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**FBLA BANKING & FINANCIAL SYSTEMS**

**CASE STUDY**

**PARTICIPANT INSTRUCTIONS**

1. You have 20 minutes to review the case.
2. Presentation time is seven minutes. At six minutes the timekeeper will stand, and at seven minutes the timekeeper will stand and hold up a colored card indicating time is up.
3. The presentation is interactive with the judges who will ask questions throughout the presentation. You are the financial analysis team for a large, multiplex movie theater located in a city with a large university. Your team has been called upon to analyze sales at the movie theater for different days of the week and to suggest strategies to increase sales for the slow (shoulder) periods.
4. Each team member will be given two note cards. Note cards will be collected following the presentation.
5. Cover all the points described in the case and be prepared to answer questions posed by the judges. All team members must participate in the presentation as well as answer the questions.

**PERFORMANCE INDICATORS**

* Explain the importance of financial analysis.
* Explain company decisions in response to financial analysis.
* Describe strategies to increase sales during shoulder periods.
* Explain the importance of understanding target markets.
* Describe promotions to increase customer traffic.
* Describe how competition in the entertainment industry can be integrated to increase sales.

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**CASE STUDY SITUATION**

You are the financial analysis team for a large, multiplex movie theater complex located in a city with a large university. The general management team (judges) of the movie theater complex has called upon your financial analysis team to analyze sales for different days and times during the week and to make suggestions to increase sales during shoulder period. The general management team also wants to attract as many target markets as possible. You must present a strategy to attract different target markets for different times during different days of the week. The following chart indicates sales for your movie theater complex:

|  |  |
| --- | --- |
| **Day of Week and Time** | **Average Sales** |
| Monday Afternoon | $5,600 |
| Monday Night | $8,200 |
| Tuesday Afternoon | $5,000 |
| Tuesday Night | $7,200 |
| Wednesday Afternoon | $5,200 |
| Wednesday Night | $9,300 |
| Thursday Afternoon | $6,000 |
| Thursday Night | $9,800 |
| Friday Afternoon | $9,800 |
| Friday Night | $16,500 |
| Saturday Afternoon | $12,500 |
| Saturday Night | $18,000 |
| Sunday Afternoon | $11,000 |
| Sunday Night | $14,500 |

Ticket prices at your movie theater are $10 for evening movies and $8 for matinees. Your team must describe strategies to attract group sales for shoulder periods. You must describe special incentives, rates, and opportunities to attract multiple target markets. You must describe your special promotions and anticipated results from those promotions. Your plan must describe how you will market the new ideas to multiple target markets.

You must consider the following challenges.

* Importance of business diversification
* Rationale for special promotions during shoulder periods
* Rationale for analyzing sales during different days of the week
* Importance of marketing new promotions to desired target markets
* Price strategies for shoulder periods in the movie theater industry



**FBLA BANKING & FINANCIAL SYSTEMS**

**CASE STUDY**

**JUDGES’ INSTRUCTIONS**

**JUDGING THE PRESENTATION**

1. This is a role-playing event with judges portraying the general management team for a large, multiplex movie theater located in a city with a large university. You have called upon the financial analysis team (competitors) to explain sales figures for different days of the week and suggest promotional strategies to increase business during shoulder periods.
2. After introductions, you should begin the meeting by welcoming the team members. The financial analysis team (competitors) will then begin their dialogue with the general management team (judges).
3. This is an interactive problem, so treat the presentation as a conversation. Each of the members of the team should respond to at least one question or issue. The time allowed is seven minutes for the conversation. A timekeeper will stand at six minutes, and at seven minutes the timekeeper will stand and hold up a colored card indicating time is up.
4. After asking the standard questions listed below, you may ask other questions specific to the current team. However, if you do this for one team, you must ask additional questions to all teams.
5. You will close the event by thanking the team for their input and recommendations. The participants will then hand in their note cards before leaving.
6. Complete the rating sheet.

**CASE STUDY SITUATION**

You have called upon your financial analysis team to analyze sales for different days and times during the week and to make suggestions to increase sales during shoulder periods. Current movie ticket prices for evening showings are $10 per person and $8 per person for matinee movies. You have asked your financial team to identify as many target markets as possible. The financial analysis team must present a strategy to attract different target markets for different times during different days to the movie theater complex. The following chart indicates sales for your movie theater complex:

|  |  |
| --- | --- |
| **Day of Week and Time** | **Average Sales** |
| Monday Afternoon | $5,600 |
| Monday Night | $8,200 |
| Tuesday Afternoon | $5,000 |
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| Saturday Afternoon | $12,500 |
| Saturday Night | $18,000 |
| Sunday Afternoon | $11,000 |
| Sunday Night | $14,500 |

The financial analysis team must describe strategies to increase group sales during shoulder periods. The team must describe special incentives, rates, and opportunities to attract multiple target markets. The financial team must describe special promotions and anticipated results from those promotions. The financial analysis team must describe how they will market the new ideas to multiple target markets.

1. Why are group sales a good possibility for shoulder periods?
2. Why should different target markets be considered to increase movie sales?
3. Why should revenue be reviewed for different days of the week?
4. What special promotions will drive traffic to entertainment venues?
5. Why is marketing necessary to pick up business for shoulder periods?

There is not right or wrong answer to the event. However, in a team event, the ability of the team members to work together to come to a consensus, based on the facts provided (and those that you care to add) should be the basis for the score. The individual or team should presents its suggestions with clarity and conviction.

Feel free to enhance the story as much as you want, but if you enhance it for one, make sure you enhance it for all groups.