

Factors Affecting Arts Marketing of Theaters in Hanoi, Vietnam

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Abstract: - Arts marketing is the inevitable development trend of contemporary society, in the context of international exchanges and integration deepening and the competition in the arts field is becoming more and more intensive. If arts organizations want to successfully carry out marketing activities, they need to have a deep understanding of both theoretical and practical aspects of arts marketing. Theoretically, many researchers have pointed out that the factors impacting and affecting arts marketing include internal environment and external environment factors, in which the important factors are the external environment ones, including: Economic, political and legal factors; Cultural, social and technological factors. The objective of this study is to evaluate the influence of external environmental factors on arts marketing of theaters in Hanoi, Vietnam. The author inherits the above research points and conducts a practical survey for 50 managers and 150 artists of 12 theaters in Hanoi capital, Vietnam. The important contribution of the study is shown by the author through the results of testing the scales, analyzing the correlation between the scales and testing the research hypothesis, which is: economic, political, legal factors (EPL) and Cultural, social and technological factors (CST) all have an impact on arts marketing (AM) of theaters in Hanoi, Vietnam. Moreover, Economic, political and legal factors (EPL) have a stronger influence on Arts Marketing (AM). The research results are also meaningful to many Vietnam's arts managers in planning and adjusting policies to achieve results and effectiveness in marketing activities to bring art works to the public; adapting to the market, in line with the movement and development trend of Vietnamese society and international integration.

Key-Words: - Arts marketing, external environment, affect, theaters, Hanoi, Vietnam.

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1 Research Introduction

Hanoi is the cultural and political center of Vietnam, with its open-door policy, exchange and integration, and rapid economic development has created favorable conditions for the shaping and development of the arts market. Art products are increasingly diverse in both quality and quantity, and the audience segmentation is also becoming clearer. With an area of 3,324.92 km², a population of more than 8 million people and an estimated 5.420 USD GDP per capita [8], Hanoi has up to 21 State-Owned theaters, not to mention many companies operating in the field of entertainment. The increasing number of entertainment companies shows that Hanoi's arts market is constantly evolving. The large number of theaters, art troupes and entertainment companies operating in the area has created a strong competitive environment and contributed to promoting the demand for arts enjoyment of the capital's general public.

With the political and social characteristics of the country in the process of developing and

integrating, transforming the model of a centrally planned economy into a commodity market economy with many sectors and development fields in the direction of socialization, strong competition, but the arts field is still struggling in competing and developing the market. This is because there are still many middle-aged people - who are too familiar with the subsidy mechanism, even in Hanoi, so they are not ready to accept art products that follow the new trends. On the other hand, there are still aged audiences, who love theatrical arts but have financial and health difficulties; In contrast, there are young people who can afford it but prefer other forms of entertainment. This is one of the great challenges that theaters located in Hanoi have to tackle nowadays.

This fact poses a requirement for arts organizations to adapt to the changes of the social environment. Many researchers have also generalized external environmental factors into two main groups: Economic, political and legal factors; Cultural, social, and technological factors [1, 21]. With the context of Hanoi, it can be seen that

Economic, political, legal, Cultural, social, and technological factors are currently the levers that contribute to creating many opportunities and at the same time bring about challenges that force theaters to carry out arts marketing activities in a more scientific, methodical and active way so that they can survive and develop in the integration conditions. In other words, the fact that theaters are interested in promoting marketing activities is also a way for theaters to adapt to the requirements of the market in which competition is increasingly fierce and theaters are required to become more dynamic and creative in all aspects.

2 Research Overview

Over a long history period, some researchers, arts managers and artists have the idea that art products cannot be "cheap" like normal goods because it has its own characteristics. Therefore, the term "arts marketing" is hardly used in arts management. However, in the development trend of contemporary society associated with the marketization of all kinds of products and the socialization of the supply of products and services, the concept and approach to arts products also have gone through changes and the term "arts marketing" was gradually adopted to "increase the creativity of arts organizations and facilitate public access to art products" [3].

Discussing the characteristics and role of arts marketing, many researchers emphasize the creativity of arts organizations, the creativity of artists in the direction of meeting the needs of the public and bringing innovative products to the public., not just for arts purposes. "Marketing's role is, therefore, not to influence the kind of art produced but solely to match the artist's creations and interpretations with an appropriate audience" [13]. Although accepted in accordance with the development trend of the market economy, the art goal is the core goal and also the main goal of arts organizations, so "arts and culture marketing needs to be applied creatively rather than conformingly to general marketing principles, because art product has its own characteristics" [16]. This is different from the goals of economic and commercial organizations (profit goal is considered the main goal, a measure of success).

Thus, arts marketing, although taking into account the economic benefits for arts organizations according to the general principles of marketing and the market, researchers often emphasize more on the role of being the connection between arts organizations, artists and audiences; emphasizing the appropriate approach between audience and

artists and arts organizations - the way the artist conveys arts and cultural works, products, and services to the audience, which is, connecting arts to audiences: "marketing has helped bringing arts to audiences and audiences to arts" [20].

With the above research points of view, whether arts marketing is to achieve the goal of satisfying the needs of the public, the economic goal is not the number one priority, it is the goal of arts creation. Arts - the core and fundamental goal of arts organizations, artists and art managers. From here, it is possible to generalize about the role of arts marketing (AM), which is one of the tools to help arts organizations and artists achieve their goals, specifically: (AM1) Performing the task of creativity in arts; (AM2) Establishing the needs of the audience; (AM3) Meeting the needs of the audience.

In the study of arts marketing, Robbins, S. et al. (2006) and Byrnes, JW (2009) emphasize the need for arts organizations to adapt to market, economic, political, cultural, social, demographic, technological and educational changes. Those are the factors that have immense influence on arts marketing activities. On the positive side, the above factors have a direct impact on the development of arts organizations; promoting the creativity of arts organizations and artists in the direction of diversifying products in accordance with the cultural and social characteristics of the country and nation and the trend of international integration in the cultural field. On the negative side, these factors can obscure arts creation goals of arts organizations and artists if it is a one-sided orientation, regulation, bias to serve politics and governance purposes. In practice in Vietnam as well as in Hanoi, the influence of economic, political, legal, cultural, social, and technological factors... on arts marketing is also shown according to the general principle and is an issue that needs to be researched and synthesized to serve policy making appropriately.

2.1 Economic, Political and Legal Factors (EPL)

- *Firstly*, with developed economic conditions, people's material life has been improved, which is the basis for people to have conditions to pay for their arts enjoyment needs; people are willing to pay for the need to enjoy arts in proportion to their income level (EPL1).

Vietnam has been in the process of reforming from a subsidized and centrally planned economy to a socialist-oriented market economy. With the appearance of many economic sectors, Vietnam's international economic integration process is

deepening and becoming stronger, contributing to promoting the development of the economy. Vietnam's per capita income in the 2011-2020 period increased by 1.5, reaching 3521 USD/person in 2020 [5], of which Hanoi is the locality with a large contribution out of 63 localities, with over 10% of GDP for the country's economy.

The economy is developing at a strong speed, the GDP of the country has achieved very spectacular results that have created conditions for the investment of the national budget and the budget of Hanoi city in the field of arts. When economic conditions develop, people's material life is constantly improved, which is the basis for people to have conditions to pay for the need to enjoy arts; willing to pay for their need to enjoy arts in proportion to their income to improve their quality of life. The competitive environment leads to the birth of an arts market that is diverse in terms of products, quality and prices; Arts marketing is promoted, thereby contributing to better meet the demand for arts enjoyment of the capital's general public. At the same time, it also creates certain positive effects on creativity process in arts.

The demand for arts enjoyment, the need to improve the quality of life of the public has grown along with the development of the economy, which has made important contributions to promoting the arts market to become rich in forms and diverse in methods in a competitive environment. Besides the positive impacts, the market economy mechanism is also the environment that causes negative impacts to the arts field. Many arts programs pursue profit goals, even satisfying the erroneous entertainment needs of some audience groups, while ignoring the aesthetic values, fine customs and traditions of the nation. This leads to "disasters", "deviations" in arts.

- *Secondly*, the guidelines of the Party and the strategy of the Government of Vietnam on the development of culture and arts promote the role of competitive orientation for development of arts organizations (EPL2).

The political system of Vietnam is characterized by the fact that the Communist Party of Vietnam leads the State and the whole society [24]. The Party leads by setting guidelines for national development in each field, and these guidelines are institutionalized by the State into a legal norm to be implemented in practice.

In the field of arts and culture in the renew period, the Party's orientation was set forth in 1998 with the affirmation: "Culture is the spiritual foundation of society, both a goal and a driving force to promote socio-economic development" and "Economic construction and development must aim

at cultural goals, for a fair and civilized society, for comprehensive human development. Culture is both the result of the economy and the driving force of economic development. Cultural factors must be closely linked with social life and activities in all aspects of politics, economy, society, law and discipline" [4].

The above goals and views on culture have marked an important step forward in the process of developing and perfecting the Party's theory of culture, orienting cultural development in the context of the country's international integration and development socialist-oriented market economy. This is a favorable condition for arts organizations and artists to implement creative ideas and compete for development in the field of arts. Arts marketing is also popularly done since then.

- *Thirdly*, the laws and policies of the State regulate the operation of arts organizations in competitive development (EPL3).

The State uses legal tools and policies to manage and regulate social activities. Laws, policies on arts and culture as well as other socio-economic policies are "expressed in the form of legal norms promulgated by competent state agencies and uniformly implemented within micro-national, local; orient and regulate the socio-economic development of the country and the locality" [15].

The main legal instruments, cultural and artistic policies of Vietnam today related to arts activities of theaters including the Decree on Regulations on Performing Arts Activities [11], Planning overall development of performance arts to 2020, orientation to 2030 [17], Strategy for development of Vietnam's cultural industries to 2020, vision to 2030 [18], The Strategy for Cultural Development to 2030 [19], Policy to encourage socialization for activities in the culture field [9], Regulations on the autonomy mechanism of public State-owned organizations [10]... The above legal documents and policies are promulgated on the principle of complying with the guidelines of the Communist Party of Vietnam on arts and culture field; play the role of regulating the activities of arts organizations in an appropriate form to develop these organizations in accordance with the general plan on the national network of cultural and arts organizations.

This role clearly shows the impact value, mainly the administrative impact. It is the regulation to ensure that arts organizations operate in the direction of developing competition; in order to realize the objectives of state management, to establish and maintain stability and order in the development of arts organizations within the

country. Arts marketing as the connection between arts organizations, artists and audiences is of course subject to this regulatory influence.

2.2 Cultural, Social and Technological Factors (CST)

- *Firstly*, the globalization trend helps arts organizations diversify their products, actively create to compete for development (CST1).

Globalization is an objective trend, a living reality of the world that is affecting the development of all countries and peoples in the world in many ways. The pressure of globalization on the arts and culture sector can lead to six outcomes: Americanization, homogeneity, diversity, commodification, globalism, and localism [14]. Vietnam is no exception, globalization, cultural exchange and acculturation is an opportunity for foreign cultural products to appear in the domestic media. Over time, it has influenced the concept, lifestyle and value system that is evident in Vietnamese society in general and in Hanoi in particular.

In fact, young people increasingly tend to follow imported cultural products, which creates great challenges for the promotion of a nation's traditional cultural values. Traditional arts forms such as “tuong”, “cheo” and “cai luong” are increasingly difficult to attract audiences, especially young audiences. But that fact is also an opportunity for competitive arts organizations to develop with creative and arts products following the trend of integration. In this case, arts marketing plays a role in bringing artistic creativity to the audience. On the other hand, the process of globalization, international exchange and integration also opens up opportunities for exchanging, learning and cooperating among individuals, cultural and arts organizations in Hanoi. The openness and sharing have helped artists, managers and arts organizations learn and apply knowledge and skills on arts and culture management in the context of Vietnam's strong development in socio-cultural. The process of globalization along with cultural exchange and acculturation not only creates conditions for Vietnam to select, absorb, and transform cultural phenomena and values from outside, but on the contrary, introduce events, works and values of the culture and arts of the Vietnamese nation in general and of Hanoi in particular to international friends.

Globalization can also bring challenges to cultural diversity, and potentially lead to cultural homogeneity. This is an alarming situation. To respond to the challenges, which is, “to combat the negative effects of Americanization,

homogenization and commodification of culture and arts, countries need to know how to take advantage of the influences of externalized and adapted to the particular values and purposes of the country” [7].

- *Secondly*, the trend of the information society creates an environment for product promotion and the development of arts organizations (CST2).

The development of science and technology has created an information society, which affects all areas of social life. In the field of arts, the information society has facilitated marketing activities, created an environment for product promotion and the development of competition of arts organizations. This was emphasized in the study: “inventions of science and technology and the development of cinema, radio and television as popular entertainment media, have had profound effects on the world of arts” [2].

In Hanoi, along with the development of economy, culture - society, science and technology has witnessed a strong development, which creates opportunities and challenges for the arts field. The development of television technology, the internet - home entertainment is a choice that is accepted by many audiences segmentation because it is convenient, inexpensive, can satisfy many, and saves time. ... However, it also encounters certain limitations compared to direct viewing of arts programs. This situation leads to many audiences enjoying entertainment programs at home instead of going to theaters and cinemas. This is one of the great challenges that requires managers and people operating in the fields of culture and arts to focus to find highly effective solutions. Arts marketing through the application of social networking technology/technology platforms will be an inevitable trend in the information society environment.

The inventions of science and technology also created many opportunities for the field of arts. Modern sound and lighting techniques, versatile stage design have brought certain effects, improving the quality of arts shows. Audio and video recording technology has brought huge revenues to the entertainment industry. Radio, television, internet, printing technology,... become effective tools to promote and transmit arts programs to attract audiences as well as provide more choices and opportunities to experience arts to the public, giving arts organizations many opportunities to reach audiences.

- *Thirdly*, the trend of socialization of the cultural field sets the foundation for arts organizations to attract resources and compete for development (CST3).

Vietnam is in the process of accelerating administrative reform, moving from a governance model to a service administration model. Social subjects are increasingly mobilized to join with the state to perform public service activities and set socialization policies in many fields. This is also suitable with the general trend of the administration of countries around the world: “The general trend of national governance and local governance in each country is to mobilize a lot of participation from social subjects to build a model of “small state, big society” [23].

In the field of arts, socialization in the form of mobilizing social resources for arts development has

been implemented since 1998 according to the Party's guidelines, viewpoints and cultural goals in the renovation period [4]. Hundreds of private arts organizations in Vietnam have been established and are competing with each other and with state-owned arts organizations. Arts marketing is now used as a key and an effective tool to bring arts products to the audience to increase revenue for arts organizations and artists. Hanoi and Ho Chi Minh City, with the largest population of the country, are the areas with the most arts organizations and the areas that develop arts marketing.

Table 1. Research theoretical framework

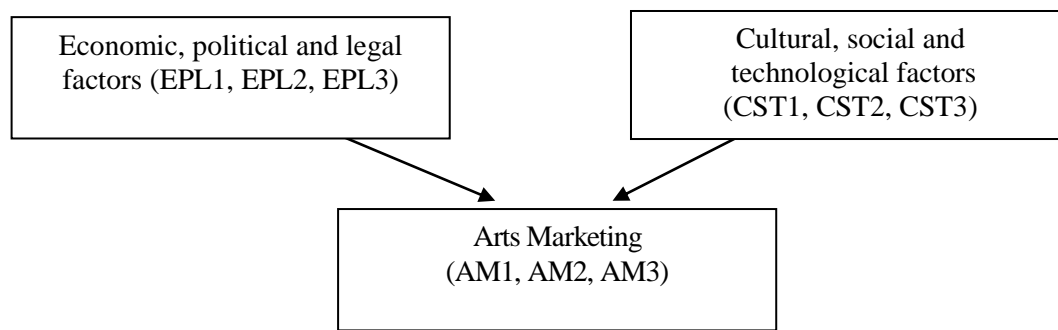
No.	Scales	Level					
		1	2	3	4	5	
1	Economic, political and legal factors (EPL)	EPL1. With developed economic conditions, people are willing to pay for the need to enjoy arts in proportion to their income.					
		EPL2. The Party's guidelines and the Government's strategy on arts development promote the role of competitive orientation for development of arts organizations.					
		EPL3. Laws and policies of the State regulate the operation of arts organizations in order to compete and develop					
2	Cultural, social and technological factors (CST)	CST1. The trend of globalization helps arts organizations diversify their products, actively innovate to compete and develop					
		CST2. The trend of the information society creates an environment for product promotion and the development of competition between arts organizations					
		CST3. The trend of socialization of the cultural sector sets the foundation for arts organizations to attract resources and develop competition.					
3	Arts Marketing (AM)	AM1. Accomplish tasks of creativity in arts					
		AM2. Establish the needs of the audience					
		AM3. Meeting the needs of the audience					

Source: Author compiled, built from the results of the general study

The above research theoretical framework includes 03 scales, which are the dependent variable AM, the independent variable EPL, CST with a total of 9 observed variables. By defining observed

variables and scales, the author designed a research model and hypothesis on the factors affecting the arts marketing of theaters to carry out actual research in Hanoi, Vietnam.

Research model



Research hypothesis

H1: Economic, political and legal factors have an influence on Arts marketing of theaters.

H2: Cultural, social, and technological factors have an influence on Arts marketing of theaters.

In the above research model, the independent variables (EPL, CST) affect the dependent variable (AM) to different degrees based on the evaluations of the managers and artists in the survey sample, from that, it shows the actual level of influence of each factor on the arts marketing of theaters in Hanoi, Vietnam. This is the task that the author needs to perform to clarify the relationship between these variables.

3 Research Methodology

3.1 Case Study Method

The author uses the case study method because the case study approach is widely recognized as having the upper hand in testing ideas in practice. Furthermore, case study research characteristically emphasizes “depth of study rather than breadth of study; ... Relationships/processes rather than outcomes and end-products; Holistic view rather than isolated factors...” [6]. The studied cases are 12 theaters in Hanoi with traditional and contemporary arts forms; well-run, average, and below average theaters; central theaters (under the Ministry of Culture, Sports and Tourism) and local theaters (under the Hanoi Department of Culture and Sports).

3.2 Qualitative Method

The author uses qualitative method by collecting and analyzing secondary data from published scientific documents. The author distilled the key research contents into the scales as summarized in Table 1 and built a research theoretical framework. In addition to the above scientific documents, qualitative research is also carried out through synthesizing and analyzing written opinions of managers of the Vietnamese culture to clearly see the reality of arts activities; actual factors affecting arts marketing of theaters in Hanoi.

3.3 Quantitative Method

The author uses quantitative method through the process of collecting and analyzing primary data in the form of surveys and questionnaires. From an overview of research on arts marketing, the research scales were determined including: 02 independent variables with 6 observed variables and 01 dependent variable with 03 observed variables. The survey consists of 9 questions, which are 9 observed variables in the scale. All observed variables are measured by 5-level Likert measure: 1 - Strongly disagree; 2 - Disagree; 3 - No comments; 4 - Agree; 5 - Strongly agree (Table 1).

The author conducted an official investigation at 12 theaters in Hanoi. The survey was conducted selectively including 50 managers and 150 artists with more than 3 years of experience in 12 theaters in Hanoi, Vietnam. First, the author conducts a preliminary interview to find out information and probe the consent of the interviewees. The survey results were 180 people who agreed to answer (50 managers and 130 artists) and 180/180 valid answer sheets. The survey sample characteristics are shown in Figure 1 and Table 2 below.

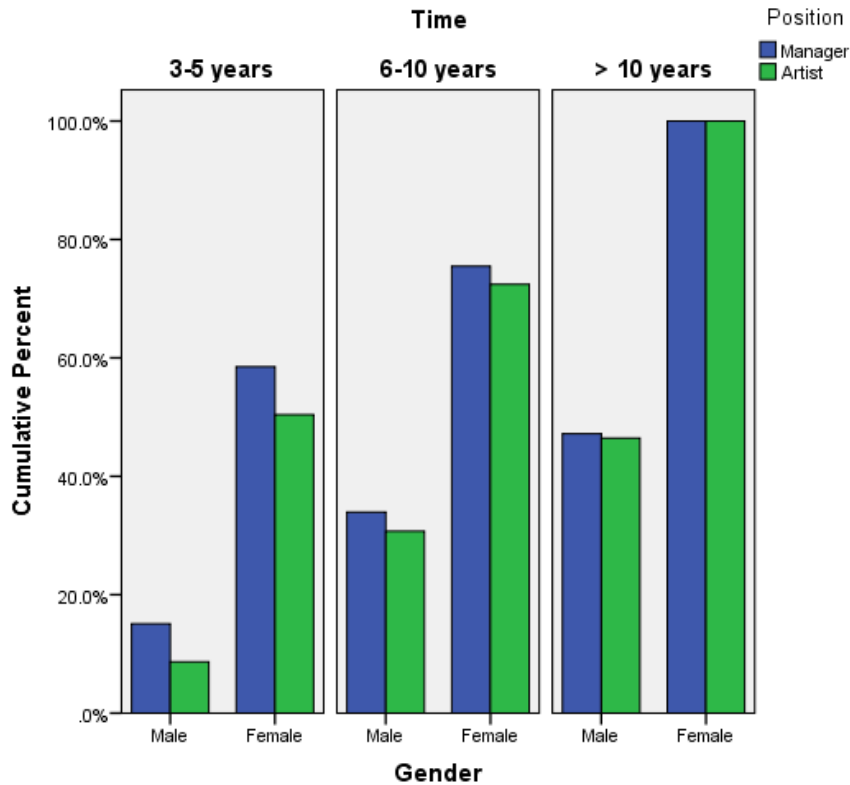


Fig. 2: Survey samples' characteristics
 Source: Author's survey results

Table 2. Survey samples' statistics
Gender * Position * Time Crosstabulation

Count			Position		Total
Time	Gender		Manager	Artist	
3-5 years	Gender	Male	8	11	19
		Female	6	5	11
	Total		14	16	30
6-10 years	Gender	Male	10	28	38
		Female	9	28	37
	Total		19	56	75
> 10 years	Gender	Male	7	20	27
		Female	13	35	48
	Total		20	55	75
Total	Gender	Male	25	59	84
		Female	28	68	96
	Total		53	127	180

Source: Author's survey results

The characteristics of the survey sample show that the majority of managers and artists (150/180 people, accounting for 83.3%) who have more than 5 years of working experience, have experienced the marketing policies of the theater that they work for. This is a positive factor that helps increase the reliability of the survey responses.

4 Research Findings

The author tests the scale to identify the reliability of the observed variables in the model. The test results show that all 9 observed variables have reliability when meeting the standard conditions: Cronbach's alpha > 0.6; Corrected Item-Total Correlation > 0.3 [12].

Table 3. Scale test results

No.	Scales	Observed variables	Reliability coefficients (Cronbach' Alpha)	The correlation coefficient of the smallest total variable
1	Economic, political, and legal factors (EPL)	EPL1, EPL2, EPL3	.813	EPL1 = .655
2	Cultural, Social, Technological factors (CST)	CST1, CST2, CST3	.732	CST1 = .389
3	Arts Marketing (AM)	AM1, AM2, AM3	.691	AM2 = .486

Source: Author's survey results

With qualified test results, the 9 observed variables evaluate the conclusions and test the research hypothesis, shown in Tables 4 and 5 below.

Table 4. Variables' statistics

		N	Minimum	Maximum	Mean	Std. Deviation
Economic, political and legal factors (EPL)	EPL1	180	2	5	3.86	.799
	EPL2	180	2	5	3.79	.798
	EPL3	180	2	5	3.66	.886
Cultural, social and technological factors (CST)	CST1	180	2	5	3.80	.842
	CST2	180	2	5	3.76	.882
	CST3	180	2	5	3.67	.891
Arts Marketing (AM)	AM1	180	2	5	3.80	.787
	AM2	180	2	5	3.72	.922
	AM3	180	2	5	3.79	.857
Valid N (listwise)		180				

Source: Author's survey results

Table 4 shows the respondent's rating for each observed variable that has reliability with Mean > 3, in which the observed variable EPL3 has the lowest mean: Min (EPL3) = 3.66; the standard deviation of the observed variable EPL3 is the highest in the EPL scale, with Std.(EPL3) = .886, showing the large dispersion of the survey responses for the observed

variable EPL3 in the data set. With the method of calculating the mean of the observed variables AM = Mean (AM1, AM2, AM3); EPL = Mean (EPL1, EPL2, EPL3); CST = Mean (CST1, CST2, CST3), the author tested the correlation of 3 variables in the model: dependent variable (AM) and two independent variables (EPL, CST).

Table 5. Correlation between variables

Descriptive Statistics			
	Mean	Std. Deviation	N
EPL	3.7667	.70724	180
CST	3.7407	.70342	180
AM	3.7722	.67359	180

Correlations

		EPL	CST	AM
EPL	Pearson Correlation (r)	1	.186*	.617**
	Sig. (2-tailed)		.012	.000
	N	180	180	180
CST	Pearson Correlation (r)	.186*	1	.192**
	Sig. (2-tailed)	.012		.010
	N	180	180	180
AM	Pearson Correlation (r)	.617**	.192**	1
	Sig. (2-tailed)	.000	.010	
	N	180	180	180

*. Correlation is significant at the 0.05 level (2-tailed).

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

Source: Author's survey results

Table 5 shows that there is a positive relationship between two independent variables (EPL, CST) and dependent variable (AM) expressed by the coefficient $0 < r < 1$. The impact of Economic, Political and Legal Factors (EPL) on Arts Marketing (AM) with $r = 0.617$ is stronger than that of Cultural, Social and Technological Factors (CST) with $r = 0.192$.

5 Conclusions and Recommendations

The results of analyzing and testing the above data show that Economic, political and legal factors (EPL) and Cultural, social and technological factors (CST) all have an impact on Arts Marketing (AM) of theaters in Hanoi, Vietnam. Economic, political, and legal factors (EPL) have a stronger impact on Arts Marketing (AM) ($r = 0.617$). The hypotheses H1, H2 are accepted, the research objective is to be carried out are the practical basis for the author to suggest policies for Vietnam's art managers:

- Firstly, theaters located in Hanoi capital need to well implement the policy of diversifying and streamlining arts products in accordance with the needs and economic conditions of the people in order to maximize economic resources for arts creating purposes.

The statistical results of the average value of the observed variables (Table 4), the value Max (EPL1) = 3.86 show that: People's economic conditions are the most decisive factor to their need to enjoy arts. With the improvement of economic conditions, people's material life is improved, which is the basis for people to have conditions to pay for the need to enjoy arts; people are willing to pay for the need to enjoy arts in proportion to their income level. When people's need to enjoy arts is met with appropriate arts products, it will inevitably be a favorable factor for marketing not only to realize the goal of exploiting economic resources from the public, but also is the driving force for arts organizations to create and diversify products in line with social realities.

- Secondly, from the survey results, this study confirms: Theaters in Hanoi have favorable conditions to carry out arts marketing activities when Hanoi is a locality with developed economic

conditions, per capita income in the highest group in Vietnam. Theaters in other localities of Vietnam need to pay attention to the economic conditions and income levels of local people when performing arts marketing activities.

In addition to the obtained results, the limitation of this study is that it only evaluates the influence of external environmental factors on the arts marketing of theaters in Hanoi capital, Vietnam. Therefore, the author recommends that for the following studies, it is necessary to conduct studies to evaluate the impact of internal environmental factors on the arts marketing activities of theaters in Hanoi to get a more comprehensive assessment, as a basis for planning and implementing policies on management and development of theaters in general and arts marketing in particular.

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