



MOVIES THAT MATTER FESTIVAL



Photo series 'Travelling Tent Cinemas' by photographer Amit Madheshiya, also one image was part of the campaign poster of Movies that Matter Festival 2012

Management summary

This report provides a concise interpretation of the findings concerning expats as a new target audience for Movies that Matter Festival in The Hague, the Netherlands. For a communication professional in the film industry it is important to have clear objectives - in the case of Movies that Matter Festival, it is growth in the number of visitors and diversity in their audience. This report reveals surprising prospects and many opportunities in the future for Movies that Matter Festival to sell more tickets to visitors from different cultural backgrounds. The conclusion of this report is based on desk research, an audience survey and qualitative research done by interviewing professionals in the field of expat media. Chapter 8 contains the complete recommendations based on the research.

Firstly, the population in The Hague consists out of many minority groups with different cultural backgrounds and languages. The various minorities are from Suriname, Dutch Antilles, Morocco and Turkey, as in any other large cities in the Netherlands. Due to the English orientation of the Movies that Matter festival, various minority groups may not understand or appreciate most of the programmed films and debates, because of the language barrier. Another possible problem would be the lower income level of such groups and their willingness to spend it on a human rights festival ticket. Naturally, there are some very inspired minority individuals that do participate in such cultural events and don't have a language barrier, however, these individuals constitute a small group and therefore are not a valuable market for the marketing communication department of Movies that Matter Festival.

A more affluent population group to consider is international professionals living in The Hague, who are called 'expats', or according to some expat media organizations, 'international residents', as some foreigners do not want to be labeled as 'an expat'. These expats who are staying (sometimes temporarily for only 2-3 years) in the Netherlands are a group of individuals or families from different backgrounds, but with common interests and features. This group is interesting, in particular, as they perfectly connect with the festival's culture of eye-opening films with widespread global themes in the unifying English language. Targeting this group of potential visitors for the festival may be a great opportunity for it to grow, as there are assumingly more than 150.000 expats living in The Hague and Amsterdam together. This assumption has to be made because there are no official data kept in the records of the municipality of The Hague. However, it is a fact that 14,000 employees work in international organizations as servants of peace, justice and human rights. In order to attract this broad public group to your festival it is necessary to take the following steps:

- Create free publicity through expat media organizations such as The Holland Times, The Local Expat, Xpat journal, Expatica, The Underground, I am Expat, DutchNews.nl. (For contact details *see Appendix 2.4*)
- Create an international night at the festival especially for expat media relations, key international residents and expats, together with The Hague International Centre (THIC), including a special program with a number of free tickets for the key members of the expat community. Also, arrange an 'expat' café setting (where the THIC pays for the drinks, as was suggested by them).
- Build relationships with expat media, with the emphasis on 'relations', make an effort to involve them in the international night at the festival, e.g. live broadcasting from DutchBuzz radio and an Expat TV reportage.

- Cooperate with the CEO of The Hague Online, Billy Allwood, to create a social event at the festival that would bring readers of The Hague Online to the festival. Another option would be to collaborate with The Global Guest Card, inviting people through their promotions.

The valuable relationship made by the author of this paper with the mentioned organizations can serve as a benefit in the implementation process of the recommendations.

“To my wife Darina Kozlova, with deepest gratitude, love and respect.”

Table of contents

List of abbreviations.....	VIII
Preface.....	IX
Acknowledgements.....	X
Introduction to thesis.....	XI

Chapter 1 Introduction

1.1 Movies that Matter Festival.....	12
1.1.2 Film festivals	12
1.1.3 Festival location.....	13
1.1.4 The Hague and its future vision.....	13
1.2 Problem situation.....	14
1.2.1 Problem definition.....	15
1.2.2 Restrictions and justification.....	15
1.2.3 Policy question	16
1.2.4 The ambition of Movies that Matter Festival.....	16
1.2.5 Research question.....	16
1.2.6 Sub questions.....	16

Chapter 2 Methodology

2.1 Focus research.....	18
2.1.1 Research.....	18
2.1.2 Quantitative research: Desk research.....	18
2.1.3 Quantitative research: Analysis survey data.....	18
2.1.4 Qualitative research: In-depth interviews.....	18
2.1.5 Analysis and conclusion.....	18

Chapter 3 Marketing & Publicity

3.1 Current marketing communication activities.....	19
---	----

3.1.1 Public relations, promotions and direct marketing.....	20
3.1.2 Concept advertising MTMF 2012.....	20
3.1.3 Costs of advertising.....	20

Chapter 4 Theoretical framework

4.1 Public relations theory	21
4.2 Public relations model.....	22
4.2.1 Media relations model.....	23
4.2.2 PR and its impact on the key public.....	24

Chapter 5 Research Design

5.1 Data collection and analysis.....	25
5.2 Delineation of the expats public group	25
5.3 Operationalization.....	26
5.3.1 Quantitative research: Desk research.....	26
5.3.2 Quantitative research: Survey.....	27
5.3.3 Qualitative research: Interviews.....	27
5.4 Justification of qualitative/quantitative research.....	28

6 Chapter Research results

6.1 Results of qualitative interviews.....	29
6.1.1 Quantitative research results survey.....	32
6.1.2 Quantitative research results desk research.....	32

7 Chapter Conclusion

7.1 Size public group.....	34
7.2 Characteristics of public group.....	34
7.3 Media usage of public group.....	35
7.4 Client's current PR strategy.....	36
7.5 Importance of PR.....	36

7.6 Advantages for client.....	37
7.7 Final conclusion.....	37
8 Chapter Recommendations: “Attracting expats for a new international festival character”	
8.1 Determined target audience.....	39
8.2 Recommendation 1 “Build media relations”	39
8.3 Recommendation 2 “Expatriate social event at the festival 2013, “International community night”	40
8.4 Feasibility of recommendations.....	40
Afterword.....	42
Reference list	43

List of Abbreviations

1. MTMF(2012)

Movies that Matter Festival, an event by Movies that Matter foundation, that is an initiative by Amnesty International the Netherlands. (2012) refers to the edition of the festival.

2. EXPAT (Expatriates)

Informal short for expatriate, a person who is voluntarily absent from home or country, e.g. American expatriates

3. Affluent

Well off, prosperous, wealthy

4. UNC (United Nations city)

The Hague is home to many United Nations affiliated organizations, therefore the fourth largest United Nations city after New York, Vienna and Geneva.

5. ICPJ (International City of Peace and Justice)

The Hague's city council employs a city branding strategy that aims to establish The Hague as the Legal Capital of the World and the International City of Peace and Justice.

6. OPCW

The Organization for Prohibition of Chemical Weapons is situated in The Hague. It provides information on the Chemical Weapons Convention and monitors compliance among the states parties that have ratified the treaty.

7. CJ (Camera Justitia program)

In cooperation with the Ministry of Justice Movies that Matter organized a special program: Camera Justitia. This program highlights the theme of human rights and justice from different angles through films and debates on international law and transitional justice

8. PR

Public relations

9. FDH, TahS

(FDH) Filmhuis Den Haag and (TahS) Theater a/h Spui. Both theaters are situated in The Hague, where the Movies that Matter Festival is held annually.

10. IO's

Short for International Organizations, IO staff are the employees of the international organizations.

Preface

I would like to say that this has been an incredible journey to be part of researching audiences in The Hague, the Netherlands, the place where I live. My research topic was something that I was capable of undertaking, and one that excited my imagination. Due to my genuine interest in the topic I believe that I have produced my best work, and because of my personal bond with the Movies that Matter Festival and foundation I felt responsible of making a concise report on how to communicate better with its new audience.

I believe that film festival marketers face many new challenges in their efforts to build and retain their audiences. Movies that Matter as an organization can benefit from being relevant to the changing lifestyles, needs, interests, and preferences of their current and potential international audience.

This thesis offers managers the ideas and information they need to market effectively and efficiently to international customers today and in the future. It demonstrates that Movies that Matter can benefit from targeting a wider audience. Therefore, it offers guidance on long-range marketing planning and helps readers understand how to leverage public relations as a powerful marketing channel.

I sincerely hope this report may contribute to a successful next edition of the festival.

Timo van Harselaar

Acknowledgements

I would like to thank specific individuals which made the realization of this report happen. In random order, the following people: Anna Dil, Ed van Dijk, Dragana Licina, Andrew Balcombe, Onno Kreukniet, Danielle de Groot, Robin Pascoe, Pauline de Jong, Martijn Kuiper, Natasha Gunn, Darina Kozlova, Marie-Pierre Furnée, Annika Wubbolt, Taco Ruighaver, Petronella Broek, Bert van Harselaar, Julia Temmen, Billy Allwood, Simone Branson Harper, Nataly Parson, Declan Aylward, Laura Owings, Nikos Nakos, Sjors Luiten, Arnold Utema en Gerard van den Eijssel.

In addition, I would like to thank the following organizations and foundations: Movies that Matter Foundation, Amnesty International the Netherlands, The Holland Times, Expatica, The Underground The Hague, The Feel at Home Fair, Filmhuis Den Haag, TheHagueOnline, The Global Guestcard, The Local Expat, Xpat Journal, Undutchables, Dutchnews.nl, The Hague International Centre (THIC), Hogeschool Utrecht, Expat TV, DutchBuzz Radio, IWC, OPCW, Municipality of The Hague and Amsterdam and many more.

Introduction to thesis

The structure of the report is set up with the first chapter introducing the client, relevant information regarding the location and the city of The Hague, the problem situation, definition and the research question.

In chapter 2, the methodology explains the focus of this research and the used research methods.

In chapter 3, the current marketing communication activities of the Movies that Matter Festival is explained with its marketing mix and target audience.

Chapter 4 consists of the theoretical framework, where the communication theories and models are described. Throughout the report, the theoretical framework is applied and is relevant to the final advice. In chapter 5, the research design is explained, detailing how the information was obtained and how it is justified. Subsequently, chapter 6 presents the outcomes of the research and the qualitative interview results, while chapter 7 offers an extended analysis of those results through the given sub questions of the research. Finally, chapter 8 determines the target group, offers recommendations and proves their feasibility.

The Appendix of the thesis contains further details for the chapters and is issued as a separate booklet.