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I. **Problem Definition**

A. **Client Meeting**

1. **Nature of Current Problem**

- *How does the client view the current situation?*
 - For this project, we met with the marketing and event coordinator for VenuWorks of the U.S. Cellular Coliseum, Yessenia Nunez. VenuWorks is an event management service that runs the U.S. Coliseum for the City of Bloomington. Yessenia Nunez runs the marketing and events department by herself, with the help of an intern. After sitting down with Ms. Nunez, we found out that the Coliseum has recently gone through management changes in April with VenuWorks taking over.
- *What are the major opportunities (or problems) as seen from the client's viewpoint?*
 - One problem that the U.S. Cellular Coliseum, otherwise known as the Bloomington Coliseum, is facing is that they are not targeting college students, which is a big demographic in the Bloomington-Normal area. Bloomington-Normal has three colleges in the area including Illinois State University, Illinois Wesleyan, and Heartland Community College. The Bloomington Coliseum's website even mentions in the "arena history" section that out of the 171,166 people that live in the Bloomington-Normal area, 35,000 of those people are college students. The website also comments that there are 186,000 college students within a 2 hour radius, so by not targeting college students they are missing out on a large opportunity.
 - We are hoping that our research will give the U.S. Cellular Coliseum brand awareness with college students, and also show us what types of events college students would be interested in going to at the Coliseum.
 - Another problem the Bloomington Coliseum faces is that there are only so many types of events that the Coliseum can hold. They are looking for more possible uses for the building so that it doesn't have to sit empty some days.
 - Ms. Nunez also mentioned that she would like us to find out why most of the U.S. Cellular Coliseum's ticket sales do not occur until the night of the event. She mentioned that the reason there are such large wait times before an event is because most people wait until the day of to purchase their tickets. The tickets can be bought online at any time, so she would like to know why people wait until the day of the event.
- *From the client's viewpoint what is the primary market for the business?*
 - The client believes that the primary market for the business is Bloomington-Normal residents. The specific primary market would depend on the event that is taking place at the Bloomington Coliseum. For concerts, our client believes that the primary market is women ages 25-40. For hockey games and sporting events, it is mostly males ages 25-40. Each Saturday, the Coliseum hosts a farmer's market and the primary market is older aged women. They also have sporadic events for children that would bring in all ages due to families bringing their children.

- What can this research study provide that will help them make better decisions and be more competitive?
 - This research study will help the client with targeting college students. Our research will show the client what types of events college students would be interested in going to at the U.S. Coliseum. We are also hoping this research study will give the company more brand awareness to college students.
 - We are also hoping this research study will help the Coliseum figure out why the majority of event participants wait until the day of the event to buy their tickets.
 - Another goal for this research will be to determine another use for the Bloomington Coliseum so that they can add more events to their calendar and be more competitive. Currently, the Peoria Civic Center hosts a wider range of events that fill up their calendar. The U.S. Cellular Coliseum's schedule is more sporadic and there are many days where the Coliseum sits empty.
- Has the client stated any objectives for the research? If so, list them.
 - Our client has stated that they would like us to find a new use for the building.
 - The U.S. Cellular Coliseum would also like us to help with targeting college students by finding out what kind of events they would attend at the Coliseum.
 - The client also told us to come up with any suggestions that they could implement for advertising and promotion.
 - In addition to those, Ms. Nunez also told us she would like us to find out why people wait until the last minute to purchase tickets.

2. Historical Background

- Experience of the owners/managers?
 - The owner of the U.S. Cellular Coliseum is the City of Bloomington, but the Coliseum are managed by VenuWorks. The City of Bloomington has precedent regarding rules and regulations, while VenuWorks handles the hiring and firing of employees.
 - The Coliseum has been slowly going through a new change of management and all of the managers have been there for two years or less.
 - The marketing and event coordinator, Yessenia Nunez, has worked for the Coliseum for 1-2 years but just took over 2-3 months ago as the head of the marketing department.
- How long in business?
 - The U.S. Cellular Coliseum opened on April 1, 2006.
- Type of business: franchise, partnership, independent, corporation?
 - The U.S. Cellular Coliseum is a corporation.

- Location? And years at this location?
 - The U.S. Cellular Coliseum is located at 101 South Madison St in Bloomington, IL 61701 and has been at this same location since August 19th, 2004 when the City of Bloomington first broke ground there.
- Number of employees?
 - There are 10 managers that work at the Bloomington Coliseum along with approximately 90 part-time employees that work during events. The Coliseum also has interns that work throughout the year.
- Overall philosophy of business?
 - The overall philosophy of the U.S. Cellular Coliseum is that the customers come first. The coliseum is very focused on customer service and making sure each customer is satisfied with the Coliseum experience. The motto of the U.S. Cellular Coliseum is "A show at the U.S. Cellular Coliseum is more than an event, it's an experience."
- Mission statement?
 - According to our client, the Bloomington Coliseum does not currently have a mission statement but they do have a slogan which is "Your Entertainment Destination."
- Change of management?
 - There has been a steady change of management over the past year.
 - Venuworks recently took over the U.S. Cellular Coliseum on April 1st 2016. VenuWorks is a venue management service for arenas, theatres and convention centers. Services include food and beverage, marketing, booking and operations.
 - The U.S. Cellular Coliseum was previously managed by Central Illinois Arena Management (CIAM), which managed the venue since the Coliseum opened in 2006.
 - CIAM's contract with the Bloomington Coliseum expired on March 31st of 2016 and was not renewed.
 - In addition to the change of management, CIAM is also being investigated by the Illinois State Police after the city conducted an audit of the group early in 2016.
 - When VenuWorks took over in April the executive director was Curtis Webb. Webb was fired in October after he was caught using the company card for personal expenses.
 - The new executive director of the U.S. Cellular Coliseum is Lynn Cannon.
- Business expansion or contraction?
 - The box office moved from the North side of the building to the South side. People now have to walk into the building to purchase their tickets. The old box office is now used as the Bloomington Thunder box office. Other than that, our client mentioned that the building is almost 11 years old and there hasn't ever been a need for drastic change.
 - Although the Coliseum is experiencing a loss in both clientele and customer revenue, according to the client, there hasn't ever been a need for a drastic change to the marketing strategy.

- Have markets changed?
 - Our client believes that the markets have not changed significantly since the U.S. Cellular Coliseum opened. The U.S. Cellular Coliseum's main goal has always been to provide entertainment, and the market they choose to target always depends on the event taking place.
- Basic focus of the business?
 - The basic focus of the business is to provide entertainment and also providing excellent customer service.
- Other similar stores-locations?
 - This is the only location for the U.S. Cellular Coliseum, which is owned by the City of Bloomington.
- Number of managers?
 - The U.S. Cellular Coliseum has 10 managers.

3. Resources Risked

- How significant are the decisions to be made as a result of this research?
 - After speaking with Yessenia Nunez, marketing and event coordinator of the Bloomington Coliseum, our group was told that if we comes up with realistic ideas and efficient research, that our ideas will be put into action at the Coliseum.
- Will decisions made as a result of this research possibly lead to significant investment of money, time or resources?
 - Our group was told that if our research leads to valuable data that can help the U.S. Cellular Coliseum, then their investment of time, money, and resources will not be an issue.

4. Consequences of an Inadequate Decision

- What are the consequences if a bad decision is made for this decision or these decisions?
 - If a bad decision is made, the corporation could waste money trying to target the wrong market or trying to get an event in the venue that will not succeed.
 - A bad decision will also mean that we have wasted the time of our client that could have been spent more efficiently.
- Would the company be able to salvage any resources risked?

- If our research concludes to be inadequate, the resources risked by the organization will not be salvageable.
- Our client will not be able to get her time, money, or resources back if valuable data is not obtained through our research.

5. **Client Knowledge**

- **What does the client know about marketing?**
 - Yessenia Nunez, who is the marketing and event coordinator, has a degree in public relations from Illinois State University.
 - She is the sole marketing team and makes all of the marketing decisions for the U.S. Cellular Coliseum.
 - Ms. Nunez also has overall experience from internships that were related to marketing and public relations, which gave her a broad knowledge of marketing in general.
- **Any formal coursework in marketing?**
 - Ms. Nunez, the marketing and events coordinator at the U.S. Cellular Coliseum has her degree in public relations.
 - Ms. Nunez has taken several marketing classes at Illinois State University pertaining to her degree.
- **Any on the job experience in marketing?**
 - Before our client took this job at the coliseum, she had two internships pertaining to marketing. Ms. Nunez had an internship at Big Brothers Big Sisters and at Hearts at Home.
- **Attended any workshops in marketing?**
 - Our client has not attended any workshops in marketing yet, but she plans on attending a workshop through the Chamber of Commerce.
- **Any company training related to marketing?**
 - Ms. Nunez has had training from TicketMaster and is currently going through a training program with VenuWorks, which is the venue management service that runs the Bloomington Coliseum. VenuWorks also holds monthly conference calls that the heads of the marketing departments at all VenuWorks managed arenas tap in on. This serves as a virtual workshop and allows for brainstorming and new ideas to be formed

6. **Maximum Commitment**

- **Will the client spend time with you and cover the expenses of the research?**
 - The client has agreed to spend time with us when needed and cover the expenses of the research. Because the U.S. Cellular Coliseum has free printing services, the costs are not expected to be significant.

B. **Potential Benefits**

- Indicate why you think this research will be of benefit to this business organization?
 - As a group, we think this research will benefit the business organization by not only bringing brand awareness to the U.S. Cellular Coliseum, but also helping find a target market within college students, which are a large part of the population in Bloomington and Normal.
 - We believe that the Bloomington Coliseum has great potential if it can successfully target college students and motivate them to start attending more events. The U.S. Cellular Coliseum is located in a great spot near four popular colleges.
 - We also think this research will benefit the business by giving our client extra help and an outside perspective on the doings of the business. The marketing department is run by only one person, so any help will benefit the client.
 - If an outside marketing research company were to come into the business and conduct research, it would cost the U.S. Cellular Coliseum a significant amount of money. By allowing us to conduct research, we will hopefully be able to provide the Coliseum valuable information at a very minimal cost and in a shorter amount of time.

C. Internal Data

- What has been happening to sales?
 - Our client described the sales as consistent, but low. Ms. Nunez mentioned that since the recession in 2008, ticket sales have seen a great improvement, but there is still room to grow.
 - She said that in order for Bloomington Coliseum to be able to afford more popular events and more desired artists, the Coliseum needs to start selling out more events, which would lead to more money for the Coliseum to work with.
- What % of sales are the different categories of products or services?
 - Our client told us that she does not have access to the exact percentage of sales, but she knows that the majority of sales are made through concert events. Specifically through the sales of concessions and alcohol.
- What market share does the company have?
 - The company has a dominant share of the market, but our client is not sure of the exact market share that they have. When our client talks about market share, she means the Bloomington-Normal area. If she were to broaden the radius, the Peoria Civic Center would have a much bigger market share than the Coliseum.
- What did you learn from other people you have talked with inside the company? (Beside the client – partners, managers, employees, advertising agency, etc.)?
 - We were able to speak to Emma Bradford, who is not only on our research team, but is also an intern at the Coliseum and works under Yessenia Nunez in the marketing and events department. Emma was able to tell us that the Coliseum has many obstacles that

it is trying to overcome as a whole. Though there are many issues with the separate departments working together on a regular basis, they work great together on event days. If the heads of all of the departments met on a weekly basis in a casual laid back manor, there would be greater cohesion throughout the company as a whole. This would help boost morale and get everyone excited about each event, and the hope of bringing in more popular events!

- Any previous research studies done? If so, what was found? How was the research done and who performed it? When was it performed?
 - While our client has been an employee at the Coliseum, there has not been any research studies done.

D. External Data

Articles about U.S. Cellular Coliseum

Article Source: The Pantagraph

Date: February 13, 2017

Title: IHSA to Keep State Dance Finals at Coliseum for Five More Years

In the article, written by David Proeber, the IHSA Board of Directors voted and decided to keep the Illinois High School Association Competitive Dance State Finals at the U.S. Cellular Coliseum. This decision has led to the approval of a five-year contract extension for the Coliseum. Prior to this contract extension, the state finals had been held at the Coliseum for five years in a row in late January. Craig Anderson, IHSA Executive Director, even stated at “the Coliseum is a perfect fit as a venue, and with this contract extension, we look forward to ushering in the first decade of the sport there” (Proeber, 2017).

Retrieved February 15, 2017

http://www.pantagraph.com/sports/high-school/ihsa-to-keep-state-dance-finals-at-coliseum-for-five/article_d0703f30-02f4-5c47-82d9-04a8f5fe01fd.html

Article Source: Bleacherreport.com

Date: December 11, 2016

Title: Washington State Legislators Propose Bill to Allow Guns in Sports Stadiums

In this article, written by Scott Polacek, legislators in the state of Washington are proposing a bill be passed that would allow fans to bring a firearm to the stadium with a valid concealed pistol license. The bill was proposed by three Republican representatives in Olympia, Washington. This article made the Washington Post and Cindy Boren, member of staff, reviewed police data and found that on a per-game basis, arrests were slightly upward. This proposal also raises the concern for safety and security. When fans come to games, emotions are raised and is only heightened with alcohol. This bill, however may have a hard time passing as Sports Illustrated pointed out that Washington is a blue state (Polacek, 2016).

Retrieved February 15, 2017

<http://bleacherreport.com/articles/2681273-washington-state-legislators-propose-bill-to-allow-guns-into-sports-stadiums>

Article Source: WJBC.com

Date: October 14, 2016

Title: VenuWorks fires Coliseum Executive Director

In this article, written by Adam Studzinski, Curtis Webb, former executive director of the U.S. Cellular Coliseum, was terminated from VenuWorks. In a press release, the company states the reason for Webb's termination was due to committing fraud. The company was able to confirm the charge with an unauthorized usage of a company debit card. Steve Peters, president of VenuWorks, stated in a press release that "this sort of gross misconduct is never tolerated within our company which is why we took immediate action to remove the employee." Peters also said in an email that the company will reimburse for lost funds, which were estimated to be about \$16,000 (Studzinski, 2016).

Retrieved February 17, 2017

<http://www.wjbc.com/2016/10/14/breaking-venuworks-fires-coliseum-executive-director/>

Article Source: PJstar.com

Date: September 23, 2016

Title: Peoria Civic Center Takes Over Sales Effort in New Arrangement with Convention & Visitors Bureau

This article, written by Steve Tarter, discusses how the Peoria Civic Center has taken over the responsibility for selling space to its own facility. The Peoria Area Convention and Visitors Bureau will continue to market the area; however, the sales staff will now have to oversee space arrangements at all Civic Center building which includes the following: arena, exhibit hall, and theater. This approach is not too uncommon for the Civic Center. In a previous plan to be more efficient, they took on the food and beverage service in-house two years ago. Bob Manning, chairman of the Civic Center Authority said that “along with saving several hundred thousand dollars, taking over catering gives us greater flexibility when we’re booking events. It’s also easier to help teams [...] with promotional deals like dollar hot dogs and soda.” Manning also adds that “at the end of the day, we wanted the responsibility and accountability in-house.” Patrick Urich, City Manager, who helped coordinate the new sales arrangement said that it was important the facility be used as much as possible (Tarter, 2016).

Retrieved February 17, 2017

<http://www.pjstar.com/news/20160923/peoria-civic-center-takes-over-sales-effort-in-new-arrangement-with-convention-amp-visitors-bureau>

Article Source: The Herald-News

Date: February 16, 2017

Title: Rialto Board Delays Vote on VenuWorks Contract

In this article, written by Bob Okon, the Rialto Square Theatre board delays vote on a VenuWorks contract which was held at a meeting called to vote on the agreement. On their part, the board did take legal action to pave the way to a \$600,000 loan from the Rialto Square Foundation for paying off backlog of bills. This agreement with VenuWorks must be completed before the Rialto gets another cash injection. The VenuWorks contract would be a five-year agreement with the clause added in to allow either party to get out of the deal after only three years (Okon, 2017).

Retrieved February 17, 2017

<http://www.theherald-news.com/2017/02/17/rialto-board-delays-vote-on-venuworks-contract/aoinvg5/?page=1>

Article Source: The Bemidji Pioneer

Date: October 31, 2016

Title: More Layoffs at the Sanford Center: VenuWorks Makes Additional Staff Changes

In this article, written by Matthew Liedke, staff changes at the Sanford Center took place, with the Ames, Iowa-based managing company VenuWorks planning to terminate two employees. Steve Peters, President, eliminated the Associate Executive Director position and the event's business manager for performance issues. Peters went on to state that the facility could handle operations without the associate executive and having the duties be divided up to the remaining staff members. However, Peters planned on getting a replacement business manager. Also, VenuWorks announced three other layoffs (event coordinator, food and beverage manager, and director of guest experience positions). The staffing restructuring at the Sanford Center is happening around the same time an investigation into the facility's finances (Liedke, 2016).

Retrieved February 17, 2017

<http://www.bemidjipioneer.com/news/local/4149026-more-layoffs-sanford-center-venuworks-makes-additional-staff-changes>

Article Source: Herald & Review

Date: March 10, 2016

Title: U.S. Cellular Not Renewing Naming Rights to Bloomington Coliseum

In this article, written by Maria Nagle, a decade contract the city has with U.S. Cellular for naming rights to the city-owned arena expired April 1st. Katie Frey, company spokesperson, said "U.S. Cellular has decided not to continue the naming rights agreement." This contract had provided U.S. Cellular with the naming rights that was worth \$175,000 annually for ten years. This allowed U.S. Cellular to approve any management company and to back out of its sponsorship if Central Illinois Arena Management does not oversee the city's largest entertainment venue. Both sides stated that they could not agree on accountability and transparency measures (Nagle, 2016).

Retrieved February 17, 2017

http://herald-review.com/news/state-and-regional/u-s-cellular-not-renewing-naming-rights-to-bloomington-coliseum/article_df23830c-372f-59d4-8cca-a9722295ea7e.html

Article Source: Vidette Online

Date: September 18, 2016

Title: US Cellular Coliseum Undergoes Investigation

The investigation on the US Cellular coliseum started before VenuWorks, the current management, took over. When an internal audit was conducted, there was concerns found after the change of the management. The mayor has stated that the fight is for the taxpayers and there needs to be patience in order for this investigation to be completed. The community is asked to not jump to conclusions and wait for the facts to come out before making any judgements.

Retrieved February 19, 2017

http://www.videtteonline.com/news/us-cellular-coliseum-undergoes-investigation/article_4d2b349a-7dda-11e6-8597-b3841f3357cd.html

Article Source: Pantagraph

Date: February 10, 2017

Title: With 'intent' to stay, Thunder owners give no guarantee

The Bloomington Thunder say they might not continue at the US Cellular Coliseum after this season. Saying that they do want to stay in the Bloomington area, however there is little success in people going to see the product. There is no firm decisions made yet and no guarantees have been made, wanting to finish this season on a positive note. The USHL has confirmed that the spokesman of all 17 clubs have committed to play this season and the following season. These commitments were made in the meetings of the last month in Sioux Falls, S.D. The average attendance in the home games were 1,022 and the league's overall average attendance is 2,298. Only two teams had a lower average than the Thunder, which are based in suburban Chicago and suburban Detroit. They have said that they have not attracted the fans yet, and they would expect 2,500 attendance coming in a place such as Bloomington-Normal.

Retrieved February 19, 2017

http://www.pantagraph.com/sports/professional/hockey/minor/thunder/with-intent-to-stay-thunder-owners-give-no-guarantee/article_a39f602d-92ca-5f3a-b203-eadbe7d86011.html

Article source: HOK.com

Date: not found

Title: Trends Influencing Stadium and Arena Design

This article, John Rhodes who was interviewed by PanStadia & Arena Management magazine, talks about he considers key trends in arena design. First, Rhodes states that it is a group endeavor. It is important that the design team listen to not only internal employees, but also others. Also, Rhodes also states that “arenas typically have a diverse event program, which means it is vital to have an appreciation of the flexible content, diverse user groups and event frequency during design to ensure the project meets the clients’ needs [...]” which is important because you need to know how the venue configuration will be set up and be able to function with all the different events. Rhodes finally discusses what he considers are the trends to occur within the next ten years. Arenas will eventually start to combine with all of the other community components such as education, science and technology, hotels, and parks. It will be important to surround yourself with a team of specialties in these areas to help achieve this collaboration.

Retrieved February 22, 2017

<http://www.hok.com/thought-leadership/trends-in-stadium-and-arena-design/>

Article source: Forbes.com

Date: July 23, 2014

Title: Have Concerts And Sporting Events Become Too Expensive For The Average Fan?

In this article, written by Maury Brown, it discusses how concerts and sporting events were some of the most fun to be had. However, in the recent years, it’s become hard for middle-income households to be able to attend due to the increase in prices. One of the main shifts in concert prices is Apple. When iTunes made it easy for users to be able to purchase songs and not just albums, the recording industry was hit hard. It’s so surprise that the price of concert tickets for artists would rise to compensate. For sporting events, because of the advancements in technology with HD televisions and price increases, it’s no contest that people would rather stay in. So, this article presents the question of are these types of entertainment only available for the upper-class? Are those of a particular income bracket not able to attend as it is seen as a luxury?

Retrieved February 22, 2017

<http://www.forbes.com/sites/maurybrown/2014/07/23/have-concerts-and-sporting-events-become-too-expensive-for-the-average-fan/3/#7519eaf92ba5>

Exploratory Research

Information was collected by 15 participants.

All participants of this sample survey were ISU students.

1) What is your age?

___ 18-19	13.33%
___ 20-22	73.33%
___ 23-25	13.33%
___ 26+	0.00%

2) Do you have a job?

___ Yes	93.33%
___ No	6.67%

3) Do you live on campus?

___ Yes	93.33%
___ No	6.67%

4) What do you do in your spare time for entertainment? (Check all that apply)

___ Go to a restaurant	40.00%
___ Go to the gym	46.67%
___ Go to the movies	60.00%
___ Go to a sporting event (when available)	33.33%
___ Go to a concert (when available)	20.00%
___ Other _____	46.67%

5) Do you like to do activities by yourself or with friends/family?

___ Alone	0.00%
___ With others	100.00%

6) Have you heard of the U.S. Cellular Coliseum?

___ *Yes	93.33%
___ No	6.67%

7) If *Yes to previous question, how did you hear about the U.S. Cellular Coliseum?

___ Social media	13.33%
___ Newspaper	0.00%
___ Word-of-mouth	20.00%
___ **Attending the venue	60.00%
___ Other _____	6.67%

8) If you have **attending the venue, how would you rate your previous overall experience?

___ Excellent	40.00%
___ Good	26.67%
___ Satisfactory	13.33%
___ Poor	0.00%

9) When was the last time you attended a stadium event?

___ Never	6.67%
___ Less than 6 months ago	46.67%
___ 1 year ago	20%
___ 2-3 years ago	20.00%
___ 4+ years	6.67%

10) How much would you pay to attend an arena event (per ticket)?

___ \$20 - \$35	46.67%
___ \$36 - \$50	26.67%
___ \$51 - \$70	20.00%

☐ \$71 - \$90 6.67%
☐ \$91+ 0.00%

11) What would hinder your experience at a stadium event (check all that apply)?

☐ Lack of parking 53.33%
☐ Limited venue space 46.67%
☐ No food/refreshments at events 33.33%
☐ Crowds 13.33%
☐ The purchase process (from buying the ticket to attending the event) 46.67%

Information from Knowledgeable People

We contacted two of the U.S. Cellular Coliseum's competitors to see if they would be willing to share any information on their experience in this field of work. They both politely declined to provide information.

Government Data/Demographics

Populations & Projections - McLean County, Illinois

	Census 2010	2015	Projected 2020
Total Population	169,572	175,890	183,657

Population by Age Group	Census 2010	2015	Projected 2020
0-4	10,650	10,305	10,617
5-9	10,914	10,636	10,481
10-14	10,421	10,928	10,960
15-19	14,903	14,803	15,537
20-24	20,902	22,006	21,837
25-34	23,471	23,965	24,743
35-44	20,945	21,511	22,888
45-54	22,608	21,301	20,383
55-64	17,418	19,894	20,959
65-74	9,015	11,801	15,129
75-84	5,666	5,783	7,014
85+	2,659	2,957	3,109

<http://www.cityblm.org/doing-business/economic-development/demographics>

<http://www.cityblm.org/home/showdocument?id=11014>

Ethnicity of ISU Student Body	Percentage
American Indian/Alaskan Native	0.1%
Asian	2.3%
Black/African American	7.8%
Hispanic/Latino	9.5%
Multi-race (not Hispanic/Latino)	2.7%
Native Hawaiian/Pacific Islander	0.1%
White	77.2%
Unknown	0.4%

Undergraduate Retention and Graduation	Percentage
First-Year Students Returning	81.5%
Students Graduating within 4 Years	48.0%
Students Graduating within 5 Years	69.8%
Students Graduating within 6 Years	73.0%

http://www.collegedata.com/cs/data/college/college_pg06_tmpl.ihtml?schoolId=806

E. Situation Analysis

1. Economic

- How does the economy affect this type of business?
 - The economy certainly has an effect on this type of business. The economy will affect the tickets sales because if the economy is good, people will have more discretionary income that can be spent on luxury items like concert tickets and nonessential goods. If

the economy is bad, people will only be able to afford what they need and will not be able to spend money on "wants."

- The economy also affects the demographic of people that the business targets for events.
- Does inflation have an impact?
 - Inflation has a definite impact because when inflation occurs, prices go up and many people become unemployed. Inflation gives people less discretionary income and they are not able to afford luxuries such as concert tickets and sporting events.
 - If inflation occurs, consumers will cut their expenditures to a need base only.
- Would changes in the economy affect this business' customer base?
 - As mentioned previously, any type of change in the economy will change the customer base. Specifics, such as inflation and unemployment could decrease the business' customer base. On the other hand, positive turns in the economy will increase the customer base because people will be able to afford luxury entertainment.
 - The U.S. Cellular Coliseum may not be able to target the same demographic if the economy is in poor shape.
- Would the type of products offered by this business be impacted by the economy?
 - They type of products offered by the business would be impacted by the economy because if the Bloomington Coliseum is not making profits, then the Coliseum cannot afford to bring in large popular events.
 - Not only would the Coliseum be unable to bring in big name shows, but the customers of the Bloomington-Normal area would not be able to afford high ticket prices.
- How would you evaluate the local economy and its impact on the business?
 - Since the "Great Recession" in 2008, our local economy has been slowly rising.
 - Our local economy is starting to create more jobs, which in turn brings more money into the economy.
 - By having businesses like State Farm and universities, which include Illinois State University and Wesleyan, the Bloomington-Normal area is less impacted by economic downturns.
 - Because the U.S. Cellular Coliseum depends on people being able to afford entertainment, the Coliseum needs the economy to be in good shape so that residents have discretionary income and can afford to spend more on entertainment.

2. Political/Legal

- Are there political or legal issues that affect this business?
 - There are both political and legal issues that affect the business.
 - One political issue that affects the business is that the U.S. Cellular Coliseum itself was not favored by the community. The citizens of Bloomington were not happy about the construction of the Bloomington Coliseum because they thought the Coliseum was not

going to add any extra benefits to the community. The public did not believe that they should be using their tax dollars to support the venue's operation.

- The residents also thought that the Coliseum would be a nuisance to the society and would possibly bring an increase in criminal activity to the area during large events.
- As far as legal issues, the Coliseum has many city, state, and federal laws that it must follow to remain in business. The Coliseum must be able to protect itself against tort law and other liabilities that may occur by having a significant amount of insurance.
- One specific legal issue that affects the business greatly is the smoking policy. The City of Bloomington has banned smoking within 15 feet of the building and this has been enraging customers. There have been many negative reviews on social media regarding this policy. This is an obstacle that the Coliseum will have to try and work with the city on, and hopefully come up with a solution.

- *Are there city ordinances that have to be followed?*

- Our client told us that even though the U.S. Cellular Coliseum is owned by the City of Bloomington, they still have to make sure they are always in line with the multiple city ordinances that affect the business. Because the U.S. Cellular Coliseum sells food and alcohol, the Coliseum must have liquor licenses and food and sanitation licenses in effect and being followed at all times. If the U.S. Cellular Coliseum does not follow city ordinances and codes, the Coliseum takes the risk of getting its food and liquor licenses taken away, along with the possibility of receiving large fines.
- The U.S. Cellular Coliseum also has strict fire codes that must be enforced at all times in order to pass the fire marshal. The fire marshal makes sure that building regulations and codes are up to date in case of an emergency due to the large amount of people that attend the Coliseum's events.
- Because the parking garage is owned by the city, the U.S. Cellular Coliseum also has to follow all city ordinances that pertain to parking and transportation.

- *Are there legal liabilities that the business has to be concerned about (not to expose itself to)?*

- The U.S. Cellular Coliseum has to have a large insurance policy to protect itself in case someone gets hurt on the property so that they can protect themselves from class action suits or government penalizations.

3. **Social/Demographic**

- *Are there social trends that will impact or are impacting the business?*

- Although it is not a brand new trend, social media has now become a large part of business operations. Businesses now have to make sure they are keeping up with social media by not only advertising but also staying in touch with residents and target markets of the business. Social media gives a business immediate feedback and is one of the fastest channels for an organization to use advertising wise. Without using social media, a business today would not have any success. If used right, social media is a great and inexpensive way to help advertise and give a business brand awareness. Developing a positive presence on social media is a major goal of many organizations big or small,

because a negative presence can be the factor that makes a business fail. Social media is also a great way for consumers of a business to give their thoughts about a business in a setting where everyone can see their opinions. We noticed that the U.S. Cellular Coliseum does not have the greatest reviews on Yelp, Facebook, and Google, and the company also does not reply to those reviews whether they are good or bad. We believe that the company should make sure they are replying to every review to give consumers the feeling that the business cares about their feelings and will take account of their actions.

- We also believe that due to Bloomington-Normal being a college town, college students have more leisure time. Because of that, we believe that the Coliseum is missing a big target market.
- Our client also mentioned that there seems to be more of a sports interest at Bloomington-Normal as well as country oriented concerts.

- *Are there demographic changes that are affecting or may affect the business?*

- Our team and our client do not believe that demographics have significantly changed over the life of the U.S. Cellular Coliseum. There has always been a large presence of college students, and while that number is growing every year, college students have always been a relatively large fraction of the population.

4. **Competitive**

- *Who are the main competitors?*

- The main competitors of the U.S. Cellular Coliseum are the Castle Theatre, the Normal Theatre, Braden Auditorium, and the Peoria Civic Center. We could also consider the StateFarm Center in Champaign as a competitor as well as University of Illinois.

- *How many competitors does the business have?*

- The U.S. Cellular Coliseum has approximately 5-7 competitors depending on the mile radius that we use. Although the Peoria Civic Center and the StateFarm Center are 40 minutes away, they are still large competitors.
- On a broader scale, we would argue that even large theatres and convention centers in Chicago could be considered to be competitors. Our client stated that there have been many times that a venue in Chicago has gotten an event that the U.S. Cellular Coliseum was trying to obtain.

- *How does the competition compare on product offerings, pricing, promotion, and distribution? A detailed analysis is encouraged here.*

- One of the U.S. Cellular Coliseum's largest competitors is the Peoria Civic Center. Compared to the Coliseum, the Peoria Civic Center offers a larger variety of events, accommodating to several target markets. The U.S. Cellular Coliseum's events tend to be more sporadic compared to the Peoria Civic Center whose calendar is usually filled up every weekend.
- The Peoria Civic Center offers all of its customers the opportunity to become a VIP member at no charge. VIP access provides customers with several benefits including

access to internet presales, ticket discounts at certain events, and emails about upcoming events before they go on sale.

- The U.S. Cellular Coliseum also offers an exclusive membership which it calls the "club membership" to help build customer loyalty. Its members gain access to exclusive opportunities, such as parking passes for all ticketed events, priority for tickets prior to public sale, guaranteed premium seating for all shows, and exclusive access to club deck during sporting events which includes a full bar and upscale menu.
- Along with the club membership, the U.S. Cellular Coliseum offers a sales promotion through group sales in which customers receive a discount when purchasing between ten to twenty event tickets (amount varies depending on the event).
- For the U.S. Cellular Coliseum, ticket prices vary depending on the show or event and seating availability. For instance, Sesame Street Live tickets range anywhere from fourteen dollars to sixty two dollars while music events like Brantley Gilbert range from thirty four dollars to as much as one hundred ninety two dollars at the Coliseum.
- Similar events at the Peoria Civic Center such as Disney on Ice range from fifteen dollars to seventy five dollars and musical attractions like Let the Led Out have tickets offered at twenty nine dollars and fifty cents or for better seating, thirty nine dollars and fifty cents.
- Even though the client told us that most of their event pricing is determined by whoever is putting on the show, it appears that both Peoria Civic Center and the U.S. Cellular Coliseum have similar pricing strategies.
- The Braden Auditorium, located in the Bone Student Center at Illinois State University, is also a larger competitor for the U.S. Cellular Coliseum. The Braden Auditorium has events scheduled almost every day for the next three months. Even though a majority of their events are centered on Illinois State University, they offer their patrons a large selection of other events including Broadway musicals, art shows, conferences, and stand-up comedy. A list on their website mentions that the Braden Auditorium has hosted entertainers such as Aretha Franklin, Dolly Parton, Chris Rock, David Copperfield, Foo Fighters, Grateful Dead, Larry the Cable Guy, Prince, and even Snoop Dogg.
- Braden Auditorium's pricing also depends on the event, some selling for as high as sixty dollars. However, not only do they offer students, children, and seniors a discount for particular events, but they also hold some events with free admission.
- Another one of the U.S. Cellular Coliseum's competitors is The Castle Theatre. Many of their events focus around bands and other forms of musical entertainment. However, they also hold fundraisers, film premieres and showings, private parties, speaking events, and corporate meetings. Much like the Peoria Civic Center, The Castle Theatre has events almost every weekend.
- The Castle Theatre's event prices for the next three months range anywhere from seven to thirty dollars. Tickets for an upcoming Led Zeppelin cover band event are twelve dollars, if purchasing in advance, or fifteen dollars if purchased on the day of the show. In terms of pricing for musical events, The Castle Theatre has a competitive advantage over the U.S. Cellular Coliseum.
- The last competitor that has had an impact on the sales at the Coliseum is the StateFarm Center. Their upcoming events consist of Broadways, WWE, Comedic shows, and a

variety of musical performances. Ticket prices depend on events and they range anywhere from fifteen to one hundred five dollars. For example, a ticket to the Broadway Once is priced between thirty-nine to fifty-eight dollars while a ticket to Florida Georgia Line is between forty-six dollars and twenty-five cents to seventy-one dollars and fifty cents.

- The StateFarm Center also offers discounts and promotional sales including Group Sales on select events. However, no group or special discounts are available for their current lineup of events.
 - The U.S. Cellular Coliseum, the StateFarm Center, and Peoria Civic Center use several of the same advertising outlets. They use radio ads, web search ads, TV commercials, billboards, sponsorships, newsletter emails, and print.
 - The U.S. Cellular Coliseum and Peoria Civic Center use several advertising outlets. They both use radio ads, web search ads, TV commercials, billboards, sponsorships, newsletter emails, and print.
 - The Castle Theatre uses all of the outlets listed above with the exception of Google ads.
 - The Braden Auditorium uses digital marketing, local radio ads, billboards, and newsletter emails depending on how large the event is. Additionally, Braden auditorium also uses flyers that are distributed around Bloomington-Normal area and Illinois State University to help promote upcoming events.
 - The U.S. Cellular Coliseum and its competitors also use several social media outlets to advertise and build consumer awareness including Facebook, Twitter, Instagram, and YouTube.
- How has each competitor positioned itself in the marketplace?
 - The Peoria Civic Center has chosen to pursue multiple target markets by providing the largest variety of events compared to its competitors.
 - The Castle Theatre is a smaller venue with a more intimate feel. With it offering mostly a music clientele, it provides its attendees with a feeling of being closer to the band and the ability to be more immersed in the music.
 - The Braden Auditorium tends to focus its event planning around the preferences of college students and young adults. This also means they supply more professional events like guest speakers and lecturers than the other venues do.
- How do the competitors' Websites differ? (print some example pages of each Web site to demonstrate points made and put in appendix)
 - The U.S. Cellular Coliseum's website is clean and functional. It is informative, but perhaps a little disorganized. Our team believes that the U.S. Cellular Coliseum's website layout makes it hard for consumers to find their full event schedule. In order to see the U.S. Cellular Coliseum's event calendar, consumers must click on the Toyota logo, which could be confusing to some instead of just making a category titled "events" like some of their competitor's websites.
 - The Peoria Civic Center's website is very user friendly. Website pages are easily navigated from the home page and very organized. Under the events tab, users are able

to view and select upcoming events going out as far as nine months in advance. Estimated ticket prices can also be found directly on each events page.

- Braden Auditorium's website can be found on the Illinois State University website. It has a simple layout where visitors can easily access upcoming events, past events, booking options, and rental rates.
- The StateFarm Center website, much like the other competitors' websites, is basic yet functional. The main page of the website puts emphasis on upcoming events of the next five months that the visitor can easily buy directly from the home page, similar to the layout of the Castle Theatre.
- The Castle Theatre's website is simple, yet functional. It's a little more stylized which gives it a more of an artistic flare and a more personable feel than that of the other websites, which favored basic and more professional layouts.
- All of the websites are user friendly and functional. Most venues favored a professional and simplistic layout and provided customers with pricing, upcoming events, and venue parking. It is also worth mentioning that the U.S. Cellular Coliseum and its competitors' websites are all connected to their adjacent websites on Facebook, YouTube, Pinterest, Instagram and Twitter. This can serve as a means to advertise and promote upcoming shows and events through additional media platforms.

5. **Technology**

- *Are there technological factors that the business needs to be concerned with?*
 - Our client believes that they are up to date with all software and technology that could be utilized.
 - The Bloomington Coliseum does use a large amount of technology, mostly computers, to collect ticket sales and sell tickets, but they are not concerned or having any issues with the current technology they have.
- *Is the business keeping up with technology?*
 - The Bloomington Coliseum and our client believes that they are up to date on technology and regularly check into any technologies that could benefit their organization. They recently updated their website about 2 years ago so they believe that their site is pretty new.
 - The Bloomington Coliseum also ensures that they have a presence on all social media outlets, even though our team believes that they could improve in that area. The Bloomington Coliseum does have a presence on media outlets like Facebook, Instagram, and Twitter, but our team believes they could post more or even sponsor posts to get more brand awareness. Facebook ads now have the option to target specific age groups or demographics, and we believe that the U.S. Cellular Coliseum needs to implement this in order to gain better brand awareness for college students.
- *Could more use of technology make the business more competitive?*
 - Technology is not an issue that the U.S. Cellular Coliseum believes they are facing when it comes to beating out competitors.

F. Planning

1. Target Market Identification

- Has the business identified all relevant target markets?
 - We believe that the U.S. Cellular Coliseum is lacking when it comes to targeting college students. A large part of the Bloomington-Normal population consists of college students, yet our client believes that most of their target audience does not include college students.
 - The target market that the U.S. Cellular Coliseum focuses on also depends on the type of event that is offered at the time.
- What are the possible target markets?
 - We believe that the possible target markets are Bloomington-Normal residential citizens, college students living in the area, and travelers that are interested in a particular event.
 - For sporting events, the Coliseum targets the families of the sports players and also men who are interested in sports
 - The U.S. Cellular Coliseum also has a large amount of country concerts where they try to advertise to female's age 25+.
 - Most concerts that the Coliseum has cater towards the ages of 18+.
 - Occasionally, the Coliseum will have a family event that promotes towards families of all ages.

2. Target Market Selection

- Has the business selected the right target markets to pursue?
 - Our client believes that they target the right market based on the event that is being offered with the exception of lacking college students at many of the events.
- Which markets are worth the effort of pursuing?
 - College students are worth pursuing because they have such a large presence in the Bloomington-Normal area. There are three colleges in the area that all have large enrollments, Illinois Wesleyan, Illinois State University, and Heartland Community College.
 - Residents of Bloomington-Normal are also worth pursuing since there are an estimated 171,000 people between the twin cities. Mclean County is the fastest growing county in Illinois and has the lowest unemployment rate in the state, making it a great place to offer entertainment services and products.
- Has the business missed important target markets?
 - We agree with the client that they have missed an important target market by not focusing on college students.

3. Product Planning

- What is the product mix? Give some detail.
 - The U.S. Cellular Coliseum's product mix consists of musical concerts, family shows, ice shows, motor sports and trade shows.
 - The U.S. Cellular Coliseum seems to host more country oriented concerts. They occasionally host family events such as Sesame Street Live.
 - The Coliseum also sponsors sports teams such as the Bloomington Thunder and Bloomington Edge. They also allow the Illinois State Redbirds hockey team to play games inside the Coliseum.
 - In addition, the U.S. Cellular Coliseum has hosted local high school and college graduation ceremonies, Chicago Cubs and St. Louis Cardinals caravans, Illinois High School Association's regional and state tournaments for various sports, as well as a variety of private meetings and wedding receptions.
 - Along with the U.S. Cellular Coliseum's ticketed events, they also hold corporate and religious events, offer rehearsal space, private catering events, and ice rentals.
 - The U.S. Cellular Coliseum also offers a concession stand with food and beverages that we would consider a large part of the product mix offered.
- How would you judge the product mix offered by the business?
 - Our team believes that the U.S. Cellular Coliseum has the potential to offer a large selection of products that would target several key markets. However, the Coliseum is unable to obtain the range of clients and shows they are currently marketing. If this were to be corrected, the product mix for the U.S. Cellular Coliseum would not only improve profits from the client-side, but offering more products would also increase revenue on the customer-side.
 - Our client mentioned that they would like us to come up with new ideas for a new product that could be offered inside the U.S. Cellular Coliseum to not only help differentiate the venue from its competitors, but also possibly bring in a wider array of consumers.
- Should they add or delete product offerings?
 - More product offerings should be added into the U.S. Cellular Coliseum's product mix. Currently, events tend to attract only a small portion of the potential market. Future added events should target teens to young adults to bring brand awareness to those markets.
 - We would suggest that the Coliseum adds more genres of music other than country, and also a larger variety of events such as more family events, Broadway events, and any events that can target college aged students.
 - For college aged students, we would suggest the Coliseum trying to bring in a pop artist, rap artist, or EDM artist.
 - As far as deleting product offerings, we think that all of the events offered are reasonable, but the Coliseum does need to add more events as mentioned.

- Where has the business positioned itself relative to the competition?
 - Relative to its competition, the Coliseum has positioned itself to target more of a sports audience than other venues. The U.S. Cellular Coliseum is home to the Bloomington Thunder junior hockey team, the Bloomington Edge indoor football team, Illinois State hockey team, and was the former home to the Bloomington Flex basketball team. The U.S. Cellular Coliseum also hosts events such as Illinois High School Association regional and state tournaments, WWE Wrestle Mania, motorsport events, and more.
 - Our client also made special mention that the U.S. Cellular feels like it gives off a more “intimate” feel compared to larger venues like the Peoria Civic Center. Because the U.S. Cellular Coliseum is smaller, there is not a bad seat inside the house for events. Even the seats that are the farthest away from the stage still have a good view.
 - Ms. Nunez also mentioned that due to the U.S. Cellular Coliseum being smaller, they have a smaller full-time staff that is able to have the “team mentality” once it becomes show time. She stated that when someone is having an issue, no matter what department that person works for, they will always find a way to fix it.
- How does its product mix compare with the competition? Anything unique or anything the business is noted for?
 - The U.S. Cellular Coliseum's product mix is very similar with its competitors although we believe that they have fewer product offerings for young adults and teens than other venues like the StateFarm Center in Champaign. The StateFarm Center caters towards young adults by having bands such as Green Day and Lil' Wayne. The Castle Theatre sells merchandise available for purchase in their gift shop and on their website. Items for sale in the Castle Theatre gift shop include t-shirts, posters, and other memorabilia with the venue's logo.
 - Currently, the U.S. Cellular Coliseum isn't offering any unique or exclusive events nor is it currently noted for anything in particular, though they do tend to focus on sporting events over other forms of entertainment.
- How would you judge the quality of the products? Is this appropriate for its markets?
 - We would judge the quality of the products offered by the U.S. Cellular Coliseum as acceptable in regards to the consumer they are trying to market towards for each event. As we mentioned, the market that the U.S. Cellular Coliseum targets depends on the type of show that they are promoting. For example, if the Coliseum was trying to promote a country artist's concert, they would advertise through local country radio stations. They also do a lot of their promoting online to market different types of consumers.
- Does seasonality come into play in its product offerings?
 - Seasonality does play a role when it comes to product offerings. Our client mentioned that during the summer they are usually slow because sporting events are not taking place inside during the summer and most concerts go outdoors in the summer for their events.

- Our client said that the U.S. Cellular Coliseum usually expects to go on a "summer break", where they will sell significantly less tickets and not be able to get larger events to take place inside the venue. Our client also mentioned that the U.S. Cellular Coliseum's season is usually September-May with the two busiest months being January and February.
- Is the product offering in step with fashion and/ or trends?
 - As far as if the product offering is in step with fashion and/ or trends, we would say that it depends on the event taking place at the U.S. Cellular Coliseum. For example, when the Coliseum hosts a country artist's concert, the artist is usually an "up and coming" artist or a well-known country artist. By hosting popular artists, the Coliseum is keeping up with trends in the country genre of music.
 - We would argue that the U.S. Cellular Coliseum is missing some trends by not bringing in artist that college students or young adults would be interested in seeing. The U.S. Cellular Coliseum seems to be very country-oriented with their musical events, which only targets a small niche in the market.
- Is there a children's product offering?
 - There is a children's product offering. The U.S. Cellular Coliseum currently has a Sesame Street Live event planned for younger children and their families.
 - Although they do have events planned for families once in a while, we believe that they could offer more for children and young adults.

4. **Distribution Planning**

- How is the location?
 - Our client believes that the location is very accessible to both residents and college students and allows for a diverse group of potential consumers.
 - The U.S. Cellular Coliseum is not too far away from the three colleges located in the Bloomington-Normal area.
 - The U.S. Cellular Coliseum is a short Uber ride away for students who do not have access to vehicles, and there is also public transportation that takes them right to the venue.
 - However, the client also noted that the residents of Bloomington did not like the location at first because of the fear that it would also bring in a criminal element.
- How is the site access?
 - The client believes the site is in a good location and is easily accessible. The U.S. Cellular Coliseum is large, recognizable, and easy to find even from a distance.
- Does the business provide delivery?
 - The U.S. Cellular Coliseum does not provide delivery of any sort.
- Are the hours of operation sufficient and at the right time?

- The hours of operation are usually on the weekends and events usually take place from 7pm-10pm depending on the event. The administrative offices and box office are open Monday through Friday 8am-5pm which proves to be working well for them.
- What is the parking situation?
 - The U.S. Cellular Coliseum has a connected parking deck, and over 3,000 public parking spaces available for parking. The Coliseum's website also has a parking map, which shows that there are 3 city-managed lots or decks (Assoc Commerce Garage, Lincoln Parking Garage, and the Coliseum garage). Across from the U.S. Cellular Coliseum, there is a small free parking lot where event attendees can park if they get to the venue early enough to grab a spot. There are also 6-7 privately managed parking lots where event attendees are usually offered spots for a fee of the parking lot owner's choice. The Coliseum's parking map also shows that there is a permit parking only section.
 - While our client believes that the parking situation is well-handled, we have talked to event attendees who argue that parking is disorganized during high traffic events. They have multiple reviews complaining about the price and organization of parking. When there is a large event, people have complained about not being able to get out of the parking garage for an excessive amount of time.
 - After our first meeting with the client, she gave us an update on parking by telling us that the policy recently changed for parking at the venue. The venue itself can no longer charge for parking, but that does not stop privately owned parking lots from being able to charge for parking. When we asked her about the customers on social media who were complaining about parking being \$20, she explained to us that those spots were owned by private organizations.
- Does the business provide carry out?
 - The U.S. Cellular Coliseum does not provide carry out of any sort.
- Does the business provide mail order?
 - The U.S. Cellular Coliseum does not provide mail order of any sort.
- How is the available seating?
 - Seating capacity for Hockey games and football games are 5,600.
 - Seating capacity for Flex Basketball is 2,900 but full court basketball seating is 7,242
 - Seating capacity for concerts is up to 8,000 people
- How long does someone have to wait to get served? Evaluate customer service.
 - Wait times depend greatly on the event and customer turnout.
 - In some cases, the U.S. Cellular Coliseum seems to struggle with being understaffed. For example, there may be one employee in charge of working concessions, which causes long lines and excessive wait times or in other cases, no ushers to escort customers to their purchased seats.

- Our client also made sure to emphasize that sometimes wait times can be excessive due to event participants waiting until the day of the event to purchase their tickets, causing a long line at the box office.
- Does the business provide transportation to or from its business?
 - The business itself does not provide transportation to or from its business.
 - Most event performers have their own transportation to the venue and the business does not supply transportation to and from the venue to consumers
 - Although the U.S. Cellular Coliseum does not provide transportation, their website does list a shuttle service that they recommend consumers to use.
- Is there public transportation available to transport patrons to the business?
 - There is public transportation available for patrons.
 - Connect Transit has a bust stop right next to the venue.
- How does its distribution compare with the competition?
 - Distribution of products is very similar between all of the competition. All of the U.S. Cellular Coliseum's competitors offer ticket sales online and at the venue.
 - The Peoria Civic Center, the Braden Auditorium, and the Coliseum all use TicketMaster for distribution of their tickets online.
 - The Castle Theatre uses Ticketfly to distribute tickets online.
 - The Normal Theatre uses Eventbrite for ticket sales online.
 - All venues also have physical box offices where you can go to the venue and buy a physical ticket.

5. **Promotion Planning**

- What do you think of the promotion mix used by the company? What are they doing or what have they done in these areas: advertising, personal selling, sales promotion, public relations, publicity?
 - Advertising: The Coliseum advertises in a variety of ways including, radio, social media, billboards, and occasionally television ads. Our client also mentioned to us that usually promotion and the type of advertising used will depend on what the specific event and their management team wants the Coliseum to do.
 - Personal Selling: The Coliseum offers one-on-one customer service when customers who have opted to buy tickets in bulk. Potential group sale clients will deal with one experienced member of the Coliseum's staff who is dedicated to taking care of every aspect of their visit from finding the best available seats, processing the ticket order, and being on site on the day of the show to assist with any additional last minute needs.
 - Sales Promotion: The Coliseum provides sales promotions by offering a club membership account that gives consumers discounts and exclusive benefits. One of the benefits to the Coliseum's group sales program is that consumers get discounted tickets the more tickets they buy.

- Public Relations: As for public relations, Yessenia Nunez is the head of the marketing and events department and handles promotions and events relating to public relations. Ms. Nunez majored in public relations so that is her specialty. She provides public relations to the Coliseum by helping the Coliseum attain a favorable public image by the community and other local organizations. Ms. Nunez works with local companies by getting them to sell tickets in exchange for a banner or ad inside the Coliseum. One example that Yessenia mentioned was that the Coliseum and the Harley Davidson shop in Bloomington work closely together to promote the ICE racing event every year. The Harley Davidson shop sells tickets in exchange for being announced during the event as a sponsor. Public relations is important to the Coliseum since they are not favored by the Bloomington citizens. Because of that, the Coliseum tries to work with local organizations as much as possible to keep up a positive image in the community.
- Publicity: The Coliseum receives publicity through word of mouth, news stations, radios, newspapers, etc. One way the Coliseum receives publicity is when a newspaper mentions an event that the Coliseum is having or writes an article about the Coliseum. Publicity can be good or bad depending on the situation.
- Our client also made a statement to us by saying that since the Coliseum does not have its own marketing budget, they do their best with what they have. She also mentioned that they have plenty of relationships with different organizations around town such as the Convention & Visitors Bureau.
- Have they used any special promotions?
 - The Coliseum is using reward promotions in hopes of increasing sales and gaining a more loyal customer base. This is being achieved through a club membership that gives club members several benefits including priority for tickets prior to general sales, guaranteed premium seating for all shows, ability to purchase additional seats at events, concierge service for all ticket purchases, Friday and Saturday one hour pre-game party, ten one-time guest passes for friends and family to experience club benefits with ticket purchase, private VIP entrance, and parking passes for all ticketed events.
 - As mentioned before, the Coliseum also use group sales in which buying a large group of tickets, depending on the event, will give the customer a discounted rate per ticket.
 - Although they do have some of their own promotions like the club membership and group sales, our client also mentioned that they always try to work with shows in anything promotion wise. They have worked with different groups in the past to promote the show. For example, to promote the ICE racing event that they have held in the past few years, the U.S. Cellular Coliseum has worked with the Harley Davidson shop in Bloomington to sell tickets. If there is an appropriate group that they can work with, it is always an option they like to use because that way they can create relationships with local businesses.
- What message is being conveyed to its target markets?
 - The message that the Coliseum tries to convey to its target markets is that the Coliseum is a place where consumers can go to enjoy a wide variety of entertainment that

accommodates their personal interests. Evidence of this can be found in their advertising when they mention their motto as “Your Entertainment Destination.”

- *Has the message changed from past promotions?*
 - No, the Coliseum's message has not changed. The Coliseum is still using promotions to advertise entertainment as the main product they offer.
- *What media are being used in promotion and should it be changed?*
 - The Coliseum uses several media outlets for promotional purposes including social networking like Facebook and Twitter, TV commercials, billboards, and radio ads.
 - We believe that the Coliseum could expand into other media outlets available to promote their business. Our suggestions are advertising on Pandora and using flyers around Bloomington-Normal hotspots to try and attract new target markets such as college students and young adults. The Coliseum can put ads on Pandora advertising an event that relate to certain genres of music, particularly a genre of music that the Coliseum is planning on hosting. For example, if the U.S. Cellular Coliseum has a country concert planned, they could advertise on Pandora through country radio stations.
 - We also suggested to advertise certain events on bus stop shelters around the college campuses to attract more college students.
- *Is frequency of promotions adequate?*
 - The Coliseum uses several media outlets for promotional purposes including social networking like Facebook and Twitter, TV commercials, billboards, and radio ads.
 - We believe that the Coliseum could expand into other media outlets available to promote their business. Our suggestions are advertising on Pandora and using flyers around Bloomington-Normal hotspots to try and attract new target markets such as college students and young adults. We also suggested to advertise certain events on bus stop shelters around the college campuses to attract more college students.
- *Is frequency of promotions adequate?*
 - The client mentioned that she would like to figure out new ways to advertise that would be the most efficient for the venue.
 - We agree with the client. They need to find new ways to advertise their product offerings. First and foremost, they need to ensure their advertisements are being distributed through complimentary platforms, meaning country music should be promoted on country radio stations and Sesame Street Live commercials should be aired on family and children-oriented television channels. For the evasive college student target market, The Coliseum should consider decreasing their radio advertising and television ads while implementing new adds on additional platforms such as Pandora and Hulu.
 - We also believe that the Coliseum could improve on the frequency of their promotions. Although they have been slowly improving since the new change in management, in the past, they had a very sporadic promotional frequency on social media. Our team thinks that they should be posting things on their social media accounts 2-3 times a week, along with

occasionally sponsoring posts on Facebook for big events and replying to all reviews or comments left on their page.

- *How does the business' promotional mix compare to the competition's promotional mix?*
 - The Coliseum and most of its competitors use very similar promotional mixes with the exceptions of no Google Ads at Castle Theatre and additional flyer promotion at the Braden Auditorium.
- *How is the promotional message different than the competitors?*
 - The Coliseum's promotional message is very similar to its competitors in that all of the venues are promoting that they offer entertainment in various ways. Each venue shows evidence of this by promoting and advertising events through many different media outlets.
- *Is the business making maximum use of its Web site?*
 - Although we agree with the client that the website is relatively easy to navigate, the main tab to locate the Coliseum's upcoming events tab title can be seen as misleading. Some people who are navigating the website may think that the events tab is a logo instead of a "clickable" link.
 - We also believe there should be more information on the Coliseum's website in regards to their concessions, to put more emphasis on their additional product offerings during events. Currently, the Coliseum offers only a small amount of information and it is scattered across three different locations on their website. It may be in their best interest to have a tab dedicated to the menus, prices, and beverage offerings of their concession stands.
 - In regards to their Facebook, Yelp, and Google accounts, we believe there should be someone dedicated to commenting on customer reviews and questions, both negative and positive. This can act as not only a means to improve the company's operations, but by responding to both concerned and satisfied customers, the Coliseum can reinforce a positive company image and show their consumers they value their business.
- *Is the Web site being promoted?*
 - The Coliseum has taken several steps to promote their website. They focus on their search engine optimization which means they use the best keywords to reach their targeted consumers. The Coliseum also uses social media marketing, and reciprocal linking. Reciprocal linking is when other websites you are associated with, in this case Ticketmaster and Toyota Box Office, promote your products as well as link them directly to your site.
 - The Coliseum's website is also being promoted through Google and Google Ads. This means that when an internet user searches for specific keywords that relate to the promoted business, a link will appear at the top of the search results that will either send you directly to the business' website or send you to a page that is selling that company's products.

6. Price Planning

- How does the business' prices compare with the competition [give specific comparisons]?
 - In the past, the Bloomington Coliseum's parking prices varied depending on event. The last few events had free parking although most events prior to that had nine dollar parking. Recently however, the Bloomington Coliseum has changed their parking policies and now offer free parking in their owned lots. Unfortunately, during their more popular shows, customers are forced to park on the streets and in private lots that charge as high as twenty dollars.
 - The Peoria Civic Center has two parking lots near its establishment, both priced at seven dollars per space.
 - All four of the parking lots at the Castle Theatre offer free parking.
 - In addition to the parking lots around Illinois State University Campus that students and faculty may use, the Braden Auditorium also has a five hundred space lot located behind the Bone Center as well as additional street parking. Pricing at these locations is based off of an hourly fee.
 - The State Farm Center has four quadrants of parking and in Lot E-14. They have two standard rates, nine dollars per car and/or motorcycle and twenty dollars for a bus. Limousines, however, will be charged based on the number of parking spaces taken up if it is to stay on site.
 - In comparison to the Coliseum's competitors' event pricing, they have a competitive advantage for some of their shows while they have a disadvantage or a similar pricing strategy in others. For instance, an upcoming country performance at the Bloomington Coliseum is Brantley Gilbert, price ranged at thirty-four to one hundred ninety-two dollars while the Peoria Civic Center has tickets for Thomas Rhett for twenty-two to three hundred twenty-four dollars. The Castle Theatre also has an upcoming country performance with Elise Davis for seventeen dollars for advanced ticket purchase or twenty dollars on the day of the show. Florida Georgia Line will make an appearance at the State Farm Center which is another country performance. The tickets for this show range from forty-six dollars and twenty-five cents to seventy-one dollars and fifty cents.
 - Another example is Peoria Civic Center's upcoming Disney on Ice event, priced at fifteen to ninety dollars. The family event, Sesame Street Live, is also scheduled at the Coliseum for the month of March, priced at fourteen to thirty-four dollars. As can be seen with this data, their current event prices are slightly less than the Peoria Civic Center while they are exponentially more in regards to the Castle Theatre.
 - However, there are other variables that impact ticket pricing such as the popularity of the show, the artist performing, and the price set by the performer's management team. Show prices also fluctuate the closer it gets to the date of the event which has recently occurred with Disney on Ice at the Peoria Civic Center and Sesame Street Live at the Coliseum.
 - Event pricing at the Coliseum is very similar with that of its competitors as we stated in an earlier question.
- How would you judge the price/value offered by the business?

- The price and value offered by the business depends on personal preference of the consumer and also on the event taking place. We would judge the price/value offered by the business to be adequate for each event. There are both premium priced seating and lower priced seating for all preferences.
- How does the business use price discounting?
 - As mentioned earlier, the Coliseum uses discount pricing through their group sales offerings. The more tickets a customer buys, the cheaper it will be per ticket. Club members also receive a complimentary parking pass for each purchased ticketed event.
- How much price variety is there in the business' product offerings?
 - In terms of event tickets, the Coliseum has an adequate amount of price variety. For the avid customer, the Coliseum offers seating in the VIP lounges or seats closer to the action for additional costs. However, they also offer other seating options throughout the venue for various lower prices. Our client stated that obviously the closer a seat is to the event that is taking place, the more expensive the tickets will be. The cheapest tickets are usually located in a spot where there may not be the best view. The better the view means the more expensive the ticket will be.
 - Parking prices have a few standard rates depending on the popularity of the event unless the customer has a club membership. Though the Bloomington Coliseum has recently omitted parking costs, prices still vary from free to twenty dollars depending on customer turnout for each event.

G. Areas of potential Concern

- This should be a listing of all the areas of potential concerns that come up in the various sections of the proposal.
 - One potential concern that the client had is that the Coliseum is not targeting college students, who are a large part of the Bloomington-Normal population and surrounding areas. Not only does the Coliseum not target college students and young adults for its already planned events, but the Coliseum also doesn't host events that college students and young adults would want to see.
 - We also found a potential concern regarding the types of events that the Coliseum holds. While the Coliseum does host events such as sporting events, concerts, private events, and family shows, our client and our team believe that the Coliseum needs to come up with more unique events to bring in more customers and position itself higher than its competitors.
 - One of our client's major concerns was that most consumers wait until the day of to purchase tickets for an event. This is a big problem for the client because if people wait until the day of, the Coliseum has no way of estimating how many people will be attending the show. The Coliseum uses TicketMaster so tickets can be bought online all the way up until the day of the show, but people still wait until the day of and purchase their tickets at the box office. Also, because event attendees wait until the day of to purchase their tickets, there is usually a large wait time inside the Coliseum to get

tickets. The large wait time causes consumers to get mad and leave bad reviews or have a bad experience with the venue, even though it is not necessarily the Coliseum's fault.

- Another concern we had is that the Coliseum's marketing department is only run by one person, Yessenia Nunez. Because there is only one person working at all times, she cannot do everything so sometimes things will get missed or advertising will be lacking in one area because she focused all her time in another area.
- Although the Coliseum does use social media outlets such as Facebook, Twitter, and Instagram, the frequency of posts is not very adequate. The Coliseum also does not respond to reviews on Facebook, Google, and Yelp which could make it seem like they do not care about their consumer's best interests or opinions.
- While reading the reviews posted, we seen a lot of complaints about parking prices and concession stand prices. We would like to research more into this and see what consumers would be willing to pay.

H. **Problem Scope**

- *In this section you reduce the number of areas of potential concern (unless you decide to investigate them all).*
- *For each area address: 1) How important is the area? 2) Why is it important? 3) Is it researchable?*
 - Our team decided that the main data we want to get out of our research is to find out why college students do not attend events at the Coliseum. We would like to find out what types of events college students and young adults would attend, what types of advertising they see events for competitors on, what prices they would be willing to pay for an event, and also what kinds of concerts they would be interested in seeing. We have decided that this area is the most important for us to research because the client would really like us to help with brand awareness for college students. This area is important because college students make up a large proportion of the Bloomington-Normal area, yet the Coliseum does not attract college aged students at most events.
 - Our team would also like to try and figure out what other types of events could be held at the Coliseum. Although our data may not give us valuable information due to us only targeting one specific market, we would still like to try and come up with some new ideas to give our client. We believe that the Coliseum needs to hold more events to bring brand awareness to different target markets, and also so the Coliseum is not sitting empty wasting the City of Bloomington's money.
 - Our team noticed that the Coliseum has a great amount of bad reviews regarding the prices of concessions and parking. We are hoping that our research will help us figure out how much a student would be willing to pay for parking or food and drinks.
- *If you decide not to research an area of potential concern please indicate why.*
 - One of our client's bigger concerns was to figure out why people wait until the day of the event to purchase tickets. Because our client told us that her main objective for us is to see why college students don't attend events, we would not be able to come up with valuable information as to why people who do attend events wait until the day of. If we

are trying to see how the Coliseum can target college students, that means that they are not attending events, so they would not be able to give us valuable information as to why consumers who do attend events do not buy their tickets in advance.

- Although we believe that the marketing department should include more than one employee, our concern with that is not something that we can research and would only be something that we could suggest to our client.
- Since our research will be targeting college students, our research would also not help us with the concern of advertising on social media. We would not be able to research as to why the Coliseum does not respond to reviews or post adequately enough. Our team also would relate that issue to only having one employee in the marketing department. Although we will mention this concern to our client, it is also not something we can receive valuable information from by targeting college students.

I. Questions to Be Answered

- *This is a listing of the research questions to be answered in order of importance. These should correspond to the areas of concern you said you were going to research in the previous section ("Problem Scope").*
 - Why are college students not attending events at the Coliseum?
 - What types of events would college students be willing to see at the Coliseum?
 - How much would the average college student be willing to spend on an event at the Coliseum? What is the optimal price for an event targeted to college students?
 - What types of advertising and promotion work best on college students? What types of advertising are Illinois State University students inclined to see?
 - How much would the average college student be willing to spend on parking for an event? Also, what type of transportation would college students most likely use to get to an event?
 - How much would the average college student be willing to spend on food and drinks at the Coliseum?

II. Statement of Objectives

Question #1: Why are college students not attending events at the Bloomington Coliseum? Are they attracting the right shows for the Bloomington-Normal area?

Hypothesis: We feel that the Bloomington Coliseum could be attracting and bringing in shows that will bring out a larger crowd, including their new target market consisting of young adults and college aged students.

Type of Objective: This is a Primary objective.

Data to be collected/Variables: In order to address this objective, we will collect data on the particular types of events college students enjoy attending and a general price range of how much they'd be willing to spend on such an event.

Proposed Question for Survey:

What shows would you be most interested in attending at an event venue?

- ☐ Concerts
- ☐ Musical Theatre (e.g. Broadways)
- ☐ Sporting events
- ☐ Comedy Performances
- ☐ Family Events
- ☐ Private Events
- ☐ Other; Please specify: _____

Referring back to the previous question, how much would you be willing to spend on a ticket for the selected event(s)?

- ☐ \$0 - \$15
- ☐ \$15 - \$25
- ☐ \$25 - \$35
- ☐ \$35 - \$50
- ☐ \$50 - \$100
- ☐ \$100 +

Explanation: We feel that by asking which entertainment-oriented events students would like to attend will give us a valuable statistic to guide the Bloomington Coliseum in the right direction for future shows. By asking about consumer purchasing power, we believe we will be able to find the optimal price for events directed towards the college student target market.

Question #2: The Bloomington Coliseum holds 8,000 people and rarely fills all of their seats. Is the advertising from the Coliseum reaching a wide enough audience to sell out shows?

Hypothesis: We do not believe that the advertising done by the Bloomington Coliseum is reaching their target market for the selected show. The Bloomington Coliseum is missing a large target market with college age students.

Type of Objective: This is a primary objective.

Data to be collected/Variables: In order to address this objective, we will collect data on which forms of media potential consumers use and have access to. This will provide the Bloomington Coliseum with a better understanding of where to place advertisements aimed towards college students and young adults.

Proposed Question for Survey: What source of media do you use more than 3 times a week?

- ☐ Newspaper
- ☐ Television
- ☐ Social Media
- ☐ Radio
- ☐ Other; Please Specify _____

From the above question where do you receive the newspaper from, if you do receive a newspaper?

- ☐ Pantagraph
- ☐ Vidette
- ☐ Heraldtimes
- ☐ I do not receive a newspaper

Radio stations:

- ☐ 88.1 INESN – College
- ☐ 91.5 WOIC – Christian Contemporary
- ☐ 92.1 WIBL – Country
- ☐ 93.3 WPBG – Classic Hits
- ☐ 96.7 WIHN – Rock
- ☐ 100.7 WWHX – Top 40
- ☐ 101.5 WBNQ – Top 40
- ☐ Internet Radio (e.g. Pandora)
- ☐ I do not listen to the radio

Television:

1. Do you have cable? Y / N

*See question 2 if you answered yes, and see question 3 if you answered no.

2. What cable provider do you have?

- ☐ Comcast
- ☐ DirecTV
- ☐ Xfinity
- ☐ Other; Please specify _____

3. What local stations do you watch?

- ☐ Fox
- ☐ PBS
- ☐ NBC
- ☐ ABC
- ☐ CW

4. Do you have access to any video streaming services?

☐ Yes
☐ No

5. Which video streaming services do you use?

☐ Netflix
☐ Hulu
☐ Amazon Video
☐ HBO Now
☐ Twitch
☐ YouTube
☐ Other; Please specify _____

4. What social media platforms do you use?

☐ Twitter
☐ Facebook
☐ Instagram
☐ Snapchat
☐ Other; Please specify _____

Explanation: We feel that by asking which forms of media are used, both we and the Bloomington Coliseum will gain a better understanding of which advertising outlets will produce the best results when targeting the college students/young adults' consumer group.

Question #3: Does the Coliseum have a big enough social media presence to attract people to go see a show there?

Hypothesis: We do not think that the Bloomington Coliseum has a big enough social media presence, they post sporadically and do not respond to customer reviews.

Objective: This is a primary objective.

Data to be collected/Variables: In order to address this question, we will be collecting data that relates to social media use and how likely a consumer would be to follow or "like" an organization.

Proposed Question:

How likely would you be to follow a local company on Social media outlets like Facebook, Instagram, Snapchat, and Twitter? (one being least likely, five being neutral, and ten being most likely)

1 → 10 ____

Would you be more likely to follow a local company if it entitled you to rewards like sales and discounts?

1 → 10 ____

Would you be more likely to follow a local company that is active on their social media sites? This includes responding to their follower's inquiries and creating social media posts often. (More than 3x per week)

1 → 10 ____

Explanation: We feel that by asking these social media based questions, the Bloomington Coliseum will be able to build a stronger internet presence and reestablish customer service satisfaction by being more active and consumer aware on social media platforms the target market is most invested in.

Question #4: If students attended a show at the Coliseum how likely would they be to purchase food and beverages (alcoholic and non-alcoholic) and how much would they be willing to spend?

Hypothesis: We believe that students, wanting to save money would buy minimal portions of food, or maybe some to share with friends, but we do believe they would purchase beverages.

Objective: This is a secondary objective.

Data to be collected/Variables: In order to address this question, we will be collecting data that relates to students spending habits regarding food and beverages each week.

Proposed question:

Food:

How many times each week do you go out to eat?

__ 1-3

__ 4-8

__ 6-10

__ other (please specify)

How much money do you spend throughout the week when going out to eat?

__ \$0-10

__ \$10-25

__ \$25-40

___\$40+

If you were going to see a show, which of the following would best describe you:

___ I would eat before the show, I don't want to spend extra money on food there.

___ I would eat at the show, If I am going to treat myself to a show, minus well get the whole experience.

___ I would bring money in case I got hungry, but would not plan on buying food at a show.

___ Usually food at shows is not high quality, but very pricy. I would never buy food at a show.

Drinks:

How much money do you spend on special beverages per week? (This includes things like soda, tea's, lemonade, and alcohol)

___\$0-10

___\$10-20

___\$20-30

___\$30-40

___\$40-50

___\$50+

When going out to eat, or to a show how likely are you to purchase a special beverage?

___Very likely

___Likely

___Somewhat likely

___Somewhat unlikely

___Unlikely

☐ Very Unlikely

How much money are you willing to spend total when getting a beverage at a show or restaurant?

☐ \$0-10

☐ \$10-20

☐ \$20-30

☐ \$30-40

☐ \$40-50

☐ \$50+

Explanation: We feel that by asking questions on students spending habits regarding food and beverages, this will give the Coliseum a better projection of sales at their concession stands throughout the duration of a show.

Question #5: If students attended a show at the Coliseum how would they get there? Is it more likely they would drive themselves and pay for parking or get a taxi?

Hypothesis: We believe that students of age would rather consume alcohol at a show and get an Uber or use a taxi service to attend a show opposed to them driving and paying for parking. Getting an Uber is more practical, because it is a low cost and customers will avoid the crowd and long lines in the parking garages when leaving the Coliseum after a show.

Objective: This is a secondary objective.

Data to be collected/Variables: In order to address this question, we will be collecting data that relates to students traveling habits.

Proposed question:

What kind of transportation would you use to get to an event?

☐ Personal Car

☐ Uber

☐ Public Transportation

☐ Train

☐ Walk

☐ Other

If you live on campus, do you have you have a car here?

☐ Yes

☐ No

How much would you pay to park at an event?

☐ \$0-10

☐ \$10-20

☐ \$20-30

☐ \$30-40

☐ \$40-50

How much would you pay to take a taxi or Uber to an event?

☐ \$0-10

☐ \$10-20

☐ \$20-30

☐ \$30-40

☐ \$40-50

☐ \$50+

Explanation: By asking questions like this it will give the Coliseum a better idea of what type of parking and transportation options to suggest, provide, promote, and partner with.

III. **Research Methodology**

A. Research Design

- The term research design is used to determine the outline of our process. It is defined as the framework for a study that is used as a guide in collecting and analyzing data. The research design we will utilize is exploratory research, which is research for a problem that has not yet been studied. This type of design can aid us in answering questions such as “what new service or product should be available?”, or “what event will appeal most when it comes to advertising?” Additionally, we can apply our obtained data from our research to our hypothesis and refine it to make it more accurate and to. Our research will allow us to take a large amount of numbers and turn them into something valuable that we can in turn use to help our client with possible opportunities for the organization. The data allows us to effectively illuminate potential solutions and explanations relating to the hypothesis. Overall, the use of exploratory research in our design process allows us to clarify the notions of our proposal.
- Exploratory research is our core design strategy, but as we progress, we will begin to utilize descriptive research as well. This form of research occurs once we have shed light on the problem-at-hand and begin to develop a sense of the key demographics of the Coliseum’s customers as well as their target market. It is during this point in our research design process that we can estimate the amount of target customers, create educated predictions and clearly answer our hypothesis. Descriptive research assists us in answering the six basic questions of who, what, when, where, why, and how about our target customers. A longitudinal study is one form of descriptive research whereby a sample population is measured over a long period of time. This can be very time-consuming; therefore, we will be choosing to use the other form of descriptive research, which is a cross-sectional study. This type of study measures a sample population at a given point in time, specifically spring 2017 in our case.

B. Secondary Data

- Secondary data refers to information that was collected by someone for another purpose, but is available for use by outside sources. Our research for the Coliseum will encompass both primary and secondary data. Our secondary data will come from online databases that pertain to the demographics in the Bloomington-Normal area. The use of demographics allows us to slim our target markets and decide who potential customers may be. The information derived from our secondary data will help us when figuring out our hypothesis and choosing our objectives.

C. Primary Data Collection

1. Population

- The population that we will be sampling will consist of Illinois State University students who are either living in the dorms, apartments, or fraternity housing. The reason that we have chosen to target this select group with our sampling is

because it is one of the largest markets for the coliseum. By sampling ISU student population, we will get a better idea of what they want to see, which will allow the coliseum to adjust its strategy accordingly.

2. Sampling Plan

- The sampling plan that we are going to be using for our exploratory research is a non-probability sampling. By using non-probability research we will be selecting specific groups of people to sample from, in our case ISU students. We will be using non-probability research because we will be sampling different groups of the ISU population, for example 25 students who live in dorms and 25 students who live in a fraternity house. This will allow us to understand what different groups of the population are looking for from the coliseum. We will also be using probability sampling for any descriptive research we do.

3. Sampling Frame

- The sampling frame that we will be using will be selected by using a random number table to choose two random numbers, then we will take these numbers and apply them to the list of "Bloomington/Normal Apartments" this will identify the general location of where we will be sampling. But, because we are doing a general student population, 40% of our sample will be to students who live in dormitory's. For example if we were to go to 16 locations, then 6 locations should be on campus and 10 will be off campus. The students who live in the dorms will be sampled by taking every 5th person who walks by to make the sample as random as possible. We used this method because it allowed for a mix of both students who lived in apartments and students who lived in the dorm buildings.

4. Data Collection Device

- The type of data collection device that we will use will be a self-administered questionnaire. We will be using a pencil and paper questionnaire because it will save us time and money that does not need to be wasted when dealing with a short time period like this.

5. Data Collection

- When collecting data problems that we faced were instances when we did not get the questionnaire back, or the questionnaire was not done correctly. In both cases we removed the questionnaires from the overall data. Pre-testing was done by giving questioners to known individuals and reviewing the problems that those individuals faced.

IIV. Appendices

Appendix A -Articles

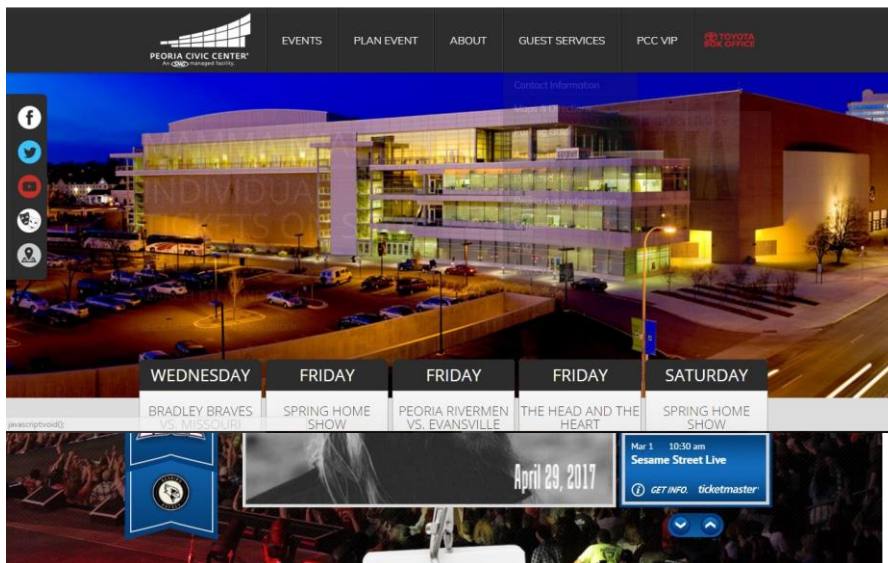
Appendix B –Screen Shots



This is the US Cellular Coliseum's Website homepage.

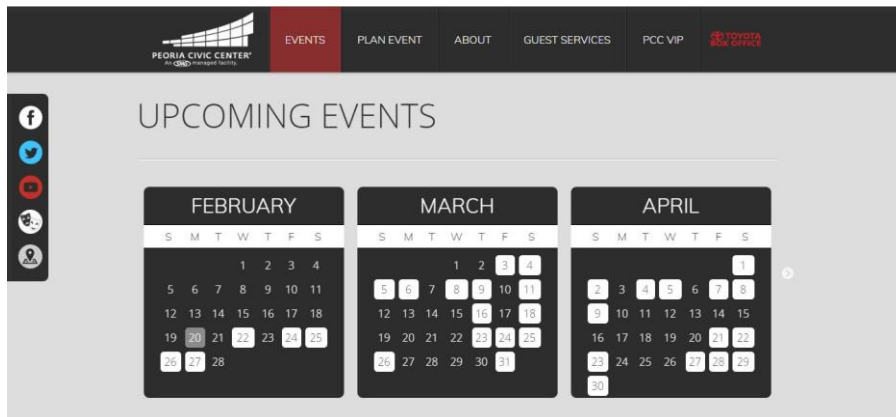


This is how the US Cellular Coliseum shows what events they are offering. They do not have a calendar like most of the other venues, instead they just list them. Our team thinks this could be confusing for consumers trying to find an event happening during a specific month or day.



The Toyota Box office logo is actually a link that people click on to get to the events that the Coliseum has. We think this could be confusing because the logo does not look like something you can click.

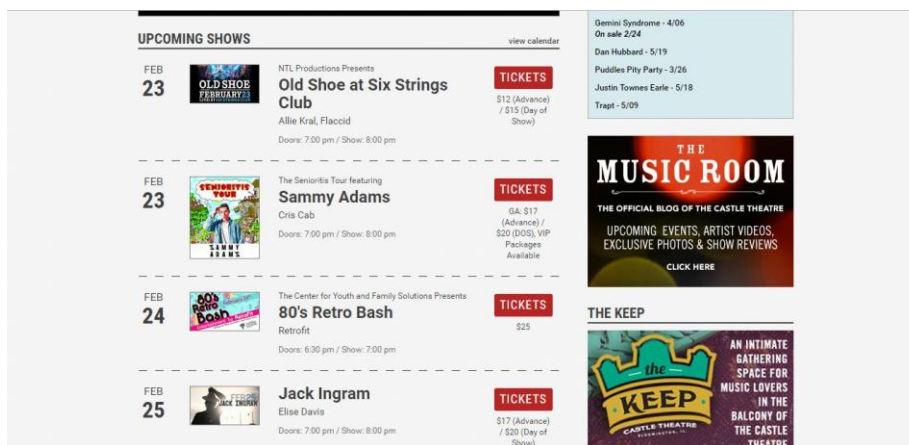
This is the Peoria Civic Center's website. Our team agrees that their website is easier to navigate compared to the Coliseum's website.



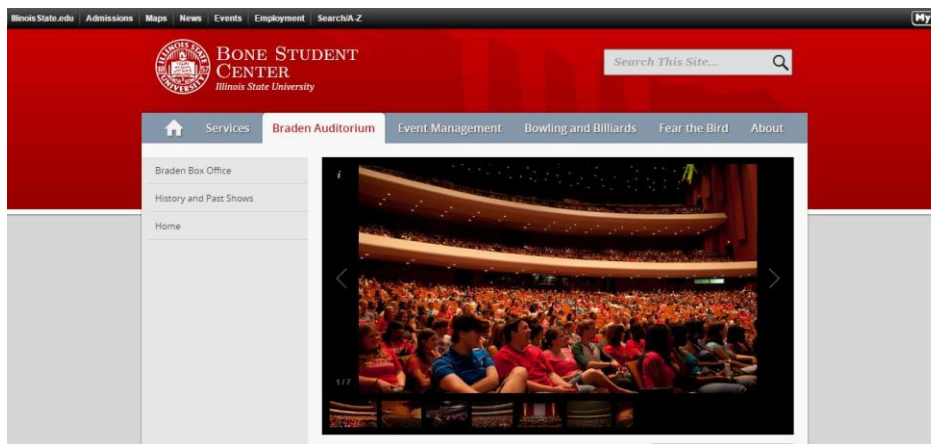
The Peoria Civic Center uses a calendar to show what events are being offered, as well as a list similar to the way that the Coliseum list their events. The days that the Civic Center has an event are colored in white. Users can then click on a date and see what event is being played that day. We believe that this is easier for consumers because it easily lets them pick a weekend or day that they are free.



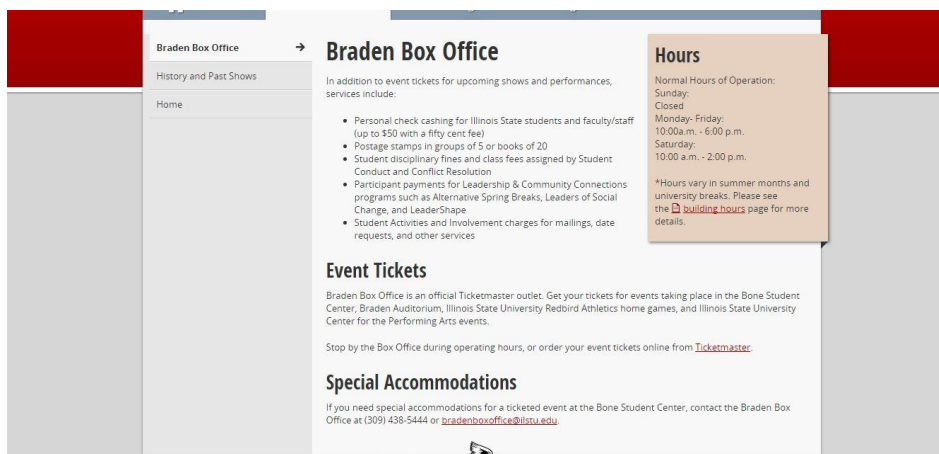
This is the Castle Theatres home page of their website. You can easily see the sections listed at that top that users can click on to see more information. If you scroll down you



The Castle Theatre doesn't have an events tab on their page, instead they just list their events on their home page in a list style similar to the Coliseum's website. Our team agrees that the Castle Theatre's events are easier to navigate through than the Coliseum's and there is a ticket button to easily buy a ticket for an event.



This is the Braden Auditorium's home page. In order to see information for the Braden Auditorium, users have to go to the Illinois State webpage and click on the Bone Student Center.



The Braden Auditorium's page is very simple with not much design. Because their information is on the Illinois State University website, everything is simple and professional. To see their events, you have to click on the link under event tickets, which can be kind of confusing to some users.