price-sensitive when going to see a movie at SCERA because they have more children living at home.

SCERA’s price is currently rated lower than the Dollar Theatre’s price, and the perception of the Comfort of Seating, Quality of Sound, Quality of Picture, Cleanliness, and Concessions is equivalent or lower than the perception of the Dollar Theatre, as seen in Chart 2 below. People perceive the SCERA’s quality equivalent to the Dollar Theatre’s quality and therefore feel SCERA’s price is too high. The quality of SCERA’s atmosphere suggests that the price of seeing a movie should be lower than the current price and more equivalent to the Dollar Theatre’s price. It seems that the actuality that SCERA shows new release films is disregarded due to the quality of its atmosphere. This perception needs to be remedied in order for SCERA’s price to be more acceptable.

**Chart 2: Average Rating**

![Average Rating Chart](chart2.png)
Kid Friendly

The average respondent of the survey has four children, two children living at home. This has prompted further analysis concerning children. In further analysis, it was determined that there is a strong relationship between the Number of Children Living at Home and how often respondents went to see a movie at the SCERA in a year. It was found that as the number of children living at home increase, the number of times a respondent went to the SCERA to see a movie in a year also increases.

There is also a strong relationship between Number of Children and SCERA’s Kid Friendly Rating. The more children people have the higher they rate SCERA’s kid friendliness. This is also true for the Dollar and New Release Theatres. This further supports that the target market of SCERA should be parents with children living at home.

Another strong relationship exists between SCERA’s Kid Friendly Rating and all other SCERA Ratings that is positive. Generally, the higher SCERA’s Kid Friendliness was rated the higher SCERA’s Comfort of Seating, Quality of Sound, Quality of Picture, Cleanliness, Concessions, Location, and Movie Content were also rated.

The average rating of SCERA’s Kid Friendliness and Movie Content, illustrated in Chart 2 above, are significantly higher than the ratings of the Dollar and New Release Theatres. This shows that Kid Friendliness and Movie Content are perceived to be SCERA’s strengths. It has been proven that the relationship between SCERA’s Kid Friendly, Location and Movie Content ratings and the Dollar Theatre’s and New Release Theatre’s ratings are significant, at a 95 percent confidence level. This further supports the results from the correlation and regression analysis that have been conducted concerning kid friendliness, location, and movie content.

From these results it is concluded that the more children people have the more they go to the SCERA, the higher they rate SCERA’s kid friendliness, and the more acceptable SCERA’s atmosphere is concerning Quality of Sound, Quality of Picture, Cleanliness, Concessions, Location, and Movie Content. These results illustrate SCERA’s success in being a provider of wholesome family entertainment and further reinforce the suggestion that SCERA focus its marketing efforts towards families with children.
Stadium Seating

There is a negative relationship between the number of times that people did not go to the SCI movie theatre because there was no stadium seating and comfort of seating at SCERA. There every time respondents did not go to SCERA for the lack of stadium seating the, less acceptable comfort of seating was found to be. This is also true for the relationships between the number times people did not go to SCERA due to the lack of stadium seating and the rating of Quality Picture, Quality of Sound, Cleanliness, Concessions, Kid Friendliness, and Movie Content. These other aspects of SCERA are taken into consideration when people decide whether or not to see a movie at SCERA.

Chart 3 illustrates some of the responses that depict the relationship between SCERA Ratings and how many times respondents did not go to SCERA because there is no stadium seating:

<table>
<thead>
<tr>
<th>Times not go - no stadium seating</th>
<th>Comfort of Seating</th>
<th>Quality of Sound</th>
<th>Quality of Picture</th>
<th>Cleanliness</th>
<th>Kid Friendliness</th>
<th>Concessions</th>
<th>Mc Cor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Several</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td>10</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Several</td>
<td>5</td>
<td>4</td>
<td>7</td>
<td>4</td>
<td>8</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Several</td>
<td>3</td>
<td>6</td>
<td>6</td>
<td>3</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Several</td>
<td>1</td>
<td>5</td>
<td>5</td>
<td>1</td>
<td>10</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Several</td>
<td>1</td>
<td>5</td>
<td>5</td>
<td>1</td>
<td>10</td>
<td>1</td>
<td></td>
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<tr>
<td>Several</td>
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<td>10</td>
<td>10</td>
<td>3</td>
<td>10</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Several</td>
<td>7</td>
<td>9</td>
<td>9</td>
<td>8</td>
<td>9</td>
<td>6</td>
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<td>Several</td>
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<td></td>
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<tr>
<td>Several</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>1</td>
<td>5</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>

It is also apparent from the frequency, illustrated in Graph 4, of those that responded “several” “none” to the survey question, “How many times in the last year did you not go to see a movie at SCERA because it does not have stadium seating?” that stadium seating is often not a factor that people consider when making their decision of whether or not to see a movie at SCERA to see a movie. In fact, most people do not take seating into consideration at all when deciding whether or not to see a movie at SCERA. This further illustrates that other factors are taken into consideration when people make their decision. Therefore, stadium seating will not affect the number of ticket sales for SCERA’s movie the
Chart 4: Frequency of Stadium Seating Responses

SCERA's average ratings of Comfort of Seating, Quality of Sound, Quality of Picture, Cleanliness and Concessions are slightly less or equivalent to the average ratings of the Dollar Theatre, shown Chart 2. Stadium seating alone will not affect the attendance at the SCERA Movie Theatre because the perception of it also includes these other elements. Randall Hester, the main representative of National Association of Theatre Owners in Dallas, Texas commented, "Stadium seating is a minimum requirement for a movie theatre. And having stadium seating does not guarantee success.

In conclusion, if SCERA added stadium seating to its movie theatre without improving other aspects, our analysis suggests that the attendance at SCERA is not likely to improve because all other aspects would still be considered unacceptable.
Quantum Consulting

November 18, 2002

SCERA
Ms. April Wetzel
745 South State St.
Orem, Utah 84058

Dear Ms. April Wetzel:

Quantum Consulting is pleased to submit the following proposal for your approval. We appreciate the opportunity to work with SCERA. We anticipate that our results will assist SCERA by addressing their needs and curiosities about future involvement in the movie theater industry.

Enclosed you will find a research project proposal for your review and approval. This proposal includes the objectives of our research and the processes we will be using to gather research data. A preliminary schedule and expense budget is also attached. Please review this proposal and contact us if you have any questions.

If the proposal is acceptable, please sign and return it to us so we can commence work on the project as soon as possible. In the event that you have any questions or concerns please contact Lindsey Woodward via email at law52@email.byu.edu or directly at (801) 471-4457. Again, we are grateful for the opportunity to provide this service to you and we reiterate our commitment to excellence in the upcoming project. We look forward to a rewarding experience for all.

Sincerely,

[Signatures]

Quantum Consulting
Introduction

SCERA was established in 1933 by the Sharon Stake of the LDS church located in Orem, Utah. SCERA is an acronym that stands for “Sharon’s Cultural, Educational, and Recreation Association.” SCERA is a non-profit organization which strives to provide uplifting, quality, and family-friendly entertainment to Utah County, specifically Orem, Utah. SCERA is currently involved in the movie theater industry as well as live theatrical and musical performances. However, the movie industry has evolved and grown within Utah County over the past 70 years. SCERA is uncertain about their ability to competitively participate in this competitive industry in the future. Therefore, Norm, the president of SCERA, has asked the team of Quantum Consulting to perform market research to help determine their current market position, patron base demographics, and future competitive success.

Engagement Scope and Objectives

The objectives for this project will focus primarily around the following themes:

1. What entices new-release movie patrons to attend a movie theater? What entices movie patrons to view new-release movies at the SCERA?
2. What are the prevailing demographics of SCERA movie theater patrons?
3. How successful will SCERA be in the future as a competitor in the new-release movie industry?

The Quantum Consulting Group will obtain the necessary research information by surveying Utah County residents. Specifically, we will conduct research by way of focus groups and mail-questionnaire. The focus groups we will be hosting will include (1) regular SCERA season ticket holders, and (2) infrequent Encore/Shell/movie theater ticket purchasers. We will try to discover what benefits entice patrons to purchase season tickets and frequent the movie theater. We will also be sending questionnaires to randomly selected residents of Orem, Utah. The questionnaire will focus on patronage of the movie theater and will attempt to assess the respondents overall perception of SCERA in relation to competing theater complexes.

The focus groups and survey results will help answer the following questions:

1. What entices Orem, Utah residents to view new-release movies at a movie theater?
2. What entices Orem, Utah residents to view new-release movies at SCERA?
3. What are the perceptions about the overall quality of SCERA’s movie theater?
4. What is the current prevailing demographic of SCERA movie theater patrons?
5. How likely will Orem, Utah residents be to attend new-release movies at SCERA as opposed to competing movie theater complexes in the future?
Approach and Schedule

The following table shows the major activities of the project and the target dates for completing each phase. These dates are subject to the cooperation of both client and consulting organization. Meeting these target dates is important to the timely completion of the project.

For purposes of planning and execution of the project, we have divided the activities into five major phases (1) Market Research, (2) Focus Groups, (3) Market Survey, (4) Analysis and (5) Deliverable.

<table>
<thead>
<tr>
<th>Phase</th>
<th>Activities</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Market Research</td>
<td>1. Gather secondary research data applicable to project.</td>
<td>September 16 – 25</td>
</tr>
<tr>
<td></td>
<td>2. Consult with SCERA management.</td>
<td>September 19, 25</td>
</tr>
<tr>
<td>(2) Focus Groups</td>
<td>1. Develop focus group agenda and format.</td>
<td>September 26- October 8</td>
</tr>
<tr>
<td></td>
<td>2. Conduct focus groups.</td>
<td>October 9</td>
</tr>
<tr>
<td>(3) Market Survey</td>
<td>1. Develop market survey.</td>
<td>October 28 - 31</td>
</tr>
<tr>
<td></td>
<td>2. Randomly select 300 survey participants.</td>
<td>October 30 - 31</td>
</tr>
<tr>
<td></td>
<td>3. Mail market survey.</td>
<td>November 1</td>
</tr>
<tr>
<td></td>
<td>2. Documentation and preparation of final report.</td>
<td>November 12 – 16</td>
</tr>
<tr>
<td>(5) Deliverable</td>
<td>1. Present research project in-class</td>
<td>November 18</td>
</tr>
<tr>
<td></td>
<td>2. Deliver report to SCERA.</td>
<td>November 22</td>
</tr>
</tbody>
</table>

Deliverables

The deliverables will consist of a final written report and an oral in-class presentation. The final written report and oral presentation will include a detailed description of the research data acquired, as well as, our subsequent recommendations for SCERA. Quantum Consulting will deliver a bound copy of the report to SCERA no later than Friday, November 22, 2002.
Expense Arrangements

SCERA is fully responsible for any costs Quantum Consulting incurs related to this project. All costs will be documented and reimbursement will be made at the end of the final deliverable on Friday, November 22, 2002.

The attached budget is proposed for covering the expenses that Quantum Consulting will incur. This budget is a rough estimate and therefore the actual expenses that Quantum Consulting incurs may vary slightly. Any changes to this budget after project acceptance by SCERA must be pre-approved by Ms. April Wetzel in writing.

<table>
<thead>
<tr>
<th>Focus Group Expenses</th>
<th>$ 85.00</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overhead Transparencies, Paper, Pens</td>
<td></td>
</tr>
<tr>
<td>Pizza for Participants</td>
<td></td>
</tr>
<tr>
<td>Mail Survey Questionnaire</td>
<td>$ 230.00</td>
</tr>
<tr>
<td>Postage for 600 envelopes</td>
<td></td>
</tr>
<tr>
<td>Copies of survey (2 double-sided pages)</td>
<td></td>
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Disclaimer and Confidentiality

Brigham Young University, its boards, employees, students, and the Marriott School of Management are not responsible for the work and research conducted under this study or for the resulting recommendations. SCERA, its employees, directors, and board agree to hold harmless the Marriott School of Management, its faculty and administration, and the students preparing the report for work relating to this project, for the resulting information and recommendations, and for any implementation of the recommendations.

Upon completion of the study, the findings and the recommendations of the project will become the sole property of SCERA. The Marriott School of Management maintains the right to retain up to ten copies of the final report for later educational purposes. The signers of this document agree that private and sensitive information obtained as a result of this study relating to SCERA and this project will not be disclosed to parties unrelated to this study without SCERA’s prior written approval.
We are excited about this project and the opportunity to work with you. Quantum Consulting agrees to complete the marketing research study and present both an oral and written report to SCERA. The presentation will be on November 18, 2002 in the Tanner Building, room 184 at Brigham Young University, Provo, Utah at 11:00 am. SCERA agrees to pay all costs as outlined above and April Wetzel acting as a representative of SCERA by attending this oral presentation. Please sign below, to confirm your agreement to and approval of the terms of this engagement letter. An original executed copy of this letter should be returned to Lindsey Woodward at the following address: 405 N. Belmont Place #352, Provo, UT 84606.

Sincerely,

Jon Dunn
Kent Smith
Jaime Power
Lindsey Woodward

Accepted By:
Signature: April Wetzel
Date: 11/18/02

Authorized Representative of SCERA

Print Name and Title:
Quantum Consulting
Appendix B  
Focus Groups

White Hat: Information Hat 
1. Tell what you know about SCERA?
   - Shell
     - Outdoor programs.
     - Brings in entertainers.
     - Different each year.
     - Outdoor plays and concerts.
     - Outdoors so fabulous for the warmer weather.
     - Community functions.
   - Encore
     - Plays after the summer season (indoors).
     - In winter, same as shell but indoors.
     - High School productions.
     - City sponsored.
   - Movies
     - Sponsors family films only.
     - Good Clean Shows.
     - Movies that are family oriented and have high morals.
     - Large theater with oversized seats.
     - Variety of snacks/drinks.
     - Regular movie theater.

2. What programs do you know about at SCERA?
   - Volunteer programs for all events.
   - Swimming pools.
   - Statue garden outside.
   - Movie theater.

3. How often do you go to SCERA?
   - Shell
     - Season tickets most years.
   - Encore
     - Every now and then, we volunteered some years.
       - Haven’t gone.
   - Movies
     - Not often.
     - One to two times per year.
     - Haven’t gone.

   - Date night without kids.
   - Family event: can bring kids (shell).
- Flexibility (shell).
- Picnic (shell).
- Planned: don’t miss it because they have season tickets.
- We buy the season tickets.
- For our date nights. Great value!
- With my wife.
- With family, including extended family and kids.

5. Describe people go to SCERA and their situational usage.
- People who enjoy doing things with family and seeing performers for a good particularly performers a little older.
- Family oriented, cultured, income of $30,000 or more, intelligent, fun, personality, out; seeking new forms of entertainment.
- Mostly couples. But I do see a lot of youth and date situations.

6. What does SCERA do for you?

7. Who are SCERA’s perceived competitors?

Red Hat: Emotional Hat
1. What is your gut reaction to attending an event at SCERA? That is, where 1 = ice cold, 5 = getting warm and 10 = extremely hot, where do you stand? Why do you respond this way?
   - Shell
     o 9—Most all performers or shows have been quality shows, and I like the outdoor atmosphere.
     o 10—I like the idea of having an outdoor theater to attend during the summer month
     o 10—I enjoy going to these events. We benefit greatly.
   - Encore
     o 7—Most plays have been great and some seemed like community theatre, not as qu as it could be.
     o 8—I love community plays that are value and family oriented.
     o 5
     o 10
   - Movies
     o 7—I would attend movies here that aren’t at other theaters.
     o 6—The old (the new is great) theater is worn down and not quality, but the shows t choose are great.
     o 1
     o 10

2. How important are these benefits to you (and please define these benefits)?
   - Shell
     o This is very beneficial to me, as family time and the chance to see people I haven’t known before. I trust the performers that they bring in, even when I haven’t heard them at all.
o Very important benefit. Opportunity to spend time together. Quality shows. Cost benefit. Nice place to relax (outdoors).

- Encore
  o If I went to Encore we would see it as a benefit. Next year we will purchase tickets.

- Movies
  o Comfort is very important when I attend movies.

Black Hat: Critical Hat

1. What is bad about SCERA?

- Shell
  o No parking.
  o No lighted walkway back to your car at night.
  o There should be certain sections for chairs only and certain sections for blankets.
  o Insufficient parking.

- Encore
  o Long performances that lack appeal.

- Movies
  o The old theater is old.
  o I don’t look forward to watching movies there.
  o Old, out-dated seating.
  o Need to revitalize look.

2. What simply doesn’t work with SCERA?

- Shell
- Encore
- Movies
  o Only one movie at a time.
  o Need variety.

3. What one thing would you change with SCERA?

- Shell
  o Add more parking for summer events.
  o Require blankets only in one area and chairs only, so chairs aren’t set right in front of blanket sitters (not counting the donors section).
  o Rest rooms too far from front of Shell.
  o No smoking.
  o Chairs at a one time charge for season ticket holders.

- Encore
- Movies
  o Stadium seating with well cushioned seats.
  o They’ve improved with their new theater now.
4. What needs to be fixed?
   - Shell
   - Encore
   - Movies
     - Interior decorating.
     - Make traditional look that is timeless.

5. What frustrates you when you go to the SCERA?
   - Shell
   - Encore
     - Long performances that lack appeal.
   - Movies
     - Lack of variety (due to one movie at a time).

6. What concerns you the most when you attend an event at SCERA? What might prevent you from attending SCERA?
   - Shell
   - Encore
     - Fear of seats breaking and awnings falling down.
     - Better performers.
   - Movies
     - Lack of comfort (padding) in the seats.

Yellow Hat: Cheerful Hat

1. What are some of the positive feelings you have about SCERA?
   - Shell
     - Family time.
     - Good memories.
     - Good performers.
     - Wholesome.
     - Not out for profit.
     - Memories of the shows.
     - Memories of being with my wife.
     - It makes me feel relaxed, excited to go.
     - Even though I live in Highland, I have a lot of nostalgia and memories for the SCERA.
   - Encore
     - I volunteered with my husband for Michael Martin Murphey and some plays and I loved the treatment we received, as well as the performances.
   - Movies
     - Retro styling.

2. What specific aspects of the SCERA do you like the most?
   - Shell
     - Their friendliness and their high standards and goals.
     - The atmosphere.
Variety in plays in the outdoor theatre.
Cost of tickets.
It’s outdoor location.
- Encore
  - Their friendliness and their high standards and goals.
  - The atmosphere.
- Movies

3. What does SCERA do that others don’t?
- Shell
  - The entertainment it provides my family is fabulous.
  - We are only a few minutes from the SCERA.
  - The community really benefits us.
  - Are consistent with their standard of quality.
  - They are not at there just to make a buck, but they have the goal to build families and community support.
  - Others do not have an excellent cost structure.
  - Involve the community.
- Encore
  - Community artists and talents.
- Movies

4. What works with SCERA?
- Shell
  - Community.
  - Put on good clean shows.
  - They do variety shows such as plays, concerts, etc.
- Encore
- Movies
  - Moral, PG family-oriented movies.

Green Hat: Creative Hat
1. What could the organization do to make SCERA better?
- Shell, Encore and Movies
  - Monitor the restrooms. Children unroll tissue paper and plug all the toilets.
  - Keep the same strong plays they’ve been having.
  - Lighted walkways to your car (shell).
  - Better up-keep on the Encore.
  - Inform the public on what other services or activities they provide (such as the art gallery, statutes, etc.) Advertise what opportunities there are.
  - Better training for volunteers/employees.
  - Redecorate both interior and exterior (seats).

2. What could the company do to make SCERA competitive in the industry? (We did not use this question in the focus group)
3. What steps should the company take to make SCERA a big success?

4. Describe your ideal SCERA.
   - Shell, Encore, and Movies
     o Top talent and as usual variety.
     o One-stop shopping.
     o One cost: all events, chairs, food, snack, drinks. At one price it would cost a little more but be more convenient.
     o A season of quality performers and plays. A new “face lift” for the building. (The marquee really does need some work.) The original theater needs new sounds and seats
     o New innovations should be advertised.
     o Children perform plays.
     o Offer discount family night.
     o Other “plays”—musicals, operas, symphony—whether that be professionals or local high schools and colleges.
     o Update the interior to make 2 sets of restrooms—larger for females.

Blue Hat: Summary Hat
(We did not use these questions; we asked what the top three things they would tell the owner of SCERA about.)

1. Please summarize what we talked about today?

2. What have we learned today?

3. What should I tell SCERA about their events and theatres?
   - Quality Performances—you provide great entertainment for families at a family price.
   - Inform/market/educate the public through brochures or mailers on all the programs that you do provide.
   - Provide a way to attend a certain play (half ticket maybe) of the plays for the encore season instead of a full ticket in the busy time.
   - Put together total packages. Including shell with season tickets, chairs, food, at one set rate.
   - Opportunity to choose from the winter season encore shows. When school starts our schedule is tighter.
   - Just an opportunity to go to a few shows at a great cost.
   - Lighted walk way back to the cars.
   - Need to revamp the whole SCERA.
   - Add some additional plays at a discounted rate, as well as variety in the movie theater.
   - Include more children/teen plays.
   - We appreciate being able to take advantage of the programs here at the SCERA. I feel without the accessibility here to SCERA we would be the loser.
Here are some other responses we got:

Focus Group Notes

- Perceived patrons/Usage
  - Married couples.
    - Date night.
    - With kids (can be of any age).
  - Depends on show.
  - Singles on Dates.
  - Teenagers, particularly at certain shows (i.e. Footloose).
  - "We always buy 4 season tickets."
    - We sometimes give the tickets to kids for dates or to friends.
  - Planned attendance.
    - It’s nice to know what you will be doing ahead of time (referring to shell season tickets in particular).
  - Brought nieces and nephews.
  - Girls night out.

- Critical
  - "It’s hard to get a live voice on the telephone."
  - "They are always out of the food I want."
  - Lines are too long.
    - The younger kids take longer to order food.
    - Volunteers aren’t as fast.
  - Run out of soap in restrooms.
  - Get better performers for the lead (speaking about Evita specifically).
    - You could draw on local schools (BYU, UVSC).
    - Sometimes performances are “amateurish.”

- Feelings/Perceptions
  - “Good entertainment.”
  - “Good memories.”
  - Family friendly (both atmosphere and content).
    - “Comfortable bringing my kids” (Directly compared to BYU or Hale).
    - Child friendly atmosphere and content.
    - Don’t feel uncomfortable if a child cries.
    - BYU content isn’t necessarily questionable but it can be more for adults.
    - “I adore how informal it is,” (comment made in comparison to LA theaters).
  - You don’t have to get ready.
  - Feelings depend on show.
  - Be there quickly (location).
  - “Fun,” “Easy.”
  - “Like the atmosphere.”
  - Low cost.
• One ticket at Thanksgiving Point almost is the same as a season pass.
  o Not out there to make money.
  o Stick to their goals and standards to provide quality entertainment for families.
  o Quality of plays (overall experience, acting).
    ▪ The acting has improved.
    ▪ Not second rate.
  o “They consider and involve the community.”
    ▪ Community comes together, “community family.”
  o Focused on people.
    ▪ Participant told a story of coming to the theater with kids and not having enough money. The manager still let them in.
    ▪ “You are part of a caring bunch.”
  o SCERA has history.
  o Welcome.
  o Anticipate.
  o Comfortable.
  o You can feel the passion of the volunteers.
  o They share with you.
  o “Lets children get cultural experience instead of just watching a movie.”

• Suggestions
  o Building and marquee condition is poor. “Landscaping is terrible.” Remodel!
  o Would like to have the tickets mailed before each show so they don’t forget.
    ▪ May be useful to include a calendar that can be posted on fridge.
  o One of the plays was too long. (It was still a good play.)
  o Offer a discount family night.
  o Classic movie series.
  o Seniors like to go to movies early.
  o Outdoor cinema.
  o Sucker for a good deal.
    ▪ In Pleasant Grove they have a Wed night discount night.
  o Advertise more.
    ▪ Do news stories on SCERA and on actors in the shows.
    ▪ Geneva/Lindon times newspaper.
  o Focus on certain target segments.
    ▪ There are “so many different audience profiles.”
  o Have afternoon shows.

• Perceived Competitors
  o Movie theaters that are closer.
  o Dollar theater.
  o Movie theater with stadium seating.
  o Dinner.
Movies

- 4 of 10 people in the group would see a movie at the SCERA all things being equal (price, location, film.)

- Critical
  - Don’t like the sound system.
  - Stadium seating would keep me from coming.
  - Too expensive for the whole family.
  - Seating is uncomfortable.
  - Can’t get my husband to come because there is no stadium seating.
  - Only offer one movie at a time (bad selection).
  - There are no clear lines, just people.
    - There is no room for a line.
    - Poor layout for concessions.
    - There is never enough staff to get popcorn.
    - I come on time for a movie and wait 15 minutes for popcorn.
    - **“Have drinks already poured.”**
    - **“Open up both concession stands.”**
    - Have to walk through the line to get to the theater.
    - Line ropes would be useful.

- Suggestions
  - Stadium seating.
  - **“Hard to attend all the fall shows.”**
    - Create a half pass which allows you to choose the shows you attend.
    - Movie pass movies are at a bad time. The shows are good but the time is bad.
  - Mid priced movie would be nice.
    - By the time it’s at the dollar theater it’s practically on video.
    - It would be nice to see a newer movie (the kids are still excited about) at a lower price but before it’s at the dollar theater.
  - Refurbish the theater to the original era style but updated with modern conveniences.
    - New theater with classic façade.
    - **“Everything needs to be updated.”** (building in general)
    - Use less space for theater and more for concessions.
    - Restrooms are not located conveniently for the movie theater.
      - Put in a second set closer by.
  - Needs interior decorating (fabrics and wood).
  - Redo the refreshment layout.
    - Possibly use a four side layout in the art gallery area.
  - Cover for the outside for rain so they can continue the show.
Shell

- Descriptions
  - Your all by yourself.
  - Out in the open.
  - Comes to relax.
  - Loves to be introduced to new artists.
  - “My daughter has seven children,” and Thanksgiving Point is too expensive.
  - Quality shows.
  - You don’t have to worry about content.
  - “Good quality memories we’re all making.”
  - “It’s Wonderful.”
  - You can bring strawberries.
  - Very relaxing. (the word relaxing came up several times)
  - You can eat if you want.
    - Chairs in front of blankets.
    - No lighting on the way back to the car.
    - Traffic congestion after shows (particularly after concerts).
    - Maybe Orem police could help.
    - Run out of programs if you come late.
    - Don’t like to stand in line if you come early.
    - Make sure you start on time.
    - Disappointed they didn’t do the two day community artist attraction.

- Critical
  - Chairs in front of blankets.
  - No lighting on the way back to the car.
  - Traffic congestion after shows (particularly after concerts).
    - Maybe Orem police could help.
  - Run out of programs if you come late.
  - Don’t like to stand in line if you come early.
  - Make sure you start on time.
  - Disappointed they didn’t do the two day community artist attraction.

- Suggestions
  - Season Chair pass.
  - Volunteers to carry chairs for the elderly.

Encore

- We didn’t know about Encore until they sent us an email about it.
- It’s a planned event.
- Critical
  - Elderly people didn’t seem to like the movie script readings.
Focus Notes Summary

There are three main strengths:

- Family Friendliness. (this includes both the atmosphere and the content of shows)
- Overall value. (you get a lot for a little)
- Community involvement.

Most of the other strengths listed can fit into one of the above main strengths. For example, the good quality of the performances can fit under “Overall Value.”

Most negative comments were directed at the following:

- Lines. (too long and slow)
- Concessions. (too slow, run out of food)
- Building condition.
- Movie theater. (stadium seating, selection)
- Movie price.

Most suggestions deal with solving the above problems. The two main suggestions are:

- Remodeling the building.
  - Theater
  - Layout
  - Concessions
- Value pricing for movies.
Appendix C
Six Hats

Use “The Six Thinking Hats” Model

• In focus groups use the *Six Thinking Hats* approach to uncover the core benefit of the product and to identify the usage situations. The following questions provide a more in-depth understanding of the needs, problems, barriers and opportunities that consumers indicate are particularly important to them. Make sure you ask consumers to write down their responses before asking them to verbally respond to the question.

**White Hat – Information Hat**
The white hat is the information hat. The white hat focuses on what we know about a given product, service or idea.

Tell what you know about this product/service.
How often do you use this product/service?
In what situations do you commonly use this product/service? Describe in detail.
Describe people who use this product/service and their situational usage.
What does this product/service do for you?

**Red Hat – Emotion Hat**
The red hat is the feeling, intuition, and emotion hat. It focuses on the gut feeling of the consumer.

What is your gut reaction to using this product/service? That is, where 1 = ice cold, 5 = getting warm and 10 = extremely hot, where do you stand? Why do you respond this way?
How important are these benefits to you? (Probe for relative importance of benefits.)
How do you define attribute or benefit X?

**Black Hat – Critical Hat**
The black hat is for critical judgment. The black hat focuses on why things simply don’t work.

What is broken with this product/service?
What simply doesn’t work with the product?
What one thing would you change with this product/service?
What needs to be fixed?
What frustrates you when you use this product/service?
What concerns you the most when you use this product/service?
Yellow Hat – Cheerful Hat
The yellow hat is the optimistic hat. The yellow hat focuses on what works now—the benefits and value of the product/service.

What works with this product/service?
What are some of the positive feelings you have about this product/service?
What specific aspects of the product/service do you like the most?
What does this product/service do that others don’t?

Green Hat – Creative Hat
The green hat is for creative thinking and new ideas. The green hat focuses on how things can be done better and emphasizes additional alternatives and suggestions—could we do things in a different way?

What could the company do to make this product/service better?
What could the company do to make this product/service a leader in the industry?
What steps should the company take to make this product/service a big success?
What would you like the ideal product/service to do for you?
(I wish someone would make a product/service that would ______________ for me.)

Blue Hat – Summary Hat
The blue hat is for process-control. The blue hat asks for summaries, conclusions, and decisions.

Please summarize what we talked about today?
What have we learned today?
What should I tell Company X about their product/service?
Appendix D
Questionnaire

October 31, 2002

Dear Orem resident,

The SCERA Theatre, on State Street in Orem, was created with the help of Orem City to provide clean, quality entertainment for you, your family, and your friends. The SCERA Theatre is a not-for-profit organization making strides to serve the Orem community better. In order to serve you better, SCERA would like to know more about you and your opinions. The following 2 1/2 pages contain a questionnaire that will help us to accomplish these goals.

For filling out this questionnaire, your name will be put on a list at the SCERA crediting you a free small popcorn. We value your opinions and greatly appreciate your participation.
The SCERA Movie Theatre

1. How important is family-safe entertainment to you?

    |   1   |   2   |   3   |   4   |   5   |   6   |   7   |   8   |   9   |   10  |
    | Not Important | Somewhat Important | Very Important |

2. What type of television programming do you have in your home?
   - General broadcast
   - Basic cable or satellite dish
   - Cable or dish w/premium channels
   - No television

3. What day of the week do you go to the movies most often? __________

4. What time of day do you go to the movies most often?
   - Late morning
   - Around Noon
   - Afternoon
   - Evening

5. How often do you go to the SCERA Movie Theatre in a year? ________

If you answered zero to question 5 skip question 6.

6. Please indicate who you are with when you attend a movie at the SCERA by writing the percentage of time a listed situation applies to you. The sum of your answers should equal 100%
   - Single person on a date ________
   - With Kids ________
   - Date night (without kids) ________
   - With friends ________
   - Alone ________
   Total 100%

7. How many times in the last year did you choose not to see a movie at the SCERA because it does not have stadium seating? ________
8.

On the following scales, circle where you believe your favorite dollar theatre fits.

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On the following scales, circle where you believe the SCERA Theatre fits. (If you have never been to the SCERA, how do you imagine it performs in the different areas? If you have never even heard of the SCERA leave this section blank.)

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<tr>
<td>Comfort of Seating</td>
<td>Less Comfortable</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
<td>More Comfortable</td>
</tr>
<tr>
<td>Quality of Sound</td>
<td>Worse Sound</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
<td>Better Sound</td>
</tr>
<tr>
<td>Quality of Picture</td>
<td>Worse Picture</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
<td>Better Picture</td>
</tr>
<tr>
<td>Cleanliness</td>
<td>Less Clean</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
<td>More Clean</td>
</tr>
<tr>
<td>Kid Friendly</td>
<td>Less Kid Friendly</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
<td>More Kid Friendly</td>
</tr>
<tr>
<td>Concessions</td>
<td>Less Enjoyable</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
<td>More Enjoyable</td>
</tr>
<tr>
<td>Location</td>
<td>Less Convenient</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
<td>More Convenient</td>
</tr>
<tr>
<td>Movie Content</td>
<td>Less Favorable</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
<td>More Favorable</td>
</tr>
</tbody>
</table>

On the following scales, circle where you believe your favorite new release theatre fits.

<table>
<thead>
<tr>
<th>Price</th>
<th>Over Priced</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
<th>Well priced</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comfort of Seating</td>
<td>Less Comfortable</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
<td>More Comfortable</td>
</tr>
<tr>
<td>Quality of Sound</td>
<td>Worse Sound</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
<td>Better Sound</td>
</tr>
<tr>
<td>Quality of Picture</td>
<td>Worse Picture</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
<td>Better Picture</td>
</tr>
<tr>
<td>Cleanliness</td>
<td>Less Clean</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
<td>More Clean</td>
</tr>
<tr>
<td>Kid Friendly</td>
<td>Less Kid Friendly</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
<td>More Kid Friendly</td>
</tr>
<tr>
<td>Concessions</td>
<td>Less Enjoyable</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
<td>More Enjoyable</td>
</tr>
<tr>
<td>Location</td>
<td>Less Convenient</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
<td>More Convenient</td>
</tr>
<tr>
<td>Movie Content</td>
<td>Less Favorable</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
<td>More Favorable</td>
</tr>
</tbody>
</table>

Just a few questions remain on the back of this page!
Please answer the following questions.

Name ________________________

Address ________________________

City ____________________________ State _______ Zip Code ____________

Age ______

Gender ______

Religious preference ________________

Number of children ______

Number of children living at home ______

Thank you for completing this questionnaire. Please put your completed questionnaire in the prepared envelope and send in the mail as soon as possible.
Appendix E
Statistical Analysis

CORRELATION:

1. Correlation between Importance of Family Safe Entertainment and SCERA Theatre Kid Friendliness

<table>
<thead>
<tr>
<th>Importance of Family-Safe Entertainment</th>
<th>SCERA Theatre Kid Friendly</th>
<th>R Squared</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>.379</td>
</tr>
</tbody>
</table>

2. Correlation between Age and Number of Children Living at Home

<table>
<thead>
<tr>
<th>Age</th>
<th>Number of Children Living at Home</th>
<th>R Squared</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>-.355</td>
</tr>
</tbody>
</table>

3. Correlation between Age and Number of Children

<table>
<thead>
<tr>
<th>Age</th>
<th>Number of Children</th>
<th>R Squared</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>.570</td>
</tr>
</tbody>
</table>

4. Correlation between In Last Yr. Not go SCERA-No stadium Seating and Ratings

<table>
<thead>
<tr>
<th>In Last Yr. not go SCERA-no stadium seat</th>
<th>R Squared</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dollar Theatre Cleanliness</td>
<td>.199</td>
</tr>
<tr>
<td>Dollar Theatre Kid Friendly</td>
<td>-.190</td>
</tr>
<tr>
<td>Dollar Theatre Concessions</td>
<td>.191</td>
</tr>
<tr>
<td>Dollar Theatre Location</td>
<td>-.117</td>
</tr>
<tr>
<td>Dollar Theatre Movie Content</td>
<td>-.244</td>
</tr>
<tr>
<td>SCERA Theatre Comfort of Seating</td>
<td>-.499</td>
</tr>
<tr>
<td>SCERA Theatre Quality of Sound</td>
<td>-.453</td>
</tr>
<tr>
<td>SCERA Theatre Quality of Picture</td>
<td>-.349</td>
</tr>
<tr>
<td>SCERA Theatre Cleanliness</td>
<td>-.417</td>
</tr>
<tr>
<td>SCERA Theatre Kid Friendly</td>
<td>-.166</td>
</tr>
<tr>
<td>SCERA Theatre Concessions</td>
<td>-.348</td>
</tr>
<tr>
<td>SCERA Theatre Movie Content</td>
<td>-.188</td>
</tr>
<tr>
<td>New Release Theatre Quality of Picture</td>
<td>.143</td>
</tr>
<tr>
<td>New Release Theatre Concessions</td>
<td>.175</td>
</tr>
<tr>
<td>New Release Theatre Location</td>
<td>-.196</td>
</tr>
</tbody>
</table>
5. **Correlation between Age and Theatre Ratings**

<table>
<thead>
<tr>
<th></th>
<th>Age</th>
<th>R Squared</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dollar Theatre Price Rating</td>
<td>-.370</td>
<td>0.1369</td>
</tr>
<tr>
<td>Dollar Theatre Comfort of Seating</td>
<td>.171</td>
<td>0.0292</td>
</tr>
<tr>
<td>Dollar Theatre Cleanliness</td>
<td>.104</td>
<td>0.0108</td>
</tr>
<tr>
<td>Dollar Theatre Location</td>
<td>-.252</td>
<td>0.0635</td>
</tr>
<tr>
<td>SCERA Theatre Price Rating</td>
<td>.140</td>
<td>0.0196</td>
</tr>
<tr>
<td>SCERA Theatre Cleanliness</td>
<td>.220</td>
<td>0.0484</td>
</tr>
<tr>
<td>SCERA Theatre Kid Friendly</td>
<td>.159</td>
<td>0.0253</td>
</tr>
<tr>
<td>SCERA Theatre Concessions</td>
<td>.148</td>
<td>0.0219</td>
</tr>
<tr>
<td>New Release Theatre Price Rating</td>
<td>.354</td>
<td>0.1253</td>
</tr>
<tr>
<td>New Release Theatre Comfort of Seating</td>
<td>-.293</td>
<td>0.0858</td>
</tr>
<tr>
<td>New Release Theatre Quality of Sound</td>
<td>-.114</td>
<td>0.0130</td>
</tr>
<tr>
<td>New Release Theatre Cleanliness</td>
<td>-.327</td>
<td>0.1069</td>
</tr>
<tr>
<td>New Release Theatre Kid Friendly</td>
<td>.143</td>
<td>0.0204</td>
</tr>
<tr>
<td>New Release Theatre Concessions</td>
<td>-.144</td>
<td>0.0207</td>
</tr>
</tbody>
</table>

6. **Correlation between Usage Situation and How Often go to SCERA in a Year**

<table>
<thead>
<tr>
<th>Usage Situation</th>
<th>How Often go to SCERA Movies in a Year</th>
<th>R Squared</th>
</tr>
</thead>
<tbody>
<tr>
<td>w/kids</td>
<td>.322</td>
<td>.1037</td>
</tr>
<tr>
<td>Date Night(no kids)</td>
<td>-.345</td>
<td>.1190</td>
</tr>
<tr>
<td>With Friends</td>
<td>.143</td>
<td>.0205</td>
</tr>
</tbody>
</table>

7. **Correlation between SCERA Kid Friendly Rating and Number of Children**

<table>
<thead>
<tr>
<th>Number of Children</th>
<th>SCERA Theatre Kid Friendly</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.292</td>
</tr>
</tbody>
</table>

8. **Correlation between Dollar Theatre Kid Friendly Rating and Number of Children**

<table>
<thead>
<tr>
<th>Number of Children</th>
<th>Dollar Theatre Kid Friendly</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.232</td>
</tr>
</tbody>
</table>

9. **Correlation between New Release Theatre Kid Friendly Rating and Number of Children**

<table>
<thead>
<tr>
<th>Number of Children</th>
<th>New Release Theatre Kid Friendly</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.266</td>
</tr>
</tbody>
</table>

10. **Correlation between Number of Children and How Often go to SCERA Movies in a Year**

<table>
<thead>
<tr>
<th>Number of Children</th>
<th>How Often go to SCERA Movies in a Year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.318</td>
</tr>
<tr>
<td>Number of Children Living at Home</td>
<td>.281</td>
</tr>
</tbody>
</table>
### 11. Correlation between SCERA Kid Friendly Rating and all other SCERA Ratings

<table>
<thead>
<tr>
<th>SCERA Theatre Comfort of Seating</th>
<th>SCERA Theatre Kid Friendly</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCERA Theatre Quality of Sound</td>
<td></td>
</tr>
<tr>
<td>SCERA Theatre Quality of Picture</td>
<td></td>
</tr>
<tr>
<td>SCERA Theatre Cleanliness</td>
<td></td>
</tr>
<tr>
<td>SCERA Theatre Concessions</td>
<td></td>
</tr>
<tr>
<td>SCERA Theatre Location</td>
<td></td>
</tr>
<tr>
<td>SCERA Theatre Movie Content</td>
<td></td>
</tr>
</tbody>
</table>

### CROSS TABULATION:

1. **Association between Times Not go to SCERA-No Stadium Seating and SCERA Comfort of Seating Rating**

<table>
<thead>
<tr>
<th>Value</th>
<th>df</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>16.557</td>
</tr>
</tbody>
</table>

16.557 > 4.60517: This indicates that this association is significant at the .10 significance level.

2. **Association between Times Not go to SCERA-No Stadium Seating and SCERA Quality of Sound Rating**

<table>
<thead>
<tr>
<th>Value</th>
<th>df</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>8.286</td>
</tr>
</tbody>
</table>

8.286 > 4.60517: This indicates that this association is significant at the .10 significance level.

3. **Association between Times Not go to SCERA-No Stadium Seating and SCERA Quality of Picture Rating**

<table>
<thead>
<tr>
<th>Value</th>
<th>df</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>8.286</td>
</tr>
</tbody>
</table>

8.286 > 4.60517: This indicates that this association is significant at the .10 significance level.

4. **Association between Times Not go to SCERA-No Stadium Seating and SCERA Cleanliness Rating**

<table>
<thead>
<tr>
<th>Value</th>
<th>df</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>6.537</td>
</tr>
</tbody>
</table>

6.537 > 4.60517: This indicates that this association is significant at the .10 significance level.

5. **Association between Times Not go to SCERA-No Stadium Seating and SCERA Kid Friendly Rating**

<table>
<thead>
<tr>
<th>Value</th>
<th>df</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>7.354(a)</td>
</tr>
</tbody>
</table>

7.354 > 4.60517: This indicates that this association is significant at the .10 significance level.

### REGRESSION:

1. **Independent Variable: Number of Children Living at Home**

2. **Dependent Variable: Dollar Theatre Price Rating**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>8.556</td>
<td>.476</td>
<td>.001</td>
<td>.160</td>
</tr>
</tbody>
</table>

For every increase of one child living at home, there is an increase of .001 in the Price Rating of the Dollar Theatre.
2. **Independent Variable: Number of Children Living at Home**  
**Dependent Variable: SCERA Theatre Price Rating**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>6.130</td>
<td>.536</td>
<td>11.441</td>
</tr>
<tr>
<td></td>
<td>Number of Children Living at Home</td>
<td>-.010</td>
<td>.181</td>
<td>-.008</td>
</tr>
</tbody>
</table>

For every increase of one child living at home the price rating for SCERA decreases by .01. Those with more children living at home want a lower price.

3. **Independent Variable: Number of Children Living at Home**  
**Dependent Variable: New Release Theatre Price Rating**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>4.822</td>
<td>.583</td>
<td>8.266</td>
</tr>
<tr>
<td></td>
<td>Number of Children Living at Home</td>
<td>-.270</td>
<td>.200</td>
<td>-.204</td>
</tr>
</tbody>
</table>

As the number of children living at home increases by one, the New Release Theatre Price Rating decreases by .27. Families that have more children living at home are more price-sensitive when going to a New Release Theatre.

4. **Independent Variable: Importance of Family Safe Entertainment**  
**Dependent Variable: SCERA Kid Friendly Rating**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>-1.727</td>
<td>3.853</td>
<td>-.448</td>
</tr>
<tr>
<td></td>
<td>Importance of Family-Safe Entertainment</td>
<td>1.037</td>
<td>.396</td>
<td>.379</td>
</tr>
</tbody>
</table>

For every increase in one unit rating of Importance of Family safe entertainment, The SCERA Kid Friendly Rating increases by 1.037.

5. **Independent Variable: Age**  
**Dependent Variable: Number of Children Living at Home**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>4.009</td>
<td>.812</td>
<td>4.936</td>
</tr>
<tr>
<td></td>
<td>Age</td>
<td>-.042</td>
<td>.016</td>
<td>-.355</td>
</tr>
</tbody>
</table>

For every one year increase in age, there is a .042 decrease in children living at home. As people get older the number of children living in their household decreases, they move out.
6. **Independent Variable**: In Last Yr. Not go to SCERA-no stadium seating  
**Dependent Variable**: SCERA Quality of Sound Rating

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>7.750</td>
<td>.317</td>
<td>24.419</td>
</tr>
<tr>
<td></td>
<td>In Last Yr. not go SCERA-no stadium seating</td>
<td>-.210</td>
<td>.065</td>
<td>-.453</td>
</tr>
</tbody>
</table>

For every increase in the number of times respondents did not go to SCERA because of the lack of stadium seating, there was a decrease of .210 in SCERA's Quality of Sound.

7. **Independent Variable**: In Last Yr. Not go to SCERA-no stadium seating  
**Dependent Variable**: SCERA Quality of Picture Rating

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>7.730</td>
<td>.313</td>
<td>24.661</td>
</tr>
<tr>
<td></td>
<td>In Last Yr. not go SCERA-no stadium seating</td>
<td>-.152</td>
<td>.064</td>
<td>-.349</td>
</tr>
</tbody>
</table>

For every time respondents did not go to SCERA because there is no stadium seating, there is a decrease of .152 in the rating of SCERA's Quality of Picture.

8. **Independent Variable**: In Last Yr. not go to SCERA-no stadium seating  
**Dependent Variable**: SCERA Cleanliness Rating

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>6.095</td>
<td>.448</td>
<td>13.591</td>
</tr>
<tr>
<td></td>
<td>In Last Yr. not go SCERA-no stadium seating</td>
<td>-.268</td>
<td>.091</td>
<td>-.417</td>
</tr>
</tbody>
</table>

For every time respondents did not go to SCERA because of the lack of stadium seating, there is a decrease of .268 in the rating of SCERA's cleanliness.

9. **Independent Variable**: In Last Yr. not go to SCERA-no stadium seating  
**Dependent Variable**: SCERA Concessions Rating

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>6.928</td>
<td>.400</td>
<td>17.340</td>
</tr>
<tr>
<td></td>
<td>In Last Yr. not go SCERA-no stadium seating</td>
<td>-.179</td>
<td>.079</td>
<td>-.348</td>
</tr>
</tbody>
</table>

For every one time respondents did not go to SCERA because of the lack of stadium seating, they rated the SCERA concessions .179 lower.
10. **Independent Variable: Age**  
**Dependent Variable: New Release Price Rating**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>1.448</td>
<td>1.206</td>
<td>1.201</td>
<td>1.201</td>
</tr>
<tr>
<td>Age</td>
<td>.061</td>
<td>.025</td>
<td>.354</td>
<td>2.452</td>
</tr>
</tbody>
</table>

For every one year increase of age, the rating of New Release Theater’s Price goes up by .061.

11. **Independent Variable: Age**  
**Dependent Variable: New Release Cleanliness Rating**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>9.837</td>
<td>.706</td>
<td>13.941</td>
<td>.000</td>
</tr>
<tr>
<td>Age</td>
<td>-.033</td>
<td>.015</td>
<td>-.327</td>
<td>-2.272</td>
</tr>
</tbody>
</table>

For every one year increase in age there is a decrease of .033 in rating of New Release theatre’s cleanliness.

12. **Independent Variable: Age**  
**Dependent Variable: Dollar Theatre Price Rating**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>10.905</td>
<td>.971</td>
<td>11.236</td>
<td>.000</td>
</tr>
<tr>
<td>Age</td>
<td>-.052</td>
<td>.020</td>
<td>-.370</td>
<td>-2.552</td>
</tr>
</tbody>
</table>

For every one year increase of age there is a decrease of .052 in the dollar theatre price rating. Therefore, we assume that the older a person is the less.

13. **Independent Variable: In Last Yr. not go SCERA-no stadium seating**  
**Dependent Variable: SCERA Comfort of Seating Rating**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>6.708</td>
<td>.375</td>
<td>17.911</td>
<td>.000</td>
</tr>
<tr>
<td>In Last Yr. not go SCERA-no stadium seating</td>
<td>-.282</td>
<td>.076</td>
<td>-.499</td>
<td>-3.690</td>
</tr>
</tbody>
</table>

For every time respondents did not go to SCERA because of lack of stadium seating, the rating of SCERA’s comfort of seating decreased by .282.

14. **Independent Variable: Number of Children**  
**Dependent Variable: SCERA Kid Friendly Rating**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>7.601</td>
<td>.451</td>
<td>16.843</td>
<td>.000</td>
</tr>
<tr>
<td>Number of Children</td>
<td>.202</td>
<td>.100</td>
<td>.292</td>
<td>2.022</td>
</tr>
</tbody>
</table>

As the number of children in a household increases by one, the rating of SCERA’s Kid Friendliness increases by .202.
### 15. Independent Variable: Number of Children
Dependent Variable: Dollar Theatre Kid Friendly Rating

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>5.074</td>
<td>.777</td>
<td>6.531</td>
<td>.000</td>
</tr>
<tr>
<td>Number of Children</td>
<td>.284</td>
<td>.186</td>
<td>.232</td>
<td>1.527</td>
</tr>
</tbody>
</table>

As the number of children increases by one, the Dollar Theatre Kid Friendly Rating increases by .284. As the number of children in a household increases, the more Kid Friendly the Dollar Theatre is perceived to be.

### 16. Independent Variable: Number of Children
Dependent Variable: New Release Theatre Kid Friendly Rating

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>5.152</td>
<td>.611</td>
<td>8.435</td>
<td>.000</td>
</tr>
<tr>
<td>Number of Children</td>
<td>.246</td>
<td>.138</td>
<td>.266</td>
<td>1.789</td>
</tr>
</tbody>
</table>

For every additional child in a household, the Rating of New Release Theatre’s Kid Friendliness increases by .246.

### 17. Independent Variable: Number of Children Living at Home
Dependent Variable: How often go to SCERA in the Last Year

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>2.337</td>
<td>.546</td>
<td>4.280</td>
<td>.000</td>
</tr>
<tr>
<td>Number of Children Living at Home</td>
<td>.364</td>
<td>.185</td>
<td>.281</td>
<td>1.965</td>
</tr>
</tbody>
</table>

As the number of children living at home increases by one, how often they went to SCERA in the last year increases by 364 times.

### 18. Independent Variable: Number of Children
Dependent Variable: How often go to SCERA in the Last Year

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>1.699</td>
<td>.732</td>
<td>2.322</td>
<td>.025</td>
</tr>
<tr>
<td>Number of Children</td>
<td>.363</td>
<td>.161</td>
<td>.318</td>
<td>2.251</td>
</tr>
</tbody>
</table>

As the number of children a respondent has increases by one, how often they went to SCERA in the last year increases by .363 times.
19. **Independent Variable: Age**  
**Dependent Variable: New Release Theatre Comfort of Seating**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>10.267</td>
<td>.697</td>
<td>14.735</td>
<td>.000</td>
</tr>
<tr>
<td>Age</td>
<td>-.029</td>
<td>.014</td>
<td>-2.011</td>
<td>.051</td>
</tr>
</tbody>
</table>

As age increases, New release theatre comfort of seating decreases. Older people perceive the seating of New Release Theatres to be less comfortable than younger people.

20. **Independent Variable: Age**  
**Dependent Variable: New Release Theatre Quality of Sound Rating**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>9.401</td>
<td>.681</td>
<td>13.804</td>
<td>.000</td>
</tr>
<tr>
<td>Age</td>
<td>-.011</td>
<td>.014</td>
<td>-.114</td>
<td>-.756</td>
</tr>
</tbody>
</table>

As age increases there is a decrease in the Rating of the Quality of Sound of New Release Theatres.

21. **Independent Variable: Age**  
**Dependent Variable: New Release Theatre Kid Friendly Rating**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>5.171</td>
<td>1.032</td>
<td>5.009</td>
<td>.000</td>
</tr>
<tr>
<td>Age</td>
<td>.020</td>
<td>.021</td>
<td>.143</td>
<td>.938</td>
</tr>
</tbody>
</table>

The older people are, the more kid friendly they perceive New Release Theatre’s to be.

22. **Independent Variable: Age**  
**Dependent Variable: New Release Theatre Concessions Rating**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>8.017</td>
<td>1.664</td>
<td>8.347</td>
<td>.000</td>
</tr>
<tr>
<td>Age</td>
<td>-.019</td>
<td>.020</td>
<td>-.144</td>
<td>-.935</td>
</tr>
</tbody>
</table>

The older people are, the lower they rate the concessions of the New Release Theatres.

23. **Independent Variable: Age**  
**Dependent Variable: Dollar Theatre Comfort of Seating Rating**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>5.301</td>
<td>1.107</td>
<td>4.790</td>
<td>.000</td>
</tr>
<tr>
<td>Age</td>
<td>.025</td>
<td>.023</td>
<td>.171</td>
<td>1.088</td>
</tr>
</tbody>
</table>

As age increases by one year, there is a .025 increase in Dollar Theatre Comfort of Seating Rating.
**24. Independent Variable: Age**

**Dependent Variable: Dollar Theatre Cleanliness Rating**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>4.601</td>
<td>1.462</td>
<td>.104</td>
</tr>
<tr>
<td></td>
<td>Age</td>
<td>.021</td>
<td>.031</td>
<td>.104</td>
</tr>
</tbody>
</table>

The older people are, the better they perceive the Dollar Theatre's Cleanliness.

**25. Independent Variable: Age**

**Dependent Variable: Dollar Theatre Location Rating**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>8.242</td>
<td>1.050</td>
<td>-.252</td>
</tr>
<tr>
<td></td>
<td>Age</td>
<td>-.037</td>
<td>.023</td>
<td>-.252</td>
</tr>
</tbody>
</table>

The older people are, the lower they rate the Dollar Theatre's Location. Young people rate the location higher.

**Z-TEST:**

1. SCERA's Kid Friendly Rating and Dollar Theatre's Kid Friendly Rating

   \[ z = .0000000006937 < .05 \] This indicates that we are 95% confident that the relationship found between these two variables is not due to chance.

2. SCERA's Location Rating and Dollar Theatre’s Location Rating

   \[ z = .000000607707 < .05 \] This indicates that we are 95% confident that the relationship found between these two variables is not due to chance.

3. SCERA's Movie Content Rating and Dollar Theatre's Movie Content Rating

   \[ z = .000000219806 < .05 \] This indicates that we are 95% confident that the relationship found between these two variables is not due to chance.

4. SCERA's Kid Friendly Rating and New Release Theatre's Kid Friendly Rating

   \[ z = .00000000215272 < .05 \] This indicates that we are 95% confident that the relationship between these two variables is not due to chance.

5. SCERA's Location Rating and New Release Theatre's Location Rating

   \[ z = .000000844375 < .05 \] This indicates that we are 95% confident that the relationship found between these two variables is not due to chance.

6. SCERA's Movie Content Rating and New Release Theatre's Movie Content Rating

   \[ z = .00000000181936 < .05 \] This indicates that we are 95% confident that the relationship found between these two variables is not due to chance.
Appendix F
Graphs

1. What day of the week do you go to the movies most often?

![Day of Week Do You Go To Movies](image1)

2. What time of day do you go to the movies most often?

![What Time of Day do You Go To Movies](image2)

3. Gender

![Participant Gender](image3)
4. What type of television programming do you have in your home?

Type of Television Programming in the Home

5. How many times in the last year did you choose not to see a movie at the SCERA because it does not have stadium seating?

6. How often do you go to the SCERA Movie Theatre in a year?
7. Please indicate who you are with when you attend a movie at the SCERA by writing the percentage of time a listed situation applies to you.

**Usage Averages**

- **With Friends**: 6%
- **Alone**: 0%
- **Single Person on Date**: 0%
- **Date Night**: 35%
- **With Kids**: 59%

8. Average Rating of each type of theatre

**Average Rating**

- Dollar Theatre
- Scera
- New Release Theatre

![Graph showing average ratings for different categories]
Appendix G
Industry Expert Opinions

To supplement our research data, we contacted experts within the movie industry via the telephone and email and posed the question, “Can a single screen movie theater compete in the industry?” Our responses were similar overall. In general, all of the comments stated that it is impossible for a single screen theater to financially compete against the multi-and mega-plex movie theaters. Consumers are reluctant to frequent small theaters because they lack the options, variety, and appeal that larger complexes possess. Large complexes are able to spread their expenses over more screens and therefore movies cost less for large chains. Unfortunately, a single screen theater does not have the luxury of spreading expenses over multiple screens and therefore movies cost more for single screen theaters.

As a result of our primary data search, we are able to confidently conclude that it is financially impossible for a single screen theater to successfully compete in the movie industry. The shift in the movie theater industry is away from small movie theaters towards large multi-plex theaters. It is likely that this consumer shift will persist and only grow stronger with time. Therefore, SCERA’s ability to successfully compete in the movie industry is questionable.

The feedback from movie industry experts is attached below. Specifically, Loews Cineplex, the Miller Group, Regal Entertainment Group, NATO (National Association of Theater Owners), Century Theaters, and Cinemark Theaters, were all willing to comment on the ability for a single screen theater to compete in the movie theater industry. Their specific comments, opinions and suggestions are as follows.

Larry Boddy—Loews Cineplex:
(November 18, 2002)
“While independent operators have had some limited success in operating single screen theatres, they do it in the niche market of Foreign/Art or Retrospective product. It is nearly impossible for a single screen theatre to compete with a multi-plex for 1st run product. The single screen theatre simply can’t compete with the grosses generated by the new multi-screen theatres. Today’s audience is looking for large screens, stadium seating, digital sound, and a new facility. Older single screen theatres generally do not or can not compete with these amenities.”

Steven Tarbet—Miller Group
Director of Jordan Commons, UT
(November 18, 2002)
“The theater industry is split into geographic zones with approximately two to four theaters per zone. Generally, a movie distributor will contract with only one theater in each zone to show new films. This process results in intense competition among the theaters in each zone to get the contracting rights from movie distributors to show new movies. Therefore, a single screen theater generally lacks the required capacity and audience appeal to premier new movies. Consequently, a single screen theater is not considered a viable competitor in the industry and distributors are reluctant to sign contracts with them.”