



The effects of servicescape on customer satisfaction and possible implications on customer retention within movie theater industry

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Course: Bachelor Thesis in Business Administration

Course code: FOA214

15 hp

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Date: 2023-05-23

Abstract

- Keywords:** SF Bio, Movie theaters, Cinema, Leisure service, Servicescape, Strategic Roles of Servicescape, Three Dimensions of Servicescape, Five Servicescape Factors
- Research questions:** How does the servicescape in movie theaters, with a particular focus on SF Bio Västerås, influence customer satisfaction and retention, and what are the perceived quality and challenges associated with its implementation?
- Purpose:** The purpose of this study is to explore how movie theaters, such as SF Bio Västerås, use servicescape to influence customer service experience. The study aims to investigate the customers' perceived quality of movie theater servicescape and its impact on customer satisfaction and retention. The research will also examine the potential challenges and trade-offs associated with implementing servicescape strategies in the movie theater industry.
- Methodology:** This study employed a mixed-methods research approach, combining qualitative and quantitative methods to investigate movie theaters, with a specific focus on SF Bio Västerås. A cross-sectional design was used to collect data from multiple cases at a single point in time. Primary data collection included an email interview with the management of SF Bio Västerås and two surveys targeting customers and the general public. Secondary data were gathered to gain insight into movie theaters across Sweden and compare the primary data from SF Bio Västerås to the national context. Theoretical data were collected from academic journals, books, news articles, and websites to address servicescape and potential challenges facing movie theaters. Data analysis was conducted through consensus on data interpretation and data-triangulation. Ethical considerations, such as anonymity and permission, were taken into account throughout the research process to ensure a responsible and respectful study.
- Findings:** This thesis presents findings from two surveys and an email interview with the director and assistant director of SF Bio Västerås, focusing on the importance of servicescape in the movie theater industry. The interviewees emphasize the significance of servicescape in enhancing customer experience and differentiating themselves from competitors like Netflix. Primary data from the surveys indicate that maintaining a clean, comfortable, and functional servicescape, as well as effective employee interactions, are critical to customer satisfaction. Both surveys underscore the importance of managing disruptions and carefully considering the content and duration of commercials and the quality of 3D movies. By understanding and addressing these key factors, cinema operators can optimize the overall customer experience, fostering satisfaction, loyalty, and repeat business, ultimately contributing to the ongoing success and growth of their enterprise.

Acknowledgements

We would like to thank our supervisor, Sikander Khan for his help and guidance, and for motivating us to write this thesis. We would also like to thank our opponents, especially Adam Zylberstein, Jesper Billquist and Jesper Söderberg, for their constructive criticism and feedback. We also thank our friends, Michael Pantos and Gabriela Lomeu Campos, for their feedback, guidance and recommendations throughout the thesis. We thank everyone who participated in answering the survey and for giving us feedback about it.

As for our case company, SF Bio Västerås, we give special thanks to, for giving us the opportunity to conduct our research around them. And for giving us the data needed and for answering our questions all on short notice.

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1. Introduction

This chapter presents the background of the thesis, the problematization, the research questions, and the scope of the study. It also briefly introduces the case company and discusses the challenges faced by the movie theater industry.

1.1. Background

Services are defined as "deeds, processes, and performances" (Wilson et al., 2012, p.5) and can be categorized into various types. One such category is services directed at people's minds, which includes arts and leisure industries such as theaters, movie theaters, and concerts. With the advancement of technology, these services are now accessible online, changing the dynamics of their consumption (Wilson et al., 2012). A strong correlation exists between good service and customer satisfaction, which in turn leads to customer retention (Fullerton, 2014). In leisure activities, the importance of servicescape and its positive effects on customer satisfaction and retention has been studied (Shashikala & Shuresh, 2013). However, there is a need for further research on the effects of servicescape in different business sectors (Miles, Miles, & Cannon, 2012).

1.1.1. Movie theaters and problematization

In the movie theater industry, audiences often learn about a movie through trailers before watching it. This pre-knowledge sets expectations for the film. However, the in-theater experience can be marred by factors such as noisy or disruptive audience members (Rotfeld, 2006). The declining quality of the movie-going experience may contribute to a decrease in attendance. Movie theaters can address these challenges by employing trained staff to manage disruptive situations. However, this would lead to increased costs and potentially higher ticket prices (Rotfeld, 2006). The problematization in this study is to understand the role of servicescape in enhancing customer satisfaction and retention in the movie theater industry while managing such challenges.

1.2. Research question

How does the servicescape in movie theaters, with a particular focus on SF Bio Västerrås, influence customer satisfaction and retention, and what are the perceived quality and challenges associated with its implementation?

1.3. Purpose

The purpose of this study is to explore how movie theaters, such as SF Bio Västerrås, use servicescape to influence customer service experiences. The study aims to investigate the customers' perceived quality of movie theater servicescape and its impact on customer satisfaction and retention. The research will also examine the potential challenges and trade-offs associated with implementing servicescape strategies in the movie theater industry.

2. Theoretical Framework

This chapter presents the theories studied to conduct this case study. The chapter covers the strategic roles of servicescape, the stimulus-organism-response theory, the three dimensions of servicescape, the five servicescape factors of interior layout and design, and interactive marketing.

2.1. Services

Definitions of a broad concept such as services are varied, and there are a plethora of explanations on defining and explaining this phenomenon (Edvarsson, Gustafsson & Roos, 2005). At its most condensed form, Edvarsson et al. (2005) define services as something that satisfies customer needs and exists to benefit the customers, enhancing positive customer perception towards the service provider when carried out successfully.

Services are generally considered to be intangible, meaning they are experiences and activities that cannot be physically evaluated or assessed before consumption (Bateson, 1979, pp.131-146). However, while services themselves are intangible, tangible objects and settings where services are offered and consumed play an important role in shaping customer experience and behavior (Zeithami, Parasuraman A & Berry 1990). This serves as the basis for Bitner's (1992) research, which further explores Zeithami et al. 's argument by introducing the concept of servicescape.

2.2. Servicescape

Servicescape refers to the environment, the physical surroundings, and the design of a service setting and how these factors play a role in influencing customers' behaviors and decisions towards that service (Mari and Poggesi, 2013; Bitner, 1992; Harris and Ezech, 2008). Managers can attempt to achieve organizational goals by effectively utilizing servicescape in their service's physical environment (Bitner, 1992). This is particularly important for services such as leisure services and movie theaters, where servicescape becomes a critical element to employ (Wilson et al., 2012, p.224; Wakefield and Blodgett, 1994). In the context of leisure services like movie theaters, customers typically spend extended periods within the service environment, further emphasizing the importance of servicescape (Wakefield and Blodgett, 1996). This added importance stems from the fact that the perceived quality of the servicescape may be a crucial determinant of customer satisfaction (Wakefield and Blodgett, 1994, p.68), especially when customers spend extended periods consuming the service. Bitner (1992) argues that servicescape can elicit either approach or avoidance behaviors from individuals (Wilson et al., 2012, p.228). Approach behaviors are positive, resulting in individuals entering and engaging with a service, while avoidance behaviors are negative, causing individuals to stay away from the service and not return (Mehrabian and Russell, 1974; Bitner, 1992). These approach or avoidance behaviors are forms of responses by an organism (customers and employees) to a stimulus (the environment), in accordance with the stimulus-organism-response theory—similar to the Mehrabian and Russell (1974) model (Bitner, 1992).

2.3. Strategic roles of servicescape

Wilson et al. (2012) and Bitner (1992) present the four strategic roles of servicescape: package, facilitator, socializer, and differentiator, and explain their importance in implementing servicescape.

Package: The packaging role serves as a strategic tool to convey the image of the service. Like a product, a service involves wrapping to represent what is "inside" (Wilson et al., 2012, p.224). The images created through packaging a service can be achieved through the exterior and interior layout and design of the facility where the service is conducted and the visual cues that the servicescape offers, which can affect customers' perception of the service (Bitner, 1992).

Facilitator: The facilitator role highlights the functional aspect of servicescape in facilitating the delivery and consumption of services. It encompasses the ease of movement, seating arrangements, accessibility, and overall layout, which contribute to the convenience and efficiency of the service experience (Wilson et al., 2012, p.225; Bitner, 1992).

Socializer: The socializer role of servicescape pertains to the ability of the physical environment to facilitate social interactions and connections among customers and employees. Socialization can be enhanced through deliberate spatial design, such as seating arrangements and designated gathering spaces, which can create opportunities for interaction (Wilson et al., 2012, p.225; Bitner, 1992).

Differentiator: The differentiator role emphasizes the strategic use of servicescape to create a distinct identity and differentiate a service from its competitors. By creating a unique environment, businesses can foster brand identity and customer loyalty (Wilson et al., 2012, p.225; Bitner, 1992).

2.4. Stimulus-Organism-Response Theory

The stimulus-organism-response (SOR) theory, adapted from Mehrabian and Russell (1974), serves as a foundation for Bitner's (1992) servicescape model. This theory suggests that the environment (stimulus) influences individuals' internal states (organisms) and elicits behaviors (responses) (Mehrabian and Russell, 1974; Bitner, 1992). In the context of servicescape, the environment (servicescape) affects customers' and employees' internal states, leading to either approach or avoidance behaviors (Bitner, 1992).

2.5. Three dimensions of servicescape

Bitner (1992) identified three important dimensions of servicescape: ambient conditions, spatial layout and functionality, and signs, symbols, and artifacts. These dimensions are critical to understanding the role of the physical environment in shaping customer experiences and perceptions (Bitner, 1992; Wilson et al., 2012; Wakefield & Blodgett, 1996; Mari & Poggesi, 2013; Rosenbaum & Massiah, 2011; Turley & Milliman, 2000; Reimer & Kuehn, 2005).

Ambient conditions are factors that affect customer perceptions and human responses to the environment (Bitner, 1992). These conditions include elements such as temperature, lighting, noise, music, and scent, which can be manipulated to enhance customer experiences and influence employee performance (Kotler, 1973; Turley & Milliman, 2000). For example, appropriate background music can create a relaxing atmosphere, and pleasant scents can elevate customers' mood (Spangenberg, Grohmann, and Sprott, 1996; Areni & Kim, 1993). Ambient conditions are especially important in leisure services, where customers spend extended periods within the environment (Wakefield & Blodgett, 1996).

Spatial layout and functionality pertain to the organization and arrangement of furnishings, machinery, equipment, and other objects in the service environment, as well as the space between these objects and their ability to assist in the performance of the service (Bitner, 1992). A well-designed spatial layout ensures customer comfort and satisfaction, facilitates movement, and prevents feelings of crowding or discomfort (Zeithaml et al., 2006; Wakefield & Blodgett, 1996; Rosenbaum & Massiah, 2011). This dimension is particularly important for leisure services such as movie theaters, where customers spend long periods in the environment and require comfortable seating, adequate space, and accessible amenities (Fernandes & Neves, 2014).

Signs, symbols, and artifacts encompass explicit and implicit signals that communicate the nature of the service, company identity, directions, and behavioral expectations (Bitner, 1992; Zeithaml et al., 2006). The presence and design of signage, company logos, promotional materials, and other visual elements can convey information about the service and influence customer expectations and

perceptions (Harris & Ezeh, 2008; Daunt & Harris, 2012). Cleanliness and the quality of furnishings and materials also serve as important indicators of service standards (Wakefield & Blodgett, 1996; Fernandes & Neves, 2014).

In summary, the three dimensions of servicescape play a critical role in shaping customer experiences, perceptions, and behaviors within a service environment. A well-designed servicescape that effectively incorporates ambient conditions, spatial layout and functionality, and signs, symbols, and artifacts can contribute to customer satisfaction, positive word-of-mouth, and increased customer retention (Bitner, 1992; Wilson et al., 2012; Wakefield & Blodgett, 1996; Mari & Poggesi, 2013; Rosenbaum & Massiah, 2011; Turley & Milliman, 2000; Reimer & Kuehn, 2005).

2.6. Customer satisfaction and retention (via servicescape)

Customer satisfaction is a critical aspect of service delivery, and the servicescape plays a significant role in influencing it (Clemes, Gan, & Ren, 2008). Research suggests that there is a positive relationship between the quality of the servicescape and customer satisfaction (Hightower, Brady, & Baker, 2002). A well-designed servicescape can enhance customer perceptions of the service quality, which in turn can improve customer satisfaction (Wakefield & Blodgett, 1996). Customer retention is another crucial factor that can be influenced by the servicescape. Loyal customers are more likely to be retained and continue using the service if they have a positive experience with the servicescape (Harris & Ezeh, 2008). A study by Cronin, Brady, and Hult (2000) found that customer retention is significantly influenced by the servicescape dimensions, including ambient conditions, spatial layout, and functionality. Additionally, the emotional impact of the servicescape is crucial in determining customer satisfaction and retention (Bitner, 1992). Positive emotions can be triggered by a pleasant and comfortable servicescape, leading to an increase in customers' likelihood to return (Mehrabian & Russell, 1974). This suggests that investing in the improvement of servicescape can lead to increased customer satisfaction and retention, ultimately benefiting the service provider in the long run.

2.7. Conclusion of Theoretical Framework

This theoretical framework has presented the foundational concepts necessary to understand the role of servicescape in leisure services such as movie theaters. The servicescape, encompassing the physical environment and design elements, plays a significant role in shaping customers' experiences, perceptions, and behaviors. The strategic roles of servicescape - package, facilitator, socializer, and differentiator - provide a comprehensive understanding of the various ways in which the physical environment can be employed to achieve organizational goals. The Stimulus-Organism-Response (SOR) theory and the three dimensions of servicescape - ambient conditions, spatial layout and functionality, and signs, symbols, and artifacts - offer a deeper understanding of how the environment can affect customers' and employees' internal states and elicit approach or avoidance behaviors. Furthermore, this framework highlights the importance of servicescape in enhancing customer satisfaction and retention. Overall, the concepts and theories presented in this chapter provide a solid foundation for the analysis and discussion of the role of servicescape in the context of the case study. By understanding and applying these theories to the specific case, insights can be gained into how movie theaters and other leisure services can effectively utilize their servicescape to improve customer satisfaction and retention, resulting in long-term success and growth.

3. Method

This chapter outlines the research methodology implemented in this study, discussing the research design, data collection techniques, data analysis, and ethical considerations. The primary, secondary, and theoretical data collection methods are introduced, along with the operationalization of the interview and the two surveys.

3.1. Research strategy

A mixed-methods research approach was employed to investigate movie theaters, with a specific focus on SF Bio Västerrås. Mixed-methods research combines qualitative and quantitative research methodologies to conduct a study (Bryman & Bell, 2015, p.641). Quantitative research emphasizes quantification in data collection and analysis (Bryman & Bell, 2015, p.37), relying on numerical data for testing and verification, with a deductive focus for hypothesis testing (Ghauri & Grønhaug, 2010, p.104-105). Qualitative research emphasizes words over quantification in data collection and analysis (Bryman & Bell, 2015, p.38), involving observation, exploration, and rationality, with an inductive focus for theory development and understanding (Ghauri & Grønhaug, 2010, p.104-105). The mixed-methods research approach was selected to obtain data from various perspectives on movie theaters and SF Bio Västerrås, including customers, management, and the general public. This study employed a cross-sectional design, which involves data collection on multiple cases at a single point in time (Bryman & Bell, 2015, p.62). The cases in this study were the customers and management of SF Bio Västerrås, with data collected to address the primary research question on servicescape, and the general public, with data collected to address the secondary research question on the challenges facing the movie theater industry. Additionally, a deductive approach was chosen to explore how the theories presented in the theoretical framework manifest and interact within the empirical world (Bryman & Bell, 2015). By adopting a deductive approach, the survey and interview questions were structured based on the theoretical framework's concepts, ensuring the collected data's relevance to the study and its purpose.

3.2. Primary data

Primary data collection began with qualitative data on SF Bio, followed by quantitative data on SF Bio Västerrås and movie theaters. The qualitative data were collected through an email interview with the director and assistant director of SF Bio Västerrås (see Appendix B). Email communication eliminates distance and travel issues while allowing for relatively quick data collection and providing the interviewee more time to formulate responses compared to other methods (Bryman & Bell, 2015). The quantitative data were collected via two surveys: the first survey focused on movie theaters (see Appendix D), and the second survey examined the servicescape of SF Bio Västerrås (see Appendix F). Appendices A, C, and E show the operationalization of the interview and surveys one and two, where the connection of the questions to its theoretical relevance is made and the studies that they were inspired by.

The interview

The email interview (see Appendix B) was answered by both the director and assistant director of SF Bio Västerrås, even though this was not the initial intention. Despite this, the data obtained from the interview were still used in the study. The interview aimed to gain insight into the management's perspective on their movie theater, movie theaters in general, and challenges facing the industry.

Survey one

Survey one (see Appendix D) aimed to collect data on the general public's perspectives regarding movie theaters, their experiences, and movie piracy. The survey was conducted online through student, gaming, and social forums on Facebook.com and in-person at Mälardalen University. The online format allowed for rapid responses and a broad geographical range (Bryman & Bell, 2015,p.684), but due to the lower response rate of online surveys (Bryman & Bell, 2015, p.684), in-person surveys were also conducted to ensure a sufficient number of responses. Convenience sampling was primarily used, as it was easy to find respondents (students) from Mälardalen University (Bryman & Bell, 2015, p.200). The sample size for this survey was 63 respondents.

Survey two

Survey two (see Appendix F) aimed to collect data on SF Bio Västerås customers' perspectives regarding the movie theater's servicescape. The survey was conducted in-person at the movie theater with customers exiting after a movie, ensuring their opinions on the servicescape were fresh and more accurate. The sample size for this survey was 43 respondents.

3.2.1. Secondary data

Secondary data were collected to gain insight into movie theaters across Sweden and compare the primary data from SF Bio Västerås to the national context. Additionally, secondary data provided further information on the effectiveness of the researched concepts within the industry.

3.2.2. Theoretical data

Theoretical data were collected from academic journals accessed through Mälardalen University's library database and Google Scholar, offering insight into the study's subject area. The data collected addressed servicescape in service industries, specifically leisure services like movie theaters, and potential challenges facing movie theaters. Data was also collected from Wilson et al.'s book, *Services Marketing: Integrating Customer Focus Across the Firm* (2012), to gain knowledge on services and servicescape. Additional sources included news articles and websites.

3.3. Data analysis

The collected data are presented and analyzed in Chapter 4: Findings. The analysis of the interview and survey one excludes some questions, as they were not relevant or contributory to answering the research questions. The interview and survey one are presented first in the next chapter, followed by survey two, however survey two has a higher relevance to the primary research question on SF Bio Västerås servicescape.

3.4. Trustworthiness

3.4.1. Reliability

Reliability refers to the consistency of study results when repeated or when collected data is reanalyzed in the same manner (Bryman & Bell, 2015). Achieving reliability can be challenging when collecting and analyzing qualitative data, as single-source data may be biased or opinionated (Saunders, Lewis & Thornhill, 2015). To enhance reliability, internal reliability was considered, with multiple observers analyzing the qualitative data, leading to consensus on data interpretation. Furthermore, the similar settings of SF Bio theaters across the chain increase the potential for generalization. The questions on the servicescape of theaters focused on factual information about the physical layout rather than opinions, and SF Bio is the largest movie chain in Sweden, making it the most relevant company for this study. For the quantitative data, a large number of responses were collected, minimizing the impact of potential biases in the analysis. All respondents had experienced the servicescape in movie theaters, ensuring the data's relevance and usability.

3.4.2. Validity

Validity in research measures how well the intended subject has been studied according to the introduced concepts and theories (Björklund & Paulsson, 2014; Bryman & Bell, 2015). In this study, data-triangulation and observer-triangulation were employed to enhance the validity of the collected data and the final results of the analysis. Data-triangulation involves collecting data from different sources and using different types of data (Björklund & Paulsson, 2014). Observer-triangulation involved the entire group evaluating and analyzing the collected data, increasing the study's validity (Björklund & Paulsson, 2014). By employing these methods, the study's validity was strengthened as it reduced the chances of misinterpretation and ensured a comprehensive understanding of the subject matter.

3.4.3. Objectivity

To attain an objective study and results, the research and all the steps from the beginning to the end must be explained and motivated with a high level of detail, so the readers can take their own stand regarding the results of the study (Björklund & Paulsson, 2014). In this study, the methodology and the theories and concepts used have been explained in detail, and all the theories and concepts have been applied when analyzing the data collected. Additionally, internal objectivity has been taken into account by ensuring that all the facts are correct and by using the data as it is and showing the whole of the dataset to the reader. By providing a transparent and detailed account of the research process, this study allows readers to evaluate the validity and reliability of the findings. Through this approach, the objectivity of the study is maintained, enabling readers to understand the rationale behind the conclusions drawn and assess the credibility of the results.

3.5. Ethical considerations

Ethical considerations play a crucial role in this thesis, and to ensure the research was conducted ethically, permission was obtained from the director of SF Bio Västerås to carry out survey two at their movie theater. Maintaining anonymity was also considered essential for ethical reasons in both the interview and the two surveys. The identities of the interviewees are not disclosed within this thesis, and no names were requested during the surveys. Saunders et al. (2015) emphasize the importance of anonymity, as it is likely to reduce the possibility of biased responses. By adhering to ethical principles, this study respects the privacy and confidentiality of the participants, ensuring that the research process is both responsible and respectful. This approach also promotes trustworthiness and credibility in the research findings, contributing to the overall quality and integrity of the thesis.

4. Findings

This chapter presents the primary data, collected from two surveys, and the secondary data. The findings aim to address the problematization, research questions, and purpose of the study.

4.1. The interview

An email interview was carried out with the director and assistant director of SF Bio in Västerås to gain insights into their thoughts on movie theaters and their strategies to enhance the customer experience (see Appendix B). It is important to note that the term "interview" used here refers to the email survey, as clarified by the feedback. The interviewees mentioned that watching a movie in a theater is a distinct experience compared to watching it at home or through other sources like Netflix. They emphasized the importance of providing an experience to the customers and highlighted the significance of the servicescape element. By adopting servicescape, they believe they can differentiate themselves from competitors like Netflix.

Accessibility and convenience are crucial factors in satisfying customers and staying ahead of competitors. The interviewees aim to provide a wide selection of movies to cater to various customer preferences. They also prioritize screening new releases before they become available on other platforms like Netflix, DVD, Blu-ray, or through piracy. The interviewees acknowledged the importance of customer opinions and mentioned that they work for their customers' satisfaction (see Appendix B). They also highlighted the significance of staff comfort, stating that it contributes to making customers feel welcome and comfortable.

The interviewees have received positive feedback about their service and staff. Regarding equipment updates and cleanliness, the director and assistant director of SF Bio Västerås use checklists to ensure high-quality maintenance (see Appendix B). In response to questions about dealing with disruptive customers, they mentioned that they ask them to leave the movie screen and have specific policies regarding bringing babies to the theater. Lastly, the interviewees believed that 3D movies add value to the customer experience, especially for children.

4.2. Survey one

The survey results (see Figures 12-15) revealed several key insights regarding customer perceptions and experiences in the cinema environment. A significant number of respondents reported encountering annoying customers, crying babies, or customers using phones during their cinema experience. These disturbances negatively impacted their overall satisfaction with the servicescape, indicating the importance of managing disruptions to ensure a pleasant viewing experience for all moviegoers.

Regarding satisfaction with the cinema environment, the majority of respondents were satisfied with the spatial layout, functionality, and cleanliness of the cinemas they attended. They appreciated the comfortable seating, adequate legroom, and overall cleanliness of the facilities. These findings suggest that maintaining a clean and comfortable environment is crucial for retaining customers and creating a positive impression of the cinema brand.

In terms of opinions about the 5-15 minute commercials before movies, the respondents' views were mixed. While some found the commercials to be informative and entertaining, others felt that they were intrusive and detracted from the overall cinema experience. This finding indicates that cinema operators should carefully curate their commercials to ensure that they are engaging and relevant to the target audience, as well as consider the duration and frequency of commercials to minimize potential negative effects on customer satisfaction.

Regarding 3D movies, respondents also expressed mixed opinions. Some respondents enjoyed the immersive experience provided by 3D movies and were willing to pay a premium for it. In contrast, others felt that the additional cost was not justified, or they experienced discomfort or motion sickness while watching 3D films. This finding suggests that cinema operators should carefully select the 3D content they screen and consider offering alternatives for customers who prefer a traditional 2D viewing experience.

4.3. Survey two

The second survey (see Appendix E & F) delved deeper into specific aspects of the servicescape, such as ambient conditions, spatial layout, signs and symbols, and the roles of employees. Figures 1 to 11 represent the results for survey two, of which the findings of each question will be referring to.

The majority of respondents reported satisfaction with the temperature, smell, music, sound, and lighting in the cinema. These ambient conditions contributed positively to their overall movie-going experience, indicating the importance of creating a comfortable and enjoyable atmosphere in the cinema. Respondents also found the cinema halls, movie screens, and toilets to be clean and tidy. Cleanliness was a critical factor in their satisfaction with the servicescape, highlighting the need for cinema operators to maintain high standards of cleanliness and hygiene throughout their facilities.

In terms of seating, respondents were generally satisfied with the comfort of the seats and the amount of spacing between them. Adequate legroom and comfortable seating were considered essential for an enjoyable cinema experience. This finding emphasizes the importance of investing in high-quality seating and ensuring that seat arrangements provide sufficient space for customers to relax during the movie.

The survey results also showed that the signs and directions around the cinema were clear and understandable. Respondents appreciated the ease of navigating the cinema complex, including finding movie screens, toilets, and concession stands. This finding underscores the importance of effective signage and wayfinding systems in enhancing the overall customer experience.

Regarding the cinema's decoration and theme, the majority of respondents found them to be visually appealing and consistent with the service offered. This aesthetic consistency contributed positively to their impression of the cinema, suggesting that cinema operators should pay attention to the visual elements of their servicescape to create a cohesive and inviting environment.

The role of employees in the servicescape was another key factor influencing customer satisfaction. Respondents praised the employees' politeness, attentiveness, and appearance, which contributed positively to their overall cinema experience. This finding highlights the importance of employee training and development, as well as the need for cinema operators to establish and enforce dress codes and grooming standards that align with their brand image.

Overall, most respondents reported being happy with their cinema experience and were likely to return and use the service in the near future. This finding suggests that cinema operators who prioritize maintaining a pleasant servicescape, addressing customer pain points, and providing excellent customer service can effectively encourage customer retention and loyalty. By focusing on these critical aspects of the cinema experience, cinema operators can ensure that their customers continue to choose their brand for their movie-going needs, thus contributing to the ongoing success and growth of their business.

4.4. Implications

The results of Survey One (Figures 12-15) and Survey Two (Figures 1-11) have several implications for cinema operators. First, the findings highlight the importance of maintaining a clean, comfortable,

and functional servicescape, as these factors significantly impact customer satisfaction. Cinema operators should prioritize these aspects to ensure that their customers enjoy a positive and memorable movie-going experience.

Second, the surveys emphasize the role of employees in contributing to the overall servicescape. Cinema operators should invest in training programs to ensure that their staff are polite, attentive, and responsive to customer needs. Well-trained employees can significantly enhance the cinema experience for patrons, encouraging repeat visits and fostering brand loyalty.

Third, both surveys underscore the need for effective management of disruptions caused by annoying customers, crying babies, and phone usage during movie screenings. Cinema operators should implement strategies to minimize these disturbances, maintaining a pleasant environment for all moviegoers and preserving the overall quality of the cinema experience.

Additionally, the surveys highlight the significance of carefully considering the content and duration of commercials, as well as the quality of 3D movies. Striking the right balance between revenue generation and customer satisfaction is crucial, as moviegoers are increasingly sensitive to the impact of commercials and technological innovations on their cinema experience.

In conclusion, the results of both Survey One and Survey Two highlight the critical role of various factors in the cinema servicescape, such as ambient conditions, spatial layout, signage, cleanliness, and employee interactions, in shaping customer perceptions and experiences. By understanding and addressing these key elements, cinema operators can optimize the overall customer experience, creating an environment that fosters satisfaction, loyalty, and repeat business, ultimately contributing to the ongoing success and growth of their enterprise.

5. Analysis

In this section, the analysis focuses on comparing the empirical data collected with the theoretical framework's concepts. The aim is to determine how well the theoretical arguments align with the data and assess the success of servicescape implementation. Additionally, secondary data will be used to present the overall industry situation and compare it to SF Bio's findings.

5.1. Strategic roles of servicescape

5.1.1. Packaging

Packaging, in the context of servicescape, refers to how the service is presented and the appeal of the exteriors and interiors to the customer. This aspect sets customer expectations about the service and service provider (Wilson et al., pp.224-225). The data indicates that most respondents find SF Bio Västerås's packaging, including decorations and employee dress code, highly satisfying (see figures 7 and 9). Overall, the data suggests that SF Bio Västerås's packaging positively impacts customer satisfaction.

5.1.2. Facilitator

Wilson et al. (2012) emphasize the importance of clear signs and directions in servicescape as a facilitator, which provides customers with a stress-free and straightforward experience. The results in figure 6 indicate that SF Bio Västerås has effectively implemented these servicescape elements, contributing to customer satisfaction.

5.1.3. Socialiser

The socializer role involves the social implications of the service, such as how customers and employees should behave and understand their roles within the environment (Wilson et al., p.225). This role is crucial in directing appropriate behavior towards employees and the physical environment (Wilson et al., 2012, p.225-226). According to the data (see figure 8), the majority of respondents agreed that employees positively impacted their experience and service provided. However, only 21% of respondents reported not experiencing disturbing behavior from other customers, suggesting that a significant portion of respondents are unsatisfied with this aspect of servicescape.

5.1.4. Differentiator

The differentiator role aims to create a superior service compared to similar services or competitors (Wilson et al., 2012, p.226; Bitner, 1992). As SF Bio Västerås holds a monopoly, their differentiators include the comfort they provide compared to alternative movie consumption methods and 3D movies, which are not available elsewhere. Data from figure 4 shows that while most respondents are satisfied with seat comfort, a minority are indecisive or disappointed. Furthermore, 3D movies do not positively impact the experience, with over half not enjoying them at all. This suggests that SF Bio's competitive edge may not be as strong as desired, with some differentiators being a hindrance rather than a benefit.

5.2. Three dimensions of servicescape

5.2.1. Ambient conditions

Ambient conditions in servicescape involve how the service provider stimulates customers' senses through scents, colors, and cleanliness or causes unpleasant feelings (Bitner, 1992, p.65). Survey 2 data shows no dissatisfaction regarding the cinema hall's temperature, suggesting that it does not negatively impact customer satisfaction. Similarly, the hall's lighting, sounds, and music were executed satisfactorily, providing a pleasant experience for customers.

5.2.2. Spatial layout and functionality

This dimension concerns the organization and placement of furnishings, machinery, equipment, and other objects in the service environment (Fernandes & Neves, 2014, p.555). For movie theaters, this includes seating, seat placement, hallways, restrooms, and other ancillary areas. The data shows that SF Bio effectively manages spatial layout and functionality, with respondents generally satisfied with tidiness and seating. However, a small portion of respondents found seats uncomfortable and were unhappy with the legroom provided. Overall, the spatial layout and functionality positively contribute to customer satisfaction, although there is room for improvement.

5.2.3. Signs, symbols and artifacts

Signs, symbols, and artifacts encompass everything surrounding the customer, sending signals about the service's quality directly or indirectly. They help customers understand and navigate the service environment and contribute to the service provider's image (Bitner, 1992, p.66). The data shows that SF Bio Västerås provides clear signs and directions, enabling easy navigation through the cinema hall. While some respondents were unhappy with decorations and the overall theme, a clear majority did not perceive them negatively. Overall, SF Bio has designed their facility satisfactorily, with some room for improvement to achieve total customer satisfaction.

5.3. Analysis of the interview

The interviews indicate that SF Bio managers focus on servicescape, with particular emphasis on spatial layout and functionality, ambient conditions, and differentiation factors. They constantly work on improving the servicescape, recognizing its role in achieving higher customer satisfaction. However, the interviewees acknowledge that some aspects, such as disturbance factors and personal preferences, are challenging to address. They are aware that a portion of customers may behave disruptively, but they attempt to manage this by encouraging patrons to turn off their phones, for example. The interviewees highlight their efforts in maintaining facility cleanliness and equipment upkeep, which relate to the spatial layout and functionality dimension (Bitner, 1992). Although they admit the need for improvement in accessibility and convenience factors, they emphasize the use of screens and sound to enhance the movie theater experience as a differentiator (Wilson et al., 2012, p.226).

5.4. Customer satisfaction and retention

While not all customers were entirely satisfied with SF Bio Västerås's servicescape, a clear connection exists between servicescape and customer satisfaction (Miles et al., 2012; Shashikala & Shuresh, 2013). This connection is reinforced by data in figure 10, which shows that most customers were satisfied with the servicescape and none were unsatisfied. According to Fullerton (2014), customer satisfaction is crucial for achieving customer retention and strengthening customer commitment to the service provider. Gustafsson & Johnson (2005) argue that committed customers are less likely to switch service providers or abandon the service. Figure 11 data shows that all respondents are either willing or highly willing to return to SF Bio, indicating commitment. However, secondary data from Biografägarförbundet (2018) reveals inconsistent customer retention and a recent downward trend in customer numbers. This data weakens the link between customer satisfaction and retention but does not disprove it for SF Bio, as it covers all Swedish movie theaters and SF Bio has a 65% market share in the country (Nordic Cinema Group, 2015).

6. Conclusion

The purpose of this study was to investigate the impact of servicescape on customer satisfaction and its implications on customer retention within the movie theater industry, using SF Bio Västerås as a case study. Through the collection and analysis of data from interviews and surveys, various conclusions and recommendations can be drawn to guide the industry in enhancing customer satisfaction and retention.

Firstly, it is evident that SF Bio Västerås has successfully integrated servicescape elements in its cinema, creating a generally favorable customer experience. The company's focus on sound, screen quality, and employee interactions has been well-received by customers and contributes positively to customer satisfaction. However, there are several areas where SF Bio Västerås can make improvements to further enhance the movie-going experience.

Cleanliness was identified as an area where SF Bio Västerås could bolster its efforts. Although the director and assistant director acknowledged the importance of cleanliness, some survey respondents indicated neutrality or dissatisfaction with the cleanliness and tidiness of the facility. It is crucial for the company to address this issue by implementing regular and thorough cleaning routines, particularly in high-traffic areas such as restrooms and concession stands. In addition, employee training on maintaining cleanliness should be a priority to ensure a consistently clean environment.

Seating comfort emerged as another aspect that received mixed reviews from customers. While it is challenging to accommodate everyone's preferences, SF Bio Västerås could explore upgrading the seats to improve overall comfort and satisfaction. This could involve researching ergonomic designs, incorporating adjustable features, and offering a variety of seating options. Moreover, receiving customer feedback on potential seat designs and arrangements could help the company make informed decisions that cater to a broader range of preferences.

Decorations and themes in the cinema also generated varying opinions, indicating that there may be room for improvement. SF Bio Västerås could reassess and enhance the cinema's aesthetics based on customer feedback to create a more immersive and enjoyable atmosphere. This may involve updating color schemes, incorporating thematic elements related to current movies, or even collaborating with local artists for unique and engaging installations.

The issue of disruptive customers and the presence of commercials before the movie were areas where opinions diverged. While SF Bio Västerås may not have direct control over individual customer behavior, they can reinforce their rules and guidelines to maintain a pleasant atmosphere for all. Implementing a more visible and accessible reporting system for disruptive customers could empower patrons to address issues promptly. As for commercials, a majority of respondents preferred movie-related ads, which could be a factor for the cinema to consider when curating pre-movie content.

In terms of 3D movies, a notable divide in customer opinions emerged, with many citing issues with the 3D glasses. SF Bio Västerås seems to be unaware of these concerns, as they expressed satisfaction with the glasses. Improving the design, comfort, and functionality of 3D glasses could make the experience more enjoyable for customers who currently dislike them due to their inconvenience. This could involve researching and investing in new technologies, such as lightweight or adjustable glasses, to cater to a wider range of customers.

Although customer satisfaction levels for SF Bio Västerås were generally high, the movie industry as a whole is facing challenges, such as competition from streaming services and evolving customer

preferences. The data suggests that customers are willing to return to SF Bio Västerås, but it is unclear if actual customer retention rates align with this intention. To maintain a competitive edge, movie theaters like SF Bio Västerås need to continuously innovate and improve the overall movie-going experience, addressing issues like 3D glasses, which emerged as a weak link in this study.

Furthermore, to enhance customer retention, SF Bio Västerås and the movie theater industry should consider additional strategies to differentiate themselves from competitors, such as streaming services. This could involve creating exclusive partnerships with movie studios, offering loyalty programs with unique perks, or hosting special events that appeal to various target demographics.

In conclusion, this study highlights the importance of servicescape in the movie theater industry and its impact on customer satisfaction and retention. While SF Bio Västerås has successfully incorporated many aspects of servicescape, there are opportunities for improvement in areas such as cleanliness, seating comfort, decoration and theme, commercials, and 3D movies. Addressing these areas will contribute to an enhanced movie-going experience, potentially leading to increased customer retention and a more competitive edge within the industry.

By understanding and addressing customer preferences and concerns, movie theaters like SF Bio Västerås can adapt and evolve in a rapidly changing entertainment landscape. Continuous innovation, investment in technology, and a customer-centric approach will help ensure the movie theater industry remains relevant and viable in an era where streaming services and other entertainment options continue to grow in popularity. In doing so, movie theaters can continue to provide a unique and memorable experience that transcends the limitations of home viewing, fostering a strong and loyal customer base.

6.1. Future research

For future research, we recommend expanding the scope of the study to include a more diverse range of companies, encompassing both independent and other chain theaters. By comparing the servicescape implementation of various companies, valuable insights can be gleaned by examining the strengths and weaknesses of their respective approaches. Including a broader range of companies, beyond just SF Bio, will also yield more comprehensive and valid data regarding the trends affecting the industry. Furthermore, it is crucial to investigate the reasons behind the negative trends within the industry in greater depth to better understand their implications.

6.2. Delimitations

Several factors limited the scope of this study. Firstly, the inability to collect both qualitative and quantitative data from other companies within the industry hindered the comprehensiveness of the analysis. Secondly, SF Bio has undergone multiple ownership changes in a short period, which impacted the availability of secondary data. As a result, the scarcity or non-existence of secondary data posed challenges in conducting a thorough investigation into the company's servicescape and customer satisfaction trends.

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Appendices

Appendix A: Operationalization of the interview

| Question | Theoretical relevance | Inspired by |
|--|---|--|
| What are your thoughts about the cinema industry? | The strategic roles of servicescape, the three dimensions of servicescape | Bitner (1992) Wilson et al. (2012) Wakefield and Blodgett (1996) Cook and Wang (2004) |
| How do you think customers view your cinema experience? How important is this for you? | The strategic role of servicescape as a <i>socialiser</i> | Wilson et al. (2012) Dushyenthan (2012) |
| How important is the cinema environment, such as the servicescape, of your cinema for your customers and staff? Why is it important? | The strategic role of servicescape as a <i>socialiser</i> | Wilson et al. (2012) Dushyenthan (2012) |
| In regards to servicescape, do you update your equipment regularly to ensure better experience for the customer? Do you make sure you provide a clean environment? | The <i>spatial layout and functionality</i> dimension, and the <i>electronic equipment and displays</i> and the <i>facility cleanliness</i> factor. | Bitner (1992) Wakefield and Blodgett (1996) |
| How do you handle annoying customers, crying babies (if any), and customers using phones during a movie? | Rotfeld brings up the matter of annoyances during movie experience by other customers. | Rotfeld (2006) |
| What are your thoughts on the 5-15 minute commercials before the movie? | Rotfeld brings up that there are many movie theater customers who view the 5-15 minute commercials negatively. | Rotfeld (2006) |
| What do you think about the 3D movies, do you think they are paying off? | The <i>ambient conditions</i> dimension and the <i>electronic equipment and displays</i> factor. | Bitner (1992) Wakefield and Blodgett (1996) |

Appendix B: The interview

Interview via email

1. For the record, what is your position for your cinema?

Our position is theater director and assistant director.

2. What are your thoughts about the cinema industry?

We are working to convey an experience and a feel and we think we differ from such Netflix where we believe that the feeling is not the same as sitting at home on the couch unlike our screens and sound. We have also a wide selection of movies to fit as many as possible where we always show new material first, we had such a world premiere of Star Wars. But obviously we have to work with such accessibility and convenience to suit everyone. Another obstacle is also the series which is something that is still big but we hope to work with in the future in any way.

3. Are there any issues affecting the visit rate to your cinema?

Nice weather, sport and music events. When there is a gap between the major film premieres affected our numbers and also the films shown in Sweden and here in Västerås. New children's films draw the people and films that extends to a wider audience.

4. How do you think customers view your cinema experience? How important is this for you?

We get very positive feedback from our customers. We have won the prize two years for this year's fun and we think it's really important to customers' thoughts on cinema. Every month we measured in a customer survey and we work continuously to get better. We work for our customers.

5. How important is the cinema environment, such as the servicescape, of your cinema for your customers and staff? Why is it important?

Service is everything for SF movies and for us here in Västerås. Obviously, it is important that staff feel comfortable, then conveyed the same feeling to the customers. We often hear from our customers that it shows that we thrive together. We want customers to feel welcome and comfortable here with us! Here we work to present the films to create a close relationship with the customer.

6. In regards to servicescape, do you update your equipment regularly to ensure better experience for the customer? Do you make sure you provide a clean environment?

We work with checklists to ensure that we maintain high quality.

7. What are your views about the piracy issue and how are you handling this? Has piracy affected your visit rates and revenue?

All such matters are managed centrally from our headquarters in Stockholm. How it affects us is difficult to answer. We have plenty of visits compared to other cities.

8. How do you handle annoying customers, crying babies (if any), and customers using phones during a movie?

We have our own views on where parents can bring their babies. If anyone interferes during the film screening, we say if it does not get better please the customer Leaves Salon. Applies to all disturbance torque.

9. What are your thoughts on the 5-15 minute commercials before the movie?

There are many companies that want to be seen in our salons because it's a great way to reach out to a broad customer base. And we personally would rather have 5 minutes before the film than advertising every 10 minutes.

10. What measures do you take to reduce costs? E.g. do you reduce your screen projectors' brightness to lengthen their life span?

We control the purchase for consumption. Regarding projectors will change no intensity but we turn off the machines between shows and at night.

11. Do you yourself watch movies in the cinema? And why, if yes or no?

It is part of our work to see the film in order to give the customer the best advice about the choice of film.

12. What do you think about the pricing of the movies you put on?

We think it is cheap because you get a great experience for a whole movie together with others in the salon. One can compare it to a concert where the price is very expensive.

13. What do you think about the 3D movies, do you think they are paying off?

A clearly gives an extraordinary experience for the customer and those people choose to see the film in 3D, we think it's funny that even children are able to see the 3D movie.

14. How do you advertise your movies? How important is this for you, in relation with influencing a customer's decision?

Obviously it is important that the customer has a good experience with us as the share further, the movie itself is nothing we can influence.

Appendix C: Operationalization of survey one

| Question | Theoretical relevance | Inspired by |
|--|---|--|
| Have you encountered annoying customers, crying babies, or customers using phones during your experience of the leisure service/event? | Disturbing customers at leisure service. | Rotfeld (2006) |
| If yes, how do you rate your experience? (based on question 7 shown in Appendix D) | The three dimensions of servicescape as well as the five factors of servicescape. | Bitner (1992) Wakefield and Blodgett (1996) |
| How satisfied were you with the environment (servicescape) of movie theaters (cinemas) you have attended? | The <i>spatial layout and functionality</i> dimension and the <i>facility cleanliness</i> factor. | Bitner (1992) Wakefield and Blodgett (1996) |
| What is your opinion about the 5-15 minute commercial before a movie at movie theaters (cinemas)? | 5-15 minute advertising before movies. | Rotfeld (2006) |
| What is your opinion about 3D movies? | The <i>electronic equipment and displays</i> factor. | Wakefield and Blodgett (1996) |

Appendix D: Survey one

Leisure services

(This is an anonymous survey)

The purpose of this survey is to gather information about how customers feel about leisure services, specifically the movie theater (cinema). A leisure services can be amusement parks, Movie Theaters (cinemas), concerts, sporting events, etc. Servicescape is about the environment, physical surrounding and the design (both interior and exterior), among other things, of a service.

1. Age: _____
2. Gender:
 - Male
 - Female
 - Other
 - I do not want to answer
3. Do you or have you gone to any leisure services/events, such as: (circle as many)
 - Movie theater (cinema)
 - Theater/plays
 - Amusement parks
 - Concerts
 - Sporting events (e.g. football, hockey, etc.)
 - Other: _____
4. Does price influence your choice of paying for a leisure service/event?
 - Yes
 - No
 - a) Why? _____
5. How important is customer service for you when attending a leisure service/event? (1: not at all, 5: a lot)

| | | | | | | |
|-------------------|---|---|---|---|---|--------------|
| <i>Not at all</i> | 1 | 2 | 3 | 4 | 5 | <i>A lot</i> |
|-------------------|---|---|---|---|---|--------------|
6. Have you encountered annoying customers, crying babies, or customers using phones during your experience of the leisure service/event?
 - Yes
 - No
 - a) How did this affect your experience?

7. Have you visited a movie theater (cinema):
 - Yes
 - No
 - a) If yes, how do you rate your experience? (1: very dissatisfied, 5: very satisfied)

| | | | | | | |
|--------------------------|---|---|---|---|---|-----------------------|
| <i>Very dissatisfied</i> | 1 | 2 | 3 | 4 | 5 | <i>Very satisfied</i> |
|--------------------------|---|---|---|---|---|-----------------------|

8. How satisfied were you with the environment (servicescape) of movie theaters (cinemas) you have attended? (1: very dissatisfied, 5: very satisfied)

Very dissatisfied 1 2 3 4 5 *Very satisfied*

9. What is your opinion about the 5-15 minute commercial before a movie at movie theaters (cinemas)?

- I like it
- I do not like it

a) Why? _____

10. When going to the movie theater (cinema), does screen and room size matter?

- Yes
- No

a) Why? _____

11. Do you or have you pirated movies before? (this will be confidential)

- Yes
- No

a) Why? _____

12. What is your opinion about 3D movies?

- I like it
- I do not like it

a) Why? _____

13. Does 3D influence your decision of going to the movie theater (cinema)?

- Yes
- No

a) If yes, in what ways does it influence you?

14. Does the movie itself influence your decision of going to the movie theater (cinema)?

- Yes
- No

• Why? _____

Any other thoughts about leisure services and movie theaters (cinemas)

Appendix E: Operationalization of survey two

| Question | Theoretical relevance | Inspired by |
|--|--|--|
| The temperature and smell of the cinema was pleasant and satisfactory. | The <i>ambient conditions</i> dimension and the <i>facility cleanliness</i> factor. | Bitner (1992) Wakefield and Blodgett (1996) |
| The music, sounding and lighting of the cinema hall and movie screen was satisfactory and added to my experience positively. | The <i>ambient conditions</i> dimension and the <i>facility cleanliness</i> factor. | Bitner (1992) Wakefield and Blodgett (1996) |
| The cinema hall, movie screen and toilets were clean and tidy. | The strategic role of servicescape as a <i>package</i> , the <i>spatial layout and functionality</i> dimension, and the <i>facility cleanliness</i> factor. | Bitner (1992) Wakefield and Blodgett (1996) Wilson et al. (2012) |
| The seats in the movie screen were comfortable and satisfactory. | The strategic role of servicescape as a <i>facilitator</i> , differentiator, the <i>spatial layout and functionality</i> dimension, and the <i>seating comfort</i> factor. | Bitner (1992) Wakefield and Blodgett (1996) Wilson et al. (2012) |
| There was enough knee and leg room and the spacing between seats was satisfactory. | The <i>spatial layout and functionality</i> dimension and the <i>seating comfort</i> factor. | Bitner (1992) Wakefield and Blodgett (1996) |
| The signs and directions around the cinema of the location of movie screens, toilets and confectionery stands were clear and understandable. | The strategic role of servicescape as a <i>facilitator</i> and the <i>signs, symbols, and artifacts</i> dimension. | Wilson et al (2012) Bitner (1992) |
| The decorations and theme of the cinema hall added to what kind of service it is and influenced my impression of the place positively. | The strategic role of servicescape as a <i>facilitator</i> , the <i>signs, symbols, and artifacts</i> dimension, and the <i>facility aesthetics</i> factor. | Bitner (1992) Wakefield and Blodgett (1996) Wilson et al (2012) |
| The employees were polite and paid attention to me and my needs. | The strategic role of servicescape as a <i>socialiser</i> . | Wilson et al. (2012) |
| The employees were dressed neatly that matched the cinema environment and added to my impression of the cinema positively. | The strategic role of servicescape as a <i>package</i> and the <i>signs, symbols, and artifacts</i> dimension. | Wilson et al (2012) Bitner (1992) |
| I am happy with my overall experience at the cinema. | This statement was asked to understand how well the customers of SF bio Västerås view the experience and servicescape offered | Bitner (1992) Wakefield and Blodgett (1996) Wilson et al (2012) |
| I will most likely return and buy the service again in the near future. | This statement was asked to see the retention of the customers. | Bitner (1992) Wakefield and Blodgett (1996) Wilson et al (2012) |

Appendix F: Survey two

The servicescape of SF Bio Västerås

Servicescape is about the environment, physical surroundings and the design (both interior and exterior) of a service.

Rate each question with how much you agree with the statement. (1: strongly disagree, 5: strongly agree)

1. The temperature and smell of the cinema was pleasant and satisfactory.

Strongly disagree 1 2 3 4 5 *Strongly agree*

2. The music, sounding and lighting of the cinema hall and movie screen was satisfactory and added to my experience positively.

Strongly disagree 1 2 3 4 5 *Strongly agree*

3. The cinema hall, movie screen and toilets were clean and tidy.

Strongly disagree 1 2 3 4 5 *Strongly agree*

4. The seats in the movie screen were comfortable and satisfactory.

Strongly disagree 1 2 3 4 5 *Strongly agree*

5. There was enough knee and leg room and the spacing between seats was satisfactory.

Strongly disagree 1 2 3 4 5 *Strongly agree*

6. The signs and directions around the cinema of the location of movie screens, toilets and confectionery stands were clear and understandable.

Strongly disagree 1 2 3 4 5 *Strongly agree*

7. The decorations and theme of the cinema hall added to what kind of service it is and influenced my impression of the place positively.

Strongly disagree 1 2 3 4 5 *Strongly agree*

8. The employees were polite and paid attention to me and my needs.

Strongly disagree 1 2 3 4 5 *Strongly agree*

9. The employees were dressed neatly that matched the cinema environment and added to my impression of the cinema positively.

Strongly disagree 1 2 3 4 5 *Strongly agree*

10. I am happy with my overall experience at the cinema.

Strongly disagree 1 2 3 4 5 *Strongly agree*

11. I will most likely return and buy the service again in the near future.

Strongly disagree 1 2 3 4 5 *Strongly agree*

Figures

Figure 1: Temperature and smell

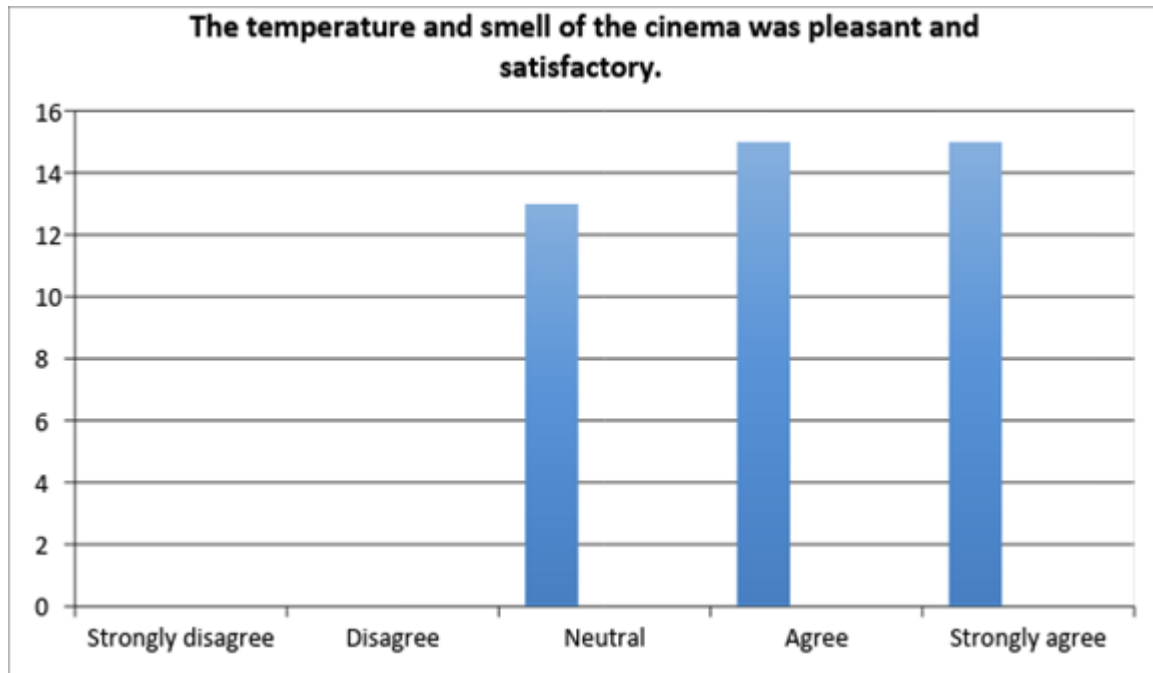


Figure 2: Music, sounding and lighting

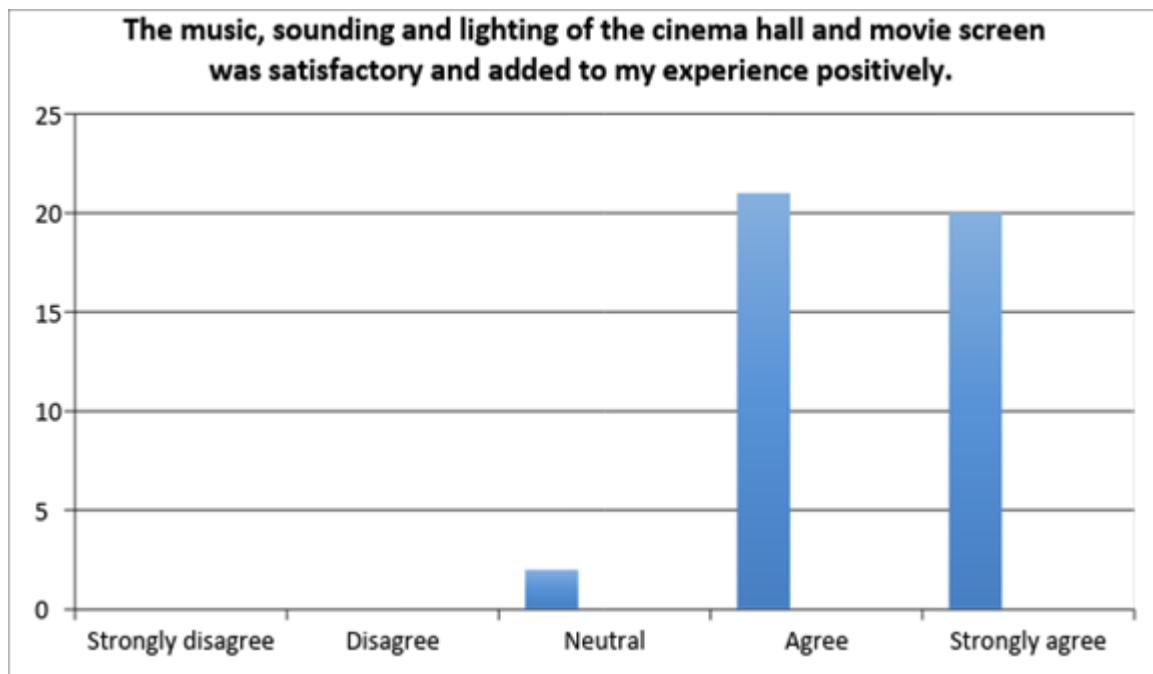


Figure 3: Cleanliness

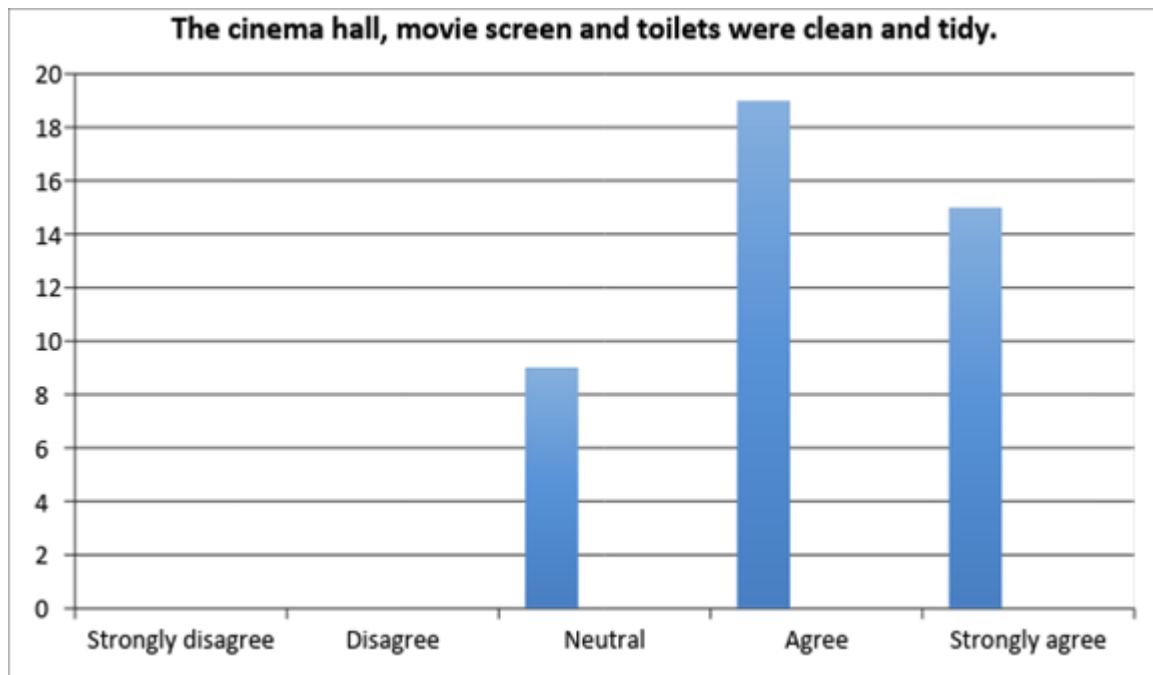


Figure 4: Seating comfortability

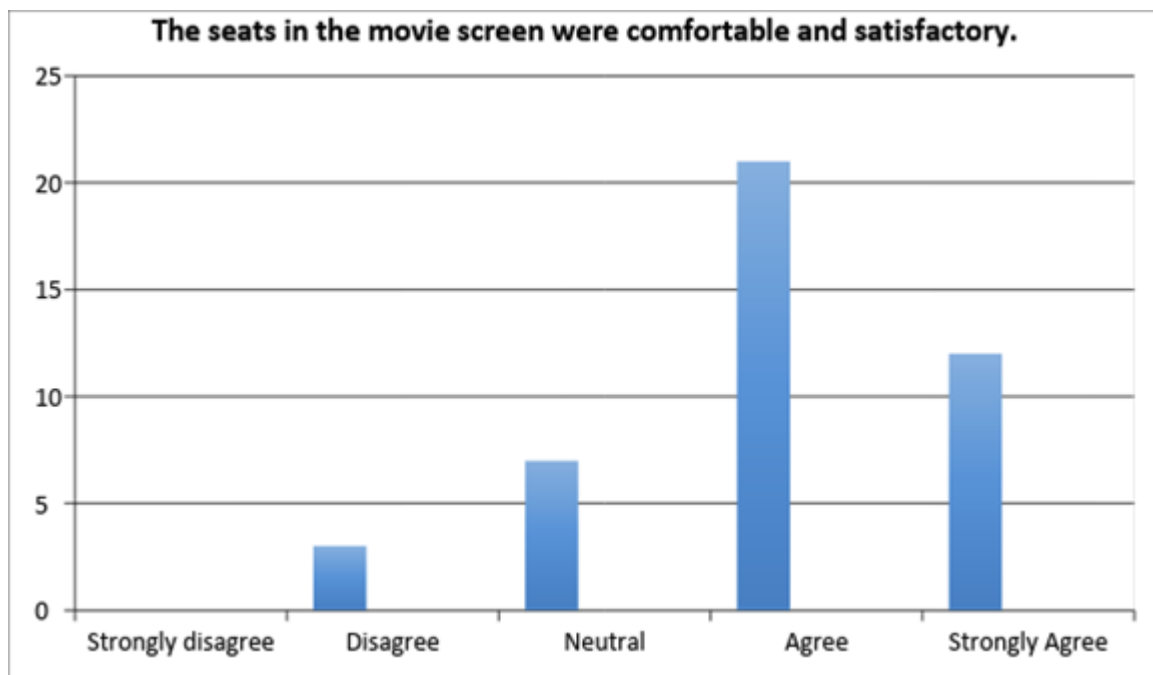


Figure 5: Knee and leg room, and spacing between seats

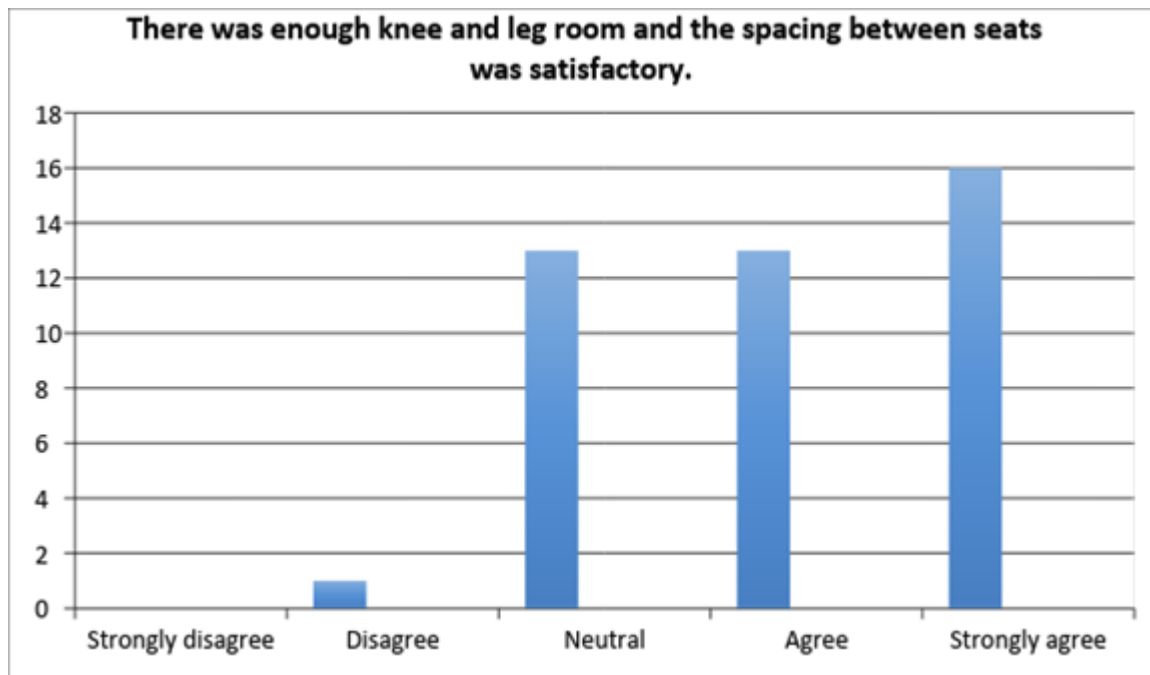


Figure 6: Signs and directions

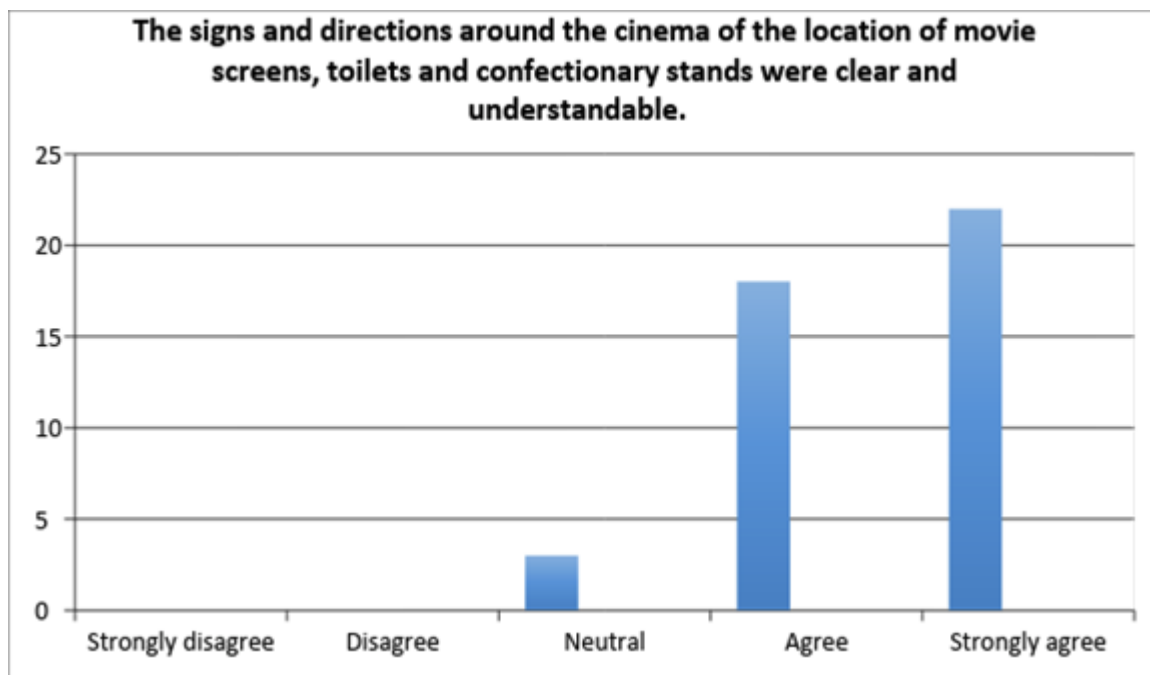


Figure 7: Decorations and theme

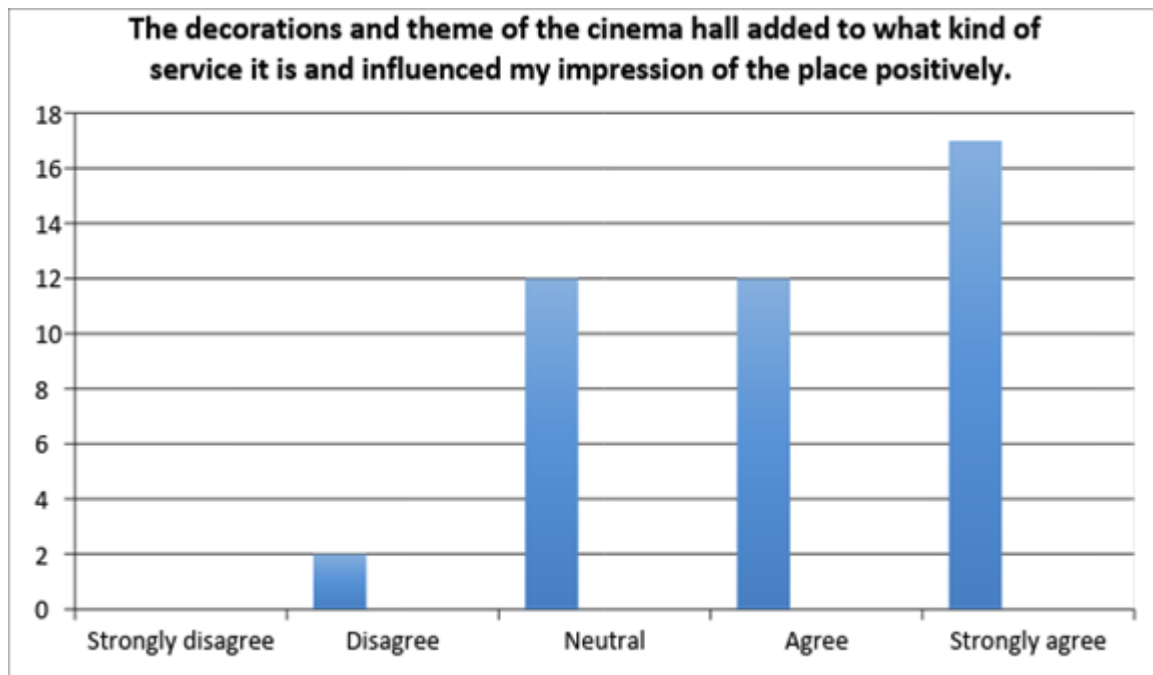


Figure 8: Employee politeness

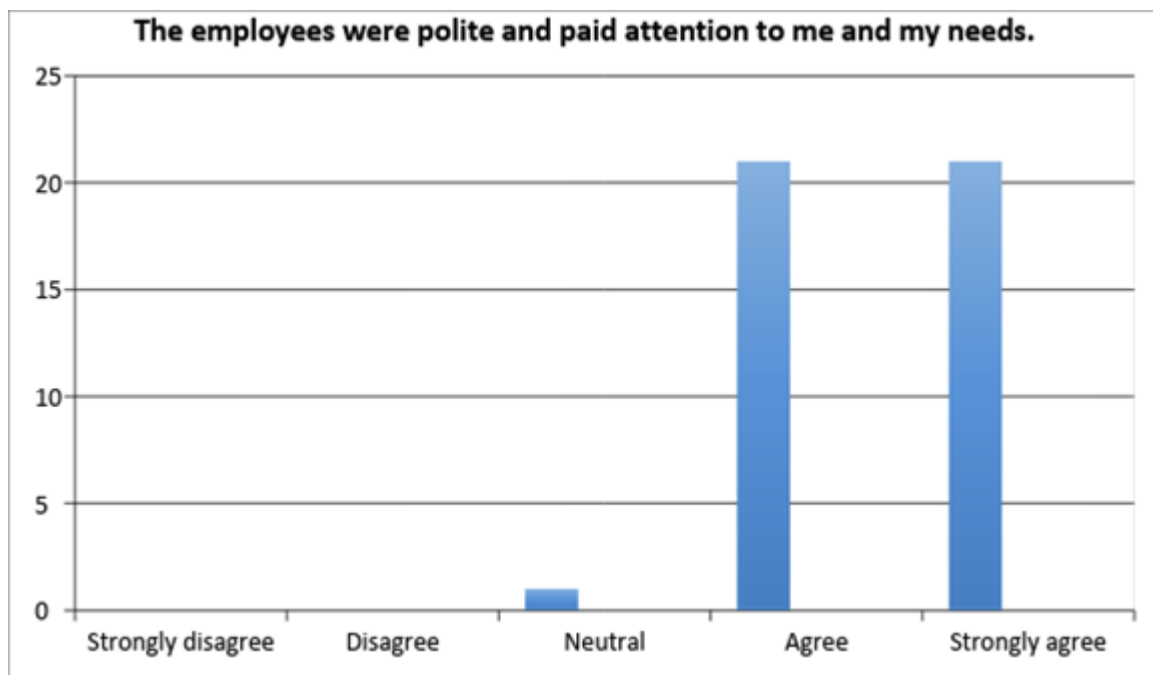


Figure 9: Employee dress code

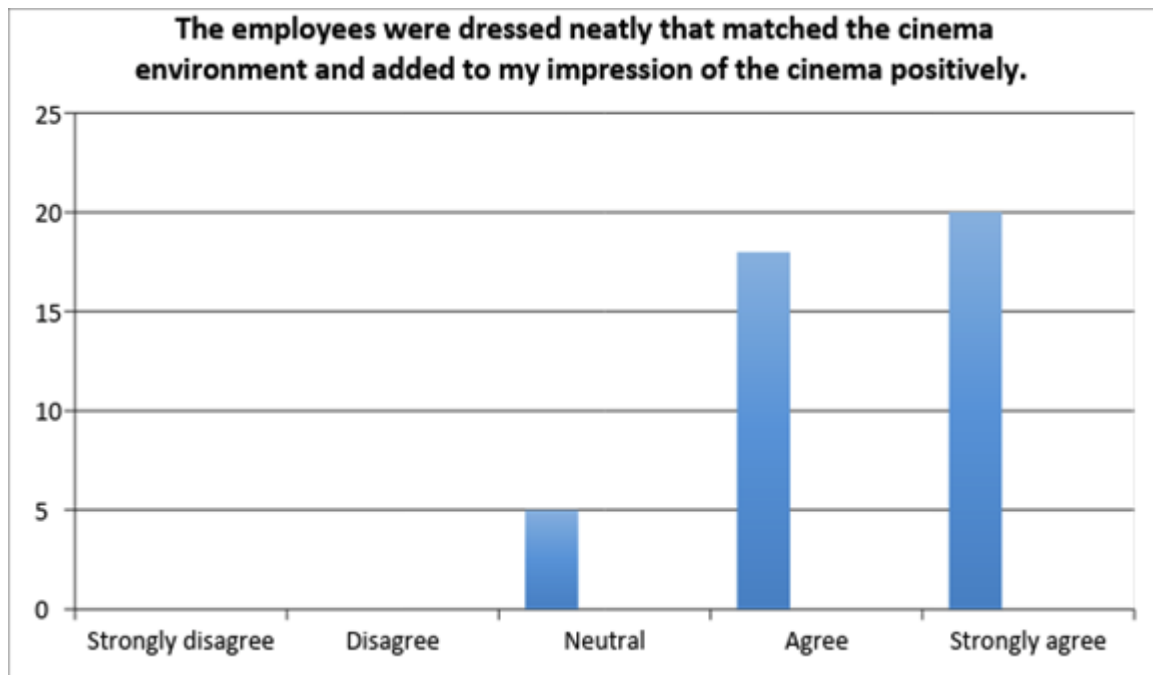


Figure 10: Overall experience

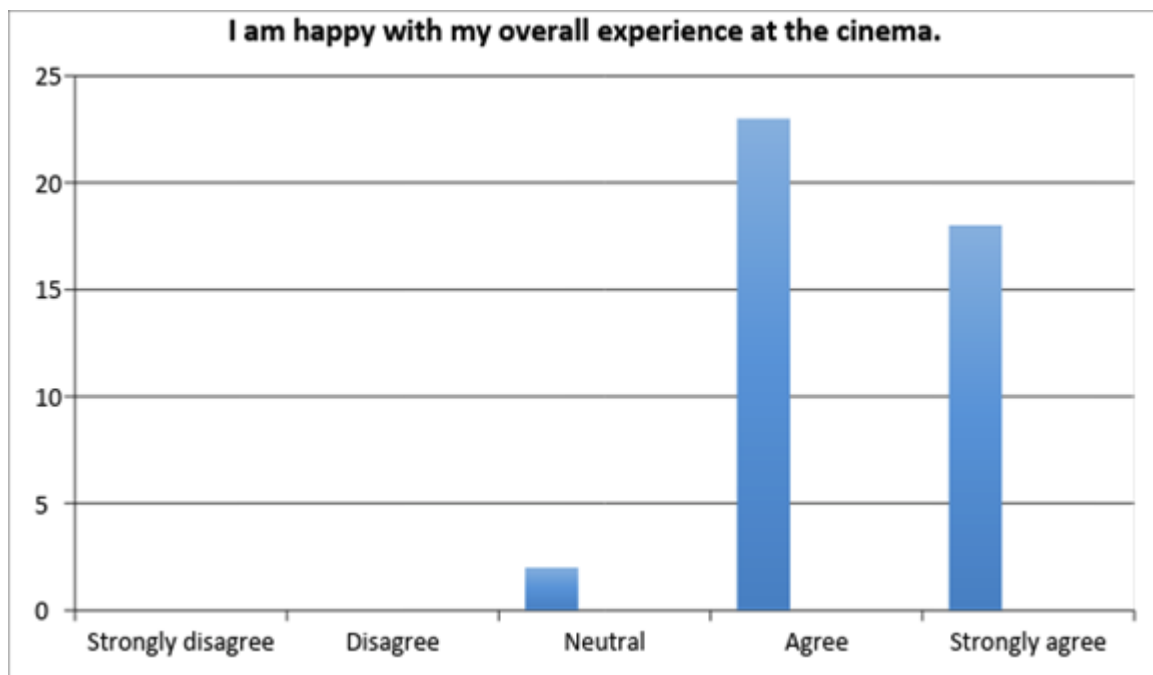


Figure 11: Customer retention

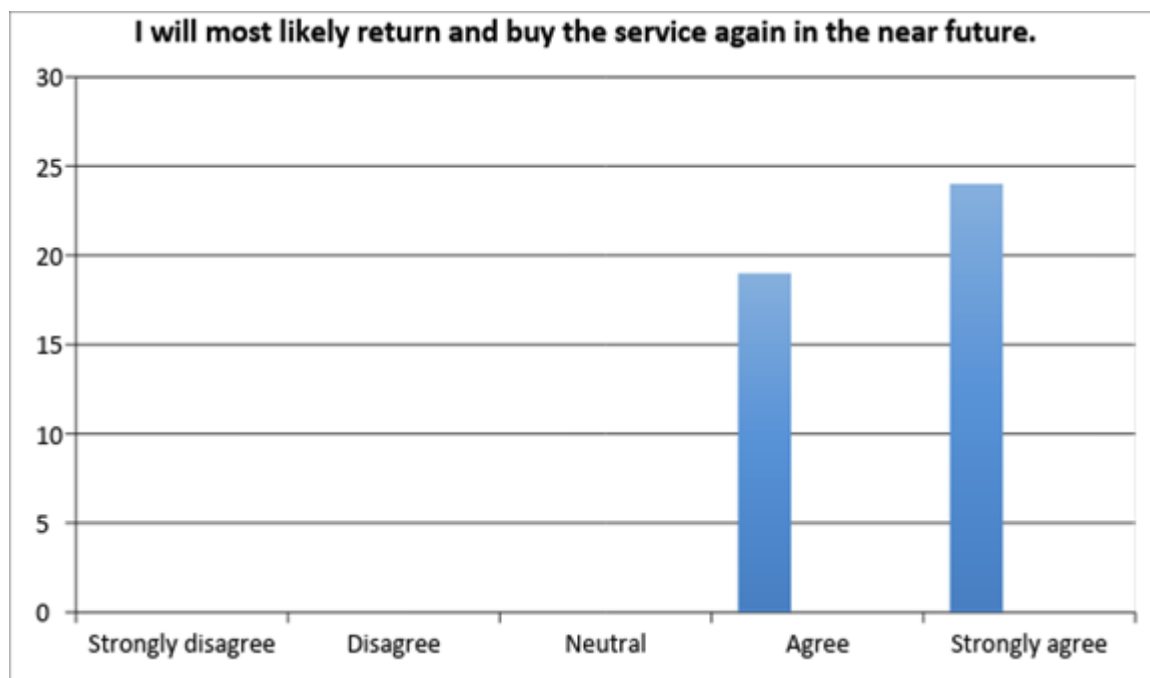


Figure 12: Disturbance encounters

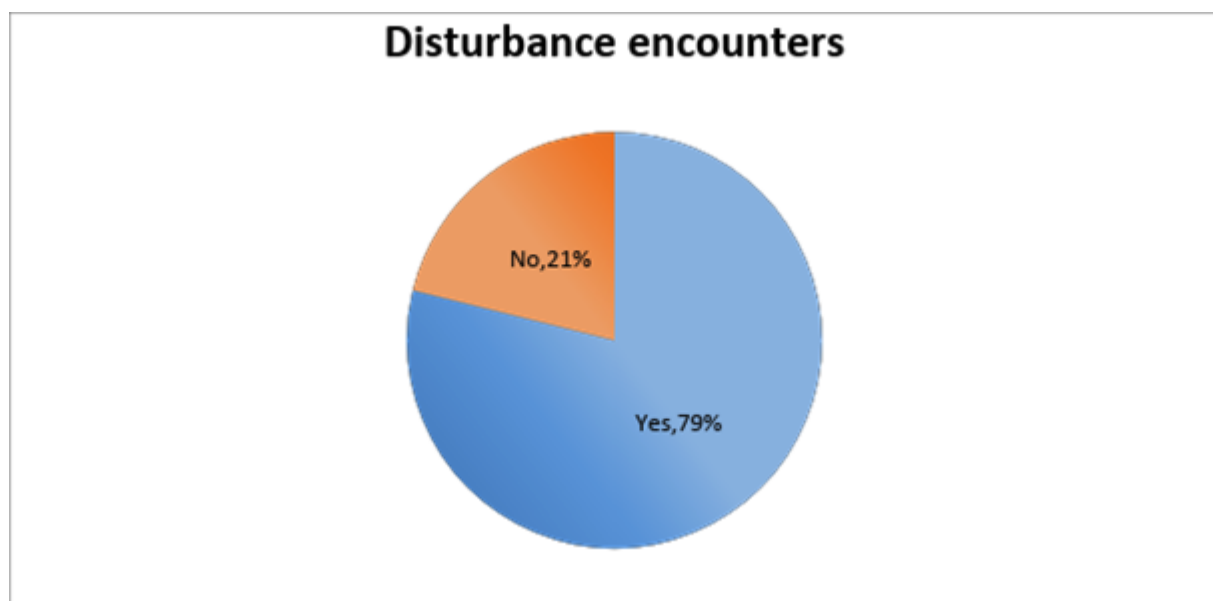


Figure 13: Experience at cinema

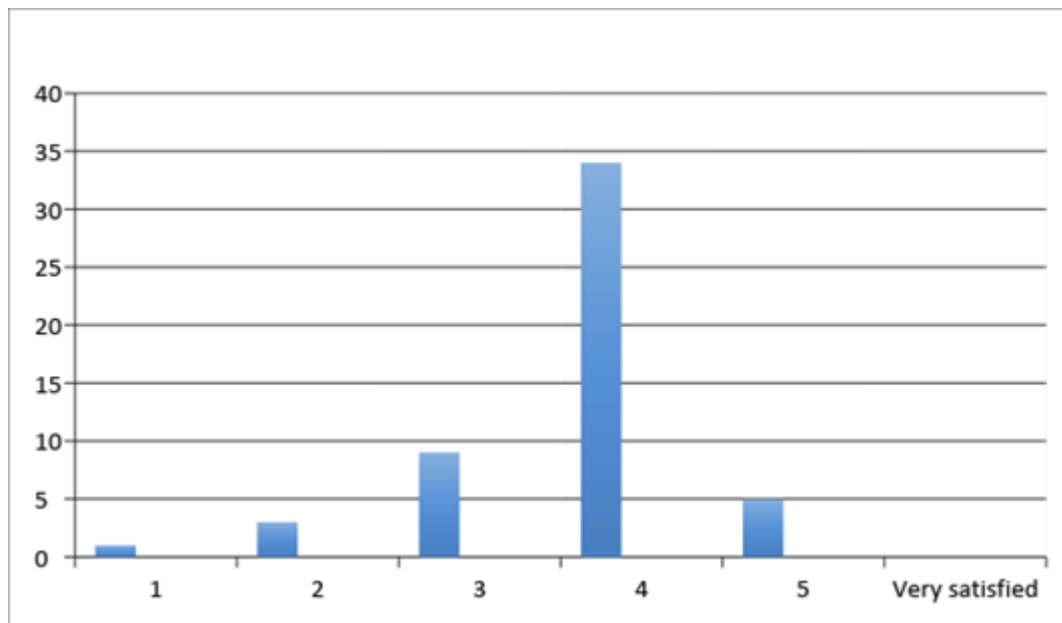


Figure 14: Servicescape satisfaction

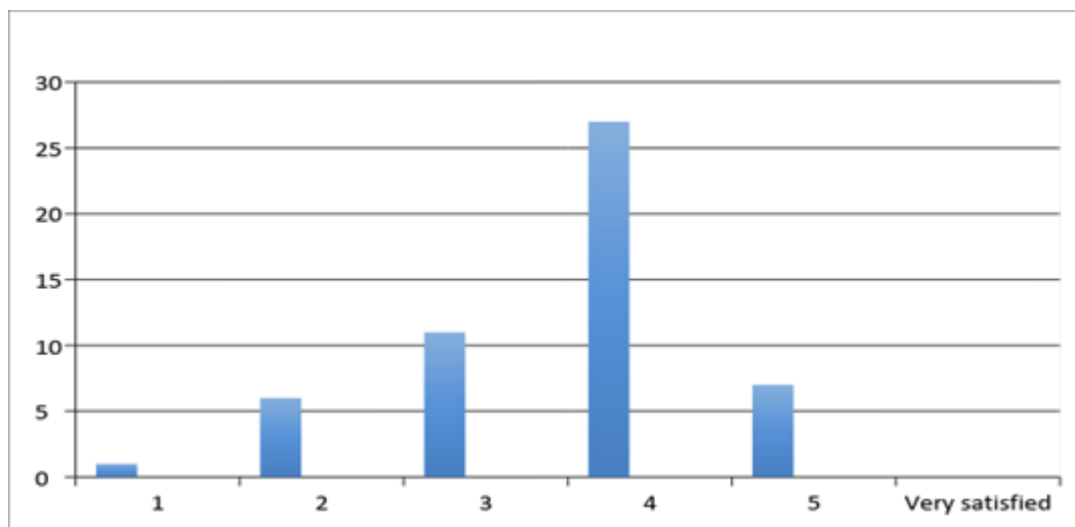


Figure 15: Opinions about 3D movies

