

# Entry Barriers and Scale at Entry

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October 6, 2022

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  - Lower entry barriers
    - ▶ alter the entry cost schedule over different scales
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  - Lower entry barriers
    - ▶ alter the entry cost schedule over different scales
    - ▶ **shift the scale dist.**
  - Predicted resource uses on operating costs w/o scale choice would be
    - ▶ lower than actual if more larger-scaled entrants
    - ▶ higher than actual if more smaller-scaled entrants

## Theaters by Screen Counts in South Korea in 2013 (1 yr before land-use regulatory reforms)

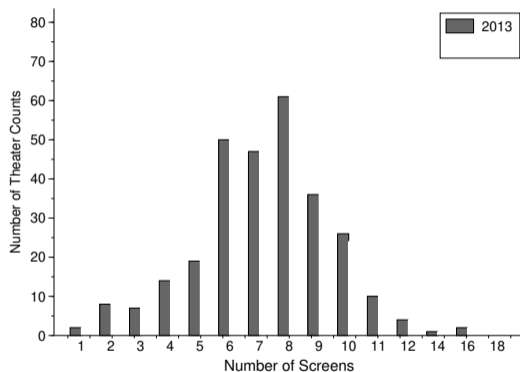


Figure: Number of theaters by screen counts: 2013



## Theaters by Screen Counts in South Korea in 2018 (3 yrs after land-use regulatory reforms)

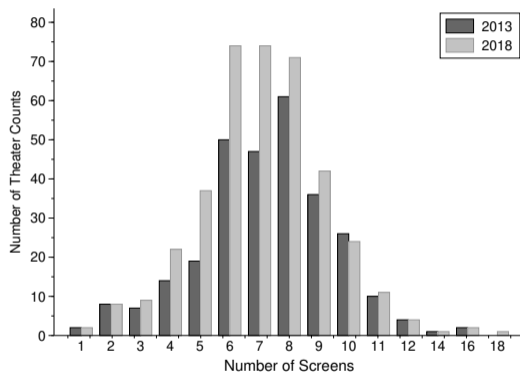


Figure: Number of theaters by screen counts: 2018

- ▶ invited more theaters; attracted middle-scaled theaters (5-7 screens)

## Looking at Scale Choice Is Important

- ▶ The typical entry model looks at # entrants (i.e, theaters), ignoring
  - the influence of the reforms (reduction in entry costs) on
    - ▶ the screen choice upon entry
    - ▶ the shift of screen dist
  - its subsequent effect on resource uses on fixed operating and sunk entry costs

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  - its subsequent effect on resource uses on fixed operating and sunk entry costs
- ▶ Exploiting the land-use regulatory reforms, this paper
  - measures the change in entry costs, accounting for *screen choice upon theater opening*
  - measures the response of market outcomes (screen dist. and net profit)
  - showcases that ignoring scale choices can generate a qualitatively different counterfactual

## My Approach

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4. Re-do 3 using the typical dynamic entry model
  - learn the consequence of ignoring the screen decision upon theater opening

## Preview of Findings

1. A salient increase in the number of mid-plex theaters relative to other types
  - the reforms have attracted mid-plex theaters by 9% than others



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1. A salient increase in the number of mid-plex theaters relative to other types
2. The reforms have **disproportionately** shifted the *per-screen* sunk entry costs
  - per-screen entry costs drop by 32% and 27% for mid- and mega-plex ( $\geq 8$ )
  - the minimum efficient entry scale changes from mega-plex to mid-plex

## Preview of Findings

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2. The reforms have **disproportionately** shifted the *per-screen* sunk entry costs
3. The disproportionate cost reductions **reduce** industry net profits by 5.6%
  - # theaters  $\uparrow$  by 20%
  - $\Delta$  proportion of mini-, mid-, mega-plex theaters: -34%, 26%, -14%
  - industry's payments on entry costs  $\downarrow$  12%
  - resource uses on fixed operating costs  $\uparrow$  14%
  - $\Delta$  variable profit  $\approx 0$  as theaters steal business from each other

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2. The reforms have **disproportionately** shifted the *per-screen* sunk entry costs
3. The disproportionate cost reductions **reduce** industry net profits by 5.6%
4. The resulting loss of net profits is **not uncovered** by the typical entry model
  - ignoring the shift of screen distribution
  - under-predicting increases in fixed operating cost; over-predicting decreases in entry costs
  - incorrectly predicting that the reduced entry costs increases net profit by 27.3%

# Contributions

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- ▶ To literature on discrete entry:
  - usually restricting strategy space to the extensive-margin dimension
  - My work: highlighting the limitation of status quo
- ▶ To literature on entry promotion measures and policymakers:
  - presuming removing an entry barrier is desirable
  - My work: highlighting the potential costs resulting from *business-stealing effects*

# Outline of Talk

Data & Facts

Industry Model

Estimation & Results

The Impact of Reduced Sunk Entry Costs

Concluding Remarks

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# South Korean Theater Industry

- ▶ The typical chain industry
  - multi-store oligopoly: 3 chains (CGV, Lotte Cinema, Megabox)
  - geographically concentrated [detail](#)
  - the scope of service differentiation is limited
  - ticket prices are nearly fixed [detail](#)



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  - a broader selection of movies or showing popular movies in multiple timeslots.
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- ▶ Screen counts of theater opening is determined upon entry and fixed:
  - post-entry adjustments are almost infeasible
- ▶ Underwent a series of land-use regulatory reforms in 2014
  - executive orders by the Ministry of Land and Transportation in Feb and Sep 2014
  - removed stringent administrative processes
  - relaxed zoning restrictions in urban area

# Data Sources

- ▶ Theater-Time information
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  - market size: population
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- ▶ Sample: fully balanced panel at the chain-market-time level
  - 3 chains, 131 municipalities, 2010H1-2018H2 (7,074 obs)
  - # of incumbent, entering, and exiting theaters by **screen counts**

## Higher Turnover Rates Following the Reforms

**Table:** Entry and Exit Distribution (% of the sample)

	2010H1-2014H2	2015H1-2018H2
Entry	3.14%	4.25%
Exit	0.94%	1.24%
Unchanged	97.80%	94.51%

*Note.* The unit of measurement is firm-market-halfyear.

- ▶ Higher turnover rates are consistent with the reduced sunk entry costs
  - The reduced sunk entry costs encourages the entry of theaters
  - It increases the threat of potential entrant, increasing the exit of theaters as well

# The Chainâs Theater Screen Choice Changed Following the Reforms

Table: Size Profile of Theater Entries and Exits

	2010H1-2014H2	2015H1-2018H2
<b>Size profile of theater entries (%)</b>		
Miniplex (screens less than 4)	15.45%	9.40%
Midplex (screens between 5 and 7)	52.85%	64.96%
Megaplex (screens more than 8)	31.71%	25.64%
<b>Size profile of theater exits (%)</b>		
Miniplex (screens less than 4)	40.54%	47.06%
Midplex (screens between 5 and 7)	56.76%	41.18%
Megaplex (screens more than 8)	2.70%	11.76%

- ▶ Suggesting the reform has affected the theater screen choices as well
- ▶ A model with extensive margin alone ignores this pattern



## Do the Reforms Invite More Mid-plex Theaters?

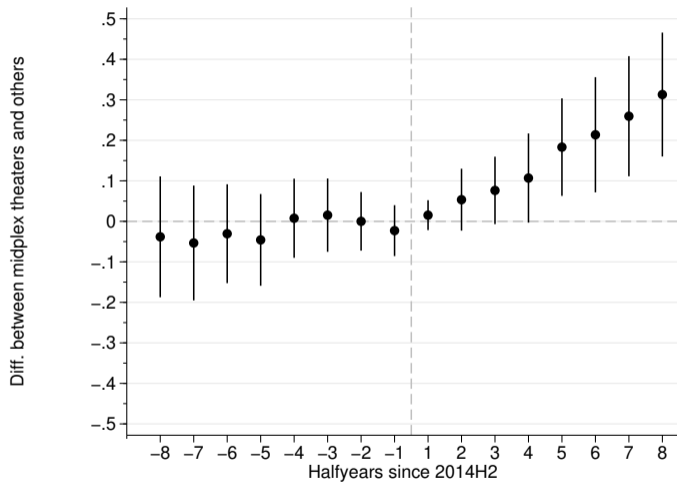
- ▶ To confirm whether the entry of more mid-plex theaters is a result of the reforms
- ▶ In spirit of event study, scale category  $j$ , market  $m$ , half-year  $t$ ,

$$n_{mt}^{(j)} = \theta_j + \theta_m + \theta_t + \sum_{k=-1}^{-8} \tau_k H_k D_j + \sum_{k=1}^8 \tau_k H_k D_j + W'_{mt-1} \theta_w + u_{mt}^{(j)},$$

where

- $n_{mt}^{(j)}$ : # of  $j$  category theaters:  $j \in \{midplex, others\}$
- $\theta_j, \theta_m, \theta_t$ : scale, market, and time FEs
- $W_{mt-1}$ : population, GDP, commercial property prices in  $m$  and in  $t - 1$
- $D_j$ : dummy of midplex theaters
- $H_k$ : dummy of  $k$  halfyears relative to 2014H2

## Do the Reforms Invite More Mid-plex Theaters?



## Summary of Descriptive Patterns

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  1. The magnitude of the reduction in sunk entry costs
  2. Economic implication of the resulting shift of industry screen distribution

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→ suggesting the reforms favored mid-plex scales with cost advantages
- ▶ But, they are silent about
  1. The magnitude of the reduction in sunk entry costs
  2. Economic implication of the resulting shift of industry screen distribution
- ▶ Develop a dynamic oligopoly model to simulate market structure (# theaters & screen dist.) under the pre-reforms entry cost schedule

Data & Facts

**Industry Model**

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Concluding Remarks

# Environment

- ▶ Discrete time  $t = 1, 2, 3, \dots, \infty$
- ▶ Independent local markets  $m = 1, 2, \dots, M$
- ▶ Three chains  $i = 1, 2, 3$ 
  - maximize NPV of net profits with beliefs over rivals' actions
  - by choosing screen counts of a theater opening/closing an existing theater
- ▶ Markov Perfect Nash Equilibrium



# Publicly Observed State



► Chains observe state  $s_{mt}$  containing

- own configuration  $\vec{n}_{imt} = (n_{imt}^{(1)}, \dots, n_{imt}^{(J)})$
- rival configuration  $\vec{n}_{-imt}$
- population, GDP per capita, and commercial property prices  $(z_{1mt}, z_{2mt}, R_{mt})$

# Flow Operating Profit



## ▶ Reduced-form operating profits

$$\pi_{im}(s_{mt}) = k_{imt} \times (-FIXED_{im} - FIXED_R R_{mt} + z'_{mt} \lambda + \gamma_1 k_{imt} + \gamma_2 k_{-imt})$$

- $k_{imt} = \sum_j n_{imt}^{(j)}$ : total number of same-chain screens
- $k_{-imt} = \sum_{l \neq i} k_{lmt}$ : total number of rival-chain screens
- $FIXED_{im}$ : fixed costs (or baseline profits)

## ▶ Two trade-offs for opening a larger-scale theater

- higher fixed costs ( $FIXED_R$ ) vs. higher variable profits ( $\lambda$ )
- cannibalization ( $\gamma_1$ ) vs. business-stealing ( $\gamma_2$ )

## Sunk Entry Costs



- ▶ Average *per-screen* sunk entry cost schedules ( $SUNK_1, \dots, SUNK_J$ )
- ▶ Privately observed cost shock  $\varepsilon_{imt} \sim G$
- ▶ Sunk costs for opening a  $d$ -screen theater ( $d > 0$ )

$$C(d, R_{mt}, \varepsilon_{imt}) = [d \times SUNK_d + d \times \varepsilon_{imt}] \times R_{mt}$$

- ▶ Closing a  $d$ -screen theater ( $d < 0$ )

$$C(d, R_{mt}, \varepsilon_{imt}) = d \times \varepsilon_{imt} \times R_{mt}$$

- ▶ Flexible schedule admits both economies and diseconomies of entry scale

# Transition



- ▶ Transition of market configuration

$$n_{imt+1}^{(j)} = n_{imt}^{(j)} + \mathbb{I}_{\{d_{imt}=j\}} - \mathbb{I}_{\{d_{imt}=-j\}}$$

- ▶ Transition of market demand and cost shifters

$$F_m(z_{mt+1}, R_{mt+1} | z_{mt}, R_{mt})$$

## Dynamic Optimization

- ▶ Chain  $i$  takes public state  $s$  given; forms beliefs  $\Psi_i$  over rivals' decisions
- ▶ Chain  $i$ 's choice over a new theater's screens  $\sigma_i$ : a Markov strategy

## Dynamic Optimization

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- ▶ The corresponding Bellman equation is given by

$$V_i(s; \sigma_i, \Psi_i) = \pi_i(s) + \int_{\varepsilon_i} \max_{d_i \in D(\vec{n}_i)} \left[ -SUNK_{d_i} d_i \mathbb{I}_{\{d_i > 0\}} R - d_i \varepsilon_i R + W(d_i | s, \Psi_i) \right] dG(\varepsilon_i),$$

where

- ▶  $W(d_i | s, \Psi_i) = \beta \sum_{\vec{n}'_{-i}, z'_1, z'_2, R'} V_i(\vec{n}'_i(\vec{n}_i, d_i), \vec{n}'_{-i}, z'_1, z'_2, R') \Psi_i(\vec{n}'_{-i} | s) F(z'_1, z'_2, R' | z_1, z_2, R)$

## Sunk Cost Schedule & Optimal Screen Choices

- ▶ Focus on a cutoff strategy  $\sigma_i$

$$\bar{\varepsilon}_{d+1,d} < \varepsilon_i < \bar{\varepsilon}_{d,d-1} \Rightarrow i \text{ opens a } d\text{-screen theater,}$$

where

$$\bar{\varepsilon}_{d,d-1} = \frac{W(d|s, \Psi) - W(d-1|s, \Psi)}{R} - SUNK_{d-1} - d \times (SUNK_d - SUNK_{d-1})$$
$$\bar{\varepsilon}_{d+1,d} = \frac{W(d+1|s, \Psi) - W(d|s, \Psi)}{R} - SUNK_d - (d+1) \times (SUNK_{d+1} - SUNK_d)$$

- ▶ Economies of entry scale ( $SUNK_d < SUNK_{d-1}$ )  $\rightarrow \bar{\varepsilon}_{d,d-1} \uparrow$ : more likely to open a  $d$ -screen theater
- ▶ Diseconomies of entry scale ( $SUNK_d > SUNK_{d-1}$ )  $\rightarrow \bar{\varepsilon}_{d,d-1} \downarrow$ : less likely to open a  $d$ -screen theater

# Markov Perfect Nash Equilibrium

- ▶ A MPNE constitute optimal cutoff strategy profile  $(\sigma_1^*, \sigma_2^*, \sigma_3^*)$  and belief profile  $(\Psi_1^*, \Psi_2^*, \Psi_3^*)$  such that
  1.  $V_i(s; \sigma_i^*, \Psi_i^*) \geq V_i(s; \tilde{\sigma}_i, \Psi_i^*)$  (Optimality)
  2.  $\Psi_i^*(\vec{n}_{-i}|s) = \prod_{l \neq i} P_l^*(\sigma_l^*|s)$  (Belief Consistency)



Data & Facts

Industry Model

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Concluding Remarks

## Tying the Model to the Data

1. Estimate an ordered probit model of screen counts choice with time-varying cutpoints (pre- and post-reforms)
  - complete description of what chains will do at any state (conditional choice probs.; CCPs)
  - tell how chains adjust the theater scale decision following the reforms

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  - complete description of what chains will do at any state (conditional choice probs.; CCPs)
  - tell how chains adjust the theater scale decision following the reforms
2. Find the parameters at which the estimated CCPs weakly dominate alternative strategies
  - allow fixed operating (or base profit) and sunk entry costs to differ before and after the reforms
  - obtain the cost effects of the land-use regulatory reforms

## 1st Step: Equilibrium Choice Over Theater Opening's Screen Counts

- ▶ Assumption  $\varepsilon_{imt} \sim N(0, \nu)$  implies cutoff strategy  $\sigma_i$  is characterized by an ordered probit regression

$$P(d_{imt} = j | s_{mt}, r) = \Phi(\kappa_{ijr} - y_{imt}^*) - \Phi(\kappa_{i,j-1,r} - y_{imt}^*),$$

where  $r \in \{\text{pre-reforms, post-reforms}\}$ ;

$$y_{imt}^* = \alpha_1 k_{imt} + \alpha_2 k_{-imt} + z_{mt}' \alpha_z + \alpha_R R_{mt} + \delta_m$$

- ▶ Cutpoint  $\kappa_{ijr}$  differ before and after the reforms: capture the changes in fixed operating and sunk entry costs
- \* Coarsen screen counts into three scale categories:  
<=4 (mini; 3-screen), 5-8 (mid; 6-screen), >=8 (mega; 9-screen))

## 1st Step: Predicted Probabilities Implied by Estimates

Table: Predicted Probabilities at Median of Explanatory Variables: CGV

<i>Predicted Probs.</i>	2010H1-2014H2	2015H1-2018H2
	CGV	
$P(d = 0 s)$	0.9813	0.9385
$P(d = 3 s)$	0.0044	0.0079
$P(d = 6 s)$	0.0103	0.0418
$P(d = 9 s)$	0.0041	0.0118

- ▶ At the median of other explanatory vars,  $P(d > 0|s, CGV)$  increases by 4.28%p
- ▶  $P(d = 3|s, d > 0, CGV)$  decreases by 11%p;  $P(d = 6|s, d > 0, CGV)$  increases by 13%p
- ▶ Similar patterns arise for the other chains Others

coeff

cutpoints

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  - $\hat{V}(\hat{P}_i, \hat{P}_{-i}; \Theta)$
  - $\hat{V}(\tilde{P}_i, \hat{P}_{-i}; \Theta)$
- ▶ MPNE restriction requires there are no profitable deviations at the true parameter  $\Theta_0$

$$\hat{V}(\hat{P}_i, \hat{P}_{-i}; \Theta_0) \geq \hat{V}(\tilde{P}_i, \hat{P}_{-i}; \Theta_0)$$

- ▶  $\hat{\Theta}$  best minimizes profitable deviations (Bajari, Benkard, and Levin (2007))

detail



## 2nd Step: Imposing Equilibrium Restriction

- ▶ Estimate *FIXED* and *SUNK* separately for periods before and after the reforms
  - Rust and Rothwell (1996), Ryan (2012), Kalouptside (2018)
- ▶ Calibrations
  - $SUNK_6 = 300M$  KRW: matching the engineering estimate of a business report
  - $\beta = 0.963$ : matching the annual real interest rates of 7.8% in South Korea from 2010 to 2018 relevance

## Effects on Fixed Costs/Baseline Profits Are Not Considerable

Table: Averaged *per-screen* fixed operating cost/baseline profit (in millions of 2011 KRW)

$\overline{FIXED}_i$	Pre		Post		Difference	
	Estimates	SEs	Estimates	SEs	Estimates	SEs
CGV	8.53	3.64	-2.84	3.72	-11.37	3.27
Lottecinema	5.53	3.12	-6.14	3.50	-11.67	3.02
Megabox	19.39	3.75	-9.15	3.88	-28.54	3.77

- ▶ reduced fixed operating costs (or increased baseline profitability)
- ▶ small magnitude changes relative to sunk entry costs (ex: 28/300), suggesting a substantial reduction in sunk costs

variable profit

## Effects on Sunk Costs Are Significant

Table: Per-screen sunk entry cost parameters (in millions of 2011 KRW)

	Pre		Post		Difference	
	Estimates	SEs	Estimates	SEs	Estimates	SEs
3-screen ( $SUNK_3$ )	524.46	14.66	439.56	34.06	-84.90	41.60
6-screen ( $SUNK_6$ )	300.00	N/A	202.98	10.10	-97.02	10.10
9-screen ( $SUNK_9$ )	287.55	4.96	220.28	12.85	-67.27	12.76

\*The standard deviation of private cost shock ( $\nu$ ) is estimated 64.63

- ▶ Following the reforms, 6-screen becomes the minimum efficient entry scale
- ▶ In terms of *total* sunk entry costs, the costs for 6- and 9-screen theaters decrease equally by 600 million KRW

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- ▶ Simulate market outcomes  $Q(SUNK_{pre})$  under pre-reform sunk entry cost schedule
  - $SUNK_{pre} = (1.16SUNK_{3,post}, 1.47SUNK_{6,post}, 1.33SUNK_{9,post})$
  - Compute the corresponding equilibrium CCPs through best-response iterations
  - $Q$  : proportion of mini-,mid-,mega-plex theaters; NPV of profits and costs

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  - Compute the corresponding equilibrium CCPs through best-response iterations
  - $Q$  : proportion of mini-,mid-,mega-plex theaters; NPV of profits and costs
- ▶ Calculate

$$\frac{Q(SUNK_{post}) - Q(SUNK_{pre})}{Q(SUNK_{pre})}$$

- $Q(SUNK_{post})$ : calculated using the 1st-stage CCPs for periods after the reforms (Arcidiacono et al. (2016))
- \* narrowly focus only on the impacts of the reduced sunk entry costs

## More Mid-plex Theaters Over the Middle-run

Table: Reduced Sunk Entry Costs and Industry Composition (%)

	Year			
	1	3	5	7
Changes in the number of movie theaters Percent	7.51	17.95	20.33	21.04
Changes in the number of movie screens Percent	7.43	17.44	19.64	20.23
Changes in proportion of mini-plex theaters Percent	-8.49	-21.25	-28.73	-34.14
Changes in proportion of mid-plex theaters Percent	4.63	14.23	20.71	26.35
Changes in proportion of mega-plex theaters Percent	-2.19	-7.62	-11.26	-14.42



## Lower Entry Barrier Decreases Industry Entry Costs

Table: Reduced Sunk Entry Costs and Industry Performance

	Percent	billions in KRW
<b><math>\Delta</math> NPV of net profits (Chain value)</b> Industry Total		
<b><math>\Delta</math> NPV of variable profits</b> Industry Total		
<b><math>\Delta</math> NPV of fixed operating costs</b> Industry Total		
<b><math>\Delta</math> NPV of sunk entry costs</b> Industry Total	-12.53	-95.68

\* NPV of scrap values ( $E(\nu|d < 0, s)$ ) are suppressed for expositional purpose

- ▶ Industry saves payments on entry costs by 12% (95.68 bill KRW)
- ▶ Because of more entrants, the entry cost savings are smaller than the reduction of per-screen entry costs (14% – 32%)

## It Increases Industry Operating Costs

Table: Reduced Sunk Entry Costs and Industry Performance

	Percent	billions in KRW
<b>Δ NPV of net profits (Chain value)</b> Industry Total		
<b>Δ NPV of variable profits</b> Industry Total		
<b>Δ NPV of fixed operating costs</b> Industry Total	14.59	367.26
<b>Δ NPV of sunk entry costs</b> Industry Total	-12.53	-95.68

\* NPV of scrap values ( $E(\nu|d < 0, s)$ ) are suppressed for expositional purpose

- ▶ New mid-plex that would be mini-plex under the pre-reform entry cost increase the industry's spending on fixed operating costs
- ▶ Resource uses on fixed operating costs ↑ by 14.59% (367.26 bill KRW)

# Theaters Steal Business From Each Others

Table: Reduced Sunk Entry Costs and Industry Performance

	Percent	billions in KRW
<b>Δ NPV of net profits (Chain value)</b>		
Industry Total	-5.60	-77.35
<b>Δ NPV of variable profits</b>		
Industry Total	-0.26	-10.79
<b>Δ NPV of fixed operating costs</b>		
Industry Total	14.59	367.26
<b>Δ NPV of sunk entry costs</b>		
Industry Total	-12.53	-95.68

\* NPV of scrap values ( $E(\nu|d < 0, s)$ ) are suppressed for expositional purpose

- ▶ Theaters steal businesses from each other, not expanding the market
- ▶ Industry variable profits do not change considerably
- ▶ A loss of net profit arises

# Abstracting Away Scale Choices Fails To Uncover Higher Resource Uses

Table: When scale choices are ignored

	Baseline Model		Restricted Model (no scale choice)	
	Percent	billions in KRW	Percent	billions in KRW
<b><math>\Delta</math> NPV of net profits (Chain value)</b>				
Industry Total	-5.60	-77.35	27.3	311.51
<b><math>\Delta</math> NPV of variable profits</b>				
Industry Total	-0.26	-10.79	-0.00	-0.908
<b><math>\Delta</math> NPV of fixed operating costs</b>				
Industry Total	14.59	367.26	2.77	120.83
<b><math>\Delta</math> NPV of sunk entry costs*</b>				
Industry Total	-12.53	-95.68	-23.1	-169.95

\* NPV of scrap values ( $E(\nu|d < 0, s)$ ) are suppressed for expositional purpose

- ▶ Savings from the reduced sunk costs are over-predicted
- ▶ Increases in fixed operating costs are under-predicted

Data & Facts

Industry Model

Estimation & Results

The Impact of Reduced Sunk Entry Costs

Concluding Remarks

## Recaps

- ▶ Combine web-archived data on movie theaters and a case study to explore the economic implications of scale choices upon entry
- ▶ Look at the land-use regulatory reforms as a reduction in entry costs; recognize the reforms alter the optimal entry scale (screen)
- ▶ The resulting shift of the screen distribution incurs substantial resource uses on fixed operating costs, leading to a loss of industry net profit
- ▶ Standard entry model underpredicts resource uses on fixed operating costs, predicting the positive profit effect of the entry cost reduction
- ▶ My idea can be applied to other settings where entrants jointly decide entry and scale decisions, and regulators are interested in entry promotion measures

## Most markets have fewer than 5 theaters

Table: Summary of Market Structure

# of theaters	# of municipality-semester obs.	Percent
0	265	11.24%
1	721	30.58%
2	631	26.76%
3	302	12.81%
4	204	8.65%
5	120	5.09%
6 or more	115	4.88%
Total	2,358	100%

## Prices are nearly Fixed

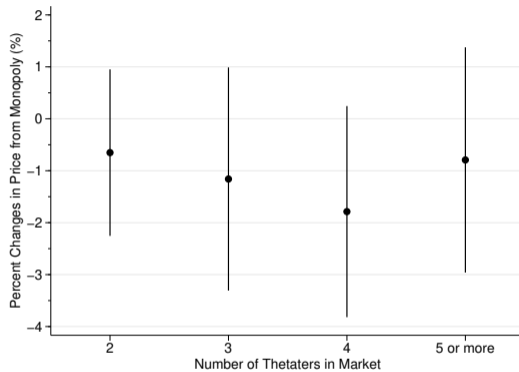


Figure: Local Market Price with the Number of Theaters



## 1st step: coefficients

Table: Ordered Probit on Intensive Marginal Theater Entry-Exit Decision: coefficients

<i>Covariates</i>	(1)	(2)
# own chain screens	-0.1013*** (0.0129)	-0.0260*** (0.0094)
# rival chain screens	-0.0739*** (0.0082)	0.0022 (0.0034)
population (thousand people)	0.0084*** (0.0014)	0.0008*** (0.0001)
GDP per capita (thousand KRW)	0.0057 (0.0048)	0.0013 (0.0007)
Property value per m <sup>2</sup> (million KRW)	-0.3692* (0.2067)	-0.0250 (0.0160)
Market Dummies	✓	
Log likelihood	-1456.33	-1551.38
Observations		6,681

\*, \*\*, and \*\*\* indicate significance at the 10%, 5%, and 1% levels, respectively.

## 1st step: cutpoints

Table: Ordered probit on screen counts of theater opening/closure: cutpoints

<i>Cutpoints</i>	2010H1-2014H2	2015H1-2018H2
	CGV	
$\kappa_3$	3.1500	2.6105
$\kappa_6$	3.2563	2.6788
$\kappa_9$	3.7141	3.3317
	Lotte Cinema	
$\kappa_3$	3.0476	2.7593
$\kappa_6$	3.1540	2.8276
$\kappa_9$	3.6118	3.4805
	Megabox	
$\kappa_3$	3.4949	2.6464
$\kappa_6$	3.6012	2.7148
$\kappa_9$	4.0590	3.3676

## 1st step: cutpoints

Table: Predicted Probabilities at Median of Explanatory Variables

<i>Predicted Probs.</i>	2010H1-2014H2	2015H1-2018H2
	Lotte Cinema	
$P(d = 0 s)$	0.9761	0.9546
$P(d = 3 s)$	0.0054	0.0062
$P(d = 6 s)$	0.0130	0.0313
$P(d = 9 s)$	0.0055	0.0079
	Megabox	
$P(d = 0 s)$	0.9924	0.9427
$P(d = 3 s)$	0.0020	0.0074
$P(d = 6 s)$	0.0043	0.0391
$P(d = 9 s)$	0.0014	0.0107

## BBL Details: Imposing equilibrium restriction

- ▶ Simulate the market states forward and approximate the value function

$$\hat{V}_i(s|\hat{P}_i, \hat{P}_{-i}; \Theta) = \mathbb{E}\left[\sum_{t=0}^T \beta^t \zeta_i(s_t, \varepsilon_{it}; d_t; \Theta) \mid s_0 = s, \hat{P}_i, \hat{P}_{-i}\right],$$

where  $\zeta_i(s_t, \varepsilon_{it}; d_t) = \pi_i(s_t) - C(d_t, \varepsilon_{it}, R_t)$

- ▶ For perturbed strategy  $\tilde{P}_i$ , calculate the resulting value function  $\hat{V}_i(s|\tilde{P}_i, \hat{P}_{-i}; \Theta)$  analogously
- ▶ The value of deviating from  $\hat{P}_i$  to  $\tilde{P}_i$

$$g_i(s|\hat{P}_i, \tilde{P}_i; \Theta) = \hat{V}_i(s|\tilde{P}_i, \hat{P}_{-i}; \Theta) - \hat{V}_i(s|\hat{P}_i, \hat{P}_{-i}; \Theta)$$

- ▶  $\Rightarrow \hat{\Theta}$  best minimizes the values of profitable deviations

$$\hat{\Theta} = \arg \min_{\Theta} \int_{\tilde{P}_i} \sum_{s,i} g_i^2(s|\hat{P}_i, \tilde{P}_i; \Theta) \mathbb{I}_{\{g_i(s|\hat{P}_i, \tilde{P}_i; \Theta) > 0\}} dQ(\tilde{P}_i)$$

## Calibration is relevant: Operating Margins

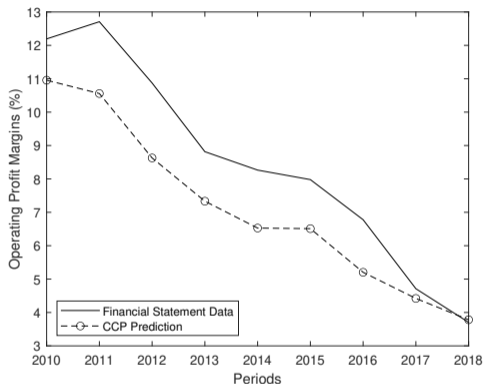


Figure: Operating Margins: CGV

- ▶ Simulated by using the estimated profit function parameters and CCPs

## 2nd step: variable profit parameters

Table: Estimates of variable profits per screen (in millions of 2011 Korean Won)

	Estimates	SEs
<b>Competitive Effects:</b> $\gamma$		
Cannibalization	-3.8228	0.2392
Rival competition	-3.4897	0.3130
<b>Demand Shifters:</b> $\lambda$		
Population (thousands)	0.3676	0.0241
GDP per capita (thousand 2011 KRW)	0.0964	0.0402