

CHAPTER 3

RESEARCH METHODOLOGY



As can be seen from Figure 1.1, the details of research procedures and methodologies would be found in this chapter.

3.1 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 and secondary data, which are related to the subject being studied. The primary information collects from in-depth interviews conducted with managing director, theatre manager, marketing manager, business development manager, PR executive and accounting manager. Face-to-face interviews were conducted. Also, the secondary information collects from Internet, research institutions, magazines, newspapers, journals, libraries, annual report, article related to the research, official documents and reports.

3.2 Selection of Vision, Mission and Critical Success Factor

The researcher set up the meeting in order to brainstorm the vision, mission, and critical success factor. The meeting participants are composed of President, Managing Director, Accounting Manager, Theater Manager, PR & Advertising Manager, Operation Manager, Business Development Manager, and the researcher. Then, the conclusions on company vision, mission, and critical success factor were made.

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 market. The aim is to analyze the external environment to fit its strategy according to the environment in which it 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 XX Theatre. The sampling technique used is cluster sampling. The sample size was determined by statistical method and also guided from the best practice of research institute. From the best practice of research institute (Abac Poll and Dusit Poll), the sample size of 1,000 can be represented the population in Bangkok. This research focused only on the area of XX Theatre located, so, the sample size of 450 were enough. Tools used to collect data are questionnaire and method used is interview. The example of questionnaire was shown in Appendix A. Churchill (1996) suggested the procedure for developing a questionnaire which shown in Figure 3.1.

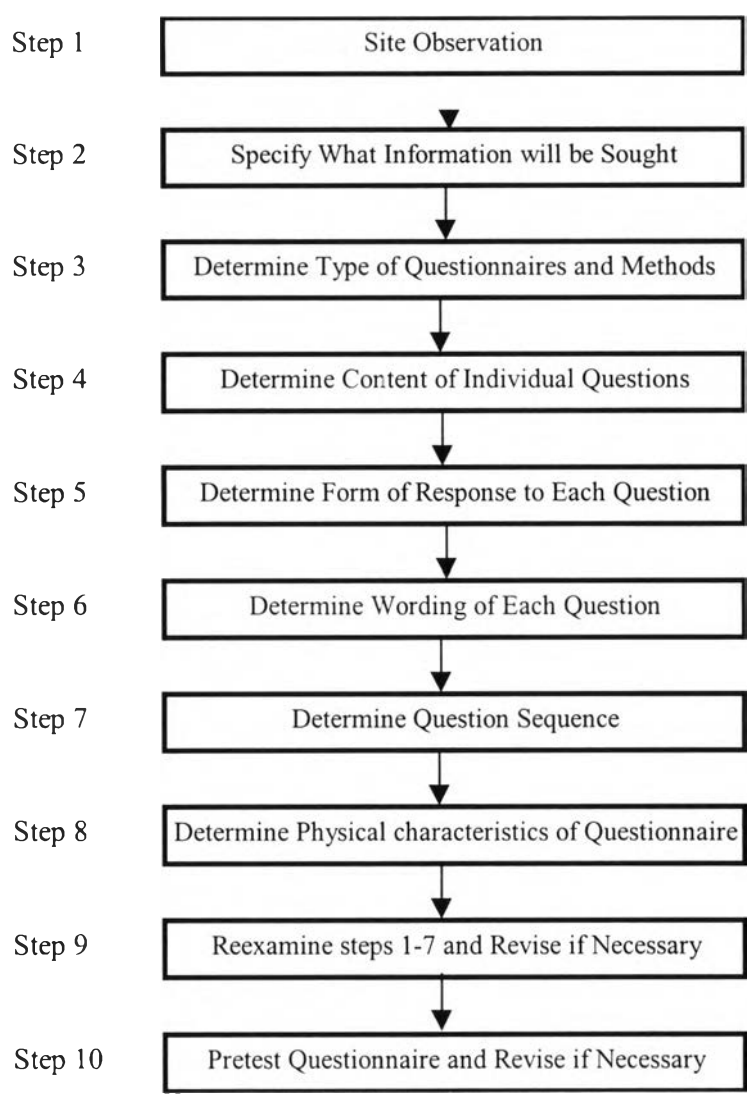


Figure 3.1: Procedure for Developing Questionnaire

The questionnaire was developed based on site observation regarding customers and staff behaviors. The questionnaire pretest is vital. There are two pretests by personal interview. After the first pretest, the researcher could see some questions seem confusing or produce resistance among respondents. Then, the primary questions were revised in order to make it easier to understand. This time, though, less experienced interviewers should also be used in order to determine if typical interviewers would have any special problems with the questionnaire. The pretest conducted among respondents similar to those who will be used in the actual survey. The survey team consists of questionnaire distributing team, monitoring supervisor, questionnaire checking team, and data key-in team. The customer survey questionnaire includes gender, age, education, occupation, income per month, frequency of customer watch movies at XX Theatre, the way customer know XX Theatre, and so on. The questionnaire survey conducted everyday for three weeks.

To analyse competitors, it should be focus on the area around XX Theatre. In this case, there are two competitors compete with XX Theatre. 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. At this stage, the researcher has developed strategic objectives and strategic ideas and then proposed to the committee. The committee comes from various departments, which are marketing department, business development department, accounting department, operation department, and top management. The strategic objectives were clearly defining based on internal and external environment analysis. To be useful as decision criteria and evaluative benchmarks, strategic objectives must be specific and measurable. Each objective contains four components, which are a performance dimension, a measure evaluating progress, a target to be achieved, and a time frame within the target is to be accomplished. Then, the strategic ideas have been made to reach the objectives.

3.5 Marketing Program

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 focused on target customer in Bangkok Metropolitan Area. The target populations are people around XX Theater location. The sample size is 450 with cluster sampling technique. Tools used to collect data are questionnaire and method used is interview. The methodologies for developing questionnaire are the same as Figure 3.1.

The survey questionnaire covers the target customers, customer's needs, 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 over one month. The questionnaires were distributed to respondents at different times of the day. Eighty-five out of the whole respondents get free movie tickets for incentive response. Data collected from survey questionnaire were then analysed and employed in the development of strategic programs.

3.6 Marketing Strategy Plan

The marketing activity plan has been prepared according to many factors involved such as

- Current situation
- Tentative movies release schedule
- Competitors
- Customer's need
- Customer's behavior
- Etc.

The researcher formulated the three-year marketing strategy plans based on these factors above, then, proposed to a committee. Cross-functional committee consists of Managing Director, Business Development Manager, Theatre Manager, Account Manager, Operation Manager, Marketing Manager, and PR Executive. The marketing strategy plan consists of objective, action plan, person involved, estimate budget investment, checkpoint, and deadline. The committee was made decision on selecting marketing activity plans.

3.7 Reviewing the Whole Processes and its Analytical Methods

The new strategies are selected because they offer opportunities and potential benefits and minimize risk. Implementation strategies should seek to maximize benefits and minimize risks. So, there would be review the whole processes and its analytical methods by cross-functional committee and assigns clearly responsibility for the person involved. Implementing strategy involves change, which in turn involves uncertainty and risk. The ability of the necessary resources to cope with the changes should be seen as a key determinant of strategy and should not be overlooked. Necessary actions to implement strategies should be identified and planned and again responsibility should be allocated.

3.8 Execution

All formulating strategies that agreed from the committee are then implemented. To implement those strategies effectively, the company needs some additional functional competencies because of the unique problems involved in delivering quality service. The effective implementation of such a strategy requires

employees with superior communication and social skills and necessitates frequent employee retraining and performance feedback.

3.9 Evaluation and Conclusion

After marketing strategies have been implemented, the efficiency and effectiveness of performance would be measuring the following items.

- Profitability
- Customer Satisfaction
- Sales Promotion Efficiency

As a role model, top management measures their success on market place successes, that is, customer satisfaction. The customer satisfaction survey was conducted after implementation of strategies. This research evaluated the results followed by the marketing strategy plans for 4 months (May – August). The results of each activity were closely monitored. In order to know how effective of each activity, the total sale volume combine with check sheet of each activity is a tool indicator.