

# Animatricks Film Festival 2015

## A Marketing Plan

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Abstract  <p>The goal of the bachelor's thesis was to create an efficient and implementable marketing plan for the Animatricks Film Festival 2015. The Animatricks Film Festival is an annual animation-related festival held in Helsinki, Finland. The festival is organized by Palikka Ry, a non-profit organization. It was agreed upon to create a marketing plan for the next Animatricks Film Festival (2015) as there had been no previous one(s).</p> <p>The bachelor's thesis concentrates on describing the concept of marketing and marketing plan in the chapter of theoretical basis. The chapter on implementation presents the practicalities of creating a marketing plan for the Animatricks Film Festival 2015.</p> <p>As a result, a marketing plan for the Animatricks Film Festival 2015 was created based on the needs and wants of Palikka Ry. The implementation of the marketing plan started in January 2015. As the thesis was finished before the festival was being held, no definite or concrete proof on the success rate of the marketing plan was discovered. The marketing plan is attached to the bachelor's thesis however, it is confidential and not published.</p> <p>The marketing plan was intended to be used for the following the Animatricks Film Festivals as a foundation to build on more ideas.</p>		
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<p>Tiivistelmä</p> <p>Opinnäytetyön tarkoituksena oli luoda tehokas ja toteutettava markkinointisuunnitelma Animatricks-animaatiofestivaalille vuodelle 2015. Animatricks on vuosittainen animaatioon liittyvä elokuvafestivaali Helsingissä, Suomessa. Festivaalin järjestää tuottoa tavoittelematon järjestö Palikka Ry. Opinnäytetyön projektiksi päätettiin markkinointisuunnitelman luominen seuraavalle Animatricksin festivaalille (2015).</p> <p>Opinnäytetyö keskittyy esittämään tietoperusta-kappaleessa markkinoinnin ja markkinointisuunnitelman konseptit. Opinnäytetyön toteuttamiseen keskittyvässä kappaleessa kuvaillaan markkinointisuunnitelman luominen Animatricksille käytännöllisestä näkökulmasta katsoen.</p> <p>Tuloksena syntyi markkinointisuunnitelma Animatricks-animaatiofestivaalille vuodelle 2015, joka perustuu Palikka Ry:n haluihin ja tarpeisiin. Markkinointisuunnitelman toteutus alkoi Tammikuussa 2015. Markkinointisuunnitelman menestyksestä ei ole varmuutta, sillä opinnäytetyö valmistui ennen kuin festivaali ehdittiin pitää. Animatricks-animaatiofestivaalin vuoden 2015 markkinointisuunnitelma on liitettynä opinnäytetyöhön. Markkinointisuunnitelma on luokiteltu salaiseksi, eikä sitä julkaista.</p> <p>Markkinointisuunnitelman tarkoituksena oli toimia pohjana mahdollisille tuleville Animatricks-animaatiofestivaalien markkinointisuunnitelmille.</p>		
Avainsanat (asiasanat) Markkinointi, markkinointisuunnitelma, animaatio, elokuvafestivaali, festivaali, Animatricks		
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# 1 Introduction

The topic of the thesis, marketing, was chosen based on the need for a marketing plan on behalf of a designated company. The thesis was assigned by an animation film festival, Animatricks. Animatricks consist of four different services – an animation film festival, Aitta, Galleria and Virta. Aitta is an animated short film library that is accessible to everyone without a charge. Galleria is a virtual gallery hosting exhibitions on Finnish animated short films. Virta consists of a blog and a newsreel, both focusing on animation. Animatricks is an annual animation film festival showcasing national and international animations and additionally, hosting an animated short film competition. The competition has both international and national categories. The Animatricks Film Festival organises additional programme that has included, for example, guest lectures and workshops during the previous years (Animatricks oheistapahtumat [Animatricks additional programme] 2010; Animatricks festivaali [Animatricks festival] 2014). The thesis focuses exclusively on the marketing of the Animatricks Film Festival, for example, by creating the marketing plan for the festival organisation.

Animatricks did not have any previous marketing plans or a clear focus and objectives in their marketing. Animatricks wished to have a consistent plan for executing their marketing. The result was an implementable marketing plan which can be further developed and be easily updated for the following years' festivals. This particular marketing plan focuses on the marketing of the year 2015 Animatricks Film Festival. The aim of the thesis was to explain the concept of marketing and a marketing plan in particular. Additionally, one of the main ideas of the thesis was to describe the main elements of the marketing plan created for Animatricks Film Festival. The thesis presents theory on marketing and utilises it as the corner stone to base the marketing plan on.

The thesis begins with determining the theoretical foundation by identifying the literature used in creating the thesis. After this, the main topics concerning the Animatricks Film Festival 2015 marketing plan are described alongside the theoretical background on the subjects. This is followed by the results of the project as a whole. The thesis ends with a conclusion on the project followed by a list of references and appendices. The Animatricks Film Festival 2015 marketing plan can be found as an appendix of this thesis.

## 2 Theoretical Foundation

### 2.1 Marketing for Events

The managerial process, event marketing, aims to achieve the goals of an organisation by recognising and fulfilling the needs of the customers taking part in the event (Raj, Walters, & Rashid 2013, 210). Marketing is a practice which holds a great value before an event is held, and it is practised during and after an event (Bladen, Kennell, Abson, & Wilde 2012, 164). This thesis focuses mainly on special events in the field of culture. The concept of a special event can be described as an atypical occasion which holds cultural, leisure, personal or organisational objectives (Shone, Parry 2013, 6). An example of such an event is a festival.

Organising an event can be considered producing a service instead of a product. Producing a service differs from producing a product in a number of ways. The main characteristics of a service include a customer's need to experience the service, and the quality of the service relies on the output of the customers and staff. Additionally, a service is considered intangible, and possible leftover tickets or seats cannot be stored for later use. In addition to these, a consumer might be oblivious to the attributes of the service. (Allen, O'Toole, Harris, & McDonnell 2008, 280.)

There are different marketing activities to undergo in order to successfully market an event. Such marketing activities include the following:

1. An analysis on the target market and the competitive situation. (Raj et al. 2013, 210-211.)

Analysing the target market means identifying the possible customers in the market which can later be segmented into groups. Marketing aims to create content for the event that is sufficiently appealing to the target groups. (Wood 2004, 136.) Analysing the competitive situation defines other similar organisations practising business in the same market (Allen et al. 2008, 287).

2. The estimation of the number of people participating in the event, the customers' time of arrival and the reasonable price for a ticket (Raj et al. 2013, 210-211).

Estimating the number of people attending the event can be concluded by evaluating the factors having an impact on the event participant number. Such factors are the weather, customers' accommodation departure times, the possible attractions near the event venue, time gaps in the event programme and, additionally, possible special guest(s) and/or programme number(s). (Kilkenny 2006, 140-141.) Setting a price for attending an event is part of the event marketing mix. There are a number of ways to determine the most suitable price for an event ticket. One example is upgrading pricing, which is utilised by increasing the ticket price on a yearly basis in order to create a better experience for the customers. (Bladen et al. 2012, 171-173.)

3. The determination of the volume and type of the promotional activities, the distribution of tickets and the level of success in marketing the event (Raj et al. 2013, 210-211).

Promotional activities are used to attract the target group(s) to attend the event and, additionally, to inform the customers of the event. It is possible to distribute event tickets through a ticketing agency or independently utilising a box office, Internet and/or a postal service. (Bowdin, Allen, O'Toole, Harris, & McDonnell 2011, 410-411.) Marketing objectives are used to determine if the event marketing was successful or not. The characteristic of a marketing object is measurability. (Allen et al. 2008, 304.)

There is a concept of "3Es" regarding event marketing. The three E's are translated to entertainment, excitement and enterprise. All of these E's are important for an event

to be successful. Entertainment reflects in the need to create entertainment appealing enough for the target audience of an organisation. Excitement is a feeling experienced by the target audience if the event includes a factor triggering the feeling in question (as an example, a celebrity's appearance at the event). Enterprise describes the persistence of the event marketers in creating something new. (Hoyle 2002, 2–3.)

There are many challenges to overcome when marketing an event. The number of events has increased over the years, which creates greater competition in the market (Hoyle 2002, 30). As an example, the number of the member festivals of the Finland Festivals has increased by 20 festivals in ten years (Ekholm 2007, 68-70). Finland Festivals is an organisation combined by 88 different types of festivals in order to support their operations and to improve their working conditions (Finland Festivals Yhdistys [Finland Festivals Organisation]). Additionally, the great number of events does not only increase the competition in visitor numbers but also in the amount of sponsorship deals (Prakash Vel, & Sharma 2010, 371). According to Finland Festivals (2014), the number of visitors attending their member festivals in 2013 was approximately 1 911 692 (Festivaalien käyntimäärät 2013 [The visitor amount of festivals 2013]). Finland Festivals conducted a survey for its member festivals on financing in 2010. There were 64 member festivals participating in the survey. It was discovered that 11 % (4 176 904€) of the combined income of the 64 member festivals was gathered through collaboration. (Finland Festivals Festivaalien taloudellisia avainlukuja – Finland Festivalsin jäsenfestivaalien taloustietoja vuodelta 2010 [Finland Festivals Financial Figures of the Festivals – The Finances of the Member Festivals of Finland Festivals in Year 2010].) The same survey was conducted again in 2012. Out of 84 member festivals 65 took part in the survey. It was discovered that 12 % (4 450 676€) of the member festivals' income was gathered through collaboration. (Finland Festivals Festivaalien taloudellisia lukuja – Finland Festivalsin jäsenfestivaalien taloustietoja vuodelta 2012 [Finland Festivals Financial Figures of the Festivals – The Finances of the Member Festivals of Finland Festivals in Year 2012].) In 2010 the approximate amount of monetary goods gained through collaboration per festival was 65 264€ whereas the amount of monetary goods gathered through collaboration in 2012 was 68 471€. To conclude this, the amount

of money gathered through collaboration has increased by 4,9 % during the period of 2010-2012. (Finland Festivals Festivaalien taloudellisia avainlukuja – Finland Festivalsin jäsenfestivaalien taloustietoja vuodelta 2010 [Finland Festivals Financial Figures of the Festivals – The Finances of the Member Festivals of Finland Festivals in Year 2010]; Finland Festivals Festivaalien taloudellisia lukuja – Finland Festivalsin jäsenfestivaalien taloustietoja vuodelta 2012 [Finland Festivals Financial Figures of the Festivals – The Finances of the Member Festivals of Finland Festivals in Year 2012].)

In addition to the surveys provided by Finland Festivals, The Association of Finnish Advertisers has conducted surveys on the attitudes and trends regarding sponsoring. There were 712 companies participating in the survey in 2010. It was discovered that 5 % of the companies were planning to increase the number of the sponsored parties whereas 41 % of the companies were planning to decrease the number of sponsored parties. Additionally, 7 % of the companies had intentions to increase the amount of monetary goods issued to the sponsored parties, and 30 % of the companies intended to decrease the amount of monetary goods issued to the sponsored parties. (Sponsorointibarometri 2010 [Sponsorship barometer 2010].) The Association of Finnish Advertisers conducted an identical survey again in 2012 with a number of 453 companies as participants (Sponsorointibarometri ennakoi synkentyviä näkymiä [The sponsorship barometer's gloomy prediction] 2012). In 2012 3 % of the companies were planning to increase the number of sponsored parties, and 50 % of the companies were planning to decrease the number of sponsored parties. Additionally, 8 % of the companies were planning to increase the amount of monetary goods issued to the sponsored parties, and 24 % of the companies intended to decrease the amount of monetary goods issued to the sponsored parties. (Mainostajien liitto sponsorointibarometri 2012 [The Association of Finnish Advertisers' Sponsorship Barometer 2012] 2012.) A visual representation of the sponsorship trends' figures can be found below (Figure 1).

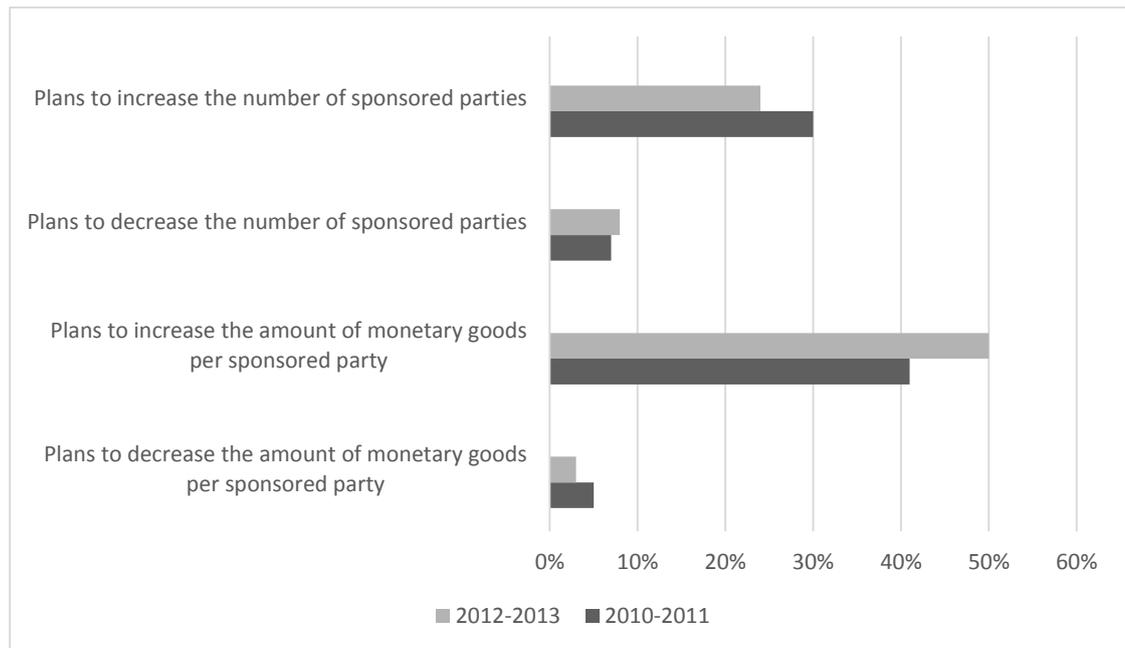


Figure 1. The Trends of Sponsorship in 2010-2011 and 2012-2013 (*Sponsorointibarometri 2010 [Sponsorship barometer 2010]; Sponsorointibarometri ennakoi synkentyviä näkymiä [The sponsorship barometer's gloomy prediction] 2012; Mainostajien liitto sponsorointibarometri 2012 [The Association of Finnish Advertisers Sponsorship Barometer 2012] 2012.*)

In a conclusion, the plans to increase the number of sponsored parties have decreased, and the plans to decrease the number of sponsorship objects have increased. However, the plans to increase the amount of monetary goods issued to a sponsored party have increased, and the plans to decrease the amount of monetary goods issued to a sponsored party have decreased.

## 2.2 Marketing Plan

The term “marketing plan” can be divided into two sections based on its title – marketing and planning. According to Bowdin et al. (2011, 366), marketing aims to satisfy the needs and wants of a consumer by exchanging goods for something of value. Planning can be divided into two different sections: strategy and tactics. Strategy focuses on extensive long-term planning, covering only the main goals of a particular plan. Tactics, however, are the smaller goals to be met in order to reach

the main goals of the plan. (Buell 1986, 45-3.) As a result, a marketing plan aims to arrange marketing tactics into a chronological and detailed order. These marketing tactics are divided into sections according to their sphere of operations, target audience, remit, goals and expenses. (Rope & Vahvaselkä 1994, 35.)

Nowadays a marketing plan is developed by teams consisting of the staff of different business units within a company (Kotler 1997, 64). Planning is required to be able to strengthen a company's financial situation, to prepare the said company for unexpected situations in the operational environment, to compete more efficiently of markets, to develop the company's ability to react to unexpected situations and to actively influence the developments in the operational environment. (Honni, & Mannermaa 1989, 21-22.) The core idea of developing a plan is to improve a company's ability to react on possible opportunities and challenges in the future (Sierilä 1975, 44).

### 2.2.1 The Contents of a Marketing Plan

A marketing plan is documented in a written form. An ideal marketing plan is simple, detailed, executable, flexible, complete and practical (Honni et al. 1989, 34).

Additionally, according to Rope and Vahvaselkä (1994, 34), a marketing plan is preferable to be market and business centred covering all sectors of an organisation. Additionally, a marketing plan should be derived from the markets. In addition to this, a marketing plan should be developed by the staff of the organisation in order to create a commitment between the staff and the marketing plan. A marketing plan requires a strategic uptake so as to be able to cover every functional activity of the plan. Additionally, a marketing plan is sought to be concrete, meaning that the required actions and functions must be as detailed as possible to avoid any additional planning. A marketing plan requires a goal-minded approach, and the goals are to be achievable through the use of the plan. Lastly, a marketing plan is to be future-oriented focusing on what *will* happen and what actions *will be* taken. (Rope et al. 1994, 34.)

There are six main steps regarding the development of a marketing plan. The first step is to collect background information in order to conduct a situational analysis. The second step is to set goals for the organisation and markets based on the data collected during the previous phase. The next task is to create the means to achieve the goals. After this, general guidelines for marketing tactics need to be determined. The next task is to create a detailed plan for the strategy determined in the previous phase. The detailed plan includes information on tasks that need to be completed by whom and when. After the marketing plan is created it needs to be implemented. The implementation follows the guidelines created during the previous phases. The last step is to monitor the implementation of the marketing plan. The set goals and the actual results are compared together in order to determine the success rate of the marketing plan. Monitoring the implementation of the marketing plan gives the organisation an opportunity to utilise the data in the possible future marketing plans. (Honni et al. 1989, 28-31.) More information on each section of a marketing plan can be found below. The following sections are sought to be important concerning developing a successful marketing plan.

#### *2.2.1.1 Marketing Research*

Conducting marketing research is used to create an efficient marketing plan (Raj et al. 2013, 211). With a marketing plan, an organisation is able to analyse the markets by identifying the markets' likes and dislikes, needs and motivation (Quinn 2013, 66). Additionally, marketing research is conducted in order to identify the forces influencing the markets. Macro level research analyses the external influence of the markets, whereas micro level research analyses the internal factors influencing the markets. (Allen et al. 2008, 283.) There are two approaches for conducting research: qualitative research and quantitative research. Qualitative research focuses on collecting information on quality. It aims to collect information on opinions, attitudes and interests. Qualitative research is based on soft data, i.e. information that is difficult to measure. (Hoyle 2002, 22-23). A quantitative study is conducted by using hard data, which can be described as information that leaves little room for

interpretation and, additionally, consists of facts (Hoyle 2002, 22-23). Wood (2004, 135-138) has created a list of nine different areas that should be covered when conducting marketing research in the field of marketing for events. The first area is event objectives which are based on hard data. The second one is a PEST analysis which examines the political, economic, social and technological environments. The third area is customer analysis which is used to analyse customers, segment the said customers into groups and create a strategy for targeting them. The next area is customer satisfaction which is to be measured during and after an event by using hard data. Another area is customer expectations which are closely connected with customer satisfaction. Customer expectations are required to be fulfilled in order to increase the number of sold tickets for possible future events. In addition to these, marketing research needs to include a competitor analysis which studies the competitor(s) and the relationship between them and the markets. Based on the competitive analysis, the positioning strategy for the organisation can be determined. Tactical marketing decisions allow an organisation to improve their brand and products/services with the information collected during the process of marketing research. The estimation of the economic and social impacts of an event is referred to as wider impacts. Additionally, the wider impacts are related to event objectives. It is recommended that planning should be in long-term in order to utilise the data collected from the marketing research in the most appropriate and profitable way (Wood 2004, 138).

#### *2.2.1.2 Current Marketing Situation*

The current marketing situation consists of four different areas (Rope et al. 1994, 91). The first one is a situational analysis which examines the internal factors of an organisation.

### 2.2.1.2.1 Situational Analysis

The internal factors include the profitability, resources, products, principles and business sectors of the organisation. (Honni et al. 1989, 68.) The resources of the organisation in the event business are human, physical and financial resources. Human resources consist of the workforce needed for organising an event. Physical resources refer to tangible objects the organisation owns such as the venue and office supply. Financial resources consist of the monetary goods gathered through sponsor- and partnerships. (Allen et al. 2008, 291-292.) The different business sectors of the organisation include administration and sales, for example (Honni et al. 1989, 68). A SWOT analysis is used to analyse the current situation of the organisation. The SWOT analysis is divided into two factor groups – internal and external factors. The internal factors consist of the organisation’s strengths and weaknesses. The external factors consist of threats and opportunities. An example of a SWOT analysis created for a private elderly care home can be found below.

*Table 1. Example of a SWOT analysis (Bladen et al. 2012, 165)*

	<b>Strengths</b>	<b>Weaknesses</b>
<b>Internal</b>	- Efficient communication between the staff and the customers	- A poor state of the estate
	<b>Opportunities</b>	<b>Threats</b>
<b>External</b>	- A possible new partner deal	- A new elderly care home in the neighbourhood

#### 2.2.1.2.2 Market Analysis

A market analysis analyses the markets of an organisation. The market can be translated into all possible consumers and customers of the products and services of the organisation. The main subjects of a market analysis are analysing the size and development of the markets, the level of abundance of the markets, the amount and development of purchasing power, the structure and development of the markets and, additionally, the consumers and consumption of the products or services of the organisation. (Honni et al. 1989, 70-71.)

#### 2.2.1.2.3 Competitive Analysis

Competitive analysis identifies the major competitors sharing the same market (Kotler 1997, 97). A competitive analysis examines different brands in the same market segment and compares their products together. The analysis focuses on the physical product and its price, the promotion of the product, the product's availability and additionally, service (from a customer's perspective). (Huck, & Overton 1986, 47-4 – 47-5.) In addition to this, the competitor's market share and the nature of the competition are identified. The competitor's market share can be derived from the competitor's market amount of the whole market in per cents. It is possible to estimate the competitor's market share in different categories such as a particular product type or a shared target group. The nature of the competition defines the approach to the competition in the markets. The nature of competition can be, for example, aggressive, passive or defensive. It also identifies the roles of the different organisations sharing the same market. (Honni et al. 1989, 76-77.)

#### 2.2.1.2.4 PEST Analysis

Environmental analysis, PEST, is used to define the political, economic, social and technological environments that might affect the work of an organisation (Honni et

al. 1989, 77). The political environment consists of the legal aspect of running the organisation. It includes the possible regulations and laws that might restrict the operation of the organisation. The economic environment identifies the possible changes and regulations in the financial world. It is used to examine factors such as exchange rates and taxation. The social environment, or socio-cultural environment, describes the social and cultural factors that might influence the operation of the organisation. Such factors could be religion and the level of education. The technological environment examines the developments and restrictions of technology. The organisation is able to benefit from different technological advances. In event business there is one additional environment added to the PEST analysis – entertainment environment. The entertainment environment concerns the ability to entertain the customers of an event. The content of the event needs to be updated occasionally in order to maintain it sufficiently entertaining for the customers. (Allen et al. 2008, 289-291.)

### *2.2.1.3 Objectives*

Objectives are set to guide the operation of an organisation in a desired direction (Rope et al. 1994, 129). Based on the findings of the Marketing Research (page 13) the organisation is able to predict its future in general terms. With objectives, the organisation is able to change the course of action if necessary. With objectives, the organisation is able to measure results. Additionally, objectives ensure that the workforce of the organisation is aiming at the same direction. (Honni 1989, 106-107.) It is possible for the organisation to have one objective or even five of them. However, the more objectives the organisation has, the more difficult it is to achieve them. (Shone et al. 2013, 206.) Objectives concerning a marketing plan are divided into two sections, financial and marketing objectives. The financial objectives are focused on maximising the revenue, whereas the marketing objectives are focused on the methods used to achieve the financial objectives. (Kotler 1997, 99; Bowdin et al. 2011, 400.) As an example, if the financial objective of the organisation is to make 100 000€ profit during the first quarter of the year, the marketing objective could be

to increase sales with 13 %. What is common with all the objectives is that they are required to be measurable and clearly defined (Allen et al. 2008, 304-305). In addition to this, the S.M.A.R.T. framework developed by George Doran sets the following requirements for objectives:

1. Objectives must be **S**pecific
2. Objectives must be **M**easurable
3. Objectives must be **A**ssignable
4. Objectives must be **R**ealistic
5. Objectives must be **T**ime-based

(Setting S.M.A.R.T. Goals and Objectives & What Is a Smart Goal?; Setting “S.M.A.R.T.” Goals and Objectives.)

#### 2.2.1.4 *Marketing Mix*

The marketing mix is generally constructed of four P’s and sometimes, however, extending to 11 Ps (Wind 1986, 49-8). These P’s are marketing elements aimed to achieve the goals of an organisation in marketing. The four most common P’s are the price, product, place and promotion. (Kotler 1997, 92.) The organisation sets a price for their product, which reflects the monetary value of the product of the organisation (Raj et al. 2013, 219). There are a number of pricing strategies with which to determine the correct price for a product, such as perceived-value pricing (Kotler 1997, 494-505). A product is said to be the most important part of the marketing mix. The product can be a tangible good or a service or alternatively a place, idea, an organisation or a person. The main aspects of the marketing-mix tool in question are product design, quality, branding, packaging and features. (Kotler 1997, 93, 430.) The marketing-mix tool, place, defines the distribution channels which are utilised for selling the product. In the case of an event, the place would be the venue itself. With the place the organisation aims to make their products available for their target audience. (Raj et al. 2013, 220; Kotler 1997, 93.) Another additional marketing-mix tool is promotion, or promotional mix as it is sometimes

referred to. Promoting consists of the different methods of communicating the product to the target market. These methods include promotion, personal selling, public relations and advertising. (Raj et al. 2013, 220; Kotler 1997, 93.)

#### *2.2.1.5 Market Segmentation*

Market segmentation means analysing markets and dividing them into groups. Segmenting markets is based on the presumption that the markets might be interested in consuming the products of a particular organisation. (Hoyle 2002, 178.) According to Twedt (1986, 8-3), there is not only one market for a product. The markets can be segmented according to their geographical, demographical or psychographic factors. Geographical segmentation divides the markets based on the target group's residency. Demographical segmentation divides the markets based on the characteristics of possible customers. Such characteristics could be religion, education level and age. The psychographic segmentation consists of the values and lifestyle of the possible customers. (Allen et al. 2008, 300-303.) Understanding the target markets enables the organisation to improve its product line(s) and marketing programme (Twedt 1986, 8-3).

#### *2.2.1.6 Positioning*

Positioning determines the difference between similar products offered by different organisations. With positioning, an organisation aims to attract customers to purchase their products. Products that are similar with each other and do not offer any distinctive attributes are shampoos, banking services and detergents. (Ennis 1986, 18-1.) Positioning emphasizes the attributes of a product that are considered positive. The organisation communicates the positive attributes to the target audience. (Kotler 1997, 294-295.) As an example, in the case of a banking service Bank A might promote their safe and secure services whereas Bank B might focus on promoting their low service fees. It is preferable for the organisation to develop a

positioning strategy which covers selecting suitable product attribute(s), creating an outline for the strategy with which to position the product and, additionally, developing a plan to communicate the positioning of the product to the target audience. (Kotler 1997, 294-302.)

#### 2.2.1.7 Timetable

The marketing timetable outlines the marketing activities and their lead times of an organisation. Every marketing tool and activity is written down as a list or a chart with a timed programme. The timings plan includes a deadline for each activity and the amount of time that the implementation of the activity will take. (Shone 2013, 209; Capell 2013, 159.) Additionally, the timings plan states the person(s) responsible for undertaking the action(s) and the cost of such action(s) (Kotler 1997, 100). Marketing an event should not begin too much in advance as it will lose its attention in the midst of the target audience (Capell 2013, 159). Below is an example of a marketing schedule in the form of a chart. This particular marketing schedule displays the tasks with approximate timetables.

Table 2. Marketing Schedule for the First Quarter of 2015 (Rope et al. 1994, 144; Capell 2013, 159)

	January	February	March	April
<b>Creation of Posters</b>				
<b>Creation of Flyers</b>				
<b>Distribution of Flyers</b>				
<b>Distribution of Posters</b>				
<b>Creation and Distribution of Newsletters</b>				

#### *2.2.1.8 Budget*

A marketing budget consists of the expenses and incomes of marketing activities (Honni et al. 1989, 124). A marketing budget is a financial presentation of the marketing tactics of an organisation. The budget is a plan which estimates the future expenses and incomes over a certain period of time. The period of time that a marketing budget typically covers is 12 months, six months, four months or one month. (Rope et al. 1994, 145-147.) The largest expense usually consists of the marketing personnel's salary (Shone et al. 2013, 208). In addition to this, the expenses cover the production and distribution of the marketing tactics (Kotler 1997, 101). Profit, however, consists of the forecasted income (Minkin 1986, 57-1 – 57-2). The budget requires information on the possible equipment used to implement the marketing tactics. The budget states the volume of the pieces of equipment, their type and their price. (Shone et al. 2013, 208-209.) It is advisable for a budget to include overhead costs which are translated to unexpected costs. Additionally, in order to avoid unpleasant circumstances, a contingency plan should be developed. The organisation should carefully set the price for each of their products in order to create enough profit to cover the marketing expenses. (Hoyle 2002, 87-89.)

#### *2.2.1.9 Evaluation*

Evaluating the marketing of an organisation is conducted in order to analyse the outcome of the marketing activities of the organisation. The marketing evaluation examines and analyses the marketing achievements. The evaluation analyses how the marketing plan was implemented. The organisation benefits from conducting a marketing evaluation by discovering new information to base their decisions on. Additionally, the organisation will be able to monitor their resources more efficiently and make possible corrections well in advance. (Honni et al. 1989, 182.) The marketing evaluation views the sales, profits and achieved goals together. A sales analysis focuses on comparing the sold goods with the planned amount of sold goods. A profitability analysis examines the profitability of the products, distribution

channels and other factors of the organisation that might have an influence on the profit of the organisation. (Kotler 1997, 766-770.)

### 3 Case and Implementation

#### 3.1 Goal

The goal of this project-based thesis was to create an executable marketing plan for the Animatricks Film Festival 2015. As Animatricks did not have a designated marketing plan it was thought to be convenient to create one. The goal of the marketing plan was to fulfil the marketing needs and wants of Animatricks. The possible previous marketing tools were utilised more efficiently than before. The goal was to create an effortless, and yet effective marketing plan that the busy festival team could utilise and modify in the future. Another goal was to create as inexpensive marketing activities as possible due to the limited resources of the festival.

#### 3.2 Animatricks Film Festival

Animatricks Film Festival (Animatricks) is organised by Palikka Ry. Palikka Ry is a non-profit organisation which aims to develop the animation culture in Finland. Palikka Ry consists of six members who all contribute to organising the Animatricks Film Festival. In addition to the members of Palikka Ry, there are a number of people doing voluntary work for the event (festival team). Ida Immonen holds the post of the producer of the 2015 festival edition. The first Animatricks Film Festival was organised in 2000. The festival is an annual event which was held every autumn until 2012 when it was postponed to spring. This led the festival to have a gap year between 2011 and 2013. Additionally, there was no festival in 2007.

The idea behind Animatricks is to promote animation as an art form and increase the level of familiarity of animators. The Animatricks Film Festival was founded in 2000, and it is the biggest film festival in Finland concentrating exclusively on animation. The next Animatricks Film Festival takes place on the 24-26<sup>th</sup> of April 2015 in Helsinki, Finland. The festival is held at Bio Rex, an independent movie theatre in the centre of Helsinki. The current year's main themes are music and sound design. The Animatricks Film Festival showcases animated films, holds an animated short film competition in both national and international categories. Additionally, Animatricks organises animation-related activities. One part of Animatricks' operation is to promote animation culture. Animatricks maintains the following animation-related entities on Animatricks' website ([www.animatricks.net](http://www.animatricks.net)): a library (Aitta), a blog (Virta) and a virtual exhibition (Galleria). Animatricks is a positive film festival with a friendly atmosphere. Animatricks attracts approximately 1 800 visitors per year. Animatricks Film Festival brings together professionals in the animation field, young urban adults and, additionally, children and youth.

### 3.3 Process

Animatricks did not originally have a marketing plan. During an initial meeting with the members of Palikka Ry and festival team (hereafter "staff") on the 11<sup>th</sup> of September the subject for the thesis was decided upon. The subject of the thesis was to be a marketing plan. It was decided that the marketing plan would be created for the next Animatricks Film Festival held in 2015. The first task was to find information on Animatricks. This proved to be challenging as there was only a limited amount of information on the festival. In addition to this, the festival staff lacked a producer who was eventually hired at the end of November 2014. The communication with the festival staff happened mainly via the chairman of Palikka Ry, Janne Korsumäki. Due to the lack of information sources it proved challenging to create an efficient and realistic marketing plan for the festival. Once the producer was employed, it was possible to exploit her knowledge and expertise in the past years' Animatricks Film Festivals.

The main source of information was the Dropbox account that the staff of Animatricks uses. The Dropbox account holds information on the past festivals and the organisation behind it. However, the amount of information was limited, which is the reason why a proper marketing study was not possible to conduct for the marketing plan. After collecting information on Animatricks the following step was to search information on the development of a marketing plan. For the marketing plan, a number of books on marketing and marketing plans were acquired. Additionally, articles and Internet pages on the same subject were discovered and referenced. After studying different types of marketing plans and their development strategies, a marketing plan outline for Animatricks was drafted. The initial marketing plan included several different subjects which were eventually reduced to only the most important and relevant ones for the festival. In the end, the final marketing plan included the following subjects: target audience, competitor analysis, PEST analysis, current market analysis, SWOT analysis, objectives, action programme, marketing mix, evaluation and budget. The drafting of the marketing plan began in September 2014 after the initial meeting with the Animatricks staff. The first version of the marketing plan was finished in November 2014, and an edited version was finalised by Christmas 2014. The marketing plan was revised and edited again during the spring of 2015. The marketing manager of the Animatricks Film Festival will implement the marketing plan during the spring of 2015.

### 3.4 The Marketing Plan

The marketing plan created for the Animatricks Film Festival 2015 includes the following subjects: target audience, competitor analysis, PEST analysis, current market analysis, SWOT analysis, objectives, marketing mix, action programme, evaluation and budget. More information on the subjects and their relation to the Animatricks Film Festival 2015 can be found below.

### 3.4.1 Target Audience

There were three different target groups of Animatricks Film Festival 2015 determined by the staff of the previous festival in 2014. The three target groups are professionals in the animation field, young urban adults and, additionally, children and youth. Based on these titles more analysing was done in order to create a clearer image of each target group. The marketing plan includes an image board of each of the target groups as appendices. The characteristics and nature of the members of each target group were mainly drafted with the use of imagination.

The first target group, professionals in the field of animation, consists of people who do animation related work as their profession. These professionals are typically entrepreneurs living in the largest cities in Finland. The professionals in the field of animation are interested in activities closely related to animation and culture, such as reading novels and comic books.

The second target group, young urban adults, is formed by educated 18-28-year-old males and females. This target group can be described as adventurous and courageous. The young urban adults enjoy social gatherings, shopping and nightlife. The young urban adults seek memorable experiences above all.

Children and youth have an interest in drawing and comic books. The target group "children" consist of girls and boys aged between 0 and 10. The children enjoy watching animated films and TV shows such as The Moomins and Röllli. The youth consists of teenagers aged between 11 and 17. The youth enjoy watching comic book-inspired films such as The Avengers. Additionally, they enjoy playing video games, such as Metro 2033. The youth can be described as alternative and they are influenced by geek culture.

### 3.4.2 Competitor Analysis

The competitors of Animatricks were identified by analysing Finnish film festivals. A potential threat was determined by analysing the size of a festival, the target audience, the content of the film festival and, additionally, the time and place of the film festival. There is only one film festival in addition to Animatricks which focuses exclusively on animated films, Citykani. There were two additional film festivals found that were considered sharing markets with Animatricks. These two additional film festivals all included a category in animated films. The competitors of Animatricks were arranged in order of the level of threat to Animatricks. The most potential threat was considered to be Citykani as it has the same business idea as Animatricks. The following competitor was identified as Tampere Film Festival as it is the biggest film festival in Finland and in addition to this, it takes place in spring alike Animatricks. Arktisen Upeeta Film Festival was considered to be the third most important competitor to Animatricks. Arktisen Upeeta is annually held in Jyväskylä, Central Finland.

### 3.4.3 PEST Analysis

PEST analysis analyses the political, economic, social and technological environments. The PEST analysis for the Animatricks Film Festival was constructed by analysing the trends of today in the said environments. Additionally, information found on Animatricks' Dropbox account was utilised in order to enable a more subjective analysis. The political analysis focused on the different political factors having an influence over organising Animatricks. Political factors were determined as different types of licenses and permits Animatricks is obliged to apply for and, additionally, a number of applications for applying for grants. The main concern of the economic environment was the global financial crisis which is sought to have begun in the United States of America in 2008 and, additionally, its possible influence over the consumer habits in Finland. The social environment was concentrated on the cultural habits of the inhabitants of Finland. The population structure of the

capital area was compared with the target audience of Animatricks in order to study the desired number of participants of the festival. In addition to this, the event culture of the capital region was studied. It was discovered that there are approximately 1 800 events annually held in Helsinki. The technological environment concentrated on the technological means Animatricks uses for organising the festival. Internet and hardware were sought to be some of the most important instruments in organising Animatricks.

#### 3.4.4 Current Market Analysis

The current market analysis includes information on Animatricks and its history. The analysis provides details of the dates Animatricks has been organised in the past, the number of visitors of each festival and the box office revenue results. However, due to the limited access to information, the marketing plan does not succeed in portraying all the necessary information. The information used for creating current market analysis can be found on the Animatricks DropBox account.

#### 3.4.5 SWOT Analysis

A SWOT analysis was drafted for Animatricks' marketing plan. The analysis consists of the strengths, weaknesses, opportunities and threats imposed by Animatricks. The strengths and weaknesses are sought to be internal factors that Animatricks is able to influence over. The opportunities and threats are factors which come from outside of Animatricks, having influence over Animatricks. The SWOT analysis was based on information found on Animatricks DropBox-account and the experience of the staff in organising the Animatricks Film Festival. An extract of the SWOT analysis created for Animatricks can be found below.

Table 3. Animatricks Film Festival 2015 SWOT Analysis

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>- The oldest and largest film festival in Finland exclusively focused on animated films</li> <li>- The vast experience and expertise of the festival team in the field of animation</li> </ul>	<ul style="list-style-type: none"> <li>- The moderate communication flow between the festival team members</li> <li>- Limited resources</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>- One of the main themes of the festival in year 2015 is crowdfunding which is sought to be a growing trend</li> <li>- The festival is held in the largest and most populated city in Finland – Helsinki</li> </ul>	<ul style="list-style-type: none"> <li>- A relatively small-scale film festival in Finland which accepts animated films</li> <li>- The vast number of events held in the capital region</li> </ul>

#### 3.4.6 Objectives

The objectives describe the aims and goals of Animatricks concerning its services and finance. In addition to this, the objectives include a marketing strategy describing how to achieve the aims and goals. The objectives identify the current services Animatricks provides and the aims and means to achieve them. The finance determines the current financial situation of Animatricks and a goal which is to be achieved. In addition to this, it includes an implementable strategy for achieving the goal. The marketing strategy brings the marketing aspect to the objectives. The marketing strategy consists of the objectives for the marketing segments in general.

#### 3.4.7 Marketing Mix

The marketing mix consists of all the marketing activities Animatricks carries out for the 2015 festival. The marketing mix identifies each marketing tool, their scheduled use, the possible expenses of each marketing tool and the authorised person responsible for carrying a marketing activity out. The marketing mix of the Animatricks Film Festival 2015 includes Internet and social media marketing. Animatricks has a profile on Facebook and an account on Twitter which both are utilised to maximise the visibility of Animatricks in digital media. Additionally, Animatricks utilises its own Internet page and Spotify account for marketing purposes. The marketing plan includes detailed guidelines for the usage of social media and Internet marketing. The traditional marketing mainly consists of printed media. Animatricks orders printed posters, flyers and catalogues from a third party.

#### 3.4.8 Action Programme

The action programme describes each marketing activity and its schedule. Additionally, the action programme identifies the person responsible for each marketing activity.

#### 3.4.9 Evaluation

The online traffic on the website of Animatricks will constantly be carefully monitored and analysed. Additionally, the data gained from Animatricks' social media accounts will be analysed. In addition to this, the visitor number of the festival in 2015 will be analysed and compared with previous years. Animatricks will create customer satisfaction surveys for the visitors of the Animatricks Film Festival 2015 to fill out. The results of these surveys will be carefully analysed in order to develop the following festival organised in 2016. The results of all the said evaluation methods

will be analysed and reflected against the marketing activities in order to study the effectiveness of the marketing of the Animatricks Film Festival 2015.

#### 3.4.10 Budget

The budget of the Animatricks Film Festival 2015 describes the intangible and tangible means to carry out each marketing activity and their possible expense. Each marketing activity is noted and the expense in order to carry the activity out. The detailed budget can be found as an appendix of the marketing plan.

## 4 Results

The goal of the thesis was to analyse and study the theory and practicalities of marketing and especially the methods of creating a marketing plan. The goal of the marketing plan was to create an implementable and effective marketing plan for the Animatricks Film Festival 2015.

The theoretical basis of the thesis describes marketing and the process of creating a marketing plan. Additionally, it describes the necessary contents of a marketing plan in order for it to be implementable and useful. As the original idea was to describe the process of creating a marketing plan, this goal can be considered as achieved.

The chapter "Case and Implementation" of the thesis describes the process of creating the actual marketing plan for the Animatricks Film Festival 2015. The chapter introduces all the necessary information needed in order to create an implementable and effective marketing plan. The chapter is detailed and simple and therefore easy to follow. Considering that the aim was to describe the process of creating a marketing plan this goal was achieved.

As there were no previous marketing plans created for the Animatricks Film Festival, the marketing plan created for the year 2015 festival had to start from the very beginning. Additionally, as there were no previous marketing plans and no marketing database to utilise, it was not possible to analyse the development of the marketing of the festival. The first draft of the marketing plan for the Animatricks Film Festival 2015 included an extensive list of contents which later was reduced to the present one. The present list of contents includes all the necessary information and suggestions for marketing the Animatricks Film Festival 2015 as efficiently as possible. The marketing plan in question can be considered effective due to the fact that its content has no unnecessary elements. In addition to this, the suggested marketing activities are as inexpensive as possible, considering the limited resources of Animatricks. The marketing plan has proved to be implementable during the few months during which it has been utilised. The marketing plan lacks a comprehensive marketing study which is an important part of a marketing plan. Due to this fact, the marketing plan created for the Animatricks Film Festival 2015 is not as effective as desired. As the marketing plan was finished in December 2014, the implementation of the plan begun in January 2015. Only a number of minor marketing activities have been carried out as the major activities will be implemented closer to the event date. This causes the difficulty of reliably analysing the results of the marketing plan for the festival. However, during the short period of time during which the marketing plan has been under implementation, it has proved to be implementable with no major obstacles or issues.

## 5 Conclusion

The initial meeting with the staff of Animatricks took place in September 2014 when it was decided that the thesis would be implemented as a marketing plan. The drafting of the marketing plan started shortly after the meeting with the staff of Animatricks. The first draft of the marketing plan was finished in December 2014, and it was put under implementation in January 2015. The communication flow was not as sufficient as desired among the staff members at the beginning of the project. Animatricks did not have a producer until November 2014, which made the drafting of the marketing plan challenging. As the producer was basically the only person to gain information on Animatricks and with whom to share marketing ideas, these activities were carried out at the end of the creation process of the marketing plan. The limited information on Animatricks proved to be a challenge when analysing the level of the success of the previous festivals. However, the main reason the challenges were considered so difficult was most probably because the author of this thesis had no previous relations to Animatricks. It is suggested that the possible, following marketing plan created for the Animatricks Film Festival would utilise all the information found in the marketing plan created for the 2015 festival. Additionally, developing a more efficient communication flow among the staff members of Animatricks should be invested in. One of the main obstacles when drafting the marketing plan was the difficulty in carrying out extensive and reliable marketing research. This was due to the limited amount of information and the lack of resources. It is advisable to reserve plenty of time for marketing research for the following edition of a marketing plan for the Animatricks Film Festival.

The goal of the marketing plan was to be effective and implementable. This was achieved by choosing only inexpensive marketing activities implementable with a small workforce. As the festival is held at the end of April 2015, there is no record on the success of implementing the marketing plan. However, as the implementation of the marketing plan has been underway since January 2015, it is safe to say that so far everything has gone according to the plan. There have been no major obstacles in implementing the marketing plan. However, around the event date the bigger scale

marketing activities will be carried out, and therefore it is not possible to analyse the results of the marketing plan.

The goal of the thesis was to analyse and study the theory and practicalities of marketing and especially the methods of creating a marketing plan. The theoretical basis for the thesis was created by utilising different sources on marketing. A number of books and Internet pages were used to create a reliable and professional summary of marketing and drafting of marketing plans. The literature was acquired during the process of writing the marketing plan for the Animatricks Film Festival 2015 and after the marketing plan had been finished. With the acquired information on marketing the drafting on the theory of marketing and market plans began. However, the theoretical basis is undesirably narrow because of referencing mainly the works of Philip Kotler and Johnny Allen. Nevertheless, the theoretical basis succeeded in describing the theory of marketing and drafting of a marketing plan.

The chapter on implementing the project, which in this case is the marketing plan, views drafting of a marketing plan from a practical perspective. The chapter on implementation describes the contents and implementation of the marketing plan created for the Animatricks Film Festival 2015. Each marketing concept is summarised according to the Animatricks Film Festival 2015 marketing plan. Each of the marketing concepts is described briefly avoiding a detailed description. The theoretical information on the marketing concepts can be found under the Theoretical Foundation. The implementation chapter succeeded in describing the contents of the Animatricks Film Festival 2015 marketing plan. However, the marketing concepts were roughly summarised instead of being specific. This was mainly due to the fact that the marketing plan was classified.

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## 7 Appendices

Appendix 1 Animatricks Film Festival 2015. A Marketing Plan.