CULTURE AND ARTS MARKETING
OF THEATRES IN HANOI

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FOREWORD

1. Rationale

In 1986, Vietnam embarked on the process of Đổi mới (Renovation) with a goal of shifting over to “Socialist-oriented market economy”, leading to many changes in many aspects of social life including culture and arts. Marketing is an effective tool helping theatres to promote their arts programs, sell tickets, develop audience and branding, increase competitiveness and diverse income sources. In particular, in the context of market economy, increasing international exchanges and profound integration, limited State budget and fiercer competitive environment, marketing plays an even more important role.

Theoretical and practical bases show that one of the urgent tasks of theatres in Hanoi now is to conduct theoretical and practical research studies on marketing to know development trends and study some cultural and arts marketing models in the world to be applied in their own context to help relieve the State budget burden, develop audiences and help them improve their competitiveness to survive, develop and engage in international exchanges and integration.

2. Overview of research literature

Foreign literature on culture and arts marketing deal with different aspects of arts marketing such as concept, characteristics, role, model, marketing strategies, market research, product design, prices, distribution, promotion and guide for practice. In addition, foreign literature on arts management considers marketing one of the important components of knowledge and skills in arts management.

In Vietnam, culture and arts marketing is rather new. Some projects have dealt with the process of marketing, market research,
products, marketing mix tools, and application of marketing in culture and arts sectors in Vietnam. Theoretically, they are not new compared to foreign literature.

3. Research objectives

To review the marketing activities of theatres in Hanoi in the present stage, examine the role of marketing in the operational and development process of theatres, as well as supplement theoretical issues on marketing to theatres from reality in Vietnam. Thus, the research tasks of this thesis include:

- Study the real situation of application of culture and arts marketing of theatres in Hanoi.
- Analyze and find out reasons leading to marketing activities, identify characteristics and development trend of culture and arts marketing of theatres in Hanoi, suggest measures for capacity building in organizing and conducting marketing activities and models of culture and arts marketing for theatres based on realities in Vietnam.
- Collect and document research results on marketing of culture and arts institutions, at the same time contribute to developing theories of culture and arts marketing.

4. Research questions

From the research context, the following questions are raised:

- How are marketing activities organized and implemented by theatres in Hanoi?
- How have interactions between external and internal environment affected marketing activities of theatres in Hanoi?
- Has and will marketing be an effective management tool for development of theatres in Hanoi in the context socialization and equitization by the State at present?
- Why marketing activities are not part of the development theory of theatres?
- What marketing model suitable to the Theatre context in Hanoi at present?

5. Theoretical framework
To find answers to the research questions, the thesis uses the Organization theory and Circle theory.
Combining these two theories in the research of culture and arts marketing of theatres in Hanoi, the thesis uses the following analysis framework:

6. Research methodology
The thesis is developed based on interdisciplinary approach, in which the theories of disciplines: Culture Studies, Culture and Arts Management, Economics, and Sociology are special attention. In the course of survey, data collection and processing, the thesis has used the following research methods:
- In-depth interview
- Literature review
- Field survey
- Participatory observation.

7. Research subjects and scope

Research subjects: context, real situation of marketing activities, and effectiveness of marketing activities of theatres in Hanoi.


8. Results and contributions

Theoretically, the thesis synthesizes, analyzes and adds theoretical systems on culture and arts marketing, and recommends most suitable marketing model in the context of theatres in Hanoi at present.
Practically, the thesis introduces and analyzes a panorama of culture and arts marketing activities of theatres in Hanoi, thus evaluating and drawing lessons learned as well as providing tools and skills to carry out marketing activities by culture and arts institutions in general and theatres in particular, thus contributing to promoting theatres to be more dynamic and effective to meet the practical requirements in the context of increasing international integration.

9. Thesis structure
In addition to the Foreword (15 pages), Conclusion (5 pages), References (9 pages) and Annexes (38 pages), the content of the thesis is divided into 3 Chapters:

Chapter 1: Theoretical issues on culture and arts marketing and overview of theatres in Hanoi (38 pages).

Chapter 2: Real situation of culture and arts marketing of theatres in Hanoi (49 pages).

Chapter 3: Development trend and solutions to improve marketing activities of theatres in Hanoi (30 pages).

Chapter 1
THEORETICAL ISSUES ON CULTURE AND ARTS MARKETING AND OVERVIEW OF THEATRES IN HANOI

1.1. Theoretical issues on culture and arts marketing
1.1.1. Existence and development of marketing
Marketing is a scientific discipline developed in the industrial world and as a result of the process of trade development. Marketing theory first appeared in the USA and gradually expanded to almost all countries where there is a market economy.
In the world, the process of development of marketing undergoes 5 stages: 1. Focusing on products; 2. Focusing on sales; 3. Focusing on market research; 4. Focusing on customers; and 5. Targeting community society.

1.1.2. **Culture and arts marketing**

*Concept of culture and arts marketing:* culture and arts marketing is a process to help culture and arts organizations to fulfill their missions by meeting the demand for culture and arts enjoyment of the public.

*Some models of culture and arts marketing:* Arts marketing model of Rentschler points out that the implementation of arts marketing strategies, marketing mix, fund raising and sponsorship and marketing of relationships will help an organization to establish the needs of the public and achieve their creative missions.

Different to Rentschler’s arts marketing model, the culture and arts marketing model of Colbert shows that culture and arts marketing is applied in the following sequence: products – information- market system, information system - organization – marketing mix - market. In this model, the starting point is cultural and arts products and the finish is the market.

Analyzing and comparing marketing in trade and marketing in subsidized culture and arts, Hayes and Roodhouse also point out the differences in terms of philosophy, approach and customer orientation.

For theatres in Hanoi, the marketing model is shown in the following figure:
1.1.3. Role of culture and arts marketing of theatres

Marketing plays a major role in arts and culture institutions:
- Create basis for increasing sale of products, arts promotion, meeting the needs of audiences, and access to new audiences.
- Study market-related information, balance between quality of arts and tastes of the public,
- Fix ticket price, select ticket distribution channels, arts organizational modes, suitable locations and time for performances.
- Link arts and audiences.
- Build and develop brands, identify objectives, select strategies and develop action plans for improved competitiveness and sustainable development.

1.1.4. Marketing tools
Marketing tools are also called factors of marketing mix. Four basic factors of marketing mix include: Product, Price, Promotion and Place, also called “controllable variables”. In addition, in culture and arts, marketing mix also has other factors such as People, Physical evidence, market Position, and Process. To maximize controllable variables to reduce adverse impacts from objective factors or use them as a leverage for more effective operations are the core issue of all culture and arts institutions.

1.1.5. Culture and arts marketing in the angle of culture
Culture and arts marketing is an expression of aesthetic relationship between arts creators and the public, marketing staffs serve as a bridge linking artistic products and audiences. Culture and arts marketing is also related to regional cultural characteristics, types of arts, and is a “cultural behavior” of arts institutions with their public.

1.2. Overview of theatres in Hanoi

1.2.1. Arts organizations
Arts organizations are entities in society, are managed, have organizational structure, basic functions and tasks which are inter-
related to achieve a common goal or goals including that of arts. In Vietnam, arts organizations are often called “Arts Unit”.

1.2.2. Operations of arts organizations in the market economy

In the context of socialist-oriented market economy in Vietnam, the laws of supply and demand, values and competitiveness of the market economy are not yet dominant laws in the operations of the subsidized art organizations.

1.2.3. General introduction of theatres in Hanoi

On organizational structure: the organizational structure of theatres in Hanoi includes: a Directors’ Board, functional divisions and arts troupes; On operational budget: the State budget can only cover 60-70% of operational needs, in which allocations for development and organization of arts performances account for just one fourth of the total allocated budget; Arts performance activities: theatres have to fulfill their political tasks, develop plays as required by the line ministry; On personnel: theatres in Hanoi have actors and actresses, full time staff and contracted staff. Staff in charge of organizing arts performances is not qualified to meet the needs of the theatres; On facilities: most theatres have their own stages although facilities not yet meet performance requirements, with poor maintenance, old and poor sound and lighting systems.

1.2.4. Use of marketing tools in the context of theatres in Hanoi

The survey results show that although marketing plays a very important role, some theatres have not yet applied variety of marketing tools because of constraints in policy and mechanism, limited funding, or no funding for marketing and promotion. They are only allocated funding for development of plays.
Sub-conclusion

In short, marketing is a scientific discipline developed along the development of trade and has undergone five stages of development. Marketing is a process of creating values for customers and developing relations with customers in order to achieve organization’s objectives through the values brought by customers.

Marketing has different tools and is also called marketing mix. Marketing plays an important role in creating culture of organization, is a bridge linking artistic products and the public, and donors and help culture and arts organizations to develop both arts and audiences, i.e., bringing about commercial and art benefits.

In the context of theatres in Hanoi which are facing many difficulties in terms of mechanism, personnel, finance, and facilities, marketing is a demand of reality, a marketing model can be recommended to theatres shown in the following sequence: functions, tasks – art works, products, services – information system - market (political tasks, tasks required by the public, donors, partners) - information system - arts organization - marketing mix - market (serving political tasks and the public).

Chapter 2

REAL SITUATION OF CULTURE AND ARTS
MARKETING OF THEATRES IN HANOI

2.1. Analysis of economic, political, socio-cultural situation and operational conditions of theatres

2.1.1. Economic situation

As the economy develops, the average income of the population in Hanoi increases, thus helping people to afford culture and arts
enjoyment. In addition, the market economy also has negative impacts on culture and arts.

2.1.2. Political and legal situation

Mechanisms, policies, resolutions and legal documents have further been improved and completed, creating a good legal framework for the management and development of culture and arts industries. However, there remain some constraints creating difficulties for the management of culture and arts and operation of arts organization in the capital city of Hanoi.

2.1.3. Socio-economic situation

Globalization, international exchanges and integration have both positive and negative impacts on culture and arts.

2.1.4. Sciences and technology

Scientific and technological inventions have had profound impacts on the arts industry, bringing opportunities for improving arts quality and different alternatives for the capital population, at the same time creating major challenges to attracting “direct” audiences to the theatres.

2.1.5. Cultural market and the needs of cultural enjoyment of the public in Hanoi

In Hanoi, a cultural market has been established involving different social resources. With 21 theatres and State-owned art troupes and many entertainment companies, they have created a strong competitive environment and also contributed to promoting the capital public demand for culture and arts. However, attracting audiences to the Theatre is a major challenge to theatres and management agencies.
2.2. Real situation of marketing activities of theatres in Hanoi

2.2.1. Resources for marketing activities

Human and financial resources and facilities for marketing activities of theatres in Hanoi at present are limited. This is one of the difficulties in the process of application and improvement of marketing activities of theatres at present.

2.2.2. Real situation of marketing activities of theatres

Arts development and product diversification: In recent years, many theatres in Hanoi have improved their performance programs and diversified art works, thus achieving initial success.

- Development and implementation of communication strategies: although not developing and implementing comprehensive communication strategies, theatres have had communication activities, introducing each play on show, their specific activities and projects at different level and scope such as: media briefings, publishing on printing papers, radio and TV spots, websites, Facebook, leaflets, program fliers, posters, banners, emails, SMS, invitation letters, and organization of customers’ meetings.

- Application of many ticket pricing strategies: theatres in Hanoi have applied many ticket pricing strategies to achieve a double objective: attracting more audiences and maximizing revenues.

- Diversification of distribution channels: performance modes of theatres are increasingly dynamic. Location of performance is not limited in the Theatre but expanded. Forms of ticket sale of theatres are being diversified. These factors have helped the public to have more choices.
- Market research: market research has not been conducted in a systematic way; some theatres have just initially conducted market research through questionnaire survey, interview, audience feedback, and organization of customers’ meetings.

- Deeper infiltration into the market, market development: some theatres have undertaken different measures to “woo” audiences and keep current audiences and approach new audiences.

2.3. Efficiency of marketing activities for the development of theatres in Hanoi

2.3.1. Diversification of products, services

Some theatres have improved and upgraded the quality of shows and experimented some new art programs and diversified art works to best serve the public, thus helping them enhance their competitiveness.

2.3.2. Promotion of theatres’ products

The use of multi media has helped theatres to promote their art works to domestic and international public.

2.3.3. Audience development

Marketing is one of the tools helping theatres to build and develop their audiences. Reports from the theatres on audiences in recent years show that the number of audiences tends to increase.

2.3.4. Increased ticket sales and performance contracts

The application of marketing mix tools has helped theatres to increase the number of audiences, ticket sales, and performance contracts although it is not a sudden increase.

2.3.5. Expansion of cooperation and attraction of donors

Marketing activities, particularly diversification of art works, products, and services, improvement of quality of art works, services
and promotion using different media channels have helped theatres to achieve many set objectives, including expanding cooperation and attracting more donors which are important objectives.

2.4. Causes and lessons learned

2.4.1. Causes

Subjective causes: marketing knowledge, arts management knowledge, human and financial resources and facilities for marketing activities of theatres remain limited.

Objective causes: management mechanism and policy constraints such as criteria for budget allocation and regulations on financial management.

2.4.2. Lessons learned

The key issue is human resources, humans is an important factor in the management of theatres in general and implementation of marketing activities in particular.

It is important to be proactive in learning and experimenting communication tools to promote theatres’ art works and projects. Without experimenting, nothing new and no sudden changes can be created.

Take the initiative in seeking partners and donors for theatres’ operations in general and marketing activities in particular.

Sub-conclusion

The renovation policy of the Party has breathed a new life to all aspects of economic, political, socio-cultural life in Vietnam. Although still facing many difficulties in terms of human and financial and physical resources, in recent years, theatres in Hanoi have carried out some marketing activities, including: arts development, diversification of art works, communication, and
application of different ticket pricing strategies, diversification of
distribution channels, market research, and market development.

Although marketing activities are still limited in terms of format, scope, frequencies and quality, they have had certain positive impacts, helping theatres to diversify art works, services, promotion, and performance programs, developing audiences, increasing ticket sales and performance contracts, expanding cooperation, and attracting donors.

Obviously, such situation of marketing of theatres is due to the following objective and subjective reasons: staff of theatres is not trained in marketing and arts management, human, financial and physical resources are limited not meeting operational requirements, and mechanism of subsidized budget allocation does not promote dynamism and creativity of theatres. From this reality, some lessons can be drawn: theatres should focus on human resources development, be proactive in learning and experimenting communication tools and seeking for partners and donors.

Chapter 3

DEVELOPMENT TREND AND SOLUTIONS TO IMPROVE EFFECTIVE MARKETING OF THEATRES IN HANOI

3.1. Characteristics and development trend of culture and arts marketing in Hanoi

3.1.1. Characteristics of culture and arts marketing in Hanoi

Marketing is mainly an effort for sales, in fact, marketing activities undertaken by theatres focus mainly on communication, application of different ticket pricing strategies and diversification of
ticket sale channels, organizational model of performances, and performance locations. All of these marketing activities show that they are merely efforts for ticket sale and performance contracts.

Marketing is not a process of management, marketing does not take part in all parts of the process from production to consumption of art works but only in some specific aspects after the art works approved and put on show.

3.1.2. Development trend of culture and arts marketing in Hanoi

The trend focuses on art works and sales: culture and arts marketing by theatres in Hanoi just stops at efforts of investing in playwriting, play montage, attendance to art festivals and art contests, seeking for performance contracts and ticket sale.

Development trend of e-marketing: in recent years, theatres in Hanoi have given priority to investing in using internet platforms for communication, promotion, ticket sale, audience development, fund raising and sponsorship, performance organization, selection of volunteers, establishment of friend clubs, expansion of cooperation etc. with great advantages such as fast, cheap, convenient, accessible to more users. As the digital technology is dominant e-marketing becomes an inevitable development trend of theatres.

3.2. Solutions to improve effective marketing activities of theatres in Hanoi

3.2.1. Refine and implement macro policies

Refining and implementing the State policies and theatres’ policies is one of the key issues to promote transparency and effective marketing activities. To have more quality art works, contributing to education of aesthetics to the public, guiding social
public opinions, attracting more audiences, and increasing revenues to the theatres, it is necessary to actively engage the whole political system, ministries, and agencies to properly invest in culture and arts, revise policies giving privilege to artists, encourage a healthy competition, self-reliance, dynamism and creativeness.

3.2.2. **Develop and implement financial mechanism**

*Develop financial mechanism for theatres and financial mechanism for marketing* is essential. The State and management agencies should adopt specific regulations allowing subsidized theatres to spare certain proportion from operational budget for marketing, accompanied with monitoring and evaluation mechanisms; changes in criteria of allocation of fund and process of monitoring of allocated fund to theatres to avoid waste and ineffective use of fund and to promote development of arts.

3.2.3. **Finalize organizational structure**

Consolidate organizational structure is indispensable to meet the need of development in the current context. Theatres should set up functional divisions such as Marketing, Art Education, PR, Fund Raising and put them into effective use to help their effective operations.

3.2.4. **Develop capacity building programs in culture and arts management for theatres**

Develop capacity building programs in culture and arts management for leaders, managers, artists and staff of theatres to help them adapt to the changing context in Vietnam, shifting from a subsidized over to socialist-oriented market economy. There should be different levels of capacity building and priorities given to each arts organization, and trainees. These capacity building training
programs can be organized in house or overseas. Training should accompany personnel planning and assessment of performance.

3.2.5. **Develop and implement marketing strategies and develop marketing mix**

*Develop and implement marketing strategies:* strategic plans show vision and management capacity of culture and art institutions, thus, to ensure sustainable development, theatres should develop and implement marketing strategies based on results of analysis of their strength, weakness, opportunity and threat.

*Develop marketing mix:* culture and art institutions in general, theatres in particular should actively and synchronously deploy marketing mix tools, including: development and improvement of quality of art works and services, application of pricing strategies, development and implementation of promotion strategies, distribution channels, pay attention to human resources development, physical facilities, identification and implementation of market positioning strategies.

3.2.6. **Promote cooperation**

Theatres should *develop international cooperation* and *cooperation among theatres* to increase opportunities for partnership, cooperation, exchanges, and experience sharing and upgrading of knowledge and skills in marketing, in particular, exchanges, integration and development in general. Associations of culture and arts marketing should be established, with members are marketing staff, performance organizational staff and arts organizations, entertainment companies, researchers, lecturers and arts marketing professionals. In addition, priority should be given to *promoting cooperation between theatres and travel agencies and schools to*
help theatres build and develop their audiences, develop arts and financial capacity.

3.2.7. Make use of cultural and cultural behavioral environment in marketing

Making use of the cultural environment and cultural behaviors in marketing will help nurturing arts at the same time create opportunity for arts to enter into public life. This will help theatres fulfill their lofty political tasks and develop arts and finance. Cultural behaviors in culture and arts marketing are not only requirements for specialized staff but also all staff, artists of arts organization.

Sub-conclusion

Results of theoretical and practical research on marketing of theatres in Hanoi show some characteristics and development trend of culture and arts marketing of these theatres as follows: on characteristics, marketing of theatres in Hanoi mainly stops at efforts for ticket sale and performance contracts, thus marketing is not a real process of management in the operations of theatres; on development trend, so far marketing of theatres in Hanoi has only been developed in two stages, namely, focusing on products and focusing on sales and priority is given to development of e-marketing which is an inevitable trend.

Based on those characteristics and trends, the thesis recommends some solutions to improve effective marketing activities of theatres in Hanoi:

First, consolidate and implement macro and micro policies, encourage a healthy competition to promote the development of the performing arts. Second, develop and implement financial mechanism for theatres, and financial mechanism for marketing
activities. *Third*, finalize organizational structure of theatres. *Forth*, develop capacity building programs in culture and arts management for theatres. *Fifth*, develop and implement marketing strategies, paying special attention to develop marketing mix. *Sixth*, promote international cooperation and cooperation among theatres. *Seventh*, make use of cultural environment and attach importance to cultural behaviors in culture and arts marketing.

**CONCLUSION**

1. Marketing is a scientific discipline developed along the development of industry and trade. During the 1970s, marketing became specialized and a period marking initial efforts in integrating the marketing concept into the culture and arts sector. Culture and arts marketing is an art of building and developing sustainable relations with audiences, thus continuing to pursue art objectives while attracting more audiences to respond to and consume art products. So, arts orientation is a philosophy of culture and arts marketing. However, for success, culture and arts marketing, in addition to pursuing excellent arts, should be responsive to market and audience orientation.

2. Marketing plays an important role in the process of operations of culture and art institutions. Marketing contributes to creating culture of the organization, and creating a difference between organizations. Marketing helps culture and arts institutions to have market knowledge, bring their art works, products, and services to the public, promote consumption of art works, products, and services of culture and arts, develop audiences, attract sponsorship, increase revenue, and competitive capacity and development.
3. The author of the thesis has carried out case studies of 9 theatres in Hanoi, which are divided into three groups based on the efficiency of their marketing activities. *Theatres of good performance:* 1. Vietnam Youth Theatre; 2. Vietnam National Symphony Orchestra; 3. Thang Long Water Puppet Theatre. *Theatres of average performance:* 1. Vietnam National Puppet Theatre; 2. Vietnam Song and Dance Theatre; 3. Hanoi Cailuong Theatre. *Theatres of bad performance:* 1. Vietnam Cheo Theatre; 2. Vietnam Tuong Theatre); 3. Hanoi Drama Theatre. These case studies are to find out real situation of marketing activities, and how interaction between external and internal environment affects marketing activities of theatres, why marketing activities are not part of theories of development of theatres, has marketing been and will be an effective management tool for development of theatres, thus drawing characteristics and development trend of marketing at the same time recommend some solutions to improve effective marketing activities of theatres in Hanoi.

4. The research results show that, because of reasons of economic, political, socio-cultural context, sciences and technology and policies, perception, human and financial resources, physical facilities, and in face of the inevitable trend of self-financing and to be competitive and develop, theatres have to carry out marketing activities at different levels and frequencies. Specifically, theatres have tried to develop and diversify performance programs. Although they have not yet developed and implemented long-term communication strategies, theatres have carried out some short-term communication activities for performance programs, projects or specific activities. In addition, theatres have also applied many
pricing strategies, diversified models of performance organization and forms of ticket sales; and conducted audience research. Although these activities are just initial and experimental, they have contributed to helping theatres to step by step build and develop their audiences.

5. In spite of limited human resources for marketing activities, these marketing activities have initially made some contributions such as: helping theatres diversify art works, products, and services, increase promotion, build and develop audiences, increase ticket sales and performance contracts, expand domestic and international cooperation, and attract donors.

6. Obviously, the main reasons leading to such a situation of marketing activities of theatres at present and why marketing is not part of development theories of theatres and policies do not really support and develop self-reliance, and creativity in arts and management of theatres; limited knowledge and capacity in implementing marketing activities and arts management of theatres; limited human and financial resources and physical facilities not meeting real requirements.

7. Theoretical and practical research shows that marketing of theatres in Hanoi is not a component of management, but only an effort for ticket sale and for performance contracts. Marketing of theatres in Hanoi is only developed through two stages: the stage of focusing on products and the stage of focusing on sale. E-marketing has made initial contributions and will become an inevitable trend for development of theatres in Hanoi.

8. To improve effective marketing activities of theatres in Hanoi, the thesis recommends some important solutions: First,
consolidate and implement macro and micro policies to encourage self-reliance, dynamism and creativeness and support theatres to have effective operations. *Second*, develop suitable mechanism for theatres, particularly funding allocation and monitoring mechanism for theatres. *Third*, finalize organizational structure of theatres to meet operational and development requirements in the present context. *Forth*, develop capacity building programs in culture and arts management for theatres. *Fifth*, develop a mechanism to require theatres to develop and implement marketing strategies, particularly develop marketing mix. *Sixth*, theatres promote domestic and international cooperation. *Seventh*, make use of cultural environment and attach importance to cultural behaviors in culture and arts marketing.

9. The thesis synthesizes, analyzes and adds theoretical system on culture and arts marketing and on theoretical and practical bases, draws characteristics and development trend of marketing of theatres in Hanoi, recommends some solutions to improve their effective marketing activities. This theoretical system will contribute to updating knowledge on culture and arts marketing, providing theatres with a set of tools to help them operate more effectively. In addition, from the angle of culture, the thesis helps policy makers to consider marketing a cultural phenomenon, thus developing mechanisms for management of culture and art institutions in general and marketing activities in particular to be more suitable.

10. To expand the extent of research and to have more comprehensive results, it is needed to conduct research studies on culture and arts marketing of theatres, and art troupes across the country. Alongside with case studies of theatres in the subsidized and
socialized models, case studies of companies specializing in organization of performances, events and rental events, and independent arts organizations should also be conducted for comparison to draw profound and comprehensive lessons to be learned in order to improve effective marketing activities and overcome weaknesses of theatres at present./.


