KEY SUCCESS FACTORS OF MARKETING IN PHOTOGRAPHY BUSINESS: CASE STUDY OF SIXTYSIX VISUAL PHOTOGRAPHY SERVICE

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A THEMATIC PAPER SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF MANAGEMENT COLLEGE OF MANAGEMENT MAHIDOL UNIVERSITY 2016

Thematic paper
entitled

KEY SUCCESS FACTORS OF MARKETING IN PHOTOGRAPHY BUSINESS: CASE STUDY OF SIXTYSIX VISUAL PHOTOGRAPHY SERVICE

was submitted to the College of Management, Mahidol University
for the degree of Master of Management
on
May 8, 2016

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ACKNOWLEDGEMENTS

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ABSTRACT

Digital photography service business have been increasingly unattractive. With the current development in camera technologies, professional cameras are getting better, more affordable and require less skill to operate. Therefore, with a little time to practice, anyone can take excellent photographs like professionals. Combining with the fact that people now have excellent-quality camera on smartphones with them everywhere, demand for professional photography service have decrease in a more competitive market.

This paper will explore key factors that make a successful photography service business in the digital era by analysing a case study of a young successful photography business in Thailand "Sixtysix Visual". It will describe how the business quickly become successful in Thailand and what are the marketing strategies behind the achievement. Along with the theoretical frameworks that are used to describe why and how the strategies works. The goal of this paper is to help those photography businesses in Thailand to have more understanding of the market and consider using some of the recommended strategies that are proven to be effective with Sixtysix Visual case study.

KEY WORDS: Photography/ Business/ Service/ Marketing/ Branding/

27 pages

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CHAPTER I

INTRODUCTION

1.1 Problems

Photography in the old days required complicated technical knowledge from users to process and operate. The rise of the digital era exponentially advances the photography technologies. Photography now requires much less technical knowledge from the user. We now have high-resolution, crystal-clear image quality and a camera built-in every smartphone. We can take beautiful photographs anywhere, anytime in a second and share them to friends and family on social media. There is no need to carry around heavy bulky cameras anymore.

Not only are smartphone cameras easier to use, even the professional cameras are now easier and faster to operate than ever. We now have professional cameras that are cheaper, smaller, lighter, brighter in dim-light, larger image resolution, faster automatic focus systems, more accurate light metering system, better automatic color balance, faster wireless connectivity and can even record high-definition videos. In other words, they are packed with technology that you can practically set the system to automatic mode, press a button and archive a professional image quality.

These changes have an unavoidable impact on the role of professional photographers. On the positive side, the minimum investment cost is lower (cheaper technology). To start a photographer's career, digital technology only required first investment on camera equipment. The variable cost per shoot is very low as the photographers have no other cost when operated. However on the negative side, the demand for professional photographer is lower as there are many substituted product and services. Instead of hiring a professional photographer, the potential customer may decide to buy their own easy-to-use professional camera or even ask their friends to take photo for them for free. Moreover, the cost benefits and knowledge requirement create a lower barrier to entry for new photographers. With some knowledge and some little investment, anyone can claim themselves as a professional photographer. Therefore, the demand is lower but the supply is higher. The high amount of competition creates a price war where

many photography studios and photographers cut price to compete with each other. It is safe to say that a career in photography is looking less attractive.

This paper will talk about a case study of a Thai gentleman who just began his photography career in 2011. He is a self-taught photographer who started from knowing little about photography. To pursue his passion, he decided to quit his full-time office job as a creative director in an advertising agency and became a freelance photographer. He started a photography service brand called 'Sixtysix Visual'. Within only 3 years, he rapidly became one of the famous freelance photographers in Thailand. Using marketing and branding strategies, he created a high demand for his services which allow him to raise his service fee at surprisingly high price. The price can be as high as 180,000 baht a day, depending on the project scale. His work appears on many media including magazines, online blogs and television. Different media would interview him for his stylish works. His works include wedding, fashion, events and advertisement. His achievement is a very interesting case to study as he outperformed many other experienced photographers in a very short period of time. Everything did not just happened by luck but well planned in marketing strategies and with the different way of thinking that led him to a success as a famous professional photographer.

1.2 Objectives

This paper will explore the key success factors behind this success. How he planned his marketing strategy, brand identity and communication to his target segment using social media. It will also include the challenge and mistake from his experiences.

1.3 Benefits

This paper will benefit other photography businesses and artists. It will show how Sixtysix Visual promotes branding and marketing, the advantages and how to use social media as an effective marketing communication, the important of personal connection and the use of celebrities and influencers. The readers may adapt his

strategies to their related work and hopefully be able to increase the demand for their services and products.

CHAPTER II
LITERATURE REVIEW

2.1 Market Positioning Tool - Perceptual Map

Perceptual map is a marketing concept introduced by Douglas Tigert and Stephan Arnold. It is widely used for finding market position, for both existing and new brand. It is a tool that shows the relationship between two attributes in order to construct a visual position for each brand in the same category. See exhibit 2.1
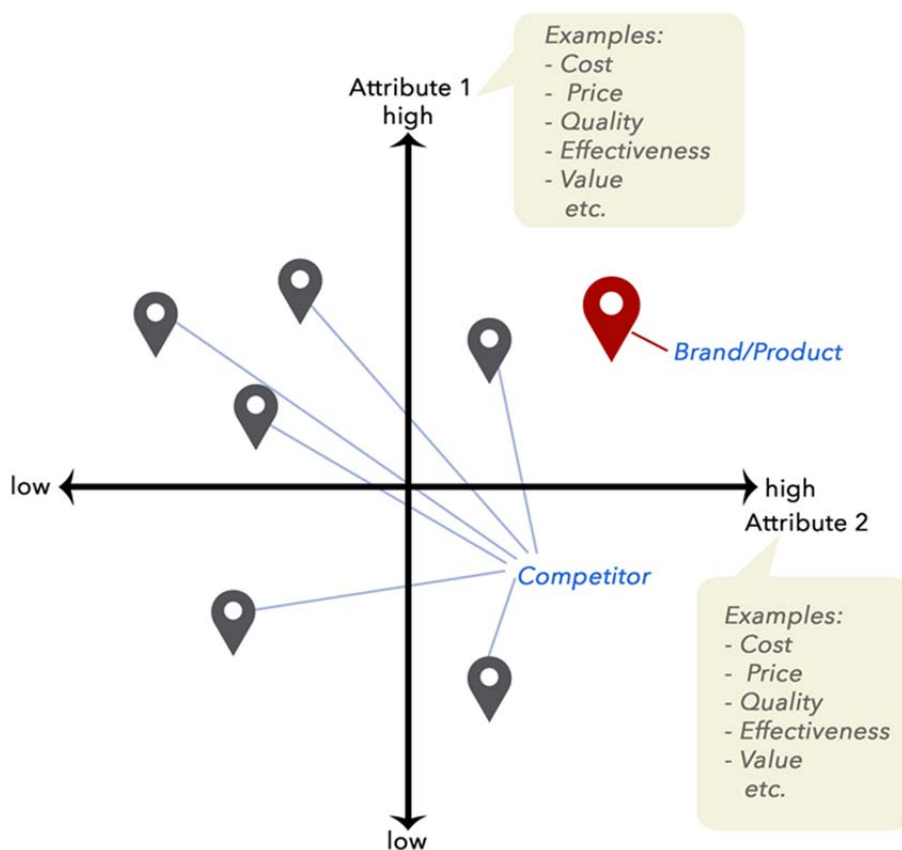
Figure 2.1   Market Positioning Tool - Perceptual Map Model

One of the main objectives of perceptual map is to find possible attractive positioning for new brand in relation to the important attributes in the industry. Perceptual map will give information of the number of competitors, competitor's positioning, market attractiveness, competitive level etc. The information is then used to analyze the opportunity and risk of introducing/ finding a target position for the new brand. The target position of the brand will be the foundation for other marketing decisions such as building a brand identity and selecting advertising channels and messages.
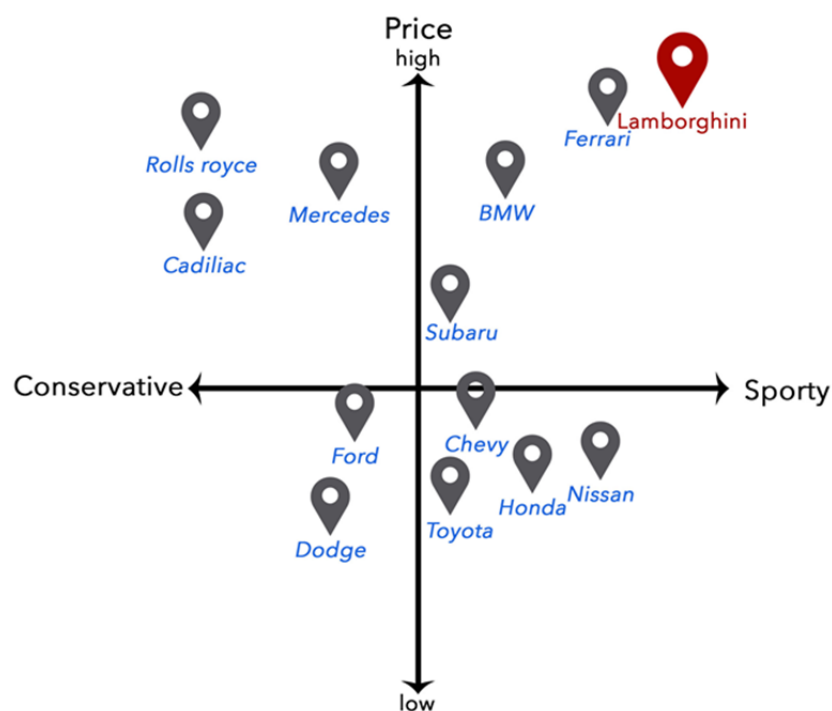
Figure 2.2   Example of a Perceptual Map for automobile industry

Exhibit 2.2 shows an example of a perceptual map of automobile. In this case, Lamborghini position itself in a premium price, sporty segment where competition in lower.

2.2 Consumer Behaviour Theory

2.2.1 Source Credibility

In a consumer behavior theory, source credibility is a level of trustworthiness and expertise of the source that delivers information (Hawkins, Mothersbaugh & Best, 2007). Sources that are considered having high level of trustworthiness are perceived as having intention to deliver honest and accurate information without bias. However, a trustworthy source doesn't necessary mean having a high level of expertise. Expertise sources are sources that have in-depth knowledge about the subject or product. For example, a sale person surely have a high level of expertise about a product but the customer might listen more to their friends who might have less expertise but more trustworthiness. Nevertheless, some sources are perceived as having both high level of trustworthiness and expertise. These sources have a powerful persuasive ability to influence people. These sources may include independent organization, independent experts, independent bloggers, trusted journalists etc.

2.2.2 Celebrity sources

Celebrity endorsers have always been a great marketing tool for businesses. According to a consumer behavior theory (Hawkins, Mothersbaugh & Best, 2007), there are many reasons why celebrity endorsers had been such a successful way to influence the consumers. Firstly, celebrities attract attention from people as they always in the public spotlight, this increase the exposure rate of the endorsed product. Secondly, celebrities' charismatic quality and popularity improve the endorsed brand image. Thirdly, celebrity trends to have a high trustworthiness level no matter being paid or not. Fourthly, some celebrities also have high level of expertise, for example, famous professional athletes or even celebrity chefs. Lastly celebrities are inspirational. Meaning that many people look up to them and try to be like them. Many want to have a similar lifestyle, style of fashion, using the same products etc. Marketers often try to use this understanding to transfer the characteristic meaning from the endorsing celebrity to their products or brand.

2.3 Consumer Behaviour - Self-concept

Self-concept is an individual's concept or image about themselves. According to Hawkins, Mothersbaugh & Best (2007), there are four basic part of self-concept; actual self-concept, ideal self-concept, private self-concept and social self-concept.

Actual self-concept   - Who I am now

Ideal self-concept   - Who I would like to be

Private self-concept   - How I would like to be to myself

Social self-concept   - How I would like to be seen by others

Everyone wants to be more like the person in their ideal self-concept. We also build our images base on how we want the society to perceive us. Many people purchase products and services just to meet their desire to become or maintain their self-concept. This understanding of human behavior can be used for building brand image to target a particular group of consumer with the similar self-concept.

2.4 Branding - Brand Identity Prism
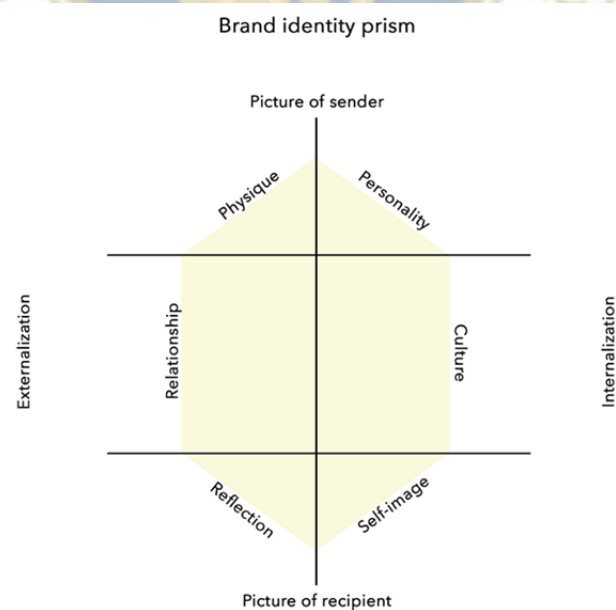
Source: Jean-Noel Kapferer, Strategic Brand Management

Figure 2.3   Brand Identity Prism Model

Brand identity prism model was invented by Jean Noel Kapferer. It is used as a structure to analyse different aspects of brand identity. Kapferer divided brand identity into six aspects.

Six aspects of the brand identity prism

1. Physique - Brand's physical features or what people see in their head when thinking of the brand.

2. Personality - Brand's personality/ character. What character do people think of the brand.

3. Culture - Brand's culture value. What culture or value does the brand sent out to the world.

4. Relationship - Brand's relationship to the society. What kind of relationship the brand has to people.

5. Refection - How brand reflect the stereotype of its customers.

6. Self-image - What 'self-image' the customer has when using the brand.

Figure 2.4   Example of a Brand Identity Prism for Chanel Brand (2000)

Top two elements at the prism, physique and personality, represent the personality or character of the brand while the bottom two, reflection and self-image, represent the stereotype of the customer of the brand. The left-side of the prism is how the brand express itself externality and the right side for internal expression. This prism help businesses to have a better understanding of their brand identity and to ensure that each aspect in the prism construct a harmonized brand identity. New brand can also use this prism sort out the plan for the branding strategy.

CHAPTER III
RESEARCH METHODOLOGY

3.1 Primary Source

This research investigates on a case study of Sixtysix Visual. The primary source of information for this paper is gathered from interviews in quantitative method. Sixtysix Visual founder, Mr. Patrick (pseudonyms) and three of his team members are first hand experience interviewees. People who know Sixtysix Visual or working in the same field are also interviewed. To gather information from the customer point of view, two of his past clients are also interviewed. The interviewees included:

Name	Position
Mr. Patrick (pseudonyms)	Sixtysix Visual Founder
Mrs. Nat (pseudonyms)	Sixtysix Visual manager
Mr. Krit (pseudonyms)	Sixtysix Visual employee (photographer)
Mr. Atid (pseudonyms)	Sixtysix Visual employee (photographer)
Ms. Chow (pseudonyms)	Freelance photographer
Mr. Hann (pseudonyms)	Freelance photographer & Sixtysix Visual Instagram active follower
Mrs. Usava (pseudonyms)	Sixtysix Visual client
Mrs. Passa (pseudonyms)	Sixtysix Visual client

The purpose of the interviews is to collect information from difference perspectives, aiming to gain genuine insight information of the photography service industry and Sixtysix Visual stories. Experienced photographers were also asked about their opinions on photography market. Every person acknowledged about the interviews purpose and the topic of this research. Mr. Patrick and his teams were asked about Sixtysix Visual history, brand and marketing strategies, as well as the challenges along the journey. They shared their key success factors and give advices for new photographers. At the end, Mr. Patrick agreed to refer two of his past clients for further interviews.

Mr. Patrick is the founder of Sixtysix Visual. He set all the creative direction and marketing decisions. His wife, Mrs. Nat (pseudonyms) is the manager in charge of all the Sixtysix Visual operations. Appointments were made with Mr. Patrick and Mrs. Nat at their office in Sukhumvit 39. It was a sit down interview with their voice recorded.

Another interview was with two of Sixtysix Visual employees who work as photographers under Sixtysix Visual brand. The interview was also at their office at the same day but on separated session. They gave their opinions about Sixtysix Visual in term of style and marketing as well as what make Sixtysix Visual different from other competitors. It was a sit down interview with their voice recorded.

Two of Sixtysix Visual clients were asked to give the reasons why they chose Sixtysix Visual service. The critical question is why they were willing to spend premium price for the services. They were asked how they discovered Sixtysix Visual and what their feeling toward Sixtysix Visual brand. The interviews aim to reflecting point of view of real customers toward Sixtysix Visual images. They were phone interviews which lasted about 20 minutes each.

Another interviewee, Ms. Chow (pseudonyms) is a long experienced wedding photographer. She has a master degree of photography from France and had been working as a freelance photographer many years prior to Sixtysix Visual. She was asked to give her opinions about Sixtysix Visual as well as her own marketing strategies and self-positioning. She is a good representative for many photographers who believe in different marketing strategies. The research explores how different marketing strategies create difference business result for photographers. The interview took place at her condo with voice recorded.

Mr. Hann (pseudonyms) is also a skilled freelance photographer who can adapt himself to different photography styles. Mr. Hann is an admirer of Sixtysix Visual. He is an active follower on Sixtysix Visual Instagram (social media application). He has little marketing direction and constantly shifting his target customers, photography styles to fit with hired project. He considered himself a universal photographer who can deliver any kind of style to fit the customer's need. His work includes many areas such as wedding, food, product, portrait and event. The interview took place at his house with voice recorded.

3.2 Secondary Source

The secondary research sources are supporting information from the medias, websites and articles. References of marketing theories revised in this paper are found in trusted books and literatures.

CHAPTER IV
RESEARCH FINDINGS

The finding from the interviews can be analyzed and breakdown into 4 key success factors. Each factor is a major contribution to the marketing success of Sixtysix Visual. There are also mistakes and challenges which included in this finding.

4.1 Key Success Factors

4.1.1 Focus on the right Market

In 2011, Mr. Patrick decided to explore a possibility of making photography a good career. He wanted a career that gave him freedom, earning good income and a potential to turn it into a good business. He started to look into market for photographers in Thailand. He later decided that he will focuses on the wedding photography market. In his opinion, it is the most attractive market to work as a photographer. There're different areas in Thailand to work as a photographer. The main areas are photojournalist, artist, commercial, events, fashion and wedding. To understand which is the most attractive area to for photographers to pursue, he looks at each market nature.

First of all, the demand for photojournalist in Thailand is low. Most of photojournalists worked as full time employees such as in a publishing company. They have limited freedom of work. Secondly, artist photographers who earn enough money selling photos to make a living usually resulted from an accumulated fame and experience. This makes their work in demanded. This market would be too small to make a good career in Thailand. Thirdly, commercial photographers is one of a highly pay photography careers in Thailand. However, the career depends on a small group of employers. For instant, most of Thai commercial photographers are freelance and they are hired by advertising agencies who choose them base on their style, experience, personality, personal preferences, internal politics etc. The photographers have to work hard to keep

their reputations and to please these small group of employers to get constant supply of jobs. Therefore, this limited their freedom and career growth. Next is event is photographers. Their task usually is to take photos of the event covering as much detail as they can. Although it is a fast job with fast money, the event photographers are highly replaceable. The competition is also very high as it often doesn't require much knowledge and experience. Therefore, people usually go with the lower price of choices. Another career choice is fashion, which many people tend to have high respect for fashion photographers. However, in Thailand it shares similar problems to commercial photographers as mentioned. Moreover, famous Thai fashion photographers usually signed contract with fashion magazines and work exclusively for them. This further more limited work freedom and potential to turn into a bigger business.

On the contrary, wedding photography is one of the most attractive markets for photographers in Thailand. Thai people, especially high-income customers, are usually willing to spend a lot of money on their weddings. Wedding photographers have more freedom to their work and are not dependent to small group of employers unlike in the fashion and commercial industries. Wedding photographers can work directly with the clients. The clients often view their wedding as a once in a lifetime event that they only want the best service that they could effort. The photographers can freely set the price for their service. The price can be as high as a photographer want as long as the clients are happy to pay. There is more room to grow when comparing to other photography careers. Photographers can expand it into their own businesses. However, the competition is also very high and the work itself can become subjective to judge whether one is better than another. For example, one particular style of a photographer doesn't necessary better than another. Therefore, many photographers try to compete using price strategy or with better services. On the other hand, Mr. Patrick believed that the key is not on price or services but on reputation. He knows that a great way to compete is not on tangible but emotional benefits.

4.1.2 Good Brand Positioning

Many photographers use their real name to promote themselves. However, Mr. Patrick never uses his real name. He intended to build an image of a brand and of individual. An image of an individual can be limited, but for a brand is much more

subjective and it can represent something broader and bigger. This creates more freedom to expand the business as the stake is not only fixed to only one person.

Many photographers make a good living targeting on low to medium income segment pricing at around 5,000 - 20,000 baht per shoot. Low to medium income segment usually is a big market that has many potential customers. These photographers focus on speed to meet their target work quantity. Their philosophy is 'more work more income'. They usually have to end the project as fast as they can in order to keep up with the demand. This results in lower quality of work and eventually lower reputation. Unlike other type of businesses, photography business is a service business that relies on special skill and style of creativity. Therefore, the work capacity is limited by the number of trained labor, make it not wise to focus on work quantity.

On the other hand, Mr. Patrick decided that he would position his Sixtysix Visual brand in the high income segment. This way he can produce less work with better quality. There are less competition in the high income segment, for example, Vin Buddy's photography, Narakorn photography and Jakawin photography. They have been in the wedding market for many years and only targeting on wealthy customer with high budget. The price in this segment varies around 60,000 - 100,000 baht per shoot. When it comes to choosing a photography service, wealthy people especially in Thai upper-class culture have a tendency to care about their social status and will choose the service with high reputation. These photographers have been spending years building their wedding photo portfolios of many other wealthy customers. Therefore, they ended up dominating this segment.

Sixtysix Visual which is an unknown brand at that time, try to penetrate into this segment. He differentiated himself by introducing the market with a unique photography style that differed from his competitors. The competitors in the high income segment usually share a similar style to each other. Their styles are much more traditional, formal, grand, luxurious and the styles keep changing overtime. On the other hand, Sixtysix Visual style are more creative, fashionable and rebellious. Mr. Patrick emphasised that it is very important to develop a distinctive standpoint of your own style and remain persistent to it. This will not only make your works standout from other competitors but also does not confuse the customers as well.

Figure 4.1   Example of Sixtysix Visual photography style (Permission granted)

Figure 4.2   Perceptual Map for Sixtysix Visual Positioning
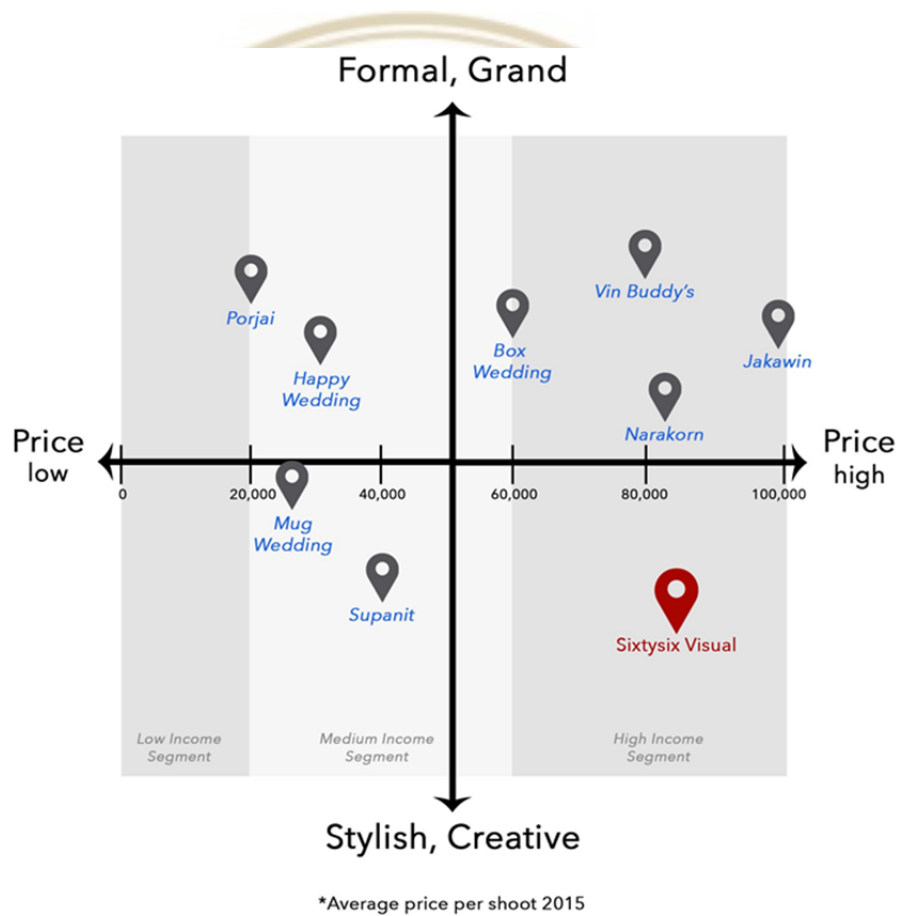
4.1.3 Distinctive Brand Identity

Brand identity plays an important role in communicating the marketing message to its target customers. When a brand has a clear expression of its identity, people will instantly understand who the brand is trying to communicate to. This even more necessary in products and services that rely on emotional value. In this case,

Sixtysix Visual did well in expressing its style and identity. Their brand identity has a persistent development and it is distinctive to its competitors. Mr. Patrick claimed that he had found many of his competitors imitating his style and gimmicks in their many of their own projects. The interviewees (apart from Sixtysix Visual members) all shared similar opinions when they were asked to describe the style and image of Sixtysix Visual brand. The brand identity prism of Sixtysix Visual can be analysed below.
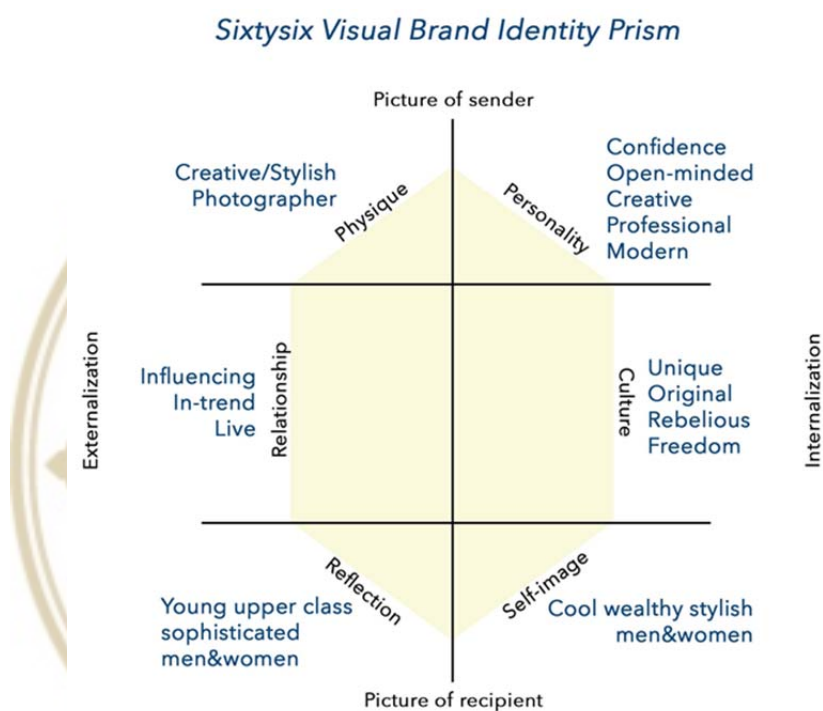
Sixtysix Visual Brand Identity Prism

Picture of sender

Creative/Stylish Photographer

Physique

Personality

Confidence
Open-minded
Creative
Professional
Modern

Externalization

Relationship

Influencing
In-trend
Live

Culture

Unique
Original
Rebelious
Freedom

Internalization

Reflection

Self-image

Young upper class sophisticated men&women

Cool wealthy stylish men&women

Picture of recipient

**Figure 4.3   Brand Identity Prism of Sixtysix Visual**

Sixtysix Visual target customers are upper class young adults who have an ideal self-concept of being a unique sophisticated couple. Their social self-concept can be described as cool wealthy stylish couples. They are the kind of customers who rather hire a fashion photographer to shoot their wedding photos than to hire a real professional wedding photographer. This is one of the main reasons why Sixtysix Visual doesn't explicitly promote themselves as a wedding photography studio but a photography service who does both fashion/art and wedding at the same time. In Thailand, fashion photographers usually have better credit and respect more than wedding photographers. However, Sixtysix Visual views that wedding market is a more profitable market in Thailand and more than 90% of their revenue come from wedding works. Therefore,

their fashion and personal art projects are purposely used for building a brand image that will serve their target customers. They see this as a critical selling point for their service. Their portfolio on their website and social medias contain a good amount of fashion shoots and conceptual art projects. This helps reinforce their market position and to support its brand identity. One of the Sixtysix Visual customers said that they were very satisfied with the photos because Sixtysix Visual helped transform them into a better version of themselves.

Most of Sixtysix Visual customers have high awareness of their social image. They are willing to spend large amount of money on their wedding. This is due to the Thai upper class culture that view wedding event as a representation of their social status and a legacy between two families. This is why a good brand image has significant advantages when it comes to pricing the service. While many other photographers with longer working years are competing against each other with price and many times can be as low as 5,000 baht a session. Sixtysix Visual services were at 30,000 baht/session at early 2013 and now rising to an average of 85,000 baht/session, depends on the length and number of photographers. Many times there could be up to two sessions in one day. They increased the service price relatively to the demand of the service. They have approximately 200 sessions in 2015.

4.1.4 Effective Marketing Strategy

According to the Self-concept theory (Hawkins, Mothersbaugh & Best, 2007), many people unconsciously make products or service choices that were influenced by their self-concept. Wedding event is a great example of self-concept theory applying in real situation. In Thai upper-class culture, wedding event is equally as important for the parents as the couples themselves. It is a Thai tradition to invite many of their respected guesses such as 'Pu-yai' (respected elders) or business related guesses. Therefore, big amount of money is spent on expensive wedding services to reflect their social status or social self-concept. These expenses included hotel, catering, wedding planner/ organizer, wedding decorator, photographer etc. As the results, this creates a demand for the vendors with good brand image and high price.
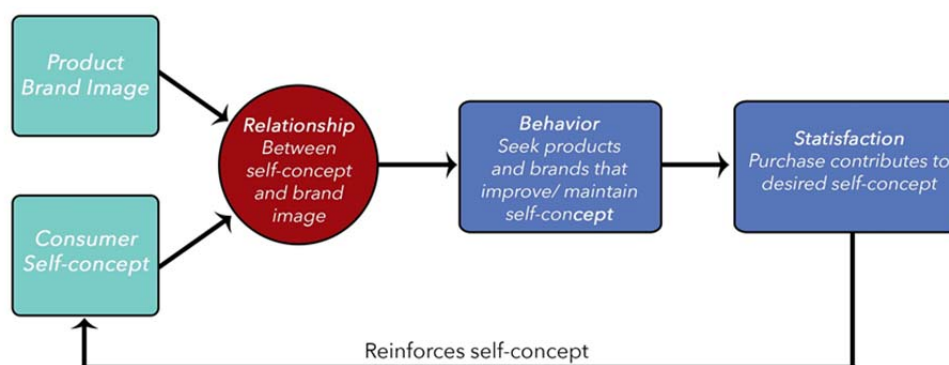
Figure 4.4   The Relationship between Self-Concept and Brand Image Influence

Word of mouth is another important factor in wedding photography business. Sixtysix Visual target customers are young adults who are likely on their first marriage. They usually have no experience in organizing a wedding event. Furthermore, they often share the same age range with their friends who also in an early marriage period. As there are many wedding vendors in the market. They are difficult to differentiate. Therefore, many of the customers select their vendors based on the level of source credibility. For wealthy Thai upper-class young adults segment, many photographers agree that there are two important information sources that the couples rely on which are married friends in the same social circle and social media influencers/celebrities.

One of the main success factors of Sixtysix Visual is the use of social media. Social media is a powerful tool for photographers to promote their portfolio. It is a great marketing channel to reach a specific target when have the right strategy. Main social media application that Sixtysix Visual uses is Instagram. Mr. Patrick joined Instagram early since 2010. Sixtysix Visual currently (2016) has more than 48k of followers with 2.3 million likes. His key marketing strategy was to bring Sixtysix Visual into the same social circle as the influencers and celebrities. Any photographs posted on his social media accounts have to give a sense of being associated in the same social circle with celebrities and having an interesting life style. This means building real connections with celebrities both offline and online. Mr. Patrick collects contents such as portraits of celebrities by attending social events with his teams or alone. The social events such as fashion show, parties and product launching events. With some existing

connection and with his great social skill he was soon became recognized in the social circle and be able to expand his connection. He and his teams ended up being in the guess list of many events soon later.

Figure 4.5   Portrait example of celebrities on Sixtysix Visual Instagram account (Permission granted)

Many of his customers are Instagram followers of his celebrity friends. They discovered Sixtysix Visual from the photos that were tagged on the celebrities' Instagram. The demand for his service quickly rose. Sixtysix Visual soon was hired to shoot wedding photos for many famous couples such as a daughter of the former Thai Prime Minister Thaksin Shinawatra and many other celebrities. These photos were then shared in Sixtysix Visual Instagram account. This had been a powerful communication tool to non-celebrity customers who are willing to spend to receive the same services to those celebrities that they admired. Sixtysix Visual eventually became a brand name for customers to have on their wedding photos. This leads to the word of mouth by customers who are willing to refer the service to their friends.

4.1.5 Challenges & Mistakes

According to the interview, one of the big challenges that Mr. Patrick faced in beginning is the search for a style that will make him stand out from other photographers. With trial and error and feedback from people on the social media, he was able to set a direction to his own style. He experimented on different color processing techniques and come out with his mood and tone signature. Another challenge is an acceptance from people to his style as some customers at that time doesn't understand his style.

For example, sometime he likes to put rough film grain in post production process which will make the photo looks raw and grainy on purpose. Other time he might intentionally incorporate some motion blur in the photo to give the sense of moving. These techniques are not new to the photography world but for some customers, who used to the style of sharp clear bright pictures, might think that it was a technical error than a style.

As Sixtysix Visual became more popular, many Thai photographers try to imitate the style. They process the photos with similar color tone, framing, using same gimmicks and props etc. Sixtysix Visual's challenge is to be one step ahead and keep come up with new ideas but still remain constant with the brand identity.

One of the mistakes that Sixtysix Visual made is that some people misunderstand that Sixtysix Visual only work for celebrities and not for non-celebrity people. At that time they were focusing on building a brand image using celebrities. However, they often got phone call from potential customers asking whether they work for non-celebrity or not. They soon realized that many people who interested in their service might have the same misunderstanding as well and they might not even bother to ask. They tried to solve this problem by posting more of their non-celebrity work on social media.

Another mistake is that at the beginning for some people, Sixtysix Visual brand sometime was perceived to be uptight and unfriendly. This might due to the style that they were trying to promote. The style was in some degree, more serious and uptight than it is now. Moreover, they also found that some of their customers admitted that they first felt intimidated by the fact that Sixtysix Visual had been working for many celebrities and almost did not approach for the service. Therefore, Sixtysix Visual decided to tone down the style a little and tried to promote themselves in a more friendly approachable to the customers.

CHAPTER V
CONCLUSION

The new developments of technologies changed the landscape of photography career. Professional cameras and equipments are now much less expensive and required less technical knowledge to operate. This allows many newcomers to easier enter the business, results in an increase supply of photographers. On the other hand, the market has less demand due to many substituted products and services. In order for new or existing photographers to make a good sustainable career, a good marketing strategy is a needed.

The case story of Sixtiysix Visual is a good example of a new photographer who have a good marketing strategy in mind. Mr. Patrick understands that mastering only on the creative and artistic aspects will not be enough to make a successful career. Instead, photographers should also develop knowledge of brand management, marketing and consumer behaviour. They should know their target customer and how to position themselves in the market in order to maximise the business opportunities. In Sixtysix Visual case, the key success factors can be summarised as followed.

1. Focus on the right market

There are many different areas to work as a photographer in Thailand. For example, photojournalist, fashion, commercial, event, artist or wedding. Some photographers invested their time and energy working and developing connections in the area that has less opportunity and lower return than other areas. Therefore, it is suggested that they analyze and focus on the market area that has a brighter career future. In Sixtysix Visual case, Mr. Patrick focus on wedding market which he found having the most potential to grow. He sees the wedding as a market that gives opportunity to expand into a bigger business, independent, more work freedom and good return. However, he also focused on producing works in fashion as to build better brand image in hope that would eventually lead him to more wedding customers.

2. Good brand positioning

To have and to know your market positioning is essential to building a successful brand. Photographers who failed to analyze their market position often ended up not knowing who their competitors are. Good market analysis also shows which market is the most attractive to pursue. Sixtysix Visual focused on only high income customer so that he can produce less work with higher quality. High income segment became a target and with customer behavior knowledge he developed a brand identity.

3. Distinctive brand identity

With time and effort Sixtysix Visual developed its style that differentiate itself from the competitors. The style also new to Thai audiences and was proved to be in demand for the target customers. It is important for a photographer to persistently promote a distinctive style so that he/she could send out clear marketing message to the right consumer target. Every marketing decision that Sixtysix Visual make will have to match with its brand identity.

4. Effective brand marketing strategies

With the understanding of self-image theory, Mr. Patrick found that wealthy Thai upper-class people would spend a big amount of money on their wedding to meet their self-image standard. Therefore, this increase the demand for high price and reputation wedding services. To build a good reputation for Sixtysix Visual, Mr. Patrick promoted the brand by using the power of celebrity endorsement combining with the use of social media. He builds connection with celebrities by attending to many social events where he and his team can collect portraits of the celebrities and share them on the social media. This had been very successful strategies for Sixtysix Visual. With their unique photography style they were then soon being recognised by the celebrity social circle and became an influencer themselves. They later have opportunity to shoot many celebrities' weddings. Sixtysix Visual eventually became in demand from upper-class non-celebrities customers as they want the same service as the celebrities that they admire.

5. Challenges and mistakes

One of the big challenges for Sixtysix Visual was the development and acceptance of the styles. With trial and error they were able to find the style that was

unique to the competitors. However, it takes time for some group of people to set in and fully appreciate the style. Another challenge also to continuously develop new ideas to move away from other photographers that are trying to imitate their works. They have to carefully evolve without a drastic change to the image of the brand.

Mistakes were that some people misunderstood that Sixtysix Visual only work for celebrities. Another mistake is that some people felt intimidated by the look of the brand, They tries to solve the problems by posting more of non-celebrity works and promote a more friendly 'look' to the brand.

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