

Marketing Plan of MOMA Broadway Cinematheque

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I. Introduction and Overview

The “Broadway Cinematheque” art cinema is presently a unique cinema in China, Hong Kong. Founded in 1996, and has become a cultural landmark in Hong Kong city, BC art cinema set its first branch in Mainland China by the year of 2009. Located in the capital city of China, Beijing, MOMA Broadway Cinematheque (short as BC MOMA) is now considered as the first and only art cinema in Mainland China.

BC MOMA Operates as an art cinema organization relying on community to support and present art films, BC MOMA launched its membership scheme to provide a bridge for film lovers to the art films both national and international.

During the first few years of foundation, BC MOMA is not considered as a successful for profit cinema, the cinema kept at losses. However during the spring season of 2013, the expenses and profits are able to keep a balance. By the end of last year, ticket sale of the cinema kept a rising growth. The cinema’s artistic events and educational programs draw a multi-generational audience of nearly 10,000 members from Beijing, while the impact of the art cinema reaches well beyond the city by being the major culture landmark of the nation.

BC MOMA benefits from great potential and opportunity to present the unique content of art film and therefore a larger available audience. However the Cinema is as well facing such weaknesses as an art cinema in China lacking of art products, which is the permission for more art films due to the limited interest on art film among China film institution. The BC MOMA realized the problem in the very beginning, at the foundation period, the cinema targeted foreign people as their targeting audiences to build up international resources. However the process is going slowly, according to the cinema data shows a result that audience membership consist only 4% are foreigners, meanwhile there are abundant international films playing in

the cinema. Not to mention, according to the national population report of 2010, there are currently 64,000 foreign residents living in the Beijing.

After analyzing the organization and considering throughout their current needs of increasing art film products, the market plan is to seeking potential strategies for strengthening international attention that would be beneficial to increasing attendance not only for the coming season of ticket sale but as well a long term effectiveness to build up international resources. In the coming spring, BC MOMA is in the program of presenting a film exhibition of four French films representing the French New Wave works of the late 1950s, the *Les Mistons Dela Novuelle Vague* (The *New Wave film exhibition* in English). The event will be lasted from March 19th to March 29th.

The goal of the marketing plan is to increase the New Wave film exhibition foreign audience attendance from 4% to 10%, according to the screening data of the cinema (199 seats each screening), it is to bring 10 more foreign audiences during each film. The goal is as well to engage potential foreign audiences and gain international attention through the event.

II. Situational Analysis

Environmental Scan

Economic Scan

Ensemble as an art cinema, BC MOMA is currently bonded with a commercial cinema chain in order to get film permissions from the authorities. 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 ended 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 cinema in Mainland China, the Broadway Circuit is associated with a major mainland theater chain, the New Film Association. Partnered with a mainland theater chain, the Broadway cinema 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 invested and ran directly by the CEO of EDKO Films Ltd, Zhijiang Zhang. The cinema is as well operated directly by EDKO Films Ltd directly in order to keep the uniqueness. The manager of the cinema refused to reveal the exact budget from this one donor, “It is not an issue”, he claims:” BC MOMA is not for profit value, it is an attempt to promote art film in China.”

BC MOMA is located in a high-standard resident district, which 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 box office record of the cinema from past few years (from 2010- 2012):

Year	Box office record (RMB/¥)	Number of audiences	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

BC MOMA's mission is at its simplest is to promote film culture as stated below:

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 keeps their best time for art films meanwhile commercial films stay in daytimes. All the films on show are original version copy, under both English and Chinese subtitle.

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 free of charge and giving film lectures for people who are interested in films. The cinema as well hosts art events each week and is becoming 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. The first floor of BC MOMA is the Kubrick bookshops selling mostly books related to films and visual arts.

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. The situation becomes the main problem of the cinema, lacking of art films block the mission to promote film culture.

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	Weakness	Opportunity	Challenge
Product	Unique product—the only art cinema in China; Easy access to online purchase	Lack of art films; High competitions from commercial films and cinemas	Potential art film audiences increasing	Reach out to target audiences
Price	Discount on memberships – 70% audiences are members of the cinema; The rental fee is not high; Extra incomes from location (screens) rental	Personal investing stands a certain risk	Increasing art events are happening in Beijing; Average ticket is high	Pricings of commercial cinemas can be really cheap
Place	Capital city; close to center business district of Beijing; Available parking	The location is hard to be found; Public transportation not convenient -- a half hour walk from the closest metro station	Located in a high standard residents area; Inside an award winning building	A commercial cinema is located nearby; Beijing has lots of places for holding art events
Promotion	Well associated with social media toward local audiences; High reputation	No budget for location and on site promotion	Coming events of international film festival can be a good promotion platform	Online promotions are not translated properly

III. Scheme

After analyzing the organization, with unique products and well promoting, the situation of BC MOMA is in positive attitude that they are with a certain resident audiences and a high reputation toward social media. However the biggest issue for BC MOMA is lacking of art film resources, most films currently playing are domestic art films and it is hard to get screen permission without social resources. In this case, considering throughout their current needs of increasing international attention and financial situation, the marketing plan comes out with three potential strategies for strengthening foreign audiences and international attention with low budgeting.

Strengthen Social media toward foreign audiences

In order to get attention from international film making individual and organizations, the first step is to get foreign people in the theater, in that case, it is important to strengthen social media toward foreign audiences.

BC MOMA is currently associated well with social media and has set up a public Wechat platform account followed by thousands Wechat users, the account is able to provide sufficient upcoming films and events sending directly to followers' smart phone with links to purchase online ticket in variety ways. A QR code of the account can be found anywhere in the theater or any printing materiel of BC MOMA. However the English version is not strong enough to provide enough information. The content is not translated properly while the BC cinema in Hongkong is doing a great job.

Most likely how Facebook is effecting US, everyone living in China, both Chinese and foreign residents, has a Wechat account, thanks to Wechat and this environment, there is no need to outreach other social media. To be details, ways to inform foreign audiences is to translate the coming event into English.

The goal is not hard to reach since BC in Hongkong can do the translation well without extra budget or people. As for the specific event of the coming New Wave review exhibition, the contents should as well highlight with original film intermediate and English subtitle.

Event Marketing Associated with 5th Beijing International film festival.

The Beijing International film festival stands an essential standpoint in China film industry, which will not begin in April. However there is an International Film summit forum with an exhibition for film studio and relevant organization to present their products and art works is opened on March 20th, which will be happening during the first week of the New Wave exhibition.

This is a quote I found in the website of the film festival:

This forum centers on the impact of creativity in film on global film development. Internationally renowned directors, producers and other film creators involved in filmmaking are invited to the forum to delve into analysis of the rules of creativity and discussion of successful examples of creativity.

In order to know more about the forum, I talked to a friend who is working as a volunteer for the festival, he claims that the forum is yelling for attendance, and this is as well a big event both domestic and international filmmaking individual and organizations are invited to attend. And it is Free of charge for attendance.

In this case, the forum is the exactly coming thing that BC MOMA should attend and present the coming event for sure.

In order to encourage people coming to the New Wave event, awards should be offered in the forum, a ticket discount 50% price off should be offered, which is going to be 40RMB each attendance, the same price as BC MOMA is currently provided for their members, so that won't be a lot to lose on ticket sale. And as well to encourage

filmmaker to attend the in-theater panel as guests for free ticket with a membership gift.

In theater marketing

After getting foreign audiences in the cinema, it is also crucial to make engagement with them. Thus, a panel after each film of the new wave event should be happening in the cinema.

The content of the panel is a discussion toward the film leading with international film students and filmmaker in Beijing with reviews. The goal is to create word of mouth between foreign audiences.

The panel should be taken place in a Kubrick coffee shop next to the cinema, the coffee shop is well associated with BC MOMA, in fact it is owned by the same company of BC MOMA and has been considered as a brand impression of the cinema, basically most of the events happened there with free food and coffee is offered for more attendance.

In order to lead the discussion properly, Possible partnerships can be Beijing Film Academy and Peking university international departments; these universities have been associated well with BC MOMA in the past two years. The international students of the two universities can be audiences while leading the discussion perfectly.

IV. Implementation

Calendar of key dates for marketing action steps:

The timeline for implementation of the New Wave event will come in with three time periods combined the three strategies as a whole.

First month before opening

- Announcements of the coming events should be informed via website, Weibo and Wechat official account

Two week before opening (March 5th to 19th)

- Events details on social medias should be updated with a hash tag, QR code and access to online purchase
- Begin outreach to the summit forum of Beijing International film festival and possible partnerships
- Posters and handbook (could be one to two pages) should be placed in the cinema

Opening (March 19th)

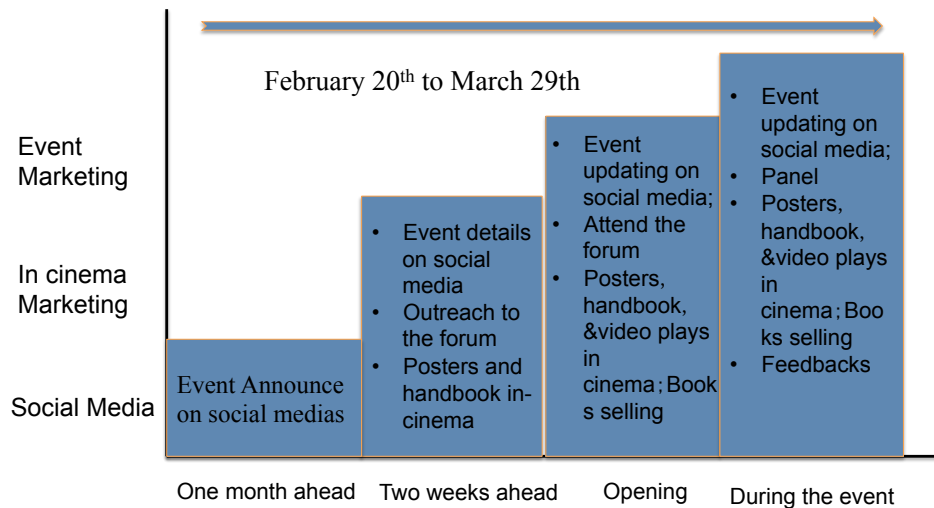
- Events updating on social medias should be updated with a hash tag, QR code and access to online purchase
- Attending the summit forum summit forum of Beijing International film festival (March 20th) with relevant printing materiel, awards
- Posters, handbook and relevant videos should be placed in the cinema with relevant books sold in the Kubrick bookshop

During the event (March 19th to 29th)

- Events updating on social medias should be updated with a hash tag, QR code and access to online purchase

- Panels happening after each film played, leading with international film students to engage with audiences in the Kubrick coffee shop
- Posters, handbook and relevant videos should be placed in the cinema with relevant books sold in the Kubrick bookshop
- Feedbacks collecting from the panel

Format of the timeline



Resources and budget to implement each strategy

Social Media

The plan will start one month before opening and lasting during the whole event. All the materials should be collected one month ahead; works include an outreach to the BC Hongkong cinema to translate everything into proper English, Re-design the poster of the event (which is currently in French and Chinese), Images texts and video resources collected.

The BC MOMA has already associated well with social medias, the main job is only to update an English vision, and in this case this does not require any budget.

However it needs staff to keep updating and data collecting, fortunately, as for profit cinema, there is a full time marketing person to cover the jobs.

Event Marketing

The event marketing to attend the summit forum of Beijing International Film Festival will begin at the second day of opening, since the forum charges free for attendant, the plan stays low budget of a roughly 120 RMB.

Implements should include printing materials brought to the forum with discount and free tickets. The marketing person and two staffs should come to the forum.

In cinema marketing

Since the plan will cover through the whole event and required variety kinds of implements, the major budget will be used during the event. Before the week of the opening, printing materials including posters and handbooks should be placed in the cinema, an outreach to at least five film students should attend each panel. To engage perfectly with both resident and foreign audiences, a person who can translate both languages is required, which is not hard to accomplish since there are sufficient people in variety areas in Beijing is qualified and with professional experiences to translate the two languages. The cinema should cover the transportation fee for all those person.

According to the data offered by the cinema, there are 199 seats during each film, in that case a 50 attendants of each panel shall be a estimated scheme. Free food and drink for each panel for 20 people should be prepared by Kubrick coffee shop and relevant books of New Wave subject will be stocked in the bookshop. Approximately a budget of 5400 RMB is required for this plan.

Overall, the implements are not hard to accomplish and a Roughly ¥6000 (\$1000) budget is required for the plan.

Below is a detailed implementation and budget requirements:

	Personnel	Materials and supplies	Technological resources	Printing	Budget
Social media	Outreach to BC in Hongkong for English translation; A marketing person	/	Video resources of the four New Wave film; Poster re-design	/	/
Event marketing	Marketing person with two staffs coming to the events	Discount and free tickets	/	Posters*2 Handbook*100	Printing fee ¥ 120
In cinema marketing	Outreach to international film students (5 students each panel) Panel host (can be the marketing person); a photography/video person/ Translation person	Free food and drink; Relevant books stock	Video resources of the four New Wave film; Poster re-design	Posters*10 Handbook*500	Printing fee: ¥ 600 Transportation fee ¥ 800 Free food and drink ¥ 3000 Books stock: ¥ 1000

Total: ¥ 6000

V. Evaluation Plan

As a for profit cinema, it is easy for BC MOMA to evaluate the success of this plan.

There are two methods to evaluate the plan:

Feedbacks analysis

During each panel of the in cinema marketing, a feedback in the form of a questionnaire will be handout to the attendants with the following questions:

- Your Job, age, and nationality?
- How were you informed by the happening of New Wave film exhibition?
- Will you keep coming toward the BC events and films?
- What is your interest toward BC MOMA, what kind of events and films will you looking forward to see?
- Would you be likely to become a member of BC MOMA?

The feedback of the questions will provide enough information for a future plan and as well evaluating the effectiveness of the marketing plan.

Box office analysis

Again, as for a for profit cinema, the last evaluation should always be how much money made during the event, however in order to attract foreign audiences, discount and free tickets are offered during the forum, the box office may not be as successful as the past events. However to evaluate through box office, some other essential information can be found. Since the goal is to increase international audiences, the most obvious way is to collect data from people who purchase the tickets. When purchasing the ticket, the name of the investors are showed during the process, a comparing between the past events of the last year will show the success clearly.

In conclusion, the three strategies may not be effective immediately but can be sure to catch international attention both from the Beijing International Film festival and foreign audiences. With the attendance of international film students, this can also create a word of mouth for BC MOMA. As for the future marketing plan, it is essential for the cinema to seek for other funding and as well after building international resources, capable to gain diversity art films showed in cinema.