

## CHAPTER 5

### DISCUSSION



For the business to be successful not only must it have competitive and marketing strategies that fit the demands of the external market and competitive environment, it must also implement those strategies effectively. According to the research case study, this chapter will discuss all general ideas, problems faced during the research, recommendation and future plans.

#### 5.1 General Ideas

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

- **Intangibility:** Service cannot be touched or stocked. They are an experience.
- **Inseparability:** Production, consumption and distribution are simultaneous. Production staffs are also the customer contact.
- **Variability:** Quality is variable and customers tend to use price as an indicator of quality.
- **Perceived Risk:** Customers are less easily convinced of reliability than with a tangible product.

To address the special difficulties of services marketing, 3 more "Ps" 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 Theatre, which represent for servicing business. The development of the theatre business was developed continuously from freestanding theatres to smaller theatres located in department stores. At present, there are many kinds of theatres, including multiplex, Cineplex, and simulators. As for source of income of the theatre business, it is mostly concentrated in Bangkok and vicinity. Seventy- five percent of people in that area mostly appreciates foreign movies, whereas Thai and Chinese movies are quoted at 15 percent and 25 percent respectively.

The trends of movies theatre 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, will remain major keys in promoting theatre complexes. Moviegoers will increasingly favour wider seats. However, it is important that the layout of the theatres remains both safe and comfortable. Seat and aisle arrangements must comply with the latest legislation, and emphasise convenience and cleanliness. Parking areas should be made 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 in the first does not meet their requirement.

A cut in the import tariffs on foreign films has stimulated distributors to import a lot of high-quality foreign films to support the movie theatre 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 computerised ticketing systems. TFRC has recently carried out a survey of viewer behaviour in the Bangkok Metropolitan Region. The results obtained can be concluded as follows: 63% of the samples see movies once a week mostly during the day on weekends. Most, or 86.5%, prefer theatres located in department stores. Furthermore, 68.5% prefer to have snacks and drink while watching movies. From the case study, the XX Theatre located in department store, which is the strength.

## **5.2 Problems Faced during Research and Recommendations**

The problems faced during the research can be divided into 4 types, which are data, process/ system, human, and timing. Next, it will describe the problems faced during the research and some recommendations.

### **5.2.1 Data**

Opinion and marketing research is the function, which links the customers to the business, which offers products or service through information. Information used to identify and define the customer market: opportunities and problem; generate, refine, and evaluate actions; monitor performance; and improve understanding of marketing as a process. So, the data collected must be accurate and representative. According to the questionnaire survey, the survey has been made totally 550 respondents. Total number of questionnaire received back is 517. However, there are some defects questionnaires caused by incompletely fill in. Only the complete questionnaires had been selected, which are 450 respondents.

This research used a personal interview, which implied a direct face-to-face conversation between the interviewer and the respondent. The interviewer hands the respondent the questionnaire personally, but then have the respondent complete it in private. The range of answering results of questionnaire would contrast because of many factors such as personal bias. Some customers get negative thinking, while some customers get really positive. From the survey, at the beginning, most customers didn't pay attention to fill in questionnaire. Some did quick answers. So, the company gave free tickets to customers for incentive attraction and then let the customers' fills in the questionnaire. These methods attempt to get more accurately and efficiency results.

When analyzing quantitative and qualitative data always start from review of the research goals. This will help to organize data and focus the analysis. For example, if the company wanted to improve a program by identifying its strengths and

weaknesses, the company can organize data into program strengths, weaknesses and suggestions to improve the program. If the company wanted to fully understand how the program works, it could organize data in the chronological order in which customers go through the program. If companies are conducting a performance improvement study, it can categorize data according to each measure associated with each overall performance result, e.g., employee learning, productivity and results.

### 5.2.2 Process/ System

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. These methods can get breadth information but not depth. The more breadth you want, usually the less depth you'll get. On the other hand, if you want to examine a certain aspect of a product, service, program, etc., in great detail, you will likely not get as much information about other aspects as well. The following table provides an overview of the basic methods to collect data.

**Table 5.1:** Basic Methods to Collect data [adapt from Churchill (1996)]

<b>Method</b>	<b>Overall program</b>	<b>Advantages</b>	<b>Challenges</b>
Questionnaire, survey, checklists	When need to quick and/ or easily get lots of information from people in a non threatening way	<ul style="list-style-type: none"> <li>- can complete anonymously</li> <li>- easy to compare and analyse</li> <li>- administer to many people</li> <li>- can get lost of data</li> <li>- many sample questionnaires already exist</li> </ul>	<ul style="list-style-type: none"> <li>- might not get careful feedback</li> <li>- wording can bias customer's responses</li> <li>- are impersonal</li> <li>- in surveys, may need sampling expert</li> <li>- doesn't get full story</li> </ul>
Interviews	When want to fully understand someone's impressions or experiences, or learn more about their answer to questionnaires	<ul style="list-style-type: none"> <li>- get full range and depth of information</li> <li>- develops relationship with customers</li> <li>- can be flexible with customer</li> </ul>	<ul style="list-style-type: none"> <li>- can take much time</li> <li>- can be hard to analyse and compare</li> <li>- can be costly</li> <li>- interviewer can bias customer's responses</li> </ul>
Documentation review	When want impression of how program operates without interrupting the program; is from interview of applications, finances, minutes, memos, etc.	<ul style="list-style-type: none"> <li>- get comprehensive and historical information</li> <li>- doesn't interrupt program customer's routine in program</li> <li>- information already exist</li> <li>- few biases but information</li> </ul>	<ul style="list-style-type: none"> <li>- often takes much time</li> <li>- information may be incomplete</li> <li>- need to be quite clear about what looking for</li> <li>- not flexible means to get data; data restricted to what already exists</li> </ul>
Observation	To gather accurate information about how a program ac	<ul style="list-style-type: none"> <li>- view operations of a program as they are actually occurring</li> <li>- can adapt to events as they occur</li> </ul>	<ul style="list-style-type: none"> <li>- can be difficult to interpret seen behaviours</li> <li>- can influence behaviours of program participants</li> <li>- can be expensive</li> </ul>

**Table 5.1(Continue):** Basic Methods to collect data [adapt from Churchill (1996)]

<b>Method</b>	<b>Overall program</b>	<b>Advantages</b>	<b>Challenges</b>
Focus Group	Explore a topic in depth through group discussion, e.g., about reactions to an experience or suggestion, understanding common complaints, etc.; useful in evaluation and marketing	<ul style="list-style-type: none"> <li>- quick and reliably get common impressions</li> <li>- can be efficient way to get much range and depth of information in short time</li> <li>- can convey key information about programs</li> </ul>	<ul style="list-style-type: none"> <li>- can be hard to analyse responses</li> <li>- need good facilitator for safety and closure</li> <li>- difficult to schedule 6-8 people together</li> </ul>
Case studies	To fully understand or depict customer's experiences in program, and conduct comprehensive examination through cross comparison of cases	<ul style="list-style-type: none"> <li>- fully depicts customer's experience in program input, process and results</li> <li>- powerful means to portray program to outsiders</li> </ul>	<ul style="list-style-type: none"> <li>- usually quite time consuming to collect, organise and describe</li> <li>- represents depth of information, rather than breadth</li> </ul>

Note that, ideally, the researcher uses a combination of methods, for example a questionnaire to quickly collect a great deal of information from a lot of people, and then interviews to get more in depth information from certain respondents to the questionnaires. Perhaps case studies could then be used for more in depth analysis of unique and notable cases, e.g., those who benefited or not from the program, those who quit the program, etc.

For the process of marketing strategy selection, it's occurred by cross-functional committee. Traditionally, Thai people didn't like to give an opinion. So, it was a weak point for improving or developing marketing strategy. It could be developing measurements for each strategy. The four basic categories of measurements are financial, customer/ end user, internal process and staff training. Measurements should include both lead measures, measure taken before the strategy is implemented, and lag measures, measures taken after the strategy is implemented.

Part of implementation process involves more planning. It must ensure the results of the strategic planning are in sync with the company's strategic objectives. The review should encompass two activities: (1) aligning strategies with strategic objectives and (2) eliminating unnecessary overlap. There could set target dates and establish milestone within the context of the overall strategy. This ensures all necessary work can be completed within the framework of the overall timetable established during the visioning phase.

### **5.2.3 Personnel**

According to the customer survey of the research, some surveyors didn't pay attention for their job. This may caused the error on data. The company should consider who would be conducting, collecting, and compiling the survey. Remember; make certain that those people who conduct the survey are "capable" both intellectually and ethically. The ethics is especially important if the material could be sensitive in nature- and never underestimate what might be sensitive to others.

From the case study, after selecting the marketing strategies, the company lack of communication between stakeholders. And, major problem is assigned the responsibility to the wrong person. So, it caused a lot of investment. The process of conducting a stakeholders analysis comprised of determining who is affected or interested in the changes, how they are affected, why they are interested, whether they would be adversely or positive impacted and hot to enlist their support or minimise their resistance. There would be linking managerial performance review to the strategies for which the manger is responsible for implementation. If the focus of managers does not change, no progress will be made.

All measures and plans should be communicated and adequately explained throughout the company. In the case of this research, even customer satisfy the performance of XX Theatre staffs, but all staffs still need to improve their performance. As many employees should share the vision of the company's management as possible. It's important to link individual performance reviews and priority outcomes to particular components of the strategies. The focus of individual employees needs to align with that of management.

#### **5.2.4 Timing**

Due to the time limitation for doing the research, the results of implementation marketing strategies have been tracked and monitored for only 4 months (May 2001 to August 2001). The movies programs each year is various. On August 2001, the extravagance of Suriyotai has brought new life into the industry. Public relations and comments of famous movie critics and entertainment columns have played a greater role in audience's decision. The interesting finding from the Suriyotai is that the higher price Suriyotai tickets has not refrained the audiences. As a result, the income at this period cannot compare with previous year.

#### **5.3 Future Plans**

There must first set the objective for future plans. In this case, the objective is to increase the sale volume. So, to achieve the objective, the future plans will describes as follows.

##### **➤ Product**

The company has continuous improve the quality of sound system and all facilities in theatres.

##### **➤ Price**

The company plans to increase the price of movie tickets up to 100 baht. Before increasing the price, the company must do the market research and analysis both internal and external.

➤ **Place**

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

➤ **Promotion**

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

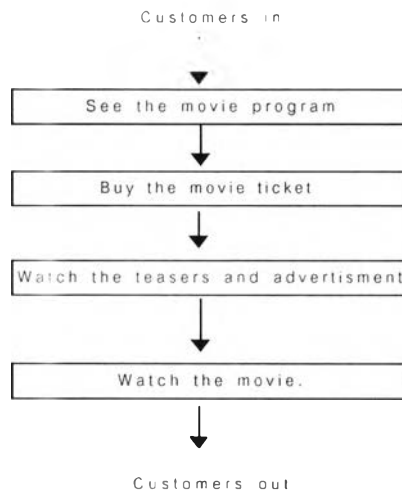
➤ **People**

To motivated employee is far more likely to be productive. The company plans to improve team morale as the strategies as follows,

- *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. Make time to thank at least one person each day, either public or privately, oral or written. The results will be well worth the effort.
- *Create clear expectations*: employees deserve to have a clear understanding of what behaviours and out comes are expected of them.
- *Show respect*: manager should allow employees to think for themselves, giving latitude to solve the problems in a manner they believe will successful, creating additionally commitment to making the resolution work
- *Reward employees with what they want*: people are different; they want different rewards and recognition. One size does not fit all.
- *Implement customer relation management (CRM)*

➤ **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. Processes for watching movie at the XX theatre are as following,



**Figure 5.1:** Processes for watching movie

The company tries to improve the process in order to serve increasing number of customers. The company plans to implement auto ticket sale kiosks. The customers will have the ability to purchase tickets, watch previews and have superior overall buying tickets, all in a simple to use self-service environment. These can reduce the company payroll significantly, increase customer satisfaction, diminish long lines, and so on.



**Figure 5.2:** Auto ticket sale kiosks

#### ➤ Physical Facilities

The company plans to improve some weak point such as toilet. In this case, the theatre tries to negotiate with department store for moving the current toilet area to another wider area in order to serve customer's needs.

### **5.4 Conclusion**

This chapter discusses all general ideas about the research including problems faced, some recommendations and future plans. The research applied 7P's as marketing mix because XX Theatre is in service business field. The problems during the research have been summarised classify by data, process/ system, human, and timing. The future plans on 7P's were conducted for continuous improvement.