



Strategy For Business Recovery In Novo Cinemas

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ARTICLE INFO ABSTRACT

The COVID-19 pandemic has caused significant disruptions to the global economy, including the entertainment industry. NOVO Cinemas, a leading cinema chain in the Middle East, has been severely impacted by the pandemic, resulting in a significant decline in revenue and footfall. The purpose of this research is to develop a strategy for business recovery in NOVO Cinemas. Amidst the backdrop of the COVID-19 pandemic's profound impact on the global economy and the entertainment sector, NOVO Cinemas, a prominent cinema chain in the Middle East, finds itself grappling with substantial declines in revenue and attendance. Recognizing the urgent need for a path to recovery, this research endeavors to develop a comprehensive strategy tailored specifically for NOVO Cinemas. Motivated by the imperative to navigate the unprecedented challenges posed by the pandemic, the study seeks to analyze the current market dynamics and the unique ramifications experienced by the cinema industry. It aims to uncover the underlying factors contributing to NOVO Cinemas' vulnerabilities while also identifying potential avenues for revitalization and growth. Hypothesizing that a multifaceted approach encompassing technological integration, revenue diversification, and a customer-centric ethos can pave the way for NOVO Cinemas' resurgence, the research adopts a rigorous methodology. It employs a combination of qualitative and quantitative analyses, including market surveys, financial assessments, and consumer behavior studies, to glean actionable insights. The results of the study reveal nuanced insights into NOVO Cinemas' strengths, weaknesses, and untapped opportunities. It underscores the significance of embracing innovative technologies, exploring new revenue streams, and prioritizing customer satisfaction as pivotal elements of the recovery strategy. In conclusion, the research underscores the critical importance of proactive adaptation and strategic foresight in overcoming the challenges wrought by the pandemic. By offering pragmatic recommendations tailored to NOVO Cinemas' unique circumstances, this study not only provides a roadmap for its recovery but also contributes novel insights that can inform the broader strategies of cinema chains in the region.

Keywords: Business Recovery, Business continuity, Resilience, Agile Organization, Teamwork, Communication exchange, Business Recovery model, Entertainment.

Chapter 1 Introduction

Business recovery is a process of restoring a company's operations and financial health after a significant disruption, such as a natural disaster, economic downturn, or in this case, a pandemic. The entertainment sector, including cinema chains, has been severely impacted by the COVID-19 pandemic, leading to a significant decline in revenue and footfall. Business recovery strategies are therefore imperative to help the entertainment sector to regain its position in the market. The entertainment sector depends on business recovery strategies,

on many factors. The entertainment industry can diversify its revenue streams by offering new services, such as streaming platforms or virtual events, to supplement their traditional offerings (Casciani et al., 2022). Companies can reduce their expenses by implementing cost-cutting measures such as reducing staff, negotiating with suppliers, and renegotiating lease agreements. The entertainment industry can leverage technology to provide a more immersive experience for customers, such as virtual reality or augmented reality. The entertainment industry can focus on customer needs and preferences to create personalized experiences that increase customer engagement and loyalty. The entertainment sector can apply business recovery strategies to regain financial stability and adapt to the new normal brought about by the COVID-19 pandemic (Ahmed et al., 2023).

Business recovery is crucial for the entertainment sector to survive and thrive in a post-pandemic world. The COVID-19 pandemic has disrupted the entertainment industry's traditional business models, causing a significant decline in revenue and footfall. Therefore, implementing business recovery strategies is essential for the entertainment industry to regain its position in the market. The importance of business recovery in the entertainment sector can lead to financial stability. Business recovery strategies help the entertainment industry to restore its financial stability by reducing costs, diversifying revenue streams, and adopting new technologies to enhance customer experiences. Companies that implement effective business recovery strategies gain a competitive advantage by adapting to changing market conditions and customer preferences (Rai et al., 2021). Business recovery strategies that focus on customer needs and preferences help to create personalized experiences that increase customer engagement and loyalty. Business recovery strategies that promote innovation and technology adoption can contribute to the growth of the entertainment sector and the wider economy. Business recovery is essential for the entertainment sector to navigate the challenges brought about by the COVID-19 pandemic and emerge stronger and more resilient. NOVO Cinemas depend on regulations for their Business Recovery. Government regulations regarding social distancing, capacity limits, and hygiene practices can impact the operations and revenue of NOVO cinema. Changes in regulations can also affect consumer confidence and willingness to visit cinemas (Lyu et al., 2020). Consumer behavior has changed significantly during the pandemic, with many people preferring to stay at home and watch movies online. NOVO cinema needs to adapt to these changes and implement strategies that attract customers back to the cinema, such as offering exclusive screenings, discounts, and loyalty programs (Barley, 2020). NOVO cinema faces competition from other cinemas, streaming services, and other entertainment options. To recover from the pandemic, NOVO cinema needs to differentiate itself from competitors and offer unique movie experiences that cannot be replicated at home. Technology has played a significant role in the pandemic, with many people opting for online movie streaming services. NOVO cinema needs to embrace technology and offer innovative solutions such as online ticket bookings, mobile apps, and contactless payment options. The pandemic has hit many businesses hard, and NOVO cinema needs to have sufficient financial resources to survive and recover (Madnani et al., 2020). This includes access to government support schemes, loans, and investments. NOVO cinema's employees are a crucial part of its business recovery. The company needs to ensure that its employees feel safe, supported, and motivated to return to work. This can be achieved through training, clear communication, and incentives (Putra et al., 2019).

Overall, NOVO cinema needs to develop a comprehensive business recovery plan that addresses these factors and adapts to changing market conditions. This plan should focus on creating a safe and enjoyable cinema experience for customers while also ensuring the long-term sustainability of the business. Based on the above the Research statement, scope, Research questions and Research Objectives can be worked out as below

Research Scope:

The scope of this research is to investigate the strategies that NOVO Cinemas can adopt for business recovery after the COVID-19 pandemic. This research will mainly focus on the implementation of new strategies that can help NOVO Cinemas to recover from the financial losses caused by the pandemic.

Research Statement:

The COVID-19 pandemic has had a significant impact on the cinema industry, including NOVO Cinemas. To ensure its sustainability and long-term growth, NOVO Cinemas needs to adopt new strategies that can help it to recover from the financial losses caused by the pandemic.

Research Questions:

1. What were the impacts of the COVID-19 pandemic on NOVO Cinemas?
2. What strategies can NOVO Cinemas implement to recover from the financial losses caused by the pandemic?
3. How effective are these strategies in ensuring the sustainability and long-term growth of NOVO Cinemas?

Research Objectives:

1. To identify the impacts of the COVID-19 pandemic on NOVO Cinemas.
2. To analyze the current strategies adopted by NOVO Cinemas for business recovery.
3. To evaluate the effectiveness of the new strategies in ensuring the sustainability and long-term growth of NOVO Cinemas.

Literature Review

The researchers use databases like Google Scholar, ProQuest, Scopus to collect secondary data available on the above paradigm. The existing literature was studied to identify the gaps and the relevant theories which can be used for the conceptual model building and formulating the hypotheses. Some of the variables mentioned as variables Customers, Outsource Associates, Environment, Employees, NOVO Cinemas Top Management, and Successful Business Recovery Factors at NOVO Cinemas as the dependent variable.

Customers are absolutely vital for the successful business recovery strategy at NOVO Cinemas. Without our valued customers, we wouldn't have a business to recover! At NOVO Cinemas, we understand the importance of providing exceptional customer service and ensuring that our customers have a positive experience every time they visit our theaters. By listening to our customers' feedback and addressing their concerns, we can improve our services and attract more customers, which is crucial for our business recovery. NOVO Cinemas believes that customer satisfaction should be at the heart of every successful business, and they strive to make every customer's visit to NOVO Cinemas a memorable one. There are several crucial customer factors that will be important for the successful recovery of NOVO Cinemas (Putra et al., 2019). In the current climate, safety is a top priority for many customers. Ensuring that our theaters are clean, sanitized, and adhered to social distancing guidelines will be crucial for attracting customers back to our theaters. Customers value convenience, and offering services such as online ticket purchasing, reserved seating, and mobile ordering can make the movie-going experience more convenient and efficient for customers. Customers want to be comfortable when they watch a movie. Ensuring that our theaters have comfortable seating, proper temperature control, and quality sound and picture can enhance the movie-watching experience and encourage customers to return (Spence, 2020). Offering a variety of movie genres and showtimes can attract a wider range of customers and provide more options for customers to choose from. Providing exceptional customer service is crucial for building customer loyalty and encouraging customers to return. Ensuring that our staff is friendly, knowledgeable, and responsive to customer needs can make all the difference. By focusing on these crucial customer factors, NOVO Cinemas can create a positive experience for customers and successfully recover from the challenges of the past years (Koščak et al., 2023).

For NOVO Cinemas to have a successful business recovery strategy, they need to consider several important factors related to their customers. Firstly, they need to understand their customers' expectations. What do people want when they come to watch a movie at NOVO Cinemas? Do they want comfortable seats, good food, a wide range of movies to choose from, or something else? Knowing what their **customers expect** will help NOVO Cinemas to provide a better experience and keep their customers happy. Secondly, they need to be aware of what other movie theaters are offering. NOVO Cinemas should keep an eye on their **competition** and what they are doing. This way, they can keep up with what is happening in the movie theater industry and make changes to their business if necessary. Thirdly, **emerging technology** is also an important factor. NOVO Cinemas should consider using new technology to improve their customers' experience (Martins, 2022). For example, they could use virtual reality or augmented reality to enhance the movie-watching experience, or they could use technology to make it easier for customers to book tickets or order food. Fourthly, **cost** is an important factor. NOVO Cinemas need to price their tickets and food at a level that is affordable for their customers. They also need to make sure that they are not losing money by charging too little. Lastly, quality is crucial. The movies shown at NOVO Cinemas need to be of **high quality**, and the food and drinks need to be tasty and fresh. If NOVO Cinemas provides a high-quality experience, customers are more likely to come back and recommend the theater to their friends and family. Overall, considering these factors will help NOVO Cinemas to create a successful business recovery strategy and keep their customers happy (Hemment et al., 2023).

Outsource associates play a crucial role in the successful business recovery strategy at NOVO Cinemas, especially when it comes to technology availability, user attitude, customer expectations, and competition deliverance. Firstly, outsource associates can help ensure that the necessary technology is available for a smooth business recovery. They can assist in setting up and maintaining various technological systems that are essential for cinema operations, such as ticketing systems, online platforms, and digital marketing tools. Their expertise can help streamline processes and ensure that customers have a seamless experience (Minghai et al., 2023). Secondly, outsource associates can contribute to shaping user attitudes towards the cinema. Through effective customer service and engagement, they can help build positive relationships with customers and create a welcoming environment. By providing helpful and friendly assistance, they can enhance customer satisfaction and loyalty, ultimately contributing to the success of the business recovery strategy. In addition, outsource associates can help manage and meet customer expectations. They can assist in monitoring and analyzing customer feedback, enabling NOVO Cinemas to understand customer needs and preferences better. This valuable insight can then be used to tailor services, improve offerings, and exceed customer expectations. By consistently meeting and exceeding customer expectations, NOVO Cinemas can differentiate itself from competitors and foster customer loyalty (Uniyal, 2023). Lastly, outsource associates can aid in competition deliverance. They can assist in conducting market research and analyzing competitor strategies, enabling NOVO Cinemas to stay informed and responsive to industry trends. By staying ahead of the competition, NOVO Cinemas can identify new opportunities and make strategic decisions that contribute to a successful business recovery. Overall, outsource associates bring their helpfulness, creativity, and smart approaches to support

various aspects of the business recovery strategy at NOVO Cinemas (Branca, 2023). Their contribution to technology availability, user attitudes, customer expectations, and competition deliverance is essential for the cinema's success in navigating through challenges and emerging stronger. Technology availability can significantly influence the successful business recovery strategy at NOVO Cinemas. Technology availability ensures that the cinema can streamline its operations and automate various processes. This can lead to improved efficiency and productivity, allowing NOVO Cinemas to handle increased customer demand without compromising on quality. For example, ticketing systems and online platforms can enable faster and more convenient booking processes, reducing wait times and improving customer satisfaction. Technology availability enables NOVO Cinemas to provide a seamless and enhanced customer experience. For instance, digital signage and interactive kiosks can offer personalized recommendations, show timings, and concession options, making it easier for customers to navigate and make choices. Additionally, advanced audiovisual technologies can enhance the overall movie-watching experience, attracting more customers and increasing satisfaction levels. Technology availability allows NOVO Cinemas to establish a strong online presence and effectively market its offerings. Through a user-friendly website, mobile app, and active social media presence, the cinema can engage with customers, promote upcoming movies, and offer exclusive deals. This helps attract a larger customer base and creates opportunities for increased revenue (Musa, 2022). Technology availability enables NOVO Cinemas to gather and analyze valuable data about customer preferences, behavior, and market trends. This data can inform strategic decision making, such as movie selection, pricing strategies, and targeted marketing campaigns. By leveraging technology to collect and analyze data, NOVO Cinemas can make informed decisions that align with customer expectations and optimize business recovery efforts. Technology availability provides NOVO Cinemas with the flexibility to adapt to changing circumstances, such as social distancing requirements or shifts in customer preferences. For example, digital ticketing and contactless payment options can help ensure a safe and convenient movie experience during times of heightened health concerns. Technology availability is crucial for NOVO Cinemas' successful business recovery strategy as it enables operational efficiency, improves customer experience, facilitates effective marketing, supports data-driven decision making, and allows for adaptability in a rapidly changing business environment. With the advent of advanced gaming consoles, cloud gaming services, and virtual worlds, the gaming industry has experienced an incredible transformation. Gamers can now connect and play with others worldwide, engage in multiplayer experiences, and even create their own virtual worlds (Stenport, 2019).

User attitude and customer expectations play a significant role in shaping the successful business recovery strategy at NOVO Cinemas. Understanding and meeting customer expectations is crucial for NOVO Cinemas recovery strategy. By analyzing user attitudes and feedback, the cinema can identify areas that require improvement and implement necessary changes to enhance customer satisfaction. This can include factors such as comfortable seating, clean facilities, high-quality audiovisual systems, and a wide selection of movies. User attitudes towards safety and hygiene have become more critical in the wake of the COVID-19 pandemic. Customers now expect cinemas to adhere to strict health protocols and provide a clean and safe environment. NOVO Cinemas recovery strategy should include measures such as regular sanitization, social distancing measures, contactless ticketing, and enhanced ventilation systems to address these concerns and regain customer trust (Batra, 2021). Customers today expect personalized experiences tailored to their preferences. NOVO Cinemas can leverage user data and technology to offer personalized recommendations for movies, concessions, and promotions. By understanding customer preferences and delivering personalized experiences, the cinema can enhance customer loyalty and drive repeat business. User attitudes towards convenience and accessibility have evolved with advancements in technology. Customers now expect easy and convenient booking processes, online ticket reservations, and access to information such as show timings, seating availability, and movie ratings. NOVO Cinemas recovery strategy should focus on providing a seamless and user-friendly online platform and mobile app that meets these expectations. User attitudes towards value for money have a significant impact on customer satisfaction and loyalty. NOVO Cinemas recovery strategy should consider offering competitive pricing, loyalty programs, and exclusive deals to ensure customers perceive that they are getting good value for their money. Regularly assessing customer attitudes towards pricing and adjusting offerings accordingly can help attract and retain customers. NOVO Cinemas can attract and retain customers, driving its recovery and long-term success (Milton et al., 2023).

Environment factors such as the post-COVID situation, competition, recession, and government policies have a significant influence on the successful business recovery factors at NOVO Cinemas. The post-COVID situation has changed customer behavior and expectations. NOVO Cinemas' recovery strategy should consider the ongoing health and safety concerns of customers. Adhering to strict protocols, such as social distancing, regular sanitization, and contactless interactions, will be crucial in regaining customer trust and confidence. Competition in the cinema industry can impact NOVO Cinemas' recovery strategy. Analyzing the strategies and offerings of competitors can help identify areas for improvement and differentiation (Santos et al., 2022). NOVO Cinemas should focus on providing unique experiences, personalized offerings, and exceptional customer service to stand out in the highly competitive market. The rise of high-speed internet and improved streaming technology has revolutionized the way we consume entertainment. Platforms like Netflix, Amazon Prime Video, and Disney+ offer on-demand access to a vast library of movies, TV shows, and documentaries. Streaming services have made entertainment more accessible, convenient, and cost-effective. During times of recession, customers may tighten their budgets, impacting their spending on entertainment activities such as

going to the cinema. NOVO Cinemas recovery strategy should consider pricing strategies that offer value for money while being competitive (Godfrey et al., 2020). Offering discounts, promotions, and loyalty programs can help attract customers during a recession and encourage repeat business. Government policies, such as capacity restrictions, operating hours, and health guidelines, can directly impact NOVO Cinemas' recovery strategy. Adapting the cinema's operations to comply with government regulations is crucial for a successful recovery. This may include implementing seating arrangements that allow for social distancing, enforcing mask-wearing policies, and regularly updating protocols based on government guidelines. Government policies can also provide support and incentives for businesses during the recovery phase. NOVO Cinemas should actively explore and take advantage of any government assistance programs, grants, or tax incentives that can aid in their recovery efforts. This can include financial support, marketing initiatives, or infrastructure development. Adapting to the changing landscape, understanding customer behavior, staying competitive, and aligning with government regulations and support can help NOVO Cinemas formulate an effective recovery strategy and thrive in the challenging environment (Collavo, 2022).

Employee factors such as mindset, techno-savviness, culture, and competency play a crucial role in influencing the successful business recovery factors at NOVO Cinemas. The mindset of employees at NOVO Cinemas is vital for successful recovery. Having a positive and resilient mindset can drive motivation, adaptability, and innovation during challenging times. Employees with a growth mindset are more likely to embrace change, seek opportunities, and contribute to the recovery efforts. NOVO Cinemas should foster a supportive and empowering work environment that encourages employees to develop a growth mindset. In the rapidly evolving digital landscape, technologically adept employees are essential for business recovery (Nourbakhsh et al., 2020). NOVO Cinemas' recovery strategy should involve leveraging technology to enhance customer experiences, streamline operations, and adapt to changing market trends. Employees who are comfortable with technology can drive the implementation of digital solutions, such as online ticketing systems, mobile apps, and virtual events, which can help attract and engage customers. The organizational culture at NOVO Cinemas greatly influences the success of the recovery strategy. A positive and inclusive culture fosters employee engagement, teamwork, and customer-centricity. NOVO Cinemas should prioritize open communication, transparency, and collaboration to ensure that all employees are aligned with the recovery goals (Makhdoom et al., 2022). A strong culture that values employee well-being and provides support during challenging times can boost morale and productivity. The competencies and skills of employees are crucial for successful business recovery. NOVO Cinemas should assess the existing skill set of employees and identify any gaps that need to be addressed. Training programs, upskilling initiatives, and cross-functional learning opportunities can help enhance the competencies of employees. Having competent employees who are well-equipped to handle new challenges and deliver exceptional service is essential for the recovery strategy (Martins, 2023). Nurturing a positive mindset, fostering technological literacy, promoting a supportive culture, and investing in employee competency development can greatly contribute to the organization's recovery efforts. By focusing on these employee factors, NOVO Cinemas can build a resilient workforce that is capable of navigating challenges and driving successful business recovery. Artificial intelligence (AI) algorithms analyze user preferences and behavior to offer personalized recommendations for movies, TV shows, music, and more. Streaming platforms leverage AI to understand individual preferences, leading to curated content suggestions that enhance the user's entertainment experience. Emerging technologies like motion tracking, green screens, and CGI have revolutionized the special effects industry. Movies and TV shows can now depict fantastical worlds and creatures that were previously unimaginable. These technologies contribute to creating visually stunning and captivating entertainment experiences (Jiang et al., 2022).

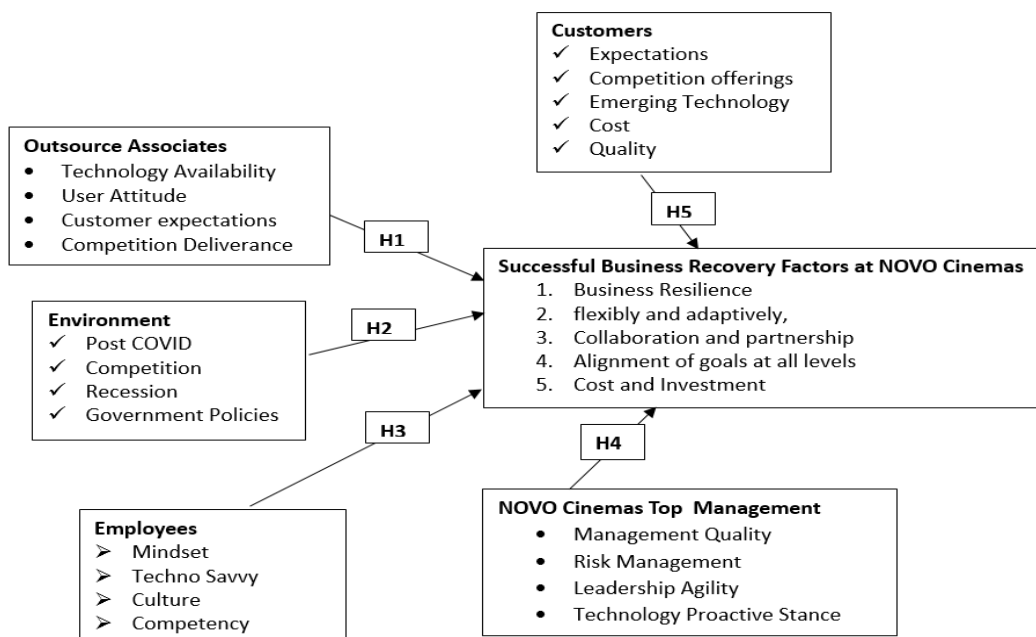
Top management factors such as management quality, risk management, leadership agility, and a proactive stance towards technology can significantly influence the successful business recovery factors at NOVO Cinemas. Effective management is crucial for a successful business recovery. Top management at NOVO Cinemas should possess strong leadership skills, strategic thinking, and the ability to make informed decisions. They should prioritize effective communication, collaboration, and employee engagement to rally the workforce towards the recovery goals. Good management quality ensures efficient resource allocation, effective planning, and the implementation of appropriate recovery strategies. A robust risk management approach is essential for navigating uncertainties and mitigating potential challenges during the recovery process (Argyroudis et al., 2022). Top management at NOVO Cinemas should identify and assess risks associated with the business recovery efforts and develop strategies to minimize their impact. This involves implementing contingency plans, monitoring market trends, and maintaining a flexible approach to adapt to changing circumstances. Effective risk management helps ensure a smooth and successful recovery. In a rapidly changing business environment, leadership agility is crucial for successful recovery. Top management at NOVO Cinemas should be adaptive, flexible, and open to new ideas and approaches (Dentale, 2022). They should encourage innovation, experimentation, and learning from failures. Agile leaders can quickly respond to market demands, seize opportunities, and drive the necessary changes to enhance the organization's resilience and recovery capabilities. Technology plays a vital role in business recovery, especially in the current digital era. Top management at NOVO Cinemas should have a proactive stance towards embracing and leveraging technology to boost recovery efforts. This includes investing in digital platforms, online ticketing systems, virtual event capabilities, and other technological solutions that enhance customer experiences and streamline operations. Embracing technology proactively enables NOVO Cinemas to adapt to changing customer

preferences, reach wider audiences, and increase revenue streams. By demonstrating effective management, implementing robust risk management practices, fostering leadership agility, and embracing technology, top management can drive the organization's recovery efforts and position NOVO Cinemas for long-term success (Ondiviela et al., 2021).

Successful business recovery factors at NOVO Cinemas depend on several key elements, including business resilience, flexibility and adaptability, collaboration and partnership, alignment of goals at all levels, and cost and investment considerations. Business resilience refers to an organization's ability to withstand and recover from disruptions or crises. At NOVO Cinemas, building resilience involves identifying potential risks, developing contingency plans, and implementing measures to minimize the impact of disruptions. This may include having backup plans for revenue generation, diversifying offerings, and incorporating flexibility into business operations (Mukoro et al., 2022). Flexibility and adaptability are essential during the recovery phase, as the business landscape may be constantly changing. NOVO Cinemas should be open to adjusting strategies, operations, and offerings based on customer demands, market trends, and external factors. Being flexible and adaptive can help the organization quickly respond to challenges and seize emerging opportunities. Collaboration and partnership with other industry stakeholders can be instrumental in successful business recovery. NOVO Cinemas can engage with suppliers, distributors, and other industry players to share resources, knowledge, and best practices. Collaborative efforts can result in more efficient operations, cost savings, and innovative solutions that drive the recovery process (Wong et al., 2020). Successful recovery requires alignment of goals and objectives at all levels of the organization. Top management should communicate the recovery strategy clearly, ensuring that all employees understand their roles and responsibilities. Alignment ensures that everyone is working towards the same objectives, fostering a cohesive and coordinated effort. Cost management and strategic investments are critical during the recovery phase. NOVO Cinemas should evaluate their cost structure, identify areas for optimization, and prioritize investments that support recovery and future growth. This may include upgrading technology infrastructure, enhancing marketing efforts, or investing in employee training and development. By focusing on these factors, NOVO Cinemas can navigate challenges, seize opportunities, and position itself for long-term success in the evolving cinema industry (Bento, 2020). Technologies such as holography and projection mapping have transformed live performances, concerts, and events. Artists can create spectacular visual displays, 3D projections, and holographic performances, adding a new layer of excitement and innovation to the entertainment industry. These are just a few ways in which emerging technologies support the entertainment sector. The continuous advancements in technology will undoubtedly bring even more exciting developments to further enhance our entertainment experiences (Tom Dieck et al., 2022).

Stakeholders Theory has been used to construe a Conceptual model and for formulating the hypotheses. The Customers, the Outsource Associates, the Employees, and the top management of NOVO cinemas as Stakeholders along with the Environment influence the Successful Business Recovery at NOVO Cinemas. So, the dependent Variable of outcome depends on the dependent variable as suggested in the Conceptual model and Hypotheses formulated.

Determinants of NOVO Cinemas Business Recovery Strategy Stakeholders Theory Conceptual Model Using Stakeholders theory



H1: There is significant influence of the Outsource Associates factors on the Successful Business Recovery of NOVO Cinemas

H2: There is significant influence of the Environment factors on the Successful Business Recovery of NOVO Cinemas

H3: There is significant influence of Employee factors on the Successful Business Recovery of NOVO Cinemas

H4: There is significant influence of the Top Management on the NOVO Cinemas Successful Business Recovery

H5: There is significant influence of the Top Management on the NOVO Cinemas Successful Business Recovery

Methodology

The Research study uses statistical methodology or Quantitative approach to test the hypotheses formulated and for the relationship as suggested by the conceptual model and explain empirically the exploratory model. The research will try to get consensus on the conceptual model and the relationship between the construes as mentioned between the independent variables and the dependent variables both directly and indirectly.

Primary Data of Survey Demographic Profile

TABLE I DEMOGRAPHIC PROFILE

Demographic Variable	Category	%	Numbers	The Field of work of the Respondent	%
Age Group	< 15 Years	24.4	75	Education	37.2
	16-25 Years	17.8	107	IT/Technology	26.7
	26-40 Years	21.8	103	Logistics/Transportation	12.9
	41-50 Years	17.3	55	Hospitality and Tourism	6.3
	51-60 Years	18.7	45	Medical Field	5.7
	> 61 years			Sports	2.1
Gender	Male	53.6		Jewelry and Fashion design	4.5
	Female	46.4	218	Construction and Engineering	4.6
	Don't want to reveal	0.0	167	others	0.6
	Total		390		

Demographic Variable	Category	%	Demographic Variable	Category	%
Education	Highschool	2.3	Income Level per Month	Under 5000 AED	31.4
	Undergraduate	6.5		5001-10000 AED	14.1
	Graduate	37.7		10001-15000 AED	17.3
	Masters	27.1		15001-20000 AED	10.5
	Doctoral	26.4		Above 20001	26.7

In this study, the construct validity of ADANCO was assessed using a measurement called Dijkstra-Henseler's rho (ρ_A) coefficient. When this coefficient is greater than 0.70, it indicates that the method used in the study is reliable. For PLS path modeling, ρ_A serves as a consistent estimate of the reliability of construct scores (Henseler & Dijkstra, 2015). Fortunately, the result of this study showed that the Dijkstra-Henseler's rho (ρ_A) coefficient was above 0.8, which suggests that the constructs examined were indeed reliable. To further evaluate the validity of the constructs, the researchers also considered the indicators of outer loading and the average variance of extracted (AVE). In terms of convergent validity, an AVE value of 0.50 or above is generally considered acceptable. This is because, on average, the construct explains more than 50% of the variance in its indicators. In this particular study, the AVE result exceeded 0.50 (Jung et al., 2018) (refer to Table 2). These findings affirm the reliability and convergent validity of the constructs examined in the study (Iyer et al., 2020).

Table 2: Analysis of Measurement Model

Latent Variables	Convergent Validity		Construct reliability	
	AVE >0.50	ρ_A reliability >0.70	Pc reliability >0.70	Cronbach's alpha(α) >0.70
Outsource Associates Factors	0.5965	0.8734	0.8773	0.8792
Environment Factors	0.4713	0.8415	0.8297	0.8265
Employees Factors	0.5553	0.8643	0.8353	0.8596
NOVO Cinemas Top Management Factors	0.5280	0.8523	0.8321	0.8603
Customer Factors				

Successful Business Recovery Factors at NOVO Cinemas	0.4912	0.8320	0.8148	0.8378
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Source: ADANCO result, 2023

Regarding outer loading, the value 0.70 or above is recommended for standardized outer loading (Hair et al., 2013). Thus, in this study the indicator variables were used, and their outer loading values were above 0.7, see Table 3.

Table 3 shows the Discriminant Validity heterotrait-monotrait ratio

Construct	Outsource Associates Factors	Environment Factors	Employees Factors	NOVO Cinemas Top Management Factors	Customer Factors	Successful Business Recovery Factors at NOVO Cinemas
Outsource Associates Factors						
Environment Factors	0.8058					
Employees Factors	0.7314	0.8646				
NOVO Cinemas Top Management Factors	0.6723	0.7867	0.8167			
Customer Factors	0.6567	0.6987	0.7913	0.8692	0.8743	
Successful Business Recovery Factors at NOVO Cinemas						

Source: ADANCO results, 2023

Table 4 Direct Effect Interference

Effect	Original coefficient	Standard bootstrap results					Percentile bootstrap quantiles				Supported
		Mean value	Standard error	t-value	p-value (2-sided)	p-value (1-sided)	0.5 %	2.5 %	97.5 %	99.5 %	Yes
Outsource Associates Factors -> Customers Factors (H6)	0.6254	0.6214	0.0642	8.4279	0.0000	0.0000	0.4033	0.4542	0.7434	0.7899	Yes
Outsource Associates Factors -> Successful Business Recovery Factors at NOVO Cinemas (H1)	0.5986	0.5963	0.0673	8.0492	0.0000	0.0000	0.4204	0.4669	0.7197	0.7669	Yes
Environment Factors -> Successful Business Recovery Factors at NOVO Cinemas (H2)	0.4319	0.4315	0.0628	7.7523	0.0000	0.0000	0.2651	0.3260	0.5319	0.6031	Yes
Environment Factors -> Customer Factors (H8)	0.5279	0.5312	0.0919	5.7463	0.0000	0.0000	0.2936	0.3432	0.7082	0.7671	Yes
Employee Factors -> Successful Business Recovery Factors at NOVO Cinemas H3	0.5745	0.5746	0.0784	7.3145	0.0002	0.0000	0.3470	0.4125	0.7267	0.7789	Yes
Employees Factors -> Customer Factors H7	0.2734	0.2768	0.1245	5.1955	0.0272	0.0151	-	0.0453	0.5333	0.6578	Yes

Employees Factors -> Environment Factors H9	0.5732	0.5687	0.0738	7.7681	0.0000	0.0000	0.3447	0.4085	0.6987	0.7345	Yes
NOVO Top Management Factors -> Successful Business Recovery Factors at NOVO Cinemas H4	0.3567	0.3581	0.0830	6.3020	0.0000	0.0000	0.1451	0.1937	0.5186	0.5673	Yes
NOVO Cinemas Top Management -> Employee Factors H10	0.5782	0.5761	0.0839	6.8916	0.0000	0.0000	0.3287	0.3945	0.7273	0.7652	Yes
Customers Factors -> Successful Business Recovery Factors at NOVO Cinemas H5	0.6134	0.6117	0.0779	7.8534	0.0000	0.0000	0.3783	0.4464	0.7541	0.7931	Yes

Source: ADANCO results, 2023

All p-values are well below 0.05 and it supports the validity of the relationships. The results data support and authenticate all the hypotheses were authenticated (Jhantasana, 2023) .

Table 5 Convergent Validity

Construct	Average variance extracted (AVE)
Outsource Associates Factors	0.5868
Environment Factors	0.5674
Employees Factors	0.5622
NOVO Cinemas Top Management Factors	0.5182
Customer Factors	0.5869
Successful Business Recovery Factors at NOVO Cinemas	0.5671

Table 5 shows all AVE greater than 0.5 gives evidence for convergent validity, as the corresponding latent variable explains more than half of the variance in the belonging indicators, and consequently, all other latent variables explain less than a half. In our example, all AVE values are above 0.5 (0.5180 and 0.5893), indicating convergent validity (Hair et al., 2022) .

Table 6 Discriminant Validity

Construct	Outsource Associates Factors	Environment Factors	Employees Factors	NOVO Cinemas Top Management Factors	Customer Factors	Successful Business Recovery Factors at NOVO Cinemas
Outsource Associates Factors	0.5893					
Environment Factors	0.5877	0.6517				
Employees Factors	0.5377	0.6372	0.7823			
NOVO Cinemas Top Management Factors	0.5286	0.6242	0.6508	0.8180		
Customer Factors	0.4886	0.5865	0.7102	0.7346	0.7965	
Successful Business Recovery Factors at NOVO Cinemas	0.4344	0.5243	0.7002	0.7405	0.7643	0.8879

Discriminant validity measures illustrated in table 6, the extent a variable is correlated with other variables in the structural model and measured by the Fornell-Larcker criterion and cross-loadings. The diagonal bold figures are the highest in the rows and columns showing that the discriminant validity is proven, using Adanco 2.0 output (Lin, 2023).

Table 7 Loadings of Indicator Loadings

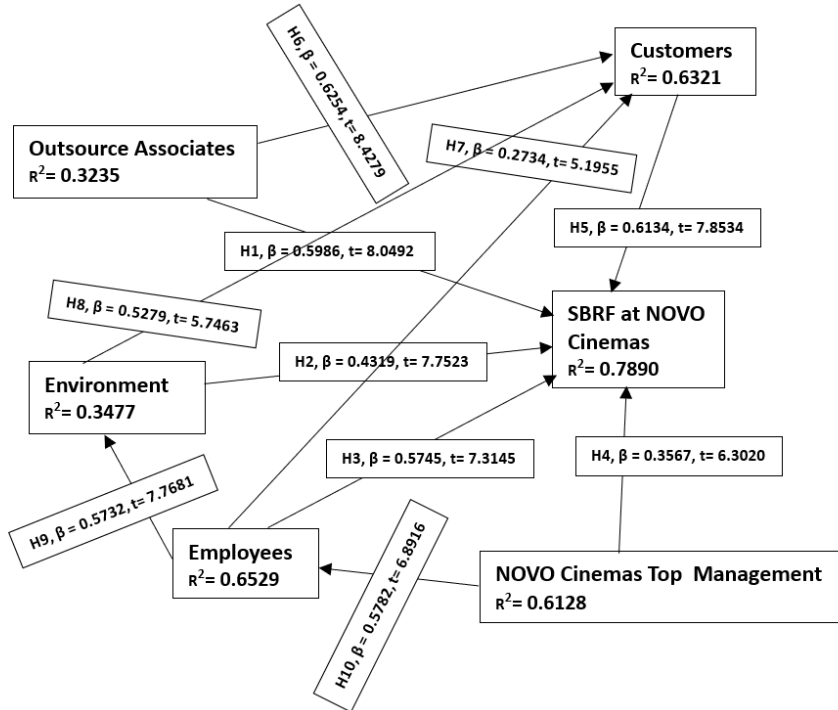
Indicator	Outsource Associates Factors	Environment Factors	Employees Factors	NOVO Cinemas Top Management Factors	Customer Factors	Successful Business Recovery Factors at NOVO Cinemas
(OAF1)	0.7258					
(OAF2)	0.7124					
(OAF3)	0.7564					
(OAF4)	0.8238					
(ENVF1)		0.5058				
(ENVF 2)		0.5355				
(ENVF3)		0.5110				
(ENVF4)		0.6027				
(EMPF1)			0.8230			
(EMPF2)			0.7988			
(EMPF3)			0.7176			
(EMPF4)			0.7868			
(NCTMF1)				0.7510		
(NCTMF2)				0.7212		
(NCTMF3)				0.6937		
(NCTMF4)				0.7597		
(CF1)					0.5633	
(CF2)					0.6963	
(CF3)					0.8219	
(CF4)					0.7128	
(CF5)					0.7773	
(SBRF1)						0.7659
(SBRF2)						0.7119
(SBRF3)						0.8133
(SBRF4)						0.6728
(SBRF5)						0.7579

Table 7 shows the cross loadings to see the effect of the variables on each other. The coefficient of determination (R^2) explains the construct was toward all the constructs in the research study. The minimum requirement of R^2 was 0.25, and the construct was relevant and significant if the value of R^2 exceeded 0.2 (Hair et al., 2022). Based on the result, the value of R^2 of adoption intention was 0.7890, which represented that the construct was relevant and significant, and considered high in explaining all the variables in the research (Shiau et al., 2019).

Table 8 Predictive relevance (R^2)

Construct	Coefficient of determination (R^2)	Adjusted R^2
Outsource Associates Factors	0.3235	0.3169
Environment Factors	0.3477	0.4154
Employees Factors	0.6529	0.6245
NOVO Cinemas Top Management Factors	0.6128	0.5966
Customer Factors	0.6321	0.6012
Successful Business Recovery Factors at NOVO Cinemas	0.7890	0.7654

Figure 2 PLS-SEM Validation



The study conducted research and testing the validity and reliability of the research framework using PLS-SEM. This is a valuable contribution to the research paper. By gathering input from 390 respondents who are stakeholders of the Blockchain education application, it has established a consensus that adds credibility to your findings. The methodology addresses an important issue of the scarcity of relevant data for future researchers in this field. It not only fills a gap but also provides a foundation for future research by building upon this model or similar ones. This will undoubtedly pave the way for further advancements in the field. While the theories mentioned in the paper have their significance in stable economies, equal education opportunities, and infrastructure availability, it's important to acknowledge their limitations in explaining various factors during challenging times such as recessions, the COVID pandemic, and sanction regimes. Therefore, the decision to develop a concrete and sound research-based framework is commendable. This framework will contribute significantly to future work and provide a more comprehensive understanding of these complex situations (Lin, 2023).

Table 9 showing the Direct Relationships

Hypotheses no	Construe Description	β - value	t- value	Significance $t \geq 2.59$ $1.96 \leq t \leq 2.59$	Hypotheses Supported or not supported
H1	Outsource Associates Factors -> Successful Business Recovery Factors at NOVO Cinemas	0.5986	8.0492	Strong	Yes
H2	Environment Factors -> Successful Business Recovery Factors at NOVO Cinemas	0.4319	7.7523	Strong	Yes
H3	Employee Factors -> Successful Business Recovery Factors at NOVO Cinemas	0.5745	7.3145	Strong	Yes
H4	NOVO Top Management Factors -> Successful Business Recovery Factors at NOVO Cinemas	0.3567	6.3020	Strong	Yes
H5	Customers Factors -> Successful Business Recovery Factors at NOVO Cinemas H5	0.6134	7.8534	Strong	Yes

Table 10 Indirect relationships

Hypotheses No	Construe Description	β - value	t- value	Significance $t \geq 1.96$	Hypotheses Supported or not supported
H65	Outsource Associates Factors -> Successful Business Recovery Factors at NOVO Cinemas through Customers Factors	0.3836	5.7333	Strong	Yes
H85	Environment Factors -> Successful Business Recovery Factors at NOVO Cinemas through Customers Factors	0.3238	4.879	Strong	Yes
H98	Employee Factors -> Successful Business Recovery Factors at NOVO Cinemas through Environment Factors	0.2475	2.4746	Moderate	Yes
H103	NOVO Top Management Factors -> Successful Business Recovery Factors at NOVO Cinemas through Employee factors	0.3321	5.1243	Strong	Yes

The next level relationships are not relevant as the β value will be well below the 0.01 levels hence not considered in this study (Sarstedt et al., 2022).

Conclusion and recommendation

Implications of This Research

Practical Implications: The research study on "Strategy for Business Recovery in NOVO Cinemas" has several practical implications that can guide decision-making and actions for the organization. The research study can help NOVO Cinemas identify the critical factors that contribute to business recovery. By analyzing the data and findings, the organization can determine which elements are essential for revitalizing the business and attracting customers. This understanding allows them to focus their efforts and resources on the most impactful areas. The research study provides insights into the specific strategies and approaches that can be effective for NOVO Cinemas' recovery. It offers recommendations based on empirical evidence and analysis, enabling the organization to create a tailored recovery plan. This strategy can include actions such as repositioning the brand, enhancing customer experiences, implementing innovative marketing campaigns, and optimizing operational processes. The research study helps NOVO Cinemas adapt to the evolving market dynamics, especially in the context of the COVID-19 pandemic. It provides a deeper understanding of customer preferences, behaviors, and expectations during challenging times. This knowledge can guide the organization in making informed decisions about offerings, pricing, safety measures, and communication strategies to meet customer needs effectively (Sokolovskiy et al., 2023). The findings of the research study can help NOVO Cinemas strengthen its relationship with customers by addressing their concerns and expectations. By implementing the recommended strategies, such as personalized experiences, loyalty programs, and targeted marketing efforts, the organization can foster customer engagement and loyalty. This, in turn, can drive repeat business and positive word-of-mouth recommendations. The research study assists NOVO Cinemas in allocating its resources efficiently and effectively. By understanding the factors that contribute most to business recovery, the organization can prioritize investments and initiatives accordingly. This ensures that resources are utilized in areas that have the greatest potential for impact, leading to a more focused and successful recovery strategy. The insights gained from the research study can contribute to the broader industry's understanding of business recovery strategies in the cinema sector. By sharing the findings and recommendations with industry stakeholders, NOVO Cinemas can contribute to collective knowledge and assist other organizations in their recovery efforts. This collaboration can lead to the development of best practices for the entire industry. Overall, the practical implications of the research study on "Strategy for Business Recovery in NOVO Cinemas" empower the organization to make informed decisions, develop effective strategies, adapt to market dynamics, enhance customer engagement, optimize resource allocation, and contribute to industry best practices. These implications are crucial for the successful recovery and long-term sustainability of NOVO Cinemas in a challenging and competitive market (Pucik et al., 2023).

Social implications: The research study on "Strategy for Business Recovery in NOVO Cinemas" has several social implications that can impact various stakeholders and the broader community. NOVO Cinemas is likely to be a significant employer in the local community. The research study can help the company develop a recovery strategy that ensures the preservation of jobs and the economic well-being of its employees. By

implementing effective strategies, NOVO Cinemas can contribute to the local economy by maintaining employment levels and generating revenue. The research study focuses on understanding customer preferences and behaviors, which can have a direct impact on the overall cinema experience. By implementing the recommended strategies, NOVO Cinemas can enhance the quality of entertainment and create a more enjoyable experience for its customers. This can lead to increased social interaction, cultural engagement, and community bonding through shared experiences (Dias et al., 2022). The recovery strategy developed based on the research study can contribute to the revitalization of the local community. By attracting customers and providing an appealing entertainment option, NOVO Cinemas can bring people together and create a vibrant and lively atmosphere. This can positively impact nearby businesses, such as restaurants, cafes, and retail stores, by generating foot traffic and increasing economic activity in the area.

The research study can help NOVO Cinemas in creating a more inclusive and accessible environment for all members of the community. By understanding the preferences and needs of different customer segments, the organization can implement measures to ensure that the cinema experience is accessible to individuals with disabilities, diverse cultural backgrounds, and varying preferences. This can promote social inclusion and create a sense of belonging for all community members. In light of the COVID-19 pandemic, the research study can guide NOVO Cinemas in implementing appropriate health and safety measures. By understanding customer concerns and expectations, the organization can adopt strategies that prioritize the well-being and safety of customers and employees. This can contribute to public health efforts and reassure the community that NOVO Cinemas is a responsible and safe entertainment option. Cinemas play a significant role in promoting cultural and artistic expression (Hassan, 2020). The research study can assist NOVO Cinemas in curating a diverse range of films and events that cater to different tastes and preferences. By showcasing local and international talent, NOVO Cinemas can contribute to the cultural enrichment of the community and provide a platform for artistic expression. In summary, the social implications of the research study on "Strategy for Business Recovery in NOVO Cinemas" include the preservation of employment, enhanced customer experiences, community revitalization, social inclusion, accessibility, health and safety measures, and the promotion of cultural and artistic expression. These implications contribute to the overall well-being and vibrancy of the community, fostering social cohesion and economic growth. (Dwyer, 2022).

Managerial implications: The research study on "Strategy for Business Recovery in NOVO Cinemas" has several managerial implications that can guide decision-making and strategic planning within the organization. The research study provides valuable insights into customer preferences, behaviors, and market trends. These findings can help NOVO Cinemas in developing a comprehensive strategic plan for business recovery. The organization can align its goals and objectives with the identified opportunities and challenges, ensuring that the strategies implemented are in line with customer expectations and market demands (Rosário et al., 2021). The research study can guide NOVO Cinemas in designing effective marketing and promotional campaigns. By understanding customer preferences, the organization can tailor its marketing messages, channels, and creative approaches to resonate with the target audience. This can help in increasing brand awareness, attracting new customers, and retaining existing ones. The study's findings can assist NOVO Cinemas in refining its product and service offerings. By identifying customer preferences for specific movie genres, amenities, and experiences, the organization can tailor its offerings to meet these demands. This can involve diversifying the movie selection, introducing premium services, or enhancing the overall cinema experience. Such improvements can differentiate NOVO Cinemas from competitors and attract a loyal customer base. The research study can have implications for the operational aspects of NOVO Cinemas (Likhatcheva, 2020). For instance, if the study indicates a preference for online ticket booking or concessions, the organization can invest in technological solutions to streamline these processes. Additionally, understanding peak hours and customer flow patterns can help in optimizing staffing levels and resource allocation, leading to improved operational efficiency. The research study can guide NOVO Cinemas in developing effective customer relationship management strategies. By understanding customer preferences and behavior, the organization can personalize communication, loyalty programs, and customer service initiatives. This can foster stronger relationships with customers, enhance customer satisfaction, and increase customer loyalty. The research study can assist NOVO Cinemas in making informed financial decisions and resource allocations. By understanding the market dynamics and customer preferences, the organization can allocate resources strategically to areas that have the highest potential for business recovery. This can involve investments in technology, infrastructure, marketing, staff training, or facility upgrades (). The study's findings can help NOVO Cinemas in identifying and addressing potential risks and challenges. For example, if the research highlights a declining interest in a particular movie genre, the organization can proactively adjust its programming to mitigate the risk of low-ticket sales. By continuously monitoring market trends and customer preferences, NOVO Cinemas can stay ahead of potential risks and adapt its strategies accordingly. In summary, the managerial implications of the research study on "Strategy for Business Recovery in NOVO Cinemas" include strategic planning, marketing and promotion, product and service development, operational efficiency, customer relationship management, financial planning and resource allocation, and risk management. Implementing these implications can enable NOVO Cinemas to make informed decisions, enhance its competitive advantage, and drive business recovery. (Pozzi et al., 2023) .

Limitations and Future Research

The study has certain limitations that could be addressed in future research. Firstly, the sample size could be increased to obtain a more comprehensive consensus on the topic, particularly considering that there are limited individuals with expertise in both Entertainment and Technology. Conducting surveys across diverse domains and sectors would enable the participation of experts, thereby enhancing the survey results (Beiderbeck et al., 2021). Additionally, incorporating qualitative surveys would provide a more nuanced perspective on the research subject. However, due to constraints in time and resources, conducting qualitative research was not feasible for this study, but it can be considered for future investigations. Furthermore, there is a lack of primary research data on the Entertainment and Event sector in the UAE, primarily due to the scarcity of experts in this domain. This emphasizes the need for detailed research on the technical aspects of implementing blockchain in the Entertainment and Event industry. This research could explore topics such as the architectural requirements of emerging technologies relevant to the industry, energy consumption, skillsets needed, training requirements, and the associated costs (George et al., 2023). Moreover, the absence of regulatory bodies for the Entertainment and Event System poses challenges in achieving global consensus and scalability. Efforts should be made to establish regulatory frameworks that can facilitate the growth and development of the industry. Additionally, conducting qualitative research involving experts from various domains could lead to more robust participation and valuable insights. Lastly, it is important to investigate the potential of blockchain adoption in enhancing the relationship between infrastructure and sustainability, as well as improving power quality. Moreover, studying the energy-saving potential of blockchain adoption would be beneficial. Sundarakani et al. (2021) suggested further research on these aspects. In conclusion, the study acknowledges its limitations and suggests areas for future research. By addressing these limitations, researchers can contribute to a more comprehensive understanding of the application of blockchain in the Entertainment and Event sector, paving the way for its effective implementation and development. Virtual reality (VR) and augmented reality (AR) technologies have revolutionized entertainment by creating immersive experiences. VR allows users to explore virtual worlds and interact with them, while AR overlays digital content onto the real world. These technologies provide new and exciting ways to enjoy movies, games, and live events. The future Researchers can investigate these areas which has not been explored in this study (Utterson, 2019).

The Contribution and Originality

Value of the Research

This study makes a valuable contribution by integrating the Stakeholders theory and the Environment influencing theories to develop a comprehensive conceptual model. The research extensively discusses the challenges, issues, and the likelihood of success of emerging technologies in the Entertainment sector. The study also consolidates the perspectives of industry experts in the Entertainment and Event domains through primary research. To ensure the reliability of the conceptual model, the researchers employed the PLS-SEM ADANCO methodology for validation and testing. The data collected from all seven emirates of the UAE holds significant importance for the organization. This data collection was made possible through the collaboration of the authors with Entertainment and Event experts, as well as the involvement of working PhD students from the industry. This collaboration serves as a major contribution to the study. The study's objectives led to the development of a novel conceptual model that integrates the Stakeholders theory and the Environment influencing theory. This model provides a foundation for future research studies in this field.

Conclusion

In conclusion, this research study focused on developing a strategy for business recovery in NOVO Cinemas. The study aimed to address the challenges and issues faced by the company in the wake of the COVID-19 pandemic and provide recommendations for a successful recovery. Through a comprehensive analysis of the current situation and the external environment, the study identified key factors influencing the business recovery of NOVO Cinemas. These factors included changes in consumer behavior, government regulations, technological advancements, and competition within the industry. The research findings highlighted the importance of adopting a customer-centric approach and leveraging digital technologies to enhance the cinema experience and attract a larger audience. It was also emphasized that NOVO Cinemas should focus on diversifying revenue streams through strategic partnerships, such as collaborations with content providers and online platforms (Crespo et al., 2020).

Furthermore, the study emphasized the significance of effective communication and engagement with stakeholders, including employees, suppliers, and customers. Building trust and maintaining strong relationships with these stakeholders were identified as crucial for the successful implementation of the recovery strategy. The recommendations provided in this study can serve as a roadmap for NOVO Cinemas to navigate the challenges posed by the pandemic and position itself for long-term success (Graça, 2021). It is crucial for the company to continuously monitor and adapt its strategy based on evolving market dynamics and customer needs. Overall, this research study offers valuable insights and practical recommendations for NOVO

Cinemas to recover and thrive in the post-pandemic era. By implementing the suggested strategies, the company can enhance its competitiveness, attract a larger customer base, and achieve sustainable growth in the cinema industry. Advanced software and hardware tools enable content creators to develop more engaging and visually stunning movies, TV shows, and video games. High-quality computer-generated imagery (CGI), motion capture, and animation techniques have elevated the visual and storytelling aspects of entertainment, looks to be the future of Cinema.

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Annexure

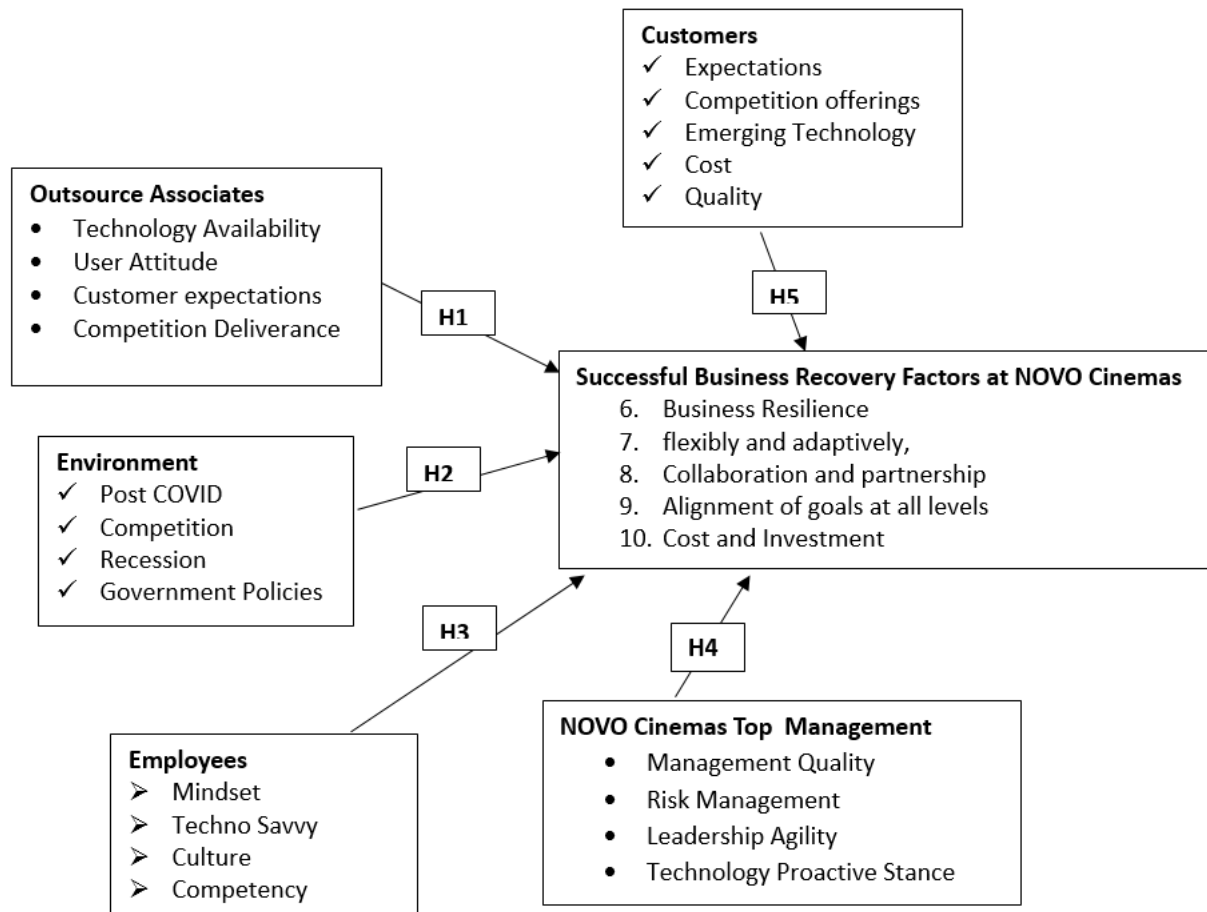
Questionnaire Development

Dear Participant,

I appreciate your willingness to complete this questionnaire, which will only take a few minutes of your time. This research is a part of Westford Faculty Research initiatives and on the specific topic of " Strategy for Business Recovery in NOVO Cinemas" . Your participation and feedback in this survey are critical in determining the most accurate variables and will offer a better understanding of the important aspects impacting Business Recovery. I will only use the information supplied for the sole purpose of this research and ensure that the participant's identity remains anonymous.

Yours sincerely, Shankar Subramanian Iyer

Determinants of NOVO Cinemas Business Recovery Strategy Stakeholders Theory Conceptual Model Using Stakeholders theory



H1: There is significant influence of the Outsource Associates factors on the Successful Business Recovery of NOVO Cinemas

H2: There is significant influence of the Environment factors on the Successful Business Recovery of NOVO Cinemas

H3: There is significant influence of Employee factors on the Successful Business Recovery of NOVO Cinemas

H4: There is significant influence of the Top Management on the NOVO Cinemas Successful Business Recovery

H5: There is significant influence of the Top Management on the NOVO Cinemas Successful Business Recovery

1. What is the age ?

- < 15 Years
- 16-25 Years
- 26-40 Years
- 41-50 Years
- 50-60
- > 61 years

2. Income Level

- < 5000 AED
- 5001 – 10000 AED
- 10001- 20000 AED
- > 20001 AED

3. Gender

- Male
- Female
- Don't want to reveal

4. What is the highest Education Level

- Schooling
- Undergraduate
- Bachelors
- Masters

- e. Professional
- f. Doctorate

5. Outsource Associates Factors (OAF)

Outsource Associates Factors (OAF) – The OAF factors are a major issue as it depends on the NOVO Cinemas Technology Availability, User Attitude, Customer expectations and Competition Deliverance.

I believe that the Outsource Associates factors that will influence Strategy factors for Business Recovery at NOVO Cinemas are: (Express your opinion on the statement by marking the most appropriate one)

Outsource Associates factors	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Cinemas Technology Availability (OAF 1)					
User Attitude (OAF 2)					
Customer expectations (OAF 3)					
Competition Deliverance (OAF 4)					

6. Environment Factors (ENVF) – The ENVF factors are a major issue as it depends on the NOVO Cinemas Post COVID, Competition, Recession, Government Policies

I believe that the Environment Factors that will influence Strategy factors for Business Recovery at NOVO Cinemas are: (Express your opinion on the statement by marking the most appropriate one)

Outsource Associates factors	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Post COVID (ENVF 1)					
Competition (ENVF 2)					
Recession (ENVF 3)					
Government Policies (ENVF 4)					

7. Employee Factors (EMPF) – The Employee factors are a major issue as it depends on the NOVO Cinemas Mindset, Techno Savvy, Culture and Competency I believe that the Environment Factors that will influence Strategy factors for Business Recovery at NOVO Cinemas are: (Express your opinion on the statement by marking the most appropriate one)

Employee Factors (EMPF)	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Mindset (EMPF 1)					
Techno Savvy (EMPF 2)					
Culture (EMPF 3)					
Competency (EMPF 4)					

8. NOVO Cinemas Top Management (NCTMF) – The NOVO Cinemas Top Management factors are a major issue as it depends on the NOVO Cinemas Management Quality, Risk Management, Leadership Agility, Technology Proactive Stance I believe that the Environment Factors that will influence Strategy factors for Business Recovery at NOVO Cinemas are: (Express your opinion on the statement by marking the most appropriate one)

NOVO Cinemas Top Management (NCTMF)	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Management Quality (NCTMF 1)					
Risk Management (NCTMF 2)					
Leadership Agility (NCTMF 3)					
Technology Proactive Stance (NCTMF 4)					

9. NOVO Cinemas Top Management (NCTMF) – The NOVO Cinemas Top Management factors are a major issue as it depends on the NOVO Cinemas Management Quality, Risk Management, Leadership Agility, Technology Proactive Stance I believe that the Environment Factors that will influence Strategy factors for

Business Recovery at NOVO Cinemas are: (Express your opinion on the statement by marking the most appropriate one)

NOVO Cinemas Top Management (NCTMF)	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Management Quality (NCTMF 1)					
Risk Management (NCTMF 2)					
Leadership Agility (NCTMF 3)					
Technology Proactive Stance (NCTMF 4)					

10. Successful Business Recovery Factors at NOVO Cinemas (SBRF) – The NOVO Cinemas Top Management factors are a major issue as it depends on the NOVO Cinemas Business Resilience, flexibly and adaptively, Collaboration and partnership, Alignment of goals at all levels, Cost, and Investment

I believe that the Environment Factors that will influence Strategy factors for Business Recovery at NOVO Cinemas are: (Express your opinion on the statement by marking the most appropriate one)

Successful Business Recovery Factors at NOVO Cinemas (SBRF)	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Business Resilience (SBRF 1)					
flexibly and adaptively (SBRF 2)					
Collaboration and partnership (SBRF 3)					
Alignment of goals at all levels (SBRF 4)					
Cost (SBRF 5)					
Investment (SBRF 6)					

Interview Questions

1. How the Customers factors of Expectations, Competition offerings, Emerging Technology, Cost, Quality, leads to the Successful Business Recovery Factors at NOVO Cinemas?
2. How the Outsource Associates factors of Technology Availability, User Attitude, Customer expectations, Competition Deliverance leads to the Successful Business Recovery Factors at NOVO Cinemas?
3. How the Environment factors of Post COVID, Competition, Recession, Government Policies will lead to the Successful Business Recovery Factors at NOVO Cinemas?
4. How the Employees factors of Mindset, Techno Savvy, Culture, Competency will lead to the Successful Business Recovery Factors at NOVO Cinemas?
5. How the NOVO Cinemas Top Management factors of Management Quality, Risk Management, Leadership Agility, Technology Proactive Stance will lead to the Successful Business Recovery Factors at NOVO Cinemas?
6. How will the Successful Business Recovery Factors at NOVO Cinemas depend on the Business Resilience, flexibly and adaptively, Collaboration and partnership, Alignment of goals at all levels, and Cost and Investment?