



Chicago Baseball Museum: If You Build It, Will They Come?

Marketing 450 – Section 71

Market Research

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TABLE OF CONTENTS

- I. EXECUTIVE SUMMARY**
- II. PROJECT BACKGROUND**
- III. PROBLEM FORMULATION**
- IV. EXPLORATORY RESEARCH DESIGN AND METHODOLOGY**
 - a. INTERNAL DATA**
 - b. SECONDARY DATA**
 - c. PRIMARY EXPLORATORY DATA**
- V. DESCRIPTIVE RESEARCH DESIGN AND METHODOLOGY**
 - a. QUESTIONNAIRE DESIGN**
 - b. DATA COLLECTION AND SAMPLING**
- VI. PRETEST**
- VII. DATA ANALYSIS**
- VIII. CONCLUSIONS AND RECOMMENDATIONS**
- IX. LIMITATIONS AND LEARNING EXPERIENCES**
- X. APPENDICES**

I. EXECUTIVE SUMMARY

The Chicago Baseball Museum (“CBM”) is a nonprofit organization that aims to collect, preserve, document, research, and interpret artifacts and events which are associated with the legacy, evolution and contemporary life of Chicago baseball. Though the concept started in 2004, the brick-and-mortar museum has yet to break ground, largely due to the Board’s lofty goals, differing visions, and lack of substantial funding.

These challenges were identified during our initial conversation with CBM. During the course of formulating the problem and developing a research scope, we discovered that although substantial qualitative and informal research has been performed to assess interest in the CBM concept, no formal research has been performed to date. This presents a real opportunity for our project to provide CBM with sound quantitative research that can help drive future decision-making. After conversations to narrow the scope of our focus, CBM agreed that the goal of the research is to better understand the target consumer and gauge interest for the baseball museum concept, while specifically researching location and content as key drivers of potential visitation. We understood that although the proposed research is broad, it would be the first step to help CBM narrow its focus on a target audience and determine what is needed to create an experience for the target guest. We level set expectations with CBM, and using backward market research, we concluded together that our research conclusions should give CBM more clarity on the target audience, as well as audience’s needs and interests.

In our exploratory research, we tried to get a better understanding for the landscape of Chicago’s cultural institutions and Chicago tourism trends. Our external secondary research focused primarily on news articles and industry reports that highlight visitation trends in the City of Chicago and visitation numbers of top museums to understand the

health and viability of the market. We also looked at recent news that showcased key challenges and issues in the industry. As part of our primary research, we conducted one focus group with baseball fans, three in-depth interviews with industry professionals, and three natural observation studies, paired with short ethnographic type interviews, to better understand (1) the challenges of sustaining a relevant and profitable museum, and (2) the needs and interests of museum goers and baseball fans.

Based on insights gained from the exploratory phase, we created a questionnaire to be deployed online using Qualtrics. We conducted a pretest of the survey with 10 people and used our results to rephrase questions, add clarity to our language, and combine questions. Using a 95% confidence interval, we identified 400 as the target sample size. We decided to send our survey to both the CBM listserv and to the general public, but kept the links separate so we could further analyze results from the two groups. After only six days of activating the survey and soliciting respondents, we received an overwhelming 565 responses. Once the survey results were received, we analyzed the data and found the following significant findings:

- There was a significant relationship between the survey participants' age group and interest in the CBM concept; interest level increased with age.
- Most respondents indicated that they would visit the baseball museum with their family.
- Preferred content varied with age; the 50+ age group preferred famous footage and historical facts while under the under 30 age group had an interest in interactive content, like batting cages and simulations.

Our exploratory and descriptive research concluded that there is a general interest in a baseball museum concept in Chicago with 91% of survey respondents indicating they would visit a baseball museum at

least once. We recommend that further in-depth research is necessary to (1) gauge true visitor demand, and (2) discover visitors' sensitivity to the museum's location. Though our research provided some insight into these topics, more specific research is needed to objectively assess these items.

II. PROJECT BACKGROUND

The Chicago Baseball Museum (“CBM”), a Chicago-based 501(c)(3) non-profit organization founded by Dr. David Fletcher in 2008, was created to “honor the contributions that Chicago has made to America’s favorite pastime” (www.ChicagoBaseballMuseum.org). In its virtual form, CBM engages local baseball fans via its website, local events, and its monthly newsletter.

The CBM team has the long-term goal of building a brick-and-mortar museum that will house its historical artifacts and honor Chicago’s deep baseball history, which includes the All Negro and All-American Girls Professional Baseball League. In its website and business plan, CBM has stated that it also aims to provide a family-friendly museum environment, while also serving as an academic resource and an educational facility for school systems throughout the Midwest. CBM would also like to offer free baseball clinics to underserved youth in the Chicagoland area, and has envisioned its brick-and-mortar museum to be next to a field, which can provide a space for people to physically engage in the sport. The museum will also offer space for conferences, dinners, and other special events to order to generate additional revenue.

Since its founding in 2008, the physical CBM concept has yet to become a reality. The Board at CBM enlisted the help of Kellogg School of Management to help determine whether there is substantial support for this concept in the Chicagoland area, should the concept become a reality.

III. PROBLEM FORMULATION

Our first discussion with CBM took place on Monday, July 8th, 2013, in which our group met with Dr. David Fletcher, CBM's founder, and key members of CBM's board, Dr. B.J. Riskin and Allen Rogoway. We discussed with them CBM's traction and challenges to date since its inception in 2008, as well as their objectives for Kellogg's engagement.

During our initial discussion, we uncovered several key findings:

- **CBM has made promising headway in getting the concept known and accepted within the Chicago baseball community.** Both the Cubs and the Sox know of CBM, and each have even hosted CBM events in the past.
- **Every member on the Board has a slightly different vision for the museum.** Our three Board members noted that over the years, CBM realized its plans were too ambitious and have pared down their vision since 2008 to be more focused.
- **CBM has received most of its funding to date through loans and/or donations from Dr. Fletcher** and minimal funding was received through formal events (typically 1 or 2 per year). The CBM cites a lack of funding/sponsors as one of the key problems it has faced with respect to the establishment of the CBM as a bricks and mortar entity.

In asking about CBM's mission, they mentioned several different objectives including: raising awareness for players that deserve more recognition; providing an academic resource for historians in the field; creating year-round clinics for children in disadvantaged neighborhoods; and positioning itself as a destination for corporate events.

Due to the numerous objectives and target audiences that the CBM team discussed, we felt it was important to narrow the scope of our project to provide CBM with more actionable research. After follow up calls and emails, we decided that our research would focus on the following four objectives:

- 1) Identifying CBM's target market (i.e., avid baseball fans vs. families with children)
- 2) Determine the impact of the museum's location on visitors' interest
- 3) The nature of the content CBM would offer this target market (e.g., should the museum be interactive or should they simply have static exhibits?)
- 4) Determine the level of interest for CBM.

These four areas were areas that we believed could be most useful for CBM as it begins to tap the surface of understanding its customer and creating an optimal positioning/marketing strategy. We also believed that focusing on the aforementioned four areas would help lead CBM to take on more detailed studies on market demand in the future. Finally, focusing on the aforementioned four areas made it feasible for us to engage in useful exploratory and descriptive research during the 9-week course.

IV. EXPLORATORY RESEARCH DESIGN AND METHODOLOGY

A. Internal Data

Key Findings:

- CBM has 3,800 active email addresses on their newsletter listserv.
- CBM's virtual museum/website garners around 1,000 visitors per month.
- CBM has held events in the past with multiple sports organizations, including Cubs and Sox teams.

Summary:

CBM had not previously conducted any internal research. Most of the information received was informal and not quantitative, and essentially asked folks whether they would be interested in the concept. The only internal information that we received were two CBM business plans that outlined their mission and vision for the museum in great detail. We understood that there was a real opportunity for us to provide CBM with quantitative data that could help drive their future decision-making.

We were able to gather some valuable data on activities that CBM is already doing, including sending out newsletters to its subscription base, communicating updates on its website, and hosting events.

- The CBM currently has a newsletter distribution list with approximately active 3,800 email addresses. This listserv is made up of professional and personal contacts of CBM's Board, as well as attendees of past CBM events who opted to receive communication from the museum. It should be noted that the listserv has 6,192 total email addresses, but at least

2,300 addresses are invalid, undeliverable or addressees who have opted out.

- In an average month, the current CBM website receives approximately 1,000 visitors. Despite the volume of visitors to the website however, the CBM currently does not have a membership roster (despite offering membership, at three different levels, through its website).
- The two most recent events sponsored by the CBM yielded 350 attendees and 100 attendees, respectively.

B. Secondary Data

State of Chicago Tourism

Key Findings:

- Chicago tourism is on the rise; most museums in the Chicagoland area have experienced an uptick in visitation from 2011 to 2012.
- The City of Chicago has announced a commitment toward tourism and is expected to put more resources behind advertisements, particularly behind the sports industry.
- Chicago sports tourism, with the help of Chicago Sports Commission (“CSC”), is positioned to be a main focus for growth.

Summary:

Visitors to Chicago have been on the rise since the recession in 2006. Chicago hosted a near-record 46.2 million visitors in 2012, which represents a 6.1% increase over 2011. Overnight leisure travel observed an uptick with nearly 18 million overnight vacationers, up 10.2% from 2011. Day trips by leisure travelers rose as well, by 4%, to 16.1 million.[1] The growth in tourism can largely be attributed to the improving

economy, the Chicago tourism bureau's heavily advertised campaigns in the Midwest markets, and the attraction of special events in the city.

Chicago Mayor Rahm Emanuel had set a goal of reaching 50 million annual visitors by 2020. With the City of Chicago putting more resources behind tourism, the number of visitors to Chicago attractions is expected to increase over the next several years. See Exhibit 1 for a list of Chicagoland attractions and their annual number of visitors.

In comparison to 2011, institutions showing increases in attendance in 2012 include: Chicago Children's Museum (10%); Chicago History Museum (9%); Chicago Zoological Society/ Brookfield Zoo (8%); the Adler Planetarium (4%); The Peggy Notebaert Nature Museum (2%); and John G. Shedd Aquarium (2%).

Additionally, Chicago has been named the *Best Sports City* by Sporting News three times in 1993, 2006, and 2010. CSC is a branch of Choose Chicago, Chicago's tourism bureau, dedicated to growing Chicago's reputation as a sports hub. CSC serves as a clearinghouse and resource for sport event owners and organizations interested in hosting events in Chicago. CSC's support of CBM will help merchandise the museum at a national level while it aims to achieve its goal in establishing Chicago as a premier destination for sport tourism in the world.

Challenges for Museums in the Chicagoland Area

Key Findings:

- Though the economy is improving, many museums are still feeling the effects of the lagging economy.
- In comparison, specialty museums have particularly been hard hit by the recession.
- Overall, many cultural institutions are still feeling the effects of the recession. The Field Museum, struggling with generating revenue and facing \$170 million in debt[2], announced in December 2012 that it will eliminate \$5 million from its operating budget, cut its research budget by 20%, transform its organizational chart, try to raise \$100 million for its endowment, and open a revenue-boosting restaurant.[3] The museum noted that it realizes it must be more connected with technology, and will work to update its systems so exhibits can connect with an iPhone and QR codes and it can start to track members' interests.

Summary:

While the total number of visitors into the City of Chicago is on the rise, not all Chicago attractions are seeing an increase in visitors. For example, specialty museums, such as The Italian American Sports Hall of Fame located in Little Italy (1431 W. Taylor Street), announced recently that it is struggling with debt and will be looking to sell. The museum, which features memorabilia from Italian American athletes, will be selling its building but will still remain in operation.

A few observers of these and similar struggles noted that, "All museums are falling on hard times no matter which way you look at it," says Ald. Robert Fioretti (2nd). "But specialized ones like this [the NIASHF] are especially hard hit." [4] Oscar

D'Angelo, founder of the University Village Association suggested that “it could draw in more people by marketing itself better, particularly seniors and students. One of the truly important features of the project that had been neglected was a strong marketing program. Every day there are hundreds of seniors, perhaps thousands of seniors who would like to have something to do, and that would be something they could tap. They should also engage in conversations with CPS [Chicago Public Schools].”

C. Primary Exploratory Data: Observations, In-depth Interviews and Focus Group

Observations, in-depth interviews and a focus group allowed us to garner details around the CBM concept, benchmark against other museums in Chicagoland, as well as gain insights on some of its challenges, which we were not able to gather from our survey of potential customers. Gaining an understanding for challenges of some of the more established brick-and-mortar museums and the solutions they have developed is significant, since CBM may also face similar issues in the future.

The interviews were particularly helpful in providing more details around the ideal content and what families are looking for from an attraction. Also we were able to gather more information from other museums and organizations on their revenue generation model. Detailed notes from our visits, interviews and discussions can be found in Exhibits 2 – 6.

Key Findings of Primary Exploratory Research

- Location is key; attractions that are located new near primary tourist sites (i.e., Millennium Park, Michigan Ave., Navy Pier) noted that they benefit greatly from their position. Museums

located further away from the main areas noted that one of their main challenges is that they “don’t get people off the streets.”

- Museums that we spoke with noted that updated exhibits and content with fresh material are important to drive repeat visitation.
- Institutions that are not part of the Museums in the Park group must work in creative ways to maximize a limited budget.
- Baseball is a wholesome family experience that everyone can enjoy together; fans noted that it is more about the social aspect of the sport than the sport itself.

Observation: Chicago Sports Museum at Harry Caray's Navy Pier

Key Findings:

- Avid fans come to Harry Caray’s to view the rare memorabilia highlighting some of Chicago’s most exciting sports history.
- Most visitors are simply people who need a distraction while waiting at the restaurant.
- The Lego head of Harry Carey was noted as a particular hit with the kids since they were able to relate to it and it provided an element of surprise.

Summary:

Navy Pier’s Harry Carey Sports museum houses many rare Chicago sports memorabilia, but most viewers are people that need a distraction while waiting or eating at the restaurant. After speaking with the staff, they noted that they do get avid baseball fans from time-to-time that visit specifically to revive memories and share the legacy of Chicago sports with their

family and future generations.

Observation: White Sox Stadium during Game Day

Key Findings:

- Attending a baseball game was more about the social experience and spending time with family and friends than it was about the game.
- A baseball game is a wholesome family experience that everyone, from kids to grandparents can participate in and enjoy together.
- Frequently, it was one or two baseball enthusiasts within a large group that drove the rest of their family and friends to participate in the experience. The enthusiast could be an 8 year old who loves the game or a friend who is an avid Sox fan.

Summary:

The Sox stadium parking lot prior to the game was filled with people tailgating. The attendees were largely comprised of families with their younger children or teens. Families noted that they tailgate all together once or twice a year and coming to games has become a family tradition, since everyone in the family can get involved and have fun.

Typically, it is one or two avid baseball fans that would bring an entire group along for the ride. There were many non-baseball fans who attended the tailgate and game, mainly for the social experience.

In asking the attendees about the museum concept, many said that they would attend if the exhibits were engaging and interactive. A family said that it is usually difficult to keep all

three kids happy if only one of them is interested in the subject. They said it is important to have elements of “kid-friendly” fun that will broaden the scope of the museum and appeal to all kids, whether or not they are inherently interested in baseball. The family recalled the Museum of Science and Industry as a museum that the kids all really enjoyed because of the interactive elements. Related to this finding, a group of twenty-something’s said that it would be nice to have exhibits that can keep non-baseball fans interested and occupied, since most of the people in the group were not baseball enthusiasts. They said interactive exhibits would be entertaining, but a place to hangout and enjoy the atmosphere would be ideal.

In talking to a group of older gentlemen in their 50s, the group felt museum would be boring since they were not interested or said they couldn’t participate in more interactive elements. They said they enjoy baseball games because it allows them to relax and hang out with their friends. The group stated that they wouldn’t go to the museum even if there was a spot creating the same sort of baseball themed ambience for fans.

Observation: Museum of Science and Industry

Key Findings:

- The location of the Museum of Science and Industry (“MSI”) allowed for attendees traveling via bus groups, passenger vehicles and public transportation to attend, thus widening the scope of their target audience.
- Most of the groups that were observed at MSI were families with children, although there were a fair number of couples ranging in age from young to old as well.
- Based on our observations and interactions with attendees, the

interactive nature of the exhibits at MSI was important when considering which museum/attraction to attend.

Summary:

While visiting MSI, we noticed right away that the museum's location is very important. People can come on bus tours, public transportation, or in their own car. People waiting in line for the CTA bus, as well as a rather full parking garage, indicated that public transportation and convenience, respectively, are important to visitors. Ultimately, the location appeared to help attendance levels.

Next, we noted that a majority of visitors were families with children. When asked why they chose MSI over other museums/attractions, more than 80% of respondents referenced the fact that MSI was interactive. They liked that MSI was hands-on and that they could entertain the entire family at once.

Last, we witnessed the popularity of the hands-on or demonstration-focused exhibits compared with those exhibits that didn't have these qualities. In addition, people were willing to pay a premium to access "extra" exhibits at the museum.

Overall, the MSI is a very popular museum which attracts visitors because of the vast subject matter and its many interactive exhibits. Its location within city limits makes it easily accessible on public transportation or in the family car.

Interview: Shannon O'Mara, Director of Events, National Italian American Sports Hall of Fame

Key Findings:

- Relies mainly on private events, which includes corporate outings and weddings.
- They also try to draw audiences regularly by nominating new members to the Hall of Fame.
- Their biggest issue is location. Being located on Taylor St., they cannot rely on regular attendance from foot traffic, so marketing is key.

Summary:

The National Italian American Sports Hall of Fame is located on Taylor St. in the Little Italy neighborhood of Chicago, right near University of Illinois-Chicago's campus. Given this location, they are not benefactors of a tremendous amount of foot traffic. While they do not have a large amount of regular attendance, they rely heavily on private donations, as well as private and corporate outings. Ms. O'Mara indicated that they have a significant amount of tours of the museum scheduled during the week for students of elementary schools, as well as group tours for senior citizens during the week. They also rely on private events that rent out the entire space such as corporate cocktail hours on their rooftop deck or wedding receptions.

*Interview: Chad Mertz, Chicago Children's Museum Associate
Vice President of Marketing & Communications*

Key Findings:

- Increasing membership and frequency of visits are the primary priorities for the museum and its sustainability.
- Exhibits that are popular need to be educational in a hands-on manner, relate to current trends, and be fun for participants.
- As a museum not part of the Museums in the Park program and with a limited marketing budget, it is necessary for the museum to encourage free media through its unique exhibits and use social media channels.
- Location and convenience is key for families that want an all-day experience with the family without parking hassles and hidden costs.

Summary:

Chicago Children's Museum is not a part of the Museum in the Park program but it benefits from being located in the busy Navy Pier tourist setting. The objective for the marketing department at the Children's Museum is to drive repeat visitation and increase its membership base. The average family visits the Chicago Children's Museum 6.3 times per year (from 2012 survey results), with the majority of visits driven by rotating exhibits, themed experience packages, membership, and convenience through offering parking passes at Navy Pier. Parking was previously noted as a prohibitive aspect to families visiting Museum at Navy Pier, but since launching a one-time \$80 parking pass package to members two years ago, parking usage at the museum has doubled.

To drive repeat attendance, the museum rotates exhibits frequently (4-6 months per exhibits). However, to lower costs

of renting popular exhibits and to differentiate itself with competitors, the Children's Museum builds all its exhibits in-house. The most popular exhibits have been those that incorporated educational child development elements, relevant to current trends, and were interactive and exciting for children. The Museum also regularly promotes its daily calendar events (workshops, play time, educational programs) in themed packages as another visitation driver. In its 2008 visitor survey, 91% of visitors planned to return to the museum within the next 12 months.

Interview: Brittany Hilton, Account Executive - Premier Sales for the Chicago Cubs

Key Findings:

- Flexibility with respect to group size and type of engagement is key.
- Access to functional meeting space is important for businesses which are now more conscious of justifying the legitimacy of the corporate event expenditures.
- Catering appropriate for the respective event, including a variety of menus to choose from is important.

Summary:

One concept the CBM team is considering is the opportunity to hold private events at the museum. This would provide an added source of revenue on top of admission fees paid by museum visitors. To learn more about this space, we spoke with Brittany Hilton, Account Executive - Premier Sales for the Chicago Cubs.

According to Ms. Hilton, the three most important things to

corporate customers are flexibility, access to meeting space, and proper catering. With regard to flexibility, Ms. Hilton shared that meeting corporate customers' needs means the ability to accommodate different group sizes, as well as different types of events (e.g., speaking engagements and cocktail receptions could require different equipment and setup). This leads into the next item of importance: access to meeting space. With greater scrutiny of how businesses spend their money, it is important that when holding a meeting at sports stadium, or similar venue, that the business can show a business purpose for holding the meeting at that location. Having a space that legitimately accommodates a business meeting can accomplish this goal. The final item of importance was proper catering. Offering corporate customer's access to the right type of food, as well as multiple options for their different events, can make a venue more competitive.

The insight gained from Ms. Hilton, though very high level in nature, provides three important items for the CBM team to consider as it thinks about incorporating private events into its business model.

Focus Group

Key Findings:

- Baseball is an extremely popular sport for families
- Everyone in the focus group said baseball was the first sporting event they attended. So even those that were not necessarily fans of baseball, would be interested in the museum concept.
- The content for the museum needs to be fresh and unique.
- The location of the museum needs to be accessible.

Summary:

We gathered a focus group of seven people, both male and female. In terms of their baseball experience, it ranged from season ticket holders to people who haven't been to a baseball game in a few years and do not seem to have much interest in the sport. Everyone in the focus group agreed that baseball is a sport that everyone grew up with and that is one of the primary reasons people always follow baseball. Our goal of the focus group was to ask questions around a couple of topics: (1) their interest around baseball; (2) their interest in museums in general; (3) where they like to travel for museums and other attractions; and (4) if there were a baseball museum, what they would like to see in the museum.

The content for the museum needs to be fresh and unique:

- People mentioned including in the museum things that aren't in Cooperstown like steroid era or someone like Pete Rose.
- Other unique content like baseball food, information about uniforms, other odd facts.

The location of the museum needs to be accessible:

- Close to public transportation is of high importance.
- People didn't think they would "go out of their way" to attend.

Summary of Exploratory Results

From our initial exploratory research, we were able to uncover a couple of themes. The first of these themes being the importance of location. Many of the "Museums in the Park" are centrally located in the city of Chicago and were able to rely on constant foot traffic and high attendance numbers mainly due to where they were located. Other museums and attractions that were not centrally located, really had to rely on marketing and hosting events to raise more awareness since they could not rely on the same foot traffic.

Another theme we encountered through our initial research was the importance of refreshing the content of the museum. We uncovered that people want to see a museum's content be fresh, unique, and interactive. Many of the other attractions we looked at were not all three of these things, but they were at least one of these. With the ability to learn so much on the internet on topics, people really wanted to make sure they were going to a museum to either learn something new or to people to interact with the exhibits. People also did not want to go back to museums to see the same thing every time.

We also were able to gather that most people view baseball as a social event, and a lot of that has to do with the tradition and history of the sport. Baseball seems to be the only sport that brings this sense of nostalgia to everyone because it relates to everyone's childhood. It seems from our research that CBM will want to make sure to continue to emphasize the tradition of the sport, but to make sure to keep everyone's experience at the

museum as a social event. This should also help to expand the target audience from baseball fans, to a broader audience.

Other revenue generating channels to consider are (1) Memberships; (2) School Group Visits; (3) Hosting Special Events; (4) Fundraising.

V. DESCRIPTIVE RESEARCH DESIGN AND METHODOLOGY

Questionnaire Design

When designing the questionnaire, our goal was to gain relevant information while maintaining simplicity so participants were not overwhelmed. In addition, the questions were grouped according to the project's four objectives. Our survey aimed to answer the following:

Target Market. Target market questions were asked to learn about respondents' habits with regard to visiting attractions in the Chicagoland area. In addition, there was a group of questions focused on respondents' interest in baseball to determine what effect, if any, this has on someone's interest in the CBM.

Museum Location. During the exploratory and secondary research it was determined that location would have a significant influence on someone's likelihood of visiting CBM. Due to this, the survey began with a screening question to ensure only people living in the Chicagoland area (within 50 miles of downtown Chicago) or those who visit the city frequently were providing responses. There were also questions to understand how far respondents have driven to see an attraction in the Chicagoland area, and what would influence them to drive to an attraction outside of the Chicagoland area.

Museum Content. The content of CBM will ultimately be what attracts visitors, and this group of questions sought to understand what type of content would be of interest to potential CBM visitors.

Level of Interest in the Chicago Baseball Museum. This group

of questions asked about respondents' level of interest in the museum, how frequently they would visit, and what impact admission price may have on their decision to visit.

General Demographics. This small set of questions was designed to capture general demographic information about the respondent. Traditional questions about age, marital status, household size, and average annual household income allowed for the analysis of any impact these criteria may have on a respondent's interest in the CBM.

Please consult Exhibit 7 for a copy of the survey questions and their associated answers.

Data Collection and Sampling

We went through each of our questions on the survey to determine what sample size was needed in order for us to be able to present analysis at a 95% confidence interval (see Exhibit 8). After reviewing the questions, we determined that we would need a sample of at least 400 survey responses in order to be able to present our findings with a 95% confidence interval.

Using Qualtrics online study, we sent out our survey to over 4,000 people, knowing that we would expect a 10% survey reply rate. We utilized both the CBM listserv and our personal networks, but kept the links for the survey for those two distinct groups separate so that we could further analyze the results from the two groups.

We actually had a much better than 10% survey reply rate (with 565 responses). We can attribute that to the incentive we provided to everyone for completing the survey. We offered to raffle off a \$50 Amazon.com gift card to all respondents, and

we believe that this was a big draw in having people complete the survey.

VI. PRETEST

Procedure

We had 10 people pretest the survey we designed. Since our survey was administered online, we decided that we needed to have the pretesters also take the survey online. We had each person take the survey online and then we conducted an interview with each of them once they completed it to determine a couple things. We wanted to make sure the survey flowed well, that it took less than 5 minutes to complete, and to see if they were able to understand each question, if they had trouble deciding on answers, and if every needed answer option was available. We wanted to make sure “other” was not selected often, because then that meant we were not properly capturing all necessary answers for each question.

Corrections Made to Questionnaire

After the pretests were administered, we were able to determine that the survey was easily understood and it was fairly quick to complete. Not every pretester was able to complete in under five minutes, but everyone took less than 10 minutes to complete. Other was not chosen often, so we knew that we captured most options in our answers for each question. After the pre-tests, we had to change around the wording to 3 questions, just to make sure that people understood what we were asking. We also removed answer options for some questions, as multiple pre-testers found some options to be irrelevant or confusing. We also found a lot of confusion when we asked for everyone’s area code, so we changed that to zip code (some respondents provided zip code even when asked for area code).

VII. DATA ANALYSIS

After the questionnaire had been deployed for a week to each of our two groups, we received an overwhelming 407 responses from the CBM listserv and 158 responses from within our personal networks, giving us a total of 565 responses. We filtered out those candidates that lived outside of the Chicagoland area and as well as those that did not complete the survey. This led us to a total combined 410 responses.

In the beginning, we ran association and regressions on each of the two groups separately. However, we quickly discovered that the majority of the findings were similar in both groups except for content preferences and therefore combined the data to achieve a sample size that would help us achieve a 95% confidence level.

As defined in our project scope, our goal was to help define CBM's target demographic, identify the content that would be of most interest to these consumers, and how location impacts the interest to visit, and gauge interest in attending the museum.

Initial analysis was done on all questions such as percentages or averages in each group (Exhibit 9 through Exhibit 25). Then hypothesis tests via crosstabs and regressions were performed.

Chicago Baseball Museum Demographic

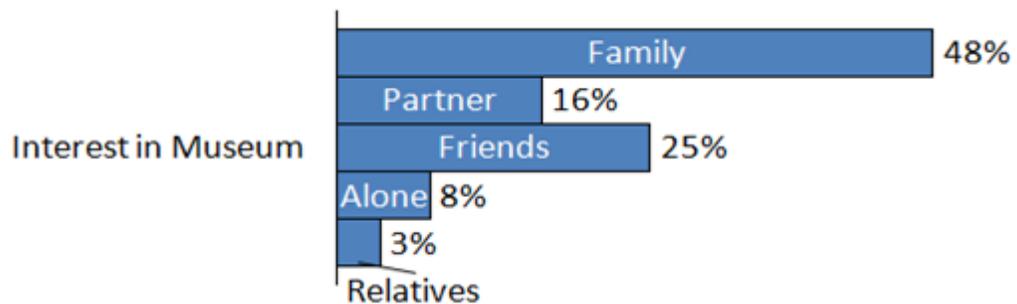
We found a variety of attributes that could sufficiently describe the target demographic.

We had hypothesized that interest in the baseball museum would vary by gender and income. To our surprise, neither of these had a significant relationship to interest in the museum (Exhibit 15 and Exhibit 22).

There was a significant relationship between the survey participant's age group and interest in the CBM concept. Interest level increased with age. Those above the age of 50 made up 40% of consumers who would visit the museum once or more. Those in the 20-30 and 30-40 group make up approximately 22% and 20% each (Exhibit 18).

We also confirmed our observation during the exploratory research that families were the key consumer segment shown on the chart below. CBM should be designing an experience that caters primarily to families. It is also important to note the variety of ages families have, so the CBM will want to make sure they have content that caters to all ages from young children to older people.

Who would you most likely visit with?



There was a significant relationship between interest in baseball and interest in the CBM museum (Exhibit 12). More specifically, consumers who watched baseball on television or in a stadium had the highest likelihood of attending the museum. Note, that there was a significant overlap between television viewers and stadium attendees. Those who visited the Hall of Fame also had a high likelihood of visiting the museum. Playing baseball interestingly had no significant relationship to interest in the museum (Exhibit 19).

Chicago Baseball Museum Content

CBM was very interested in understanding what content would be of most interest to their target consumers. From our analysis, there was a significant relationship between top content choices and age group. The 50+ age group comprises of 37% of total sample to which famous footage and historical facts were most preferred content choices. The second largest demographic is under 30 which comprises 22% of total sample to whom interactive content like batting cages and simulations as well as historical content were most preferred content choices. (Exhibit 20).

Overall, the top choices amongst the sample group were historical information (25%), famous footage (23%), and unusual facts (17%). We would recommend CBM to prioritize developing this content for their museum (Exhibit 9).

Since the Chicago Baseball Museum expressed interest in having families as their target market, we also decided to run a crosstab to see what the top selection was for survey participants that selected their most likely companion as their immediate family. Overall, 177 participants selected that they would most likely attend the museum with their immediate family. We found that there is a significant relationship between which people are likely to attend the museum with and their top content selection. Historical information was again the top selection for families (23%), while appearances by baseball players were second highest selection (21%) (Exhibit 10).

Chicago Baseball Museum Overall Interest

Of the 410 responses, 91% indicated they would visit the CBM museum at least once. 42% said they would visit once a year or more. With almost half of the respondents indicating they

would visit at least once a year, this shows there may be a potential market for paying for memberships to the museum.

When asked about museum membership, 34% of total surveys indicated interest. When we split this by age group, 70% of those interested were in the age group 40 or higher. (Exhibit 25).

47% of respondents ranked sporting events as their favorite attraction places in Chicagoland area. If we removed sporting events and only considered people interested in going to other attractions, we still see a significant relationship between people who visit major Chicago attractions (museums, planetariums etc) and interest in attending CBM. Museum of Science and Industry was the second favorite attraction to visit but only 13% of our combined sample showed interest here. We believe there is slight bias due to large number of baseball fans in our respondents, This also indicates that there is a considerable appetite for sporting events within the Chicagoland communities (Exhibit 23).

Chicago Baseball Museum Location and Price

We tested a number of factors that might contribute to the interest in the museum and potential commute time to the museum. We were unable to prove that there is a significant relationship between preferred maximum commute time and the frequency of visits. We were, however, able to determine that for both low income (<\$50,000 annual income) and high income (\$200,000+ annual income) there is a marginally significant relationship between preferred commute time to the museum and frequency of visits to the museum. People who would visit the museum more frequently (more than once a year) would prefer the commute to the museum to be less than

1 hour. There were some respondents that prefer no more than 30 minute commute time, but the majority were willing to commute up to 60 minutes. We also see that people visiting with families and partners would prefer less than 60 minutes of commute time (30-60 mins was most preferred). A similar relationship was observed from married respondents. (Exhibit 13, Exhibit 14, Exhibit 16, Exhibit 17).

There was no significant relationship to ticket price and visit frequency of museum. However, the ~70% of the sample set indicated \$11-20 was the highest ticket price they would pay. Only 17% said the max they would pay \$5-\$10 (Exhibit 21). This is good news for CBM since they will not have to deal with consumer preference to pay very low prices.

VIII. CONCLUSIONS AND RECOMMENDATIONS

Upon consolidating our research and completing the data analysis of our survey, we were able to answer the key questions of interest to CBM around demographic, content, location and general interest level.

The target consumer for CBM are people in the age range of 20+ with families of which those in the age range of 50+ with families were the largest segment. Consumers who attend baseball games, watch on tv or attend the Hall of Fame were more likely to be interested in the CBM museum. CBM should utilize this insight to do targeted marketing to consumers at Chicago baseball games, via television ads during the games. The CBM should also consider having posters or brochures at the Hall of Fame and stadiums of Chicago baseball teams. CBM may also be able to better estimate demand by getting viewership stats of the Chicago baseball games on television as well as attendance information of the local Cubs and Sox games.

Museum content should be a mix between rich historical elements, famous footage and interactive displays. Our descriptive research showed that potential visitors, particularly older audiences, preferred historical elements and famous baseball footage, while in our exploratory conversations showed that interactive elements, such as batting cage will engage families and younger demographics. The need for interactive exhibits is further supported from our exploratory research at the Chicago Children's Museum and MSI where these types of exhibits were a big draw. Since, 48% of our survey respondents indicated they would visit the CBM with family members, CBM should ensure its content appeals to multiple generations.

Although data did not show that there was a significant relationship between commute time and visit frequency, we know commute times of less than 60 min were preferred. Moreover, based on our exploratory research, we still believe locations within the Chicago city limits would best enable the museum to succeed and overall the location does impact the success of such institutions. One vital comparison is that between the Children's Museum and the National Italian-American Sports Hall of Fame. The Children's Museum benefits from its prime location on Navy Pier, as people can also visit other attractions in the area. The National Italian-American Sports Hall of Fame is located in Little Italy, which is not located near other Chicago attractions. As a result, visitors must seek it out specifically if they are interested. Though not the only reason for its current difficulties, the Hall of Fame's location is certainly a contributing factor. In order to increase its likelihood of success, the Chicago Baseball Museum should make an easily accessible location a priority.

Pricing did not have a significant relationship to the frequency of visiting the museum, but 70% of the sample set indicated \$11-\$20 was an acceptable price.

Ultimately, our findings concluded that there is a general interest in the Chicago Baseball Museum's concept. At the moment, our recommendation for the CBM team is to pursue in-depth research to 1) gauge true visitor demand and 2) discover visitors' sensitivity to the museum's location. The CBM team can utilize the demographic information that we gathered as it continues its efforts. Though our research provided some insight into these topics, in order to truly understand these items more specific research is needed.

IX. LIMITATIONS AND LEARNING EXPERIENCES

The scope of this report and our research were limited by several factors, all of which impact the depth and breadth of the research we are able to present here.

Exploratory Research

In terms of our exploratory research, because there are not many baseball museums across the country, we were unable to glean what the strengths and weaknesses of such an entity might be. Additionally, due to time constraints, we were unable to conduct as many in-depth interviews and focus groups as we would have liked in order to more fully flesh out what issues and limiting factors might have been. Additionally, while we were able to visit a Chicago White Sox game which provided valuable insight, we were not able to visit a Chicago Cubs game which might have garnered a different perspective. Further, if we were provided funding for our research, we might have been able to get truer results. The nature of our exploratory research called on friends, family and strangers without any compensation for their time and efforts. If this study were to continue in some capacity, it will be important to have a source of funding to encourage more thorough results.

Descriptive Research

In terms of our descriptive research, it tended to focus on two main groups of consumers, and therefore may not have been representative of the larger group of possible consumers. One group was the CBM listserv referenced above, whose origin is unknown and could therefore be biased. The second group was through the personal networks of our research group which again tends to be biased as it's a small segment, made up of primarily people in a similar age demographic.

In addition, although we met our target sample size in terms of responses, we would have liked to have even more responses so that we could have reduced the margin of error/noise that we received with respect to some of our inquiries.

Additionally, because the survey was administered online, there is a risk that a portion of CBM's target is not internet-savvy, thus, richer information may have been gained from administering the survey in another format.

Response to All Issues/Considerations Raised

We were aware at the outset of our research that the City of Whiting Indiana is a viable option (at least from a financial standpoint) for the CBM's bricks and mortar building. However, due to time constraints and the fact that the CBM specifically asked us not to focus on Whiting, Indiana specifically, we did not vet whether Whiting would be a valuable option. Although our survey did address distance, it was written in such a way that likely caused respondents to believe they were answering questions about a museum to be located in Chicago.

The CBM also raised the idea of using the CBM space (once acquired) for events, weddings, conferences, etc. While we believe that this could indeed be a great source of supplemental income, we did not have the time or the resources to address the viability of this idea or the potential income levels that could be generated from such events.

Data Analysis

The key limitation for the data analysis is the bias of the CBM listserv that we sent the survey to. All of the people on this list have already heard of the CBM concept and are more than

likely very interested in baseball and interested in the museum idea. However, in order for us to achieve an ideal sample size, we needed to ask this group of people to complete the survey. We also noticed that majority of our respondents from non-CBM distribution list survey were also huge sports fans and sports events were their favorite attraction / activity in Chicagoland area.

Another key limitation for the data analysis was the need for more time to pretest and to more carefully review each question in the survey. If we had more time to pretest, we would have been able to spot that some questions, such as the commute time question, were not worded the way we would have liked ultimately in terms of figuring out how far respondent's were willing to travel in order to see the museum. If we had more time to develop the survey and review each of the questions more often through pretests, we would have been able to achieve better results for our data analysis.

Learning Experiences

The most important takeaways for our group were the immense amount of time (and money) it takes to do marketing research properly. In order to entice our focus groups, friends, etc. into spending their valuable time talking about a baseball museum, we spent quite a bit of money on food, drinks, parking, museum entry fees, etc. We noted that careful observations were key, especially when the targeted idea has not yet been solidified, but that in order to get to the point where we were ready to craft a survey, it was a lot like dating (wining and dining friends and family to get the info we needed). When done properly, with the proper resources and care, marketing research is a very valuable tool to answer important questions for any company.

APPENDIX

EXHIBIT 1

Demand Figures for Top Chicago Attractions:

Attraction	Visitors/ year	Year of Record
Navy Pier	~ 8,600,000 visitors	Annual Estimate
Lincoln Park Zoo*	~ 3,500,000 visitors	2012
Chicago Zoological Society/Brookfield Zoo	~ 2,300,000 visitors	2012
John G. Shedd Aquarium*	2,169,333 visitors	2012
The Art Institute of Chicago*	~1,500,000 visitors	2011
Museum of Science and Industry Chicago*	~1,480,000 visitors	2010
Field Museum of Natural History*	~1,400,000 visitors	2012
Willis Tower Skydeck – “The Ledge”	~1,300,000 visitors	Annual estimate
Chicago Children’s Museum	657,136 visitors	2010

* Part of Chicago’s Museum in the Park program[5]; nearly 8 million people annually visit the Chicago institutions that comprise Museums In the Park

EXHIBIT 2

DETAILED NOTES AND INFORMATION FROM INTERVIEW WITH BRITTANY HILTON OF CHICAGO CUBS

Two levels of corporate events

- Corporate sponsorships (significant investment from corporate sponsors)
 - Corporation can use the Cubs' logo
 - Hospitality opportunities
 - Tickets
 - Suites
 - Non-game day events
- Corporate events
 - Game day
 - Meeting space
 - Suites to watch the game
 - Non-game day
 - Meeting space

Cubs facilities

- 65 game suites
 - 50 season-long sponsorships
 - 15 available game-by-game
- Weekday/Weeknight games see highest demand
- April/May difficult due to weather

How do the Cubs stack up against other sports teams for corporate events?

- Bears lead the pack
 - Limited number of home games drives demand
- Resurgence of Bulls/Blackhawks makes them more favorable

What is important to corporate customers?

- Flexibility
 - Being able to convert meeting space to accommodate different sizes and functions of gatherings
- Meeting space
 - Need to be able to show a business purpose for holding a meeting at a baseball game, having legitimate meeting space allows for this
- Catering
 - Right type of food
 - Different options
 - Cubs have Levy Restaurants, which has the service contract for the stadium and the catering for events