

Chapter 1 Introduction

The first part of the introduction describes the background information of the client, his ambitions for the future and relevant demographics concerning the city of The Hague, where the festival is located. Chapter 1.2 details the client's organizational problem, its definition and restrictions and the policy question. Consequently, the research question and sub questions are stated, which are implemented throughout the chapters 5 (Research design), 6 (Research Results) and 7 (Conclusion).

1.1. Movies that Matter Festival

The client for this paper is the Movies that Matter Foundation based in Amsterdam, The Netherlands. "The Movies that Matter Festival has taken the place of the Amnesty International Film Festival, which had ten editions in Amsterdam. In 2009 the festival moved to The Hague, the international city of Peace and Justice, and changed its name to Movies that Matter Festival. This festival is the main platform in The Netherlands for engaged cinema, with dozens of documentaries and movies of inspired film makers being screened every year. Here films are presented that stir a debate concerning human rights, human dignity and situations where these are highly at stake" (About the Festival, 2011, para.1). Besides the regular film programming of the festival "there is an elaborate "in-depth" program of talk shows and debates, among other things, it enables the audience to exchange views with international human rights defenders, film makers, politicians and journalists" (About the Festival, 2011, para.2).

In addition, the foundation Movies that Matter wants "to open eyes to human rights. It exchanges film for fueling the dialogue on human rights, influencing public opinion and commitment to the human rights activists." The organization is the only foundation that sees itself as a film driven advocate for human rights, pledging that film and awareness are linked together (Movies that Matter Annual report, 2010, p.5).

Furthermore, the Movies that Matter foundation is organizing this festival in The Hague, but, as a foundation based in Amsterdam, it has also other activities such as an on-tour film program throughout various theaters in the Netherlands; Cinema without Borders, which helps organizing film festivals in developing countries; and educational events for high schools. Although the organization has a wider range of activities, this thesis is mainly focused on the MTMF, held annually at the end of March.

1.1.2 Film festivals

Movies that Matter Festival is at its core a film festival, therefore, there is a need to make reference to film festivals in general and see the correlations between them and MTMF.

In the beginning of the 20th century, the main purpose of film festivals was to showcase the films as an event for the Hollywood industry. The film festivals were primarily aimed at filmmakers and contributed to the developments of the industry itself. Therefore, the industry grew along with a rapid increase in the number of film festivals worldwide. After that, film festivals "created a place where filmmakers could meet producers and distributors and find possible ways for their movies to be produced on a large scale" (Baumann, 2001, p.404). As a result of the increasing popularity, festivals expanded into bigger events that also included the general public. Film festivals like the Movies that Matter Festival include films of all types: "student and professional competitions, seminars with film industry professionals, workshops on many aspects of the film industry, technical exhibits, tours of locations, and gala events" (Grunwell, Ha, & Martin, 2008). Movies that Matter is an international film festival with a

respectable image which is recognized worldwide. It has many entries from countries from different parts of the world where human rights are still a big issue within the society. A film festival is an opportunity for such a country to ask for recognition, and they can use it to highlight their human rights issues and showcase them to the rest of the world.

1.1.3 Festival Location

First of all, this part of the thesis deals with the background information of the city of The Hague and its area (for a detailed map, see *Appendix 1.6.2*). The Hague is the “third most populated city in the Netherlands, the capital of South Holland, the seat of government, the home of the Dutch royal family and an outpost for most the world’s human rights organizations including the International Court of Justice (ICJ). 111 embassies are based here (*for detailed lists of embassies, see Appendix 1.6.1*) and there are numerous international schools. The city has its own hospitality centre for expat residents and information on the municipality city website is available in eight different languages. The population is 500,000, and a 51 % is non-Dutch” (Municipality of The Hague, 2011, para.1).

Secondly, it is relevant to this research paper to mention that Movies that Matter Festival is strategically placed in The Hague because it is the international city of Peace and Justice. It is the United Nations’ fourth city, after New York. Furthermore, “There are 131 international organizations in The Hague, employing around 14,000 people dedicated to the cause of human rights and world peace” (“The Hague, International city of Peace and Justice”, 2011, para.1) (*for a more detailed list of all the international institutes located in The Hague, see Appendix 1.8*). Therefore, The Hague is a logical choice for a human rights festival like Movies that Matter, and they are a perfect match.

In addition, the Peace Palace that is situated in The Hague, which houses the International Court of Justice and the Permanent Court of Arbitration, is the very icon and flagship of international law. There are also other organizations such as, “the International Criminal Tribunal for the former Yugoslavia (ICTY), the International Criminal Court (ICC), EuroJust and Europol, the Organization for the Prohibition of Chemical Weapons (OPCW) and many other large and small international organizations (“The Hague, International city of Peace and Justice”, 2011, para.4). For a detailed overview of how these international organizations are interconnected, see *Appendix 1.9.1*, and for detailed records of how many employees work for every individual organization, see *Appendix 1.9.2*.

14,000 employees of these organizations form a large group of people who work for human rights and world peace, and therefore, logically, these people should be interested in a human rights film festival. At this point there lies an opportunity for the client to target that particular market. This opportunity is discussed in more detail in *1.2.4 Ambitions of Movies that Matter*. This group of international employees plus the extra expats form together a total of 60.000 people in The Hague and its area (B. Allwood, personal interview, April 28, 2012). This particular group will be more explained in *chapter 5*.

1.1.4 The Hague and its future vision

Relevant to the research is The Hague’s artistic vision, showcasing the Municipality’s dedication to unite all the cultures that live in The Hague, and how it concerns Movies that Matter Festival. According to the artistic vision of The Hague made in 2011 by director Aus Greidanus, the city is in competition for the title of Cultural Capital of Europe in 2018 that will result in a great deal of development. “The Hague believes that Art & Culture is profoundly

important, and not just for the development of the individual but for society as a whole. The Hague is dedicated to enhancing the dialogue between cultures, not only within its own city confines but also internationally” (Greidanus, 2011, para.4). Additionally, according to Mr. Greidanus, “The Hague 2018 aims to tie the notions of peace and justice to art and science” (Hisgen, 2012, p.23) and raise awareness for The Hague as a European Capital of Culture that holds many disciplines, such as justice, philosophy and architecture for a harmonious society.

1.2 Problem situation

Now that all the background information of the client and its location in the city of The Hague are mentioned, the communication problem of the organization Movies that Matter ought to be described. A shorter definition of this organizational problem is stated on the next page in *1.2.1 Problem definition*.

According to the festival’s marketing manager, Marie-Pierre Furnée, “Movies that Matter Festival has seen their audience growing with a massive 75% since 3 years ago”, and in 2010 Movies that Matter Festival was visited by 14,500 visitors, an increase of 45% compared to 2009 (Movies that Matter Annual Report, 2010, p.13). However, according to the 2012 audience survey, “a large percentage of these visitors are Dutch, as many prestigious film festivals in the Netherlands have to deal with that issue”, which is the overall opinion of the marketing director of MTMF. Consequently, the festival is missing out on a large foreign audience. As stated in *1.1 The Hague and its future vision*, The Hague has 51% non-Dutch citizens, out of 500.000 citizens. Out of these 500.000 citizens 60.000 are expats, which is more than 10%. Therefore, the festival should be equally intended for the international residents, especially since the festival is claiming to be an international film festival with widespread cultural themes. According to an arts and cultural entrepreneur in The Hague, Bart Lybeert, “expats are the forgotten target audience of many cultural events and festivals in The Hague. And while they often are interested in culture and earn enough to participate in those activities” (“The Forgotten Target Audience”, 2011, para.5). This means that the international residents in The Hague are not participating in most events in the city, which confirms the previously mentioned statement of the marketing director of Movies that Matter Festival.

At the present moment Movies that Matter Festival has a reasonably homogeneous audience; therefore, the marketing management of the festival wants to generate an audience with a wider variety of cultural backgrounds. This Dutch homogeneous audience cannot grow exponentially; therefore, other minority audience groups need to be targeted in order to have the desired growth in audience for the upcoming years.

More specifically, Movies that Matter Festival wants to see their audience grow above the current 17.000 visitors for the upcoming years. To accurately identify the situation which the organization is facing, a successful strategic communication plan needs to be created, helping to analyze the organization’s public relations. Here the organization should focus on three aspects: the internal environment, public perception and external environment. The identified situation lies, therefore, in the public perception of the expats based on visibility of the MTMF. Figure 1 shows an exhibit from the book “*Strategic Planning for Public Relations*” by Ronald D. Smith, illustrating the focus within the organizational environment.

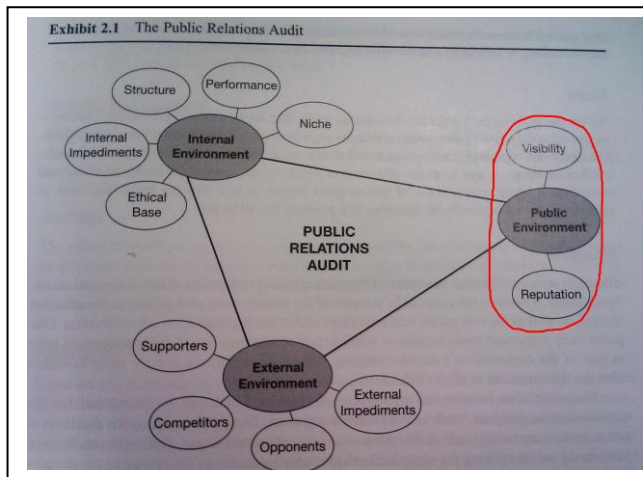


Figure 1. Public relations model

Source: Smith, R.D. (2009). *Strategic planning for public relations*. 3rd ed. Routledge London. P.35.

The extent to which Movies that Matter is known, lies in its public relations and, namely, its visibility. More subtly, this includes whether expats know about MTMF, what they know about it, and how accurate this information is. Improving public relations “can do a great deal to affect the visibility of their organization” (Smith, 2009, p.37). As previously mentioned, not many visitors with various cultural backgrounds or expats participate in the festival, so a logical conclusion is that they may not know about it. According to the audience survey 2012, only 3 people found out about the festival through expat media and only 16 people were international residents, some even not from The Hague. Based on the organization’s visibility is its reputation, however, that is not relevant for this research as we don’t know the reputation from the expats’ point of view, since there are few expats visiting the festival. The marketing and communication should focus on the continuation and expansion of awareness of the festival. The new communication plan should provide special attention to an international audience.

1.2.1 Problem definition

A logical conclusion from the detailed description of the previously mentioned problem situation leads to the final problem definition:

“The Movies that Matter Festival has a homogenous audience consisting mostly out of Dutch participants. Yet, it claims to be an international film festival also suitable for the international residents in The Hague”.

This gap of claiming to be an international festival in the city of The Hague, but not being able to attract the international community makes it difficult to realize the organizational goal of attracting more visitors with various cultural backgrounds. Research needs to be done on how this particular international audience should be targeted by using PR.

1.2.2 Restrictions and justification

There are a few restrictions to the problem definition. Improving the visibility of the festival within the international communities in The Hague is costly and time consuming. These are issues that are difficult to realize for a foundation like Movies that Matter, which heavily depends on funds. Also, a restriction is that the international community in The Hague consists out of many different groups, with high and low education, expats and seasonal laborers and, therefore, is difficult to fully analyze and target strategically.

However, a justification of this research is that it is possible “to gain valuable insights based on the depth of the information gathered and the wisdom of ‘key informants’” (Denscombe, 2007, p. 313) through qualitative interviews with media that deals with the international community. The interviews with the expat media professionals, for example, will allow the collection of data based on the professionals’ opinions, feelings and experiences within their line of work. Gaining these relationships and introducing these people to Movies that Matter might open up options for free publicity and possible expat media partners that may cut on the costs. As a final point, Movies that Matter Festival is an English-speaking oriented festival, but not many English-speaking residents in The Hague participate in the event. This is an opportunity for the festival and, therefore, research on how to attract the international residents by improving expat media relations is a justified and appropriate research.

1.2.3 Policy question

According to the previously mentioned problem situation, the policy question is stated; *“How does Movies that Matter improve public relations to structurally target the expat communities and increase the number of festival visitors with various cultural backgrounds?”*

1.2.4 The ambition of Movies that Matter Festival

In order to explain further the importance of the problem situation, the ambition of MTMF is now described. Movies that Matter Festival wants to generate a larger audience and continue the recent growth in the number of visitors. Also, Movies that Matter Festival has been adapted into The Hague City Cultural Arts Plan, in which there are 5-year subsidies available for promising organizations that create opportunities and show potential within the ambitions of The Hague (*see Appendix 1.2*). Recently, this plan has been published and Movies that Matter Foundation was notified by the commission that “there are opportunities for the festival to attract more an international audience and the community of migrants that live in The Hague”. In addition, “The Movies that Matter Festival fits perfectly well within the international profile of The Hague. The commission is therefore surprised that the cooperation with various international institutions has only made very little progress so far” (Advies Kunstenplan Het Cultureel Kapitaal van Den Haag, 2012). This shows that even the previously mentioned problem situation - that in terms of the festival’s reach the emphasis is predominantly on a Dutch and more educated audience - is confirmed by the commission: “In the marketing and outreach there is still much to win within the field of cultural diversity” (Advies Kunstenplan Het Cultureel Kapitaal van Den Haag, 2012). This advice is to be taken seriously for the ambitions of MTMF and for further development and collaboration between the festival and the municipality of The Hague and their future subsidiary grants.

1.2.5 Research question

As a result of the mentioned problem definition and the given policy question, a research question follows: “How can Movies that Matter Festival improve their PR to attract expats to their festival?”

1.2.6 Sub questions

The research question can therefore be divided into the following six sub questions:

1. How important is PR for targeting a new audience?
2. What is the current PR strategy for international audiences for Movies that Matter Festival?

3. How large is the expat community in The Hague and its region?
4. What are the characteristics of the expat community and into which subgroups can it be divided?
5. What are the advantages for MTM for reaching the expat community?
6. What types of media are most important for expats?

Chapter 2 Methodology

In this chapter the scope of this research paper is described and how this research is done by qualitative and quantitative research.

2.1 Research focus

The research for this paper focuses primarily on public relations as a communication instrument, with the purpose of attracting a more international audience with various cultural backgrounds to Movies that Matter Festival. The scope deals with which media to use for the target group.

2.1.1 Research

The research will consist out of qualitative research done by interviewing 11 professionals and experts in the particular field of international residents in the Netherlands; desk research and quantitative research, which was conducted through a physical audience survey. This will provide new insights and further explore the new target group for the client. The sample size of this research consists of 11 experts in the field and 300 visitors to the latest edition of the festival in 2012.

2.1.2 Desk research

The literature used in desk research is trustworthy and up to date; most books are published within the previous five years. There is a lot of relevant information on public relations from a global perspective; however, it is difficult to make that relevant to improving public relations in a small-scale local festival.

2.1.3 Quantitative research: Analysis data audience survey

The questions of Movies that Matter audience survey are developed and processed by the marketing coordinator, the marketing assistant and the writer of this thesis, and distributed among festival visitors during the most recent edition of the festival (*see Appendix 1.3 for survey*). In Chapter 6, the survey results are described, and the detailed outcomes of this survey can be found in *Appendix 2.1*.

2.1.4 Qualitative research: In-depth interviews

In the beginning of the actual research there was a pre-research that consisted out of a qualitative interview with the marketing coordinator of Movies that Matter. This defined the later problem definition and the policy question. In addition, there were 11 interviews scheduled with professionals within the expat media and related fields. The interview questions can be found in *Appendix 1.4*, and the involved interviewees' contact details are listed in *Appendix 2.4*.

2.1.5 Analysis and conclusion

In Chapter 6 (Research Results), the interview data is described according to the sub questions and supported by desk research. This is necessary in order to get to the essence of the research results, draw conclusions and ultimately give final recommendations to the client concerning the marketing communication problem.

Chapter 3 Marketing & Publicity

This chapter describes through desk research the information regarding the client's present marketing communication, their 2012 advertising campaign and the advertising costs, to get insights about Movies that Matter's current marketing communication activities. In this chapter the current instruments are described, with the focus on what causes the problem and where the opportunity lies, so a possible advice can be given in chapter 8.

3.1 Current marketing communication activities

The marketing communication department of Movies that Matter used the following instruments to present and promote their festival in the Netherlands: advertising, promotions, direct marketing and public relations. Every instrument was used in various proportions according to the available marketing communication budget of the festival. The tool for advertising in Dutch was paid media space in radio/television (RTV), printed publications, online media, cinema trailers, and outdoor/indoor media (triangle billboards, posters in buses, flags, and flyers). For further details of the marketing campaign see *Appendix 1.2*.

However, in English, Movies that Matter was mentioned only through the following tools:

Paid publicity:

- A small festival program, 'Camera Justitia' flyer in English;
- A banner, an article and an online competition with 3x2 tickets giveaway on IamExpat.nl (an expat media website).

In addition, there is a full bilingual and translated website for MTMF with a complete festival section containing a program in English, background information, guest details and news.

The information about the festival was also picked up by some other expat media, generating free publicity, although some of the publications acted on their own initiative, without consulting with the press office of MTMF.

Free publicity (among other expat media):

- A small reportage with trailers on the local channel of the Hague - Expat programme on TV West;
- announcements and reviews of the festival on TheHagueOnline expat website;
- a small announcement of the festival on the Expatica website;
- a small announcement on the social media Facebook page on The Hague Underground expat website;
- a small announcement on the news page of TheHollandTimes expat website;
- a small news article with a trailer, a poster campaign and an online competition by Leiden University College in The Hague.

3.1.1 Public relations, promotion and direct marketing

Through direct marketing there is direct communication of the organization Movies that Matter with the IO's in The Hague. Mostly, the international media offices of the IO's were included in the mailing list, e.g. info@europol.com. According to an employee of one IO, OPCW, "the direct mail was received by a clerk from media & public affairs, yet without any follow-up or forwarding to other departments. In addition, no follow-up email was sent by Movies that Matter. Perhaps, it was too early in the process and another email one week prior the festival could have served as a reminder" (D.Kozlova, personal interview, May 20, 2012). This is an example of the direct marketing process to the organizations. For further details on which organizations have been mailed, see *Appendix 1.7.5*. Concerning promotions for the international community, Movies that Matter did a promotional competition with a 3X2 ticket giveaway only through the news website *I am Expat*. The aim of the promotion was to persuade customers to try the festival and to buy more tickets once they are at the festival; this promotion also sought to create a 'buzz' around the brand of Movies that Matter. Possible opportunities for other promotions in other expat media will be discussed in Chapter 8 (Recommendations).

Ultimately, the public relations strategy of Movies that Matter is limited, if one considers the international target audience. Till now, it could be described as "shooting in the dark", as Movies that Matter tried to target an unknown public, a market that they knew little about. The sent message was of little value and possibly, of little interest to the public. Movies that Matter had not made enough efforts to build the product and brand awareness in this market and, therefore, did not stimulate the sales force and channel intermediaries within this international audience. In Chapter 4 (Theoretical Framework), public relations are explained further, and in Chapter 8 (Recommendations), the possible ways for rethinking public relations are clarified.

3.1.2 Concept advertising MTMF 2012

Included in the advertising campaign was the concept of the MTMF 2012, and it was, as mentioned before, primarily Dutch-oriented, with a Dutch campaign title "ECHT" (which means REAL in English). Conversely, the name of the festival itself, "Movies that Matter Festival", is in English. Obviously, it costs time and money to do an advertising campaign in both languages, and besides, the Dutch public is the most active cultural participant and engaging audience and therefore the communication is first and foremost in Dutch. As a result, it might be that there is no appeal for the international audience because of that. Besides, if the communication is mainly in Dutch, most expats might assume that the festival is only for Dutch people. This is debatable, because according to the results of the interviews with professionals in the field of expats, there is a "turning point, and the international people of The Hague do not longer believe automatically that festivals promoted in Dutch are not relevant for them" (B. Allwood, interview, 28 April, 2012).

3.1.3 Costs of advertising

The total costs of advertising a festival in The Hague are very high. The marketing department of Movies that Matter has a limited budget, so it is impossible to extend this budget or invest more in advertising for an international audience, particularly within the expat community. Therefore, the opportunity lies in public relations and free publicity through expat media. Since "PR helps to lower promotion costs, it is much cheaper than advertising" (Herlé & Rustema, 2005, p.134). However, building relationships with the expat media and the expat community as a target audience also costs time, money and dedication from multiple parties at an early stage prior the MTMF.

Chapter 4 Theoretical framework

In this chapter, the relevant public relations theory is described, including related PR models which analyse the organization's problem situation further. These relevant models are also applied in the rest of the paper. Some theory is further explained in the Appendix 1.5 in more detail.

4.1 Public relations theory

Improving public relations and media relations to attract expats for MTMF is the topic of this research paper. Public relations and marketing are two dissimilar things; however, they may also overlap within the field of communication. Implementing a public relations strategy within the organization's marketing communication plan can increase efficiency. According to R.D. Smith, PR is a "management function that classically focuses on long-term patterns of interaction between an organization and all of its various publics, both supportive and non-supportive" (Smith, 2009, p.5). Public relations builds relationships with the appropriate public groups, identifies the visibility of the organization, and how well an organization or brand is known.

In analyzing the new public group, it is important for the organization to comprehend in what kind of stage the public is. According to Grunig and Hunt, there are four stages of an evolving public: "Non publics, latent publics, aware publics, and active publics" (Grunig, Hunt, 1984, p.33). Chapter 6 (Research results) describes in more detail the appropriate public group stages. In addition, there are five key characteristics on how to identify an audience that an organization's marketing communication department knows little about: "distinguishability, homogeneity, large size, importance and "accessibility" (Smith, 2009, p.50). These terms will be important for the rest of the research, and these key characteristics are implemented in Chapter 6, (Analyzing the Research Results) and Chapter 7 (Conclusion). Besides, these five main characteristics support the scope of the qualitative in-depth interviews, later described in Chapter 5 (Research Design). For details of these research results, processed according to the five key characteristics, see *Appendix 2.3*.

However, what is crucial about PR in this research, is the media relations or press relations, which means "creating and placing newsworthy information in the news media to attract attention to a person, product or service" (Kotler, Wong, Saunders, Armstrong, 2005, p.793). Media relations are crucial for the visibility of the festival, and without developing them it is difficult to awareness among the target audience. The media allows organizations to reach a larger audience, it is free, unlike advertising, and it adds credibility to the message sent by the businesses. Concerning the audience, "news media audiences may encompass most residents of a particular community, most members of a certain profession, or most people who are seriously interested in something" (Smith, 2009, p. 215), for instance, human rights. Thus, building media relations can realize the client's main objective of creating awareness among the new public group. Concerning the cost of media, other than the costs of a staff member writing a press release, there is no price for the media writing about an organization, it is free publicity. Concerning credibility, the media has the power of "what is called third-party endorsement, meaning that someone outside the organization preparing the message, in this case, reporters, editors, or news directors, is in some way attesting to the significance and validity of the information being presented" (Smith, 2009, p. 215). Unlike the advertisements of an organization, the news media emphasizes a certain level of accuracy before the story is presented to the new public group.

4.2 Using public relations models about awareness

The following public relations behavioral model is suitable for this research, as it relates to raising awareness of a new public group, the analysis of their behavior and how to attract them. For this research, the focus lies in the first levels of awareness.

The attitudes and opinions of new public groups towards the organization are, of course, interesting, but even more important is what the public group is doing. A valid model within public relations is the behavioral model, shown in Figure 2. The symmetrical behavioral model “involves five steps: first, gauging existing levels of awareness and discovering conditions under which publics are likely to respond positively to an effort to create, enhance or increase awareness of some desired behavioral goal; second, investigating responses to attempt to create, raise or sustain awareness, to determine any problems with the desired behavior goal that may already be apparent and should cause goal modification (or even abandonment)” (Newsom, Turk, Kruckeberg, 2007, p. 122). This is important to know to determine whether the new public groups of expats in The Hague will respond to the festival and will eventually participate in it.

The third stage is “measuring latent readiness to act, so that the action’s direction can be anticipated, depending on certain conditions; fourth, monitoring responses to the triggering event, to anticipate the level of resulting behavior, and interceding with action or communication or both if the behavior seems likely to be undesirable; fifth, evaluating behavior to determine why that particular action was taken, whether it is likely to be sustained and (if it is desired) what is needed to sustain it” (Newsom, Turk, Kruckeberg, 2007, p. 122). All stages create a strategy for Movies that Matter to see what opportunities there are, to better understand the needs of the new public group and how to respond to such needs.

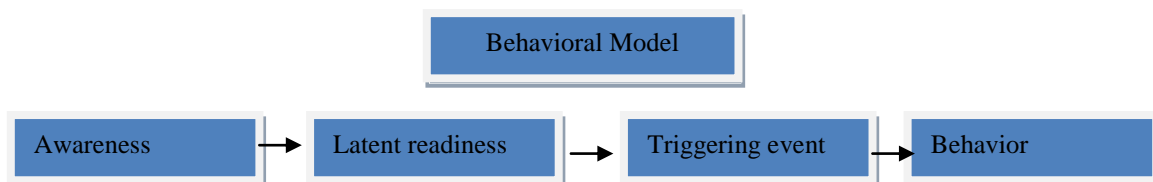


Figure 2. Behavioral Model (Source: Newsom, Turk, Kruckeberg, 2007, p. 122).

Correlations with research activities “provide the strongest evidence of the validity of the model. In general, conducting formative research and evaluative research correlate positively with the model” (Grunig, 1992, p295). Formative research is “to help deciding on and describing the target audience, understand the factors which influence their behavior, and determine the best ways to reach them. It looks at behaviors, attitudes and practices of target groups, involves exploring behavioral determinants, and uses a myriad of methods to collect data”, also called situation analysis (Smith, 2009, p.396).

This model is relevant to the research due to the fact there are opportunities to understand the desires, needs and concerns of expats in The Hague. In addition, “the behavioral model suggests that communication in PR should focus less on “mass appeal” and more on direct, personal impact on members of a defined public” (Newsom, Turk, Kruckeberg, 2007, p.120). This means that an organization should not communicate directly to the mass audience, but to the opinion leaders such as the media and develop further media relations (Figure 3).

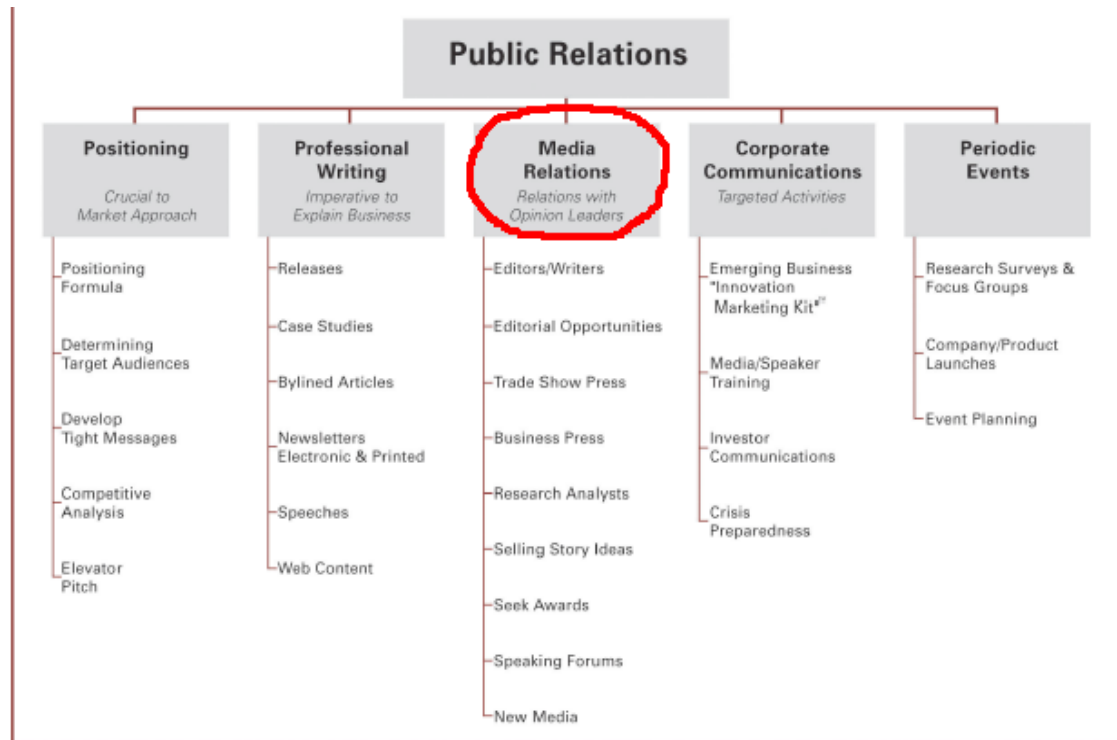


Figure 3. Media relations within PR (Source: Eiler PR: Building Your Company's Visibility: How PR Benefits Business, 2010, para.1).

4.2.1 Media relations model

The following media relations model is mentioned to support the theoretical process of how to reach the desired audience, and what the role of the media is in this process.

According to Westley and MacLean, “mass communication involves the interpolation of a new ‘communicator role’ (such as that of the professional journalist in a formal media organization) between ‘society’ and ‘audience’. The sequence is “(1) events and ‘voices’ in society, (2) channel/communicator role, (3) messages, (4) receiver” (McQuail, 2008, p.69). This means that media do not create the messages or communication, they only make a selection of events occurring that are relevant for the audience. Furthermore, media gives access to the views of the opinion leaders and writers, who want to reach a wider audience. With regards to the model, “one is the emphasis on the selecting role of mass communicators; the second is the fact that selection is undertaken according to an assessment of what the audience will find interesting; and the third is that communication is not purposive, beyond this last goal” (McQuail, 2008, p.69). In accordance with this model, the media communication is a self-regulating process, according to the preferences of the audience that is known only by its selections and responses to what is offered. At the moment there are no relationships between the organization Movies that Matter and the mass communicators, the expat media. Therefore there is almost no awareness among the public group, because the organization did not build valuable media relationships.

4.2.2 Public relations and its impact on the key public

In the following paragraph, the impact of public relations and how to produce that impact is described. Further details are explained in Appendix 1.5, Public Relations Theory.

As mentioned in 4.1, public relations has a strong impact on public awareness but “at a much lower cost than advertising” (Kotler, Wong, Saunders, Armstrong, 2005, p.793). Movies that Matter does not pay for written articles, interviews or film reviews; and these could be picked up by other expat media, having the same effect as advertising, which costs thousands of Euros. Besides this, “PR is playing an increasingly important brand-building role”, as “advertising doesn’t build brands, PR does” (Kotler, Wong, Saunders, Armstrong, 2005, p.794).

In order to build the organization’s brand in a new market of expats, different tools may be used, the most essential of which are described in *Appendix 1.5*.

Concerning the use of these tools and the fine-tuning of the organization’s the message, there are some aspects to bear in mind, when doing PR work in a new cultural environment. According to Cambié and Ooi, the aspects are the understanding of the media role and their expertise within the new public audience, the proper tone and elements of the sent message, and the social aspects of an audience (Camié, Ooi, 2009, p.34). Further detailed theory on fine-tuning the message is described in *Appendix 1.5*.

The framework of public relations theories and the specific media relations concepts will help to solve the problem that is being researched, and the insights will support the analysis of the problem. The factors of awareness, knowledge, visibility and media relations play a significant role in the analysis, as explained further in Chapter 7 (Conclusion).

Chapter 5 Research Design

In this chapter, the research design is divided in four parts. First, the data collection and analysis are explained and how all the information that was needed to find the solution for the problem-situation is found. The second part concerns the public group, followed by the third part, operationalisation, according to the related sub questions, and finally, the justification of the chosen qualitative and quantitative research methods.

5.1 Data collection and analysis

The focus of this research is on public relations that draws on organizational, management and persuasion theories in order to attract a new audience to the MTMF, namely the appropriate target group of expats according to the client and to the interviewees involved in that particular field of expat media.

For getting a clear overview, focusing on gathering information from professionals, who have the knowledge and expertise in international audiences in The Hague and its regions, was essential and informative of how other organizations communicated. These professionals were primarily from expat media magazines, websites, fairs and other expat media, and the professionals ought to be a great sample for this paper research. Furthermore, desk research was important in indicating the definitions of public relations and its relevant theories. Another significant part of the research was to analyze the Movies that Matter internal documents to get an overview of the current marketing mix of the organization. This was described in Chapter 2 (Marketing and Publicity). The expat public group is further outlined for in Chapter 6, with research results supporting these findings.

5.2 Delineation of the public group expats

According to the dictionary, an expat is “Informal short for expatriate, a person who is voluntarily absent from home or country, e.g. American expatriates” (Online Dictionary, 2012, para.1). The expats are a large target audience with over 250.000 people in The Netherlands spread over multiple cities with hundreds of different nationalities, the British, American, German and French being the domineering ones. According to Robin Pascoe, editor of website Dutchnews, “the expat is the one that gets flown in by his employer abroad to the Netherlands to work here on a temporary basis, that is the expatriate in its traditional sense” (R.Pascoe, interview, May 25, 2012). However, the numbers of expats in The Hague is only an estimation, as “there are no records within the Municipality of The Hague who is an expat and who is not, but according to several expat media the number is 10% of the total population, so 50.000 expats”, says Martijn Kuiper of The Hague International Centre (M.Kuiper, interview, May 25, 2012).

In order to give a concise and realistic advice on how to solve the problem situation by using media, it is necessary to make this paper more focused, marking out the public group of expats. Consciously, the client has not considered the lower educated minorities in The Hague from Suriname, Antilles, Turkey or Morocco, who assumingly do not want to pay for a human rights festival ticket. The expats that are targeted may relate more to a human rights festival and the English spoken culture of the festival. What is especially important is their ability and willingness to purchase a ticket. The current communication, already explained in Chapter 3 (Marketing & Publicity), was limited for the expat community in The Hague. The expectation is that this communication can be extended and developed through public relations.

For Movies that Matter Festival, according to the marketing director, “the expat is a complete new target audience that we know little about”. Nonetheless, the organization’s website has an English version and this is important for the foreign public group, the international expat media, and international guests and to support the general advertising campaign within the expat community. Yet, most advertising and promotions are in the Dutch-oriented media space, so there are many opportunities within this new expat target audience in The Hague.

The expat community of 50-60.000 people living in The Hague area is particularly interesting for the research and for the client Movies that Matter, as it is a target audience that is appropriate for the festival. There are around 14.000 employees in The Hague that work in the sphere of human rights. Amsterdam needs to be considered as well for the organization, as MTMF aims its publicity also in this city, due to the fact that the festival was first established in Amsterdam. In due course, the research has a focused target audience:

- 60.000 expats living in The Hague area, 90.000 in Amsterdam;
- 25-65 years old, average age of 30;
- Affluent, high incomes, culturally active;
- Temporary or permanently based in the Netherlands;
- Families and singles;
- English as their first or second language;
- Different nationalities.

5.3 Operationalisation

The methods of the research are described below. The mentioned related sub questions should be answered by the methods used.

5.3.1 Quantitative research: Desk research

This method exists primarily of literature research, internet desk research and research within documents of the client, Movies that Matter. The literature research was mentioned in the theoretical framework and the internal documents of MTM in Chapter 3. For example operationalisation of a public relations theoretical concept, such as awareness and visibility, is depicted in the following sub questions:

1. How important is PR for targeting a new audience? Objective: Awareness

Concept definition: the term ‘important’ means important to the client, how an organization can benefit from PR.

Indicator(s): What aspects of PR can an organization benefit from?

2. What is the current PR strategy for international communities? Objective: Analyzing problem situation

Concept definition: the term 'current' means the communication strategy MTMF has applied during the previous editions of the festival to the specific public group of expats.

Indicator(s) How many instruments, tools did MTM use to attract expats?

5.3.2 Quantitative research: Survey

Every year during the Movies that Matter Festival there is an audience survey conducted, with detailed questions concerning the visitors and different aspects of the festival. This survey is focused on demographic profiles, attendees' satisfaction, behavioral characteristics and motivations. During the recent edition in March 2012, 300 people filled in this survey, with 23% of it filled in English. Due to the international orientation of the festival, the survey is both in English and in Dutch. This English survey results are particularly interesting, because they also mention some suggestions that are relevant to this research. These survey results are discussed later on in Chapter 6 (Research results).

5.3.3 Qualitative research: Interviews

Qualitative research exists primarily out of interviews with professionals in the field of journalism, event management, and organizations specifically aimed at expats.

6. What types of media are most important for expats? Objective: Media usage

Concept definition: the term 'important' means the role this type of media plays in the lives of expats.

Indicators: How many different types of media do expats use the most in relation to searching information about events, news in their daily lives?

4. What are the characteristics of the expat community and into which subgroups can it be divided?

Objective: Characteristics

Concept definition : the term 'characteristics' means what common traits the expats have, whereas the term 'subgroups' means how the public group is subdivided in groups with even more shared norms and values.

Indicator(s): How many shared norms and values do expats have in relation to each other concerning homogenous traits and distinguishability?

3. How large is the expat community in The Hague? Objective: Large Size

Concept definition: the term 'large' means the size of the public group and the number of international residents living in the city of The Hague and its area.

Indicator(s): How many expats are relevant and important to the organization Movies that Matter?

5. What are the advantages of targeting expats for MTM? Objective: Advantages

Concept definition: the term 'advantages' means what Movies that Matter gets in return for investing in targeting the expat public group.

Indicator(s): How many aspects are beneficial to the organization?

5.4 Justification of chosen research

The final advice on a communication strategy will be primarily based on qualitative research done by interviews. The reason for this method is that the qualitative interviews can expose great details and insightful knowledge on how to target this difficult audience of 50-60.000 expats with 100 different cultures, and which expat organizations and partners can help Movies that Matter in doing that. This justifies why communication is aimed at the expats through expat media and not directly through specific advertising in posters, certain bars and cafes or by flyer promotion.

There are a few restrictions in the research. One restriction of qualitative research is that “consistency and objectivity are hard to achieve. The data collected are, to an extent, unique owing to the specific context and the specific individuals involved. This has an adverse effect on reliability” (Denscombe, 2007, p.312). In addition, every individual that will be interviewed is linked to an expat organization and, therefore, may try to, for the most part, promote their business.

There is a certain problem of interviewing individuals about expats, as there are many different types of cultures involved and this may jeopardize the outcome of the results. An expat from Russia may have a different opinion on visiting a human rights festival after a week of hard work than an English expatriate. It depends on the culture, since the interviewees can answer the questions according to their culture. For that reason, no average expats were interviewed or approached through a survey, because the result would not be as useful as the following approach.

A justification of this research is that it is possible “to gain valuable insights based on the depth of the information gathered and the wisdom of ‘key informants’” (Denscombe, 2007, p.202) through qualitative interviews. The interviews with the expat media professionals will contribute to the collection of data based on their opinions, feelings and experiences within their line of work. Gaining these relationships and introducing them to Movies that Matter might open up some options for free publicity and a reduction of the costs.

Overall, interviewing the organizations that have already collected information about the expat target group and are the best in the field is more relevant and logical than starting to investigate from scratch. The advantage of qualitative research by interviews is that “there is richness and detail to the data” (Denscombe, 2007, p.312). For example, account manager Sjors Luiten of the Global Guest card discussed in an interview that actually his organization in its fundament is a marketing database with all the information regarding the expats living in The Hague and their private information details, meaning that they have sufficient knowledge and expertise in the field (S.Luiten, interview, April 23, 20).

Chapter 6 Research Results

This chapter begins with the qualitative research results of the interviews with professionals in the field of expat media. The results are analyzed according to the sub questions with the related interview questions. Also the five characteristics of identifying a public group are mentioned in relation to the sub questions. This followed by the results of the desk research and quantitative research through the audience survey, also according the related sub questions. This way all research sub questions will have results in order to draw conclusion in the next Chapter 7 (Conclusions).

6.1 Results of qualitative interviews

In total, 11 professionals in the field of expat media and relevant organizations, which hold the target group of expats in The Netherlands, were interviewed. These are professionals that are highly involved in expat media, all from various cultural backgrounds such as German, Greek, British, Russian and Dutch. The goal of interviewing many involved professionals from The Hague in that particular working field is, therefore, accomplished.

The results are depicted through every sub question and every sub question is relevant to the characteristics of public groups. In identifying the public group, differentiate “the five important characteristics of a public: distinguishability, homogeneity, large size, accessibility and importance” (Smith, 2009, p.50). These five characteristics will be the scope of the research results. In addition, there is a relationship between the sub questions and the interview questions. The following research results are described according to the sub questions, the five important characteristics and the related interview questions (given in bullet points). For further details on data retrieved from the interviews see *Appendix 2.3*.

*Characteristic(s) 1: **Homogeneity***

Sub question 3 “What type of media are expats using?”

- Interview question: How many viewers/readers/unique visitors does your expat media organization have at your website/channel/magazine, what is your reach?

According to the interviewees, the reach of their expat audience in The Netherlands is quite significant. There are 250.000 expats in The Netherlands in total; therefore a reach for an individual expat media website, for example, of 30.000 people is quite large.

- Interview question: How do these expats trust your expat media and which media partners contribute to that, where does the traffic of your organization mainly comes from?

According to the interviewees, expats trust the expat media organizations because of good service, an important indicator within the expat community, as it was mentioned three times. Also, relevant news and social media were mentioned for traffic to their organizations. An interesting result is that ‘labeling them as expats’ was seen as leading to a bad image for the organization, as mentioned by four interviewees.

- What kind of criticism do you usually get from expats concerning these sorts of festivals as the Movies that Matter Festival?

Criticism by expats concerning large scale cultural festivals, according to the interviewees, was mainly based on the language barrier and the bad organization that goes along with bad service. Three representatives of expat media organizations said the service was bad, which is a relatively high frequency.

- In which way could you motivate expats to participate/visit in such events?

According to the interviewees, there were many ways to motivate expats to participate in cultural events and use the relevant media in order to do so. Targeting the expats through clubs and international schools was mentioned twice by representatives of the expat media, as were banners and promotion deals. Word-of mouth was mentioned unusually often as extremely important within the expat community, between peers that face the same problems and experiences in the Dutch society.

- Which interesting partners does your organization have?

According to the interviewees, most expat media organizations do not collaborate with other expat media partners as it was stated six times that they were an organization on their own. However, TheHagueOnline, The Expat Fair and the Municipality of The Hague are partners in service to expats.

- Interview question: Do you think that social media is important in order to reach out to expats in The Hague?

In answering the question about the usage of social media by expats in The Hague, all the 11 representatives of the expat media said that it was important and it can't be ignored any longer.

*Characteristic(s) 2: **Distinguishability***

Sub question 4 "What are the characteristics of the expat community and into which subgroups can it be divided?"

- Interview question: What kind of sub groups exists within the expat community? How do you divide them?

According to the interviewees, there are many different sub groups that the expat media uses in specifically targeting the international residents in The Netherlands with relevant information. For example, the diplomatic community is seen as a sub group; expats with far above average incomes; families and single people were mentioned as an important distinction.

- Interview question: In your own opinion, are expats sensitive to promotion deals, discounts on tickets, competitions?

According to the interviewees, expats are sensitive to promotion deals and it was never mentioned that it does not work. Four times the answer was "yes, of course", which is a high frequency for the responsible expat organizations.

- Interview question: Do you think that expats identify with an organization like Movies that Matter which is an initiative of Amnesty International and human rights in general?

In answering whether expats identify with a human rights festival in The Hague, in general, every representative of the expat media agreed with the question and found it 'relevant' to 'very relevant'.

- Interview question: Do you think that expats in The Hague are sensitive to opinion leaders, such as important international politicians who are participating in the festival?

In answering the question if expats are sensitive to important guests participating in a cultural event, such as famous guest speakers, four expat media professionals said no, and three said yes definitely. These are contradicting answers, but for every organization it is different.

*Characteristic(s) 3: **Large Size***

Sub question 5 “How large is the expat community in The Hague?”

- Interview question: Do you have any notion on how large is the expat community in The Netherlands?
- Interview question: Do you have any notion of how large the expat community is in the region of The Hague?

In the questions of the size of the public group in The Netherlands, Amsterdam and The Hague, twice a total of 250.000 people was mentioned and once 300.000 for The Netherlands. Concerning Amsterdam, it was said there are 90.000 expats living in the capital, and for the most important city, The Hague, the number 60.000 was mentioned five times, 70.000 twice and once 55.000 and 40.000. Important to mention is that it was explained that there were no official numbers in Municipality Records of The Hague concerning expats.

*Characteristic(s) 4: **Importance, accessibility***

Sub question 6 “What are the advantages for MTM to target expats?”

- Interview question: Do you think that expats are loyal to the events they attend?

In answering whether expats are loyal and whether they return to festivals once visited and can improve the ROI of Movies that Matter, the interviewees said once – yes, once – that it depends on what festivals and if they live for a long time in The Netherlands, and two times - no.

- Interview question: Is there interest from your viewers/unique visitors/readers for large scale events like Movies that Matter Festival?

According to the interviewees, expats do have a particular interest for large cultural events and are culturally active. Two interviewees responded ‘yes, very much’ and a high frequency of five individuals said it depends on many factors.

- Interview question: What is the main/key characteristic of your organization that attract the audience/expats?

In answering the question what attracts the expats in your particular expat media organization, three answered that they served the needs of expats, things that are relevant to them. And three times it was said that expats appreciate up-to-date news, they want to know what is going on in this country.

- Interview question: Do you believe that expats in The Hague think that all those festivals are primarily for Dutch people?

A high frequency for this particular question, up to six expat media professionals, responded that most expats already know that most festivals communicated in Dutch could also very much be relevant to them. One person said no from his own perspective of when he just came to the Netherlands.

6.1.1 Quantitative research results: Survey 'Expat media relations exceptionally low impact'

As a result of the survey, the observed communication of the MTMF was limited through expat media, meaning that the visibility of the festival for the expat public group was low. The survey is broad and therefore not all the results are relevant in improving the communication to the expats of The Hague. For a complete overview of the other relevant results see *Appendix 2.1*. In the following diagram (Figure 4), it is shown through which media MTMF was observed.

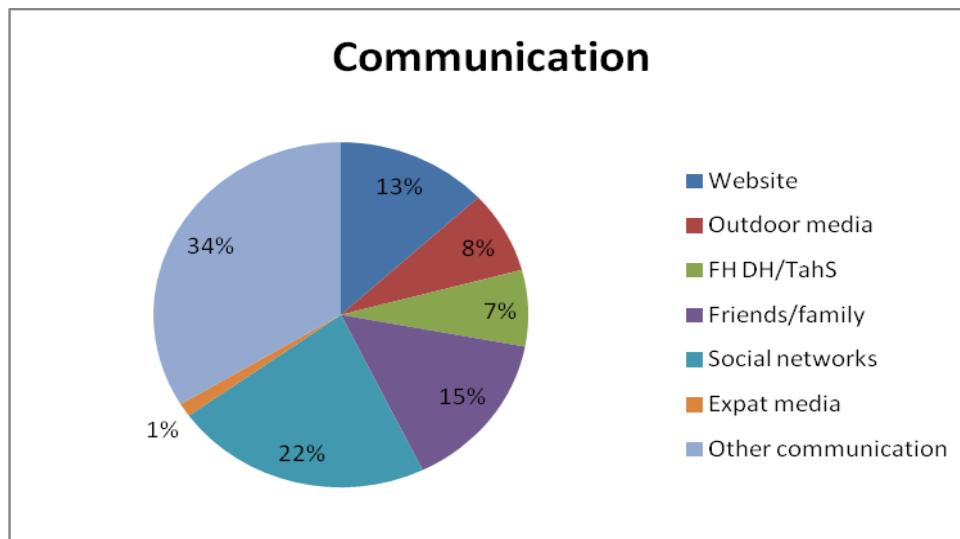


Figure 4. Means of finding out about the festival.

The respondents were asked “How did you come across the festival?”, meaning through which communication tools they found out about MTMF 2012. With 4 out of 300, a 1,33%, expat media was one of the lowest observed communicators from the audience.

However within the answers there is overlapping and that is a pitfall. For example, respondents could have answered “through social networks”, but this could be through an Expat Media Facebook page too, therefore the answer “expat media” is too broad and it is more of a collective noun of all those expat media out there.

6.1.2 Desk research

Sub question 1: “What is the current PR strategy on international communities?”

Because this sub question is answered in Chapter 3, the current marketing communication activities of Movies that Matter, by the use of desk research, this is immediately processed in Chapter 7 (Conclusion).

Sub question 2 “How important is PR for your new audience?”

Through theoretical research, the results concerning the importance of PR for attracting a new audience were found. The theory is implemented in the case of the client, Movies that Matter, in order to answer sub question 2.

As described in the theoretical framework, there are four stages of publics, “Nonpublics, latent publics, aware publics, and active publics” (Grunig, Hunt, 1984, p.33). The expats are an appropriate audience for MTMF, but do not yet recognize their potential, thus it is a latent public. In order to grab their attention, according to research mentioned in Chapter 4, media relations are crucial. Media relations mean basically, organizing the clients’ “newsworthy information in the news media to attract attention to a person, product or service” (Kotler, 2005, p.793). Therefore, media relations are crucial for the visibility of the festival, and without improving them there is little awareness among expats in The Hague.

Chapter 7 Conclusion

Through analysis of the research results, the conclusions are drawn in this chapter. These are stated by using the sub questions in a suitable order. Together this forms the answers to the sub questions, the answer to the research question and, finally, the recommendations will be given in Chapter 8 as an outcome of those answers. Qualitative research, Quantitative research and the theoretical framework is applied.

7.1 Sub question 5 “How large is the expat community in The Hague?”

There are over 200 international organizations in The Hague and its area, out of which there are 116 NGO's, several cultural institutes, the expat clubs, societies, and international schools. Also, there are over 111 embassies established in The Hague. As a result, there are between 50.000 and 60.000 expats in The Hague. Estimations by expat media organizations show approximately 90.000 expats in Amsterdam and 250.000 in The Netherlands in total. Additionally, there are over 20 expat media organizations that cover daily news, provide services and organize events for expats and the English speaking community in The Netherlands. Examples are TheHagueOnline, DutchNews, Expatica the Netherlands, The Holland Times, The Underground and I am Expat.

The number of expats is an assumption and, according to the Municipality of The Hague, there is no such thing as specifics about how many expats there are in The Hague and its area, because of three reasons: first, the definition of an expat is too broad; second, it is not legal to keep such records of people according to skin color, religion, 'expat' or not; and third, international organizations will also not give out these records due to privacy issues. For example Oil Company Shell does not want to publicize such information because it could damage its image; they don't want to leak out information that they employ thousands of very expensive expatriates more willingly than Dutch employees. For these reasons, there were no available records and, therefore, questions concerning average age and dominating nationalities were difficult to get answered.

7.2 Sub question 4 “What are the characteristics of the expat community and into which subgroups can it be divided?”

In identifying new public groups, analysis of the characteristics of that particular public is needed. The five important characteristics are “distinguishability, homogeneity, importance, size and accessibility” (Smith, 2009, p.51). The expat community is not a homogenous group, due to hundreds of different nationalities, languages, cultures, preferences, just like the general public. Yet, there are some overlapping shared common traits and features within the expat community, therefore “they may not know each other, but they have enough in common to treat them as a group” (Smith, 2009, p.51).

The expat in its traditional sense is the one that is flown in by his/her employer abroad to the Netherlands to work temporarily for +/- 3 years. It may be possible to divide the public group into the expat single people or families, the diplomatic community or the spouses of expats, by religion or even by high incomes and average incomes. There are expats that do not pay taxes, work for an IO and have far above average incomes. On the other hand, there are expats who are teachers, or who work for embassies. Those expats do not get paid that much more than the average Dutch employee. Dividing the expats is therefore complicated as it is not a homogenous group.

As it is not a homogenous group, some expats do not like to be labeled as expats, they think the name 'international residents' or 'international immigrants' is more appropriate. Also, some expats live in the Netherlands already for more than 7-8 years and don't consider themselves much different than the Dutch.

From the amount of expat clubs, expat media organizations, expat fairs, international schools and other events it is clear that the expats are a large group that is active and spends money. According to research by the Municipality of The Hague, expats do spend almost 80% of their income in the Netherlands. This is almost the entire bruto salary because a large group of international employees does not pay taxes ("The Hague International City of Peace and Justice, Economical impact of International organizations", 2011, p.13).

The mentioned expats are in particular employed in the intergovernmental and European organizations in The Hague and its region. In total, the international organizations create 35.500 jobs in The Hague and its region, the province of South-Holland and other provinces in Holland. From these employees 61% (10.800) is international and the rest is Dutch. 70% of these international employees are highly educated with a university degree. The average income is 79.500€ annually ("The Hague International City of Peace and Justice, Economical impact International organizations", 2011, p.47).

Besides the welfare of the international residents, they are all highly interested in large cultural events in the city, and tend to participate in the classical, dance and pop music festivals; it is therefore a collective interest. Most expats consider The Hague a great place to live and find it very lively.

In addition, expats are highly sensitive to word-of-mouth and they often follow opinions of peers and opinion leaders such as expat media organizations. Once there is a 'buzz' around a topic or event, it is likely that many expat groups within the community will participate. Expats are highly sensitive for promotion deals, competitions and ticket giveaways. Expat media organizations do get a lot of response for such offers, which can be seen on their social media such as Facebook and Twitter. This also shows that all expats are active online, meaning social media is becoming a more powerful media nowadays.

Expats are not sensitive to important guests, political activists or famous politicians more than others. However expats in The Hague identify themselves with Amnesty International and human rights issues. The Hague, International City of Peace and Justice, is a proud title for all the 131 involved IO's, employing 14.000 servants of human rights and peace. Although, in general expats are well aware of global issues, well informed, well travelled and would appreciate a festival like Movies that Matter that both relates to them and interests them.

7.3 Sub question 3 "What type of media are expats using?"

In The Hague there are many established media organizations aimed at expats, as it seems that there is an interest from expats for up to date news and they want to know what is going on in the country that they live in. There is a local radio station for expats, a special Expat TV broadcaster, various news websites, social media pages, online communities, event planners, clubs, societies, international schools, expat social events, cardholders and many more. This means that expats use many different types of media. Most of these media are organizations on their own. However, TheHagueOnline is mentioned the most as a partner and functions as a main link. The Municipality of The Hague is a non-competitive organization and, therefore, is a suitable partner for everyone involved.

Expat media have a small reach compared to Dutch Media organizations, but for expat magazines the circulation can vary from 5.000 to 115.000. The reach of Expat TV and Expat Radio was not covered in the research, yet the websites have monthly visitors from 14.000 till 30.000. The Global Guest Card has 110.000 subscribers to their promotion deals card within the international community in The Hague. Expats are usually at least part of one expat club or society and are linked to an international school in The Hague and its region. Therefore, these function as great channels to get access to the expats in The Hague.

As word-of mouth has a strong presence within the expat community and expats are very active online, especially single newcomers, it is only logical that social media is becoming increasingly important. Therefore many expat media organization have Facebook and Twitter accounts with followers from 1.000 to 3.000. There are also online communities such as Internations The Hague, Expats in The Hague Facebook group and expats Meet and Greet Facebook group.

The effect of the used media is good, and many expat media organization such as TheHagueOnline and the Global Guestcard organize social events to interact with their followers and to provide services to them. These social events tend to be a great success, as some expat media organizations get over a hundred expats to their small events. The resulting feedback is mostly very positive.

7.4 Sub question 1 “What is the current PR strategy for international communities?”

The current marketing communication strategy of MTMF is limited concerning the international community in The Netherlands. Besides I am Expat and Leiden University College, there are no more expat media organizations approached for a valuable contribution and impact. However there is an English flyer of the CJ program of the MTM festival that was sent to IO's in The Hague and Leiden University College. This CJ flyer is particularly interesting for IO's and expats and is a great opportunity for targeting expats in The Hague. Direct mails to IO were poorly received and, therefore, need a lot of follow-up activities. In the appendix there is a full mailing list of all the 200 international organizations, NGO's, IGO's, international schools, expat clubs and expat media organizations. This is an opportunity for Movies that Matter to further develop their Direct Mail and make a concise strategy with a proper English press release with the right timing. According to the Municipality of The Hague, THIC, the Staff Welfare Officer within the IO needs to be approached.

Expats are highly sensitive to promotions as mentioned before, therefore MTM needs to work on promotion and there are many opportunities within all the expat media organizations and expat clubs to do promotions, ticket giveaways and competitions. Expat media get a lot of response and are very open to these offers; therefore, the PR strategy needs to implement promotion as one of the main objectives to free publicity.

7.5 Sub question 2: “How important is PR for a new audience?”

‘A PR coordinator is focused on this organization and its relationship to public groups, internally and externally’

Public relations are particularly appropriate for possible opportunities, such as attracting a relevant public group. Therefore, public relations analyze the situation concerning the knowledge, goals, attitude, policy and trust and willingness to strategically target the new public group. The goal is to develop these relationships and create “mutual understanding, goodwill and support” (Smith, 2009, p.5). Besides building relationships, PR will also identify the visibility and what the international audience in The Hague expects. This theory of R.D Smith was also

confirmed by the qualitative research among the expat media professionals, where it showed that many relationships with expat media were not established yet. Public relations are often seen as time consuming, yet they are cheaper than advertising. In the interviews there were a lot of remarks about word-of-mouth, that this has a huge impact within the expat community. However, first, there is a need for people who instigate this 'buzz' about the festival. Therefore, public relations build the new public audience through opinion leaders, and word-of mouth will follow. By using public relations for targeting a new audience, it is important to build relationships with the target audience and in this case the expat media. The current PR strategy for the international audience was a 'shot in the dark' and without a really valuable outcome. Public relations need to be focused on the organization and its relationship to the public groups externally. It may be stated that, in order to target an international audience, an organization cannot permit itself to communicate primarily in Dutch and expect that the international residents will follow. Public relations are particularly appropriate for threats and possible opportunities and can identify all aspects that influence the identity, the attitude, the physical appearance and the planned communication of the organization of Movies that Matter. Concerning sufficient support within the expat media organizations for the goals of Movies that Matter to create awareness among the 60.000 international residents in The Hague and its area, it can be noted that there is definitely enough support, and the PR strategy needs to be adjusted and focus more on the expats.

7.6 Sub question 6 "What are the advantages for MTM to target expats?"

The importance of this public group is clear, but not every isolated expat individual is important to Movies that Matter Festival. Yet, the two most important and active cultural participants within the expat community in The Hague are the British and the American and, in particular, women aged 30-55. Expats are not necessarily loyal to participating in a large scale event like Movies that Matter Festival, they are mostly temporarily based, and the first year of their arrival they tend to be not that culturally active.

There is much interest in MTMF from the involved expat media organizations interviewed for this research, and the particular expat media believe strongly that it is relevant for the international community and their followers. As the key characteristic of the expat media organizations is that they offer up to date news and relevant information, it is suitable for MTM because the organization has also an English website with up to date news.

7.7 Final conclusion

All the sub questions are answered and conclusions are drawn, and, therefore, the research question is answered: "How can the Movies that Matter Festival improve its PR to attract expats to their festival?"

Media relations need to be built with the expat media organizations to increase awareness among the expat community in The Hague and improve MTMF's visibility. The expat community is a latent suitable audience for the client, but both parties don't recognize it. Within the marketing communication strategy there is room for public relations improvement, and explicitly, media relations with the expat media organizations. Direct mails, promotion and the flyer of CJ can be developed and more structured. The size of the public group is large enough to warrant strategic attention and the possible use of expat media in order to attract more visitors from various cultural backgrounds. Even if the festival attracts 1% of the 50-60.000 expats, it is already good for extra 550 visitors. The expats are not a homogenous group, yet they share many common traits and because they are affluent, well informed and employed by many IGO's, NGO's and other IO's, Movies that Matter Festival relates to them. Expat media organizations have a strong presence in The Netherlands with more than 20 newspapers, magazines, fairs, etc.

Furthermore every expat is either linked to an embassy, IO, expat club or international school. These are great channels to get access to the international residents.

Chapter 8 Recommendation: “Attracting expats for a new international festival character”

This last chapter answers the research question of “how to use public relations to attract expats to Movies that Matter Festival”. Included is a concise strategy with the appropriate target group and the goal that completes two final recommendations which includes a clear planning. The chapter concludes with an advice for a possible follow up research. For exact detailed budget costs, planning and recommendations for further studies see Appendix 2.5 & 2.6.

8.1 Determined target group

Around 60.000 expats live in The Hague area. This group is divided into sub groups, namely families, single people, members of the diplomatic community, employees of the Oil and Gas industry, those who don't pay taxes with far above average incomes and those who come here to The Netherlands and start the process of finding a job. Those who come here through an employer and are flown in to Holland are the original expatriates in the traditional sense.

This group is not homogenous and there may be over a 100 different nationalities within that group of 60.000 individuals. The group is aged between 24-55 years old and works primarily at the international organizations established in The Hague and its region. For a list of international organizations see *Appendix 1.6*. Furthermore, expats are highly educated with high incomes, and well informed with large extensive professional networks. They are mainly reached through word-of-mouth, social media and expat media.

This target group is worth aiming for, and needs a more prominent position in the marketing communication strategy of Movies that Matter Festival, as with an international festival there needs to be an international audience. The opportunities were recognized by the organization Movies that Matter, the expat media and the municipality of The Hague. According to all the interviewees, there is a need for an English-speaking festival like Movies that Matter in The Hague, and they all want to collaborate and participate. The costs are not high for improving media relations and there are vast opportunities for free publicity. Therefore this target audience is justified within the limits of the marketing communication budget of Movies that Matter Festival.

8.2 Recommendation 1 “Build Expat Media Relationships”

The key of the advice is straightforward – to reach out to the new expat target audience through expat media. The first step in this is to build relationships with the expat media and join forces.

- Many expat media are familiar with Movies that Matter and want to collaborate;
- Expat media believe that this event is one of the most important festivals in The Hague;
- Expat media consider it especially relevant to their followers and the international community in general.

To cover this large public group it is important to not focus on one particular media such as social media, but use all the marketing instruments available. In the next edition of the festival it might be noticed through which media Movies that Matter is observed most and which partners are most suitable.

At the moment MTM sends out a press release trying to get journalists to write the organization's story, but this is a misunderstanding, therefore public relations need to be enhanced. The emphasis should be placed on the word

'relations'. Time should be spent studying the organization and eventual agenda's of the expat media, which magazines have March editions for example. And more time should be dedicated to establishing a relationship with its journalists. Perhaps they can be invited to the festival presentation in *FilmhuisDenHaag* 1/5 month prior the festival. This is of even greater importance if an organization is operating in a market it knows little about, as stated in the problem situation in Chapter 1. As a result of the qualitative field research done by conducting interviews, a list of expat media relations is stated in *Appendix 2.4* (contact details of expat media professionals), with the intention that Movies that Matter further develops this into tangible associates.

8.3 Recommendation 2 "Expat social event at the festival 2013, 'International night' at the festival"

In the recent Movies that Matter Festival evaluation the idea came up to do a sort of "expat café" setting at the next edition of the festival. This idea needs some work and therefore the idea was questioned in the interviews with the possible expat media partners, also to see how it would be received, and what suggestions and adjustments would be made. The answers were from positive to sometimes very positive. Concerning criticisms, one particular criticism was that "most expats do not want to be labeled as expats", and "why the expats would want to be put in this setting with other expats, they want to interact with Dutch people too. (A. Balcombe, personal interview, 16 May, 2012). So, the name of the café setting is debatable and could be changed into 'international residents' café' or 'Global café'.

Therefore, the advice is to make an 'international residents festival night' (abstract title) for all the 'expats' and 'international residents'. In collaboration with the expat media such as The Global Guest Card and The Hague Online, a certain 'social event' can be created. This is compared to the very successful Night at the Museum for the Gemeente Museum in The Hague, further explained in 8.4. This idea involves:

- A special program for expats with relevant films, perhaps not too serious, if it ought to be combined with a café setting, and give it more of an entertainment touch with live music included. Thursday evening is most suitable, starting from 7pm, because most expats do not work on Fridays or leave work early, and in weekends they may be abroad.
- A meet and greet with the festival director and the film director afterwards where the international residents are addressed and where they are in the spotlight of this edition.
- The most important thing is to include the expat media partners and key figures presented by The Hague International Centre (THIC). THIC was open to invite their network of key figures within the expat community and were even open for paying for the drinks, if free festival tickets were offered by MTM. Also a reportage done by Expat TV and live broadcasting by DutchBuzz radio should be included to give the event more exposure.

8.4 Feasibility of recommendations given

For further detailed financial information see *Appendix 2.5* for costs, budget and planning. The previously mentioned recommendations are reasonable and feasible. An example of a success story is how the Global Guest Card promoted the event "Night of the Museum" for *hetGemeenteMuseum* in The Hague to attract over 200 expats to the event. In collaboration with the Global Guest Card, this event was a great success, and most likely those 200 expats brought more expats along and a 'buzz' was created within the community (S.Luiten, personal interview, 2012). Also, TheHagueOnline has its monthly social events in collaboration with, for example, the local football

club ADO Den Haag and brought 100 expats to a football match (B.Allwood, personal interview, 2012). These social events are examples of what Movies that Matter Festival is able to achieve in collaboration with one of the partners in expat media in organizing their own 'international night'. Building relationships with the mentioned media partners and increasing the number of visitors is a vast opportunity for all the parties involved: Movies that Matter, the expat media partner and the expats themselves.

Afterword

Public relations are basically the first step to gaining access to the organization's new and unfamiliar target audience and, therefore, appropriate for creating opportunities within this public group. Building media relations with the prominent mentioned expat media organizations in The Hague is a good step forward, also to make a substantial tie with those professionals involved. Movies that Matter can benefit from this paper, as there is willingness from expat media parties and Movies that Matter to strategically target the new public group. All the interviewed expat media organizations were eager to contribute and promote the upcoming edition of the festival, they believed Movies that Matter Festival is one of the main events in the year and that it is relevant to their followers.

The expat group is a difficult group to identify, a group that is not homogenous, with subgroups that are difficult to distinguish from one another, however, through media relations, the expat clubs and International Schools it is still realistic to approach them and to create a 'buzz' within the expat community. The next edition of the festival needs investment in building media relationships and so will benefit on the long term. For the time being, Movies that Matter has one more prominent ambassador of its festival in The Hague.

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