

I. Introduction and Overview of Plan

CINEMA PACIFIC is a collaborative effort between the University of Oregon and the Eugene community, administered by graduate students in the UO Arts and Administration Program, who work alongside undergraduate interns and are supported by University Relations, Academic Affairs, School of Journalism and Communication, and Cinema Studies Program. CINEMA PACIFIC utilizes venues across campus and Eugene for a five-day festival of screenings, live multimedia performances, and art exhibitions. The festival features a wide selection of new film and media art from Pacific-bordering countries, including nations in America and Asia. Each year, the festival focuses in-depth on a particular national cinema. Guest artists and performers engage with the audience in post-film discussions to explore aesthetic, social issues, and developments in media production. The festival was founded in 2009 by Richard Herskowitz who is a nationally recognized film festival administrator and programmer. He has served as a director of the Virginia Film Festival and the Cornell Cinema program, a trustee, and president of the Robert Flaherty Film Seminar. He currently serves as an artistic director of the Houston Cinema Arts Festival Houston and an instructor of Arts and Administration at the University of Oregon.

The mission of CINEMA PACIFIC is that it is an annual film festival at the University of Oregon in Eugene that is devoted to discovering and fostering the creativity of international films and new media from Pacific-bordering countries, including the U.S. Through onsite and online presentations, the festival connects stimulating artists and ideas with a diverse public, furthering our understanding of world cultures and contemporary issues.

The needs and goals of these marketing strategies are to improve Cinema Pacific's visibility in Eugene and Springfield communities, to discover more social media mediums for the organization, and to create an visually archive for the film festival.

2014 is the 5th annul of Cinema Pacific. In the past years, the festivals took place across the campus of UO and Eugene for a five-day festival of screenings, live multimedia performances, and art exhibitions. Although the festivals were striving in the campus, it seemed there was an invisible wall between the campus and downtown Eugene; therefore, building a partnership with local business may have improved the situation.

Audience reach is one of social media's greatest advantages. A report on Business Insider shows that Americans spend an average of 37 minutes daily on social media, a higher time-spend than any other major Internet activity, including email. (Adler.2014). Increasing the mediums of social media to obtain more audience has become a prevailing in every part of the world.

A rich background and history introduction in-depth a organization, creating a visually archive, can record the data not only for the future programmer of the festival but also for the audience who is interesting in studying the festival's background.

The desired outcomes of the plans are to increase the visibility of Cinema Pacific to the Eugene and Springfield communities, partnership with at least twenty hotels of the area. Also the social media discovered how to reach out to the new audience. Moreover, creating the visually archive not only enriches the historical background of Cinema Pacific, but also produces the data for the future programmer and the audience who is interesting in studying the Cinema Pacific's background.

II. Situational Analysis

- Environmental Scan

Surprisingly, the income of CINEMA PACIFIC does not originate from the ticket sales but from University of Oregon that pays for the festival director Richard Herskowitz's salary. In addition, many of the departments donate the certain amount of money to the festival in exchange for programming. For instance, Cinema Studies department contributed money in exchange for the festival's integrated curriculum focus on cinema. Thus, ticket sales were only a small percentage of the income. To keep running the festival, CINEMA PACIFIC also applies for grants. In the first year and the past few years, they received several grants from the Oregon art commission and the chambers family foundation. However, in 2011 they did not obtain funds from the chambers family foundation; therefore they ended up with a deficit that year.

Another significant element that affected the organizational economics was that there was no actual financial aid from sponsors. The organization had no cooperate sponsor and no companies gave them cash directly. However, they did have a small sponsorship with a few local

companies. Instead of giving them cash, some company gave them products such as bakery store products or restaurants provided food and drinks, such as Truck Town Pizza, Dutch Bros coffee and Subway. Why was not there cash contributed? The reason was that the festival was founded in 2009 right after the globe economic downturn and it has been slowly recovering economically. The state of Oregon suffered particularly because the state did not have heavy industries and there was also no manufactory industry. The biggest industry in Oregon used to be timber. In the 80s, the state of Oregon had sufficient resources, but in the 90s, it became less and less because of the environmental policy. The economy of the state has been fragile in recent years. Therefore, CINEMA PACIFIC did not have any cooperate cash sponsor due to the economic depression of the area.

The operating budget of the film festival is about 200,000 dollars every year. Staffing is by far the largest expenditure. Regarding event costs, marketing is the most. Film rental, travel accommodation, and honoraria are also budgetary concerns. The cost of Honoraria can be high depending on the guests they invited. For example, in 2012, CINEMA PACIFIC invited Guillermo Arriaga, a well-known Mexican author, screenwriter, director and producer; a Cannes Best Screenplay winner attended the festival. It cost the festival \$6000 dollars just for his honoraria and another major cost of the festival was travel accommodations, which depended on where they traveled from and the number of guests.

In past decades, cities have explored new ways to enhance tourism and cultural exchange. More festivals have appeared every year. There are now several thousands throughout the world. The audience truly depends on what type of film the festivals show. CINEMA PACIFIC focuses on independent films and arts cinema rather than blockbuster movies. In the Eugene community, people who go to Regal cinema do not necessarily come to the festival; however, people who go to the Bijou Art Cinema come to the festival. Basically people who go to Bijou cinema are mostly collage age signify and the older generation that has more leisure time and more income for movies. Furthermore, students who major in film studies or interested in film are part of this demographic. The tendency of sex in older generation will be female because of longevity; however, younger generation is more equal in male and female and slightly towards male. In

some degree, it is affected by the industry factors. Film making is still predominated by men and even art cinema is predominated by male.

In 2013, the attendance rate of CINEMA PACIFIC is 8,400; every year the audience is doubled from the following year. In 2010, in the first year of the festival, there were only 1,000 participants.

Normally, a festival would have a team of staff, including executive directors, festival producers, coordinators, marketing and communication staff, operation staff, and a large number of volunteers. In CINEMA PACIFIC the working environment is unique. There are only two professional staff members: a director and an operation manager. The majority of staff members start working three months before the festival begins and they are all students from the University of Oregon. In the organization, they try to foster a culture that is task-oriented and self-motivated along with a high stress time environment, mind driven, and focus oriented.

- SWOC Analysis

Strengths

I came up with four main strengths of CINEMA PACIFIC. First of all, the festival has a deep connection with University of Oregon. The state university has plenty of resources from education to international connection. Every year, about 25,000 students attend the school; all of the students and faculty could be the potential audience.

Second, one social benefit that can be seen as a strength is the strong sense of nation pride that could grow the film festival. Every year the festival focuses on the nation across the pacific rim and every year there are about 8,000 international students attending University of Oregon. Showing films from their country could be something that the residents of the nation could be proud of.

Third is the event's location. The festival's situated in Eugene, a liberal town of freewill which gives the festival an opportunity to show an aggressive, political film without raising too much eyebrow.

Last but not least, CINEMA PACIFIC utilizes the new media to engage more audience. Cinema Pacific came out with the online festival project to facilitate the younger generation to

participate in a film festival. Students used the UO Blog's platform to create digital online shows of films retrieved from current movies and mash-up into a new work. Students cap each project with a social media outreach in an effort to use platforms like Facebook, Twitter, and online survey tools to share the work and gain public attention for the showcase.

Weaknesses

There are two weaknesses of the film festival that I believe the festival would have to address in order to have successful events. First, to prepare a festival like this, it would be important for the management at CINEMA PACIFIC to consider the potential audience not just the students and faculties of University of Oregon, but the communities of Eugene and Springfield. In order to attract more audience, they must find a larger size of venue to host the event. Currently, the main event is hosted in a small theater, whose capacity is about 150 people.

Opportunities

There are several opportunities that the film festival could take advantage of in order to have a more positive impact on the community. First is partnership with other local businesses, such as the local hotel, which could provide local alternative lodging for the guests. Another opportunity is work with other educational institutes to have a wider perspective from others such as Lane Community College.

Challenges

I came up with three challenges for the festival. There are currently thousands of film festivals held each year worldwide. How can this film festival stand out from other already well known film festivals? Second, perhaps, the biggest potential challenge is that the film festival lacks funding. Lastly, the theme of the festival is about the nation around pacific rim. However, there are under 60 nations around pacific rim. Someday in the future, there will be a lack of themes and topics.

- Audience Analysis

Through all of this research process, I realized that it was a familiar dilemma for all film festivals around the world. There are too many film festivals right now in almost every neighborhood. Competitions among those events are getting worse and worse. Some of the

mainstream festivals take advantage of celebrities and red-carpet. Other smaller festivals try to come out with unique themes or bizarre topics to attract the audience. As a matter of fact, the audience decides whether to participate a film festival and this highly depends on what kind of film they are going to show. CIMEMA PACIFIC focused on different nations every year and this kind of choice is resulted in two sides situation. People who are interested in the nations will come to the events and vice versa. Another important element that affects the audience rate is the type of film that CINEMA PACIFIC selects. In the past few years, most of the films were documentary and political. Therefore, general people are not coming, especially those who are indifferent to such films. Lastly, the majority of the audience comes from University of Oregon. In present days, students have been overwhelmed at school and many of them work and attend school at the same time, which means they might not have time to participate in the events. Also, we are in a world in which technologies and new media are powerful. People can watch movies on their iPhones when sitting on the bus or on their own computers. Why go to a film festival? In my point of view, Cinema and film festivals have to brand themselves so that they can create different experiences and irreplaceable memories.

III. Scheme (This section should include at least three (3) strategies, one of which is a social media plan)

Plan 1 Partnership with local hotels

- Objective

To improve visibility in Eugene and Springfield communities

- Specific action

There are over fifty hotels located in Eugene and Springfield areas, more than a thousand workers in the hotel industry, who are basically local residents. Not to mentions the majority of travelers, Partnership with hotels will increase the visibility in these communities. This plan will benefit both sides of Cinema Pacific and the Hotels. The actual plan on the hotels side, first, is they will provide information desks or desks in the rooms to cinema Pacific to show the

festival's flyers and information. Second, guests with Cinema Pacific have 5% off their room rate. Lastly, more and more hotels have their recommendations of what to do in town. It may be a webpage online or handbooks in rooms, showing information on them and this is considered the direct message to the travelers. On Cinema Pacific side, they will create a partnership on hotels map in the festival's brochure. Also the hotel guests can obtain student price tickets to the festival. Lastly, the festival that invites guests who will stay in the partner hotels.

- Target Message

Bring the diversity to the communities is one of Cinema Pacific's missions. The programmers are dedicated to bringing films from different nations across the Pacific Rim. However, the types of audience still are limited to students from UO and retired citizens in Eugene and Springfield. The plan was to reach out not only to more filmmakers and film lovers in these communities, but also to tourists traveling in Eugene and Springfield.

Plan 2 Instagram

- Objective

Discover more social media medium.

- Specific Action

1. Create an Instagram account.
2. Use hashtags to draw users and gain more followers.
3. Follow mainstream film festivals to connect more audience that is interesting in film festivals.

- Target Message

One of the reasons for organizations to utilize social media is that it is an increasingly appealing and cheap method for small organizations in comparison with traditional marketing in order to communicate effectively. Currently, Cinema Pacific has two social media channels: Facebook and Twitter. This plan is to design to add one social media channel to the festival

without overwhelming the marketing staff. This online strategy is plan to working on zero budget to obtain users that could turn into potential audience.

Plan 3 PlaceStories

- Objective

To create an visually archive.

- Specific Action

1. Set up a placeStorie webpage.
2. A geography map that can show the targeted nations every years.
3. A visually archive and a data for festival's history records and future studies.
4. Join the art learning and education communities on the website to show that the unique of Cinema Pacific is an teaching and learning film festival.

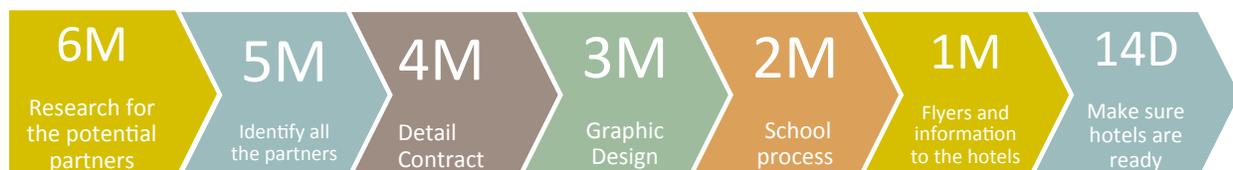
- Target Massage

Nowadays, videos are the key to engaging with audience. With the growing of online video users, an visually map contain videos from the past such as festival trailers, video of the opening, and highlight of the year, which will give the festival a greater look of what they have done in the past years, thus, enriching the history of the festival.

IV. Implementation

Plan 1 Partnership with local hotels

- Schedule



The plan will start six months before the festival begins. The first step is to research on the potential partners, which means to list up the conditions of the hotel from consumers review, hotel locations, transportation. Lastly identify and select the partners. Once the partners are decided, Cinema Pacific and the hotels have to discuss the detail and signs of the contract heavily. By three months of the festival, the graphic design has to be ready. Because the festival is a school host event, everything has to be proven by the university; thus, reserving time for going through school process is unavoidable. One month before the festival, the flyers and the information are delivered to the hotels with the FAQs of Cinema Pacific that the hotel staff can answer. The last step is to appoint the festival staff to the hotels to make sure everything is ready.

- Budget

Total	3200
Deliver flyers	200
Printing	3000

- Implementation requirements

1. Research and Cautionary select the partnership hotels.
2. Staff with higher communication skill with the hotels needs to understand how to persuade and negotiate with the hotel.
3. Plenty of staff can contact and make sure every hotel is ready.

Plan 2 Instagram

- schedule



Four months before the festival, the account should be set up and started active. The strategy will be a photo of the day, including the beautiful of Eugene city, U of O campus, and even attending other film festivals. Then the following months will focus on showing the programing such as staff meeting. One month before the festival will present the final stage of preparation; the examples are rehearsal of the performance, decoration of the venues. When the festival actual takes place, it should be active during the week, approximately five pictures a day such as the crowds, the ceremonies, and the screenings.

- Budget

This is a zero budget plan, because the online method is free. However, it needs staff to keep it active. Fortunately, there are interns assisting the festival and this plan needs to created an internship position to manage the social media.

- Implementation requirements
 1. A staff must have Photography skills.
 2. A staff who understands how to speak Instagram.
 3. An internship position.

Plan 3 PlaceStories

- Schedule



The first three months of the plan is all the materials have to be collected and organized, including imagines, photographies, video, and texts. The following two months

will focus on uploading and editing the material. The whole program will be announced in the festival's opening.

- Budget

Since this plan is based on the online social media, it also does not have actual expenditure expect time consuming.

- Implementation requirements

Time consuming

1. Materials from the past four years.
2. A internship who works fully on this project with writing and video editing skills.

V. Evaluation Plan (Measuring and evaluating outcomes)

A marketing plan is a cycle that begins and ends with evaluation. In the plan, both of the strategies have a specifically goal. In plan 1 partnership with the hotel, the desire goal is to partnership with at least twenty hotels in Eugene and Springfield communities. The evaluation will focus on the number of partners and also feedbacks from the partners via questionnaire. In addition, the audience of Cinema Pacific would fill up common cards after they attend the event that demonstrates their identity. Throughout the survey, we can observe the number of audience from Eugene and Springfield communities. Moreover, the number of audience travelers increases. Regarding plan 2 Instagram, the method to measure quantitative results in the follower of the account. The goal is to reach 1000 followers in the first year, and double the number next year. Furthermore, the evaluation will look into the numbers of single photos to determine what kind of photos can attract more followers. On Plan 3 PlaceStories, the plan is more likely a brand marketing strategy. The goal is to enrich the historical background of Cinema Pacific and accumulate the value of the festival. It is more likely to be a long-term strategy and relatively hard to measure the result in a short period. However, it still can be observed through the founding or public relationships in which people see the festival as art events worth participating.

From my point of view, I recommend the festival to keep searching the new social media medium and it seems that it is the trends to engage with the audience. Also, it should expand the event venues to downtown Eugene, searching for new screening locations in downtown to enhance the visibility. Lastly, seeking partners and sponsors from the focusing countries truly completed the mission and brought the diversity to the city.