

JEL Classification:
P36, M31

UDC 791.641
(477)(045)

DOI: 10.30857/2415-
3206.2024.2.10

ANALYTICAL JUSTIFICATION OF MARKETING DECISIONS FOR THE DEVELOPMENT OF CINEMAS IN THE CONTEXT OF CHANGES IN CONSUMER BEHAVIOUR

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INTRODUCTION. In today's environment, the Ukrainian cinema market is undergoing a transformation caused by crisis events, digitalization, and changing consumer habits. The growing popularity of OTT platforms and the decline in attendance at physical cinemas necessitate a rethinking of marketing approaches to promoting film content.

RESEARCH HYPOTHESIS. The main hypothesis of the study is that the use of an integrated digital strategy based on the brand of a physical cinema can significantly increase the efficiency of launching a new online service.

OBJECTIVE OF THE STUDY. Development of a comprehensive approach to the analytical justification of marketing decisions, which will help to increase the efficiency of domestic cinemas in the context of changes in consumer behavior.

METHODS. The theoretical framework is based on the works of leading scholars in marketing, analytics and management. The empirical basis of the study is Statista statistics on the Ukrainian cinema market, digital analytics tools (Google Trends, Similarweb, Meta Ads Library), financial statements of leading market operators and the results of primary marketing research on consumer behavior.

RESULTS. The article conducts a comprehensive empirical study on the

example of Planeta Kino and its newly created online platform Planeta Online, which is seen as a strategic response to changing patterns of movie content consumption. The analysis covered several key dimensions: assessing the competitive environment of the Ukrainian OTT market, identifying typical communication strategies of market players, identifying behavioral barriers that deter potential users, and factors that influence the subscription decision. The analysis covered several key dimensions: assessing the competitive environment of the Ukrainian OTT market, identifying typical communication strategies of market players, identifying behavioral barriers that deter potential users, and factors that influence the decision to subscribe.

CONCLUSIONS. In conclusion, it is proved that emotional messages, referral models, social confirmation, and synergy of an offline brand with an online product are key factors for successful scaling. The proposed strategy has a high economic potential and can be adapted to other participants in the digital entertainment market.

KEYWORDS: analytics; marketing solutions; development; film industry; consumer behavior; digital transformation; OTT platforms; efficiency.

NUMBER OF REFERENCES	NUMBER OF FIGURES	NUMBER OF TABLES
20	0	2

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АНАЛІТИЧНЕ ОБҐРУНТУВАННЯ МАРКЕТИНГОВИХ РІШЕНЬ ДЛЯ РОЗВИТКУ КІНОТЕАТРІВ В УМОВАХ ЗМІН СПОЖИВЧОЇ ПОВЕДІНКИ

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ВСТУП. У сучасних умовах український ринок кінотеатрів переживає трансформацію, спричинену кризовими подіями, цифровізацією та зміною споживчих звичок. Зростання популярності OTT-платформ та зниження відвідуваності фізичних кінотеатрів зумовлюють потребу у переосмисленні маркетингових підходів до просування кіно контенту.

ГІПОТЕЗА ДОСЛІДЖЕННЯ. Основна гіпотеза дослідження полягає в тому, що використання інтегрованої діджитал-стратегії з опорою на бренд фізичного кінотеатру може суттєво підвищити ефективність виходу на ринок нового онлайн-сервісу.

МЕТА ДОСЛІДЖЕННЯ. Розроблення комплексного підходу до аналітичного обґрунтування маркетингових рішень, що сприятиме підвищенню ефективності діяльності вітчизняних кінотеатрів в умовах змін споживчої поведінки.

МЕТОДИ ДОСЛІДЖЕННЯ. Теоретичну базу становлять праці провідних вчених у галузі маркетингу, аналітики та управління. Емпіричну базу дослідження складають статистичні дані Statista щодо українського ринку кінотеатрів, інструменти цифрової аналітики (Google Trends, Similarweb, Meta Ads Library), фінансова звітність

провідних операторів ринку та результати первинних маркетингових досліджень споживчої поведінки.

РЕЗУЛЬТАТИ. У статті проведено комплексне емпіричне дослідження на прикладі компанії «Планета Кіно» та її новоствореної онлайн-платформи «Планета Онлайн», що розглядається як стратегічна відповідь на зміну моделей споживання кіно контенту. Аналіз охопив кілька ключових вимірів: оцінку конкурентного середовища OTT-ринку України, виявлення типових комунікаційних стратегій гравців ринку, ідентифікацію поведінкових бар'єрів, що стримують потенційних користувачів, а також факторів, які впливають на прийняття рішення про підписку.

ВИСНОВКИ. У підсумку доведено, що емоційні меседжі, реферальні моделі, соціальне підтвердження та синергія офлайн-бренду з онлайн-продуктом є ключовими факторами успішного масштабування. Запропонована стратегія має високий економічний потенціал і може бути адаптована для інших учасників ринку цифрових розваг.

КЛЮЧОВІ СЛОВА: аналітика; маркетингові рішення; розвиток; кіноіндустрія; споживча поведінка; цифрова трансформація; OTT-платформи; ефективність.

Statement of the problem. The modern film industry is going through a period of fundamental structural changes driven by the convergence of technological innovations, macroeconomic factors, and the evolution of consumer preferences. The COVID–19 pandemic, martial law in Ukraine, and the exponential development of digital media platforms have created a unique research context for studying the adaptive mechanisms of entertainment industry enterprises.

The Ukrainian cinema market is showing complex dynamics of recovery from the 2020–2022 crisis. The industry underwent significant structural changes in 2020–2024. Box office revenues in 2024 reached UAH 1.04 billion, which indicates a gradual recovery of the market, but remains significantly below pre-crisis levels. Many regional operators have ceased operations, unable to withstand economic and security pressures, which has led to increased market concentration.

According to Statista, the industry is projected to generate revenue of USD 16.51 million in 2025, with a CAGR of 6.37% between 2024 and 2029, reaching a market size of USD 22.48 million by 2029.

A critical indicator is the forecast of the number of consumers of cinema services, which is expected to reach 1.6 million users by 2029. This indicates structural changes in consumer behavior and the need to rethink traditional approaches to cinema marketing.

Materials and methods. The methodological basis of the study is based on general scientific methods, strategic marketing tools (SWOT analysis), and empirical data collection methods (online surveys). The research is based on secondary sources (analytical market reviews, corporate reporting, digital analytics tools) and primary data obtained as a result of market research. The results were processed using application software packages (Google Forms, MS Excel, Phyton).

Analysis of publications on the problem. Analytical support for marketing decisions is critical in the face of unstable consumer behavior caused by digitalization, crises, and lifestyle changes. One of the world's most famous marketing theorists, F. Kotler, in his books *Marketing 4.0* (Kotler et al., 2017) and *Marketing 5.0* (Kotler et al., 2021), emphasizes the importance of data-driven approaches, digital marketing transformation, and adapting strategies to changing consumer behavior. He points to the need for flexibility in data-driven marketing solutions, artificial intelligence, and automation.

The well-known strategic marketing researcher P. Doyle (2000) emphasizes the importance of making decisions based on the economic assessment of consumer value. The author emphasizes that changes in consumer behavior must be constantly analyzed to maintain an effective competitive strategy.

Leading marketing analytics researcher Roland T. Rust (Rust et al., 2004) emphasizes the transition from a product-centered to a customer-centered approach, which is especially important in the face of changing consumer behavior.

The author of approaches to multichannel marketing B. Berman (Berman et al., 2004) analyzes the impact of digitalization and changes in consumer experience on the choice of marketing solutions. His works consider models of adaptive marketing as a response to unstable audience behavior.

Modern approaches to marketing decisions have been studied by many marketing scholars (Davenport et al., 2007, Chaffey et al., 2017, Kumar et al., 2010, Wedel et al., 2016), but the problems of development of companies operating in the film exhibition market remain poorly understood.

Thus, the relevance of the study lies in the need to develop scientifically based marketing solutions that can ensure the competitiveness of traditional cinemas in the context of the growing popularity of alternative formats for consuming cinematic content, in particular in the context of the digitalization of the film exhibition market.

Statement of the main results. The film and entertainment market is the most comprehensive and large-scale component of the global leisure industry, as it includes all audiovisual content distribution channels – from cinemas and broadcasting to digital platforms, streaming services, mobile video and interactive media. It is not limited to film screenings, but covers a wider range of products and services that shape the global culture of entertainment content consumption.

As of 2023, the global film and entertainment market was valued at USD 103.1 billion and is projected to grow to USD 211.31 billion by 2032, at a CAGR of 8.3% between 2025 and 2032. The main drivers of growth are favourable demographics, rising incomes, growing demand for leisure, digitalisation of content consumption and advances in technology, such as 3D movies, VR and streaming services.

By product, films remain the dominant market segment with a share of over 65.6% in 2023, demonstrating the key role of cinema in consumer culture. The second most important segment is music and video, which is expected to show the highest projected growth at a CAGR of 9.0%, driven by the development of streaming services, the growing influence of social media and digital distribution.

One of the key segments of the entertainment market is the physical cinema market. This sector offers viewers the opportunity to collectively watch a variety of films, including fiction, documentaries and animation, on large screens using advanced audio systems in specially equipped rooms.

However, over the past five years, the industry has undergone significant changes due to the negative impact of the COVID-19 pandemic and the full-scale war. As a result, many cinemas, especially regional and smaller chains, have ceased operations, unable to withstand the economic and security pressures. According to recent news reports, the market began to recover gradually in 2023, with total industry revenue of around USD 37 million, but these figures are still significantly lower than pre-crisis levels. In 2024, the cinema market continued its trend of moderate recovery. Box office receipts in this period reached UAH 1.04 billion, indicating a gradual return of audience interest in watching films in cinemas.

Internet TV and online cinemas are rapidly gaining popularity in Ukraine. The market for OTT platforms in Ukraine is a dynamic and fast-growing segment of digital media. This market includes both large international services and local platforms that adapt their content to the Ukrainian audience. The key factors driving the development of the OTT platforms market in Ukraine are the rapid digitalisation of everyday life, the growing popularity of Smart TV, changing media consumption patterns and the high mobility of the audience.

The Ukrainian OTT market is dominated by several key players:

- Megogo: Ukraine's largest OTT service with a subscriber base of about 790-820 thousand users;
- Sweet.TV: offers more than 260 TV channels and a library of more than 10 thousand films, actively invests in Ukrainian dubbing and voice-over;
- Kyivstar TV: has a subscriber base of 150–160 thousand users, offers its own channels and playlists with Ukrainian content;
- Volia TV: offers cable TV and OTT services, is present in 22 regions of Ukraine;
- Takflix: an online cinema specialising in Ukrainian cinema offers legal access to national content.

Although the Internet TV streaming market in Ukraine is still in its infancy, it is already having a strong impact on the traditional offline cinema market and is driving the need for strategic diversification.

A case study of the introduction of an online cinema as a vector for the development of a physical cinema was conducted for the Planeta Kino cinema chain.

The Planeta Kino cinema chain was founded in 2008 by TRIUMPH MEDIA GROUP LLC. Over the years, cinemas have been opened in Kyiv, Odesa, Lviv, Kharkiv, Sumy and Dnipro. As of 2024, the chain is represented by 11 cinemas located in six cities of Ukraine, with a total of 69 cinema halls. The company specialises in providing cinema screening services using innovative technologies, including IMAX, 4DX, CINETECH+ and RE'LUX, which ensure high-quality film viewing.

Planeta Kino stands out not only for its technological innovations but also for its focus on creating a unique customer experience. The chain is committed to implementing advanced film screening technologies, which allows it to remain one of the leaders in film screening in Ukraine. All of the company's cinema halls are equipped with state-of-the-art proprietary and partner technologies, which allows us to meet the diverse needs of individual customer segments.

Another important component of the company's activities is its focus on digitalisation of services. Planeta Kino was the first in Ukraine to introduce an online ticketing system and develop a mobile application that allows users not only to purchase tickets but also to access cinemas without the need to print paper. This optimised the customer service process and became an important element of the company's customer-centric strategy. In 2024, the chain introduced a new digital service, an online cinema, which demonstrates the company's consistent movement towards further digitalisation.

Given the decline in attendance at physical cinemas in Ukraine, in early 2024, Planeta Kino developed its own online service, Planeta Online, which allows it to adapt to changes in the market and remain competitive.

In order to identify the management problem of Planeta Kino, a comprehensive analysis of the microenvironment factors that directly affect its activities both in the segment of physical cinemas and in the market of online cinemas (OTT platforms) was carried out. The results of the analysis were systematised by classifying the factors by the level of influence on the company's strategic positions and summarised using SWOT analysis (Humphrey, 2005) (Table 1).

Based on the SWOT analysis of Planeta Kino, it can be concluded that the identified factors are equally relevant to the activities of both physical cinemas and the Planeta Online online service. At the same time, most of the factors that affect the company's strategic development prospects in the current situation are related to the online format of viewing content. Thus, the purpose of the study was to investigate marketing communications that influence the consumer in order to promote the online resource 'Planet Online' in the Ukrainian market of OTT platforms.

The study involved the implementation of a number of successive stages, each of which was aimed at obtaining the necessary information to formulate reasonable recommendations for organising a policy for promoting the Planet Online online service on the Ukrainian OTT platform market.

At the first stage, a desk study was conducted, including a content analysis of direct competitors' marketing communications. At the second stage, based on the results of the desk research, information on competitors' communication strategies was summarised. The third stage involved conducting an online survey of respondents selected in accordance with the specified sampling parameters.

Table 1

SWOT analysis of Planet Kino

Strengths	Weaknesses
<ul style="list-style-type: none"> – The second largest cinema chain in Ukraine, recognised by its competitors and consumers; – Oyalty programme and integration into socially useful events; – Proprietary and unique RE`LUX and Cinetech+ display technologies. One of the two representatives of IMAX technology in Ukraine; – The most active stimulation of demand through social networks among competitors. Strong trust in the physical cinema brand; – The only market participant with two channels for selling film viewing services; – Unique content and exclusive materials for films on the online platform, which form a visible USP; – Partnerships with major film studios to keep content up-to-date. Using one film supplier for all distribution channels; – Moderately priced pricing strategy already used for Planet Online as a competitive advantage; – Opportunity to attract consumers from unreached regions with the new Planet Online service. 	<ul style="list-style-type: none"> – Higher pricing policy relative to competitors in the offline cinema market; – Outdated and standardised style of cinema design (underdeveloped concept of uniquely designed cinemas); – Less geographical coverage compared to the main competitor in the physical cinema market; – Lack of promotion of the online platform and minimal presence in this market; – A limited library of content on the platform can reduce the attraction of new users.
Opportunities	Threats
<ul style="list-style-type: none"> – Slow trend towards recovery of the key sales channel – physical cinemas in the Ukrainian market; – Consumers' shift to substitute goods for the main product – online platforms; – Growth of the OTT platform market globally and in Ukraine – the possibility of rapid launch of a new service. 	<ul style="list-style-type: none"> – Reduction in the release of popular films; – Illegal distribution of content on the Internet-reduction of profitability of legal platforms; – Significant reduction in the number of possible screenings per day for physical cinemas. Loss of money for tickets sold for cancelled screenings; – Difficulty in entering the market quickly due to the dominance of key competitors (Netflix, Megogo).

Source: compiled by the authors.

Based on the results of the analysis, the hypotheses set at the beginning of the study were further tested. This made it possible to confirm or refute the initial assumptions, determining their statistical significance and relevance to the empirical data obtained.

H1. The availability of a free trial or promotional test increases the likelihood of subscribing.

Confirmed. The majority of respondents positively assess the possibility of using a promotional code or free trial period, which significantly affects their willingness to try the service. According to the survey, about 60% of respondents showed significant interest in promotions, in particular, a free month of use (Question about interest in a promotional code or free trial period).

H2. A large proportion of users postpone the decision to subscribe until "later".

Confirmed. The survey showed that users often postpone their decision to subscribe due to various doubts, such as distrust of the new service, the need for additional information, or lack of time. Almost half ($\approx 43\%$) of users already have subscriptions to other services, which also reduces the urgency of a new subscription (Reasons for potential unsubscription). This demonstrates the importance of remarketing campaigns that will remind users of the service over time.

H3. Promotions under the loyalty programme of external services have a greater influence on decisions than mass promotions.

Not confirmed. The study does not have clear data on the separate impact of loyalty programmes of external services. However, it is known that personalised or recommended promotions (referral model, promotions with bonuses from friends) have a significantly higher impact (up to 85% positive response) than conventional mass promotions. This partially confirms the hypothesis that personalised offers are preferable (Questions about referral invitations and friends' recommendations).

H4. A large share of potential users already subscribe to 1–2 services.

Confirmed. The survey showed that a significant proportion of respondents ($\approx 43\%$) already use other services, which may not be the reason they are actively looking for a new subscription. This was one of the most frequent reasons for refusing additional subscriptions (Questions about the number of current subscriptions and reasons for refusal). Therefore, launching a new service requires clear communication of additional benefits.

H5. In-app push notifications have higher visibility and response rates than other channels.

Confirmed. Respondents clearly indicated that push notifications in the mobile app are the most visible (over 60% consider them the most effective channel), which confirms the high efficiency of this channel for delivering messages to the audience (Question about the most visible types of messages).

H6. Building trust in a new OTT service depends on the availability of reviews or recommendations.

Confirmed. More than 60% of respondents indicated that they would like to see reviews or recommendations from other users before subscribing. This

demonstrates the importance of social validation and building trust in the service through reviews from other users (Question about the importance of having reviews).

H7. The referral model of engagement through friends' recommendations is perceived positively.

Confirmed. Referral offers from friends with bonuses are positively perceived by the audience. About 85% of respondents said that such a model could significantly increase their willingness to try the service. This clearly confirms the positive attitude towards friends' recommendations (Questions about the referral model of engagement).

H8. Positive attitude towards the Planeta Kino brand increases interest in the Planeta Online service.

Confirmed. The analysis clearly showed that respondents who have a positive attitude towards the Planeta Kino brand are more likely to try a new service (up to 80% of brand supporters have a positive attitude towards the service). This confirms that already established brand trust significantly contributes to the positive perception of a new product (Questions about brand attitude and willingness to try the service).

H9. The level of trust in the service is higher among those who have seen publications in the media or social networks.

Confirmed. The analysis of information sources showed that the majority of the audience forms their attitude to the service through posts and recommendations on social media (over 54.7%). This indicates that mentions in social media and the media play an important role in building trust and interest in the product (Questions about the channels of information that attract attention).

H10. Consumers respond better to emotional and lifestyle messages than to technical benefits.

Confirmed. According to the results of the study, the majority of answers to the question about different types of message types were related to emotional options. These answers prevailed over purely technical characteristics, such as video quality, broadcast format, etc. This directly confirms the hypothesis that consumers respond much better to messages that appeal to emotional and social aspects than to messages focused solely on product specifications.

H11. Traditional advertising channels have a lower impact efficiency than online advertising.

Confirmed. Only $\approx 13\%$ of respondents said that traditional advertising (TV, billboards) would make them pay attention to the service, while more than 54.7% responded to online video and social media. This clearly demonstrates the advantage of online advertising over traditional advertising in the context of

launching a new OTT service (Questions about the effectiveness of advertising channels).

Based on the analysis of competitors and the results of a survey of OTT platform users, we have developed a set of recommendations for Planeta Kino to promote the Planeta Online service. In particular, the main problem to be solved is the low awareness of the new service and the lack of an effective promotion policy. The proposed measures are aimed at targeted informing, persuading and motivating the target audience to use Planet Online, taking into account the brand's strengths, market opportunities and identified barriers. The recommendations are based on the concept of integrated marketing communications (Schultz et al., 1993), focusing on digital channels and are substantiated by empirical research insights.

Recommendation: Integrated digital promotion strategy.

Introduce the concept of integrated marketing communications (IMC). This means that a single message of the service will be transmitted through advertising, PR, digital marketing and other channels without contradictions. This approach minimises the risk of scattered efforts and allows for more effective management of brand perception by the target audience. The application of IMC for Planet Online will create a comprehensive system of events – from mass actions to personalised messages - united by a common idea and style.

Taking into account the specifics of the OTT online market, it is proposed to focus marketing activities on digital tools. The study confirmed that traditional media are inferior to online communications in terms of effectiveness: only ~13% of consumers pay attention to TV or billboard advertising, while more than 54% respond to online videos and social media posts. Therefore, the main promotion channels should be:

- social media and online communities;
- digital advertising;
- search engine optimisation (SEO);
- email marketing and push notifications;
- channel coordination and performance monitoring.

Recommendation: Leverage the Planet Kino brand and loyal audience.

The Planeta Kino cinema chain already has a high level of recognition: only ~15% of potential consumers have not heard of the brand. About 80% of respondents who are fans of Planeta Kino are willing to try the new platform. This indicates a significant capital of trust: positive offline experience is transferred to interest in the online service. Therefore, the promotion strategy should rely on the strength of the brand to the maximum extent possible: to position Planet Online as a logical extension of the Planet Kino experience. Communication messages should emphasise that the new service was created by

the same team and with the same values that viewers already trust ('your favourite cinema is now in your smartphone'). All promotional materials should use the corporate identity and elements of the Planeta Kino brand to visually connect the new service with the well-known chain. Such branding will help to quickly gain the trust of those who are not familiar with Planeta Online but know cinemas.

Recommendation: Encourage trials and attract new users.

An analysis of OTT consumer behaviour has revealed several barriers that prevent the audience from subscribing to a new service right away. These include uncertainty about the value, the habit of using other platforms, and postponing the decision until later. To overcome these barriers, the company offers special promotions and incentives to facilitate the first acquaintance with Planet Online and actively attract referrals.

Recommendation: Content strategy and communication messages.

An important conclusion of the study is that the audience responds better to emotional and life messages than to purely technical advantages of a product. That is, instead of focusing on the streaming format, resolution or other features, marketing communications should appeal to the feelings and needs of consumers. It is recommended to develop a creative campaign concept that emphasises the lifestyle with Planet Online.

Recommendation: Audience segmentation and regional differentiation of promotion.

Ukraine's digital entertainment market is not homogeneous, with OTT usage intensity varying significantly by region and demographic. According to a desk-based traffic analysis, the largest share of consumption is in Kyiv (12%), Dnipro and Kharkiv regions. At the same time, the survey and cluster analysis of users showed that there are different groups: from active young streaming users to a more conservative audience that has not yet tried any platform. This suggests the need to segment marketing efforts and adapt the strategy to different segments.

Thus, the online service will enable users to watch films in high quality, while supporting interactive features and a user-friendly interface. The creation of Planet Online will be a strategy to attract new consumer groups and a way to adapt to the modern requirements of viewers who are increasingly moving to digital platforms to watch content.

The implementation of the outlined marketing proposals should provide a comprehensive effect for the launch of the Planet Online platform. First of all, we should expect a significant increase in awareness: an integrated campaign on digital platforms, supported by offline activities in cinemas, should significantly increase brand awareness (the goal is to reach the majority of the target audience in the first months). Secondly, Planet Kino's loyal base will be converted into

the first subscribers of the online service, which will create a critical mass of users and generate positive feedback and recommendations. Thirdly, thanks to promotional incentives (free trial, referrals), a high increase in new users is expected: the viral effect can attract friends and relatives at minimal cost. At the same time, targeted work with doubters (remarketing, educational messages) will increase the conversion of leads into actual customers, reducing the share of those who have ‘tried and forgotten’. The planned economic performance indicators of the proposed measures are shown in Table 2.

Table 2

Planned economic indicators of effectiveness of the proposed measures

Indicator / Data	Conservative scenario (10,000 customers)
Paid subscriber growth forecast	10 000 (5 000 from digital advertising + 1 000–2 000 from SEO/banners + 3 000–5 000 from integration + 2 000–3 000 from referrals)
CAC (Customer Acquisition Cost)	$\approx 1\,200\,000 \text{ ₴} / 10\,000 = 120 \text{ ₴/ customer} (\approx 3,3 \$)$
ARPU (Average Revenue Per User)	129 ₴/ months
LTV (with 12 months of abstinence)	$129 \text{ ₴} \times 12 \text{ mic.} = 1\,548 \text{ ₴}$
LTV / CAC	$1\,548 \text{ ₴} / 120 \text{ ₴} \approx 12,9 : 1$ (high, above the recommended level 3:1)
Total revenue (LTV \times number of subscribers)	$1\,548 \text{ ₴} \times 10\,000 = 15\,480\,000 \text{ ₴}$
Profit before cost of sales	$15\,480\,000 \text{ ₴} - 1\,200\,000 \text{ ₴} = 14\,280\,000 \text{ ₴}$
ROI (Return on Investment)	$14\,280\,000 \text{ ₴} / 1\,200\,000 \text{ ₴} \approx 11,9 (\approx 1190\%)$
Short-term ROI (the first 6 months)	$(129 \text{ ₴} \times 6 \text{ months} \times 10\,000 - 1\,200\,000 \text{ ₴}) / 1\,200\,000 \text{ ₴} \approx +545 \%$
Payback Period	CAC = 120 ₴, ARPU = 129 ₴/mic. \rightarrow full payback \approx 1 month of each client. Cumulative break-even point of the project \approx 2–3 months from the start of the campaign.
Alternative scenario of 6 months of abstinence (LTV)	$129 \text{ ₴} \times 6 \text{ months} = 774 \text{ ₴} \rightarrow \text{LTV} / \text{CAC} = 774 / 120 \approx 6,45 : 1$

Source: calculated by the authors.

Of course, these calculations are based on assumptions about average user activity and retention. If the actual figures turn out to be worse (for example, some customers cancel their subscription before 12 months), LTV will decrease – but even with an average retention of \sim 6 months, the financial result will remain positive (LTV \sim 774 UAH, which is still 6.5 times higher than CAC \sim 120 UAH). Thus, in any realistic scenario, the proposed marketing strategy

leads to the growth of the Planet Online business with acceptable costs and high economic returns.

Conclusions. As a result of the study, a comprehensive approach to the analytical justification of marketing solutions for the development of cinemas in the context of consumer behaviour transformation has been formed. It is determined that the key vector of adaptation of the industry is the digitalisation of services and expansion of presence in the online environment through the launch of OTT services, such as Planet Online. The analysis showed that the effectiveness of promotion is influenced by the emotional component of communications, personalisation of offers, referral models and brand trust. It was found that the use of synergy between offline experience and digital channels significantly increases the chances of successful scaling of new services.

The added value of the study is the identification of practical mechanisms for converting the loyal audience of physical cinemas into subscribers of the online platform, which allows reducing marketing costs, accelerating the return on investment and forming a sustainable customer base. The proposed strategy of integrated digital communications, based on empirical data, not only increases the awareness of the new product, but also creates the preconditions for the long-term growth of the platform in the dynamic OTT services market.

The obtained results have both theoretical and applied significance. The developed approaches can be used in the activities of physical cinemas, as well as adapted by other enterprises operating in the OTT services market. Prospects for further research are the development of personalised promotion models, optimisation of communication costs and forecasting the economic efficiency of marketing activities.

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HOW TO CITE THIS ARTICLE

Zhygalkevych, Zh., Vovk, D. (2024). Analytical justification of marketing decisions for the development of cinemas in the context of changes in consumer behaviour. *Management*, 2(40): 131–145. <https://doi.org/10.30857/2415-3206.2024.2.10>.