

How to attract moviegoers by utilizing digital marketing

Case: Generation Z as a potential target audience

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Abstract

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Title of the thesis How to attract moviegoers by utilizing digital marketing Case: Generation Z as a potential target audience		
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Abstract <p>Movie theatres, facing uncertain development due to Covid-19, can utilize digital marketing to attract potential moviegoers. Generation Z, with their digital proficiency, large size, preference for experiences, and growing purchasing power, presents a potentially lucrative market for the movie theatre industry.</p> <p>The study utilized a mixed-method research approach, combining both qualitative and quantitative methodologies. Primary data was collected through a survey conducted among the Generation Z audience. Secondary data was gathered from various sources, including books, journals, websites, literature, and statistics.</p> <p>The study revealed that digital marketing can support the development of the movie theater industry among Generation Z when implemented effectively. Strategies such as understanding customer consumption behavior and drafting buyer persona, understanding Value Proposition Canvas, and journey mapping were found to be particularly effective. The study provides valuable insights for movie industry professionals seeking to attract this demographic through digital marketing. Suggestions for further research include investigating the effectiveness of these strategies in different target segments and testing them in practice.</p>		
Keywords Customer behavior, digital marketing, Generation Z, movie-theatre industry		

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1 Introduction

1.1 Research Background

The movie theater industry faces increased competition for audience attention in the digital age. With numerous entertainment options available, moviegoers become more discerning and demanding. The COVID-19 pandemic further adds uncertainty to the future of the industry, raising questions about its ability to recover previous revenue levels. In June 2022, ticket revenue in the US and Canada reaches \$990 million, experiencing a 10% decline compared to June 2019. Despite this decline, industry experts like Dergarabedian see it as a positive result considering the impact of the pandemic (Brooks 2022). Over the period from 2017 to 2022, moviegoer numbers in developed countries remain stagnant, negatively affecting the Global Movie Production and Distribution Industry. The COVID-19 pandemic in 2020 causes a significant 34.7% decline in industry revenue. As a result, the industry continues to experience an annualized decline of 8.6%, resulting in a total revenue drop to \$76.7 billion over five years. (IBISWorld 2022.) These statistics highlight the persistent lack of growth in moviegoer numbers and the challenges faced by the industry, particularly exacerbated by the impact of the pandemic.

Movie theaters have to devise novel strategies to draw crowds and differentiate themselves from the competition. They utilize digital marketing to connect with potential customers and generate excited attention about upcoming releases, which proves to be a successful strategy. Digital marketing provides a variety of methods and venues to interact with moviegoers, including influencer collaborations, websites or mobile apps, social media ads, and email campaigns. Movie theaters can efficiently market their films, develop a devoted fan following, and eventually boost ticket sales by utilizing the power of Internet marketing. This thesis describes how to effectively utilize digital marketing for attracting Generation Z as a potential target group of moviegoers.

Finland is considered one of the high-rate countries where people prefer to watch domestic movies over others in the European Union. There are around 200 theaters located in Finland, most of them in small towns and rural areas. The main revenue that these theaters gain mainly is from Finnish films. However, due to a lack of funding, these businesses are on the verge of bankruptcy. (Filmikamari 2007.) Finnish movies are left behind by the US blockbusters that dominated the charts. "Top Gun-Maverick" garners ten percent of all admissions by the end of June, according to the Finnish Film Foundation. Between February and April, there are 22 latest films are launched, a large number of them are domestic films. There is one Finnish movie that reached the top 10 in the chart is the family film "Vinski and

the Invisibility Powder" by Juha Wuolijoki, with 88,107 visitors (Pham 2022). Despite the availability of various popular streaming platforms, such as Netflix, Disney Plus, and Amazon Prime, which are commonly viewed as major substitutes for traditional theaters, the unique visual experience offered by movie theaters remains irreplaceable.

Taking digital marketing into the movie's promotion in theaters is considered one of the ways to make the growth of revenue improve in the long term without destroying the beauty of classics. It not only makes the world of movies authentic but also attracts plenty of movie-goers effectively. Meanwhile, the traditional marketing cost is overpriced, for example, prints and advertising. (Silver & Alpert 2003.) Technologies enhance marketing productivity by improving clients' observation and insight into their needs because of hectic lifestyles (Wind & Mahajan 2002).

This research illustrates how digital marketing is implemented in movie promotion for the theatre, especially focusing on Generation Z (age group from 15 to 24) in Finland. The aim is to give a brief definition of the digital marketing concept as well as highlight the benefits it contributes to the growth of the theatre's revenues. The main theoretical frameworks that this study uses are the RACE, SMART analysis framework, and customer behavior analysis tools. The empirical research includes benchmarking between two large firms Finnkinno and BioRex and the collected survey among Generation Z for generating a development plan at the end. To be more specific, a practical development plan for movie theatres targeting potential Generation Z customers is presented in the empirical research. This plan includes value proposition, buyer persona, and journey mapping and relies mainly on empirical research of this study.

1.2 Thesis Objectives, Research Questions, and Limitations

The research aims, objectives, and questions are necessary for a well-constructed thesis proposal. The research objectives support the author to take concrete and intentional actions toward achieving the purpose of the thesis (Phair & Shaeffer, 2022). Effective research questions are crucial in gaining a deeper understanding of the issue. Well-formulated research questions enable the author to gather data in a precise and detailed manner. To be able to conduct a comprehensive study and its practical implementation to ascertain the feasibility of the research (Bouchrika, 2022).

This thesis focuses on exploring the use of digital marketing in the movie theatre industry and understanding the behavior of Generation Z. The purpose is to analyze the impact of digital marketing on the development of movie theatres in Finland. The research begins with a global analysis of digital marketing data in the movie theatre industry, specifically

looking at Generation Z's behavior. The findings are then compared with research conducted in Finland to gain insights into the local market. The main objective is to generate digital marketing ideas tailor to target Generation Z consumers in the Finnish movie theatre market.

The main research question is:

- How to utilize digital marketing to attract Generation Z as potential moviegoers into theatres in Finland?

The sub-questions are:

- What kind of values digital marketing can bring to movie promotion in the theatre?
- How digital marketing can be implemented into movie theatre promotion?
- What kind of channels Generation Z is using and valuing in Finland when making movie-going decisions?
- What kind of content attracts Generation Z's attention?

This thesis aims to provide an in-depth analysis of digital marketing in the movie theatre industry. The aim is to identify the key values and strategies of digital marketing that contributed to the revenue of the business and promote movies effectively by utilizing digital marketing. The research specifically targets Generation Z, a demographic group residing in Finland. This study only concentrates on implementing possible effective digital marketing strategies for the movie theatre industry and is not focused on other related industries as well as other demographic groups apart from Generation Z.

1.3 Theoretical Framework

The theoretical framework consists of concepts, definitions, and theories. The theoretical framework is used for narrowing down the scope and obtaining concise data (Torraco 1997, 114-137). The main theoretical framework used for this study is the RACE framework.

The RACE framework, created by Dr. Dave Chaffey, is shown in Figure 1 below. This framework is designed to clarify the benefits of digital marketing, as well as the strategies to create suitable content for a target group. The RACE framework is applied to all types of businesses and consisted of four stages: reach, act, convert, and engage, according to Chaffey(2010).



Figure 1. RACE framework (adapted from Chaffey 2010)

Understanding the RACE framework facilitates marketers in effectively and efficiently reaching their target audience. In today's fast-paced society, customers' behavior has been greatly influenced by technological advancements. The theoretical background of the RACE framework is explained in more detail in Chapters 2 and 3 of this thesis.

1.4 Research Methodology and Data Collection

The choice of research methodology, specifically between the inductive and deductive approaches, directly influences the credibility and validity of a thesis. To be more specific, the inductive approach illustrates in Figure 2 below, involves the initial step of gathering objective-relevant data, followed by a thorough analysis of data patterns. Finally, a theory is developed to articulate and explain these observed patterns, thus enhancing the overall understanding and coherence of the research. (DeCarlo 2018, 26.)

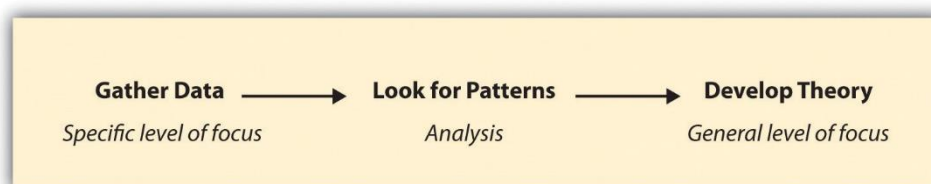


Figure 2. Inductive Research (DeCarlo 2018,26)

However, in contrast to the inductive approach, the deductive approach is depicted in Figure 3 below. Beginning with a pre-existing social theory that is subsequently tested against the collected data. The outcome of this rigorous analysis enables researchers to determine whether the hypothesis is supported or refuted. The deductive approach primarily finds its application within scientific investing options. (DeCarlo 2018, 26.)

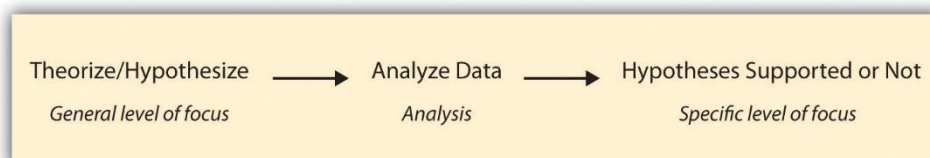


Figure 3. Deductive Research (DeCarlo 2018,26)

This research utilizes the deductive approach, primarily based on the RACE model as the main theoretical framework. Additional sub-frameworks are explored in subsequent chapters. The data collected from the target group, specifically Generation Z, is being analyzed. Subsequently, an evaluation of the practicality of the hypothesis is being conducted, accompanied by the disclosure of a development plan.

Qualitative and quantitative methods are chosen to present data in a precise way for this research, called a mixed-method approach. Collis & Hussey state that qualitative research focuses on an appropriately small number of samples. Qualitative research mainly depends on the skills and abilities of researchers. Meanwhile, quantitative research offers a complete analysis of research objectives and indicates the point of view in wider data (Langkos 2014, 4-6). Therefore, mixed-method has been defined as a combination to solve the research questions in both concepts (Godwill 2015, 16). Table 1 below demonstrates the different usage between qualitative and quantitative research.

Table 1. Qualitative Research & Quantitative Approaches (adapted from Woodsong et al. 2005, 3)

Approaches	Quantitative	Qualitative
General framework	Phenomena hypotheses are validated Utilize a stricter instruments approach to elicit and categorize responses to questions. High structured methods: surveys, and structured observation	Research phenomena Utilizing flexible and interactive instruments to elicit and categorize answers to questions. Semi-structured methods include in-depth interviews, focus groups, and participant observation.
Analytical objectives	To quantify variation To forecast causal relationships. To describe the characteristics of a population	To illustrate variation To illustrate and clarify relationships To illustrate a group's characteristics
Data format	Numerical	Textual

The primary distinction between quantitative and qualitative methods lies in their level of flexibility. Quantitative methods are characterized by their rigidity, as researchers must carefully select specific questions to ask. This approach typically involves the use of surveys and questionnaires, resulting in closed-ended or fixed answers from participants. Consequently, researchers can gather comparable information by analyzing these responses. On the other hand, qualitative methods offer more flexibility, allowing for a wider range of responses without limitations. This method tends to generate more intricate and detailed information compared to quantitative methods.

Data collection is gathering process and analyzing relevant data from multiple sources to determine the most effective approach for obtaining the desired research outcomes. Primary and secondary data are the principal origins of information. Primary data refers to original data collected directly for the research. Meanwhile, secondary data pertains to preexisting data collected by other individuals or organizations. (Godwill 2015, 79.) Figure 4 illustrates the distinction between sources of data: primary and secondary.

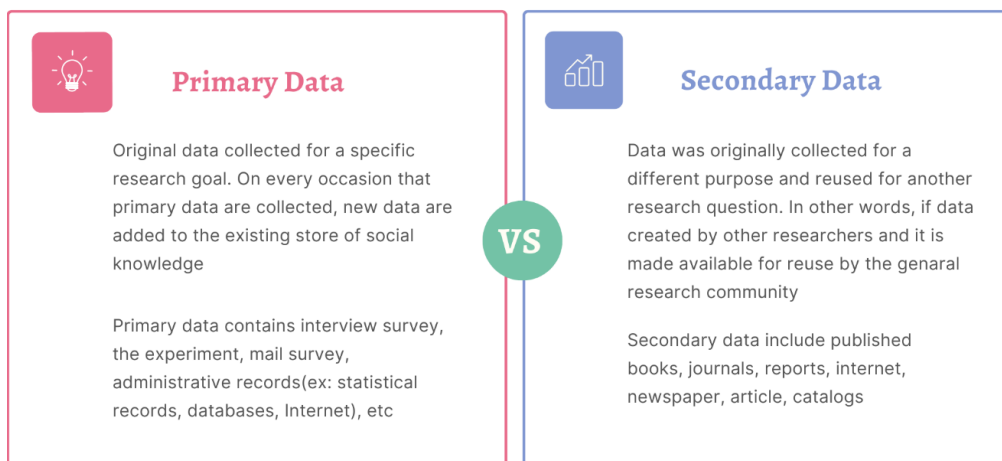


Figure 4. Data Collection, Primary vs. Secondary(adapted by Hox & Boeije 2005, 593-598)

According to Ajayi (2017, 3-4), primary data refers to information gathered directly by researchers and serves as an initial stage for gathering data. It involves obtaining original information based on previous research before conducting further investigations. Primary data is considered highly accurate and real-time, and it encompasses various methods such as surveys, observations, experiments, questionnaires, and personal interviews. Meanwhile, secondary data is collected by other individuals and has already undergone statistical processes. Secondary data is collected in the past and includes government publications, websites, books, journal articles, and online records. Figure 5 below illustrated the research approach, methods, and collection of data, use in this thesis.



Figure 5. Research Approach, methods, and data collection for this research

This study employs a deductive approach, both primary and secondary data sources for elucidating the empirical research. Furthermore, this research utilizes both mixed-method approaches to comprehensively present the collected information.

1.5 Thesis Structure

This section demonstrates the research structure particularly. Figure 5 below demonstrates the thesis structure in general.

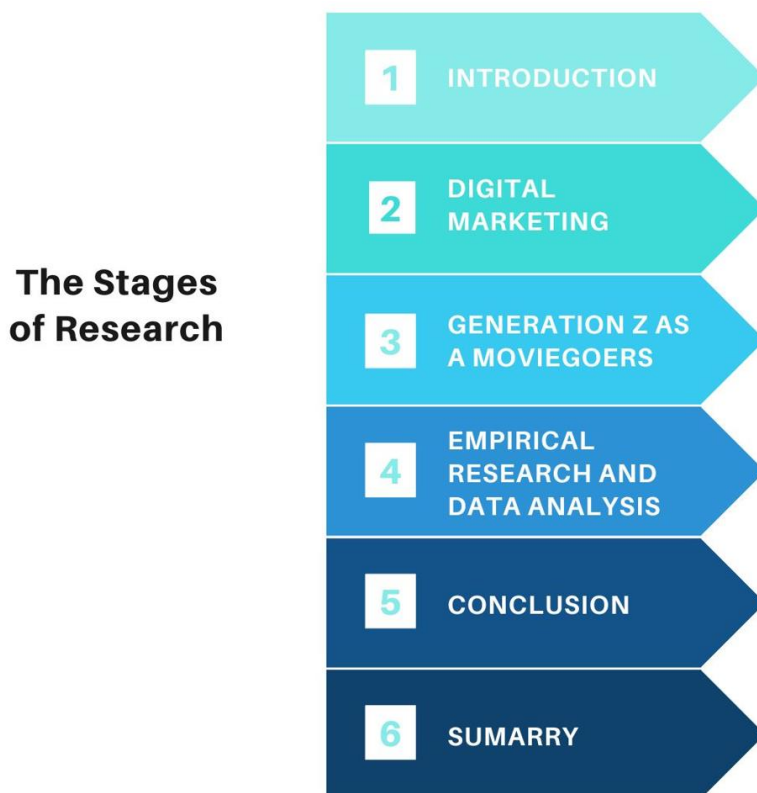


Figure 5. Thesis's structure

Beginning with the introduction provides the basic concept of the research. In Chapters 2 and 3, the research studies further as theories, which include: Digital marketing strategies and Generation Z's behavior study. For digital marketing strategies, first, the study goes through the definition of digital marketing and then clarifies what key factors digital marketing hold to increase profitability for theatres. Second, the implementation of the RACE framework uses to analyze the capability of digital marketing can bring to theatre's development. Third, based on the RACE framework the strategies are defined. Furthermore, SMART analysis measures the base of the attainable and quantifiable objective of the cinema box office gross revenue in Finland from 2011 to 2021. In addition, the identification of the target group, buyer persona, and value proposition is crucial in ensuring the feasibility of the plan. Once a well-defined strategy is in place. Chapter 3 focuses on defining the

characteristic of Generation Z as a target group analysis. Therefore, explaining the importance of target group analysis, and customer consumption behavior. After that explains the tools such as buyer persona, Value Proposition Canvas, and customer journey mapping that marketers should use for understanding to attract the target movie-goers group.

Chapter 4 of the study focuses on empirical research, encompassing data analysis. Additionally, a development plan example is presented to conclude the findings of the study. This section uses not only both primary and secondary data but also implements qualitative and quantitative research methodologies for analyzing data. The primary data collected will be utilized for benchmarking purposes, comparing the effectiveness of website usability and social media marketing campaigns between two large cooperation, Finnkino, and Bio-Rex. Concurrently, a survey is conducted to gather information on the interests of Generation Z regarding theatres, aiding in the formulation and evaluation of the target group's expectations. Finally, the development plan will be exposed to conclude the study's findings, offering recommendations for movie theatres to attract Generation Z as a specific target audience of movie-goers.

Chapter 5 is a brief conclusion for answering the research question, explaining the validity and reliability of this research. Finally, the instructions for further research are explained at the end

Chapter 6 serves as a comprehensive summary of the fundamental elements, objectives, and results of the study. This chapter provides a clear and concise conclusion, offering insights into the implications of the research findings. Furthermore, additional recommendations for future research also are provided in this section.

2 Digital Marketing Strategies

2.1 What is digital marketing?

A comprehensive understanding of the definition of digital marketing is vital in formulating effective strategies. Digital marketing refers to the utilization of digital technology to promote specific products or services. In today's society, individuals dedicate a significant portion of their daily lives to browsing the internet. Consequently, digital platforms have emerged as powerful tools to engage potential customers and foster strong relationships between companies and their loyal clientele (Desai 2019,197).

The use of the internet experiences a significant rise, with more than 3 billion users reported in 2017. This widespread access to the internet provides businesses and customers with ample opportunities to connect and foresee future advancements. Nowadays, customers primarily gather information online using mobile phones, digital TV, and mobile apps. The internet becomes accessible in various settings, including planes and trains, making it readily available worldwide. Consequently, digital marketers must possess a comprehensive understanding of the various digital marketing channels commonly employed by clients to meet their demands. (Chaffey & Smith 2017, 4-5).

Digital marketing serves as an efficient means of connecting people worldwide, facilitate by advancements in technology. With the aid of digital technology, software applications enable global connectivity, transcending geographical boundaries and time zones. As long as there is a network connection, individuals can establish connections with others. This trend marks a remarkable milestone in the evolution of marketing, with significant implications for its future development (Damian 2014, 4-5).

According to Charlesworth (2018, 4-5), the success of digital transformation extends beyond technology and encompasses the strategic utilization of technology. Digital transformation involves various components, including big data, reverse marketing, mobile applications, and more.

A significant challenge facing businesses during the transition from traditional to digital platforms is the uncertainty surrounding the identification of beneficial innovations. To address this challenge, the development of an appropriately crafted marketing strategy serves as a potential solution (Chaffey & Ellis-Chadwick 2016, 8).

In brief, digital marketing refers to utilizing digital platforms and technology to enhance marketing strategies in the modern era of technology, with a focus on customer-centric approaches.

2.2 The potential opportunities of digital marketing for movie theatre

Digital marketing has a long-term impact on the development of theatres is substantial. In today's society, individuals dedicate a significant amount of their time to online activities. Consequently, relying on traditional print posters to reach target customer groups has become outdated. The implementation of automated digital poster distribution presents a more efficient, cost-effective, and convenient alternative compared to manual methods.

According to Edelman et al. (2020, 2-4) the future of movie theatre entertainment has become uncertain due to the enduring impact of the Covid-19 pandemic. Despite this uncertainty, box office revenues have consistently remained a substantial source of income for film studios in each decade, including 2000, 2010, and 2020. To illustrate this, Figure 6 presents a visual representation of the global total revenue generated by film studios during this specific period.

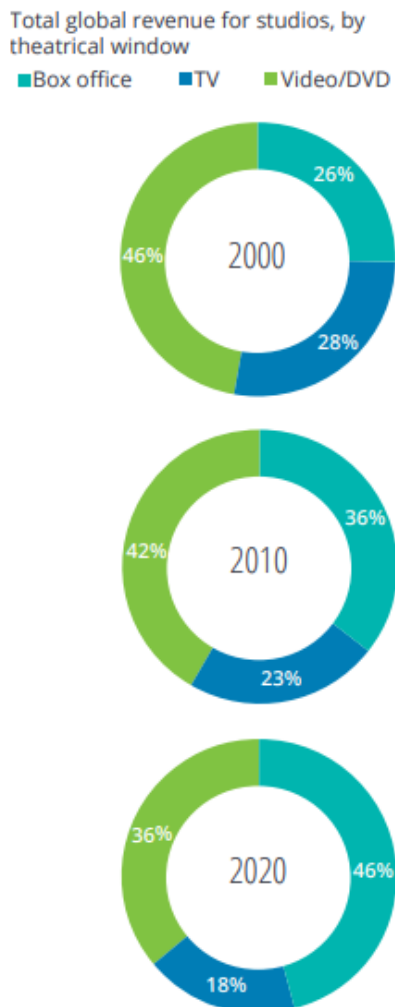


Figure 6. Total global revenue for film studios(SNL Kagan 2020)

The presented Figure depicts the gradual increase of 10% in total global revenues for theatres every decade, with approximately half of their earnings attributed to theatrical releases. The traditional theatre model, being considered outdated, necessitate two approaches for revitalization: theatre renovation and promotional renovation. As noted by Whitten (2022), prominent theatre chains invest significant time and capital in upgrading their digital infrastructure to enhance customer experiences and facilitate effective promotion. In contrast, smaller chains with limited resources opt to allocate their investments toward digital marketing, aiming to reach their target audience more efficiently. During a panel discussion, Daughtridge, the president, and CEO of Warehouse Theatres, explained, "I believe our superpower was inventing and creating those experiences surrounding the movie-watching process. We did some extraordinary things" (Daudtridge 2022, according to Whitten 2022). Figure 2.2 demonstrates the tools employed to support their successful campaign in driving moviegoers to theatres.



Image 1. Theatre Week campaign (Image: Daughtridge)

The effectiveness of event planning largely hinges upon leveraging the appropriate social media platform, particularly one that enjoys a substantial following among the target audience, such as Twitter, which is widely adopted by Americans. This particular platform has proven successful in attracting moviegoers without relying solely on traditional studio marketing efforts.

2.3 Digital marketing capability analysis with the RACE framework

The successful implementation of digital marketing relies on a well-crafted plan that encompasses various important considerations. When structuring the plan, prioritizing clients and their need over focusing solely on products and tactics became crucial. For establishing a successful marketing plan, a well-organized process of conducting research and analyzing marketing situations. Therefore, leveraging that foundation, the development and documentation of marketing objectives, strategies, and programs to effectively respond to the current market demands and requirements. Flexibility emerges as a key factor contributing to achievement, where a concise plan scope is covered within one year, and maintained relevance throughout that year. Therefore, marketing planning required certain changes during the year for adjustment if needed when objectives change. The establishment of realistic goals relying on factual evidence is necessary to effectively guide strategies toward desired outcomes. Regular review and evaluation of up-to-date plans on a monthly or quarterly basis enable timely adjustments and enhancements. Finally, strategies embrace the notion of adaptability to accommodate necessary changes. (Opresnik 2018, 1-3.)

According to Chaffey & Ellis-Chadwick (2016,178), a typical plan of digital marketing contains some similarities with traditional marketing. A clear vision is delivered toward digital marketing plans. To form a strategy, it is necessary for understanding the external environment. As well as analyzing the capabilities of internal resources. Formulating a strategy base on target markets, positioning, and specification of the marketing mix. Clear identified strategies and objectives. Eliminated those who are concerned not to persuade to implement. Having a certain selection of strategies for achieving objectives plus forming a different competitive advantage sustainably.

According to Chaffey and Ellis-Chadwick (2016, 178), a digital marketing plan incorporated certain similarities with traditional marketing strategies. This includes the delivery of a clear vision specifically tailored to digital marketing initiatives. The formulation of an effective strategy involves a comprehensive understanding of the external environment and an analysis of internal resources and capabilities. Key elements of the plan included identifying target markets, establishing positioning strategies, and defining the marketing mix. Having well-defined objectives and updates flexibly for creating strategies is crucial. While eliminating those hinder successful implementation. The selection of appropriate strategies is essential for achieving objectives and gaining a sustainable competitive advantage.

A good marketing strategy requires a distinct direction. The process involves addressing key questions such as the current position of the company, the desired destination, the

appropriate path to reach it, effective strategies for success, indicators of progress, and the required resources. Aligning the direction with the company's assets and goals is crucial. During goal setting, customer satisfaction plays a pivotal role in determining achievability (Thomas & Housden, 2017, 146-147).

By utilizing the RACE framework, as defined by Smart Insight (2010) and depicted in Figure 7, marketers establish a feasible goal that contributes to the development of an effective marketing plan. This framework enables marketers to effectively regulate the flow of commercial value, thereby facilitating the implementation of a comprehensive marketing strategy.



Figure 7. RACE framework(adapted by Smart Insight 2010, 28)

The RACE framework consists of four steps that targeted potential customers and engaged with them throughout the customer lifecycle. The first stage, Reach, focuses on building brand awareness and driving traffic to the website or landing page. The second stage, Act, involves customer interaction with website features and functions. The third stage, Convert determines customers to be potential customers, or buyers, thereby assessing the effectiveness of the marketing plan. It involves defining the number of clients who would convert into buyers. Finally, the Engagement stage aims to foster long-term customer loyalty. (Chaffey & Ellis-Chadwick 2012, 29.)

New Media marketing has been widely recognized as a highly effective option for theatre and movie makers in recent times. Film distributors have allocated a significant portion of their budget, ranging from five to 20 percent, to invest in new media marketing. This choice is primarily driven by the cost-effectiveness of new media marketing compared to

traditional advertising methods such as print media. Consequently, even movies with limited budgets have been able to leverage this marketing approach more affordably than traditional channels (Marich 2013, 112-114).

However, a common challenge arises in the realm of movie promotion within theatres. The marketing strategies employ often involve repetitive and unoriginal tactics, lacking innovation and creativity. When movie promotions follow a predictable pattern, audience engagement, and attention are likely to wane. Simply relying on the movie maker's investment in the marketing plan through the release of a trailer is insufficient. Instead, an effective promotional campaign necessitates diligent efforts within a limited timeframe. Ideally, these campaigns should have commenced three to five months before the movie's release, capturing the attention of potential moviegoers and building anticipation (Marich 2013, 114-118).

The utilization of the RACE framework has proven to be an effective and time-saving approach to establishing practical strategies plan for movie theatres. Launching advertising campaigns relying on new media is the first stage for attracting the attention of customers. Some movie distributors seek the assistance of one or multiple advertising agencies instead of launching the ad by themselves. Partnering with online newspapers and displaying advertisements on their websites is also a popular method for driving traffic to theatre websites and building brand awareness (Marich 2013,118-119).

Once visitors are directed to the theatre's website. Prioritizing user-friendly design is a crucial step. An intuitive design ensures that users easily navigate and interact with the website without confusion or frustration. Simplicity is key, as it allows users to quickly understand the concepts and effortlessly engage with the content (Krug 2014, 11).

The next stage in the RACE framework is the convert stage, which can be assessed among click-through data, specifically by tracking the number of clicks that result in tickets purchased. However, achieving conversion is challenging as it depends on various factors. It can be influenced by the movie's content or the marketers' descriptions not appealing to potential customers. Marketers must therefore strive to make the content more exciting and compelling to encourage ticket purchases. (Charlesworth 2018, 273-274.)

Following the concert stage, the focus shifts to engagement. This is where social media play a significant role. Engaging potential customers through viral marketing campaigns or online reminder emails helps maintain their interest and anticipation for upcoming movies. Customer reviews and ratings also contribute to engagement, as they provided valuable feedback and demonstrated the theatres' professionalism and dedication to customer sat-

isfaction. By establishing channels for customers to provide feedback, theatres demonstrate their commitment to customer satisfaction and cultivate long-term relationships with moviegoers. This approach prioritizes long-term engagement over merely addressing immediate needs (Stone et. 2004,142). As a result, Customer satisfaction and loyalty are valuable assets for businesses in the long run. (Charlesworth 2018, 273-274.)

2.4 Strategy and planning with SMART Analysis

The SMART analysis is widely regarded as a practical framework for establishing attainable goals once the objectives have been defined. It provides businesses with a relevant and easily trackable plan. To effectively implement the best practices of SMART analysis, it is important to delve deeper into the key concepts and their definitions. In this way, it ensures a comprehensive understanding and successful application of the framework.

SMART stand for specific, measurable, actionable, relevant, and time-related. Beginning with specifics, the goal has to be sufficiently detailed for solving an issue and seeking a business opportunity. For example, last year's goal is to achieve a ten percent higher profit than the previous year. Then, a way is provided to measure that goal quantitatively or qualitatively. In other words, the goal is divided into small pieces of work, and actions that can be done within a day to achieve it was estimated. For example, to attain a ten percent higher profit, the business has to examine the recent revenue and carefully calculate whether it is attainable or not. After that, the goal's actionability is considered by anticipating its effectiveness within a scope. Then, it is measured whether it is relevant in the long term, meaning it has some connection with the realistic current value and is not too far from the scope. Lastly, a time frame is created for specific tasks that need to be completed before concluding the whole process (Chaffey & Ellis-Chadwick 2016, 214-215).

To ensure the realistic feasibility of their plans, businesses strive to establish attainable goals. The design of these goals ought to have incorporated flexibility, enabling adjustments that aligned with the current circumstances of the company. It becomes crucial to establish objectives within a manageable scope that allows for effective control. This importance is exemplified by Figure 8, which presents the gross revenue of the theatre box office in Finland over the past five years. By understanding the previous situation, businesses can derive insights and determine the most suitable strategy for the upcoming year (Scott 2015, 11). Through a thorough analysis of such data, businesses make well-informed decisions and devise goals that are in line with their present situation, thereby enhancing their chances of achieving success (Scott 2015, 11).

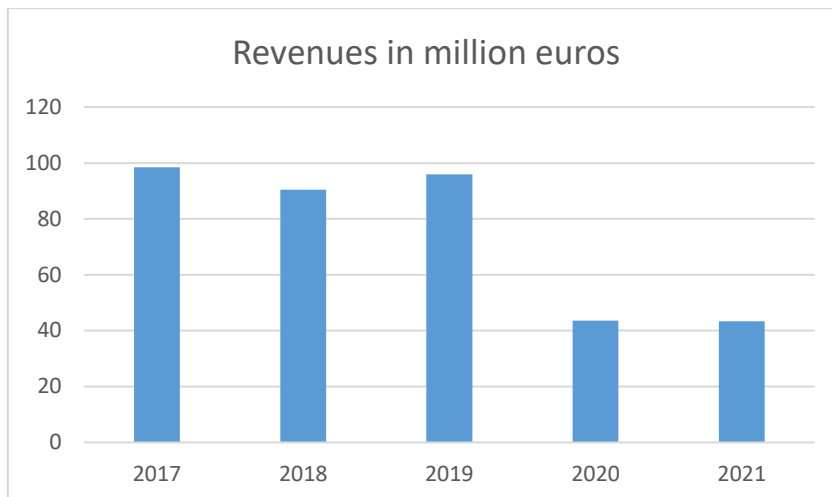


Figure 8. Cinema box office gross revenue in Finland from 2011 to 2021 in million euros(adapted from Statista 2022)

Objective building and good planning are defined by the understanding of the characteristic of the targeted market, Finland. The data given by the Finnish Film Foundation have shown the fluctuation of the Finnish box office's gross revenue. It reaches a peak at €90.4 million in 2017 then starts to drop dramatically to €43.6 million in 2020. However, there has been a slight recovery with a subsequent increase of approximately €0.2 million in the following year. These findings highlight the impact of external factors, such as the pandemic, on the financial performance of the Finnish theatre industry. Understanding these trends is crucial for developing strategic plans and making informed decisions to navigate the challenges and capitalize on opportunities within the market. (Statista 2022.)

Figure 9 depicts a practical plan derived from the realistic gross revenue data of movie theatres in Finland, employing the SMART framework. This framework provides a systematic approach for setting specific, measurable, achievable, relevant, and time-bound goals. By aligning the goals with the specific context of the Finnish movie theatre industry, the plan aims to enhance the effectiveness and efficiency of strategic decision-making. The SMART framework serves as a valuable tool for guiding the formulation and implementation of goals that are both realistic and aligned with the industry's current circumstances. Through the utilization of this framework, businesses can optimize their planning processes and increase their chances of success in the competitive movie theatre market in Finland.

SMART GOALS

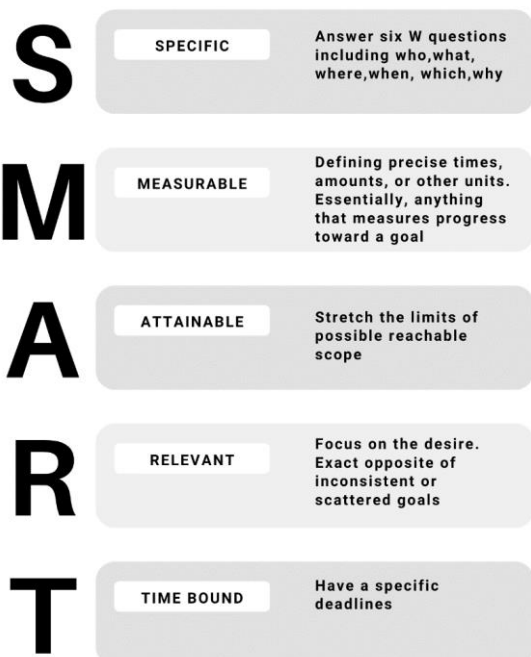


Figure 9. What are SMART Goals and how to set a practiced effective goal(adapted from Scott 2015, 10-11)

Scott (2015, 10-11) emphasizes the significance of comprehending the concept of SMART goal analysis and adhering to its specific steps, which are relevant not only for businesses but also for individuals. The initial step involves crafting a specific goal, addressing the essential components of who, what, where, when, which, and why. It is essential to establish a clear timeframe and a method to monitor the progress of the goal. Moreover, to enhance specificity, the goal should have been assessable through distinct milestones, facilitating the assessment of how each milestone contributes to achieving the goal. The attainable scope of the goal is crucial and necessitates careful analysis of the current state of affairs. Furthermore, the goal should have been relevant, aligning with the core values and the vision of the organizations or individuals. Finally, setting specific deadlines for each goal aids in tracking the ongoing progress and ensured that the goals are accomplished within the predetermined timeframe. (Scott 2015, 10-11.)

2.5 The current and future trend performance of theatres

Overall, the future of movie theaters remains uncertain as the industry continues to grapple with the significant challenges posed by the global pandemic. Theaters worldwide have

been confronted with changing consumer behaviors, particularly the growing trend of individuals opting to stay at home for their entertainment needs. This shift in consumer preferences have a notable impact on the traditional revenue streams of movie studios, with ticket sales in the United States experiencing a consistent annual decline of 0.8% between 2009 and 2019. Despite this decline in ticket sales, it is worth noting that the overall box office revenue today surpasses levels observed two decades ago. This is attributed to factors such as rising ticket prices and the introduction of premium formats, which helps to offset the decreasing number of tickets sold. Moreover, studios are faced with the opportunity to reevaluate their movie distribution strategies and revenue models, considering the growing trend of home entertainment. In response to this evolving landscape, some businesses have taken proactive measures by establishing their distribution channels to cater to the changing preferences of their customers. By doing so, they aim to ensure a more direct and personalized experience for their audience. Such strategic actions allow studios to better adapt to the current market conditions and explore alternative revenue streams. (Deloitte 2020,2-3.)

The rise of streaming platforms signifies a promising future in the entertainment industry. Netflix, the largest platform globally, witnesses a substantial increase in subscribers, with an addition of 54.6 million during the period of 2020-2021 (Stokel-Walker, 2022). Similarly, Disney Plus surpasses a staggering 118 million subscribers in 2021 (Clover, 2021), while Amazon Prime Video boasts a viewership of 175 million (Nacion, 2021). These Figures highlight the significant role played by streaming platforms in shaping the entertainment landscape. Moreover, consumer preferences have also shifted toward streaming platforms when it comes to movie releases. Around 71 percent of Americans prefer to watch movies at home rather than in theaters, indicating the growing popularity of streaming options (Collins, 2021).

This trend is evident in Finland as well, where the top five preferred services in 2022 are video streaming platforms. Netflix claims the first spot, follows by the local service platform YLE Areena. YouTube ranks third, while Ruutu and C More secure the fourth and fifth positions, respectively. These statistics underline the increasing influence and dominance of streaming platforms in the entertainment market. The convenience and accessibility they offer have attracted a substantial number of subscribers and viewers, shaping the way people consume movies and other forms of entertainment content. (Statista 2022.)

The future of the theater industry remains viable, although not as dominant as before. Certain genres of movies, such as action, fantasy, and animated films, are better suited for the theatrical experience. The unique and captivating atmosphere that theaters provide

appeared particularly to younger audiences. Therefore, it becomes crucial for studios and distributors to understand which distribution channel is most suitable for different types of content and how to effectively communicate their message to the target customers. These challenges require careful consideration and strategizing. Companies need to recognize the significance of customer-driven value and invest both time and resources in debuting their content on television or in theaters. By doing so, they pave the way for success. Moreover, studios explore opportunities to expand their stories through video gaming characters and explore multiple mediums and channels to engage audiences effectively. This approach allows for a more comprehensive and integrated approach to storytelling and audience engagement. (Deloitte 2020, 9-11.)

In conclusion, there is a role for movie distribution. However, streaming platforms are unable to replicate the unique role, played by theaters in providing a modern moviegoing experience. To shape the future of theaters, both movie distributors and studios need to prioritize the customer. They need to deliver specific value to their target audience and create content tailored to their marketing strategies. By doing so, a promising and successful future awaits the movie distribution industry.

3 Generation Z as a moviegoers

3.1 Definition of customer behavior and psychological decision

Understanding customer behavior is a fundamental aspect for marketers to comprehend. It involves examining the processes involved when individuals or groups select, obtain, utilize, or dispose of goods, services, concepts, or experiences to fulfill their requirements and preferences. The specific groups of customers are divided based on demographics, including age, gender, family structure, social class and income, race and ethnicity, geography, and lifestyle. (Solomon 2020, 22-27.)

Market segmentation divides the market into small groups that share similarities or resemblances. The division aims to create solutions that apply to a group rather than designing them for every individual. (Curedale 2016, 41-42.)

This thesis studies Generation Z as a potential target group of moviegoers. In this chapter, Generation Z behavior is studied both globally and locally in Finland. At the end of the chapter, three practical digital marketing tools, including buyer personas, Value Proposition Canvas, and journey mapping templates, are introduced. These practical tools are used for generating digital marketing ideas toward the end of the study.

3.2 Target group analysis

Generation Z is defined as digital natives for several reasons, as they are born between 1995 and 2010. During those prosperous digital years, they have a great chance and ability to access multiple digital devices and platforms at an early age. These accessibilities allow them to gather plenty of information from diverse sources, including both online and offline channels. (Francis & Hoefel 2018, 3-4.)

According to Deloitte's study (2021), several core factors were identified as significant concerns for millennials and Generation Z in Finland. Firstly, the environment remains the top priority for Generation Z and ranks within the top three concerns for millennials, following healthcare and unemployment. Secondly, over half of millennials and Gen Zs believe that wealth and salaries are unevenly distributed, indicating a need for government intervention to address this issue. Thirdly, stress levels have increased in Finland, as reported by four out of ten millennials and approximately half of Generation Z, primarily due to concerns regarding income, work opportunities, and family well-being.

When examining stress levels and the factors contributing to them, it is observed that approximately 42 percent of Generation Z individuals in Finland and 46 percent of global Generation Z report experiencing frequent stress. Among the various reasons cited for this stress, career prospects are mentioned by around 59 percent of Finnish Generation Z, indicating its significance compares to other concerns. Consequently, around 42 percent of Finland's Generation Z express the belief that the overall economy would deteriorate in 2022. (Deloitte 2021.)

Francis and Hoefel (2018, 3-4) identify four key characteristics that distinguish Generation Z from other groups. Firstly, they place a high value on authenticity and freedom of expression, embracing diversity and rejecting stereotypes. They exhibit an open-mindedness towards undefined identities and explore various ways of self-expression. This is evident in their support for human rights and their interest in issues relate to race, ethnicity, transgenderism, and feminism, allowing them to shape their identities over time. Secondly, Generation Z is characterized as "communaholics," actively seeking connections both in online communities and the physical world. In the digital age, where internet access is ubiquitous, they believe in sharing interests globally and mobilizing for causes across diverse economic circumstances (Francis & Hoefel 2018, 4-5). Thirdly, they possess a dialogic nature, demonstrating a willingness to accept differing opinions from institutions and emphasizing cooperation over confrontation. This characteristic is particularly significant as they navigate an unstable economy. Lastly, the relentless advancement of technology has shaped their learning behavior. As self-directed learners, the majority of Generation Z prefer online studying to acquire new knowledge (Francis & Hoefel 2018, 5-6).

Generation Z possesses distinct characteristics. In a study conducted by Seemiller and Grace (2019, 66-67) at College Study, over 70 percent of surveyed Generation Z individuals describe themselves as faithful, considerate, determined, kind, understanding, and responsible. When describing their peers, words such as competitive, impulsive, daring, and inquisitive are commonly used. This generation is characterized by its diversity, particularly in terms of race and sexuality. According to a study by J. Walter Thompson Intelligence Group in 2015, Generation Z is the most racially diverse generation, with only 48 percent identifying as heterosexual. Furthermore, 81 percent of respondents believe that gender no longer solely defines a person, indicating a greater acceptance of gender fluid-

ity and a departure from traditional gender boundaries. Dr. Steele Flippin identify three primary values that Generation Z prioritized: happiness, relationships, and financial stability. Pursuing fulfilling careers that align with these values is a top aspiration for this generation. (Seemiller & Grace 2019, 68-71.)

According to Mc Kinsey (2023), Generation Z identifies unique formative experiences that set them apart from millennials with the following factors. First, they generally have a pragmatic mindset. They tend to exhibit a pragmatic mindset, combining complex idealism with concerns about the future. Gen Zers aspire to achieve personal career fulfillment but anticipate economic challenges. They generally have less optimistic views on life, displaying lower levels of emotional and social well-being compared to older generations. They show a greater inclination towards being part of an inclusive and supportive community. Finally, they engage more actively in political and social matters, advocating for their beliefs on social media platforms.

Closely examining the lifestyle of Generation Z reveals valuable insights for marketers to understand this generation better. In the rapidly evolving 21st century, marked by continuous technological advancements, Generation Z has extensive access to unlimited information facilitated by the development of big data. They dedicate a substantial amount of time to digital devices, including laptops and mobile phones. Consequently, this generation displays a decreased reliance on traditional information sources like television for news and current trends. (Seemiller & Grace, 2019, 85-86.)

Based on the survey conducted by Morning Consult, Generation Z favors YouTube as their primary social media platform, accounting for 88% of their time spent on the app. Instagram follows in second place with 76%. TikTok, Snapchat, and Facebook occupy the third, fourth, and fifth positions, respectively, with time spent on these platforms amounting to 68%, 67%, and 49%. (Roberts 2023.)

In 2019, it is observed that Generation Z spend approximately nine hours per day on digital devices for entertainment purposes. A significant majority, around 70 percent, primarily engage in activities such as watching videos and browsing social media platforms. It becomes evident that humor and entertainment content hold particular appeal for this generation. (Seemiller & Grace, 2019, 86-87.)

The social media platforms that capture the interest and active engagement of Generation Z worldwide are Snapchat, Instagram, and Facebook. Snapchat, with approximately 178 million daily users, emerges as a preferred platform for social interaction among this generation. Notably, Generation Z is found to share around 90 million posts per day on Snapchat. While both Snapchat and Instagram are popular among this generation, there are

slight differences in their usage patterns based on their specific purposes. Instagram is primarily used for sharing daily life moments with a broader audience, while Snapchat is favored for sharing stories among a select group of individuals. Despite Snapchat and Instagram being the favorites, a significant number of Generation Z individuals still use Facebook to stay connected with family and friends and share personal updates. (Seemiller & Grace, 2019, 88-89.)

In Finland, the prevalent social media platforms among Generation Z are Facebook, YouTube, WhatsApp, and Instagram. However, as stated by Petrock (2021), the younger generation in Finland, including Generation Z, shows a preference for using Snapchat, TikTok, and Instagram. These platforms offer unique features and content that resonated with the interests and preferences of this generation.(Heiskanen, 2022, 13.)

3.3 Customer consumption behavior and Buyer persona

According to Francis & Hoefel (2018, 7-8), Generation Z's consumption focus is on three main core values: re-signified, singularity, and anchored ethics. This generation values stable careers over high incomes due to the economic instability during their upbringing, resulting in a realistic approach to consumer behavior. Re-signified consumption involves a shift from possession to access, where Generation Z is expected to access and evaluate a wide range of information before making purchasing decisions.(Francis & Hoefel 2018, 8-9.) They seek trial periods to experience products or services before becoming customers. Additionally, singularity emphasizes consuming products that align with individual identity and self-expression. Generation Z is willing to pay a premium for products or brands that highlight their unique characteristics. However, they are cautious about sharing personal information due to concerns about cybersecurity and privacy. Finally, consumption-anchored ethics play a significant role, with 70 percent of Generation Z respondents in a Brazilian survey emphasizing the importance of ethics in business. Building an ethical image is crucial when targeting this generation, including careful selection of influencers and third-party collaborations. Given their status as digital natives, Generation Z's extensive online presence necessitates strategic choices in marketing and collaboration efforts. Figure 10 depicts a blank template for forming a buyer persona.(Francis & Hoefel 2018, 9-10.)

BUYER PERSONA WORKSHEET TEMPLATE


 PERSONA PHOTO	GOALS AND MOTIVATIONS 	CHALLENGES AND OBSTACLES
	SALES OBJECTIONS 	SOURCES OF INFORMATION BOOKS BLOGS CONFERENCES EXPERTS MAGAZINES WEBSITES
QUOTATION 		
NAME		
AGE		
GENDER		
LOCATION		
OCCUPATION		
JOB TITLE		
HIGHEST LEVEL OF EDUCATION		
ANNUAL INCOME		

Figure 10. Buyer Persona template (adapted from Weller 2022)

A buyer persona was recognized as a crucial element in formulating a strategy, as businesses needed to reevaluate how they deliver value and gain customer insight. Customers now have the power to decide when and how to engage with specific companies, making the buying decision process more complex. Creating a draft of a buyer persona helps organizations understand the customer's story and engage with them by listening to their decision-making process, which is a vital component of buyer personas (Revella 2015, 30-32).

Having well-defined buyer demographics and psychographics is beneficial for businesses. Demographics, such as age, income, marital status, and education level, have been used for over 60 years in mass-market marketing to understand customers as real individuals and address their typical challenges. Figure 8 provides a clear representation of the typical information associated with Generation Z, enabling effective communication and connection with potential customers. This information helps businesses find the best solutions for their problems and develop relevant content to engage with them (Revella 2015, 32-33).

3.4 Value Proposition Canvas

The Value Proposition Canvas plays a valuable role in facilitating the understanding of the connection between the value that products or services offer and the needs of customers.

It serves as a framework for creating a clear understanding of value creation and enables teams to have strategic conversations while minimizing the risk of failed ideas. Specifically, the Value Proposition Canvas helps in building and evaluating compelling value propositions by actively identifying and addressing customer needs. This tool is particularly effective in highlighting key challenges and core opportunities when developing a new venture from the ground up. (Osterwalder et al. 2014, 10-11.) Figure 11 provides a visual representation of how the Value Proposition Canvas should be constructed.

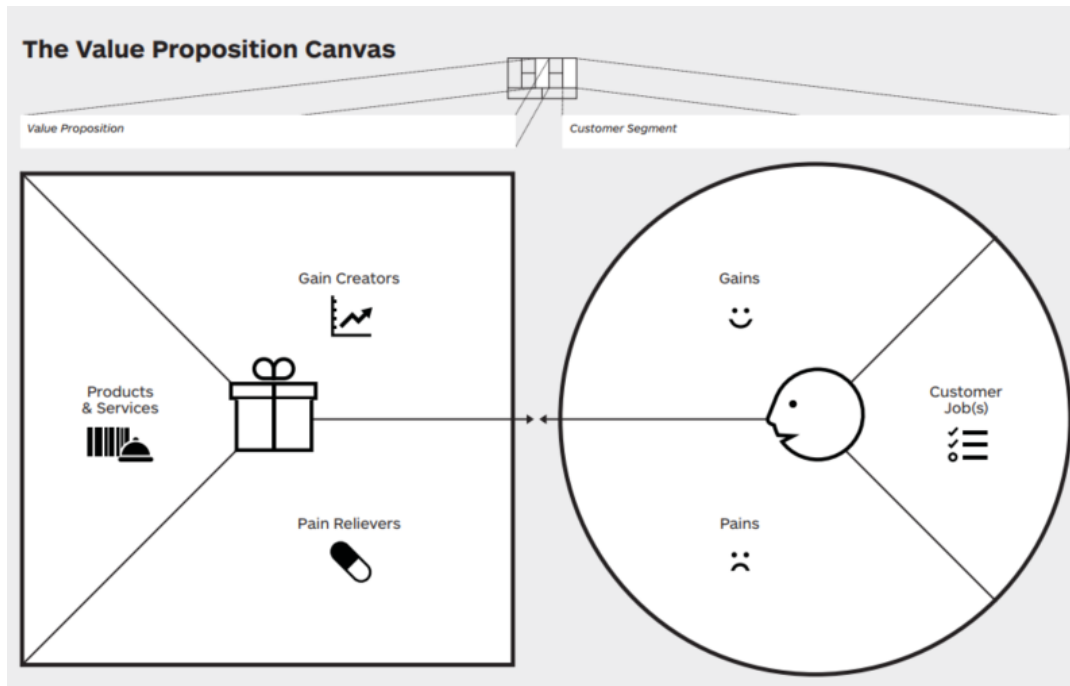


Figure 11. The Value Proposition Canvas (adapted from Osterwalder et al. 2014, 61)

Value Proposition Canvas comprises two components: a customer profile and a value map. The customer profile allows marketers to gain a comprehensive understanding of the customer's potential traits by defining their characteristics in the marketplace. On the other hand, the value map describes the value of specific goods or services to attract potential customers. To be more specific, the value map encompasses gain creators, pain relievers, products, and services, while customer profiles focus on jobs, gains, and pains. (Osterwalder et al. 2014, 31-37.)

3.5 Journey Mapping

A journey map plays a crucial role in helping marketers enhance the customer experience. Experience and journey maps serve as visual representations that allow marketers to gain a comprehensive understanding of a customer's journey from the consumer's standpoint. Additionally, the journey map provides insights into the customer's perspective, enabling

marketers to identify the essential value that customers seek. By establishing a solid framework, marketers can address issues and improve efficiency, ultimately leading to an enhanced customer experience (Curedale 2016, 35-40). Figure 12 depicts the template for customer journey mapping, encompassing various stages from awareness to support or engagement.

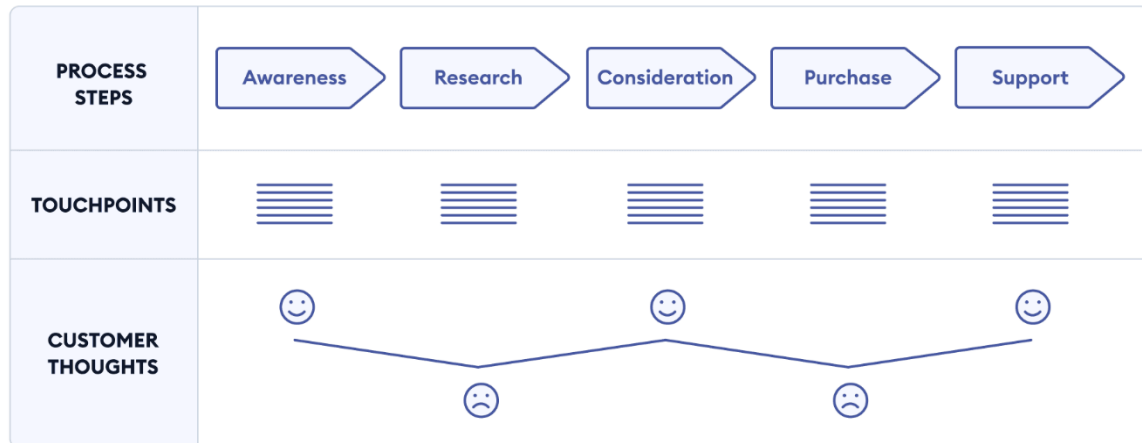


Figure 12. Customer Journey Mapping (adapted from Miranda & Watts Forbes Advisor)

A journey map illustrates the customer experience over time. It depicts how customers interacted with a specific product, service, or brand. By defining the customer journey map, marketers can understand customer behavior, minimize pain points, and optimize services for long-term customer engagement. The journey map also highlights the dissatisfaction that can arise between the experience and exploration phases, which require a series of steps to be followed. These steps include events, moments, experiences, interactions, and activities. (Stickdorn et.al 2018, 44-45.) The journey map visualizes intangible experiences by focusing on the main actor, such as a target group with similar characteristics. The stages that customers go through identify problems, conducting research, and evaluating alternatives. Storyboards are then created to depict customer activities using illustrations, photos, and other visual aids. Finally, an emotional journey is developed to capture the expected feelings throughout these experiences. This final step is crucial as it provides marketers with insights to improve services and gain a competitive advantage. (Stickdorn et.al 2018, 45-46.)

4 Empirical Research, Data Analysis, and Development Plan

4.1 Empirical Research

This is a mixed-method study, where both qualitative and quantitative research methods have been utilized. This research uses two sources of data, primary and secondary data. Primary data is collected by survey. The survey includes both quantitative and qualitative questions. The audience for the conducted survey is Generation Z a potential movie-goers living in Finland. The aim is to provide a better understanding of Generation Z customer behavior related to movie-going behavior and digital marketing. The survey is created by the Google platform and is distributed through social media, especially on Instagram and Facebook, Whatsapp. There are 17 multiple-choice questions and two open-ended questions in the survey to understand Generation Z behavior and build a development plan as a result. Meanwhile, secondary data is used for benchmarking two big Finnish movie theatres' cooperation. The goal is to understand how they use their websites and social media channels to inform and attract customers. Towards the end of this chapter, the development plan based on the analysis of empirical research is introduced. The development plan includes an ideal buyer persona, Value Proposition Canvas, and customer journey. Aiming to develop a potential marketing strategy for theater's growth and development

Relying on the theoretical framework, the survey results, and benchmark analysis, the author is generating a buyer persona of Generation Z moviegoers in Finland. The same research data is being utilized to form a Value Proposition Canvas and to map a customer journey for the same target group at the end of this section. Generation Z is considered a potential moviegoers in Finland. By creating the buyer persona, customer journey, and value proposition, the aim is to help movie theaters target Generation Z with digital marketing actions.

4.2 Data Collection

This chapter identifies the data process timeframe. It is visualized in the Table below, which presents each stage of the process in detail.

Table 2. Data analyzing process

Date	Action
12th December 2022	Draft Survey Form
16th-31th December 2022	Sent and accumulated survey result
6th January 2022	Analyzed the survey research
7th January 2022	Conducted the benchmarking between Finnkino and BioRex related to the website usability and social media marketing actions

The process begins in December 2022. Starting from drafting and editing the survey form before delivering it for collecting information. The survey questions are formulated by a literature review base on the sub-question, which is identified in the research question chapter. After two weeks the survey results finally collect 102 valid answers. The analyzing process starts after that. Finally, benchmarking between Finnkino's and BioRex's marketing strategies is conducted.

The purpose of the survey is to understand customer behaviors. The survey analysis is utilized for drafting the buyer persona, customer journey as well as value proposition in practice.

4.3 Data Analysis

4.3.1 Survey analyst

The online survey consists of behavior-related questions, takes approximately three to five minutes to complete, and comprises a total of 19 questions. Among these, there are two optional questions and two opinion questions. The objective of this chapter is to analyze the data collects from the survey.

The survey is created to gather three sub-question answers. It includes what kind of social media channels Generation Z is using in Finland, what suitable content can attract Generation Z's attention, and how digital marketing can be implemented into movie theatre promotion

The first three questions are created for analyzing moviegoers' demographic. Beginning with the question defining that all the respondents belong to Generation Z and ending with the question asking about the annual income of these respondents. Generation Z's age group in 2022 was 12-27. Figure 13 below shows the valid ages for answering the survey

Are you belong to the 12-27 age group? If you are not belonging to this age group. You can skip this survey. Thank you for your time

102 câu trả lời

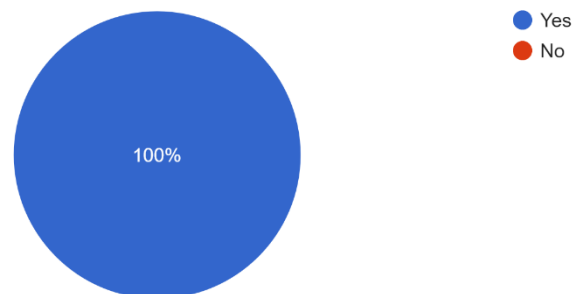


Figure 13. Generation Z respondents

There are 102 respondents, and all of the answers are valid with 100% of respondents belonging to the Z generation group. Figure 14 displays the gender of these valid respondents

What is your gender?

102 answers

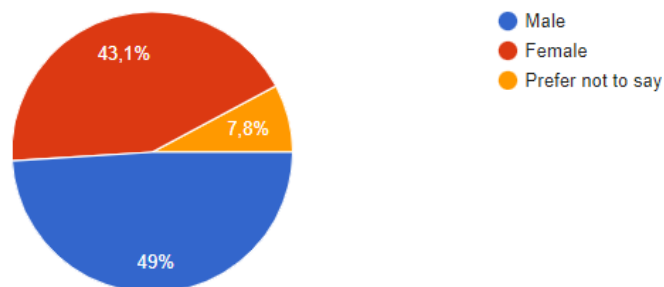


Figure 14. Respondent's gender

49% of respondents define themselves as male, 43.1% as female, and 7.8% choose not to reveal their sexuality. The third question is designed to understand their income, which is shown in Figure 15 below. The aim behind this question is to interpret customers' socio-economic status to tailor an affordable campaign while launching movie promotions.

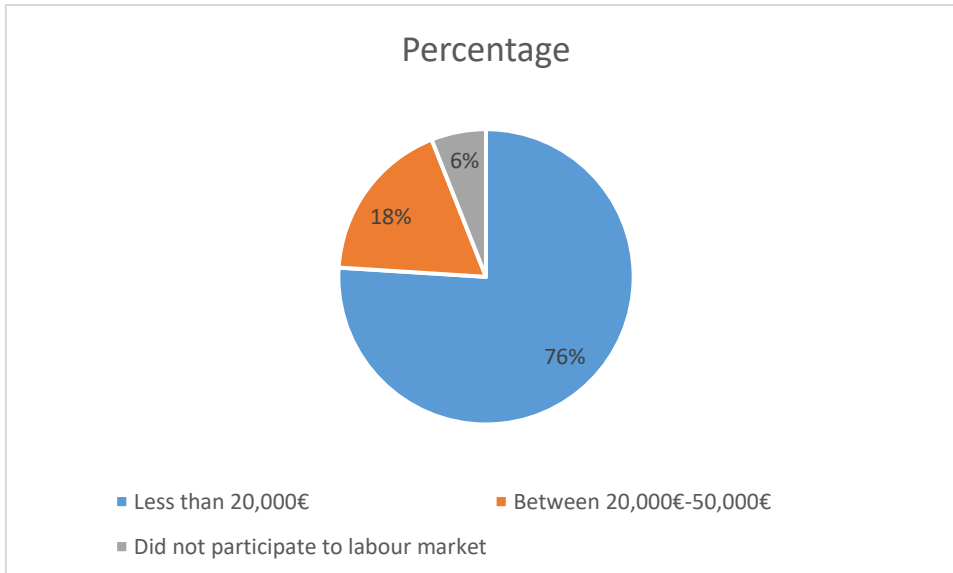


Figure 15. Annual income

Among the respondents, 76% report earning less than 20,000 euros annually. Approximately 18% state their income to be between 20,000 euros and 50,000 euros. A smaller proportion of 6% mentions that they have not participated in the labor market.

In the next question, the respondents express the stress level in their life. This question focuses on understanding the pressure lifestyle of Generation Z when balancing work and daily life. The aim is to create a positive campaign for this generation. Figure 16 demonstrates the stress level among 102 participants.

Do you often feel stress?

102 answers

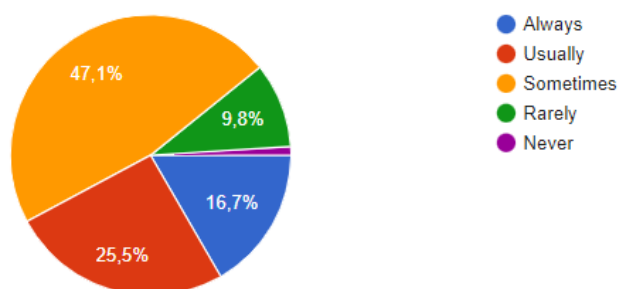


Figure 16. The stress level of participants

The survey results reveal that the highest percentage, 47.1%, of respondents report sometimes feeling stressed. The minority of respondents, only 1%, indicate that they never feel stressed. The remaining categories have the following percentages: 25.5% for usually, 16.7% for always, and 9.8% for rarely.

The following question is focusing on the amount of time that participants make their decision to go to the movie theatre. Figure 17 shows the amount of time that these participants go to the movie theatre

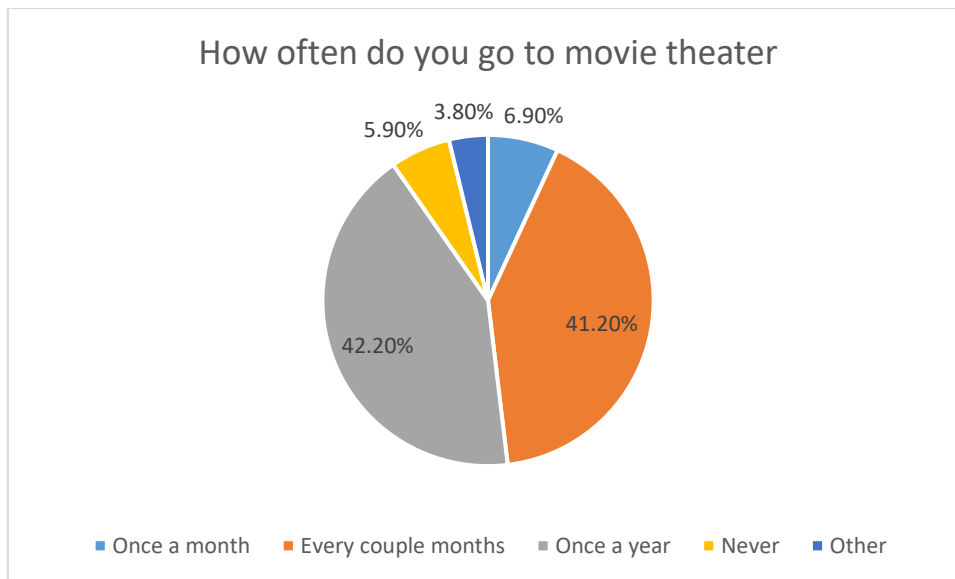


Figure 17. The amount of time that respondents went to the movie theatre

The largest portion, accounting for 42.2%, indicates that they visit the movie theatre once a year. The second largest group, 41.2%, report going to the theatre every couple of months. In contrast, 5.9% of respondents choose once a month, and 6.9% choose never. Additionally, other responses occupy a smaller portion, approximately 3.8%. These include answers such as occasionally, every second year, or respondents who have not yet been to the movie theatre while studying abroad.

The next question aims to inquire about the preferred companions that respondents would like to go to the movie theatre with, indicating in Figure 18. This question is designed to gather insights for promoting suitable content, such as trailers or advertisements, within the theatre.

Who do you go to the theater with mostly

102 answers

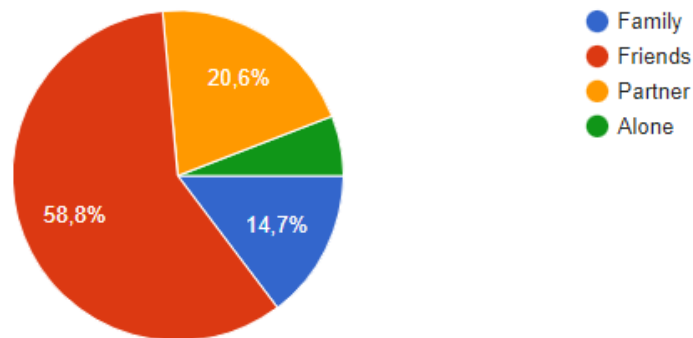


Figure 18. The person who prefers to go to the movie theatre mostly with the respondents

The majority of respondents, accounting for 58.8%, state that they prefer to go to the movie theatre with friends. Partners are chosen by 20.6% of respondents as their preferred companions. Going alone is the least popular choice, with only 5.9% of respondents opting for it.

Moving on to the next question, participants are asked to rate a list of factors that they believe would influence their decision to purchase tickets. The list includes six different elements: price, location, movie showtimes, website design, registration obligation, and unavailable online payment. Participants are asked to rate the importance of these factors on a scale that goes from least important to most important. Further details regarding these elements and their impact on customer purchasing behavior can be found in Figure 19.

Below is the list of factors that could affect your ticket-purchasing decision. How important are they to you when you make your decision

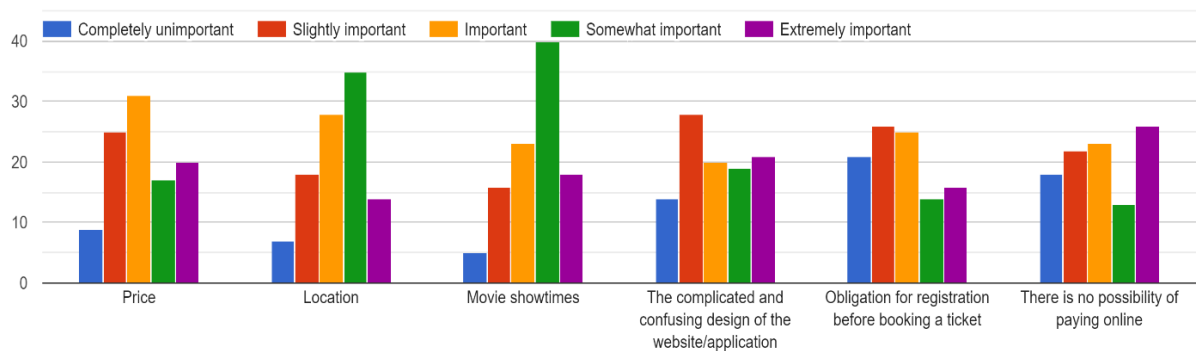


Figure 19. List of factors that affect customer ticket-purchasing behavior

The unavailable online payment option is deemed extremely important by the majority of participants, while some participants consider it unnecessary for influencing their buying decision. On the other hand, movie showtimes are chosen as somewhat important by most respondents. The location also holds some importance and ranks second in the graph. Price is an important factor that participants pay attention to. In contrast, the obligation to register while booking a ticket is considered the least important factor.

Moving on to the next question, participants are asked about other factors that are not listed above. Multiple answers focus on different aspects, depending on the content of the movies. Some responses revolve around the variety of seats (premium seats, normal seats, or sofa seats), the selection of movies, and the comfort of the cinema theatre, among others. The answers provided by participants include "*Varieties of seats (premium seats, normal seats, or sofa seats),*" "*Selection of movies,*" "*Comfort of the cinema theatre,*" etc.

The following question inquires about participants' perception of going to a movie theatre as an outdoor activity and whether specific movies are chosen to absorb new knowledge as a student. Figure 20 presents the responses of the participants regarding the use of educational movies to support students in learning new lessons.

If you are a student would you like to go to the theater as an outdoor activity for watching an educated movie and gaining new knowledge

102 answers



Figure 20. The educated movie is a new way for students to absorb new knowledge

The majority of respondents, accounting for 66.7 percent, affirmatively answer "yes," whereas 30.4 percent respond negatively with "no." Within the remaining four percent, three percent opt for "no" and one percent choose to answer conditionally with "maybe."

Transitioning to the subsequent question, participants are tasked with evaluating the usefulness of various channels for discovering new movie releases, rating them on a scale of one to five. The ratings, depicted in Figure 21, portray the responses provided by participants, spanning from one (indicating the least usefulness) to five (indicating the highest usefulness).

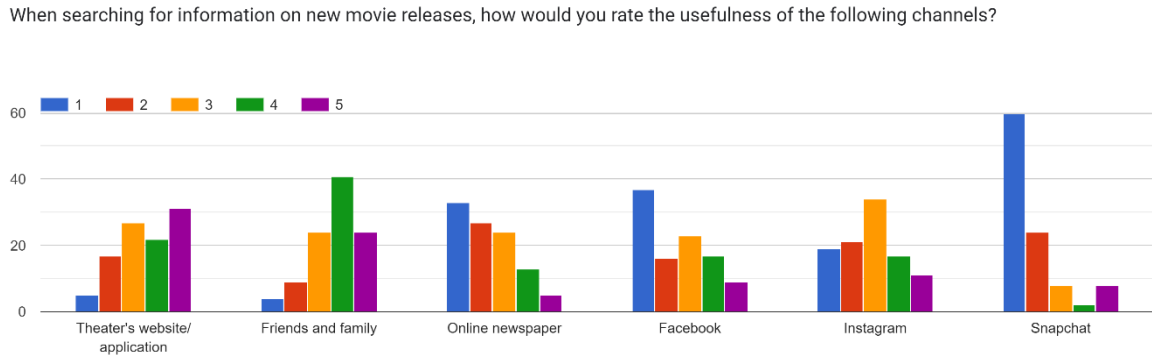


Figure 21. Usefulness rating for the following channels.

The participants give a rating of five points to the theatre's website, indicating that they find it highly useful. On the other hand, the Friends and Family channel receive the highest rating of four points in the chart. In contrast, online newspapers, Facebook, and Snapchat are considered the least useful channels for searching for new movie releases. Moving on to Figure 22, participants are asked if they would like to receive a notification when a new movie is released.

Would you like to receive a notification when a new movie is released?

102 answers

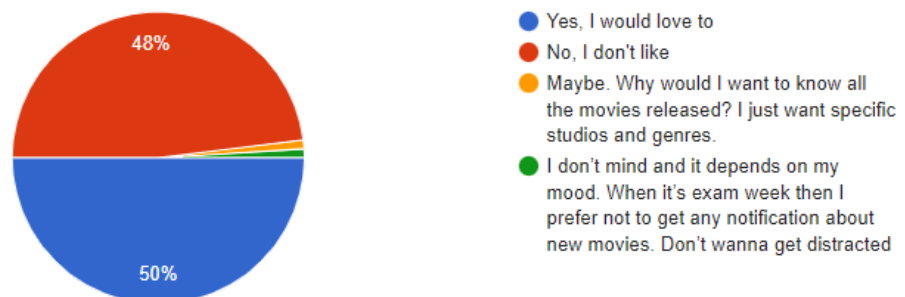


Figure 22. The percentage agreed or disagreed with receiving new movie notifications released.

Among the participants, 50 percent show their interest in receiving notifications about new movie releases. Conversely, 48 percent choose not to accept the offer, indicating their preference to opt out of such notifications. The remaining 2 percent are undecided and express a neutral opinion.

Moving on to Figure 23, participants are asked to rate their preference for notifications or coupons on a scale of 1 to 5, where a lower value indicates less desire and a higher value indicates a stronger preference. The purpose of this question is to gain insights into customer behavior and determine their willingness to receive notifications about new movie releases.

How do you rate the performance of each platform for receiving notifications about new movie releases or coupons?

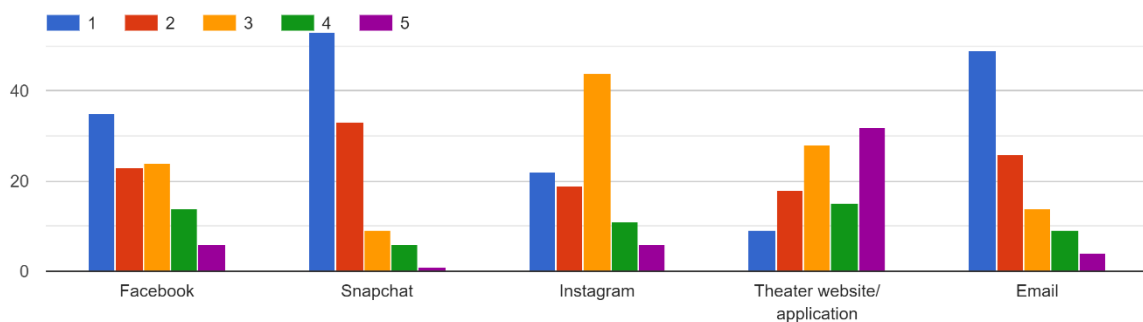


Figure 23. The effectiveness rating for the listed channels

Facebook, Snapchat, and email are considered the least effective among most of the participants. Meanwhile, Instagram receives three points highest because of its effectiveness. Also, the theatre website receives five points among 102 answers. In the next demonstration in Figure 24, question participants are asked for their thought on animation guidance for appropriate behavior during the movie showtime meanwhile waiting inside a theatre.

Do you like to watch the guideline for appropriate behavior as an animated education during the waiting time in the theater?

102 answers



Figure 24. Appropriate behavior guidance as an animation platform

Among the participants, 73.5 percent agree that it is necessary to educate people before the movie starts. Approximately 18.6 percent believe it was a waste of time and prefer to watch something else. The remaining 7 percent have mixed opinions, with 3 percent answering yes and the rest answering no.

The following question asks about the opinion about trailers showing in the theatre. Most of the participants answers are interested in watching trailers in the theatre. Others prefer to go straight to the movie instead. Most of the answers are yes some of the answers show their interest in how attractive the trailers are to them including: "Yes I do love it because it gives me an excited mood when the new movie is released". Besides, there are some no answers such as "No, I prefer to talk with friends during the waiting time instead", and "No, I prefer to go straight to the movie". The next question explains in Figure 25, participants are asked about their behavior of whether they love to watch behind-the-scenes after the movie end.

Do you like to watch behind-the-scenes?

102 responses

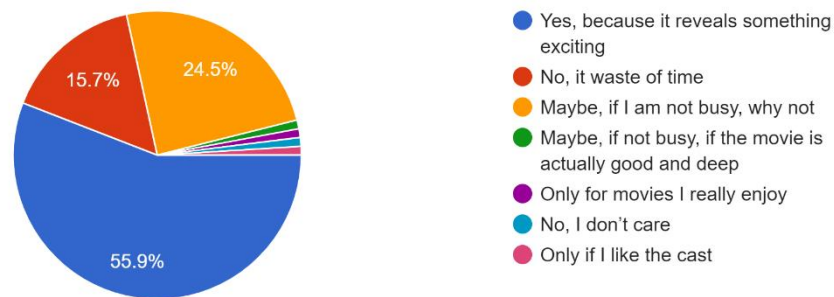


Figure 25. The interest behind the observation of the scene

There are 55.9% interested in watching behind-the-scenes. There are 24.5% and 15.7% answered maybe and not respectively. Other answers expose their thought including maybe or only the movie that he or she enjoys, etc. In the next question depicts in Figure 26, participants are asked to the rating from one as the lowest and five as the highest effectiveness of searching now showing movies in the following content platform including blogs post, podcasts, webinars, user-generated content, and video.

How interested would you be in the following content platform in terms of searching now showing the movies?

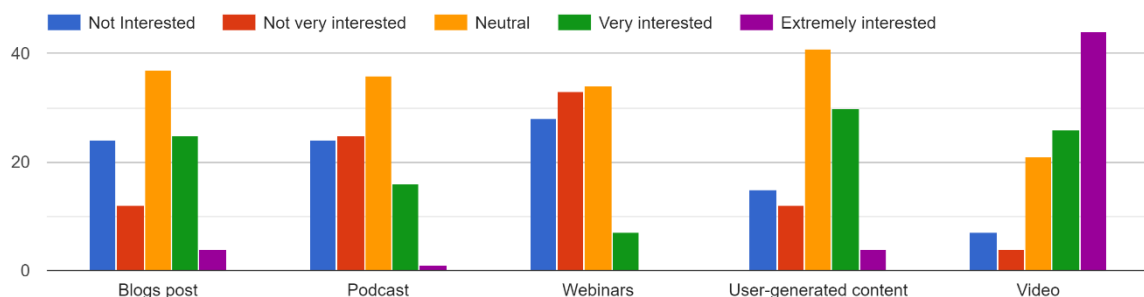


Figure 26. Rating among content platforms for its effectiveness in now showing movies

Their most effective platform for delivering content currently showcases movies through videos, which proves to be highly engaging for potential moviegoers. Blogs and user-generated content occupy the second position in terms of effectiveness. However, they also receive a significant number of neutral responses, along with podcasts and webinars. Webinars, in particular, receive the highest number of "not interested" and "not very interested" ratings, scoring one and two points respectively.

Moving on to the next question, participants were asked to specify any channels they consider effective for searching for new movie release information. The answers include "Movie review platforms" (6.3%), "YouTube" (12.5%), "Rotten Tomatoes" (6.3%), and "friends" (6.3%).

In the last question, participants are asked to provide their comments on what they believe would enhance online digital advertisements for movies. There are multiple answers provided. Nevertheless, the platform receives specific feedback regarding its movie advertising techniques. This feedback includes an emphasis on visual content over text-based content and the use of creative memes to capture the attention of potential customers. For example, participants suggest that there should be *"more images instead of too much text."* Additionally, some comments focus on running promotional campaigns, such as creating trailers, first-glance talks, or interviews with the movie's cast and crew to make them go viral. Others suggest offering discounts for loyal customers, such as *"Make a promo campaign. This should be a trailer, a first-glance talk, or an interview with you and the interviewer. The main thing is to make it viral."* One interesting comment suggests posting on relevant forums to gain more views and valuable input from the audience. Moreover, participants propose that the organization can develop new features that introduce movies based on users' search or ticket purchase history. They suggest that online advertisements could recommend movie ads based on the user's interests or search history, stating, *"Maybe online advertisements could suggest movie ads based on the user's interest (search history)."*

4.3.2 Benchmarking

According to Sammut-Bonnici (2015, 1-3) benchmarking concentrates on identifying the efficient methods and procedures that specific firms apply for gaining their reputation and enhancing their performance in the marketplace. Understanding the best practice support organizations to well-perform in internalized processes.

This research benchmarks Finnkino and BioRex to understand how they use their websites and social media channels to inform and attract customers. When conducting the benchmark, the author concentrates on website design and usability, content on social media, and promotion campaigns of the two large selected firms, which are Finnkino and Bio Rex. The analysis starts by analyzing Finnkino and then is followed by BioRex Corporation. This benchmark analysis aims to understand how these two selected movie thea-

ters are utilizing their website and digital marketing and how they are trying to attract customers. The chosen movies for studying strategies and methods are the movies that are considered one of the most successful campaigns. The movie that attracts the highest level of attention is Avatar 2 in late 2022, which garners significant engagement on two prominent social media platforms, specifically Facebook and Instagram. To provide a comprehensive analysis, other movies are also considered for comparison. To evaluate the marketing strategies employed by Finnkino and BioRex, a benchmarking analysis is conducted, with a particular emphasis on website analysis and social media campaigns executed on both Facebook and Instagram platforms. The findings of this analysis are summarized in Table 2.

Table 2: The summary of key findings for Finnkino and Bio-Rex Cooperation

Bench- marking Categories	Finnkino	BioRex
Profile	<ul style="list-style-type: none"> - Established in 1939 - 119 screens across 17 theatres located in 11 different places in Finland 	<ul style="list-style-type: none"> - Established in 2002 - 48 screens in 11 different locations in Finland
Website In- terface and User Expe- rience	Advantages: <ul style="list-style-type: none"> - Professional color palette implementation(black and yellow) - well-display showtimes function - well-aligned function with a neat design 	Advantages: <ul style="list-style-type: none"> - Simple and clean color palette(blue and white) - Well-functional and user-friendly - Has a separate section for viewing prices for new customers with a different location
	Disadvantages: <ul style="list-style-type: none"> - The price display function is limited to access 	Disadvantages: <ul style="list-style-type: none"> - Used to focus on flawless product design patterns. - The superfluous information presented on the Homepage
Avatar	<ul style="list-style-type: none"> - The campaign for winning the holiday experience for the family to the landscape of Pandora in Walt Disney World 	<ul style="list-style-type: none"> - As part of the Christmas campaign, one hundred complimentary tickets were distributed on Monday, December 26th, 2022, commencing at 17:00, at BioRex Tripla.
	Instagram: <ul style="list-style-type: none"> - 428 likes and 19 comments 	Instagram: <ul style="list-style-type: none"> - 63 likes and no comments
	Facebook:	Facebook:

	- 91 likes and 39 comments for this advertisement	- 14 likes and one comment
Other movies	- The promotional campaign for the film "A Man Called Otto" includes printed materials as a means of generating consumer interest and awareness.	- The promotion campaign for family day. With all the children shows a discount of 8.5 euros for both adults and children
	Instagram: - 732 likes 518 comments	Instagram: - 37 likes and no comments
	Facebook: - 596 likes and 596 comments	Facebook: - 10 likes and one comment

Beginning with Finnkino history. Finnkino opened the initial cinema at Kinopalatsi's in 1939. Finnkino was the largest movie theatre chain in Finland. Belonged to Odeon Cinemas Group. The organization operated in seven different European nations. With a total of 119 screens across 17 theatres located in 11 different places in Finland. There were around 5.5 million visitors in 2019. (Finnkino 2023.)

In terms of the Finnkino website interface. The user interface serves as a vital link between users and the website, facilitating seamless interactions. It features an impressive implementation of a color palette and effectively displays showtimes. Specifically, Finnkino provides a dedicated section for users to access exclusive vouchers, movie snacks, and other offerings. The design of the website is clean and well-organized, ensuring optimal functionality and ease of use. However, the website has a limitation in terms of price accessibility. Users are only able to view ticket prices after signing in or signing up, making it challenging for users to obtain information about ticket prices without creating an account.

Regarding the perspective of social media content display. Finnkino's promotion campaigns on the Facebook and Instagram platforms experience varying degrees of customer interaction. Some campaigns receive abundant engagement, while others have comparatively lower levels of interaction. To be more specific, the post that gains the most views and generates significant interest is the promotion of a product associated with the movie "A Man Called Otto." Besides, Avatar 2 which discuss afterward. Image 2, provides below, shows the printed promotional materials for the movie "A Man Called Otto."



Image 2. Products Promotion Campaign for A man called Otto (Finkkino 2023)

The campaign gains 596 likes with 596 comments on Facebook. However, the advertisement displays 732 likes and 518 comments on Instagram. Most of the comments show excitement about the campaign advertisement. Those Figures show the success of the campaign to interact with customers as well as drive attention and enhance the connection between the advertisement and the movie.

While promoting Avatar 2, the famous blockbuster. They launch the promotion campaign, which also gains positive effectiveness, with 91 likes and 39 comments. Image 3 describes the marketing poster of Finkkino while launching the Avatar 2 promotion campaign.

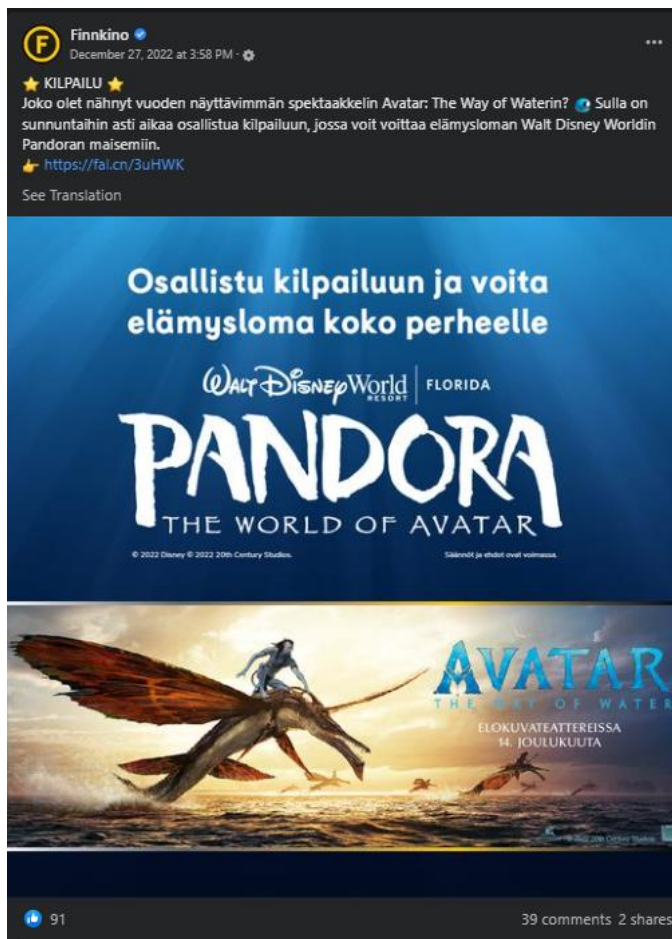


Image 3. Holiday Promotion Campaign for Avatar 2 (Finnkino 2022)

There are 91 likes and 39 comments for this advertisement on Facebook. With the same campaign but on Instagram, the interaction is higher than on Facebook (receiving 428 likes and 19 comments). The objective of this advertisement is to promote the movie as a family-friendly experience, accompanied by a campaign that offers a chance to win a holiday experience at Walt Disney World's Pandora landscape. The requirement for participation in this campaign is for families to watch the movie Avatar 2.

BioRex, a movie theatre chain belonging to the Swedish Svenska Bio, was founded in 2002. It emerged as the second-largest cinema chain in Finland and operated a total of 50 movie theatres across Sweden, Denmark, and Finland. Within Finland, BioRex managed 48 screens distributed across 11 diverse locations throughout the country. The company focused on investing in state-of-the-art facilities to ensure a superior and enjoyable movie experience for its customers (BioRex 2023).

Regarding the BioRex Theatre's website, the color palette utilized is simple, featuring two primary colors (blue and white). However, the website maintains excellent functionality and user-friendliness. Over time, the company emphasizes both design and concentration.

Previously, their focus was primarily on delivering flawless products, but recently, their strategy has shifted towards holistic development and comprehensive management of the entire organization. This change in approach leads them to actively listen to customer feedback, enhance their competitive advantages, and address areas of improvement. Moreover, BioRex's website includes a section specifically designed for new customers, allowing them to easily access movie ticket prices based on the desired location of the theatre. One minor drawback of the website is that the display of movie showtimes in the carousel section appears below the corresponding movie poster, causing some confusion. Additionally, the Homepage presents an excessive amount of information, creating a complex user experience by overwhelming visitors with unnecessary details.

In the realm of creating social media content, two advertisement posts emerge as particularly noteworthy, garnering substantial attention from users. These posts encompass the Family Day Campaign and the promotion campaign for Avatar 2. The Family Day Campaign specifically targets families with children, offering a discounted price of 8.5 euros for all family members and children's movies. This promotional offer is available on selected occasions, intending to encourage families to partake in a cost-effective and enjoyable day together. Although the campaign generates a significant number of likes and comments, it attains a comparatively lower level of engagement compared to a blockbuster film like Avatar 2. Image 4, presented below, showcases the promotional materials for the Family Day Campaign.



Image 4. Family Day Campaign (BioRex 2022)

On Facebook, the campaign receives 10 likes and one comment, indicating a modest level of engagement from users. Conversely, on Instagram, the campaign garners 37 likes but does not gain any comments. The main goal of this campaign is to foster engagement and specifically target family members, with the offer extending to all children's movies.

In contrast, the promotional campaign for the blockbuster movie Avatar 2 took a different approach. It is executed by organizing a giveaway of 100 tickets, which was scheduled to take place at BioRex Tripla mall on 26th December 2022, specifically at 5 pm, during the Christmas holiday season. However, it is unfortunate to note that the level of participation in this particular promotion was significantly lower. Image 5 visually presents the promotional campaign materials for Avatar 2.

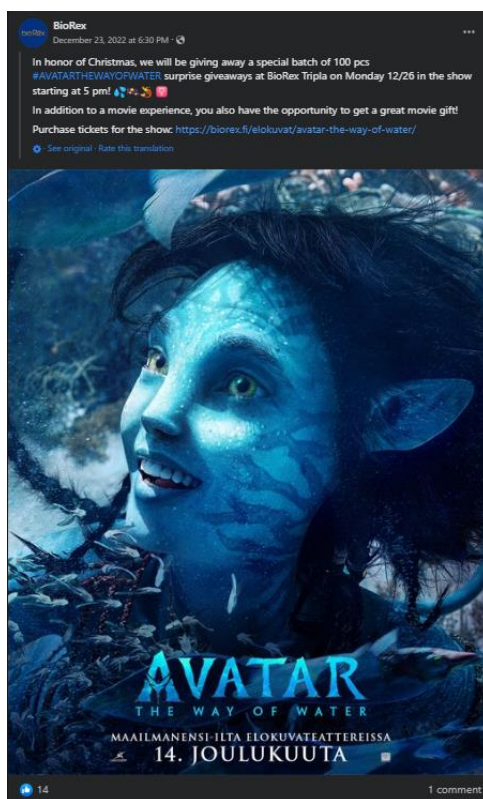


Image 5. Avatar 2 promotion campaign on Christmas Eve 2022 (BioRex 2022)

The campaign collects 14 likes and one comment. The post is also displayed on Instagram and receives 63 likes with no comments. The purpose is to engage the customers to watch the movie after the Christmas holiday. As a result, the advertisement fails to create interaction with the customers in comparison to the previous campaign for the Puss in Boots movie.

4.4 Development Plan

This chapter focuses on providing development activity plans for theaters, based on the survey analysis of Generation Z and the benchmarking in the data analysis chapter. The development plan provides theater businesses with practical operating strategies for concentrating on the effective productivity of implementing digital marketing into practice. The development plan includes drafting buyer personas, Value Proposition Canvas, and creating Generation Z journey mapping. The ultimate objective is to devise marketing strategies that are geared towards capturing the attention of Generation Z and generating ideas for attracting this consumer demographic to movie theaters.

4.4.1 Buyer Persona

A buyer persona is based on the information provided by the survey analyst and the general characteristics of Generation Z of Deloitte's study in 2021. Figure 27 below defines a typical buyer persona base on the background of characteristic Generation Z



Figure 27. Derek Buyer Persona

Derek, a second-year student, leads a stressful and exhausting life. Balancing his studies with limited time proves to be challenging for him. He is constantly occupied with homework and deadlines, leaving him with little opportunity to spend time with friends. Furthermore, due to his limited budget, finding affordable and healthy entertainment options becomes a difficult task. Since he spends most of his time at home working on school assignments, staying at home is not a desirable option for him. Engaging in physical activities such as

gym training or exercises also feels exhausting to him. Derek's circumstances reflect a typical background of Generation Z individuals, and he has the potential to become a movie-goer.

To effectively understand Derek's buyer persona, it is crucial to promote suitable entertainment choices that can help Derek and others in his generation manage stress within their limited budgets. This financial constraint is a common challenge faced by Generation Z individuals.

4.4.2 Value Proposition Canvas

Value Proposition Canvas analyzes the pain and gain of Generation Z, based on the buyer persona and Generation Z's survey analysis conducted in the survey analyst section.

As a result, the Value Proposition Canvas illustrates the ideal picture of Generation Z's pains and gains. Therefore, it gives an overview of the role theaters play in addressing them by providing services as gain creators or pain relievers. Figure 28 following demonstrates the Value Proposition Canvas drafting.

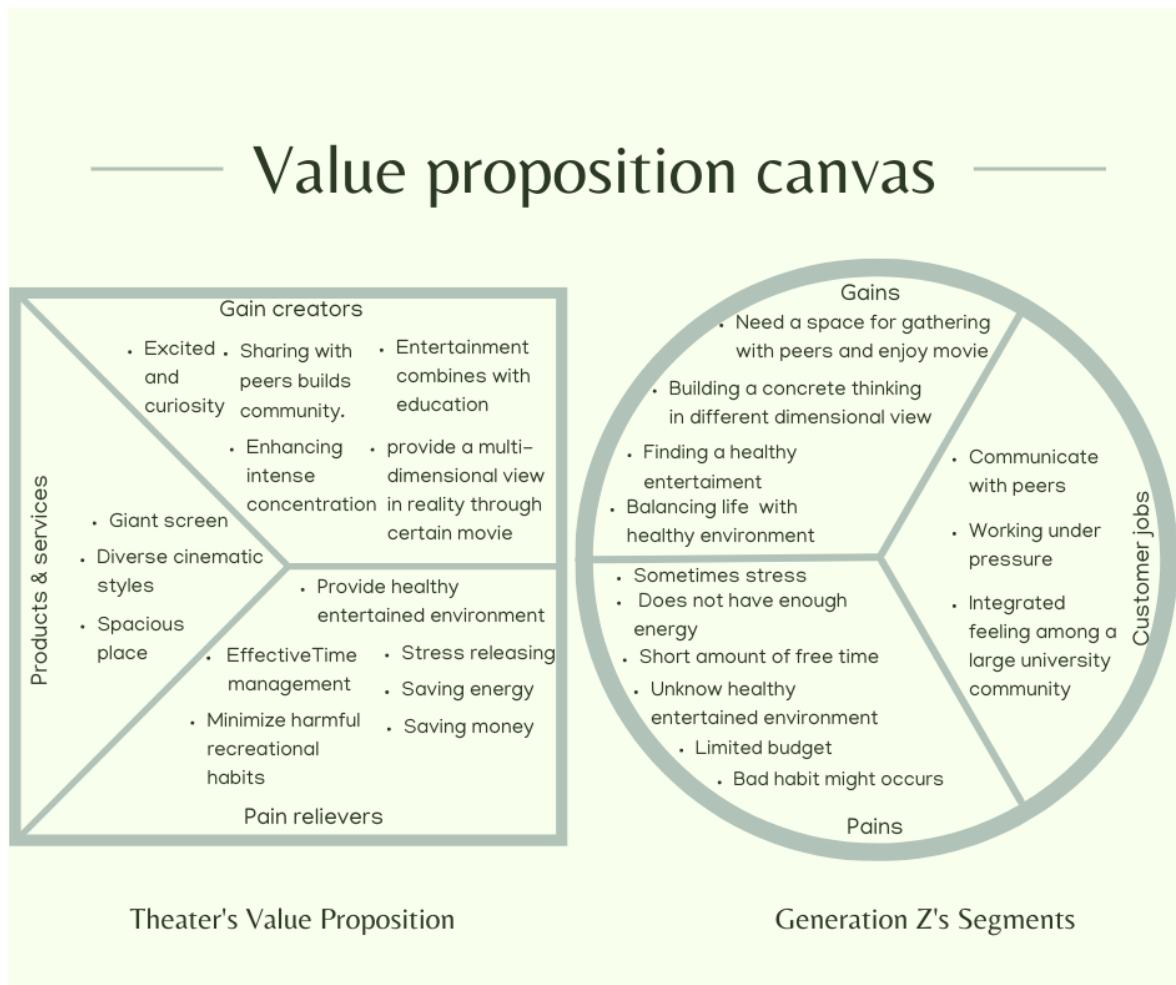


Figure 28. Value Proposition Canvas

The Value Proposition Canvas reveals that Generation Z individuals share common challenges and desires in their lives. Building upon the survey analysis and buyer persona defines in the previous chapter, it is evident that this group experienced stress, has limited free time, and faces budget constraints, along with a lack of energy for physical activities and communication difficulties.

The presented group under consideration seeks a balance between academic pursuits, leisure activities, and socializing. They desire suitable venues to interact with peers and enjoy the latest blockbuster movies that sparked their curiosity. Through specific movies, they aim to broaden their perspectives and develop a multidimensional understanding of reality. The prevalence of various devices and distractions poses challenges to their ability to concentrate. However, watching movies serve to enhance their focus and concentration.

Thus, it is deduced that the attainment of the group's objectives requires a harmonious equilibrium between academic pursuits, leisure activities, and socializing. Furthermore,

the availability of a conducive environment to interact with peers and enjoy movies is crucial to their fulfillment. Through a careful selection of movies, the group gains a deep understanding of various dimensions of reality, thereby enriching their perspective. Despite the numerous distractions in today's technological landscape, movies offer an opportunity to enhance concentration and focus.

In the marketing industry, a comprehensive understanding of the target audience's needs and preferences is crucial for developing effective marketing strategies. One effective strategy involves launching affordable movie days to engage with the audience and meet their expectations. Additionally, movie releases are strategically scheduled at suitable times based on the preferences and availability of the target audience, enhancing their movie-going experience. The evaluation of theatre performance and tracking the effectiveness of marketing strategies help marketers exploit potential opportunities.

In the digital age, social media platforms like Instagram play a pivotal role in engaging with the target audience. Generation Z prefers receiving notifications on Instagram, while some rely on recommendations from friends and family. Hence, devising a targeted promotional plan that resonates with the audience, conveying content akin to that of a friend or family member, is crucial.

User-generated video content proves to be a powerful tool for capturing the attention of the target audience. Creating videos that feature reviews and thoughts after watching a specific movie heightens curiosity among others. Additionally, focusing on the audience's interests and preferences significantly contributes to expanding the popularity of movies. For instance, dedicating a day or producing a video that highlights the key morals of a specific movie highly valued by Generation Z proves beneficial in attracting their attention.

To summarize, understanding the target audience's pain points and preferences is critical when developing marketing strategies that meet their expectations. Leveraging social media platforms like Instagram and incorporating user-generated video content effectively engages the target audience and boosts the popularity of movies. Furthermore, strategic scheduling of movie releases and diligent evaluation of theatre performance optimize available opportunities for maximum impact.

4.4.3 Journey Mapping

The combination of buyer persona and Value Proposition Canvas has supported digital marketers in understanding the behavior of Generation Z. Consequently, the interpretation of this understanding is facilitated through the creation of a journey map. The journey map

illustrates the stages through which Generation Z moviegoers typically progress when visiting a movie theatre. This mapping process is informed by survey analysis, benchmarking between two prominent firms (Finnkino and BioRex), and the study conducted by Kondrenko in 2022. By comprehending the behavior of moviegoers, cooperation could be enhanced, leading to improved experiences and the provision of professional support when necessary. Figure 29 explains the customer journey, beginning with customers visiting the website and culminating in their decision to attend the theatre.

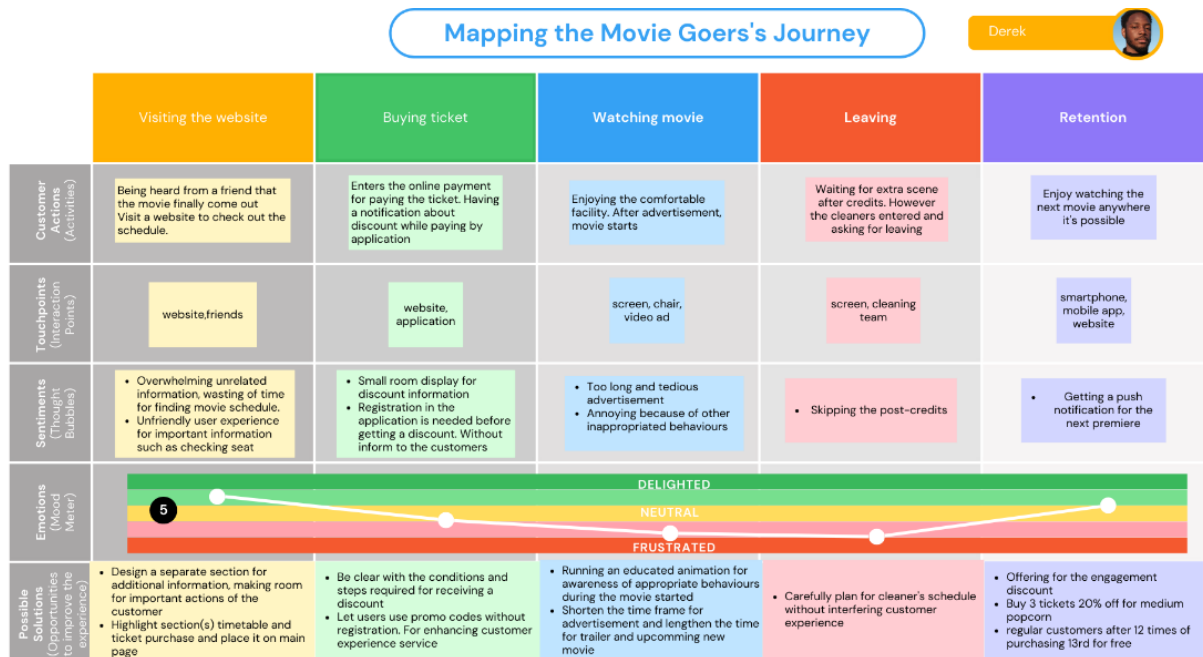


Figure 29. Customer journey mapping

In the awareness stage, the visual interface is enhanced to facilitate easy interaction with a user-friendly design. Unnecessary additional information is avoided or placed in separate sections to maintain a clean and organized website. During the process of purchasing online tickets, users are provided with a promo code upon registering their online account for the first time. This approach aims to foster long-term customer engagement with the companies. According to the survey, 73.5 percent of respondents indicate a preference for guidelines on appropriate behavior, which serve as a polite way to educate moviegoers and contribute to a professional image for the organization. Additionally, careful scheduling of workers' tasks is crucial to avoid interrupting customers until the last scene of the movie has concluded. Finally, a focus on establishing promotion and engagement strategies for loyal customers is recommended to enhance customer engagement.

Table 3 presents a list of suggestions and actions that movie theatre cooperation should consider for improving the performance of marketing strategies and attracting Generation Z as a potential target group of moviegoers.

Table 3. The list of recommendations for suggestions and actions

Suggestions:	Actions:
Generation Z's recommendation	<p>Interviewing customers and gathering the necessary information for the marketing campaign</p> <p>Make a promo campaign such as an interview with the movie-goers for gaining a review (Generation Z valued word of mouth)</p> <p>Displaying advertisements with more visuals than text, finding relevant forums to display advertisements or trailers to draw attention.</p>
Buyer persona	Flexible promoting campaigns for example Wednesday Day for students, with a reasonable price or run a campaign such as discount price or free pop-corn
Value Proposition Canvas	Scheduling movie releases at appropriate times
Customer Journey Mapping	<p>Focusing to enhance user experience, prioritize a friendly and simple user interface design.</p> <p>Highlight promotional campaigns on the carousel section, positioned at the top of the page.</p> <p>Display showtimes and location information immediately after.</p>
Developing a well-functional website for the engaging purpose	<p>Avoid unnecessary additional information or place these in a separate section and place important information such as price or discount on the landing page.</p> <p>Developing a search history function for the engaging purpose</p>
Targeting suitable content for the Generation Z target group	Preparing the contents that self-identity and self-expression for Generation Z such as user-centered video, or generating a viral media post to draw attention.
Identifying the most effective social media platforms to achieve attention from customers	Focusing on Instagram as a main social media channel for launching campaigns
Establish a strong engagement campaign for customers	Concentrating to establish promotion engagement campaigns for loyal customers for engaging purposes.

Implementing these suggestions and actions enables businesses to effectively identify and understand their target customer group. Facilitating the establishment of appropriate marketing strategies for long-term growth and development.

5. Conclusion

In this chapter, the main research question and its sub-questions are addressed. As well as the key findings are showcased. The thesis's validity and reliability are evaluated. Finally, the recommendations for future research are introduced.

5.1 Answers to Research Questions

This thesis focuses on analyzing digital marketing concepts as well as studying Generation Z as a target group. Therefore, implementing it in movie theater study for providing a practical development strategies plan for these businesses in general.

Sub-questions

What kind of values digital marketing can bring to movie promotion in the theatre?

Digital marketing plays an important role in bringing specific values to the movie theatre industry for long-term development. Especially in the digital era, it targets Generation Z as a potential target group of moviegoers. Nowadays, customers invest the majority of their time on the Internet in collecting information. Therefore, the impact of digital platforms on customer behavior is significant. The movie theatre industry's traditional marketing strategies are becoming increasingly outdated, expensive, and less effective in attracting moviegoers. As a result, digital marketing emerges as a viable alternative, providing support in generating campaigns, creating posters, and offering cost-effective, convenient solutions within specific timeframes across multiple digital platforms.

How digital marketing can be implemented into movie theatre promotion?

A well-developed digital marketing plan for a movie theatre involves understanding the current social landscape and creating an attainable strategy that can be adapted over time. The RACE framework serves as a useful guide for businesses to establish clear objectives and maintain progress by employing SMART analysis for strategy and planning. Additionally, the theatre industry needs to recognize the potential threat of substitutes and compare the strengths and weaknesses of its own company and competitors through benchmarking. Moreover, comprehending customer behavior is essential for creating engaging content and driving customer action. This can be accomplished through methods like customer interviews or surveys to gauge satisfaction and opinions, followed by analyzing key findings to develop buyer personas and define value propositions. Lastly, constructing a customer journey map aids in formulating a plan that maximizes advantages and minimizes disadvantages.

What kind of channels Generation Z is using and valuing in Finland when making movie-going decisions?

Generation Z values different channels for different purposes. They value word of mouth when they decide to purchase tickets. Besides, they use Instagram to spend their time searching for new release movies on the movie theater's website. Finally, they would rather receive coupons on the application or web app instead of email for engaging purposes.

What kind of content attracts Generation Z's attention?

Based on survey analysis, it is determined that among the social media platforms frequently used by Generation Z in Finland, Instagram is the most notable. When searching for information on new movie releases or offers, Generation Z tends to prefer Instagram over other web and mobile applications. Additionally, when engaging with movie theatre industry content, this target group prefers word of mouth, reviews from friends and family, and web applications over email or other social media platforms.

The findings from the data analyst section of this thesis reveal that user-generated content centered around the preferences of Generation Z successfully captures their attention. Generation Z considers their consumption choices as expressions of their self-identity but remains cautious about sharing personal information with companies. They prioritize businesses with transparent backgrounds and credibility. In light of these insights, companies need to understand Generation Z's needs and preferences. By analyzing the pains and gains collected from the value proposition, businesses should develop a user-centered video that addresses Generation Z's concerns and offers the desired value. This video can then be strategically shared on Instagram to foster engagement and drive users to the movie theater's website. At this stage, the focus should be on creating a well-functioning and visually appealing website and mobile application interface. This ensures that the actions desired by the target audience can be easily taken without any unnecessary distractions or confusing elements. To achieve this, it is recommended to prioritize user-friendly interface design and minimize the presence of irrelevant information.

Main question

How to attract moviegoers by utilizing digital marketing Generation Z as a potential target group?

To effectively implement digital marketing strategies aimed at attracting Generation Z, it is crucial to gain a deep understanding of their behavior. Generation Z prefers user-generated content displayed through online video or poster advertisement platforms and relies on word

of mouth before deciding to become movie-goers. Buyer-persona, Value Proposition Canvas, and journey mapping are utilized to understand the target group's customer behavior and display advertisements based on their interests to attract them.

The survey conducted in this study reveals several factors that businesses should be aware of when communicating through visual advertisements with Generation Z. For instance, it is important for the contents of the ad to be relevant. Moreover, when users visit the landing page of the theater website, it is essential to avoid unnecessary information and focus on engaging the users. Furthermore, developing a search function to capture user interest and recommending similar genre movies for later viewing are effective strategies. The recommended platforms for engagement include website applications and review community pages.

A plan is built using the RACE framework and its performance is tracked using the SMART analysis framework to set up a reasonable plan and monitor the advertisement's effectiveness. Furthermore, understanding the threat of substitutes and competitors is crucial as it allows businesses to identify potential challenges and make necessary adjustments for effective marketing. Ultimately, comprehending the significance of content management is imperative for marketers as it enables them to create suitable content that caters to the attention of specific target groups, thereby promoting brand awareness and interactivity, and ultimately augmenting revenue.

5.2 Validity and Reliability

This thesis aims to present ideas for optimizing digital marketing used in the movie theatre industry, specifically targeting Generation Z as potential moviegoers. Based on the findings, comprehensive answers to the research questions are answered.

In this study, both primary and secondary sources are utilized. Primary data is used for collecting data through a survey that includes both quantitative and qualitative questions, targeting Generation Z individuals residing in Finland. Meanwhile, secondary data is used to establish benchmarks between two large corporations, evaluating the effectiveness of marketing on their websites and two specific social media platforms, namely Facebook and Instagram. As a result, considering all the aforementioned factors, this research is deemed both valid and reliable.

5.3 Suggestions for Further Research

This thesis provides ideas on how to utilize best practices in digital marketing for the movie theatre industry. The study focuses on analyzing digital marketing using the RACE framework and SMART analysis to set specific targets. By considering the buyer persona of Generation Z and understanding their behavior and decision-making process, the thesis drafts a Value Proposition Canvas and creates a customer journey map to address customer pain points and enhance services for the long-term development of the movie theatre industry. Additionally, further research is recommended to compare traditional marketing and digital marketing, as understanding the differences between these two concepts will help marketers combine or use the most effective approach in establishing suitable strategies for Generation Z as a potential group of moviegoers.

6. Summary

The thesis elaborated on researching digital marketing in the film distribution industry, especially in theatres. The idea was to define what key values digital marketing contributed to the revenue of this business as well as promoted movies more efficiently. The target group of this research was Generation Z, living in Finland. The main research question processed the question of *How to attract moviegoers by utilizing digital marketing Generation Z as a potential target group*. Meanwhile, the sub-questions were designed for assisting the main question. *What kind of values digital marketing can bring to movie promotion in the theatre, How digital marketing can be implemented into movie theatre promotion, What kind of channels Generation Z is using, and valuing in Finland when making movie-going decisions, What kind of content attracts Generation Z's attention*. To answer these research questions comprehensively. This thesis introduced the methods as well as the theory. Moreover, it included empirical research utilizing a mixed-method research approach, combining both qualitative and quantitative methodologies. Besides, the deductive approach consisted of primary and secondary sources of data.

The first chapter introduced the research background, thesis objective, and research questions and addressed the limitation of this thesis. Indicating theoretical framework, methodology, and data collection. Finally, the thesis structure was provided.

The second chapter presented an overview of digital marketing concepts, the opportunities as well as the potential capabilities analysis that digital marketing provided for the development of the movie theatre industry using the RACE and SMART framework. Finally, the current and future trend performance of theatres was defined for evaluated the potential for long-term development for this industry.

The third chapter described Generation Z characteristic analysis with interpretation into customer behavior analyst psychological decision concepts including target group analysis using buyer persona, Value Proposition Canvas, and journey mapping for understanding customer consumption behavior.

The fourth chapter presented the empirical research, data analysis, and development plan. In the data analysis chapter, the benchmarking between Finnkinno and BioRex was defined for understanding website usability and social media marketing actions with the survey analyst. To be able for drafting the potential development plan for implementing digital marketing into practice.

The final chapter finalized the answer to research questions consisting of main and sub-questions. Furthermore, the study addressed the issue of validity and reliability. Finally, recommendations for future research were proposed.

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Appendix 1. Survey Questionnaires

1. Are you belonging to the 12-27 age group? If you are not belonging to this age group? You can skip this survey. Thank you for your time.
 - a. Yes
 - b. No
2. What is your gender?
 - a. Male
 - b. Female
 - c. Prefer not to say.
 - d. Other
3. What is your annual income?
 - a. Less than 20,000€
 - b. Between 20,000€-50,000€
 - c. Between 50,000€-\$80,000€
 - d. More than 80,000€
 - e. Other
4. Do you often feel stressed?
 - a. Always
 - b. Usually
 - c. Sometimes
 - d. Rarely
 - e. Never
5. How often do you go to the movie theatre?
 - a. Once a month
 - b. Every couple of months
 - c. Once a year

- d. Never
6. Who do you go to the theatre with mostly?

- a. Family
- b. Friends
- c. Partner
- d. Alone

7. Below is the list of factors that could affect your ticket-purchasing decision. How important are they to you when you make your decision?

Rating from completely unimportant to extremely important for these elements:
 Price, Location, Movie showtimes, the complicated and confusing design of the website/application, Obligation for registration before booking a ticket, there is no possibility of paying online

...

Below is the list of factors that could affect your ticket-purchasing decision. How important are they to you when you make your decision *

	Completely uni...	Slightly import...	Important	Somewhat imp...	Extremely imp...
Price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Location	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Movie showtim...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The complicat...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Obligation for r...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is no pos...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Is there any other factor that has not been listed above? If yes, please specify it.

Optional short answer

9. If you are a student, would you like to go to the theater as an outdoor activity for watching an educated movie and gaining new knowledge?
- a. Yes, it is creative for learning and studying new things.

b. No, I prefer doing something else.

10. If possible, will you take part in any movie release event?

a. Yes, it is exciting to go.

b. No, it wastes time.

c. Maybe, it depends on whether I have time or not.

d. Other

11. When searching for information on new movie releases, how would you rate the usefulness of the following channels?

Rating from 1 to 5 for these elements: Theater's website/ application, Friends and Family, Online newspaper, Facebook, Instagram, Snapchat

When searching for information on new movie releases, how would you rate the usefulness of the following channels? *

	1	2	3	4	5
Theater's webs...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Friends and fa...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Online newspa...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facebook	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Instagram	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Snapchat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Would you like to receive a notification when a new movie is released?

a. Yes, I would like to.

b. No, I don't like it.

13. How do you rate the performance of each platform for receiving notifications about new movie releases or coupons?

Rating from 1 to 5 for these elements: Facebook, Snapchat, Instagram, Theater's website/ application, email

How do you rate the performance of each platform for receiving notifications about new movie releases or coupons? *

	1	2	3	4	5
Facebook	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Snapchat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Instagram	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Theater websit...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Email	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. Do you like to watch the guideline for appropriate behavior as an animated education during the waiting time in the theater?

- a. Yes, it is necessary for educating people about appropriate behaviors before the movie started.
- b. No, it is a waste of time, I rather watch more trailers.
- c. No, I like to watch advertisements.

15. Do you like to watch trailers in the theater? Why? If not? Please specify a reason
Short answer required.

16. Do you like to watch behind the scenes?

- a. Yes, because it reveals something exciting.
- b. No, it wastes time.
- c. Maybe, if I am not busy, why not.
- d. Other

17. How interested would you be in the following content platform in terms of searching now showing the movies?

Rating from not interested to extremely interested in these elements: Blogs post, podcasts, Webinars, User-generated content, and videos.

How interested would you be in the following content platform in terms of searching now showing the movies? *

	Not Interested	Not very intere...	Neutral	Very interested	Extremely inter...
Blogs post	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Podcast	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Webinars	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
User-generated...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Video	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. Are there any channels that have not been listed above that you use to search for new movie-released information?

Optional answer short sentence required.

19. Do you have any comments for the digital advertisement to be better in displaying the online advertisement for the movie?

Short answer require

