

Instructions and Materials

The Riverside Theatre

The *Riverside Theatre* has more than 40 years of experience in bringing excellent plays and shows to the interested public. The theatre hosts both in-house productions and external shows on two stages: The main stage for shows requiring larger sets or casts (seating 1000), and a smaller studio theatre (seating 70). In-house productions are plays or shows that are developed by the *Riverside Theatre's* creative staff. External shows are developed by other theatres or production companies and booked by the theatre for a certain fee (e.g., Broadway shows). The *Riverside Theatre* is located in a central neighborhood of a large city. It is located in an attractive area with many bars, restaurants, and cafes in walking distance. The theatre serves not only the city but also the surrounding region with its smaller towns and villages.

During its early days, the *Riverside* quickly developed into a theatre designing and hosting many successful plays that went on to other well-known theatres. It was committed to staging high-value theatre and set creative standards. Importantly, it also ran with reasonable financial success. Over the years, it has made a continuous effort to maintain its position.

Today, due to the economic developments and changes in the entertainment industry the *Riverside* is facing new challenges. Therefore, they are looking for a creative action plan that will help the theatre improve its position. Because most of the straightforward actions have already been implemented, the management team is especially interested in creative plans and ideas. This means ideas which are at the same time new and useful. Not so much a list of ideas but rather one plan that represents or combines the best ideas and that is ready to be put into practice.

A Member of the Team

You are a member of the team in charge of developing an exciting and creative action plan for the *Riverside Theatre*.

It is your job to develop a plan that helps to maximize the profits of the theatre so it can survive and is able to reinvest in new shows. Take a close look at potential new sources of income (new audiences, sponsors). Also, you have to consider how you can increase income from existing sources such as ticket sales. Conversely, you can review the different areas of spending (maintenance, staff, advertising, plays, etc.) and decide where cost cuts are possible.

Furthermore, it is important that the plan contributes to raising the *Riverside Theatre's* reputation for providing high class theatre entertainment. Try to balance the needs of providing both mainstream theatre to the public (e.g., all-time-favorites, seasonal classics) and more avant-garde performances for theatre professionals.

Finally, with this plan you have to ensure that everything runs smoothly and the highest possible standards of customer service are kept up. Additionally, the plan should get key partners in the community involved into the theatre's activities and increase its visibility. You should come up with steps that help to make the experience of the *Riverside* visit as good as possible. Additionally, you can consider creating special events.

To sum up:

You are a member of the team developing a creative action plan that helps the theatre to stay financially profitable while offering high quality theatre entertainment. To ensure this, the following aspects are of special importance:

- Stay financially successful
- Increase the creative and artistic reputation of the theatre
- Provide high levels of customer service and stay in touch with partners in the community

Please review the following material carefully. Afterwards, prepare for the group task by answering the questions on the online survey.

Riverside Theatre – Ticket Prices, Seats, and Discounts

Discounts:

Groups > 10 persons:	10% discount
Groups > 20 persons:	15% discount
Senior citizens, disabled, students:	10% discount

Ticket prices and full house potential revenues:

Main Stage						Studio	
Broadway show			Other Plays				
	# of seats	Price	Subtotal	Price	Subtotal	# of seats	Price
Floor I	300	£ 45	13,500	£ 35	10,500	70	£ 25
Floor II	500	£ 35	17,500	£ 25	12,500		
Balcony	200	£ 25	5,000	£ 15	3,000		
Total			36,000		26,000		1,750

Overview of costs:

External productions

Average cost of booked shows per show (individual shownight or daytime show):

Broadway Shows:	£20,000
Other mainstage plays:	£13,000

In-house productions

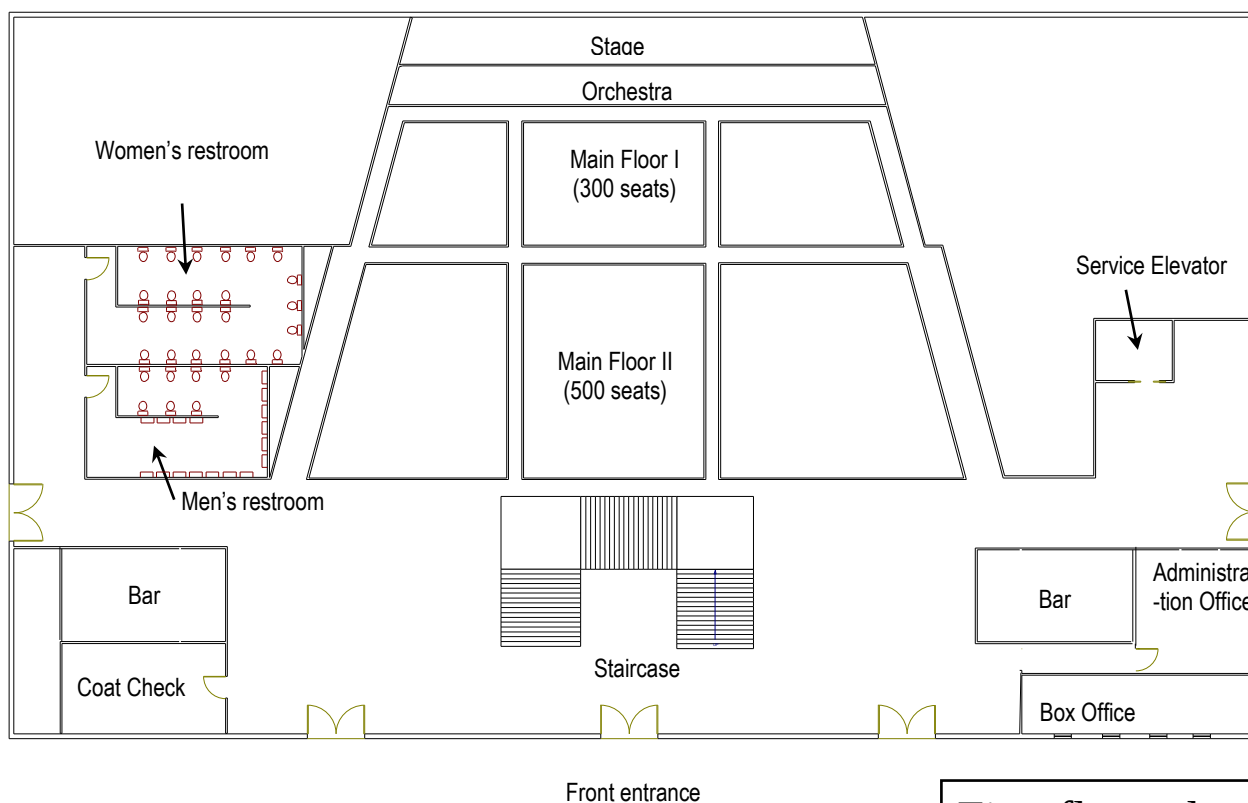
Average costs of produced plays per performance if played for 20 shows:

Mainstage plays:	£10,000
Studio plays with small casts (≤ 3):	£1,200

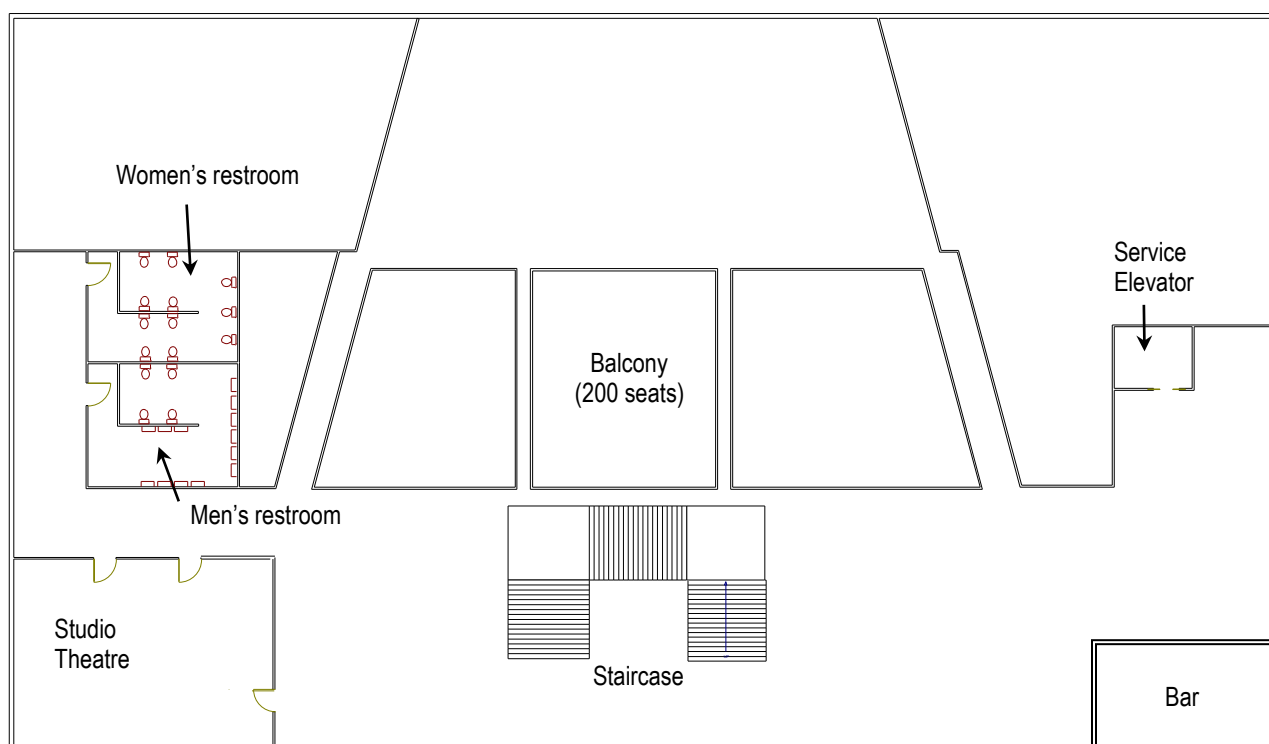
Normal Rate of ticket sales:

Broadway Show:	65%
Main stage plays:	60%
Studio Plays:	75 %

The Riverside Theatre – Floor Plan



First floor plan



Second floor plan

The Riverside Theatre: Calendar of Events - Fall Season 2022

(* external productions)

Sept.	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Main						12:00 Sunset Boulevard <i>Broadway Show *</i>	11:00 Charlie and the Chocolate Factory <i>Children's Play</i>
	20:00 Sunset Boulevard <i>Broadway Show *</i>	20:00 Sunset Boulevard <i>Broadway Show *</i>	20:00 Hamlet <i>Drama Classics</i>	20:00 Hamlet <i>Drama Classics</i>	20:00 Sunset Boulevard <i>Broadway Show *</i>	20:00 Hamlet <i>Drama Classics</i>	20:00 Sunset Boulevard <i>Broadway Show *</i>
Studio		19:00 Old Times <i>Contemporary Drama</i>					
Oct.	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Main						12:00 Chicago <i>Broadway Show *</i>	11:00 The Legend of Sleepy Hollow <i>Children's play</i>
	20:00 Chicago <i>Broadway Show *</i>	20:00 Chicago <i>Broadway Show *</i>	20:00 Private Lives <i>Comedy</i>	20:00 Private Lives <i>Comedy</i>	20:00 Chicago <i>Broadway Show *</i>	20:00 Private Lives <i>Comedy</i>	20:00 Chicago <i>Broadway Show *</i>
Studio		19:00 Old Times <i>Contemporary Drama</i>					

Riverside Theatre – Ticket Sales by Target Groups

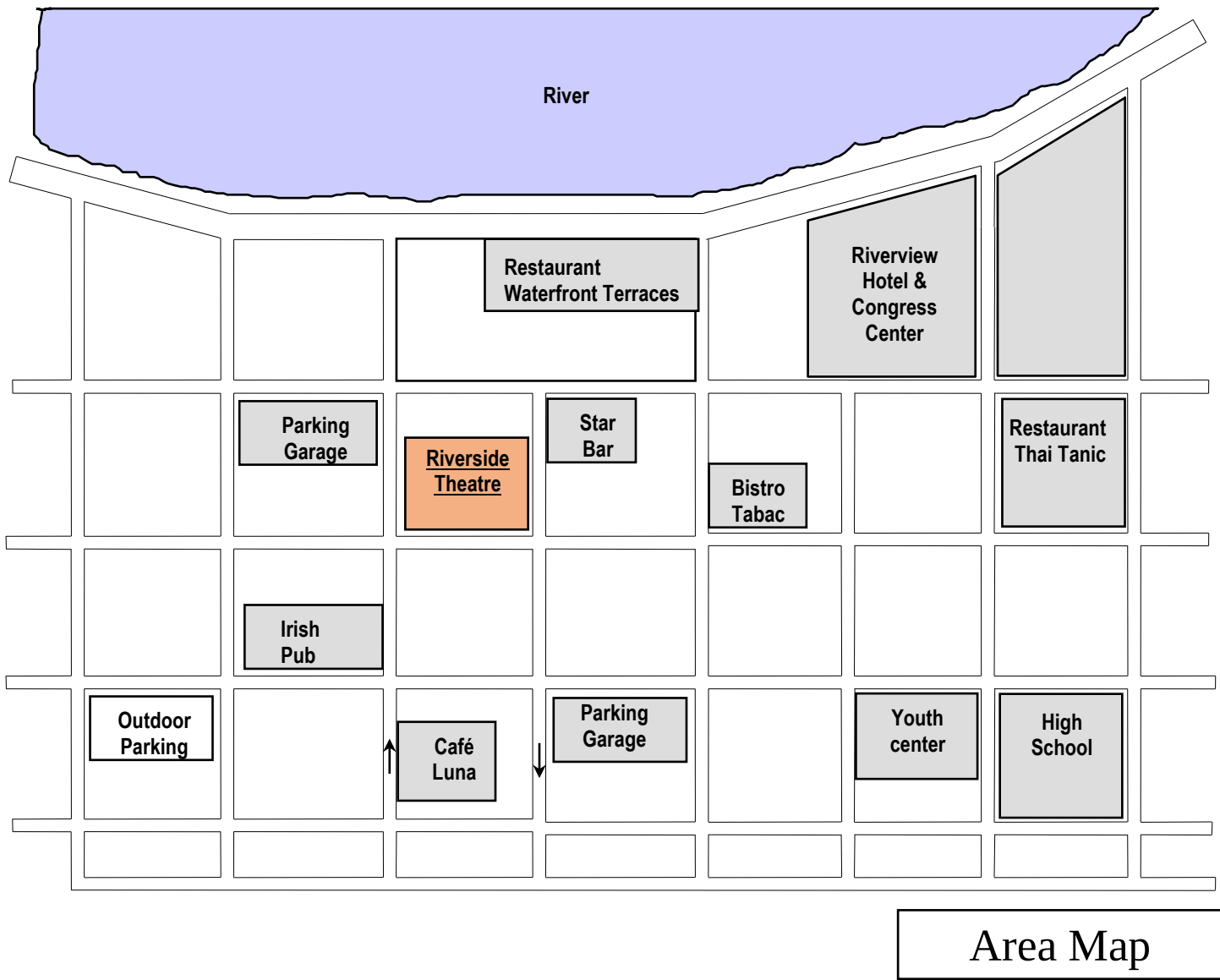
Category	# on Theatre's mailing list	# tickets purchased within past 12 months
Groups	4532	11414
Subscribers	10435	15122
Individual (single tickets)	52236	24347
TOTAL	67203	50883

Breakdown by Group Categories

Group category	# of Group leaders on mailing list *	# of tickets purchased in past 12 months	Percentage of ticket sales
Corporate	1520	6054	53.0
Hospitals	584	1520	13.3
Retirement communities	229	73	0.6
Schools	598	144	1.3
Charities	107	510	4.5
Seniors clubs	450	137	1.2
Social clubs	642	1609	14.1
Scouts	51	152	1.3
Theatre clubs	38	962	8.4
Churches	182	174	1.5
University	9	55	0.5
TOTAL	4450	11414	100 %

* Group leader may represent 15-5000 group members

The Riverside Theatre – Location Plan



Creativity Coding Instructions.

Creativity has two defining features, novelty and usefulness. Creative plans will have elements of both and the plans will be coded by each feature in a different random order.

Step 1: Background Reading. Please read the following documents carefully.

- Fostering Team Creativity: Perspective Taking as Key to Unlocking Diversity's Potential
- Enhancing Creative Performance: Effects of Expected Developmental Assessment Strategies and Creative Personality
- Team_Creativity_Lab_Task_Instructions

Step 2: Coding Instructions

Novelty

To assess Novelty, each plan needs to be sorted into its constituent ideas. You will be given a spreadsheet where you will need to cut the ideas from each plan into separate columns so that they can be rated (this will be shown).

This will give you an idea of all the different ideas that are included in the plans.

Once the novel ideas have been separated. Your role will be to rate each idea included in the plan on a 5 point scale from 0 (not novel at all) to 4 (very novel).

As teams were instructed to develop one final plan that could consist of one or multiple, interrelated ideas, we will average the scores of the ideas within one plan to obtain the overall novelty score.

Usefulness

Different ideas could jointly impact the usefulness of a plan with regard to a goal. Usefulness is coded on the basis of the entire plan on a 7-point scale ranging from 0 (harmful) to 6 (very useful).

Your role is to determine usefulness based on the following three elements,

- Creative reputation
- Financial performance
- Community involvement and service levels

Plans that are useful with regard to all three goals receive the maximum score of 6, plans that are harmful with regard to all goals receive a score of 0, and plans that are useful for some (but less so for other) goals receive intermediate scores.

We trained coders using the data from 19 pilot teams (not included in the analysis)