

Business & Management / Economics / Finance (2)

Thursday, June 28, 2018

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Marketing Management Strategies with Consumer Attitudes to Create a Competitive Advantage in the Communication Business of Cable Television Stations in Thailand

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Abstract

This paper presents a strategic marketing communication and strategic management approach with attitudes to consumer satisfaction in the communications business of satellite television stations on cable channels in Thailand, to study the ways for increase the performance and to create a competitive advantage in the communications business of the channel, and to study the response or high demand of consumers attitude to use marketing communication business through television media. The research method was marketing mix strategy. It consists of qualitative research. This is an in-depth interview from a consumer group that can provide information using SWOT, TOWS matrix and Five Force model tools for analyze secondary data. The information is collected from two sources: 1. Primary sources in-depth interviews. The questionnaire for in-depth interviews was a group of station managers, employees and consumers, asked to study the attitudes and preferences of consumers were 486 samples and 2. Secondary news sources were records and collected inside, such as news from magazines, newspapers, books, documents and research on the related or database is used to analyze the results of the study according to the strategic management process. The results of this research show that the problems of increasing the performance of cable channels station can be used to improve the performance of the organization. The results of the SWOT and TOWS Matrix analysis will show that cable television channels have a number of strengths. The strategy is to grow with the development of information data strategy, by using advertising media to attract and attract the target audience in the market of highly competitive consumers, from research can increase revenue benefit in the communications business of TV stations.

Keywords: Communications business, marketing strategy, management, attitudes, consumer

1. Introduction

Nowadays, the cable television business is widely regarded by the viewers, due to the success and continuous information technology development is include news, entertainment in Thai and foreign films, game shows and knowledge of cable television stations. Consumers or TV

viewers of the channel list are more alert and interested. Meanwhile, the development of communication technology changed from Free TV to Digital TV with a higher resolution and resolution. This includes cable TV stations that are currently expanding. Make viewers more profitable on the channel options. Therefore, the business competition of the television media, both daily news presentation, weekend news, sports and entertainment are all concentrated. As a result, manufacturers need to adjust policies and formats, present news or entertainment programs, including marketing communication strategies to broaden the audience to turn their attention to the station more. There are many types of news. In general, television shows are divided into domestic news, regional news, international news, entertainment and sports. At present, the communication business is more competitive with the competitive technology. The communication network business is the most profitable business group, by compared to the information technology business and its software and digital media business segments. In particular, the system integration is a complex sales process, and the sales cycle is quite long. It has a higher profit margin and is more sustainable over the long term and worth the investment. The researcher investigated the impact of marketing on the television station's communication business. To understand the market business share of TV cable channels and the marketing strategy of television companies and to increase revenue and competitive advantage in the communications business. Therefore, the research results on the marketing strategy for the improvement and development of television channels.

2. Research Objectives

2.1 To study the problem solving and organizational strategy, the marketing business and marketing strategies in the communications business of television channels in Thailand.

2.2 To study how to increase profit margins and gain competitive advantage marketing in the telecommunications business of the company at each station.

2.3 To study marketing communication strategies in the television channels business by promoting daily news programs, sports and entertainment programs on the cable channel.

2.4 To understand the market business share of TV cable channels and the marketing strategy of television companies.

2.5 To increase revenue and competitive advantage in the communications business.

2.6 To study consumer perspectives on news programs, sports shows, and entertainment programs on cable channels.

3. Scope of Research

3.1 This research focuses on marketing business communication strategies to promote news programs, sports and entertainment channels.

3.2 This research aimed to study the behavior of the news audience, sports programs and entertainment programs on cable channels.

3.3 To study consumer behavior and satisfaction with satellite TV channel decision. It is used an information to analyze, decide and define marketing strategies.

3.4 This research has been conducted and researched from the beginning of the research period from January 2017 to February 2018.

4. Expected Benefits of Research

4.1 A guide to determining communication strategies in marketing business. To promote the news program, sports and entertainment programs on cable channels.

4.2 In this research, consumers are exposed to the viewpoints of consumers. Sports and entertainment programs of the cable channel. This is used to improve news content, sports and entertainment programs to meet the needs of consumers to watch.

4.3 To be used as a guide to increase market share in the future. To increase revenue in the communications business and increase the profitability of satellite channel business on television.

5. Theoretical Concepts in Research

A self-study study of marketing strategies and strategic management in consumer satisfaction in satellite television marketing business of station channels, the main factor is to increase the performance of the organization. The research approach, theories and the related research as a guideline for this research are as follows.

5.1 Strategic Management

It consists is as follows:

5.1.1 Analysis of strengths, weaknesses, opportunities and threats (SWOT)

5.1.2 Analyze industry competition with the five forces model

5.1.3 Matrix Threats- Opportunities - Weaknesses - Strengths (TOWS Matrix)

5.1.4 Strategic concepts and strategies. There are 3 levels

5.1.5 Strategy implementation

5.1.6 Strategy control

5.2 Marketing Management and Marketing Strategies

It consists is as follows:

5.2.1 Mix marketing analysis

5.2.2 Concepts and theories of integrated marketing communications (IMC)

5.2.3 Concepts and theories of product and market expansion (Ansoff)

5.2.4 Concepts and theories of consumer behavior

5.2.5 The concept of sports television news

5.2.6 Marketing strategy in television business

5.2.7 Concepts of marketing communication strategies

5.2.8 Concepts of recipient behavior



Fig. 1: TV channels by presenting daily news programs of channel 3 in Thailand



Fig. 2: TV channels by presenting game shows of the competition: The Mask Singer 3 of channel Workpoint TV in Thailand

5.3 Concepts and Forms of Station Presentation

News presentation, sports and entertainment programs of television station are shows will look different from other types of news information. Most news releases focus on the results of the competition, including the before and after match, but the presentation format is more informative than any other news coverage. Thus it can be explained primarily in the news presentation, sports and entertainment programs of the television station are as follows:

5.3.1 Accuracy in news presentation is the ethics of reporters in presenting the news on the actual events.

5.3.2 The consumer interest in watching a program show of cable channels in the station. The audience's interest determines what kind of list is popular or how small.

5.3.3 Language used in presenting news and sports programs.

5.3.4 Potential in the capacity of news media, and good journalists need to know the details and statistics of each type of business marketing competition, to make the news presentation without errors and to create credibility for consumers to watch the show from the TV stations.



Fig. 3: TV channels by presenting sports: The World Cup of channel PPTV in Thailand



Fig. 4: TV channel by presenting: Spirit of Asia program of channel Thai PBS

News presentation format, sports and television shows are similar in style to the general news program, which is a form of incentive to attract and engage consumer attitudes of curiosity as follows.

1. News program means reporting events occurring on a daily basis data. News in the country, international news and sports news, etc.

2. Analyze news means a list of news stories that offer deep insights into the news. And the history of the news by analyzing the impact of events. Analytical items will be news analyzed, etc.

3. News documentary is a list of the facts that are generated from news programs that occur in current events. The focus behind the news is based on the facts and background of the cause, etc.



Fig. 5: TV channel by presenting live documentary of channel Thai PBS



Fig. 6: TV channel by presenting: Korean Drama Series of channel 7 in Thailand

5.4 Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT)

SWOT analysis, such as environmental analysis and potential or environmental analysis, is a tool for assessing a situation for an organization or project. This helps the management to determine the business strengths and weaknesses of the internal environment, opportunities

and threats from the external environment and the potential impact of these factors in the communications business on organizational performance of cable television channels.

5.5 Analyze Competition with Five Forces Model

Five forces model analysis of the competitive environment in the communications business of satellite TV stations on cable channels in Thailand, by using Michael E. Porter approach to consider factors that give a competitive advantage in the communications business, include:

5.5.1 Intensity of Rivalry: The severity of the competitive environment between business organizations in the same industry. In a competitive environment, businesses are deteriorating as one sees more profitable channels.

5.5.2 Threat of New Entrants: New competitors are other organizations that are outside the industry. But there is the ability and the tendency to enter the same industry.

5.5.3 Substitutes: Having a product or good service that can replace one business in one industry. There may be competition in other industries that produce substitutes and may be different. But can meet the needs of customers as well.

5.5.4 Bargaining Power of Buyers: If the buyer has the power to negotiate or influence the pricing of goods services, or influence the bargaining, the business organization will increase the quality of goods services. This results in higher operating costs for the enterprise.

5.5.5 Bargaining Power of Suppliers: The bargaining power of the media vendor. It can be set to high or low price. Can increase or decrease the information quality of goods, which affect the cost and profit of business organizations.

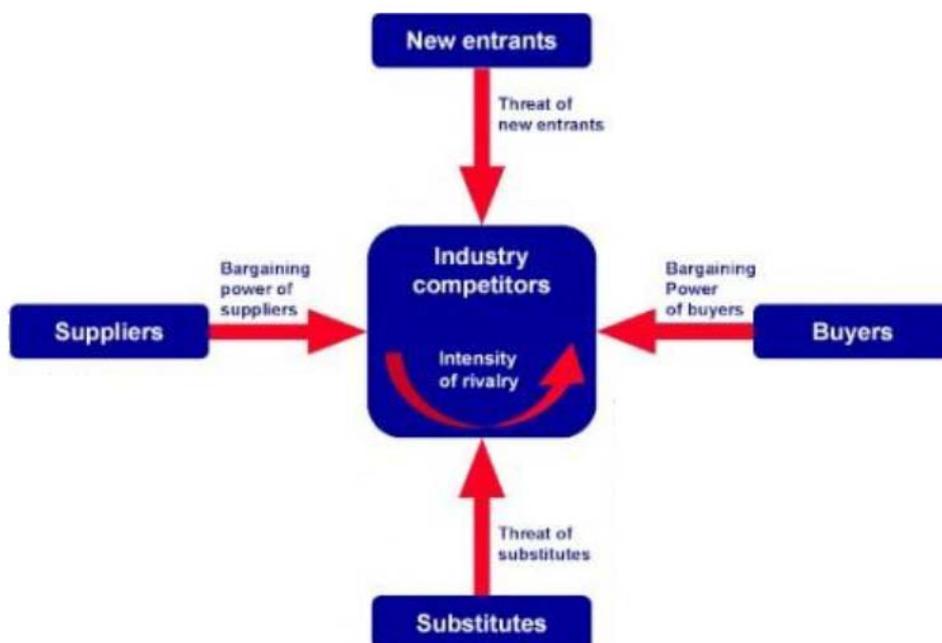


Fig. 7: Analysis of the competition within the industry using the Five Forces model
Source: Michael E. Porter, 2008: pp.79-93

5.6 Analysis of Matrix Threats- Opportunities - Weaknesses - Strengths (TOWS Matrix)

TOWS matrix is used in the analysis to determine strategies in the communications business of cable television channels in Thailand. There are steps to identify strengths, weaknesses, opportunities and threats. Which environmental factor assessments that identify strengths and weaknesses will be evaluated internally, and evaluation of opportunities and constraints is an external assessment. Relationship analysis of TOWS matrix can be classified into 4 strategies, include: strategy of strengths with opportunities (SO), strategy weaknesses with opportunities (WO), strategy strengths with threats (ST) and strategy weaknesses with threats (WT), can be as shown Fig. 8 and the details are as follows:

SO strategy: is strategy for a new way of thinking with implementing existing strengths, to gain advantage over opportunities.

WO strategy: is strategy an attempt to improve internal weaknesses by taking advantage of external opportunities.

ST strategy: is strategy use existing strengths to find a way to avoid or minimize the impact of external threats.

WT strategy: is strategy for protects its own business with purpose, to reduce minimize of internal weaknesses and to avoid external threats.

| Strategies Tactics Actions | Internal Strengths | Internal Weaknesses |
|----------------------------------|---|---|
| External Opportunities | S-O Strategy (combination of strengths and opportunities) | W-O Strategy (combination of weaknesses and opportunities) |
| External Threats | S-T Strategy (combination of strengths and threats) | W-T Strategy (combination of weaknesses and threats) |

Fig. 8: Analysis of the TOWS matrix with strategic management

6. Research Methodology

This research is a qualitative research to explore ways to increase market share by setting a marketing plan for cable channels in Thailand. This will increase the company's competitive advantage in the marketing communications business. The in-depth interview was conducted to gain insights into the concept of TV channels policy, and use marketing communication strategies to encourage consumer's attitudes to watch and follow news programs, sports and

entertainment programs of cable channels on television stations. To study consumer behavior and decision making preferences of other cable television stations. The researcher has defined the following:

1. Research resources
2. Group of contributors
3. Research design
4. Data collection methods
5. Steps to research methodology
6. Tools used to collect data
7. Quality inspection of research tools
8. Data analysis

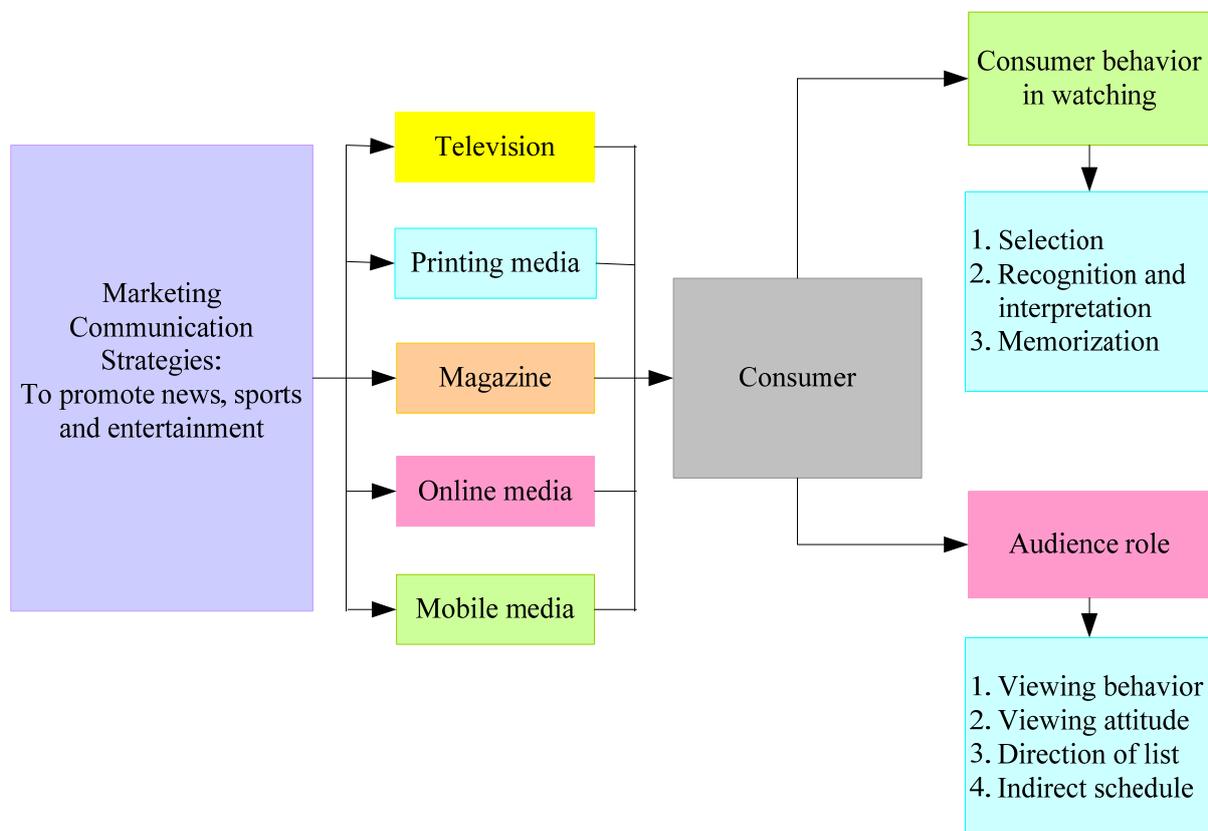


Fig. 9: Conceptual framework in research

6.1 Research Design

In this research is a qualitative research, with using in-depth interviews with executives at the executive level. It carries the responsibility of operating the organization. The staff of cable television stations can provide insights and consumers attitudes watch cable channels. They interviewed their satisfaction and opinions on the various cable TV channels in Thailand, to use as suggestions and guidelines for future improvement of the organization along with

internal information of the company on the TV station. Based on the primary and secondary data analysis methods, both data were analyzed using strategic management theory for strategic analysis and strategic planning is include: SWOT analysis, TOWS matrix and five forces model analysis of the competitive environment in the communications business of satellite TV stations on cable channels in Thailand.

6.2 Data Collection

The researcher collected the data by using in-depth interview method, the use of open-ended questions. The interviewer can express his opinion fully and present the data in descriptive analysis. The questionnaire for in-depth interviews was a samples group of station managers, employees and consumers, asked to study the attitudes and preferences of consumers were 486 samples group of the research period from January 2017 to February 2018.

6.3 Tools Used to Collect Data

In-depth interview paper and there are audio recorders, notebooks and pens, etc. All questions in in-depth interviews cover the issues and objectives of all research. Detailed question types can be categorized as channel-related questions is include: questions about channel marketing strategies, and questions about the attitudes of consumers group to watch TV channel shows, A questionnaire about satisfaction with the decision to purchase the satellite television channel of the company and the questionnaire regarding the station's cable television channel.

6.4 Data Analysis

After receiving the information from the main interviewees and the consumers to watch the program of the cable channel on the television station has been completed by using in-depth interviews method. The researcher will use the data from the interview. Study on marketing communication strategies to promote news programs, sports and entertainment channels. The criteria for the questionnaire are as follows.

| | | | | |
|--------------------------------|---|----------|---------------|------------|
| The highest satisfying level | = | 5 points | -> average is | 4.31-5.00 |
| The very satisfying level | = | 4 points | -> average is | 3.36-4.30 |
| The middle satisfying level | = | 3 points | -> average is | 2.51- 3.35 |
| The less satisfying level | = | 2 points | -> average is | 1.76- 2.50 |
| The minimum satisfaction level | = | 1 point | -> average is | 1.00-1.75 |

7. Research Result

The results of the survey, questionnaires and data collection of the sample group were station managers, employees and consumers. The total samples groups were 486 samples as follows. The sample consisted of male 46.8 % and female is 53.2 %, and classified by status as single is 89.3 % and married 10.7 %. Most of the samples were aged between 25-32 years is 43.5 %, most of them had a bachelor degree level to 59.74 % and most of them working as private employees to 43.2 %. The average monthly income is 10,001-15,000 Baht is 35.9 %. When

classified by type of housing. The samples were of townhouse type, average is 35.6 %. The residents live with their families with an average is 41.8 %. The sample occupied the average monthly rent is 22.6 %, can be as shown in Table 2. The consumer's behavior in watching TV channel, the results of the survey were 45.8 % to select of Thai cable television channels. Most of the respondents paid monthly rates of less than or equal to 300 Baht is 39.6 %. Most of the time, the cable television is between 9 pm. to 12 pm. is 90.2 %. Most of them spend more than 4 hours watching news programs is 30.7 %, entertainment programs accounted for 46.5 %, and game shows accounted for 22.8 %, can be as shown in Fig. 10 and Fig. 11. The type of drama, series or movie most of the sample liked, 64.8 %.

By analyzing the company's internal and external information on television channels, to find out the purpose of the research and to summarize the results, can be analyzed into 2 parts as follows:

Part 1: Marketing communication strategies to promote news, sports and entertainment programs for cable channels. The information obtained from the executive interviews of the television channel, can be summed up as two issues:

1. Policy and format of the news, sports and entertainment programs of the channel
2. Marketing business strategy in advertising and publicity through the media of the number products in companies.

Part 2: Attitudes and behavior of consumers to watch news, sports and entertainment programs of cable channels for television stations.

From the questionnaire, the attitude and behavior of consumers to watch the channels of cable television. Most consumers are watching the news programs of Channel 3 HD, Channel 9 MCOT HD and The Nation, respectively. The consumers want to watch the sports program on the TV channel through the Star TV. The some of them like the news and sports programs of Siam Sports News.

Table 1: The results of the reliability and validity variables using the marketing management of the research period from January 2017 to February 2018

| Variable | Reliability (Alfa coefficient) | validity (Weight value) | Percentage |
|--------------------------------------|-----------------------------------|----------------------------|------------|
| 1. Strategic marketing management | 0.892 | 0.438-0.852 | 30 |
| 1.1 Products | 0.841 | 0.753-0.830 | 12 |
| 1.2 Price | 0.735 | 0.456-0.843 | 8 |
| 1.3 Place: distribution channels | 0.806 | 0.627-0.816 | 16 |
| 1.4 Marketing promotion | 0.723 | 0.524-0.739 | 13 |
| 2. Competitive advantage in business | 0.918 | 0.615-0.816 | 21 |

Table 2: The results of the consumer attitude in the communications business with personal factor of satellite TV stations on cable channels in Thailand

| The factor is personal | | Attitude | |
|---------------------------------------|---------------------------------|-----------|------|
| | | \bar{x} | S.D. |
| 1. Gender | Male | 3.75 | 0.62 |
| | Female | 3.86 | 0.73 |
| 2. Age | lower 30 year | 3.84 | 0.55 |
| | 30-40 year | 3.56 | 0.80 |
| | 41-50 year | 3.46 | 0.78 |
| | 51 year go up | 3.42 | 0.55 |
| 3. Education level | lower the bachelor's degree | 3.68 | 0.56 |
| | bachelor's degree | 3.89 | 0.68 |
| | tall more the bachelor's degree | 3.94 | 0.47 |
| 4. Work position | account inventor | 3.68 | 0.59 |
| | accountants | 3.73 | 0.65 |
| 5. Accounting work experience | lower 1 year | 3.61 | 0.63 |
| | 1-5 year | 3.74 | 0.79 |
| | 6-10 year | 3.82 | 0.54 |
| | 10 year go up | 3.47 | 0.65 |
| 6. Number of training attend per year | never be in training | 3.85 | 0.58 |
| | be in training 1-2 time | 3.72 | 0.70 |
| | be in training 3-4 time | 3.61 | 0.47 |
| | be in training 5 time go up | 4.19 | 0.26 |

The content is interesting and longer airtime to watch than other news channels. Some of the cable stations were not impressed, because of lack of experience and professionalism. Therefore, it should improve the selection of announcers and news readers in the future. Consumers will watch the most Thai drama series or movie is Channel 7 HD, the consumers will watch the entertainment program or show the most shows on Channel Workpoint TV in

Thailand, and the consumers will watch the live documentary program of channel Thai PBS. the communication business is more competitive with the competitive technology. The communication network business is the most profitable business group, by compared to the information technology business and its software and digital media business segments.

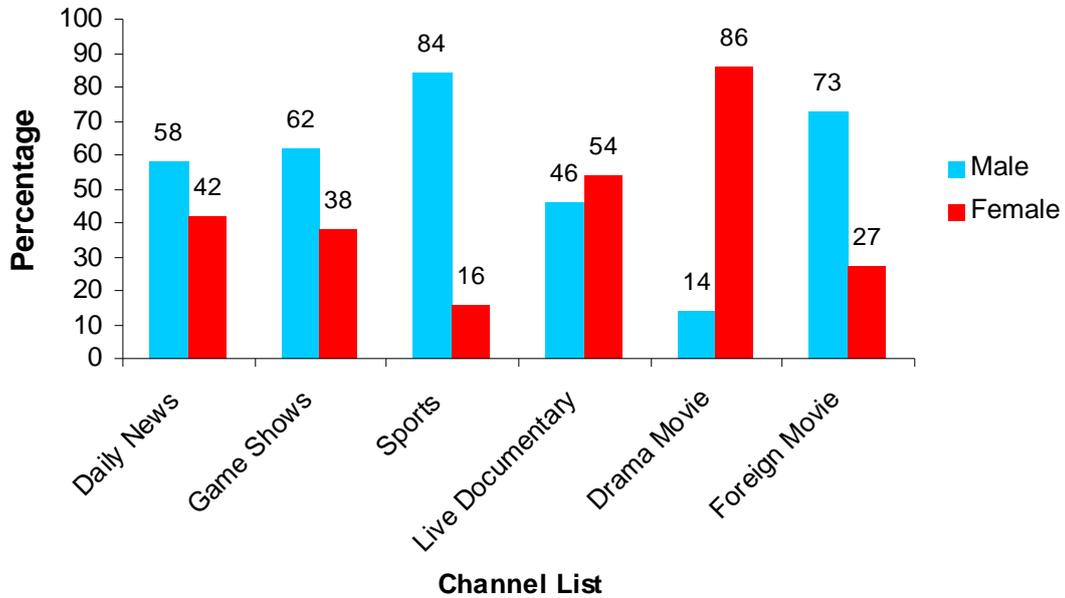


Fig. 10: The research results of the data analysis of consumer attitude in watching a list program show of cable channels in the TV station

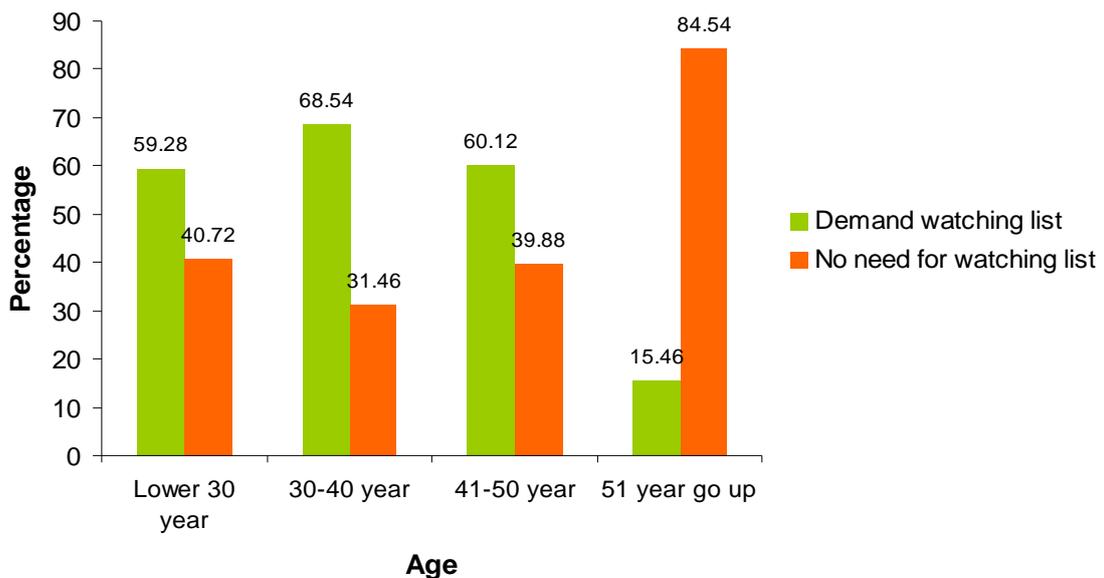


Fig. 11: The research results of percentage comparing with consumers age to decision making

Table 3: The results of the marketing strategies management and the development of the communications business for channel station using TOWS Matrix strategy

| | | |
|---|---|---|
| <p>Strategies Tactics Actions</p> | <p>Internal Strengths (S) S1 The company's television station has a stable revenue S2 Television companies have the skills and expertise S3 Some items that have technical features are not accessible</p> | <p>Internal Weaknesses (W) W1 Some items are not recognized and accepted by customers W2 Some channels of the station do not have a good marketing plan W3 Some of the channels are not unique</p> |
| <p>External Opportunities (O) O1 The communications industry O2 Business competition of communication service</p> | <p>S-O (Proactive Strategy) S1 + S3 + O1 + O2 Use stable income base from old customers, develop hard-to-reach item of competitors. To increase market share in expanding new customer base. TV Station has been trusted in trading and service.</p> | <p>W-O (Editorial Strategy) W2 + O1 + O2 to create a unique cable channel for new customers. It will also prepare to expand into ASEAN countries to support AEC. W1 + W2 + W3 + O2 + O1 Increase your advertising and publicity, which must have a marketing plan.</p> |
| <p>External Threats (T) T1 Economic and political T2 is a highly competitive business T3 Exchange rate of data fluctuation</p> | <p>S-T (Defensive Strategy) S2 + S3 + T1 + T3 use differentiation strategies to add new items. Studies behavior in consumer demand S1+T1 To develops new products with differentiate themselves from watching list competitors of TV stations.</p> | <p>W-T (Inductive Strategy) W2 + W3 + T1 + T3 + T2 Study rules and regulations in governmental auction, Before you make an auction or marketing plan. Strategies need to keep pace with the rapid development of communication technology.</p> |

Table 4: The results of analyzing factors influencing using Five Force model

| Analyzing Factors Influencing (Five Force) | |
|--|--------|
| Threats from competitors in the new list | Little |
| The threat of competition in the cable channel | Many |
| Risks from alternative media | Many |
| Buyer's list program bargaining power | Many |
| Bargaining power of suppliers | Little |

8. Conclusion

The results of the SWOT and TOWS Matrix analysis will show that cable television channels have a number of strengths. In particular, the issue of television companies is good partners with government agencies and was large private companies. This is a stable and sustainable income base (S1), while there is an opportunity for technological expansion in the country. The importance of the government in the marketing communications business (O1), the fierce competition of cable channels found a large provider (O2). However, the weaknesses of some

cable channels are unknown, and there are no good marketing plans for some channels (W2) for marketing management strategies at the local cable channel. Television has been used in the face of rapid change (W3), resulting in political uncertainty and uncertain economic volatility (T1). List items from the cable channel on the television station channel (T2), which may indirectly affect the operation and service of the company. Therefore, from studying and research can reveal how to increase revenue benefit and create competitive advantage in the communications business of television stations. The factors that affect the marketing strategy are the negotiating power of the higher advertising companies, the lack of good marketing planning and the lack of financial liquidity of some companies advertising their products. The results of analyzing factors influencing using Five Force model will show that threats from competitors in the new list have a number little, the threat of competition in the cable channel have a number many, risks from alternative media have a number many, buyer's list program bargaining power have a number many and bargaining power of suppliers that have a number little are shown in Table 4.

So this research paper, the researcher recommends that marketing communication strategies should be used through public relations and advertising through media, combined with the use of modern advertising media through modern promotional media. To promote the news, sports and entertainment programs that: are most demanding of consumers. This is a pilot and a testimonial from consumers to watch TV channel shows. It is also an investment to save on hiring an advertising agency. As a result of data analysis, it is beneficial and cost effective to invest in the development of communications business. So is concluded that the organization should use the Aggressive Strategy: SO Strategy as a core strategy because of its strength in revenue security, the competition of the service and if the market is growing in the consumer. This will give the company the opportunity to build on its strengths and increase its revenue, and focus on the marketing of the company's advertising media, to increase of business scope by covering more consumers. Promotional strategies are actions that are made to stimulate the consumer.

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