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NAME	FERNANDO VELASCO HERNANDEZ
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SUPERVISOR NAME	DANIEL O'SULLIVAN
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Harvard Referencing shall apply.

WHAT IS THE FUTURE OF CINEMA IN THE ERA OF DIGITAL STREAMING PLATFORMS?

BY:

FERNANDO VELASCO HERNANDEZ

UNDER SUPERVISION OF:

DR. DANIEL O'SULLIVAN

SUBMITTED IN PART FULFILMENT OF THE DEGREE OF BA HONS IN INTERNATIONAL BUSINESS

INDEPENDENT COLLEGE DUBLIN

MAY, 2025.

To my mother, wherever you are,

Thank you for continuing to guide me and giving me strength always

All my love.

ABSTRACT

Cinema as a form of entertainment has existed since 1985 when the Lumière brothers historically brought projections to the screen in order to entertain the audience and create a pleasant visual experience for them. Since then, movie theatres have acquired importance in the daily life of society because far from being only a social entertainment activity, many times it also functions as a means of communication in which messages are transmitted with different objectives that cover different areas of public interest.

The development of this study aims to understand the functionality of movie theatres taking as a reference the cinema located in Ranelagh known as THE CINEMA and to know what its impact is as a business and as a social activity, as well as to understand the needs and tastes of regular and new consumers as well, which will allow us to establish what is the best way to remain strong in an era where technology and digital platforms have gained importance at a considerable level.

Not many years ago, digital platforms were unknown, but over the years they have gained market share and loyalty from viewers, which has considerably decreased the attendance to movie theatres, opting to choose streaming entertainment, however, despite the robust competition between streaming and traditional cinema, there is still loyalty on the part of moviegoers to attend cinemas and experience of this opportunity to relax.

LIST OF ACRONYMS

- ROI: Republic Of Ireland
- VOD: Video On Demand
- NPS: Net Promoter Score

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CHAPTER 1. INTRODUCTION

1.1 INTRODUCTION

I am focusing this research in the area of cinematography because I am currently working within this field, also because I am immersing and have realised how the interest of consumers of this experience have lost in a way the desire to attend an actual cinema due to all the digital gadgets available in the market where you can watch whatever movie, series or program from the comfort of your house or wherever the place you are in.

Personally I have noticed that people is less going to the movie theatre, is evident that after Covid 19, the way of entertainment suffered changes that were mere security measures but people changed their perspective once they realised that to watch a movie it wasn't merely necessary to attend the cinema because Streaming Platforms as Netflix, Disney Plus, Prime, Etc, were available and full of content, also because watching content trough this platforms is way cheaper than going to a proper cinema.

At the moment I am part of the staff at Stella Cinemas at the Ranelagh's Branch, and as I said before I can see how this commerce is suffering an outflow in its sells, so I am trying to conduct this research to identify gaps and opportunities that can help the business to pursuit and remain in the market and also compete with the digital streaming that every time is gaining more and more adepts, but also as a person who enjoys the experience of going to the cinema trough this research I will intend to show that watching movies on streaming is good but not necessarily has to be a reason to stop consuming the experience of going to the movies.

I think, this study case that now I will apply to this branch of the cinema can also be a tool in future for other business models, similar to this, that are going through similar situations of loosing market and clients because they are not adapting their service to the needs and wants that costumers have at the moment and will have in the future.

1.2 RATIONALE FOR THE STUDY

1.2.1 How is this research held?

I will start this field research based on surveys and interviews with a Qualitative focus but also Quantitative, not only to the costumers but also to the staff and managers involved in this branch, focusing mainly on identify pain points for the business, my main tool to measure the level of satisfaction of our customers will be supported by an NPS (Net Promoter Score) survey, which results will show how satisfied our clients are with their visit to our facilities but also if they are that satisfied to be promoter of our services and also with the results of the surveys we will be able to know what are our weaknesses providing what our clients expect from us and once we now our weak points we can start working on it to provide a better service.

1.2.2 What industry is going to be analysed?

This research will be focused in THE CINEMA Ranelagh Cinema, its clients and employees involved in the running of the branch, even when I know that other Cinemas are experiencing the same or similar problems would be too complicate to throw a research for all and every cinema in city, but as I said before this can be a model or reference of what be done with the goal of finding out opportunities to improve in the sense of work specifically on what clients want from our service when they come to watch a movie.

1.2.3 How is the sample going to be got?

Now I am currently working in a cinema, so with previous authorisation of my manager, I pretend to apply surveys to different of our customers, the new ones but also the regular ones, this will help me to get actual data from our real clients, I also want to interview some of the clients but also the staff and the management to get an idea of what is their opinion about what is happening to the cinematographic area and specially in the cinema that we work at.

1.2.4 Who benefits from this research?

I am carrying out this investigation because as a person who pretends to work in business I want to develop the ability and skills of identifying areas of opportunity to make of a commerce an successful one, I am aware that every business changes trough the time, people, market and needs change all the time, so that, business that provide a service to its clients need to adapt themselves to this changes and necessities trough the time, we all have experienced in the last years that the way of making business is changing day by day and with the introduction of technologies and internet, we need to develop our selves, accordingly to what is best for us, in this case for the business itself.

My main idea is carrying out the study of the field with our customers, to know and see how they feel every time they come to consume our service, what can be done better to have satisfied clients and also to convert them into promoters of our service because I think that trough the recommendation of valuable customers we can access to possible customers and make them part of a community engaged with a business.

My principal aim is to find a way to demonstrate our customers and public in general that even when the access to any streaming platform can be easier and cheaper than going to a cinema, there is a big difference of the experience that you have when you visit an auditorium, this experience based on the customer service, the facilities, makes to a person who enjoys of watching a movie in the cinema a big and better difference, I mean, consuming content on streaming doesn't necessarily have to finish with the option of going to the movie theatre and enjoy the occasion, giving it the value that it has.

1.3 RESEARCH QUESTION

WHAT IS THE FUTURE OF CINEMA IN THE ERA OF DIGITAL STREAMING PLATFORMS?

1.3.1 SUBRESEARCH THEMES AND QUESTIONS

1.3.1.1 Current situation of the film market in Ireland

What are the levels of cinema consumption in Dublin city?

How has the behaviour of frequent customers in cinemas changed after COVID-19?

Have there been increases in audience levels at alternative cinemas?

1.3.1.2. Alternative cinema establishments versus commercial cinemas

Do consumers prefer cinemas with new proposals to traditional or commercial cinemas?

Why are alternative movie theatres a better option when choosing to see a movie at the cinema?

1.3.1.3. Growth of entertainment via streaming

Have streaming platforms affected the decrease in movie consumption in movie theatres?

Do consumers prefer the convenience of streaming entertainment at home or the experience of attending a movie theatre?

How did the contingency of 2019 benefit the consumption of entertainment via streaming?

1.3.1.4. Future of cinemas like Stella among other cinemas and entertainment on streaming.

How do movie theatres like Stella compete against commercial cinemas and online entertainment?

Is the current economic situation a factor that benefits or harms the consumption of cinematographic content?

1.3.1.5. Tools to evaluate preferences of the consumers.

Is NPS an adequate tool to evaluate preferences of the customers?

How to improve the service in movie theatres like Stella based on the results of the questionnaires applied?

1.4 INFORMATION GATHERING AND DATA COLLECTION

1.4.1 Technique Used

For this paper, qualitative and quantitative methods will be used as a way to get the information straight away from the field that I pretend to analyse. For this case I will choose a constructivist interpretivism approach because I am choosing a mix of research methods. They survey that I pretend to apply on my study field will be guided to understand and interpret the perception of each of our customers, their opinion and ideas about the service we are providing and how can we improve it based on their necessities and wants.

I will be also using an interpretative research as a method because one of the main goals of this study is to identify weak points that can be restored or improved but to get this point is necessary that after that the survey has been applied the data needs to be interpreted and classified to get an idea of how the population that is being measured feels about what it is been asked and since the service that is being studied brings and experience to the customers, the interpretive research fits perfectly for this study case.

I pretend also not only to use the survey but apply some interviews to regular clients, staff, and manager so this way the data collected can me narrowed to the aim that I am looking for, but this information also needs to be interpreted.

1.4.2 Key Tasks for the Study

I chose this field of study because I have been working at this company for 8 months so far and I kind of understand the behaviour of some of our regular customers, also, I choose this company because I see I great potential that can be improved with a few changes that not involve huge invest of money or so. However, the main issue that I can see that could affect the progress of the investigation is the negative of some customers to make time to answer the survey, that's why and specific and well-structured questionnaire is necessary for this research, since I know that the regular customers tend to arrive before their show, I pretend to take this time in between to apply the surveys. The scheme for this study will be stick to the Gant chart with the

aim of schedule and control of the surveys, I pretend to launch the questionaries once a week to get information from different customers, but also for those who come back often, so the data can be conscious but at the same time we won't bother to our clients with surveys every day during the week, could be an issue that some people avoid to answer the questionaries but I pretend to let them know that is with the objective of make the experience better for themselves. Myself consider proper to work on the project at least 2 hours per week do the data can be classified and analysed and start comparing results.

1.5 EXPECTED OUTCOMES FROM THE STUDY

The desired results of this study are those responses by the consumer to know how the demand for the service offered is working, as mentioned above, the study was carried out at THE CINEMA Ranelagh facilities in which customers, staff and managers were part of the survey that was carried out, in order to collect information that could establish consumption preferences, understand the reasons why they choose cinema as a mean of entertainment over digital media, in this case content on streaming platforms, and how the rivalry between these two, works, once these criteria were established, some questions were also asked that helped to understand the reasons why people continue to choose cinema over platforms. They were also given the opportunity to comment on what the modifications would be or what they would like to find in their favourite movie theatre that would motivate them to attend more frequently and to recommend the service and in the same way, what their ideas are on how the service offered could be improved. Despite the short time to carry out this research, the feedback was quite acceptable because comments were received of all kinds, including how the interview should be conducted, to whom it should be directed and even how some questions could be modified. So it is expected that the final conclusions will provide a consistent idea of actions that should be taken to maintain the experience in the current movie theatres, as has been mentioned and will be mentioned a lot throughout this report, the competition will continue to exist because neither of the two forms of entertainment; streaming and cinema will cease to exist or compete with each other, but seeing the field that streaming is gaining, movie theatres must adopt measures

that help it compete fairly with streaming platforms and continue to provide people who like this art, experiences that satisfy their need of entertainment.

1.6 CHAPTER BY CHAPTER OVERVIEW

1.6.1 INTRODUCTION

In this section of the work, the general content of the research will be briefly discussed, from the main objectives, a brief description of the industry to be analysed, some of the outcomes that are expected from this search as well as the description of the technique used to obtain data.

1.6.2 LITERATURE REVIEW

In this section I will tell you each of the subtopics that will be developed in the study as well as some of the guiding questions that helped us to develop the subtopics to be studied, the citations of the information that was used for the literature review are brief bullets of what are considered important articles that guided the useful literature for this analysis. In the same way, at the end of each sub-topic, a brief analysis is provided, topic by topic, of what is rescued from each section of the literature review.

1.6.3 METHODOLOGY

You can find here a detail of what was the methodology used to obtain the necessary data to generate conclusions and issue suggestions based on it. As we can find in the limitations section, some of the planned interviews could not be carried out due to administrative changes that the company is going through in addition to the resignation of the direct manager of the branch where the investigation was carried out.

1.6.4 FINDINGS AND DISCUSSION

Acknowledging the positive participation of the people who participated in the meetings, thanking them for their comments and contributions and framing that the audience seeks to be a participant by suggesting content that the cinema is going to offer, being in greater contact with the activities that the cinema is planned for future dates, a lack of publicity and communication of what is happening in Stella Ranelagh was very evident and discourages the public from interacting more with its preferred movie theatre.

1.6.5 CONCLUSION

In this section I reflect what I considered to be facts that the development of this research yielded, as the professor often commented in class, the results were almost predictable because we know the area we are studying, however it was necessary to confirm this information by relying on the search for information to have as a reference and co-signing it with the second search for information through the applied surveys.

CHAPTER 2 LITERATURE REVIEW

2.1 INTRODUCTION

This literature review was carried out synthetically, the subtopics mentioned in section 1.3.1 were addressed, originally bibliographic sources were investigated, however, being a market that is involved in technology, it was also decided to include digital articles found on websites of companies that are dedicated to analyse this type of markets, of trends in entertainment and even activities to do for tourists who visit the country, since, as it will be mentioned throughout the study, cinema has become very important within Irish society, with Ireland being one of the countries with the highest consumption of this type of entertainment at the European Union level but also, worldwide.

2.2 CURRENT SITUATION OF THE FILM MARKET IN IRELAND

What are the levels of cinema consumption in Dublin city?

How has the behaviour of frequent customers in cinemas changed after COVID-19?

Have there been increases in audience levels at alternative cinemas?

Since 2022, there has been a slow but steady recovery, especially in cities like Dublin. Special events, film festivals and thematic screenings are attracting new audiences. Establishments such as the Irish Film Institute (IFI) or THE CINEMA Theatre have gained relevance. These spaces are perceived as more intimate, with curated programming, classics, arthouse cinema, and a focus on the full experience (atmosphere, food, community).

- We Irish love going to the flicks, as we used to call them. In terms of admissions, we always were in the top rank (and if you're old enough, you'll get that reference) of cinema attendance worldwide, watching an average of 3.3 a year in 2018. (Philip Nolan, 2024)
- The pandemic took a lump out of the business, though, and last year that number had dropped to just 2.2 films a year. (Philip Nolan, 2024)
- BRANDING IRISH CINEMA: REFLECTIONS UPON CELTIC CONSUMER SOCIETY AND SOCIAL CHANGE IN DUBLIN, this article goes through different strategies generally

used to give representation and help to some of the movies that show up some of the most remarkable moments in Irish history. (Irish Market Review, 2009, p.27-39)

- Twenty years on, and it's the country's thriving film culture that is wowing the world. With a robust, post-pandemic box office recovery, the highest cinema admissions in Europe (3.3 admissions per capita vs a European average of 1.5 pc), and the country's current domination of the film awards fuelling domestic interest, this is an exciting time for DX to explore entering the Republic of Ireland (The DX team, 2023)
- "The film industry is the cornerstone of a smart and creative digital economy." But, as well as the concrete economic benefits that the Irish film industry brings in the form of cash investment from abroad and the associated VAT, it has been noted that there are benefits in terms of the development and projection of Irish culture and the promotion of tourism (Guia Blog Irlanda, 2024)

Entertainment plays a very important role in people's daily life. This entertainment can be given in different ways. For this study case, we will specifically focus on people who choose to attend movie theatres as their main entertainment, in particular when they choose independent movie theatres such as Stella Cinema, entertainment should not be considered a luxury but rather a necessity for people. In the case of the Irish population, cinema as a form of entertainment is one of the most outstanding leisure activities since Ireland has a high average number of people per screen in the country, which indicates that it is one of the countries that consumes this market most, so it becomes one of the primary activities not only as entertainment but also as a business and will influence Irish society in different ways. An important point to consider is that after the COVID19 contingency, the way of consuming cinema has changed such that streaming platforms are positioned as one of the main competitors in the market for traditional cinema. Our main goal is to understand how this changes affect directly to the consume of cinema in actual theatres.

2.3 ALTERNATIVE CINEMA ESTABLISHMENTS VERSUS COMMERCIAL CINEMAS

Do consumers prefer cinemas with new proposals to traditional or commercial cinemas?

Why are alternative movie theatres a better option when choosing to see a movie at the cinema?

People who like to go to the cinema find in alternative cinemas an option in which they can find a different variety of films to see but they are also guided by the additional services that this type of establishment offers

- The ROI has almost 80 cinemas and just over 530 screens for a population of 5 million, so one screen per 9,500 inhabitants. Again, as a comparison, screen density in the UK stands closer to one screen per 15,000 inhabitants, while the European average is closer to one screen per 16,000 inhabitants. These numbers give you an idea of the diversity of cinema-going experiences available to Irish film fans.
- Alongside major chains like Odeon, Vue and Cineworld, Ireland also boasts its own native chains Omniplex, IMC Cinema Group and Movies@, all of which are still family owned. In addition, there is a robust independent cinema scene, from Dublin's Stella Cinemas, to the Light House Cinema in Dublin and Pálás in Galway both operated by Irish film studio and production company Element Pictures, to multi-arts centres like Triskel Arts in Cork. (The DX team, 2023)
- "Ireland has become the film capital in recent years", establishing itself as "one of the most attractive production environments in the world" thanks to an attractive tax incentive, Section 481, and the large number of talented writers, directors, producers, casts and crews that Ireland has. (Variety, 2023)
- Stella Rathmines is a uniquely luxurious one-screen cinema, showing new release films and Hollywood classics seven days a week. The cinema is now 100 years old and has been sympathetically restored to reflect the glitz and glamour of the 1920s but with a modern, luxurious twist. (Stella Cinemas Dublin)
- An independent movie theatre (American English) or indie cinema (British English) is a movie theatre which screens independent, art house, foreign, or other non-mainstream films. It can be contrasted with a mainstream theatre (often a multiplex), which is more likely to screen blockbusters and other popular films, but it also offers a different experience to the customers since, different amenities, services, which make the experience for the users and unique one. (Lovin.ie, 2023)

Being one of the main forms of entertainment, the consumption of movies in movie theatres is diversified by the different options that exist in the country and that adapt to the possibilities but

also to the tastes that the consumer may have, that is when Independent movie theatres stand out above traditional movie theatres and this is because they are focused on not only offering a screening service for a certain movie but also offer a different experience to the viewer that ranges from the facilities that mostly they are different from traditional theatres (more conceptual) in addition to the extras that these rooms usually have such as food services, drinks, among others, the main purpose of these movie theatres is to offer an experience far from just a service and will be achieved by focusing all the efforts on offering excellent customer service which will achieve differentiation over our competitors. Ireland has different independent cinemas, in addition the seventh art has taken on an important role in the country not only because of the variety that it offers in terms of facilities but also cinematography has gained importance in recent years since production of films is benefited by the facilities that the government offers for such market, in addition to the support and projection that has been provided to producers, writers and artists.

2.4 GROWTH OF ENTERTAINMENT VIA STREAMING

Have streaming platforms affected the decrease in movie consumption at movie theatres?

Do consumers prefer the convenience of streaming entertainment at home or the experience of attending a movie theatre?

How did the contingency of 2019 benefit the consumption of entertainment via streaming?

Many frequent viewers before the pandemic have changed their habits: they now attend less frequently and seek more immersive experiences. Younger audiences and moviegoers opt for alternative cinemas that offer more cultural or less commercial proposals.

- The techno-cultural disruption motivated by digitization has radically changed the way in which we consume films outside cinemas and transformed content providers' business models. (Gaustad Terje, 2009, Pp 67-84)
- Netflix and other streaming services have grown immensely since they started offering online streaming - more research is necessary before drawing definite conclusions as the market for cinema is highly uncertain and difficult to estimate accurately. (Jesper Johansson, 2020)

- Streaming has become the go-to method for consuming films and TV shows. However, according to a recent survey by Roku and the National Research Group (NRG), it hasn't necessarily spelled doom for the cinema industry. (Filmtake, 2017)
- According to a study held in June 2020, just 14 percent of adults said that they strongly preferred seeing a movie for the first time in a theatre, and 36 percent said that they would much rather stream the film at home than visit a cinema. (Laura Carollo, 2023)
- The growth in VOD services, however, needs to be properly measured, Core says. "The reality is, we know that subscriptions and access to streaming services are growing. We must assume that if you pay a subscription you are going to use it. There is no doubt that viewing to streaming services is increasing. therefore, we repeat our call for the industry to come together to independently measure all video platforms and give a complete picture of total viewing," it says (Irish Marketing Journal, 2020)

Modernization of daily life cannot be stopped, we are all aware that daily life has been combined with the development of technology and therefore of the benefits that its development brings with it, such is the case of services like streaming content that emerge as an alternative for consumers of movies and series. Streaming platforms emerged many years ago but took on a very important role during the 2019 pandemic since people needed a safe form of entertainment and this became the most viable, it took on a determining role for the future of entertainment, being a tool digitally it is possible to measure the reach of these streaming platforms and how they impact society on a daily basis, which have expanded their catalogue of possibilities as well as their content, which is why they became one of the main options when it's about consuming content digital and the biggest competitor for cinema rooms.

2.5 FUTURE OF CINEMAS LIKE THE CINEMA AMONG OTHER CINEMAS AND ENTERTAINMENT ON STREAMING.

How do movie theatres like Stella compete against commercial cinemas and online entertainment?

Is the current economic situation a factor that benefits or harms the consumption of cinematographic content?

Most of the customers said that they have increased the use of platforms as Netflix, Disney, etc, but it didn't stop them to keep going to the cinema, people that enjoy watching a movie in an auditorium wouldn't stop going there, some of them ask for reducing prices or increasing the variety of movies and opening and closing times.

- Get set for a truly unique cinema experience in the beautifully restored Stella Theatre, an iconic cinematic landmark which sits in heart of Dublin 6. The cinema itself has been sympathetically restored to reflect the glamour and glitz of the 1920's for an entire new generation of movie-goers. (Tripadvisor, 2021)
- The cinema is now 100 years old and has been sympathetically restored to reflect the glitz and glamour of the 1920s but with a modern, luxurious twist. Ranked 16th in the world's most beautiful cinemas and no.1 in the best cinemas in the UK and Ireland by Timeout in 2021, Stella has established itself as a world-class cinema experience and a go-to destination for movie lovers. (Stella Cinemas, 2017)
- After a while though, chain multi-plex cinemas can start to feel a bit meh. They all look the same and more than likely you'll be surrounded by teenagers on an awkward first date. Good thing then, that Ireland has an amazing independent cinema culture, with movies on show in some really stunning venues. You can catch a quirky movie that you wouldn't normally go see, maybe enjoy a cocktail and soak up all the old Hollywood vibes. (Loving Ireland, 2019)
- An independent cinema creates audience loyalty by the taste of its programming, the comfort and ambience of the venue and its imaginative marketing strategies. The physical comfort and attractiveness of independent venues is an important part of the specific forms of pleasure they offer. It is certainly a precarious economy, but with entrepreneurial enterprise it is a fertile ground for public / private partnership which can connect with the increasing use of film in education. (Neil Connolly and Maretta Dillon, 2016)
- From creating jobs and generating revenue to driving technological innovation, entertainment plays a crucial role in the economy. So next time you enjoy a movie, concert, or sporting event, remember that you are not only having fun but also contributing to the economy. (System Ent Corp, 2024).

Speaking specifically about a movie chain allows me to delimit the field of study, so that, the research can be carried out in a better way with more specific expectations of results and focused on the market that I want to analyse, in addition, the chain has a good reputation within film

consumers in Ireland, which is why the study will be well directed, however, and although the main information will emerge from the questionnaires applied to customers, there is not much public information for this specific chain, in addition to the fact that the quantitative data regarding sales and others, belongs solely to its administration, which is why the information collected will be mostly qualitative based on the opinions of the customers.

2.6 TOOLS TO EVALUATE PREFERENCES OF THE CONSUMERS.

Is NPS an adequate tool to evaluate preferences of the customers?

How to improve the service in movie theatres like Stella based on the results of the questionnaires applied?

Customer preferences are subjective to each individual, meaning that while one of your customers may have a specific set of preferences, there's no guarantee another customer will have the same ones. Customers they want to be heard, they want to participate suggesting improvements for a service they are paying for.

- The world of brands is undergoing a sea change in the domain of consumer culture, and it has become a challenge to cater to the taste and needs of audiences. The process of creating iconic brands varies from product to product and market to market. Effective branding strategies are imperative for success in a competitive marketplace. Brand Culture and Identity: Concepts, Methodologies, Tools, and Applications is a vital reference source for the latest research findings on the use of theoretical and applied frameworks of brand awareness and culture. (Information Resources Management, 2018)
- Why is it important to identify customer preferences?
  Customer preferences are subjective to each individual, meaning that while one of your customers may have a specific set of preferences, there's no guarantee another customer will have the same ones. (Will Gordon, 2024)
- What if you could measure the loyalty of the people around you? That's not possible with friends, family, and partners, and it's probably for the best. The loyalty of your customers, however, can be measured.
- Seeing loyalty as an intention is what makes the issue complicated. But also, because people do not sincerely share their opinion. However, the benefits of loyalty are many.

A loyal customer:

- He will surely mention you in front of friends and contacts.

- Will probably start buying from you, as long as there is a need does not actively seek out other suppliers.

- Resists the competition's sales tricks.

- Is open to other products and services it offers.

- t is more flexible and tolerant when problems arise, giving you time and confidence to solve them.

- He probably shares his opinion with you so you can improve.

Measurement is the first step in managing customer loyalty. By measuring customer loyalty, you can effectively compare, focus and improve your strategy. Below you will read the 6 most effective methods (Pascal,2018)

- Net promoter score, or 'NPS', is a way of measuring customer satisfaction. It presents customers with a simple survey, then feeds their answers into a formula to produce a single figure for benchmarking.
  This benchmarking tool is based on a 2 minutes survey with the aim to get insights of the customers loyalty and basically if they would recommend your services. (Sales-force, 2024)
- Tracking NPS feedback and monitoring progress.
  The easiest way to monitor progress over time and accelerate your program is to track your score trends. By regularly collecting feedback from customers, you can keep a pulse on how your NPS changes and then make sure you're fixing the experience gaps impacting your score (Medallia, 2024)

  Once you have applied your surveys and measure your promoter levels you can separate the type of clients you have and why are they in those separations, after that, you can start improving your services based on what your clients specifically said.

Among the different ways of evaluating customer loyalty, I have chosen NPS because I have worked with it before but also because I know that the results obtained are reliable since they directly reflect what, in this case, customers think about the points that are asked on the survey, in addition, how measurement scales are provided for the level of satisfaction and with the results obtained you can have a clear idea of the weak points that should be worked on. The aim

is to evaluate the opinion of regular customers and know if, with the experience they have had, they would recommend the service to their acquaintances. The NPS evaluation is then presented as a clear option to carry out this data collection and its results have been verified countless times since it is a proven method.

In general, gathering information is not impossible since due to the rise of cinematography at this time, there are countless articles that touch on the subject, in addition to some previous research that helps us to have a general overview of where to focus the sub-study topics, the complicated thing is to find articles that specifically talk about the chain of cinemas that this study will have as its object, however this information and data required will be obtained from the application of the NPS measurement tool that will be carried out to meet the objective of said study as well as the interviews with staff and manager from the same chain.

CHAPTER 3. METHODOLOGY

3.1 JUSTIFICATION FOR THE ADOPTION OF METHOD

For this paper, qualitative and quantitative methods will be used as a way to get the information straight away from the field that I pretend to analyse. For this case I will choose a constructivist interpretivism approach because I am choosing a mix of research methods. They survey that I pretend to apply on my study field will be guided to understand and interpret the perception of each of our customers, their opinion and ideas about the service we are providing and how can we improve it based on their necessities and wants.

I will be also using an interpretative research as a method because one of the main goals of this study is to identify weak points that can be restored or improved but to get this point is necessary that after that the survey has been applied the data needs to be interpreted and classified to get an idea of how the population that is being measured feels about what it is been asked and since the service that is being studied brings and experience to the customers, the interpretive research fits perfectly for this study case.

I pretend also not only to use the survey but apply some interviews to regular clients, staff, and manager so this way the data collected can me narrowed to the aim that I am looking for, but this information also needs to be interpreted.

3.2 SAMPLING TECHNIQUE AND SAMPLING SIZE

For this research, simple random sampling was chosen, since the sample for the execution of the surveys had been limited to customers, staff and managers of the business known as THE CINEMA Ranelagh, for which the survey was open to anyone who wished to participate. It was helpful that the management of the building where I work helped sharing it on company platforms and with staff from another branch of the same brand. The simple random sampling was chosen because in this way the respondents had the same opportunity and possibility to answer each question. The objective of the study is to know the opinion of the chosen sample, which is why it was specifically aimed at the before mentioned segments.

3.2.1

STAKEHOLDER TABLE			
FUTURE OF CINEMA IN THE ERA OF DIGITAL PLATFORMS			
Number	**Stakeholder Name**	**Impact of Change**	**Level of Influence**
01 - 48	Customers	8	9
48 - 51	Staff	8	9
52 - 55	Managers	10	10

Scales	
7	Low
8	Medium
9	High
10	Extreme

Although the sample should have been larger, 55 were the number of people willing to answer the survey in the period determined for it, situations such as permission to launch the surveys to general public due to changes that are happening within the company were influential, but once the interview was opened there was a positive response from the sample studied. The scale of impact of change and the level of influence is high for each of the three sectors precisely because it is intended to take into account their opinion to carry out necessary modifications in the service. A couple of interviews were planned but as I already mentioned, the company has been going through a series of changes which made it difficult to coordinate with managers who were contemplated for interview, one of them left the company and the other person had complications in his agenda that prevented her from attending the appointment, however, there was feedback from some other managers who provided comments on how the study was developed.

3.3 ETHICAL SECTION

It is important to clarify that people who were surveyed accessed the survey voluntarily through the ethical approval form, no one was forced to answer the survey, in the cases of some people from the staff of the same building where the movie theatre is located who had doubts about

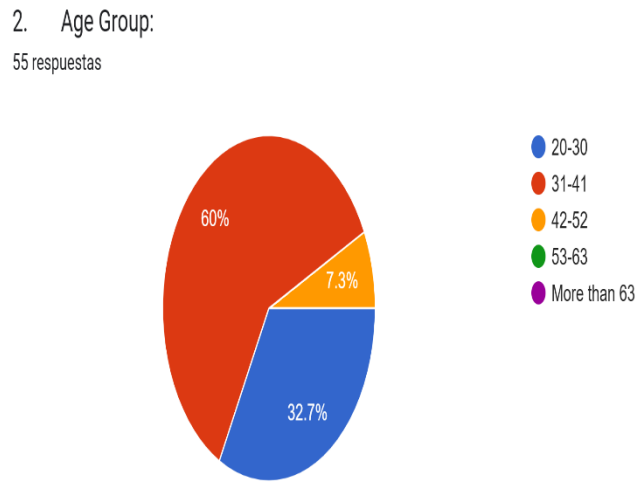
whether the survey was related to the company to which the cinema belongs. I personally clarified that it was an independent study and for academic purposes only.

The format of the survey is designed to obtain information related to the topic being studied and it is intended to collect data that contributes only to the topic of study.

CHAPTER 4. FINDINGS AND DISCUSSION

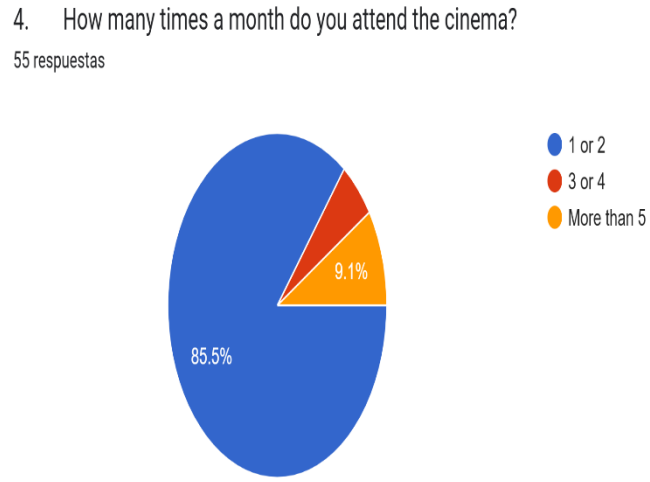
4.1 CURRENT SITUATION OF THE FILM MARKET IN IRELAND.

4.1.1 Customers Age Group



Twenty years on, and it's the country's thriving film culture that is wowing the world. With a robust, post-pandemic box office recovery, the highest cinema admissions in Europe (3.3 admissions per capita vs a European average of 1.5 pc), and the country's current domination of the film awards fuelling domestic interest. (The DX team, 2023)

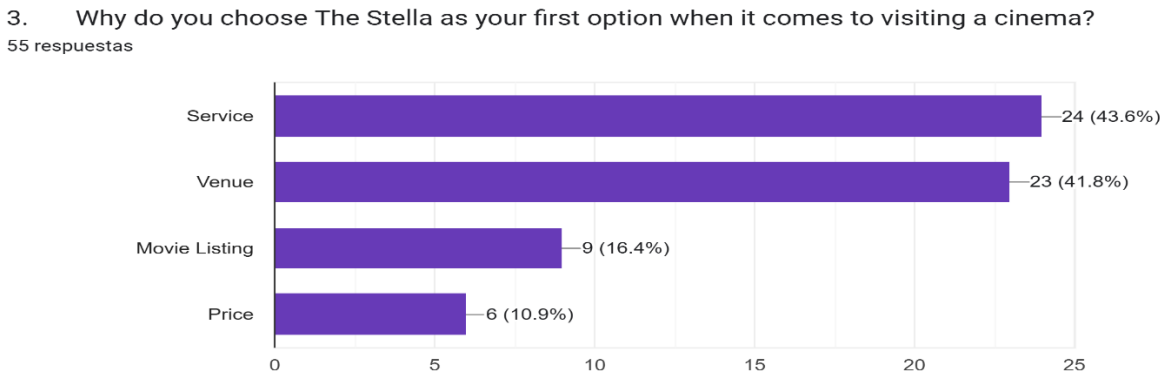
4.1.2 Level of Attendance to the Cinema



The graphs on the left show us the behaviour of the sample that has been evaluated, we can see that more than half of this group is in an age range of 30 to 40 years so we can deduce what is the target to which we should direct the services we provide, we can also see that despite being one of the markets with the highest attendance at the cinema in Europe, the majority of them said they attended on average twice a month which could be a low attendance in terms of business

4.2 ALTERNATIVE CINEMA ESTABLISHMENTS VERSUS COMMERCIAL CINEMAS.

4.2.1 Reasons to Choose THE CINEMA among other cinemas



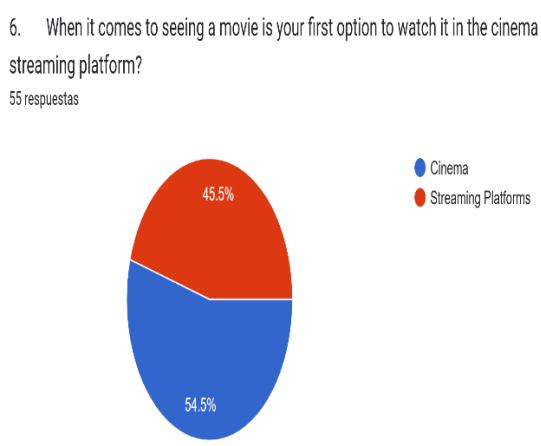
An independent movie theatre or indie cinema is a movie theatre which screens independent, art house, foreign, or other non-mainstream films. It can be contrasted with a mainstream theatre (often a multiplex), which is more likely to screen blockbusters and other popular films, but it also offers a different experience to the customers since, different amenities, services, which make the experience for the users and unique one (Lovin.ie, 2023)

One of the highlights obtained after the analysis of this market is that regular customers of the movie theatre are looking for an experience coupled with entertainment, that is, although movie theatres have been recovering audience, customers no longer only want to attend to see a movie, customers want to live an experience that returns the cost of the money they are spending when attending a cinema. This is where theatres that offer services beyond just playing content have an advantage since, they can take advantage of this need to experiment and provide attendees with something else that makes them want to return.

We can see in the graph that customers highlighted choosing THE CINEMA for the service offered, it is important to comment that rarely the price of the movie ticket was mentioned since customers are aware that a service as such requires a payment, and the costs are adequate to the level of income that is had in the country, however, it was highlighted a lot

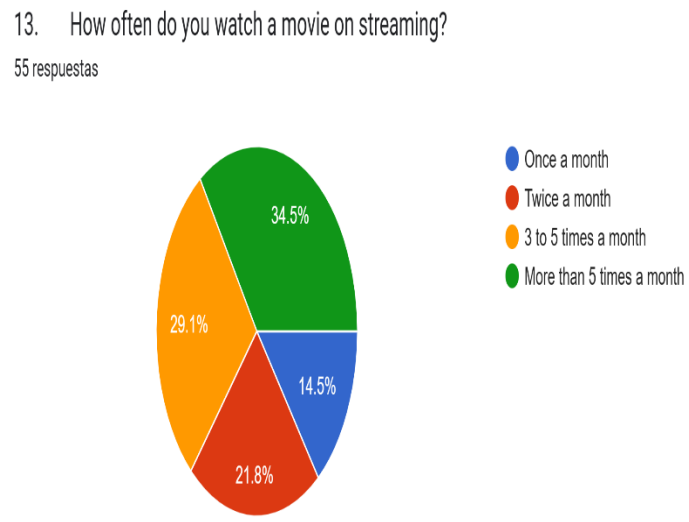
4.3 GROWTH OF ENTERTAINMENT VIA STREAMING.

4.3.1 Cinema Vs. Streaming Content



"The reality is, we know that subscriptions and access to streaming services are growing. We must assume that if you pay a subscription you are going to use it. There is no doubt that viewing to streaming services is increasing. therefore, we repeat our call for the industry to come together to independently measure all video platforms and give a complete picture of total viewing," (Irish Marketing Journal, 2020)

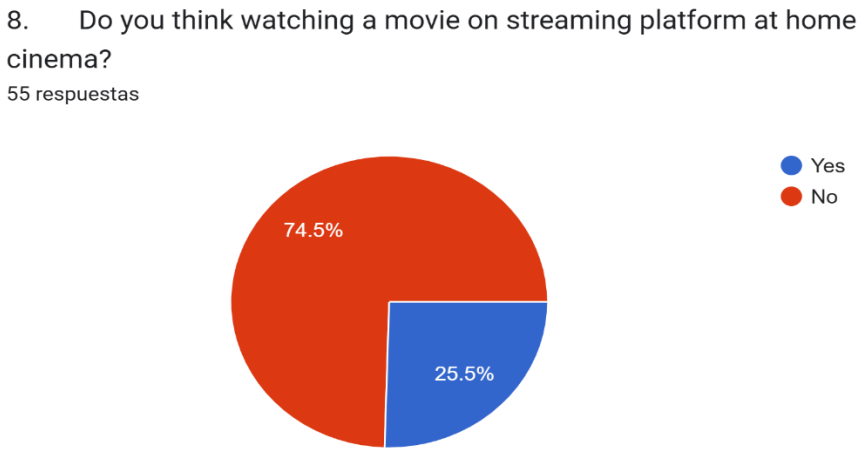
4.3.2 Frequency to Consume Streaming Content



It is true that the demand for streaming platforms has grown in recent years, as we can see in the graphs, 34% of this sample watches content on platforms more than 5 times a month but if we look at the first graph, when it comes to choosing between a platform and a movie theatre to watch a movie, their first option is in most cases to attend a movie theatre, derived from other answers we can comment that factors such as the schedules of screenings that cinemas have influence here, in addition to what it means to move to a movie theatre, time is a key factor in the decision because many times you opt for what is easier to access but that is not it means that it is what you want as a first choice.

4.4 FUTURE OF CINEMAS LIKE THE CINEMA AMONG OTHER CINEMAS AND ENTERTAINMENT ON STREAMING.

4.4.1 Auditoriums over Streaming Platforms



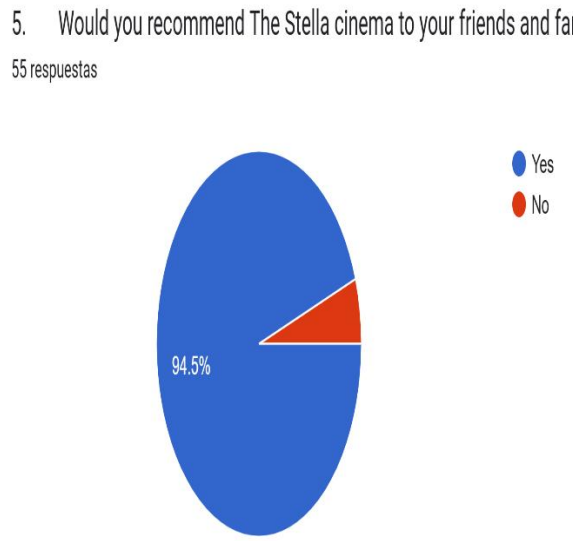
An independent cinema creates audience loyalty by the taste of its programming, the comfort and ambience of the venue and its imaginative marketing strategies. The physical comfort and attractiveness of independent venues is an important part of the specific forms of pleasure they offer. It is certainly a precarious economy, but with entrepreneurial enterprise it is a fertile ground for public / private partnership which can connect with the increasing use of film in education. (Neil Connolly and Maretta Dillon, 2016)

Working on customer loyalty to the brand is something that should not be overlooked, for this case study we know that customers are choosing THE CINEMA because they are not asked to say which cinema they would choose from, but it is based on the fact that they have already chosen THE CINEMA as their first choice, knowing this what has to be worked on, is to increase the level of satisfaction that customers leave the room that makes them want to return as soon as possible, the level of service, the kindness with the customer is treated, the ease and speed that their demands are met, the conditions of cleanliness and comfort in which they find the facilities, I can even mention that the fact of how you receive a customer and how attentive you are to their needs will make them feel comfortable and cared for, which will create that their level of satisfaction increases and they want to visit the movie theatre again.

It is also important to understand and know how to listen to the needs of customers, communicate them and try to cover them quickly and as well as possible because it will depend on whether they return to consume the service provided to them.

4.5 TOOLS TO EVALUATE PREFERENCES OF THE CONSUMERS

4.5.1 Customer that would recommend THE CINEMA

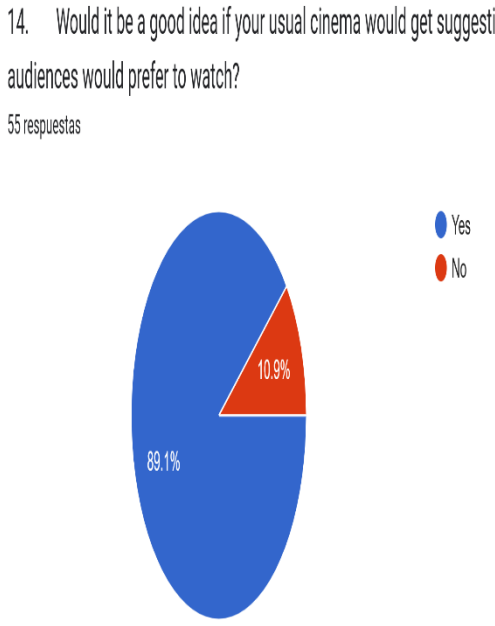


Measurement is the first step in managing customer loyalty. By measuring customer loyalty, you can effectively compare, focus and improve your strategy (Pascal,2018)

To conceive the opinion and taste of the customers, it is necessary to ask and measure the scope of their responses, which is why this analysis helped us to know directly the opinion of those involved in the research, from customers, staff and managers, each and every one of them contributed when answering the survey and even when providing extra opinions about what they considered appropriate to mention related to the study.

We can realize that most of them, being limited in a sample that has already chosen the brand as an entertainment option, would say that it is their first option, however, most of them provided comments on how they would feel about the cinema or opinion regarding the service was taken into account for the purposes of improving the service and therefore having a better experience.

4.5.2 How would you feel about your regular cinema lis



CHAPTER 5. CONCLUSION

5.1 CONCLUSION

Cinema as a social event gains strength over the traditional model of "going to the cinema out of habit". The industry is committed to diversifying programming and improving the dining room experience (technology, comfort, gourmet food, etc.).

And as it has been repeated before, the experience of attending a movie theatre is something that cannot be replicated at home through streaming platforms. However, brands like Stella need to understand the taste of customers and adapt to them, because the success of the brand will depend on how consumed its service is.

However, there is no denying the power and popularity of getting to see a movie in cinema. It was argued when home media became popular like VHS and DVD that people would stop going to the cinema, but that didn't happen. There is still something amazing about being able to watch a movie on a big screen and to be amongst other people who are equally excited about seeing a movie the way you are.

I think cinema overall has strong competition from the likes of streaming and could be taking a hit from this, however, going to the cinema is always going to be a popular and lived activity and I believe that with great films and service, cinema will always remain strong.

5.2 RECOMMENDATIONS

More chances to get data and a collaborative work between student, school, and the branch of THE CINEMA.

Make the most out of the exposure that cinema is having currently in Ireland

Make the brand (Stella) part of the study so they can also give direction and recommendation on what gaps can be focused on.

Even when it was not a subtheme of the study many opinions on how marketing y great important to promote the business itself and get people to know what is the brand offering to the public.

5.3 SUGGESTIONS FOR FURTHER RESEARCH

Personally, I recommend working on this type of project in an evolutionary and sectioned way so as not to accumulate the total of the final work on dates close to the dead line.

Communication is an excellent help in all senses, clarifying doubts and ideas with the supervisor and professor in charge of the project will facilitate the development of the study.

In the same way, the immersion that is had with the studied area will help enormously to the successful development of the study, being in continuous contact with the clients, staff and management involved helps to find points that can be modified and improved throughout the project.

Having different stages of deliveries with shorter deadlines but also to receive feedback can help to make the necessary modifications at the moment and not have to return to modifications when working on the final report.

5.4 LIMITATIONS

Lack of time

Lack of availability from customers, staff and management to get data.

Lack of time for feedback between supervisor and student

Several task at work and school that make the research harder to be carried on.

For this research it began with the availability from staff of Stella Ranelagh and Rathmines, however in recent months the succursal of Ranelagh has been going through a series of changes that made it impossible to carry out all the planned surveys and interviews since it is going through a stage of change of owners of the business so it was not possible to met all the interviews, however, abstracts are presented corresponding to one of the staff supervisors and one of the regular film customers.

I believe that time is also a limitation for the best execution of the study, together with the different activities that we have, such as school, work, trying to lead a social life, etc., in my opinion a longer period of research would be viable, where there could be a first stage of the

research completed but there would also be the possibility of identifying the weak points and redirecting the objective of the study according to the needs that they emerge as the search goes on.

CINEMA AS A SOCIAL EVENT GAINS STRENGTH OVER THE TRADITIONAL MODEL OF GOING ONLY TO THE CINEMA OUT OF HABIT, THIS FORCES CINEMAS TO REINVENT THEMSELVES TO OFFER PROPOSALS THAT CANNOT BE REPLICATED AT HOME.