



RESEARCH ON MARKETING MANAGEMENT OF QINGDAO GRAND THEATER CHINA

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Article history:	Abstract:
<p>Received: 7th December 2021 Accepted: 6th January 2022 Published: 13th February 2022</p>	<p>This article studies the marketing strategy of Qingdao Grand Theater. Through the study of domestic and foreign theater marketing research status and related marketing theory, it lays a certain theoretical foundation for formulating the corresponding marketing strategy of Qingdao Grand Theater. Through the market investigation and result analysis of different audience groups, this paper comprehensively analyzes the internal and external environment of Qingdao Grand Theater and the problems existing in the current marketing strategy, and outlines the marketing strategy blueprint of Qingdao Theater from four aspects of product strategy, pricing strategy, promotion strategy and channel strategy. This paper is divided into five chapters. The first chapter is the research background and significance, the research status, ideas, content and methods, the 4P, 4C and 4R theory, the fourth and 5 investigate the audience of Qingdao Grand Theater, dividing it into product strategy, pricing strategy, promotion strategy and channel strategy. It is hoped that through the research on the marketing strategy of Qingdao Grand Theatre, it can provide a good theoretical reference for the future innovation and development of Qingdao Grand Theatre, and also provide useful reference materials for similar theaters in China.</p>

Keywords: Qingdao Grand Theater, pricing strategy, promotion strategy

INTRODUCTION

This paper analyzes the problems of its marketing strategy, and puts forward the optimization strategy of its marketing management.

After more than 20 years of development, the theater has become one of the landmarks of a city's economic development and cultural prosperity. Many theaters are large theaters with hundreds of millions of dollars of investment, and their infrastructure and design layout have reached the world-class level. These theaters provide performance venues for excellent plays at home and abroad, greatly enriching people's cultural life and promoting the rapid development of the theater industry.

With the increase of residents' income year by year and the diversification of people's cultural consumption forms, China's performing arts market is booming. Theater, concert and music festival, tourism performing arts and film industry are going hand in hand in the box office, forming a strong position in the performing arts market. According to damai.com and the Lighthouse Research Institute, the box office of Performances in China exceeded 20 billion yuan in 2019, up 7.29 percent year on year, with theater revenue reaching 8.403 billion yuan. In terms of user distribution, theater users accounted for 76 percent in first - and second-tier cities in 2019, and only 24 percent in third - and fourth-

tier cities. In the diversified market environment, how to run the theater well and enhance the competitiveness of the brand is still very important.

Built in 2008, Qingdao Grand Theater is mainly positioned as a large theater that can accommodate more than 1,000 people. The theater has advanced stage lighting and sound equipment in China, as well as Qingdao art gallery, which can meet the needs of large art groups at home and abroad. Under the favorable operation trend, Qingdao Grand Theater began to pay attention to the creation of brand plays of the theater, which was designed and created for the theatrical works of Qingdao opera artists. The large-scale plays created by the theater were loved by the audience and enjoyed certain popularity in the industry. In addition, through interviews with brand marketing personnel of Qingdao Grand Theater, we know that although the theater has excellent scale and high-quality content, it is still in the development stage, and Qingdao Grand Theater still has a lot of room for improvement in brand marketing.

Statement of research problem

The core purpose of Qingdao Grand Theatre brand marketing is to build the theatre into a cultural paradise for the masses and let more and more citizens enjoy performances in the theatre. The theatre's major initiatives include: First, in terms of brand promotion, Qingdao Grand Theater has actively carried out network marketing on the one hand, opened the theater douyin and wechat public accounts, established the official website of the theater, and cooperated with influential local public accounts to actively promote performances. On the other hand, the theater participates in the Government-sponsored Qingdao Drama Festival and promotes its popularity and influence through outdoor advertisements, TV, newspapers and other traditional media.

Secondly, in terms of marketing, the marketing mix of Qingdao Grand Theater is : In terms of product strategy, the theater not only creates traditional characteristics and excellent opera repertoire, but also introduces concerts, children's plays, drama, dance plays and other different forms of artistic performances to meet the cultural needs of different groups; In terms of the price strategy, the theater takes into account the audience's consumption power, the type of play and other aspects, and formulates tickets of different price levels, ranging from dozens of yuan to more than 400 yuan per ticket. Research questions will be formed based on existing research objectives in the current research, were

1. How about the existing marketing environment of Qingdao Grand Theater?
- 2 What are the audience groups of Qingdao Grand Theatre?
- 3 What problems are the current marketing strategy of Qingdao Grand Theater?
- 4 How to make the Qingdao Grand Theatre improve its marketing strategy?

The concept of the Qingdao Grand Theatre

Qingdao Grand Theatre opened on June 15, 2001. Located next to Qingdao Vocational College, with a construction area of 5700 square meters, it is a high-grade, luxurious and comfortable modern theater. Qingdao Grand Theatre is quite different and rich in connotation. It is not only the cultural landmark of Qingdao, but also the incubator of traditional drama and children's drama in the hearts of Qingdao citizens. According to the data, since 2015, the attendance rate of Qingdao Grand Theater has been decreasing, and its economic income has been decreasing year by year. In 2015, the total number of performances of Qingdao Grand Theater reached 133, 35 were rented, the total revenue was nearly 7.77 million yuan, and the total number of viewers was about 77000; In 2016, the number of performances of Qingdao Grand Theater decreased by 10, only 120, and the number of conference rentals was also 5 less than the previous one. The operating income was 7.61 million yuan and the number of viewers was about 77000; In 2017, the indicators of Qingdao Grand Theater were further reduced. The number of performances was only 110, the revenue was only 92% of that in 2016, and the number of film viewers was only 90% of that in 2016. According to the above performance data, it is estimated that from 2018 to 2019, the performance volume of Qingdao Grand Theater can only be maintained at about dozens.

The concept of a marketing strategy

Marketing strategy is that the enterprise takes customer needs as the starting point, obtains information about customer demand and purchasing power according to experience, the expectations of the business community, and

organizes various business activities in a planned way. It is a series of measurable and controllable activities aimed at improving sales and manufacturer reputation for a certain target market. It is a combination of multiple marketing methods, such as products, prices, channels, promotion, and public relations strategies.

RESEARCH METHODOLOGY

The Research Population

Different ages have different hobbies for the type of repertoire, ticket price acceptance, ticket purchase preferences are very different, so the design of the questionnaire needs to classify audiences of different ages. The audience can be roughly divided into three categories, namely, the elderly audience, the young and middle-aged audience and the children's audience.

The Research Sampling

Statistical analysis was performed according to the recovered questionnaire. In this study, three performances of three different ages were investigated, namely Qingdao drama Thunderstorm, musical Russian-Pure Acoustic Rock Orchestra and children's drama "Xiao Well" were performed. A total of 1230 questionnaires were distributed and 1145 valid questionnaires were recovered.

This study mainly adopts statistical analysis method to analyze the collected materials, analyze the marketing strategy of Qingdao Grand Theater through combining theory with practice and the relevant information of Qingdao Grand Theater, and put forward improvement opinions on the marketing strategy of Qingdao Grand Theater from products, pricing, promotion and channels.

Data Analysis Results

Individual audience group analysis

Individual audience group analysis based on 1,145 recovered valid questionnaires showed more female viewers than male viewers. Among adult audiences, more than retired and the proportion of unemployed are small, as shown in

Table : Audience group sex ratio data table

Sex	Man	woman
number of people	460	685

Table : Data tables for each occupation of the audience group

Occupation	student	be on the job	retire	wait for employment
number of people	459	263	386	37

Table : Data table for age of audience

Age	Under 20	20-30 Years old	30-40 Years old	40-60 Years old	Over 60 years old
number of people	446	98	37	289	275

Table : Data form of audience travel tools

Vehicle	bus	private car	bicycle	Metro	go on foot
number of people	297	177	78	503	90

Individual audience group analysis

According to the questionnaire survey, 90% of the elderly audience have a high love for Yong Opera, Yao Opera and Huangmei Opera, and the least people like Peking Opera. More than half of the old audience likes it as long as it is drama. While 62.5% of young and middle-aged audiences like drama, 8% like opera, and 29.5% like music plays. According to the questionnaire survey, young and middle-aged audiences prefer stars. According to the sales of star plays in various theaters, as long as the stars are wildly robbed, and most of them are young people. Children's audiences certainly like children's plays best. According to the sales situation of children's plays at Qingdao Grand Theatre, the children's plays adapted from the current popular cartoons are the most popular, and about 20% like to watch concerts. Some of these children basically learn music.

The number of times the audience watches the show

According to the questionnaire results, the elderly audience visited the theatre for more than 5 performances through the posters, subway advertisements, radio, TV and newspapers, The ticket prices are below 300 yuan, half under 100 yuan; their favorite plays are subject to opera, 80% and 20%. Young and middle-aged audiences walk into the theater to see performances, generally choose 3-5 performances; they almost understand performance information through WeChat and network, and buy tickets online and WeChat, see Fig. 4.5; Young people under 30 are keen on online group buying, like star plays, and are willing to buy performance tickets at high prices. For children's plays, parents can accept the price is generally around 100 yuan, like to buy A and other tickets.

Audience group's choice of the way of buying tickets

According to the questionnaire results, more than 90% of the elderly audience went directly to Qingdao Theatre, of which 71% are in the ticket room, and 19% are through group purchase, with about 70% discount. This part of the audience are fans of Qingdao Opera, they themselves have a group, directly to the Qingdao Grand Theatre business department to buy tickets. About 85 percent of young and middle-aged audiences buy tickets online, WeChat and other channels, with very few door-to-door tickets. Since the opening of the official website of Qingdao Grand Theatre in 2010, the online ticket sales has increased year by year, exceeding the door sales for many times. The tickets required by children's audiences are purchased by their parents, so the purchase method is the same as that for young and middle-aged audiences.

Audience group's choice of fares

Through the questionnaire survey, the acceptable range of the ticket price of the elderly audience, the young and middle-aged audience and the child audience was analyzed. From the figure below, the acceptance range of ticket prices can be seen in the three-class groups. The largest proportion of elderly audiences who can accept ticket prices is less than 100 yuan. The proportion of less than 300 yuan is still relatively high, and the price of more than 300 yuan is very small. The general price of opera plays mainly for the elderly audience is scheduled to be below 300, and more than 300 plays are generally VIP seats. The elderly audience themselves are reluctant to buy, usually bought by their children for their parents

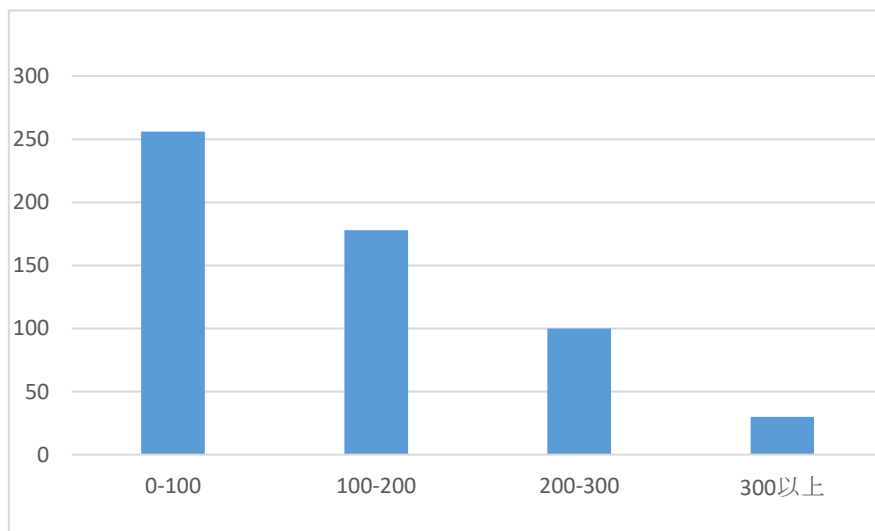


Figure Scope of acceptance of ticket prices for elderly audiences

According to the questionnaire survey, the largest proportion of young and middle-aged audiences choosing ticket prices depends on the situation of the play. Most viewers at this age like to watch the star version of the play, If there is a favorite star, the price doesn't matter. The range of 200-300 yuan is the acceptable price of general plays, and the ticket price of less than 100 yuan is also higher. According to the age of the questionnaire survey, the audience is generally school students.

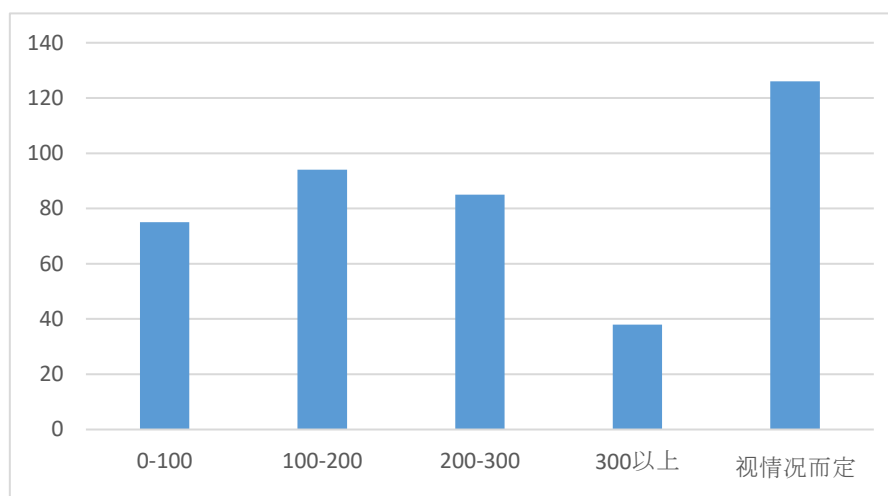


Figure Scope of fare acceptance for young and middle-aged audiences

Audience group's requirements for service

Through the questionnaire survey, the audience's service requirements for Qingdao Grand Theater were analyzed. Among them, the elderly audience responded the most to the air conditioning problem of Qingdao Grand Theater. Too cold air conditioning is a problem complained by 70% of the elderly audience; 85% of the young and middle-aged audience responded to the parking difficulties, toilet hygiene and audience attitude of Qingdao Grand Theatre. As for the attitude of the audience, many viewers showed in the questionnaire survey that audiences often ate and chatted in the performance, but the theater staff did not dissuade them in time. Since the audience of the children's drama is their parents and young and middle-aged, the reaction was similar to that of the young and middle-sized audience.

According to the statistical results of the audience questionnaire, the reason analysis is carried out, and the future marketing strategy can be formulated for the audience questionnaire of Qingdao Grand Theater.

About repertoire pricing. According to the analysis of the questionnaire survey results, the elderly audience can accept the ticket price below 200, and the elderly audience with more than 300 yuan will not buy it themselves. The cost of the favorite dramas for elderly audiences is generally not high, so the ticket price for elderly audiences can be priced at two-fifths of below 100 yuan, two-fifths of less than 200 yuan, and a fifth of more than 200 yuan. According to the results of the questionnaire survey, the acceptable range of ticket prices for young and middle-aged audiences is mainly based on the repertoire, and the introduction cost of the troupe and the difference of the troupe is very different. Therefore, this part of the plays will set ticket prices according to the cost of the introduction. For the star dramas of young people, the price can see the hot degree of the stars and the cost of the introduction of the plays, which is mostly the high price. High art because this part of the repertoire can obtain high government subsidies, can implement the way of culture benefiting the people, low ticket price operation, to expand the music population of Qingdao city.

About the access to publicity information channels. According to the analysis of the questionnaire survey results, the elderly audience mainly learned about the performance information through the posters, subway advertisements, radio stations, TV stations and newspapers in front of the theater. Young and middle-aged audiences understand the performance information almost through WeChat and the Internet, and buy tickets through WeChat. Qingdao Grand Theatre can use differentiated publicity channels according to the plays for different groups of people, so that the publicity can get the maximum benefits.

About the ticket sales method. According to the analysis of the questionnaire survey results, we can clearly see that the number of young and middle-aged audiences who is buying tickets online is increasing, and with the continuous popularity of WeChat and online ticket buying, online channels are becoming more and more important. In order to ensure the smooth development of online channels, Qingdao Grand Theatre is in urgent need to upgrade the ticket sales system and the ticketing system on the official website of the theater to ensure the smooth flow of online tickets. According to the questionnaire survey results, elderly audiences are still keen on door-to-door tickets. It is crucial to better improve the offline channels and to grasp the innovation of online channels.

On the service issue of Qingdao Grand Theater. According to the results of the questionnaire survey, the poor viewing environment of Qingdao Grand Theatre is a question raised by more than 50% of the audience. Improving the environment of watching dramas is a booster hand to improve marketing benefits.

First, Qingdao Grand Theatre has always been dominated by opera plays, and most of the audiences of opera theatres are the elderly. Many old people have developed the habit of chatting and eating snacks while watching opera dramas. To change this situation, the Qingdao Grand Theatre field staff need to constantly remind, to understand the way to dissuade.

Second, the air conditioning of Qingdao Grand Theater is too cold. The central air conditioning currently used by Qingdao Grand Theater was installed in 2006, which has the problem of uncontrollable speed control. Modified air conditioning is a problem to be solved in Qingdao Grand Theater.

Third, the health problems of Qingdao Grand Theatre, especially the toilet health. In the case that the main structure of Qingdao Grand Theatre cannot be changed, increasing the cleaning staff is the only means.

CONCLUSION

1. Product strategy is flawed

According to the results of the questionnaire, more than 20% of the audience did not choose the reason that the plays of Qingdao Grand Theatre are not attractive enough, with few stars and the similarity is relatively high. And nearly 5.3 percent of the audience also proposed introducing fresh plays. According to the investigation of the work of Qingdao Grand Theatre, many plays introduced by Qingdao Grand Theatre still use the consistent operation mode. This operation mode is randomly arranged according to the relationship between the theater and the theater, and the free time of the relevant troupe. There is no market research, which is not comprehensively considered according to the market demand and festival characteristics.

2. Pricing strategy is biased

Different types of audiences have different acceptance degrees of ticket prices. The ticket price formulation of Qingdao Grand Theatre was completed jointly by the theater leaders and the business department manager, but they did not accurately market the play before setting the ticket price. There is no obvious distinction between the ticket price suitable for different groups, and the ticket price does not accord with the acceptance of the audience. Due to the inaccurate market positioning, the ticket price ratio of different grades of the same drama is unreasonable. Random ticket prices, first, some plays have more high prices, often sold out, and many tickets, the total audience is not large; second, some plays have too much low prices, the ticket harvest and the price is far from the performance cost.

3 Publicity strategy is not in place

According to the results of the questionnaire survey, more than 20% of the audience responded that the Qingdao Grand Theater was not widely publicized enough and missed their favorite plays for many times. Qingdao Grand Theatre is a performance and operation venue mainly with self-operated projects, but there are still many deficiencies in "highlighting characteristics, building brand, accelerating development and building image". Qingdao Grand Theater publicity strategy lacks of multi-dimensional promotion. The promotion strategy is single, mainly relying on the posters posted at the gate of the Qingdao Grand Theatre, the large LED screen and the official website of the theater, and rarely cooperating with other enterprises. In fact, the brother units that belong to the broadcasting system have LED screens, which are located in the center of each district. Qingdao Grand Theater can fully cooperate with the brother

units to realize resource sharing. In addition, many marketing units that do well have to choose cross-border cooperation, such as financial industry and shopping malls, traditional enterprises and e-commerce companies. Qingdao Grand Theatre can cooperate with other different industries, such as shopping malls, anniversary event; cooperation with banks, discounts and discounts.

4. Service marketing is not critical

According to the audience questionnaire survey and analysis, there are not a few audiences who reflect the poor service quality of Qingdao Grand Theater. The low service quality has seriously affected the audience satisfaction, and to some extent, it has become a stumbling block for the audience to enter the theater again. First, the service attitude of some ticket sales staff needs to be improved. The staff in the ticket room of Qingdao Grand Theatre are generally informal employees, who are not well aware of how to serve the audience well; some staff do not have a good service attitude. The service attitude of the ticket sales staff plays a great role in the audience's enthusiasm for buying tickets. Second, the ticket staff do not have a high degree of understanding of the play, and the process of selling tickets can not well answer the audience questions, nor can they give a vivid introduction to the audience. Third, the service of the midfield staff during watching the drama is not in place. Since there is no special theater staff at present, the staff of each department will take turns on duty during the performance. Field service work is not everyone's main business, but also has not undergone special field service service training. The staff is not a strong sense of responsibility, the work is difficult to implement in place. During the performance, the audience appears to chat, eat and other things that affect the drama is not stopped in time. Field service personnel lack of professional service knowledge, the service is not in place. The staff belong to different departments, everyone has their own work, most of the staff do not understand how to serve the audience.

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