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The Value of a Videotaped Storyboard in a Non-Broadcast, Client Oriented Video Production: A Case Study

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Norman R. Swan, Jr., Major Professor

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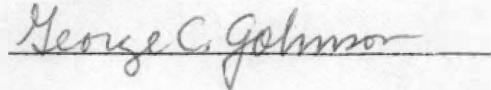
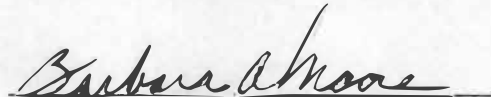
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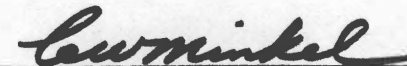


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THE VALUE OF A VIDEOTAPED STORYBOARD
IN A NON-BROADCAST, CLIENT ORIENTED
VIDEO PRODUCTION: A CASE STUDY



A Thesis

Presented for the

Master of Science

Degree

The University of Tennessee, Knoxville

Clifton Duane Willard II

December 1986

ABSTRACT

The purpose of this study is to demonstrate the value of using the videotaped storyboard in the pre-planning and pre-production approval of a client oriented, corporate videotaped training program.

The methodology in this study is as follows: (1) to undertake the production of a corporate videotape training program; (2) to gather the necessary pre-production information about the topic, the audience, the manner in which the videotape program will be used; (3) to develop a storyboard based on the information obtained; (4) to present this storyboard for production approval; (5) to videotape the storyboard; (6) to present this videotaped version of the storyboard prior to production; (7) to compare and evaluate the responses to the different storyboard formats.

Library research on the use of the storyboard for pre-production planning and client approval revealed some information about the printed format of the storyboard but nothing about use of a videotaped storyboard. The articles that mentioned storyboards referred to the printed format with pictures or picture descriptions on one side of the page and the audio script on the other. There were different variations of the same theme but no mention of the videotaped storyboard as a technique in pre-production planning.

The writer applied the use of both the videotaped storyboard and a standard storyboard to gain approval for final production of a video training program for the Greater Knoxville Chamber of Commerce. It was

clear that the videotaped form of the storyboard clarified the conceptualization of the program and prevented the production of a program based on the approval of a standard storyboard that would be rejected when viewed on videotape. The use of the videotaped storyboard format was the key factor in clarifying the producers visualization of the finished program and the expectations of the client of the finished program.

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Videotaped Storyboard In Pocket



CHAPTER I

INTRODUCTION

1. THE PROBLEM

It is common knowledge that the use of video in non-broadcast television is becoming more and more common in business and industry. One of the many reasons for this is the decreasing cost of video equipment. Another is that many business and industrial management people are finding that non-broadcast video can help solve many of their problems in training and public relations as well as inhouse communications.

For the purpose of this discussion we will restrict our subject to corporate and industrial training, public relations and inhouse communications. This discussion does not refer to productions designed for the consumer such as "how to fix your house," take home videos.

Corporate and industrial programs do not just happen. Good video programs that obtain desired results are the outgrowth of a great deal of work, pre-planning and thought. They are also the result of clear communications between the one who is producing the program and the client who is requesting that the program be produced. If this communication is not clear and ideas and concepts are misunderstood, then problems result. A program may be completed at a cost of several thousands of dollars and then be rejected because it is not what the client had in mind or thought he wanted. This is not an uncommon problem. It is, however, one that can cause discouragement and in some cases, force an independent producer into bankruptcy. In other

instances, a client inexperienced in the use of video, may not be happy with the results and generalize that video is not the way to solve some of his training and public relations problems. The problem may not be the use of video but rather the inexperience of the client in conceptualizing the printed storyboard into the finished video production it is supposed to represent. In any case, the problem is caused by a lack of communication.

A major source of material and information used in this case study is the result of my ten years experience in client oriented, corporate and industrial video production as an independent producer.

In my literature review on the subject of the storyboard in video production, I was surprised to find very little other than definitions and some examples of storyboards. There was some mention of the use of storyboards by directors and producers as well as other production personnel in organizing their production responsibilities (Zettl, 1984). There was some suggestion that the storyboard was shown by advertisers to their clients for approval of a commercial, there was no mention of videotaping this storyboard. I can only assume that the client in these instances is able to understand the storyboard in its printed format. This is based on the continued use of the storyboard in the printed format by advertising agencies in getting approval of their commercial ideas.

Generally, a storyboard contains key visual representations of a potential program with the audio information either below or next to the visuals.

The use of the storyboard as a tool in communicating with a client

is to some extent dependent upon the client's ability to conceptualize the storyboard information. The use of visual aids in presentations to clients, is not only common but recommended (White, 1981). Its use is due in part to the fact that in those industries, the people who look at these storyboards understand how to translate the given information into a concept of motion and sound within a specific period of time. This conceptual literacy is most likely the result of experience in the field of film and commercial production.

This experience however is not often part of the corporate and industrial client's background. In some cases it is not part of the producer's background either. In many cases the client has had little if any experience in video production and is often unable to understand the relationship between the storyboard and the finished production.

It has been my experience that often the client is a department head or other member of management who is requesting a video production for use in his department to train personnel or to convey information about his department or business to others.

An example of this is the tendency of an inexperienced client to look at a storyboard and start to rewrite the script. He wants to add details that will only confuse an audience when heard or details that are shown in the accompanying visual in the script. They often do not realize that the script is to be heard and not read and that video is primarily a visual medium. In addition, they often do not understand that the visuals represent motion. Eventually though a printed storyboard is developed that is acceptable to the client and is approved for

production. The producer then produces the program according to the printed storyboard and presents it to the client for final approval. All too often the client rejects the finished program. Why? I believe because the essential problem was never solved. That problem being client's inability to translate the printed storyboard into a sequence of motion with sound within a specific amount of time. The client thought he understood what the finished program would look like based on the printed storyboard he approved.

Many years ago when this author was producing the first local production for the United Way of Knoxville to be used as their main fund raising vehicle, I realized that there could be some potential problems. I was mainly concerned with the committee type approval that was necessary for the final program to be accepted. The most difficult approvals to obtain for production are those that involve several people.

It became apparent to me that there might be some hidden agendas and that there was a lack of understanding as to what I had in mind for their production. In addition, with the exception of one person, all of the on-camera talent were non-professionals and many had never seen a television camera before. In an effort to avoid the trouble that I saw coming, I decided to videotape my storyboard and show the videotape version instead of the usual printed one.

In this instance I just turned on a camera and recorder and one light. I then had someone else read the copy as I turned the pages with the appropriate storyboard visuals on them, in front of the camera. The result, though very crude, closely represented what I

conceived as the finished program. I then showed this videotape to the various United Way committee members and was given approval with few changes. I then used this video storyboard to acquaint the non-professional on-camera talent with what it was I wanted them to do. The result was a smoothly produced program and a final product that was accepted on first viewing.

Since that experience I have used the videotaped storyboard in all pre-planned video productions. It is my belief that videotaping the storyboard provided the common ground of clear communication. However, since I had not shown them the printed format of the storyboard, I could not be sure that videotaping the storyboard made any difference in gaining approval or conceptual understanding.

2. PURPOSE OF THIS STUDY

It is the purpose of this study to demonstrate the value of the videotaped storyboard in pre-production planning to narrow the gap of conceptual understanding between the producer and the client in corporate and industrial, client oriented video productions. Though I have used the videotaped storyboard for some time, I have never had the opportunity to compare the use of both formats, printed and videotaped, in a client oriented situation. This study will offer the opportunity to make a comparison of these two formats and arrive at some descriptive conclusions based on the experience of this case study.

3. DEFINITIONS

There seems to be some ambiguity among non-professionals in video production, as to exactly what a storyboard should contain. For the purpose of this thesis, a storyboard shall contain the following visual and audio information:

The visual representation shall indicate: location, camera angle, focal length, talent positions, actions and movements, titles, credits, electronically generated effects and transitions. The visual representation shall not be limited to these indications along.

The audio portion of the storyboard shall include or indicate: the script draft, music, sound effects, ambient sound, and all other sound to be heard by the audience where possible.

The client in this instance shall mean the individual or individuals who request the production of a video program. The client is also responsible for approval of the final production for acceptance.

The producer shall be the individual responsible for transforming the client's ideas to a finished and acceptable videotape production.

It is essential to the understanding of this study that the reader have some background information about the Metro Markets Report which is the subject of the video program being studied.

At the request of the Greater Knoxville Chamber of Commerce, a marketing analysis was conducted of the Knoxville, Tennessee, metropolitan marketplace by Public Demographics, Inc. (PDI) and the Economic Development and Analysis Branch of the Tennessee Valley Authority (TVA).

The results of this marketplace analysis were compiled into the

Metro Markets Report. This report is designed to assist the Knoxville retailer in identifying different consumer lifestyles and purchasing patterns within each of the nine sectors described in the report. This information has been made available to the Greater Knoxville Chamber of Commerce members for their use in marketing research and decisions. By providing this information to the small business members of the Chamber, these small business people have access to information otherwise too expensive for them.

4. METHODOLOGY

The methodology used in this research was the case study method. The Greater Knoxville Chamber of Commerce contracted for the production of a training program with the Broadcasting Department at The University of Tennessee. The subject of this program was to be the Metro Markets Report described above. The University of Tennessee was paid for the production of this program. On behalf of the Broadcasting Department of The University of Tennessee, this author produced the contracted program. This, therefore, represents a client oriented production.

During the production of the program both formats of video storyboard were presented to the client and the responses to each were observed and later evaluated in terms of conceptual understanding.

The author's participation as producer of this program offered a unique opportunity for the case study method of research.

5. LIMITATIONS OF THE STUDY

The scope of this study is limited to this particular production, the video production experience of those individuals involved both producer and client, and the requirements of the subject matter of this particular and unique program. It is the experience of the producer, however, that the circumstances of this situation are not uncommon and are often typical of embryonic production experiences.

CHAPTER II

BACKGROUND

At the request of Ms. Jackie DeLong, vice president of Business and Industrial Services at the Greater Knoxville Chamber of Commerce, a meeting was held in early March of 1986 to discuss the production of a video presentation for the Chamber. The topic of this video presentation was the Metro Markets Report which was given to the Chamber by T.V.A. and developed by Public Demographics of Cincinnati, Ohio.

At this initial meeting it was understood that what was wanted by the Chamber was a videotape program that might be used by the Chamber to promote the Greater Knoxville Metro Marketplace to businesses that might locate in this marketplace.

At the next meeting the President of the Chamber, Mr. Darrell Akins, was present and explained that what the Chamber was looking for was a video presentation of the information contained in the Metro Markets Report. The purpose of presenting the information was to acquaint the small business members, who make up 80 percent of the membership of the Greater Knoxville Chamber of Commerce, with the information contained in the Metro Markets Report. In addition to acquainting these members with the information, the program was also intended to show them how to use this information in many of their business decisions.

At the meeting a number of assumptions were made and agreed upon by those present. These assumptions were based on the idea that the

video presentation would be part of a one- or two-day seminar given by the Chamber for their small business members, on the Metro Markets Report. Information not included in the video presentation would be presented elsewhere in the seminar. These assumptions were made about the seminar participants prior to their seeing the video presentation.

1. The viewer would know what information he/she needs.
2. The viewer will know what to do with the located information.
3. The viewer will have in his/her possession at the time of viewing this video presentation a complete and paginated copy of the Metro Markets Report.

4. The viewer will know how to interpret the information once it is located.

5. The viewer will have access to a knowledgeable person for questions regarding his/her use of the Metro Markets Report.

The program presentation includes two sections--the program objective and the program structure. The program structure is divided into five sections: (a) introduction, (b) definition and explanations, (c) how-to section, (d) performance section, and (e) reinforcement section.

1. The program objective: After viewing the video program, the viewer will be able to locate information contained in the Metro Markets Report quickly and accurately.

2. The program structure:

- (A) Introduction

- (1) Where the report came from.

- (2) Why the report is important.

- (3) The fact that this information is offered to you the viewer by the Greater Knoxville Chamber of Commerce.
- (4) A statement as to what will be taught in the videotape.
- (5) A statement of what the viewer will be expected to do upon completion of viewing this video program.

(B) Definitions and explanations

- (1) Each of the six sections of the Metro Markets Report will be explained in a general manner for a general understanding of how to locate desired material.
- (2) Terms such as demographics, psychographics, etc., will be defined.
- (3) The limitations of the video presentation will be explained.

(C) How-to section

- (1) A description of the procedure for finding information and desired material in the Metro Markets Report.
- (2) Examples
 - (a) A person would like to start a retail clothing business. This is how he will find the desired lifestyle and purchasing pattern information and material contained in the Metro Markets Report.
 - (b) A restaurant owner would like to open a second restaurant in the Knoxville metropolitan marketplace. This is how he would find the desired information in the Metro Markets Report.
 - (c) The owner of a downtown retail store would like to increase his business through advertising. This is how he would find his desired information in the Metro Market Report.

- (D) Performance section: In this section the viewer will be presented with a fictitious situation and asked to locate information in the Metro Markets Report. At this point the videotape machine will be stopped until the viewer has located the requested information and entered its location in his manual. This manual, which will be

developed at another time, is part of the seminar material that will be given to each participant. Should he have some difficulty, the manual will contain instructions to help him.

Once the information has been entered in the manual, the videotape machine will be started and the correct procedure for locating the information and the correct location of the information will be given thus providing immediate feedback to the participant. Once the correct location has been given, the next situation will be presented.

- (1) A person wishes to open a discount retail shoe store in the Knoxville metro marketplace. In which sector should this store be located?
 - (2) The owner of a downtown camera shop wishes to advertise to increase his business. According to the Metro Markets Report, which media would be most appropriate?
 - (3) The owner of a fast food fish establishment would like to expand and open a second restaurant. Is this advisable according to the Metro Markets Report?
- (E) Reinforcement: All of the main points and information of the videotape will be reviewed briefly and the program will end on an up beat with a positive feeling.

This format was used because of the nature of the information in the Metro Markets Report and the circumstances under which the video program was expected to be used. Ms. DeLong explained that though this program was expected to be used during a one- or two-day seminar about marketing research, there would be situations in which the video program might have to be used without the benefit of the seminar. In this instance, the viewer would be alone and the program would be viewed out of the context for which it was primarily designed. This format seemed to offer the best of both situations. By using this format, the single viewer would have a chance to experience locating information in the Metro Markets Report and the advantage of immediate feedback.

This type of interactive video training program can be effective in this situation but not in all training situations. The structural format of a video training program is mainly dictated by the type of people being trained, the information to be taught, the desired results and the circumstances under which the training will take place.

Based on this information, a storyboard was developed for presentation to various Chamber staff for approval to produce the video training program.

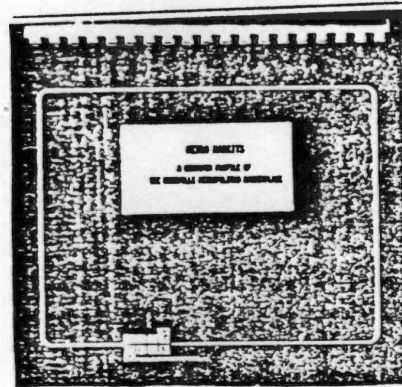
CHAPTER III

METRO MARKETS REPORT STORYBOARD

Recruiting jobs, maintaining existing jobs, encouraging good government, and promoting our unique quality of life are the basic goals of the Greater Knoxville Chamber of Commerce. These goals are best served when the Chamber works with and for small business. In this program, you will become familiar with the Chamber's CONSUMER PREFERENCE PROFILE. This service is part of a comprehensive effort to help you meet the demands of today's competitive market place. Efforts like this, we hope,



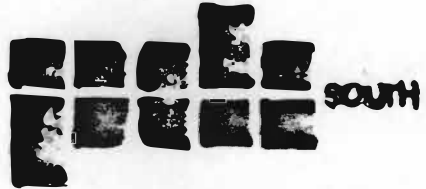
will provide you access to valuable market research and other resources. Improving your bottom-line is your most important business goal. Helping you accomplish it, is the Chamber's most important goal. The METRO MARKETS REPORT which is the subject of this tape was prepared by the



Economic and Development Branch of the Tennessee Valley Authority and

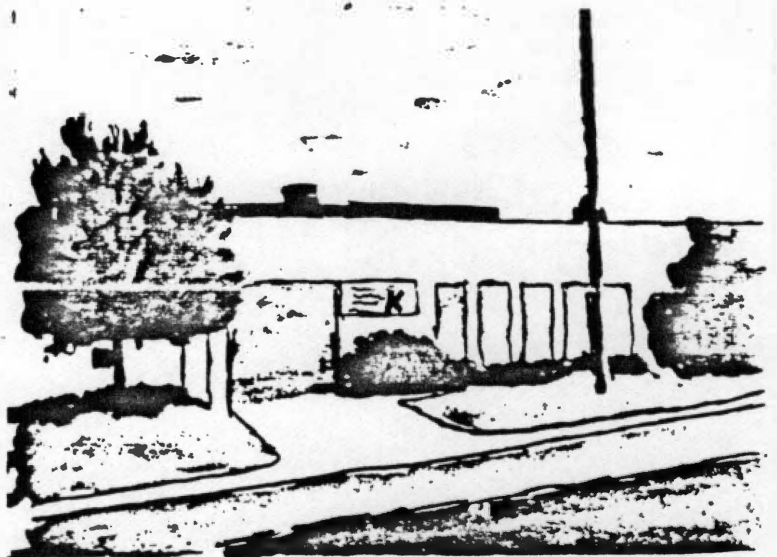
TVA

Public Demographics of
Cincinnati, Ohio, at
the request of

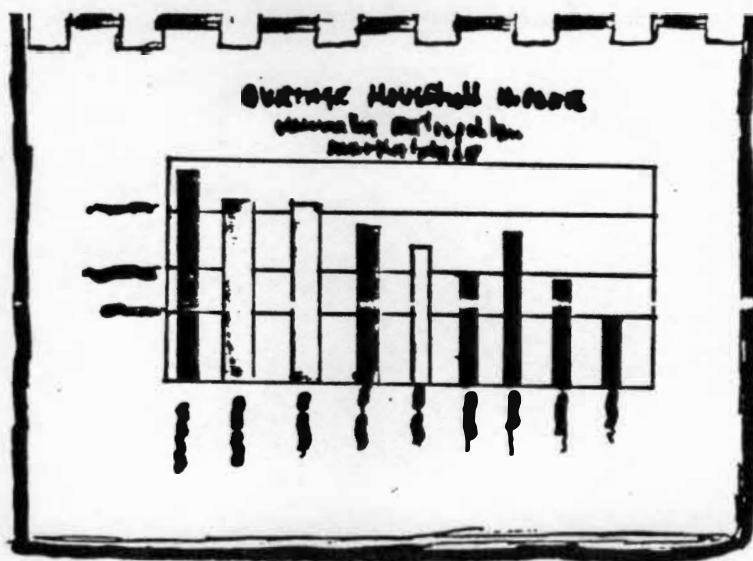


CRANES (ST) CREST

your Greater Knoxville
Chamber of Commerce.



This METRO MARKETS report contains a large amount of information that will be helpful to you in making business decisions.

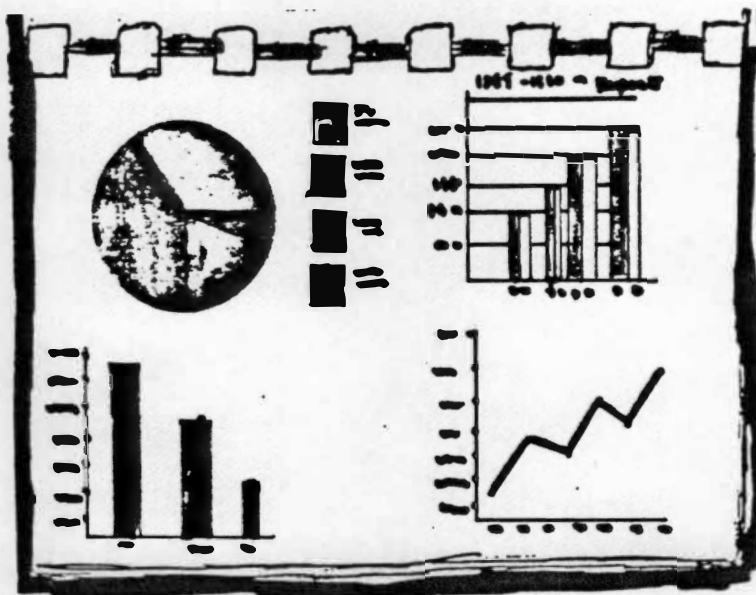


This report however is designed to be used in conjunction with other research material.



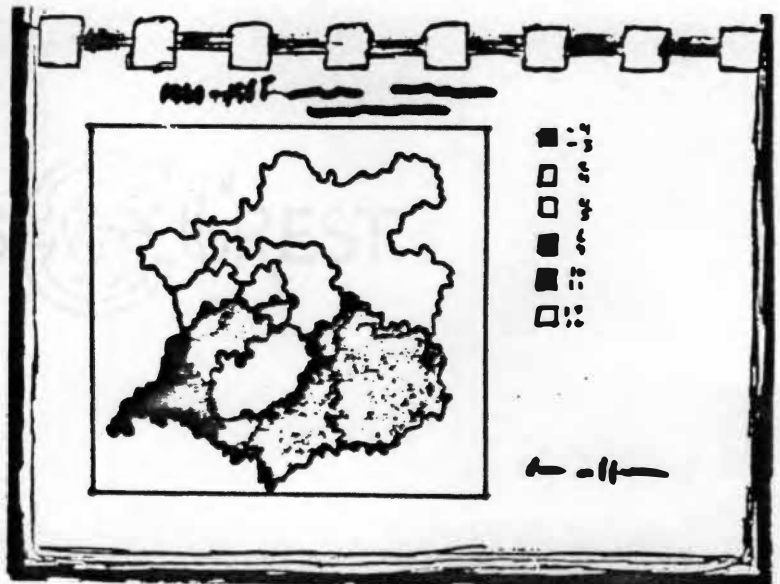
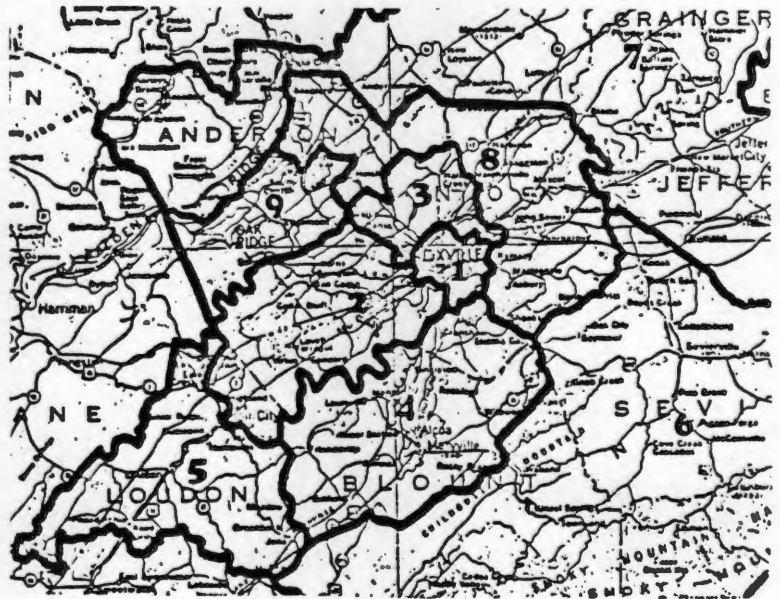
Take a moment now and look through your copy of the report.

Notice the charts in each section and the maps which show the geographic locations of the marketplace.

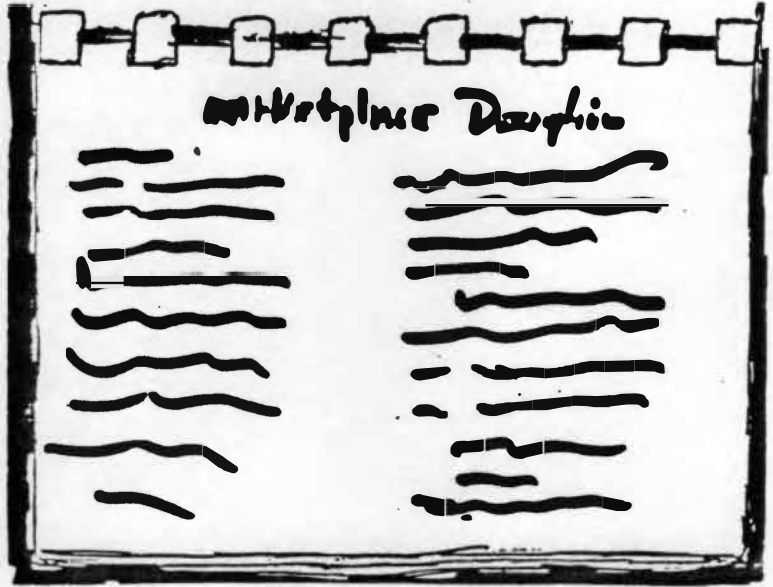


CRANE & REST

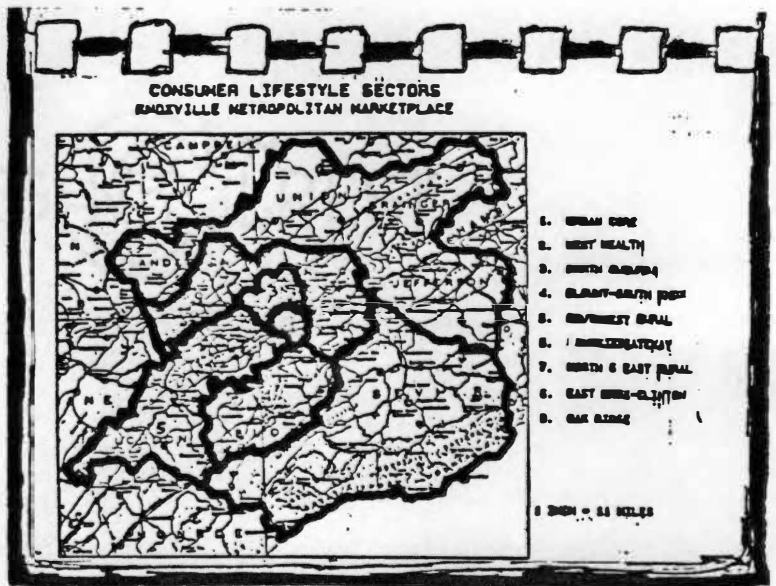
Look also at the sector profile for the area in which you live and glance over the observations found on page 1 of your sector profile. You'll notice, while you're looking, that the report contains several different sections. Of the seven sections in the report, we will concentrate on only five. You are advised to review the Summary Introduction and the Appendices on your own. You might also notice that the sections go from the general information to the more specific and detailed information.



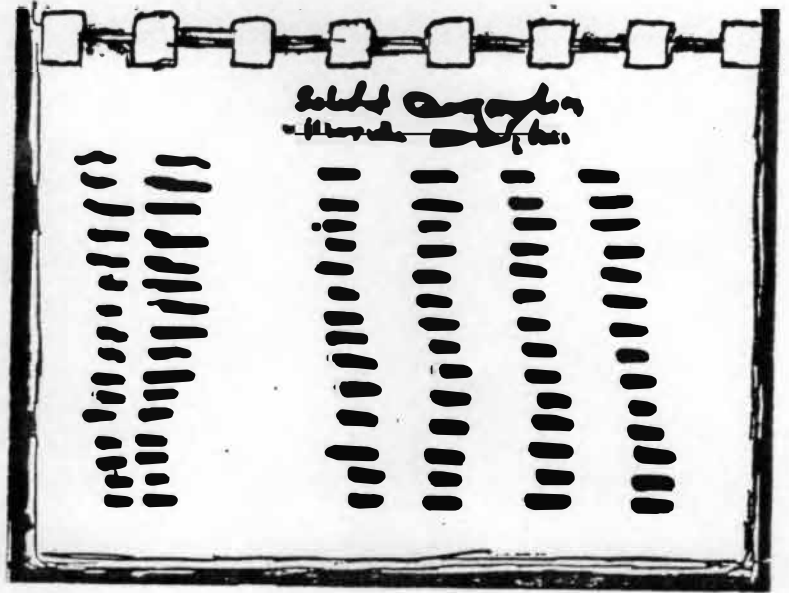
The first section that we will discuss is titled MARKETPLACE DESCRIPTION.



This section contains a description of the marketplace area and its division into more specific and defined sectors.



The marketplace
description is followed
by a section called
MARKETPLACE
DEMOGRAPHICS.



You might ask
yourself, "What are
DEMOGRAPHICS?" THE
TERM DEMOGRAPHICS
REFERS TO THE STATIS-
TICALLY MEASURABLE
POPULATION CHARACTER-
ISTICS.



They include population
density,

the number of
households,



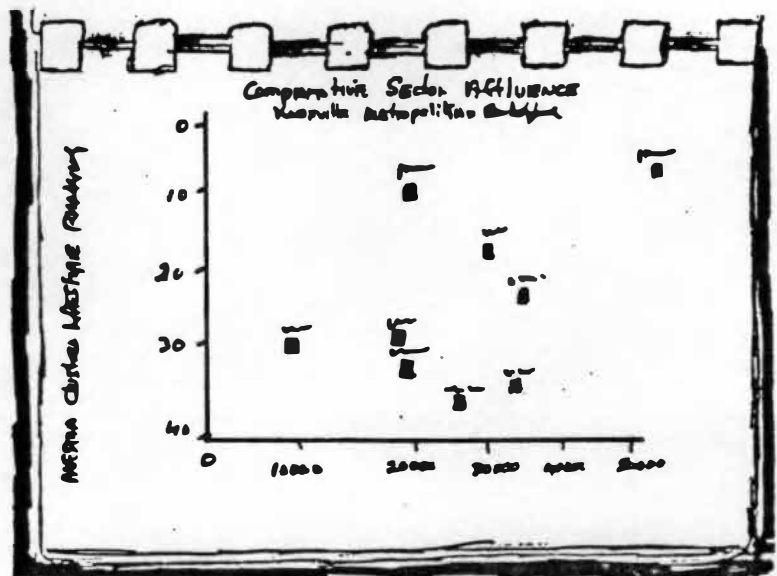
the average number of
people in each household,



and the average household income.

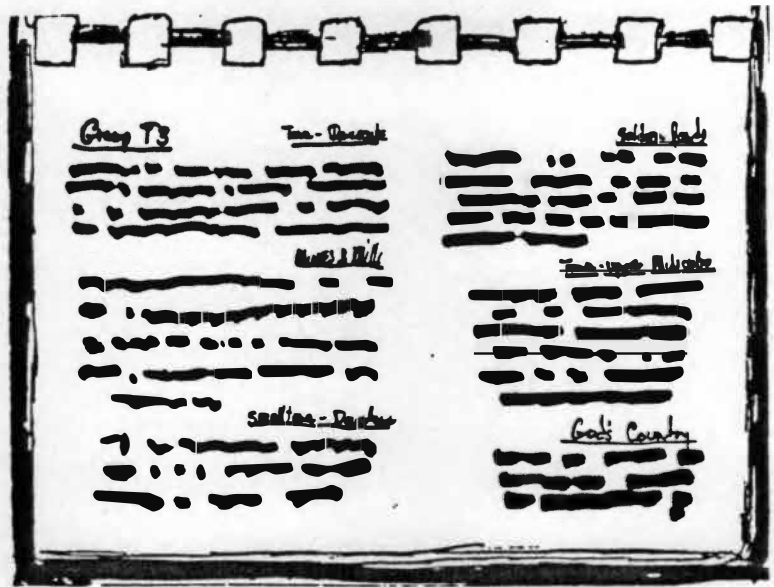


The following section, MARKETPLACE CONSUMER PROFILE, is divided into two parts. The first part describes lifestyle characteristics found in the Metro Marketplace.

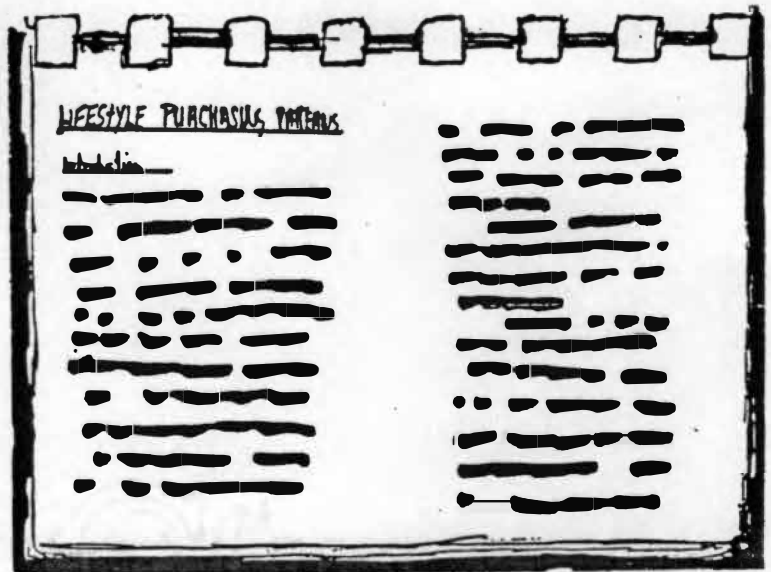


GRADES 5-8 TEST

These lifestyle characteristics have been divided into clusters or similar groups whose lifestyle characteristics are homogeneous and have the same geographic orientation and socio-economic level. Each sector is made up of a combination of clusters.



The second part of the section describes the purchasing patterns which are identified with the lifestyle characteristic.

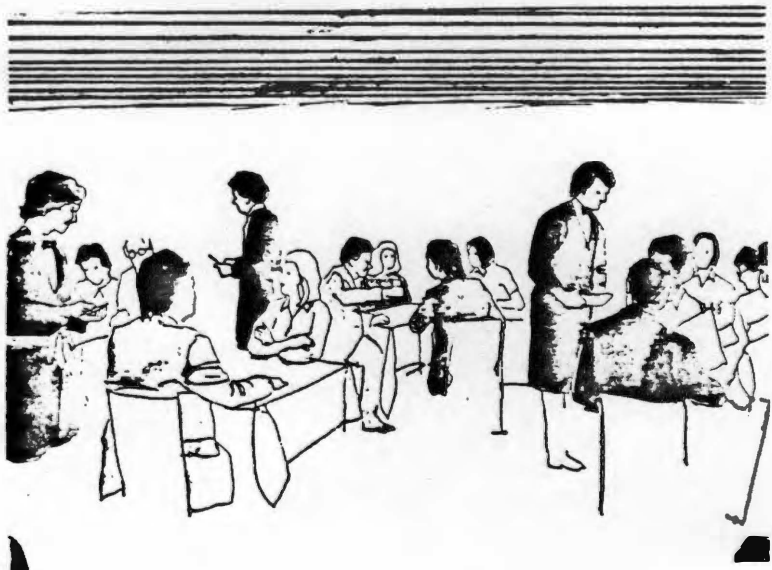


The lifestyle purchasing patterns are defined in terms of products and services bought. Some of these products and services include:

Food



Dining out



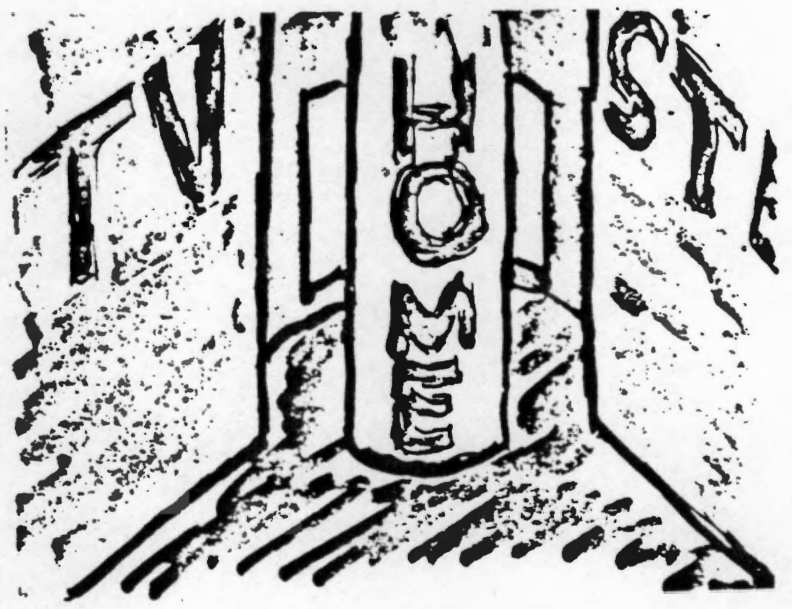
Clothing



Furniture



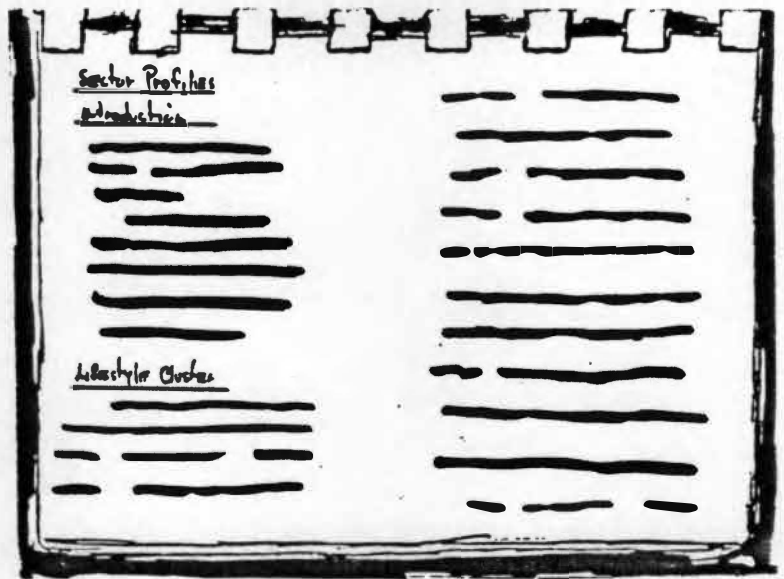
Home entertainment



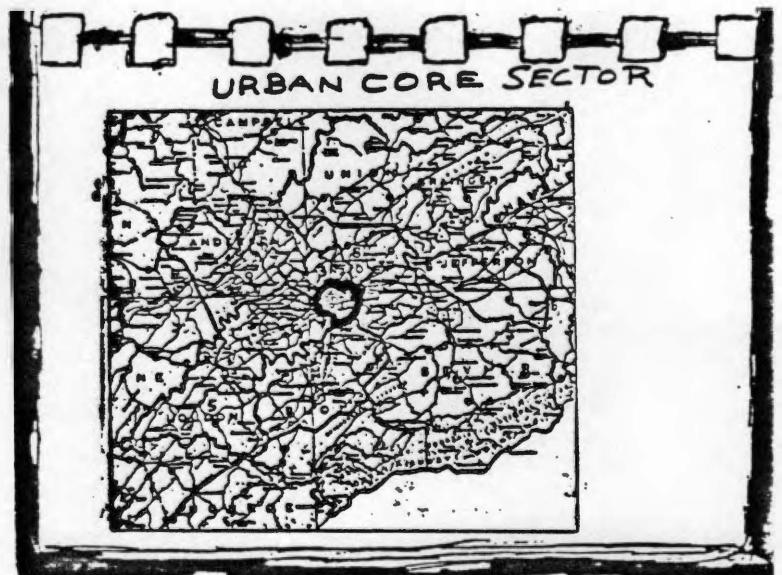
Automobiles



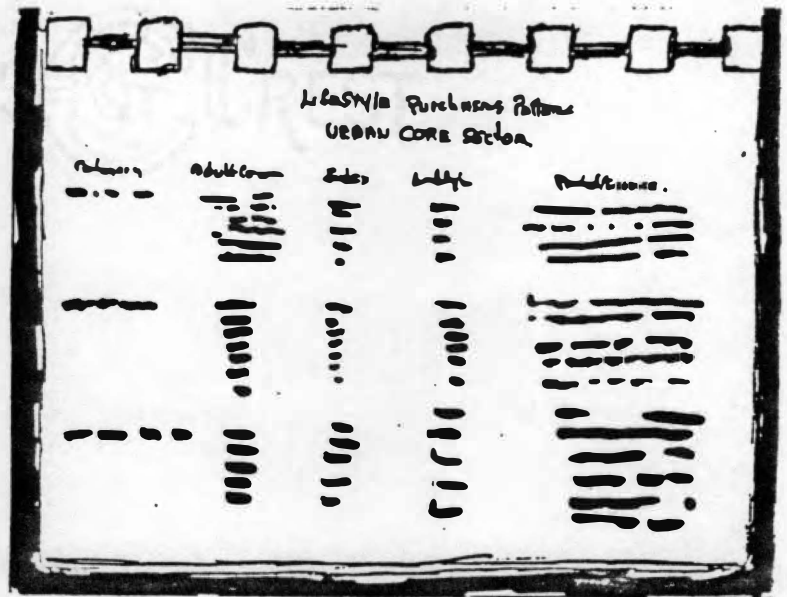
The next section
contains the SECTOR
profiles.



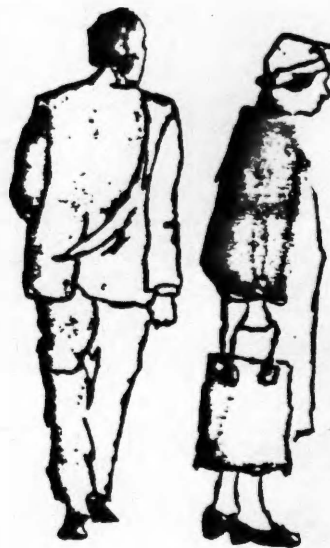
These sector profiles
are designed to be
freestanding. Each
profile contains a
detailed description of
the lifestyle cluster
composition for that
area or sector.



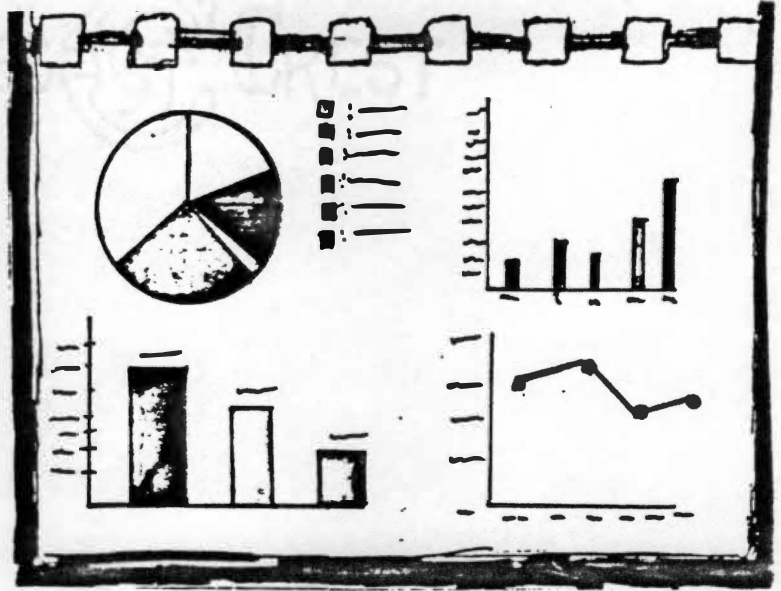
If you look at the URBAN CORE for example, you will notice (on page 1 section D) that the Urban Core is made up of several different clusters.



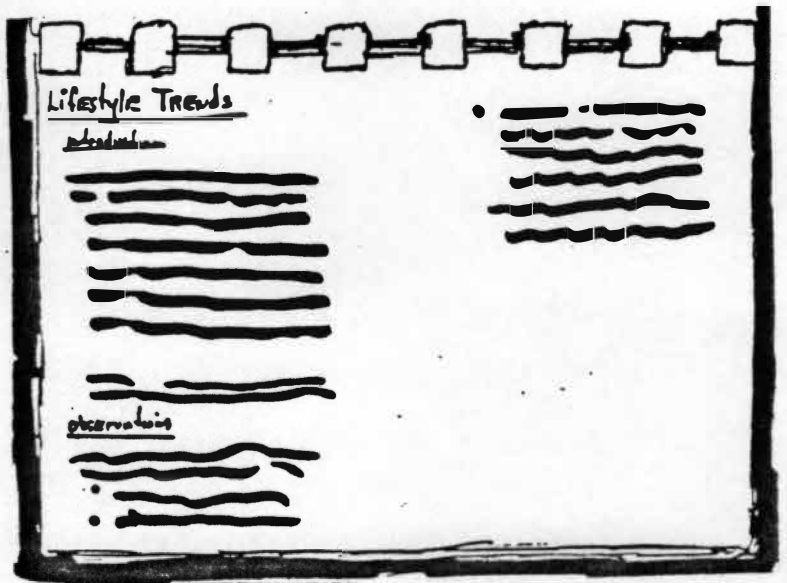
Combined with the cluster composition are lifestyle purchasing patterns for each sector. These patterns quantify the number of consumers who are expected to make specific retail and/or service purchases or to own specific items.



The last type of information presents changes in the consumer base of each sector which are expected to occur in the next five years.



The final section that we will be dealing with in this program is called CONSUMER TRENDS.

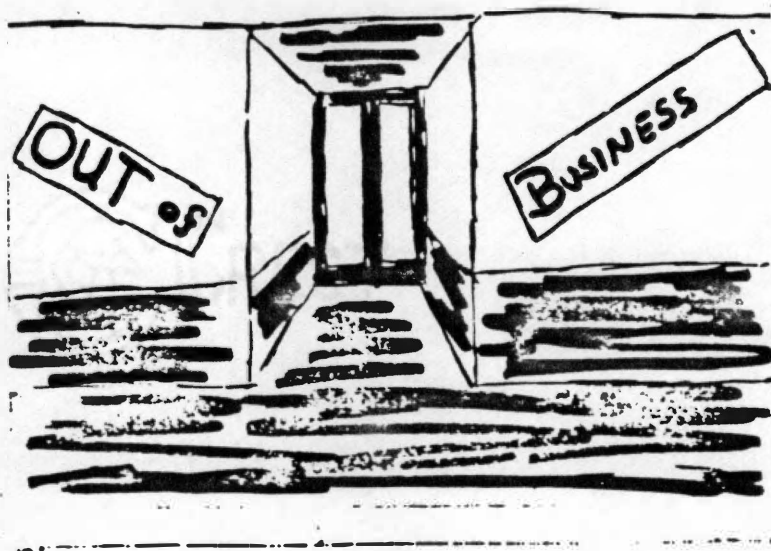


The importance of this section cannot be over-emphasized.

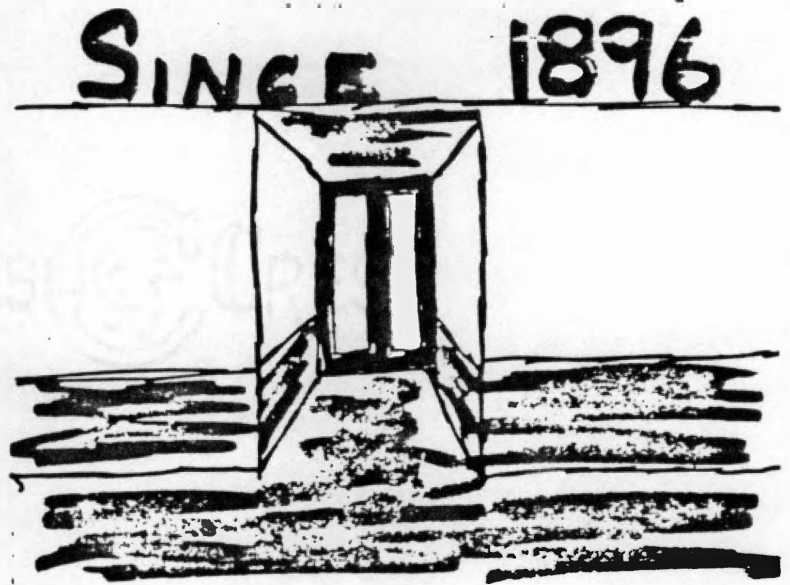
A static business is destined for failure.

For a business to succeed, it must be alive and in a constant state of growth and change.

To do this, you must be aware of the changing lifestyles of your customers.



This section will identify some of the major factors which will affect consumer decisions. It will identify important lifestyle changes which are expected to occur in the near future, together with their expected impact on the marketplace. This section also reviews some successful strategies that are being used to adapt to a changing marketplace. Now that you are familiar with the Metro Markets Report, we will show you how to locate the information you desire. It is expected that after viewing this program you will be able to independently locate the information you desire in the METRO MARKETS REPORT.



1. REVIEW SECTION OF VIDEOTAPE

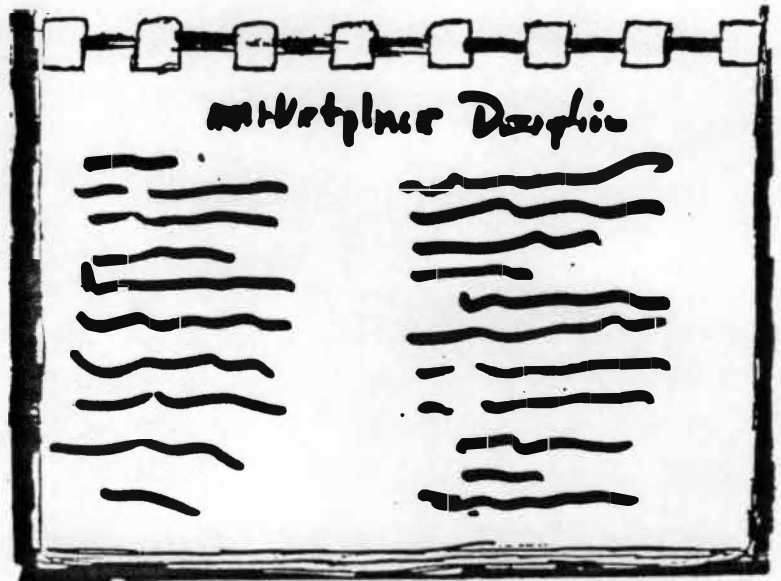
Before we continue,
however, let's review
what we have covered so
far in this program:

We began with an
explanation of the
Metro Markets Report.

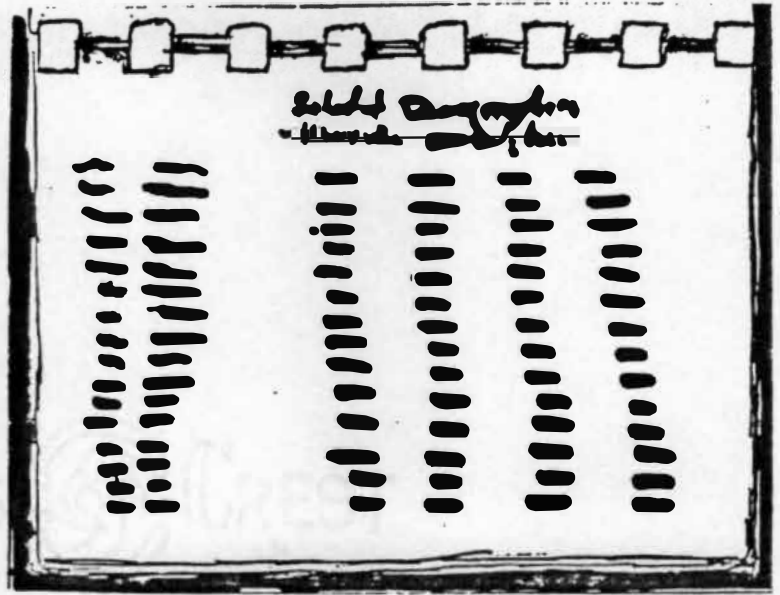


We started with the
section called MARKET-
PLACE DESCRIPTION.

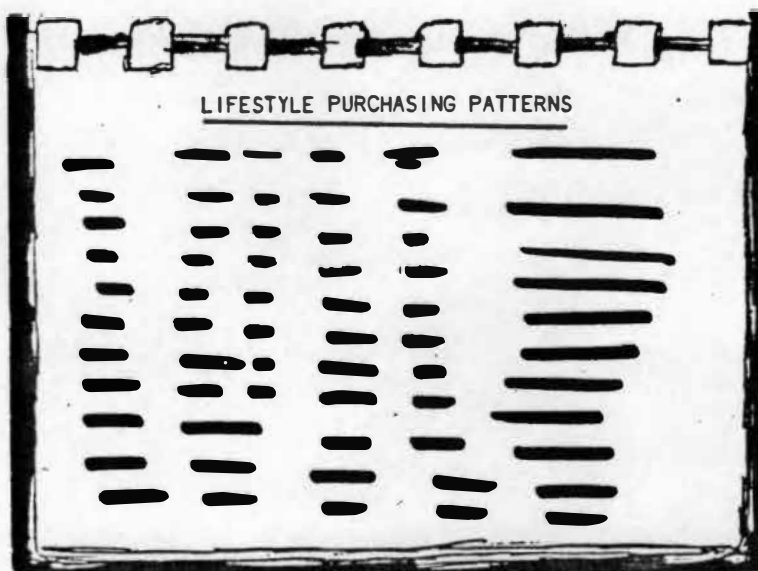
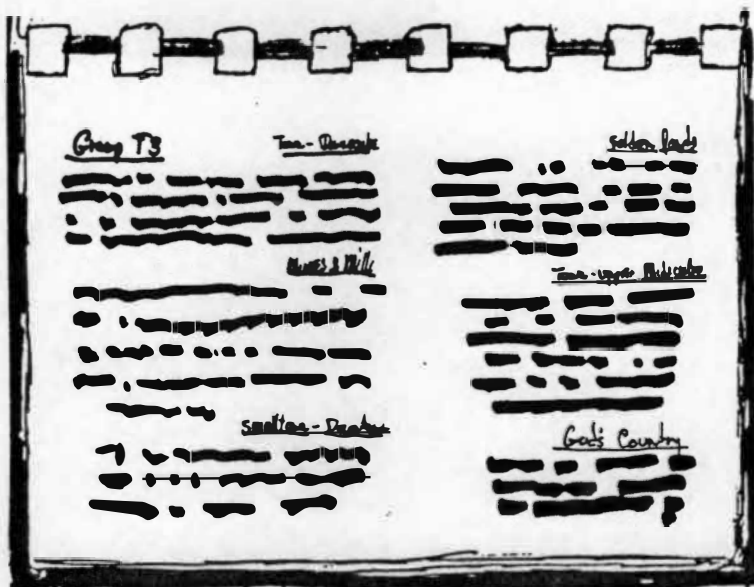
This section describes
the Metro Marketplace
and divides it into
nine different sectors.



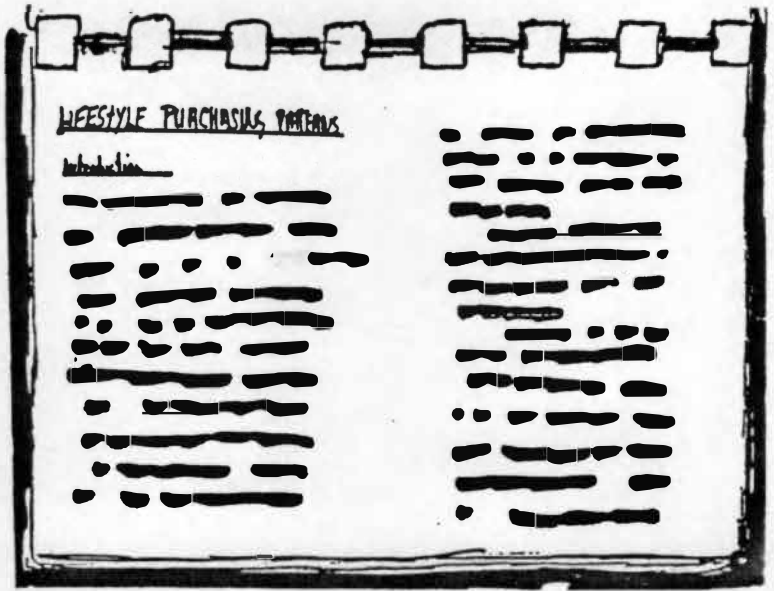
This section is followed by the section called MARKETPLACE DEMOGRAPHICS. As you remember, demographics are statistical measures of population characteristics. Some of these are: Population, Population density, Number of households, Income per household, etc.



This section was then followed by the section called MARKETPLACE CONSUMER PROFILE. This section as you remember contains two parts. The first part explains consumer lifestyle characteristics. These characteristics have been divided into groups called cluster groups. These cluster groups have then been divided into clusters. These clusters are then used to describe the consumers in the nine sectors described in the section on marketplace description.

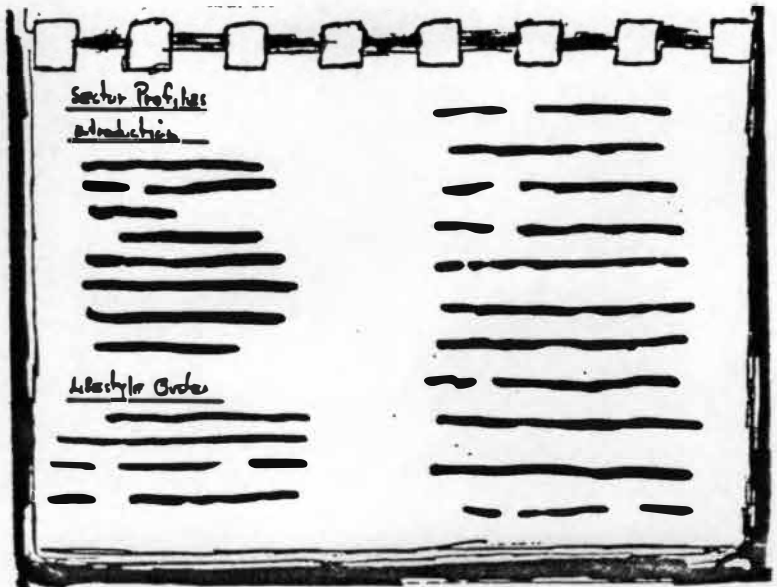


The second part of this section explains the purchasing patterns that are associated with the various lifestyles described earlier in this program. These purchasing patterns are described in terms of products and services bought.

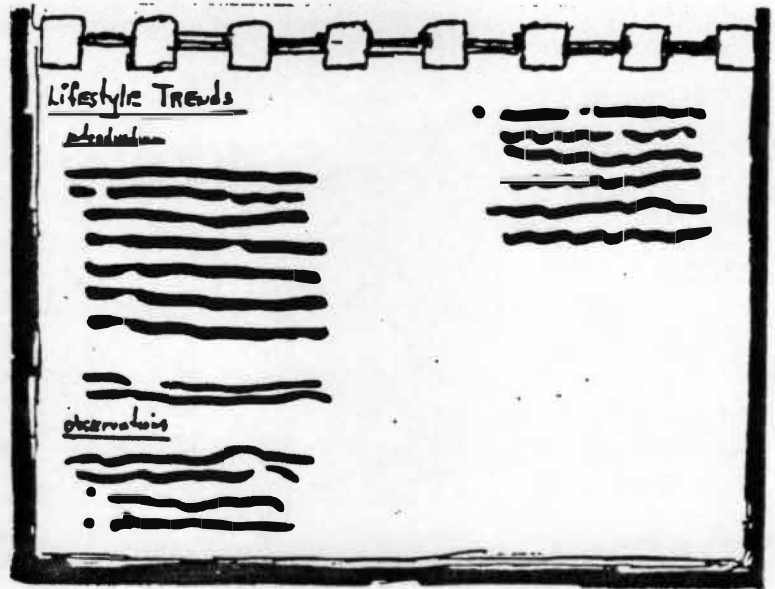


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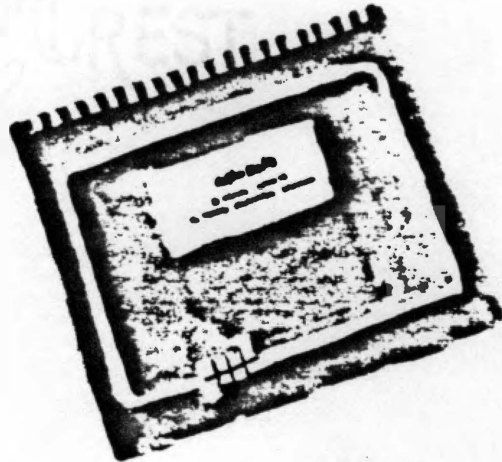
The next section contains the sector profile and is specific to each of the nine sectors described earlier.



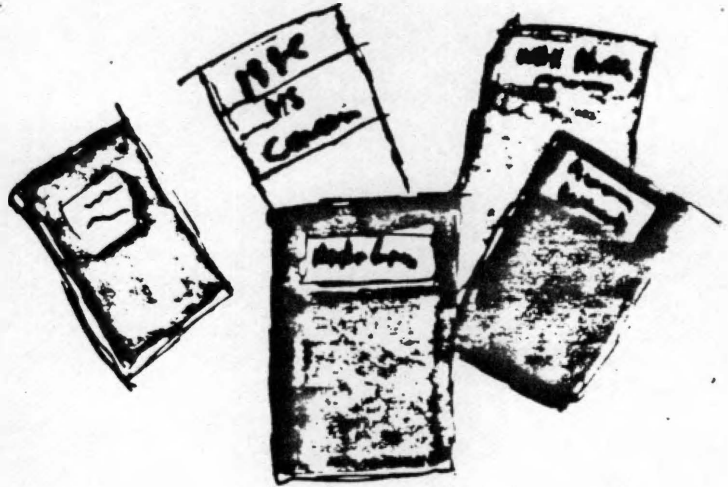
The last section that was covered was the section called CONSUMER TRENDS and suggests the trends of the future in the Metro Marketplace.



During the following presentation, you will be presented with three examples of how to locate information in the Metro Markets Report.



We must emphasize at this point that the material contained in the Metro Markets Report, is to be used in conjunction with other material available at your Chamber of Commerce.



We have chosen three types of business that are in various stages of growth. Each business needs specific information from the Metro Markets Report.

In our first situation, Mr. Smith had decided to open a medium priced men's and boy's retail clothing store in North Knoxville. Mr. Smith has been in the retail clothing business for several years and now would like to have his own business.

The business will be located in North Knoxville because that is where Mr. Smith lives and he knows a lot of people who will be potential customers.

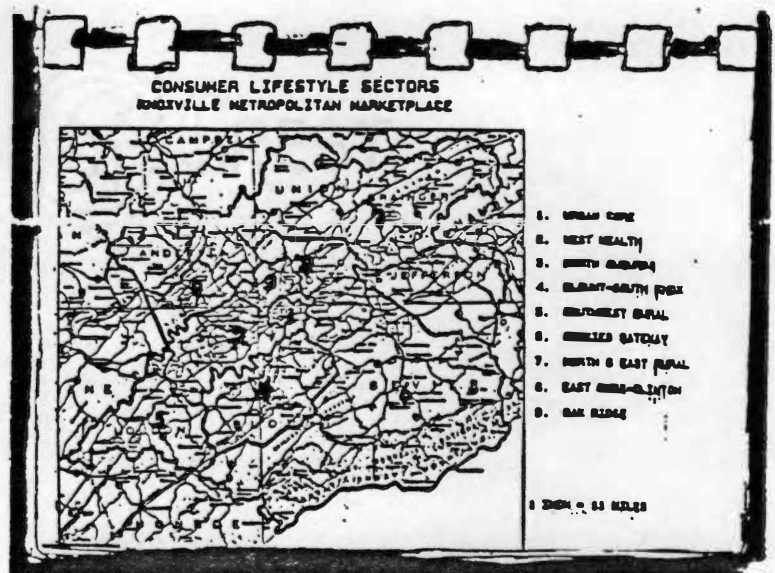
Mr. Smith has made many decisions about the new business. Some are a result of his business experience and others are a result of research that he has done.



Now that these decisions are made, Mr. Smith, being a smart businessman, would like to confirm that his decisions are sound. He wisely turns to the Greater Knoxville Chamber of Commerce and the Metro Markets Report. Mr. Smith believes that there are enough customers in North Knoxville to support his business. Let's see.

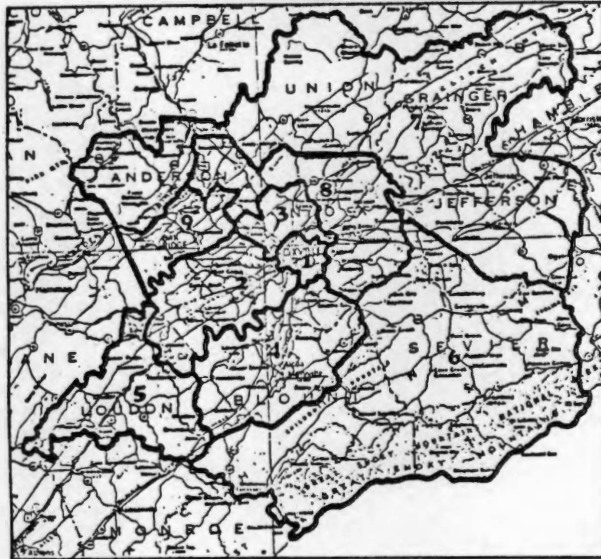


First, Mr. Smith would look in the Marketplace description section of the Metro Markets Report to find in which lifestyle sector his store belongs.



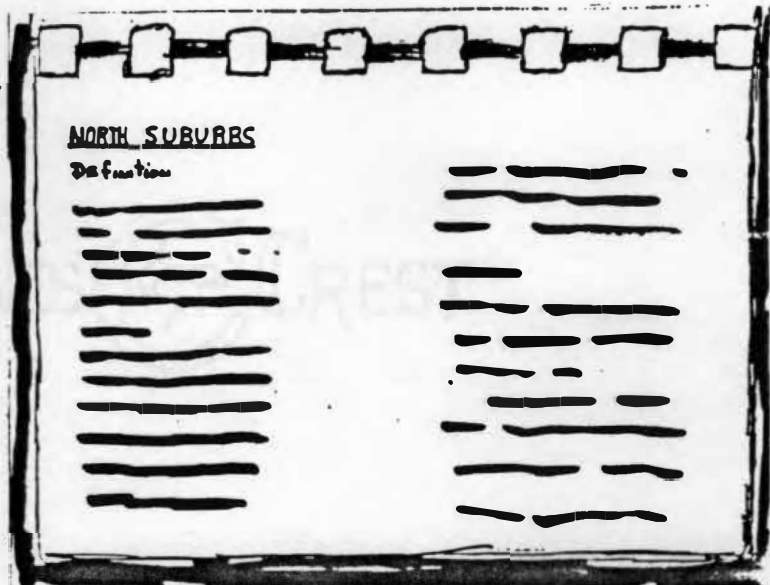
It is clear that Mr. Smith belongs in sector three, The North Suburbs.

CONSUMER LIFESTYLE SECTORS
KNOXVILLE METROPOLITAN MARKETPLACE

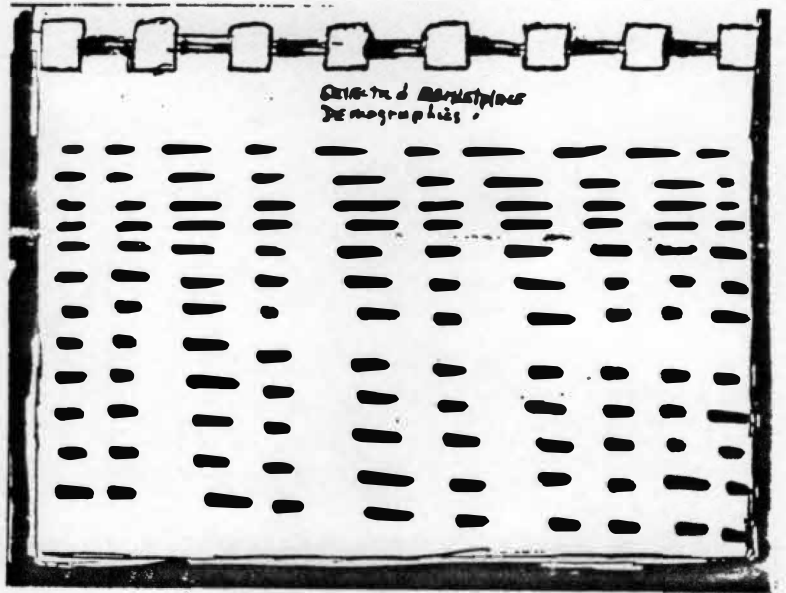


MAP A.2

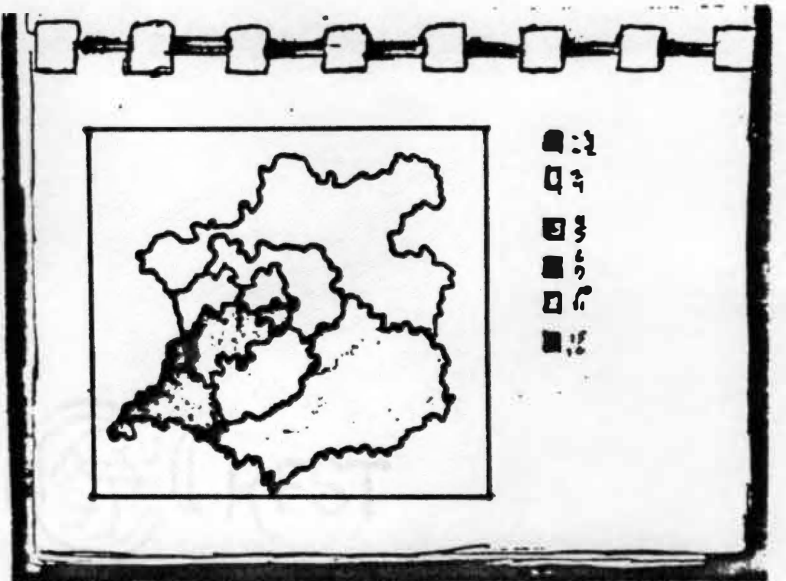
He then turns to the definition and description of the North Suburbs, which he finds on page 4, section A. Having read the North Suburbs definition and description, Mr. Smith confirms that this is the correct sector.



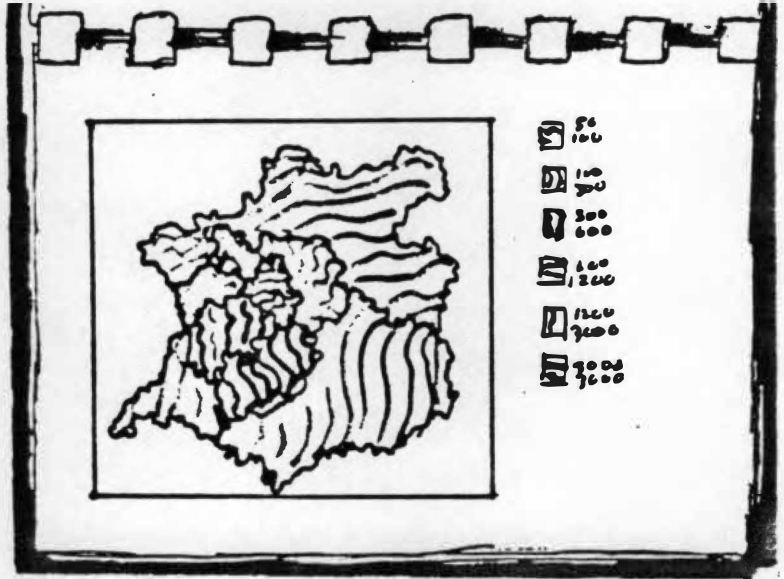
Mr. Smith then turns to the Marketplace Demographics Section of the report. After reviewing the introductory information, locates the demographics for the North Suburbs sector.



It seems that Mr. Smith was correct in his choice of the North Suburbs, the population, number of households and the average household income would support the business he had in mind.

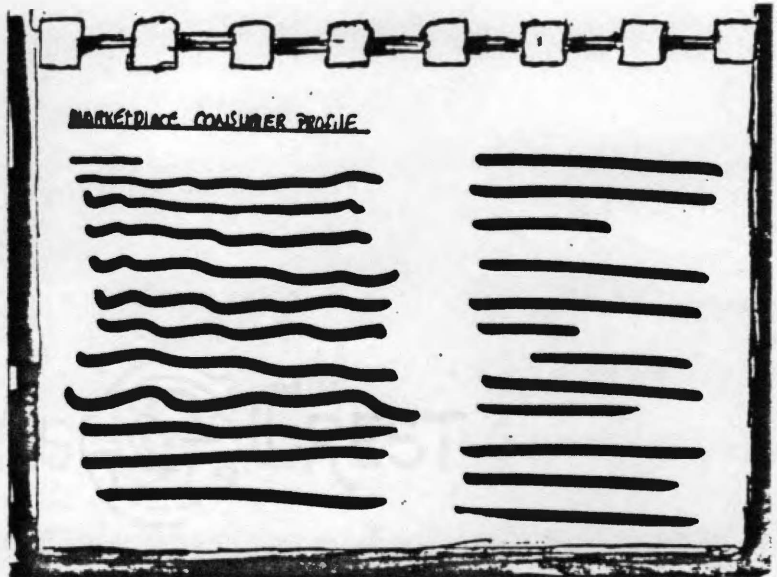


It is also clear from Figure B2 that the household distribution has been relatively constant since 1970. This stability is important to Mr. Smith and he is reassured about his location.

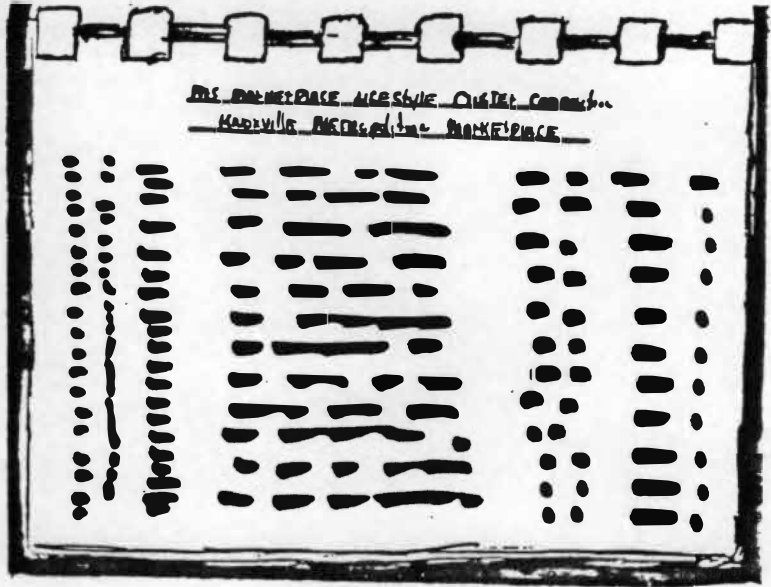


Mr. Smith realizes however, that so far he has only a brief indication that his decision was a sound one.

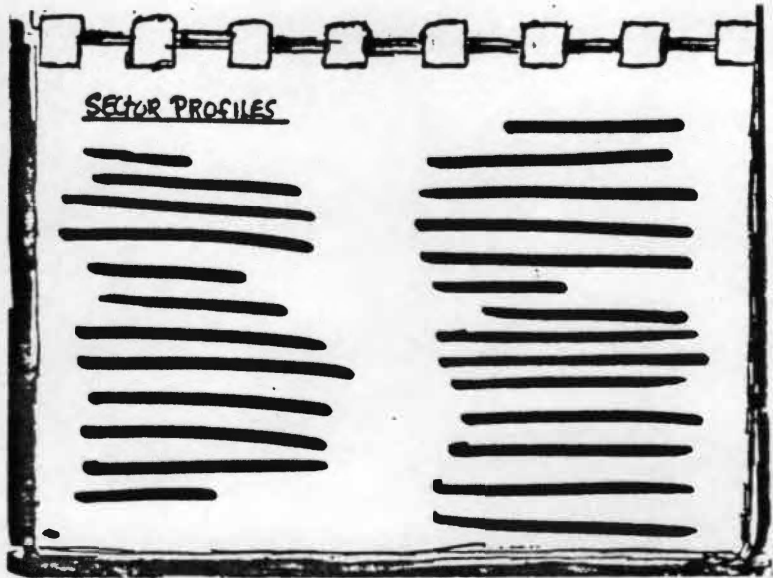
Mr. Smith now reviews the Consumer Profile section of the report to confirm that the consumer profiles match the type of consumer he had decided he must have to succeed.



A review of the material identifies Mr. Smith's customers as cluster groups S3, T1, U1, S4 and T2.



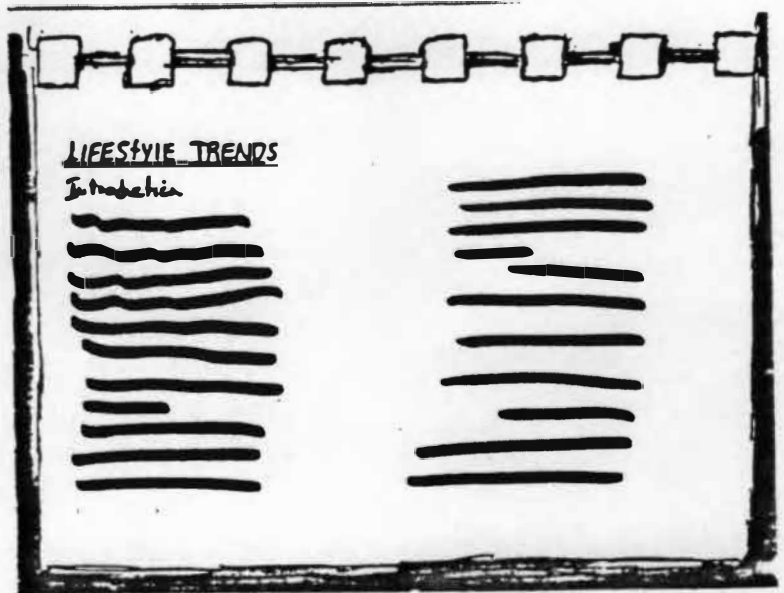
He then turns to the sector profile section and locates his sector after having read the introduction thoroughly. Mr. Smith then confirms that the North Suburbs sector contains the cluster groups he believed were his potential customers. He also confirmed that they were in sufficient numbers to support his business.



Upon studying the life-style purchasing patterns carefully, Mr. Smith saw that sufficient numbers of consumers bought men's clothing last year and this confirmed that the need was there. He also saw that the shopping pattern was consistent with what he had thought.



Mr. Smith then reviewed the Consumer Trends section of the report and became familiar with some of the future changes he would have to prepare for in order to stay in business in the long run.



CRANE & CO. PRINT

Mr. Smith also realized that large numbers of his potential customers owned credit cards. He had not planned for this, but would now include credit card purchases in his new store.



Having already reviewed other information including information on competition in the area and now the Metro Markets Report, Mr. Smith was able to confirm his decision and opened his new store with confidence.



In this next section, Ms. Johnson currently owns a family style restaurant in South Knoxville. She has had this restaurant for several years and now would like to open another restaurant in West Knoxville on Cedar Bluff Road for her nephew to manage.

MS JOHNSON'S REAL ESTATE



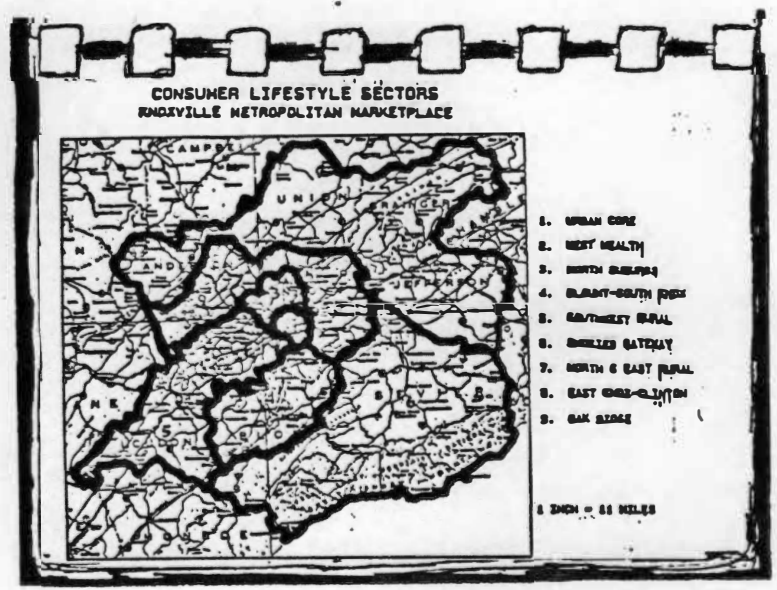
Ms. Johnson knows the family restaurant business well and needs primarily to know if West Knoxville is the best location for her restaurant.



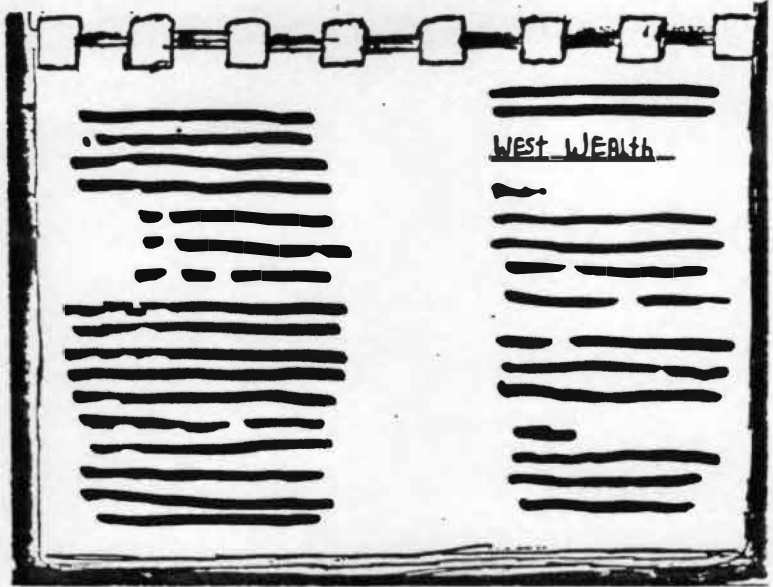
Ms. Johnson uses the Metro Markets Report to confirm her decision to place her new restaurant in West Knoxville.



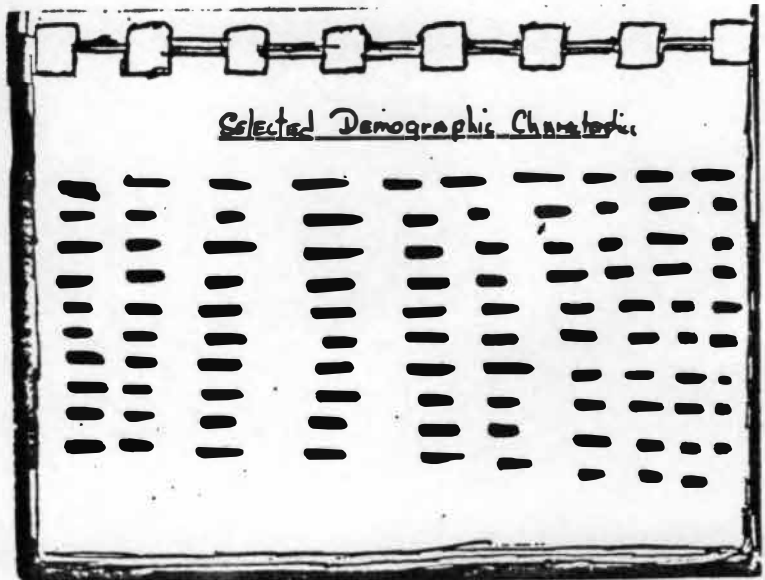
A look at the map A.2 in the Marketplace Description section indicates that the West Wealth sector is the one she is interested in.



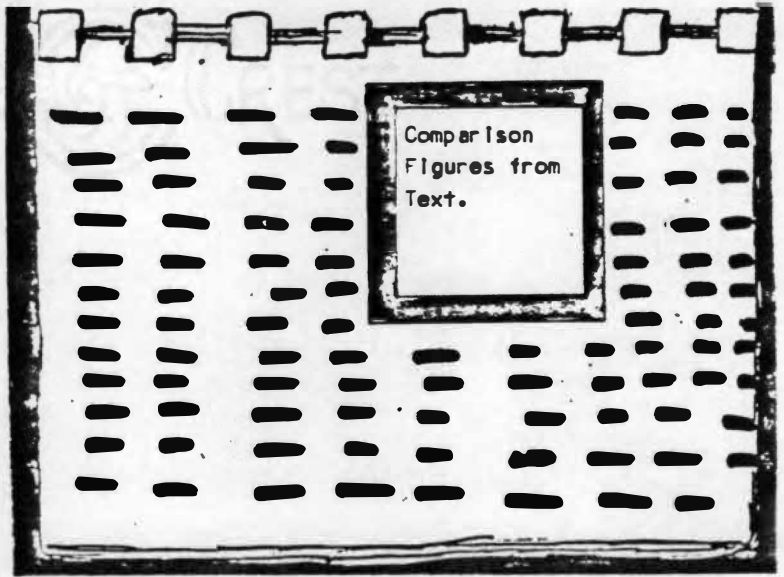
A review of the definition and description of the West Wealth sector confirms her suspicion that Cedar Bluff Road is a main artery and would be a good place for a restaurant.



She then looks at the Marketplace Demographics section and confirms that the population, number of households and average income per household would support such a restaurant.



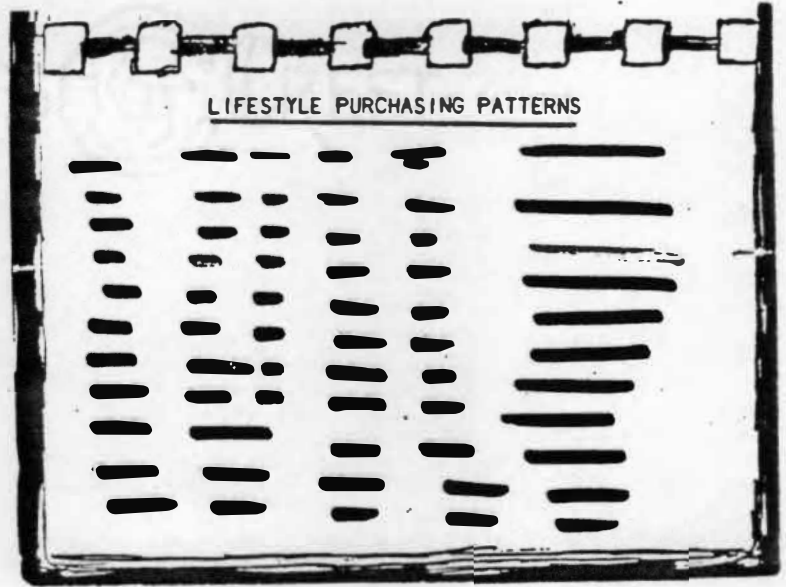
She also compares the demographics of West Wealth and Blount-South Knox where her current restaurant is located. She sees that they are similar with West Wealth being larger and a little more dynamic.



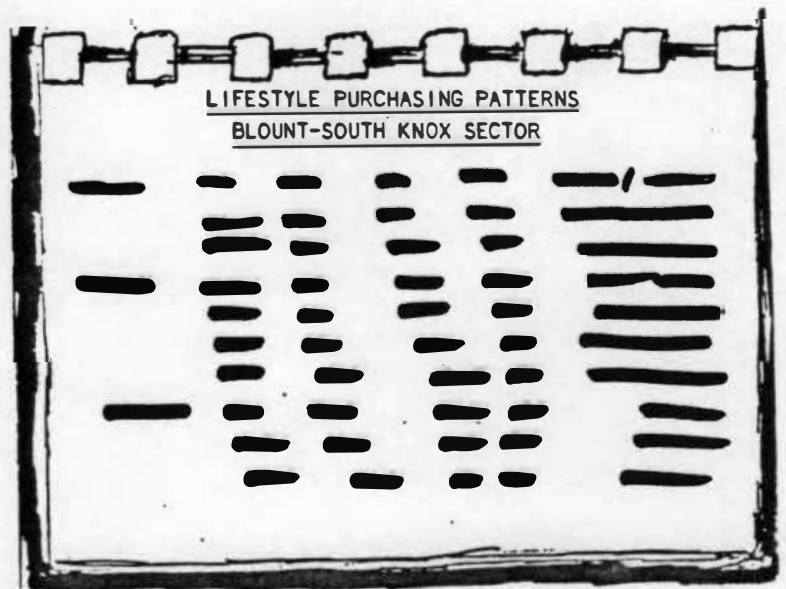
Ms. Johnson then reviews the Marketplace Consumer Profiles and notes that in observation 3, family style restaurants are the second most used by consumers.



She then checks the Sector Profile, West Wealth section and finds again that the family style restaurants are the second most used.



Ms. Johnson compares this information with the information in the Blount-South Knox section and notes that the percent of consumers is about the same in both sectors, 28.4 percent versus 27.3 percent. She also notes that West Wealth is 30 percent larger in population.



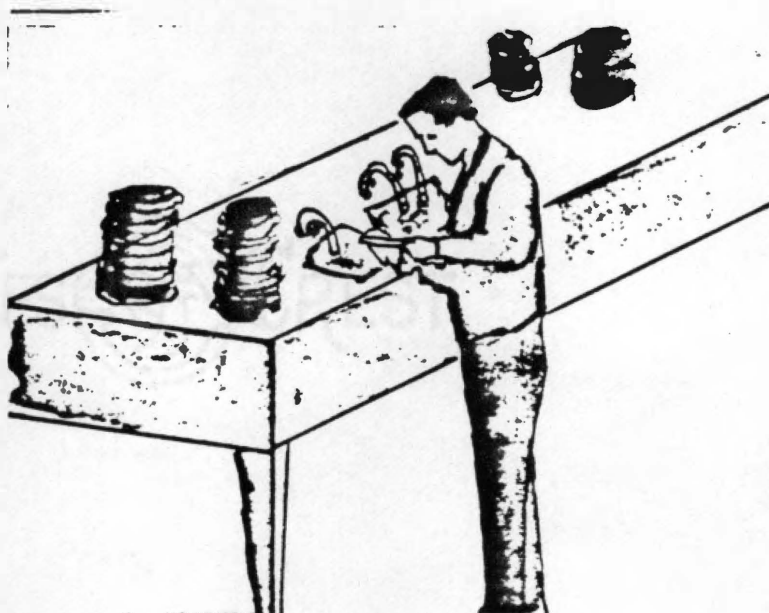
In addition to this information in the Metro Markets Report, Ms. Johnson did some additional research regarding competition, rent, utilities in a large restaurant, hiring more staff and other additional expenses.



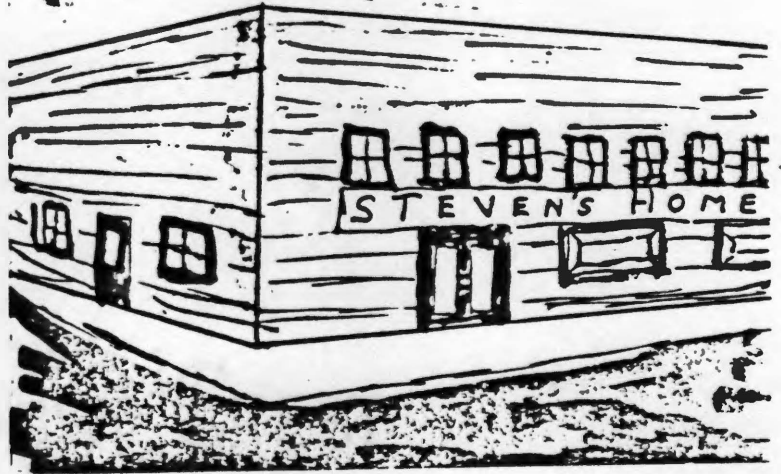
Even though based on the information in the Metro Markets Report, it seemed like a sound decision to open a second restaurant in West Knoxville, this additional research shows that Ms. Johnson's expenses would be three and one half times what they are in South Knoxville. In addition there is more competition in West Knoxville than in South Knoxville.

	South	West
<u> </u>	\$ 50.00	\$ 150.00
<u> </u>	20.00	80.00
<u> </u>	30.00	120.00
	<u>\$100.00</u>	<u>350.00</u>

Ms. Johnson decided that it would be a mistake to open an additional restaurant in West Knoxville, and hires her nephew as a dishwasher in her South Knoxville restaurant.



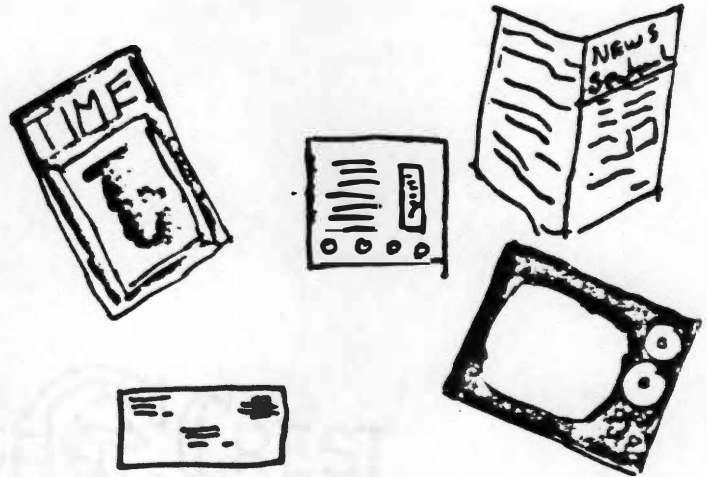
In our third situation, Mr. Stevens owns a home entertainment store in downtown Knoxville on Market Street Mall.



Mr. Stevens would like to increase his business volume. He feels that he is missing out on many potential customers because they do not know that his store is there. He also feels that his prices and products are in line with those wanted by the commuter to downtown Knoxville. The solution, Mr. Stevens believes, is to advertise to the commuter and attract them to his store during lunch and after work.

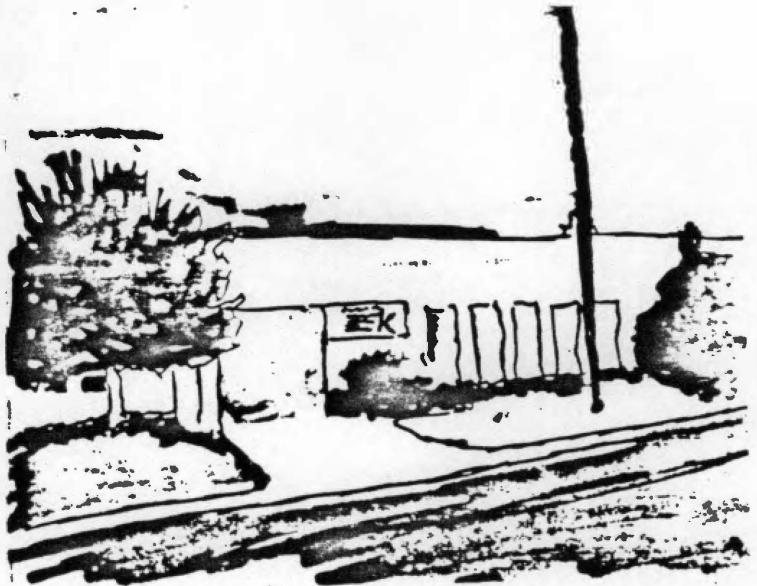


He has been approached by radio stations, TV stations, newspapers, magazines and direct mail companies trying to solicit his business. They all claim that they are the best way to reach his audience.

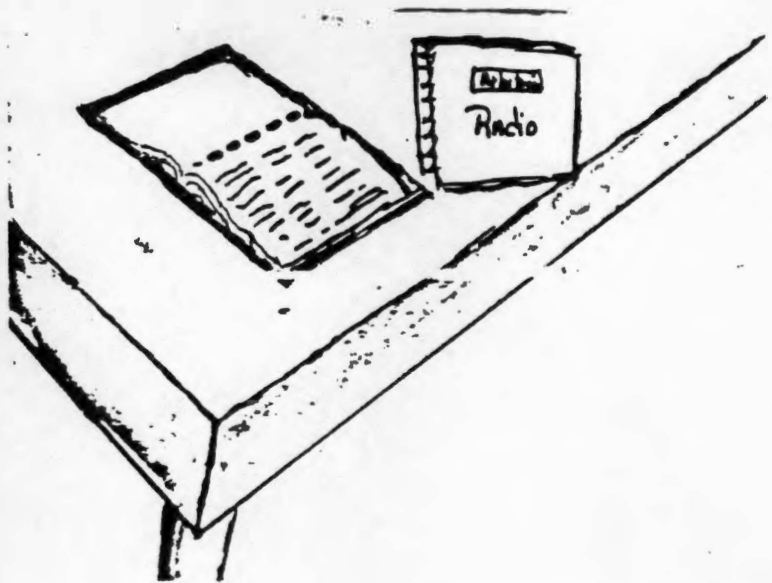


Mr. Stevens decided to do a little research on his own before he gambles a great deal of money on advertising.

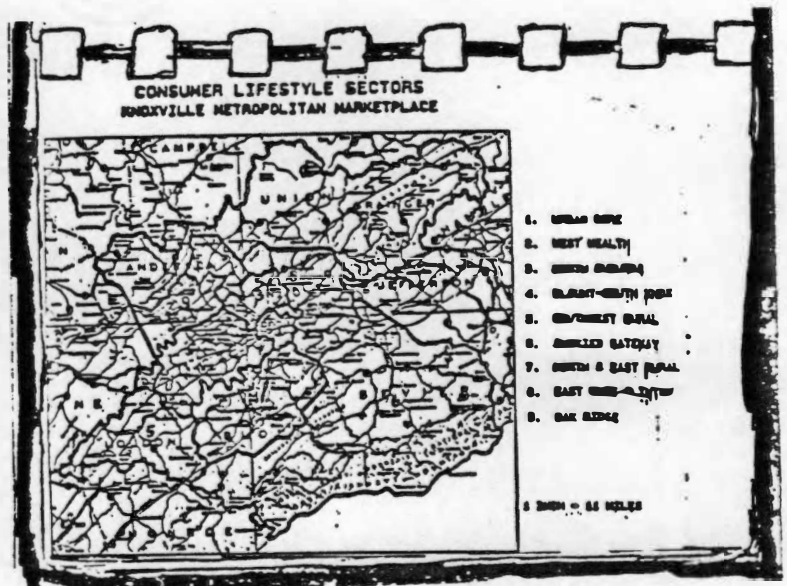
Like the smart businessman that he is, Mr. Stevens goes to the Greater Knoxville Chamber of Commerce for help.



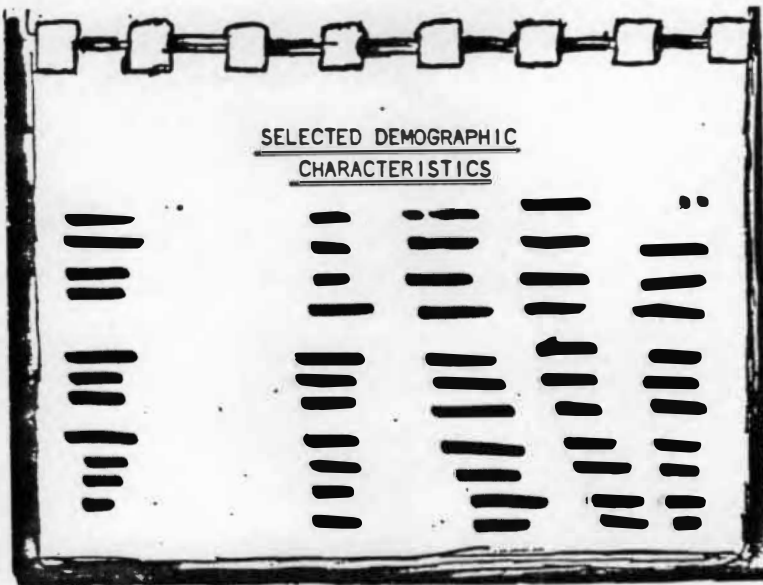
In addition to the many resources offered by the Chamber, Mr. Stevens was directed to the Metro Markets Report.



Mr. Stevens knows that he must identify his market. Upon review of the Marketplace Description, he realizes that his market is located in four sectors, Urban Core, West Wealth, North Suburbs and Blount-South Knox.

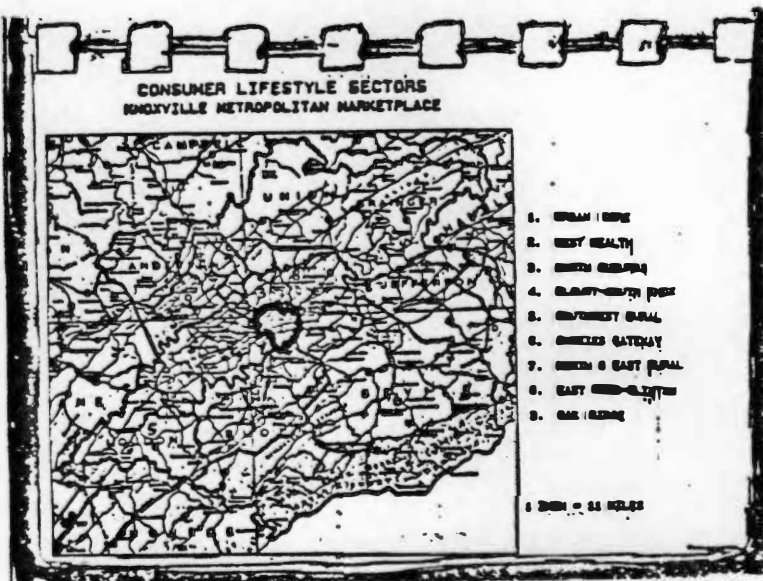


He then reviews the Marketplace demographics for each of these sectors.

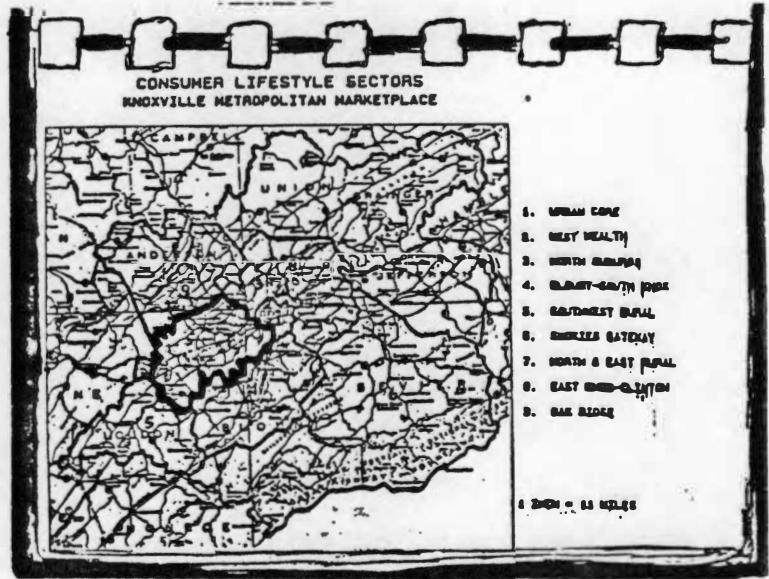


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Mr. Stevens then reviews the Sector Profiles for each of the sectors which make up his target market.

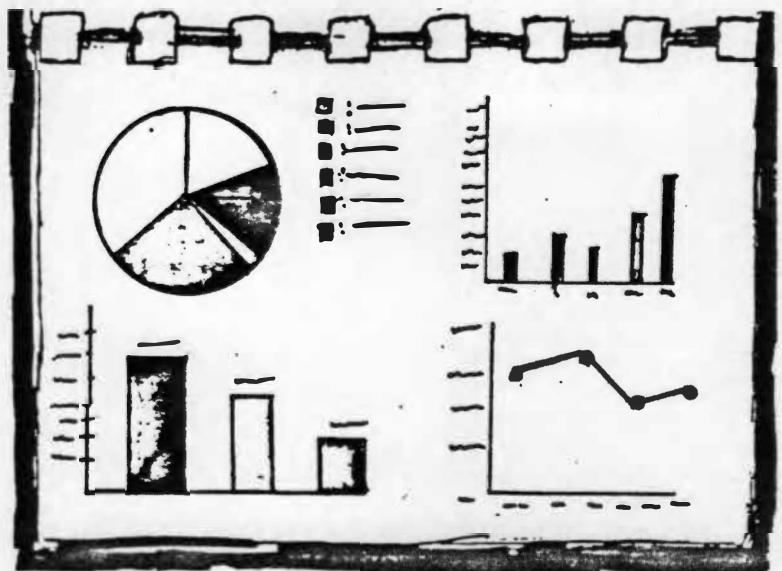


Mr. Stevens realizes that he must coordinate his research in the Metro Market Report with other research material if he is to have complete information about which to make a decision.

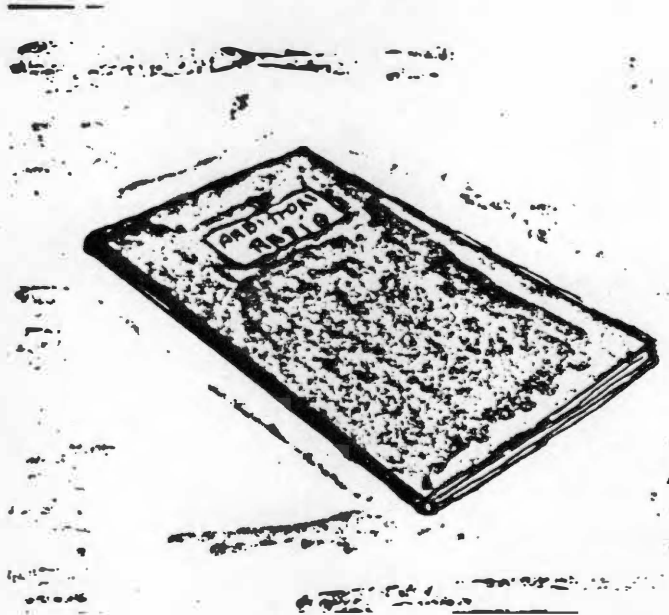


Mr. Stevens feels that because his business is home entertainment, that he should advertise either on TV or radio.

Because of the cost of TV and Mr. Stevens' limited budget, he chooses radio for his advertising medium. The problem now is which station to advertise on.



After checking, he finds that Arbitron is the best source of information on radio station listenership. He reviews the Arbitron material and combines this material with the information he gained from the Metro Markets Report.



Mr. Stevens decided on WXYZ because it is the most listened to drive time station by his target market, the commuter to downtown Knoxville.



This ends the presentations segment of this program.

2. PERFORMANCE SECTION

In this part of the program, we are going to ask you to locate some information in the Metro Markets Report that we have just presented. This will give you an opportunity to see for yourself if you are familiar enough with the Metro Markets Report to use it independently.

After each question has been asked, the video tape machine will be stopped until you have finished your answer. Keep in mind that there is no time limit and only you will see your answers.

We will begin by giving you a situation in which information in the Metro Markets Report will be needed. You will then be asked to locate the requested information and write it in the last part of your manual (show where in the manual the correct page is).

Let's begin with the following: Mr. Abbott needs to know which location in the Knoxville metropolitan area he should locate an office for his investment business. He needs specifically to know which area has the most potential for investment customers.

1. In which sector would he locate, based only on the information contained in the Metro Markets Report?
2. In which sector would he most likely find the most potential clients?

In the next problem, Ms. Johnson wishes to advertise her discount shoe store which is located in Powder Springs, in Grainger County.

1. Who should she advertise to? Which cluster group?
2. Should she advertise on one of the local TV stations?
3. If not, why not? If yes, why?

In this last problem list in logical order the sections and parts of sections in the Metro Markets Report that you feel would confirm Mr. Smith's decision to locate his new medium priced men's and boy's retail clothing store in North Knoxville.

Answers to Questions Above

Mr. Abbott:

1. West Wealth. Based on Marketplace Demographics, Fig. B.3, B.4, B.5
2. West Wealth. Based on figures given in the Sector Profile, West Wealth page 4.4, Fig. D-2.2.

Ms. Johnson:

1. R-2. Based on the Sector Profile, Northeast Rural, Fig. D-7.3.
2. No. Ms. Johnson would be paying for advertising to sectors that clearly are not her target customers. She would do better with a more local form of advertising.

Mr. Smith:

1. Marketplace Description map A-2, page 4, North Suburbs definition and description.
2. Marketplace Demographics, B-1, B-2.
3. Consumer Profile. North Suburbs section D-3, page 1, Fig. C.2.
4. Sector Profile, D.3 entire section.
5. Consumer Trends, entire section.

We hope that this program has been helpful to you and that you now feel confident in your use of the Metro Markets Report. Should

you have any questions or wish to view this program again, please feel free to ask your instructor.

CRANES & REST

CHAPTER IV

STORYBOARD PRESENTATIONS

Upon completion of the storyboard, a meeting was arranged with the responsible staff members of the Greater Knoxville Chamber of Commerce, a representative of Public Demographics and I for the purpose of presenting this storyboard to gain production approval. The storyboard was presented in this printed format, explained by the producer and discussed with those present. On the basis of this storyboard, approval was given to begin production of the video training program.

Prior to production, however, I felt that it was important that I test the training effectiveness of this program before it is produced. It is a mistake to assume that because a client likes a storyboard and approves it for production that the program will produce the results that were expected. It is best, where possible, to test a program's training effectiveness prior to production. It could be catastrophic to produce a training program and find that though it looks good, it does not train.

As a technique for pretesting the training effectiveness of this program, I videotaped the storyboard for presentation to a sample audience. The technique for videotaping the storyboard is fairly simple. In this instance I had a professional radio announcer read the script draft onto an audio cassette. I then videotaped in order the visuals frame by frame. I held the camera on each visual long enough to cover the audio that accompanied each frame in the storyboard. It

then was a simple process to edit the two tapes together. The finished videotape was a good representation of what the program would look like when completed.

This videotaped version of the storyboard was then presented to the same responsible Chamber members who had approved the standard storyboard for production and a group of small business people who were members of the Greater Knoxville Chamber of Commerce.

Though the selection of the group members was not scientific, the group was knowledgeable about the other members of the Chamber and did represent a large group of small business members.

These group members were only told that a video draft of a video training program was going to be made and that it would be appreciated if they would view this draft program. They were told that they would be asked questions at the end relative to the content of this video-draft program. They agreed and were shown the videotaped storyboard.

Upon completion of the session, the group members were asked to comment on the program. The members of the Chamber were the first to comment. They stated quickly that the video draft was not what they expected based on the storyboard they had seen and that modifications would have to be made prior to production. The small business members who were present also had negative comments. They felt that it was too elementary. Upon further discussion with those small business members of the Chamber who were present, it was discovered that their education level was beyond that of high school and that they did know something about marketing and did not need to have words like demographics defined for them.

It became quite clear from this meeting that the education level of the proposed audience was greater than a high school education. It was also discovered that the assumptions regarding knowledge about the use of the material in the Metro Markets Report were not completely valid and that a fifteen-minute program was not long enough to cover the amount of material that needed to be covered.

The program would have to be scrubbed. The program's failure was directly due to the incorrect information given to the producer. Had this videodraft not been tested, this experience would have been a financial disaster. Funds would not have been available to re-produce this program.

After evaluating the information gained at this meeting, the producer suggested that the Chamber think in terms of a one-hour lecture on the Metro Markets material that would contain various video inserts. These inserts would break the lecture up into segments, provide effective illustration and help maintain interest as well as improve retention. This concept was accepted and an instructor from State Technical Institute at Knoxville was sought. At the request of the Chamber, Mrs. Lisa Bogaty, Assistant Dean of Business Technologies at STIK, agreed to be the lecturer. It was then arranged that the lecture would be videotaped and additional pre-produced video inserts would be edited into the videotape of the lecture.

It was suggested by the producer that a video insert be used in this proposed lecture to explain the cluster system used in the Metro Markets Report. This cluster system is the essence of the Metro Markets Report and is essential to the understanding of lifestyle marketing. Using this video insert would also save a great amount of time

in the seminar. The idea was accepted and work began on a new storyboard. This new storyboard of the video insert of the cluster system was then developed and videotaped.

CHAPTER V

THE CLUSTER SYSTEM STORYBOARD

These two people look similar and live in the same neighborhood. They do not however represent the same target market.



One is single with no dependents and a high income. He has a high tech education and a white collar job.



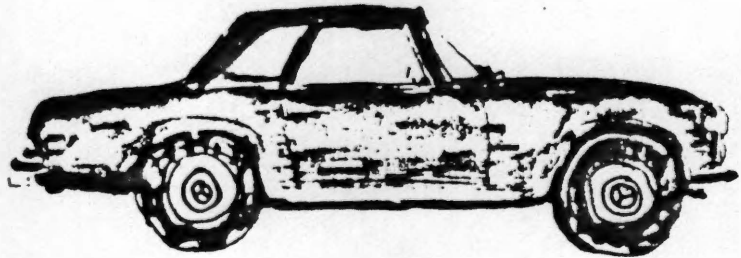
The other is married with two school age children. He has a college education and also a high income. He however, is supporting a wife and two children on his income.



Obviously they will have different lifestyles and purchase different products and services even



though they live in
the same neighborhood.



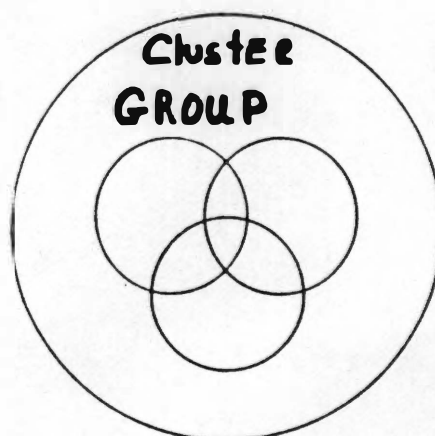
How do you as a
business person dis-
tinguish between them
in your target market-
ing? How do you
identify who is in
your target market?



The answer is through
clusters and cluster
groups.



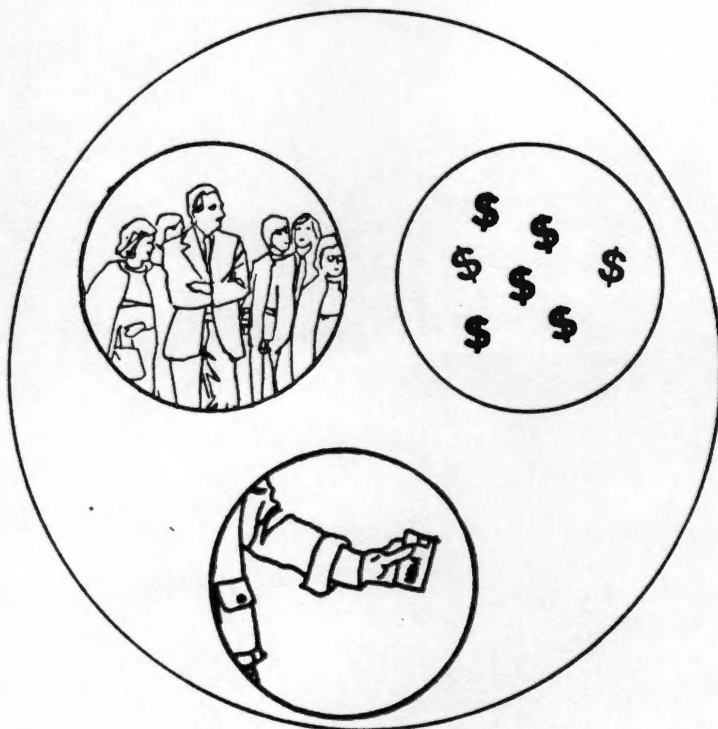
In this program we
will explain clusters
and cluster groups.



These clusters are the foundation of the Metro Markets Report which you have in front of you. A clear understanding of the cluster system will enable you to adequately use the information contained in the Metro Markets Report.



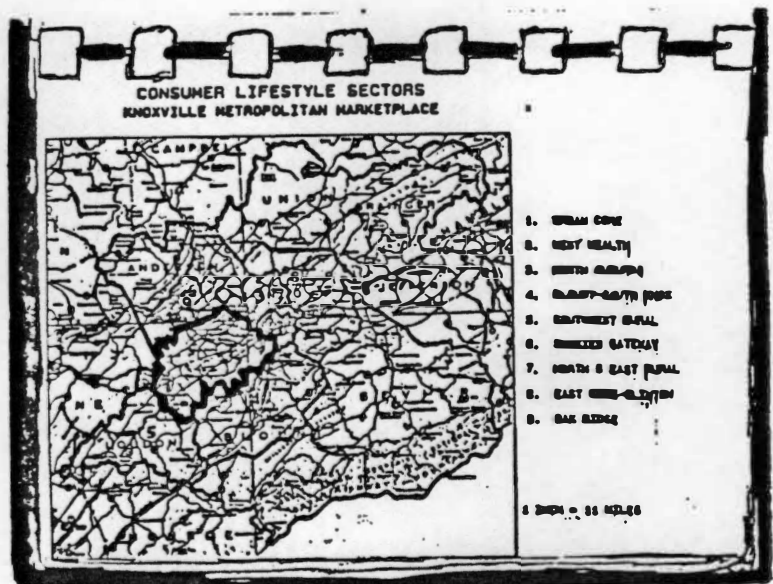
A cluster, in this instance, is defined as a grouping of people with similar demography, geography, lifestyle and purchasing patterns. Said another way, each cluster is composed of households that tend to exhibit similar lifestyles and act uniformly and



predictably in the marketplace. The key importance of the cluster system is that it provides you with a group of people whose lifestyle and purchasing patterns are predictable. This is not true of demographic information alone.

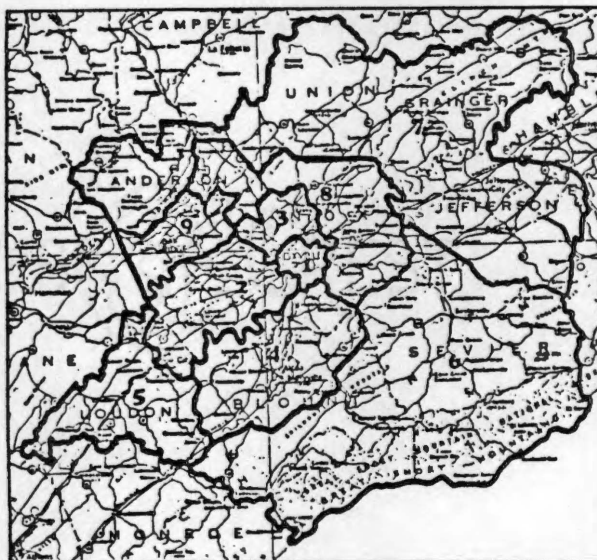
PREDICTABLE

Since your seminar leader has chosen the WEST WEALTH sector as an example, we will do the same.



As you will see, each sector contains a unique combination of groups or clusters. It is this unique combination that separates the different sectors.

CONSUMER LIFESTYLE SECTORS
KNOXVILLE METROPOLITAN MARKETPLACE



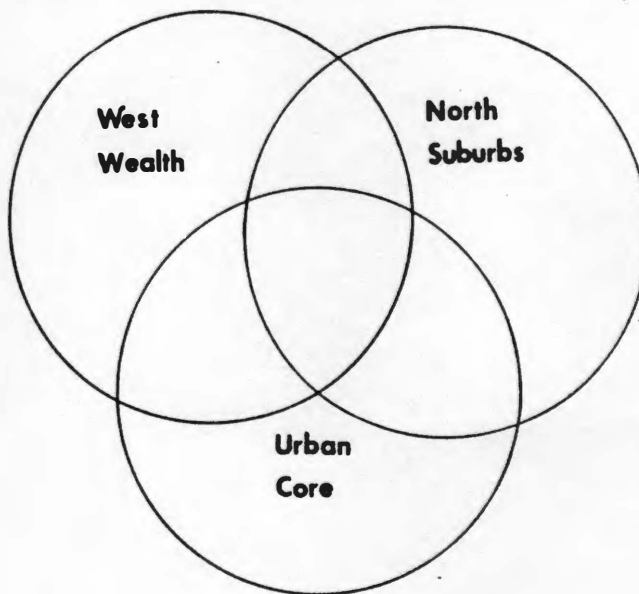
1. URBAN CORE
2. WEST WEALTH
3. NORTH SUBURBS
4. BLOUNT-SOUTH KNOX
5. SOUTHWEST RURAL
6. SMOKIES GATEWAY
7. NORTH & EAST RURAL
8. EAST KNOX-CLINTON
9. OAK RIDGE

1 INCH = 11 MILES

WEST WEALTH has a different combination of clusters than does URBAN CORE or NORTH SUBURBS. The cluster system consists of clusters which combine to make cluster groups. Though the clusters that make up a cluster group are similar, they are distinct in some respects as we shall see in our first example.

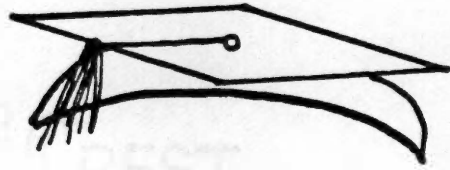
Cluster number 1 which is named "God's Country," is made up of

MAP 4.2



people who have the
following characteris-
tics in common:

They are well educated



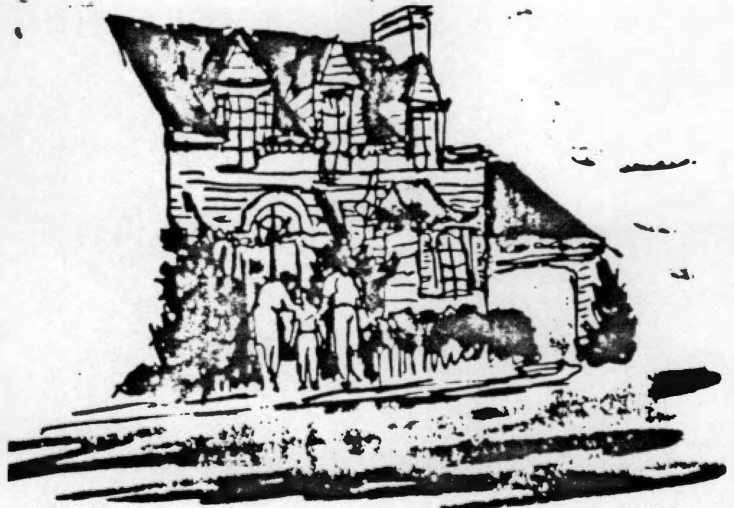
Have a high socio-
economic level



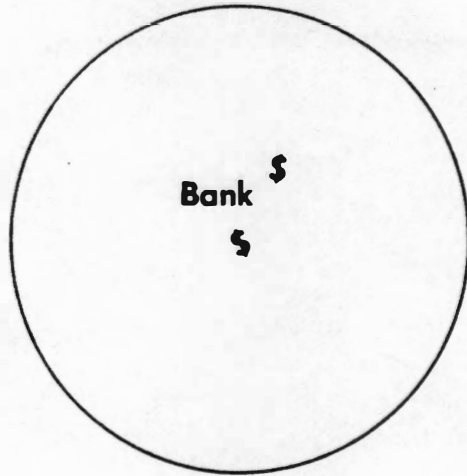
Are young
Are native born
Come from urban areas
and now live in ex-
urban satellites and
boom towns

UT Hospital

They live in new low
density single unit
housing. They choose
to live in beautiful
areas off the beaten
path and away from
metro areas

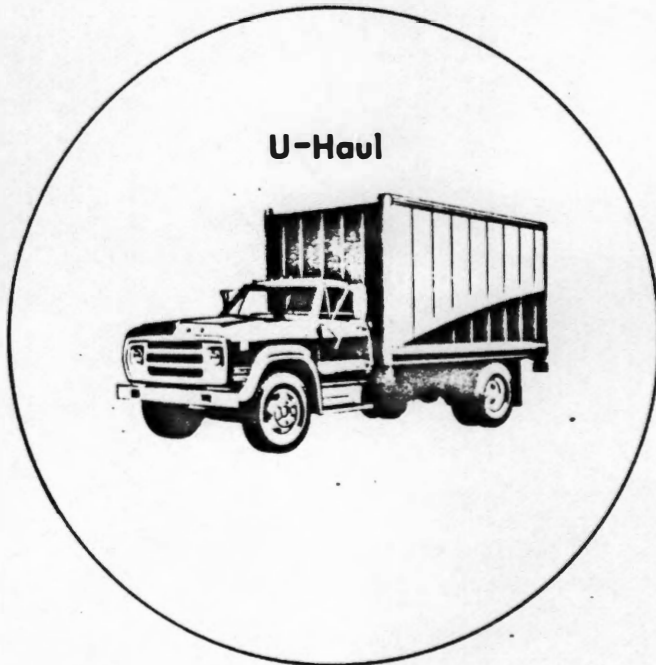


They are white collar
adults



CRANES OF CREST

They have high
mobility



They are among the
fastest growing
groups

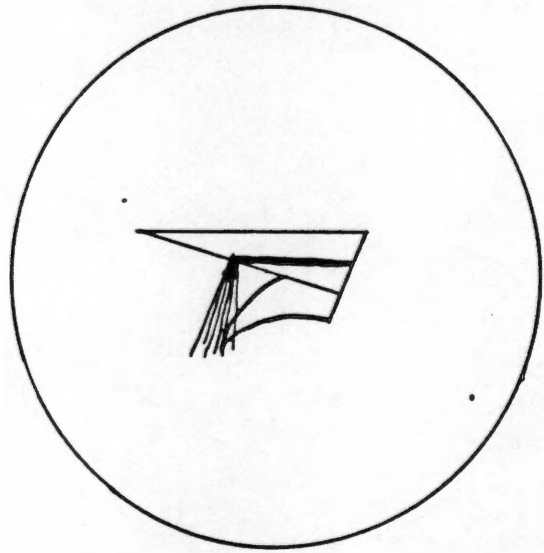


They purchase services
and products.

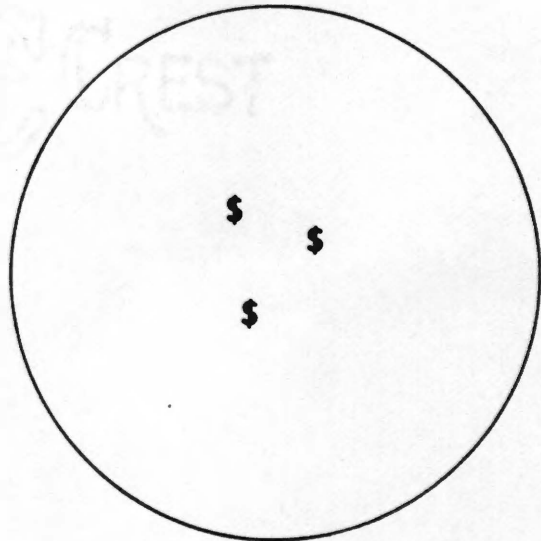
This describes
the cluster number 1,
"God's Country." Now
let's look at cluster
number 17, "Young
Homesteaders."



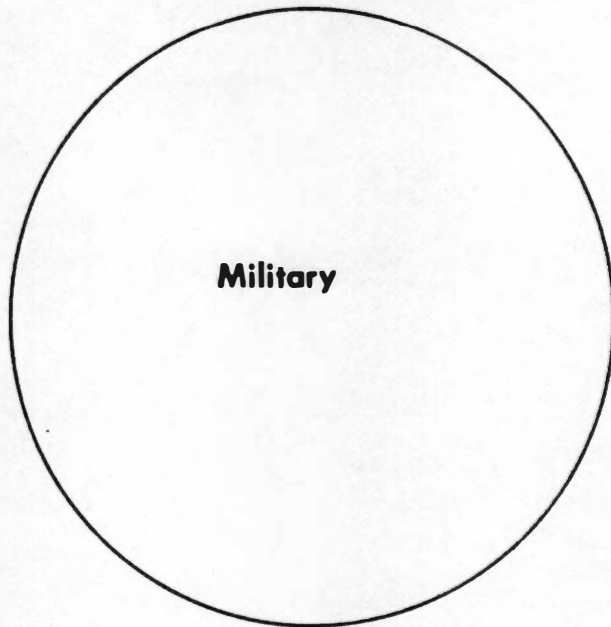
This cluster, "young Homesteader" is similar to "God's Country" with the following differences: They are less well educated



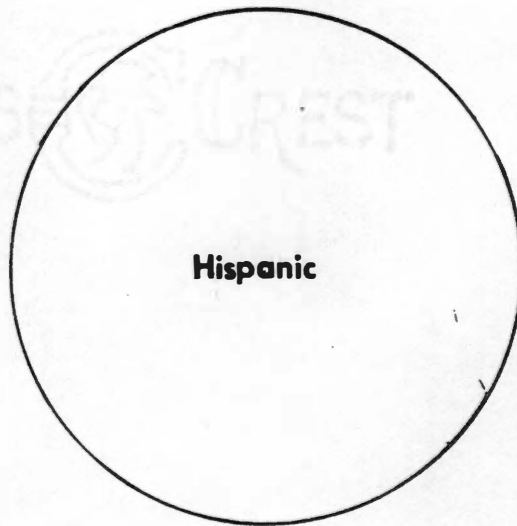
They are nine rungs below "God's Country" in socio-economic level



As a group, "Young Homesteaders" show a peak concentration of military personnel



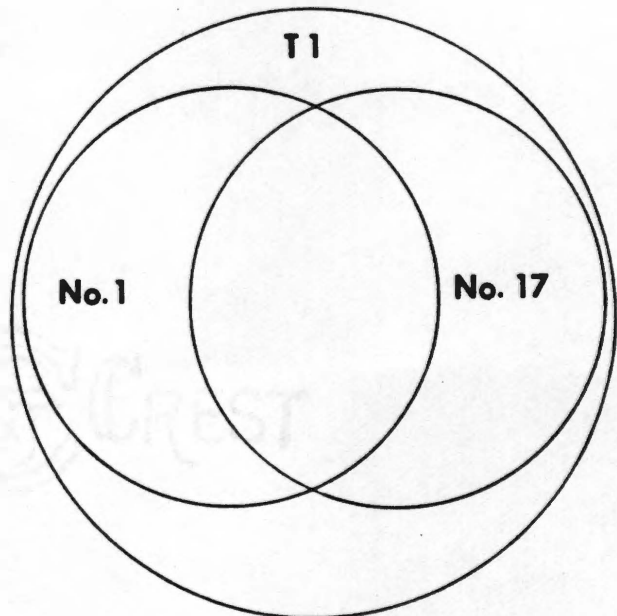
and some concentrations of Hispanics



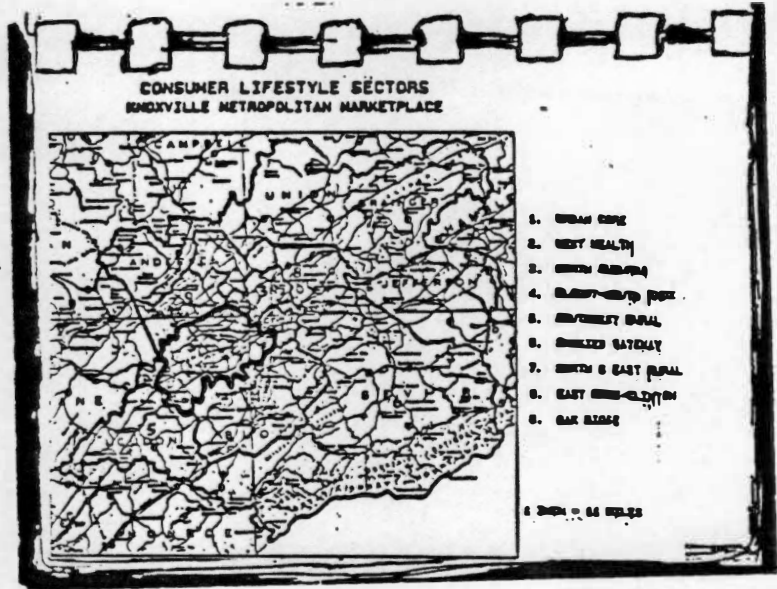
and Amerindians.



Both of these clusters are members of the same cluster group, T1, Town-Upper-Midscale. They share the same essential characteristics and they tend to exhibit similar lifestyles and act uniformly and predictably in the marketplace.



Now, let's show
the difference between
West Wealth and North
Suburban sectors by
comparing their cluster
combinations.



CRANES & CREST

West Wealth consists of
the following cluster
groups:

S1 Suburban Very Upscale

S2 Suburban Upscale

S3 Suburban Upper Mid-
scale

T1 Town Upper Midscale

U1 Urban Upper Midscale

S4 Suburban Midscale

T2 Town Midscale

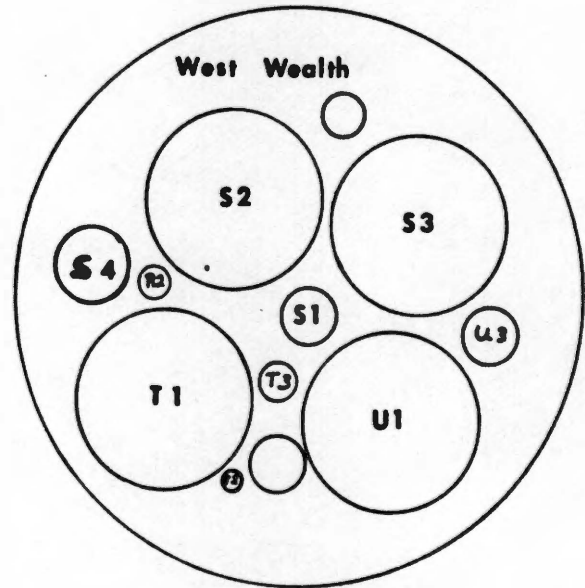
U2 Urban Midscale

R1 Rural Midscale

T3 Town Downscale

R2 Rural Downscale

U3 Urban Downscale



As you can see from the percentages S1, S2, S3, and T1, make up 79.9 percent of the population of West Wealth. West Wealth therefore is made up primarily of upper and upper-middle income households.

The North Suburbs cluster groups are:

S2 Suburban Upscale

S3 Suburban Upper
Midscale

T1 Town Upper Midscale

U1 Urban Upper Midscale

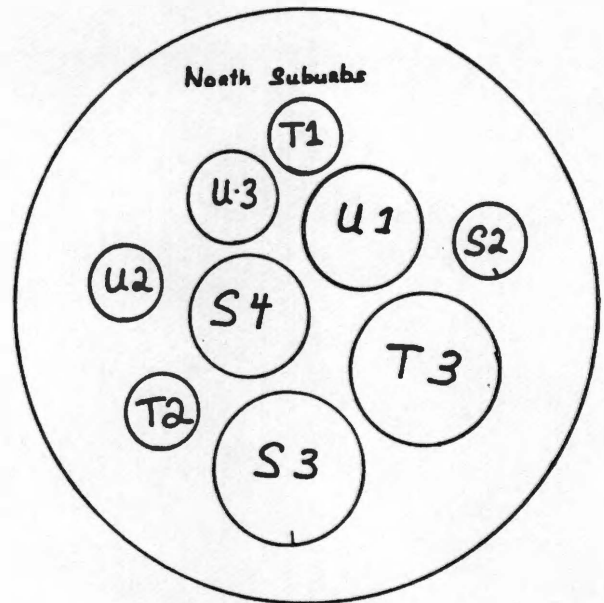
S4 Suburban Midscale

T2 Town Midscale

U2 Urban Midscale

T3 Town Downscale

U4 Urban Downscale



As the percentages show, the North Suburbs have almost equal concentrations of Downscale, Midscale and Upper Midscale households.

This brief example shows that the sectors differ in their cluster composition and size. It can also be said that the sectors are defined in terms of their cluster composition and size.

The cluster concept used in the Markets Report, is a more accurate way of defining target markets and market behavior. It describes markets in terms of predictable behavior which is



directly reflected in the marketplace.

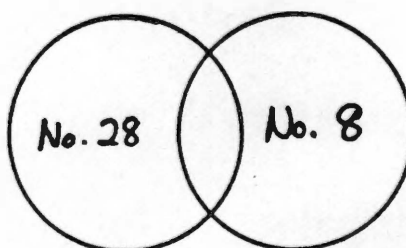
To summarize briefly, the cluster system is a building process of groups of people who share lifestyle characteristics and are grouped together because of this similarity.

CRANES - GILBERT

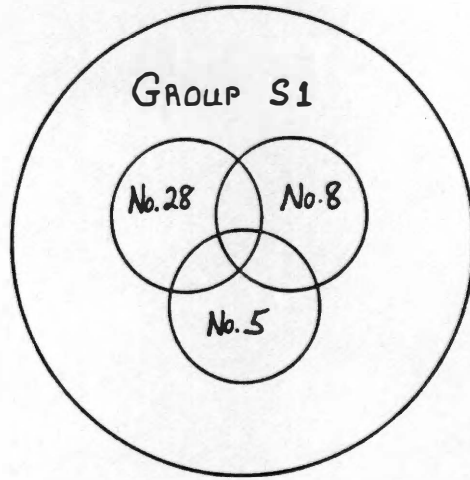
These groups are
the clusters.



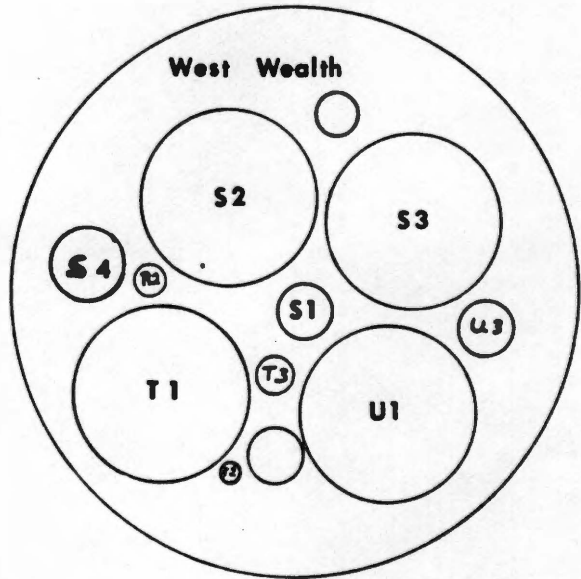
These clusters are
grouped together to
form cluster groups.



Different geographic locations have different cluster group combinations. It is these different cluster group combinations

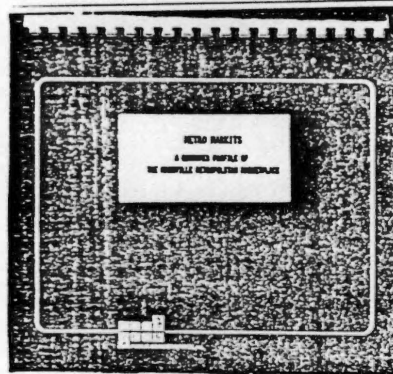


that make the different geographical locations unique.



We hope that this program has been helpful in providing you with an understanding of the cluster system. This understanding will enable you to take advantage of the vast amount of information in the Markets Report.

If you have any questions or would like to see this program again, please feel free to ask your seminar leader.



CHAPTER VI

THE CLUSTER SYSTEM PRESENTATION

The videotaped storyboard of the cluster system insert was then shown to six small business members of the Chamber who were different than those in the first group. This group was different mainly because I did not want the members of this test group to have had any experience with the previous video storyboard. I felt that this might influence their reaction and therefore not be a reaction to this program alone. Also present were the Chamber staff people responsible for the seminar. It was well received and with a few modifications was approved for production.

In addition to this video insert, a panel of four members of the Chamber who were articulate and experienced in small business ownership and management were interviewed. I felt that they would add some interest and the benefit of their experience in real life small business management to the lecture. This type of insert allows the audience to hear from one of their peers. This adds confidence and credibility to the lecture. In these interviews they were asked questions that were relevant to material in the Metro Markets Report as well as questions about their experience in the world of small business.

Based on the material in the Metro Markets Report, experience as an instructor and the answers given during the panel interviews, Mrs. Bogaty developed a one-hour lecture which included video inserts of the panel members' responses to questions and a six and one-half

minute presentation of the cluster system used in the Metro Markets Report. Mrs. Bogaty's lecture was then video taped and everything was edited together.

Upon viewing this one-hour videotape, the Vice President of Business and Industrial Services accepted the program and was pleased with the results. The producer provided them with copies of the finished program, a transcript of the videotaped lecture by Mrs. Bogaty and a copy of the video inserts so that they could be used during an actual lecture.

It is expected that the videotape would be used in place of the live lecture in some instances. Though I do not believe this is an adequate substitute for the live lecture, it is better than nothing at all.

The video inserts were to be used during a live lecture to provide the same benefits that they do in the videotaped version of this lecture. This type of appropriate use of video during a live lecture will enhance the lecture and maintain interest throughout.

A copy of the transcript of the lecture by Mrs. Bogaty was also provided to the Chamber to assist another lecturer in preparing to give this lecture using the video inserts.

CHAPTER VII

TRANSCRIPT

1. THE SEMINAR

Begin First Insert (Introduction)

Recruiting jobs, maintaining existing jobs, encouraging good government, and promoting our unique quality of life are the basic goals of the Greater Knoxville Chamber of Commerce. These goals are best served when the Chamber works with and for small business. In this program, you will become familiar with the Chamber's CONSUMER PREFERENCE PROFILE. This service is part of a comprehensive effort to help you meet the demands of today's competitive marketplace. Efforts like this, we hope, will provide you access to valuable market research and other resources. Improving your bottom-line is your most important business goals. Helping you accomplish it, is the Chamber's most important goals. (End first insert.)

Begin Lisa Bogaty (Seminar Leader)

Good morning, we're all here today to learn a little bit more about our customer, specifically about ways to find out about our customer. We're in a fortunate position, you are all located in the Knoxville metropolitan market, a four billion dollar a year retail market, it is a growing market, and exciting market but a dangerous market because even though we have this level of demand, we've also got something else, and that's a very, very high level of supply for just about all goods and services in the Knoxville metropolitan market. Now if you are a

consumer, that's wonderful, if you're a business person, it's not so wonderful. It means that to survive you are going to have to satisfy the needs of your market better than your competitors satisfy those same needs. And just to show you how important this nichmanship or this isolating who your customer is and what he/she needs and what it takes to provide that, let's go to Merty for just a minute.

Begin Second Insert

The lifestyle of the customer that I serve now is between twenty and fifty-five. They're sizes four through sixteen, they have a need for suits in their professional work, they have a need for dresses that can go to work, they have a little need for play, active wear, after work clothing. Their fun time is related to their work time, therefore they do not need a lot a casual wear. The next customer that I have is the wife that goes to meetings, that takes the child to activities, they still need dresses to go to the same places that the professional woman has. At the same time she has a need for the active wear, so the market's there and the smaller demand. A lot of my customers have special needs and that's what we do at market is provide for those people the special dress that they need in whatever color, and that takes a lot of time but it's very rewarding that we satisfy customers with particular needs. (End second insert.)

Thank you, Merty. So consumer research is an important part of your overall management strategy. There's a lot of different places that you can get information about your consumer. If you are really fascinated by this topic, I suggest that you go to the Lawson-McGhee

Library or the U.T. graduate library and just ask one of the reference librarians about all the sources of consumer research. But just to get you started, I'd like to tell you a little bit about a few of my favorite general sources of consumer research information.

First is the Simmons Marketing Research Annual Guide. Simmons does an excellent job in analyzing consumers. They analyze consumers demographics, which simply means their age, their income, countable statistics very similar to census information about a particular market. They analyze their buying habits: Does a particular type of consumer more likely buy one pair of jeans at a time or four pairs of jeans at a time? Is that consumer that's buying those jeans male or female? How much is that consumer willing to spend on that pair of jeans? This kind of information is invaluable to the small business especially. In addition to looking at this kind of data, Simmons also takes a lot of interest in the viewing habits of their particular market. What do I mean by viewing habits? Is this particular customer more likely to rely on radio, television or newspapers for sources of information about his/her particular product needs. Is this particular customer more willing to listen to morning radio, afternoon radio or evening radio? What kind of radio? Is it hard rock? Is it gospel? Is it country music? What is it? Very specific information about the viewing habits of the market as well.

And finally Simmons does an overview of where this market is, where are they located? In towns? In rural areas? In other words Simmons is a good basic starting place for anybody in any of the twenty different types of product markets that Simmons covers every year.

My second favorite source of general information about a particular market is in trade publications and periodicals. And you may be saying, "I do not have time to read the four thousand trade publications and periodicals that come out in my market every year. Fine. Learn to use the indexes that are available to you free at local libraries. My favorite index and I guess this is going to be one of those days where you get my favorite everything, is B.P.I. (Business Periodicals Index). What B.P.I. does is take topical items, for example, let's say you are interested in selling videotapes, you could look in Simmons under videotapes and it would give you a listing of the articles that have been written in two hundred or more, two hundred plus different business periodicals about that particular topic. It would tell you the issue, the page, and the title. Then you could select, you the small business with limited time to spend on this kind of analysis, could select those particular articles that were of most benefit to you and read only those articles.

Finally you have got census information. Census information can be as broad or as general as you like. It can also be somewhat intimidating to the small business person who's not used to sitting down and wading through thousands of pages of documents which is essentially what the census bureau puts out every year. But, the information you can find can be invaluable. For example, you can find out exactly how much the average law office in the Knoxville Metropolitan area bills per year. Is this important information? It is if you're thinking of starting a law office. And if you have an idea of the costs that are going to be involved in starting that law office. And if you're, as

you should be, very interested in making sure that the costs in starting that office are not going to exceed average revenues that you are going to bring in.

So there's a lot of good reasons for using the census information available to you. And there's a nice packet available to you from your Chamber that outlines the kind of information, the kind of censuses, that are conducted every year and how to access this information. I'd suggest you take advantage of it if you have the time.

Fortunately, however, you live in Knoxville. Knoxville is fortunate enough to have this document right here. This is Metro Markets, a consumer profile of the Knoxville metropolitan market. What this is is an intensive study that combines research such as Simmons, research from census data and independent research done by the Claritas Group on lifestyles of the people who live in and around the Knoxville metropolitan market.

You, as a small business person, have at your disposal, thanks to TVA and the Chamber and the Public Demographics Company, a volume that will put at your fingertips a tremendous amount of information about your particular market. But in order to be able to take advantage of this information, you have to be familiar with the document itself and familiar with how to interpret the information that is provided to you. So what I'd like to do for the rest of the presentation, is spend some time familiarizing you with this document and with the kinds of information that is available to you in this document and with ways that you can use this particular information. Now then if you would ah get out

your document and turn to the marketplace description on page 14.

This is the first section we're going to look at in detail today.

In the Marketplace description what you'll find is an introduction to sectors. Sectors are geographic areas used to define the particular markets studied in the metro markets area. Geographic boundary descriptions will be given and that's about it in this particular section.

The reason you want to use this section is as an index. If you know that your business is located, for example on Sevierville Highway, you know that you are in sector 6. And if your business is primarily from the local area in which you are located, then the kind of descriptions you want to know, are the descriptions on number 6, the Smokeys Gateway segment.

If you move onto the marketplace demographics of page 21, you'll find that the market study is becoming more and more specific. Here you'll find socio-economic information, census information if you will about the different areas and the standard metropolitan statistical area. Now each of the nine sectors indexed in section 1 is now described in this particular section, the Market Demographics section.

If you turn to page 23, you can see the kind of information and the kind of breakdowns that we're talking about. We're talking about different populations changes, we're talking about household income, number of households, number of people and percentages of people with particular ah income characteristics. Is income ever important to a small business? Well, sometimes it is. Let's see what Chuck has to say about the importance of income in his particular small business.

Begin Third Video Insert

Ah. We you know the the per household income within three miles of our store, Western Plaza people tell me the ones that are remodeling Western Plaza is \$57,000. I didn't know it was that high. That's one of the highest in the state, yet we're doing a value price cut thing right there in the middle of it. When you've got people in their forties with two children ah maybe they're both in college maybe one is in Webb School, maybe they're going to summer camps, whatever the reason, they even thought they make good incomes they they don't have a lot of disposable income unless they are extremely wealthy and that's what we're playing of off. That today's world that we live in, people do have a have budget. I would like to have had and still would like to have ah results from phone surveys. I've often thought about commissioning one or two through our ad agency to sit down and make phone calls and ask questions like, "How many suits men's suits were purchased in your family this year, how many women's suits, how much did you spend on your children's clothes for back to school?" Ah things like that, because I bet you that if I did that in our three square-mile radius area and took a hundred families, you'd find that more was spent on the children's back-to-school clothes than were the men's.

(End insert three.)

Thank you, Chuck. This section, the market demographics section, also provides a number of very very useful charts which will show graphically what the numbers are telling you. If you turn to page 25 for example you can get some indication of population changes in the Knoxville metropolitan market during the 1980s to 85 area. And you can

see that we've had tremendous growth in some area, 15 to 16 percent in the last five years, but in other areas we've seen declines occurring. Now, if you're in a market that's driven by new people, new populations, this is important information for you to have.

Page 26 tells you about the population density, particular sectors of the market. For some types of industries, population density is key.

If I'm a Domino's Pizza and I'm looking at locating in a sector of Knoxville, it's important for me to know how many people per square mile live in that area. As you're all familiar, Domino's guarantees 30-minute delivery. In very low population areas the fifty to one hundred people to the square mile, that might be difficult to do. Especially if those areas are outlying areas and you can see on page 26 that the lower that the population density areas do tend to be your outlying areas. So that can be important information for you to have.

This section also does a good job in comparing and contrasting the different population centers along these characteristics, along population density and along number of household growth in the last few years. So it's an important general source of information about two socio-economic characteristics of the different areas and they are, number of households and population density.

Moving right along we turn to section three which is the marketplace consumer profile. The Marketplace consumer profile introduces the idea of a cluster and cluster analysis. Most of the information in the market study that you'll be using is based on cluster analysis. So it's very very important that you understand what we mean by clusters

and cluster groups and sectors. What I'd like to do right now is describe a cluster, a cluster group and a sector for you and then we'll use the wonders of video technology to demonstrate exactly what these sectors, clusters and cluster groups are.

Sectors are what we have been talking about today, they are political, geographic boundaries of particular market areas. The market study is divided into nine of these sectors, these sectors have similar socio-economic characteristics, of course they are bounded geographically and they tend to have people that exhibit lifestyles that are somewhat similar.

Cluster groups are the next level of analysis. A cluster group is smaller than a sector. A cluster group would be a group of neighborhoods rather than a large geographically bounded analysis area. These neighborhoods would have similar lifestyles and similar general socio-economic characteristics.

Finally, you hit the clusters. Clusters are specific neighborhoods that exhibit identifiable lifestyle and purchasing behavior patterns. These behavior patterns are based on socio-economic characteristics, on value structure and on the lifestyle people live. I can't say enough about lifestyle. Lifestyle is a term that combines socio-economic characteristics, it combines the way people live, it combines geographic characteristics that people share and a lifestyle essentially determines how people live and therefore how they spend their money.

Let's have a quick example of exactly what this sector, cluster group, cluster would look like in your market and now we will run the tape. OK.

Begin Fourth Segment (The Cluster System)

Now how are you going to use the information that you find in these different clusters? Well, there's lots of different things that you can do with them. (Chapter V is the storyboard for this insert.)

First of all, you can use them to develop effective commercial messages. When one is trying to determine how they're going to advertise their product, their goods, their services, it's vital that they know who the audience receiving this message is going to be. Cluster analysis gives you a snapshot portrait of who your market is in a particular area and allows you to do a better job of using the right message, using the right source for that particular message, as well as using the right media to meet that particular audience half way.

Let's look at how Rita Douglas uses sector analysis of lifestyle information in determining how she is going to advertise her art gallery.

Begin Fifth Insert

Um first the South gallery is more of a traditional gallery it has people that are more or less permanent, I don't get a lot a transient customer there. I but the West gallery just you know every day new people come in and I ask where do you live and the new subdivision I've never even heard of ah those people have travelled, those people are on the move ah seems like one of the things that they do in any city they go to they first looking at you know for art. I thought that the West end would want things that were the area by local artists but they're coming in still looking for national and international artists so that my product line at both gallerys would carry the same art but I stock heavier in the West end with more national, international originals

whereas with South am again I go back to ah what you would find in your back yard, the mountains, the streams, things like that there just um as far as the price, I've found there's as much money in one place as there is at the other. It's just that um West Knoxvillians take a little bit longer because they are trying to be selective and they're trying to look around and get familiar with places. South Knoxville knows who we are ah in they come in and they pretty much have their mind made up before they come in. We do not have high foot traffic I mean both both of my galleries are in strip centers and ah we don't depend on foot traffic, we we are our customers are people who come in, they like what they see they come back and they ah a friend of theirs comes in it's a word of mouth business.

I have a bymonthly newsletter that I do for both galleries. It goes out right now we have about fifteen hundred on our mailing list and I keep that trimmed down ah after we don't you know hear from someone for a year, then we put them in an inactive file. I use the um small trade papers ah West Knoxville has a trade paper and then we have one South. Ah I use both of the newspapers local ah I have tried television ah I have used radio but I've found the best way to advertise is direct mail. (End insert five.)

Thank you Rita. Again, the marketplace consumer profile gives you tremendous amount of very very usable information about your market and it gives you nice tight descriptions or different neighborhoods in that market that allow you to do a better job of nichmanship or finding particular markets with particular needs and meetint those needs better than your competitors.

One person who has done this in the Knoxville market is Chuck. Chuck, tell us a little bit about how you define your particular market and how you use lifestyle to market your particular brand of upscale quality clothing.

Begin Sixth Insert

Ah I think in in aspiring, you have three ingredients, educational which is a background thing, ambition and and a lifestyle seeking quality that ah any information that you can to target if that is your customer would be beneficial and I think I heard a guy speak in New York I never heard what a lifestyle was. ah a Year ago in February Peter Glen I don't know if you have heard of him, he's a marketing man, spoke at an M.R.A. convention that I was at in New York and he introduced a lifestyle study that had been done out in California it's the first I had ever even heard the term and it told that how with adults shifting their living patterns from a family and two children to various different descriptions that ah their their consumer habits also changed and I came home, did a lot of studying and reading and I kinds got into that, that you know that forty-five year old fella who is divorced will live a whole lot like guy twenty-three years old who just got out of college. So you can't judge things on demographics alone any more where their ages are twenty-five to thirty-five they do x and from thirty-five to forty-five then they change and certain other things.

Ahm, so we started taking a closer look at our customers we track everyone who comes in the store now ah, we record all their purchases

and occasionally periodically we will ring it up and to try to determine how many new customers we're seeing percentage wise ah and we gage our advertising toward that. If we see a drop in new customers then that tells us we need to go to TV for instance. Ah, if we have an increase new customers and we're not seeing our old people come in as a regular routine, then we're not doing our job servicing them and we got to get back after more direct mail, more phone calls so we we kind of looking from day to day we can tell where we need to go with our advertising and our marketing and I got all that our of that lifestyle seminar that I went to that I probably never would have begun that sort of thing without it. (End insert six.)

Thank you, Chuck. Now I'd like you to open up your book to page 42 because on page 42 we begin reviewing marketplace lifestyle cluster composition for the Knoxville market. On page 42, we see the most prevalent clusters in the entire metropolitan market area. We see, what the density level for this particular cluster is and density simply deals with how many people per square mile are located in a particular area.

Ok let's look at this page 42 and look at the 1985 marketplace lifestyle cluster composition of the Knoxville metropolitan marketplace as a whole. You'll note that this particular gives you a tremendous amount of of well compressed information. The first thing it does is tell you what particular cluster groups are located in the Knoxville metropolitan market. And you'll notice that there's quite a few ok? different ones represented. For each of the clusters named this particular section tells you, first of all, what's the population

density of the area in which they live like. Do they live in a town, a suburb, a rural area? In a particular area in which they live, is their particular lifestyle cluster dominant or is there a mixture in this particular area. The ethnic background of this particular cluster is given in this section. Whether this particular cluster tends to live as part of a traditional family unit, or in single parent household, or in a single household or in some other living arrangement is noted. Age composition, whether this particular cluster is primarily young, primarily middle aged, primarily older. What level of schooling is this particular cluster characterized as having? Are they high school graduates, do they have some college, are they college graduates?

Ok what kind of housing does this particular market tend to live in? Single unit housing, low density multi-unit housing, or high-rise multiple housing?

The final information that you are given is the comparative socio-economic status ranking. How high socially is this particular cluster compared to the other clusters?

Ok, the ranking goes from Q1 which is the highest socio-economic ranking to Q40 which is the lowest. Sometimes this is important. Other times it's not so important because there's different niches with different socio-economic rankings who are still excellent potential markets for your business. Jim Bussell from Sights and Sounds will show us just how this operates, Jim?

Begin Seventh Segment

Ah basically it's a very diverse market and you can actually spot your customers as they come in and basically feel fulfill a need. As

an example in pricing. We have a lot of movies that have aired on HBO and Showtime where you cannot command premium prices for those movies so we rent them out for a dollar a night. Well, I find that low income people come to my store and rent five of those movies that have been on TV just so they can go in and watch five movies for five dollars and then leave the new releases on the shelf because they feel that their dollar can get more ah buy buying the ah budget type of films that we have to offer. So I'm able to market to that that particular segment. Also you have to look at the convenience of the customer, for instance we have a three-day rental on the weekend which is unheard of in the video store business because ah professional people don't have every waking hour to watch movies. So you give them an extra day on the weekend and it encourages them to come in your store because they say, "Saturday night I have to do this but I do have some time Friday night and Sunday night so I can watch two movies over the weekend." So you're able to price your movies based on the needs of your clients as well and we do have a Saturday hours for people who want to come in and rent movies on Saturday and keep them for two nights rather than three. (End insert seven.)

Thank you, Jim. As you can see, sometimes two totally different socio-economic types can provide excellent markets excellent market segments and excellent market potential for the small business person. The key is knowing who they are, where they are and what the differences in their needs are. And that's just the kind of information that this metro markets lifestyle study is designed to provide you, the small business person. I know that this is a tremendous amount of information

to absorb at one time. And chances of ever needing every last bit of this information are slim. However, I want to make sure that if you do need a particular type of information and it is available in here, you know where to find it.

This same kind of analysis that has been conducted at the metropolitan market level, has also been conducted for each sector. And if you'll flip over to page 45, you can see a breakdown of the different cluster groups represented in the metro market area and how many of these different how many households within the area are represented by these different cluster groups?

Page 45 gives you analysis by numbers, and analysis by percentage for each sector. Why is this information important to you? It may be that you find that your prime market is suburban very upscale individuals. If so, you need to know how many of these individuals there are in the market and where they are located so that you can determine how much market potential there is for your particular type of business. Ok, I'd like you to turn to page 49 of your market study now because here is where we really get into the meat of this whole analysis. Here's where we put it all together folks! We start looking at the cluster composition of different markets, we start looking at how big a market these clusters represent, and we start looking at specific purchasing behavior that can be identified along side particular types of clusters. I want to review what these pages are telling you before we go any further because I think it's important that you know.

If you look at the first column, you will see the number of adult consumers who regularly spend less than 40 dollars a week on groceries

and we will note that there are 68,794 people in the metropolitan market, adult people who have this particular characteristic. This is 29.6 percent of the entire market.

The next figure is an index. This index is important to you. This index tells you whether this is above or below national norms. Remember at the beginning of this presentation where I told you about finding general sources of information about consumer research? This particular index allows you to compare particular cluster with national norms in this particular area. There are sixteen different types of purchasing behavior recapped. They include groceries, non-alcoholic beverages, alcoholic beverages, cigarettes, restaurants, shopping patterns, men's and women's clothing, home furnishings, household appliances, home entertainment, automobiles, pickups, motorcycles, vans, tires, and auto accessories, banking and investments, credit cards, insurance leisure-time activities and travel. That's a pretty broad range, and even if you're not directly associated with any of those particular markets, chances are there's information in this analysis that you can use. Credit card usage if you're a small business regardless of your market. Knowing how your consumer spends their leisure time can be important in your particular market. Understanding how your consumer shops, whether they prefer discount shopping center, whether they prefer department stores, whether they prefer discount shopping centers, whether they prefer department stores, is important in developing the image of your particular firm.

If you turn to the next section, sector profiles, on page 53, we'll really dig into the meat of this analysis. In this particular

section, sector profiles, you're going to find composite demographic lifestyle information for the each sector in the Knoxville metropolitan market. You're gonna to find an analysis of the cluster group composition within each of these eight areas. Your gonna find information of the relative consistency or homogeneity of this particular section. Does this particular section have pardon me, does this particular sector happen to have two of three different clusters as the dominant pattern in the area or is there more of a mix, more of a hetrogeneous mix exhibited in this particular sector. And this is important for you to know. Most important to probably to you is the purchasing behavior of this specific sector. And this is the section of the analysis in which you'll find this information so with no further ado let's dig in!

I choose the Weatern Wealth sector for no particular reason other than we have three panel members from this particular area and this is a sector we used on our tape. Now you could do the same thing with any of the nine sectors. First thing you'll see is a map again this is just to give you bearings, this is where Western Wealth is located. Next is an analysis of what particular cluster groups are represented in the Western Wealth sector and you'll notice there are twelve. And some overall observations about this sector that might set it off from the other sectors. They give you typical household characteristics, you'll note that these particular people tend to live in a suburban setting, they tend to have medium population densities, higher education densities, higher education attainment, higher incidents of white collar workers. General overviews. Next a review of the cluster composition of Western Wealth is given and it's given from the greatest incidents of population to lesser incidents of population.

If you'll turn to page 80 you'll note that the same kind of lifestyle cluster composition that we reviewed for the Knoxville metropolitan market as a whole, is reviewed for you here for Western Wealth by itself. And you'll note that there are significant differences in Western Wealth and in metropolitan Knoxville as a whole. And it's these significant differences that make this study so useful to you the user.

If you turn to page 83 you'll see the same kind of lifestyle purchasing pattern information we reviewed for the Knoxville metropolitan market as a whole reviewed for Western Wealth. There are some significant differences here too as you can note.

Remember when we talked about the average weekly grocery expenditures of less than forty dollars for Knoxville metropolitan as a whole? And we showed that the national index was above national norms? Look what happens in Western Wealth. The index is below the national norms. Fewer people in Western Wealth spend less the forty dollars a week on groceries than in the nation as a whole and fewer still than in metropolitan Knoxville as a whole. These differences are critical and they are so hard to get at you know it's easy to get general information about a population. To get this kind of geographically specific information is very difficult and you have this option.

This kind of information sets the metro market report apart from other types of research data that you can get a hold of.

You have a breakdown for nine different sectors of the Knoxville market. And to show you how different, let's talk about art for a minute.

Let's let Rita Douglas tell you a little bit about the differences she sees in her customers at her South Knoxville store and at her West Knoxville Store.

Begin Eighth Insert

We'er now getting a new customer, we're getting the children of the old customers. Ah these children have been raised with good art on the walls ah their now going into the apartment and they're used to what they've seen at home so they're coming back there buying lower price piece of art, they're not buying the originals, they're not buying the high end art but they do want something on the walls. I think that once you have lived in a home with ah things hanging on the wall, you go into an apartment and you the naked walls just totally ah make you feel uncomfortable. So we're dealing ah with a lot of young people now. We um I get ah the people that have supported are gallery, we've been in Knoxville for eleven years, uh they still come back. We see them at Christmas time, November, December, the bulk of my old business will be back to buy gifts or ah to put one more thing on the wall for the Christmas party. We opened a new gallery last September in West Knoxville and I guess this is this one really through me, I thought again that I could go in there and the doors would swing back and forth like they did at my first gallery. And we have totally had to change the the game plan at the new gallery because we're in deep West Knoxville with an area of ah people that come in and are here for three or four years, they leave their corporate folks, there are a lot of Knoxville residents that are permanent but by and large what we're

seeing in the gallery are new people to Knoxville so my being here for eleven years hasn't really uh that doesn't impress them as much as they come in and and I have things that they need. (End eighth insert.)

Again this section is where you find about the demographics of your particular sector. You might also be interested in product purchasing behavior. How could you use this kind of information? You have any ideas Jim?

Begin Ninth Insert

Absolutely, I had access to the national data and most of these manufactures do their own research and this information is available as to what age groups tend to buy VCRs ah what age groups rent certain types of movies, how many movies they rent on a weekly basis. Well what we're doing here with the Chamber, it's breaking it down to a local market where I can take that national data and focus in on an area here in the city and say this is the ideal location based income levels as well as the age categories of the people that are in this particular market. So it's a very ah enhanced way of getting information and getting to the consumer getting it to potential ah entrepreneur because you can really focus and target very easily with the data data we compile here. (End ninth insert.)

Thank you, Jim. And finely lifestyle, how can you use lifestyle information to allow you to make better business decisions. Merty.

Begin Tenth Insert

Exactly. Yes, the lifestyle of my customer do ah that's what the store fulfills is that we have the suit for the women that needs a

suit to go to work, we have the dress for the professional women but we also have the meeting, the clothes where people are active in everyday life. (End tenth insert.)

So all this is information that you can use to make better decisions and that's what consumer research is all about folks, is doing a better job making good business decisions. The panel has showed you how they can use this kind of information in their particular market. You've probably got some ideas of your own at least I hope you do, at this particular point, on using the market study on helping you make better decisions.

Why do you want to do so? Well, one reason is that it's a four billion dollar market out there just waiting for the people who do the best job of satisfying the needs of those very diverse people we call consumers out there in that market. And the other reason, not quite so positive a reason but just as important if you are in business, is the fact that seven out of ten businesses either fail completely or fail to live up to the expectations of their owner managers within the first five years of operation. You do not want to be one of the seven, you want to be one of the three. And consumer research orienting your firm around the needs of your particular market is how you insure that you are in that vital 30 percent.

The next and final sector of this analysis that we are going to talk about are consumer trends and if you'll turn to page 198 of your book, we can review together some of the major trends that are occurring in the Knoxville metropolitan market place. These may or not effect your business. However if they do you need to know about them, and let's look at them.

One of the most prevalent trends is the aging of the baby boomers, is there anyone in this room that does not know what a baby boomer is now? Good. Ok That's an important national trend, it's even more important in this particular area. And if you review your demographic information about particular areas and look in the Oak Ridge area, you'll note for that particular area ageing is indeed a major consideration for business in that particular location. We're seeing decreasing family sizes. What does that mean, it means lots of things to the small business. It means that there are fewer children to depend on as consumers. It also means that the other members of that particular family have more disposal income. If you're making \$35,000 a year and have three people to spend it on there is a lot more to spend per person than if you've got six people to spend it on, so that's important to know.

We're seeing a lot more solo adult households which boads very very well for people offering services. Boads very well for people building smaller housing units, including apartments and single family homes designed for the single lifestyle. We're seeing more working women, which impacts us in a number of ways. It impacts us disposal income, it also dramatically shifts the value of time. As a working woman myself I can tell you there's very few things that I would rather spend money than time for. I buy an awful lot of deli foods, my mother would choke if she knew how many times a week we had sandwiches. But if I'm going to do my job and spend time with my children, that's important! And if you can satisfy the needs of that market better

then other people can, good for you, there's good market potential out there for you.

The next thing that this particular section does is look at the factors that people consider when they're buying a particular product. Is it necessarily price? Is it necessarily quality? Is it necessarily convenience? To some degree. But what is the particular mix for your market? This sector looks at that on page 200. And it also look at the impact income has on people's perception of value and that's important to you regardless of where you are.

2. SEMINAR CONCLUSION

This basically concludes the Metro Markets Report. By now I hope I've impressed you with the value of this document to you the small business. The value of the lifestyle information that's not available to most markets, but it's available to you thanks to your Knoxville Chamber, TVA and Public Demographics. I hope I've impressed you with the differences that exist in our market and how you the enterprising small business can use these differences to carve out a nich for yourself. As our panel members showed there are quite a few niches out there. Being able to determine where they are and what they want, allows you the small business the flexibility to satisfy those particular needs. I hope I've impressed you with the importance of knowing who your customer is where they are and why they are. Because frankly folks, your customer does not exist for you; you exist for them. Satisfying the needs of the customer will determine whether you're one of that 30 percent that succeed or one of that 70 percent that fail,

and look at the odds folks, four billion dollars. Be wonderful if you were the only out there after that money but you're not. So use this information. Use the general information and use the resources available to you from the Chamber, from TVA and from State Tech's Small Business Center to help you use the information to your advantage. Thank you for your time, I appreciate it.



CHAPTER VIII

CONCLUSIONS AND RECOMMENDATIONS

1. CONCLUSIONS

This case study demonstrates clearly the value of the videotape storyboard. It was only clear after viewing the videotaped format of the first storyboard that there was a problem with the assumptions and educational level of the target audience. Prior to viewing the videotaped version of this storyboard, the client had approved the printed standard format storyboard for production. Had this program been produced without viewing the videotaped version, the experience would have been a terrible disaster. A great deal of money and valuable time would have been lost and it would have been doubtful if there would have been enough funds left to complete the project.

In the first program the entire presentation was unacceptable to the target audience and therefore the Chamber. It is interesting to note that the producer and the Chamber were in complete agreement until the viewing of the first video storyboard. It could be said that members of the target audience should have been consulted during the pre-production planning of the first video storyboard. Though this is an appropriate comment, it is often not practical to consult a target audience. Further, there were no indications during the pre-planning of the first storyboard that there were any problems with any of the assumptions or the educational expectations of the target audience. It should be remembered that the storyboard was approved by the Chamber

prior to its being videotaped. Yet after viewing the videotape version of the storyboard that they had approved, they changed their minds. This can only suggest that there was a difference between what they thought the storyboard would look like when seen on television and what they saw when it was.

It is difficult if not impossible to convey the concept of motion in time and the idea that video in motion and sound within a limited period of time. This concept is not clear in a standard storyboard. The inexperienced client who looks at a standard storyboard generally does not understand the relationship of sound to picture and sound and picture to time. This can only be demonstrated in an actual videotape. It should be clear in this study that the client in this case was not able to conceptualize the stationary information in a standard storyboard into a sequence of motion and sound within a prescribed period of time. This clearly demonstrates the value of presenting to a client a videotape version of the storyboard.

In the instances of the second and third video storyboard presentations, the minor changes only required changes in the storyboard, not reshooting parts of a finished videotape. It also showed that the producer and client were on the same wavelength and were in agreement on content and format as well as concept.

It can be concluded therefore that the videotaping of a storyboard in a client oriented video production and presented for production approval will narrow any conceptual misunderstanding and assist in avoiding some potential disasters.

2. RECOMMENDATIONS

It is recommended that producers of corporate and industrial video productions use the video taped format of a storyboard in a presentation for approval for production. This is especially important in situations where the client is inexperienced in the use of storyboards and video production in general. There is nothing more discouraging than to finish a video production and have it rejected. The cost of reshooting an entire program in terms of money and interest may be avoided with the use of the videotaped format of the storyboard.

Certainly more research needs to be done on this subject. The absence of research in the literature review on this subject is indicative of the lack of research on this subject. As the proliferation of video production continues in the corporate and industrial field, producers will have more and more novice producers as clients. Ways will have to be developed to avoid the obvious pitfalls of this situation. It seems that the use of the videotaped format in presenting production storyboards can only assist in the excellence of the finished production and assist in avoiding unnecessary problems.

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VITA

Clifton Duane Willard II was born in New Haven, Connecticut, in September 1943. He is a graduate of Pace University in New York City with a B.B.A. in Marketing. While at Pace, Mr. Willard was president of the Art Society, managed an art museum, was a member of Sigma Zeta Chi, a service fraternity, president of the Senior Class and Student Speaker at graduation.

Upon graduation, Mr. Willard worked in New York City in the international shipping business as a broker and for Van Heusen Co. designing men's knit shirts.

After moving to Knoxville in 1975, Mr. Willard became interested in television production. After several months' experience, he started Clifton D. Willard & Associates, Inc., a video production and consulting firm. Since then he has produced video productions in the areas of training, education and the arts. Mr. Willard has also produced several broadcast and cablecast programs ranging from political programs and spots to arts, education and programs for the deaf.