

Case study analysis
OF BEIJING -- Broadway Cinematheque
Short as BC MOMA

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Organization's Background

Broadway Cinematheque is presently a unique cultural landmark in HK set up its first branch in Beijing – Broadway Cinematheque MOMA, short as BC MOMA. Opened in 2009, BC MOMA is the first and only art-house cinema in Mainland China.

ENVOIRNMENT SCAN

Economic Scan

What economic factors are influencing the organization? Trends, Changes and Concerns:

BC MOMA is a unique art organization in China, which is bond with a commercial cinema chain. The HK “Broadway Cinematheque” is under the Broadway Circuit operated and managed by EDKO Films Ltd and has officially been opened since the end of December 2009. Under a system operation and management of the EDKO, the Broadway Circuit is running out an outstanding job.

With a 35 RMB national standard, the average ticket of Broadway Circuit eventually reached up to 49 RMB, while by the meantime, the circuit market share end up to be 2% among the whole country (Mainland China as well as Hong Kong market).

As theater chain companies in Hong Kong are not allowed to run any of their cinemas in Mainland China, the Broadway Circuit is associated with a major mainland theater chain, the New Film Association. With this kind of bond and cooperation, the Broadway cinemas may gain any resources as any of the mainland cinemas.

The Broadway Cinematheque, however, is not a standard business mode as those commercial cinema runs by the circuit; it is founded directly by the CEO of EDKO Films Ltd, ZHIJIANG ZHANG. And in order to keep it unique, it is operated directly by EDKO Films Ltd directly as well.

The manager of the cinema refused to reveal the exact budget from the funder, “It is not an issue”, he says.” BC MOMA is not for profit value, it is an attempt to promote art film in China.”

The cinema is located in a high-standard resident district, where is very close to the central business center of BEIJING----the MOMA, beside a leasing relationship with the resident for using the location, the cinema also have a ledger relation with MOMA, the rent was 10,000 RMB per month, which is quite a low rent among the area, however when the box office record run over 10,000 RMB in one month, the MOMA share a 30% ledger within the month.

During the first few years of foundation, BC MOMA cannot be considered as a successful mature cinema, the cinema keeps at a loss. Until spring season of 2013, the income and outcome of the cinema is able to keep a balance.

Below is the database of the past few years (from 2010- 2012):

Year	Box office record (RMB)	Number of audience	Screenings
2010	250,0000	7,1000	6200
2011	350,0000	10,000	6500
2012	450,0000	13,000	6700
2013	500,0000	14,000	7000

Demographic Scan

The audience of BC MOMA is general young filmmakers, young artists and film lovers in BEIJING. Generally, the cinema reach an audience crowd of equally both sexual, the group of demographics ranges on an average of 20 to 30 years old, among mostly hold a bachelor's degree or higher. Although through a marketing efforts by the cinema, there is a merging new audience crowd lately. Which include art school students and people from Hong Kong who are currently living in BEIJING.

Since the cinema is located in the capital city in Beijing, it has a highly potential audience crowd to reach out. The city is not only the political and business center of China, it is always considered as a center culture communication center as well. As mentioned above, the cinema began it marketing in the early 2012, by hosting art events and film festivals, which attract university students who are currently enrolled in art major or a concentrate on art topics. By the meantime, BC MOMA starts to play films from Hong Kong in Cantonese (When most cinemas in Mainland China translate those films into Mandarin.) to reach out more audiences.

It is without a doubt the cinema is trying to reach out more audiences as variety as possible, however with an attitude an attempt to promote art films, the cinema remains its target to keep focusing on art films mostly.

Cultural Scan

Broadway Cinematheque 's mission at its simplest is to promote film culture.

Quote from the website of the cinema " *We promote film culture with the following aims: firstly, by sourcing high-quality films from around the world, by bringing diverse and multicultural films to the audience and by finding a home for both commercial and arts films; secondly, by offering of a chance for youth directors in Hong Kong to screen their works; thirdly, by encouraging the development of the cultural appreciation of the audience and by provoking a mutual communication between directors and audiences; and fourthly, by facilitating a flow of ideas and a connection between people and the cinema, and by establishing a culture-rich community for film enthusiasts.*"

Weekends and night shows are always considered as the best time for cinemas, commercial cinemas may put the most competition films in that time intend to make more values. However art films in BC MOMA are always on show on the best possible times. Commercial films stays in the daytimes instead.

The first floor of BC MOMA is a large bookshop named "Kubrick", the products in the bookshops

contain mostly books related to films and visual arts.

Despite promoting art films, the cinema as well seeking for film education functions by providing screens for young filmmakers to put their own work on show for free and giving film lectures for people who are interested in films.

The cinema as well hosts all kinds of art events each weeks and turned out to be an art communication center in recent years.

The cinema consists of three screens with a total number of 400 seats and a 300 square meter café-bookstore called Kubrick. All the films on show are original version, both is the language.

The website contains sufficient information.

Other Environmental Elements

There are political issues in China for on show films, a screening permit is required for each film showing on screens. BC MOMA is the only art house in Mainland China, which is a big issue for the cinema, since it is hard for most art films in Mainland China to get the access for screening permit.

And as mentioned above, the cinema is founded by personal. Under a highly neglect on art film organizations, BC MOMA is the only and unique organization among it target market.

However, with a high-speed film industry development in China, audience who are interested in art film is rapidly increasing.

SWOC analysis

(strengths, weaknesses, opportunities, challenges)

Cultural Product(s)

Strengths

- Being unique--BC MOMA is the only art house showing art films in Mainland China.

Weakness

- The production on art industry in China is not maturely development and with a small number as well, which most of the films are made underground and is not able to get the screening permit.

Opportunities

- There is an increasing film audience, whom are not satisfied with the showing films in commercial cinemas.

Challenges

- The challenge for BC MOMA is to reach out for more target audiences.

Pricing

Strengths:

- There is a discount on memberships, and the members have indeed showed their loyalty to the cinema. According to the numbers the cinema provide, above 70% audiences hold a membership

card.

- The rental fee is not a huge cost as commercial cinemas.
- A solid income from rent locations to art events.

Weakness

- BC MOMA is vested by personal found, which is at certain risk
- There is, from the foundation day till now, no profit at all

Opportunities

- More art events holding location is desired in Beijing.
- Potential audiences number is increasing.

Challenge

- After keeping a balance between outcome and income, the cinema is during a start point to make profit, or at less keep the balance.

Place (Access)

Strengths

- It is located close to the center business district of Beijing
- Available parking (which is definitely a reason why people in China won't choose a cinema)

Weakness

- Even it is closed to the CBD, the location is not easy to be found.
- Public transportation is not convenient at all , there is a half hour walk from the closest subway station to the cinema. And there is no buses passing through that area at all.

Opportunities

- It is located in a high standard residents, MOMA Linked Hybrid designed by renowned American architect Steven Hollina and was selected as one of the “10 Wonders of the New China” by Business Week 2007. Broadway Cinematheque MOMA is situated in the center of the complex of buildings surrounded by ponds, floating on the water like a shining diamond. Its metallic outer wall can be used as screens for projecting movie trailers at night, the images of which reflect onto the water, creating a perfect conceptual and physical connection between the three-dimensional space and the design.

Challenge

- There is a major commercial cinema of Beijing very close to BC MOMA.
- Beijing is a cultural center of China and there is a high level competition as art centers, most of them contain more spaces and galleries for all kinds of art events.

Promotional Efforts

Strengths

- As one of the major art centers in Beijing and associated with Douban (a social network for people who are interested in art), it is easy for people to get informed with all the coming events

from online and site promotions.

- An adequate information updated website.
- BC MOMA has already won a reputation.

Weakness

There are no budgets for location or site promotion at all.

The Weibo and Wechat account is not timely updated as it should have.

Opportunities

- Online promotions still have enough place to work on,
- The coming events of international film festivals hold by BC MOMA can be a good promote opportunity for the cinema to reach out foreign audiences.

Challenge

- Even get well informed, most audience give up for some art events and films since the inconvenient of public transportation.

The Information is collected by an interview with the manager of BC MOMA and website of the cinema, with the database directly offered by the cinema.