

**PROPOSED MARKETING STRATEGY TO INCREASE
PRODUCT AWARENESS PRIVATE BOX
(CASE STUDY: CGV CINEMAS INDONESIA)**

FINAL PROJECT

By:

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Master of Business Administration Program



**MASTER OF BUSINESS ADMINISTRATION PROGRAM
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PROPOSED MARKETING STRATEGY TO INCREASE PRODUCT AWARENESS PRIVATE BOX (CASE STUDY: CGV CINEMAS INDONESIA)

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ABSTRACT

Private Box is one of CGV Cinemas' newest products in the CGV Theatre business line, which debuted on December 22, 2022. By implementing an exclusive concept and providing an extensive variety of VVIP features and services, Private Box was launched to satisfy consumers' needs for privacy and exclusivity when watching films in cinemas. One year after its inception, the public is still unaware of the existence of Private Box. The marketing that CGV Cinemas have carried out, but the result is not aligned with management expectations. Based on the results of survey data and 5 why's analysis, the author concludes that the main problem that Private Box faces is the lack of product awareness.

In the conceptual framework, the author conducts research through internal and external analysis. Internal analysis, which comprises STP analysis, Marketing Mix (7P's) Analysis, Resource Based Value, and VRIO analysis, is used to investigate the company's internal conditions. External analysis includes PESTEL Analysis, Porter's Five Forces Analysis, and Competitor Analysis. Customer Analysis, SWOT analysis, and Root Cause Analysis will enhance the company's explanation. Based on the result of analysis, conclude that the majority of respondents dominated by Generation Y and Generation Z who live in Jakarta, BODETABEK (Bogor, Depok, Tangerang and Bekasi) and Bandung. The result shows that 63% of respondents do not know the existence of Private Box.

CGV Cinemas uses several tactics as a strategy in promoting the Private Box such as made a segmentation market formulation, targeting, positioning product, and doing some promotion such as digital marketing, media publications, and making a special package. The results are still not appropriate, and it happens because there is no coherence and consistency of the strategy that CGV Cinemas. In terms of the formulation, the author concludes that variables in the strategy formulation are still not well-defined. According to this situation faced by Private Box, the author proposed a new formulation of marketing strategy to increase the product awareness of Private Box with used a new formulation of Segmentation, Targeting, Positioning (STP), and Proposed Integrated Marketing Communications Strategy.

In the Segmentation, Targeting, and Positioning (STP) Strategy, the author proposed a new formulation that separated the segmentation of Private Box into three types of segmentation: Primary, Secondary, and Tertiary. This new formulation can be the main foundation for the next strategy the author proposes in this research, namely Integrated Marketing Communication. Several things become fundamental in developing a Private Box marketing strategy in this strategy, especially within the scope of directed promotion with measurable results.

Keyword: Private Box, Product Awareness, Integrated Marketing Communication.

USULAN STRATEGI PEMASARAN UNTUK MENINGKATKAN KESADARAN PRODUK PRIVATE BOX (STUDI KASUS : CGV CINEMAS INDONESIA)

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ABSTRAK

Private Box merupakan salah satu produk terbaru CGV Cinemas dalam lini bisnis CGV Theatre yang memulai debutnya pada 22 Desember 2022. Dengan mengusung konsep eksklusif dan menyediakan berbagai macam fitur dan layanan VVIP, Private Box diluncurkan untuk memenuhi kebutuhan konsumen akan privasi dan eksklusivitas saat menonton film di bioskop. Satu tahun setelah diluncurkan, masyarakat masih belum mengetahui Private Box. Pemasaran yang telah dilakukan oleh CGV Cinemas, hasilnya tidak sesuai dengan harapan manajemen. Berdasarkan data hasil survei dan analisis 5 why's, Penulis menyimpulkan bahwa masalah utama yang dihadapi oleh Private Box adalah kurangnya kesadaran publik terhadap produk.

Dalam kerangka konseptual, penulis melakukan penelitian melalui analisis internal dan eksternal. Analisis internal, yang terdiri dari analisis STP, Analisis Bauran Pemasaran (7P), Analisis Nilai Berbasis Sumber Daya, dan analisis VRIO, digunakan untuk mengetahui kondisi internal perusahaan. Analisis eksternal meliputi Analisis PESTEL, Analisis Lima Kekuatan Porter, dan Analisis Pesaing. Analisis Pelanggan, Analisis SWOT, dan Analisis Akar Masalah akan menyempurnakan penjelasan perusahaan. Berdasarkan hasil analisis, dapat disimpulkan bahwa mayoritas responden didominasi oleh Generasi Y dan Generasi Z yang berdomisili di Jakarta, BODETABEK (Bogor, Depok, Tangerang dan Bekasi) dan Bandung. Hasil penelitian menunjukkan bahwa, 63% responden tidak mengetahui Private Box.

CGV Cinemas menggunakan beberapa taktik sebagai strategi dalam memasarkan Private Box seperti formulasi segmentasi pasar, targeting, positioning produk, dan melakukan beberapa promosi seperti pemasaran digital, publikasi media, dan membuat paket khusus. Hasilnya masih belum sesuai, dan hal ini terjadi karena tidak adanya koherensi dan konsistensi dari strategi yang dilakukan oleh CGV Cinemas. Dari segi perumusan, penulis menyimpulkan bahwa variabel dalam perumusan strategi masih belum terdefinisi dengan baik. Berdasarkan situasi yang dihadapi oleh Private Box ini, penulis mengusulkan formulasi baru untuk meningkatkan kesadaran publik terhadap Private Box dengan formulasi baru Segmentation, Targeting, Positioning (STP), dan Usulan Strategi Komunikasi Pemasaran Terpadu.

Dalam Strategi Segmentation, Targeting, dan Positioning (STP), penulis mengusulkan untuk membuat formulasi baru dengan memisahkan segmentasi Private Box menjadi tiga jenis yaitu Primer, Sekunder, dan Tersier. Formulasi baru ini dapat menjadi landasan utama untuk strategi selanjutnya yaitu Strategi Komunikasi Pemasaran Terpadu. Dalam strategi ini, beberapa hal menjadi aspek fundamental dalam menyusun strategi pemasaran Private Box, terutama dalam lingkup promosi yang terarah dengan hasil yang terukur.

Kata kunci: Private Box, Kesadaran Produk, Komunikasi Pemasaran Terpadu.

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AWARENESS PRIVATE BOX
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*This final project is dedicated to Mom, Dad, Sister, my beloved family.
Who always supported me in every situation. I Love You Forever*

And, Last One Memories...
*“Hi, Kids! This is your Dad. Finally, Daddy was successful in completing this study.
This thesis will be a piece of memory from me to you, One day.”*

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Bandung, January 2024

Lukman Fauzan Hakim

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Chapter 1 Introduction

This chapter will introduce the background and discuss the company profile, business issue, research question and objective, research limitations, and writing systematics. The business issue selected was based on the issue faced by CGV Indonesia.

1.1 Background

The entertainment sector is one of the most attractive industries for providing people's needs for physically, psychologically, and emotionally engaging entertainment facilities. Along with the community's desire for entertainment, many types of enterprises provide various types of entertainment in the form of products or services. In this situation, cinema is one of the most promising service enterprises in the entertainment sector.

Cinema is one type of service firm in the sphere of entertainment where this space is created so that the audience can appreciate a documentary work and then enjoy that place so that they can temporarily forget the hustle and bustle of their daily routine. Cinemas are places to watch films where the image of the film is projected onto a large screen and supported by several supporting facilities such as a sound system that can provide its own sensation for the audience, comfortable seats, a wide selection of films from domestic or foreign box office films, and good hospitality standard services based on customer satisfaction with the products offered.

Cinema is one of the subsectors of the entertainment economy in Indonesia that has grown over the previous decade, as seen by the increasing number of cinemas each year. According to data from (Herlinawati et al., 2020) saw the highest growth in theatres in Indonesia. Throughout Indonesia, there were 263 theatres and 1,412 screens. But everything changed in 2020, when the COVID-19 Pandemic attacked Indonesia. The movie industry in Indonesia endured a tremendous fall, becoming a dismal record throughout its history.

The decrease may be seen in the number of ticket sales, which have decreased significantly from previous years. According to the Central Statistics Agency (Dihni, 2022), 93.7% of cinemas in Indonesia sold fewer than 250,000 tickets in 2020. This is a higher figure than in 2019. It should be noted that in 2019, before to the advent of the Covid 19 pandemic, only 68.14% of Indonesian cinemas sold fewer than 250,000 tickets.

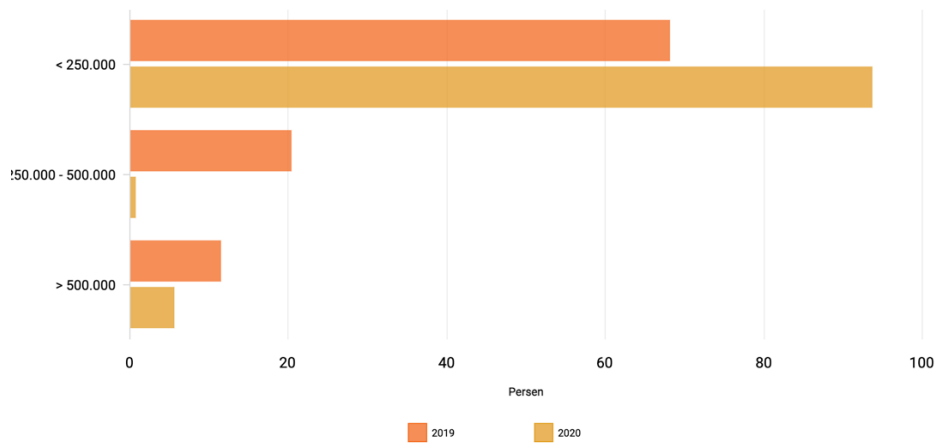


Figure 1. 1 Statistics on the Decreasing Number of Cinema Ticket Sales
(Source : BPS – Penjualan Tiket Bioskop 2019/2020)

The development of the COVID-19 Pandemic has dealt significant damage to the film industry. According to Peraturan Pemerintah (PP) No.21/2020 about Pembatasan Sosial Berskala Besar (PSBB) issued by the Indonesian government, the government prohibits people from doing activities outside and requires citizens to stay at home, which is the primary reason for a decrease in the number of movie ticket purchases. In contrast to the decreasing movie theatre sector, the video streaming industry has grown significantly. The advent of the COVID-19 epidemic is regarded as a good chance for the video streaming sector to seize market share and expand its business activities.

For several companies such as Youtube, Netflix, Iflix, and VIU continue to penetrate the market to maximize profits. Various tactics were implemented for them, until a new trend appeared, namely "Netflix and Chill." Naturally, this circumstance has a detrimental effect on the movie industry's ability to survive. According to a Kompas poll, there has been a shift in public consumption patterns for watching films during the COVID-19 Pandemic in Indonesia. As many as 31% of respondents preferred to watch films on the internet, 15.4% preferred to watch television, 14% preferred to subscribe to Cable TV, and 11% preferred to subscribe to paid video streaming.

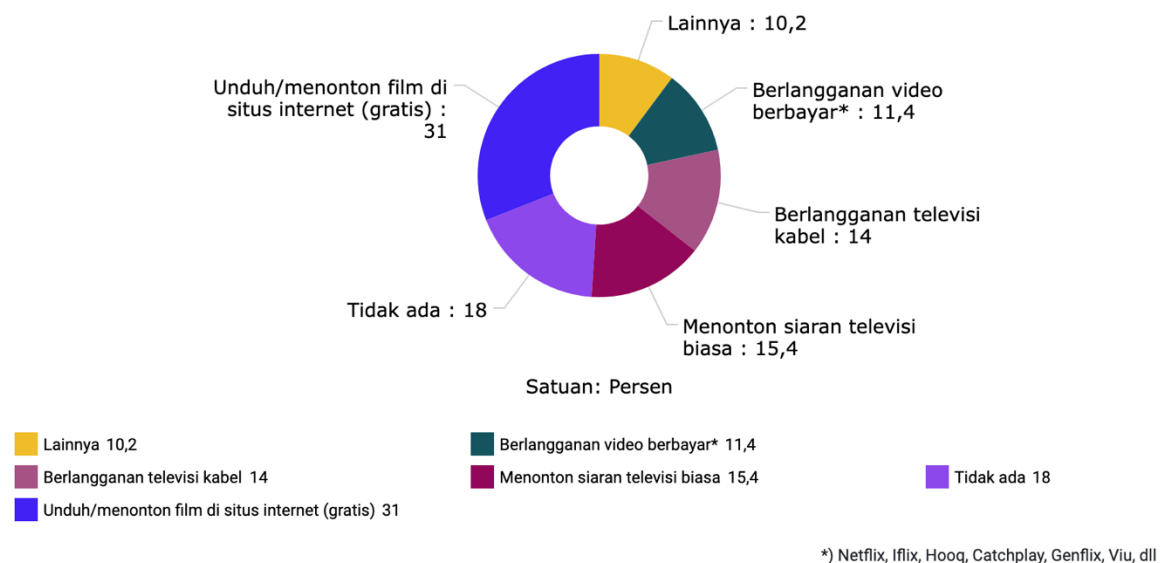


Figure 1. 2 Public entertainment during the COVID-19 Pandemic
(Source: Kompas Survey)

The COVID-19 pandemic is undoubtedly a black mark on Indonesia's film industry. The movie theatre industry was compelled to put its operations on hold for a period of two years. However, the film sector received a ray of hope in early 2022, when the pandemic subsided and the implementation of PSBB laws was abandoned. The number of moviegoers increased in a positive trend till early 2023. According to a Euromonitor International survey conducted in early 2023, 76% of Indonesians go to the cinema at least once a month. After going through a downturn for the previous two years, this is undoubtedly an abundance for the movie theatre industry.

Indonesia went through a phase known as "New Normal" after the COVID-19 pandemic passed, during which time people were allowed to continue their normal lives and engage in activities outside the home. The beginning of 2023 was a turning point in the movie theatre industry's operations. Movie theatre companies such as Cinema 21 Group, Cinemaxx, New Star Cineplex, Cinapolis, Dakota New Cinema, Lotte Cinema, Platinum Cineplexx, and CGV Cinemas are making strategic moves to reclaim and extend their market share.

One way to identify if a cinema company in positive growth is to see if it is adding additional locations or introducing new items that are available for customers to buy. According to data from (Sadya, 2023) as of January 13, 2023, the number of theatres in Indonesia amounted to

500 units spread around the country. Cinema 21 is owned by PT Nusantara Sejahtera Raya and has the largest number of theatres in Indonesia, with 307 units. CGV Cinemas has 70 theatres, followed by Cinemaxx, which has 60 theatres, and continuing by New Star Cineplex and Platinum Cineplex.

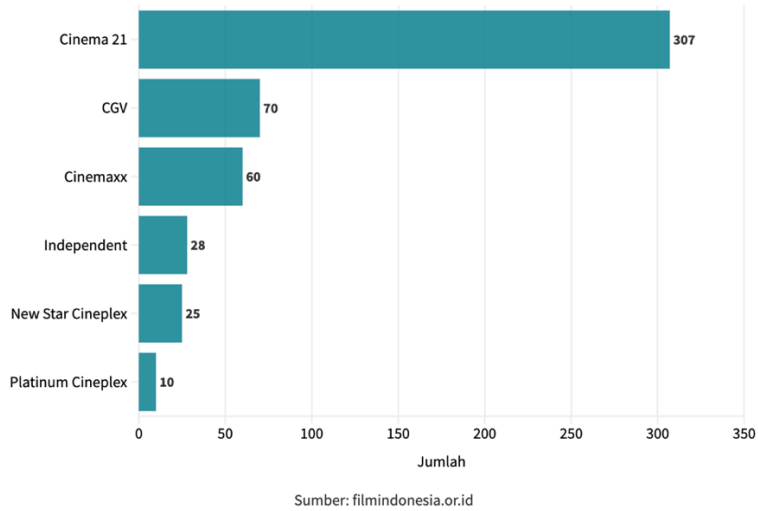


Figure 1. 3 Number of Cinemas in Indonesia by Group
(Source: DataIndonesia.id)

In this case, Cinema 21 Group is one of the largest movie theater industries in Indonesia, taking a strategic step to conduct an IPO in 2023. This is conducted as a strategic step to expand their business. Seeing this opportunity, CGV Cinemas also took a strategic step toward their business industries.

CGV Cinemas, operated by PT Graha Layar Pratama Tbk, has been in operation in Indonesia since 2004. CGV Cinemas, one of Indonesia's leading movie enterprises, has two main operations, namely CGV Theatre and CGV Caffe, and has been in operation for 19 years. CGV Cinemas' strategic approach to re-attract the post-pandemic market in early 2023 is to develop an exclusive product in the CGV Theatre business line, entitled Private Box.

1.2 Company Overview

CGV Cinemas is a multinational company that operates in the entertainment business, specifically cinemas. It has operated in Indonesia since 2004 and has two major business lines: CGV Theatre and CGV Cafe. CGV now operates 70 cinema theatres and 408 screens around Indonesia, offering a diverse range of products.

1.2.1 Company Profile

CGV Cinemas has a company name PT Graha Layar Prima Tbk, has been established since 2004 and is legally registered in the Republic of Indonesia through the certificate of establishment No.1 dated February 3, 2004 and has been authorized by the Ministry of Law and Human Rights of the Republic of Indonesia. The first movie theater was opened at Paris Van Java Mall, Bandung on October 18, 2006, under the name Blitzmegaplex. On January 10, 2017, the company decided to rebrand by changing the brand name from CGV Blitz to CGV Cinemas to increase which was named which was competitiveness and brand positioning of the company.



Figure 1. 4 CGV Logo
(Source: CGV Cinemas Annual Report, 2022)

The logo of CGV Cinemas has the following meanings:

- **Open and Friendly CGV:** Letters in curvy & soft typeface connected, giving the watermark a friendly image. Letters are opened upward, visualizing CGV's desire to create something new.
- **Spark of Change and Vitality:** Spark-light-shaped motif refers to challenge and creativeness for change. It is placed on the upper right corner and it completes overall developmental and active images.
- **Warm and Vital Color:** Bright Red and Orange marks give warm and lively feelings. BI colour expresses a young and friendly image of CGV.

In running its business, CGV Cinemas has two main business lines and then divided into four business activities, including Running a business in the field of Film Screening Activities; Running a business in the field of Film, Video and Television Program Production Activities by Private; Running a business in the field of Post-Production Activities of Film, Video and Television Programs by Private; and Running a business in the field of Distribution Activities of Film, Video and Television Programs by Private.

CGV Cinemas as a Public Company, the share ownership of PT Graha Layar Prima Tbk is divided into three main shareholders namely CGI Holding Limited (51%), Coree Capital Limited (40%) and the Public (9%). A more detailed explanation of the shareholders can be explained through the following diagram and table:

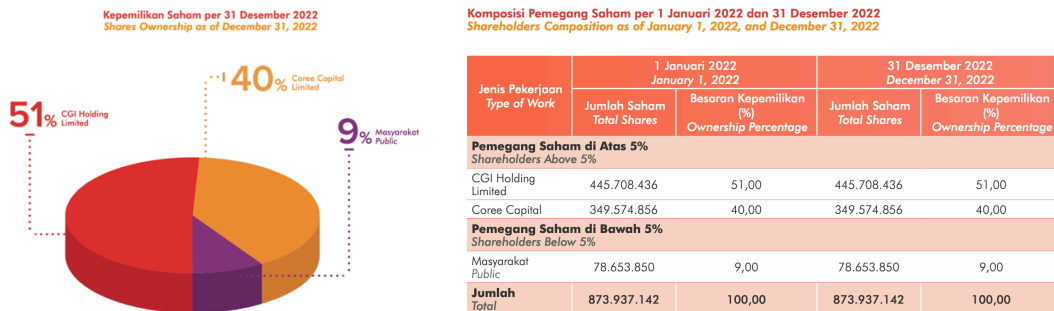


Figure 1. 5 Shareholder Composition CGV Cinemas *per 31 December 2022
(Source: CGV Cinemas Indonesia, 2022)

1.2.2 Vision, Mission, and Core Value

In running the company CGV Cinemas has company goals that are summarized in the company's Vision and Mission, as follows:

VISION: No.1 Cultureplex in Indonesia

CGV Cinemas comes with the Cultureplex concept which aims to provide an unforgettable movie-watching experience in the first, only and best place in Indonesia.

MISSION: Meet, Play, and Enjoy at CGV

CGV Cinemas is present as the No.1 Cultureplex in Indonesia where visitors can enjoy not only the best movie-watching experience but also a variety of other fun and interesting experiences.

In addition to the vision and mission of CGV Cinemas which serves as the company's goal, in running the company CGV Cinemas has guidelines in company operations which are summarized in the Core Value Company, including:

- **Integrity:** Compliance with applicable regulations and standards and intolerance of inefficiency by always behaving: Intolerance to inefficiency; Transparent and open reporting; Acting honestly in the form of: no illegal actions, fraud, embezzlement and corruption.

- **Passion:** Strive to be number 1 and overcome all challenges with persistence by behaving: Setting the aspiration to be number 1 with absolute determination; Pursuing the highest achievement with perfection and seeing the final result aspired to.
- **Creativity:** Always create creative ideas that lead to change and innovation and always behave: Always work with the mindset of "Change Everything"; Strive to cut 30% of work by constantly looking for new ways (efficiency) of doing things.
- **Respect:** Mutual understanding and respect: Respect the various viewpoints and opinions that arise in the decision-making process; Respect diversity and consider the other person's point of view first; Respect and understand each other for a conducive work environment.

1.2.3 Company Structure

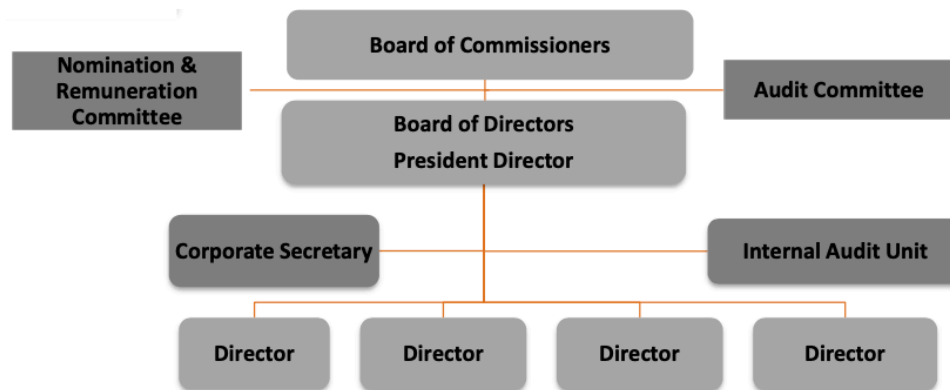


Figure 1. 6 Company Structure CGV Cinemas
(Source: CGV Cinemas Indonesia, 2023)

In the organizational structure of PT Graha Layar Prima Tbk, the highest position is occupied by the position of commissioner. In the board of commissioners, CGV Cinemas is chaired by Bratanata Perdana who holds the position of President Commissioner. He completed his bachelor's degree at Queensland University of Technology, Australia in 1991 with a Bachelor of Business degree, then he continued his master's degree education by taking the Master of Business Administration (MBA) program at Seattle University, United States and took an education concentration in Finance. He has served as the CEO of CGV Cinemas since June 30, 2014. In the course of his career, he has experience as Group Head of the Asset Management Division at the National Banking Restructuring Agency (IBRA) in 2000-2002, then he continued his career as an Investment Manager at Farindo Investment Indonesia from 2002-2005 and is currently a Business Partner at Quvat Management Pte Ltd, as well as being the main commissioner of CGV Cinemas.

Still in the ranks of Commissioners, after the President Commissioner, there is an Independent Commissioner occupied by Yoyok Sri Nurcahyo. He is a new commissioner at CGV Cinemas who has been in this position since June 30, 2022 based on the decision of the annual general meeting of shareholders of PT Graha Layar Prima Tbk. He graduated from Sesko of National Forces School and currently has the rank of Brigadier General of National Police (P) in Principal Policy Analyst of Jemengar Ku.

PT Graha Layar Prima Tbk as one of the leading companies in Indonesia, is currently chaired by Park Jungsin as Chief Executive Officer (CEO). Park Jungsin from South Korea, has a background education in Law at Sookmyung Women's University, South Korea. She started her career at CJ Corp as a Supporter of Business Management from 1999-2012, then became Team Leader of Entertainment Business Management in 2012-2013, and began joining CJ CGV in 2013 as Team Leader of Business Management until now she has become CEO for CGV Cinemas Indonesia.

The position of Chief Financial Officer (CFO) of PT Graha Layar Prima Tbk, is occupied by Park Seong Ho. He is a South Korean citizen who has an educational background as a Master of Business Strategy at Ajou University, South Korea. Other C-Level positions are occupied by Tobias Ernst from Germany, Tan Boon Shing from Singapore and Haryani Suwirman from Indonesia.

1.2.4 Company Product

CGV Cinemas has two main business lines, namely CGV Theater and CGV Café. Of these two lines of business, CGV Cinemas products consist of several types. CGV Café consists of CGV Kitchen, CGV Sport Bar and CGV Warung Mie. While CGV Theater consists of Velvet, Gold Class, Satin, 4DX, Screen X, Sphere X, Starium and Sweet Box. Seeing business opportunities that improved after the post of the pandemic, CGV Cinemas issued its new product to fill market needs and answer the desires of sophisticated consumers in enjoying movies in theaters with exclusive facilities and VVIP services in 2022 they launched Private Box.

Private Box is one of CGV Cinemas' newest products in the CGV Theatre business line, which debuted on December 22, 2022. Private Box is CGV Cinemas' ninth product following its predecessor and is now the most expensive product. By implementing an exclusive concept and providing an extensive variety of VVIP features ranging from special access to the theatre

room, Welcoming Drink, Towel, Reclining Leather sofa, Mini Living Room, Blanket, Slippers, Mini Fridge, Clothes Styler, Room Air, Purifier, Complimentary snacks, to adjustable lighting, temperature, and a window roller shade. Private Box, priced at Rp. 2,000,000 for a capacity of four persons, was launched to satisfy consumers' needs for privacy and exclusivity when watching films. Private Box is currently only accessible at CGV Cinemas' main theatre in Grand Indonesia, Central Jakarta.



Figure 1. 7 Private Box CGV Cinemas
(Source: CGV Cinemas Indonesia, 2023)

1.2.5 Marketing Strategy Private Box

CGV Cinemas, which introduced Private Box as its newest offering in 2022, has implemented a marketing plan for its products. Using a social media campaign is one of them. Using the hashtag #CGVPrivateBox, the "Nonton ala Sultan" campaign is run across multiple social media channels, including Instagram and Tiktok.

In implementing the campaign, CGV Cinemas involved several third parties, namely Influencers and online media to promote the Private Box. Referring to the results of the author's calculations, the engagement obtained by CGV Cinemas in the "Nonton ala Sultan" campaign for Private Box products is divided into two parts according to the platform used, namely Instagram and Tiktok. On the Instagram platform, there are 9 posts with the number obtained, namely 66,240 Likes and 1,468 comments. While on the Tiktok platform there are 34 posts and get a total engagement of 4,873,528 views, 427,826 likes, 1,721 comments and 25,644 shares.

TIKTOK #CGVPrivateBox						
No	Username	Count Post	Views	Like	Komen	Share
1	Valeniaviollet	3	1,165,172	114,842	419	8,604
2	kiranacipta	1	121,800	4,017	40	394
3	bawaaanlaperdotcom	1	6,900	134	3	15
4	loise.martinezs	2	879,751	65,033	236	5,100
5	kliksource	1	50,700	653	12	84
6	gressasilalahi	1	37,000	809	15	163
7	madelarasati	2	1,414,700	77,200	456	5,374
8	thephraseid	1	5,061	42	-	9
9	beritajateng_id	1	8,043	68	3	3
10	ryu_zangetsu	1	1,051	8	1	2
11	insankrisna	1	4,904	27	2	5
12	fliss_carmel	1	2,172	17	-	2
13	riskyfs	1	57,000	1,361	37	92
14	justforfunswediee	1	718	11	-	-
15	babyuli10	1	3,744	75	-	6
16	julikuu	1	651	42	1	1
17	indoposco	1	8,495	50	4	6
18	pramborsradio	1	3,297	33	-	4
19	suryapertiwi.id	1	1,686	39	-	2
20	rayazreal	1	3,541	24	-	2
21	ywd.id	1	5,670	60	14	5
22	lillasyifa	1	14,100	291	10	47
23	_onvacation	1	903	41	5	3
24	grandindo	1	98,000	2,692	55	460
25	veliaveve	1	959,300	160,000	403	5,212
26	nicoadiputrah	1	4,601	61	-	37
27	pieces_princess	1	348	6	-	-
28	icadalghani	1	7,207	125	3	4
29	putriayuprasetya	1	3,239	65	2	5
30	shirleygondo	1	3,774	36	-	3
Total		34	4,873,528	427,862	1,721	25,644

INSTAGRAM #CGVPrivateBox						
No	Username	Count Post	Views	Like	Komen	Share
1	cgv.id	4	-	40,012	735	-
2	giladiskonn	1	-	25,248	691	-
3	cgv_grandindonesia	1	-	10	-	-
4	madelarasati	1	-	746	31	-
5	Unisifm	1	-	5	-	-
6	moviemaniacilegon	1	-	219	11	-
Total		9	-	66,240	1,468	-

Table 1. 1 Engagement Rate on “Nonton ala Sultan” Campaign
(Source: Author)

1.3 Business Issue

CGV Cinemas, which was founded in 2004, has grown to become one of the main enterprises in the Indonesian entertainment industry. CGV Cinemas, which is the second-largest cinema company in Indonesia, continues to provide the latest innovations by offering a variety of items for consumers to enjoy. However, CGV Cinemas' innovations are not directly proportional to the outcomes produced.

CGV Cinemas has four main sources of income in its business: cinemas, food and beverages, events and advertisements, and licenses. According to the Annual Report of PT Graha Layar Prima (CGV Cinemas), the company's income has been shifting throughout the last five years (2018-2022). CGV Cinemas' net revenue in 2018 amounted to IDR 1,184,323,064. In the following year, 2019, net revenue increased by 9% to Rp 1,141,593,340. Things were going well, but when the COVID-19 Pandemic struck Indonesia, everything was turned upside down. CGV Cinemas' net revenue fell 69% from the previous year to IDR 255,904,939, while the net revenue earned in 2021 was only IDR 284,904,939. After the COVID-19 pandemic subsided and the government prohibited activities outside the home (PPKM) was lifted, CGV Cinemas'

net revenue increased by 58% yearly to IDR 1,058,368,091. CGV Cinemas' situation has fluctuated significantly during the last five years. This may be seen in the CGV Cinemas revenue graph below.

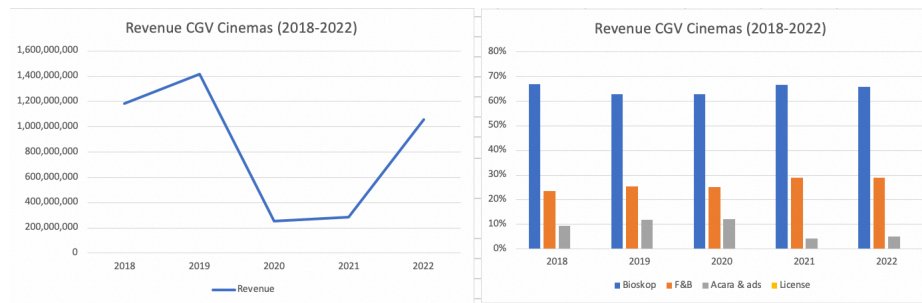


Figure 1. 8 Revenue CGV Cinemas
(Source: CGV Annual Report 2018-2022)

As the post-pandemic situation stabilized and the company's financial status improved, CGV Cinemas decided to introduce Private Box, its newest offering, at CGV Theatre. Private Box is the new innovation and the most expensive product CGV Cinemas possesses. CGV Cinemas presented Private Box to address market demands for an all-inclusive movie experience and extend the market to capture the upper-class market. One year after its inception, Private Box is still not extensively used, and the public is unaware of CGV's luxury items, especially Private Box. CGV Cinemas introduced Private Box to address market demands for an all-inclusive movie experience and extend the market to capture the upper-class market.

Referring to the pre-survey data conducted by the author on 165 respondents shows that 82% of them do not know about the Private Box product from CGV Cinemas. In addition, the survey results stated that only 6% had used the Private Box. This figure is certainly still far from the company's expectations for the Private Box product itself. An explanation of the pre-survey conducted by the author can be explained in more detail through the following diagram.

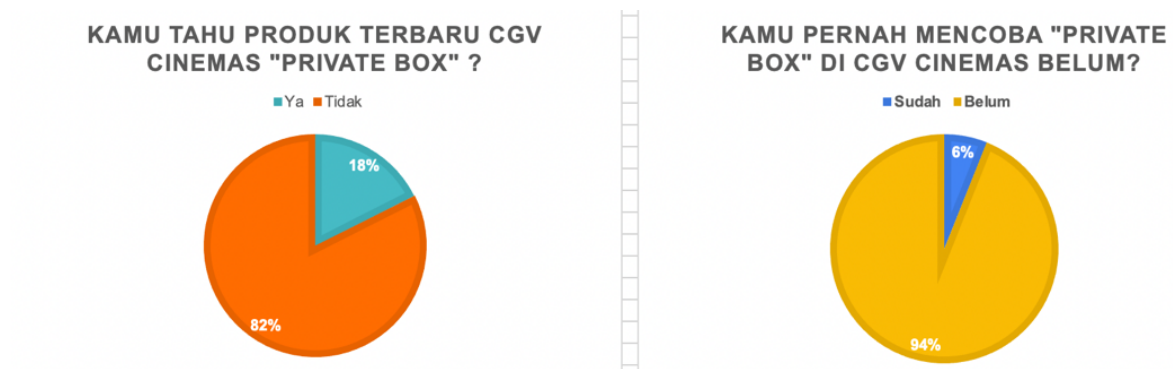


Figure 1. 9 Graphic Pra-Survey
(Source: Author)

1.4 Problem Statement

Based on the business issue identification above, The author sees a tendency for a lack of conformity between the company's expectations and the results obtained. This is indicated by the pre-survey data conducted by the author, the results of the marketing strategy that CGV Cinemas have carried out on the Private box show that only 18% of the public knows the latest product from CGV Cinemas, namely the Private Box.

Based on the results of interviews the author conducted with the Marketing Manager of CGV Cinemas, said that until now Private Box as the latest product owned by CGV Cinemas is still is not widely known by the public although it has carried out a marketing strategy as an effort to promote Private Box. Management also projected that the awareness stage of the product could be achieved in the first year and in the following year the company would be able to enter the next phase, which is to increase public intention to use the Private Box. But apparently, the reality that occurred in the second year was still not in line with the company's expectations. In addition, the Marketing Manager of CGV Cinemas said that until now CGV Cinemas has never conducted a comprehensive evaluation of the marketing strategy they have carried out at the Private Box. This certainly exacerbates the condition, because with no evaluation, the company will not know whether the strategy they have implemented is on target or even the company cannot determine the success of a marketing strategy.

Referring to the results of interviews with CGV Cinemas and supported by pre-survey data that the author did, the author sees that the awareness of their product which is Private Box is not well defined so the main problem that is faced by Private Box is the lack of product awareness of Private Box. This is certainly very regrettable, considering that Private Box as a business product that is currently the most exclusive product in the cinema industry and the onliest in Indonesia, has great potential to compete with competitors or even become a superior product for CGV Cinemas. To increase product awareness of Private Box, CGV Cinemas needs to improve their marketing strategy.

1.5 Research Question

Based on the Business Issue above, the research questions in the final project are as follows:

1. What is the current condition of the Private Box?
2. What is the most efficient marketing strategy for CGV Cinemas to increase the Product Awareness of Private Box?
3. How to implement the proposed marketing strategy to increase Product Awareness of the Private Box within the next 6 months?

1.6 Research Objective

There is a list of research objectives set to answer the research question determined above, which are :

1. To Understand the current Internal and External conditions of the product Private Box.
2. To Create a solid integrated marketing strategy to increase the Product Awareness of Private Box.
3. To have an implementation plan of the proposed marketing strategy to increase Product Awareness for Private Box of CGV Cinemas in the next 6 months.

1.7 Research Methodology

In this research the author will use both qualitative and quantitative methods and the data will be collected by using primary and secondary data to support the analysis and generate new integrated marketing communication strategy for PT Graha Layar Prima Tbk. The primary data will be gathered by using a quantitative method, distributing questionnaires from the target market of CGV Cinemas to explore their point of view about new product of CGV Cinemas that is Private Box, and by conducting internal in-depth interviews with CGV Cinemas' internal management to get the comprehensive information of the company's current condition. The secondary data will be gathered by using secondary data that will use textbooks, journal articles, and observation. The analysis will be conducted using STP Analysis, Marketing Mix, VRIO Analysis, Porter's Value Chain, PESTEL Analysis, Porter's Five Forces Model, Competitor Analysis, Customer Analysis, and SWOT Analysis. The output of this research is the business solution that includes a Proposed Marketing Mix, a Proposed STP, an Integrated Marketing Strategy, and an implementation plan.

1.8 Research Limitation

The limitations of this research are described as follows:

1. This research will only focus on CGV Cinemas Product which is Private Box. Therefore, the business issues, analysis, and solutions will only be valid for this company and Private Box
2. The primary data will be collected from CGV Cinemas with their active management in 2023. In addition, there will be secondary resources of data that come from several practitioners.
3. This research will discuss the formulation strategy, including company environment analysis, internal company capabilities, and marketing mix. Furthermore, the proposed strategy will only cover the marketing strategy, and the implementation plan for the strategy will be given in this final project report. The actual execution process and monitoring are out of the research scope.
4. The survey is only distributed into three categories based on the area which is Jakarta, BODETABEK (Bogor, Depok, Tangerang, Bekasi) and Bandung, therefore it is not cover the respondents outside the area.

Chapter 2 Business Issue Exploration

This Chapter discusses about the conceptual framework and exploration, research methodology, marketing, marketing campaign and its effectiveness, value proposition, customer segment, revenue streams and the exploration of business issues. This part will identify business challenges by gaining a better knowledge of the external and internal factors that go into creating Private Box marketing strategy.

2.1 Conceptual Framework

A conceptual framework is a collection of interconnected concepts that thoroughly explain a phenomenon or set of phenomena when viewed as a whole. A conceptual framework's concepts support one another, articulate their respective phenomena, and build a philosophy peculiar to the framework (Jabareen, 2009). A conceptual framework is used to show the relationship among the theories, concepts, and findings from literature and how they relate to the research study.

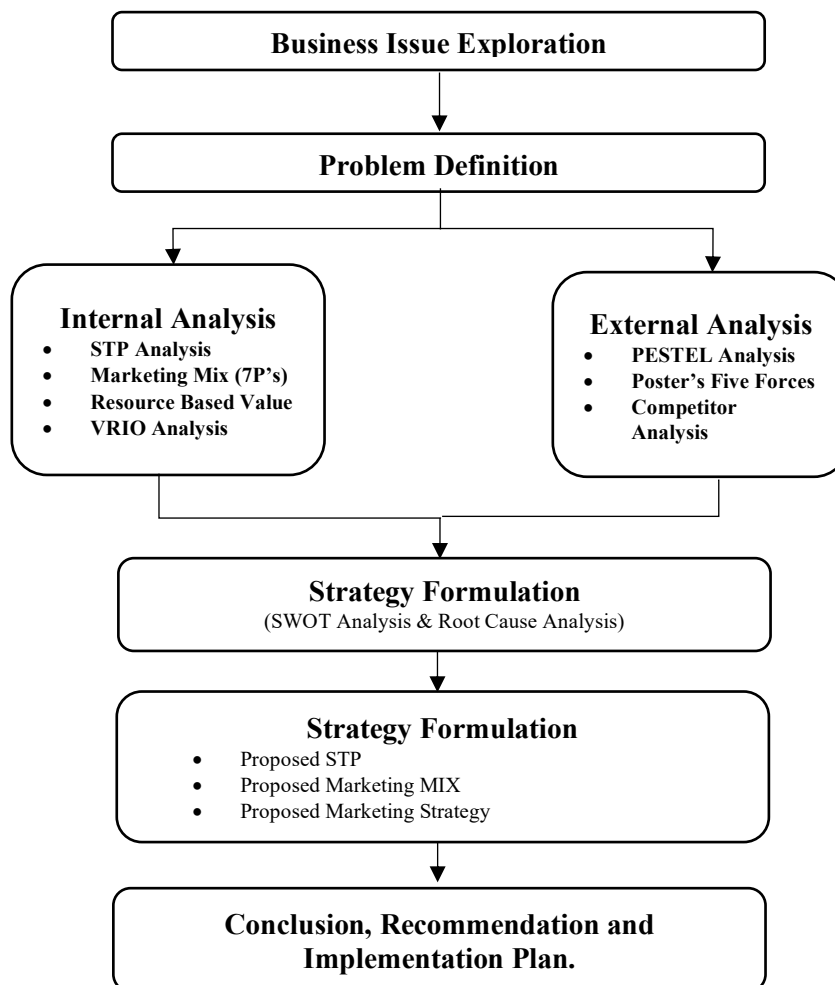


Figure 2. 1 Conceptual Framework

2.2 Data Collection

The author used both quantitative and qualitative research methods to gather data. Below is an explanation of the research's findings and outcome.

2.2.1 Qualitative Research

The qualitative research aims to provide CGV Cinemas with new ideas and deep insights into the Private Box issue. The management of PT Graha Layar Prima Tbk was interviewed in-depth to obtain the data used in the qualitative study. The interview was conducted with the CGV Cinemas Head of Marketing, Head of Operations, and Business Development team. It is not acknowledged in qualitative research that a minimum sample size exists. Small sample sizes are typically used in qualitative research. Even in some situations, there is just one informant. Adequacy and appropriateness are the two requirements that must be met to determine the number of informants (Fiantika et al., 2022). The internal environment analysis included a description and analysis of the interview results. The ethnography that will be used in the consumer analysis will also collect data for qualitative research.

2.2.2 Quantitative Research

The quantitative research aims to learn more about CGV Cinemas' Private Box product. It is used for determining and evaluating how CGV Cinemas segments, targets, and positions its Private Box product, as well as how customers behaviour in purchasing the product of CGV Cinemas that is Private Box. An online survey, was used to gather data for the quantitative research. The Slovin Model Method is the sample technique employed in this study to identify a representative sample of respondents who are Indonesian moviegoers. The Slovin technique was employed in this study because it has straightforward requirements and gives every member of the population an equal chance of being chosen as a sample. The following is the equation formula for Slovin Model Method (Santoso, 2023):

$$n = \frac{N}{1+N(e)^2}$$

Description:

n: Number of Sample

N: Total Population

e: Error Tolerance (significance level 0,1)

In this research, the error tolerance used a 10% significance level, so the sample of 100% respondents was obtained from the population in this research that used the number of Indonesian total population with age over 18 years old data in July 2023, which is a potential market for CGV Cinemas product, totaling 192.735 population. The questionnaire was distributed online via the author of the email and SBM ITB's email to Civitas. At the end of the period, the author managed to get answers from 164 respondents. The data from this survey will be analyzed in the external environment analysis to propose a new segmentation, targeting, positioning, and marketing mix and formulate an integrated marketing strategy suitable for CGV Cinemas, specifically for Private Box products.

2.3 Internal Analysis

Internal analysis is a process used to assess the strengths and weaknesses of an organization's resources, competencies, and competitive advantages. Segmentation, targeting, and positioning (STP) analysis, marketing mix (7Ps) analysis, resource-based value analysis, and VRIO framework comprise the internal analysis in this research. Internal analysis will be used to define new segmentation, targeting, and positioning to create an integrated marketing strategy appropriate for CGV Cinemas, particularly for the Private Box target market.

2.3.1 Segmentation, Targeting, and Positioning

Segmentation, Targeting, and Positioning analysis is a method to create a targeted and actionable marketing strategy. The STP model is suitable when developing marketing plans because it allows the market to prioritize propositions and then build and deliver individualized and relevant messages to engage various markets. STP Analysis has an impact on influencing people and overall marketing strategy and activities conducted by the company.

A. Segmentation

Market segmentation is defining market segments and breaking a large customer base into sub-groups of customers that include current and potential customers (Camilleri, 2018). Based on (Kotler & Keller, 2016), there has several things of segmentation consist of geographic, demographic, psychographic, and behavioral segmentation.

Segmentation	
Geographic	Live in JABODETABEK.
Demographic	<ul style="list-style-type: none"> • Men and Women • 25 – 45 years old • Single or Married with 1-2 young child, or has a gang of 2-4 peoples in it. • Has a job with middle to high income who Work in private or public sector, entrepreneurs, artist or public figure. • High Class Peoples.
Psychographic	<ul style="list-style-type: none"> • Consumptive • Like a luxury thing, exclusive ambience and VVIP Service. • Moviegoers whose like a private and exclusive ambience. • Like to spent “quality time” with their partner or people their loved. • Trendy and Metropolitan Peoples.
Behavioural	<ul style="list-style-type: none"> • Moviegoers or even “Movie Addict” who really like watching movie at Cinema • Like to spent their money a lot (Royal) • Social Media User • Like to see review from other people before purchasing something. • Often goes and spends time at the mall
Overall	Peoples who really like watching movie with exclusive and VVIP service.

Table 2. 1 Private Box Segmentation

B. Targeting

The target market is a group of buyer who share the same needs or characteristics that the company decides to serve (Widjaya, 2018). In general, Private Box as the most exclusive product owned by CGV Cinemas is indeed devoted to the upper-class market.

Target of the Private Box is people who like watching movies in cinemas with exclusive ambience and VVIP Service. It can be explained in more detail, in this case, the people in question are "High-Class People" who have high incomes and have a hobby of watching movies in theaters with private and exclusive ambience. They like to spend time and enjoy moments with their closest people such as their spouse, family, or closest friends in the cinema without any interference from other people while they watch movies.

C. Positioning

Positioning is the way that companies do in designing product images to get a good position in the customer’s mind (Rismawati et al., 2018) The positioning of Private Box as the most exclusive product from CGV Cinemas that offers private space with limited access and VVIP Service. Through the tagline, they use for Private Box, namely "The Cinema, Just For Us", CGV Cinemas wants to position Private Box as a product designed only for their consumers along with the closest people from each consumer.

Summary STP Analysis

Referring to the results of the STP analysis above, overall the author assesses that CGV Cinemas has implemented the STP (Segmentation, Targeting, Positioning) concept at the Private Box. However, the author thinks several parts need to be improved by CGV Cinemas. Therefore, the author can explain it below.

Private Box the latest product from CGV Cinemas has segments that are adjusted to the conditions and situations of each market such as Demography, Geography, Psychography and behavior. The author considers that the current segment in Private Box is already good, but if CGV Cinemas wants to get a huge market they need to make the market segment more diverse by implementing a clustering of segments into different groups. By grouping segments into several categories with different specifications, CGV Cinemas can get a diverse market segment for Private Box and not focus on just one segment. The author considers that CGV Cinemas needs to improve its market segmentation of Private Box.

Furthermore, in the targeting aspect, the author assesses that the target formulated by CGV Cinemas on the Private Box is well-defined. In addition, CGV Cinemas can determine the priority scale in designing marketing strategies to be carried out. This can be seen from the online media and Key Opinion Leader (KOL) chosen by CGV Cinemas to publicize and get involved in the "Nonton ala Sultan" campaign. CGV Cinemas chose several different online media, according to the category and persona of the Private Box target market. Similarly, with the selection of KOL, CGV Cinemas chose KOL with different backgrounds and personas, by predetermined guidelines.

The last aspect in STP Analysis is Positioning, according to the author, the positioning of Private Box is well-defined. Private Box as a product launched by CGV Cinemas, is intended for the upper-class market. As the most premium product, CGV Cinemas positions Private Box as a luxury product that can offer exclusivity and VVIP Service in watching. For example, this can be seen from the product poster and Private Box tagline, "The Cinema Just For Us". Through this poster and tagline, CGV Cinemas wants to position the Private Box as an exclusive product and can be enjoyed by consumers with their loved ones. Referring to the results of the analysis above, the author can conclude that CGV Cinemas has implemented the STP concept well and is mutually sustainable on Private Box products.

2.3.2 Marketing Mix (7P's)

Marketing Mix is known as the combination of market activities for certain goods and services over a given period and in a particular market. Previously the marketing mix consisted of 7P in the elements such as product, price, place, and promotion. However, as there are shifts in the consumer's behavior, the marketing mix is not only concerned with the 7P's but develops into 7P's Marketing with the additions of people, process, and physical evidence (Kotler & Keller, 2016).



Figure 2. 2 Marketing Mix (7P's)
(Source: Kotler & Keller, 2016)

Marketing Mix (7P's)	
Product	PRIVATE BOX
Price	Monday – Friday : IDR 2.000.000/ 2 hours. Saturday – Monday / Public Holiday : IDR 2.500.000/ 2 hours.
Place	CGV Grand Indonesia, Jakarta.
Promotion	<ul style="list-style-type: none"> - Digital Marketing : Social Media Campaign, Endorsement KOL, Website. - Media Publication - Special Package - Bundling Product
Process	<ul style="list-style-type: none"> - Consumer scan the barcode for make a reservation - Reserved via WhatsApp - Fill the form reservation - Consumer can use the studio minimal H+1 after ordering
Physical Evidence	Private Studio with exclusive ambience and VVIP features in studio
People	Marketing team and Operation team (waitress and customer service)

Table 2. 2 Marketing Mix (7P's) Private Box

A. Product

Product is everything offered by the firm to the target market to be noticed, used, purchased, and consumed to satisfy the needs and wants of the market. Product strategy is the most important element in the marketing mix. The selection of the type of product to be marketed determines promotional activities, pricing, and distribution methods (Widjaya, 2018).

Private Box is one of CGV Cinemas' newest products in the CGV Theatre business line, which debuted on December 22nd, 2022. Private Box is CGV Cinemas' ninth product following its predecessor and is now the most expensive product. By implementing an exclusive concept and providing an extensive variety of VVIP features ranging from special access to the theatre room, Welcoming Drink, Towel, Reclining Leather sofa, Mini Living Room, Blanket, Slippers, Mini Fridge, Clothes Styler, Room Air, Purifier, Complimentary snacks, to adjustable lighting, temperature, and a window roller shade.

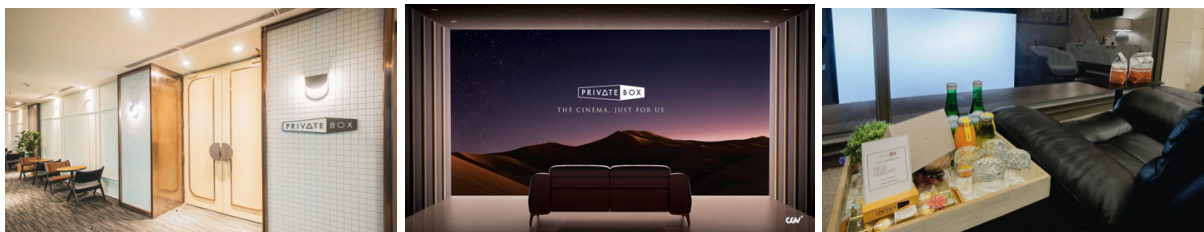


Figure 2. 3 Private Box
(Source: Internal Data CGV Cinemas)

B. Price

Price in marketing mix refers to the amount of money that the customer must give to the company to get the product they want. At this point, the company must think about how it can make customers feel that the money they give is worth the product they get. Price also communicates the intended value positioning of the product or brand to the market (Juliandi et al., 2021).

Private Box, as the most exclusive product owned by CGV Cinemas, has two types of price. For weekdays, Monday - Friday, priced at IDR 2,000,000 / 2 hours, and for Weekends, Saturday – Sunday or Public Holidays, the price is IDR 2.500.000/2 hours. The Private Box price is adjusted for middle to upper-class consumers; with this price, there are complementary items such as private access to the studio, VVIP Features, and Special Complimentary food and beverages.

C. Place

Private Box is only available at their main theater at CGV Grand Indonesia, Central Jakarta. Private Box are only available at CGV Cinemas Grand Indonesia; until now, CGV Grand Indonesia has facilities and conditions supporting Private Boxes.

D. Promotion

Promotion is no less important in the marketing mix. A new and old product is not always immediately recognized by consumers. Therefore, it is necessary to do promotions effectively because promotion is the activity of introducing and reminding people of a product, its seller, or its maker (Benyamin, 2019).

After Private Box was officially launched in December 2022, CGV Cinemas conducted several promotional tactics to market Private Box to its consumers. The tactics that CGV Cinemas used included:

1. Digital Marketing

CGV Cinemas uses digital marketing tactics as the main strategy in marketing Private Box, including social media campaigns, endorsements by key opinion leaders (KOL), and website activation. CGV Cinemas carries out Social Media Campaigns on several platforms, namely Instagram and TikTok. The social media campaign CGV Cinemas carries out, "Nonton ala Sultan," is the main strategy to introduce Private Box to the public. Using the hashtag #CGVPrivateBox, CGV Cinemas conducts social media campaigns through CGV's official social media accounts or involving third parties. Integrated with social media campaigns, CGV Cinemas conducts endorsement tactics to Key Opinion Leaders (KOL) on social media. So that the social media campaign carried out can take a longer period of time in the hopes of getting great attention and positive feedback on Private Box products. Then the tactic is to do Website Activation. CGV Cinemas carries out this tactic on the official website page owned by CGV Cinemas at www.cgv.id.

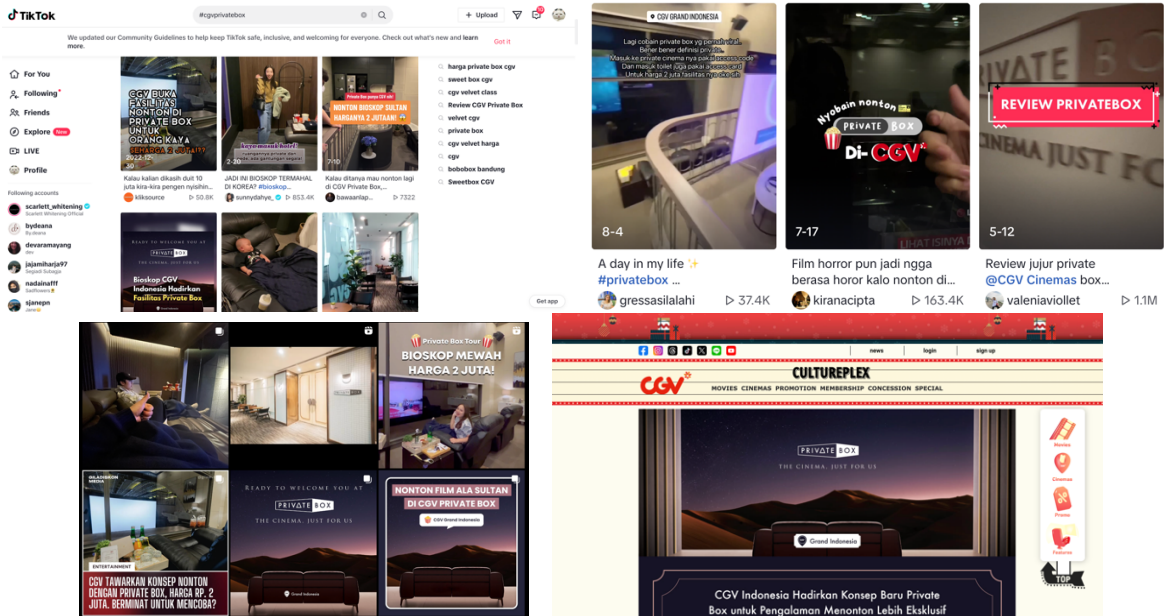


Figure 2. 4 Digital Marketing Private Box
(Source: Social Media and Website CGV Cinemas)

2. Media Publications

In addition to introducing Private Box through social media, CGV Cinemas introduced Private Box through Commercial Online Media as one of the tactics in publicizing Private Box products to the public. A total of 33 online media, both on a National or Regional scale, were involved in this tactic to promote Private Box products.

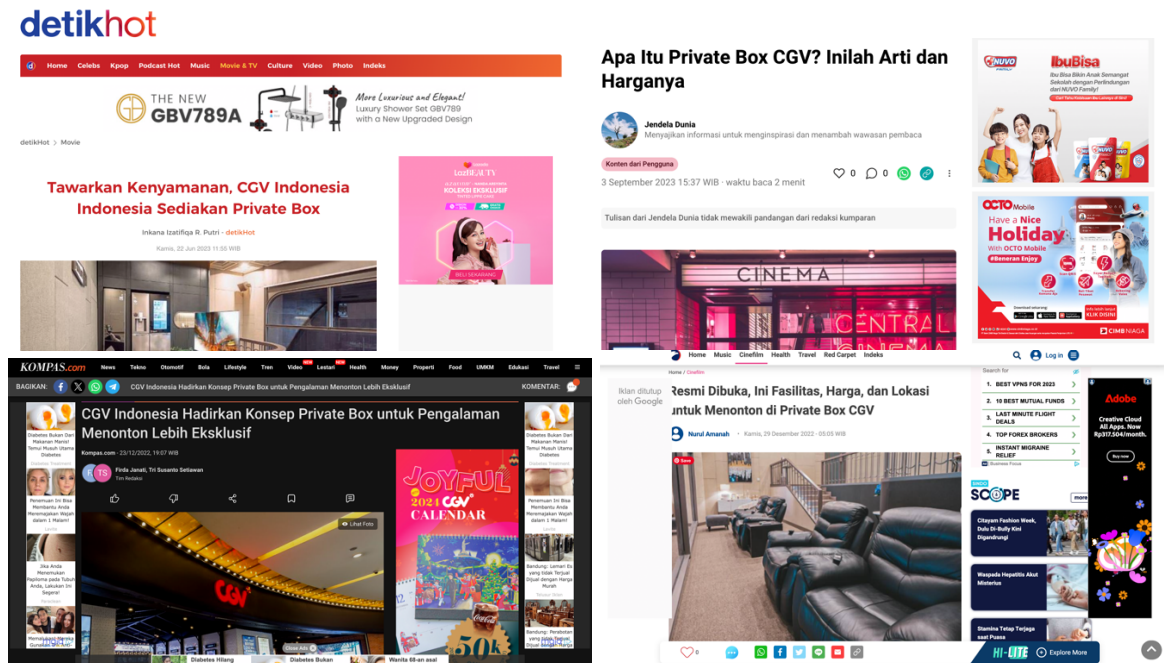


Figure 2. 5 Media Publications Private Box
(Source: Internal Data CGV Cinemas)

3. Special Package

After promoting with social media campaigns and media publications, CGV Cinemas made a Special Package as a promotional tactic in the Private Box marketing strategy. The form of Special Package offered by CGV Cinemas at Private Box is very diverse, ranging from Thank Giving Package which was launched specifically to celebrate Thanks Giving Day and Holiday Fun Package which includes several attractive offers ranging from food packages, free photo boxes, christmas gifts to exclusive beauty classes.

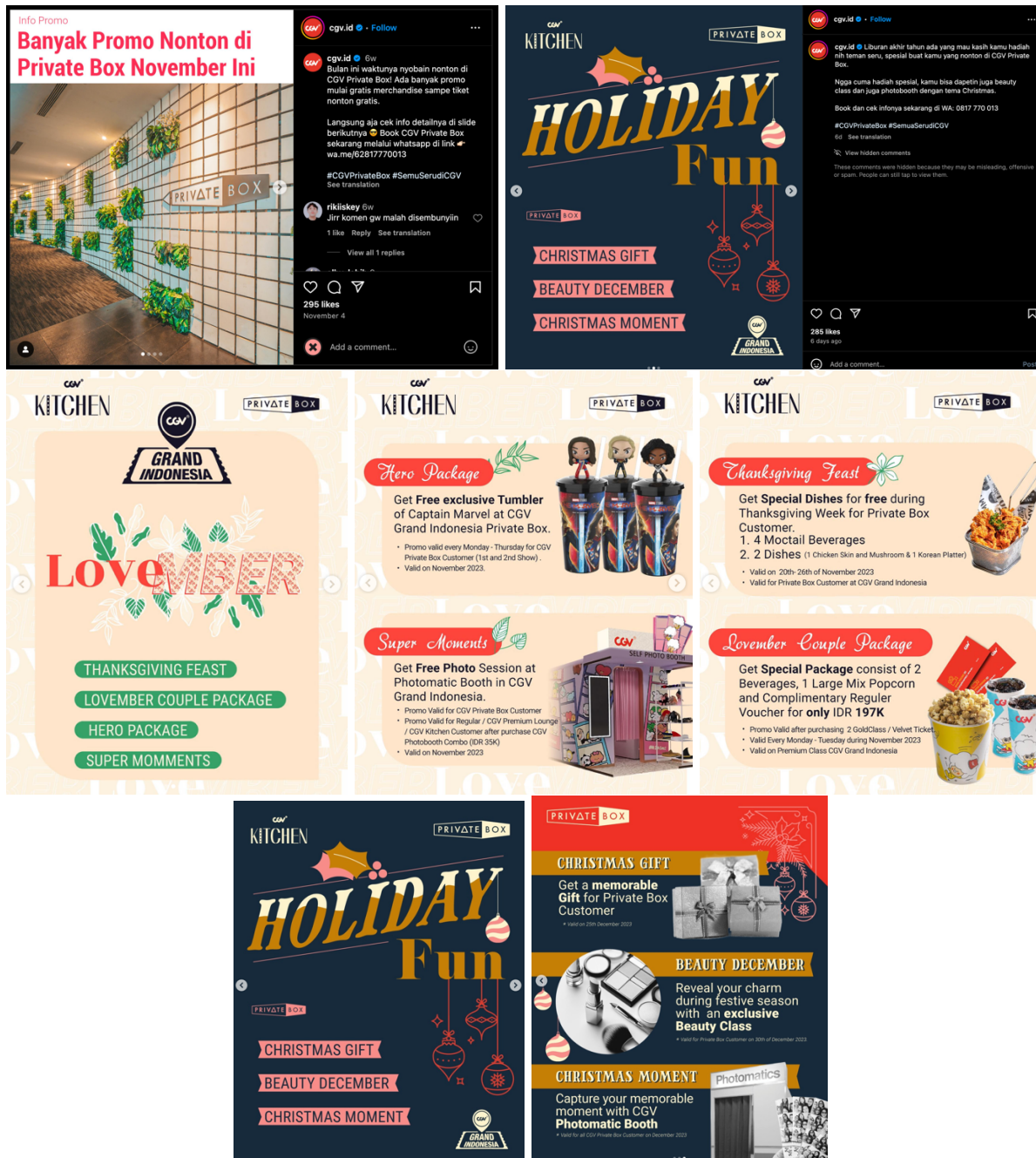


Figure 2. 6 Special Package Private Box
(Source: Internal Data CGV Cinemas)

E. Process

In a business cycle, the process is essential in operational aspects, especially in the service business. In this aspect, the author will explain how the end-to-end process of the user, from ordering Private Box. Currently, Private Box can only be ordered online. Consumers must scan the barcode connected to the Whatsapp number 0817-770-013, the official Private Box booking number. After that, consumers will receive an order form that the customer must fill out. Several data need to be filled in by the customer, including the customer's name, email, telephone number, showing date, movie, attendees, payment methods; and consumers can customize their order such as food and beverages, arrival time, or other requests. After making a booking, consumers can only use the studio at least H + 1 after booking. After reserving through the form and making a payment, consumers only need to come to CGV Mall Grand Indonesia according to the booking date and show the transaction to the CGV officer.

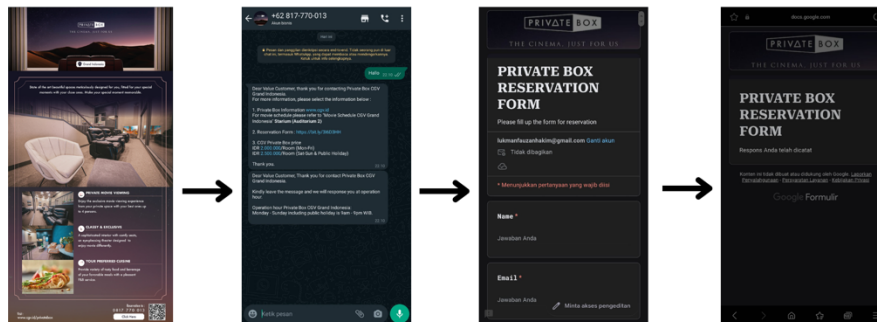


Figure 2. 7 Order Process of Private Box
(Source: Author)

F. Physical Evidence

Private Box, as a business product in the service sector, offers exclusivity in enjoying movies in theaters. In this case, the author assesses that the physical evidence of the Private Box is shown in two ways, namely through key visuals in the form of Private Box posters and the physical appearance of the Private Box. In Key Visual, the evidence that Private Box tries to highlight is a minimalist private studio that gives an exclusive impression. Then in the physical appearance, it can be seen through the private facilities and VVIP features of Private Box that can be used while in the studio such as special access to the theater room, Welcoming Drink, Towel, Reclining Leather sofa, Mini Living Room, Blanket, Slippers, Mini Fridge, Clothes Styler, Room Air, Purifier, Complimentary snacks, and adjustable lighting, temperature, and window roller shade. With this offer, the physical evidence that Private Box tries to offer to consumers is exclusive products and VVIP studios.



Figure 2. 8 Physical Evidence Private Box
(Source: Internal Data CGV Cinemas)

G. People

In the marketing mix, people are defined as the role of humans in the delivery of the goods and services from the company that affect customer perceptions (Kukanja et al., 2016). In this case, the people in charge are customer service and waitresses at the Private Box. As a VVIP product, CGV Cinemas provides special customer service for Private Box consumers and special waitresses for Private Box consumers. This is one of the offers from Private Box to give consumers an exclusive and VVIP impression.

Summary Marketing Mix (7P's)

Based on the results of the Marketing Mix Analysis (7P's) at the Private Box, the author argues that CGV Cinemas' Marketing Mix strategy at the Private Box is sufficient but not ideal. This is explained in the following paragraph.

Private Box is currently the most exclusive product owned by CGV Cinemas. By offering VVIP Service and exclusivity in enjoying the studio room to watch a movie that can only be enjoyed by a maximum of 4 people at a time. Not only can it be used to enjoy a movie, but Private Box can be used by consumers as another alternative such as meetings, celebrating special days or spending time with loved ones. The author thinks that Private Box is a good product. By looking at existing market opportunities, Private Box can provide new offers in enjoying movies. Until now, Private Box has become a pioneer in its class as a cinema product that offers exclusivity, VVIP Service and until now Private Box has not had competitors or product substitutions that are head-to-head with Private Box. This is a good thing for Private Box, because as a pioneer and has no competitor products, Private Box has a very large opportunity to become a market leader in its class.

Private Box is currently priced at IDR 2,000,000 – IDR 2.500.000/ 2 hours. By paying this price, consumers can get a variety of facility offers and services such as special access to the theater room, Welcoming Drink, Towel, Reclining Leather sofa, Mini Living Room, Blanket, Slippers, Mini Fridge, Clothes Styler, Room Air, Purifier, Complimentary snacks, to adjustable lighting, temperature, and window roller shade. Private Box as a VVIP product that offers a variety of facilities and excellent service, the author considers that the price offered is worth the price. Although this price is included in the super expensive category, this is connected to the segmentation of Private Box which was created to attract the upper-class market, so the price offered by Private Box can enter the market according to the segment of Private Box. In addition, currently Private Box still does not have a head-to-head competitor, so the author assesses that the current Private Box price is still safe and CGV Cinemas does not need a price adjustment from Private Box.

There is currently only one Private Box in Indonesia, which is located in the main theater of CGV Cinemas located at Grand Indonesia Mall, Central Jakarta. The author determines that this is the right decision made by CGV Cinemas by placing the Private Box in its main theater. In addition to the resources and supporting facilities such as the availability of space and main power, Jakarta is geographically the right city for the Private Box market. Grand Indonesia Mall, which is located in the heart of Jakarta and is among Indonesia's high-end malls, is a benefit for Private Box since it makes it more widely known and accessible to consumers in the target market of Private Box.

Private Box as the latest product from CGV Cinemas has carried out a marketing strategy in marketing and promoting Private Box to the public. In its strategy, CGV Cinemas uses several marketing tactics such as Digital Marketing, Media Publication, and Special Packages. The author considers, in this case, CGV Cinemas is doing a Marketing Push Strategy. This can be seen from the purpose of the Private Box promotion which seeks to introduce Private Box products to consumers and tries to attract the masses to be interested in using Private Box. Overall, the author considers that the promotion carried out by CGV Cinemas on Private Box products is not optimal. This can be assessed based on the tactics used by CGV Cinemas in the Private Box marketing strategy. As the newest, most exclusive product from CGV Cinemas and the only one in Indonesia, CGV Cinemas only uses three tactics in its marketing strategy, namely Digital Marketing, Media Publication, and Special Package. The author thinks this still cannot be said to be an optimal strategy because considering that Private Box is a product that has just emerged and is a pioneer in its class. CGV Cinemas should carry out a more comprehensive strategy to break into the market so that Private Box can be recognized as part of CGV Cinemas and can be an option for consumers to enjoy movies. In addition, as a result of the author's search, there are inconsistencies in the content that appears on social media about Private Box such as the use of Hashtags, which is one part of Private Box's Digital Marketing tactics in the form of Social Media Campaigns on Tiktok and Instagram.

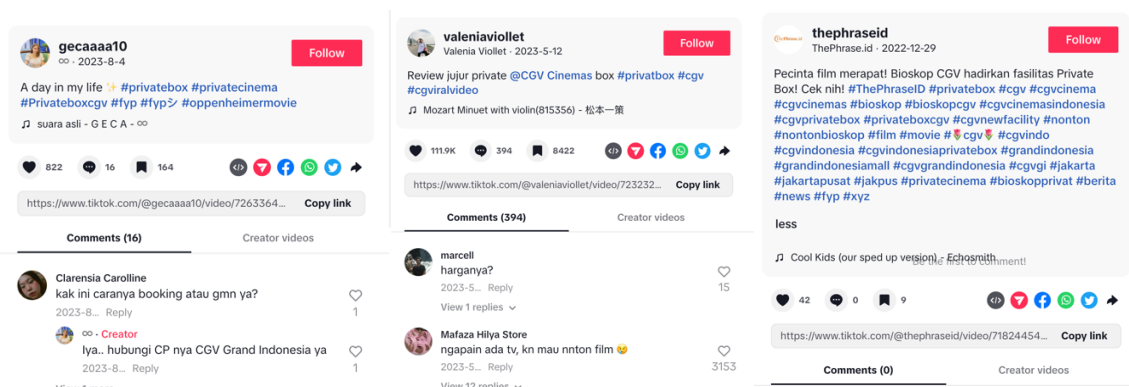


Figure 2. 9 Inconsistencies Hashtag on Private Box Campaign in Social Media (Source: TikTok)

In the process aspect, Private Box can currently only be booked through one platform, namely through the official WhatsApp number of Private Box. In addition, consumers must book the studio H-1 before using the studio. The author considers that the Private Box booking aspect needs to be improved by adding booking channels such as being able to be ordered through the Official Mobile Applications of CGV Cinemas. By adding the Private Box booking feature to

the CGV Cinemas Official Mobile Application, consumers will know the existence of the Private Box and make it easier for consumers to make transactions on Private Box.

Physical Evidence of Private Box is an exclusive product that offers VVIP features and services. This is shown through the Key Visual of Private Box and the physical appearance of Private Box. The author considers this to be appropriate and in accordance with the product value of Private Box. Likewise, in the people aspect, Private Box offers customer service and waitress services specifically for Private Box consumers. The author considers, this is appropriate because by providing customer service and waitress specifically for Private Box consumers, it can have a good effect on the customer perception of Private Box.

Referring to the results of the author's interview with CGV Cinemas, namely Ms. Manda as Marketing Manager of CGV Cinemas, stated that until now the CGV Cinemas Marketing Team has not evaluated the marketing strategy that has been carried out at the Private Box. This is because CGV Cinemas until now has not focused on developing Private Box to become bigger. Of course, this is very regrettable considering that Private Box as a pioneer and the only cinema studio that can provide the most exclusive and VVIP Service in its class, certainly has great potential to be developed even bigger and even expand to other cities besides Jakarta. This is the basic reason for the author who considers that Private Box's Strategy Marketing Mix is not optimal, but at some points it already has a good foundation.

2.3.3 Resource-Based View

Resource-based view is an analytical method that aims to identify certain types of resources as important components of a company's superior performance, or competitive advantages, in comparison to its competitors. These assets might be both tangible and intangible. Tangible materials and visible features may be touched. Physicals resources include labor, currency, land, buildings, plant, equipment and supplies. Immaterial resources, on the other hand, lack of physical features and are hence invisible. Intangible resources include the company's culture, knowledge, brand equity, reputation, and intellectual property (Rothaermal, 2021). The firm may utilize this framework to learn more about how the combination of tangible and intangible resources and skills results in core competencies that fuel firm operations and drive toward competitive advantage(Rothaermal, 2021).

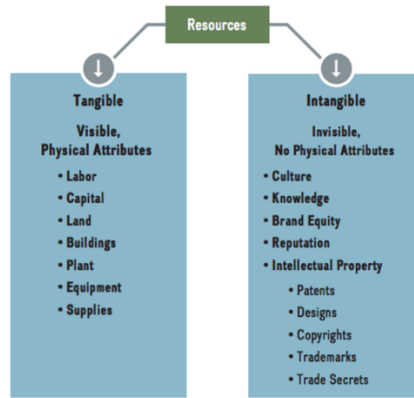


Figure 2. 10 Resources-Based View
(Source: Rothaermal, 2021)

Resource Type		Private Box Resource
Tangible (Visible, Physical Attributes)	Capital	CGV Cinemas Able to generate internal funds.
	Labor	As a leading company, CGV Cinemas has competent and experienced human resources, ranging from top managerial to field operations.
	Building	CGV Cinemas created a Private Box in its main theater at Grand Indonesia Mall. Building ownership is held by Grand Indonesia Management, but the room building rights are fully owned by CGV Cinemas.
	Equipment	<ul style="list-style-type: none"> The equipment used in the Private Box is owned by CGV Cinemas and some are contractual in nature. Interior Toilet Building in Private Box, CGV collaborates with TOTO to use special tools and designs in the toilet.
Intangible (Invisible, No Physical, Attributes)	Culture	Modern and Metropolitan is what Private Box is trying to showcase with the aim to provide a new option in enjoying movies or spending time with loved ones in an exclusive and elegant way.
	Knowledge	Private Box manufacturing involves professionals in their respective fields, who has extensive knowledge and expertise in various aspect.
	Brand Equity	<ul style="list-style-type: none"> CGV Cinemas was established since February 3rd, 2004 and until now CGV has been established for 20 years and Private Box is the latest product as well as the first project for CGV to launch the most exclusive product. CGV Cinemas has several official media platforms, including Social Media such as Instagram, Tiktok, Twitter, Facebook, Youtube etc., then they have an official website, CGV application and relationships with many conventional media.
	Reputation	<ul style="list-style-type: none"> CGV Cinemas as a leading public company, has shareholding which is divided into several stakeholders who own CGV Cinemas shares, namely CGI Holdings, Coree Capital and public shares. Private Box, as the latest product of CGV Cinemas, has been reviewed by 33 Online Media and received an engagement rate of 30.66% of their followers on social media Instagram and Tiktok. Private Box, to date, is still the most expensive product owned by cinemas throughout Indonesia.
	Intellectual Property	<ul style="list-style-type: none"> CGV Cinemas, registered as a company under the name PT Graha Layar Prima Tbk. CGV Cinemas as the leading movie theater in Indonesia, joined the Association of Indonesian Cinema Entrepreneurs (GPBSI)

Table 2. 3 Resource-Based View

Summary Resource-Based View

Based on the results of the analysis above, the author considers that Private Box has a good and qualified Resource Based. This can be further explained in the explanation below as follows.

Tangible resources owned by CGV Cinemas and used in developing Private Box, the author assesses that the sources of Private Box are qualified and compatible. Intangible resources, there are several things that the author can analyze and highlight in Resource-Based Analysis, namely Capital Source, Labor Source, Building Source, and Equipment Source. As one of the leading companies that has been running since 2004 in Indonesia, CGV Cinemas has a fairly stable source of funds for running its business including developing Private Box products. CGV Cinemas was first established under the name Blitzmegaplex then in 2017 it was acquired by a foreign company from South Korea, CJ Entertainment under CGI Holdings and currently CGI Holdings has the largest shares in CGV Cinemas, namely 51% of shares. Based on the CGV Cinemas annual report in 2022, shows that CGV Cinemas received a net revenue of IDR 1.06 Trillion in 2022. So that the source of funds and financial reporting of the CGV Cinemas business is very clear where it comes from and who is accountable. The same goes for the human resources owned by CGV Cinemas. The author assesses that the resources owned by CGV Cinemas are sufficient, starting from top management occupied by reliable top levels to staff levels who are experienced in their respective fields. This can be seen from the organizational structure of CGV Cinemas, starting from the top management, namely the Board of Commissioners, then below that there is the Remuneration Committee and Audit Committee, then below that there is the President Director and Board of Directors.

Private Box was built in the main theater of CGV Cinemas which is located on Lt.8 Mall Grand Indonesia, Central Jakarta. The ownership status of the building is owned by Grand Indonesia Mall, but the Building Renovation Permit is owned by CGV Cinemas so that CGV Cinemas has the right to renovate the building that has been leased in accordance with the agreed terms and agreements. So in this case, Private Box ownership is 100% owned by CGV Cinemas. Unlike the supporting equipment of the Private Box, it is not fully owned by CGV Cinemas. One of the facilities offered by the Private Box is a special toilet for Private Box users. Toilets in Private Box, CGV Cinemas collaborates with one of the manufacturing companies that provide sanitary goods and equipment, TOTO, to build special toilets in Private Box with exclusive facilities and attractive designs. The author considers it a good step for CGV

Cinemas, by collaborating, CGV Cinemas can reduce the cost burden to build special toilet facilities for Private Box, besides that with attractive toilet facilities and designs that can increase the attractiveness for Private Box consumers.

Similar to the tangible source, in this Intangible Source owned by Private Box, the author considers it to have a good and qualified source. In the aspect of culture, Private Box comes as a product that is closely related to the modern metropolitan lifestyle. Private Box is trying to showcase with the aim to provide a new option in enjoying movies or spending time with loved ones exclusively and elegantly. In the aspect of knowledge, Private Box comes as a product that gives an exclusive and luxurious impression through studio design and indoor supporting facilities. Private Box manufacturing involves professionals in their respective fields, who have extensive knowledge and expertise in various aspects.

In the aspects of Brand Equity and Reputation, there is no doubt that the author considers that Private Box as part of CGV Cinemas certainly has good credibility. In this case, CGV Cinemas as one of the leading cinema companies in Indonesia has been established since 2004 and currently occupies the second position as the largest Cinema Company in Indonesia, judging by the number of cinemas owned by CGV Cinemas. Private Box as part of CGV Cinemas which was only launched to the public in 2022, has been reviewed by 33 Online Media and received an engagement rate of 30.66% on social media Tiktok and Instagram. Currently, Private Box is still declared as the most expensive cinema product in Indonesia, no competitor can beat this position. This shows that Private Box as part of CGV Cinemas, has good Brand Equity and Reputation. Then in the Intellectual Property aspect, Private Box is fully owned by CGV Cinemas, starting from the Room Layout Design, Interior Design, Room Technology, Posters, and Private Box Taglines owned by CGV Cinemas. With the company name PT Graha Layar Prima Tbk, CGV Cinemas is registered as a legal company to operate and is protected by applicable laws in Indonesia including the Private Box. In addition, as a leading company, CGV Cinemas is incorporated into the Association of Indonesian Cinema Operators (GPBSI).

2.3.4 VRIO Framework

VRIO is a dynamic capabilities analysis based on the organization's capabilities toward its core capabilities in the response of environmental change that will help the organization to be competitive in the uncertainties, and VRIO focuses on the internal activities of the organization that occur. The dynamic capabilities are considered Valuable, Rare, costly to Imitate, and Organized to capture the value of the resource (Barney & Hesterly, 2020)

1. Valuable resources enable the firm to increase its economic value creation by utilizing external opportunities or compensating an external threat.
2. Rare is the rarity or authenticity that only one or a few competitors possess.
3. Costly to imitate is the category where competitors or another firm do not apply the resource that could not be developed or purchased reasonably; the resource is costly to imitate.
4. Organizing to Capture Value means the organization has an effective organizational structure and coordinating system to maintain the resources to achieve a competitive advantage.

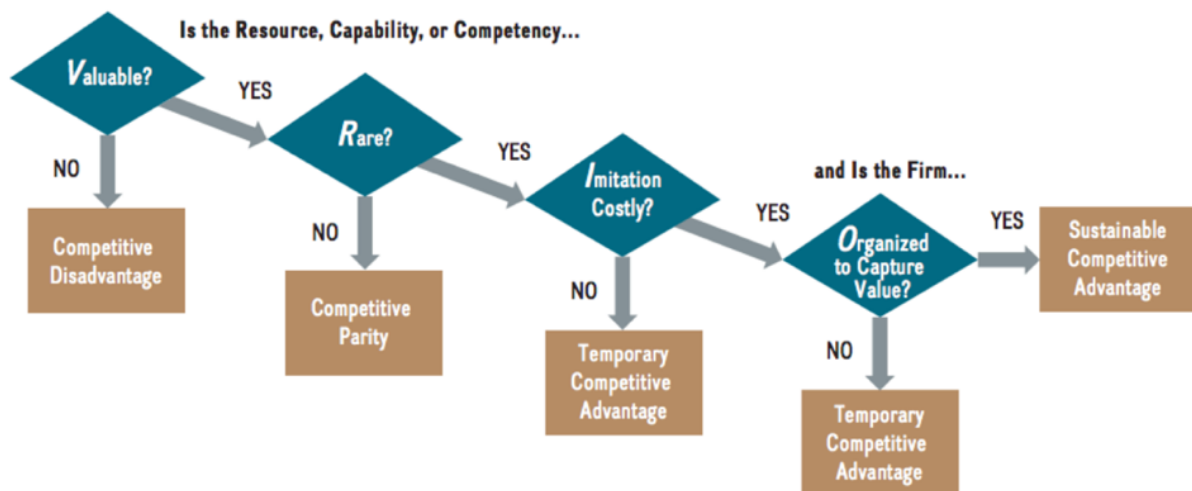


Figure 2. 11 VRIO Framework
(Source: Barney & Hesterly, 2020)

Private Box Resource	Capability	Valuable?	Rare?	Costly to Imitate?	Well organized by organization?	Conclusion
Tangible Resources						
Financial	Able to generate internal funds	Yes	Yes	Yes	Yes	Sustainability Competitive Advantage
Physical	Located in strategic location	Yes	Yes	Yes	Yes	Sustainability Competitive Advantage
	Privately own location and equipment for daily operations	Yes	Yes	Yes	Yes	Sustainability Competitive Advantage
Technological	The technology applied in Theater	Yes	No	Yes	Yes	Temporary Competitive Advantage
Labor	Competent and Experienced Crew for the operation.	Yes	No	No	Yes	Competitive Parity
Intangible Resources						
Intellectual Property	Design of the Studio	Yes	Yes	Yes	Yes	Sustainability Competitive Advantage
Organizational	Participate in and contribute to professional organizational cultures.	Yes	Yes	No	Yes	Temporary Competitive Advantage
Innovation	Capable to innovate new products	Yes	Yes	Yes	Yes	Sustainability Competitive Advantage
	Able to increase organizational capacities and innovation	Yes	Yes	Yes	Yes	Sustainability Competitive Advantage
Reputation	Consistency on branding and product quality	Yes	No	No	No	Competitive Disadvantage

Table 2. 4 VRIO Analysis

A. Valuable Resource

A valuable resource allows a company to take advantage of an external opportunity or counteract an external threat. This is beneficial to a company's competitive advantage. CGV Cinemas, especially for Private Box, valuable resources are from the product itself. As the first product in the cinema industry to offer exclusivity and high-end VVIP Service, this differentiation can be a valuable source for Private Box. Combined with the strategic location in the center of the capital city, supported by room technology innovation and service from an experienced and competent crew, it can add valuable sources to Private Box.

B. Rare Resources

It is considered rare if only one or a few companies have access to a resource. If the resource is widely available, perfect competition will ensue, with no firm able to sustain a competitive advantage. CGV Cinemas, through Private Box, offers new innovations in enjoying watching

movies. As the name of the product given, CGV Cinemas offers options to consumers who want to experience enjoying a movie show more privately with exclusive facilities and super VVIP service. Not only enjoying the show, but Private Box can be an option for celebrating time with loved ones or celebrating special moments with a different sensation, namely in the cinema. Until now, Private Box has been the only movie theater studio offering super VVIP service like this; no product has become an apple-to-apple competitor with Private Box.

C. Costly to Imitate

If enterprises that do not own the resource cannot create or purchase it at a reasonable price, the resources are costly to imitate. If a resource is valuable, scarce, and costly to imitate, it is considered an internal strength and a core skill. The corporation can gain a brief competitive advantage if its competitors fail to duplicate the approach based on the precious, scarce, and costly-to-imitate resource. Costly to imitate means that the company products are difficult to copy by others. Private Box is the newest product from CGV Cinemas; until now, there have been no competitors. With the products and services offered by Private Box, it is costly to imitate because, until now, there are still no products that are competitors of Private Box itself.

D. Well organized by organization

The firm's internal structure is the final factor for determining if a rare, valuable, and costly-to-imitate resource may serve as the foundation for a long-term competitive advantage. A firm must be organized to capture value to fully harness the competitive potential of its resources, talents, and competencies. It must have an effective organizational structure and coordinating system in place. CGV Cinemas, one of Indonesia's leading companies, certainly has good competence as a company. CGV Cinemas has a strong internal structure looking at its resources and talent. The organizational structure is effectively designed to make use of their resources. There is a good management and control system for every product through the quality control process, including Private Box.

Summary VRIO Analysis

Based on the analysis above, the author considers that Private Box has good capacity and capability as a product. In VRIO Analysis, several aspects of analysis are divided into two parts, namely tangible source and intangible source. As part of CGV Cinemas, there are several things that the author can explain about Private Box in VRIO Analysis.

In the Valuable Resource aspect, Private Box has good value as a product. CGV Cinemas created Private Box as a reaction to seeing existing market opportunities. CGV Cinemas made Private Box a premium product that offers exclusive facilities and VVIP Service to attract the upper-class market. This is the value possessed by Private Box. As the first product in the cinema industry to offer exclusivity and high-end VVIP Service, this differentiation is an added value owned by Private Box. Combined with a strategic location in the center of the capital city, supported by innovative room technology and services from an experienced and competent crew, it can add a valuable source for Private Box.

Private Box, an exclusive product from CGV Cinemas, is included in rare products. The results of the VRIO Analysis, the author considers that Private Box as a product is a rare resource. This can be seen from the product's competitiveness; until now, Private Box has been the leading product in its class and does not have competitor products that compete head-to-head with Private Box. This shows that Private Box has rare resources, so competitors do not have the same product as Private Box.

Private Box as a product was costly to imitate. Continuing with the previous point, besides having rare resources, Private Box also requires a high cost to be imitated by competitors. Suppose competitors want to imitate Private Box products. In that case, many aspects need to be considered, such as the availability of room land, the provision of room facilities, cinema locations, availability of manpower, and other supporting variables. This is why, until now, there are no competitors who can or dare to imitate the product so that the author can judge that Private Box is included in a product that is quite difficult for competitors to imitate.

In some aspects, Private Box is well managed by CGV Cinemas. Referring to the results of interviews conducted by the author with CGV Cinemas, it states that in its operation, the Private Box has a special team to manage and run it, starting from the frontline, operational team, maintenance team, and handling complaints. This shows that CGV Cinemas manages Private Box well. However, even in the aspect of consistency in branding, the author considers CGV Cinemas to pay less attention to this aspect. This can be seen from the Private Box promotion tactics on social media, and there is no continuity. This is supported by the author's interview data with CGV Cinemas, which states that until now, management has not carried out a further

promotional strategy after Private Box launched. This is certainly regrettable, considering that Private Box as a product has the capacity and capability to dominate the market.

2.4 External Analysis

External analysis means analyzing factors outside the company, such as competitors and related industries, that can threaten the business. Analyzing the external makes the company take preventive actions against these factors and take advantage of the source of the problems to overcome problems that may arise in the future. In this research, PESTEL Analysis, Porter's Five Forces, Competitor Analysis, and Customer Analysis are used in external analysis to identify the factors that can be opportunities and threats for Private Box.

2.4.1 PESTEL Analysis

The PESTEL Model is a framework for categorizing and evaluating various external factors that might affect the enterprise, such as political, economic, sociocultural, technological, ecological, and legal issues. This PESTEL model is a simple technique to scan, monitor, and asses these crucial external variables and trends that may have an impact on a certain industry. This component might present a firm in that industry with both opportunities and threats (Rothaermal, 2021). Many significant changes are occurring in the marketing environment; PESTEL model analysis can help the author identify the external factors that may impact Private Box.



Figure 2. 12 PESTEL Framework
(Source: Rothaermal, 2021)

A. Political

Stronger political stability has encouraged various business activities to grow because investors are confident to invest due to stronger and more stable political conditions (Arafat, 2018). Cinema is one of the entertainment industries, especially in the film industry. In the ecosystem of the film industry, cinemas occupy a position as the spearhead of the film industry. Present as a service provider to enjoy a work of film documentation, and cinemas continue to develop and present various services for enjoying films.

The Government of the Republic of Indonesia regulates the operation of the cinema business in the regulation of UU. No.6 1994 on the Implementation of Film Business, which regulates how the film industry operates in Indonesia and regulates the role of cinemas in the film industry in Indonesia. Then, this regulation was strengthened by a new regulation, namely UU. No.33 of 2009 on Film. Through this regulation, the government regulates the role of films in Indonesia, the distribution of films, and the role of cinemas as one of the instruments in the ecosystem of the Indonesian film industry. Not only in terms of industry development, but the government also supports the film industry by forming a special censorship institution, namely the Lembaga Sensor Film (LSF), and the government legalizes the organization of cinema entrepreneurs who are members of the Gabungan Pengusaha Bioskop Seluruh Indonesia (GPBSI). These two organizations synergize with each other to support the development of the film industry and the Indonesian film industry ecosystem from upstream to downstream.

In its development, movie theaters are directly related to the development of the film industry. Currently, the film industry itself has received considerable attention from the government. Considered to have great potential in the development of the national economy, films are currently part of the creative economy in Indonesia, which is under the direct management of the Ministry of Tourism and Creative Economy (KEMENPAREKRAF) as stated in UU No.24 of 2019 and PP No.24 of 2022 concerning the implementation of the Creative Economy.

Overall, all of the information shows that the Indonesian government is very supportive of the sustainability of the entertainment industry and the development of the film ecosystem in Indonesia, of which cinemas are a part.

B. Economic

It cannot be denied that the last two years have been a dark record for the film industry and the cinema industry in Indonesia. This is due to the COVID-19 pandemic that has occurred in almost all parts of the world, including Indonesia. With the implementation of social distancing issued by the government through PP No.21 2020, concerning the implementation of Large-Scale Social Restrictions (PSBB) which instructs business actors in several industries to temporarily close facilities that can invite large crowds and one of them is the cinema mentioned in it. This was done as an effort to accelerate the stoppage of the spread of the COVID-19 virus.

Then in 2022, through the instruction from Kementerian Dalam Negeri (KEMENDAGRI) No.50 and No.51 2022 the government finally officially revoked the PSBB regulation and affected business actors could run their businesses again as usual. With the revocation of social distancing regulations, it became a turning point for the cinema industry from the downturn and until now the cinema industry continues to grow, one of which is done by CGV Cinemas by launching its new product, namely Private Box.

C. Sociocultural

The culture of watching has been born for a long time in Indonesia. Starting from the culture of watching together through a large screen projected using a projector and carried out in an open space, the service “Misbar” stands for Gerimis Bubar. Then, in 1900, the first movie theater appeared, namely the “Royal Bioscoop” located in Tanah Abang, Jakarta. The emergence of this first cinema initiated the continuity of the cinema industry in Indonesia and continues to grow to this day by offering various types of products for enjoying a film.

The culture of watching movies in theaters continues to grow, as does the industry that provides various types of products for enjoying movies. But everything changed when the COVID-19 pandemic hit the world and Indonesia was one of them. During the pandemic, the lockdown and social distancing affected people's preference for watching movies. With the existence of online streaming platforms like Netflix, Disney + Hotstar, and HBO Go, many people prefer to stream. With this, a new trend emerged, namely “Netflix and Chill” where the public can enjoy their free time by watching movies without going to the cinema.

The emergence of online streaming service providers is certainly a new challenge for movie theater businesses. With the emergence of new competitors and new trends in watching movies, it requires movie theater business players to continue to innovate in offering services in enjoying a film. In this case, CGV Cinemas as one of the leading companies took a strategic step by launching its new product, Private Box. This product was created to attract the upper-class market and provide new options in enjoying a movie.

D. Technological

Technological factors include innovation, technology transfer, the availability and access to patents, researchers' attitudes toward copyrights, and the availability and access to research institutions' service Fields (Mihailova, 2020). Cinema, one of the entertainment media that continues to grow to this day, certainly does not escape the impact of technological developments. Movie theater businesses compete to bring technological innovations such as 4DX studios. Watching in the 4DX studio allows the audience to feel real sensation when watching movies, such as interactive screens or seats that sway automatically at certain moments.

Not only innovations in the sensation of watching movies, but now new options in watching movies are starting to appear, namely the rise of movie streaming service providers such as Netflix, Disney + Hotstar, HBO Go, etc. Now, consumers have another option in watching movies; they do not need to go to the movies to watch movies; by using smartphones and internet connections alone, consumers can enjoy movies wherever they are.

This challenges and threatens cinema business players, including CGV Cinemas. Private Box is the latest product launched by CGV Cinemas; with this, it is certainly a threat to the sustainability of Private Box, which only offers exclusivity and VVIP Service.

E. Ecological/Environmental

Concerns about environmental protection are particularly relevant in today's ever-changing environment (Dilshad et al., 2017) In this case, environmental sustainability is not only about eco-green such as climate change, wheater, or air pollution, but cultural preservation through the formation of ecosystems in a cultural preservation mission can be a form of environmental

protection. Empowerment of human resources is another variable in the formation of an ecosystem.

Cinema as a platform to watch movies is part of Indonesia's film industry's ecosystem. In this case, cinemas are present as service providers so that the public can enjoy a film legally. By watching movies legally, we indirectly support the sustainability of the film industry ecosystem and participate in appreciating the work of film actors. CGV Cinemas, a leading company, presents Private Box as a product that leads the upper-class market to support the sustainability of the film world ecosystem indirectly. With the presence of Private Box, all people can now enjoy movies.

F. Legal

Legal factors refer to the policies and laws an organization employs and the strategies based on such policies and laws (Karmila et al., 2021). Cinema as an entertainment industry and part of the film industry is regulated in UU No.30 of 2009 concerning Film. In synergy with the Film Censorship Board (LSF), cinemas regulate the distribution of films in accordance with the applicable rules in Law No.18 of 2014 concerning the Film Censorship Board. In its development, Cinema as one part of the film industry is now under the auspices of the Ministry of Tourism and Creative Economy (KEMENPAREKRAF) which is regulated in UU No.24 of 2019 and PP No.24 of 2022 concerning the implementation of the Creative Economy and CGV Cinemas as one of the cinema companies is incorporated in an independent institution, namely the Indonesian Cinema Entrepreneurs Association (GPBSI).

Summary PESTEL Analysis

PESTEL Elements	State	Key Points
Political	Opportunity	The government fully supports the development of the cinema industry, and currently cinemas as part of the film industry are under the auspices of the Ministry of Tourism and Creative Economy (KEMENPAREKRAF).
Economic	Threat	The emergence of the COVID-19 Pandemic has had a significant impact on the sustainability of the Cinema Industry.
Sociocultural	Threat	Another impact of the COVID-19 pandemic is that now there are new competitors, namely movie streaming service providers such as Netflix, Disney + Hotstar, HBO GO, etc. So now the public does not need to go to the movies to watch movies.
Technological	Threat	In addition to the emergence of movie streaming service providers, innovations such as 4DX studios have become competitors for Private Box.
Ecology/Environmental	Opportunity	Cinema as part of the film industry, becomes a facilitator for film actors so that their work can be enjoyed and appreciated by the public.
Legal	Opportunity	The implementation of the cinema and film business is regulated in Law No.30 of 2009 concerning Film, integrating with the Lembaga Sensor Film (LSF) and CGV Cinemas is incorporated into an independent institution, namely the Gabungan Pengusaha Bioskop Seluruh Indonesia (GPBSI).

Table 2. 5 PESTEL Analysis

Based on the results of the PESTEL Analysis, the author considers that Private Box as part of CGV Cinemas has a good opportunity to grow. In the PESTEL Analysis, there are several aspects that the author analyzes, namely Political, Economic, Sociocultural, Technological, Ecology/Environmental and Legal. This can be explained as follows.

In the Political aspect, Private Box has a good opportunity. Private Box as a product of CGV Cinemas and part of the cinema industry currently has full support from the government. Through Law. No.6 1994 on the Implementation of Film Business, which regulates how the film industry operates in Indonesia and regulates the role of cinemas in the film industry in Indonesia. Then, this regulation was strengthened by a new regulation, namely Law. No.33 of 2009 on Film. Through this regulation, the government regulates the role of films in Indonesia, the distribution of films, and the role of cinemas as one of the instruments in the ecosystem of the Indonesian film industry. Currently, the sustainability and development of films in Indonesia is under the management of the Ministry of Tourism and Creative Economy (KEMENPAREKRAF) and CGV Cinemas as one of the leading cinema companies in Indonesia has become part of the Indonesian Cinema Entrepreneurs Association (GPBSI).

In contrast to the political aspect, in the economic aspect there are several things that become threats to the growth of the cinema. The emergence of the COVID-19 Pandemic has a significant impact on the sustainability of the Cinema Industry. CGV Cinemas as one of the leading cinema companies in Indonesia, is certainly affected by the COVID-19 Pandemic. This can be seen from the CGV Cinemas annual report, it can be seen that CGV Cinemas net revenue for the last two years has decreased significantly. Although conditions are currently improving, it cannot be denied that the current cinema industry is still adapting to conditions after the COVID-19 Pandemic. With this, it is certainly a threat to the cinema industry, one of which is for Private Box. As a new product launched after the COVID-19 pandemic, of course Private Box needs to be aware of this threat and get more attention so that Private Box can continue to have a positive impact on the company.

Continuing with the previous point, in the sociocultural aspect there are several things that become threats to Private Box. As a result of the COVID-19 Pandemic, there is currently a new trend in enjoying movies, namely the emergence of the trend of watching at home through movie streaming service providers. As a result of the enactment of the Social Distancing (PSBB) regulation in Indonesia, a new competitor for the cinema industry has emerged, namely Movie Streaming service providers such as Netflix, Disney+ Hotstar, HBO GO, etc. This movie streaming can provide interesting offers for movie-goers. Movie Streaming can provide an attractive offer for consumers, now consumers do not need to go to the movies to enjoy movies. Simply by capitalizing on gadgets and internet connections, consumers can enjoy movies whenever and wherever they are. Of course this is a threat to the sustainability of the cinema industry, one of which is Private Box.

From a technological aspect, several things threaten Private Box. movie streaming service providers are expanding their business and innovating their products. For example, as done by Disney+ Hotstar, Disney is currently pulling all its movie distribution from various platforms and only serving it on Disney+ Hotstar. This will certainly harm the movie theater industry. Movies, as the soul of the cinema, are the main attraction for consumers to come to the movies. Even though after the pandemic ended, Disney returned to distributing its films to theaters, movie streaming services still threaten Private Box.

In the ecology/environmental aspect, Private Box has a good opportunity as a business product. As the spearhead of the film industry, cinema has a position as a facilitator to appreciate a work

of documentation, namely film. As part of the film industry, cinema is a facilitator between film producers and consumers. In this case, the cinema as a facilitator can provide a place for the public to appreciate the work of film artists in Indonesia. Private Box, created for the high-end market, can be a new option for consumers to enjoy movies and open a new market for film enthusiasts. With the Private Box, movies can be enjoyed by everyone. This is certainly a good opportunity for Private Box as a product of the cinema.

The last aspect in the PESTEL Analysis, namely Legal, the author considers that several things are a good opportunity for Private Box. Cinemas, as part of the film industry ecosystem, are regulated by UU. No.6 1994 on the Implementation of Film Business. Then, this regulation was strengthened by a new regulation, namely Law. No.33 of 2009 on Film. Through this regulation, the government regulates the role of films in Indonesia, the distribution of films, and the role of cinemas as one of the instruments in the ecosystem of the Indonesian film industry. With this, the author considers that the government gives full attention to developing the cinema industry in Indonesia. Private Box, one of CGV Cinemas' products, has followed the applicable regulations.

2.4.2 Porter's Five Forces Analysis

Porter's Five Forces is a framework that identifies five factors that shape a firm's competitive strategy and determine an industry's profit potential (Rothaermal, 2021). When studying the industrial environment and designing competitive strategy, strategic leaders should consider five important competitive factors identified by Porter's model, including:

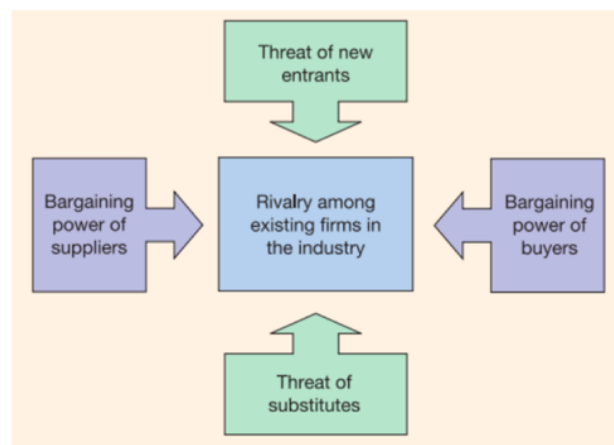


Figure 2. 13 Porter's Five Forces Framework
(Source: Rothaermal, 2021)

A. Threat of New Entrants

Private Box as a CGV Cinemas product that offers exclusivity and VVIP Service in watching movies, is currently the only product on the market. No competitor competes directly with Private Box Apple-to-apple. So the author concludes that Private Box has a Low threat of entrants.

B. Bargaining Power of Suppliers

Private Box is the newest product from CGV Cinemas, which until now has still been the only product in Indonesia, and there are no Apple-to-apple competitors of Private Box. So, the author concludes that the Private Box has a low Bargaining Power over Suppliers.

C. Bargaining Power of Buyers

The bargaining power of buyers of Private Box is Medium. Although Private Box is still the only product and there are no similar competitors, because the price is quite expensive, there are many things that consumers consider before using Private Box. Not only that, Private Box is targeting the upper-class market, so this product is not easily accessible to all circles who can buy this product.

D. Threat of Substitutes Product or Service

The threat of Private Box substitute products or services is medium. Continuing with the Bargaining Power of Buyers, in addition to the price consumers consider, Private Box has many substitute goods. Consumers can still get Private Box, which offers comfort, exclusivity, and VVIP services, from other products that are much cheaper than Private Box. Consumers will not get the same service as the Private Box. Even though there are several product substitutes, consumers cannot get the same and equivalent offers as Private Box, so in the end, consumers will continue to use Private Box to fulfill their needs and desires.

E. Rivalry among existing competitors

Rivalry among existing competitors of Private Box is Low. It is possible for competitors to make the same product as Private Box or adapt what Private Box has, but until now there are still no competitors of Private Box.

Porter's Five Forces	Attractive Level			Summary
	Low	Medium	High	
Threat of New Entrants	√			Low. Until now Private Box is still the only product, there is no similar product.
Bargaining Power of Suppliers	√			Low. Private Box currently has no apple-to-apple competitors.
Bargaining Power of Buyers		√		Medium. Private Box is priced high enough that it cannot be reached by all classes and is full of considerations when consumers will use Private Box.
Threats of Substitute Product or Service		√		Medium. Consumers have many options to enjoy movies with exclusive sensations and VVIP services but not equivalent to Private Box
Rivalry among Existing Competitors	√			Low. There is a possibility that competitors make products like Private Box, but until now there are still no competitors of Private Box.

Table 2. 6 Porter's Five Forces Analysis

Summary Porter's Five Forces Analysis

Based on the author's analysis using Porter's Five Forces Analysis concept, the author considers that Private Box has good potential as a business product. In Porter's Five Forces, there are several analysis variables, namely the Threat of New Entrants, Bargaining Power of Suppliers, Bargaining Power of Buyers, Threats of Substitute Products or Services, and Rivalry among Existing Competitors. This can be further explained by the author as follows.

The author assesses that Private Box has a low Threat of New Entrants as a business product. This can be seen from the condition of Private Box, which until now still does not have competitors who are directly head-to-head competitors of Private Box. This is quite reasonable, why Private Box does not have a head-to-head competitor. The author explained this in previous points, such as the Resource-Based View and VRIO Framework analyses.

Continuing with the previous point, the author considers that the Private Box has a low Bargaining Power over Suppliers. Like in the Threat of New Entrants aspect, until now, Private Box still does not have a head-to-head competitor until now. This is why the author assesses that Private Box has a low Bargaining Power of Suppliers.

It is different from the previous aspect; in the aspect of the Bargaining Power of Buyers, the author assesses that the Private Box is at the medium level. This is due to the price of Private Box, which is classified as a very expensive movie theater product. With a price of IDR 2,000,000/2 hours, consumers may consider very carefully before using the Private Box. However, on the other hand, consumers cannot get the same offer on other products because,

until now, no product can provide the same offer at a lower price. So, in the end, consumers will continue to use Private Box to get product and service offers that can meet their needs.

In the last aspect, the author assesses that Private Box has low Rivalry among Existing Competitors. This can be seen from the condition that Private Box does not have head-to-head competitors. There is a possibility that competitors make products like Private Box, but until now there are still no competitors of Private Box. According to the author, this is quite reasonable and the author has explained it in the previous points, namely Resource-Based View analysis and VRIO Framework Analysis.

2.4.3 Competitor Analysis

Competitor Analysis is needed so companies can expect what their competitors are doing and will be doing. Competitor analysis identifies key competitors, assesses their objectives, strengths, weaknesses, strategic and reaction patterns, and selects which competitors to attack or avoid. Analyzing the level of competition among these competitors is an important factor in the development and effectiveness of a marketing strategy (Kotler & Armstrong, 2018).

The results of the author's research show that until now, no competitor is directly head-to-head with Private Box. However, in this chapter, the author will use the most exclusive product owned by competitors as material for comparison of Private Box.

A. Cinema XXI – The Premier (PT Nusantara Sejahtera Raya Tbk)

Cinema XXI is under PT Nusantara Sejahtera Raya Tbk, the largest cinema group in Indonesia with 35 years of experience in the movie show industry. Cinema XXI is committed to always providing the best quality viewing experience and comfort for the people of Indonesia. As of the end of June 2023, Cinema XXI has presented 1,239 screens in 230 cinema locations spread across 56 cities throughout Indonesia. As a competitor of CGV Cinemas, Cinema XXI has the most exclusive product, The Premiere.

The Premiere is one of the studios in Cinema XXI, which is intended for consumers who want to experience watching movies with a luxurious and exclusive impression. Until now, The Premiere is the most exclusive product owned by Cinema XXI.



Figure 2. 14 The Premiere – Cinema XXI
(Source: Annual Report Cinema XXI - 2022)

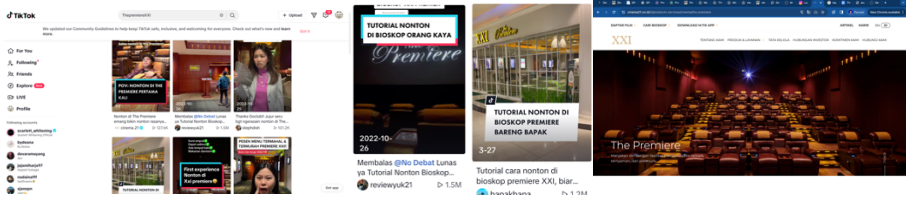


Marketing Mix (4P's)	
Product	The Premiere
Price	Monday – Thursday : IDR 100.000 Friday : IDR 150.000 Saturday/Sunday/Public Holiday : IDR 200.000
Place	66 studios across 26 cities in Indonesia
Promotion	<ul style="list-style-type: none"> - Digital Marketing : Social Media Campaign, Website, Endorsement KOL,  <ul style="list-style-type: none"> - Bundling Product  <ul style="list-style-type: none"> - Partnership 
Process	Consumer can order offline or by Official Mobile Applications
Physical Evidence	Semi- Private Studio with exclusive ambience and VIP features in studio
People	Marketing team and Operation team (Frontline Officer)

Table 2. 7 Marketing Mix (7P's) – The Premiere

Summary Competitor Analysis – Cinema XXI (The Premiere)

When the author viewed the business scale, the author considers that Cinema XXI is currently the strongest competitor for CGV Cinemas. Currently, Cinema XXI is still the market leader in the cinema industry. This is indicated by the number of theaters operating throughout Indonesia. Cinema XXI currently has the largest number of theaters in Indonesia, with 230 theaters spread across 56 cities throughout Indonesia. It has been established for 35 years, and Cinema XXI has a company name, PT Nusantara Sejahtera Raya Tbk. Having 3 types of theater studios and 5 types of F&B (Food and Beverages) products, The Premiere is currently the most exclusive product owned by Cinema XXI.

The Premiere is the most exclusive product owned by Cinema XXI; the author considers that The Premiere still cannot be said to be a product competitor for Private Box. This is reasonable because if the author analyzes in terms of products, The Premiere does not have facilities equivalent to those of Private Box. The Premiere is included in the semi-private studio type, which has a capacity of 40 seats. This is significantly different from the Private Box, a Private Studio with a maximum capacity of 4 people, ten times less than The Premiere. As well as the facilities offered, The Premiere has a private lounge specifically for The Premiere audience, using recliner sofas and blankets that consumers can use while in the studio. However, this is still not equivalent to Private Box, which offers more facilities for Private Box users such as special access to the theater room, Welcoming Drink, Towel, Reclining Leather sofa, Mini Living Room, Blanket, Slippers, Mini Fridge, Clothes Styler, Room Air, Purifier, Complimentary snacks, to adjustable lighting, temperature, and window roller shade.

In terms of price, The Premiere is priced at IDR 100,000 - IDR 200,000. Completely different from the Private Box, which is priced at IDR 2,000,000/2 hours, the Private Box is ten times more expensive than The Premiere. This is quite reasonable, considering that there is a considerable comparison of the facilities and accessibility offered in each product. Cinema XXI currently has 66 The Premiere Studios spread across 26 cities throughout Indonesia. This is different from Private Box. There is only one Private Box in Indonesia, namely at Theater CGV Cinemas located at Grand Indonesia Mall, Central Jakarta. There is a fairly large difference in number, but this is reasonable considering that Private Box is the newest CGV Cinemas product officially launched in 2022. In addition, in terms of product development, Private Box requires careful planning because it will require resources and a sufficiently large budget to develop the product.

In the promotion aspect, the author considers several interesting points made by Cinema XXI in promoting The Premiere. Cinema XXI used several marketing tactics in promoting The Premiere, such as Digital Marketing, Special packages, and Partnerships. Cinema XXI uses social media campaigns, website activation, and KOL endorsement in digital marketing. The results of the author's research, Cinema XXI uses TikTok and Instagram as tools or channels for The Premiere social media campaign, which is integrated with KOL Endorsement for boosting the campaign. Website Activation is a platform that provides product knowledge about The Premiere and an information platform about discount promos currently valid on The Premiere. In addition to Digital Marketing, Cinemas XXI uses Product Bundling tactics to promote The Premiere. Cinemas XXI offers bundle products for the premiere tickets with its food and Beverage products, such as the Valentine and Two-together packages. The last tactic, Cinema XXI has a partnership with banks specifically for The Premiere product. Consumers with a certain bank account can get attractive offers such as the promo "Buy 2 get 1 free Ticket" or "Pay 1 for 2 Tickets". This is an interesting tactic because a partnership can combine two different markets into one new market form that is mutually sustainable. CGV Cinemas has not implemented this tactic into the Private Box marketing strategy. This is regrettable, considering that in terms of capacity and capability, the author considers CGV Cinemas capable of carrying out partnership tactics with other industries such as Banks to promote Private Box.

The author concludes that Cinema XXI, a competitor of CGV Cinemas, has carried out a good marketing strategy for The Premiere product. Although The Premiere is not included in the competitor product of Private Box, there are several things that CGV Cinemas can adapt to the Private Box marketing strategy to promote Private Box, such as Partnership tactics.

B. Cinepolis – Cinepolis VIP (PT Cinemaxx Global Pasifik)

Cinepolis is a movie theater company that originated in Mexico. The name Cinepolis itself means city of cinema in Mexican. As a global company, Cinepolis operates more than 624 cinemas with over 5,000 screens in various countries in the Americas, Europe, and Asia, including Indonesia. Cinepolis in Indonesia is under the auspices of PT Cinemaxx Global Pacific. Currently, Cinepolis has 60 active theaters spread throughout Indonesia. Having 6 types of studios, Cinepolis VIP is currently the most exclusive product owned by Cinepolis and already has 11 Cinepolis VIP studios spread across several regions in Indonesia.



Figure 2. 15 Cinepolis VIP – Cinepolis
(Source: Annual Report Cinepolis)

Marketing Mix (4P's)	
Product	Cinepolis VIP
Price	IDR 100.000
Place	11 studios across in Indonesia
Promotion	<ul style="list-style-type: none"> - Digital Marketing : Social Media Campaign, Endorsement KOL, Website Activation. <div style="text-align: center;"> </div> <ul style="list-style-type: none"> - Partnership <div style="text-align: center;"> </div>
Process	Consumer can order offline or by Official Mobile Applications
Physical Evidence	Semi- Private Studio with exclusive ambience and VIP features in studio
People	Marketing team and Operation team (Frontline Officer)

Table 2. 8 Marketing Mix (7's) – Cinepolis VIP

Summary Competitor Analysis – Cinepolis (Cinepolis VIP)

Based on the author's analysis of Cinepolis, in terms of business, Cinepolis is a competitor to CGV Cinemas. Currently, Cinepolis is Indonesia's third largest cinema company, based on the number of theaters operating in Indonesia. Cinepolis is a foreign company originally from Mexico and has officially operated in Indonesia since August 17, 2014. Operating for the first time at Plaza Semanggi, Jakarta, Cinepolis currently has 60 theaters spread throughout Indonesia. Cinepolis has six types of studios with its most exclusive product, Cinepolis VIP, which the author will analyze more deeply in this research.

Cinepolis VIP as a premium product owned by Cinepolis, currently has 11 studio theaters actively operating throughout Indonesia. Just like The Premiere, in this case the author considers that Cinepolis VIP is not included in the competitor products of Private Box. This is reasonable, because if the author analyzes in terms of products, Cinepolis VIP does not have facilities equivalent to those owned by Private Box. Cinepolis VIP is included in the semi-private studio type which has a capacity of 30 seats. When compared to The Premiere, Cinepolis VIP has a smaller capacity but this is very different from the Private Box which is a Private Studio with a maximum capacity of 4 people. Cinepolis VIP didn't have a private lounge specifically for Cinepolis VIP consumers like The Premiere, they using recliner sofas and blankets that can be used by consumers while in the studio seems like The Premiere. However, this is still not equivalent to Private Box which offers more facilities for Private Box users such as special access to the theater room, Welcoming Drink, Towel, Reclining Leather sofa, Mini Living Room, Blanket, Slippers, Mini Fridge, Clothes Styler, Room Air, Purifier, Complimentary snacks, to adjustable lighting, temperature, and window roller shade.

In terms of price, Cinepolis VIP is the cheapest compared to The Premiere or Private Box. Cinepolis VIP is priced at IDR 100,000 only, twenty times cheaper than the Private Box. This is quite reasonable, considering that there is a considerable comparison of the facilities and accessibility offered in each product.

Cinepolis currently has 11 Cinepolis VIP Studios spread across 5 cities throughout Indonesia. The number of Cinepolis VIP Studios is below The Premiere which currently has 66 studios, but above the Private Box which currently has only 1 studio. There is a fairly large difference in number, but this is reasonable considering that Private Box is the newest product of CGV Cinemas which was officially launched in 2022. In addition, in terms of product development Private Box requires very careful planning because it will require sources and a sufficiently large budget in developing the product.

Just like The Premiere, in the promotion aspect the author considers that there are several interesting points made by Cinepolis in promoting Cinepolis VIP. If the author compared the Cinepolis VIP and The Premiere, the marketing strategy carried out by Cinepolis on the Cinepolis VIP product is simpler than The Premiere. There are several things that Cinepolis does in promoting Cinepolis VIP such as Digital Marketing and Partnership. In Digital Marketing, Cinepolis conducts Social Media Campaigns and KOL Endorsements as its main

tactics. Cinepolis conducts Website Activation for Cinepolis VIP products, where this website activation serves as a source of information for consumers to get to know and find out more about Cinepolis VIP products. In addition to digital marketing, similar to The Premiere, Cinepolis conducts partnerships to promote Cinepolis VIP to the public. Consumers who have a certain bank account can get attractive offers such as the "Buy 1 get 1 free Ticket" promo for Cinepolis VIP tickets. This is the same as The Premiere, but when the author compares it with The Premiere, Cinepolis VIP cooperates with only one bank company, OCBC NISP. This is an interesting tactic, because partnership can combine two different markets into one new market form that is mutually sustainable.

The author conclude that Cinepolis as a competitor of CGV Cinemas has carried out a good marketing strategy on their product, namely Cinepolis VIP. Although Cinepolis VIP is not included in the competitor product of Private Box, there are several things that CGV Cinemas can adapt to the Private Box marketing strategy to promote Private Box such as Partnership tactics.

Chapter III Business Solution

All of the internal and external analysis has been thoroughly conducted through various means such as interviews, questionnaires as well as research in the previous chapter. This chapter will compile the significant findings from Chapter 2, to develop a suitable marketing strategy for Private Box.

3.1 Customer Analysis

According to CMG Consulting, Customer Analysis is an important part of every company plan at any level of development. Customer analysis aims to identify their target market and determine how to approach them. Customer analysis was conducted based on the quantitative research result from an online survey conducted with 200 respondents, which are the target market of Private Box. In general, qualitative research assists the researcher in developing a thorough and nuanced knowledge of the topic. The research outcomes include generating findings that can be used to inform practice. Providing insight into professional practices in a specific context and addressing issues related to the subjective nature of qualitative research (Naibaho, 2022). In this research, customer analysis is divided into two parts which are customer profile and customer behaviour.

3.1.1 Customer Profile

The target respondents for the survey were 200 people, but surprisingly, the author got 266 respondents. The author sees enthusiasm from movie theater consumers and movie enthusiasts on this research topic. This can certainly have a good impact on this research because the more respondents involved, then the data that the author gets can be more accurate.

The author used demographic and geographic variables for customer profiles such as, geographic region (domicile), age, gender, marital status, occupation and monthly income to get information about the consumers of cinemas.

A. Geographical Region (Domicile)

The Majority of respondents are domiciled in Jakarta (41%), followed by the respondents from BODETABEK (Bogor, Depok, Tangerang, Bekasi) (34%), Bandung (20%), then other regions that are below 1% in percentage terms. This shows that the Top 3 Private Box Target Market is come from Jakarta, BOODETABEK and Bandung.

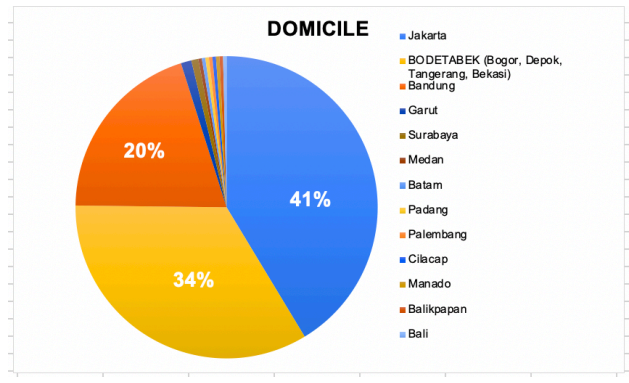


Figure 3. 1 Domicile of Respondents

B. Gender, Age, and Marital Status

This survey concluded that 62% of respondents are women and 38% of respondents are men. The majority of the respondents are aged between 26-30 years old (46%), followed by respondents aged between 19–25 years old (41%), and respondents aged between 31-40 years old (10%). The marital status of the respondents majority by persons who have a couple (Partner/Boyfriend/Girlfriend) (45%), followed by single respondents (29%), already married but don't have a child (17%), and already married has a child (9%).

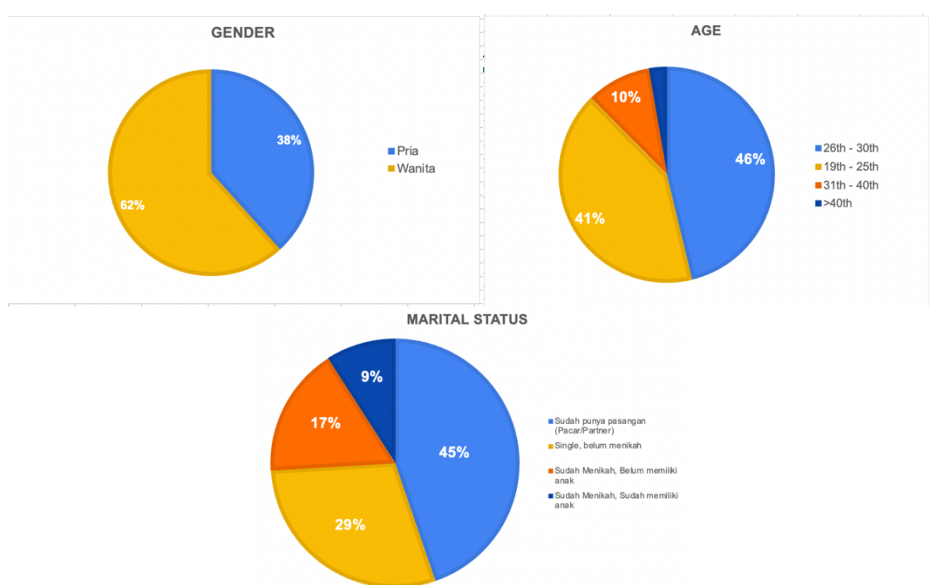


Figure 3. 2 Gender, Age, and Marital Status of Respondents

C. Occupations and Income per month

This survey concluded that the Top 3 majority of respondents are self-employed (31%). This is followed by respondents who are current students (27%) at the diploma, bachelor's, master's, and doctoral levels. Then next are respondents who work in the Private Sector (11%). In the aspect of income per month, this survey concluded that the top 3 majority of respondents have monthly income in the nominal range of IDR 5,000,000 - IDR 7,500,000 (29%), then

respondents with monthly income in the nominal range of IDR 7,500,000 - IDR 10,000,000 (22%) and IDR 2,500,000 - IDR 5,00,000 (22%). In the financial aspect, the majority of respondents in this survey are at the Middle-Class level.

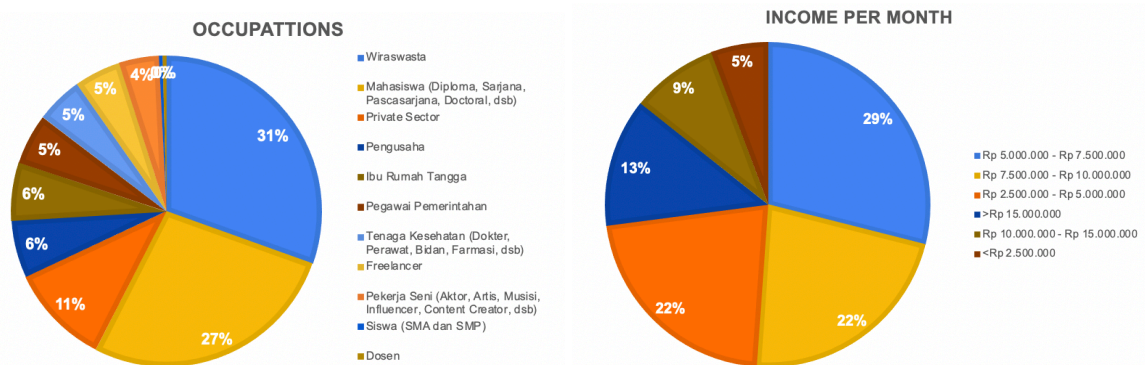


Figure 3. 3 Occupations and Income per Month of Respondents

Summary Customer Profile

In this survey, the author can conclude that the majority of respondents in this survey can be considered as Market Potential for Private Box, dominated by Generation Y and Generation Z who live in Jakarta, BODETABEK (Bogor, Depok, Tangerang, and Bekasi), and Bandung. In the financial aspect, most respondents are at the Middle-Class level and have jobs as self-employed, students, and workers in the Private Sector. This will become the core foundation for the author in formulating the marketing strategy for Private Box.

3.1.2 Customer Preference

For this survey, The author used variables of customer preference in terms of when they want to watch a movie such as preference genre of film to watch, the intensity of watching the movie, partner preference when they watch a movie, and the platform they used to watch a movie.

The first question that i asked on this chapter, was about are they like watching a movie or not. The purpose of this question is to make sure, the respondents are the moviegoer or not. Its shows that 99% of respondents like watching movies and only 1% of respondents didn't like watching movies.

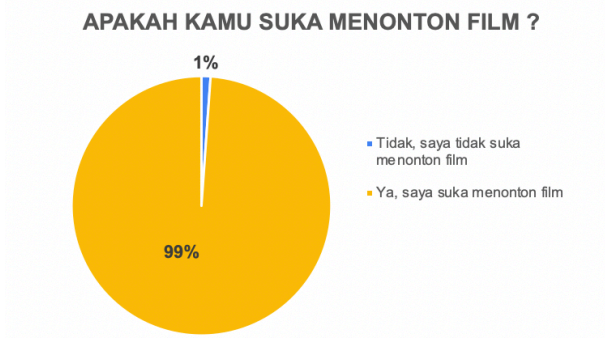


Figure 3. 4 Preference of Respondents to watch movie

A. Genre Preference

For this survey, the author asked about three of the genre preferences of film to the respondents. It is concluded that the top 3 majorities of Genre Preference of film from respondents, Thriller Genre (53,6%) is the top of mine for the genre preference of film. The second one is Science Fiction Genre (49,1%) and the third one is Drama Genre (44,9%).

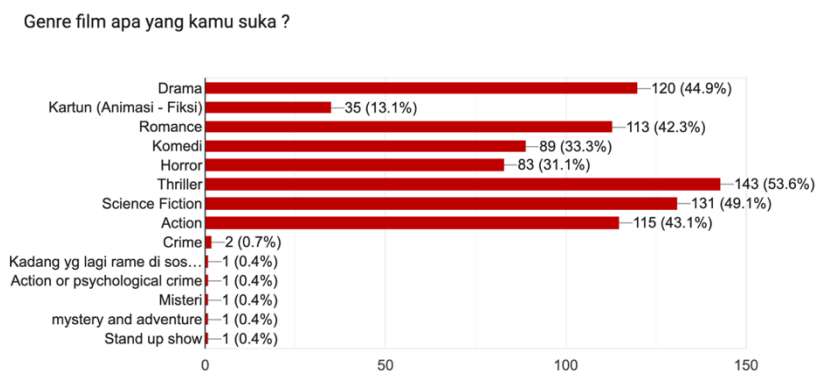


Figure 3. 5 Genre Film Preference of Respondents to Watch

B. Platform Preference

The author asked respondents what platforms they use to watch movies in this survey. Whether they watch movies in theaters, watch movies through online streaming such as Netflix, Disney Hotstar, HBO, etc, or even do both.

This survey concluded that the majority of respondents use both platforms to watch movies: 71% go to the cinema and stream online, 18% of respondents only go to the cinema as a form of movie watching, and 11% of respondents only use online streaming as a platform to watch movies.

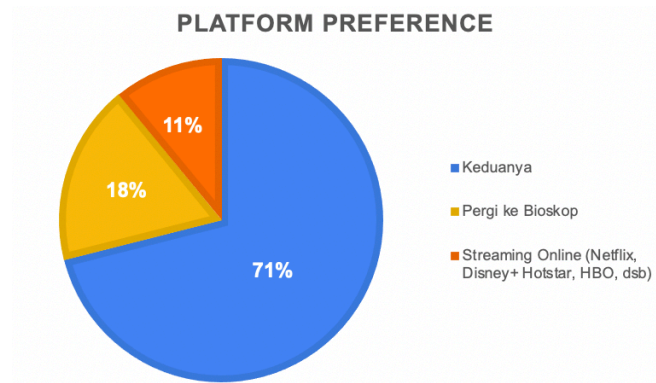


Figure 3. 6 Platform Preference to Watch Movies

C. Partner Preference and Intensity of Watch Movies in a Month

In this survey, the author wants to know more about how respondents' preferences in choosing a partner to watch movies and the intensity of respondents watching movies every month. This survey concluded that the majority of respondents are more prefer to watch movies with their couples (boyfriend/girlfriend/wife/husband) (55%), then respondents prefer to watch movie by their self (24%), then with friends (12%), and with family (9%). Then this survey concluded that the intensity of watching movies in a month is the majority of respondents often watching movies in a month (60%). Then respondents only watch movies when they have free time (18%), followed by respondents who rarely watch movies (14%), then those who regularly watch movies (8%) and respondents who watch movies very often (3%).

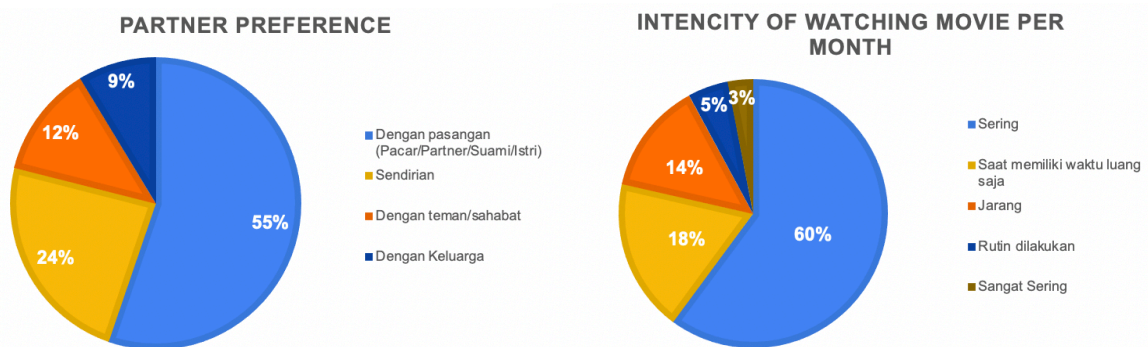


Figure 3. 7 Partner Preference and Intensity of Watch Movies in a Month

Summary Customer Preference

Based on the explanation above, the author can conclude that three movie genres are top of mind and become respondents' preference when watching movies, namely Science fiction, thriller and drama. The majority of respondents have a high intensity in watching movies, they choose to watch movies with their partners and the majority choose to watch movies using online streaming platforms and also go to the cinemas. Movies as one of the main lives and attractions for the sustainability of a movie theater, of course, need to be considered when

developing a strategy. Not only movies, knowing how often consumers watch movies, platforms to watch and partners when watching movies can also be an important variable to consider in developing a strategy. With the author knowing this data, this can find out how consumer preferences when watching movies and can develop strategies that are more targeted according to what consumers needs and want.

3.1.3 Product

In this section, the author wants to find out more about what respondents consider when choosing the studio they will use. The author asks questions about what respondents consider when going to the movies, what studio respondents usually choose to watch movies and what things respondents are concerned about when choosing a studio for them to use when going to watch movies in theaters.

A. Consumer Consideration for go to Cinema

The results of this survey show that, there are top 3 aspects that respondents consider when going to the movies. Great Movies (83.9%) is the highest aspect considered by consumers when going to the movies. Afterwards, Quality Time (80.5%) is the aspect that underlies respondents to go to the movies. Getting the sensation of watching a movie (Wide screen, sound system and comfortable seats) (56.9%) is the consideration and the basic reason for respondents to go to the movies. Then buying movie theater food and drinks (38.2%), Promo Discount (18%), then other aspects which in percentage are below 1%.

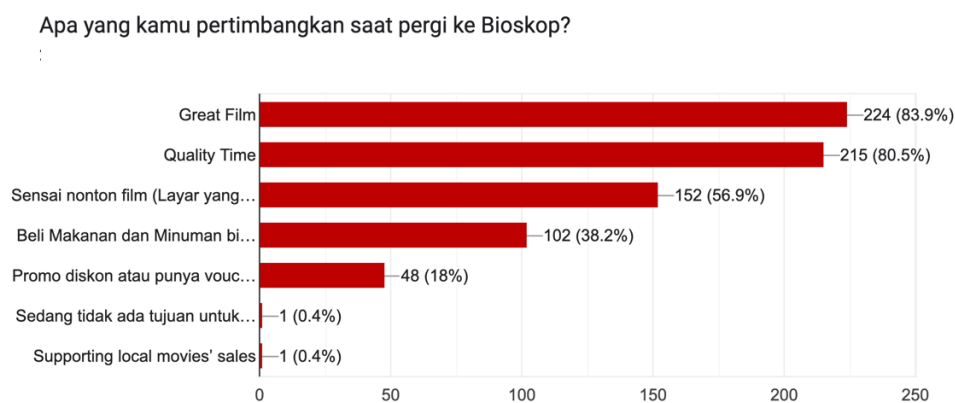


Figure 3. 8 Consumer Consideration for go to Cinema

B. Type of Studio

The results of the survey show that there are the Top 3 types of studios that respondents usually use to watch movies in theaters. The majority of respondents choose Regular Studio (94.8%) for them to watch movies in theaters. Then, 3D Screen Studio is the second choice after the regular studio that respondents usually choose when watching movies in theaters. Semi-private Studios (53.2%) is in the third position as the studio that respondents usually use when watching movies in theaters. Followed by 4DX Studio (23.2%), Private Studio (13.5%), and other studio types with percentages below 1%.

Saat menonton film di bioskop, Studio yang seperti apa yang biasanya kamu pilih?

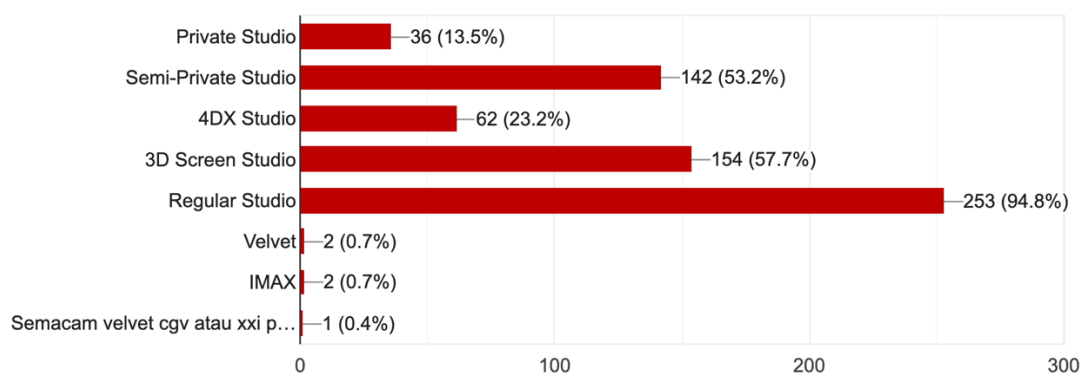


Figure 3. 9 Type of Studio usually use by respondent

C. Variable Consideration of Studio

Asking more specific questions, the respondents were asked about the factors that may impact them in choosing a studio, like the quality of the sound system, sofa, facility in the studio, studio technology, service, and film schedule. The author used a Likert scale from 1 (the most not considering) to 5 (the most considering). The figure below shows the average result of the scale. In this aspect, the survey results show that there are top 3 variables that are considered by respondents when choosing a movie theater studio. The quality of the sound system (4.23) is the main aspect the respondents considered when choosing a studio. Having a slight difference from the previous aspect, sofa comfort (4.22) is the next aspect that respondents consider when choosing a studio. Then, movie showtimes (4.09) are considered by respondents when choosing a studio. Then studio technology and layers (4.03), studio facilities (3.92), and private studios with VVIP service (3.18).

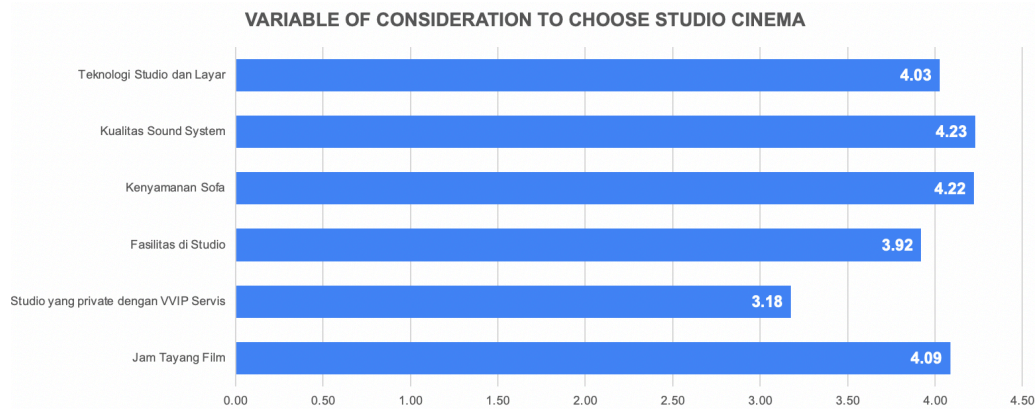


Figure 3. 10 Variable Consideration of Studio

Summary Product

Referring to the explanation above, the author can conclude that until now, movies are still the main attractions for consumers to come to the cinema. In this case, the results show that the sensation of watching movies in theaters such as thunderous sound with a wide screen and comfortable seats is still the main reason why consumers choose to watch movies in theaters, not on other platforms such as online streaming. Then, Regular studio is still the first option for consumers when going to watch and enjoy movies in theaters. Good sound system quality and comfortable seats are aspects that consumers pay attention to. However, it turns out that the results show that Private Studio which offers VVIP service is the last aspect considered by consumers when choosing a movie theater studio. If the author correlates it with Private Box, where the aspects of privacy and VVIP service are the main things offered by Private Box to consumers, it turns out that it is not so significantly considered by consumers. According to the author, this is quite reasonable considering that until now Private Box is still the only Private Studio in Indonesia, which has just been introduced in early 2022. The author assumes that this happens because private studios are still unfamiliar to consumers so choosing a private studio has not been included in consumers' choice options when choosing a cinema studio that will be used to watch movies in theaters.

3.1.4 Place and Price

In this section, the authors find out more about how the respondent chooses the location of the movie theater and what the respondent's financial condition is. In this case, the financial aspect that the author wants to know is the respondent's financial management in getting entertainment and what are the options in it. The author asked several questions to respondents such as considerations when choosing a movie theater location, budgeting in getting entertainment, budget range and customer spent.

A. Preference Cinema Location

This survey concluded that the majority of respondents prefer theaters located inside malls (62%) as their go-to theaters. Then respondents chose theaters located in the city center (26%) as their second choice. Then respondents chose the closest movie theater to their current location (6%), a movie theater that has its own building (4%) and finally a movie theater with a new building (2%).

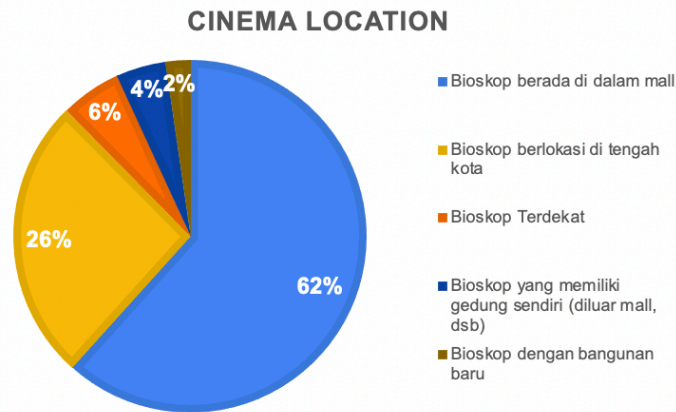


Figure 3. 11 Preference Cinema Location

B. Entertainment Budget

In this aspect, the author wants to learn more about how respondents manage their finances, especially in entertainment. 82% of respondents set a specific budget for entertainment things every month and the other 18% do not have or do not prepare a specific budget for entertainment things every month. Furthermore, the author asked further questions to get information on the range of entertainment that respondents prepare each month. The majority of respondents have an entertainment budget in the range of IDR 1,000,000 - IDR 2,000,000 (40%). Then next, respondents have an entertainment budget range of IDR 500,000 - IDR 1,000,000 (34%). Then the entertainment budget range <IDR 500,000 (17%) and the budget range >IDR 2,000,000 (9%).

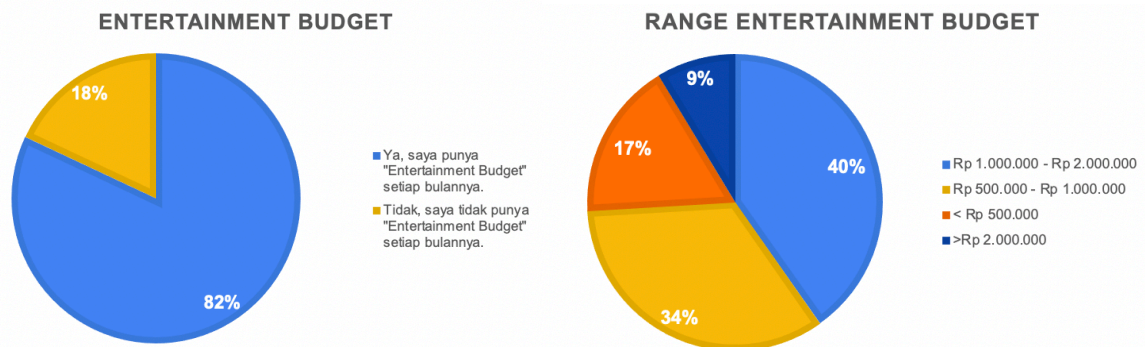


Figure 3. 12 Entertainment Budget of Respondent

C. Customer Spent

Asking more specific questions, the respondents were asked about the range of amount they spend to watch movies every month. Most respondents spend <IDR 500,000 (71%) every month watching movies in theaters. Then, in the next position, respondents spend money in the nominal range of IDR 500,000 - IDR 1,000,000 (25%), and the last respondent with a nominal range of IDR 1,000,000 - IDR 2,000,000 (4%).

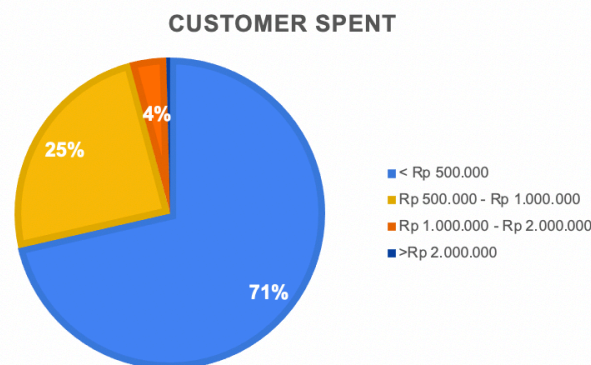


Figure 3. 13 Customer Spent

Summary Place and Price

Referring to the explanation above, the author can conclude that consumers are quite selective in managing their finances. A fairly high percentage of consumers know the importance of managing their finances by organizing them into several clusters according to their needs, one of which is the need for entertainment. Continuing with the customer profile, which shows that consumers are in the Middle Class, this is more clearly seen from the nominal budget range they have for entertainment, and more specifically, it is increasingly visible from the customer spent. Every month, the majority of consumers spend money to watch movies in theaters <IDR 500,000 per month. This is in line with the product point, which shows that consumers still prefer to watch in regular studios when watching movies in theaters.

3.1.5 Promotion

In this aspect, the author wants to find out more about how respondents' preferences in receiving or seeking information about the cinema studio before they choose to use the studio. The author asks several questions such as whether respondents look for information about movie studios before they use them, what information they look for, where they get the information from and what social media they often use in their daily activities.

A. Search the Information about Studio

In this survey, the author asked whether or not respondents find out information about the studio they will use to watch movies before they use it. The results show that as many as 86% of respondents find out information about the studio before they use it and the other 14% do not find out information about the studio they will use.

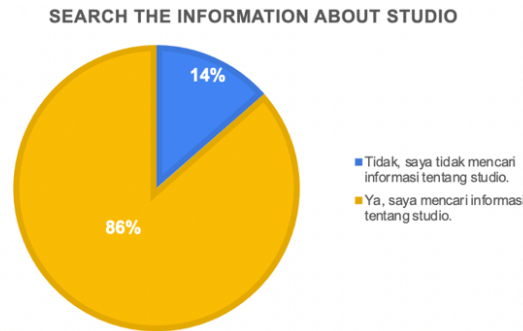


Figure 3. 14 Search the information about the studio before they used

B. Sources of The Information

Asking more specific questions, the respondent was asked about what kind of information about studio they trying to find and what platform they used to find that information. The survey results show there are top 3 information they are looking for about the studio they will use. Majority of respondents, the main information they are looking for is the studio ticket price (79.8%). Then the next information is about movie showtimes (53.9%) and the last is information about studio facilities (50.6%).

The author further asked respondents about what platforms they usually use to get information about the studio they will use. There are top 3 platforms that they can use, the majority of respondents use the movie theater's Official Application (80.9%) to get the information they need about the studio they will use. Then, respondents chose Instagram reviews (64.4%) and TikTok reviews (61.4%) as platforms to get the information they need about the studios they will use.

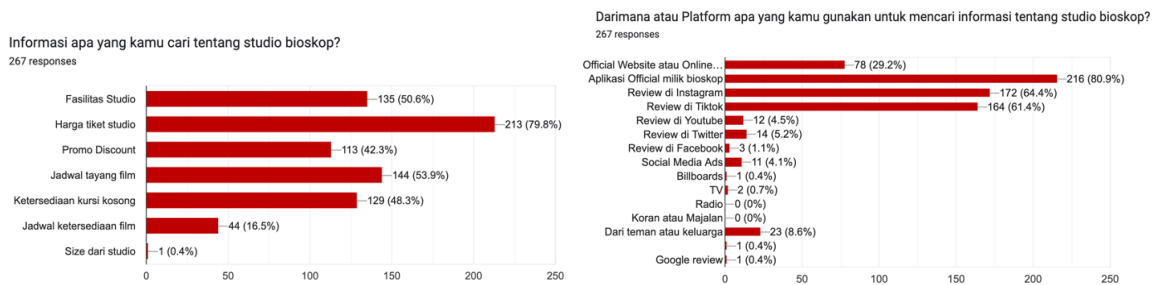


Figure 3. 15 Source of The Information

C. Social Media Preference

In this section, the author would like to further explore respondents' preferences for using social media in their daily activities. The results show that respondents often use the top 3 social media in their daily activities. Most respondents (96.3%) use Instagram in their daily activities. Then, TikTok (78.3%) and Youtube (52.4%) are commonly used by respondents in their daily activities.

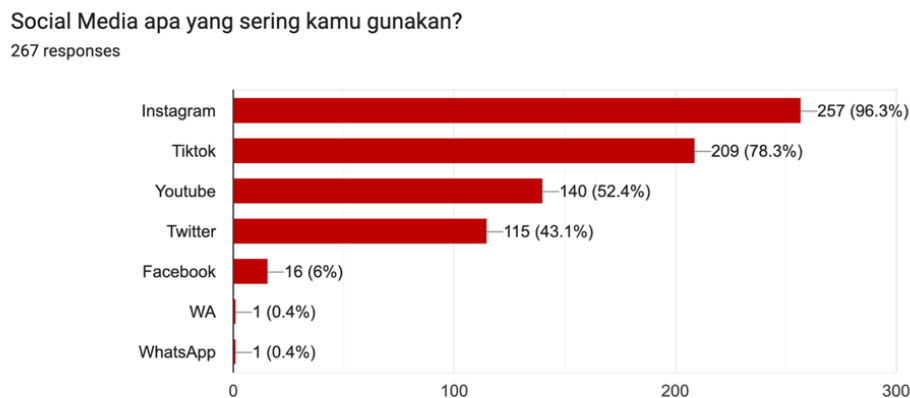


Figure 3. 16 Social Media Preference

Summary Promotion

Referring to the explanation above, the author can conclude that consumers are quite selective in seeking information about the studio they will use to watch movies in theaters. This can be seen from the high percentage of respondents who find out information about the studio before they use it. This is certainly a challenge for CGV Cinemas to be able to provide clear information about the products they have. But on the other hand, the author sees this as a good opportunity for CGV Cinemas to penetrate information about CGV Cinemas products, in this case, the Private Box. Utilizing several platforms that are the choice of consumers and penetrating information, it is possible that information about Private Box can be delivered well to consumers.

3.1.6 About Private Box

As additional information, in this survey the author wants to know what respondents know about Private Box as one of the products of CGV Cinemas. In this section, the author asks several questions such as whether the respondent knows the Private Box, where the respondent knows about the Private Box and what suggestions the respondent can give for CGV Cinemas or a description of the ideal studio desired by the respondent.

A. Knowing about Private Box

In this section, the author asks questions to respondents whether they know Private Box or not. The author used this to determine the level of public awareness of the Private Box directly. The results show that 63% of respondents do not know Private Box and 37% know what Private Box is.

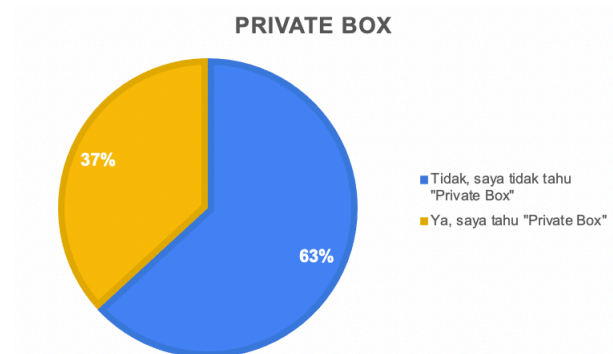


Figure 3. 17 Knowing about Private Box

B. Source Information about Private Box

Asking more specific questions, the respondent was asked about the sources of the information of Private Box. The results show that there are top 3 channels that become sources of information about Private Box. Continuing with the previous point, namely Social media Preference, Instagram Reviews (19%) are channel sources of information for respondents to get information about Private Box. Then, Tiktok Review (18%) is in second place, followed by Official Website and Online Media (13%) as channel sources of information about Private Box. Other aspects are not considered as channel sources of information because the answers given by respondents are not relevant to the questions the author asks in this section.

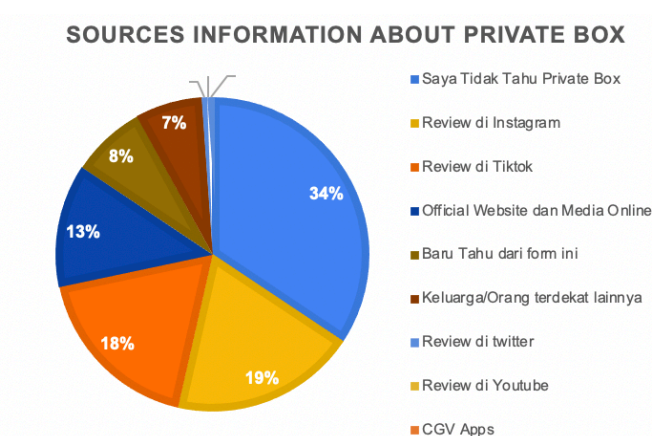


Figure 3. 18 Sources Information about Private Box

C. Advice or Desire

As additional information, the author asked respondents questions about the suggestions they would like to give to CGV Cinemas in general and how the ideal studio that respondents would like to have. The author uses this to find out more about what consumers want from CGV Cinemas as one of the leading movie theater companies in Indonesia. From 266 respondents, there are several things that the author can explain. In this survey, 50 respondents did not give suggestions or express any wishes because they just found out what a private box was or the respondent's answer could not be analyzed further so that the author entered the Undetected category. Then, 41 respondents were satisfied with the existing movie theater studio. 21 respondents want a movie theater studio that is Comfy and Cozy in general such as comfortable seats, affordable prices, wide screens, good sound systems, etc. 16 respondents want a membership to watch in theaters and 16 respondents give suggestions to CGV Cinemas to improve the studio facility. 14 respondents want a theater studio that is scented and well smelled, then continue to the next points until the last point where respondents give suggestions to make a partnership with the Bank.



Figure 3. 19 Advice or Desire for CGV Cinemas and Private Box

Summary About Private Box

In this section, the author can conclude that public awareness of the existence of Private Box is still low. This has also been sufficiently explained by the author in the previous sections. With this result, it further strengthens that currently, the level of public awareness of the Private Box is still low. In the Advice and Desire section, there are several things that the author can use to prepare strategies for Private Box which the author can explain in the next points.

3.2 SWOT Analysis

SWOT Analysis is a way to monitor the external and internal marketing environment where the result of this analysis is for the firm the evaluate its strengths, weaknesses, opportunities, and threats (Kotler & Armstrong, 2018). To extract strategic implications, it can combine insight from internal examinations of the company's Strengths and Weaknesses (S and W) with those from an analysis of external analysis of Opportunities and Threats (O and T) (Rothaermal, 2021). A SWOT analysis helps a strategic leader assess a company's present state and future possibilities by evaluating both internal and external elements at the same time. The SWOT analysis urges strategic executives to scan their company's internal and external environments for any relevant aspect that might impact its present or future competitive advantage. The table below summarizes the strengths, weaknesses, opportunities, and threats of Private Box.

Strength	Weakness
<ul style="list-style-type: none"> - Private Box is the pioneer private studio launched by movie theater companies in Indonesia. - Private Box as the one and Only private studio in Indonesia until now has no product competitor. - Providing new options when watching movies in theaters with VVIP service and enjoying exclusive facilities while in the studio. - Consumers can watch movies in theaters without feeling disturbed by other people or disturbing others, so consumers can be more free when watching movies in theaters. - Consumers do not need to buy food or drinks before entering the studio, because in the studio food is already available and is included in the price paid in advance. 	<ul style="list-style-type: none"> - The price is expensive - Schedule availability is still rare because there is only one studio. - The ordering system is not maximized, consumers can only order via whatsapp and can only be ordered H-1 before use. - Lack of awareness towards Private Box from the public. - Limited budget for the Private Box Promotion.
Opportunity	Threats
<ul style="list-style-type: none"> - Government support to improve the film industry in Indonesia that had been impacted heavily due the COVID-19. - After the social distancing regulation (PSBB) was lifted by the government, consumers are more likely to do outdoor activities. - The rise of movie festivals in Indonesia - CGV Cinemas, a South Korean company that often screens Korean movies, benefited from the rising "Korean Wave" in Indonesia. - The hype of people getting information on social media, especially Instagram and Tiktok. 	<ul style="list-style-type: none"> - The uncertain economic situation that is still adapting after the COVID-19 Pandemic - The expansion of the online streaming movie industry gives consumers the option to watch movies anytime and anywhere. - The emergence of the "Netflix and chill" trend so that consumers have the option to watch movies at home. - Unexpected move or strategies by Competitors - High Customers' Bargaining power because the price of Private Box was so High.

Table 3. 1 SWOT Analysis

3.2.1 SWOT Matrix

SWOT Matrix is an important matching tool that helps management to develop four type of strategies which are SO (Strength – Opportunity) strategies, WO (Weakness – Opportunity) strategies, ST (Strength – Threat) strategies, and WT (Weakness – Threat) strategies. Matching key external and internal factors is the most difficult part of developing a SWOT Matrix, as it requires good judgment and it is essential to understand that there is no one best set of matches (David & David, 2015). The following is a detailed explanation of each strategy according to Fred R. David and Forest David (David & David, 2015).

1. SO strategies use a firm internal strength to take advantage of external opportunities such as external trends and events.
2. WO strategies aim at improving internal weaknesses by taking advantage of external opportunities. Sometimes firms cannot make use of external trends due to its lack of resources, therefore managers may develop WO strategies to find a way to get the benefits of the external opportunities still.
3. ST strategies use a firm's strengths to avoid or reduce the impact of external threats and challenges. Therefore, management needs to know well about the company's competitive advantage.
4. WT strategies are defensive tactics to reduce internal weakness and avoid external threats. An organization faced with various external threats, challenges, and weaknesses of the firm may indeed be in a precarious position.

The table below shows the SWOT matrix analysis of Private Box and the strengths, weaknesses, opportunities, and threats are the same list as in the previous SWOT Analysis in Table 3.1.

SO – WO Strategies	<p>Strength :</p> <p>S1: Private Box is the pioneer private studio launched by movie theater companies in Indonesia.</p> <p>S2: Private Box as the one and Only private studio in Indonesia until now has no product competitor.</p> <p>S3: Providing new options when watching movies in theaters with VVIP service and enjoying exclusive facilities while in the studio.</p> <p>S4: Consumers can watch movies in theaters without feeling disturbed by other people or disturbing others, so consumers can be more convenient when watching movies in theaters.</p> <p>S5: Consumers do not need to buy food or drinks before entering the studio, because in the studio food is included in the price paid in advance.</p>	<p>Weaknesses:</p> <p>W1: The price is expensive</p> <p>W2: Schedule availability is still rare because there is only one studio.</p> <p>W3: The ordering system is not maximized, consumers can only order via whatsapp and can only be ordered H-1 before use.</p> <p>W4: Lack of awareness towards Private Box from the public.</p> <p>W5: Limited budget for the Private Box Promotion.</p>
<p>Opportunities :</p> <p>O1: Government support to improve the film industry in Indonesia that had been impacted heavily due the COVID-19.</p> <p>O2: After the social distancing regulation (PSBB) was lifted by the government, consumers are more likely to do outdoor activities.</p> <p>O3: The rise of movie festivals in Indonesia</p> <p>O4: CGV Cinemas, a South Korean company that often screens Korean movies, benefited from the rising "Korean Wave" in Indonesia.</p> <p>O5: The hype of people using and getting information on social media, especially Instagram and Tiktok.</p>	<p>SO Strategies :</p> <p>S1,S2,S3,S4,S5 > O1,O2,O3,O4,O5 Create a film festival event, in collaboration with the Ministry of Tourism and Creative Economy(KEMENPAREKRAF) and the South Korean embassy in Indonesia. Activities carried out are screening films from Korea. Invite representatives from the ministry and the South Korean embassy, to participate in the movie screening and try the Private Box. Then invite several Influencers to participate in movie screening activities and try Private Box, then publish it on social media.</p> <p>S1,S2,S3,S4,S5 > O3 : Shown Korean movies for a limited time at CGV Cinemas, Grand Indonesia Mall, Jakarta.</p> <p>S1,S2,S3,S4,S5 > O5 : Hire more Influencer, specifically type of lifestyle and movie reviewer on Tiktok and Instagram to highlights the strength points of Private Box.</p>	<p>WO Strategies :</p> <p>W4,W5 > O5 Maximizing content in internal media social. Instead of promoting using conventional platform or another platform, CGV Cinemas can save the budget by using their social media which is Tiktok and Instagram to promoted Private Box. Do it repeatedly and constant.</p> <p>W2,W3 > O1,O2 Seeing that the current conditions are no longer enforced by social distancing regulations (PSBB) and there is support from the government for the development of the film industry in Indonesia, it is time for CGV Cinemas not to limit Private Box bookings by opening bookings on other platforms such as the official app of CGV, or even expand the business by adding Private Box studios in the same cinema or another theater other than Grand Indonesia Mall, Jakarta.</p>

Table 3. 2 SWOT Analysis - SO and WO Strategies

<p style="text-align: center;">ST – WT Strategies</p>	<p>Strength : S1: Private Box is the pioneer private studio launched by movie theater companies in Indonesia. S2: Private Box as the one and Only private studio in Indonesia until now has no product competitor. S3: Providing new options when watching movies in theaters with VVIP service and enjoying exclusive facilities while in the studio. S4: Consumers can watch movies in theaters without feeling disturbed by other people or disturbing others, so consumers can be more free when watching movies in theaters. S5: Consumers do not need to buy food or drinks before entering the studio, because in the studio food is already available and is included in the price paid in advance.</p>	<p>Weaknesses: W1: The price is expensive W2: Schedule availability is still rare because there is only one studio. W3: The ordering system is not maximized, consumers can only order via whatsapp and can only be ordered H-1 before use. W4: Lack of awareness towards Private Box from the public. W5: Limited budget for the Private Box Promotion.</p>
<p>Threats : T1: Uncertain economic situation that is still adapting after the COVID-19 Pandemic T2: The expansion of the online streaming movie industry gives consumers the option to watch movies anytime and anywhere. T3: The emergence of the "Netflix and chill" trend so that consumers have the option to watch movies at home. T4: Unexpected move or strategies by Competitors T5: High Customers' Bargaining power because the price of Private Box was so High.</p>	<p>ST Strategies : S1,S2,S3,S4,S5 > T1,T2,T3,T4,T5 Promote these strengths of Private Box online and offline channels so it can improves the awareness and interest of public to try or using Private Box. Increase the publicity with using the internal sources such as official social media of CGV Cinemas, official app of CGV, website or commercial spot in theaters of CGV.</p>	<p>WT Strategies : W4,W5 > T1,T4 Have a concrete financial plan for the promotion. Use low cost and trackable media such as improving the digital marketing through social media, official app of CGV, website activation and online ads.</p> <p>W1,W2,W5 > T3,T4,T5 Make a plot twist. Change the copyright from “expensive” to “exclusive”. It because the schedule is still rare, using the keyword “limited sheet”. With Using this kind of word, the perspective of public will change. Use this word as a content and publish it on the internal social media of CGV Cinemas.</p>

Table 3. 3 SWOT Analysis - ST and WT Strategies

Summary SWOT Analysis

Based on the explanation above, the author can conclude that there are many aspects that CGV Cinemas can do in formulating a marketing strategy for Private Box. The things that the author gets in this SWOT Analysis are not only aspects that can be developed as marketing strategy variables, but the author sees weaknesses and threats that can affect the sustainability of the Private Box as a business product. The things that the author found have been mentioned and explained in the explanation above, and following up on this, the author compiled a strategy in the SO - WO Strategies and ST - WT Strategies table. Of course, this can be a guideline for the author in developing strategies that the author will propose in this research.

3.3 Root Cause Analysis

The 5 Why's method is used to dig deeper until the true root cause of an occurrence is identified (Key, 2019). The important thing to do while conducting the 5 Why's analysis is to ask "why" a minimum of five times to find the understand the true root cause of the problem. In this research, the problem is the Private Box as the most exclusive studio cinema in Indonesia has lack of product awareness.

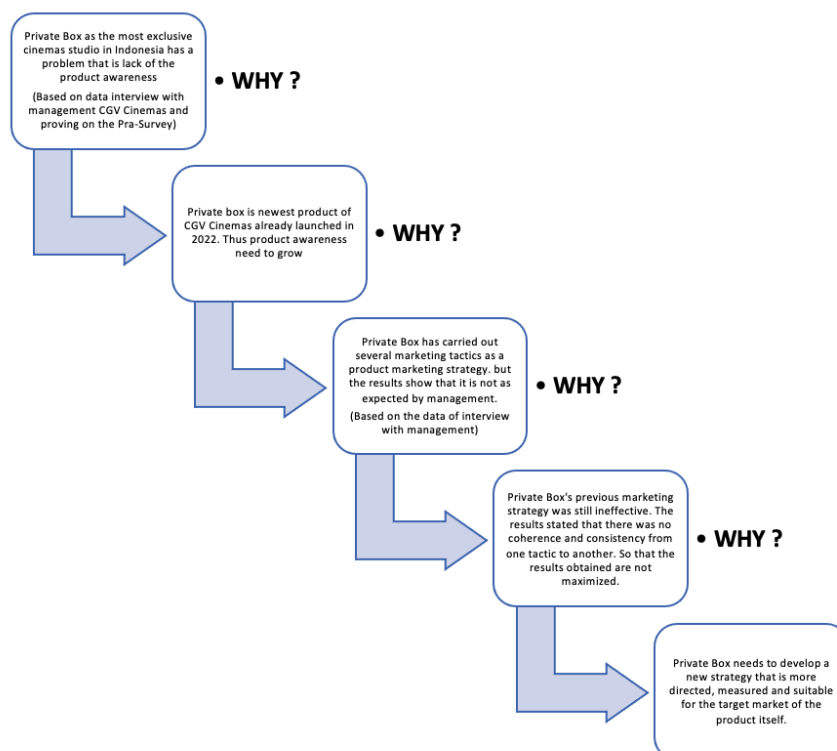


Figure 3. 20 The 5 Why's Analysis

Summary Root Cause Analysis

Private Box as a business product, is the only private studio owned by a public corporation in Indonesia. By offering exclusivity and VVIP service when watching movies in theaters, until now Private Box does not have a product competitor that competes head-to-head with Private Box. However, the results of the analysis in this study indicate that the awareness of the Private Box as a business product owned by CGV Cinemas is still low. This is strengthened by the results of interviews carried out by the author with management of CGV Cinemas, which states that until now the Private Box is still not widely known by the public.

Based on the results of the author's interview with CGV Cinemas management, this happened because Private Box is the newest product from CGV Cinemas which was recently launched in 2022. So the awareness of the public about the product needs to be increased. CGV Cinemas has conducted a marketing strategy to promote Private Box to the public. However, the results of the marketing strategy that has been carried out do not coincide with management expectations. The results of the author's analysis show that it happens because there is no coherence and consistency of the strategy that CGV Cinemas has carried out to promote Private Box to the public. So this impacts on results that are not in line with management's expectations to Private Box.

Responding to the problems faced by CGV Cinemas in its newest product, Private Box, the author concludes that CGV Cinemas needs to develop a new marketing strategy that is more directed, measured and in line with the market segment of Private Box. This needs to be done because the author considers that Private Box as a business product has enormous potential to be developed and even become a market leader in its class. Seeing the current situation and conditions where the public has returned to their activities in public after going through the COVID-19 Pandemic, the government's support for the development of the film industry which affects the development of the cinema industry in Indonesia, Private Box as the most exclusive and the only one product in Indonesia has an opportunity to develop as a business product that can be profitable for the company.

3.4 Proposed Segmentation, Targeting, and Positioning

Segmentation, Targeting, and Positioning are crucial aspects of developing a strategy. By knowing who the market segment of a product is, what target are we aiming for and what kind of positioning we want to convey to the public, strategy to market a product can be more focused and specific with measurable results. Referring to the results of the author's previous analysis in the internal and external analysis parts, in this section the author will propose a new formulation of segmentation, targeting and positioning of the Private Box.

3.4.1 Segmentation

According to the analysis in the previous chapter, Private Box only has one segmentation. CGV Cinemas only focuses on one market that is domiciled in JABODETABEK (Jakarta, Bogor, Depok, Tangerang, Bekasi), with male or female gender in the age range of 25-45 years. Moviegoers who like to watch movies with exclusive studios and VVIP service. This can be further explained in the following table.

Segmentation	
Geographic	Live in JABODETABEK.
Demographic	<ul style="list-style-type: none"> • Men and Women • 25 – 45 years old • Single or Married with 1-2 young child, or has a gang of 2-4 peoples in it. • Has a job with middle to high income who Work in private or public sector, entrepreneurs, artist or public figure. • High Class Peoples.
Psychographic	<ul style="list-style-type: none"> • Consumptive • Like a luxury thing, exclusive ambience and VVIP Service. • Moviegoers whose like a private and exclusive ambience. • Like to spent “quality time” with their partner or people their loved. • Trendy and Metropolitan Peoples.
Behavioural	<ul style="list-style-type: none"> • Moviegoers or even “Movie Addict” who really like watching movie at Cinema • Like to spent their money a lot (Royal) • Social Media User • Like to see review from other people before purchasing something. • Often goes and spends time at the mall
Overall	Peoples who really like watching movie with exclusive and VVIP service.

Table 3. 4 Private Box Segmentation Formulated by CGV Cinemas

Compared with the table above, the author considers CGV Cinemas needs to expand its Private Box segmentation. This must be implemented because the author considers that if Private Box only focuses on one segment, it will be difficult for CGV Cinemas to develop it as a business product. In addition, the results of the author's analysis of the PESTEL Framework, in the political and economic aspects, show the condition of the film industry currently receiving government support to be developed and the economic conditions that have improved after

COVID-19; the author considers it can be a positive stimulus for the cinema industry. Thus, the author assesses that CGV Cinemas does not need to be afraid to expand the segmentation of the Private Box.

In this section, the author proposes a new formulation of segmentation Private Box. The author divides the Private Box segment into three main groups: Primary, Secondary, and Tertiary. These three segment groups are adjusted to the conditions and situations of each market, such as demographic, geography, psychography, and behavioral. The author considers that this new segmentation formulation can implemented by CGV Cinemas. Referred to the STP Analysis, the author proposed a new mapped segmentation of Private Box in the table below:

Segmentation	Primary	Secondary	Tertiary
Geographic	Live in Jakarta.	Live in JABODETABEK.	Live outside JABODETABEK.
Demographic	<ul style="list-style-type: none"> · Men and Women · 25 – 45 years old · Single or Married with 1-2 young children or has a gang of 2-4 people in it. · Has a job with middle to high income who Works in the private or public sector, entrepreneurs, artists, or public figures. · High-Class People. 	<ul style="list-style-type: none"> · Men and Women · 46 – 60 years old · Single or Married, mature people who has a family and adult children or even have a grandchildren. · Has a job in private or public sector with high position at their company, entrepreneurs or a retiree. · “Old Money” Peoples. 	<ul style="list-style-type: none"> · Men and Women · 18 – 24 years old. · Single, Married or has a girlfriend. · College student, young entrepreneur or who work in public or private sector with middle position on their company. · High Lifestyle.
Psychographic	<ul style="list-style-type: none"> · Consumptive · Like a luxury thing, exclusive ambience and VVIP Service. · Moviegoers whose like a private and exclusive ambience. · Like to spent “quality time” with their partner or people their loved. · Trendy and Metropolitan Peoples. 	<ul style="list-style-type: none"> · Consumptive · Like private and exclusive thing. · “Family Number One” for them. · Metropolitan Peoples. 	<ul style="list-style-type: none"> · Consumptive · Like a luxury thing with a “High Lifestyle” · Follow the trend in social media. · Really like to make a content in social media.
Behavioural	<ul style="list-style-type: none"> · Moviegoers or even “Movie Addict” who really like watching movie at Cinema · Like to spent their money a lot (Royal) · Social Media User · Like to see review on social media or from other people before purchasing something. · Often goes and spends time at the mall 		
Overall	Peoples who really like watching movie with exclusive and VVIP service.	“Old Money” people whose like watching movie with people their love in private space.	Young People who has a high lifestyle and follow the trend.

Table 3. 5 Proposed New Segmentation Formulation of Private Box

3.4.2 Targeting

Referring to the new formulation of segmentation above, Private Box's targeting will also change. In the previous section, Private Box only has one target market. However, with this new formulation, Private Box's targeting increases to three target markets that have different characteristics.

- **Primary:** This Target, is people who really like watching movies in cinemas with exclusive ambiance and VVIP Service. It can be explained in more detail, in this case, the people in question are "High-Class People" who have high incomes and have a hobby to watching movies in theaters with private and exclusive ambiance. They like to spend time and enjoy moments with their closest people such as their spouse, family, or closest friends in the cinema without any interference from other people while they watch movies.
- **Secondary:** The second Target of the Private Box is "Old Money People" who like to watch movies in theaters or spend their time with their families. With the private space they have while in the movie theater, they can be more free to interact with each other and watch movies without worrying about disturbing others or being disturbed by others.
- **Tertiary:** The last Target, is people who want to follow the trend. In this case, it can be explained in more detail, namely young people who are active social media users who follow trends on social media and have a "High Lifestyle". They don't have to be movie lovers or people who have a hobby of watching movies in theaters, but they will always follow the trends of what is happening on social media.

3.4.3 Positioning

Referring to the results of the previous analysis, the author considers that the Private Box product positioning is sufficiently good. Positioning as an exclusive product that can offer privacy when watching movies in theaters, with a variety of facilities and VVIP services, CGV Cinemas tries to build the character of the Private Box as the most exclusive product and convey this through the Private Box tagline, namely "The Cinema, Just For Us". The author considers this to be appropriate and sufficient to describe how the product positioning that management expects for Private Box.

Summary Proposed Segmentation, Targeting and Positioning (STP) Strategy

Referring to the explanation above, there are several things that the author can conclude. In this section, the author wants to propose a new formulation of Segmentation, Targeting, and

Positioning of Private Box. In this case, the author elaborates more deeply on how to formalize each part of the STP of Private Box. In the Segmentation section, the author elaborates on the Private Box segment and groups it into three segments, namely Primary, Secondary, and Tertiary. The author carries this out to make the segmentation of Private Box more diverse, not only focusing on one segment. In this new formulation, each segment has different characteristics tailored to the needs and conditions of each segment such as geographic, demographic, psychographic, and behavioral conditions.

The same goes for targeting, in this section, the author proposes a new target formulation of the Private Box. Continuing with the new formulation of segmentation, in this case, the Private Box has three target markets, namely primary target, secondary target, and tertiary target. The author believes that this is necessary to form a strategy that can be coherent and mutually sustainable with one another.

Differently from before, in the positioning aspect, the author does not recommend any changes in product positioning for Private Box. The author considers the positioning of Private Box as an exclusive product that offers a private ambiance when watching movies in theaters with various facilities and VVIP service appropriate. In addition, the author considers this has been adequately represented through the tagline of Private Box, namely "The Cinema Just For Us".

3.5 Proposed Marketing Mix (7P's)

3.5.1 Product

Private Box, the most exclusive product owned by CGV Cinemas, is still the only private studio in Indonesia and does not have a product competitor that competes head-to-head with Private Box. Referring to the results of the previous analysis, the author considers that Private Box is a good product. By looking at existing market opportunities, Private Box can provide new offers for enjoying movies. As a pioneer with no competitor products, Private Box has a very large opportunity to become a market leader in its class.

However, based on the survey that the author has conducted, consumers suggest several things and convey their aspirations about how the cinema studio they want. The results show that consumers want a "cozy and comfy" studio. The author considers that specific things that can be improved to fulfill consumers' desire for a "cozy and comfy" studio are to use a signature

room perfume and add a variety of food and beverages for Private Box consumers. In this case, to create a room perfume with a distinctive aroma, CGV Cinemas can customize the perfume specifically to the vendor of the room perfume supplier or even collaborate with local Indonesian perfume brands which are currently growing rapidly. Regarding Food and Beverages, the author considers that CGV Cinemas already has sufficient resources. Currently, CGV Cinemas has four Food and Beverage business units, namely CGV Café, CGV Kitchen, Sports Bar, and Warung Mie. By optimizing the internal sources that CGV Cinemas already has, CGV Cinemas does not need to involve external. CGV Cinemas only added a variety of Food and Beverage products that CGV Cinemas already owns to the menu list that can be served to Private Box consumers.



Figure 3. 21 Food and Beverages of CGV Cinemas

3.5.2 Place

In the aspect of Place, the author assesses that Private Box does not need any changes. Referring to the survey results, it shows that consumers prefer cinemas located in malls or cinemas located in the city center. Private Box has fulfilled both of these. Currently, the Private Box is located inside Grand Indonesia Mall, Central Jakarta. Private Box's current location is very strategic, located in one of the largest malls in Indonesia and in the middle of downtown Jakarta.

3.5.3 Price

Same with the previous point, in the price aspect, the author assesses that the price charged by CGV Cinemas at the Private Box does not require any changes. This is reasonable because consumers can enjoy the facilities and get special services while in the studio with the price they pay. In addition, seeing the variety of item tools used in the studio, of course it will have

an impact on the high cost of studio maintenance. However, referring to the survey results show that many consumers complain that the Private Box price is expensive. In response to this matter, the author proposes to carry out a tactic in the form of a quiz with a Private Box discount voucher as a prize. CGV Cinemas can use this tactic to anticipate that consumers can find out about Private Box and are interested in trying it without having to reduce product prices.

3.5.4 Promotion

Referring to the results of the previous analysis, the author considers that in the promotion aspect, there are many things that CGV Cinemas needs to do to increase product awareness of Private Box. The author considers this is one aspect that is crucial and contributes significantly to the problems of the Private Box. The results of the author's analysis in the previous section show that in this aspect, the author sees a lack of coherence and consistency in the promotional aspects of the Private Box which has an impact on the low product awareness of the Private Box. CGV Cinemas has carried out a marketing strategy as an effort to promote the Private Box, but the author assesses that the strategy that has been made still needs to be changed by making a new formulation of the Integrated Marketing Communication Strategy which the author will explain further at the next point.

3.5.5 Process

Referring to the results of the previous analysis, the author considers developing the Private Box ordering channel necessary for the process aspect. The Private Box can only be booked through the official WhatsApp at 0817-771-013. In addition, consumers must order H-1 before using the studio. It can certainly make it more difficult for consumers to find out the existence of Private Box and even make it difficult for consumers to order Private Box. In this case, the author proposes that CGV Cinemas can expand the Private Box booking channel by adding the Private Box booking feature to the CGV Cinemas' official mobile application and the CGV Cinemas' official website. This is necessary so consumers will know that CGV Cinemas has a Private Box product and can attract consumers to find out about Private Box.

3.5.6 Physical Evidence

Regarding physical evidence, the author assesses that Private Box does not need changes. Referring to the previous analysis, Private Box has Physical Evidence as an exclusive product and offers VVIP features that consumers can get while watching movies. In this case, the author

assesses that the physical evidence of the Private Box is shown in two ways, namely through key visuals in the form of Private Box posters and the physical appearance of the Private Box. In Key Visual, the evidence that Private Box tries to highlight is a minimalist private studio that gives an exclusive impression. Then in the physical appearance, it can be seen through the private facilities and VVIP features of Private Box that can be used while in the studio such as special access to the theater room, Welcoming Drink, Towel, Reclining Leather sofa, Mini Living Room, Blanket, Slippers, Mini Fridge, Clothes Styler, Room Air, Purifier, Complimentary snacks, and adjustable lighting, temperature, and window roller shade. The author considers this to be appropriate and by the product value of Private Box

3.5.7 People

Just like the previous point, in this aspect, the author assesses that CGV Cinemas does not need changes. The author considers this is appropriate because by providing customer service and waitresses specifically for Private Box consumers, it can have a good effect on the customer perception of Private Box.

Summary Proposed Marketing Mix (7P's) Strategy

In this section, the author proposes a marketing mix strategy (7P's) as part of the Private Box marketing strategy. The author concludes with several things. In the Product aspect, the author considers Private Box the newest product from CGV Cinemas, which has a great development opportunity. With their own resources, Private Box is potentially to become a profitable product for CGV Cinemas. Referring to the survey results, which show the consumers want a "cozy and comfy" cinema studio, in this case, the author proposes to optimize the product in the aspects of Food and Beverages and the room fragrance. The author suggests that CGV Cinemas create a signature room perfume, which can be made by specifically requesting a vendor who provides room perfume or even collaborating with local perfume brands that are currently developing in Indonesia. In the aspect of food and beverages, the author suggests that CGV Cinemas can add a variety of products that Private Box consumers can get by utilizing existing internal resources, namely the four CGV Cinemas business units in the sector of food and beverages, namely CGV Café, CGV Kitchen, Sports Bar, and Warung Mie.

Regarding Place, the survey results stated that most respondents prefer to go to theaters in malls and in the city center. In this case, the author considers that Private Box has fulfilled these two things, so the author concludes that there is no need for any changes in this aspect of Private

Box. Same goes for the Price aspect, the author considers that Private Box does not need any price changes. The survey results show that there are a number of consumers who complain about the price of Private Box which is considered expensive by consumers, but the author considers that the price is quite reasonable considering the many facilities that consumers can get when using Private Box with the accessibility and VVIP service they can get. In response to this matter, the author proposes to carry out a tactic in the form of a quiz with a Private Box discount voucher as a prize. CGV Cinemas can use this tactic to anticipate that consumers can find out about Private Box and are interested in trying Private Box without having to reduce product prices.

The last aspect is Promotion, the author considers that many things must be improved and updated. The author assesses that this aspect is one of the crucial aspects that has a considerable impact on the problems faced by Private Box. This happens because there is no coherence and consistency in promoting Private Bo. So in this case, the author proposes an Integrated Marketing Communication Strategy as one of the steps to increase product awareness of Private Box, which the author will explain in more detail in the next point.

3.6 Proposed Integrated Marketing Communication Strategy

In the current marketing environment, promotion now involves integrated marketing communication well-known as IMC. It combines several various communication methods to communicate a particular message and have the desired influence on customers' perceptions and behavior. A complete IMC plan combines the elements of the marketing mix to present a unified message (Clow & Baack, 2022). Continuing from the chapter before and based on the analysis and SWOT matrix in previous sections, CGV Cinemas evaluated their strategy by using a new formulation by focusing on some of those promotion communication tools, as depicted in the figure below. The company should focus on Advertising, Digital Marketing, Social Media, and Public Relations.



Figure 3. 22 Component of Promotions
(Source: Clow & Baack, 2022)

3.6.1 Advertising, Digital Marketing, and Social Media

These approaches are nowadays combined with promoting a product or service. This can be implemented to promote cinema products as an effort to increase audience awareness of the product, in this case, the Private Box.

A. Official Mobile Application and Website Activation

The survey shows that consumers mostly use the official mobile application of CGV and some are searching the information on the official website of CGV Cinemas as a platform to find information about the studio they will use. There is some information that consumers usually look for before choosing the studio they will use, namely ticket prices, movie showtimes, studio facilities and discount promos. In this case, the author proposes that CGV Cinemas conduct promotions through the official CGV mobile application and the official CGV Cinemas website by displaying key visuals or posters from the Private Box. The key Visuals of Private Box can be stored in several sections, namely the application's home page, highlights, and the What's On rubric. In addition, the author suggests that CGV Cinemas can add Private Box options to the CGV Special Feature. Information about product knowledge from Private Box can be included in this feature such as key visuals of Private Box, Private Box facilities, Pictures of Private Box studio, promos, and other info about Private Box. As well as on the website, CGV Cinemas can do the same thing as on the official CGV Cinemas mobile application by displaying the Private Box key visual and providing information about the Product Knowledge of the Private Box.

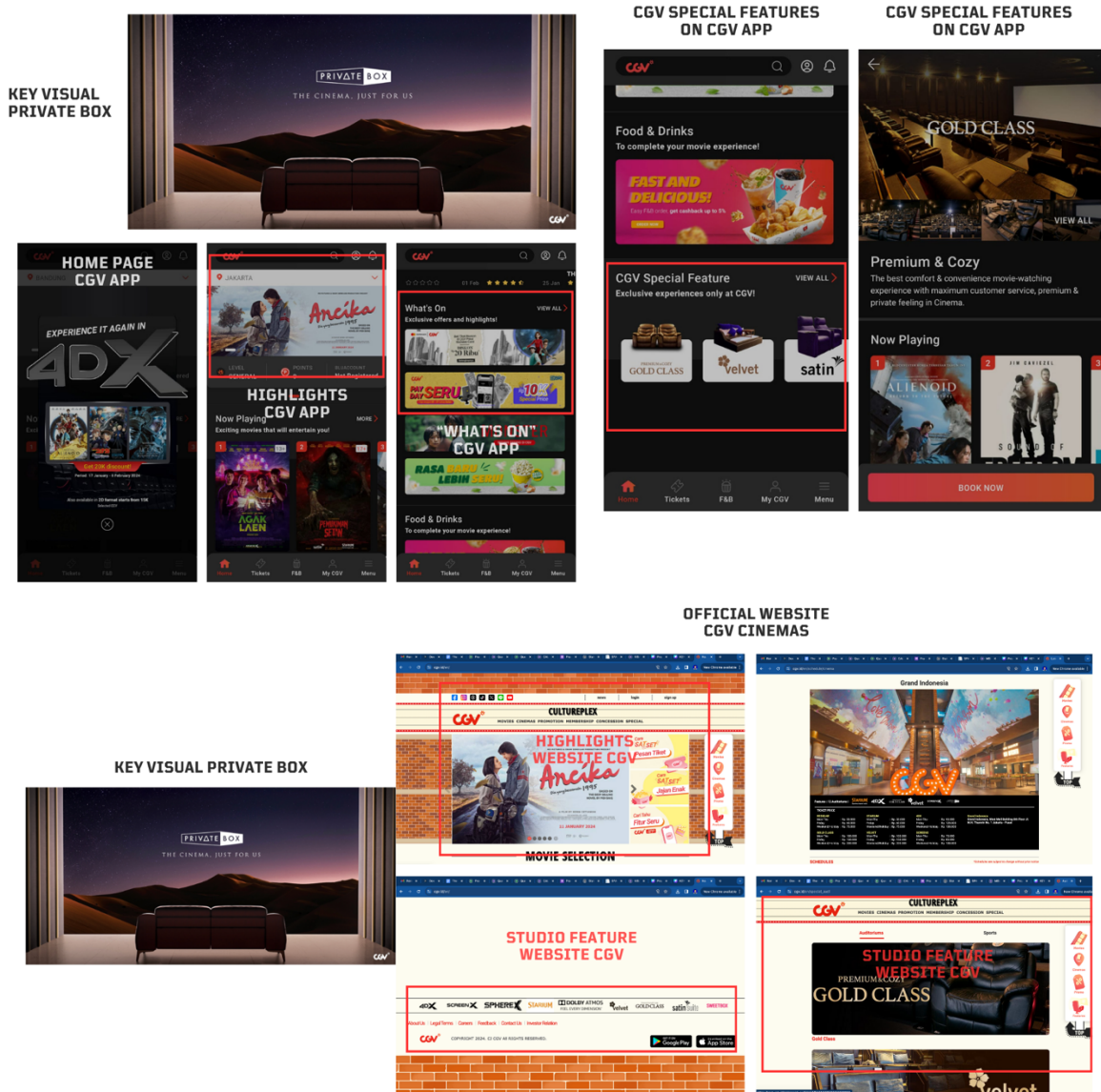


Figure 3. 23 Content – Official Mobile Application and Official Website CGV Cinemas

B. Social Media Activation and Content Marketing

To raise its product awareness, CGV Cinemas needs to do promotion effectively. In this case, CGV Cinemas has conducted social media activation on the official CGV Cinemas account on Instagram, TikTok, and Twitter. However, the author sees no consistency from CGV Cinemas in conducting their social media activation. In addition, the results of the author's analysis state that the content created by CGV Cinemas about Private Box is not connected so there is no coherence between one content and another. So the author considers the need for formulation in creating marketing content and conducting social media activation.

In this case, the author considers that two types of content marketing can be done by CGV Cinemas, namely Brand-Generated Content (BGC) and User-Generated Content (UGC). BGC

is when the business provides product information or other content that is nicely wrapped by the brand or product as a method of filling their product. BGC is frequently used to affect customer impressions of brands and boost the intention of the product. In this case, CGV Cinemas can create a fun facts or trivia content about CGV Cinemas and Private Box. CGV Cinemas can utilize CGV Cinemas' official social media accounts on several platforms, namely Instagram, TikTok, and Twitter. In addition to the large number of followers on each CGV Cinemas social media platform, this is done so that data from content marketing can be detected and can be controlled more easily. In addition, utilizing internal social media accounts can minimize costs to be more effective and efficient.

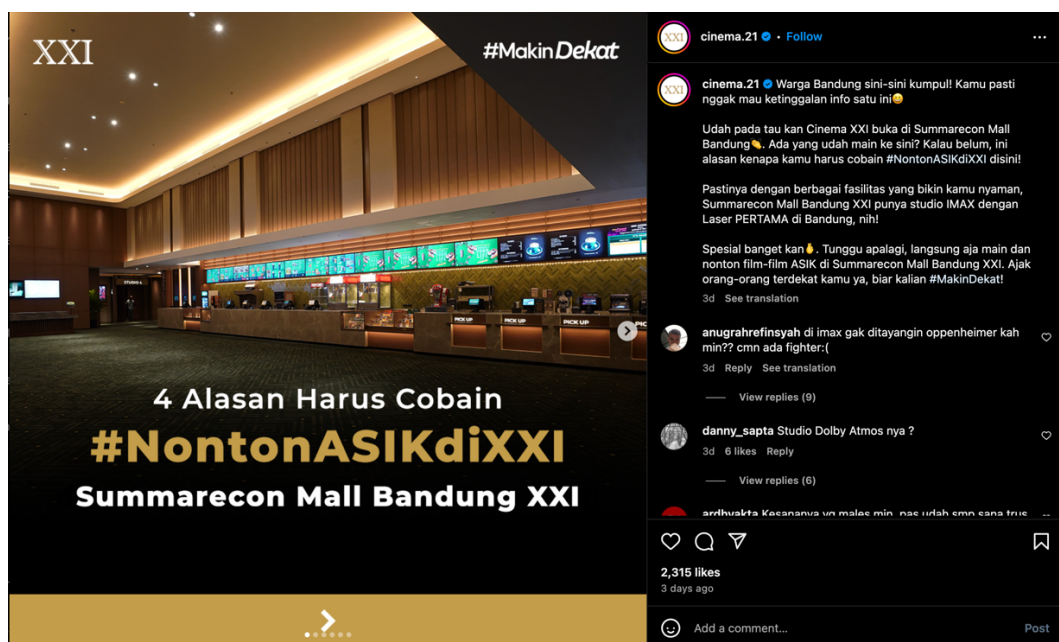


Figure 3. 24 Example of Brand-Generated Content (BGC) on Social Media
Source: Instagram @cinema.21

Besides the Brand-Generated Content (BGC), there is User-Generated Content (UGC). UGC is various forms of content whether in the form of writing, videos, photos, reviews, and others that are created by someone such as a consumer or even followers. UGC are usually in the form of product reviews. It is important for Private Box, refer to the survey results show that in addition to using the official mobile application, consumers use social media as a platform to find information about the studio and consider the results of consumer reviews on social media as a reference before they use the cinema studio.



Figure 3. 25 Example of User-Generated Content (BGC) on Social Media
Source: Youtube (@aditinsomnia)

The results of the author's interview with CGV Cinemas management stated that CGV Cinemas had used this tactic. However, the problem that the author sees is the absence of coherence and consistency from CGV Cinemas. So the author proposes a social media editorial plan that can be implemented by CGV Cinemas to promote Private Box through social media and can be explained in the following table.

Type of Content	Theme	Channel	Format	Timeline
BGC	Trivia Private Box	TikTok	TikTok Video	1 Video/week
		Instagram	Instagram Feed+Story	1Feed+3story/week
		Twitter	Tweet+Photo/poster	1 Tweet/week
UGC	Product Review	TikTok	TikTok Video	1 Video/week
		Instagram	Instagram Reels+Story	1Feed+3story/week
		Twitter	Tweet+Photo/poster	1 Tweet/week
BGC	Fun Fact/Promo Private Box	TikTok	TikTok Video	1 Video/week
		Instagram	Instagram Feed+Story	1Feed+3story/week
		Twitter	Tweet+Photo/poster	1 Tweet/week
UGC	Product Review	TikTok	TikTok Video	1 Video/week
		Instagram	Instagram Reels+Story	1Feed+3story/week
		Twitter	Tweet+Photo/poster	1 Tweet/week

Table 3. 6 Proposed Social Media Editorial Plan

C. Social Media Advertisement

Continuing the previous point that the survey results show that the majority are looking for information about the studio through social media, the author considers that in addition to conducting social media activation CGV Cinemas needs to do Social Media Advertisement on a Private Box. This needs to be made as a form of increasing public awareness of the Private Box, where this tactic is included in the push marketing strategy. In this case, CGV Cinemas can carry out content mirroring tactics, where CGV Cinemas can use existing content assets and then advertise the content through social media. In addition, as explained in the previous

section, CGV Cinemas has carried out a marketing strategy, one of which is to endorse several Key Opinion Leaders (KOL) or influencers on TikTok and Instagram social media. The content that has been created by the influencer is a digital asset owned by CGV Cinemas. This asset can also be used for advertising on social media. Referring to the survey results, the majority of consumers use TikTok and Instagram as a medium to find information about the studio they will use so that the author in this case proposes to use TikTok and Instagram as a medium for conducting Social Media Advertisement.

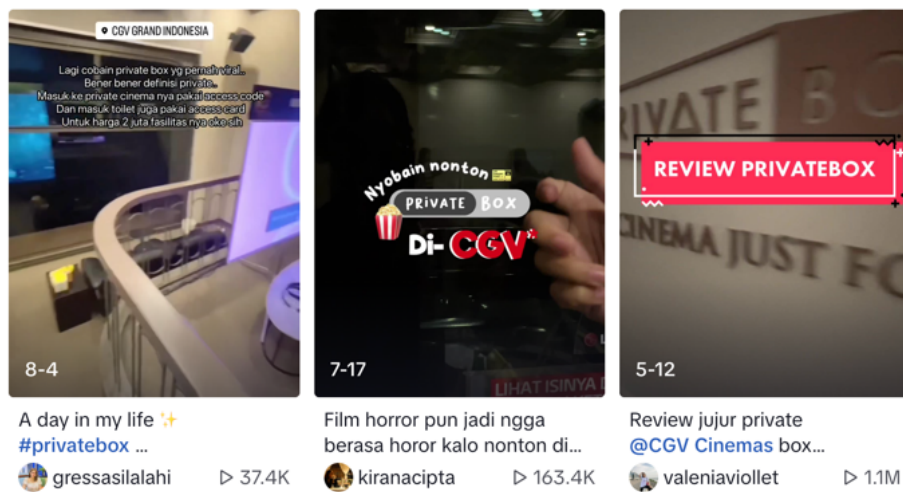


Figure 3. 26 Example of Content for Social Media Advertising
Source: TikTok (@gressasilalahi, @kiranacipta, @valeniaviollet)

3.6.2 Alternative Marketing

In addition to using Advertising, Digital Marketing, and Social Media Activation, where these tactics are dominated by digital activation, the author proposes using Alternative Marketing. In this case, CGV Cinemas can implement alternative marketing using conventional tactics, namely billboard advertising. Private Box is currently located at CGV Cinemas Theater Grand Indonesia Mall, the main theater of CGV Cinemas. It has the largest area and the most complete facilities of other CGV Cinemas theaters throughout Indonesia. The author does not recommend placing it on conventional billboards; in this case, CGV Cinemas can use its existing resources, such as the Videotron in the CGV Cinemas Grand Indonesia Mall theater. The content displayed can be Key Visuals from the Private Box or other Private Box marketing content. The author conducted a field survey of the CGV Cinemas Grand Indonesia Mall theater; there were several Videotron spots that the author considered the right spot for Private Box, which can be described through the following image.

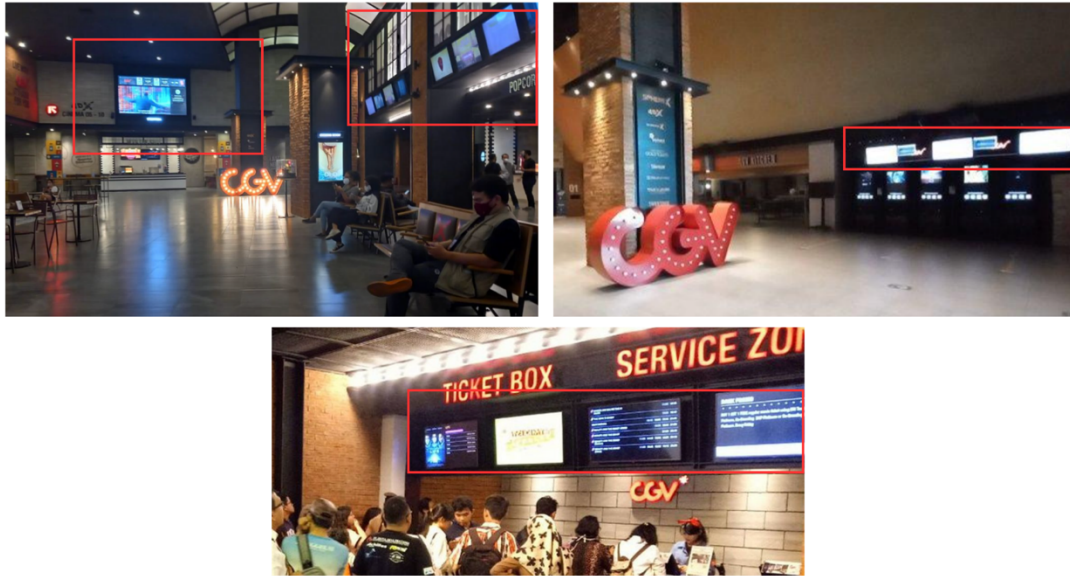


Figure 3.27 Proposed Alternative Marketing – Billboard (Videotron) Placement

3.6.3 Database Marketing

In developing a strategy, data is one aspect that is quite crucial because by having concrete and complete data, we can develop a directed and targeted strategy. The author considers that in this aspect, the database CGV Cinemas can use to develop marketing strategies is the data of CGV Cinemas' Official Mobile Application users. In this application, CGV Cinemas can get data that is quite comprehensive and can be used by CGV Cinemas as a marketing database. The CGV Cinemas Mobile Application data is adjusted to the Segmentation, Targeting, and Positioning (STP) formulations the author explained in the previous point. Then, the data that has been filtered according to the STP formulation can be used as a Marketing Database.

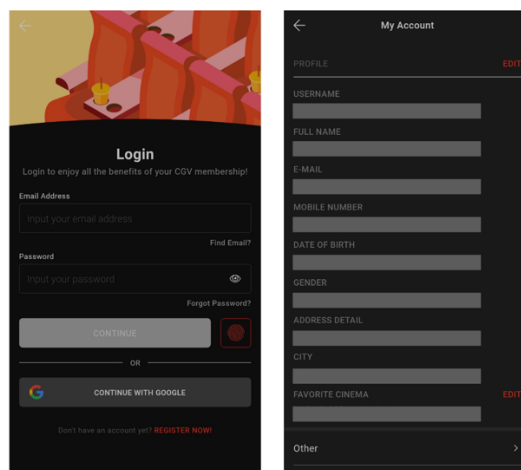


Figure 3.28 Data Account of CGV Cinemas Mobile Sources: Author

3.6.4 Direct Response and Personal Selling

Continuing with the previous point, one of the marketing databases owned by CGV Cinemas can be used to carry out Personal Selling tactics. In this case, personal selling that CGV Cinemas can do is by sending email marketing, directed to the email address of the consumer. Email marketing content sent to consumer emails can be in the form of product knowledge from Private Box or other content about Private Box. By using an interesting copywriting formulation and adjusting to the Private Box positioning and then packaged in the form of a poster, email marketing can be used as a form of Personal Selling.

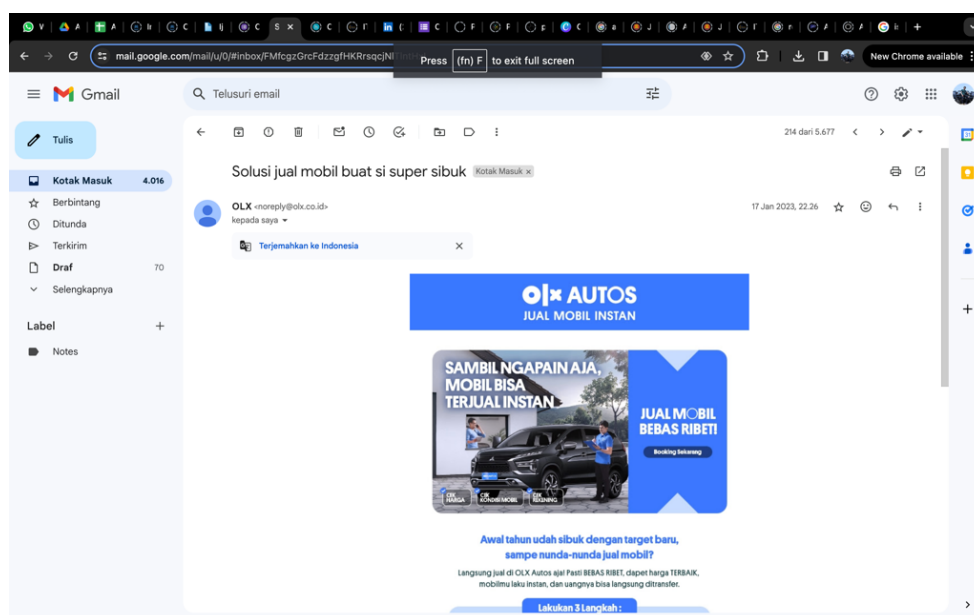


Figure 3. 29 Example Email Marketing
Sources: Author

3.6.5 Sales Promotion

Continuing with the previous few points, referring to the survey results, show that many consumers complain that the Private Box price is expensive. In response to this matter, the author proposes to carry out a tactic in the form of a quiz with a Private Box discount voucher as a prize. CGV Cinemas can use this tactic to anticipate that consumers can find out about Private Box and are interested in trying Private Box without having to reduce product prices. This tactic can be carried out through CGV Cinemas' social media or through email marketing as the author has explained in the previous point.



Figure 3.30 Example Quiz Giveaway
Sources: Instagram (@cinema.21)

3.6.6 Public Relations

As the final tactic of the Integrated Marketing Communication series, the author proposes that CGV Cinemas be involved in film festival events. In this case, CGV Cinema can be involved in the festival as a venue provider for the film festival. Referring to the survey results and the results of the SWOT analysis the author explains, CGV Cinemas can collaborate with several film festival organizing institutions. Specifically in SO Strategies it is explained that CGV Cinemas, a South Korean company that often screens Korean movies, benefited from the rising "Korean Wave" in Indonesia. So that the key partner that CGV Cinemas is targeting to work with is the film festival organizing institution that screens Korean films, in this case the author proposes that CGV Cinemas can collaborate with the Korean Cultural Center Indonesia (KCCI) as the organizer of the Korea Indonesia Film Festival (KIFF).

The Korea Indonesia Film Festival (KIFF) event has been held since 2019 in Indonesia and South Korea. In 2023 yesterday, KIFF screened 16 film titles consisting of 12 films from South Korea and 4 films from Indonesia which were shown in four different cities in Indonesia and South Korea, one of which was in Jakarta.



Figure 3.31 Korea Indonesia Film Festival 2023
Sources: Instagram (@festfilmkorea)

The author considers, this can be an opportunity and can be a good momentum for CGV Cinemas, especially in increasing product awareness of Private Box. Film festival is one of the platforms to appreciate film actors starting and always getting high exposure both from film enthusiasts or from the mass media. In this case, what CGV Cinemas can do to increase product awareness of Private Box is to provide access to special guests during the gala premiere event and festival closing. In addition, the author proposes to involve TikTok and Instagram influencers to get involved in the festival, promote the festival and try the Private Box, outside of the Gala Premiere and Closing Festival schedule. The influencers involved are influencers related to film festival events such as film reviewers or life-style influencers. Here are some influencer recommendations that the author proposes.

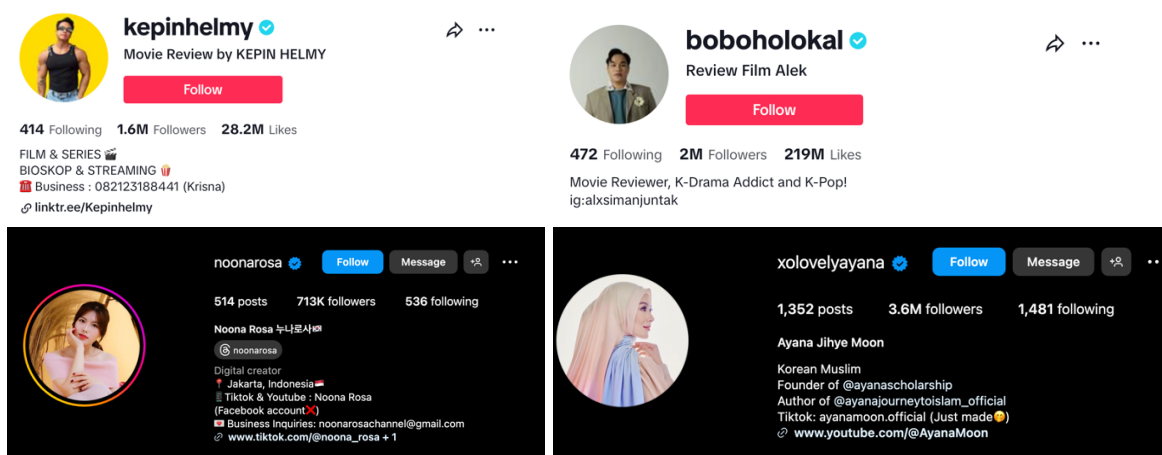


Figure 3.32 Recommend Influencer
Sources: Instagram & TikTok

Summary Integrated Marketing Communication Strategy

Based on the explanation above, the author can conclude that there are two main aspects in the Integrated Marketing Communication series proposed by the author in this study, namely Online Activation and Offline Activation. These two aspects are related and can be explained in the following matrix.

Proposed Integrated Marketing Communication (IMC)			
Online Activation	Advertising, Digital Marketing, and Social Media	Official Mobile Application CGV Cinemas and Website Activation	<ul style="list-style-type: none"> - Give the Information about product knowledge from Private Box such as key visuals of Private Box, Private Box facilities, Pictures of Private Box studio, promos. - Put the information on the home page of the application, highlights and the What's On rubric. In addition, the author suggests that CGV Cinemas can add Private Box options to the CGV Special Feature.
		Social Media Activation and Content Marketing	<ul style="list-style-type: none"> - Using Brand-Generated Content (BGC) and User-Generated Content (UGC). - Using Official Account CGV Cinemas (TikTok, Instagram, Twitter) - Using Content Plan Formulation
		Social Media Advertisement	<ul style="list-style-type: none"> - Use digital asset owned by CGV Cinemas - Platform : TikTok and Instagram
	Database Marketing	Official Mobile Application of CGV Cinemas	<ul style="list-style-type: none"> - Use data consumer from Official Mobile Application of CGV Cinemas - Clustering the data using STP Formulation
	Direct Response and Personal Selling	Email Marketing	Send direct email about Private Box to the address of the consumer
	Sales Promotion	Giveaway Quiz	<ul style="list-style-type: none"> - Make a Quiz in a official account of CGV Cinemas (Instagram & TikTok) - Voucher Discount of Private Box is a Prize for the winner of Quiz.
	Offline Activation	Alternative Marketing	Billboard Advertisement
Public Relations		Event	<ul style="list-style-type: none"> - Involved in Korea Indonesia Film Festival - Specifically targeting on South Korean Film Festival - CGV Cinema involved the venue for the festival
		Partnership	Key Partner: Korean Cultural Center Indonesia (KCCI)
		Influencer Marketing	Use the Key Opinion Leader (KOL) to spread the info about Private Box and promote the event with using Private Box.

Table 3. 7 Integrated Marketing Communication Matrix

Chapter IV Conclusion and Implementation Plan

4.1 Conclusion

To conclude, the purpose of this research is to see how the condition of Private Box as a business product of CGV Cinemas and what strategies CGV Cinemas needs to overcome the problems that Private Box is facing. In this research, there are several things that the author can conclude referring to the research questions that have been explained previously, including:

1. What is the current condition of the Private Box?
2. What is the most efficient marketing strategy for CGV Cinemas to increase the Product Awareness of Private Box?
3. How to implement the proposed marketing strategy to increase Product Awareness of the Private Box within the next 6 months?

4.1.1 Current Condition of Private Box

Private Box is one of CGV Cinemas' newest products in the CGV Theatre business line, which debuted on December 22, 2022. Private Box is CGV Cinemas' ninth product following its predecessor and is now the most expensive product. By implementing an exclusive concept and providing an extensive variety of VVIP features and services with priced at IDR 2.000.000 for a capacity of four persons, Private Box was launched in order to satisfy consumers' needs for privacy and exclusivity when watching films in cinemas. Private Box is currently only accessible at CGV Cinemas' main theatre in Mall Grand Indonesia, Jakarta.

CGV Cinemas introduced Private Box to address market demands for an all-inclusive movie experience, as well as to extend the market in order to capture the upper-class market. One year after its inception, Private Box is still not extensively used, and the public is unaware of the existence of CGV's luxury items, especially Private Box. Referring to the pre-survey data conducted by the author shows that 84% of respondent do not know about the Private Box. Based on the results survey data and supported by data of interviews with CGV Cinemas Management that the author did, the author conclude that the main problem that is faced by Private Box is the lack of product awareness.

4.1.2 Marketing Strategy to Increase Product Awareness of Private Box

CGV Cinemas has carried out several marketing tactics as a strategy to introduce Private Box to consumers. However, the results of the strategies that have been carried out such as they made a segmentation market formulation, targeting, positioning product, and doing some promotion such as digital marketing (social media campaign), media publications, and making a special package, do not match with the management expectations. Based on the interview with the Marketing Manager of CGV Cinemas, Management projected that the awareness stage of the product could be achieved in the first year, and in the following year the company would be able to enter the next phase, which is to increase public intention to use the Private Box. But apparently, the reality that occurred in the second year was still not in line with the company's expectations.

According to this situation faced by Private Box, the author proposed a new formulation of marketing strategy to increase the product awareness of Private Box. Based on the result of the analysis, the author proposed several strategies such as a Proposed new formulation of Segmentation, Targeting, Positioning (STP), and Proposed Integrated Marketing Communications.

4.1.3 Implemented the Proposed Marketing Strategy

In this research, the author proposed a new formulation of Marketing Strategy with a period of 6 months. The author considers this period to be quite effective and efficient in executing the strategy. This is reasonable considering that CGV Cinemas management has a target, in the second year Private Box can enter the next phase, which is the intention to use the product, so the strategy being implemented needs to consider the effectiveness and efficiency of time in implementing the strategy. In this case, the author will explain in more detail at the next point.

4.2 Implementation Plan

Referring to the previous point, there are several strategies that the author proposed in this study to increase product awareness of Private Box. In this section, the author will explain several strategies that the author proposed such as the Proposed new formulation of Segmentation, Targeting, Positioning (STP), Proposed Marketing Mix, and the main strategy Proposed Integrated Marketing Communications. Each strategy will consist of three parts: planning, implementing, and evaluating. This can be further explained in the following table.

Tactic	Action Planning	Timeline					
		Feb'24	Mar'24	Apr'24	May'24	Jun'24	Jul'24
STP	Implementing new formulation of Segmentation, Formulation, Positioning (STP)						
Integrated Marketing Communication Strategy							
Advertisement, Digital Marketing and Social Media	Official Mobile Applications and Website Activations						
	Social Media Advertisement (Instagram)						
	Social Media Advertisement (TikTok)						
	Social Media Activation (Instagram)						
	Social Media Activation (TikTok)						
	Social Media Activation (Twitter)						
Alternative Marketing	Billboard (Videotron) at CGV Cinemas, Grand Indonesia Mall.						
Database Marketing	Managing Data User Mobile Application CGV Cinemas						
Direct Respond and Personal Selling	Email Marketing						
Sales Promotion	Quiz Giveaway in Official Social Media CGV Cinemas (Instagram)						
	Quiz Giveaway in Official Social Media CGV Cinemas (Instagram)						
	Promote the Quiz through Email Marketing						
Public Relations (Event)	Planning Film Festival (Concepting Event, Decide Key Partner and Research)						
	Approach Key Partner						
	General Meeting with Key Partner						
	Approach Vendor (Decoration, Stage, and Event Organizer)						
	Approach Media						
	Approach Influencer Management						
	Final Meeting with Key Partner and Vendor						
	Press Conference						
	Main Event (Film Festival)						
	Influencer Marketing (TikTok and Instagram)						
	Closing Event						
Evaluation Strategy							

Table 4. 1 Grand Timeline Implementation Plan

4.2.1 Implementation Plan Proposed STP Strategy

Based on the previous explanation, several things can be used to implement the STP Strategy proposed by the author. In this case, there are three main parts, namely Planning, Implementing, and Evaluating. Following the previous explanation, in the STP Strategy, the author only changes the segmentation and target because the positioning aspect does not require changes or new formulations. This can be further explained in the following table.

STP STRATEGY	Phase of Tactic	Activity	Tools	Timeline *per week																											
				Feb'24				Mar'24				Apr'24				May'24				Jun'24				Jul'24							
				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
Planning	Compile Data Consumer	Mobile App CGV	█																												
	Clustering and Filtering Data based on New Formulation of Segmentation	Spreadsheet	█																												
	Build data as a Data Base	Spreadsheet		█																											
	Finalisasi Data Base	Spreadsheet			█																										
	Meeting with Management (Assesment)	(-)				█																									
	Spread to the Marketing Team	Spreadsheet																													
	Implementing	Email Marketing about Private Box (Integrated link website : www.cgv.id)	Email																												
Social Media Activation (Brand-Generated Content - Trivia Private Box)		Instagram (CGV Account)																													
Social Media Activation (User-Generated Content - Review Private Box)		TikTok (CGV Account)																													
Quiz Giveaway (Prize: Voucher Discout Private Box/Merchandise)		Instagram (CGV Account)																													
Quiz Giveaway (Prize: Voucher Discout Private Box/Merchandise)		TikTok (CGV Account)																													
Evaluating		Complie Data Consumer (On Website)	Website CGV																												
	Complie Data Consumer (On Mobile App CGV)	Mobile App CGV																													
	Compile Data Engagement Content	Instagram and TikTok (CGV Account)																													
	Clustering and Filtering Data Based	Spreadsheet																													
	Calculate Data with KPI Formulation	Spreadsheet																													
	Finalisasi Data Result	Spreadsheet																													
	Present Result to Management (Resukt Assesment)	(-)																													

Table 4. 2 Implementation Plan STP Strategy

In the Implementation plan that the author formulates above, several tactics things require data. This is necessary so that the tactics implemented can be directed and measurable. Likewise, in the evaluation section, data is a critical aspect and this needs to be done to measure the results of the strategy that has been carried out. The following table below is a guideline for the type of data that the author formulates.

Guideline Data Formulation STP	
Tools	Data
Mobile App CGV	Username
	Name
	Email
	Date of Birth
	Gender
	Address Detail City
Website	HIT (Every request to the webserver, even that error request)
	PAGE VIEW (successful HIT on text-extension files such as HTML, TXT, etc.)
	VISITS (Requests by audiences with the same IP address and browser within a certain time frame)
	UNIQUE VISITOR (Total Visits in 1 month made by computers with the same IP address and browser)
Social Media	Total Click
	Impression
	Reach
	Views

Table 4. 3 Guideline Data Formulation for Implementation Plan STP

Based on the implementation plan above, there is an evaluation phase. Where in this phase, CGV Cinemas will measure the success rate of the strategy carried out. At this stage, a formulation is needed to calculate the success rate of the strategy, so the author attaches a formulation to evaluate the strategy through the Key Performance Indicator (KPI) to measure the success of the strategy. This is explained in the following table.

KPI Calculation Formulation			
Tools	Formula	Notes	
Website	$\% \text{ Web Growth} = \frac{(\text{HIT}) - (\text{PAGE VIEW}) - (\text{VISITS})}{\text{UNIQUE VISITOR}}$ $= \frac{\text{Count of UNIQUE VISITOR month 1}}{\text{Count of UNIQUE VISITOR month 2}} \times 100$ $= \% \text{ Web Growth}$	Goals : Calculate Website Visitor Growth per month Target : +5% - +10% / month Cutoff : Day 1 - Day 30 / month	
Mobile App CGV	$\% \text{ User Growth} = \frac{\text{Count of User Before Strategy}}{\text{Count of User After Strategy}} \times 100$	Goals : Calculate User Growth in every cluster segment Target : +30% of Growth Cutoff : 5 Feb 2024 - 30 Jun 2024	
SOCIAL MEDIA	Term	Formula	Details
	Brand Awareness	Mention, Conversations, Reach.	To see our exposure by targeted audiences and how massive our reach by the campaign.
	Audience Growth Rate	New Followers / Total Followers x 100	Measure how brand's audiences or followers increased.
	Post Reach	Measure Post Reach / Total Followers x 100	How many people have seen a post since it went live.
Social Share of Voice	Brand Mentions / Total Mentions (Brand Mentions + Competitor Mentions) x 100	How many people are mentioning your brand on social media compared to your competitors.	

Table 4. 4 KPI Calculation Formulation for Implementation Plan STP

4.2.2 Implementation Plan Proposed Integrated Marketing Communication

Based on the previous explanation, in this Integrated Marketing Communication implementation plan, the author divides it into three main parts, namely Planning, Implementing, and Evaluating. At this point there are several tactics that the author will explain including Advertising, Digital Marketing, Social Media Activation, Alternative Marketing, Personal Selling and Sales Promotion. Public Relations tactics, in this case, namely events, the author explains in a separate table because of the many variables of activity so that the author separates them so that I can explain in more detail. The explanation can be explained through the following table.

Phase of Tactic	Activity	Tools	Timeline *per week																												
			Feb'24				Mar'24				Apr'24				May'24				Jun'24				Jul'24								
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4					
Planning	Compile Data Consumer	Mobile App CGV	■																												
	Clustering and Filtering Data based on New Formulation of Segmentation	Spreadsheet		■																											
	Build data as a Data Base	Spreadsheet			■																										
	Finalisasi Data Base	Spreadsheet				■																									
	Meeting with Management (Assesment)	(-)					■																								
	Spread to the Marketing Team	Spreadsheet						■																							
Implementing	Advertising, Digital Marketing and Website Activation																														
	Social Media Activation (Brand-Generated Content)	Twitter (CGV Account)																													
	Social Media Activation (Brand-Generated Content)	Instagram (CGV Account)																													
	Social Media Activation (User-Generated Content)	TikTok (CGV Account)																													
	Social Media Advertising (User-Generates Content)	Instagram																													
	Social Media Advertising (User-Generates Content)	TikTok																													
	Alternative Marketing																														
	Billboard (Videotron)	CGV Cinemas, Grand Indonesia Mall																													
	Direct Respond and Personal Selling																														
	Email Marketing about Private Box (Integrated link website : www.cgv.id)	Email																													
	Email Marketing about Private Box (Integrated link : Content CGV Cinemas on Instagram)	Email																													
	Email Marketing about Private Box (Integrated link : Content CGV Cinemas on TikTok)	Email																													
	Email Marketing about Private Box (Integrated link : Content CGV Cinemas on Twitter)	Email																													
	Email Marketing about Private Box (Integrated link : To Mobile Application CGV Cinemas)	Email																													
	Sales Promotion																														
Quiz Giveaway (Prize: Voucher Discout Private Box/Merchandise)	Instagram (CGV Account)																														
Quiz Giveaway (Prize: Voucher Discout Private Box/Merchandise)	TikTok (CGV Account)																														
Evaluating	Complie Data Consumer (On Website)	Website CGV																													
	Complie Data Consumer (On Mobile App CGV)	Mobile App CGV																													
	Compile Data Engagement Content	CGV Account (Instagram, TikTok, Twitter)																													
	Clustering and Filtering Data Based	Spreadsheet																													
	Calculate Data with KPI Formulation	Spreadsheet																													
	Finalisasi Data Result	Spreadsheet																													
Present Result to Management (Resukt Assesment)	(-)																														

Table 4. 5 Implementation Plan IMC Strategy

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APPENDIX

Appendix A : Survey Questionnaires

Below is English translated version of the survey that the author distributed via Gform.

Customer Profile

1. Domicile :
 - a. Jakarta
 - b. BODETABEK (Bogor, Depok, Tangerang, Bekasi)
 - c. Others.
2. Marital Status:
 - a. Single, not married
 - b. Have Partner (Boyfriend/Girlfriend)
 - c. Married, have married didn't have a child
 - d. Married, have married and have a child
3. Gender:
 - a. Male
 - b. Female
4. Age:
 - a. <18th
 - b. 19th – 25th
 - c. 26th – 30th
 - d. 30th – 40th
 - e. >40th
5. Occupation:
 - a. Art Worker (eg. Actors, Artist, Musicians, etc)
 - b. Private Sector Employee
 - c. Government Employee
 - d. Corporate Employee
 - e. Entrepreneurs
 - f. Medical and Health (doctors, nurses, midwives, pharmacists, etc.)
 - g. Housewife
 - h. Freelancer
 - i. College and University Students (eg. Diploma, Bachelor's, Master's, Doctoral)
 - j. Students at secondary school (eg. Junior High School, Senior High School)
 - k. Others:
6. Income per month:
 - a. <IDR 2.500.000
 - b. IDR 2.500.000 – IDR 5.000.000
 - c. IDR 5.000.000 – IDR 7.500.000
 - d. IDR 7.500.000 – IDR 10.000.000
 - e. IDR 10.000.000 – IDR 15.000.000
 - f. >IDR 15.000.000

Customer Preference

7. Do you like watching movies?
 - a. Yes, I Like it.
 - b. No, I'm not

- Koleksi digital milik UPT Perpustakaan ITB untuk keperluan pendidikan dan penelitian
8. Genre Film that you like? (Max. Choose 3)
 - a. Drama
 - b. Cartoon
 - c. Romance
 - d. Comedy
 - e. Horror
 - f. Thriller
 - g. Scienfiction
 - h. Action
 - i. Others:
 9. How often do you watch movies in a month?
 - a. When have a free time
 - b. Rarely
 - c. Often
 - d. More Often
 - e. Routinely Doing
 10. With whom do you watch movies?
 - a. Alone
 - b. With friends or besties
 - c. With Couple (Girlfriend/Boyfriend or Wife/Husband)
 - d. With Family
 - e. Others:
 11. To watch a movie, which method do you prefer?
 - a. Go to cinema
 - b. Watch on online platforms (eg. Netflix, Disney+ Hotstar, etc)
 - c. Both of them

PRODUCT

12. What do you consider when you go to cinemas? (Max. Choose 3)
 - a. Great Film
 - b. To get a sensation (Sound, Big Screen, Nice Service, etc)
 - c. Quality Time
 - d. Nice Food and Beverages
 - e. Discount Promo or have a voucher
 - f. Others:
13. When watching movies at the cinemas, what kind of studio do you prefer to choose? (Max. Choose 3)
 - a. Private Studio
 - b. Semi-Private studio
 - c. 3D Screen Studio
 - d. 4DX Screen Studio
 - e. Regular Studio
 - f. Others:

14. How important are the factors below can influence you to choose studio in cinema

Factor	Very unimportant	Unimportant	Neutral	Important	Very Important
Schedule Film					
Private Studio with VVIP Service					
Facility of Studio					
Comfortable Sofa					
Quality of Sound System					
Technology Studio and Screen					

PRICE & PLACE

15. When choosing a movie theater location, what do you consider? (Max. Choose 3)

- a. A movie theater is located in the center of the city
- b. A movie theater is located in a mall
- c. Movie theater has its own building
- d. Movie theater with new building
- e. Others:

16. Do you have an “entertainment budget” in every month:

- a. Yes, I have.
- b. No, I’m not.

17. How much is your “entertainment budget” in a month?

- a. <IDR 500.000
- b. IDR 500.000 – IDR 1.000.000
- c. IDR 1.000.000 – IDR 2.000.000
- d. >IDR 2.000.000

18. On the “entertainment budget”, how much do you set aside to watch movies in theaters every month?

- a. <IDR 500.000
- b. IDR 500.000 – IDR 1.000.000
- c. IDR 1.000.000 – IDR 2.000.000
- d. >IDR 2.000.000

PROMOTIONS

19. Which social media do you use often? (Max choose 3)

- a. Instagram
- b. Tiktok
- c. Youtube
- d. Facebook
- e. Twitter
- f. Others:

20. Are you looking for information about studio cinema before you decide to use it?

- a. Yes, I do.
- b. No, I’m Not

21. What kind of information are you looking for about studio cinema before you use it? (Max choose 3)

- a. The facility that you will get

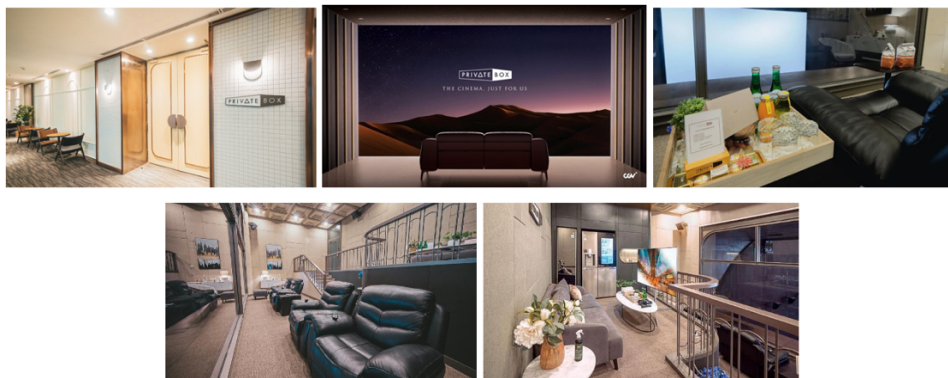
- b. The price of the studio
- c. Discount Promo
- d. Schedule of the film
- e. Sheet availability
- f. Others:

22. Which sources of information about the studio do you find most effective? (Max choose 3)

- a. Official Website and Online Ads
- b. Official Mobil Application CGV Cinemas
- c. Studio Reviews on Instagram
- d. Studio Reviews on Tiktok
- e. Studio Reviews on Youtube
- f. Studio Reviews on Twitter
- g. Social Media Ads
- h. Billboards
- i. TV Ads
- j. Radio
- k. Newspaper and Magazine
- l. Family and Friends
- m. Others:

ABOUT PRIVATE BOX

23. Have you ever heard about Private Box from CGV Cinemas?



- a. Yes, I have.
- b. No, I'm not.

24. Where did you get the information about Private Box? (Max. Choose 3)

- a. Official Website and Online Media
- b. Studio Reviews on Instagram
- c. Studio Reviews on Tiktok
- d. Social Media Ads
- e. Family and Friends
- f. Others:

25. Please Give your advice or explain your desire of your dream studio in cinema.

Appendix B: Interview with CGV Cinemas Management

Informant: Mandati Martalangga Putri (Marketing Manager CGV Cinemas Indonesia)

Below is English translated version of the survey that the author distributed via Gform.

Q1: For the first question I would like to know, what is the current internal or external condition of CGV Cinemas, especially the condition of Private Box as the newest product from CGV Cinemas, which has just launched in 2022 and is currently in the second year of launching?

Answer: “Currently, the condition of CGV Cinemas has improved a lot from the previous few years, especially during COVID-19. Then, Private Box itself, it is still not our highlight product. There are several other studios that we are focusing on right now. So if for example, you ask what the current condition is, that's what I can explain.”

Q2: Then, after two years of Private Box. What is the current occupancy rate of Private Box? Can you explain?

Answer: “Okay, actually the occupancy itself is still fine. But for the exact number, I can't tell you because it's our confidentiality. So if you say the occupancy is really good it's not yet, but you say it's not good either, so it's still normal.”

Q3: Okay, I get the point. Then why did this condition occur? Even though if we look at Private Box until now it does not have a competitor product.

Answer: “This can happen because we haven't focused on further development of Private Box. I agree with you, maybe because Private Box is still not our Product Highlight so it's like that”

Q4: Yes. In introducing Private Box to the public, what has CGV Cinemas done as a marketing strategy?

Answer: “So far, we have done several things to introduce Private Box. We created a social media activation strategy, such as campaigns, KOL endorsements, collaboration with third parties, etc. For example, we collaborated with Grand Indonesia Mall on social media. The info that we give, for example, Private Box promos or other info. Then we make email marketing to Grand Indonesia members, and other strategies.”

Q5: The results of my fact-finding also show that CGV Cinemas has done several tactics to introduce Private Box to the public such as through social media, online media, and other strategies. Of these strategies, which strategy is the most impactful for Private Box?

Answer: “So far, our Local Channel has been the most impactful. For example, our social media content in collaboration with Grand Indonesia. Then our official social media is also quite impactful for Private Box. Bundling Product, that's quite impactful too, we usually make bundling products with our other products such as Food and Beverages. In special occasions, we give bundling product promos in the form of special packages for consumers who use Private Box. Because usually consumers who use Private Box are families, where they usually watch while eating so bundling products with our Food and Beverages is quite impactful. But whether it is significant, not really and I can't share the real numbers here either.”

Q6: Switching to another topic about social media strategy. The results of my fact finding through two social media platforms, TikTok and Instagram, show quite good results when viewed from the Engagement Rate calculation using secondary data. However, the feedback obtained when viewed from the number of likes and comments is still not significant. So my hypothesis states that the content of this Private Box is still not impactful. Is that right?

Answer: I see three categories of netizens, namely Positive netizens who respond well or are excited, Negative Netizens who provide negative feedback or do not connect with the content of the content, for example, what is posted is a promo for Film A instead of asking about Film B, and the last is Neutral Netizens who do not provide any feedback. However, if asked what the real numbers are and how, I can't answer that because we haven't evaluated the marketing strategy that we have done as a whole, especially for Private Box.

Q7: Yes. Then I confirm your statement that until now management has not evaluated the marketing strategy that has been carried out for Private Box, right?

Answer: Yes, we haven't done an evaluation yet.

Q8: Okay, I would like to ask about the Private Box order channel. Until now, Private Box can only be ordered through Official WhatssApp only. Why is that?

Answer: Until now, Private Box can only be ordered through WhatssApp only. It cannot be ordered using other channels. This is indeed Management's decision.

Q9: Next, the organizational structure. Currently, the top management is the commissioner and the shares of CGV Cinemas in the 2022 annual report show that 51% of the shares are owned by CJ Entertainment. Is that correct?

Answer: Yes, that's correct.

Q10: Then next, about rebranding. As a result of my fact-finding, CGV Cinemas in 2017 did a rebranding by changing its name from Blitzmegaplex to CGV Cinemas. Why did that happen?

Answer: Yes, in 2017 we did a rebranding. This was done because Blitzmegaflex was acquired by CJ Corporation and entered into one of their business lines, CJ Entertainment. With that, we rebranded and now we are a multinational company.

Q11: Okay, I got the point. Permission, once again I want to make sure of Private Box occupancy data, website visits, and social media engagement, that I can't get yet?

Answer: Not yet, because the data is confidential.

Q12: Okay. Regarding strategy evaluation, the previous statement mentioned that until now management has not conducted an evaluation ma'am. Related to this, if I am allowed to conduct an evaluation using internal data, is it okay?

Answer: Not yet. The most data that we can provide is the Annual Report and other similar data. For specific data, we still cannot provide at this time, because it needs management approval.

Q13: Okay ma'am then, I understand that. I'm done with this interview for now. Thank you for your availability for me to interview you.

Answer: Thank you, Lukman, good luck with the research.

Q14: Amen, thank you. Hopefully, the results of this research can help CGV Cinemas in strategizing for Private Box. For the results of the research, when it is finished, I will provide it to CGV Cinemas.

Answer: Okay, I'll wait for the research results.

Q15: Thank you. I'm done with this interview. All the best to the management of CGV Cinemas

Answer: Thank you Lukman.