

EVALUATING SERVICESCAPE OF THE PREMIERE CINEPLEX 21 GROUP IN MANADO TOWN SQUARE 3 USING IMPORTANCE AND PERFORMANCE ANALYSIS*EVALUASI SERVICESCAPE DARI THE PREMIERE CINEPLEX 21 GROUP DI MANADO TOWN SQUARE 3 MENGGUNAKAN ANALISIS KEPENTINGAN DAN KINERJA*

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Abstract: Many company provide greater leisure service settings or arrange another leisure service settings to attract consumers and also make profit, movie theater is one of a kind of leisure service setting. Appeared of The Premiere movie theaters in Manado become a phenomena although this kind of movie theater already introduced by other company that provide premium movie theater. This research aims to evaluate the servicescape of The Premiere Cineplex 21 Group in Manado Town Square 3. Type of this research is descriptive with quantitative approach and IPA used as the measurement tool. The sample size of this research is 100 respondents who already experience watching movie in The Premiere Cineplex 21 Group in Manado Town Square 3. Convenience sampling was used to collecting data through online questionnaire. The result, the servicescape of The Premiere Cineplex 21 Group in Manado Town Square 3 shows, the cleanliness inside the studio attribute located in Quadrant 2. On the other hand, electric seats inside the studio attribute placed in Quadrant 3 on IPA chart about servicescape of The Premiere Cineplex 21 Group in Manado Town Square 3. The Premiere needs to improve all of them in order to keep the market share they have already created otherwise to keep satisfying their customers, and creating further repatronage intention.

Keywords: *importance and performance analysis, servicescape, leisure service setting, the premiere, cineplex 21 group.*

Abstrak: Banyak perusahaan menyediakan tempat layanan hiburan yang lebih baik atau menghadirkan tempat layanan hiburan lainnya untuk menarik konsumen dan juga menghasilkan keuntungan, bioskop adalah salah satu dari jenis tempat layanan hiburan. Kemunculan The Premiere di Manado menjadi fenomena meski bioskop jenis ini sudah diperkenalkan oleh perusahaan lain yang menyediakan bioskop premium. Penelitian ini bertujuan untuk mengevaluasi layanan dari The Premiere Cineplex 21 Group di Manado Town Square 3. Jenis penelitian ini adalah deskriptif dengan pendekatan kuantitatif dan IPA digunakan sebagai alat ukur. Jumlah sampel dari penelitian ini adalah 100 responden yang sudah pernah menonton film di The Premiere Cineplex 21 Group di Manado Town Square 3. Metode pengambilan sampel yang digunakan adalah convenience dan data dikumpulkan melalui kuesioner online. Hasilnya, layanan dari The Premiere Cineplex 21 Group di Manado Town Square 3 menunjukkan, atribut kebersihan di dalam studio berada pada Kuadran 2. Di sisi lain, atribut kursi elektrik di dalam studio berada pada Quadrant 3 pada tabel IPA tentang servicescape Grup The Premiere Cineplex 21 di Manado Town Square 3. The Premiere perlu untuk meningkatkan attribute yang dinilai kurang baik untuk mempertahankan pangsa pasar mereka yang sudah ada dan juga untuk mempertahankan kepuasan pelanggan dan menciptakan pembelian kembali di kemudian hari.

Kata kunci: *analisis kepentingan dan kinerja, servicescape, tempat layanan hiburan, the premiere, cineplex 21 grup.*

INTRODUCTION

Research Background

Nowadays people need some leisure time to refresh for a moment from their bustle in work place or assignment in college. Many company provide greater leisure service or arrange another leisure service to attract consumers and also make profit, movie theater is one of a kind of leisure service. In Indonesia, the first movie theater establish in Jakarta initially on 1900 and keep growing. The new order government had promising a good business climate in this industry. The new concept of movie theater was introduced on 1987, Cineplex 21 group brought a concept that provide more than one screen in one movie theater (cineplex).

In Manado there are three group of movie theater exist. Those three are Cineplex 21 Group, Cinemaxx, and the latest is CGV cinemas. Cineplex 21 Group be the first that entering market in Manado by be the part of Manado Town Square (MANTOS) with the Cinema 21 and currently change into Cinema XXI, this group also be the part of MEGAMALL Manado with the same product that is Cinema XXI. Not only Cinema XXI, Cineplex 21 Group once again strengthened their position in Manado by joining the MANTOS 3 with Cinema XXI and introducing new product that is The Premiere in local market. The Premiere is a premium product of Cineplex 21 Group that targeting the premium customers that looking for luxury facilities and have high level of satisfaction.

Servicescapes play an important role in determining whether or not spectators are satisfied, which in turn may influence how long they desire to stay in the facility and whether they intend to re-patronize the leisure facility (Dhurup, Mofoka, and Surujlal, 2010). According the statistical data there are a gap between the market share of the Cineplex 21 Group before and after the CGV Cinemas and Cinemaxx established their business in Indonesia. The decreasing number of market share of Cineplex 21 Group of course comes from their three products which are : XXI, The Premiere, and IMAX. The performance of the servicescape is an important factor that can be measured to know.

Research Objective

1. To evaluate the importance of servicescape of The Premiere Cineplex 21 Group on Manado Town Square 3.
2. To evaluate the performance of servicescape of The Premiere Cineplex 21 Group on Manado Town Square 3.
- 3.

THEORETICAL FRAMEWORK

Marketing

Marketing is about identifying and meeting human and social needs. Kotler and Keller defined marketing as an organizational function and a set of processes for creating, communicating, and delivering value to customer and for managing customer relationship in ways that benefit the organization and its stakeholder (Kotler and Keller, 2009; 45).

Servicescape

Servicescape is considered as "the environment in which the service is assembled and in which the seller and customer interact, combined with tangible commodities that facilitate performance or communication of the service" (Booms and Bitner, 1981). Generally in leisure service settings there are five servicescape factors that parallel the primary elements of interior layout and design as suggested by Baker, Grewal, and Parasuraman (1994), Bitner (1992), and Brauer (1992) are layout accessibility, facility aesthetics, seating comfort, facility cleanliness, and electronic equipment on the perceived quality of the servicescape.

Previous Research

The servicescape as an antecedent to service quality and behavioral intentions by Daire Hoope, Joseph Coughlan, and Michael R. Mullen (2013). This paper finds that it is more appropriate to model the servicescape as a separate construct which precedes service quality thus highlighting a need for a demarcation to be made between these important constructs. And The effect of the servicescape on customers' behavioral intentions in leisure service settings by Kirk L. Wakefield and Jeffrey G. Blodgett (1996). This study has shown that the servicescape does have a significant impact on leisure service customers' repatronage intentions and on the

length of time they desire to stay in the leisure service. Managers who focus on the servicescape, in addition to the primary service offering, have the greatest chance of maximizing current and long-term profits. The role of servicescape as a driver of customer value in experience centric service organizations: the Dragon Football Stadium case by Teresa Fernandes and Sara Neves (2014). Our analysis showed that servicescape influences consumer perceived value, attitudes, and behavior when creating service experiences: value-in-context generates customers' satisfaction, which in turn has a positive effect on their desire to repeat the experience.

Conceptual Framework

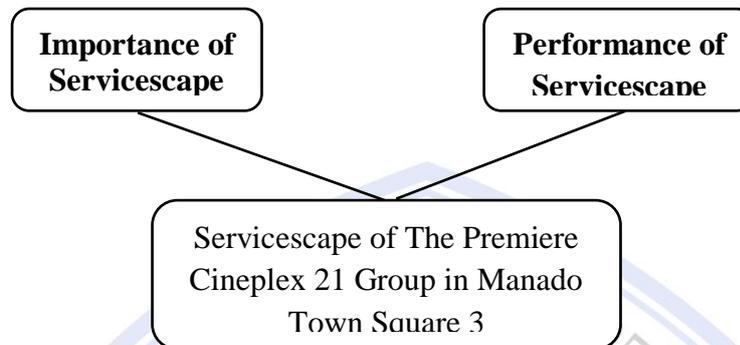


Figure 1. Conceptual Framework
Source: *Theoretical Framework, 2017*

RESEARCH METHOD

Type of Research

The type of this research is descriptive research with quantitative approach. The method used in this research is Importance and Performance Analysis (IPA).

Place and Time of Research

This research will be conducted in Manado and the time of research is about 3 (three) months from June until August 2017.

Population and Sample

Population is the entire group of people, events, or things of interest that the researcher wishes to investigate (Sekaran and Bougie, 2009). The population in this research is all the people in Manado which already had experience watch movie in The Premiere on Manado Town Square 3. The sample size of this research is 100 and used convenience sampling.

Data Collection Method

Primary data is the data obtained directly from the original source, specifically the primary collected by researchers to answer the research questions. The researcher collected the primary data from the result of questionnaire. The questionnaires are distributed to respondents through the internet so they can respond directly on the online questionnaires.

Operational Definition of Research Variable

Servicescape :

1. Layout Accessibility : the way in which furnishings and equipment, service areas, and hallways are organized.

2. Facility Aesthetics : a function of architectural design, as well as interior design and décor, both of which contribute to the attractiveness of the servicescape.
3. Seating Comfort : about the setting of the seat or the physical seat itself.
4. Electronic Equipment : used to deliver and enhance the primary service offering.
5. Facility Cleanliness : over all cleanliness inside the facility.

Data Analysis Method

Validity and Reliability

Validity test used to measure the validity of the questionnaire. To analyze that, Pearson Product Moment was used. If probability of correlation is less than 0.05 (5%) then the research instrument is considered valid. This reliability test in this research used Alpha Cronbach. If Alpha is less than 0.6 then it is unreliable.

Importance and Performance Analysis

The IPA model is divided into four quadrants, with importance on the y-axis and performance on the x-axis. The four-quadrant IPA matrix is shown in figure below. Quadrant I is labeled “Concentrate Here”, with high importance/low performance. This sends a direct message that improvement effort should concentrate here. Quadrant II is labeled “Keep up the Good Work” with high importance/high performance. The message here is to keep up the good work. Quadrant III is labeled “Low Priority” with low importance/low performance. Any attributes falling into this quadrant are non-important and pose no threat to organizations. Quadrant IV is labeled “Possible Overkill” with.

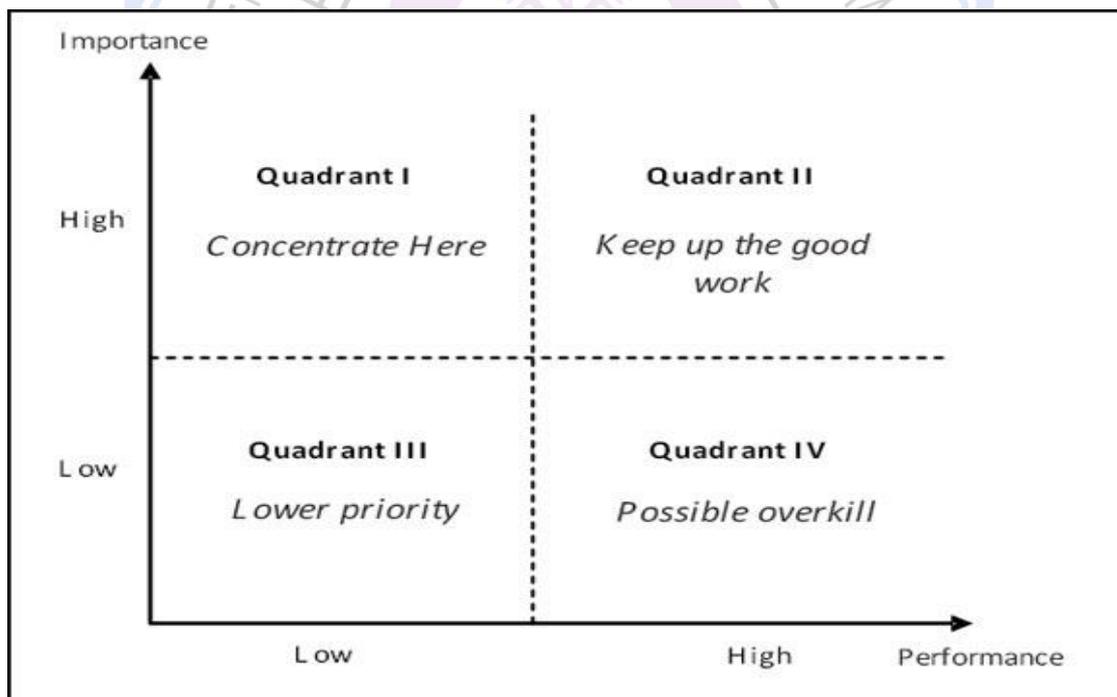


Figure 2. IPA Framework
 Source: Martila and James (1977)

RESULT AND DISCUSSION**Validity and Reliability Result****Validity Test****Table 1. Validity Test Result**

		Average Importance	Average Performance	Average Importance and Performance
Average Importance	Pearson Correlation	1	.387**	.775**
	Sig. (2-tailed)		.000	.000
	N	100	100	100
Average Performance	Pearson Correlation	.387**	1	.883**
	Sig. (2-tailed)	.000		.000
	N	100	100	100
Average Importance and Performance	Pearson Correlation	.775**	.883**	1
	Sig. (2-tailed)	.000	.000	
	N	100	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output, 2017

Table 1. Shows that the correlation index is higher than 0.3 and below the significance level of 5%. Therefore the data is considered valid.

Reliability Test**Table 2. Reliability Test Result**

Cronbach's Alpha	N of Items
.847	3

Source: SPSS Output, 2017

Table 2. Shows that Alpha Cronbach is 0.833 which is above the acceptance limit of 0.6; therefore the research instrument is reliable.

Importance and Performance Analysis of Service Quality**Table 3. Importance and Performance Analysis**

Servicescape Attributes	Importance Mean	Performance Mean	Quadrant
Access from one to another room in The Premiere	3,96	3,88	3
Ease to get in and out from The Premiere	4,22	3,89	3

Furniture placement in The Premiere	4,36	3,92	4
Aesthetic colors theme of the interior in The Premiere	4,26	3,94	4
Interesting design of furniture in The Premiere	4,37	3,92	4
Interesting design interior in The Premiere	4,37	3,84	3
Comfort seats inside the studio	4,8	4,04	2
Enough space between seats inside the studio	4,36	3,99	4
Extra facility in every seats inside the studio	4,27	3,73	3
Quality of sound system and projector inside the studio	4,67	3,97	2
Various electronic equipment that support service activity	4,15	3,77	3
Electric seats inside the studio	3,95	3,81	3
Cleanliness in The Premiere while service activity going on	4,75	4,14	2
Cleanliness inside the studio	4,81	4,14	2
Cleanliness of the toilet	4,75	4,18	2
Average	4,4	3,9	

Source: SPSS Output, 2017

Table 3 shows that the Importance (Y) of the cleanliness inside the studio is the highest mean with $\bar{x}=4,8$. And the lowest is importance of electric seats inside the studio with $\bar{x}=3,95$. Meanwhile the performance of cleanliness of the toilet has the highest mean which is $\bar{x}=4,18$. and the lowest mean comes from the performance of extra facility in every seats inside the studio $\bar{x}=3,73$.

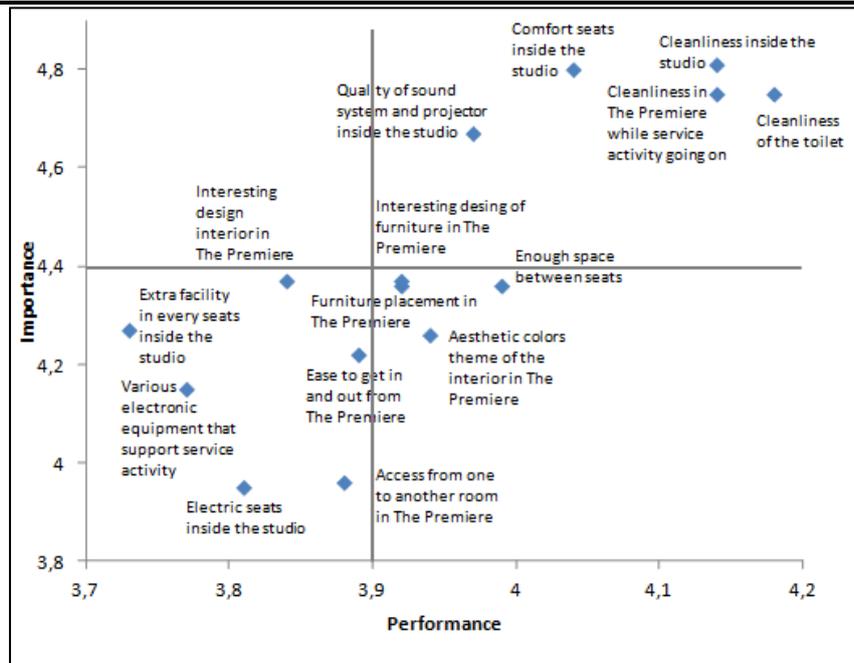


Figure 3 .Data Plotting of Servicescape Attributes

Source: Data Processed, 2017

From 15 attributes in table 3 above there is no one of those attributes that located in Quadrant 1. There are several attributes that located in Quadrant 2, those are; comfort seats inside the studio, quality of sound system and projector inside the studio, cleanliness in The Premiere while service activity going on, cleanliness inside the studio, and cleanliness of the toilet. Attributes that located in Quadrant 2 means that it has a high importance to the customer and the company also achieves high performance according to the customer. In short, attributes that located in this quadrant means that the customer already satisfied with company performance and the company needs to maintain and keep this customer satisfaction.

The next quadrant is Quadrant 3 and there are six attributes that located in this quadrant, those are: access from one to another room that support the service activity, ease to get in and out from The Premiere, interesting design interior in The Premiere, extra facility in every seats inside the studio, various electronic equipment that support service activity, and electric seats inside the studio. Attributes located in this quadrant have a low importance to the customers and the company also has low performance on those attributes. So, the attributes located in this quadrant are not a priority to the dan company but could be the concern for the customer itself which experience the service.

The last quadrant is Quadrant 4, and there are four attributes that located in this quadrant, those are: furniture placement in The Premiere, aesthetic colors theme of the interior in The Premiere, interesting desing of furniture in The Premiere, enough space between seats inside the studio. Attributes that are located in this quadrant mean that it has low importance to the customers, but the performance of the company in that attributes is high.

Discussion

Through 100 respondents as a sample in this study, not only answer of the question about the related attributes but also there are some general information about respondent characteristics are also collected in this research, such as the age, gender, education background, occupation, frequency of watching movie in The Premier, and income. The general information of the respondent characteristics also can reflected the preference

of respondent about the question those given in the questioner. This information maybe can help this research to giving a recommendation.

This research has identified fifteen attributes for the servicescape at The Premiere Cineplex 21 Group in Manado Town Square 3, those attributes are: access from one to another room in The Premiere, ease to get in and out from The Premiere, furniture placement in The Premiere, aesthetics colors theme of the interior in The Premiere, interesting design of furniture in The Premiere, interesting design interior in The Premiere, comfort seat inside the studio, enough space between seats inside the studio, extra facility in every seats inside the studio, quality of sound system and projector inside the studio, various electronic equipment that support service activity, electric seats inside the studio, cleanliness in The Premiere while service activity is going on, cleanliness inside the studio, cleanliness of the studio.

In this study, the result shows that the importance of the cleanliness inside the studio is the most important compared to the other attributes, followed by comfort seat inside the studio, cleanliness of the toilet, cleanliness in The Premiere, quality of sound system and projector, interesting design of furniture in The Premiere, the interesting design of interior in The Premiere, furniture placement in The Premiere, space between seats inside the studio, extra facility in every seats inside the studio, aesthetic colors theme of the interior in The Premiere, ease to get in and out of The Premiere, various electronic equipment, access from one to another room, and importance of electric seats inside the studio is the lowest level of importance based on the collected data.

While in terms of performance, the performance of cleanliness of the toilet it has the highest level of performance, followed by the cleanliness in The Premiere, cleanliness inside the studio, comfort seats in the studio, enough space between seats inside the studio, quality of sound system and projector inside the studio, aesthetic colors theme of the interior in The Premiere, furniture placement in The Premiere, performance of interesting design of the furniture in The Premiere, ease to get in and out from The Premiere, access from one to another room, interesting design interior of The Premiere, electric seats inside the studio, various electronic equipment, and the lowest level of performance comes from the performance of extra facility in every seats inside the studio.

CONCLUSION AND RECOMMENDATION

Conclusion

The conclusion below are drawn using IPA tools to link the importance and performance value. The Result servicescape of The Premiere Cineplex 21 Group in Manado Town Square 3 are Comfort seats inside the studio, quality of sound system and projector inside the studio, cleanliness in The Premiere while service activity going on, cleanliness inside the studio, and cleanliness of the toilet was performed well by the management and it was important attributes from customers point of view. In Quadrant 1 there is no attributes located in this quadrant. In Quadrant 3 there are six attributes that has low importance and low performance, those are: access from one to another room that support the service activity, ease to get in and out from The Premiere, interesting design interior in The Premiere, extra facility in every seats inside the studio, various electronic equipment that support service activity, and electric seats inside the studio. And in Quadrant 4 there are four attributes that has low importance and high performance, those are: furniture placement in The Premiere, aesthetic colors theme of the interior in The Premiere, interesting design of furniture in The Premiere, enough space between seats inside the studio.

Based on the explanation above, averagely the variable in this research which is servicescape mostly important and at the same time the company deliver a good performance even the average of performance is a little bit lower than the importance. It means the company need to improve their performance in order to keep the market share created, satisfying all the customers, and creating repatronage intention.

Recommendation

The researcher provided recommendation to the company in order to improve the Service Quality even deliver a worth price based on the result above. The recommendation is listed as follows:

1. For the servicescape's attributes which got score lower the average, The Premiere needs to improve all of them in order to keep the market share they have already created otherwise to keep satisfying their customers, and creating further repatronage intention. For access from one to another room that support the service activity. The Premiere should realize that this attribute need to be reviewed, if it is possible the management should give bigger space in the hallways that connected to another room that support the service activity. Improvement in performance of this attribute can give more benefit to both of customers and The Premiere it self. For ease to get in and out from The Premiere attribute, maybe the management can consider to re-setup the entrance layout of The Premiere it can be by providing a special lane for the customers of The Premiere that separate from the customers of XXI for get in or get out of the facility and to make the customers of The Premiere feel more comfortable. Besides that, it can be an important issues if there is an emergency situation. For interesting design interior in The Premiere, the management should take care of the nature factor because the application of window-glass can dazzled the customers and make the facility more warmer it is better to covered the window-glass by pulling down the window-curtain. In extra facility in every seats inside the studio attributes, The Premiere maybe can offer the blanket directly to perform a good services for their customers through their employees right before the movie get started. Various electronic equipment that support service activity will be better if there are many of electronic equipment fill in the facility and usefull or useable for the customers while they waiting for the studio gate open. And the last attribute of Quadrant 3 is electric seats inside the studio. Maybe The Premiere management in Manado Town Square 3 should complete the electric seat with a remote, it will easier to control the seat and the customers will realize that it was an adjustable seat, incase they never had an experience in The Premiere before. In the Quadrant 4 there are some attributes that got score below the average. Furniture placement in The Premiere, aesthetic colors theme of the interior in The Premiere, interesting desing of furniture in The Premiere, and enough space between seats inside the studio. Actually those attributes already has a good performance but those attributes still need a little attention and maintenance from the management to keep the performance.
2. For all the servicescape attributes that have scored higher the average level of importance and performance, means the company already provides good performance to the customers. Those attributes are Comfort seats inside the studio, quality of sound system and projector inside the studio, cleanliness in The Premiere while service activity going on, cleanliness inside the studio, and cleanliness of the toilet. The company have to keep up the good performance and more maintain it, in order to satisfy the customers and make a further repatronage intention on The Premiere Cineplex 21 Group in Manado Town Square.

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