

The Honors College at the University of Missouri-Kansas City

Analyzing Value Propositions to Understand Consumer Motivation:
Increasing Attendance at the Negro Leagues Baseball Museum

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Abstract

Marketing research was conducted to learn how to increase the number of people who visit the Negro Leagues Baseball Museum (NLBM). Specifically, this research was completed to learn how to motivate more local Kansas Citians to visit the museum and make multiple visits to the museum. A survey was constructed and primarily sent out to Mr. Kendrick's Twitter followers. 538 people responded to the survey. To learn how to increase attendance, respondents were asked to rate the importance of value propositions when they consider visiting the NLBM. Value propositions are messages and attributes that the NLBM could communicate or offer to compel people to visit the museum. Such an analysis helps marketers understand what is important to consumers and what will motivate consumers to visit the museum. Value propositions form the foundation of an organization's marketing strategies. After conducting this research, significant evidence was found to recommend that the NLBM start an email marketing campaign, consider adding interactivity and technology to their current exhibits to attract local Kansas Citians, form partnerships with certain local Kansas City museums, and target tourists who have visited the museum to build the NLBM's online and social presence.

Introduction

The Negro Leagues Baseball Museum (NLBM) is seeking to grow the number of local Kansas Citians that visit the museum. Leaders of the NLBM also want to learn how to compel locals to visit the museum multiple times. To provide answers to these questions, marketing research must be conducted. A survey was sent out to the museum's followers on Twitter and Facebook. 538 people responded and 87% of those who started the survey completed it, meaning 13% of respondents left in the middle of the survey and didn't finish responding. The sample collected is large enough to draw statistically significant conclusions. The goals of this study were to answer the following questions:

- 1.) Which messages are most emotionally resonant towards the overall sample?
- 2.) Which mediums does the overall sample most prefer?
- 3.) What messages, added attributes, or amenities would attract local Kansas Citians to visit the NLBM and return to the museum?
 - a. In other words, how do we get more locals to visit the NLBM and visit the museum more often?
- 4.) What segment is most emotionally resonant towards what the NLBM provides? Who is the NLBM's target market?
- 5.) What marketing strategies can the NLBM implement to boost the number of visitors?

Survey Methodology

The survey constructed contained numerous types of questions. First asked was segmentation questions to understand the different types of consumers that were responding. An example of two segments are locals and tourists. Respondents were divided into other segments, such as: people who have never visited the museum, people who have visited the museum once, people who have visited the museum twice, and people who have visited the museum three or more times. Those who had visited the museum were asked what day they visited the museum, how long they stayed at the museum, if they attended the museum with anyone, and how satisfied they are with the NLBM. Those who had never attended the NLBM were asked why they had not yet visited the museum. All respondents were asked what mediums they prefer to use to learn about attractions or events happening in Kansas City. Everyone was also asked about their three favorite attractions in Kansas City. Most importantly every respondent was asked to rate (on a scale of 1 to 10) how important certain messages, attributes, and other aspects were when they consider visiting the NLBM. These messages, attributes, and other aspects that respondents evaluated are known as value propositions which are used to measure what is attractive to consumers. When analyzing the data, segmentation questions were compared to the value propositions to understand how certain consumer segments rated the importance of each value proposition and if different consumer segments were attracted to different messages or attributes.

Scholarly Research on the Importance of Value Propositions

In "The customer value proposition: evolution, development, and application in marketing" by Payne et al, the researchers observe how the concept of a "value proposition" has evolved over time. The seeds of the value proposition were laid in 1914 where advertising managers stressed the importance of communicating a proposition in an advertisement and that this proposition would motivate customers to act and buy. This idea has evolved through many titles such as the "Unique Selling Proposition" and the "Emotional Selling Proposition", but this marketing concept has been called "Customer Value Proposition" since 1986. The authors defined "Customer Value Proposition" as "a

strategic tool facilitating communication of an organization's ability to share resources and offer a superior value package to targeted customers." The authors claim that a value proposition must contain three characteristics: 1. A message that clearly communicates to consumers what the business does 2. Describe how the business uses its unique combination of resources and capabilities to execute a competitive advantage 3. Offer a product or service that is valued by consumers and that is unique and better than the competition. The authors went on to say (through further academic articles and case studies) that a value proposition explains how a business uses its unique resources and activities to produce something that consumers value.

In "Developing superior value propositions: a strategic marketing imperative", Payne and Frow present further arguments concerning the importance of the value proposition. They argue that the value proposition is a business' core strategy. After reviewing academic literature about value propositions, the authors assert that a value proposition is a combination of what customers value the most and what the company can offer to create its competitive advantage. They note that it's important to understand and incorporate what consumers want into the business' value proposition, stating that the consumer is a co-creator of value. The authors present how to create a value proposition by studying two large organizations in growing, yet highly competitive industries and how their unique value propositions have led them to success in their industries. The authors concluded their article by stating, "Firms that develop the most compelling value propositions will have the best organizational performance".

The articles support that my research methodology is important to the NLBM as I conducted research on what value propositions are most important to customers and potential customers of the NLBM. My research further explored the discrepancies in how customer segments differed in rating the importance of each value proposition the NLBM could offer.

Analysis of the Value Propositions

As previously noted, respondents rated each value proposition on a scale of 1 to 10, with 1 meaning "Not Important" and 10 meaning "Very Important". For each value proposition, we just focused on the percentage of people that gave the specific idea or message a "10-Very Important". We just look at the "10-Very Important" column because it exhibits consumers' emotional, visceral reaction to an idea. For example, if you were to ask a parent, "How important is the safety of your child?" they would immediately give this concept a "10-Very Important" without thinking about it because their child's safety is a very important, emotional topic. Likewise, we want to understand messages that evoke emotion out of consumers and immediately compel them to act. When someone gives a value proposition a "10-Very Important" it demonstrates that this idea is very important to them, would evoke a quick reaction out of them, and is likely a message that would compel them to buy. To the understand the following table, note that each respondent was asked to rate each value proposition on a scale of 1 to 10 in terms of importance. For example, 67% of the sample claimed the value proposition, "Contains the largest collection of the Negro League Baseball memorabilia in existence" was "10-Very Important" to them when they consider visiting the NLBM.

Table 1: How the Overall Sample Rated Each Value Proposition		
<i>On a scale from 1-to-10, with 1 meaning "Not Important" and 10 meaning "Very Important," how important are each of these to you when you consider visiting the NLBM?</i>	<i>10-Very Important</i>	
Contains the largest collection of Negro League Baseball memorabilia in existence	67%	
Instills guests with unique historic information that a majority of the public does not know about	65%	Value Propositions
Educates guests about other players that broke baseball's color barrier besides Jackie Robinson	64%	1-6 Messages
Explains how the playing style of Negro League ballplayers has impacted modern day baseball	54%	about Education
Shows connection of past racial inequalities to the present day	46%	
Goes beyond baseball and explains the lifestyle of blacks throughout the history of America	44%	
Has a gift shop where you can purchase unique merchandise, such as Negro League Baseball player replica jerseys and Negro League team hats	37%	Value Propositions
Has interactive exhibits, such as a batting cage that shows you how fast Satchel Paige threw	28%	7-16,18 Messages
Provides audio of the NLBM President telling stories about each exhibit	25%	About
Uses augmented reality to provide additional audio and visual information of Negro League players	22%	Other Attributes that would
Offers guests the ability to go on a tour of the museum with former and current MLB players	22%	Add Value to Current Exhibits
Provides you the opportunity to meet former and current MLB players and receive their autograph	20%	
Hosts new exhibits every month	15%	
Has created a virtual reality Negro Leagues ballplayer to be your tour guide	12%	
Has a soulful restaurant inside the museum that emulates the atmosphere of 18th and Vine during the 1920s	11%	
Has tour guides who are dressed in replica Negro League baseball player uniforms	9%	
Offers free admission into the museum	8%	Commodity Line
Offers concession stand food/drink options in the museum	6%	

The top 6 value propositions revolve around educating the visitor about baseball, civil rights, and the Negro Leagues. The survey revealed that the highest rated value proposition of the NLBM is "Contains the largest collection of Negro League Memorabilia", likely because physical artifacts are the foundation of the museum and are the main elements the museum uses to educate its guests. In the 2nd through 6th highest rated value propositions, consumers express a desire to receive an education

about the Negro Leagues. These value propositions contain messages such as: “Instills guests with unique historic information...”, “Educates guests...”, “Explains how...”, “Shows connection...”, and “Goes beyond baseball and explains...” – the common message between all of these value propositions is that guests want to learn and be educated.

Therefore, education of the Negro Leagues is the foundation of the museum. Educating adults and students about the Negro Leagues and showing consumers that the NLBM is leading the way in educating the public about this lesser known part of American history is paramount. The Buck O’Neil Education and Research Center will help boost the NLBM’s image in this manner.

Then, after the top six value propositions, the respondents of the survey ranked the value proposition about the NLBM having a gift shop with unique Negro League memorabilia as the 7th most important message. When just observing how the overall sample of respondents rated each idea and message, the most resonant message that does not involve education is about the gift shop selling unique museum merchandise, such as replica jerseys and hats of Negro League players and teams. Other ideas about how the museum could add value to its current display (such as adding interactive batting cages and augmented reality) were ranked below the 7th most important message. This indicates that all of these ideas about how the museum could add technology and interactivity to its current exhibits are secondary in importance to providing Negro League education.

Resonant Segments

After analyzing how the overall sample of respondents rated each value proposition, we then look at how specific customer segments rated each idea or message and determine whether a certain segment rated a certain value proposition significantly higher than how the overall sample of respondents rated the concept. In short, we are trying to find what different types of customers care about and if there is a segment that is statistically highly resonant to what the NLBM offers.

There are two demographic segments that are highly resonant towards what the NLBM offers. People who are currently single, but live with a significant other, were significantly more resonant than the average respondent on practically every concept. The mean rating this segment gave the value propositions was significantly higher than how the overall sample rated the value propositions.

Table 2: How people with different relationship statuses rate each value proposition					
<i>Q30: Which of the following best describes your current relationship status?</i>	Married	Divorced	<u>Single, but cohabiting with a significant other</u>	Single, never married	Overall
Contains the largest collection of Negro League Baseball memorabilia in existence	66%	73%	74%	66%	67%
Instills guests with unique historic information that a majority of the public does not know about	64%	62%	71%	68%	65%
Educates guests about other players that broke baseball's color barrier besides Jackie Robinson	61%	69%	74%	68%	64%

Explains how the playing style of Negro League ballplayers has impacted modern day baseball	52%	65%	<u>58%</u>	54%	54%
Shows connection of past racial inequalities to the present day	43%	58%	<u>65%</u>	48%	46%
Goes beyond baseball and explains the lifestyle of blacks throughout the history of America	42%	46%	<u>55%</u>	47%	44%
Has a gift shop where you can purchase unique merchandise, such as Negro League Baseball player replica jerseys and Negro League team hats	35%	42%	<u>39%</u>	34%	37%
Has interactive exhibits, such as a batting cage that shows you how fast Satchel Paige threw	25%	27%	<u>48%</u>	32%	28%
Provides audio of the NLBM President telling stories about each exhibit	23%	38%	<u>32%</u>	27%	25%
Uses augmented reality to provide additional audio and visual information of Negro League players	20%	23%	<u>39%</u>	21%	22%
Offers guests the ability to go on a tour of the museum with former and current MLB players	20%	42%	<u>23%</u>	22%	22%
Provides you the opportunity to meet former and current MLB players and receive their autograph	19%	35%	<u>26%</u>	19%	20%
Hosts new exhibits every month	14%	8%	<u>29%</u>	12%	15%
Has created a virtual reality Negro Leagues ballplayer to be your tour guide	10%	19%	<u>26%</u>	11%	12%
Has a soulful restaurant inside the museum that emulates the atmosphere of 18th and Vine during the 1920s	7%	23%	<u>19%</u>	16%	11%
Has tour guides who are dressed in replica Negro League baseball player uniforms	8%	8%	<u>32%</u>	7%	9%
Offers free admission into the museum	8%	8%	<u>6%</u>	11%	8%
Offers concession stand food/drink options in the museum	5%	8%	<u>0%</u>	9%	6%
N=	300	26	31	90	

Please consider the following explanation of how to read these tables that show how different consumer segments rated the value propositions. Numbers that are green are value propositions that the consumer segment rated significantly higher than how the overall sample rated the idea. For example, 74% of people who are single, but are living with a significant other, rated the message “Contains the largest collection of Negro League Baseball memorabilia in existence” as “10-Very Important. This is significantly higher than the 67% of the overall sample that rated this message as “10-

Very Important.” As you can see, the single, but living with a significant other segment, is significantly more resonant than the overall sample towards practically every value proposition. In summary, numbers that are highlighted green indicate that the segment is statistically more resonant than the overall sample towards the value proposition. In contrast, numbers that are red indicate that the segment is statistically less resonant than the overall sample towards the value proposition. Statistical significance was determined through conducting hypothesis testing.

The same occurs when you compare how people with “some college” rated the value propositions versus how the overall sample rated the concepts. People who had “some college” were statistically more resonant toward the value propositions than the resonance of the overall sample.

Table 3: How people with different levels of education rate the importance of each value proposition							
<i>Q29: What is the highest level of education that you have completed?</i>	High school degree or equivalent (e.g., GED)	<u>Some College</u>	2-year college degree	4-year college degree	Graduate-level degree	Doctorate degree	Overall
Contains the largest collection of Negro League Baseball memorabilia in existence	56%	76%	56%	70%	62%	60%	67%
Instills guests with unique historic information that a majority of the public does not know about	56%	68%	38%	67%	64%	67%	65%
Educates guests about other players that broke baseball's color barrier besides Jackie Robinson	61%	78%	50%	61%	62%	63%	64%
Explains how the playing style of Negro League ballplayers has impacted modern day baseball	56%	61%	38%	56%	50%	47%	54%
Shows connection of past racial inequalities to the present day	33%	57%	25%	45%	47%	40%	46%
Goes beyond baseball and explains the lifestyle of blacks throughout the history of America	28%	53%	25%	45%	46%	30%	44%
Has a gift shop where you can purchase unique merchandise, such as Negro League Baseball player replica jerseys and Negro League team hats	44%	47%	31%	40%	25%	33%	37%

Has interactive exhibits, such as a batting cage that shows you how fast Satchel Paige threw	33%	<u>42%</u>	13%	27%	26%	20%	28%
Provides audio of the NLBM President telling stories about each exhibit	22%	<u>40%</u>	19%	24%	21%	17%	25%
Uses augmented reality to provide additional audio and visual information of Negro League players	22%	<u>31%</u>	19%	23%	17%	17%	22%
Offers guests the ability to go on a tour of the museum with former and current MLB players	11%	<u>33%</u>	6%	22%	18%	17%	22%
Provides you the opportunity to meet former and current MLB players and receive their autograph	11%	<u>31%</u>	6%	23%	15%	13%	20%
Hosts new exhibits every month	22%	<u>24%</u>	13%	13%	12%	13%	15%
Has created a virtual reality Negro Leagues ballplayer to be your tour guide	6%	<u>22%</u>	6%	11%	9%	10%	12%
Has a soulful restaurant inside the museum that emulates the atmosphere of 18th and Vine during the 1920s	6%	<u>19%</u>	19%	9%	7%	17%	11%
Has tour guides who are dressed in replica Negro League baseball player uniforms	6%	<u>18%</u>	6%	10%	6%	3%	9%
Offers free admission into the museum	6%	<u>14%</u>	13%	7%	9%	7%	8%
Offers concession stand food/drink options in the museum	6%	<u>6%</u>	6%	5%	7%	10%	6%
N=	18	72	16	194	138	30	

The preceding analysis of resonant consumer segments is relatively easy to see, for a much larger percentage of the customer segment rated the concepts to be very important than the

percentage of the overall sample that claimed the concepts were very important. The rest of the customer segments need to be analyzed more closely to determine what they care about and what attributes and messages will compel them to visit the museum.

Is it a good strategy to add interactivity and technology to NLBM exhibits?

A major burning question the NLBM staff would like answered is: “How do we get more locals to visit the NLBM and visit the museum more often?”. The only value proposition that locals are significantly more resonant towards than the overall sample is the value proposition about adding augmented reality to NLBM exhibits. In addition, locals are not technically overly resonant towards the concept about interactive exhibits because locals’ resonance when compared to the resonance of the overall sample does not surpass the 95% significance threshold (.05 alpha value), but it does surpass the 90% significance level (.10 alpha value).

Table 4: How Locals and Tourists rate each value proposition	Local	Tourist	
<i>Q9: Do you live in the Kansas City metro area?</i>	Yes	No	Overall
Contains the largest collection of Negro League Baseball memorabilia in existence	67%	70%	67%
Instills guests with unique historic information that a majority of the public does not know about	66%	71%	65%
Educates guests about other players that broke baseball's color barrier besides Jackie Robinson	54%	69%	64%
Explains how the playing style of Negro League ballplayers has impacted modern day baseball	53%	56%	54%
Shows connection of past racial inequalities to the present day	42%	54%	46%
Goes beyond baseball and explains the lifestyle of blacks throughout the history of America	45%	48%	44%
Has a gift shop where you can purchase unique merchandise, such as Negro League Baseball player replica jerseys and Negro League team hats	38%	40%	37%
Has interactive exhibits, such as a batting cage that shows you how fast Satchel Paige threw	32%	22%	28%
Provides audio of the NLBM President telling stories about each exhibit	26%	24%	25%
Uses augmented reality to provide additional audio and visual information of Negro League players	27%	20%	22%
Offers guests the ability to go on a tour of the museum with former and current MLB players	24%	23%	22%
Provides you the opportunity to meet former and current MLB players and receive their autograph	20%	20%	20%
Hosts new exhibits every month	18%	15%	15%
Has created a virtual reality Negro Leagues ballplayer to be your tour guide	12%	10%	12%
Has a soulful restaurant inside the museum that emulates the atmosphere of 18th and Vine during the 1920s	11%	11%	11%
Has tour guides who are dressed in replica Negro League baseball player uniforms	8%	8%	9%

Offers free admission into the museum	9%	5%	8%
Offers concession stand food/drink options in the museum	9%	4%	6%
N=	105	164	

Please note that the locals' ratings of the value propositions are in the "Yes" column. As seen, a significantly larger percentage of this segment rated the idea of augmented reality as "10-Very Important" than the percentage of the overall sample that rated this idea as "10-Very Important". In addition, a larger percentage of this segment rated the idea of interactive exhibits as "10-Very Important" than the percentage of the overall sample, but the discrepancy between the locals' and overall sample's rating of this idea fell just short of being statistically significant. If this were the only evidence that some customers are interested in the idea of adding interactivity and technology to current exhibits, then we would not recommend the museum pursue this idea; however, multiple other customer segments are interested in value propositions about interactivity and technology.

To further support these findings, multiple logistic regressions were conducted, which measure how different variables affect the likelihood/odds of a certain consumer segment visiting the NLBM.

The first logistic regression that was constructed analyzed variables that significantly affect the likelihood of a Local Kansas Citian visiting the NLBM:

$$\ln\left(\frac{p}{1-p}\right) = \beta_0 + \beta_1 * X_1 + \beta_2 * X_2 + \beta_3 * X_3 + \beta_4 * X_4 \quad (1)$$

where 'p' is the probability that a local Kansas Citian will visit the NLBM and X are survey responses delineated in the first column of table 5.

Variable	Coefficient/Estimate (β_n)	Z-Value	P-Value	P-Value < .05? (statistically significant)
Intercept	-1.98	-2.10	0.021	Yes
Nelson Atkins Visitor (X_1)	1.27	3.847	0.000119	Yes
Uses Augmented Reality (X_2)	0.15	2.574	0.01	Yes
Explains playing style of NL players (X_3)	-0.15	-1.642	0.10	No (Close though)
Went with Family (X_4)	1.54	6.211	5.27e-10	Yes

To summarize the above table, the odds of a local Kansas Citian visiting the NLBM increases by 256% if one of their favorite attractions is the Nelson Art Museum and increases by 16% if the NLBM adds augmented reality to their exhibits. All of these variables significantly impact the odds of a local Kansas Citian visiting the NLBM because each variable's p-value is less than 0.05, meaning there is a less

than 5% probability that these results occurred based on chance alone. It should be noted that how each variable impacts the odds ratio of a local Kansas Citian visiting the NLBM are calculated as:

$$\% \text{ increase in the odds of a consumer visiting the NLBM} = e^{(\text{coefficient})} - 1 \quad (2)$$

For example, $e^{(0.15)} - 1 = 16\%$, which means the NLBM adding augmented reality to their exhibits would increase the odds ratio of a local Kansas Citian visiting the NLBM by 16%.

In addition, locals that specifically live between 11 to 30 minutes away from the NLBM are significantly more resonant towards concepts about interactive exhibits and augmented reality than the resonance of the overall sample towards such value propositions.

Table 6: How people who live different distances from the NLBM rate each value proposition					
<i>Q10: How far away is the Negro Leagues Baseball Museum from your home?</i>	5-10 minutes	11-20 minutes	21-30 minutes	31-45 minutes	Overall
Contains the largest collection of Negro League Baseball memorabilia in existence	67%	58%	67%	80%	67%
Instills guests with unique historic information that a majority of the public does not know about	67%	65%	69%	53%	65%
Educates guests about other players that broke baseball's color barrier besides Jackie Robinson	50%	65%	52%	47%	64%
Explains how the playing style of Negro League ballplayers has impacted modern day baseball	50%	61%	50%	53%	54%
Shows connection of past racial inequalities to the present day	33%	52%	38%	33%	46%
Goes beyond baseball and explains the lifestyle of blacks throughout the history of America	33%	48%	44%	40%	44%
Has a gift shop where you can purchase unique merchandise, such as Negro League Baseball player replica jerseys and Negro League team hats	50%	39%	36%	40%	37%
Has interactive exhibits, such as a batting cage that shows you how fast Satchel Paige threw	50%	<u>35%</u>	<u>33%</u>	13%	28%
Provides audio of the NLBM President telling stories about each exhibit	33%	39%	23%	13%	25%
Uses augmented reality to provide additional audio and visual information of Negro League players	50%	<u>32%</u>	<u>30%</u>	0%	22%
Offers guests the ability to go on a tour of the museum with former and current MLB players	17%	35%	14%	20%	22%

Provides you the opportunity to meet former and current MLB players and receive their autograph	17%	23%	17%	20%	20%
Hosts new exhibits every month	33%	13%	21%	7%	15%
Has created a virtual reality Negro Leagues ballplayer to be your tour guide	17%	13%	10%	7%	12%
Has a soulful restaurant inside the museum that emulates the atmosphere of 18th and Vine during the 1920s	17%	10%	12%	7%	11%
Has tour guides who are dressed in replica Negro League baseball player uniforms	17%	10%	5%	0%	9%
Offers free admission into the museum	17%	6%	12%	0%	8%
Offers concession stand food/drink options in the museum	17%	6%	9%	7%	6%
N=	6	31	43	15	

The percentage of Kansas City Suburban residents that rated value propositions about interactivity as “10-Very Important” is 6% higher than the percentage of the overall sample that gave this idea a “10-Very Important” rating. The percentage of Kansas City Suburban residents that rated value propositions about augmented reality as “10-Very Important” is 9% higher than the percentage of the overall sample that gave this idea a “10-Very Important” rating. Kansas City Suburban residents rated value propositions about interactivity and technology significantly higher than how the overall sample rated these ideas.

To confirm the above findings, a logistic regression was calculated to measure variables that significantly affect the likelihood of someone from the Kansas City suburbs to visit the NLBM:

$$\ln\left(\frac{p}{1-p}\right) = \beta_0 + \beta_1 * X_1 + \beta_2 * X_2 + \beta_3 * X_3 + \beta_4 * X_4 + \beta_5 * X_5 \quad (3)$$

where ‘p’ is the probability that a person who lives in the suburbs of Kansas City will visit the NLBM and X are survey responses delineated in the first column of table 7.

Variable	Coefficient/Estimate (β_n)	Z-Value	P-Value	P-Value < .05? (statistically significant)
Intercept	-2.81	-3.082	0.0021	Yes
Nelson Atkins Visitor (X_1)	0.82	2.260	0.02384	Yes
WWI Museum Visitor (X_2)	0.49	1.648	0.09932	No (close though)
Use Augmented Reality (X_3)	0.20	2.792	0.00524	Yes

Largest Collection of NLB artifacts (X ₄)	-0.20	-1.99	0.0466	Yes
Went with Family (X ₅)	1.33	4.826	1.39e-06	Yes

The odds of a person who lives between 11-30 minutes away from the NLBM visiting the NLBM increases by 127% if one of their favorite attractions is the Nelson Atkins art museum, increases by 64% if one of their favorite attractions is the WWI Museum, and increases by 23% if augmented reality is added to the NLBM's exhibits.

Further evidence that adding technology and interactivity to the NLBM would attract more visitors is seen in how those who have only attended the NLBM **ONCE** rated the value propositions. Such consumers are significantly more resonant than the overall sample towards the value proposition about interactivity as the percentage of this segment that claims interactivity is very important is 18% higher than the percentage of the overall sample that claimed interactivity is very important. Likewise, people who have only visited the NLBM one time are more resonant than the overall sample towards the value proposition about augmented reality as the percentage of this segment that claimed augmented reality is very important is 10% greater than the percentage of the overall sample that claimed augmented reality is very important. The two largest deviations between how this segmented rated the value propositions and how the overall sample rated the value propositions is seen when you compare how this segment rated interactivity and augmented reality against how the overall sample rated these two value propositions.

Table 8: How people who have visited the NLBM at least once rate each value proposition					
<i>Q11: How many times have you visited the NLBM?</i>	I have visited the NLBM 1 time	I have visited the NLBM 2 times	I have visited the NLBM 3 times	I have visited the NLBM more than 3 times	Overall
Contains the largest collection of Negro League Baseball memorabilia in existence	68%	74%	60%	63%	67%
Instills guests with unique historic information that a majority of the public does not know about	64%	73%	67%	63%	65%
Educates guests about other players that broke baseball's color barrier besides Jackie Robinson	68%	50%	47%	49%	64%
Explains how the playing style of Negro League ballplayers has impacted modern day baseball	50%	62%	47%	51%	54%
Shows connection of past racial inequalities to the present day	43%	46%	33%	43%	46%
Goes beyond baseball and explains the lifestyle of blacks throughout the history of America	50%	37%	47%	46%	44%

Has a gift shop where you can purchase unique merchandise, such as Negro League Baseball player replica jerseys and Negro League team hats	36%	42%	27%	40%	37%
Has interactive exhibits, such as a batting cage that shows you how fast Satchel Paige threw	<u>46%</u>	30%	33%	23%	28%
Provides audio of the NLBM President telling stories about each exhibit	21%	22%	27%	31%	25%
Uses augmented reality to provide additional audio and visual information of Negro League players	<u>32%</u>	26%	13%	29%	22%
Offers guests the ability to go on a tour of the museum with former and current MLB players	25%	23%	27%	23%	22%
Provides you the opportunity to meet former and current MLB players and receive their autograph	18%	19%	27%	20%	20%
Hosts new exhibits every month	21%	11%	13%	23%	15%
Has created a virtual reality Negro Leagues ballplayer to be your tour guide	11%	12%	13%	11%	12%
Has a soulful restaurant inside the museum that emulates the atmosphere of 18th and Vine during the 1920s	7%	8%	7%	17%	11%
Has tour guides who are dressed in replica Negro League baseball player uniforms	7%	4%	7%	11%	9%
Offers free admission into the museum	14%	11%	0%	6%	8%
Offers concession stand food/drink options in the museum	14%	7%	0%	9%	6%
N=	28	27	15	35	

Another logistic regression was calculated to analyze certain variables that significantly affected the likelihood of someone who has only attended the NLBM once to visit the NLBM again:

$$\ln\left(\frac{p}{1-p}\right) = \beta_0 + \beta_1 * X_1 + \beta_2 * X_2 + \beta_3 * X_3 + \beta_4 * X_4 \quad (4)$$

where 'p' is the probability that a person who has visited the NLBM only once will visit the NLBM again and X are survey responses delineated in the first column of table 9.

Variable	Coefficient/Estimate (β_n)	Z-Value	P-Value	P-Value < .05? (statistically significant)
Intercept	-3.18	-1.87	0.06	No (but close enough)
Prefer Email (X_1)	1.07	2.25	0.02	Yes
Has Interactive Exhibits (X_2)	0.34	2.30	0.022	Yes
Contains largest collection of NLB Memorabilia (X_3)	-0.28	-1.87	0.06	No (but close enough)
Went with Family (X_4)	1.49	3.60	.000323	Yes

The odds of someone who has only visited the NLBM once to visit the NLBM again increases by 41% if the NLBM offers interactive exhibits, increases by 20% if there is augmented reality added to the exhibits, and increases by 192% if they are informed about the NLBM via email.

In addition, those who are just “Satisfied” are also significantly overly resonant towards the value proposition about interactive exhibits than the overall sample’s resonance towards this idea.

<i>Q7: How satisfied are you with the Negro Leagues Baseball Museum?</i>	Very Satisfied	Satisfied	Somewhat Satisfied	Overall
Contains the largest collection of Negro League Baseball memorabilia in existence	72%	62%	45%	67%
Instills guests with unique historic information that a majority of the public does not know about	72%	64%	60%	65%
Educates guests about other players that broke baseball's color barrier besides Jackie Robinson	65%	62%	40%	64%
Explains how the playing style of Negro League ballplayers has impacted modern day baseball	54%	56%	60%	54%
Shows connection of past racial inequalities to the present day	51%	48%	20%	46%
Goes beyond baseball and explains the lifestyle of blacks throughout the history of America	51%	41%	9%	44%
Has a gift shop where you can purchase unique merchandise, such as Negro League Baseball player replica jerseys and Negro League team hats	39%	41%	30%	37%

Has interactive exhibits, such as a batting cage that shows you how fast Satchel Paige threw	23%	36%	18%	28%
Provides audio of the NLBM President telling stories about each exhibit	28%	20%	0%	25%
Uses augmented reality to provide additional audio and visual information of Negro League players	22%	24%	18%	22%
Offers guests the ability to go on a tour of the museum with former and current MLB players	25%	23%	0%	22%
Provides you the opportunity to meet former and current MLB players and receive their autograph	21%	20%	0%	20%
Hosts new exhibits every month	14%	21%	18%	15%
Has created a virtual reality Negro Leagues ballplayer to be your tour guide	11%	12%	0%	12%
Has a soulful restaurant inside the museum that emulates the atmosphere of 18th and Vine during the 1920s	12%	9%	0%	11%
Has tour guides who are dressed in replica Negro League baseball player uniforms	8%	8%	0%	9%
Offers free admission into the museum	6%	8%	9%	8%
Offers concession stand food/drink options in the museum	5%	8%	9%	6%
N=	192	66	11	

A logistic regression was constructed to analyze variables that significantly affect the likelihood of a person who is already Satisfied with the NLBM to return to the NLBM:

$$\ln\left(\frac{p}{1-p}\right) = \beta_0 + \beta_1 * X_1 + \beta_2 * X_2 + \beta_3 * X_3 + \beta_4 * X_4 + \beta_5 * X_5 \quad (5)$$

where 'p' is the probability that a person who is just "Satisfied" with the NLBM will visit the museum and X are survey responses delineated in the first column of table 11.

Variable	Coefficient/Estimate (β_n)	Z-Value	P-Value	P-Value < .05? (statistically significant)
Intercept	-1.56	-1.93	.05	Yes
Nelson Atkins Visitor (X_1)	1.04	2.98	0.003	Yes
WWI Museum Visitor (X_2)	0.69	2.33	0.02	Yes
Uses Augmented Reality (X_3)	0.13	1.88	.05998	No (But close enough)
Contains largest collection of NLB Memorabilia (X_4)	-0.20	-2.20	0.03	Yes

Went with Family (X ₅)	0.79	2.76	0.006	Yes
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The odds of someone who is currently “Satisfied” with the NLBM returning to the NLBM increases by 14% if there is augmented reality at the museum.

So, it appears that the odds of many consumer segments (especially locals) visiting the NLBM would significantly increase if the museum offered exhibits that were interactive and contained technology. It should be noted that Negro League education is still important to these customers, as they still rate concepts about education higher than other attributes; however, there is evidence that suggests adding more interactivity and technology to enhance the visitor experience would appeal to locals and other disengaged customer segments and compel them to visit the NLBM more often.

Further Analysis

In contrast, tourists – people outside of Kansas City – are significantly more resonant towards concepts about education and learning about the Negro Leagues and are significantly less resonant towards concepts about technology and interactive exhibits.

Table 12: How Locals and Tourists rate each value proposition	Local	Tourist	
<i>Q9: Do you live in the Kansas City metro area?</i>	Yes	No	Overall
Contains the largest collection of Negro League Baseball memorabilia in existence	67%	70%	67%
Instills guests with unique historic information that a majority of the public does not know about	66%	71%	65%
Educates guests about other players that broke baseball's color barrier besides Jackie Robinson	54%	69%	64%
Explains how the playing style of Negro League ballplayers has impacted modern day baseball	53%	56%	54%
Shows connection of past racial inequalities to the present day	42%	54%	46%
Goes beyond baseball and explains the lifestyle of blacks throughout the history of America	45%	48%	44%
Has a gift shop where you can purchase unique merchandise, such as Negro League Baseball player replica jerseys and Negro League team hats	38%	40%	37%
Has interactive exhibits, such as a batting cage that shows you how fast Satchel Paige threw	32%	22%	28%
Provides audio of the NLBM President telling stories about each exhibit	26%	24%	25%
Uses augmented reality to provide additional audio and visual information of Negro League players	27%	20%	22%
Offers guests the ability to go on a tour of the museum with former and current MLB players	24%	23%	22%
Provides you the opportunity to meet former and current MLB players and receive their autograph	20%	20%	20%
Hosts new exhibits every month	18%	15%	15%

Has created a virtual reality Negro Leagues ballplayer to be your tour guide	12%	10%	12%
Has a soulful restaurant inside the museum that emulates the atmosphere of 18th and Vine during the 1920s	11%	11%	11%
Has tour guides who are dressed in replica Negro League baseball player uniforms	8%	8%	9%
Offers free admission into the museum	9%	5%	8%
Offers concession stand food/drink options in the museum	9%	4%	6%
N=	105	164	

Tourists, represented in the “No” column, are overly resonant towards messages about instilling guests with unique historic information, educating guests about players who broke the color barrier, and showing guests the connections between past and present-day racial inequalities. This segment is significantly less resonant than the overall sample towards the idea of interactive exhibits.

Moreover, email is essential. It is consistently rated as one of the more preferred mediums when consumers are being made aware, learning about, and being motivated to visit the NLBM. In addition, people who prefer email are significantly more resonant towards the value propositions about Negro League education than the resonance of the overall sample towards such messages.

Table 13: How people with different media preferences rate each value proposition						
<i>Q26: Which of the following would most likely MOTIVATE you to attend attractions/events in Kansas City?</i>	Email	Facebook	Twitter	Online (Google) Search	Referral from Friend/Family Member	Overall
Contains the largest collection of Negro League Baseball memorabilia in existence	80%	67%	70%	68%	50%	67%
Instills guests with unique historic information that a majority of the public does not know about	72%	58%	61%	68%	52%	65%
Educates guests about other players that broke baseball's color barrier besides Jackie Robinson	72%	60%	72%	70%	46%	64%
Explains how the playing style of Negro League ballplayers has impacted modern day baseball	62%	40%	63%	40%	52%	54%
Shows connection of past racial inequalities to the present day	49%	35%	58%	40%	40%	46%
Goes beyond baseball and explains the lifestyle of blacks throughout the history of America	51%	33%	52%	45%	33%	44%
Has a gift shop where you can purchase unique merchandise, such as Negro League Baseball player replica jerseys and Negro League team hats	42%	30%	38%	28%	21%	37%

Has interactive exhibits, such as a batting cage that shows you how fast Satchel Paige threw	30%	30%	34%	23%	15%	28%
Provides audio of the NLBM President telling stories about each exhibit	23%	26%	31%	23%	10%	25%
Uses augmented reality to provide additional audio and visual information of Negro League players	22%	30%	24%	23%	2%	22%
Offers guests the ability to go on a tour of the museum with former and current MLB players	16%	21%	24%	8%	12%	22%
Provides you the opportunity to meet former and current MLB players and receive their autograph	18%	19%	26%	8%	15%	20%
Hosts new exhibits every month	15%	19%	16%	13%	4%	15%
Has created a virtual reality Negro Leagues ballplayer to be your tour guide	12%	14%	13%	8%	2%	12%
Has a soulful restaurant inside the museum that emulates the atmosphere of 18th and Vine during the 1920s	9%	9%	14%	8%	2%	11%
Has tour guides who are dressed in replica Negro League baseball player uniforms	5%	9%	13%	3%	4%	9%
Offers free admission into the museum	5%	9%	11%	3%	2%	8%
Offers concession stand food/drink options in the museum	1%	5%	6%	3%	2%	6%
N=	74	43	104	40	52	

Those who prefer email have a 74% higher likelihood to visit the NLBM. In addition, of those who have only attended the museum once, sending an email to such people would increase the odds of such people returning to the museum by 192%, which can be seen if you refer to table 9.

Furthermore, those who claim the Nelson Atkins Art Museum and the World War I Museum are one of their three favorite attractions in Kansas City are resonant towards the value propositions that the NLBM currently offers, which is excellent education of the Negro Leagues. People who attend these museums (especially the WWI Museum) are more likely than the average consumer to visit the NLBM.

A logistic regression was calculated to analyze variables that significantly impact the likelihood of someone being a visitor of the NLBM:

$$\ln\left(\frac{p}{1-p}\right) = \beta_0 + \beta_1 * X_1 + \beta_2 * X_2 + \beta_3 * X_3 \quad (6)$$

where 'p' is the probability that a person will visit the NLBM and X are survey responses delineated in the first column of table 14.

Variable	Coefficient/Estimate (β_n)	Z-Value	P-Value	P-Value < .05? (statistically significant)
Intercept	-0.48	-0.57	0.57	No
Nelson Atkins Visitor (X_1)	1.22	3.39	0.000694	Yes
WWI Museum Visitor (X_2)	1.05	4.137	3.53e-05	Yes
Prefer Email (X_3)	0.56	1.93	0.053	No (But close enough)

Those who indicate that the Nelson Atkins Art Museum is one of their favorite Kansas City attractions, the odds of such people visiting the NLBM 240% higher than the odds of the average respondent visiting the museum. Those who indicate that the World War I Museum is one of their favorite Kansas City attractions, the odds of such people visiting the NLBM increases by 186%.

Summary of Findings

Messages about the NLBM being the leader in educating the public about the Negro Leagues is a message that every consumer segment is resonant towards. In addition to Mr. Kendrick's Twitter page, email was a highly preferred medium and those who prefer email are resonant towards the current value propositions of the NLBM. Therefore, the museum should make a major investment in email marketing. The museum should also consider partnering with the Nelson Atkins Art Museum and the World War I Museum as people who like these museums also like the value propositions that the NLBM provides. We also found that people with some college and people who are single, but living with a significant other, are two of the most resonant segments towards what the NLBM offers. Finally, though value propositions about interactivity and technology were not highly rated by the overall sample, there is significant evidence that indicates certain segments the museum is trying to appeal to are interested in interactive exhibits and adding technology, such as augmented reality to the NLBM. Therefore, the museum should strongly consider adding technology and interactive exhibits to boost the number of people who visit the museum. Local Kansas Citians are statistically more resonant than the overall sample towards value propositions about interactivity and technology, such as augmented reality. Likewise, people who live in the Kansas City Suburbs, people who have never visited the museum, people who have only visited the NLBM once, and people who are just "Satisfied" are statistically more resonant than the overall sample towards value propositions about interactive exhibits and technology, such as augmented reality. So, if the goal of the marketing campaign is to attract people who are already interested in the NLBM, then talk about how the NLBM educates the public about the Negro Leagues; however, if the goal of the marketing campaign is to attract new visitors and locals who do not visit the NLBM often, then adding interactive exhibits and technology would increase their interest in the museum.

Conclusion

In conclusion, evidence was found in this marketing research study to support the following recommendations for the Negro Leagues Baseball Museum:

1. Invest in Email Marketing
2. Consider adding technology and interactivity to exhibits to attract more locals
3. Consider partnering with the World War I Museum and the Nelson Atkins Art Museum
4. Use tourists who visit the NLBM as the museum's brand ambassadors, meaning they are highly likely to engage with your content on social media, email campaigns, and other mediums the NLBM uses

Limitations

The main limitation of this study is that its suggestions are based on correlational data. The findings are not proven by an experiment where, ideally, we would manipulate certain variables to determine which variable(s) significantly increased attendance at the NLBM. Correlation does not equal causation. Therefore, even though there are significant correlations in this study suggesting certain variables could increase attendance at the NLBM, it is not a guarantee that these variables will cause attendance to increase at the NLBM. In addition, it should also be noted that those who responded to this survey were the twitter followers of Mr. Kendrick, which could provide skewed data. The data collected was not from a random sample. It is possible that the respondents of this study systematically differ from the general populations in terms of their personal preferences.

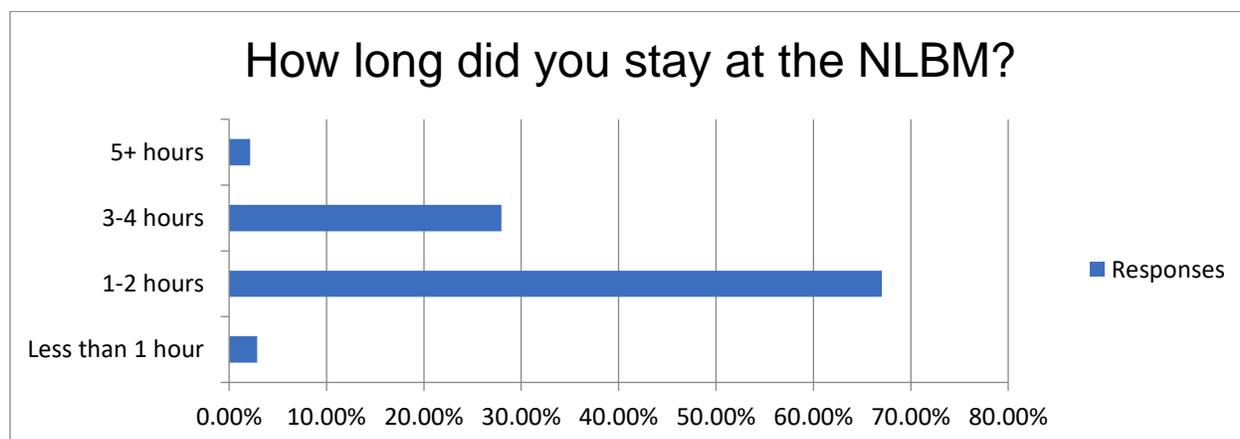
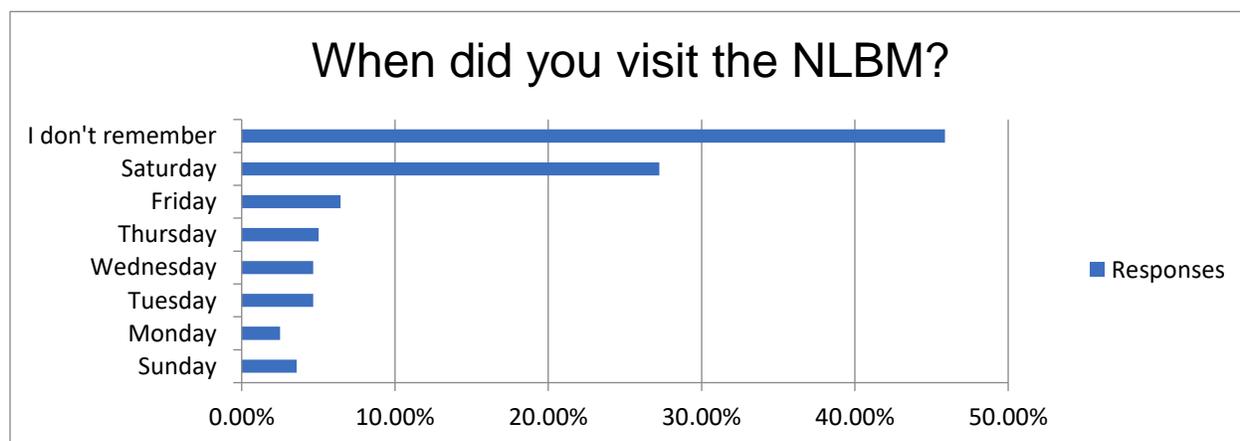
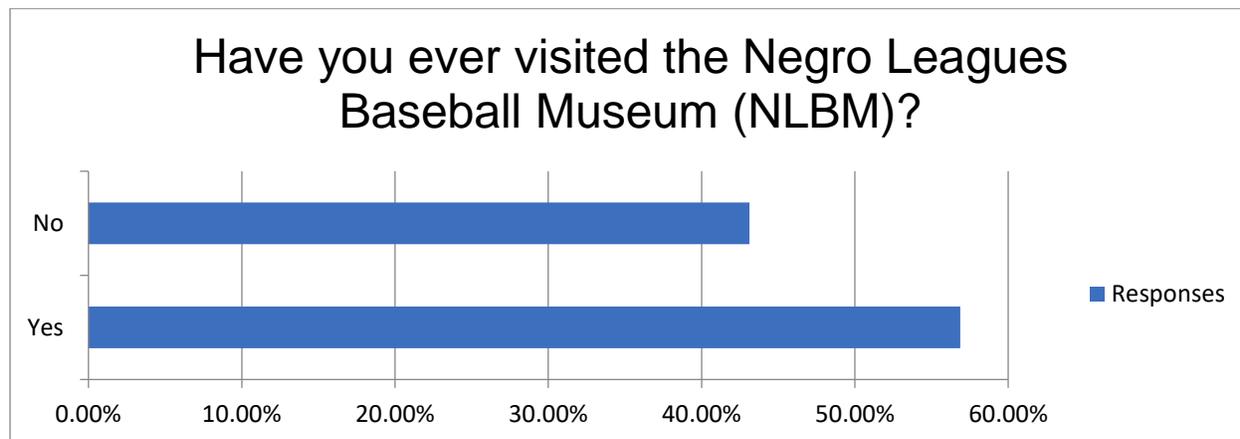
As a result, a suggestion for further research is to conduct an experiment to prove whether or not the above recommendations will cause attendance to increase. Furthermore, additional research could be done to understand consumers' perceptions concerning the safety of the museum's location. What strategies could be implemented to change certain consumers' distorted belief that the NLBM is located in a dangerous area? Finally, consumers' preferences are constantly changing, so research should be conducted in a year or two to confirm that these findings are still consistent with consumers' motivations, preferences, and views toward the NLBM.

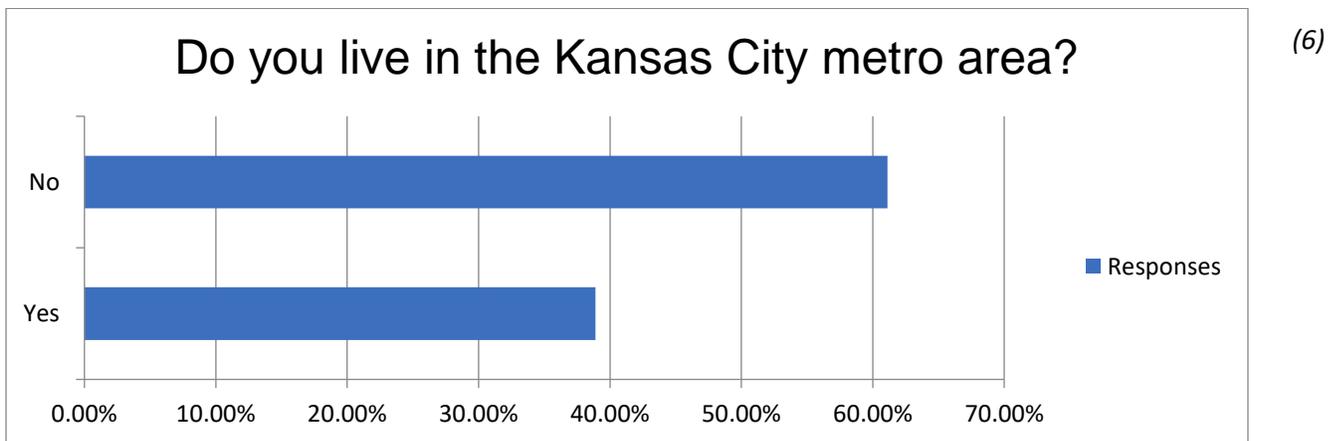
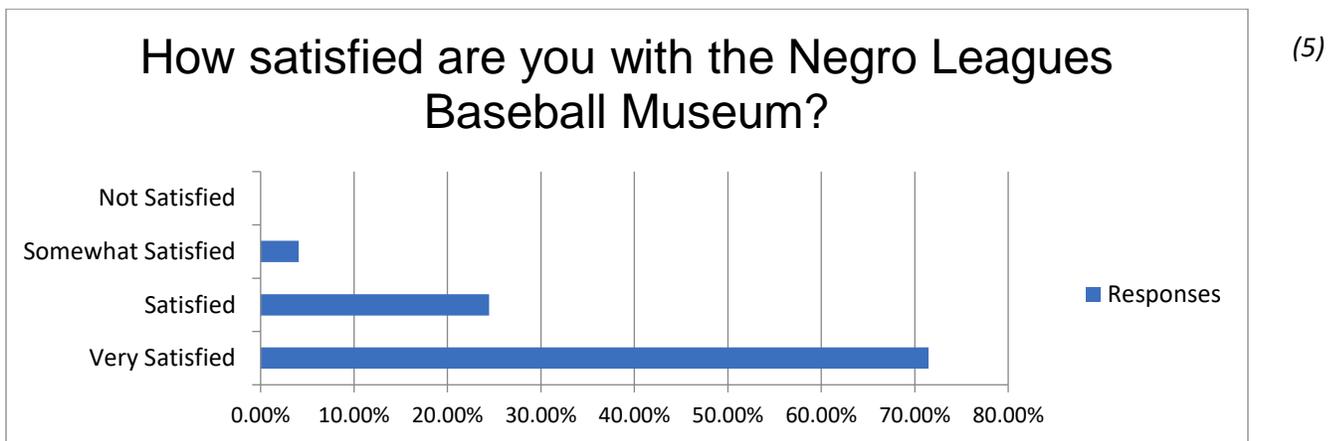
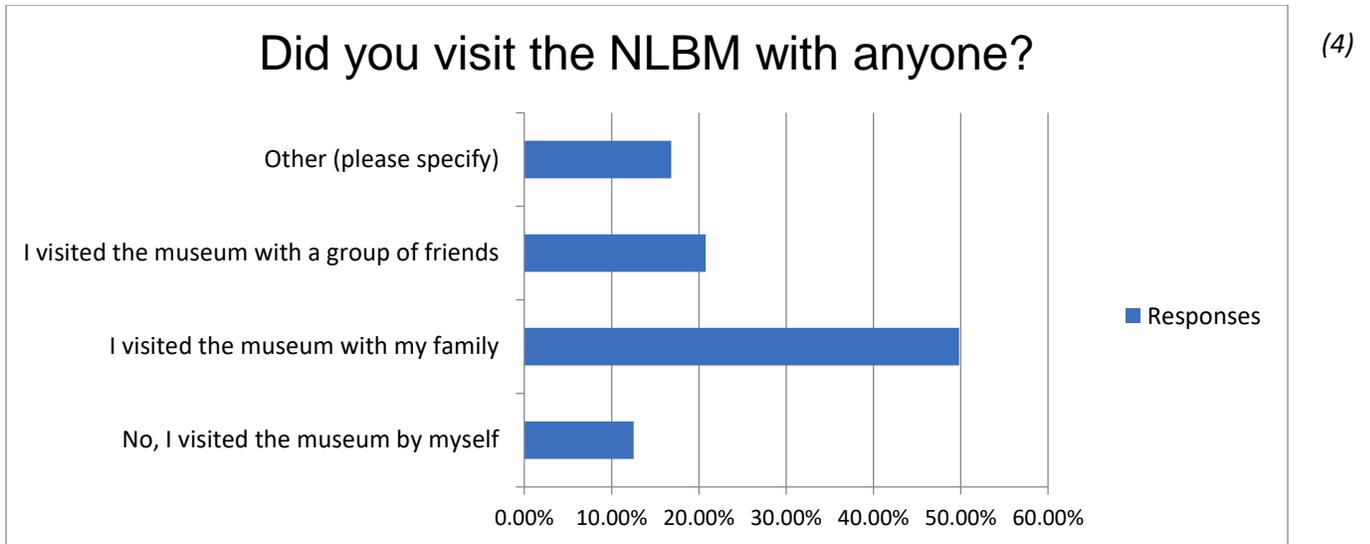
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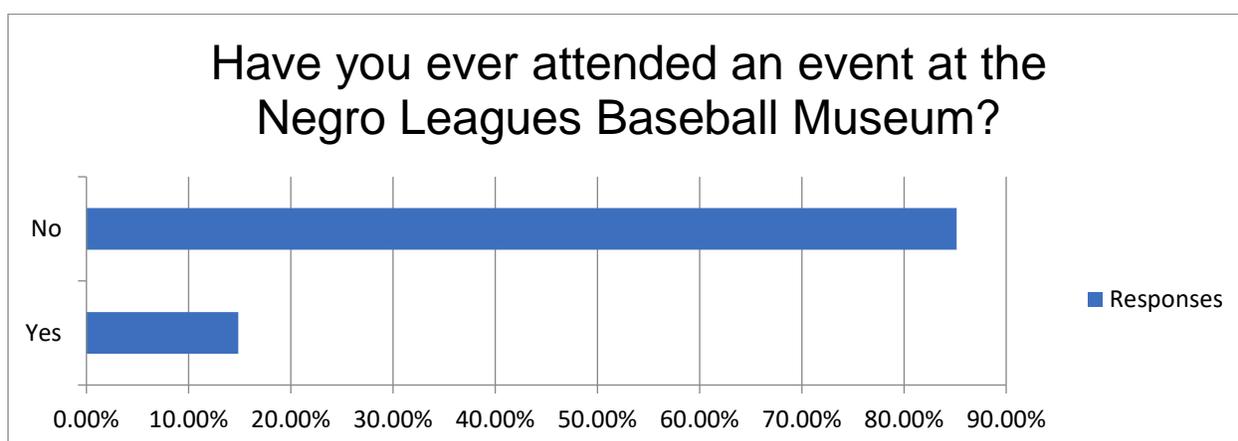
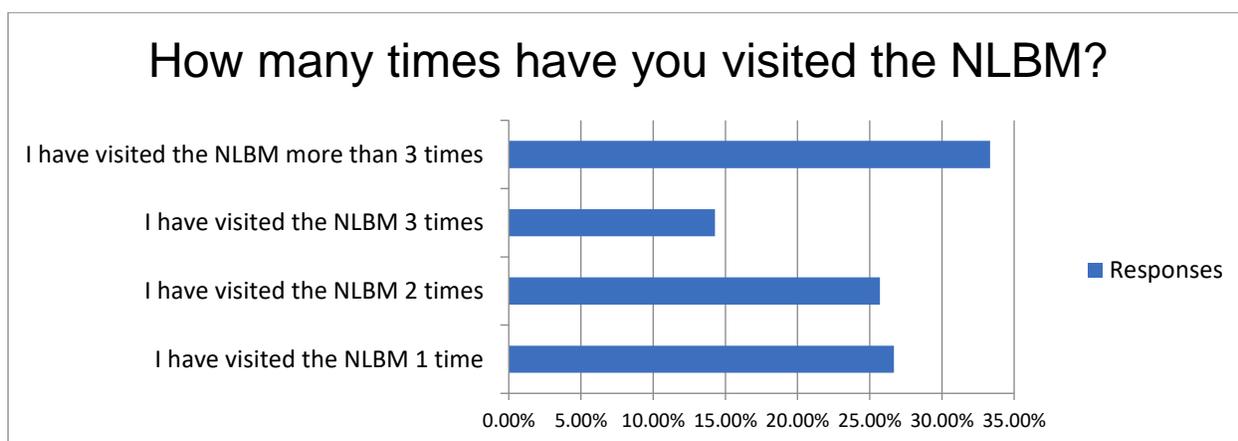
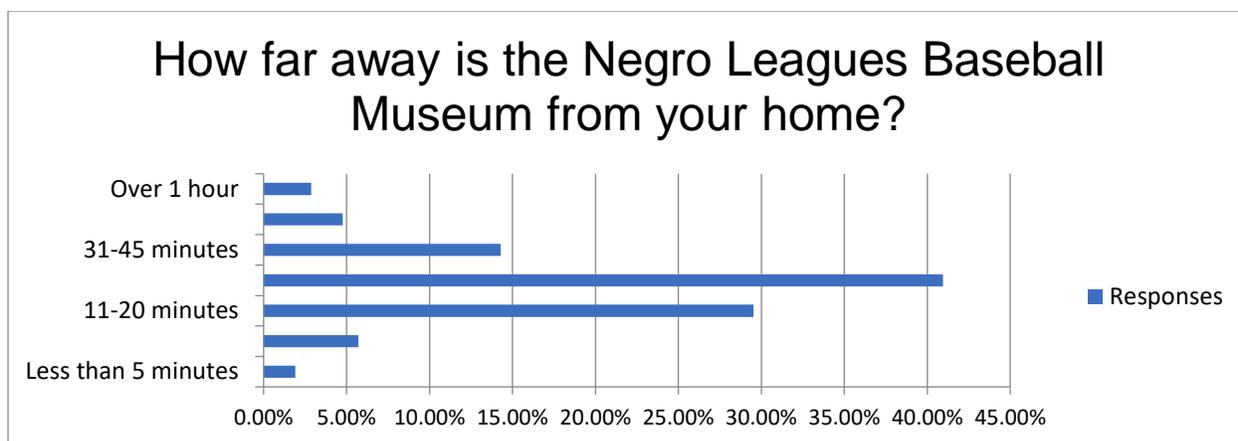
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- Payne, Adrian, and Pennie Frow. "Developing Superior Value Propositions: A Strategic Marketing Imperative." *Journal of Service Management*, vol. 25, no. 2, May 2014, pp. 213–227. EBSCOhost, doi:10.1108/JOSM-01-2014-0036.

Appendix

This appendix shows further data that was collected in this study.

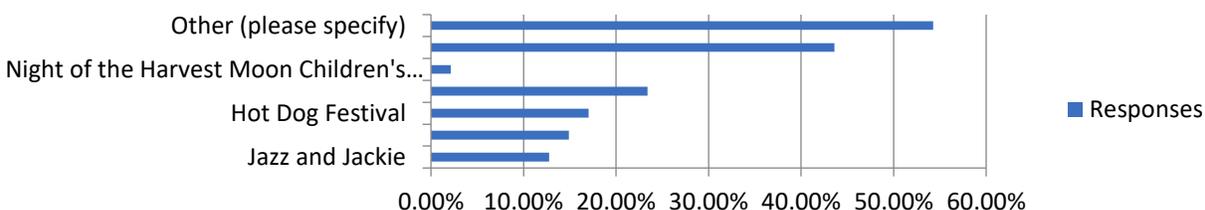






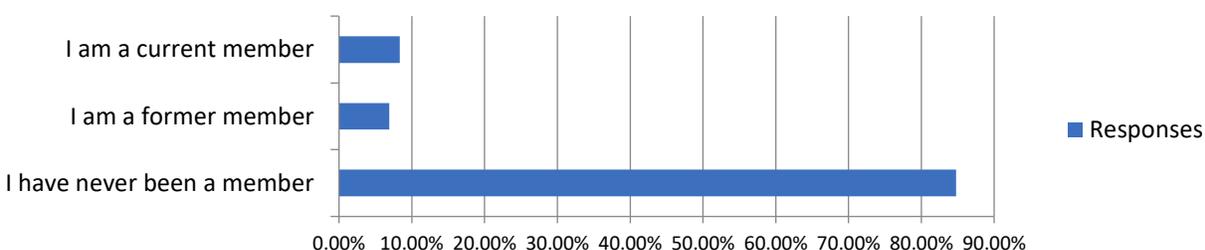
If so, which of the following events have you attended that were hosted by the Negro Leagues Baseball Museum? (Please check...

(10)



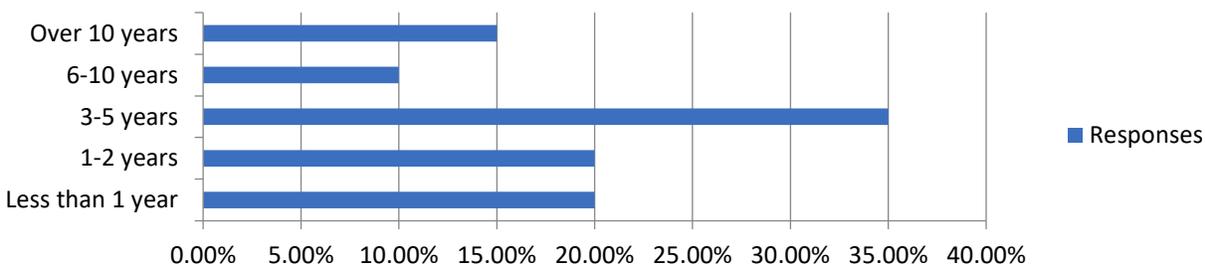
Which of the following best describes your membership status with the Negro Leagues Baseball Museum?

(11)



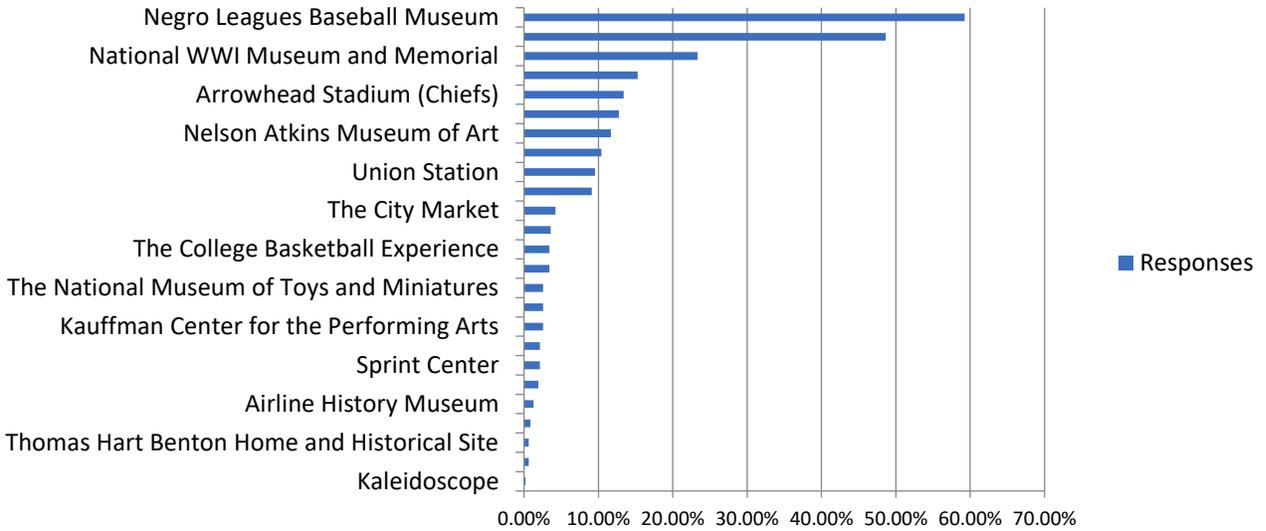
How long have you been a member of the Negro Leagues Baseball Museum?

(12)



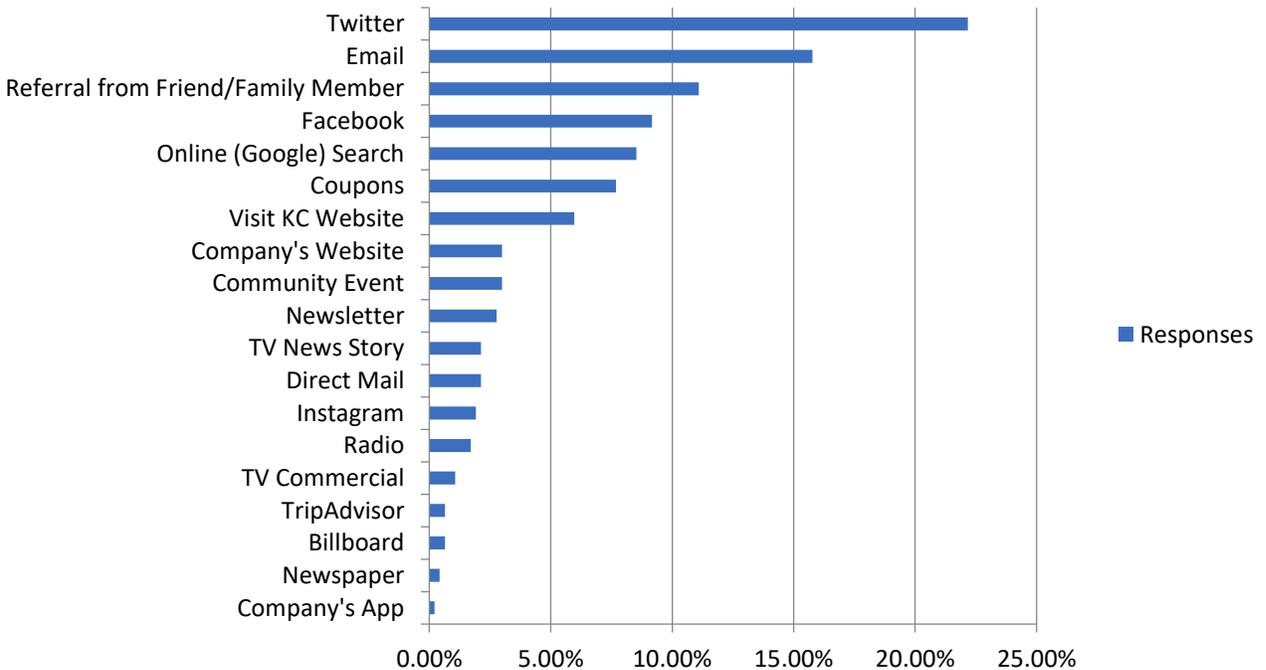
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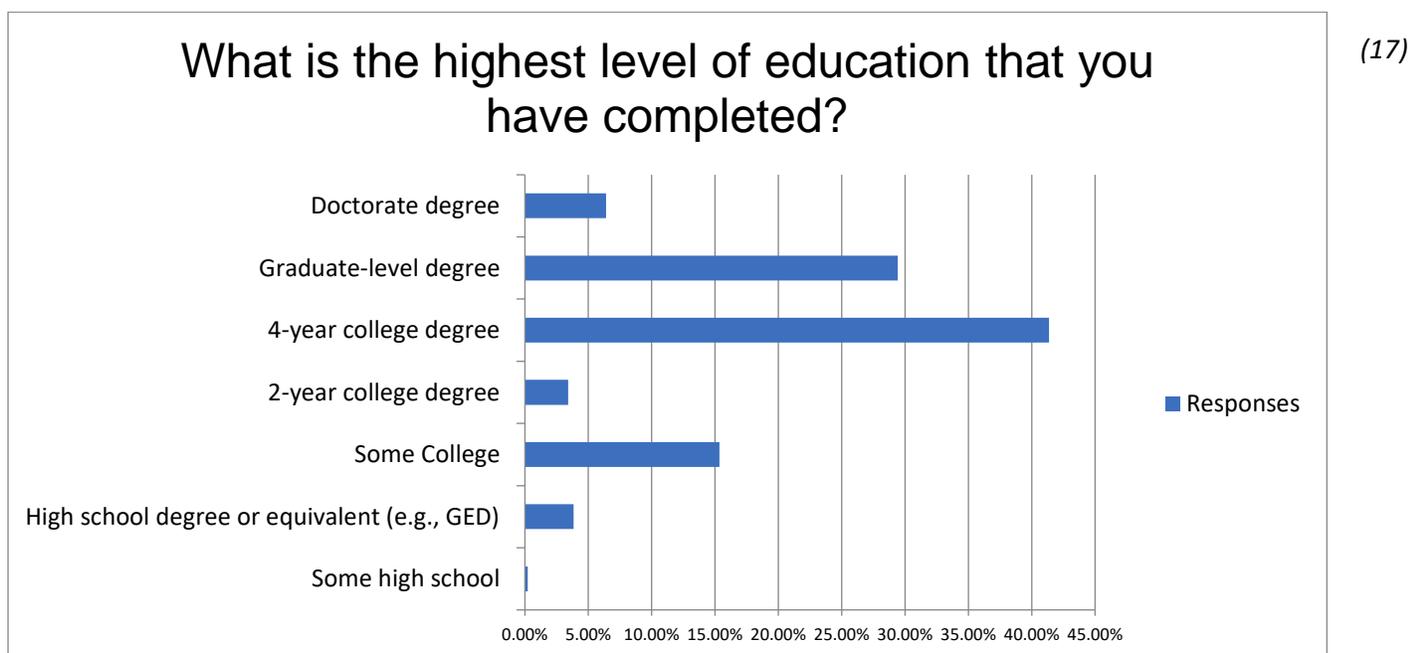
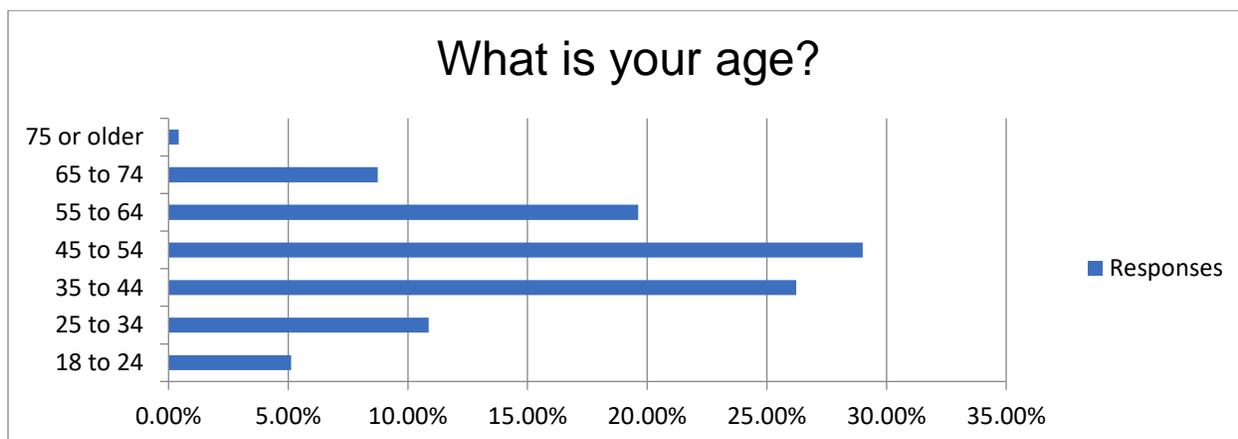
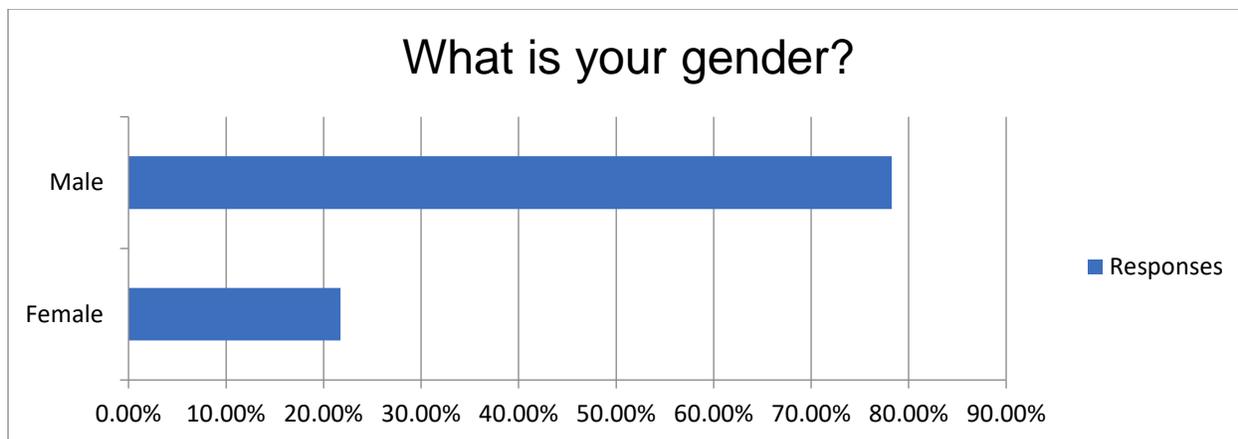
What are your favorite attractions in Kansas City? (Please select no more than three)



(14)

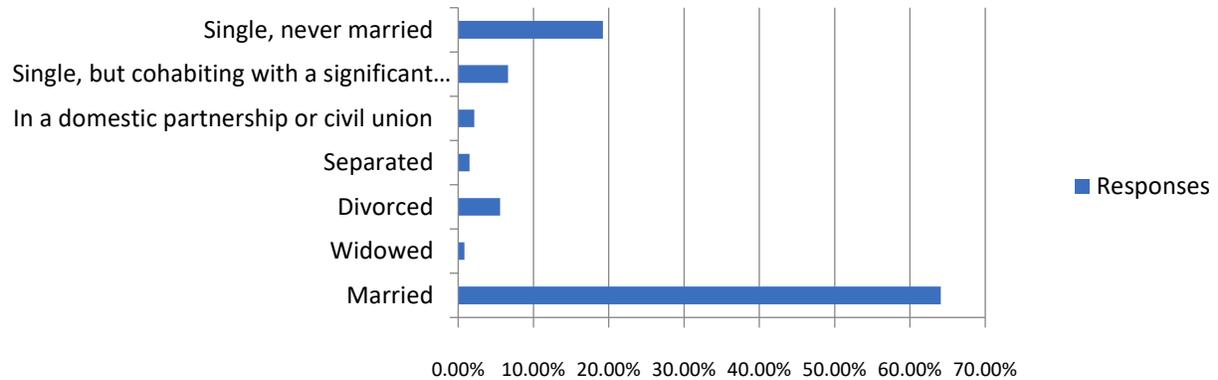
Which of the following would most likely MOTIVATE you to attend attractions/events in Kansas City?





Which of the following best describes your current relationship status?

(18)



How many children under 18 do you have living in your home?

(19)

