

A Case Study on value creation of Small Local Independent Cinemas in Japan

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1 Objective

Many small local independent cinemas (SLICs) have been struggling for decades while multiplex cinemas and online film streaming services have been growing for the same period. However, even in such severe circumstances, some SLICs have been doing well in attracting customers. This study aims to elucidate the value creation mechanism in successful SLICs in Japan.

2 Methods

This study relies on a case study approach (Eisenhardt, 1989). The cases of small local independent cinemas (SLICs) are four successful cinemas in Sapporo, Takasaki, Hiroshima, and Oita. The data are half-structured interviews with the cinema managers, their interview articles of the media, google review comments of the customers, fieldnote, newsletters of the cinemas, etc.

3 Results

There are some essential findings: three similarities and a difference between the four cases. Similarities, firstly, the managers of the four cinemas have unique experiences regarding cinema businesses. Those experiences are used for their cinema management and strategies. Secondly, the cinemas have successfully created unique connections with their customers. Thirdly, the four cinemas are also committed to the local communities uniquely. As a difference, their business strategies are quite different from each other.

4 Conclusion

Successful small local independent cinemas (SLICs) do not just create value. The value created by them is unique enough because the managements make full use of their own cinema experience and ideas they have developed for their cinema business, establish unique connections with their customers, and build a solid relationships with the local communities. It seems that such SLICs are not just the place to watch films for their customers but the place they confirm the meaning of living their lives.

References

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