



VAASAN AMMATTIKORKEAKOULU
UNIVERSITY OF APPLIED SCIENCES

Minh Trang Nguyen

**CUSTOMER RELATIONSHIP
MANAGEMENT.
CASE STUDY: MONSTA X**

International Business

2022

CONTENTS

ABSTRACT

1	INTRODUCTION	6
1.1	Motivation for the research	6
1.2	Structure of the thesis	8
2	K-POP INDUSTRY	9
2.1	Introduction	9
2.2	Benefit to the economy	11
3	CASE STUDY	13
3.1	StarShip Entertainment	13
3.2	MONSTA X	13
3.2.1	Introduction	13
3.2.2	Step to success	13
3.3	Marketing Mix	18
3.3.1	Product	18
3.3.2	Price	21
3.3.3	Promotion	22
3.3.4	Place	22
3.4	Sale 29	
3.5	Service quality	30
3.5.1	Service quality	30
3.5.2	Brand analysis	35
3.5.3	Customer involvement	40
3.5.4	Company evaluation	44
4	METHODOLOGY	48
5	RESEARCH RESULTS	49
5.1	Age and gender	49
5.2	Buying circle and experience	50
5.3	Customer service	53
5.4	Customer satisfaction about the company	54
6	CONCLUSION	56
	REFERENCES	61

LIST OF FIGURES

Figure 1. Monsta X's Album "No Limit" limited version.....	19
Figure 2. Fan meeting merchandise for Home Party concert.....	19
Figure 4. MONSTA X Friday Livestream on MTV	20
Figure 3. Jingle Ball Tour	20
Figure 5. MONSTA X's albums price on official StarShip Square	21
Figure 6. Album "One Off A Kind" schedule.....	22
Figure 7. MONSTA X's Daum Café main page	23
Figure 8. MONSTA X's Official Twitter	24
Figure 9. MONSTA X's Official Instagram.....	25
Figure 10. MONSTA X's Official Facebook	25
Figure 11. MONSTA X's Melon music page.....	26
Figure 12. MONSTA X on Genie	27
Figure 13. MONSTA X's YouTube	27
Figure 15. MONSTA X's iTunes	28
Figure 14. MONSTA X's Spotify	28
Figure 16. Korean Album sale from 2015 to 2021	29
Figure 17. Japanese Album sale from 2017 to 2021	29
Figure 18. Service quality model	34
Figure 19. Gap analysis.....	37
Figure 20. Destroying brand news	38
Figure 21. Conceptual model of the process of customer engagement	42
Figure 22. Answers from respondents about gender.....	49
Figure 23. Age range of respondents	49
Figure 24. Amount of respondents owning the group products.....	50
Figure 25. The continuous buying of respondents.....	50
Figure 26. Respondents' buying experience	51
Figure 27. Product conditions when respondents receive it.....	51
Figure 28. Product satisfaction of respondents	52
Figure 29. The amount of money that respondent spent for MONSTA X's contents	52
Figure 30. Respondents contact the company	53
Figure 31. The frequency of replies that respondents receive	53

Figure 32. Respondents satisfaction about StarShip Entertainment	54
Figure 33. Respondents satisfaction about StarShip Entertainment news	54
Figure 34. Respondents satisfaction about promotion strategies of StarShip Entertainment	55

1 INTRODUCTION

1.1 Motivation for the research

It is hard to imagine a day going by without listening to music. Playing on the radio, at shopping malls, and on headphones. With the development of the Internet and social media, musicians from all over the globe may have their recordings played on any continent.

Since its inception, music has gone through several transformations before arriving in the form we know and love today. Wetzel has provided a detailed explanation of the procedure (2011). Church hymns and prayers were the first widely heard music in Europe. In the sixteenth century, a printing process for musical notation was developed. Traveling composers affected the music of the era. The Stradivari family invented the violin in the 17th century. The next step was for musicians and composers to be connected to aristocratic courts, but by the end of the eighteenth century, they had won their freedom. As the century progressed, we entered the golden age of the traveling pianist, which lasted until the turn of the twentieth century. With devoted fans and established personalities, the foundations of today's popular music culture were laid in this period. The Beatles emerged in the decades after World War II, and many consider them to be the forerunners of the modern popular music business. Music piracy and internet streaming are significant features of the twenty-first century, yet the business has never been more worldwide than it is now. The current music business makes it possible for musicians from all over the globe to have their music heard by a global audience. (11-52.) We only need to pay attention.

The ordinary European could mention Halsey, Ariana Grande, or Coldplay as some of the most well-known acts today. Artists such as Eminem, NF, and One Direction are examples of this. There's a good chance that, regardless of their names, the performers we remember are from the United States or another English-speaking nation. There is little question that the American music business is a worldwide power. The K-pop business has flourished in South Korea, despite the fact that the nation is about the same size as Finland. As of 2020, it has become a global

phenomenon, having spread throughout the world since the early 2000s (Howard 2006, 15).

As an acronym for Korean pop music, K-pop is the world's 7th most popular musical style (IFPI 2019, 13). Hip-hop, rap, R&B, and pop are only few of the genres represented in its music (Lee et al. 2013, 534). Solo performers or ensembles of both sexes participate in the K-pop genre. They are polished young artists who, although singing in Korean, sell out stadiums across the world. According to (Lie 2012, 31), They are known for their well-choreographed performances and high-definition videography. Catchy melodies and a contemporary feel characterize K-pop music. Personal attention from the artists is given to every fan, with them establishing eye contact on stage and chatting with them at special occasions. It's important to note that Every day, millions of people across the globe tune in to their music, create social media fan profiles, and otherwise interact with the musicians. Though K-pop has a worldwide audience, most experts feel that the most lucrative K-pop markets are those who speak English, Japanese and Chinese as their primary languages (Oh and Rhee 2016; Ryu 2011, 453). Even nevertheless, there is evidence that the popularity of Korean pop in other nations is fast increasing (Buja 2016; Otmazgin and Lyan 2014). Six years into their career, MONSTA X has established themselves as a K-pop group that is constantly recognized and supported by its MONBEBE fanbase. As a follower, researcher has seen the band's meteoric climb to fame, witnessed its widespread popularity, and developed an emotional attachment to its committed fan community. As a result, researcher is interested in learning more about the strategies utilized by StarShip Entertainment to keep MONSTA X's clients pleased while also attracting a large number of new customers.

The target of this thesis is StarShip Entertainment with MONSTA X as the company's representative.

This research aims to point out how important of the support from fan base that can improve the popularity of the group and maintain a strong relationship between the company and customer. So that the company and other entertainment corporations may be more receptive to and concerned with customer feedbacks.

1.2 Structure of the thesis

The first chapter provides background information as well as motives for the research project. It also contains a concise explanation of the study's objectives. The economic benefits of K-history pop culture are examined in further depth in the next chapter. The marketing mix, service quality, and other theories and frameworks are all investigated in detail in the third section of this study, which is divided into three parts. The techniques and processes that were employed to achieve the aim will be discussed in full in Methodology chapter. After that, we'll talk about what we learned through a survey that the fanbases from all over the world put together. Conclusion of thesis and author's last remarks will be discussed in detail in the concluding section of the thesis chapter.

2 K-POP INDUSTRY

2.1 Introduction

K-pop, abbreviated for Korean popular music, is a kind of music that originated in South Korea as an integral element of the country's culture. It is inspired by international styles and genres. The genre's more contemporary incarnation began in 1992 with the founding of one of the early K-pop groups, the boy band Seo Taiji and Boys. Their exploration of many musical forms and genres, as well as their incorporation of foreign musical influences, aided in reshaping and modernizing South Korea's current music industry.

Modern K-pop "idol" culture originated in the 1990s, when K-pop developed into a subculture with massive adolescent and young adult fandoms. With the introduction of online social networking sites and South Korean television programs, the present expansion of K-pop and South Korean entertainment, dubbed the Korean Wave, is seen not only in Asia, but also in Latin America, Africa, and the Western world, attracting a global audience.

K-pop is often defined by the idol training procedure, the physical appearance of the idols, the group structure, the dancing, the language, and the musical style.

Korean pop is based on the idol culture. In Korea, idols are defined as stage performers and singers that are supervised and trained by umbrella entertainment companies that are responsible for all training, management, production, and marketing activities in exchange for a percentage of revenues (Oh and Lee 2014, 106-107; Kwon and Kim 2013, 424). Thus, idols in K-pop are dancers, singers, and professional entertainers who perform in groups or as solo artists and are signed to a certain entertainment business. Idols may be male or female, and there are also examples of transgender and non-binary idols. However, this study will concentrate on the characteristics of male artists.

As the CEO of one of the agencies, JYP Entertainment, noted, "stars are not born; they are made" in the K-pop business (Kang 2015, 59), implying that anybody can become a celebrity with enough discipline. Future idols undergo extensive training before to being introduced to the public, with some preparing for as long as 10 years. They must pass an audition organized by one of the firms in order to be chosen for training. (2011) (Park 2011). If an applicant is approved as a trainee, he

or she will be assigned to a particular firm. Typically, training includes singing, dancing, acting, and language studies. 375.) (Oh and Park, 2012.) According to Lie (2014, 164), researchers believe that managers, stylists, and composers produce all of their stage clothes, songs, and personalities, which adds to the debate over whether K-pop performers are artists at all. Successful trainees are subsequently formed into ensembles or make their professional debut as solos.

When it comes to aesthetic features, researchers agree that K-pop devotes significant resources, time, and effort on physical beauty, which is not necessarily gender-specific (Shim 2011, 4; Oh 2015, 62). Jung (2011), for example, argues that South Korean boy bands exemplify what he refers to as 'manufactured flexible masculinity.' This masculinity is a synthesis of Asian and transnational cultural masculinity patterns, in which Confucian and global ideas of a man coexist. According to him, this combination results in the primary physical characteristics of male K-pop artists: gender play, beautiful boy image, and soft masculinity. (166.) Similarly, Sinnott (2012, 454) describes the K-pop aesthetic as follows: "guys may wear long dangling earrings and other kinds of jewelry, have long or shoulder-length thickly layered hair (often dyed), and dress in tight-fitting tailored androgynous type attire." Thus, the physical look of idols may be regarded as a synthesis of male and female gender identities, as well as a synthesis of Western and Asian cultural conceptions.

Another significant aspect of the style is its group structure. In K-pop, groups outnumber solo singers in terms of both numbers and popularity (Hogarth 2013, 140). The ensemble structure is more adaptable, efficient, and has a reach that a solo artist does not possess. (2014) (Lie 2014, p. 130.) A group's members have visible ties, which contributes to continuous tales about their life among fans. This action maintains a fandom's interest when the group is on sabbatical or otherwise occupied with a schedule. (Ho 2003, pp. 147-148.) K-pop groups may include as few as four members (WINNER), as many as seven (MONSTA X), or as many as twenty-one (NCT) artists under the same group name.

Producers create groupings that are geographically diverse in order to attract worldwide viewers. This may sometimes extend to members not speaking the same language. They become more known to viewers in this manner. (Ho 2003, pp. 147–148; Pease 2006, pp. 179–180.) It is a strategy that enables a band to attract a diverse

audience. This impact is also produced by the personal branding of each group member: each member typically fulfills a function, referred to as a "concept," as decided by management (Kang 2017, 137). Nowadays, an increasing number of groups debut with non-Korean members or members of a non-Korean nationality. NCT, for example, has members from China, Hong Kong, Japan, Canada, South Korea, the United States, and Taiwan. Stray Kids is a JYPE group comprised of two Australian members. However, there is no publicly available evidence on the effectiveness of these initiatives.

The group structure also serves as the foundation for another significant aspect of K-pop: ensemble dancing. K-pop musicians often execute intricate choreographies on stage in conjunction with their songs. As Hogarth (2013) points out, the essence of the movements is not exclusively Korean. It was most likely influenced by Afro-Caribbean culture. (144.) There is no information available on the scientific or calculated usage of dancing in K-pop.

Lie (2014) compares the K-pop fan interaction plan to excellent customer service. Throughout performances, performers make regular eye contact with the audience, wink at them, and nod at them. To some observers, this portrays them as regular company workers who have been instructed to do their duties, rather than as autonomous artists. (156-157.) Additionally, idols often do live broadcasts during which they interact with followers and discuss their days. There is no debate regarding the effectiveness of this action in eliciting an emotional response from supporters.

In conclusion, K-pop is prepared to go to considerable lengths in order to reach the broadest potential audience. K-pop has several distinguishing characteristics that may have influenced how audiences perceive its male performers, and it can be distinguished from other popular genres by its country of origin, performer appearance, song language, group structure, dancing combined with music, and nature of fan communication. Numerous K-pop artists seem to be motivated by financial gain.

2.2 Benefit to the economy

In 1960, South Korea's GDP was only \$3.985 billion, according to the World Bank, making it one of the poorest countries in the world at the time. This is a dramatic contrast to South Korea's current ranking of 11th in the world GDP rankings at

\$1.74 trillion in 2021. South Korea's remarkable economic development has sparked a debate on how the country was able to accomplish so. Since 1999, K-pop has had a profound impact on Asian culture. First generation through fourth generation of K-pop has grown in popularity as South Korea's economy has grown as well. Hallyu, the Korean wave that spreads K-pop over the world, is a result of the rising popularity of the K-pop industry. In 2004, the Hallyu effect contributed 0.2 percent of Korea's GDP (about \$1.87 billion) to the country's gross domestic product (GDP). Until 2019, Hallyu's impact on the Korean economy was expected to be \$12.3 billion.

The South Korean economy has been thriving since K-pop music became famous in the West. The vast majority of listeners come from Western nations, resulting in a significant portion of the company's earnings. Companies that produce K-pop have started to whitewash their music as a consequence. K-culture pop's has been stripped away from many of the songs that have become popular in the United States today.

While other elements such as technology and innovation contributed to this prosperity, K-pop was important in altering South Korea's economy. K-pop has exploded in popularity over the last three decades. Not only did musical groups gain popularity, but South Korea's economy also improved. According to Professor Kim Seiwan of Ewha Womans University, K-Pop produces around \$10 billion in revenue for the nation each year.

3 CASE STUDY

3.1 StarShip Entertainment

StarShip Entertainment, a South Korean entertainment firm founded in 2008 and a subsidiary of Kakao Entertainment, is a leading provider of digital entertainment services. Starship also handles performers under the King Kong by Starship label, which is a division of the company. In 2017, Starship Entertainment formed a new subsidiary label, House of Music, with the goal of recruiting smaller, independent musicians. The firm's first signing, MoonMoon, was the label's first artist to be signed to the label. In November 2018, Starship Entertainment changed the name of the label to "Highline Entertainment". As a result of their contributions to the Hallyu Wave, Starship Entertainment was honored with the Korea Creative Content Agency Award in August 2020.

3.2 MONSTA X

3.2.1 Introduction

Monsta X is a South Korean boy band founded by StarShip Entertainment as a result of the reality survival program "No.Mercy". Monsta X is comprised of six members. The group made their debut on May 14, 2015, with the release of their first mini album, "Trespass." Up to the 30th of October in 2019, the group's seven members were Shownu, Wonho, Minhyuk, Kihyun, Hyungwon, Jooheon, and I.M. However, on October 31, 2019, StarShip stated that Wonho had resigned owing to claims of drug use and bad debt, and on March 13, 2020, the firm declared that he had been found not guilty of all charges by the Seoul Metropolitan Police Agency.

3.2.2 Step to success

A short album, "The Clan Pt. 1 Lost," and a second, "The Clan Pt. 2 Guilty," were both published by the group in 2016. Monsta X staged their inaugural concert "The First Live "X-Clan Origins"" in Seoul, South Korea, from July 16 to July 17, this year, and it was completely sold out in less than five minutes, according to the band.

In 2017, they released their debut studio album, "Beautiful," which also served as the conclusion to the The Clan series of albums. The album debuted at number one

on Billboard's global album list and was rated number four on Billboard's World Digital Song Sales Chart when it was released. Monsta X got a deal with Universal Music's new Tokyo-based label, Mercury Records, and made their debut with the Japanese song "Hero" in January. The song peaked at no. 2 on the Oricon weekly chart, first on the Tower Records list, and second on the Billboard Japan weekly chart, according to the company. Additionally, the group embarked on their first world tour, "The First World Tour "Beautiful," released the Code album, and made history by becoming the first K-pop group to win the SBS MTV Music Awards with the song "Dramarama." In addition, the group embarked on their first world tour, "The First World Tour "Beautiful," and released the Code album.

In 2018, On January 13, the group carried the Olympic torch on the opening day of the Pyeongchang Winter Olympics torch relay in Seoul. "Spotlight" was Monsta X's first original Japanese song, while the group's prior Korean hit "Shine Forever" was featured in their third Japanese single album. From January 19 to February 18, they had a joint café at Shinjuku Box.

Seoul's Jang Chung Arena will host the group's second international tour, The Connect, on May 26-27.

On March 26, the group released The Connect: Dejavu, a seven-track mini-album led by "Jealousy". SBS MTV's The Show gave them a music broadcast award for their return.

Monsta X teamed up with Lens Town, a stylish eyewear and contact lens manufacturer, in April. The team coordinated their design and detail points to manufacture their lens called Monsta X Lens or MnX. The lens came out in May. On April 25, they released their debut Japanese studio album Piece, with the title tune "Puzzle" and four new songs. Piece hit #1 on Tower Records' all-store ranking, #3 on Oricon Albums Chart, and #4 on Billboard Japan Hot Albums. Their first Japan tour began in Nagoya on April 27.

On May 2, they represented the Ministry of Foreign Affairs at the biggest public-private cooperation event in Korea, COEX's C-Festival 2018.

Monsta X modeled for Tony Moly's new lip tint cosmetic collection on October 1. On October 4, they teamed with Moncler's new flagship shop in Minato ward, Tokyo. On October 22, Monsta X released the title single from their second studio

album *Take.1 Are You There?* "Shoot Out" was released in English on November 9.

Monsta X was the first Korean group to participate at iHeartRadio's annual Jingle Ball Tour in December.

2019, Monsta X released the second installment of their second studio album *Take.2 We Are Here* on January 20, along with the lead track "Alligator." Jooheon changed his stage name to Joohoney for his English endeavors at this period. Monsta X teamed with Steve Aoki on the tune "Play It Cool" and its English version in March.

Additionally, the group renewed its five-year arrangement with Litmus to serve as its print advertising models. Their parent company, Starship Entertainment, has announced a globe tour that would take them to 12 countries and 18 cities, making it their most extensive tour to date.

On May 27, Cartoon Network aired an episode of the animated series *We Bare Bears* featuring Monsta X, making them the first guest stars in an American animated series.

Monsta X signed an agreement with Epic Records for English language recordings and distribution outside of South Korea on May 28. Monsta X and French Montana collaborated on a new English song titled "Who Do U Love?" on June 14. On September 20, the group released another English single, "Love U," as well as a remix of will.i.am's "Who Do U Love?"

NCSOFT announced a cooperation with Monsta X in June, announcing the development of TwoTuckGom. TwoTuckGom are bears that were created to symbolize each member of Monsta X, and NCSOFT published merchandise featuring the bears, such as stationery and plushies. Monsta X initiated a series of variety shows with TwoTuckGom to promote the items.

Monsta X announced in September that they have collaborated with TogetherBand to serve as ambassadors for the United Nations' Sustainable Development Goal 16. Monsta X released another English song, "Someone's Someone," on October 4 and their seventh EP *Follow: Find You* on October 28. The EP has the main songs "Find You" and "Follow."

On October 31, Starship Entertainment said publicly that member Wonho will be leaving the group in light of recent accusations of unpaid money and assets, and that the company plans to "bear legal accountability" for "malicious and misleading assertions" against him.

Fans voiced their displeasure and petitioned Starship to restore him. Wonho was cleared of drug charges in March 2020 and signed to a Starship Entertainment affiliate to start a solo career.

On December 4, Monsta X performed in the Nagoya Dome in Japan for the 2019 Mnet Asian Music Awards.

In December, they returned to iHeartRadio's Jingle Ball Tour for the second year in a row. Released "Magnetic" on December 19, a collaboration with Colombian artist Sebastián Yatra, with Yatra singing in Spanish and Monsta X performing in English and Spanish. Additionally, the group played thirteen songs at the MDL Beast event in Saudi Arabia, including "Play It Cool" featuring Steve Aoki.

On 2020, Monsta X released their sixth studio album, *All About Luv*, on Valentine's Day. It debuted at number five on the Billboard 200 in the United States and at number seven on the Rolling Stone Top 200 in the United States. In March, the group donated 100 million won to Good Neighbors, a charity organization that assists low-income families in South Korea. They were subsequently recognized for their achievements by being inducted into "The Neighbors Club," with their fandom, Monbebe.

Monsta X released their seventh Japanese single "Wish on the Same Sky" on March 30, debuted at #1 on the weekly Tower Records list and #7 on the weekly Billboard Japan Hot 100 chart. On the Tower Records list for the first half of 2020, it was placed number one overall.

On May 26, the group made their first Korean return of the year with the release of the lead track "Fantasia" off their eighth EP *Fantasia X* with the rejoined of Joooney.

Monsta X also spoke at the Time 100 Talks, expressing their support for the Black Lives Matter movement and highlighting the efforts of medical professionals amid the continuing COVID-19 outbreak.

The group had previously announced a fourth global tour, but it was postponed due to COVID-19. Due to their inability to play at live concerts, they took part in the live-streamed KCON event K:CONTACT 2020. Additionally, they announced a live-streamed event, Live From Seoul With Luv. The performance was originally set on July 25, but was moved to August 8 to accommodate Shownu's recovery after an unexpected surgery. They streamed the event on LiveXLive and played numerous songs from their English-language album All About Luv, as well as several tunes from their most recent Korean EP Fantasia X and other earlier title tracks.

Monsta X announced their participation in the "Visit Cultural Heritage Program" in September, a campaign aimed at promoting traditional Korean culture via visits to South Korea's UNESCO World Heritage Sites.

The group announced their third studio album Fatal Love in October, their eighth Japanese single album, which was released on December 16 and included Japanese versions of their title hits "Love Killa" and "Fantasia." Monsta X was named ambassadors for the 19th International Anti-Corruption Conference, which will take place in December 2020 in Seoul.

The following year 2021, the group was named worldwide brand ambassadors for the cosmetics company Urban Decay in January. Additionally, they were confirmed as one of the artists that would appear on NCSoft's new platform Universe, which will launch with an original series titled Area 51: The Code. Monsta X also released a new Japanese single album on March 10 titled "Wanted," which has the main hit "Wanted" and another Japanese original song titled "Neo Universe." The first song "Wanted" was published in advance of the album's physical release on February 10, and the music video premiered on February 13. Following the success of "Wanted," Monsta X announced the release of their third Japanese studio album Flavors of Love on May 5. The album features all of Monsta X's Japanese singles released since 2020, in addition to five new Japanese songs.

The group announced in May that their ninth EP "One of a Kind" and lead song "Gambler" released on June 1. Starship revealed that Shownu would leave the group and will not participate in any of the group's planned promotional events because of ongoing concerns with retinal detachment.

On June 15, the group's American manager, Eshy Gazit, announced the formation of Intertwine, a new label venture in collaboration with BMG. Monsta X and Wonho are the partnership's first two artists. Additionally, the company signed a distribution contract for Monsta X's two future Korean albums, working with South Korea's Starship Entertainment, and confirmed the group's second English-language album would be released in the end of 2021.

On July 22, Shownu joined for his compulsory military duty. He will work as a public servant as a result of earlier surgery for retinal detachment in his left eye. Monsta X released the promotional tune "Kiss or Death" for the mobile application Universe on July 26 through Universe Music. In September, the group announced the release of their new song "One Day" on September 10.

Monsta X was revealed as a performer on iHeartRadio's Jingle Ball Tour in October and will perform on December. Monsta X also announced the release of their tenth EP No Limit on November 19, as well as their second English-language album The Dreaming on December 10, which will feature the previously released single "One Day" and nine new tracks, as well as the release of a documentary/concert film Monsta X: The Dreaming on December 8 in South Korea and December 9 and 11 in seventy countries worldwide. Exclusive interviews with the members, footage from their US activities, unique stages, and the group's six-year odyssey will be included in the film.

3.3 Marketing Mix

3.3.1 Product

A. Printed materials

Any publication, document, or record is considered printed material, which includes newspapers, magazines, books, pictures, drawings, and prerecorded magnetic audiotape, among others. It is a marketing technique used in business to promote the image of the real product, which is music. Albums, posters, CDs, picture cards, and photo books are all typical ways to promote music in South Korea, and widely recognized around the globe.

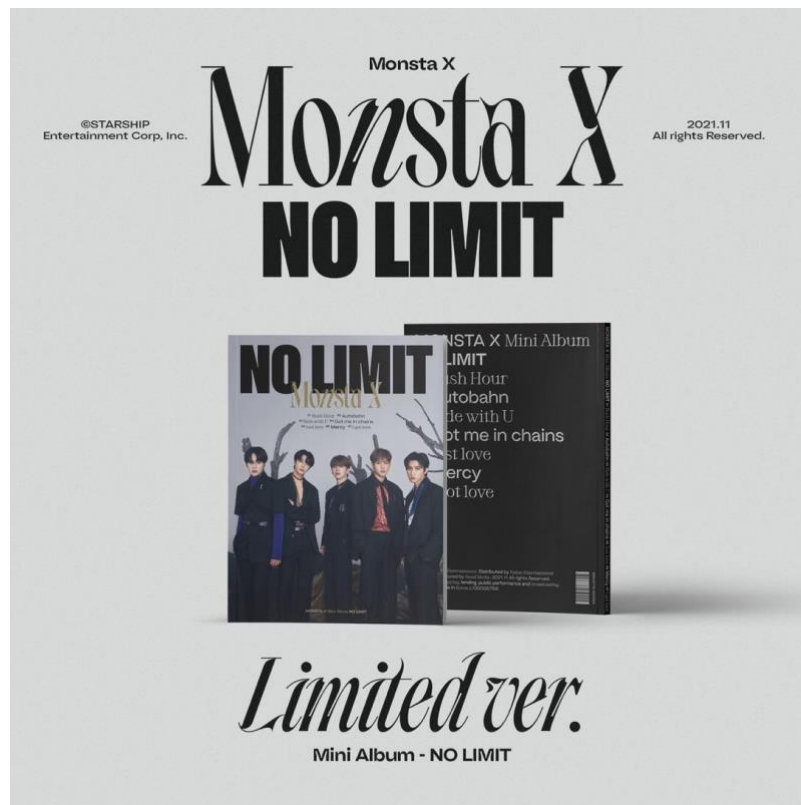


Figure 1. Monsta X's Album “No Limit” limited version

Source: MONSTA X Official Twitter

B. Merchandise



Figure 2. Fan meeting merchandise for Home Party concert

Source: MONSTA X Official Twitter

C. Live shows and concerts



Figure 4. Jingle Ball Tour

Source: MONSTA X Official Twitter



Figure 3. MONSTA X Friday Livestream on MTV

Source: MONSTA X Official Twitter

Performers are crucial in any sort of music; particularly on the main stage, where they are able to offer the product live, in a variety of ways, and buyers get a taste of

what they're buying. A growing number of artists are traveling across the country or across the world to promote their music. In addition, there are banners, light sticks, and posters accessible during a live event in order to enhance the band's image and create a colorful environment.

3.3.2 Price

The screenshot shows the StarShip Square website interface with a grid of ten product listings for MONSTA X. Each listing includes a product image, a title, a description, a price, and a 'NEW' badge. The products are:

Product Name	Price (KRW)
몬스타엑스 (MONSTA X) 2022 시즌그리팅 데스크 캘린더 패키지 (SEASON'S GREETINGS 2022)	40,000 원
몬스타엑스 (MONSTA X) 2022 시즌그리팅 일력 패키지 (SEASON'S GREETINGS 2022)	35,000 원
(VER.1) MONSTA X Mini Album - NO LIMIT	16,300 원
(VER.2) MONSTA X Mini Album - NO LIMIT	16,300 원
(VER.3) MONSTA X Mini Album - NO LIMIT	16,300 원
(VER.4) MONSTA X Mini Album - NO LIMIT	16,300 원
(SET) MONSTA X Mini Album - NO LIMIT	65,200 원
MONSTA X 2021 FAN-CONCERT (MX UNIVERSITY) DVD	46,000 원
MONSTA X 2021 FAN-CONCERT (MX UNIVERSITY) KIT VIDEO	49,000 원
(ver.1) MONSTA X Mini Album ONE OF A KIND	16,300 원

Figure 5. MONSTA X's albums price on official StarShip Square

Every year, MONSTA X release a lot of contents and products for their music career, the price for their products still affordable for most of the customer.

3.3.3 Promotion

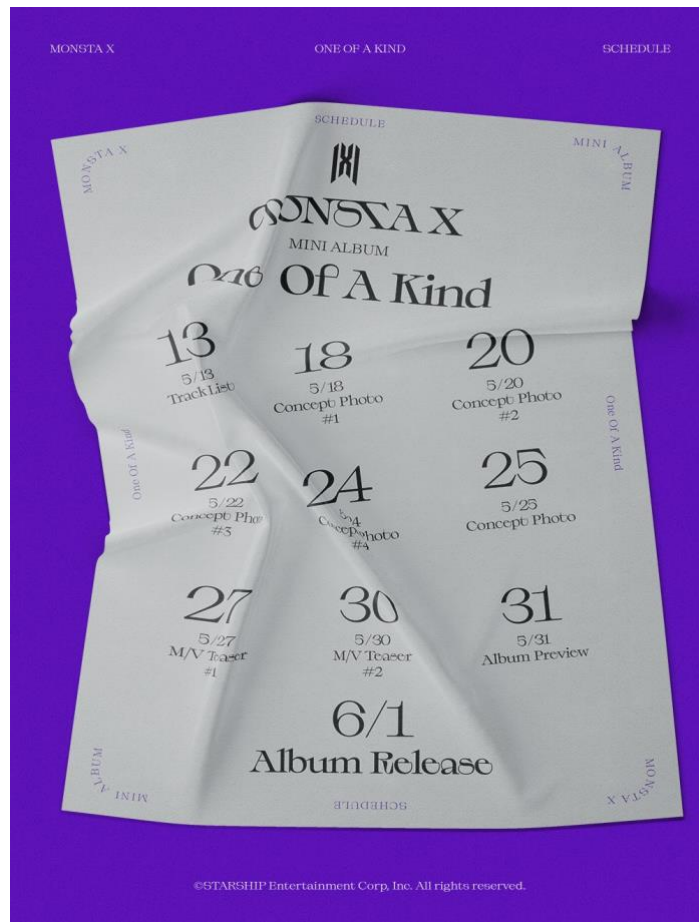


Figure 6. Album "One Off A Kind" schedule

Source: MONSTA X Official Twitter

For upcoming album, StarShip Entertainment will announce the schedule of promotion activities for the group and fans can follow the schedule to support the band.

3.3.4 Place

A. Digital and Social media

- Daum cafe

Kakao Corporation is claimed to be the owner of the 'Daum Cafe.' "A huge number of celebrities and their supporters visit the cafes in this area. Visit your favorite celebrity's fan café and have a look at the most current posts from the celebrity in order to show your support for them." This café opened in April 2015, and Monsta X is active on their page. For example, they post on a frequent basis and comment on fan posts on a consistent basis, and they publish several images. Official announcements and statistics, as well as other relevant information for Monbebe are also posted on the café's bulletin board by the café's personnel. As of November 21, 2021, Monsta X's cafe has more than 220 thousand members and was ranked ninth on Kakao Corporation's Fandom Ranking at the time of publication.

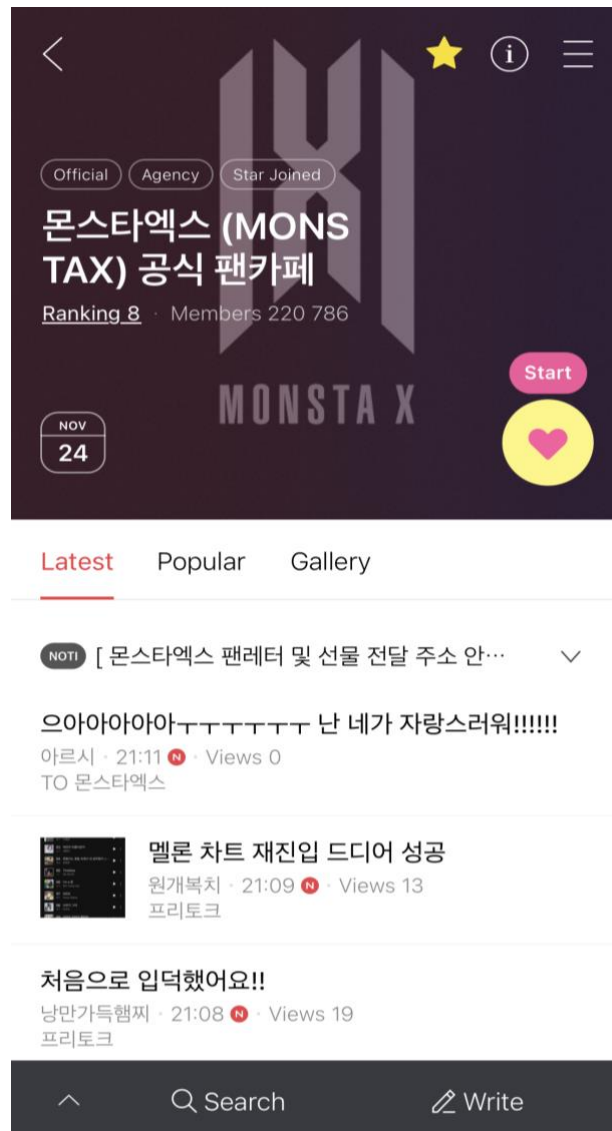


Figure 7. MONSTA X's Daum Café main page

- **Twitter**

Official information about the group, such as the group's return date, an official statement, and promotional activities, are broadcasted via their official Twitter account, Monsta X, which was launched in February 2015.

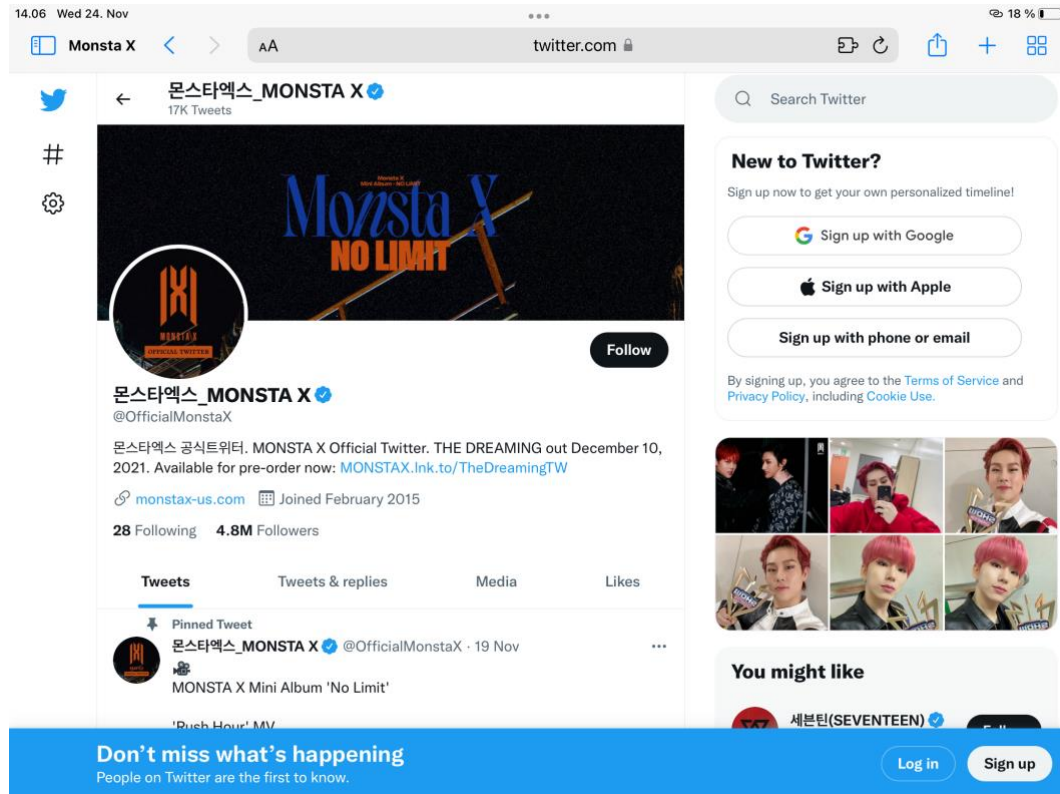


Figure 8. MONSTA X's Official Twitter

- **Instagram**

The group's Instagram account was launched on September 4, 2015, and now has more than 6 million followers as of this writing. It is only after Wonho leave the group, each member of the group decides to start their own Instagram account in order to provide their fans with a unique point of view. Minhyuk is the first member to have an Instagram account, while Jooheon is the final member to do so. So far, five out of six of their accounts have attained official status, with one member still awaiting verification of his account.

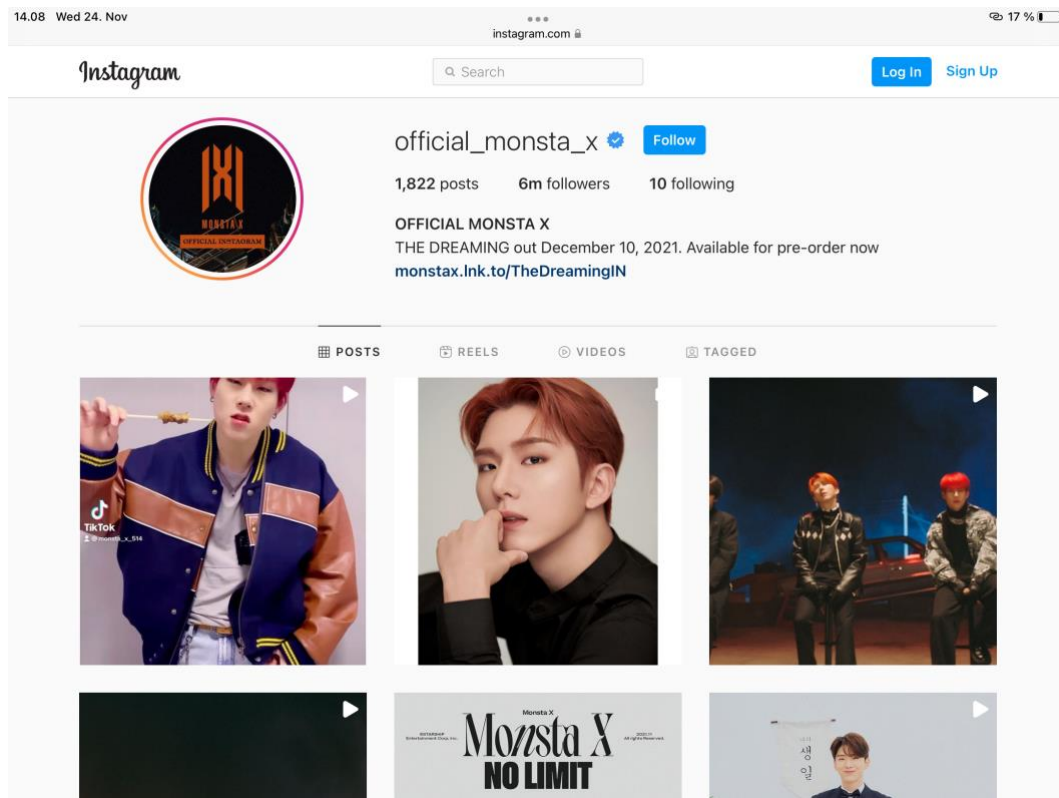


Figure 9. MONSTA X's Official Instagram

- **Facebook**

The official Facebook page established on 11th February 2015 with 2.8 million followers.

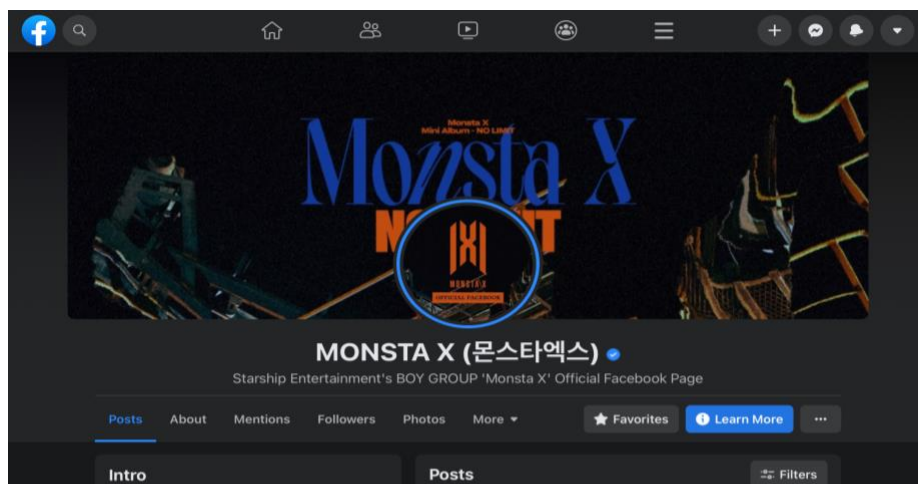


Figure 10. MONSTA X's Official Facebook

B. Streaming

- **Korean music platform (Melon, Genie)**

Melon is a South Korean online music store and streaming service launched by SK Telecom in November 2004. Kakao Entertainment took over as the service's operator in 2009. Kakao combined Kakao Music with Melon in 2017. With over 28 million subscribers, it is South Korea's biggest music subscription service and the country's most popular streaming service.

Melon is the primary sponsor of the majority of weekly music shows shown on South Korean television. In 2009, its parent firm founded the Melon Music Awards (MMA), an award-giving organization committed to judging winners based on digital sales and online voting.

The screenshot shows the Melon website interface. At the top, there's a navigation bar with '멜론닷컴' on the left and '이용권구매', '멜론혜택관', '이벤트', '공지사항' on the right. Below that is the Melon logo and a search bar. A navigation menu includes '멜론차트', '최신음악', '장르음악', '멜론DJ', '멜론TV', '스타포스트', '매거진', '뮤직어워드', '여학', and '마이뮤직'. The main content area is titled '아티스트 채널' and features the artist '몬스타엑스'. The artist's profile includes a photo, name, bio, and a '팔로잉' button with 81,617 followers. Below the profile is a tabbed interface with '곡' selected. A list of tracks is shown, with 'Rush Hour' by MONSTA X highlighted.

Figure 11. MONSTA X's Melon music page

Genie or Genie Music, a subsidiary of KT Corporation, is a South Korean music production and distribution firm based in Seoul. With 2.5 million customers as of June 2018, its music streaming service is the second most popular in South Korea.

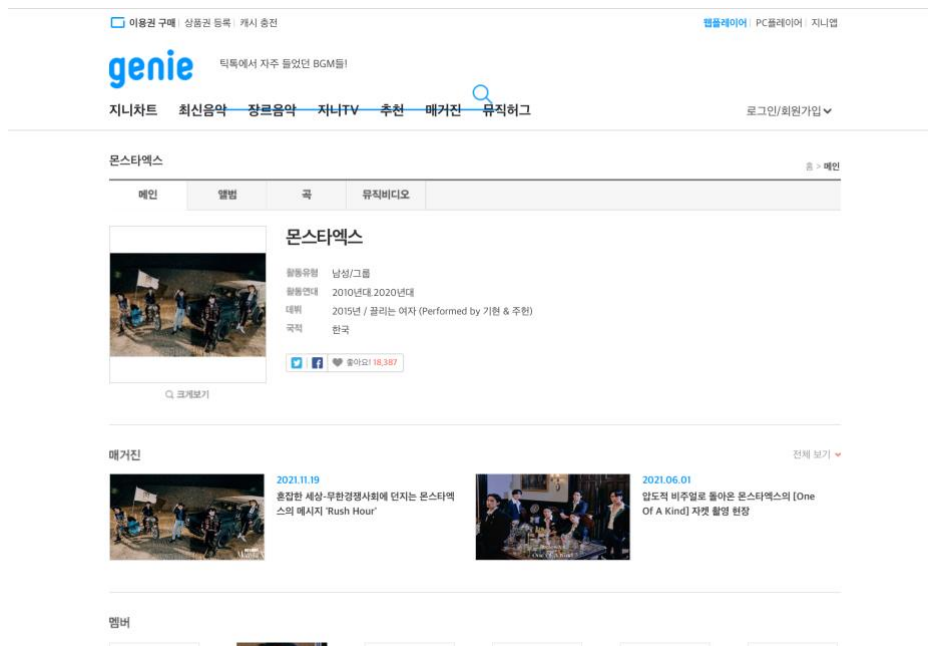


Figure 12. MONSTA X on Genie

• Youtube

MONSTA X contents are shared in different Youtube accounts, the first one is starship TV was established by StarShip Entertainment to post all their artists music video, dance practice video or even promotion activities and behind the scenes, mostly using for Korean activities. The next channel is MONSTA X, sharing all English-album music video, or related international activities. For the comeback show on the weekly music program, these videos often post on the music show channel, for example The Show show of SBS television, Show Champion show of MBC television or M!Countdown of Mnet television, etc.

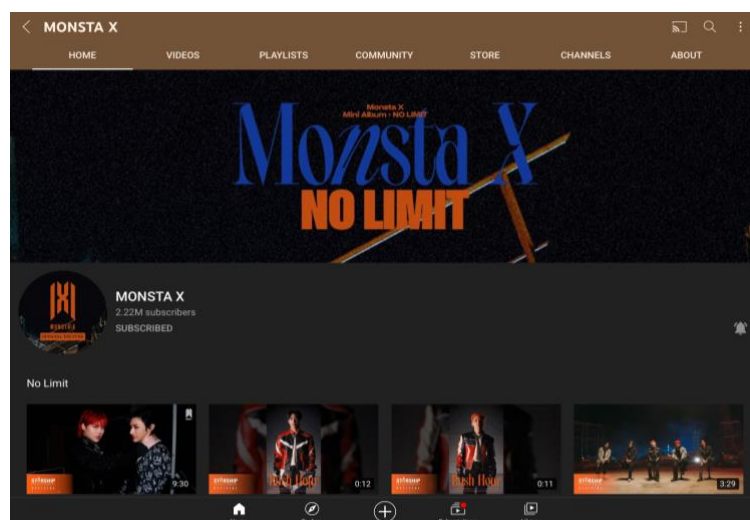


Figure 13. MONSTA X's YouTube

- **Spotify and iTunes**

Beside music streaming platform such as Melon or Genie, MONSTA X also joined in Spotify and iTunes so that not only music listener from Korea but also from around the world can listen to their music products. On Spotify, the band has 2.8 million monthly listeners on January 2022, their most streamed song is Hero with 54.3 million streams and the group's most streamed album is All About Luv with 202.9 million streams.

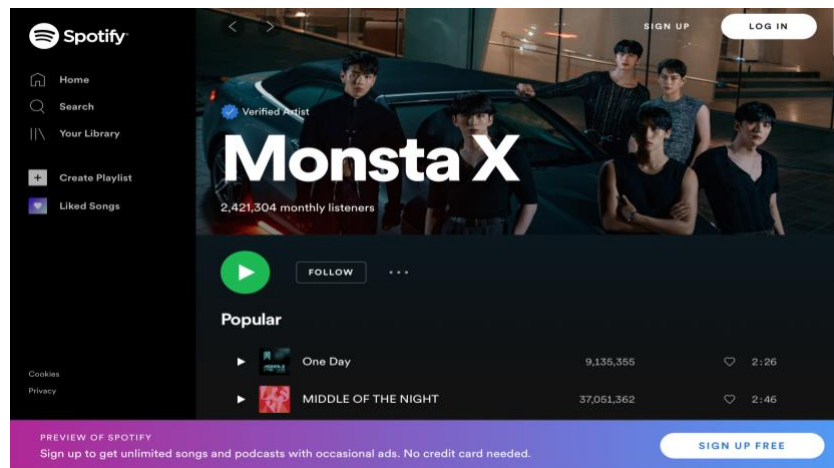


Figure 15. MONSTA X's Spotify

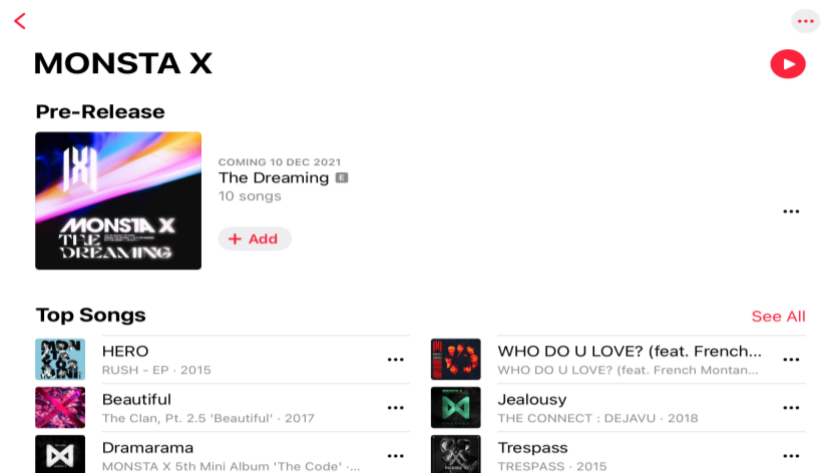


Figure 14. MONSTA X's iTunes

3.4 Sale

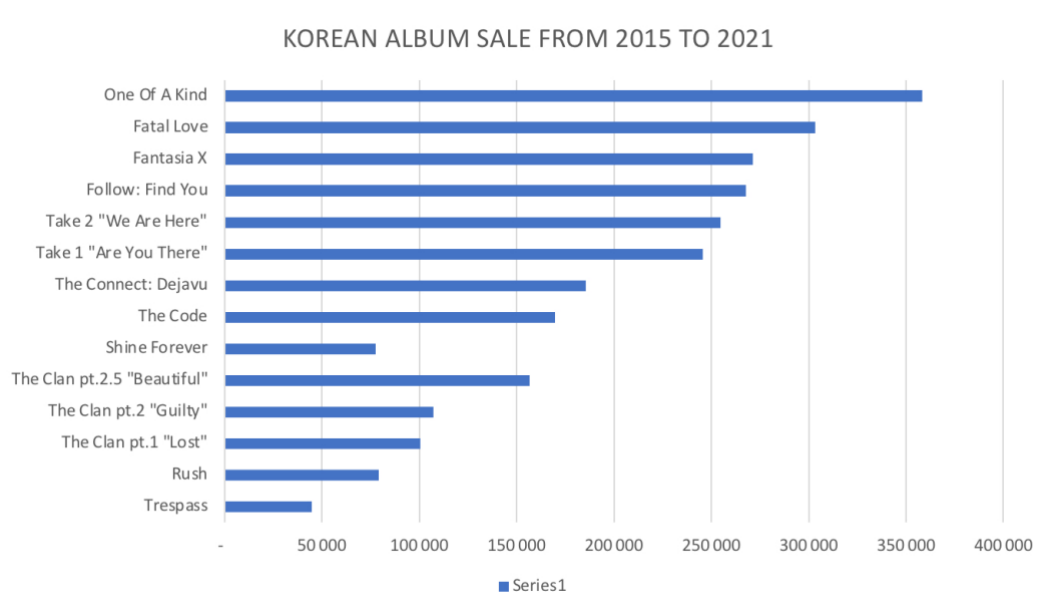


Figure 16. Korean Album sale from 2015 to 2021

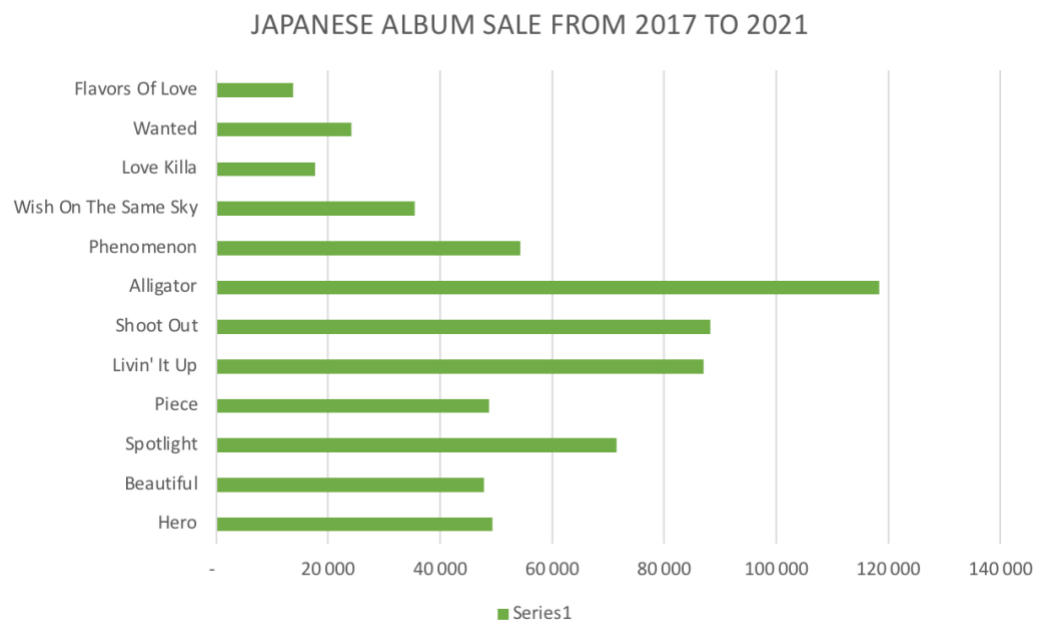


Figure 17. Japanese Album sale from 2017 to 2021

Gaon, a South Korean agency that publishes the music charts and notifies the public when specific records have obtained special certifications for exceeding significant sales levels, has certified MONSTA X's newest album, *One Of A Kind*, platinum

due to its rising sales of singles. And in September 2021, the group's album *Take.1 Are You There*, which was published in October 2018, has been certified platinum, signifying that it has sold at least a quarter of a million copies in the United States. In fact, *Take.1 Are You There* is the sextet's fifth album to reach that milestone. Only one of the five platinum albums by MONSTA X has risen over the first-album mark, at least so far.

3.5 Service quality

A company's business operations need that managers create criteria for certain business activities that they then attempt to monitor or assess their effectiveness. The comparison of service quality to industry standards is critical in defining a company-wide strategy, especially for organizations that provide intangible items such as services.

The SERVQUAL (Service Quality) metric was presented as a result of this practical necessity.

The primary goal of SERVQUAL is to assess the level of customer satisfaction with a company's marketing efforts. Many service industries, including restaurants, hotels, hospitals, schools, and aircraft use this kind of measurement since it is very accurate and reliable. Customers' perceptions of the service are the basis for this activity. For all service sectors, SERVQUAL offers a set of 10 assessment criteria. And a business called Starship Entertainment, which represents the Korean boy band Monsta X and offers customer service, will be used to evaluate these criteria.

3.5.1 Service quality

- **Reliability:** The capacity of the company's communication efforts to please consumers when they first use the services, to fulfill what is promised or what customers anticipate from the service. Customers' loyalty isn't only a matter of making them happy; it's also a matter of earning their trust over time.

Monsta X's reps made a detailed announcement for fans regarding the band's return timetable. There will be six trailers published each day at 16.00 EEST from April 19 to April 24 by Starship Entertainment. The trailers will be released at precisely 16.00 EEST on each day. It is also worth noting that a fan from the United States is unable to attend the performance in 2019, since she has to go to work and cannot

take a day off, so she must cancel the ticket. Starship Entertainment had provided her a detailed email outlining the process for canceling her ticket and receiving a refund.

The corporation posted all the trailers to YouTube and devised a timeline for each clip to ensure that each trailer would be released at the correct day in the time-release for the next return.

- **Responsiveness:** An employee's eagerness and willingness to give services to a consumer. It demonstrates the company's ability to respond swiftly and flexibly when necessary. That is why the organization often has team building or training sessions for staff at the start of each tutoring day with the goal of communicating the vision, objective, and expectation of the company about how they want their consumers to feel or view the service's performance.

A team subordinate to the company brand wishes to share their passion with fans, as they stated: "Love is the best thing we can do as humans" (Im Changkyun, Monsta X, Disney Radio, February 2020). As they believe that "the best language is music" (Monsta X, Disney Radio, February 2020), they wish to produce as many songs as possible in order to encourage and share their love with fans.

- **Competency:** Trained competence in a certain service in order to execute that service.

Monsta X consists of seven members: two members who excel at dancing have been tasked with the responsibility of providing their best choreographies to the fans, one member who possesses superior vocal abilities has been tasked with the responsibility of singing in order to convey the song's message effectively, two members who excel at rap have been tasked with the responsibility of rapping in order to make the song more exciting, and the final member, who is adept at writing lyrics, composing, and arranging the song,

- **Access:** The degree of efficiency with which consumers may access a service: on time, at a suitable location, and at a time that is convenient for clients.

Between January 2020, Starship Entertainment announced the group's global tour, which would take place in May and July in Korea, the United States, and Canada. However, due to the spread of the COVID-19 virus, the firm has chosen to postpone

the globe tour in favor of an online concert for fans. Fans may simply participate in the performance from their homes without having to go outdoors and risk contracting the illness. Additionally, the corporation permitted Monsta X performances on other online programs such as Triller, Twitch's Stream Aid 2020 initiative, and MTV Unplugged At Home to allow fans to experience their performance.

- **Courtesy:** A professional, polite service attitude demonstrates the company's regard for the consumers engaged in the transaction.

Monsta X treats supporters equitably and amiably, creating the impression that the band and fans have a best friend connection. Monsta X often live stream using the app V-live in order to connect and communicate with their fans, discuss their daily activities, solicit tips for nice restaurants or foods to eat, good lotion to moisturize the body, urge fans to wear warm clothing and drink enough water, and so on. Said "Sit back and relax." Consider yourself a little more. Therefore, avoid becoming a burden while you live your life. I want to convey the message, 'It is OK to go slowly.'" (Chae Hyungwon, Monsta X, 2019) to encourage people who are so busy and hurried in their lives that they forget to love themselves; or "Love yourself before me because I love you" (Im Changkyun, Monsta X, 2019) since they want their fans to love themselves first because everyone deserves to be loved in this world.

- **Communication:** The thoroughness with which information about the service is conveyed to clients, as well as the capacity to listen to, comprehend, and react to customer suggestions.

When Monsta X goes live on V-live, they always respond to fan inquiries as much as possible in order to offer the fans with the information they want or need.

- **Credibility:** The degree to which consumers have previously placed their confidence in the company's brand and customer service.

Monsta X have announced their first global tour for the summer of 2017, which will take them to Asia, the United States, and Europe. However, one member became sick with a potentially fatal skin illness and was forced to cancel all US visits. Starship Entertainment was supposed to make an official declaration about the issue and provide frequent updates on his status, but instead, the firm failed to do so,

leaving many fans concerned/angry and losing faith in the company due to abuse of their favorite music group.

- Assurance: The degree to which a company ensures its clients' financial, informational, and physical assets are secure before to, during, and after they use a service. Employees' capacity to build client trust via communication (about knowledge, abilities, and competence)

The firm will begin selling membership packages to fans in March 2020 and will begin delivering in April 2020. They keep supporters' information private and do not divulge it to the public. When fans get the delivery, the quality is satisfactory, but since the bottle is included as a gift, some fans reported receiving just the bottle without the lid or only the lid without the bottle.

- Customer understanding/knowledge: The capacity to continually learn about, comprehend, and react to the changing demands of customers, instilling in them a sense of the company's concern for them. The concern and service provided by a business to each consumer.

Starship Entertainment has allowed Monsta X to experiment with a variety of musical themes and has changed the music video for the group's comebacks. Additionally, in 2019, the firm announced a collaboration with NCSOFT and the launch of a new character brand named "TWO TUCK GOM," which features adorable bear characters that symbolize the group's members' unique personalities and qualities. They formerly manufactured pillows, office items, and jewelry. And in the current season 2020, in addition to upgrading all items from the previous season, they also introduce new products such as a body pillow and two variants of a bag to provide more options for followers and new consumers (kids, students, etc.)

- Tangible: Determinants that clients perceive on a daily basis when interacting with the service. It illustrates how a business equips and marks their brand image with clients. The company's facilities are inspected as part of the preparation procedure prior to performing for consumers. It demonstrates to generate a feeling of uniformity and increases the consumer experience as authentically as possible.

Monsta X alternated between various clothes and stages for each performance. In 2017, the ensemble performed in a suit, and in 2018, they created a one-of-a-kind

bespoke stage for their performance. Additionally, the design of the group's record varies with each reappearance. At the start of 2018, their album had a black cover with a green title; towards the end of 2018 and the start of 2019, their two subsequent releases used a white and red cover with a black title. They issued a new album in the end of 2019 with a blue-sky cover, white title, and a new group logo. Additionally, before to 2018, the group's albums only had one to three versions; however, beginning in 2018, their albums have four official versions, giving fans additional options when deciding which version to purchase or whether to purchase a package that includes all four versions. (No Limit album)

Although ten criteria are used to evaluate service quality, the majority of experts base their assessment on just five key standards, as seen in the graph below.

According to the Servqual model in the article "Measuring Service Quality" (Ms. Trang Nguyen, 2016), reliability is the most critical factor in generating the image for the firm brand, accounting for 32% of the image. Responsiveness and Assurance are both at 22% and 19%. Empathy gets a score of 16 percent, whereas Tangibility has a score of merely 11%.

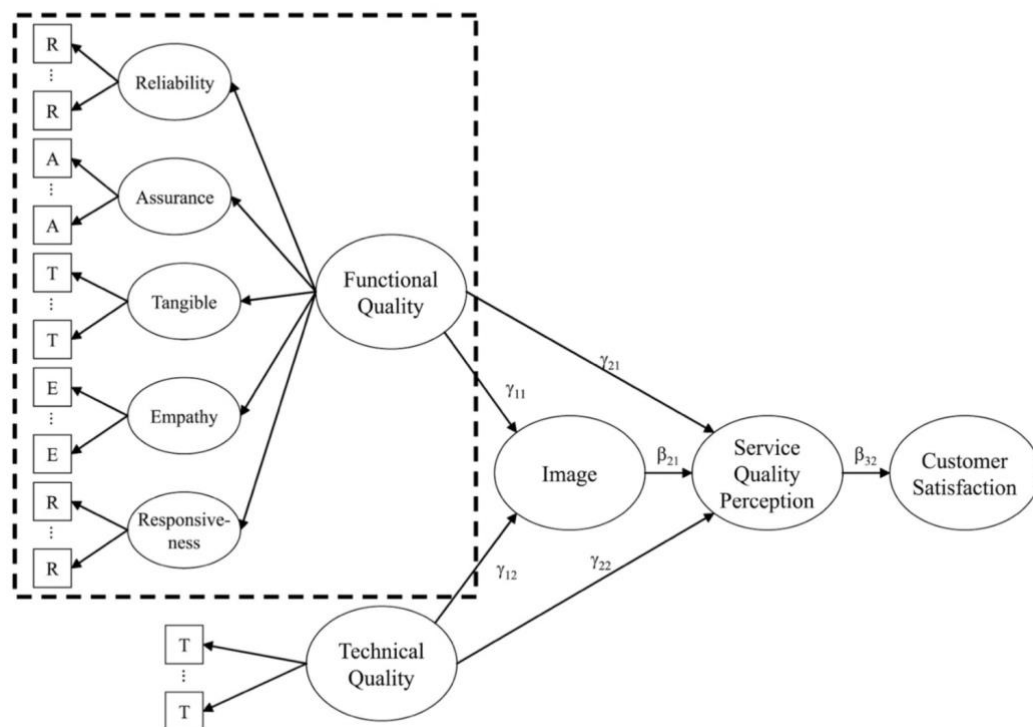


Figure 18. Service quality model

3.5.2 Brand analysis

A. Brand contacts

- **Planned message:** In order to market a brand, the planned message is critical in communicating the most significant statement to consumers about the service/product. This method entails paying for advertising via mass media in order to boost a brand's reputation. The firm may exert control over the message and direct it toward the prestige they want. Due to the low cost of sponsored media, the corporation may use social media as a primary form of brand promotion.

Starship Entertainment's staff will write articles to announce upcoming activities, accomplishments, and other content. The company will then share the articles on social media platforms such as Twitter, Facebook, or Instagram with a link so that fans can interact with the articles and "heart" them, thereby increasing the group's brand value. Additionally, Monsta X has appeared in publications such as NYLON, MAP, DAZED, ELLE, and Harper's Bazaar, and has been on variety programs such as Weekly Idols and Idol Room, as well as producing their own shows (No Exit Broadcast, Monsta X-Ray, Monsta X Right Now, etc.).

- **Service/ Product message:** While the company's additional values and product attribution seem to be interwoven, the product message focused on the benefits of the product usefulness rather than providing generic brand-establishing themes. While the service message is preferable to include the brand company's quality and advantages.

Each song in the group has a distinct significance. For instance, the group's 2017 album includes the B-side song "From Zero." The song's lyrics discuss apologizing and wishing to start "from zero" despite previous grief and suffering. The song "Happy Without Me" is taken from the album's full-length English language counterpart. All About Luv with a profound message "We feel that everyone who has experienced the agony of an undesired separation would empathize strongly with this song, particularly given the lyrics. We've all experienced missing our ex and faking our grins to conceal our grief at some time in our life. We attempted to convey the pain and tension that one must endure in order to go on." (Hyungwon, Monsta X, February 2020, Billboard). Or Monsta X revealed the code that appeared

on the cover of the group's 2018 album, along with the symbol for the group's name and the fandom's name.

- **Unplanned message:** is a technique that occurs outside of the company's control or is beyond the scope of the company's influence. Media outlets may have a positive or negative influence on a business and its services/products. However, from an optimistic standpoint, a bad reputation is preferable than no acknowledgment. While word-of-mouth is a negative method of spreading, the result is experienced in two distinct ways. A positive outcome will be achieved if the firm maintains the proper direction and strategy in relation to the intended message and issues an official statement.

Monsta X, for example, gave almost \$110,000 to Good Neighbours Korea to assist medical personnel and vulnerable individuals who were secretly afflicted with Coronavirus. Some fans who volunteered for this initiative were alerted to the situation and spread the word across the community; others were inquisitive about the group and began looking for information about them; the group received a lot of positive response from newcomers. Additionally, fans often request response videos from their favorite reactors on YouTube, which engages these reactors' and their subscribers' interest in Monsta X.

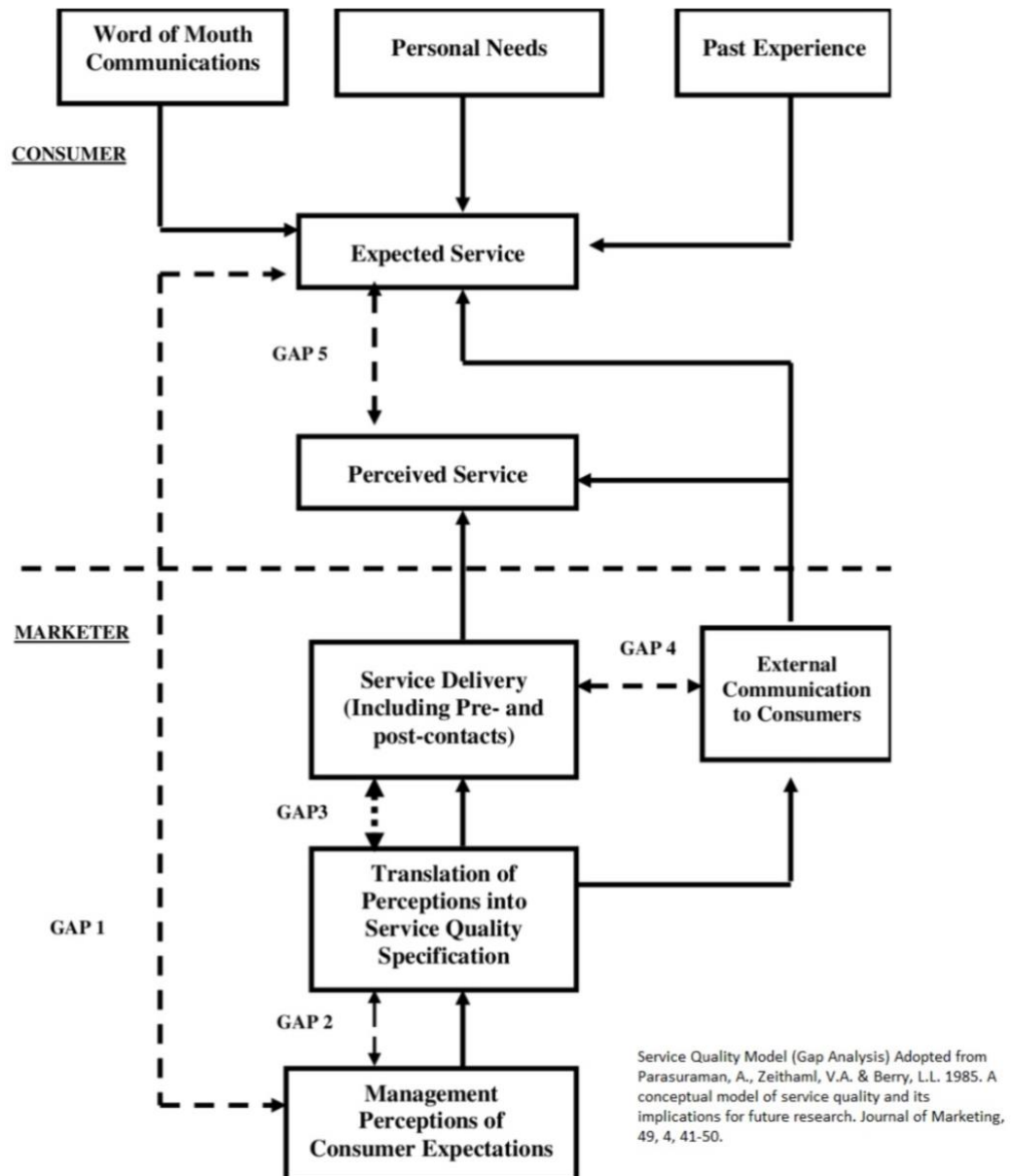


Figure 19. Gap analysis

B. Destroying brand

PRODUCE 101'S X1 Rig Scandal Confirmed



The Seoul Police Office has confirmed that there's an investigation for the Manipulation of votes in the X1 show, after the initial rumors. All of this confirmed by "CBS No Cut News" and informed in English by [AllKpop](#).

It all started earlier today, with the police beginning a series of searches and seizure procedures in entertainment agencies related to the show. According to a report from CBS No Cut News, Seoul Metropolitan Police Agency's cyber investigation team had discovered that some of the 11 trainees that were voted into X1 received votes that belonged to already eliminated trainees.

Some of the companies that were searched are MBK Entertainment, Woollim Entertainment, Starship Entertainment, and many others, companies related to the recently debuted X1 Members. According to the Seoul District Police Office, amongst the 11 trainees, 2-3 of them received rigged votes to reach the criteria.

After today's police raid, Starship Entertainment, agency related X1's Kang Minhee has released their statement regarding the investigation. "We understand that police are investigating CJ ENM over the alleged manipulation of the rankings in Produce X 101, and with that, comes an

Figure 20. Destroying brand news

Source: soompi.com

Starship Entertainment's reputation has taken a hit as a result of the incident surrounding one of its trainees being involved in this project. Fans are worried that the controversy will impact the group's return in 2019 and make it less popular, since it has made people assume that the group acquired its triumphs on the weekly music program by cheating and unfairly, or that the firm has a role in the group's successes. A group effort indicated in this figure was discontinued barely six months into its existence due to a lengthy inquiry. Fans of MONSTA X are beginning to lose faith in Starship Entertainment as a provider of adequate protection for its artists, since the firm has provided no new information on the ongoing inquiry. The company's fans feel misled and are unable to participate in any of the company's operations.

i. The gap analysis

- Gap 1: The knowledge gap is the difference between what customers anticipate and what management perceives. It arises when individuals - who represent the firm brand - lack the ability to properly analyze consumers' wants. It is a manifestation of an inadequate market segmentation as a result of insufficient market research.

Monsta X expands their influence properly when the main firm specifies where and when to extend the Monsta X reputation. They are constantly analyzing the entertainment business in order to close this gap as much as feasible. As a consequence, influence spreads to international regions such as the United States of America, Japan, and China.

- Gap 2: The policy gap is a discrepancy between the definition of service quality and management perceptions. It occurs when a service provider understands the customer's requirements yet falls short of the performance level.

Monsta X's management organization has always offered fashionable items that consistently match fan expectations. As a result, the gap is narrowed when the firm develops and provides a service based on the process of the previous experience and swiftly delivers album orders to the clients.

- Gap 3: The delivery gap is the difference between the service quality specification and the service delivery. This occurs as a result of insufficient training, ineptitude, or inability to meet service requirements.
- Gap 4: The communication gap (Under- or Over-promising) is the disconnect between service delivery and external communication. Customer expectations are greatly influenced by corporate representatives' pronouncements and ads. It occurs when the statements' implied expectations are not fulfilled during service delivery.
- Gap 5: The customer gap is the difference between anticipated and actual service. It occurs when the nature of the service is misinterpreted.

Monsta X was observed having dinner with a former member of the group on March 23, 2020. Following the revelation of this information, many anti-fans and haters attacked the group. However, fans demonstrated their support for the group and former members by submitting many letters filled with words of love and support to the group, as well as to combat anti-fans and haters. Later that year, a member of Monsta X sent an apologetic letter to the group's followers. After fans misinterpreted the letter as him apologizing to anti-fans and haters for dining with a former member, the entire fandom immediately trended hashtags pleading with him not to apologize to anyone because he did nothing wrong and also supporting them dining with the former member of the group. However, the letter's underlying significance is that it made genuine fans anxious and sad, making contact between Monsta X and fans perilous when covert anti-fans and haters are present.

3.5.3 Customer involvement

To provide a long-term competitive advantage, relationship marketing is established to give the firm with the potential creation of a strong and lasting consumer brand. As a result, the primary objective of relationship marketing is to expand the potential to influence new customer-brand relationships and to boost acquaintance client retention.

Maintaining customer engagement is critical for sustaining loyalty and confidence in the company's image and brand.

A. Satisfaction

Profit maximization has always been a goal that the majority of businesses strive towards. However, client happiness is critical to generating that revenue. According to Chu (2002, p.285), many businesses are pursuing and seeing it as the key objective for the majority of services nowadays.

Anderson and Mittal (2000) asserted that the relationship between satisfaction and profit is precarious. Oliver (1999) proposed that pleasure is a straightforward basis for initiating a transitional progression toward more robust and lasting loyalty creation. As a consequence, client loyalty is sustained not on the basis of an emotive commitment but on the basis of simply meeting consumer wants.

In other words, clients examine each step to see if they will remain loyal to the firm or not. However, contentment alone is insufficient to sustain an attitude of commitment, since it is subject to change anytime the degree of consumer participation required for retention is not met.

B. Commitment

There are two types of commitment that measure how successfully a business earns consumer loyalty: calculative and emotive commitment.

Calculative commitment is established when a consumer uses a service/product reluctantly. Additionally, it is believed that visible levels of pleasure should be evaluated more than emotional commitment.

Affective commitment is established when a consumer has a favorable attitude about a product or service given. As a result, compassion is increased, and passionate support increases. Affective commitment is acknowledged via word-of-mouth in order to successfully gain loyalty.

The time during which consumers are formed into which degree of loyalty is a distinction between the calculative and effective processes. New customers are often evaluated during the initial service performance, and they may perceive advantages in terms of the money they spend, the convenience they enjoy, or utility. This exhibits calculative commitment, since clients make their first decision based on the advantages they get from the service. While acquaintance consumers enjoy the execution of the service, they also value the relationship advantages associated with the service, including personal recognition, rapport, connection, and empathy. It is more pertinent to the affective process since it determines how long consumers will linger to use or accept the service/product given. As a result, cultivating an

understanding of engagement and enthusiastic commitment is critical for creating a sustainable brand-customer relationship.

C. Trust

Trust is described as a customer's affirmation of utilizing a product or service from the first encounter to the long-term relationship. It is established that it will develop as a result of calculative techniques. It is proven by a computation of the expenditures and compensations associated with the service given with the goal of delivering on the promise and improving service quality.

Trust plays a critical part in generating customer advantages by improving the degree of trust in customer service and is therefore seen as a guarantee of client commitment (Garbarino & Johnson, 1999).

D. Involvement

Customer involvement is critical for customer retention because it establishes the importance of partners or customer connections in the service process. Without client engagement, the corporation cannot establish trust or entice them with the brand image. Additionally, to maintain a loyal consumer, the business must ensure that customers get complete information about the procedure. It will assist clients in being involved in the service on a regular basis or in being willing to experience the service of the firm at first.

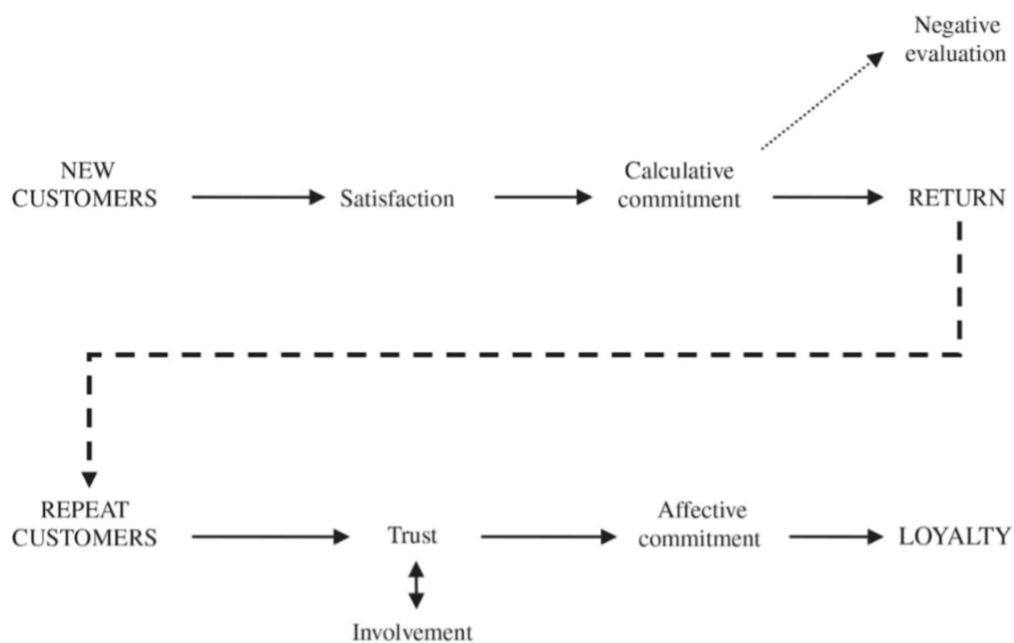


Figure 21. Conceptual model of the process of customer engagement

Three exceptional occurrences exemplify how Monsta X engages their fans:

- **Fund to assist COVID-19 sufferers**

Monsta X contributed more than \$110,000 to Good Neighbours Korea in order to assist medical personnel and those affected with COVID-19. Additionally, donations will be given to assist in preventing future instances by purchasing anti-pollution masks and hand sanitizers. Recently, the Daegu Gyeongbuk Child Welfare Center received 25,000 children's masks and 4,500 disinfectants. "A lot of individuals are having issues right now, and we hope this helps," they said. "We appreciate your ceaseless efforts to ensure the safety of our neighbors." (Monsta X, March 04, 2020, Good Neighbours).

- **Contribute to the cause by buying the UNICEF Hope Ring.**

One of Monsta X's members preached goodwill throughout his interest in contributions, charity, and volunteer work - which impressed the fans greatly. During one of his V Live shows, he discussed the Hope Ring he received from UNICEF in recognition of his support for the For Every Child, Hope campaign, and urged followers to do the same. This demonstrates how the artist has motivated fans to contribute to making the world a better place on their own through the #WonhoTaughtUs campaign. Among the touching gestures that resulted from the #WonhoTaughtUs effort as a result of his support for campaigns aimed at ensuring a brighter future for children is a sizable gift to the Save the Children organization in his honor.

- **Monsta X fans use the moniker to nurture abandoned or endangered animals.**

Fans have adopted almost thirty animals in only one month under Monsta X's name or the names of seven members via different organizations such as the World Wildlife Fund, in response to Australia's forest fire death toll. With a squad comprised entirely of ardent animal lovers and pet owners, it's unsurprising that fans feel encouraged to make a move in support of this important cause. Fans adopted and sponsored over sixty animals on behalf of Monsta X and each member of the group. Inspired by the way boys lend their voices to causes and organizations they believe in through donations, campaigns, charities, and volunteerism, fans hope to serve as a reflection of Monsta X, demonstrating to them that every act of

kindness and love, no matter how small, makes a difference and contributes to making the world a better place.

3.5.4 Company evaluation

A. How good the business is at acquiring loyal consumers

Monsta X not only increased the group's brand's impact among fans, but also earned their confidence and devotion. For instance, in their most recent music video in 2019, a member donned a Zara shirt; after the release of the video, fans eagerly bought the garment through Zara's online shopping site, which quickly sold out in all Zara locations within a week. They not only rely on their abilities to win over music enthusiasts, but also take care to demonstrate it clearly. Monsta X typically divided the year into three distinct periods for Korean albums, Japanese albums, and English albums, and also kicked off the World Tour by appearing on reality television shows, radio shows, and interviews, as well as appearing in magazines, practicing for performances at award shows and individual schedules. With such a hectic schedule, they often have less time for sleep and relaxation, but they still spend time communicating and interacting with their fans using V-live software or social media sites such as FanCafe and Twitter. Along with conveying profound and loving themes via their music, Monsta X strives to meet the curiosity and expectations of their devoted followers. They put themselves in the shoes of their fans, treat them as friends, and discuss regular life events with them, often asking supporters, "Did you eat well?" (Monsta X, V-live Livestream, 2019), advise fans to practice good hygiene, wear masks while out, wash their hands often, and avoid going outdoors as much as possible during the COVID-19 epidemic. Encourage followers to live authentically, to do what they want and to pursue their aspirations, to be perpetually happy and to smile every day. Additionally, Monsta X is very effective in building Reliability because they constantly deliver trailers on time for publication and the tales behind each music video (MV) are always connected to previous MVs, piquing the attention and loyalty of long-time fans. It also assists new fans who are curious about the group for the first time and will explore all relevant information or previous stories in order to connect the storyline in the MV as a novel through all the theories and arguments advanced by other fans, in order to determine the message Monsta X wishes to convey. Additionally to the high-quality products and the group's love for the fans, the small acts of kindness

displayed by Monsta X members toward one another through reality shows that depict close friendship as family make fans feel warm, and the group's humane actions such as charitable donations and participation in volunteer campaigns inspire fans to live a better life and make the world a more beautiful place. Additionally, Monsta X possesses admirable personalities, such as remaining humble when praised by superiors, bowing to colleagues when meeting, or, in 2015, when the MAMA Awards performance was organized by Mnet TV station, they were the only group to remain until the end of the awards ceremony to congratulate the final performers, despite the fact that all other groups had left and the following day they had a performance scheduled in Japan and had to leave early in the morning. That helps supporters feel proud and valued, and it also makes non-fans take notice of Monsta X.

By the end of October 2019, a member of the group had to resign owing to baseless charges that harmed Monsta X's global fan community. In November 2019 and subsequent months, fans will demonstrate their solidarity beyond social media by congregating in different nations to express their support for Monsta X. After over seven days of trending on Twitter with millions of tweets per hashtag, many fans went offline by attending events held by local fans on weekends and engaging in different initiatives to demonstrate their love and support for Monsta X. The series of silent demonstrations culminated in a fan gathering in Seoul, when people camped out in front of Starship Entertainment's headquarters. Additionally, supporters in Korea have resorted to posting post-it notes in a specified area of the company's premises. Fans in the United States demonstrated their affection for the group on the street by collecting post-it notes shaped like a lovely heart with equally beautiful sentiments to the group. Or fans in the Philippines also united in November 2019 to stage their own quiet protest by gathering post-it notes for the group and singing the song "By My Side" with Monsta X's light stick. "MONSTA X, we are here," Monbebe in Colombia also sent to the septet through a protest organized by the MONSTA X Colombia community on Twitter. Meanwhile, supporters in Argentina rallied in the streets with their own chants and banners, aided by the MONSTA X Argentina network. In an event organized by the Monbebe Peru community, fans in Peru also gathered to sing the OT7 fan chant for Monsta X while holding slogans and blue – a color that signifies optimism –

balloons for the group. Monsta X's fans also collaborated to finance and create numerous of the group's advertisements, including a large-scale billboard in New York City's famous Times Square. Another significant one was the effort organized by their fans in the Philippines, as conveyed to them through the MONSTA X Philippines community and exhibited in one of the country's malls. Russian fans created a very special song for the group from scratch in a matter of days – and they included an encouraging video message from Russian-speaking fans with messages of support in multiple languages. Fans in Thailand also created a heartwarming advertisement for the group at Bangkok's MBK Center. Additionally, Monsta X's followers reported and banned all social media accounts that promoted false rumours about the artist, refusing to communicate with anti-fans or haters or stories that included untruths, and continuing to play and chart their music on platforms such as Billboard. Concerning this, the fans charting the song "Red Carpet," which was made by one of the group's members to commemorate his comeback to the group after a hiatus to concentrate on mental health, helped him achieve a solo debut on Billboard's World Digital Song Sales chart.

Each time the group makes a reappearance, the firm arranges fan signing events, and fans may meet and converse in a variety of locations, including Korea, the United States of America, and Vietnam. Either plan a FANCON event for Monsta X and fans to interact, or host a concert for the group to play for the fans. Additionally, Starship Entertainment establishes social media pages for Monsta X on platforms such as Twitter, Facebook, Instagram, Tumblr, and Triller to facilitate communication and interaction with followers. Additionally, the company did not create a separate account for each member of the group based on the members' wishes, as they felt that having just one official account for the group was sufficient and they did not want anything to divide them. On the other hand, Starship Entertainment enabled Monsta X to enter international music markets such as Japan and the United States, allowing the group to produce Japanese and English albums in collaboration with other artists such as Steve Aoki, Pitbull, and French Montana. Allows them to advertise their new albums on US-UK television shows such as The Ellen Show, Good Morning America, Good Morning Britain, and The Kelly Clarkson Show.

B. How is the business attempting to look after its loyal customers?

Starship Entertainment has always organized live concerts for Monsta X and their fans in order for the group to communicate and express their emotions and thoughts while preparing for their return, while also keeping fans updated on the group's performance and members. Avoid creating controversies to prevent disappointing followers, and make public statements of rumours swiftly and explicitly to avoid confusing fans, since being an idol's fan entails placing one's confidence in the company and idol. For instance, on April 21, 2020, the Sports Chosun daily claimed that a team member was in a relationship with a coworker from the same organization. Starship Entertainment swiftly dismissed the claim, stating that "Kihyun and Bona are just senior and junior members of the same agency." It is not true that they dated for five years or traveled together." This move reassured Monsta X followers of the importance of safeguarding their artists.

When the album is going to be published, the firm will allow fans to pre-order it and get pre-order advantages, maintain the same sales price before and after the album's release, say no to smuggled, fraudulent, or poor items, and attempt to deliver on time. Before it comes to shipping, Starship Entertainment has urged staff to wrap albums properly to minimize damage during transit and to offer a shipping number so fans can track their purchases. They have also requested that staff provide an email warning when items begin shipping. As previously stated, in addition to organizing domestic and international events that enable Monsta X and fans to interact, producing music in a variety of languages such as Korean, Japanese, or English, Starship Entertainment also assists members of the group in learning simple sentences in the languages spoken in the countries they visit during the World Tour, including Spanish, Portuguese, Thai, Vietnamese, and German.

4 METHODOLOGY

A survey is one of the most often used types of quantitative approach in business today. The survey contains several usual qualities, according to Fowler (2009,2), such as those listed below:

- The purpose of the survey is to provide quantitative descriptions, particularly statistics, of some feature of the studied population.

Collection of information via the distribution of questions to individuals, with the responses being converted into data for subsequent analysis.

The information gathered comes from a small percentage of the population.

In this thesis, data is gathered via the distribution of a survey to MONSTA X's fans, MONBEBE.

5 RESEARCH RESULTS

After a few days reading all the surveys, here is the results that researcher collected from 198 random fans, who actively support MONSTA X.

5.1 Age and gender

And you are....

198 câu trả lời

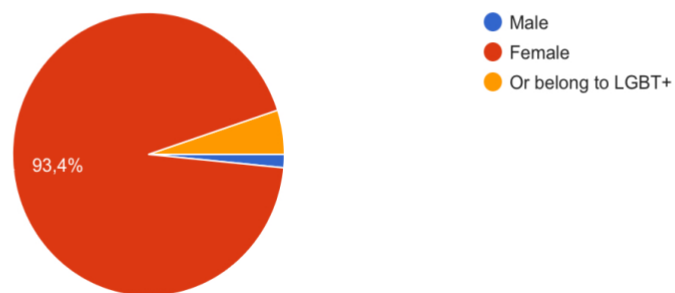


Figure 22. Answers from respondents about gender

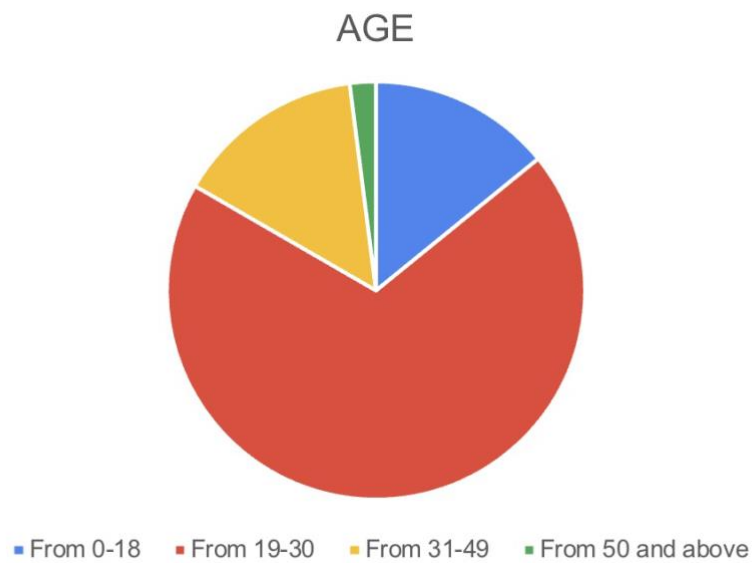


Figure 23. Age range of respondents

According to the data, female takes more than 90 percent and the age range from 19-30 take more than half of respondents, then the researcher can likely state that Female gender has large amount in the fandom.

5.2 Buying circle and experience

Have you bought any product of MONSTA X? (Albums, merchandise, etc.)

198 câu trả lời

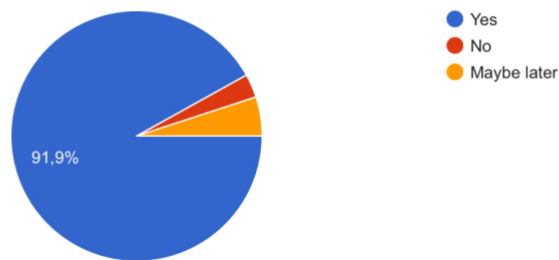


Figure 24. Amount of respondents owning the group products

Will you continue buying MONSTA X's products in the future?

198 câu trả lời

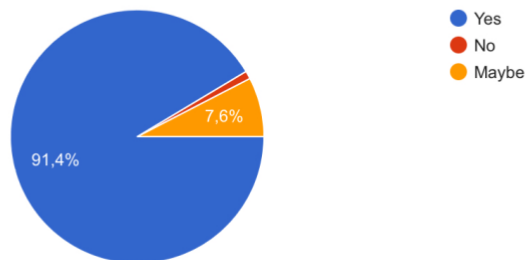


Figure 25. The continuous buying of respondents

As a fan, most of them want to support their favorite band by buying the group's products. The figure above shown that most of them have own some of MONSTA X's products for themselves and will continue buying in the future.

How was your buying experience?

198 câu trả lời

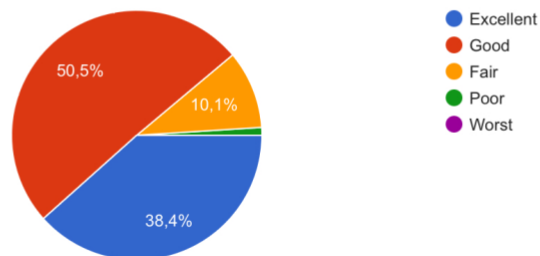


Figure 26. Respondents' buying experience

When you receive product, is it have any damage that because of the company, not from the shipping period?

198 câu trả lời

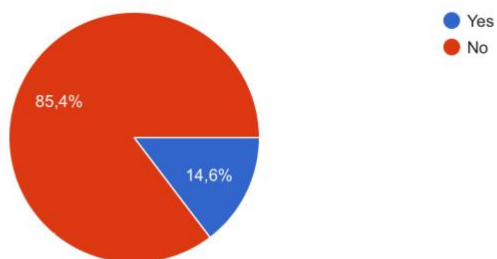


Figure 27. Product conditions when respondents receive it

Do you have any dissatisfaction about MONSTA X's products base on its appearance, not the content :)



198 câu trả lời

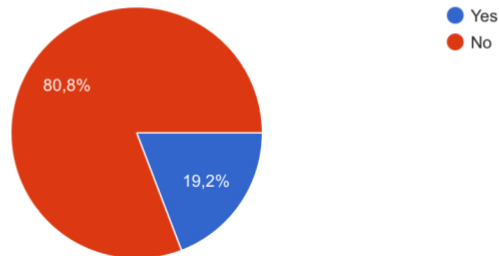


Figure 28. Product satisfaction of respondents

After taking a glance of three figures above, most of the customers have good buying experiences and satisfy with it.

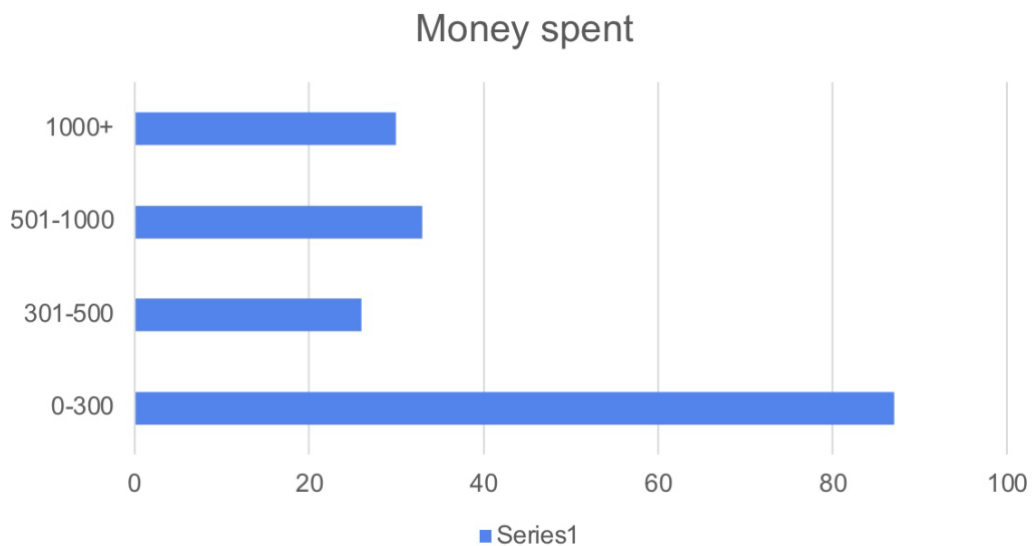


Figure 29. The amount of money that respondent spent for MONSTA X's contents

The figure above shown that every time MONSTA X makes a return or participates in a global tour, customers pay an average of 300 euros to demonstrate their support.

5.3 Customer service

Have you ever call or send an email to StarShip Entertainment?

198 câu trả lời

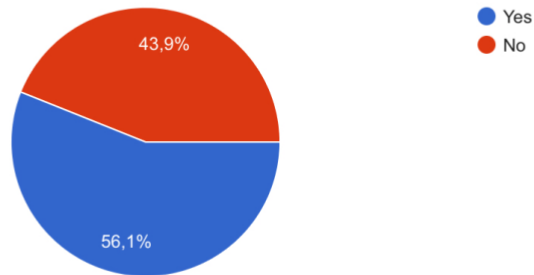


Figure 30. Respondents contact the company

Did you get any support or reply when the products come to you that not in good condition?

198 câu trả lời

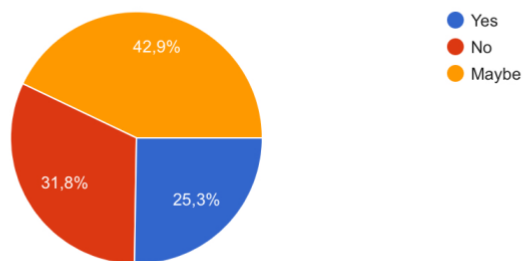


Figure 31. The frequency of replies that respondents receive

These two figures shown that 56.1 percent of customers contacted the company but now likely receive the response from StarShip Entertainment.

5.4 Customer satisfaction about the company

Do you have any dissatisfaction with StarShip Entertainment in general?

198 câu trả lời

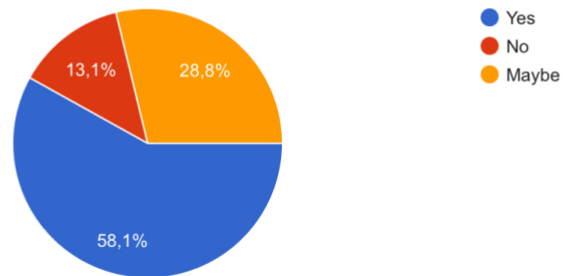


Figure 32. Respondents satisfaction about StarShip Entertainment

Do you satisfy with the news (in general) that StarShip Entertainment releases related to MONSTA X? (Comeback date, news, concerts, membership, shows, etc.)

198 câu trả lời

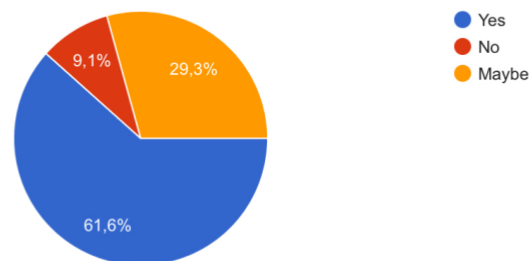


Figure 33. Respondents satisfaction about StarShip Entertainment news

Did you satisfy with the promotion strategies that StarShip use for MONSTA X?

198 câu trả lời

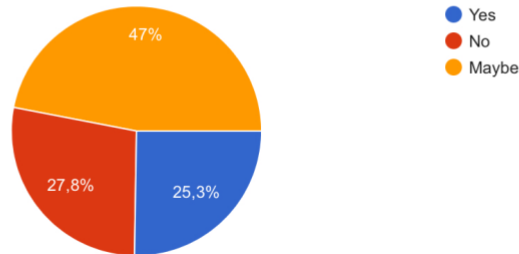


Figure 34. Respondents satisfaction about promotion strategies of StarShip Entertainment

Most of the responses from the respondents said that the consumers were not dissatisfied with the product, but rather with the company's handling of idols. An ex-member was forced to resign from the organization because of accusations that he was owed money and assets. While the fan base believes that the charges are unsubstantiated and without any proof, the corporation takes the quiet and erases the former member from all his actions with the group, as if he never existed.

6 CONCLUSION

From the 1990s to the present day, the K-Pop music business has undergone a remarkable globalization trend. It did not take long for K-Pop to break through to the mainstream in the early 2000s, thanks to the internet, social media, and video sharing sites. Due to Psy's Gangnam Style becoming a worldwide phenomenon in 2012, other Korean groups, such as Super Junior and BIGBANG, were allowed to tour outside of their native Asia. For the sake of expanding their reputation, MONSTA X entered the Western market and collaborated with musicians like French Montana, Snop Dog, Steve Aoki and Pitbull, among others.

Every effort has been made by the group's MONBEBE fans to aid the band's revival, such as raising funds, adopting animals in the band's name, donating to charities and engaging in volunteer work, as well as spreading love and supporting those in need. Fans of MONSTA X have voiced their displeasure with the management company, StarShip Entertainment. Because of the lack of support from their fans, they mistreated their musicians. MONSTA X, on the other hand, has a love-hate relationship with the company because of their affiliation. Researcher want to discuss about how fans have supported MONSTA X, what MONSTA X has contributed, how fans have responded to StarShip Entertainment, and the value of listening to and advising consumers.

More than half of the replies to a question regarding discontent with a business come with the same three issues. The unavailability of subtitles on their music videos and other information is the first major cause of dissatisfaction for overseas fans. There was no official translation service for fans to use, so they had to come up with their own. Subtitles have been added to their YouTube videos on a regular basis currently. This is not the case for all programs, however, since some are broadcasted on platforms that are difficult for overseas MONBEBE to utilize and don't have a captioning capability. For the time being, the majority of their social media posts are targeted towards a Korean audience. It is frustrating for customers when a band makes a return or celebrates an anniversary. The fancafe is where all of the action takes place, but it is in Korean, making it difficult for non-Koreans to utilize. In many cases, there are no translations of the rules or instructions, and the only people who win are those who are Korean. Fans are made to feel as if they are

not included and do not have the same possibilities to contribute as everyone else. Several of the company's efforts are aimed towards particular overseas markets, namely Japan and the United States. Many clients over the age of 50 believe that the majority of the US-centric material is aimed at a young demographic. Due to their age group, this does not please them and they feel that they are too old to participate in this pastime.

In researcher's perspective, MONSTA X is a highly successful group and well-known to foreign fans, but the marketing still falls short of its full potential. More influence over the local market (Korean) should have been possible for them. A more equitable distribution means that the group's market share and overall strength will increase.

The group's second grievance is with StarShip's treatment of them. The way they handled Wonho's exit from MONSTA X and how they continue to treat him have not gone over well with the majority of supporters. No legal action was taken for Wonho (or Shownu, given he too was facing blowback around the same time), and it continues to seem that way for the group as a whole despite the numerous declarations indicating they will. Fans have noted that MONSTA X sometimes seems to be overworked, as if no one ever takes a break or even sleeps or eats for an extended period of time. MONSTA X may be marketed more effectively by their administration, which is becoming increasingly unorganized. So many issues have occurred throughout the group's time that a survey for MONBEBE questioned, "How do you respond when scandals flare up?" Some fans stated that they "report whenever possible, send an email to StarShip Entertainment to request a proper deal with it, and then stay away from social media for a while," while others stated that they were shocked and waited for confirmation from the company; in the meantime, they go to social media such as Twitter, Facebook or Instagram to "clean the search bar" to prevent the news from spreading too widely and expressed concern for the members' mental health. However, in the case of a disagreement, some MONBEBEs are more composed and agree that "Context is critical. Certain aspects of social media are, in my view, overstated. When something big occurs, a statement is often released fast. Concerning more significant concerns, such as the Wonho and Shownu charges from 2019 or the Kihyun bullying allegations from earlier this year, I wish they had been resolved more quickly and efficiently." In

other words, "personally, I am skeptical of other publications" because "what fans know for certain is that they are great people, and even those who work with them have nothing but admiration for them" and "even good people make mistakes." However, "it irritates me when adverse news directly affects any MONSTA X member or MONSTA as a whole," another said. "It seemed as if everything was uncertain for them" when the fandom's largest controversy of 2019 occurred, according to one fan. StarShip Entertainment was unsure how to defend its artists or address these situations, which is why MONBEBE hoped for an official declaration and response from the corporation. However, it looked as if the company took a while to answer, either because they were unclear of what to do or just said plainly that StarShip Entertainment had no clue what it was doing. "The "oh my, here we go again" attitude I would have when I learned they were going to deal with an issue was normal," one MONBEBE said. According to the research, the public has an exaggerated reaction to celebrities engaging in routine tasks or just living their lives (dating, smoking, going out with friends). In certain instances, idols face unjustified criticism, such as when member Hyungwon was chastised for wearing a watch that matched the watch worn by former member Wonho. It is due to Wonho's unjustified animosity for him that he is unable to name or be seen with the other members of the group. Why is it that Hyungwon is unable to wear a matching watch with someone who was (or is) a friend? The fans are dealing with some issues of entitlement. It is considerably worse when the friend has committed no wrongdoing. Additionally, although the audience as a whole is extremely united, emotions may flare up when one of the members is embroiled in a scandal. This is a difficult scenario for some fans, which is increased by those who object, as well as by the fact that many other fans join in on the mayhem. On the other side, some fans are worried, but they are taking proactive measures such as contacting StarShip Entertainment and alerting others to the issue. When it comes to cultural appropriation, it works sometimes, but not always. Their proclivity for overreacting and exacerbating the situation. As beautiful as Korean culture is, it breaks the hearts of fans to consider how swiftly many followers abandoned the fandom or turned their backs on Wonho in the aftermath of multiple false charges in 2019. When Minhyuk and Changkyun were unable to perform due to injuries in 2016, MONBEBE stepped in. Because some fans believe that "MONSTA X's toughest

foe is their own fanbase, which is neither right or equitable for the group," it causes certain fans of the band to "do not love the fandom at all."

As for the merchandise, it's too new and has distinct perks for each distributor/store, which theoretically forces fans to spend more in order to complete the collection. For those who live outside of Korea, shipping expenses might be prohibitive. Fan café events are not accessible to foreign fans because of language barriers, and profits are sold at too high a price; they typically do not take care of international fans. They continue to remove things that may be sold independently (fancon DVDs, picture books, photo sets, etc.). Apart from purchasing the band's CDs and subscribing to their services, the fanbase spends time listening to and streaming MONSTA X's music on streaming sites. According to the survey's responses, fans spend an average of six hours per day listening to or even watching MONSTA X's songs and performances; some of them claim to listen to the band's contents all day while working, doing chores, studying, or simply going outside; one respondent also stated that "MONSTA X is my most streamed K-Pop artist, I have streamed them 4412 times this year on Spotify." Additionally, the group is quite active on social media as well as the fanbase. They spend a lot of time interacting with one another, and some fans even send messages to MONSTA X on the fan café to express their love and support.

The author sent the following question to MONBEBE: "How do you feel about MONSTA X's promotion period?" It was met with a plethora of opposing viewpoints. According to some members of the fanbase, "two weeks is a nice term" since they are generally highly marketed and have several possibilities, and "they are already busy; I don't want them to get even more weary." According to some, "the beginning is good, but the midsection is lacking in marketing and guest appearances." However, another segment of the fandom disagrees, claiming that the company "is not really making good decisions about the group promotions" because the band has only promoted for two weeks or less in the past two comebacks and then changed schedules immediately following the promotion. Some of them added that "a lot of international MONBEBE get upset when promotions are on Fridays instead of Tuesdays" and "makes it more difficult for us to chart duos." When the author first began following the group, their promotion periods were much longer, at least a month. That used to annoy the fanbase a little bit since they felt MONSTA

X was overworking themselves, but MONBEBE understands that they were still considered a rookie group at the time and the company wanted them to get as much recognition as possible. Recently, Korean promotional periods have been short; two weeks of advertising are insufficient to secure them victories, as was the case with One Of A Kind's comeback. And now that they are an older group, their promotions are sometimes cut short, which is a pity since "we, as fans, do not have enough time to fully congratulate them on their victories or even enjoy their comebacks."

However, with the strong and continuous support from the fandom, the band is gaining more success everyday, expanding their popularity, attracting new fans, and contributing their talents for music career, as well as the managing company – StarShip Entertainment.

The researcher hopes that the company and other entertainment firms might profit from this information and use it to address their cases. Thus, it is possible for the business to evaluate client relationships, build a strong buying circle, and bring in new consumers while also satisfying the group's existing followers. Students and scholars that are interested in furthering their studies might utilize the thesis as a resource.

REFERENCES

#TOGETHERBAND, August 7th 2020, "Come Together With... MONSTA X",
<https://togetherband.org/blogs/news/come-together-with-monsta-x>

Acevedo Angelica, January 31th 2019, Billboard, Announces New Album
"Take.2 We Are Here": Watch the Promo Video,
<https://www.billboard.com/music/music-news/monsta-x-announces-new-album-take2-we-are-here-8495895/>

Adie Guo, Jocelyn Wang & Sandy Zhang, International Socioeconomics
Laboratory, 2020, Why K-Pop is profitable, but white-washed
<https://socioeconlabs.org/articles/why%20kpop%20is%20profitable,%20but%20white-washed/kpop%20whitewash>

Ahn Woorim, May 31th 2016, BNT News, MONSTA X Holds Its First Concert!,
<http://www.bntnews.co.uk/app/news.php?nid=30927>

Baek Min-jae, June 24th 2019, Gametoc, NCSoft to collaborate on
'TWOTUCKGOM X Monsta X'(in Korean),
<http://gametoc.hankyung.com/news/articleView.html?idxno=51950>

Bein Kat, March 22th 2019, Billboard, Steve Aoki & Monsta X Drop English-
Language Version Of "Play It Cool": Listen,
<https://www.billboard.com/articles/news/dance/8503685/steve-aoki-monsta-x-english-play-it-cool>

Benjamin Jeff, 2020, Monsta X Earn First No. 1 on World Digital Song Sales
Chart With 2017 Track After Fan-Led Initiative, Billboard, 24.03.2020.
<https://www.billboard.com/articles/news/9342194/monsta-x-from-zero-first-no-1-on-world-digital-song-sales-chart-fan-project>

Benjamin Jeff, 2020, Monsta X's Joooney Makes His Solo Debut on World
Digital Song Sales Chart, Billboard, 13.04.2020.

<https://www.billboard.com/articles/news/international/9357265/monsta-x-joo-honey-red-carpet-world-digital-song-sales-chart-solo>

Benjamin Jeff, August 23th 2019, Forber, As Monsta X's Top 40 Radio Presence Grows, Member I.M Deserves A Lot Of Credit,

<https://www.forbes.com/sites/jeffbenjamin/2019/08/23/as-monsta-xs-top-40-radio-presence-grows-member-im-deserves-a-lot-of-credit/?sh=24e5afba2f6e>

Benjamin Jeff, August 2th 2015, Billboard, KCON 2015 Saturday Recap: Super Junior, GOT7, Monsta X & More Shake the Staples Center,

<https://www.billboard.com/music/music-news/kcon-2015-day-1-super-junior-got7-monsta-x-sistar-6649490/>

Benjamin Jeff, March 28th 2017, Billboard, Monsta X Scores First No. 1 on World Albums Chart With 'Beautiful' LP,

<https://www.billboard.com/pro/monsta-x-clan-beautiful-no-1-world-albums-chart/>

Benjamin Jeff, November 1st 2019, Billboard, Monsta X Fans Gather on Seoul's Streets & Social Medi to Condemn Wonho's Departure,

<https://www.billboard.com/articles/news/international/8542060/monsta-x-fans-condem-wonho-departure-gather-on-seouls-streets-social-media>

Benjamin Jeff, October 26th 2018, Billboard, Monsta X and Gallant Bring Their Worlds Together in 'When You Call My Name' Mini-Doc: Exclusive,

<https://www.billboard.com/music/music-news/monsta-x-gallant-when-you-call-my-name-8481869/>

Billboard, January 2th 2013, World Music: Top World Albums Chart,

<https://www.billboard.com/charts/world-albums/2016-06-11>

Cerio Michael, October 29th 2019, Radio.com, Monsta X Continue the Story on

"FOLLOW - FIND YOU", <https://www.audacy.com/music/pop/review-monsta-x-continue-the-story-on-follow-find-you>

Chan Tim, October 28th 2021, Rolling Stone, How to Watch Monsta X's New Concert Film, 'The Dreaming' Online, <https://www.rollingstone.com/music/music-news/monsta-x-the-dreaming-concert-film-1249154/>

Chin Carmen, November 19th 2021, NME, MONSTA X return with fiery music video for 'Rush Hour', <https://www.nme.com/news/music/monsta-x-rush-hour-music-video-no-limit-mini-album-3099570>

Chin Carmen, September 2nd 2021, NME, MONSTA X unveil music video teaser for upcoming English single 'One Day', <https://www.nme.com/news/music/monsta-x-new-single-one-day-september-release-date-details-3035638>

D.Kim, 2020, Update: Starship Entertainment Denies That MONSTA X's Kihyun And WJSN's Bona Are Dating, Soompi, 21.04.2020. <https://www.soompi.com/article/1395621wpp/monsta-xs-kihyun-and-wjsns-bona-reportedly-in-a-relationship>

Delgado Sara, December 20th 2019, Teen Vogue, Monsta X and Sebastian Yatra Release "Magnetic" Music Video, <https://www.teenvogue.com/story/monsta-x-sebastian-yatra-magnetic-music-video>

Dong Sun-hwa, September 22nd 2020, The Korean Times, Monsta X to promote Korea's cultural heritage, <https://m.koreatimes.co.kr/pages/article.asp?newsIdx=296474>

Emma Kelly, Monday 24th February 2020 7:56 am, MONSTA X crack the top five on Billboard 200 chart with English-language album All About Luv <https://metro.co.uk/2020/02/24/monsta-x-crack-top-five-billboard-200-chart-english-language-album-luv-12290743/>

Fields Taylor, September 27th 2019, iHeartRadio, 2019 iHeartRadio Jingle Ball Tour Lineup: Taylor Swift, Katy Perry & More,

<https://www.iheart.com/content/2019-09-27-2019-iheartradio-jingle-ball-tour-lineup-taylor-swift-katy-perry-more/>

France Lisa, October 31st 2019, CNN, K-Pop star Wonho leaves Monsta X,

<https://www.cnn.com/2019/10/31/entertainment/wonho-leaves-monsta-x-trnd/index.html>

Glasby Taylor, August 23th 2017, Dazed, From survival show rockies to K-pop stars, <https://www.dazeddigital.com/music/article/37148/1/monsta-x-interview>

Glasby Taylor, May 15th 2017, Teen Vogue, Monsta X is the Hip-Hop-Loving K-Pop Group Already Charting on Billboard,

<https://www.teenvogue.com/story/monsta-x-k-pop-group>

Global Business, 23th September 2020, K-Pop to Offer Support for South Korea's Pandemic-Hit Economy, 404, news.cgtn.com/news/2020-09-23/K-Pop-to-offer-support-for-South-Korea-s-pandemic-hit-economy-U1wOeZuhBC/index.html

Gong Mi-na, July 10th 2021, Star News, Monsta X's Shownu to enlist on the 22nd (in Korean) – via Naver,

<https://entertain.naver.com/now/read?oid=108&aid=0002971039>

Good Neighbors Canada, 2020, Monsta X donates to Good Neighbors for Coronavirus prevention, 04.03.2020

<https://goodneighborscanada.ca/blog/monsta-x-donates-to-good-neighbors-for-coronavirus-prevention>

h|blonda, 2019, MONSTA X VARIETY MASTERLIST, Aminoapps, 17.03.2019.

https://aminoapps.com/c/monbebe/page/blog/monsta-x-variety-masterlist/2vrn_RrnCNumX8GV4ZlmZxnQnJzGLDLwnW5

Herman Tamar, April 11th 2020, Billboard, Former Monsta X Member Wonho Launches Solo Career Following Outpouring of Fan Support, <https://www.billboard.com/music/music-news/wonho-monsta-x-solo-career-charges-cleared-9356614/>

Herman Tamar, August 3th 2018, Billboard, Monsta X Release New Japanese Video for Rowdy 'Livin' It Up': Watch, <https://www.billboard.com/music/music-news/monsta-x-japanese-video-livin-it-up-watch-8468586/>

Herman Tamar, February 14th 2020, Billboard, Monsta X Breaks Down First All-English Album 'All About Luv,' Including a Special Song Dedicated to the Fans, <https://www.billboard.com/music/pop/monsta-x-all-about-luv-album-breakdown-8551036/>

Herman Tamar, February 28th 2019, Billboard, Monsta X Announce 2019 'We Are Here' World Tour, <https://www.billboard.com/pro/monsta-x-2019-we-are-here-world-tour-dates/>

Herman Tamar, January 13th 2020, Billboard, Monsta X's Joohoney Announces Hiatus to Focus on Mental Health, <https://www.billboard.com/music/music-news/monsta-xs-joohoney-hiatus-mental-health-8547869/>

Herman Tamar, June 14th 2019, Billbpard, Monsta C & French Montana Team Up on "Who Do U Love?": Listen, <https://www.billboard.com/articles/columns/pop/8515946/monsta-x-french-montana-who-do-u-love>

Herman Tamar, March 27th 2018, Billboard, Monsta X Returns with 'Jealousy': Watch the Music Video, <https://www.billboard.com/music/music-news/monsta-x-jealousy-music-video-8262808/>

Herman Tamar, May 11th 2015, Kpop Starz, New K-Pop Boy Band Monsta X To Debut This Week With Self-Produced Songs,

<https://www.dazeddigital.com/music/article/37148/1/monsta-x-interview>

Herman Tamar, May 28th 2019, Billboard, K-Pop Boy Band Monsta X Joins Epic Records, <https://www.billboard.com/pro/monsta-x-epic-records/>

Herman Tamar, May 29th 2019, Forber, "We Bare Bears" Teams Up With Monsta X In Latest Animated K-Pop Moment,

<https://www.forbes.com/sites/tamarherman/2019/05/29/we-bare-bears-teams-up-with-monsta-x-in-latest-animated-k-pop-moment/#7a4c6d10118c>

Herman Tamar, November 7th 2017, Billboard, Monsta X Plays Up Their Funky Side on Propulsive New Song 'Dramarama',

<https://www.billboard.com/music/music-news/monsta-x-dramarama-new-song-stream-video-8023119/>

Herman Tamar, November 9th 2018, Billboard, Monsta X Releases 'Shoot Out' in English: Listen, <https://www.billboard.com/music/music-news/monsta-x-releases-shoot-out-english-version-8484191/>

Herman Tamar, October 14th 2019, Billboard, K-Pop Boy Band Monsta X to Perform at 2018 iHeartRadio Jingle Ball Events,

<https://www.billboard.com/music/music-news/monsta-x-2018-iheartradio-jingle-ball-dates-8479826/>

Herman Tamar, October 30th 2019, Billboard, BTS, Twice, Monsta X & More K-Pop Acts Set to Perform at 2019 MAMA,

<https://www.billboard.com/music/music-news/bts-twice-monsta-x-more-k-pop-acts-perform-2019-mama-8541641/>

Herman Tamar, October 4th 2019, Billboard, Monsta X Wants to Be "Someone's Someone" in New Single: Stream It Now,

<https://www.billboard.com/articles/columns/k-town/8532147/monsta-x-someones-someone>

Herman Tamar, September 20th 2019, Billboard, Monsta X Sing Sweetly On "Love U", Drop Will.i.am Remix Of "Who Do U Love": Listen, <https://www.billboard.com/articles/columns/pop/8530588/monsta-x-love-u>

Hugh McIntyre, September 19th 2021 07:30pm EDT, Monsta X Makes History In Korea With Their Latest Album

Certification <https://www.forbes.com/sites/hughmcintyre/2021/09/19/monsta-x-makes-history-in-korea-with-their-latest-album-certification/amp/>

Jana Bowden, 2009, nt, Vol. 18, No. 6, June 2009: pp. 1–41 Journal of Hospitality Marketing & Management Customer Engagement: A Framework for Assessing Customer-Brand Relationships: The Case of the Restaurant Industry, Journal of Hospitality Marketing & Management, 18:574–596, 2009.

https://portal.vamk.fi/pluginfile.php/579894/mod_resource/content/0/Jana%20Bowden_article.pdf (Article)

January 10th 2018, Billboard Japan (in Japanese), MONSTA X First original Japanese song 'SPOTLIGHT' MV released, http://www.billboard-japan.com/d_news/detail/59022/2

Jeong Jeewon, June 4th 2016, Xports News - via Naver, MONSTA X's First Concert Sells Out In 5 Minutes, <https://entertain.naver.com/read?oid=311&aid=0000615208>

Kat Moon, February 28th 2020, Time, Monsta X Pushes Against Boundaries in ALL ABOUT LUV, K-Pop's First All-English Album in a Decade, <https://time.com/5791724/monsta-x-all-about-luv/>

Khan Aamina, January 25th 2021, Teen Vogue, Monsta X Are The New Face of Urban Decay, <https://www.teenvogue.com/story/monsta-x-urban-decay>

Kubrick Kaitlyn, March 23rd 2020, Somag News, Jooheon is back with Monsta X, <https://www.somagnews.com/jooheon-back-monsta-x/>

lapaas, 2019, Gap Model of Service Quality(5 Gap Model) | Understand your Customer better, LAPAAS, 08.09.2019, <https://lapaas.com/gap-model-of-service-quality/>

Lee Bora, October 5th 2016, Mwave, [Video] Monsta X Drops Engaging Music Video for 'Fighter', <https://web.archive.org/web/20170729004710/http://mwave.interest.me/en/kpop-news/article/109008/monsta-x-drops-engaging-music-video-for-fighter-all-kpop-news>

Lee Ji-seok, May 17th 2016, Sport Seoul - via Naver, Monsta X, the third mini-album title song 'ALL IN' released at midnight today (in Korean), <http://entertain.naver.com/music/now/read?oid=468&aid=0000149203>

Legaspi Althea, October 20th 2021, Rolling Stone, Monsta X Detail New English-Language Album 'The Dreaming', <https://www.rollingstone.com/music/music-news/monsta-x-detail-new-english-language-album-the-dreaming-1245101/>

Lipshutz Jason, June 15th 2021, Billboard, Eshy Gazit Launching New Label With BMG To Release Monsta X, Wonho, <https://www.billboard.com/pro/eshy-gazit-intertwine-label-bmg-monsta-x-wonho/>

Merrill Philip, March 27, 2018, Grammy, Monsta X Bring The Beat With "Jealousy," Plan U.S. Summer Tour, <https://www.grammy.com/grammys/news/monsta-x-bring-beat-jealousy-plan-us-summer-tour?amp>

Min Susan, April 3th 2017, Mwave, Monsta X to Debut in Japan with Title Track 'Hero',

<https://web.archive.org/web/20170415011402/http://mwave.interest.me/en/kpop-news/article/113686/monsta-x-to-debut-in-japan-with-title-track-hero-all-kpop-news>

Min Susan, July 18th 2017, Mwave, Monsta X to Release Surprise Summer Track "Newton",

<https://web.archive.org/web/20170930222401/http://mwave.interest.me/en/kpop-news/article/115986/monsta-x-to-release-surprise-summer-track-newton-all-kpop-news>

Min Susan, June 19th 2017, Mwave, Monsta X to Release Repackaged Album "Shine Forever",

<https://web.archive.org/web/20170729015043/http://mwave.interest.me/en/kpop-news/article/115986/monsta-x-to-release-surprise-summer-track-newton-all-kpop-news>

Min Susan, May 19th 2017, Mwave, Monsta X Sells Out of Tickets for First World Tour in

Seoul, <https://web.archive.org/web/20170729001943/http://mwave.interest.me/en/kpop-news/article/114702/monsta-x-sells-out-of-tickets-for-first-world-tour-in-seoul-all-kpop-news>

Moon Kat, June 17th 2020, Time, K-Pop Group Monsta X Voices Support for Black Live Matter Activism at TIME100 Talks,

<https://time.com/5851736/monsta-x-black-lives-matter-time100-talks/>

Mwave, December 10th 2015, 2015 MAMA Winners,

<https://www.mwave.me/en/mama/history/winners/list?years=2015>

Natalie (in Japanese), March 28, 2017, MONSTA X releases Japan debut single from new label in Universal, <https://natalie.mu/music/news/226382>

Oak Jessica, May 16th 2019, Billboard, Monsta X Gets Animated For Cartoon Network's 'We Bare Bears': Exclusive, <https://www.billboard.com/music/music-news/monsta-x-gets-we-bare-bears-clip-8511689/>

Park Gyu-oh, November 13th 2014, K-pop Herald, New idol group to be born through Mnet's 'No Mercy', http://kpopherald.koreaherald.com/view.php?ud=201411131802564766044_2

Park Hye-young, April 4th 2018, OBS News, Monsta X, 'Lens Town' model ... Released 'Monsta X lens' (in Korean), <http://www.obsnews.co.kr/news/articleView.html?idxno=1090323>

Perna Mistry, January 23th 2021, SeoulPop, MONSTA X TO RELEASE A FIERY NEW JAPANESE SINGLE TITLED "WANTED", <https://seoulpop.co/monsta-x-to-release-a-fiery-new-japanese-single-titled-wanted/>

Perna Mistry, July 26th 2021, SeoulPop, MONSTA X EMBODIES POWER IN THEIR "KISS OR DEATH" MUSIC VIDEO, <https://seoulpop.co/monsta-x-kiss-or-death-mv/>

Rearick Lauren, October 31st 2019, Teen Vogue, Monsta X's Wonho Is Leaving the K-Pop Group, <https://www.teenvogue.com/story/wonho-leaves-monsta-x>

Rolling Stone, January 8th 2021, Rolling Stone Top 200 Albums Chart, <https://www.rollingstone.com/charts/albums/2020-02-15/>

Rowley Glenn, June 22nd 2020, Billboard, Monsta X Announce 'Live From Seoul With Luv' Virtual Concert, <https://www.billboard.com/music/music-news/monsta-x-announce-virtual-concert-9406588/>

Sharon E. Beatty , Kristy E. Reynolds , Stephanie M. Noble , and Mary P. Harrison, 2012, Understanding the Relationships Between Commitment and

Voice: Hypotheses, Empirical Evidence, and Directions for Future Research, JSR440835 296..315, Journal of Service Research 15(3) 296-315.

<http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.827.4956&rep=rep1&type=pdf>

Tamar Herman, 2020, Monsta X Breaks Down First All-English Album 'All About Luv,' Including a Special Song Dedicated to the Fans, Billboard, 14.02.2020. <https://www.billboard.com/articles/columns/pop/8551036/monsta-x-all-about-luv-album-breakdown>

Won Ho-jung, September 7th 2015, K-pop Herald, Monsta X returns with "Rush", http://kpopherald.koreaherald.com/view.php?ud=201509071652413398559_2&A_CE_SEARCH=1

World Population Review, 2021, GDP Ranked by Country 2021 worldpopulationreview.com/countries/countries-by-gdp

Yann, 2019, K-Photo Reel: MONSTA X's Shownu And Wonho For Elle Korea And Tom Ford Beauty, HelloKpop, 18.07.2019. <https://www.hellokpop.com/lifestyle/k-photo-reel-monsta-x-shownu-wonho-elle-korea-tom-ford/>

Yann, 2019, Monbebes Adopt Numerous Animals On Behalf Of MONSTA X In Span Of One Month, HelloKpop, 30.11.2019 <https://www.hellokpop.com/featured/monbebes-adopt-animals-on-behalf-of-monsta-x-one-month/>

Yann, 2019, Monbebes Show How MONSTA X's Wonho Inspired Them To Do Good With Huge "Save The Children" Donation And Messages, HelloKpop, 14.12.2019. <https://www.hellokpop.com/internet/monsta-x-monbebes-wonho-taught-us-campaign-save-the-children-donation-messages/>

Yann, 2019, Monbebes Unite Worldwide To Continue Standing By MONSTA X With Various Gatherings And Projects, HelloKpop, 07.11.2019

<https://www.hellokpop.com/featured/monbebes-unite-worldwide-for-monsta-x-wonho/>

Yann, 2020, MONSTA X's Hyungwon Mesmerizes With His Majestic Visuals In Nylon Korea's May 2020 Issue, HelloKpop, 21.04.2020.

<https://www.hellokpop.com/fashion/monsta-x-hyungwon-nylon-korea-may-2020/>

Yann, 2020, MONSTA X's I.M Displays His Lethal Visuals In Captivating Pictorial For MAPS Magazine's May 2020 Issue, HelloKpop, 19.04.2020.

<https://www.hellokpop.com/fashion/monsta-x-i-m-maps-magazine-may-2020-issue/>

Yann, 2020, MONSTA X's Kihyun Shows His Breathtakingly Sharp And Charismatic Looks In Dazed Korea's May 2020 Issue, HelloKpop, 20.04.2020.

<https://www.hellokpop.com/fashion/monsta-x-kihyun-dazed-korea-may-2020-issue/>

Yann, 2020, MONSTA X's Shownu, Minhyuk, And Joohoney Stylishly Take Over Their Recent Harper's Bazaar Pictorial, HelloKpop, 18.04.2020.

<https://www.hellokpop.com/fashion/monsta-x-shownu-minhyuk-joohoney-harpers-bazaar-may-2020-issue/>

Yim Hyun-su, May 26th 2020, K-pop Herald, Monsta X's new album 'Fantasia X' is a world of emotions,

<http://m.koreaherald.com/view.php?ud=20200526000911>

Yoon So-yeon, December 23rd 2019, Korea JoongAng Daily, Monsta X performs in Saudi Arabia,

<https://koreajoongangdaily.joins.com/news/article/article.aspx?aid=3>

