

MKT 5321 | Brand Repositioning Marketing Plan | Team 2

Alamo Drafthouse Cinema

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CURRENT BUSINESS OVERVIEW

I. PRIMARY TARGET MARKET

Alamo Drafthouse was founded in 1997, in the city whose slogan is, “Keep Austin Weird.” In true Austin spirit, Alamo has defined its brand through a unique movie experience. An early adopter of the craft scene, Alamo is known for their craft beer, craft cocktails, elevated food quality, and curated movie programming. While customers may not like *everything* at Alamo, there is something for most customers at Alamo as the target market is defined by those looking for a niche experience. This niche experience is displayed through the variety of eclectic offerings, from movie themed food and drinks, to genre film fests, movie nights, trivia nights, and simply the craft experience.

Alamo’s target market is looking for quality in the experience as much as they are looking for the product of the movie. They want a safe space to watch films, enjoy food and drink, and indulge in their interests and hobbies. Additionally, Alamo’s etiquette policy binds their target market together. Ensuring their patrons are quiet and respectful through the duration of the movie, founder Tim League stated that, “we knew we were going to alienate some of our patrons” yet stated that if they could not adhere to the policy then, “we don’t want you at our venue.” The policy further defines the target market as cinephiles, rather than simply moviegoers. As cinephiles, their market is likely to be more educated and interested in arts and culture.

While Alamo has limited family movie nights, these defining characteristics exclude children from their primary target market. The combined etiquette policy and niche experience

puts the demographics of Alamo's cinephiles into a 21+ category. With movie night and drink specials, Alamo targets the 21-35 age category with less income, yet more desire for social activity. Additionally, they capture the 35-65 market looking for a more elevated movie experience or movie night away from the kids. Overall, Alamo's target market is defined as niche audience cinephiles, while their market is not limited, their market is defined by eclectic experiences in a respectful environment.

II. COVID-19 IMPACT

COVID-19 lead Alamo Drafthouse to close all its corporate locations on March 16, 2020. By doing so, the company lost out on three months of potential profits to date, with future income up in the air. The closure was deemed necessary as the virus has a high likelihood of being spread in confined spaces such as crowded movie theaters, and the safety of Alamo's target market could not be guaranteed. Though the specific financial information for Alamo Drafthouse is not available, globally it is estimated that the film industry lost \$10 billion. As a member of that industry, Alamo will certainly incur financial losses. They were, however, able to maintain some consumer good-will, as they established a charity foundation to help their furloughed employees who were in financial need and committed \$2 million to the cause. Nonetheless, with the entertainment industry hit especially hard by COVID-19, Alamo has been forced to close locations, furlough employees, and forgo potential profits.

III. FINANCIAL/MARKETING PERFORMANCE

1. Sales Volume

Alamo Drafthouse played 2,083 different films at their 41 locations across the country last year and ended the year with promising sales figures. At the end of 2019, ticket sales for Alamo were up 5.8% from 2018, which was impressive because the cinema chain industry was

over 5% behind their 2018 figures. Alamo Drafthouse attributes their success to the wide variety of offerings at their theater chain and the niche audiences they have for their different kinds of content. Alamo is known for their showings of traditional studio releases, indie and arthouse films, and repertory showings (Rubin, 2019).

2. Market Share

Over the past five years, the movie theater industry has shown growth despite competition from on-demand streaming options, such as Netflix, Hulu, and other at-home movie watching experiences. At the end of 2019, the movie theater industry was a \$19 billion industry with 4,571 businesses in the market. AMC Entertainment Inc., Cineworld Group PLC, and Cinemark Holdings Inc. hold the largest market share within the movie theater industry (Industry Market Research, Reports, and Statistics, 2019).

3. Profitability

Since their establishment in 1997, Alamo Drafthouse remains private with their financial reporting. However, Owler.com estimates that the private company has an annual revenue of \$210 million that is generated from their 41 cinemas across the united states, 21 of which are in Texas (Alamo Drafthouse Competitors, Revenue and Employees - Owler Company Profile).

4. Brand Perceptions

Alamo Drafthouse has a perception of being a primarily adult-only theater for most movies. On Alamo's "about" section of their website, they state that anyone under the age of 18 is not allowed into their theaters unless they are a part of the Victory Vanguard program. Their website has information on their code of conduct, which strictly prohibits harassment of any type in their theaters. Alamo states that they generally do not allow infants or small children into their showings. However, they do offer weekly daytime screenings which are meant for young

families and guests with special needs. These specific showings for a different target market minimizes distractions for their primary market cinephiles during other showings (Alamo Drafthouse Cinema About).

In addition to the rules stated on their website, Alamo Drafthouse is known for having a wide variety of craft beer options. The theater has an esthetic of being able to purchase adult beverages while enjoying a movie, they create specialty themed adult beverages for movies, and the previews and messaging they show before movies start include adult appropriate content. All these factors heavily contribute to their adult only aesthetic.

IV. COMPETITIVE ADVANTAGE

A 2018 Market Force study surveying almost 13,000 participants on their experience at 11 different movie theater chains, Alamo Drafthouse Cinema came in first on the Composite Loyalty Index (CLI) with a score of 72%, followed by Harkins Theaters with a 68% CLI. A CLI is a tool that tracks customer loyalty to a brand over time compared to those who tend to abandon it (Charan, 2013). Alamo Drafthouse has maintained a competitive advantage in the cinema industry for several reasons such as their offerings and service provided. In the 2018 study, some of the key strengths found within the organization that have contributed to this advantage include their unique, wide range of food, drink, and movie options available to consumers (Marketforce Information, 2018). By offering such broad selection, Alamo has been able to cater to the wants of each one of their niche consumers. Moreover, Alamo ranked first in beverage value for money, food value for money, and food taste (Marketforce Information, 2018). Lastly, those surveyed voted Alamo first in box office and ticket collector courtesy, box office helpfulness, and overall value for money spent.

A huge part of Alamo’s success in providing a superior experience in comparison to their competition can be attributed to the culture of the organization. Former CEO and founder Tim League stated that he and his wife founded the company in hopes of creating a, “cinema for movie lovers by movie lovers” (Alamo Drafthouse Cinema Careers). In addition to their culture, theater etiquette is another reason Alamo maintains their competitive advantage. As previously discussed, the theater chain has an infamous “No Talking / No Texting” rule, violators of which are asked to leave without a refund (Knight, 2020). Although this may seem harsh, the purpose is to preserve and maximize the movie-going experience.

V. SWOT ANALYSIS

<p>Strengths</p> <ul style="list-style-type: none"> • Minimal technology used in ordering process, simple and straightforward • Ability to accommodate for changing consumer preferences • Company culture 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Close contact between theater staff and customers • Niche movie going audience • Alamo is a smaller theater chain with higher cost
<p>Opportunities</p> <ul style="list-style-type: none"> • Future expansion of theaters (e.g., Cedar Park location) • Incorporate an outdoor aspect to attract new customers • Partner with local sport networks for advertising • Introduce theater health and safety protocols in response to COVID-19 	<p>Threats</p> <ul style="list-style-type: none"> • Current economic and social conditions due to the coronavirus • Competitors wide reach due to chain sizes

After performing a SWOT analysis on Alamo, several driving points stand out for repositioning the brand. Alamo was currently in the process of expanding their theater chain, as they hold a strong customer base and target market. With future expansion on the horizon, there is the opportunity to pivot projects to new outdoor entertainment spaces to elevate the brand,

using local networks to advertise those projects. This would not only capitalize on the opportunity of attracting new customers, but also alleviate the threats of competition in the current economic environment due to COVID-19. In addition, Alamo has the opportunity of leading the cinema industry by creating a gold standard of health and safety protocols to combat COVID-19 and ensure both employee and customer safety. Implementation of such guidelines would bring their customer base back as well as winning over increasingly health conscious theater goers.

BRAND REPOSITIONING PLAN

I. BRAND INITIATIVE

Alamo Draffhouse has a strong consumer base and target market. Alamo's recent expansion plans of both corporate and franchise operations indicate that before COVID-19, their business model was doing well and growing. With the onset of COVID-19 and physical Alamo locations closed, Alamo must work to restore brand trust and regain its customer segment by creating the eclectic and fun niche atmosphere in a safe manner and environment. Previously, customers relied on Alamo to provide a distraction free cinema experience with elevated food and beverage options for an overall outstanding movie-going experience. That same target market is still out there, perhaps even more hungry for an outstanding movie experience, but are weighing their desires for entertainment with health and safety.

While Alamo is engaging in current initiatives like Alamo On Demand to cater to the market of at home viewers and to perhaps target new market segments, their future sustainability is dependent on their physical location's success. This is due to the large amount of overhead that has been—and continues to be—invested in their brick and mortar locations. Therefore, a long-term repositioning initiative focuses on three main brand goals: to restore consumer trust,

focus on health and safety, and continually meet their customers desire for an eclectic and niche entertainment experience.

Alamo Drafthouse’s repositioning statement is: For the Austin area theater market, Alamo Drafthouse is the premier entertainment venue among all movie theaters because of their commitment to eclectic and high-quality cinema experiences through customer service quality and non-mainstream content.

These brand goals will be reflected in two primary repositioning initiatives: Alamo Reopening Theaters Safely (ARTS) and pivot expansion projects to include Alamo Outdoors—a Drafthouse Biergarten and Outdoor Movie & Entertainment experience. The initiative to reopen the theaters safely will help restore brand trust, display Alamo’s commitment to health and safety, and be the gold standard in theaters for reopening under a “new normal” where customers can resume their much loved and missed entertainment experiences. The pivot of expansion projects will be built specifically with health and safety in mind, and will create a new, eclectic, future thinking, and sustainable entertainment experience. This will keep Alamo both customer and trust forward, while also reinventing the entertainment theater experience.

II. REPOSITIONING INITIATIVE – ARTS Initiative



The primary initiative of this portion of Alamo’s repositioning strategy will focus on reopening Austin Alamo Drafthouse theater locations safely. As the birthplace of Alamo, Austin is a good litmus test of the reopening strategy because it is in a state where businesses can

reopen, but it has the cautious mentality of a larger city. Alamo will begin reopening their theaters in July in a phased trial basis, in time for a hard opening at the beginning of August to accommodate the first theatrical release since COVID-19 on August 21 of Disney's *Mulan*.

1. Cleaning and Sanitation

Following suit with airlines, Alamo will invest in and advertise their cleaning initiatives. They can use electrostatic cleaning measures between shows and install HEPA filters in each theater. In addition to these precautions, Alamo will hire a third-party company that specializes in professional cleaning to train their staff and put cleaning standards into place. Doing this will allow Alamo to have a set cleaning routine to ensure that their theaters are being properly sanitized. Alamo will begin thoroughly cleaning their theaters after each movie showing to help minimize the spread of the COVID-19 virus and allow their customers to feel comfortable in their theaters again.

2. Social Distancing and Safe Seating

New technology programs will be developed to set up algorithms that automatically skip seats so there is no one sitting right next to you that is not in your party. The development of this software will allow for further distancing in the theaters allowing customers to feel more comfortable when they are enjoying a movie. Doing this should help minimize the spread of germs because customers will be more than six feet away from each other.

Some Alamo theaters are already built with large recliner or lounge style seats that better accommodate social distancing. For the Austin theaters that still have close theater style seating, some theater seating can be separated and turned into elevated seating. Much like an old theater that allowed wealthy patrons to reserve box seating, Alamo will redesign some seating to

become more enclosed and private. This will create both an elevated feel in the theater and provide a safer socially distanced environment.

3. Encourage Face Masks

Alamo Drafthouse will require their staff to wear face masks when they are working. Alamo will also require customers to wear face masks in the lobby, in restrooms, and when not actively seated in the theater. Alamo will encourage facial masks in the theaters when not consuming food and beverage. Advertising of the new mask wearing rules will be added to all ticket purchasing portals so that customers are aware of the requirement before showing up to the theaters. In addition, signs will be posted throughout the facilities and rules will be added to the preshow screenings similarly to how their other rules are featured.

Mask wearing will be encouraged through a partnership with their subsidiary, Mondo, by designing movie themed masks. Designs will feature genres, popular films, and big theater releases. The creative teams will design both standalone masks and costume style masks to encourage patrons to wear masks as a “dress up costume” film experience. While not applicable to every movie, for certain genres, adding a cosplay element to the mask will make mask wearing fun. This should be effective due to the theory of experiential consumption. Not only will consumers be happy with their purchase because it will help add to their personal safety, but the theme will make mask wearing more pleasurable because it allows the customer to show their personal style, increasing both mask purchases and mask usage.

Customers can purchase masks in advance online through the Mondo website. The Mondo website will feature full movie and character collections for certain movies where there is a large following of characters. Mondo could feature series such as the Marvel movies, Star Wars, or Disney for extended lines. Other movies with smaller followings will have only one or

two masks available for purchase. The Alamo theaters will have a limited variety of masks available to purchase in the theater so customers can purchase a mask if they forget theirs at home or if they see a mask that they really like.

4. Prioritize Employee and Customer Health

In order to maintain a healthy environment in their facilities, Alamo will take employees' temperatures and screen their employees before they begin their shift. If an employee has a 100.4 fever or higher, they will be sent home, told they need to see a doctor, and cleared through CDC guidelines before they can return to work. During the COVID-19 pandemic, Alamo will not penalize their employees and use their sick days when employees are sent home with a fever.

Customers will be encouraged to not show up to a movie they purchased a ticket for if they are not feeling well. To encourage this, Alamo will credit consumer accounts if customers are feeling sick the day of the movie. Customers will be allowed to reschedule their tickets for a future showing.

Alamo will install temperature scanners that customers and employees walk through when entering the Alamo facilities. Any customer with a 100.4 fever or higher, will be issued a credit for a future movie showing and told they must leave. Communication of this new policy will be featured on all ticket purchasing platforms so that customers are aware of the new policy before purchasing movie tickets. The installed temperature scanners will be Marvel movie themed to give the effect that movie goers are walking into a different galaxy. Having themed temperature scanners will add to the movie watching experience and fun while still promoting the health of customers.

In addition, entrance and exit doors will be clearly labeled so that customers are only entering certain doors and exiting certain doors. Alamo will also add Xs to the ground in the

bathroom and any other areas that a line could form so that if a line is formed, customers will see where they should stand to properly maintain social distancing.

After movies are done being shown in theaters, Alamo will have special showings via their new Alamo On Demand feature that will allow customers in quarantine to see the new movie through video on demand. Doing this will allow customers to still get the new movie release experience without risking the health of employees or customers at Alamo.

The above added safety features will make customers feel safer about their experience at Alamo Drafthouse and make customers feel like they can trust Alamo Drafthouse to do what is in the customer's best interest. Experiential consumption theory states that customer's purchasing habits can be predicted by how the purchase or experience makes them feel and these added, visible measures will certainly make customers feel like they can trust and enjoy their experience at Alamo Drafthouse and feel that it is safe to go to Alamo again.

5. Contact-Free Food Service and Payment Systems

Alamo will pivot their food and beverage ordering systems as well as ticket purchase systems to become completely contact free. Ticket systems can be easily updated to include contact free ticket scanning and eliminate paper tickets. For food and beverage service, users can "log into" their theater and place their order directly from their phones as well as payment. Users will be encouraged to download this app after purchasing tickets and can log into their theater one hour before the show to ensure plenty of ordering time. Many other companies are moving to similar technology contact free technology, like Southwest Airlines that boasts 100% contact free app systems.

6. Single Use Cups

Along with themed masks, Alamo will partner with their subsidiary Mondo to create targeted cups for individual one time use in the theaters. The cups will be made of plastic or ceramic that is sturdy enough for customers to take home and use again if they'd like. In addition to the safety of not reusing cups during the COVID-19 pandemic, the creation of these cups will add to the movie theater excitement and allows customers to take home movie themed items.

Overall, this strategy will help customers along the consumer decision making process. For customers recognizing the problem: I want to watch a movie without getting sick, they can find information about local Austin theaters to find safe options. They will evaluate their alternative options available and decide that Alamo is the safest theater with the best precautions and features, leading to a purchase. After the movie, and while exiting the theater, Alamo will thank the customers for wearing masks and contributing to the safety of those around them, thereby reassuring the consumer's post-purchase satisfaction.

III.REPOSITIONING INITIATIVE – Alamo Outdoors

While the ARTS initiative will help reopen existing Alamo locations, the sustainability of the Alamo brand must also look to the future. Between re-entry anxiety and the threat of COVID-19 or a new virus, the past three months have undoubtedly shifted entertainment consumption habits. Alamo was in the process of building a new location in Cedar Park, TX. Therefore, instead of completing the planned 10 screen indoor theater, Alamo will pivot their expansion of this theater to include only five indoor screens, with the rest of the space given to a new outdoor theater experience. While there will be additional capital expenditure to pivot this



project, this flagship operation will act as a future reference for Alamo expansions as it will redefine and reinvent the entertainment experience in regard to both public health and safety, and elevated and eclectic experiences. The outdoor venue will encompass a theater, entertainment, and outdoor Biergarten space that Alamo will brand as Alamo Outdoors.

Alamo Outdoors will open on Labor Day weekend. Opening on a holiday weekend will add to the excitement of the opening and give customers an additional day to visit the new Alamo Draffhouse location. Additionally, this weekend will work well for showing college and NFL football games because this is around the time of the beginning of their seasons. Opening in September will give Alamo a few months to pivot construction and allow for adequate time of the completion of the outdoor area.

1. Outdoor Theater and Venue

The outdoor space will be set up like a Biergarten, while also featuring one main screen with a full surround sound audio experience and stage for the ability to have interactive film experiences, stand-alone concerts, and feature films. The surround sound screen will take a capital expenditure like that of an indoor theater, along with the expense of building a stage. Two additional screens in the Biergarten will have a smaller audio setup with the additional capability of syncing to an Alamo app for “private listening” through the customers own headphones—much like a movie-drive in experience. The additional screen will be cheaper due to the private listening technology and can be used during non-movie nights to share sports content and UT game nights, TV content, and other local content to foster a truly Austin experience.

2. Outdoor Biergarten & Entertainment Experience

The Biergarten will feature outdoor games like cornhole, bocce ball, and other social (and socially distanced) games. The elevated game experience will be similar to the national brand, Punch Bowl Social where the games are designed for a 21+ audience. Additionally, much like Cosmic Coffee in Austin and Forest Room 5 in Denver, the outdoor Biergarten will feature landscaping with water features, misters, sunshades, firepits, and other elements to create an exciting, themed, outdoor space to enjoy year-round.



Punch Bowl Social



Forest Room 5



Cosmic Coffee

3. Kitchen & Bar

The kitchen and bar for Alamo Draughthouse will be located indoors yet there will be “food truck” facades to easily and creatively service food to the Biergarten customers in addition to an indoor/outdoor bar location and separate bar pop up. One food truck will include Alamo’s “bar

food” at cheaper pricing, while the other food truck will cater to Alamo’s higher quality foods at higher prices. Similarly, the main indoor/outdoor bar will include all offerings, while an outdoor bar pop-up will feature beer, wine, and quick drinks at cheaper prices. This will contribute to the consumer’s experiential consumption of Alamo’s goods.

4. Retail and More

Alamo’s subsidiary, Mondo, does entertainment retail. They will have an outdoor retail kiosk, much like the fun retail installments at the Disney theme parks. The kiosk will provide regular movie merchandise as well as Alamo Outdoors specific merchandise that will feature movie or genre themed picnic blankets for sale, themed movie facial masks, and other outdoor gear. Much like the regular Mondo/Alamo partnership, Mondo will also sell beverage containers through the bar areas for exclusive take home cups.

IV. IMC Campaign & Media Schedule

1. Advertisement #1 – ARTS Initiative Infographic

Featuring the ARTS initiative logo, this info graphic highlights the cleaning & sanitation, no-touch food and beverage delivery, testing, facemasks, and social distancing. The infographic will be distributed on social media platforms such as Facebook and Instagram. There will also be a printed poster version of the infographic hung in the front windows of Alamo Drafthouse locations. It will focus on the ARTS Initiative of Alamo Reopening Theaters Safely and will indicate that they are the leader and gold standard of safety and entertainment for returning customers. The social media ads will have an initial paid sponsor launch in June and will continue to cycle each month through November for a full six months of connected health and safety to the Alamo brand. The physical posters will be launched in July as well and stay in the front windows until it is deemed no longer necessary.

2. Advertisement #2 – Billboard for Alamo Outdoors

Alamo will launch a Billboard on I-35 running North and South into Cedar Park. It will be simple but will feature Alamo Outdoors new logo. It will simply state "Coming Soon!" in movie theater fashion. The location is set to open Labor Day weekend; however, it will not include a specific date to allow for delays. This will also engage public curiosity. The billboard will get people familiar with the new brand segment, and pique interest to the new project. This Billboard will stay up continuously from July through October during construction to gain as much exposure and consumer recognition as possible.



3. Advertisement #3 – Longhorn Network Commercials

Using the University of Texas' (UT) Longhorn Network platform, Alamo will produce and air an Alamo Outdoors commercial to entice current and potential sports fans. The Longhorn Network will begin airing Alamo's first commercial in early August prior to the Longhorns preseason games. The commercial will begin by showing an empty UT stadium with only the two teams on field, to emphasize the social distancing aspects of the consumer's current environment. Through the audio, consumers will hear a silent stadium and the sounds of the

Quarterback hiking the ball while football-pads collide. The commercial will then zoom out on a live action, on field, UT football game with the sound of fans cheering in the background. As the camera zooms out, it will appear to zoom out of a screen on which the game will be displayed, similar to those located at one of the Alamo Outdoor venues. The camera will continue to zoom out, revealing that the sound of the fans cheering came from the Alamo Outdoors venue, where people are cheering for their favorite team while wearing masks and maintaining a safe social distance. The shot will fade to black, and then reveal the Alamo Outdoors logo followed by “Coming Soon.”

The purpose of introducing the commercial early on is to attract the attention of dedicated Longhorn fans who are likely to attend the opening of Alamo Outdoors to watch their favorite Texas team play and spread their experiences by word of mouth. This will contribute to consumer’s social identity groups and attract both sports fans and fans of UT football. In addition, the commercial will show consumers and viewers that the Alamo ARTS initiative is a top priority, creating a healthy and safe environment that encompasses all the other Alamo offerings.

IMC Campaign & Media Schedule First 6 Months		
June	July	August
ARTS Initiative infographics <ul style="list-style-type: none"> Using their social media platforms (Facebook and Instagram), Alamo will launch info graphics prior to the companies opening and through late November 	Alamo Drafthouse locations will begin reopening facilities July 1 st , 2020. <ul style="list-style-type: none"> Billboards displaying Alamo Outdoors information will go up in two locations north and south of Cedar Park on July 1st 	Longhorn Network airing Alamo Outdoors Commercial <ul style="list-style-type: none"> Alamo will begin advertising their outdoor segment using the Longhorn Network channel in early August Alamo will continue the ARTS initiative

<ul style="list-style-type: none"> • During June and July Alamo will inject dollars into sponsored posts 	<ul style="list-style-type: none"> • Infographics prints/posters will go up in window displays at opening Alamo locations 	<p>infographic over social media through monthly non-sponsored reminders, highlighting one safety feature a month</p>
September	October	November
<p>The UT football season begins September 5th</p> <ul style="list-style-type: none"> • The Alamo Outdoors commercial will air at the start, half time, and ending of each football game 	<p>The two billboards along I-35 going North and South of Cedar Park will come down</p> <ul style="list-style-type: none"> • With new media pictures of the open facility, the marketing team will determine whether a new “Now Open” billboard should be produced 	<p>The Longhorn Network will conclude the airing of Alamo’s outdoor segment</p> <ul style="list-style-type: none"> • The last commercial will be aired during the last UT football game on November 27th

V. Key Performance Indicators

Overall Alamo’s ARTS initiative will be the leader and gold standard in the theater industry to present guidelines on how to open theaters with both public health and safety and entertainment experience in mind. While brands such as AMC are not engaging in the use of masks citing, “political neutrality,” this has created significant backlash as reality shows that for customers to return to the theater, they must feel both safe and like the experience was worth re-entry into society. Alamo Outdoors will be a new and unique way to experience theater and entertainment. The new operation will meet the consumers’ needs to health and safety while also elevating their entertainment desires and continually meeting guests with eclectic and creative ways to enjoy cinema. This operation will ultimately restore consumer confidence in theaters and increase trust in the Alamo brand as well as launching Alamo into the future of theater entertainment.

Alamo will gauge its success through several key performance indicators:

1. Evaluate the lifetime value of the customer: For both Alamo Outdoors and the indoor theaters, Alamo will track which customers are returning and making repeat purchases. Calculating the revenue by the gross margin by the average number of repeat visits will help Alamo determine customer retention and average frequency of customer visits. This data will allow Alamo to see whether they are retaining customers trust and loyalty to their brand.
2. Percentage of seating sold, and capacity filled: Alamo will look for an increase in indoor theater sales by 30% of pre COVID-19 metrics within the first six months of reopening and 50-60% within the following fiscal year. Additionally, they will look for 40-65% capacity use at peak times in their Alamo Outdoors venue. This indicator will determine whether people feel comfortable in returning to the theaters as well as determining whether the Alamo Outdoors model is successful.
3. Increase in merchandise, food, and beverage sales: Alamo will look for an increase in safety and social distance related merchandise from Mondo, their subsidiary, including mask purchases, picnic blanket purchases, single use cups, and other retail merchandise targeted towards health and safety initiatives. Additionally, Alamo will look for an increase in food and beverage sales that are positive indicators for both indoor and outdoor success.

RESOURCES

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