

Marketing Research for the Nutcracker Ballet

at Segerstrom Center for the Arts

Performing December 7th to 17th, 2017



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1. Executive Summary

The Nutcracker Ballet, by the American Ballet Theater, has been presented in recent years in December at the Segerstrom Center for the Arts, the main Performing Arts Center of Orange County. Even though the show has been a success, ticket sales has been slightly declining and the managerial team want to not only know the reasons but also find a solution. One of the populations that the managerial team is worried about is the young adults, who have been the most absent age group.

The following marketing research was performed in order to answer the question of *How can the Segerstrom attract young audiences (age: 18-30) to The Nutcracker ballet in December 2017?*

The first hypothesis was that as media usage has changed, chances are that the Segerstrom Center for the Arts has not found the most effective way to communicate with this specific market segment and need to implement new ways to promote the show.

To confirm or refute the hypothesis, an online survey was performed to 56 participants, with final 53 valid respondents. The respondents received the link to the survey via e-mail and were contacted directly by the researchers. The target population are men and women, residents of Orange County, California, between 18 and 30 years old.

From our analysis, we found that our target population is interested in the arts and is willing to pay for such events. However, they are indifferent to the Segerstrom brand, and highly prefer word-of-mouth and social media as their choice platforms for receiving news. With that insight, we recommend scaling up their social media campaign, and create events/sites that are Instagram worthy, further propagating the Segerstrom brand through virality. A detailed recommendation can be found in the Section 5.

2. Problem Definition:

The context of the marketing research problem:

The Segerstrom Center for the Arts opened its doors in September 29, 1986 in Costa Mesa and is the most important performing arts center in Orange County, California. The Center's program includes Broadway shows, classic music concerts, popular music concerts, and family shows.

To celebrate Christmas traditions, the center has presented in recent years The Nutcracker Ballet (Tchaikovsky) by American Ballet Theater (ABT). The show is performed for two weeks at the Segerstrom Hall, with 2,995 capacity, for a total capacity of 35,940 attendees.

The ABT, is an iconic ballet company based in New York City and founded in 1940. ABT and Segerstrom Center for the Arts have a long tradition partnership that includes a ballet school hosted in the Segerstrom's campus in Costa Mesa with the artistic direction of ABT.

In year 2017, performances for The Nutcracker start on December 7th and go until December 17th.

Even though the show sales have been consistently successful. The Center has starting to see a slight ticket sales decrease in most recent years, and has struggled to attract young audiences.

One presumable reason for the lack of interest of young audiences is that the show is very popular in the Unites States and many people have already seen it at some point of their lives, even though not at the Segerstrom. In addition, ticket prices may seem high for the younger audiences, and the Center does not offer a permanent student discount.

Management Decision Problem:

As there are enough symptoms to conclude that the ticket sales for The Nutcracker show are decreasing, the management team are asking what to do to increase sales, specifically among young audiences.

Thus, the Management Decision Problem for this particular case is:

- *How do we attract young audiences (age: 18-30) to The Nutcracker ballet in December 2017?*

Marketing Research Problem:

On the other hand, the researchers are looking to determine young consumer preferences and purchase intentions for these young audiences to the upcoming Nutcracker show in December, 2017.

Then, the Marketing Research Problem is:

- *To determine the attitudes and preferences of young audiences attending The Nutcracker.*

3. RESEARCH DESIGN

As described in the previous section, despite the astounding qualities of the Nutcracker Ballet by the American Ballet Theatre at Segerstrom, the attendance for the age group between 18 and 30 is dwindling. There were plenty of unanswered questions and possible hypotheses regarding this issue. The team narrowed the questions down to the following:

- If you like the arts, why?
- If you do not like the arts, why?
- If you attended the Nutcracker before, why did you go, and what will make you return?
- If you did not attend the Nutcracker before, what would bring you to the show?
- For all the above, how do you receive news about local events?

As specified by the project brief, it will be a quantitative research with a quota of 50 respondents. Before the team can assume the results of the project as conclusive, we decided to calculate the required sample size.

First, the target population is the age group between 18 and 30, residing within Orange County. Once the target population is defined, we can find the relevant figures from the census to calculate the required sample size. The population in Orange County is 2,970,996, and there are 505,432 Orange County residents within the age group 18-29 (the census did not allow us to include the age group 30 as the next age group would be 30-32). The confidence level is set at 95%, and a margin of error at 5%. This gives us a minimum sample size of 217 (see table below). With a given sample size of 50, we can also calculate the margin of error. The margin of error from a sample size of 50 is 13.84%. This is important if management is considering using the insights from the project.

Sample Size	Margin of Error	Confidence Level	Age 18-29 Size	Population Size
50	13.84%	95%	505,432	2,970,996
217	5%	95%	505,432	2,970,996

With the problem questions on hand, the survey was broken down into four parts.

- Interest in the Arts
- Image of Segerstrom
- Image of the Nutcracker Ballet
- Media Consumption

Then, the research problem is quite challenging. The team needed to consider possible scenarios such as: a respondent who loves the arts but might not like ballet. Or, a respondent that do not like the arts but loves ballet only. In essence, the team wants to know the preferences and attitudes of the target population. The team employed various scaling methods to measure preferences and attitudes. For interest in the arts, a nominal scale was used. For media consumption, we used an interval scale. This is important as the results of this section will aid us in our media planning; to better reach our target population on their preferred platforms, whether they are interested in the arts or not. The team did employ some ratio scales for questions such as “how many times have you attended the Nutcracker Ballet” and “how old are you?” This allows us to employ more statistical methods in analyzing the data.

The team did consider employing a Semantic Differential scale but decided against it. The reason for deciding against it is because we eventually excluded the advertising preference section. Initially, we wanted to know what kind of advertising our target population prefers. The team had ideas such as:

- I like advertisements that are: Very Funny - - - - - Not Very Funny
- I like advertisements that are: Very Wordy - - - - - Very Un-wordy

However, such an assessment proved to be difficult. What does funny entail? Most people like comedy but might have a different type of comedy they prefer. The word “funny” does not capture the varying types of comedy. Also, what does “wordy” entail? Is 10 words on an advertisement considered wordy? Ideally, we would create mock ads and test it, but we decided against it as the duration of the module gave us little time to execute that component.

Once the construction of the survey was completed, we did a pre-test. Our candidate was Professor Tan. We observed him as he took the survey, recording down the time he took, and which question(s) needed clarification. The duration was about 5 minutes and we were satisfied with it. However, for questions that needed clarification, we decided to make some amendments. For example, due to the flow of the questions, we moved from questions regarding Nutcracker in general, to the Nutcracker at Segerstrom. We failed to differentiate the two, making it confusing for the respondent. We amended the questions to be more specific. Lastly, we added instructions for ratio scales. Even though we set it was numerical response with no decimal points, the respondent might be confused if we did not give an example, such as: 9. He or she might respond as: nine.

Finally, with the survey constructed and pre-tested, we moved on to data collection. The sample technique was convenience sampling, data collection method was internet survey, and the time frame was 1 week.

Sampling Method	Convenience Sampling and Snowballing
Data Collection Method	Internet Survey using Qualtrics
Time Frame	1 week

Each group member reached out to friends within the specified demographic. We eventually collected 56 responses, and had to exclude about 3 responds as they were not within our target population. By day 5, we had about 36 responses, below our quota. To accelerate the response rate, we employed the snowballing technique. We followed up with respondents that completed the survey, and asked if they could forward the survey to friends/relatives that fall within the target population. This allowed us to hit our quota within the time frame.

4. Data Analysis

Before we begin any analysis, it is important to look through the data and find any errors. The first thing we did was to exclude any respondents above the age of 30. They do not fall within our target population. Second, we examined the data set for any missing variables. During this process, we discovered a technical error on Qualtrics. The error resides in question 4:11. When we exported the data from Qualtrics into SPSS, variables “very interested” and “not applicable” were not included. Thankfully, the variables were recorded in individual entries. The team sat together and rectified the data set by manually entering the missing variables into SPSS. All charts not in the main section can be found in Appendix B.

Demographics (See Appendix A)

The age groups were skewed more heavily towards the 24 to 30 year old age range as the survey was sent out to our friends and classmates most of whom are in graduate school or having graduated and are around our age. 75.5% are between 24 and 30. The sample population was 67.9% female, and 37% made over \$90,000 in their household. The living situations of the respondents were approximately 1/3rd Living with roommate or alone, 1/3rd living with spouse or significant other, and 1/3rd living with parents. And only 17.1% of our population had children.

Interest in Performing Arts

Once the data set was vetted, we could proceed with data analysis. The survey was designed with a flow in mind. First, we want to find out if our respondents are interested in the arts. As seen in table 1, our respondents are interested in the arts, with 62.2% of them interested or very interested.

Table 1. Interest in the Performing arts (5 point scale: Very Uninterested to Very Interested)

How interested are you in the Performing Arts?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Uninterested	3	5.7	5.7	5.7
	Uninterested	3	5.7	5.7	11.3
	Neither Interested nor Uninterested	14	26.4	26.4	37.7
	Interested	19	35.8	35.8	73.6
	Very interested	14	26.4	26.4	100.0
	Total	53	100.0	100.0	

From the numbers, we notice that the target population do attend performing arts events but more than half of the respondents only attend 1 or 2 times a year (Table 2), and of them 41% spent between \$25 and \$74 dollars for those events (Table 3). These numbers allow us to conclude that even when the audiences between 18 and 30 years old are not constant attendees to performing arts shows, they in fact represent an important target audience for the Segerstrom Center. This audience have not only the willingness to attend, but also to pay for shows at least twice a year, taking into account that tickets at the Segerstrom Center generally start from around \$25. (The “Missing’ value in the table 3 demonstrates the non-response of those who “(I) do not attend” from table 2.)

Table 2 and 3. Average Year of Attendance of Performing Arts Events and Average Spent on Performing Arts

On average, how many times do you attend Performing Arts event(s) in a year?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 to 3 times	27	50.9	50.9	50.9
	4 to 6 times	6	11.3	11.3	62.3
	7 or more times	4	7.5	7.5	69.8
	I do not attend	16	30.2	30.2	100.0
	Total	53	100.0	100.0	

On average, how much do you spend on Performing Arts event(s) in a year?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than \$25	7	13.2	18.9	18.9
	\$25 to \$74	15	28.3	40.5	59.5
	\$75 to \$124	7	13.2	18.9	78.4
	\$125 to \$200	4	7.5	10.8	89.2
	More than \$200	4	7.5	10.8	100.0
	Total	37	69.8	100.0	
Missing	System	16	30.2		
Total		53	100.0		

Attitude and Usage of the Nutcracker Ballet and the Segerstrom Center

We too, wanted to find out if our target population has attended the event. From chart 1, there is unmet demand, the average number of times the nutcracker has been seen is 1.96, with more than half of the respondents (50.9%) having never seen the Nutcracker Ballet (median and mode are both 0). Seen in totality with the other tables, our research allows us to conclude that Segerstrom Center for the Arts has ample space to grow its audience for the Nutcracker Ballet and that it is worthy to target young people to increase ticket sales.

Chart 1. Histogram of number of times The Nutcracker Ballet Has been seen by respondents

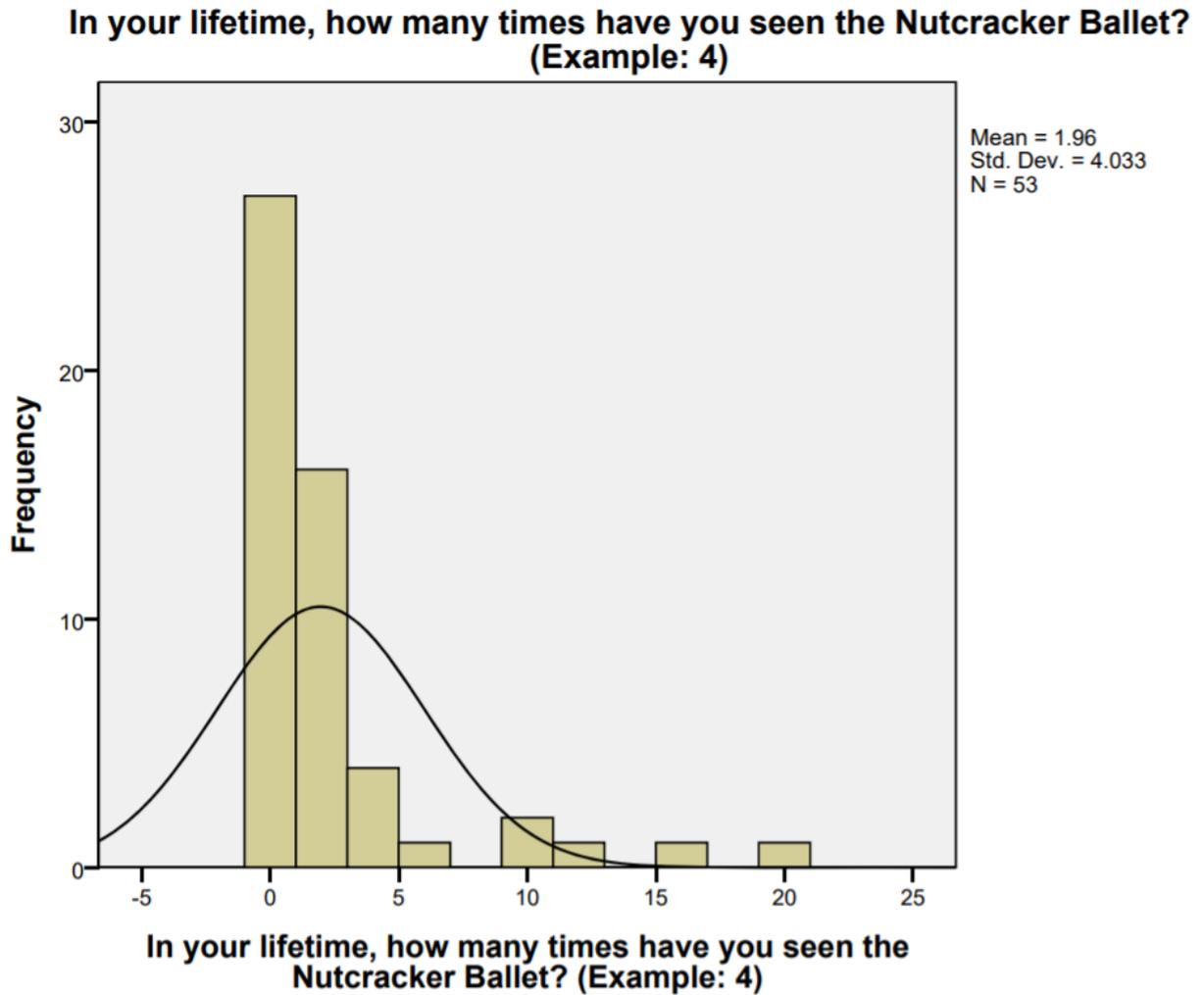


Table 4. Descriptive Statistics of questions relating to Opinion of the Segerstrom Center and Nutcracker Ballet Satisfaction

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
In your life time, how many times have you attended an event at the Segerstrom Center for the Arts? (Example: 4)	53	.00	6.00	1.2830	1.85407
What is your opinion of the Segerstrom Center for the Arts? - Very Known:Very Unknown	53	1	7	3.89	1.987
What is your opinion of the Segerstrom Center for the Arts? - Very Expensive:Very Inexpensive	53	1	7	3.75	.918
What is your opinion of the Segerstrom Center for the Arts? - Very Hip:Very Unhip	53	1	6	3.92	.937
What is your opinion of the Segerstrom Center for the Arts? - Very Luxurious:Very Unluxurious	53	1	7	3.38	1.289
In your lifetime, how many times have you seen the Nutcracker Ballet? (Example: 4)	53	0	20	1.96	4.033
How satisfied were you with the Nutcracker Ballet at the Segerstrom Center?	3	4	5	4.33	.577
How satisfied were you with the most recent Nutcracker Ballet you attended?	26	2	5	4.12	.766

If there is unmet demand for such events, why are ticket sales decreasing? The next two sections attempt to reveal the underlying reasons. As seen in table 4, many of them had no opinion of Segerstrom (a mean of 3.5 would indicate no opinion). Generally, a non-opinion of a brand is not good for business. From this, we now know that our target population is indifferent to Segerstrom. Now, we want to find out why. Before I discuss possible reasons for such indifference, it is important to verify our target population's perception of the Nutcracker. As seen in the table 5, the perception of The Nutcracker is generally positive, with 11.76% of respondents finding it "dated".

Table 5. Word Association: Generated Opinion of the Nutcracker Ballet

Option	%	Count
Beautiful	35.29%	30
Dated	11.76%	10
Artistic	29.41%	25
Childish	4.71%	4
Interesting	15.29%	13
Thrilling	1.18%	1
Boring	2.35%	2
Total	100%	85

Media and Consumers

The team had a hypothesis explaining why our target population is not attending the show. One very important problem facing arts organizations nowadays is the lack of certainty in terms of what media is more effective to communicate with young people. Media usage has dramatically change from one generation to the next and the traditional media, TV, radio and newspaper, once the safest option for arts organizations, lost effectiveness among the younger generations.

This is why media usage was one of the most crucial points of this research, and with the results (table 6) obtained we can conclude that word of mouth is the most effective way to promote an artistic event among this population (mean of 4.09), followed by social media and email blast (3.92 and 3.49, respectively). In addition, it is important to recognize that radio and television still show up over the media usage, meanwhile newspapers seem to be the less effective media to communicate with young people (averages show the methods are Unpreferred). See Appendix B for charts of each question.

Table 6. Descriptive Statistics for News and Media Preference related to Performing Arts (5 point scale Very Uninterested to Very Interested)

Descriptive Statistics: What is your preference for receiving information about local Performing Arts events from the following outlets?

	N	Minimum	Maximum	Mean	Std. Deviation
What is your preference for receiving information about local Performing Arts events from the following outlets? - News Paper	53	1	5	1.92	.937
What is your preference for receiving information about local Performing Arts events from the following outlets? – Flyers	53	1	5	2.43	1.047
What is your preference for receiving information about local Performing Arts events from the following outlets? – Mailers	53	1	5	2.28	1.246
What is your preference for receiving information about local Performing Arts events from the following outlets? – Email	53	1	5	3.49	1.265
What is your preference for receiving information about local Performing Arts events from the following outlets? - Social Media	53	1	5	3.92	1.053
What is your preference for receiving information about local Performing Arts events from the following outlets? - Word of Mouth	53	1	5	4.09	1.114

What is your preference for receiving information about local Performing Arts events from the following outlets? - Radio/Television	53	1	5	3.28	1.246
Valid N (listwise)	53				

Preferences

Lastly, we wanted to find out what sort of promotions would be of interest to our target population. As seen in the table 7, most of the promotions suggested in our survey do not show extreme reactions, and respondents seem to be in the middle. Respondents had the choice of responding with very uninterested to very interested or not applicable (scored as missing). For those who the option was valid, the option with 2 adult tickets with dinner and the 2 adult tickets with pre-event received mean results of 3.51 and 3.25, respectively. The remaining options reflect that the respondents, on average, lean to the options being more uninteresting than interesting (mean scores below 3).

Only two promotions generated a more positive reaction, that one offering 2 adults 2 children tickets at a lower price, followed by a promotion that includes hot chocolate, and carolers. This information leads us to conclude that the implementation of these two offers may increase tickets sales among the specified audience.

Table 7. Descriptive Statistics on Promotions (5 point scale Very Uninterested to Very Interested, and N/A)

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
What is you interest in the following promotions for the Nutcracker Ballet at the Segerstrom Center? - 2 Adult tickets with dinner	51	1	5	3.51	1.206
What is you interest in the following promotions for the Nutcracker Ballet at the Segerstrom Center? - 2 Adult ticket bundle with Holiday Pre-Event (Hot Chocolate, Carolers, holiday activities)	51	1	5	3.25	1.181
What is you interest in the following promotions for the Nutcracker Ballet at the Segerstrom Center? - 2 Adult and 2 Child ticket bundle with lunch	48	1	5	2.40	1.233
What is you interest in the following promotions for the Nutcracker Ballet at the Segerstrom Center? - 2 Adult and 2 Child ticket bundle with meet and greet with performers	48	1	5	2.58	1.381
What is you interest in the following promotions for the Nutcracker Ballet at the Segerstrom Center? - 2 Adult and 2 Child ticket bundle with Holiday Pre-Event (Hot Chocolate, Carolers, holiday activities)	49	1	5	2.43	1.242
What is you interest in the following promotions for the Nutcracker Ballet at the Segerstrom Center? - Group ticket bundle (10 Adult tickets)	48	1	5	2.73	1.216

To see if there were any significant differences in the preference for some promotions over others an ANOVA was conducted (http://astatsa.com/OneWay_Anova_with_TukeyHSD/). In table 8 the results of the ANOVA show that $p=4.4809e-06$ which is less than 0.05 showing that there is a significant difference between at least 2 of the promotions. A Tukey's Post-Hoc test was completed to see where the differences were (table 9). While the interest in 2 adult tickets with Dinner and 2 Adult tickets with Holiday bundle seemed preferred, the Tukey's test shows

that the 2 adult dinner option is significantly different (more preferred) than all other options except the 2 adult holiday bundle.

Table 8. One-way ANOVA of Promotional Options (p=0.05)

source	sum of squares SS	degrees of freedom	mean square MS	F statistic	p-value
treatment	53.1267	5	10.6253	6.8688	4.4809e-06
error	447.0564	289	1.5469		
total	500.1831	294			

Table 9. Tukey’s HSD Post-Hoc test for significant differences between Promotions (p=0.05)

Promotion	Mean Score	Tukey's
2 Adult tickets with dinner	3.51	A
2 Adult ticket bundle with Holiday Pre-Event	3.25	AB
2 Adult and 2 Child ticket bundle with meet and greet with performers	2.58	BC
Group ticket bundle (10 Adult tickets)	2.92	BC
2 Adult and 2 Child ticket bundle with lunch	2.40	C
2 Adult and 2 Child ticket bundle with Holiday Pre-Event	2.43	C

Cross Tabulations

We wanted to know a bit more about the age groups most interested in our 2 most preferred promotions. Seen in Tables 10 and 11 the age groupings with the highest percent preferring (or better) the promotions were the 21 to 23 and the 24 to 26 age groupings.

Table 10. Cross-tabulation of 2 Adult with Dinner bundle by Age

		18 - 20	21 - 23	24 - 26	27 - 30	Total
2 Adult tickets with dinner	Very Unpreferred	0	1	2	1	4
		0%	9%	13%	5%	8%
	Unpreferred	1	1	2	3	7
		50%	9%	13%	14%	14%
	Neither Preferred nor Unpreferred	1	1	1	7	10
		50%	9%	6%	32%	20%
	Preferred	0	6	8	5	19
0%		55%	50%	23%	37%	
Very Preferred	0	2	3	6	11	
	0%	18%	19%	27%	22%	
Total		2	11	16	22	51
		100%	100%	100%	100%	100%

Table 11. Cross-tabulation of 2 Adult with Holiday bundle by Age

		18 - 20	21 - 23	24 - 26	27 - 30	Total	
2 Adult ticket bundle with Holiday Pre-Event (Hot Chocolate, Carolers, holiday activities)	Very Unpreferred	0	1	0	3	4	
		0%	9%	0%	13%	8%	
	Unpreferred	1	2	4	4	11	
		50%	18%	27%	17%	22%	
	Neither Preferred nor Unpreferred	1	2	2	6	11	
		50%	18%	13%	26%	22%	
	Preferred	0	4	7	7	18	
		0%	36%	47%	30%	35%	
	Very Preferred	0	2	2	3	7	
		0%	18%	13%	13%	14%	
			2	11	15	23	51
	Total		100%	100%	100%	100%	100%

Using this information we performed cross-tabulations for media preference by those 2 age groupings. While “word of mouth” was the most popular method for all ages the cross-tabulation, in table 12, showed that for 21 to 23 and 24 to 26 year olds social media was even more preferred as a way to learn about Performing Arts Events. While word of mouth was a close second for each of the options, the 24 to 26 group also considered email as a very important communication method. For these promotions it could be best to consider marketing them to the 21 to 26 year olds through social media and word of mouth, but also include emails for the 24 to 26 year olds.

Table 12. Cross-Tabulations of Age by Promotion (Mailers, Flyers, and Newspaper excluded)

		Email					
		Very Unpreferred	Unpreferred	Neither Preferred nor Unpreferred	Preferred	Very Preferred	Total
Age Groupings of Interest	21 - 23	0	2	3	3	3	11
		0.00%	18.18%	27.27%	27.27%	27.27%	100.00%
	24 - 26	3	0	2	9	3	17
		17.65%	0.00%	11.76%	52.94%	17.65%	100.00%
		Social Media					
		Very Unpreferred	Unpreferred	Neither Preferred nor Unpreferred	Preferred	Very Preferred	Total
Age Groupings of Interest	21 - 23	0	0	1	4	6	11
		0.00%	0.00%	9.09%	36.36%	54.55%	100.00%
	24 - 26	1	1	0	10	5	17
		5.88%	5.88%	0.00%	58.82%	29.41%	100.00%
		Word of Mouth					
		Very Unpreferred	Unpreferred	Neither Preferred nor Unpreferred	Preferred	Very Preferred	Total
Age Groupings of Interest	21 - 23	1	0	1	3	6	11
		9.09%	0.00%	9.09%	27.27%	54.55%	100.00%
	24 - 26	1	1	1	8	6	17
		5.88%	5.88%	5.88%	47.06%	35.29%	100.00%
		Radio/Television					
		Very Unpreferred	Unpreferred	Neither Preferred nor Unpreferred	Preferred	Very Preferred	Total
Age Groupings of Interest	21 - 23	0	1	5	2	3	11
		0.00%	9.09%	45.45%	18.18%	27.27%	100.00%
	24 - 26	5	0	3	8	1	17
		29.41%	0.00%	17.65%	47.06%	5.88%	100.00%

We now know that the following: our population is interested in the arts and price-point at Segerstrom is well within the range they are willing to pay. However, our target population is indifferent to Segerstrom, and some respondents found The Nutcracker to be dated. Also, our target population has a different media consumption pattern, and Segerstrom’s marketing effort does not align well with our target population. With these insights, we can now prepare our recommendations.

5. Conclusion and Recommendations

In response to the Management Decision Problem of how to attract young audiences to attend the Nutcracker Ballet at the Segerstrom Center for the Arts in Costa Mesa, the quantitative research performed on the target population of Orange County residents (between the ages of 18-30) concluded there is potential in obtaining this group as new patrons.

After successfully receiving 53 responses, we found that 75% of this group represented individuals between the ages of 24-30, with 17% of them having children.

- The majority of this target market is interested in Performing Arts and 41% currently spend \$25-\$124 on Performing Arts events annually.
- The Segerstrom Center for the Arts was “Very Well Known” to “Well Known” to 41% of our Orange County Residents, which means the Center has been successful in its previous marketing campaigns.
- Furthermore, when inquiring the respondents’ perception of the Center, it is interesting to find the majority describe it as “Luxurious” and “Hip”.
- When asked if they had attended the Nutcracker Ballet, half of the respondents expressed that they had never seen the ballet before. Thus, we can conclude that the Center still has room to expand their target audience in Orange County for the annual Nutcracker performances.
- Even more relevant, the average viewings was 1.96 for those who have seen the ballet. The most popular words to describe the Nutcracker Ballet were “Beautiful” and “Artistic.”
- The most popular reasons for attending the Nutcracker Ballet were to celebrate the holiday season, tradition, or wanting to see the show for the first time.
- As we try to find solutions of how to attract this target population, we found that 72% of responses thought \$29 per ticket was acceptable.

- If ticket packages were offered, the most popular options were 2 adult tickets with dinner, or 2 adult tickets with a holiday themed pre-event. In addition, 75% of the respondents preferred a Friday night or Saturday night show time option.
- Lastly, Word of Mouth or Social Media indicated the preference of where to find advertisement for the event.
- Practical recommendations for the Segerstrom Center for the Arts to attract a younger audience to attend the Nutcracker Ballet would be ticket packages for 2 adults, including dinner or a holiday themed pre-event before the show.
- Furthermore, this target market represents a low percentage of individuals with children, therefore it less appropriate to create options for adults with children.
- Meanwhile, we suggest Segerstrom to revisit its Social Media marketing strategy considering the younger audience throughout Orange County uses it extensively to get news about events in the area. Examples of how Social Media can be through motivating posts of pictures taking at the center, with specific hashtags. Furthermore, creating contests or giveaways that motivates patrons to tag their friends before or after watching the Nutcracker. This contest should run very strongly on the first night of the Nutcracker.
- Since more than half of the target market is unfamiliar with the Segerstrom Center for the Arts, this is also something that needs to be advertised with the Nutcracker Ballet to raise brand awareness. The current opinion of the Nutcracker Ballet is positive, which the aforementioned recommendations will only continue to strengthen its image.

Appendix A.

What is your age?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 - 20	2	3.8	3.8	3.8
	21 - 23	11	20.8	20.8	24.5
	24 - 26	17	32.1	32.1	56.6
	27 - 30	23	43.4	43.4	100.0
	Total	53	100.0	100.0	

What is your Gender?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	16	30.2	30.2	30.2
	Female	36	67.9	67.9	98.1
	Other	1	1.9	1.9	100.0
	Total	53	100.0	100.0	

What is your Annual Household Income?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than \$10,000	8	15.1	15.1	15.1
	\$10,000 - \$29,999	7	13.2	13.2	28.3
	\$30,000 - \$49,999	8	15.1	15.1	43.4
	\$50,000 - \$69,999	6	11.3	11.3	54.7
	\$70,000 - \$89,999	4	7.5	7.5	62.3
	\$90,000 or More	20	37.7	37.7	100.0
	Total	53	100.0	100.0	

What is your Living Status? - Selected Choice

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Living Alone or with Roommates	19	35.8	35.8	35.8
	Living with Spouse	13	24.5	24.5	60.4
	Living with Significant Other	5	9.4	9.4	69.8

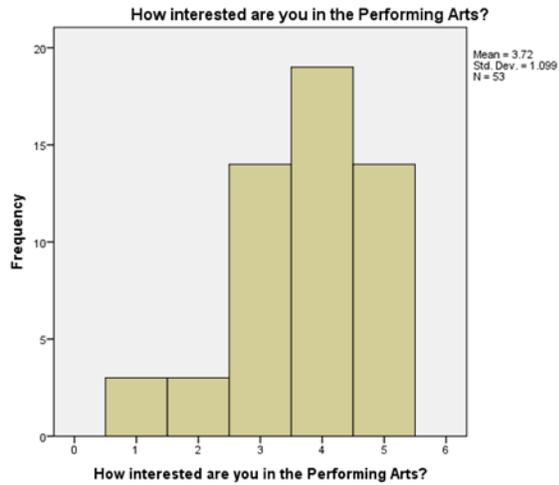
Living with Parents	16	30.2	30.2	100.0
Total	53	100.0	100.0	

Do you have children?

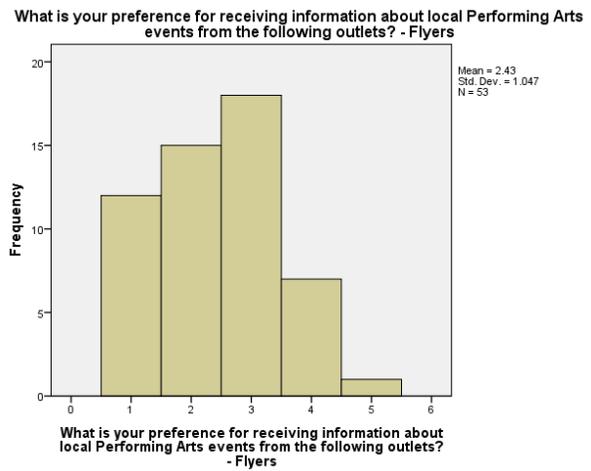
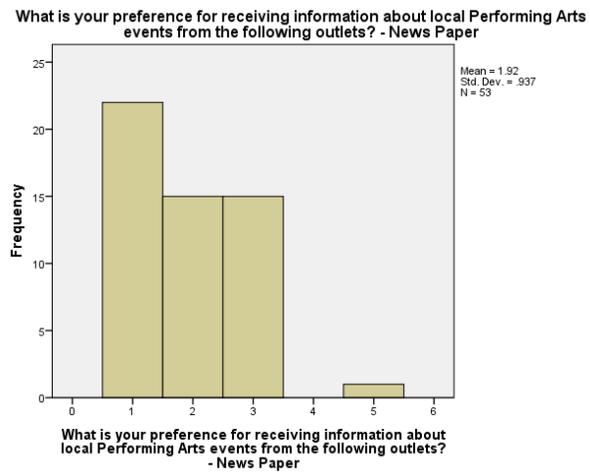
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	9	17.0	17.0	17.0
	No	44	83.0	83.0	100.0
	Total	53	100.0	100.0	

Appendix B.

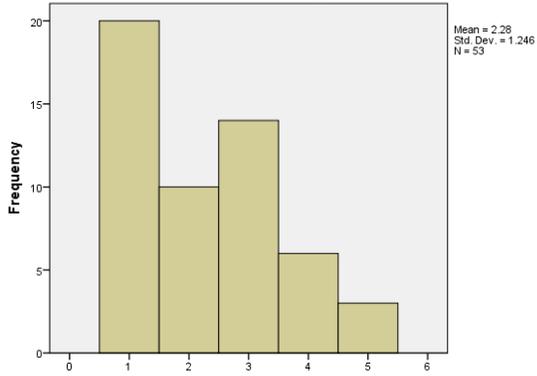
Interest in Arts



Notification Preference

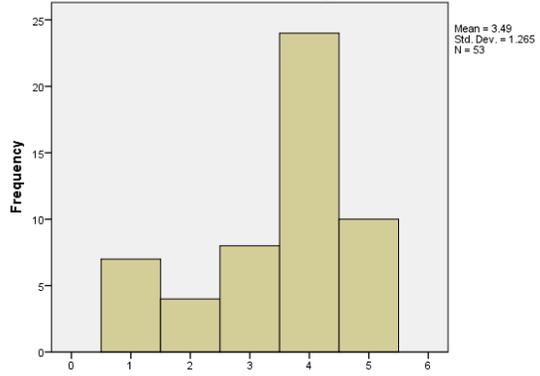


What is your preference for receiving information about local Performing Arts events from the following outlets? - Mailers



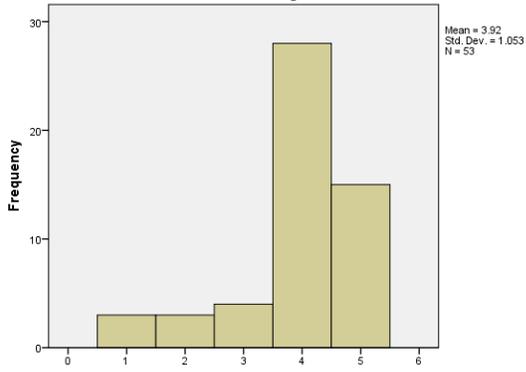
What is your preference for receiving information about local Performing Arts events from the following outlets? - Mailers

What is your preference for receiving information about local Performing Arts events from the following outlets? - Email



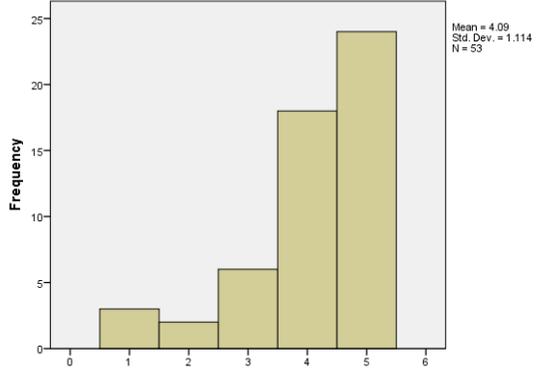
What is your preference for receiving information about local Performing Arts events from the following outlets? - Email

What is your preference for receiving information about local Performing Arts events from the following outlets? - Social Media



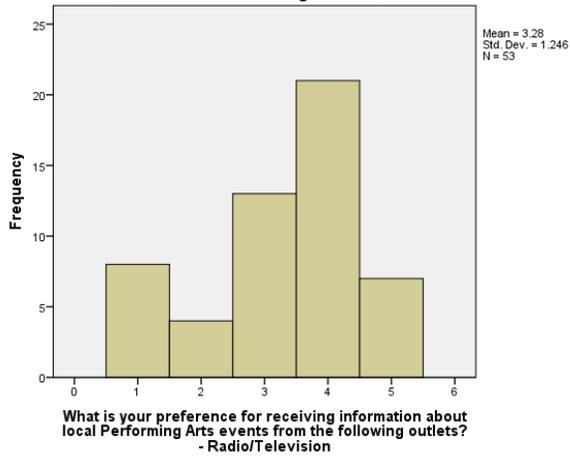
What is your preference for receiving information about local Performing Arts events from the following outlets? - Social Media

What is your preference for receiving information about local Performing Arts events from the following outlets? - Word of Mouth



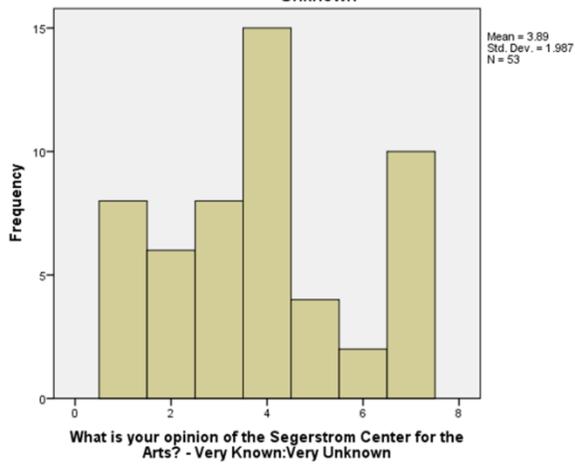
What is your preference for receiving information about local Performing Arts events from the following outlets? - Word of Mouth

What is your preference for receiving information about local Performing Arts events from the following outlets? - Radio/Television

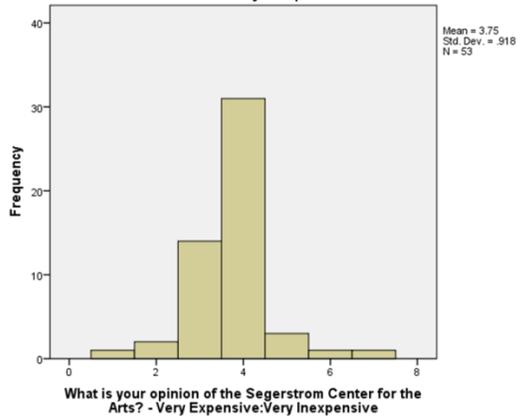


Opinions of Segerstrom

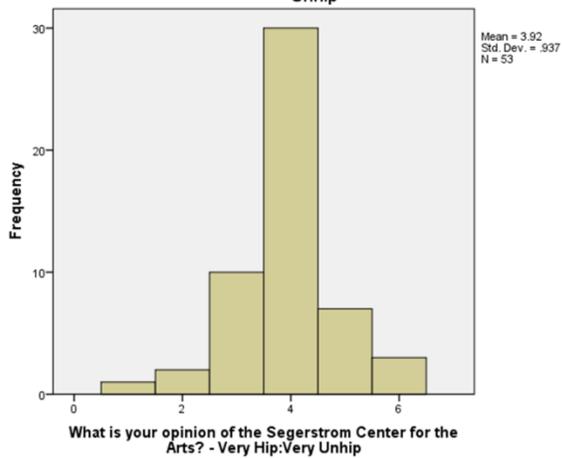
What is your opinion of the Segerstrom Center for the Arts? - Very Known:Very Unknown



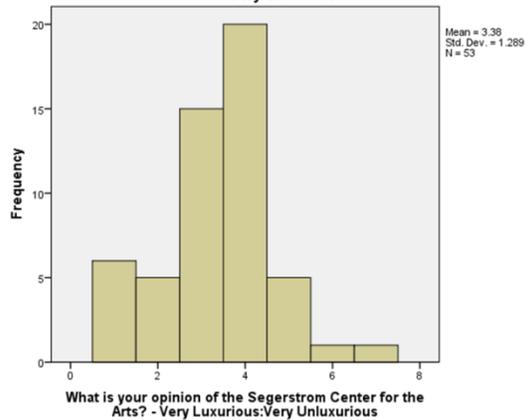
What is your opinion of the Segerstrom Center for the Arts? - Very Expensive:Very Inexpensive



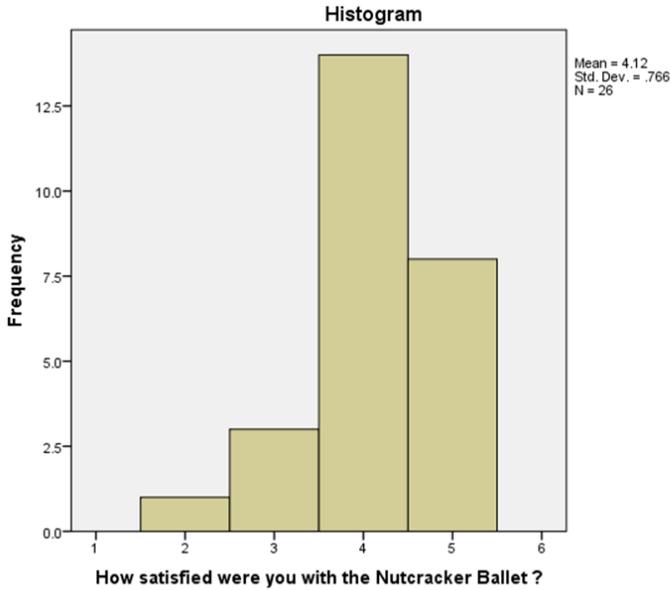
What is your opinion of the Segerstrom Center for the Arts? - Very Hip:Very Unhip



What is your opinion of the Segerstrom Center for the Arts? - Very Luxurious:Very Unluxurious



Satisfaction with the Nutcracker ballet



Promotional Interest

