



# Marketing Strategy Development for a Movie Theater

by

Ms. Piyanuch Hewsiri

A Final Report of the Three-Credit Course  
CE 6998 Project

Submitted in Partial Fulfillment  
of the Requirements for the Degree of  
Master of Science  
in Computer and Engineering Management  
Assumption University

July 2004



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Project Title            Marketing Strategy Development for a Movie Theater

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The Graduate School of Assumption University has approved this final report of the three-credit course, CE 6998 PROJECT, submitted in partial fulfillment of the requirements for the degree of Master of Science in Computer and Engineering Management.

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## ABSTRACT

The main purpose of this research is to guide and advise entrepreneurs how to plan the marketing strategies of their businesses. The study is concerned the marketing strategies to increase market share for a movie theater. The objective is to study the keys to success of the Movie Theater Company, and to study and understand the company situation how the company succeeds with movie theater business in Bangkok.

The particular research is basically with information gathering on both internal and external factors. Then, the vision, mission and critical success factors have been established. Analysis of people within the organization is also one of the most important factors that should be considered. Main seven factors that must be considered in planning marketing strategies for service business are product, price, place, promotion, people, process and physical facility. The study has been developed SWOT analysis for knowing the company's advantages and disadvantages. The key factors are for evaluating performance including profitability and customer satisfaction.

In this research, a medium-sized Movie Theater is chosen to be the case study. The customer survey has been conducted using cluster-sampling technique with a sample size of 400. All the collected data are analyzed and developed for three-year marketing strategy plan. This research identified the obstacles, and problems faced during the research including data, personnel, process, and timing. The way to cope the problems and some recommendations are identified. Movie Theater business must focus on customer's satisfaction, competitors, marketing trends, and continuous improvement. The lessons learned from this research is then developed as a guideline for developing marketing strategy for other service businesses.

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## I. INTRODUCTION

### 1.1 Background

Movie Theater is a part in service business sector and it would be selected as a case study. Each type of service has its own specific characteristics and considered across two dimensions: Who or what are the direct recipients of the service, and the tangible nature of the service. The table shows the position of movie theater business as following:

Table 1.1. The Nature of the Service Act, Movie Theater Positioning. (Source: Lovelock, Christopher H. (1996), "Service Marketing", section two, page 510).

<b>Direct Recipient of the Service</b>	
<i>People</i>	<i>Things</i>
<i>Nature of the Service Act</i>	<b>Services directed at goods and other physical possessions:</b>
<i>Tangible actions</i>	<ul style="list-style-type: none"><li>• Janitorial services</li><li>• Laundry and dry cleaning</li></ul>
<i>Intangible actions</i>	<b>Services directed at intangible assets:</b>
	<ul style="list-style-type: none"><li>• <b>Banking</b></li><li>• Accounting</li><li>• Insurance</li></ul>



Knowing your customers is a significant competitive advantage for a service organization. Table 1.2. shown the relationship of customers in movie theater business.

Table 1.2. Relationships with Customers, Movie Theater Positioning. (Lovelock, Christopher H. (1996), "Service Marketing", section two, page 54).

Type of Relationship between Service Organization and Its Customer

Nature of the Service Delivery	"Membership" relationship	No formal relationship
Continuous delivery of service	<ul style="list-style-type: none"> <li>• Insurance</li> <li>• Banking</li> </ul>	<ul style="list-style-type: none"> <li>• Radio</li> <li>• Public highway</li> </ul>
Discrete transactions	<ul style="list-style-type: none"> <li>• Computer ticket or transit pass</li> <li>• Long-distance phone calls</li> </ul>	<ul style="list-style-type: none"> <li>• Car rental</li> <li>• Movie Theater</li> </ul>

Going to see a movie is an easy way to escape briefly from the stress of daily life. Because of the human need, theaters are growing steadily, despite the unfavorable national economy. Movie theaters are mushrooming everywhere in the country especially in Bangkok. According to Siam Future Development Public Company Limited, the numbers of movie theaters in Thailand are 286 theaters and 34 branches. As the entertainment grows, the competition within the business is becoming increasingly fierce. In order to survive and develop, companies have been working hard on strategy formulation and implementation. Having competitive strategy is one of the keys to success for companies. Competitive marketing strategy is a crucial part of corporate strategies.

In this case, we assume the name of the movie theater as ABC Theater because the name of the movie theater must be kept confidential for business reasons. The ABC Theater is the medium size of Movie Theater. It is a joint venture company, has 2 branches and 18 theaters located in Bangkok. During the last two years, the company suffered operational losses. Moreover, the average customers in each month have lower than competitors. At that time, company renovated the theater by redecorating interior and exterior, and setting up new sound system but customer's satisfaction has not increased. Nevertheless, the goal on the number of customers was not reached as much as expected. Therefore, the company realized that some marketing research needs to be conducted and effective strategic marketing planning must be made.

### **1.2 Problem Statement**

The operating system of the company was unsystematic and lack of strategic planning. Coinciding with the economic crisis and the intensified competitions, it causes a big problem for the company. To compete and develop in such a market, the company needs highly affect marketing strategies. Therefore, formulating competitive marketing strategies for seeking higher market share is the main problem now faced by the company.

### **1.3 The Objectives of the Research**

- (a) To formulate appropriate competitive marketing strategies for the theater in order to increase market share.
- (b) To identify SWOT analysis, (Strengths, Weaknesses, Opportunities and Threats) in the company.
- (c) To develop a better understanding of the present environment and future trend that the company must function.

#### 1.4 Scope of the Research

- (a) Customer questionnaire survey will cover the Bangkok Metropolitan area.

The survey questionnaire would identify the target customers, customer's needs, the reasons of using and not using the services, perception about competitors, what are important factors affect on their choice of using the service, customer's behavior, how customer get information, how important of promotion measures, and so on. The survey questionnaire would be distributed to the customer by using technique called "area random sampling" or "cluster sampling". This technique can be useful each time it is possible to reach identifiable groups. Astous suggested that the cluster (or area random sampling) is having the characteristics of a truly random sampling, the logic leads us to think that it may be necessary to have more than 30 individual cases. In my opinion, even if 30 individual cases are considered by some as the minimum for the rules of probabilities to apply, that minimum might not work at all with this sampling method. So, the questionnaire survey distributed to the customer at least 400 respondents. For finding sample size, we refer to A., Churchill (1966) and Taro Yamane's formula that our sample size is enough to conduct questionnaire survey.

- (b) This research based on both primary and secondary data. Primary data collected from in-depth interviews with theater manager of ABC Theater, and their employees and questionnaire. For the secondary data is collected from internet, research institutions and libraries.

### **1.5 Expected Benefits**

The expected outcome of this research is the effective marketing strategies plan in order to increase market share. The lessons learned from this research will be summarized and use as a guideline for developing marketing strategy of other service businesses.

The ABC movie theater is one of service businesses, which used as a case study in this research. The company needs highly effective marketing strategies to seek higher market share. To develop marketing strategy is discussed in Chapter 3.





## II. LITERATURE REVIEW

At present, under globalized economy, there is much more intense competition in almost every market. Business environment requires market-driven strategies that respond to customer's need and want. Luck, (1989) suggests that achievement depends on how well two activities were conducted: planning and implement. Planning obviously occurs first: a firm operated efficiently and yielded the desired results through planning. Implementation came later but that made it was not less important. This chapter discusses the general concepts which relate to the fundamental ideas on designing marketing strategies including marketing concept, situation analysis (internal and external analysis), marketing strategy, marketing programs, marketing plan, execution and evaluation.

### **2.1 Marketing**

Marketing is a process that takes place before products and services are produced and continued even after the sale. Marketing is so basic that it cannot be considered a separate function. It is the whole business seen from the point view of its final result, that is, from the customer's point of view. We understand marketing as follows:

Marketing is a social and managerial process by which individuals and groups obtain what they need and want through creating, offering, and exchanging products of value with others, Kotler (1999).

Marketing is a total system of business activities designed to plan, price, promote and distribute want-satisfying products to target markets to achieve organizational objective (Stanton, 1991).

## **2.2 Marketing Concept**

The marketing concept puts companies and managers on notice that neither production, neither sales, nor customers exist in a vacuum. All exist in a competitive place that is becoming more competitive and it is this competitiveness that really drives the marketing concept.

The marketing Concept is the marketing management philosophy that holds that achieving organizational goals depends on determining the needs and wants of target markets and delivering the desired satisfactions more effectively and efficiently than competitors do, Kotler (1997).

According to Stanton (1991), the marketing concept is based on three beliefs, which are as follows:

- (a) All planning and operations should be customer-oriented.
- (b) All marketing activities in an organization should be coordinated.
- (c) Customer-oriented, coordinated marketing is essential to achieve the organization's performance objectives.

## **2.3 Concepts of Marketing Strategy**

Marketing strategy is defined in terms of three constituents as an endeavor by corporation to differentiate themselves positively from their competitors, using their corporate strengths to better satisfy customer needs, in given an environmental setting, (Jain, 2000).

Thus, within a given environment, marketing strategy deals with the interplay of three forces, known as the 3 C's: customer, competitor, and corporation. Marketing strategy focuses on the way in which the corporation can differentiate itself effectively from its competitors, capitalizing on its distinctive strength to deliver value to its

customers. Based on 3 C's, formulation of marketing strategy requires three following decisions as follows:

- (a) Where to compete
- (b) How to compete
- (c) When to compete

Most successful companies improve but do not change their strategy very often. They gain advantages from new insights into competition and from constant clarification of their ability to implement, and an overall strategy through its details are continually evolving and improving. The problem is therefore not to select good strategies, but to create a flexible organization that learns and is able to constantly change its strategy. The choice of a strategy is ever changing. But why the company should be flexible.

To provide a useful sense of direction, a corporate mission statement should clearly define the organization's strategic scope. It should answer such fundamental questions as the following: What is our business? Who are our customers? What kinds of value can we provide to these customers? And what should our business be in the future? The vision of company is what the company is trying to achieve over the success factor is an effective way to identify the requirements of a firm's executive and the enterprise as a whole.

The experience of companies is well versed in strategic planning indicates that failure of marketing strategy can block the way to the goals established by strategic planning, (Jain, 2000). This statement shows that if the companies cannot appreciate the essence of marketing, automatically they cannot determine the strategy to customers, face the competition, and institutionalize an organizational structure of marketing.

## **2.4 Situation Analysis**

The situation refers to the conditions or environment in which the strategy will take place. Situation analysis is an examination of each of the several environments that have basic effects. There are two phases of analysis: internal and external.

In term of internal environment analysis, the internal contexts can be the tangible and intangible resources possessed by firms and how distinctive core skills and capabilities are developed. It is the ability to nurture and develop strategically relevant internal skills and capabilities that generates competitive advantage, (Ellis and Williams, 1995). For internal analysis SWOT analysis and Past Performance Analysis are considered as helping tools.

For external environment analysis, and organization's marketing environment is defined by Kotler, 1991 as being made up of the actors and forces that affect the company's ability to develop and maintain successful transactions and relationships with its target customers. The key of external analysis, contains analysis of customers, competitors, and market situation.

### **2.4.1 Internal Analysis**

Internal Analysis concerns with measuring the strategic capability of the company, the resources that company has and the resources that it can obtain. It also helps identify whether or not the existing resources can be used more efficiently and effectively.

#### **(1) SWOT Analysis**

Traditional SWOT (Strengths, Weaknesses, Opportunities, and Threats), Analysis is presented because it remains an approach that manager creates quick overview of a company's strategic situation. According to Pearce (2000), SWOT



is an acronym for the internal strengths and weaknesses of a company and the environmental opportunities and threats facing that company.

- (a) **Strengths:** Strength is a resource advantage relative to competitors and the needs of the markets a company serves or expects to serve. It is a distinctive competence when it gives the company a comparative advantage in the marketplace. Strengths arise from the resources and competencies available to the firm.
- (b) **Weaknesses:** Weakness is a limitation or deficiency in one or more resources or competencies relative to competitors that impede a company effective performance.
- (c) **Opportunities:** Opportunity is a major favorable situation in a company's environment. Key trends are on source of opportunities. Identification of a previously overlooked market segment, changes in competitive or regulatory circumstances, technology changes, and so on.
- (d) **Threats:** Threat is a major unfavorable situation in a company's environment. Threats are key impediments to the company's current or desired position.

SWOT analysis forces managers should better understand and respond to those factors that have the greatest importance for the firm's performance. We call those factors strategic issues. A strategic issue is an environmental factor, whether inside or outside the organization that is likely to have an impact on the ability of the enterprise to meet its objectives.

It should be emphasized that strategic issues rarely arrive on a top manager's desk neatly labeled. Instead, data from SWOT analysis of the

environmental identify new technologies, market trends, new competitors, and employee morale trends. They require interpretation and translation before they are labeled, Strategies, often, managers draw upon their experience to categorize issues as controllable or uncontrollable, as threats or opportunities. These categories then determine how an issue appears to an individual manager, how well it can be sold to other managers, and what action the company subsequently takes.

All but the smallest organizations require cross-functional cooperation to gather data about present and future environments (sometimes termed scanning and forecasting, respectively) and to try to make sense of it all. This is a direct result of the complexity and constant change the environments in which organizations are operated, environments that one executive could never fully understand and manage. SWOT analysis becomes a team effort performed jointly by functional specialists from marketing, production, finance, etc. These experts review the environments closest to their specialties, and bring issues they see as critical to the attention of their peers from other functions, as well as general managers who have responsibilities for overall or integrated SWOT analysis. At this stage in the SWOT analysis, the team debates issues, brings conflicts between functions to the surface, priorities issues, and plans actions.

Managers can modify this basic data gathering method to tap other sources of information, such as customers or consultants. For example, many firms routinely conduct extensive interviews with follow-up questionnaires through their marketing departments to get feedback on customer satisfaction or dissatisfaction. This research can be viewed as assessing the customer component of the firms' environments. Likewise, a company with an active

international business might survey a small group of outside consultants. By analyzing the consultants' responses, the firm could develop a better understanding of the political risks involved in expanding operations in a particular country. These two data gathering efforts have very different focuses, but both can be seen as forms of environmental scanning. Information that gathered from key employees could also help managers better understand the internal environment of the organization. In this situation, the questions focus on the primary component, financial component, personnel component, and production component.

## (2) Performance Analysis

According to Aaker (1998), performance analysis provides an indicator of the success of past strategies and thus can often help in evaluating whether strategic changes are needed. In addition, sales and profitability at least appear to be specific and easily measured. As a result, it is not surprising that they are so widely used as performance evaluation tools.

### (a) Sales and Marketing Share

A sensitive measure of how customers regard a product or service can be sales or market share. After all, if the relative value to a customer changes, sales and share should be affected, although there may be an occasional delay caused by market and customer inertia. Sales levels can be strategically important. Increased sales can mean that the customer base has grown. An enlarged customer base, if we assume that new customers will develop loyalty, will mean future sales and profits.

(b) Profitability

Profit is important indicators of business performance. They provide the basis for the internally or externally generated capital needed to pursue growth strategies, to replace obsolete plants and equipment, and to absorb market risk. One basic profitability measure is return on assets (ROA), which is calculated by dividing the profits by the assets involved. Return on assets can be considered as having two causal factors. The first is the profit margin, which depends on the selling price and cost structure. The second is the asset turnover, which depends on inventory control and asset utilization.

(c) Manager and Employee Capability and Performance

Also keys to a company's long term prospects are the people who must implement strategies. Are the human resources in place to support current and future strategies? Do those who are added to the organization match its needs in terms of types and quality or are their gaps that are not being filled?

#### 2.4.2 External Analysis

External analysis involves scanning and evaluating various sectors outside the company to identify positive and negative trends that may affect its performance.

(1) Customer Analysis

In most strategic market-planning contexts, the first logical step is to analyze the customers. Customer analysis can be usefully partitioned into an understanding of how the market segments an analysis of customer motivations, and an exploration of unmet needs.



Segmentation means the identification of customer groups that can support different competitive strategies. Segmentation approaches include benefits sought, the price/quality dimension, customer loyalty, and application. A business can focus on a single segment or attempt to serve multiple segments, perhaps obtaining across-segment synergies.

Knowledge of motivation can provide insights into what assets and competencies are needed to compete. Motivation can be identified through marketing research approaches such as asking attribute importance or trade-off questions.

An unmet need, a customer need that is not being met by the existing product offerings, can be strategically important because it may represent opportunities for those attempting to gain position and may pose threats to those attempting to maintain position. Customers can be used to identify unmet needs. Lead users, users who face needs that will become more prevalent in the future and are thus positioned to benefit significantly, are particularly good sources of unmet needs and new product concept.

## (2) Competitor Analysis

Competition relates to rivalry and attempts to gain advantage in the marketplace. It denotes two or more sellers vying for buyers in the exchange of a product, in the sense relevant here. This is a key factor in strategic success. Competitors are companies that satisfy the same customer need. The market concept of competition reveals a broader set of actual and potential competitors. Marketing managers naturally watch competitors' actions and their outcome, while also trying to divine their strategies. In healthy competition, rivals struggle to win buyers' preference and to offset each other's strategies. A firm usually

has limited control over market structure. Therefore, an effective marketing strategy must cope with competitors' strengths, capitalize on their weaknesses, and anticipate or react to their moves.

Competitor analysis starts with the identification of competitor's groups. One approach considers customer choice, identifying the set of competitors from which the customer selects, or product-use associations, identifying the set of competitors whose products are used in the same situation. A second approach is to identify strategic groups, groups of competitive firms that pursue similar assets, competencies, and other characteristics. Mobility barriers between strategic groups are strategically important because they can protect a profitable strategy. It is also important to identify potential competitor with the motivation and ability to enter an industry.

To gain an understanding of competitors, it is useful to analyze them on the basis of several dimensions. Their size, growth, and profitability provide a gross measure of their relative importance. Their image and positioning strategy provide strategic insights.

Information on competitors can be obtained from market research and from a variety of other sources, such as trade magazines, trade shows, customers, and suppliers.

#### 2.4.3 Marketing Analysis

Market analysis builds on customer and competitor analyzes to make some strategic judgment about a market and its dynamics. One of the primary objectives of a market analysis is to determine the attractiveness of a market to current and potential participants. A second objective is to understand the dynamics of the market. The need

is to identify emerging key success factors, trends, threats, opportunities, and strategic uncertainties that can guide information gathering and analysis.

According to Aaker (1998), a marketing analysis is often conducted along the following seven dimensions.

- (a) Actual and potential market size. The potential market includes the usage gap, which can be penetrated by creating increased frequency of use, a greater variety of uses, new users, and new uses.
- (b) Market growth. To forecast growth patterns, it can be helpful to consider the forces driving sales, leading indicators, analogous industries, pressure on prices, and the existence of substitute products.
- (c) Market profitability. The competitive intensity of market or any sub-market will depend on five factors — existing competitors, supplier power, customer power, substitute products, and potential entrants. Barriers to entry include capital investment, economies of scale, access to distribution channels, and product differentiation.
- (d) Cost structure. One way to detect key success factors is to analyze the value added by the production stage and observe how it is changing. Another consideration is whether the market setting makes an experience curve strategy appropriate or even feasible.
- (e) Distribution systems. The need is to identify alternative channels and trends in their relative importance and to analyze the power relationships in each change and how they might be changing.
- (f) Market trends. What trends in the market will affect future profitability of participant firms and key success factors?

- (g) Key success factors. What skills and competencies are needed to compete in a strategic group now and in the future?

## 2.5 Marketing Strategy

Marketing strategy is guided by decisions of top management made about how, when, and where to compete. Because of this close relationship it is important to examine the major aspects of designing and implementing business strategy. According to Cravens (1983), marketing strategy is defined as:

The analysis, strategy development, and implementation activities in selecting market target strategies for the product-markets in each business unit, setting marketing objectives, and developing, implementing, and managing the marketing program position strategies designed to meet the needs of the customers in each market segment.

Marketing's strategic planning is composed of two stages, which are strategic objective, and strategic idea (strategem). These two may be recalled with that two propositions are the key questions: What are we trying to achieve? And how do we intend to do that? \*

### 2.5.1 Strategic Objective

Strategic objectives are what a strategist is trying to achieve, as distinguished from stratagems, which are how a firm intends to achieve the objectives. There are chains of ends-means decisions that start with general objectives and keep focusing more specifically toward implementation of strategy. These decision chains start at the top of the organization and move level-by-level into marketing.

Another determination is when an objective is to be attained-its timing. Some objectives are period ones, to be accomplished usually within a year. Program objective extend over longer ranges until a program is completed. These need to be coordinated. Performance objectives should always have been set for strategy and often market

position objectives too. The later should include a statement of the markets in which to participate and of the business of that unit. Another constraint would be word from the corporation on the funds available.

The process of deciding objectives includes (besides the constraints) the use of the situation analysis and market targeting. There is no exact formula for setting objectives; it should be tailored to each case.

### 2.5.2 The Strategic Idea

With objective having been determined, the marketing planner seeks to find the means of fulfilling or surpassing them. The planning process will lead to those means being detailed in a marketing plan, that plan is determined only after the vital and basic determination of how to reach the objectives. We prefer to finding and defining the key idea, which we may call the stratagem or strategic idea.

Strategic objectives and stratagems must coexist (neither is any good without the other), and a marketer needs to acquire a repertoire of optional stratagems and insights on when to choose them. Those options have to be arranged systematically, according to some classification method.

The broadest categorization is according to purposes, we proposed a three-way breakdown by what a stratagem would be applied to markets, competitors, and product positions.

Market stratagems are then given four options: Market aggregation, market segmentation, multi-segmentation, and market concentration. The important point is to define the unique wants and the needs of targeted markets.

For competition, there are three types of combat stratagems: differentiation, overall cost leadership, and market segmentation (which has two uses). Position stratagems can be described as market leader, market richer, market challenger, and

market follower. These three sets of categories can be integrated into composite stratagems.

## **2.6 Marketing Programs**

Marketing programs are the choices of appropriate marketing actions and their blending into marketing mix. Actions are discussed for each of the conventional seven functions.

### **2.6.1 Product**

Product is a very significant variable in management's decision — indeed, usually the most important one. Product plays a role in marketing (and corporate) decision, as both a controllable and an uncontrollable variable.

We outlined the significance of the marketing mix and product line in examining and creating strategic business units and product markets. Product as a strategic variable receives most of the focus.

Two of the most important reasons for some product success profitable live while others are expensive failures are competitive differential advantage and product symbolism.

- (a) **Competitive Differential Advantage:** In marketing strategy, competitive differential advantage derives from the characteristics of a product that make it superior to competitive products. We believe that competitive differential advantage is the most important reason for product success and should be considered in any product strategy analysis. At the brand level, it is often difficult to maintain a competitive differential advantage based on supervisor technology because competitors promptly copy new or improved technology. Thus, although competitive differential advantage is a critical element of profitable marketing strategies, for such as advantage to be



sustained, it often must derive from something other than technology or product modifications. One important source of sustainable competitive differential advantage is product symbolism.

- (b) **Product Symbolism:** Product symbolism is what the product means to consumers and what consumer's experience in purchasing and using it. At the brand level, its symbolism and appropriate brand images can actually be more important than technological superiority.

#### 2.6.2 Price

Three important influences on pricing strategy are consumer characteristics, organization characteristics, and competitive characteristics.

- (a) **Consumer Characteristics:** the nature of the target market and its expected reactions to a given price or price change are major considerations in pricing strategy. For some products, consumers may use price as an indicator of quality, so a low price does not stimulate demand. For many products, price is used to segment consumers into prestige, mass, and economy markets. Price is also used for creating product and brand.
- (b) **Organization Characteristics:** several organization characteristics influence pricing strategies. First, the variable cost for a product usually sets the lower limit on its price. Second, the objectives of the organization influence pricing strategy. A common pricing objective is to achieve a target return on investment consistent with the organization's objectives. Third, the nature of the product influences pricing strategy, distinctive products often has higher prices, for example, and perishable products must often be priced lower to promote faster sales. Finally, the stage of the product life cycle that a product has reached may influence pricing strategy. A skimming pricing strategy

involves setting a relatively low price early in the product life cycle and then gradually decreasing the price when competitors enter the market. A penetration pricing strategy involves setting a relatively low price early in the product life cycle in anticipation of raising it at a later stage. Penetration is used when the firm expects competition to move in rapidly and when demand is strongly influenced by price. Penetration is also used to obtain large economies of scale and to create a large market rapidly.

- (c) Competitive Characteristics: competitors-their number, size, cost structures, and past reactions to price changes- influence pricing strategy. An organization can price at, below, or above the competition, depending on such factors as its own cost structure, competitive differential advantages, and financial and marketing abilities.

#### 2.6.3 Place or Distribution

Distribution as a controllable variable involves strategic decisions about marketing channels and physical distribution. These two areas of decisions should be based on structured by market opportunities. All distribution decisions should be based on the wants and behavior of the end user or consumer.

Channel strategy consists of decisions regarding channel organization, definition of channel structures, development of criteria for evaluating channel structures and the selection of an appropriate structure. Distribution is one of the more inflexible strategic variables, owing to customary procedures and structure. Furthermore, the investments required and the coordination of independent middlemen makes channels slow to change. Other aspects of the environment, such as technology, competition, and social trends, can also affect the structure of distribution.

#### 2.6.4 Promotion

Designing promotion strategies involves selecting the appropriate mix of promotion tools to accomplish specific objectives. Four types of promotion tools can be used to inform, persuade, and remind consumers or industrial buyers:

- (1) Advertising is any paid form of non-paid form of non-personal presentation and promotion of idea, or service.
- (2) Sale promotion is a short-term incentive to encourage the purchase or sale of a product or service.
- (3) Publicity is any unpaid form of non-personal presentation of ideas, goods, or services.
- (4) Personal selling is direct, face-to-face communication between sellers and potential buyers for the purpose of making an exchange.

Some general objectives of promotion strategies:

- (a) Increase brand awareness
- (b) Increase consumer knowledge of product and brand
- (c) Change consumer attitude about company
- (d) Change consumer attitude about brand
- (e) Increase short-term sales
- (f) Increase long-term sales
- (g) Build corporate image
- (h) Build brand image and positioning

The task at this stage is to determine to what degree and in what situations each of these tools will be used. In addition, appropriate promotion messages, media choices, and schedules are formulated on the basis of the firm's promotion

objectives for the product, the nature of the product, and the purchasing habits and media preferences of target consumers.

#### 2.6.5 People

Relationship marketing obviously involves the efforts and skills of more individuals than just those in the sales or marketing departments. The need of service and support implies that employees in service delivery must also be intimately acquainted with the needs of the customer and be prepared to deal with individuals from the customer and be prepared to deal with individuals from the customer's company.

According to Rust (1996), hiring should also consider certain personal characteristics of employee who will have high interactions with customer personnel. Many services require personal interactions between customers and employees, and the interaction strongly influence the customer's perception of service quality. These employees must believe in what they are doing and enjoy their work before they can provide good service to customers. For this reason, human resources management policies and practices are considered to be of particular strategic importance for in delivering high-quality service.

Training in related disciplines such as service management areas that may be of value to customers can help the employee to become truly valuable problem solvers for customers. Employees must also be trained to calculate the value of customer relationships, so that they can allocate their efforts appropriately. Not every customer is worth the cost of establishing a long-term relationship.

#### 2.6.6 Process

The company should analyze their service processes. Service process can be thought as having several parts that each of which has different management requirements to maintain quality. Procedures and systems are the operating routines and

the ways of doing business that the company uses and expects its customers to follow in delivering its services. Overall quality service in the organization requires that the support functions must think of the frontline personnel as internal customers, know their needs, and deliver the highest quality of internal service possible.

#### 2.6.7 Physical Facility

This element of the expanded marketing mix addresses the "tangible" components of the service experience and company's image referred to earlier. Service Company should design these items with extreme care, since they will play a major role in influencing a customer's impression of the company.

#### 2.7 Marketing Plan

After the strategic program has been determined, the marketing plan is prepared. The term "plan" must first be defined. According to Hopkins (1996), two definitions of the word plan are found as

*"An orderly arrangement of parts of an overall design or objective."*

*"A detailed formulation of a program of action."*

Those quotations came from a monograph that reported on a survey of marketing executives in 267 manufacturing and service corporations. The monograph also contains the following comment:

*"...the marketing plan is seen by many executives in the survey as the very symbol and essence of purposeful marketing management. They regard a formally prepared, written marketing plan as the means of linking the marketing function with the principle of management by objectives ...Unless all the key elements of a plan are written down, there will always be loopholes for ambiguity or misunderstanding of strategies and objectives, or assigned responsibilities for taking action."*

The strategic planning should concern as follow:

- (a) Objective
- (b) Definition of business area
- (c) Strategic program
- (d) Resource requirements

The core strategy and the key elements of the marketing program should have been put in writing, in specific terms, during the strategic planning process. Five purposes of the plan were stated:

- (a) Explaining the situation.
- (b) Specifying the results that are expected.
- (c) Identifying the resources that will be needed.
- (d) Describing the actions that are to take place.

There are complications in having both short-term and long-term plans to be purposed and coordinated. It is important to ensure that it fosters behavior that will lead to the strategy objective. According to Stonich (1977), a key aspect of the strategy of a large consulting firm with over 20 companies was to obtain firm wide synergy, efficiency, and consistency. Profitability analysis and customer satisfaction analysis are approaches to examine whether the marketing strategy results are being achieved. Efficiency of employee, advertising, and sales promotion are another important point to be evaluated.

- (1) Profitability Analysis: Companies clearly need to measure the profitability in order to help management determine marketing strategy should be expanded, reduced, or eliminated.



(2) Customer Satisfaction Tracking: The company can use several methods of tracking and measuring customer satisfaction such as

- (a) Complaint and Suggestion System.
- (b) Customer Satisfaction Surveys.

(3) Sales Promotion Efficiency Analysis: To improve sales promotion efficiency, management should record the costs and sales impact of each sales promotion. If sales promotion manager is appointed, that manager can analyze the results of different sales promotions and advise product managers on the most cost-effective promotion to use.



## **III. RESEARCH METHODOLOGY**

### **3.1 Research Procedures**

To develop marketing strategy, the processes begin with literature review and data collection. Next step is the selection of company vision, mission, and critical success factors. Then, situation analysis (both external and internal factors) was made. Next, we formulate strategic objective and idea. The whole process and method was then reviewed before implementing. As the strategic plan was implemented, the performance evaluation would make based on profitability, customer satisfaction and sales promotion efficiency analysis. This research ended up with future plans, conclusion and some recommendations.

This research followed by the procedures as shown in Figure 3.1. This research will be carried out by the following steps:

- (1) Literature Review: study literature in developing marketing strategy areas.
- (2) Data Collection: there are many ways to collecting data. In this research employs both primary and secondary data.
  - (a) Primary Data- Interview with theater manager of ABC Theater, and their employees. Questionnaire survey is conducted in the Bangkok Metropolitan Area with at least 400 respondents by using area random sampling technique.
  - (b) Secondary Data- Internet, research institutions, magazine, newspapers, journals and libraries.
- (<sup>3</sup>) Selection of the corporate vision, mission and critical success factor: the first component of the strategic management process is defining the vision, mission and also key success factor.

(4) Situation Analysis: examination of each of the several environments that have basic effects.

(a) External Analysis - Customer Analysis

- Competitor Analysis

- Market Analysis

(b) Internal Analysis - SWOT Analysis (Strength, Weakness, Opportunity, and Threat)

- Past Performance Analysis

(5) Develop Marketing Strategy: marketing strategic planning consists of two stages, which are strategic objective and strategic idea.

(a) The Strategic Objective: A strategic planning system must be goal-driven. Therefore, strategic objectives are what the company is trying to achieve.

(b) The Strategic Idea: with objectives having been determining, then, find the means of fulfilling them. There are two factors required in marketing plan: markets and competitors. For market, the important point is to define the unique wants and needs of target markets. In addition to dealing with that aspect, competition usually will be a significant factor too.

(6) Marketing Program: the choices of appropriate marketing actions and their blending into a marketing mix. Actions are discussed for each of the conventional seven functions which are:

(a) Product

(b) Price

(c) Place

- (d) Promotion
  - (e) People
  - (f) Process
  - (g) Physical Facilities
- (7) Marketing Strategy Plan: after the strategic programs have been determined, the marketing plan is prepared. The marketing strategy plan was then made with estimated budget investment; person involved and expected results for each activity.
- (8) Reviewing the whole process and its analytical methods: this phase explains how the marketing plans and the person involve should benefit to the total company.
- (9) Conclusion and Recommendations

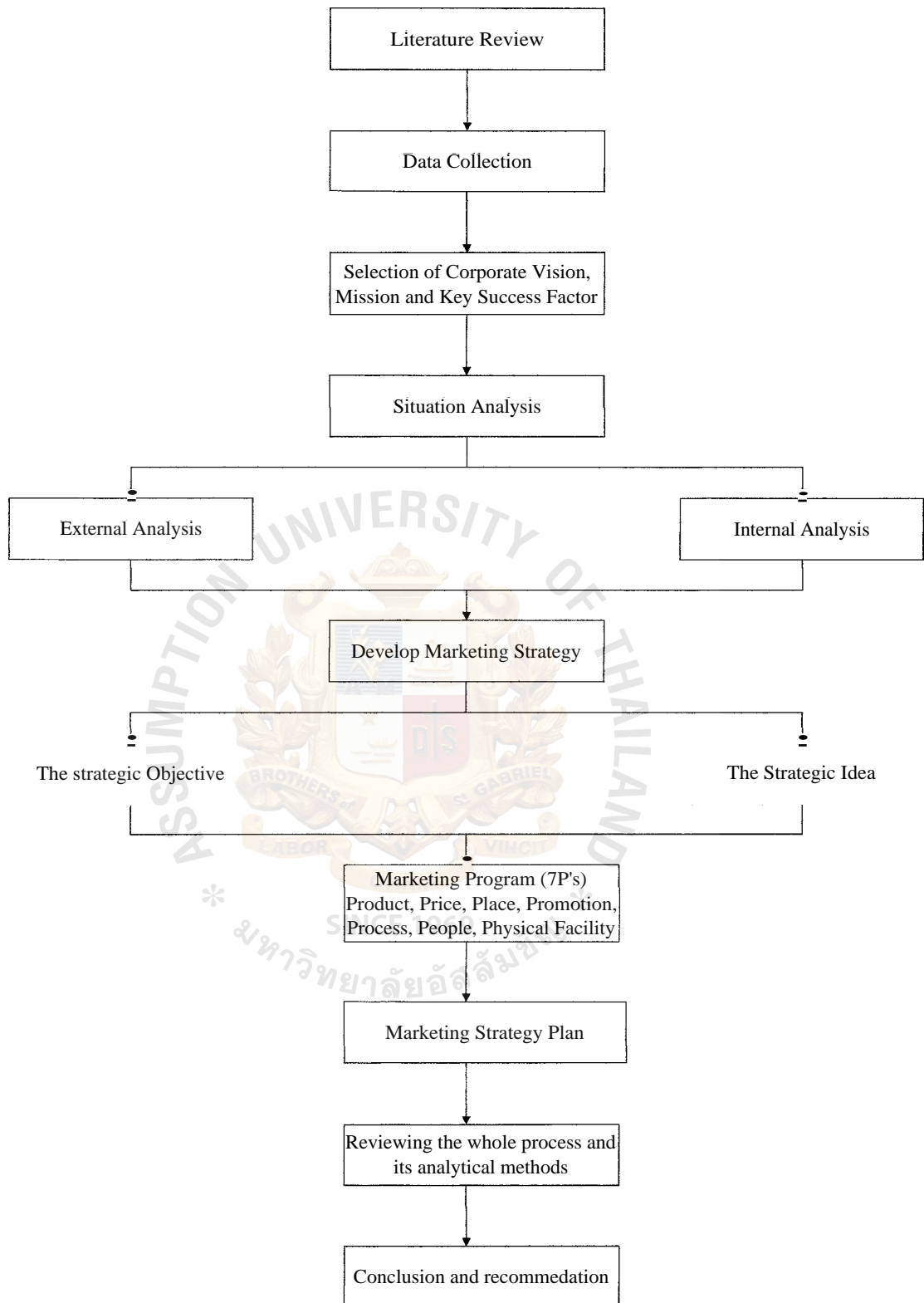


Figure 3.1. Research Framework.

Tools used to questionnaire was shown in Appendix A., Churchill (1966) suggested the procedure for developing a questionnaire which shown in Figure 3.2.

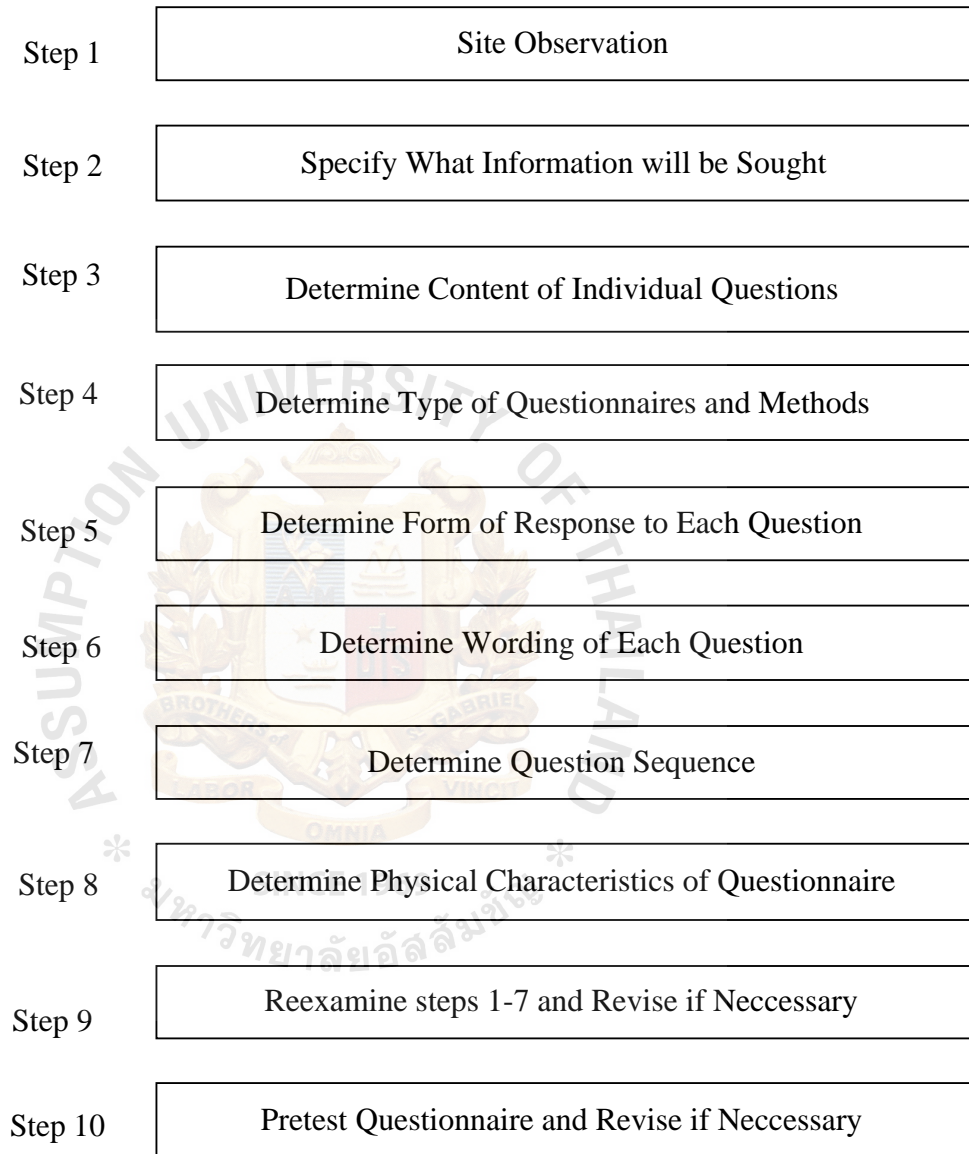


Figure 3.2. Procedure for Developing Questionnaire.



### **3.2 Literature Review and Data Collection**

The researcher reviewed the general concepts of developing marketing strategies and all involving information. There are many ways in collecting data. In this research employs both primary data and secondary data, which are related to the subject being studied. The primary data is collected by in-depth interviews from development manager, PR executive which is Face-to-face method. Also, the secondary data is collected from Internet, research institutions, magazine, newspaper, libraries, annual report, article related to the research and official documents and reports.

### **3.3 Situation Analysis**

This process involves two phases of analysis namely internal and external. SWOT analysis and past performance analysis would be made for internal analysis, which is an in-depth analysis of the company. For external analysis, it would be concerned with customers, competitors, and marketing. The aim is to analyze the external environment to fit its strategy according to the environment in the company operates.

In order to know what the target customer is, customer survey would be conducted. This survey focused on target customer in the Bangkok Metropolitan Area. The target populations are people who have seen movies at ABC Theater. The sampling technique used is cluster sampling. But we don't know the ABC Theater's specified population. According to Krejcie & Morgan (1970), have produced a table for determining sample size. As you can see from the table below, the population is from 10,000 to 1,000,000 the sample size is not changed much. We know that the higher population size, the sample size will increase less.

Table 3.1. Required Sample Size in Given Population.

N — n	N — n	N — n	N — n	N — n
10 — 10	100 — 80	280 — 162	800 — 260	2800 — 338
15 — 14	110 — 86	290 — 165	850 — 265	3000 — 341
20 — 19	120 — 92	300 — 169	900 — 269	3500 — 346
25 — 24	130 — 97	320 — 175	950 — 274	4000 — 351
30 — 28	140 — 103	340 — 181	1000 — 278	4500 — 354
35 — 32	150 — 108	360 — 186	1100 — 285	5000 — 357
40 — 36	160 — 113	380 — 191	1200 — 291	6000 — 361
45 — 40	170 — 118	400 — 196	1300 — 297	7000 — 364
50 — 44	180 — 123	420 — 201	1400 — 302	8000 — 367
55 — 48	190 — 127	440 — 205	1500 — 306	9000 — 368
60 — 52	200 — 132	460 — 210	1600 — 310	10000 — 370
65 — 56	210 — 156	480 — 241	1700 — 313	15000 — 375
70 — 59	220 — 140	500 — 217	1800 — 317	20000 — 377
75 — 63	230 — 144	550 — 226	1900 — 320	30000 — 379
80 — 66	240 — 148	600 — 234	2000 — 322	40000 — 380
85 — 70	250 — 152	650 — 242	2200 — 327	50000 — 381
90 — 73	260 — 155	700 — 248	2400 — 331	75000 — 382
95 — 76	270 — 159	750 — 254	2600 — 335	100000 — 384

From Taro Yamane's formula as following;

$$n = N (1 + Ne^2)$$

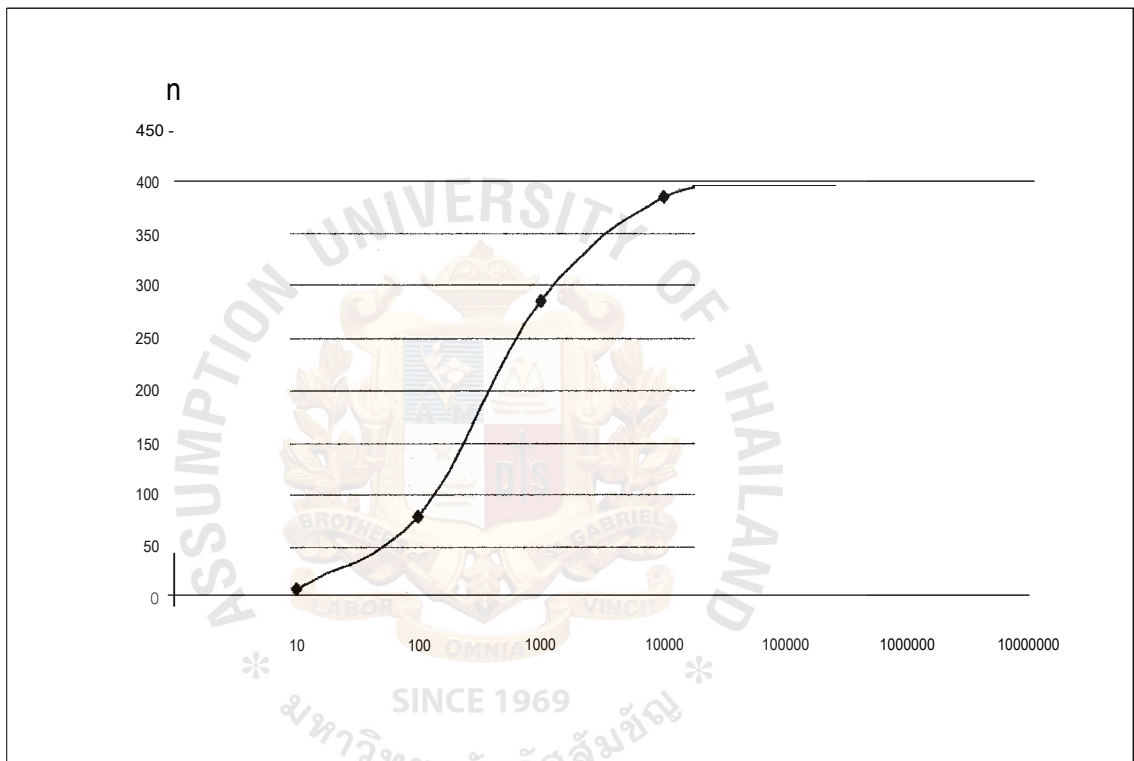


Figure 3.3. Results of Taro Yamane's Formula.

Therefore, the statistical method of sample size is determined by Krejcie & Morgan and Taro Yamane. We can make sure that the sample size of 400 are enough.

The customer survey questionnaire includes gender, age, education, occupation, income per month, frequency of customer in ABC Theater, the way customer know ABC Theater, and so on. To analyze competitors, it should be focused on the area

around ABC Theater. In this case, there are two competitors compete with ABC Theater. The information of past performance can be collected from interviewing management staffs, employee, manager, or profit and loss account.

### **3.4 Marketing Strategy**

Marketing strategic planning consists of two stages, which are strategic objective and strategic idea. The strategic objectives are clearly defined based on internal and external environment analysis. To be useful as decision criteria and strategic objectives must be specific and measurable. Each objective progress, a target to be achieved, and a time frame within the target is accomplished. Then, the strategic ideas have been made to reach the objective. The marketing activity plan has been prepared according to many factors involved such as current situation, tentative movies release schedule, competitors, customer's need and customer's behavior.

### **3.5 Marketing Programs**

The marketing programs consist of 7P's which are product, price, place, promotion, people, process, and physical facility. The current situation of each factor should be known in order to develop marketing strategies to the right direction. Customer's opinions are the direct information, which are very useful for analyzing. It can be a guideline of improving and developing marketing strategies. The survey research is focused on target customer in Bangkok Metropolitan area. The target populations are people around ABC Theater location. The sample size is 400 with cluster sampling technique. Tools used to collect data are questionnaire and interview method. The methodologies for developing questionnaire are the same as Figure 3.2

The survey questionnaire covers the target customers, customer's need, the reasons of using and not using the service, perception about competitors, what are important factors affect on their choice of using the service, customer's behavior, how

customer get information, how important of promotion measures, and so on. The questionnaire survey took place for two months. The questionnaires have been distributed to respondents at different times a day. Data collected from survey questionnaire have been analyzed and employed in the development of strategic programs.



## **IV. RESEARCH RESULTS**

Following the research methodology, this chapter has described the research results in each procedure.

### **4.1 Vision, Mission, and Critical Success Factors**

#### **Vision**

"ABC Theater vision is to be the leader of medium sized movie theaters in Thailand."

#### **Mission**

"ABC Theater mission is to maximize its profits, market share, customer's satisfaction and continuous improvement"

#### **Critical Success Factors**

- (a) The good location of the movie theater.
- (b) The good quality of product that means the movie, the auditorium, and sound system.
- (c) The optimal number of total seats.
- (d) The good quality of service and employees.
- (e) The well plan of market strategy and implementation.
- (f) The basic infrastructure of the company is systematic and effective.

### **4.2 Situation Analysis**

There are two phases of analysis, which are external and internal analysis. The results, which are used the methodologies according to section 3.3 are described as following items.



#### 4.2.1. External Analysis

The external analysis involves customer analysis, competitor analysis, and marketing analysis.

(1) Customer Analysis. Firstly, the company would know the target customer in order to develop strategy. The questionnaire survey results are shown as following:

##### *Sex*

Total number of questionnaires 400 respondents collected from male 224 persons and female 176 persons. The respondents who watch movies at ABC are 56% of male and 44% of female.

No.	Sex	Total	Percentage
1	Male	224	56
2	Female	176	44
Grand Total		400	100

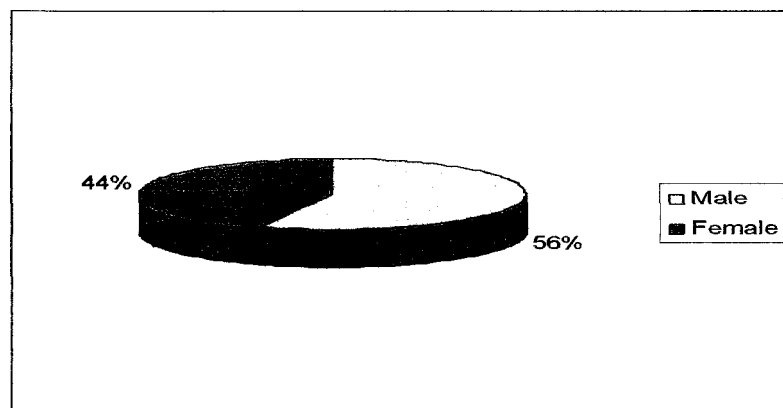


Figure 4.1. Number of Customer Classified by Gender.

## Age

The largest group of respondents is in the range of 18-25 years old (35%). Then the second group of customers which are 26-35 years (25%). The third group is less than 18 years old. The groups of customers who are in the fourth, fifth and sixth orders have the age in the range of 36-45, 46-60 and over 61 years old respectively.

No.	Age	Total	Percentage
1	Less than 18 yrs.	77	19
2	18-25 yrs.	145	35
3	26-35 yrs.	98	25
4	36-45 yrs.	51	13
5	46-60 yrs.	26	7
6	over 61 yrs.	3	1
* Grand Total		400	100

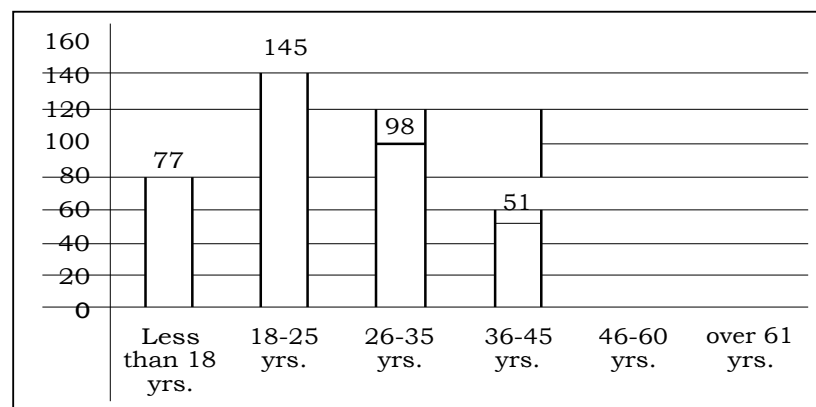


Figure 4.2. Number of Customer Classified by Age.

## Education

The largest group of the respondents is those with Bachelor degree (42%) followed by College or Diploma degree (25%). The third target group of respondents belongs to students in High school (17%). The fourth, fifth and sixth groups are students in Junior high school, Master degree or higher and students in Primary school respectively.

No.	Education	Total	Percentage
1	Primary school or less	8	2
2	Junior high school	35	9
3	High school	66	17
4	College degree or Diploma	101	25
5	Bachelor degree	170	42
6	Master degree or higher	20	5
Grand Total		400	100

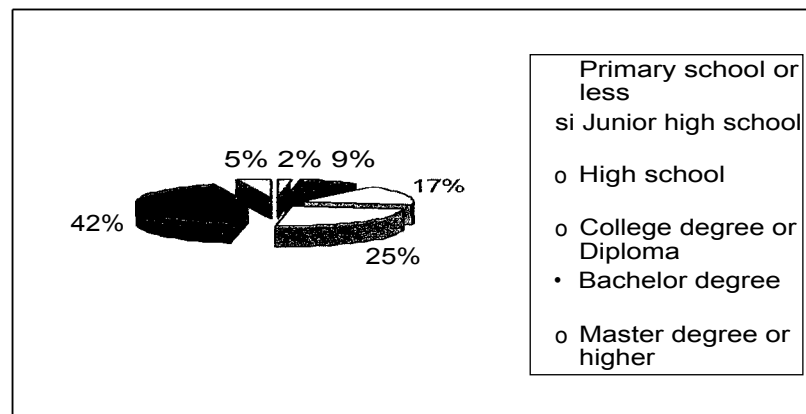


Figure 4.3. Number of Customer Classified by Education.

## Occupation

The largest group of the respondents is those who are Office Employee (45%) followed by Student (28%). The third largest group of respondents belongs to Government Official (9%). The next orders are Personal Business, Freelance and Others respectively. The others are Housewife, Designer, Photographer, and Senior Citizen.

No.	Occupation	Total	Percentage
1	Student	113	28
2	Government official	35	9
3	Office employee	178	45
4	Freelance	29	7
5	Personal business	32	8
6	Others	13	3
Grand Total		400	100

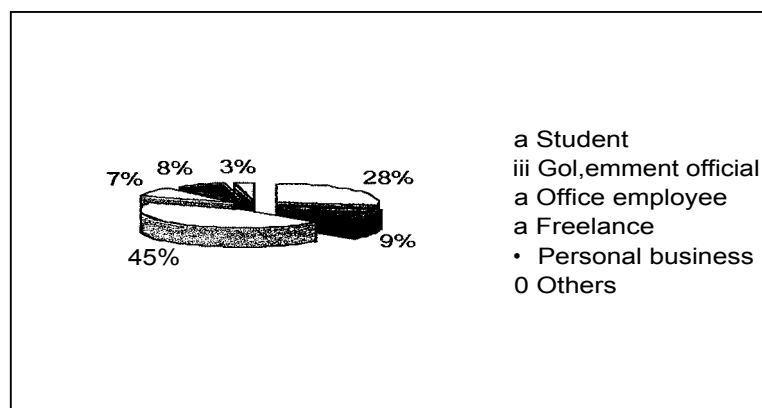


Figure 4.4. Number of Customer Classified by Occupation.

### Income per Month

The respondents who attend the movie are in several groups of income in the range from less than 5,000 Baht to higher than 30,001 Baht. The group of income 10,001-20,000 Baht contributes highest numbers (38%) followed by a group with income 5,000-10,000 Baht (28%) and less than 5,000 Baht (21%) consequently.

No.	Income per Month	Total	Percentage
1	Less than 5,000 baht	85	21
2	5,000-10,000 baht	111	28
3	10,001-20,000 baht	152	38
4	20,001-30,000 baht	37	9
5	Higher than 30,001 baht	15	4
Grand Total		400	100

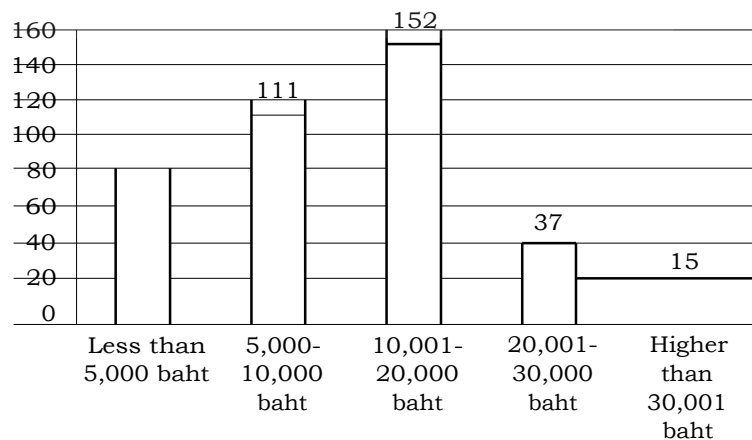


Figure 4.5. Number of Customer Classified by Income per Month.

Frequency of Customer Watches Movies at the ABC Theater

The largest group of respondents is those who watch movies once a month (45%) followed by once every 3-4 months (28%). And the next group watches every week (18%). There is the first time customer comes to watch at the theater (3%). And others (6%) are customer watches movie twice a year.

Frequency of Watching			
No.	Movies	Total	Percentage
1	This is my first time	11	3
2	Once every 3-4 month	112	28
3	Once a month	184	45
4	Every week	71	18
5	Others	22	6
* Grand Total		400	100

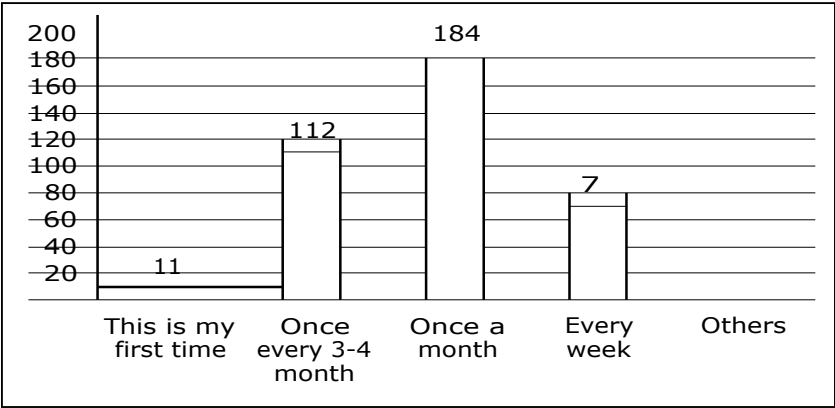


Figure 4.6. Number of Customer Classified by the Frequency of Watching the Movie.



### Number of People Comes Along with Customer

The highest rank is two people (46%) usually they come in the couple. The second rank is 3-4 people (27%) they may come with their friends or family. The third largest group of respondents is those who come to watch movie alone (16%) and the last group is more than 5 people (11%).

No.	No. of people come along with	Total	Percentage
1	Alone	62	16
2	2 people	186	46
3	3-4 people	107	27
4	More than 5 people	45	11
Grand Total		400	100

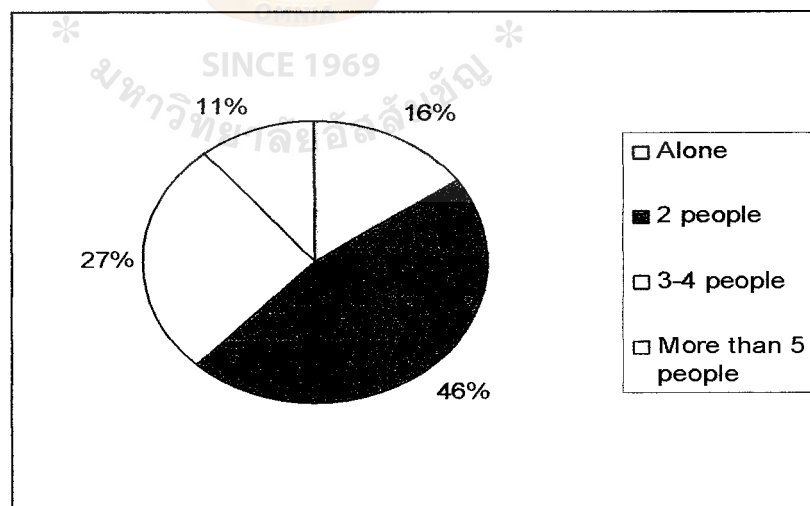


Figure 4.7. Number of Customer Classified by People Come Along with.

### The Way Customer Knows the ABC Theater

The largest group of respondents is those who know the ABC Theater from Newspaper (41%) followed by friends' recommendation (23%). The next respondents know this theater from Radio, Television, Advertising poster and others respectively.

No.	Knowing the Theater	Total	Percentage
1	Friends recommend	91	23
2	Newspaper	167	41
3	Television	33	8
4	Radio	58	15
5	Advertising poster	48	12
6	Others	3	1
Grand Total		400	100

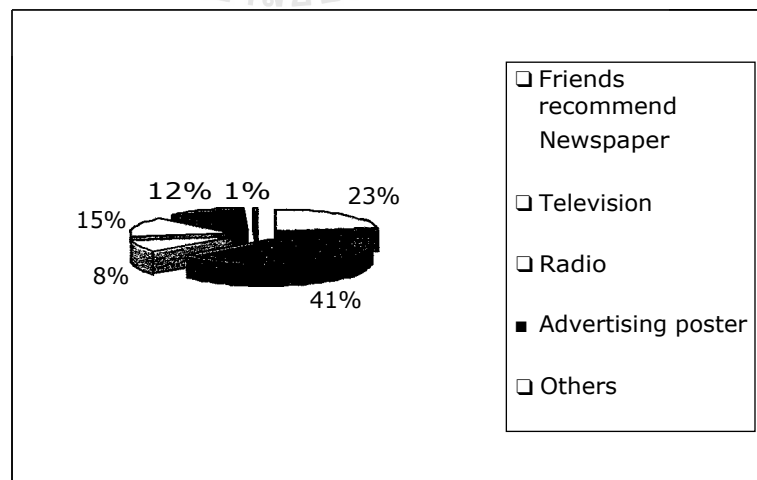


Figure 4.8. Number of Customer Classified by the Way Customer Knows the Theater.

## Conclusion on Customer Analysis

ABC Theater's customers are male and female but male is likely higher than female. Their age is in the range of 18-25 years old. The customers in this group are office employees with Bachelor degree or people who are studying in university. Their income per month is around 10,001-20,000 baht. Most of them come once a month with their couple. And they know the ABC Theater by Newspaper. They come to see movie with their couple.

## (2) Competitor Analysis

Around the area of ABC Theater located, there are two major competitors. Both of them are in shopping mall complex. We will call AA Theater and the other one is called BB Theater.

### (a) AA Theater Analysis

AA Theater is located in shopping mall complex, which has 8 screens with 2,445 seats. The total market share is around 28% of all Theaters in Bangkok. 4P's analysis of AA Theater describes as following.

Product - Theater has the same standard as international standard. The design concept of the theater looks like Roman era. The projection system control by computer and there is digital sound system.

Price - Monday to Sunday, Price is 120 Baht.

Place - AA Theater is located in shopping mall complex. So, there are no problems about car parking. Also, there are many shops and restaurants around the area. And their advantages of AA Theater are located on the main road and customer can get there easily by BTS.

Promotion - Discount Card: The card is eligible for 30 tickets, which get 20 Baht discount for 1 ticket.

Movie Combo Set: (Popcorn + Pepsi = 69 Baht).

Managing marketing activities with movie distributors.

Booking Online: Reservation ticket via internet.

(b) BB Theater Analysis

BB Theater is also located in Shopping mall complex with 12 screens and 2800 seats. The total market share is around 30%. 4P's analysis is as following:

Product - Computer with 35 mm simple style controls the projection system. The standard of digital sound system is guaranteed by THX (The standard of movie theater both sound system and internal environment).

Price — BB Theater use multi-pricing which are

Monday to Friday

\* Before 17.00 p.m. Price is 100 Baht.

SINCE 1969  
After 17.00 p.m. Price is 120 Baht.

Saturday to Sunday

All day, Price is 120 Baht

Place - It is entertainment complexes, which consist of restaurant, bowling, international shop and fast food. It is easy to get there by BTS because it is located on the main road.

Promotion - 24 Hrs. of Movie Marathon Contest.

Combo set: Popcorn + Coke= 79 Baht.

Managing activities with movie distributors.

## Conclusion on Competitor Analysis

There are two main competitors around the ABC Theater area. The movie prices are not much different but ABC Theater is cheaper than others. The two competitors have number of screens more than ABC Theater does. The other two competitors have high technology in projection system. Also, the competitors have the promotion activities more various and attractive.

## (3) Marketing Analysis

With cinema mushrooming across the country despite the fragility of the economic recovery, the Thai Farmers Research Center (TFRC) Co., Ltd. predicts that consumers will put a higher emphasis on quality. Over the past few years the local cinema business has slumped, but now cinema business has increased rapidly. There are many movie entrepreneurs in Bangkok such as SF Cinema City, EGV Group, Major Cineplex, UMG Entertainment, Apex and NK THX Group, United Artists. The details of movie theaters summarize as following: \*

Table 4.1. Details of Movie Theaters in Bangkok. (<http://www.siamfuture.com>).

Name	No. of Branches	No. of Theatres
EGV Group	10	88
Major Cineplex	11	106
SF Cinema City	9	59
UMG Group	2	18
NK THX Group	2	15
United Artist	<b>SOLD</b>	
<b>Total</b>	<b>34</b>	<b>286</b>

Reference: End of year 2003

## Conclusion on Market Analysis

According to Table 4.1, the total number of theaters is 286 with 34 branches. The range of the price varies from 80 baht to 600 Baht. The market share depends on number of seats and theaters. Top three in movie theater business are EGV Group, Major Cineplex, and SF Cinema City, which have high market share

### 4.2.2 Internal Analysis

Internal analysis consists of SWOT analysis (strengths, weaknesses, opportunities, and threats), and past performance analysis.

#### SWOT Analysis

SWOT analysis requires an understanding of both the environment and the resource capabilities of the organization. Robson (1997) suggested the point of performing SWOT analysis is that the businesses should not take on a high-risk strategy or an opportunity, if they have significant weaknesses in the area. After analyze all survey data; SWOT analysis is conducted to look overall of the ABC Theater. The strengths, weaknesses, opportunities, and threat analysis can be summarized as following:

#### *(a) Strengths*

(1) The ABC Theater has cheaper movie ticket price than other theaters.

Moreover, time consuming for purchasing the movie ticket is quite fast and convenient, particularly using computer system. According to the marketing survey, around 47% of the respondents agree that time consuming for purchasing the movie ticket is very fast and also about 50% of the respondents state that it is appropriate.



### Time Consuming of Purchasing

No.	Ticket	Total	Percentage
1	Convenient	188	47
2	Appropriate	202	50
3	Very Time Consuming	10	3
Grand Total		400	100

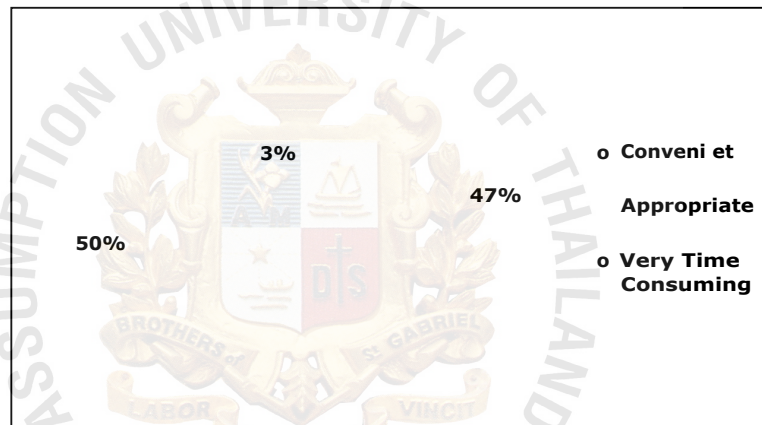


Figure 4.9. Ranking of the Opinion on the Time Consuming of Purchasing Ticket.

- (2) The ABC is the good location in convenient transportation. That area has a bypass and crossing road connected to many roads so people can visit there easily.
- (3) The ABC Theater is in entertainment area. There are many restaurants, night pubs, bowling, and game center nearby the theater. Furthermore, there are schools and universities not far from the theater.

(4) The ABC Theater has habitual customers that always watch movie at the theater. According to the questionnaire survey, 45% of the respondents usually watch the movie at this theater once a month and 18% of the respondent's always watch the movie here every week. (See the above figure 4.6).

*(b) Weaknesses*

(1) The decoration at the theater is too old and not model. According to the questionnaire survey, 21% of the respondents agree that it needs to improve. And 60% of the respondents give it only in fair rate.

No.	Decoration	Total	Percentage
1	Excellent	2	1
2	Good	73	18
3	Fair	243	60
4	Need to improve	82	21
Grand Total		400	100

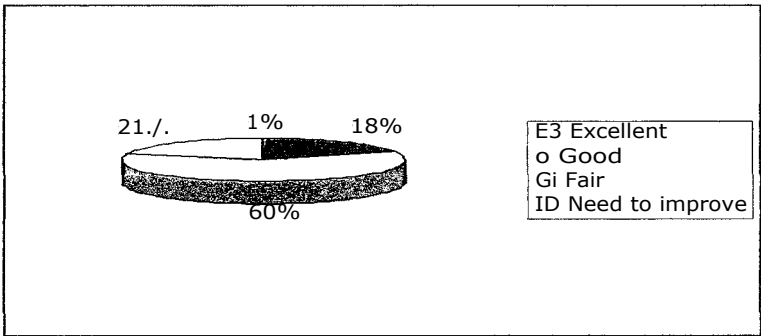


Figure 4.10. Ranking of the Opinion on the Decoration.

(2) The ABC Theater is not clean especially in the restroom. According to the questionnaire survey, 60% of respondents complain that the toilet facilities are insufficient and needed to be cleaned.

No.	Restroom	Total	Percentage
1	Excellent	0	0
2	Good	19	5
3	Fair	140	35
4	Need to improve	241	60
Grand Total		400	100

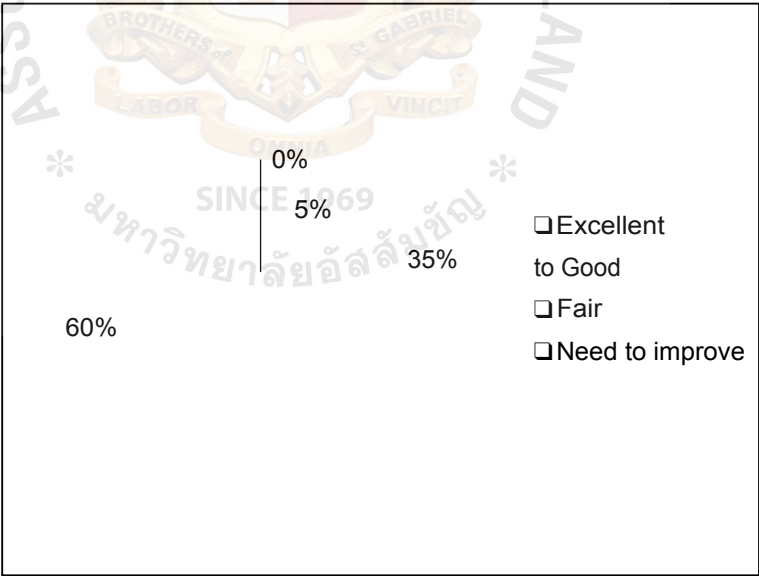


Figure 4.11. Ranking of the Opinion on the Restroom.

(3) Moreover, there is bad smell in the theater. The smell in the theater is not good enough, most of respondents agree that it is fair 66 % and 14% of respondents want the theater solves the problem, which may involve the air condition system.

No.	Smell	Total	Percentage
1	Excellent	4	1
2	Good	76	19
3	Fair	265	66
4	Need to improve	55	14
Grand Total		400	100

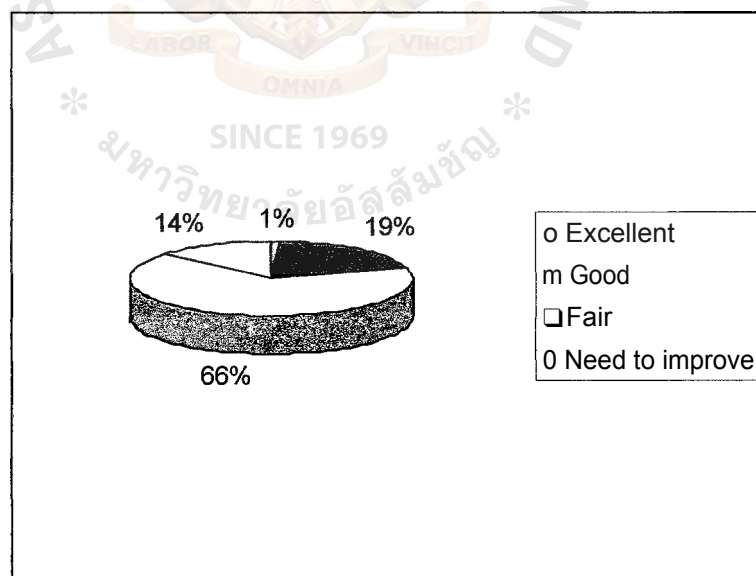


Figure 4.12. Ranking of the Opinion on the Smell.

*(c) Opportunities*

- (1) The ABC Theater is near universities and high schools. For this reason, if the ABC Theater improves the physical facilities, the students from those universities and the schools may become the new customers.
- (2) The ABC Theater is located in the well-known entertainment area. If the ABC Theater develops the advertising, the theater will get more customers.
- (3) At present, people are increasingly interested in watching movie.

*(d) Threats*

- (1) Customer may watch VCD or DVD instead of watching movie because it becomes popular and the price is cheaper than before.
- (2) There are many competitors around the ABC Theater so market share of the ABC may decline.
- (3) Illegal VCD and DVD are very cheap and some movies are sold before being showed on the theater. Income of movies are declined.

Past Performance Analysis

The detail of income and expense of ABC Theater during the year 2003 are shown in Figure 4.13. Therefore, figure 4.14. is shown the profit and loss of ABC Theater.

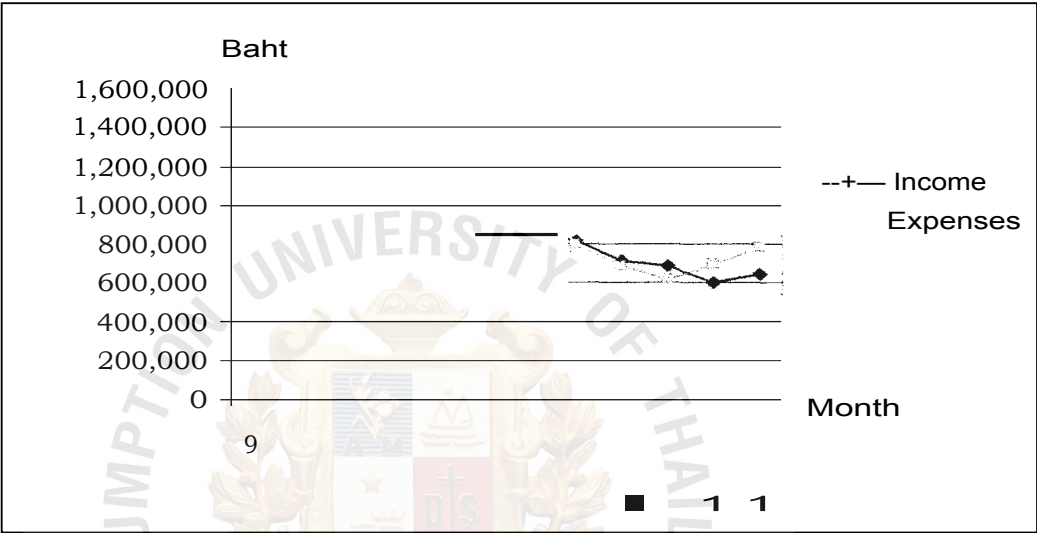


Figure 4.13. Income and Expense of ABC Theater during the Year 2003.

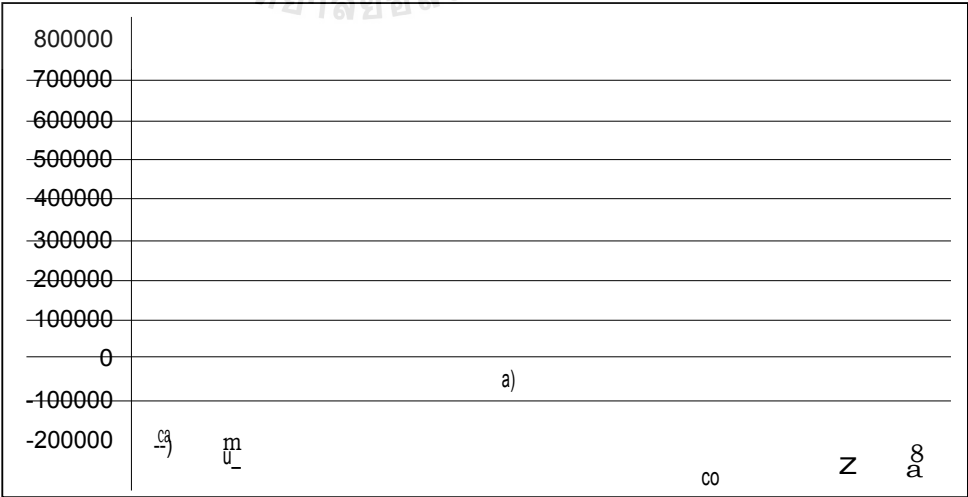


Figure 4.14. Profit and loss of ABC Theater during the Year 2003.



Figure 4.14. shows that the theater has faced a loss situation in the end of year 2003, which caused by many reasons, both by internal and external factors. Problem analysis and developing good strategies will help the company survive in the business, which will be discussed later.

The operation of the ABC Theater divided into 6 operation sections, which are floor, candy bar, box office, projection, office management, and maintenance. The numbers of staffs are as following:

Table 4.2. Number of employee classified by operation section.

Operating Section	No. of Employee
Box Office	3
Candy Bar	2
Floor-Cleaner	3
- Usher	7
Office Management - Manager	1
- Assistant Manager	1
Projection - Projectionist	5
- Maintenance	2

The Theater provides training course at the beginning of work for box office staffs. The training course provides knowledge of how to use the software ticketing system. It takes about 3 days. There is no performance evaluation after training. The staff meeting is organized around 3 times a year, which is not enough. It is too late to recognize the problems and caused company loose big

budget in solving problems. There is no serious evaluation of employee performance at all.

Most of new applicants apply for a job by referrals of current employees. The company finds that many qualified people could be reached at a low cost. Current employees know both the company and the applicants well enough to jeopardize their status with the company by recommending a poor match to the company.

### **4.3 Development of Marketing Strategies**

After completing the situation analysis, the next step is to determine strategic objectives and strategic ideas

#### **4.3.1 Strategic Objectives**

The company has objectives during the next three year as follows:

The year 2005: "To maximize its profit and increase customer's satisfaction"

The year 2006: "To expand movie theaters and customer based"

The year 2007: "To increase market share"

#### **4.3.2 Strategic Ideas**

After analyzing all internal and external factors, the strategic ideas have been developed in order to achieve objectives as follows:

- (a) To improve quality of product and service
- (b) To build good quality of employee
- (c) To increase brand reputation and brand awareness
- (d) To develop promotion strategy in order to increase sale volume
- (e) To increase total capacity of seats
- (f) To expand target customer based
- (g) To build a good relationship with movie distributors

#### 4.4. Development of Marketing Program

The service marketing mix consists of various elements of a marketing program, which need to be considered in order to be successfully implementing the marketing strategy. Within services marketing, as explained in earlier Chapter, the traditional marketing mix (4P' s) expanding into seven elements including product, price, place, promotion, people, processes and physical facility. The methodologies in developing marketing program have already been described in previous Chapter. The results are as following:

##### 4.4.1 Product

"Product" in theater business is "Movie Presentation", which consists of picture, sound, and environment in Movie Theater. The questionnaire survey results are in Appendix B. The summarized of results are described as following items.

##### (1) Customer's Opinion on Category of Movie.

The largest group of respondents is those who like to watch "all categories" (38%), followed by "Foreign film" (37%). The next one is "Thai film" (15%). The rest of the respondents like to watch "Chinese film" (10%).

No.	Category of the Movie	Total	Percentage
1	Thai Film	58	15
2	Foreign Film	149	37
3	Chinese Film	39	10
4	All Categories	154	38
5	Other	0	0
Grand Total		400	100

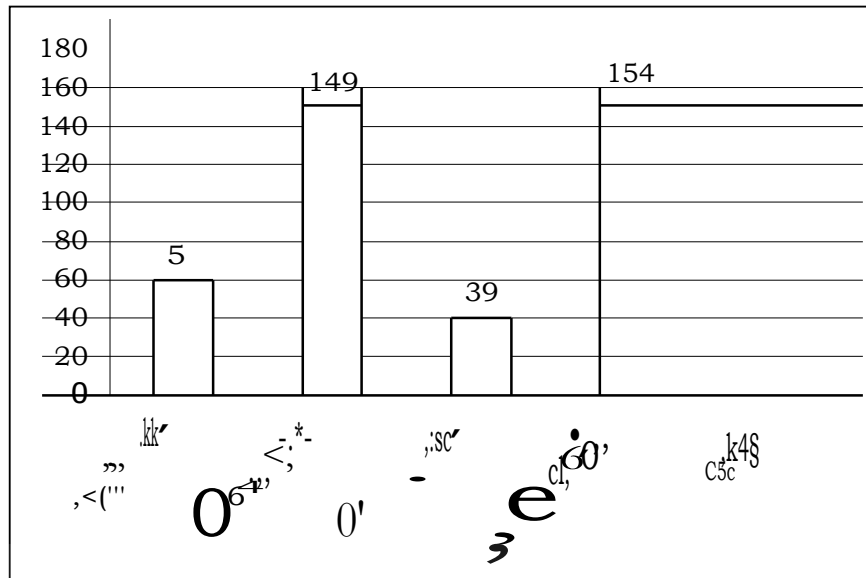


Figure 4.15. Ranking of the Opinion on the Category of Movie.

## (2) Customer's Opinion on the Kind of Movie.

The largest group of respondents is those who like to watch "all kinds of movie" (57%). The second largest group is those who like to watch "Action movie" (15%), followed by "Romantic" (11%) and "Comedy" (6%). The "Horror" (5%), "Cartoon" (4%) and "Drama" (2%) are respectively.

No.	Category of the Movie	Total	Percentage
1	Romantic	44	11
2	Action	59	15
3	Drama	8	2
4	Comedy	24	6
5	Cartoon	15	4
6	Horror	20	5
7	All Kinds	230	57
8	Others	0	0
Grand Total		400	100

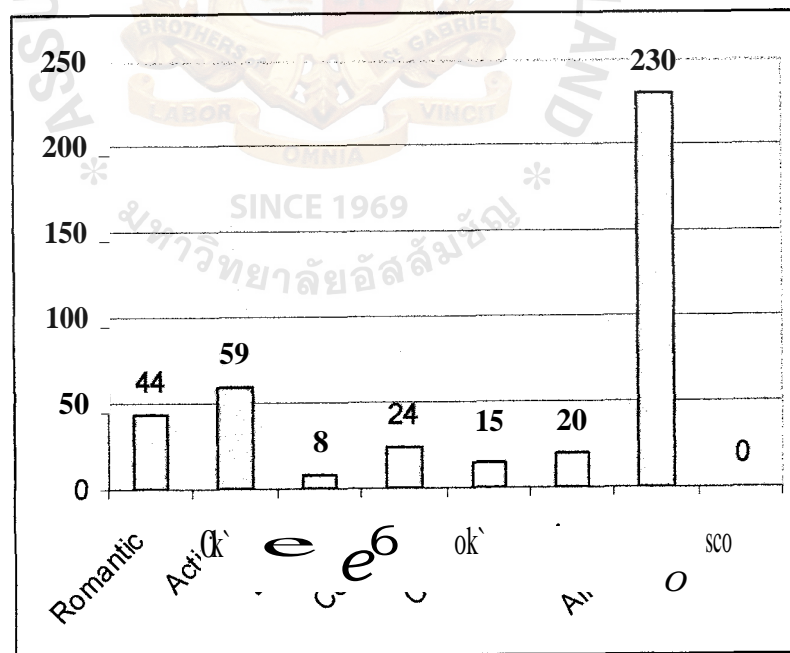


Figure 4.16. Ranking of the opinion on the Kind of Movie.

(3) The Opinion on the Seat of the Movie Theater.

Most respondents agree that the seats of the ABC Theater are "fair" (67%).  
21% are "good" and 6% are "excellent" and "need improvement".

No.	Seat	Total	Percentage
1	Excellent	22	6
2	Good	82	21
3	Fair	271	67
4	Need to improve	25	6
Grand Total		400	100

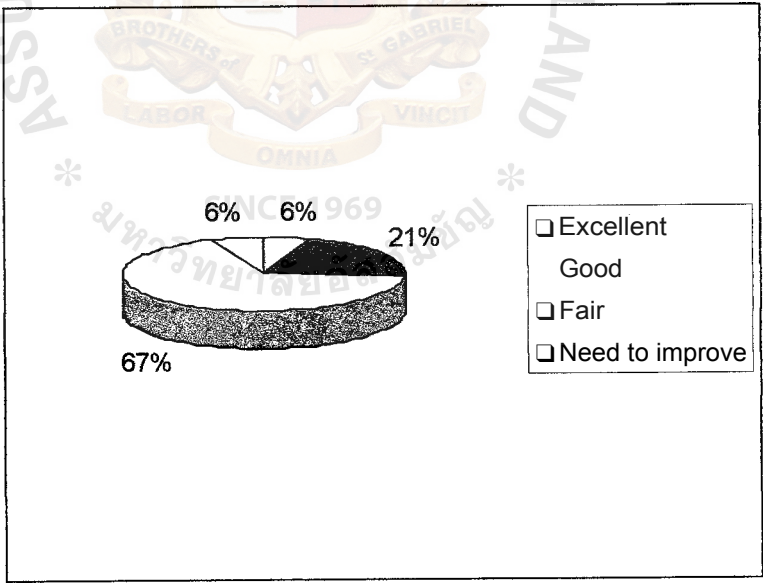


Figure 4.17. Ranking of the Opinion on the Seat.



- (4) The Opinion on the Smell of the Movie Theater. (See the above Figure 4.12).

Most respondents find smell in the ABC Theater is "fair" rate (66%). 29% is "good" and 14% of respondents find some "bad smell".

- (5) The Opinion on the Decoration of the Movie Theater. (See the above Figure 4.10).

Most respondents agree that the decoration inside the ABC Theater is "fair" with 60%. "Need improvement" is 21% and "Good" is 18%. Only 1% is "excellent".

- (6) The Opinion on the Sound Effect of the Movie Theater.

Most respondents' opinion agrees that sound effect of the theater is "good" with 64%. The rest of respondents (30%) think that it is "fair". And "excellent" is 4%, only 2% of respondents think "need improvement".

No.	Sound Effect	Total	Percentage
1 *	Excellent	14	4
2	Good	259	64
3	Fair	120	30
4	Need to improve	7	2
	Grand Total	400	100

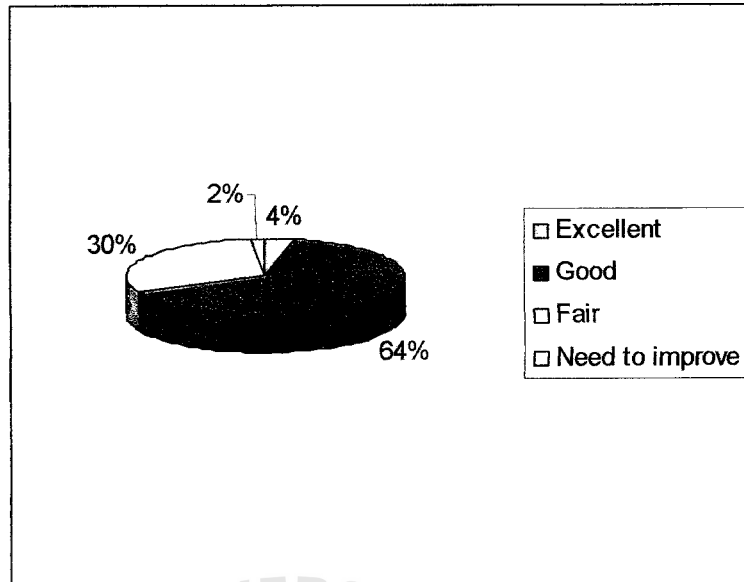


Figure 4.18. Ranking of the Opinion on the Sound Effect.

The Opinion on the Lighting Effect of the Movie Theater.

Most of respondents agree that 78% of lighting Effect is "good" and 20% is "fair". We see customers are satisfied Lighting effect of the ABC Theater. "Excellent" is 2% and "need improvement" is only one respondent's answer.

No.	Lighting Effect	Total	Percentage
1	Excellent	9	2
2	Good	310	78
3	Fair	80	20
4	Need to improve	1	0
Grand Total		400	100

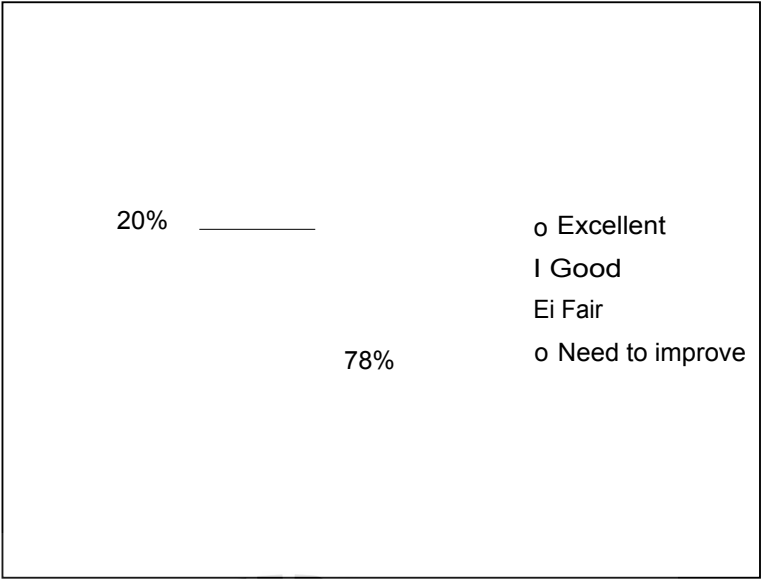


Figure 4.19. Ranking of the Opinion on the Lighting Effect.

(8) The Opinion on the Air Condition System of the Movie Theater.

Most respondents agree that Air condition system is "fair" (64%). Some of respondents agree that it is "good" (19%). And some say it needs to be improved (16%) followed by "excellent" (1%).

No.	Air Condition System	Total	Percentage
1	Excellent	3	1
2	Good	77	19
3	Fair	256	64
4	Need to improve	64	16
Grand Total		400	100

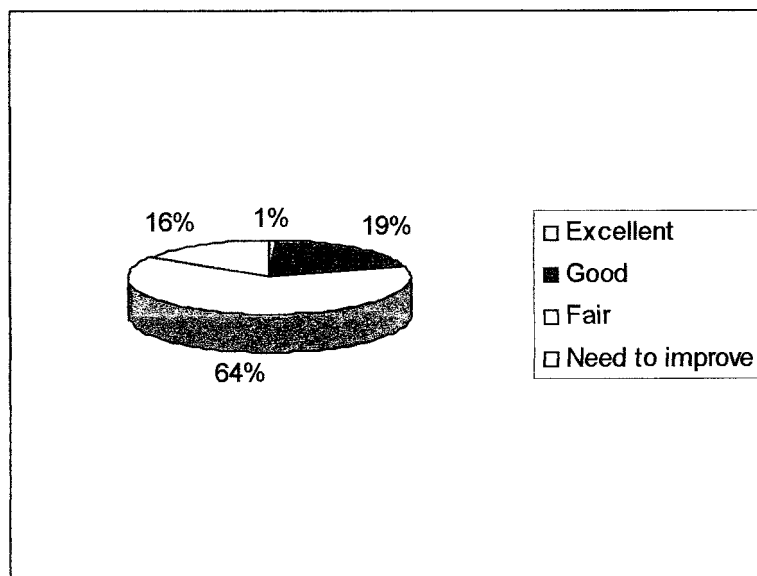


Figure 4.20. Ranking of the Opinion on the Air Condition System.

The Opinion on the Cleanness of the Movie Theater.

Most respondent agree that cleanness of the movie theater is only fair (44%), followed by "need improvement" (30%), and good is 25%. The last one is "excellent" (1%).

No.	Cleanness	Total	Percentage
1	Excellent	2	1
2	Good	98	25
3	Fair	180	44
4	Need to improve	120	30
Grand Total		400	100

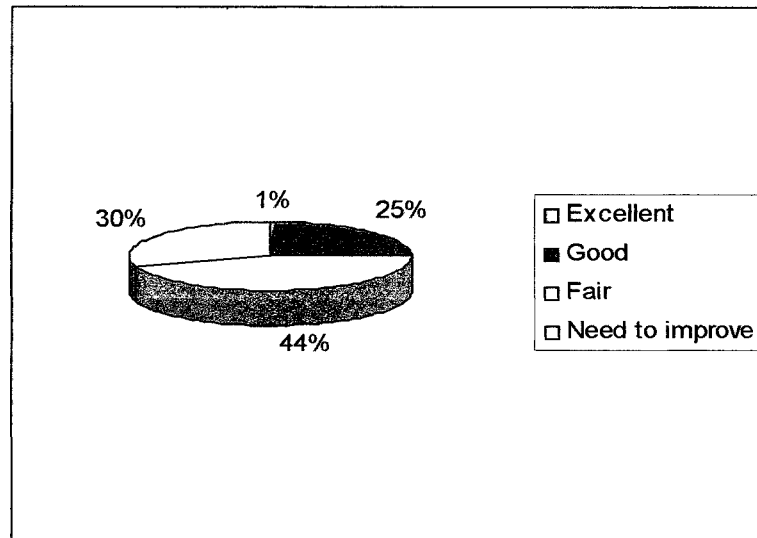


Figure 4.21. Ranking of the Opinion on the Cleanness.

#### Conclusion on Product Strategy

According to questionnaire survey results and its analysis, most customers of ABC Theater seem to like all categories and all kinds of movie especially Action's foreign film. However, some customers state that the ABC Theater should improve the seats, smell, air condition system and decoration. We suggest to improve quality of product by renovate auditorium and improve all environment in auditorium as following:

- (a) Rearrange the seat plan and increase aisle distance.
- (b) Add more special sofa for couple.
- (c) Check and fix damaged seat.
- (d) Clean seat and theater area.
- (e) Install effective air cleaner.
- (f) Check air conditioning system for reducing noise.
- (g) Redecorate interior with modern style.

#### 4.2.2 Price

In this case study, the prices that we concern are the price of movie ticket and the price of food & beverage compared with other movie theaters. The opinion on the price of the ABC Theater, which is collected from questionnaire survey.

(1) The Opinion on the Price of Movie Ticket 100 Baht. (Compare to other Theaters).

Most respondents think that the movie's ticket price is quite "appropriate" for the theater (87%), "too expensive" is only 8% and some of them (5%) say "too cheaper".

No.	Price of Movie's Ticket	Total	Percentage
1	Too Cheaper	20	5
2	Appropriate	349	87
3	Too Expensive	31	8
Grand Total		400	100

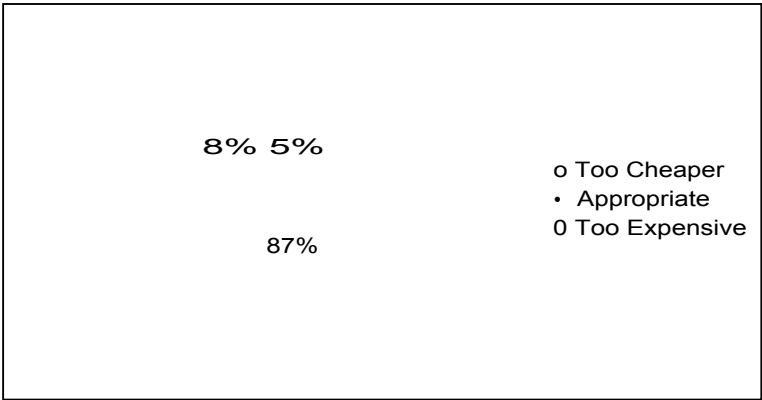


Figure 4.22. Ranking of the Opinion on the Price of Movie Ticket.

(2) The Opinion on the Price of Food and Beverage.

Most respondents thought that the price of food & beverage is "appropriate" at 87%. Some of them (11%) think it's "too expensive" and 2% of them think it's "too cheaper".

Price of Food and			
No.	Beverage	Total	Percentage
1	Too Cheaper	9	2
2	Appropriate	346	87
3	Too Expensive	45	11
Grand Total		400	100

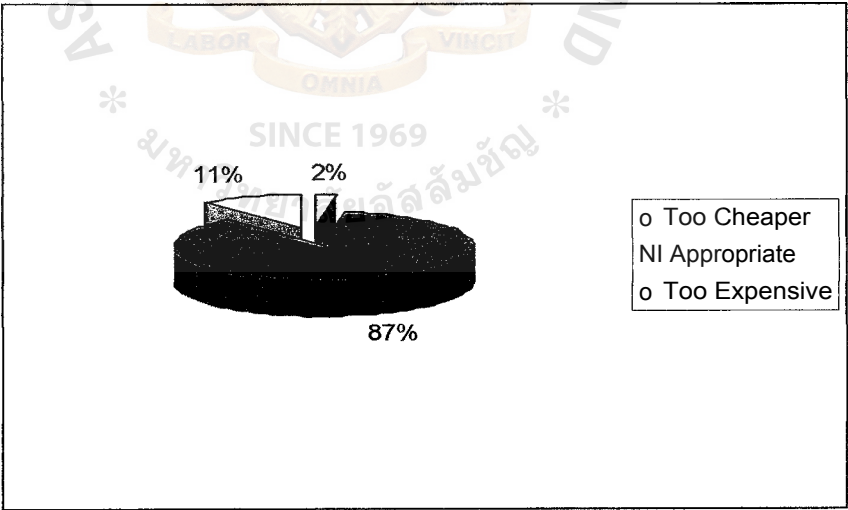


Figure 4.23. Ranking of the Opinion on Food and Beverage.



### Conclusion on Pricing Strategy

- (a) The movie ticket prices of ABC Theater are cheaper than competitors, so it is the strength of ABC Theater. The movie ticket price should not be increased.
- (b) Most food & beverage's prices remain the same but revise some items to be more attractive. And it should be provided with more choices of products.
- (c) Develop pricing strategy by using promotion. (See the details in promotion section).

### 4.4.3 Place

#### (1) The Opinion on the Location of the Movie Theater.

Most respondents agree that the ABC Theater is located in good area in Bangkok (51%). Some of them think it is excellent location (24%). 25% of respondents think it is fair. The need to improve the location is 0%.

No.	Location	Total	Percentage
1 *	Excellent	96	24
2	Good	203	51
3	Fair	100	25
4	Need to improve	1	0
Grand Total		400	100

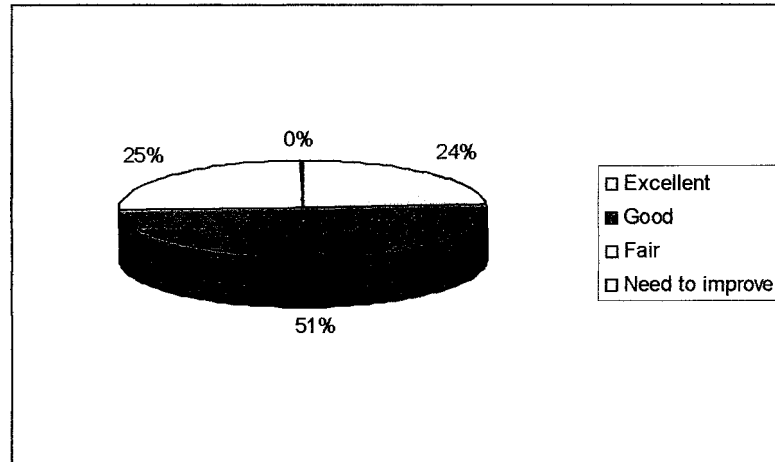


Figure 4.24. Ranking of the Opinion on the Location.

(2) The Opinion on the Significant Order of Customer Requirement's Theater Type.

The first largest group of the respondents prefers "the modern movie" in type 1 such as having comfortable seats, having very professional sound system and etc. (177 respondents). The second largest group prefers "the movie theater that customers usually attend" (120 respondents) in type 5. The third largest group of the respondents prefers "the economic movie theater" in type 6 (119 respondents). The forth largest group of respondents prefers "the famous movie theater" in type 3 (111 respondents). The fifth largest group of the respondents prefers type 4 "the movie located in the department store" (124 respondents). And the last one prefers "the movie theater that is closest to customer's location" in type 2 (127 respondents).

Type 1 Choose the modern movie theater for example, having the comfortable seats, having very professional sound system and etc.

Type 2 Choose the movie theater that is closest to your location.

Type 3 Choose the famous movie theater.

Type 4 Choose the movie theater located in the department store

Type 5 Choose the movie theater that you usually attend.

Type 6 Choose the economic movie theater

—Others, please specify .....

		1st	2nd	3rd	4th	5th	6th
No.	Theater Type	Rank	Rank	Rank	Rank	Rank	Rank
1	Type 1	177	91	44	43	31	14
2	Type 2	11	35	55	100	72	127
3	Type 3	85	76	78	111	39	11
4	Type 4	21	44	97	104	124	10
5	Type 5	66	120	103	51	38	22
6	Type 6	42	71	119	68	56	44

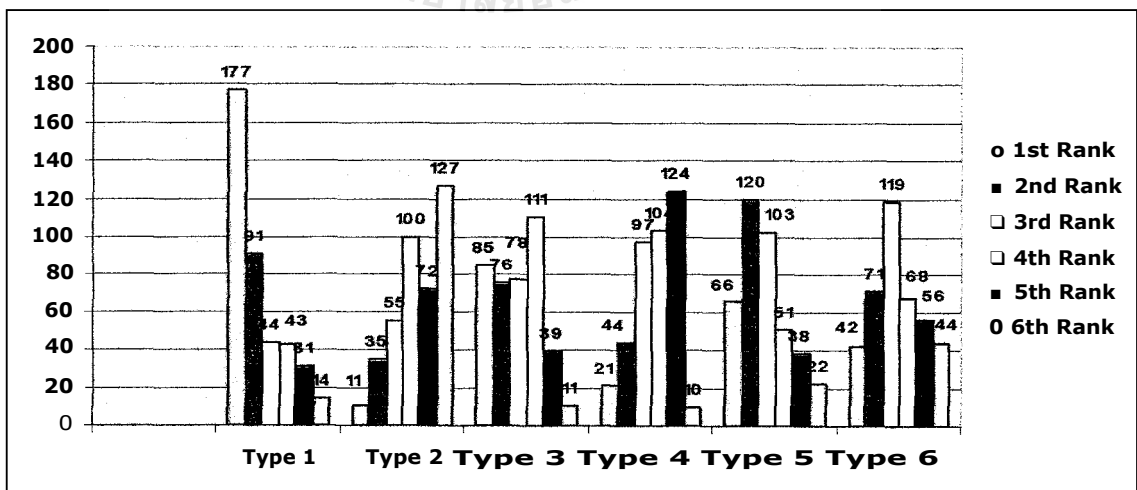


Figure 4.25. Ranking of the Opinion on Significant Requirement's Theater Type.

## Conclusion on Place strategy

The ABC Theater is in the center of the city and easy to arrive there. It is the good location. We suggest to check the entry and exit that they should be convenient on transportation, and provide more information to customer such as providing directory signpost, elevator, escalator, and bus stop and providing now showing nameplate at the spot place.

### 4.4.4 Promotion

The results of questionnaire survey on promotion, the summarized results are shown as following:

#### (1) The Opinion on the Members' Privilege of the Movie Theater.

The most respondents are "interested" in members' privilege of the movie theater with 83%. Some of them have "no comment" (13%). And they are "not interested" only 4%.

No.	Members' Privilege	Total	Percentage
1	Very Interesting	334	83
2	No Comment	52	13
3	Not Interesting	14	4
Grand Total		400	100

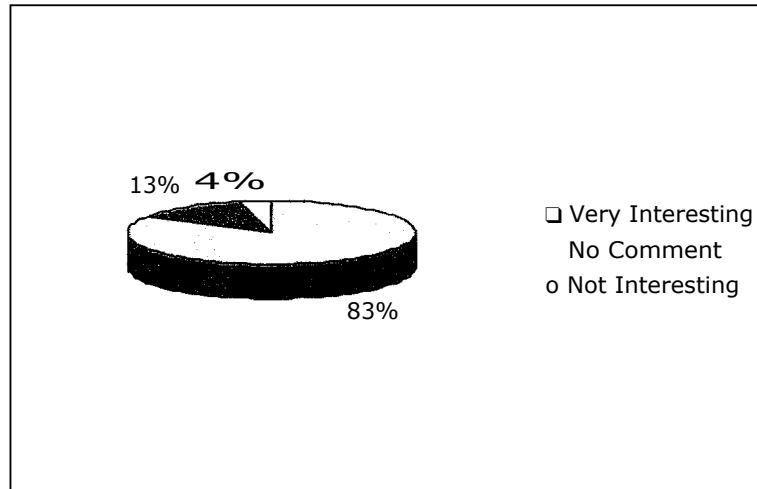


Figure 4.26. Ranking of the Opinion on the Member's Privilege of the Theater.

(2) The Opinion on the Significant Order of Customer Requirement on Promotions.

Promotion 1, "member card that can reduce the price of movie ticket" is the highest score (218 respondents). The second is "Special price of movie ticket for children, seniors and students" in promotion 3 (156 respondents). The third is "Special price of movie ticket business days and time (Mon.-Fri, 10.00-15.00)" in promotion 4 (151 respondents). The forth is "Benefit of ticket to buy soft drink and popcorn in discounted price" in promotion 2 (127 respondents). And the last significant order is "Collect the watching time for getting free movie ticket" in promotion 5 (144 respondents). There is no any other opinions that customer recommended.

Promotion 1      Member card that can reduce the price of movie ticket.

Promotion 2      Benefit of ticket to buy soft drink and popcorn in discounted price.

- Promotion 3      Special price of movie ticket for children, seniors and students.
- Promotion 4      Special price of movie ticket business days and time. (Mon.-Fri, 10.00-15.00).
- Promotion 5      Collect the watching time for getting free movie ticket.
- \_\_\_\_Others, please specify .....

No.	Promotion	1st Rank	2nd Rank	3rd Rank	4th Rank	5th Rank
1	Promotion 1	218	125	33	16	8
2	Promotion 2	72	55	120	127	21
3	Promotion 3	84	156	121	25	14
4	Promotion 4	82	122	151	30	15
5	Promotion 5	7	48	90	111	144

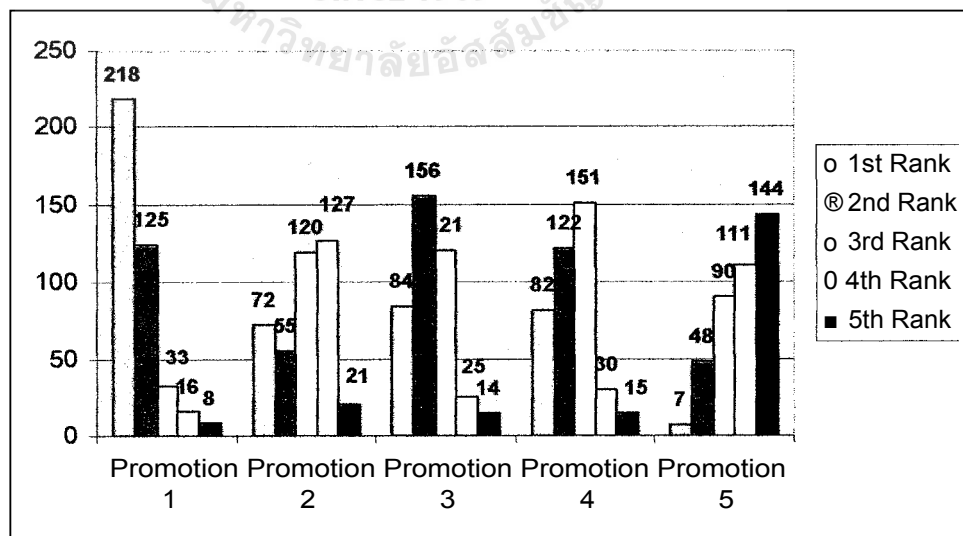


Figure 4.27. Ranking of the opinion on the Significant Requirement of Promotion.

## Conclusion on Promotion Strategy

In order to develop promotion strategy in order to increase sale volume, the theater should develop marketing activities in order to increase transaction (both ticket sale and food & beverage bar). We suggest to launch the promotion activities as following:

- (a) Night movie lover activity is for increasing the sale volume at nighttime.
- (b) Valentine's love voucher activity is attracting couple customer.
- (c) Discount card is to attract customer and return on service.
- (d) Amazing summer activity is to attract family and students during the end of semester.
- (e) Promote movie and co-activity with movie distributors such as buying ticket movie at the theater, get free premium gift set or free photo sticker.
- (f) Remind the brand awareness with radio spot or merit activity-bidding for children.

### 4.4.5 People

Human resource is the key factor in running the business. Therefore, the company should evaluate employee's performance because it directly effects on the service. The customers' opinions on staffs are described as following items.

#### (1) The Opinion on the Staffs' Dressing and Personality.

Most of respondents find that the staffs' dressing and personality are "good" (50%) followed by "fair" attitude at 44 %. "Excellent" is 4% of the respondents and the last 2% is "need improvement".



Dressing and			
No.	Personality	Total	Percentage
1	Excellent	19	4
2	Good	212	50
3	Fair	185	44
4	Need to Improve	8	2
Grand Total		400	100

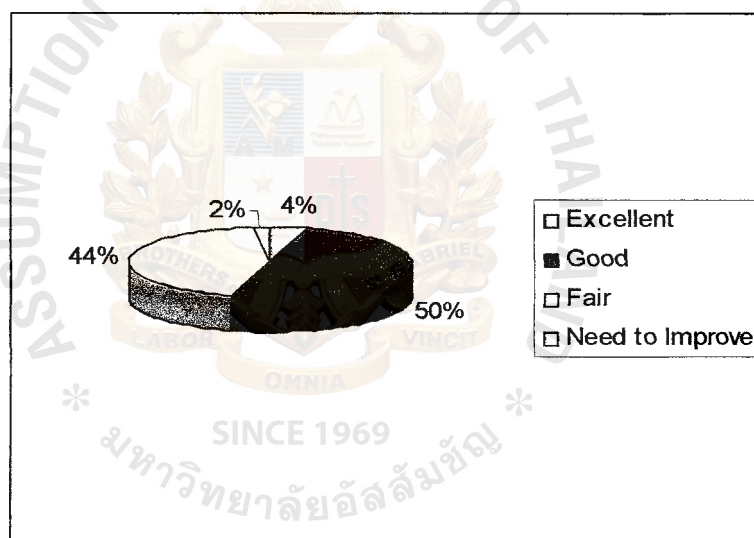


Figure 4.28. Ranking of the Opinion on the Staffs' Dressing and Attitude.

(2) The Opinion on the Staffs' Courtesy.

Most of respondents think staffs' courtesy is "good" by 48% and followed by "fair" (44%). The "excellent" is 7% and "need improvement" is only 1%

No.	Courtesy	Total	Percentage
1	Excellent	26	7
2	Good	193	48
3	Fair	177	44
4	Need to Improve	4	1
Grand Total		400	100

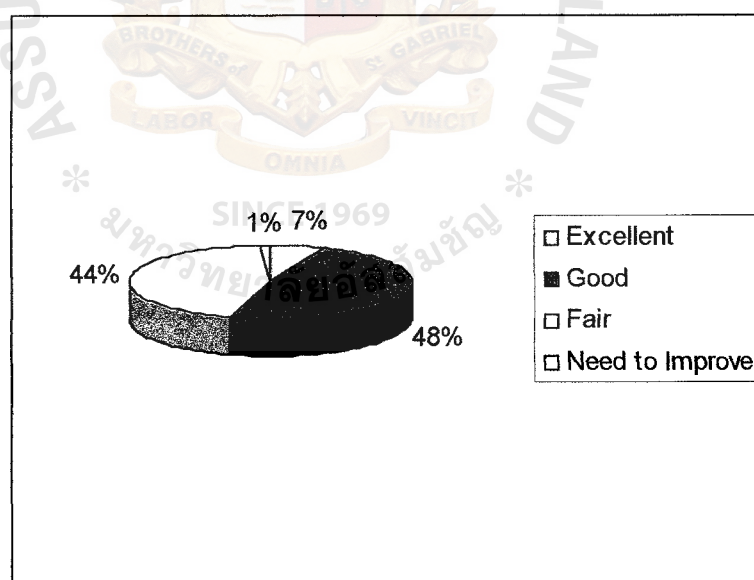


Figure 4.29. Ranking of the Opinion on the Staffs' Courtesy.

(<sup>3</sup>) The Opinion on the Staffs' Attention and Treat.

Most of respondents agree that staffs' attention and treat is only in "fair" (52%). "Good" attitude is 37% followed by "excellent" at 6%. The "need improvement" is 5%.

No.	Attention and Treat	Total	Percentage
1	Excellent	22	6
2	Good	146	37
3	Fair	213	52
4	Need to Improve	19	5
Grand Total		400	100

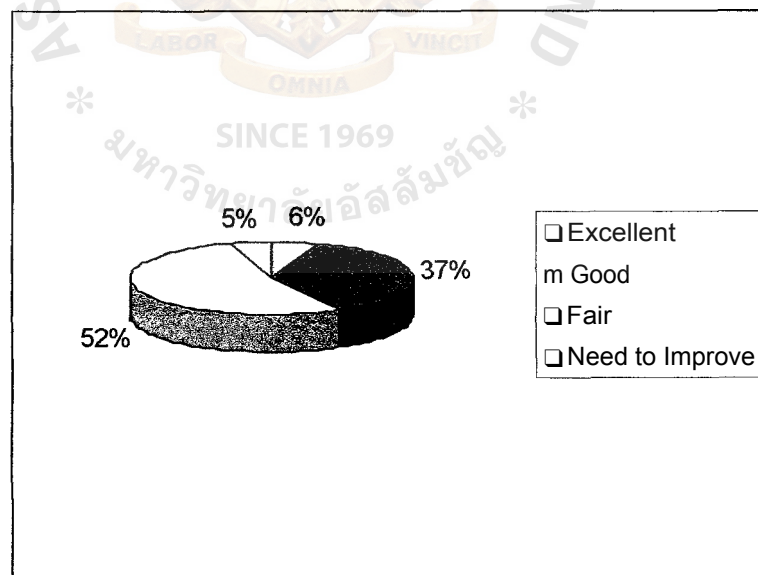


Figure 4.30. Ranking of the Opinion on the Staffs' Attention and Treat.

(4) The Opinion on the Staffs' Giving Information.

Most of respondent think staffs' giving information is "good" (51%) followed by "fair" (47%). The "excellent" attitude is 2% and no "need improvement" is 0%.

No.	Giving Information	Total	Percentage
1	Excellent	7	2
2	Good	204	51
3	Fair	188	47
4	Need to Improve	1	0
Grand Total		400	100

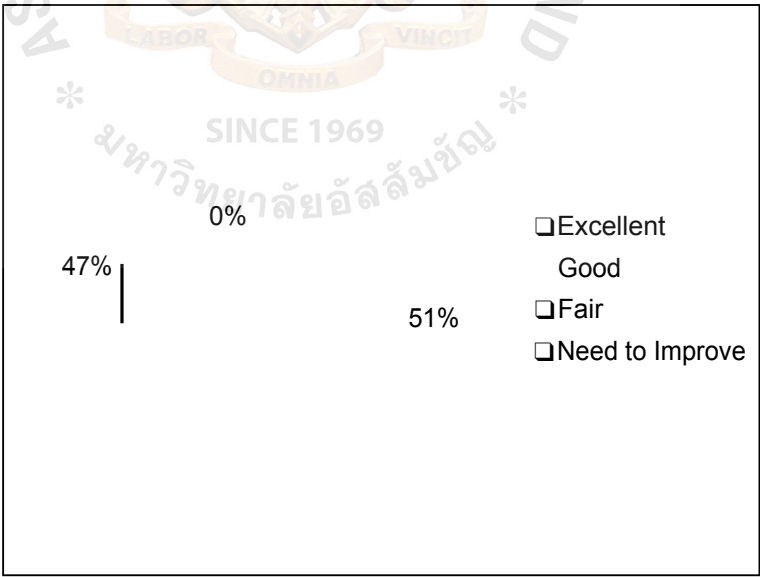


Figure 4.31. Ranking of the Opinion on the Staffs' Giving Information.

## Conclusion on People Strategy

The theater should increase employee skills, service mind and management should get closer to employee in order to know the problems and find the solution. We recommend the strategy as following:

- (a) Weekly staff meeting.
- (b) Seminar at least 2 times a year.
- (c) Software training.
- (d) Projectionist training.
- (e) Promote and encourage employee such increase more salary or bonus.
- (f) Evaluate employee performance at the end of the year.

### 4.4.6 Process

- (1) The Opinion on the Time Consuming of Purchasing Ticket. (See the above figure 4.9).

Most respondents thought that time consuming for purchasing the movie ticket was "appropriate" (50%) and "convenience" was up to 47%. "Very time consuming" was only 3%.

- (2) The Customer's Opinion on the Activity before entering the Movie Theater.

The most activity that customers do before entering the movie theater, was "having a meal" (45%). The second activity was "waiting in Front of the Theater" (20%). The third activity was "hanging out in the Department Store" (17%). The forth customer likes to "play games". The other opinion (6%), they like to go book store, buy some product at supermarket, and have a coffee and tea.

Activity before Entering the			
No.	Theater	Total	Percentage
1	Waiting in Front of the Theater	82	20
2	Hanging Out in the Department Store.	66	17
3	Having a Meal.	182	45
4	Playing Games	46	12
5	Others	24	6
Grand Total		400	100

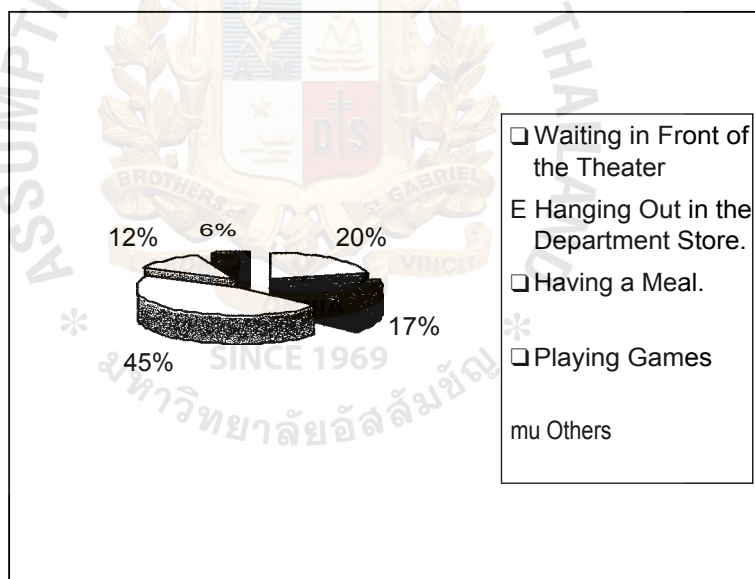


Figure 4.32. Ranking of Opinion on the Activity before Entering the Theater.

(3) The Customer's Opinion on Watching Movies' Teasers and Advertisements.

Several movie previews are preferred (69%). Some respondents have no comment (22%). The rest of them are not interested in watching movies' teasers and advertisement (9%).

Opinion on Movies' Teaser and

No.	Advertisement	Total	Percentage
1	Several movie previews are preferred	279	69
2	No Comment	87	22
3	Not Interesting and Taking Too Much Time	34	9
Grand Total		400	100

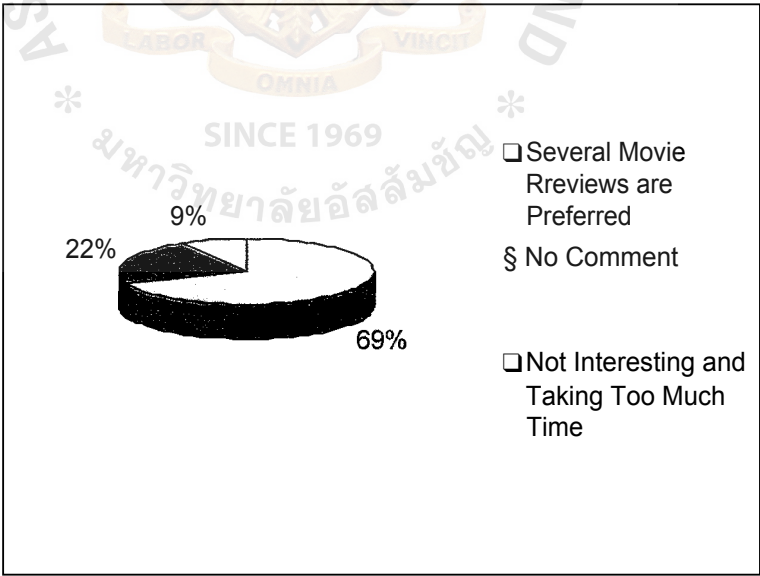


Figure 4.33. Ranking of the Opinion on Watching Movies' Advertisement.



(4) The Opinion on the Ticket Booking System of the Movie Theater.

Most of respondents agreed that the ticket booking system of the movie theater is fair (47%) and good (31%) followed by need improvement (21%). Excellent is only 1%.

No.	Ticket Movie System	Total	Percentage
1	Excellent	3	1
2	Good	124	31
3	Fair	188	47
4	Need to improve	85	21
Grand Total		400	100

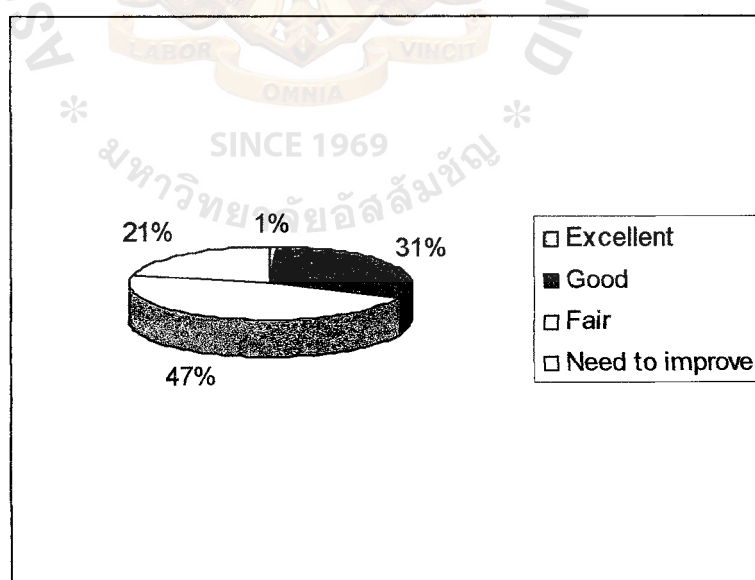


Figure 4.34. Ranking of the Opinion on the Ticket Booking System.

## Conclusion on Process Strategy

The process is very important to customer's satisfaction. As you can see from the questionnaire result, customer is convenient to buy the movie ticket. So we develop some strategy to process as following:

- (a) Promote the outstanding of the movie theater on movies' advertisement.
- (b) Provide automatic ticket booking system effectively.

### 4.4.7 Physical Facilities

All environment around theaters effect customer impression. Therefore, the company must know customer's needs in order to reach customer satisfaction. The customer opinions on all physical facilities are described following:

- (1) The Opinion on the Parking lots of the Movie Theater.

Most respondents thought that car parking is "good" (50%), "fair" is 40%.

The "excellent" and "need improvement" are equal (5%).

No.	Location	Total	Percentage
1	Excellent	18	5
2	Good	202	50
3	Fair	159	40
4	Need to improve	21	5
Grand Total		400	100

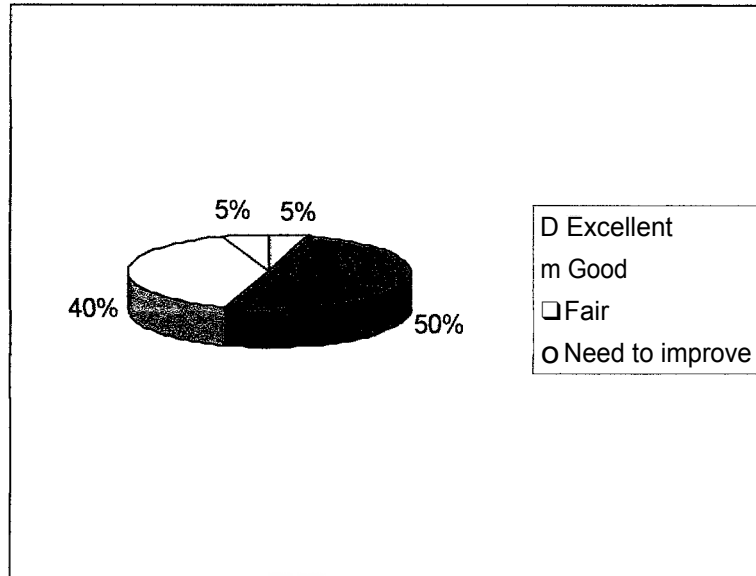


Figure 4.35. Ranking of the Opinion on the Parking lots.

- (2) The Opinion on the Restroom of the Movie Theater. (See the above Figure 4.11).

Most respondents agree that the restroom "needs to be improved" (60%), followed by "fair" (35%). "Good" attitude is only 5% and had no "excellent" attitude.

- (3) The Opinion on the Food and Beverage Store of the Movie Theater.

Most of respondents agree that food and beverage store is "fair" (56%), followed by "good" (28%). And "need improvement" is 16%. The "excellent" attitude has only one respondent.

Food and Beverage			
No.	Stores	Total	Percentage
1	Excellent	1	0
2	Good	112	28
3	Fair	223	56
4	Need to improve	64	16
Grand Total		400	100

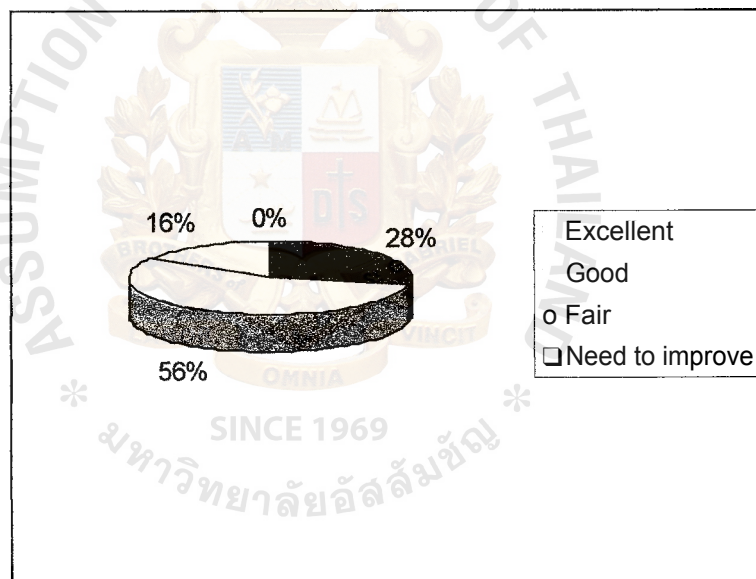


Figure 4.36. Ranking of the Opinion on the Food and Beverage Stores.

#### (4) The Opinion on the Box Office of the Movie Theater.

Most respondents think box office is "good" (50%) and "fair" is 41%. "Need improvement" is only 3% and the rest of respondents think it is "excellent" (1%).

No.	Box Office	Total	Percentage
1	Excellent	4	1
2	Good	221	50
3	Fair	163	41
4	Need to improve	12	3
Grand Total		400	100

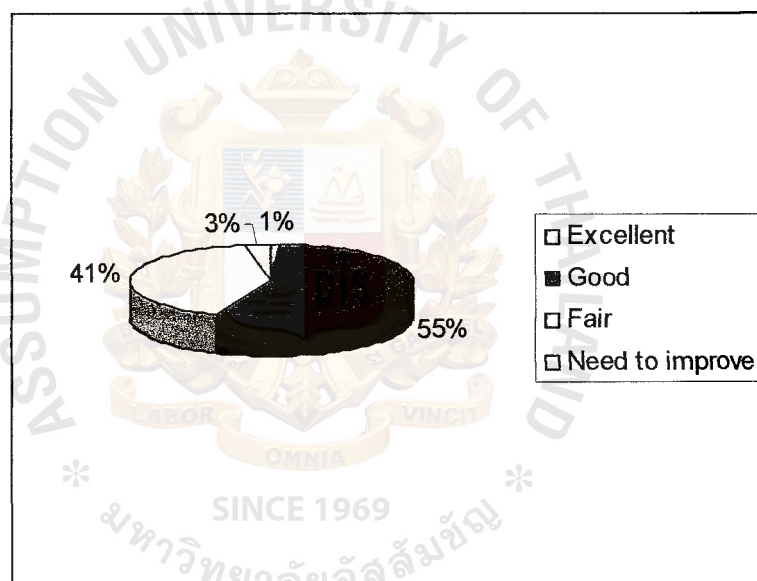


Figure 4.37. Ranking of the Opinion on the Box Office.

#### Conclusion on Physical Facilities Strategy

To provide physical facilities in order to serve customer's needs. We develop physical facilities as following:

- Provide more waiting benches around the areas.
- Provide more jukeboxes and touch screen game.

- (c) Install air filter in the restroom.
- (d) Check and clean the restroom that often.
- (e) Provide some area for motorcycle parking.
- (f) Construct the new restroom for customer capacity.
- (g) Redecorate food & beverage bar.

#### **4.5 Evaluation**

According to the survey, the target customers of ABC Theater are those who are 18-25 years. Most of them are office employees and student with income 10,001 to 20,000 Baht and come to see movies once a month. There are two competitors around the location. Then, the company's external competitive environment has identified, opportunities and threats, and also analyzes customer and current market situation. Company would target the right customers. Not necessarily the easiest attracts most profitable in the short term, but those likely to do business with the customer over time. Finding loyal customers requires taking a look at the customer segments to which a company can deliver superior value. Once a company has identified the customer it should retain them in terms of business.

Then, the company's internal operating environment has been analyzed in order to identify the company's strengths and weaknesses, to examine each of the value creation functions of the company's strengths and weaknesses, to examine each of the value creation functions of the company, and identify the functions in which the company is currently strong and weak. The ABC Theater has cheaper movie ticket price than competitors, and located at the convenient transportation, which are the strengths. Weak points are poor decoration, cleanness, poor restroom and bad smell. The company should determine to achieve the goals. Sometime, the mission and goals are stated explicitly in the case. On the other hand, the company has to infer them from available

information. The information that needs to be collected to find out the company's corporate strategy includes such factors as its line of business and the nature of its subsidiaries and acquisitions. The company's objective for the year 2005, is to maximize its profit and increase customer's satisfaction, the year 2006, is to expand movie theaters and customer based, and in the year 2007, is to increase market share.

After analyzing all collection data, next step is to develop marketing strategies. A clear strategy ensures that the company's efforts are all channeled, not only the same direction but down the same path. This presents the board marketing approach that will be used to meet the plan's objective. Strategy selection is the process of selecting methods or strategies, that when properly executed, will lead to the accomplishment of particular strategic objectives. Once the plans have been implemented the task of management is to control the use of resources such as comparing actual sales against the budget, compare actual marketing costs against budgeted expenditure levels and against actual sales and so on.

From the case study of ABC Theater, the briefly implementation procedures of marketing plan are

- (a) Converting strategic plans into actions.
- (b) Allocating responsibilities and giving authority to individual managers to use resources for example spend sufficient money to allocate them to achieve their individual targets.
- (c) Establishing checkpoints to monitor activities.
- (d) Exerting pressure for control action where necessary, to ensure that thing get done according to the aims of the plan.
- (e) Modifying the plan in the light of changing circumstances.



The task of analyzing the company's external and internal environment rather than selecting an appropriate strategy is normally referred to as strategy formulation. In contrast, strategy implementation typically, involves designing appropriate organizational structures and control systems to put the company's chosen strategy into action. To achieve superior customer responsiveness, a company needs to give customers what they want when they want it. It must ensure a strong customer focus, which can be attained through leadership; training employees to think like customers' bring customers into the company by means of superior market research; and responding quickly to customer demands.

#### **4.6 Discussion**

To be successful, it is not only concern about competitors and marketing strategies, but it must also implement those strategies effectively. According to the study, we will discuss all general ideas, problems faced during the research and future plans.

##### **4.6.1 General Idea**

The marketing mix is the company overall offer to the customer. The basic marketing mix can be expressed in 4P's, which are product, price, place and promotion. In this research, the marketing of services presents particular problems given characteristics such as:

- (a) *Intangibility* — Service cannot be touched or stocked.
- (b) *Inseparability* — Production, consumption, and distribution are simultaneous.
- (c) *Variability* — Quality is variable and customers tend to use price as an indicator of quality.
- (d) *Perceived Risk* — Customers are less easily convinced of reliability than with a tangible product.

To address the special difficulties of services marketing, 3 P's more can be added to the marketing mix, which are people, physical facility, and process. That's why this research identifies marketing mix as 7P's.

The case study of this research is about medium-sized movie theater, which represents servicing business. The development of the theater business is developed continuously from freestanding theaters to smaller theaters located in department stores. At present, there are many kinds of theaters, including multiplex, Cineplex, and simulators. As for source of income of the theater business, it is mostly concentrated in Bangkok and vicinity. About sixty percent of people in that area mostly appreciate foreign movies, whereas Thai and Chinese movies are quoted at 40 percent. Thai and Chinese trends are increasing.

The trends of movies theater business will changes. The focus will be on the quality of the movies screened, in term of fun, themes and thrills. Modern technologies, especially those concerning light and sound system, will remain major keys in promoting theater complexes. Moviegoers will increasingly favor wider seats. However, it is important that the layout of the theaters remains both sage and comfortable. Seat and aisle arrangements must comply with the latest legislation, and emphasize convenience and cleanliness. Parking areas should be safer and more convenient, as packed and unsafe parking areas drive away prospective viewers. Given the huge number of cinemas, customers can easily decide in favour of another cinema if the car park does not first meet their requirement.

A cut in the import tariffs on foreign films has stimulated distributors to imports a lot of high quality foreign films to support the movie theater business, while the local film industry has already been upgraded through the government's supporting policies of the film industry plus a tariff cut on non-printed negative film. These incentives have

greatly induced numerous new entries into the business, which in turn has made the business more competitive. Improvements have seen the introduction of modern light and sound technology as well as computerized ticketing systems.

#### 4.6.2 Problems Faced during Research

The problems faced during the research can be data. Opinion and marketing research is the function, which links the customers to the business, and offers products or service through information. This research is concerned on data of questionnaire survey and personal interview, which imply a direct face-to-face conversation. It would create personal bias, some customers have negative thinking, while some are really positive. From the survey, at the beginning, most customers pay no attention to fill in questionnaire. Some quickly answer.

According to the research, there are only two methods of collecting data, which are questionnaire survey, and interviews. Most customers want to use less time in doing questionnaire or interviews. The advantages and disadvantages of the methods are according to Churchill (1996)

(a) Questionnaire survey — used when need quick and or easily get lots of information from people in a non threatening way.

##### Advantages

- (1) Can complete anonymously.
- (2) Easy to compare and analyze.
- (3) Administer to many people.
- (4) Can get lot of data.
- (5) Many sample questionnaires are already existed.

#### Disadvantages

- (1) Might not get careful feedback.
- (2) Wording can be bias in customer's responses.
- (3) Impersonal.
- (4) Surveys need sampling expert.
- (5) Doesn't get full story.

(b) Interviews — used when want to fully understand someone's impressions or experiences, or learn more about their answer to questionnaires.

#### Advantages

- (1) Get full range and depth of information.
- (2) Develop relationship with customers
- (3) Can be flexible with customer.

#### Disadvantage

- (1) Can take much time.
- (2) Can be hard to analyze and compare.
- (3) Can be costly.
- (4) Interviewer can be bias in customer's responses.

#### 4.6.3 Future Plan

Objectives must first be set for future plans. In this case, the objective is to increase sale volume. To achieve the objective, the future plans will be described as follows:

##### (a) Product

The company should continue to improve the quality of the theater and all facilities.

(b) Price

The company should plan to increase the price of movie tickets up to 120 baht. Before increasing the price, the company must do the marketing research and analysis both internal and external.

(c) Place

The company should plans to expand the theater to another location. However, the market research and feasibility study must be developed.

(d) Promotion

The company plans to expand customer based especially family group, and also plans the marketing activities to support target group.

(e) People

The company should motivate and improve team morale as the strategies as following:

*Build self-respect:* Build self-respect through positive reinforcement. They can also provide a sense of satisfaction that creates the initiative to try new ideas and take larger risks.

*Create clear expectation:* Employees deserve to have a clear understanding of what behaviors and outcomes are expected from them.

*Show respect:* Manager should allow employees to think by themselves, give attitude to solve the problems in a manner they believe that it will succeed, create additionally commitment to make the resolution work.

*Reward employees with what they want:* People are different reward and recognition.

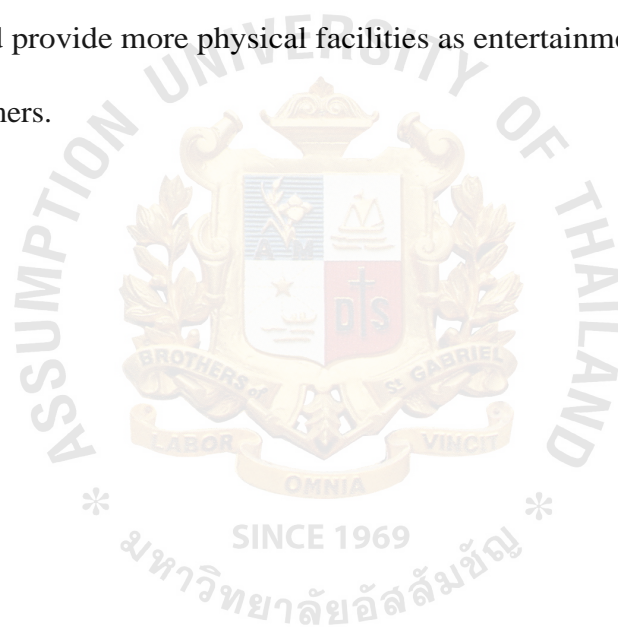
*Implement customer relation management (CRA/I).*

(0) Process

Since the company improves employee's performance, the processes for watching movie are another item that would be concerned in order to increase quality of service and number of customers. The company may plan to implement auto self-service method. These can reduce the company payroll significantly, increase customer satisfaction, diminish long lines, and so on.

(g) Physical Facilities

The company plans to improve some weak point such as restroom. ABC Theater should provide more physical facilities as entertainment complex to attract more customers.



## **V. CONCLUSION AND RECOMMENDATIONS**

### **5.1 Conclusion**

In the fast growing world of business, some companies succeed while others fail. The strategies which a company should pursue, are major impact on its performance relative to its peers. A strategy is an action a company takes to attain on or more of its goals. The company has taken various actions that are consistent with maximizing the value of its service. This research identifies and describes the pros and cons of the various strategies a company can peruse. Many of these strategies can apply to all service business. The aim is to give an understanding of the analytical techniques and skills necessary to identify and successfully exploit strategies.

The research is medium-sized movie theater, ABC Theater, as a case study. The details of research methodology have been described in Chapter 3. The first step is to analyze the company's history, development, and growth. A convenient way is to investigate the company's past strategy and structure affecting in the present. It is to chart the critical incidents in its history that is, the events which are the most unusual or the most essential for its current development in the company. The ABC Theater faces the loss, which is the chronological problem.

Market research begins with studying the current situation, selecting a research method, collecting data both primary and secondary, analyzing the data and preparing a report. Research methods are primary and secondary. The primary methods are observation, surveys, focus groups, and experimentation. The secondary methods are census data, and other data collections.

In marketing strategy, some strategic planning may be failed if executives do not plan for uncertainty and because ivory tower planners lose touch with operating



realities. In spite of systematic planning, companies may adopt poor strategies if their decision-making processes are vulnerable to groupthink and if individual cognitive biases are allowed to intrude into the decision-making process. Performance appraisals are the most critical step in the strategic planning phase. It involves linking and aligning managerial priority outcomes and performance appraisals to the strategies for which the manager is responsible for implementing. The focus of the managers is important to later aligning the focus of the company's employees. Measurement is developed for each strategy. These measurements will serve as guiding point to ensure the implementation of the strategy started and to remain on track. The four basic categories of measurement are financial, customer (end user), internal process, and staff training. By general rule, measurements should include both lead measures, adopted before the strategy is implemented and lag measure adopted after the strategy is implemented.

## 5.2 Recommendations

While the strategic plan is being implemented, the focus of management becomes ensuring quality throughout the process. There are five main steps to ensuring quality.

- (1) The first step is to conduct periodic strategic risk updates. This involves analyzing what does or could slow process, quantifying the seriousness of those risks and mitigating them. This process should also be viewed from a positive perspective. This involves analyzing potential opportunities and encouraging their occurrence.
- (2) Step two is a sub component of step one, and involves continually analyzing the internal strengths, weaknesses, the external threats and opportunities.

1.7 How many people come along with you to watch movies?

Alone

2 people

\_\_\_3-4 people

More than 5 people

1.8 How do you know the movie theater?

\_\_\_Friends recommend

Newspaper

\_\_\_\_Television

Radio

\_\_\_\_Advertising poster

\_\_\_\_Others, please specify .....

## Section 2 Opinion on Theater's Staffs

Staff	Opinion				If need to improve, please specify the reason
	Excellent	Good	Fair	Need to improve	
2.1 Dressing and Personality					
2.2 Courtesy					
2.3 Attention and Treat					
2.4 Giving Information					

### Section 3 Opinion on the Price of Movie Ticket, Food and Beverage.

Price when compares to other theaters	Opinion		
	Too cheaper	Appropriate	Too expensive
3.1 Price of Movie Ticket (100 Baht)			
3.2 Price of Food and Beverage			

#### Section 4 Opinion on the Location of the Movie Theater.

Movie Theater	Opinion				If need to improve, please specify the reason
	Excellent	Good	Fair	Need to improve	
4.1 Seat					
4.2 Smell					
4.3 Decoration					
4.4 Sound effect					
4.5 Lighting effect					
4.6 Air condition system					
4.7 Ticket booking system					
4.8 Location					
4.9 Parking lots					
4.10 Restroom					
4.11 Cleanness					
4.12 Food and Beverage Stores					
4.13 Box Office					

#### Section 5 Opinion on the types of the movies

5.1 What category of movie do you like most?

☐ Thai film
 ☐ Foreign film
 ☐ Chinese Film  
☐ All categories
 ☐ Others, please specify .....

5.2 What kind of movie do you like?

☐ Romantic
 ☐ Action
 ☐ Drama  
☐ Comedy
 ☐ Cartoon
 ☐ Horror  
☐ All kinds
 ☐ Others, please specify .....

#### Section 6 Opinion on the operation step of watching the movie

6.1 What is your opinion regarding to time consuming for purchasing the movie ticket?

☐ Convenient
 ☐ Appropriate
 ☐ Very time Consuming

6.2 What type of activity do you often do before entering the movie theater?

\_\_\_Waiting in front of the theater

\_\_\_Hanging out in the department store.

\_\_\_Having a meal.

\_\_\_Playing games

\_\_\_Others, please specify .....

6.3 What is your opinion on watching movies' teasers and advertisements?

\_\_\_Several movie previews are preferred

\_\_\_No comment

Not interesting and taking too much time

### **Section 7 Opinion on the Promotion or Activities of the Movie Theater.**

7.1 How do you think about the members' privilege that can purchase the movie ticket at the lower price at the ABC Theater?

\_\_\_Very interesting

\_\_\_No comment

\_\_\_Not interesting

7.2 Could you please fill out the number 1,2,3,4,5, in significant order about the promotions that you would like this movie theater to provide to customer?

Member card that can reduce the price of movie ticket.

\_\_\_Benefit of ticket to buy soft drink and popcorn in discounted price.

\_\_\_Special price of movie ticket for children, seniors and students.

\_\_\_Special price of movie ticket business days and time.(Mon.-Fri, 10.00-15.00)

\_\_\_Collect the watching time for getting free movie ticket.

\_\_\_Others, please specify .....

**Section 8 Comments and suggestions**

8.1     Could you please fill out the number 1,2,3,4,5,6 in significant order on your decision to generally select the movie theater?

\_\_\_\_Choose the modern movie theater for example, having the comfortable seats, having very professional sound system and etc.

\_\_\_\_Choose the movie theater that is closest to your location.

\_\_\_\_Choose the famous movie theater.

\_\_\_\_Choose the movie theater located in the department store

\_\_\_\_Choose the movie theater that you usually attend.

\_\_\_\_Choose the economic movie theater

\_\_\_\_Others, please specify .....

8.2     In your opinion, what are the strengths of the ABC Theater?

.....  
.....

8.3     On the other hand, what are the weaknesses of the ABC Theater?

.....  
.....

8.4     Do you have any suggestion to the ABC Theater?

.....  
.....

**Thank you**



## **APPEXMX B**

THAI QUESTIONNAIRE

## แบบสำรวจความคิดเห็น

แบบสำรวจความคิดเห็นนี้จัดทำขึ้นเพื่อสำรวจความคิดเห็นของประชาชนต่อการชมภาพยนตร์ ณ

โรงภาพยนตร์เอบีซี โดยผู้วิจัยเป็นนักศึกษาปริญญาโททางด้านการจัดการงานคอมพิวเตอร์และวิศวกรรม

โดยการวิจัยเป็นส่วนหนึ่งของการจบการศึกษาปริญญาโทดังกล่าว จึงเรียนมาเพื่อโปรดระยะเวลาในการตอบ

แบบสอบถามประมาณ 15 นาที คำตอบของท่านมีความสำคัญอย่างยิ่งกับงานวิจัยครั้งนี้ ซึ่งผู้วิจัยขอความ

กรุณาท่านได้ตอบคำถามชุดนี้พร้อมกับส่งความคิดเห็นอื่นๆประกอบแล้วส่งคืนให้ผู้แจก ขอขอบพระคุณทุก

ท่านที่ให้ความร่วมมือเป็นอย่างสูง

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แบบสอบถามแบ่งเป็นทั้งหมด 8 ส่วน

ส่วนที่ 1 ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

ส่วนที่ 2 ความคิดเห็นต่อการให้บริการของพนักงาน

ส่วนที่ 3 ความคิดเห็นต่อราคาของบัตรชมภาพยนตร์ อาหารและเครื่องดื่ม

ส่วนที่ 4 ความคิดเห็นต่อสถานที่ของโรงภาพยนตร์

ส่วนที่ 5 ความคิดเห็นต่อประเภทของภาพยนตร์

ส่วนที่ 6 ความคิดเห็นต่อขั้นตอนการชมภาพยนตร์

ส่วนที่ 7 ความคิดเห็นต่อการส่งเสริมการขาย และกิจกรรมของโรงภาพยนตร์

ส่วนที่ 8 ข้อคิดเห็น และข้อเสนอแนะ



## แบบสอบถาม

**คำชี้แจง** กรุณาทำเครื่องหมาย X ลงในคำตอบเพียงข้อเดียวในแต่ละข้อ หรือเติมข้อความในช่องว่างที่ตรง

กับทำงานมากที่สุด

**คำถามส่วนที่ 1 ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม**

1.1 เพศ \_\_\_\_\_ ชาย \_\_\_\_\_ หญิง \_\_\_\_\_

1.2 อายุ \_\_\_\_\_ต่ำกว่า 18 ปี \_\_\_\_\_18-25 ปี \_\_\_\_\_26-35 ปี  
\_\_\_\_\_36-45 ปี \_\_\_\_\_46-60 ปี \_\_\_\_\_61 ปีขึ้นไป

1.3 ระดับการศึกษา \_\_\_\_\_ ประถมศึกษาหรือต่ำกว่า \_\_\_\_\_ มัธยมศึกษาตอนต้น  
\_\_\_\_\_ มัธยมศึกษาตอนปลาย \_\_\_\_\_ ปวช., ปวส., อนุปริญญา  
\_\_\_\_\_ปริญญาตรี \_\_\_\_\_ปริญญาโท หรือสูงกว่า

1.4 อาชีพ \_\_\_\_\_นักเรียน นักศึกษา \_\_\_\_\_รับราชการ  
\_\_\_\_\_พนักงานบริษัท \_\_\_\_\_รับจ้างทั่วไป  
\_\_\_\_\_ธุรกิจส่วนตัว \_\_\_\_\_อื่นๆ (โปรดระบุ).....

1.5 รายได้ต่อเดือน

_____ต่ำกว่า 5,000 บาท	_____5,000-10,000 บาท
_____10,001-20,000 บาท	_____20,001-30,000 บาท
_____30,001 ขึ้นไป	

1.6 ท่านชมภาพยนตร์ ณ โรงภาพยนตร์เอปิจี บอยแคไทยน

\_\_\_ชมเป็นครั้งแรก      \_\_\_3-4 เดือนครั้งหนึ่ง      \_\_\_เดือนละครึ่ง

\_\_\_ทุกสัปดาห์      \_\_\_อื่นๆ (โปรดระบุ).....

1.7 ปกติท่านมาชมภาพยนตร์กี่คน

\_\_\_มาคนเดียว      \_\_\_มากขึ้น 2 คน      \_\_\_มา 3-4 คน      \_\_\_5 คนขึ้นไป

1.8 ท่านรู้จักโรงภาพยนตร์เอปิจี ได้อย่างไร

\_\_\_เพื่อนแนะนำ      \_\_\_หนังสือพิมพ์      \_\_\_วิทยุ      \_\_\_โทรทัศน์

\_\_\_ป้ายโฆษณา      \_\_\_อื่นๆ (โปรดระบุ).....

คำถามส่วนที่ 2 ความคิดเห็นต่อเจ้าหน้าที่และพนักงาน

พนักงาน *	ความคิดเห็น				ถ้าท่านตอบว่าควรปรับปรุง เพราะเหตุใด (โปรดระบุ)
	ดีมาก	ดี	พอใช้	ควรปรับปรุง	
2.1 บุคลิกภาพ การแต่งกาย					
2.2 มารยาท การพูดจา					
2.3 การดูแลเอาใจใส่					
2.4 การให้ข้อมูลต่างๆ					

คำถามส่วนที่ 3 ความคิดเห็นต่อราคาของบัตรชมภาพยนตร์ อาหารและเครื่องดื่ม

ราคาเมื่อเปรียบเทียบกับโรงหนังอื่นๆ	ความคิดเห็น		
	ถูกเกินไป	เหมาะสม	แพงเกินไป
3.1 บัตรชมภาพยนตร์ราคา 100 บาท			
3.2 ราคาอาหารและเครื่องดื่ม			

คำถามส่วนที่ 4 ความคิดเห็นต่อสถานที่ของโรงภาพยนตร์

โรงภาพยนตร์	ความคิดเห็น				ถ้าท่านตอบว่าควรปรับปรุงเพราะเหตุใด (โปรดระบุ)
	ดีมาก	ดี	พอใช้	ควรปรับปรุง	
4.1 เก้าอี้ในโรงภาพยนตร์					
4.2 กลิ่น					
4.3 การตกแต่ง					
4.4 ระบบเสียง					
4.5 ระบบแสง					
4.6 ระบบเครื่องปรับอากาศ					
4.7 ระบบจองบัตรชมภาพยนตร์					
4.8 สถานที่ตั้งโรงภาพยนตร์					
4.9 ที่จอดรถ					
4.10 ห้องน้ำ					
4.11 ความสะอาด					
4.12 ร้านจำหน่ายขนมและเครื่องดื่ม					
4.13 ห้องจำหน่ายบัตรชมภาพยนตร์					

คำถามส่วนที่ 5 ความคิดเห็นต่อประเภทของภาพยนตร์

5.1 ท่านชอบชมภาพยนตร์ประเภทใดมากที่สุด

\_\_\_ ภาพยนตร์ไทย      \_\_\_ ภาพยนตร์จีน      \_\_\_ ภาพยนตร์ฝรั่ง

\_\_\_ ทุกประเภท      \_\_\_ อื่นๆ (โปรดระบุ).....

## 5.2 ท่านชอบชมภาพยนตร์แนวใด

\_\_\_รักโรแมนติก      \_\_\_บู๊ล้างผลาญ      \_\_\_ชีวิต  
\_\_\_ตลก      \_\_\_การ์ตูน      \_\_\_ผีสยองขวัญ  
\_\_\_ทุกแนว      \_\_\_อื่นๆ (โปรดระบุ).....

## คำถามส่วนที่ 6 ความคิดเห็นต่อขั้นตอนการชมภาพยนตร์

### 6.1 ท่านมีความคิดเห็นอย่างไรต่อเวลาในการเข้าแถวซื้อบัตรชมภาพยนตร์

\_\_\_สะดวกรวดเร็วดี      \_\_\_พอใช้      \_\_\_ใช้เวลานานเกินไป

### 6.2 ขณะที่รอชมภาพยนตร์ท่านทำกิจกรรมใดต่อไปนี้

\_\_\_นั่งรอหน้าโรงภาพยนตร์      \_\_\_เดินเล่นที่ห้างสรรพสินค้า      \_\_\_รับประทานอาหาร  
\_\_\_เล่นเกม      \_\_\_อื่นๆ (โปรดระบุ).....

### 6.3 ท่านมีความคิดเห็นอย่างไรต่อการชมภาพยนตร์ตัวอย่างและโฆษณา

\_\_\_อยากชม      \_\_\_เฉยๆ      \_\_\_ไม่น่าสนใจ

## คำถามส่วนที่ 7 ความคิดเห็นต่อการส่งเสริมการขาย และกิจกรรมของโรงภาพยนตร์

### 7.1 ท่านมีความคิดเห็นอย่างไรต่อการที่โรงภาพยนตร์เอปิจี มอบสิทธิพิเศษแก่ผู้มีบัตรสมาชิก ซึ่งสามารถลด

ราคาบัตรชมภาพยนตร์ได้

\_\_\_น่าสนใจ      \_\_\_เฉยๆ      \_\_\_ไม่น่าสนใจ

7.2 ท่านต้องการให้ทางโรงพยาบาลนตร์จัดรายการส่งเสริมการขายใด เรียงลำดับความสำคัญ (1,2,3,4,5)

\_\_\_ จัดทำบัตรสมาชิก ซึ่งสามารถลดราคาบัตรชมภาพยนตร์ได้

\_\_\_ สามารถนำทางบัตรชมภาพยนตร์ไปลดราคาอาหารและเครื่องดื่ม

\_\_\_ บัตรชมภาพยนตร์ราคาพิเศษสำหรับเด็ก นักเรียนนักศึกษา และผู้สูงอายุ

\_\_\_ ลดบัตรชมภาพยนตร์ราคาพิเศษสำหรับช่วงเวลางาน (จันทร์-ศุกร์, เวลา10.00-15.00)

\_\_\_ จัดทำบัตรสะสมคะแนนเพื่อแลกบัตรชมภาพยนตร์ฟรี

\_\_\_ อื่นๆ (โปรดระบุ).....

คำถามส่วนที่ 8 ข้อคิดเห็นและข้อเสนอแนะ

8.1 กรุณาเรียงลำดับความสำคัญในการตัดสินใจเลือกสถานที่ชมภาพยนตร์ (1,2,3,4,5,6)

\_\_\_ เลือกชมโรงภาพยนตร์ที่ทันสมัย เช่น มีเก้าอี้นั่งสบาย

\_\_\_ เลือกชมโรงภาพยนตร์ที่อยู่ใกล้บ้าน

\_\_\_ เลือกชมโรงภาพยนตร์ที่มีชื่อเสียงเป็นที่รู้จัก

\_\_\_ เลือกชมโรงภาพยนตร์ที่อยู่ในห้างสรรพสินค้า

\_\_\_ เลือกชมโรงภาพยนตร์ที่ท่านคุ้นเคยเป็นประจำ

\_\_\_ เลือกชมโรงภาพยนตร์ที่ราคาคุ้มค่า

\_\_\_ อื่นๆ (โปรดระบุ).....

8.2 ท่านคิดว่าโรงพยาบาลนครเอปิซี มีจุดแข็งหรือข้อดีอย่างไร

.....

.....

8.3 ท่านคิดว่าโรงพยาบาลนครเอปิซี มีจุดอ่อนหรือข้อเสียอย่างไร

.....

.....

8.4 ท่านมีข้อเสนอแนะอย่างไร

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ขอขอบคุณที่ท่านได้สละเวลาอันมีค่า

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