



Marketing & Branding

Phase 1: Analyse

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Introduction

The aim of this report is to dive further into the situation analysis of the Zwarte Cross company, which will be helpful for coming up with a solution to the problem statement on how to recruit and retain their employees. This will be accomplished by creating a SWOT analysis and a Confrontation matrix, from which strategic options will be formed to improve the efficiency of the company. Furthermore, we will look into the best strategic method related to this problem and into the positioning of Zwarte Cross within the events industry.

Situation analysis

Mission, vision and values

Mission

On the website of 'De Zwarte Cross' a piece about the future can be found, this is written by the organizer: "De Feestfabriek". This piece of text portrays that they, in the future, will keep working on developing themselves as professional festival organizers. By doing this they will keep people and the environment in mind.

Vision

The vision is pretty clear, as they feel like they are working on enhancing their ecological footprint. They, however, want to be transparent and realistic so they are not speaking of an ecological footprint, but they named it their logical footprint. Their ecological footprint is not the only footprint they are working on, they also want to leave their footprint on social surfaces. They have been doing both for some time now and will continue doing this in the future.

Values

The organizer "De Feestfabriek" has a motto that translates as everything will be okay or in Dutch "alles komt goed". This motto can be seen as one of the values they have as the organizers. This motto shows that even though not everything will go to plan as they organize the festival, they are still positive and striving to move forward.

Micro

Marketing mix (5P's)

Explanation of model

The marketing mix exists of 5 p's: price, product, promotion, place and people. Those 5 P's will help the company determine the position of a business.

“The 5 Ps of Marketing, also known as the marketing mix, are variables that managers and owners' control to satisfy customers in their target market, add value to their business, and help differentiate their business from competitors.”

(Corporate Finance Institute, 2020)

Product	Price	Promotion	Place	People
Functionality	Selling Price	Sponsorships	Distribution Channels	Service Provided
Appearance	Discounts	Advertising	Logistics	Attitude
Warranty	Payment Arrangements	Public Relations Activities	Service Levels	Customer Service
Quality	Price Matching Services	Message	Location	Appearance
Packaging	Credit Terms	Media	Market Coverage	Employee Portrayal

FIGURE 1(CORPORATE FINANCE INSTITUTE, 2020)

All the Ps are to research the market position, and each has their own component, they will be explained below.

Place:

The component place is all about where you buy your product or service, how it gets to the retailer and which distribution channel you use. With this component you have to keep in mind that it is important to keep in mind the availability of the product, is it easy to reach and obtain by the customer?

Product:

This component is all about what product/service you offer. This includes the pre, direct and post Exposure phases. For your customers to hopefully like your product/service you have to really think about few things, for example: What is the history of the product/service? What is the value? And what makes the product/service unique? Why would your customer enjoy the product/service?

Price:

With this component there are a lot of things in to keep in mind, for example: Costs related to research and development, manufacturing, marketing, and distribution. But with this component you also have to think about the pricing strategy for your customers, what do they want and/ or what can they give. You have to think about discounts and special offers to gain their interest. This is all parts of the pricing component.

Personnel:

This component is about which role the personnel have in the promotion of the product. But most importantly how they deal with customer service, and what is the role of it in the business. How does the personnel enhance the experience?

Promotion:

This component is all about promoting your product/service. Activities might include advertising, sales promotion, personal selling, and public relations. A good thing to think about is which platforms you will use for promotion.

Relevance to the project

This model is relevant for us to use because it gives us a clear overview of the components that in this case 'De Zwarte Cross' and 'De Feestfabriek' are using in the creation of their festival. For us to come to a solution to their problem it is important that we have a better understanding of how they do business and what their placement is on the market. This is all needed so we can get good insights and come up with useful solutions.

Implementation of model

Now we will be implementing the marketing mix into the festival 'de zwarte cross'. Down below you will see each component and for each component the findings will be listed and explained.

Product:

The product that 'De Zwarte Cross' offers is very diverse. This is because the festival is a bizarre mix of motocross, music, stunts, theatre, humour and lots of madness and spectacle. The combination of these completely different worlds makes a unique party on a world level. The product can therefore not be seen as one but as multiple components.

Price:

Price has 2 components: sales and costs. This is the case because for pricing you do not only look at what the costs are that the festival makes but you also look at income.

Sales:

sales can also be called income, the festival sells multiple things including Merchandise (clothing, accessories, and more), ticket sales, camping. This makes up the sales of the festival and would in the end hopefully lead to profit. The reason that this component is included is because it is not only important to look at the cost that a festival makes but also at the revenue it generates.

Costs:

This component exists of a lot of things such as: Production (festival, acts, racing, camping, other performances, personnel, artists and guests, marketing. This component is important because it gives us an understanding of what the organizers spend their money on.

Personnel:

Looking at personnel we look at what kind of jobs they offer but also at what the roles of the employees are at the festival. Types of jobs: bar head, camping mayor, traffic controller, merchandise, catering, atmosphere manager. What the jobs exist of according to social interactions with customers/ visitors: Welcome visitors, answer questions, address visitors. It is important to know the amount of work, what kind of work and what kind of interaction the jobs entail. This is important because it gives us an understanding of what is expected from the employees.

Promotion:

For promotion we are looking mostly at social media (ig, Facebook, twitter, etc.), Media partners (radio, news, ticketing, etc.), Merchandise, Other partners. This is because it is important to reach your visitors/ customers. To keep in contact with the visitors, research should be done on the way of communication and promotion that interest the visitors the most. It is handy to know that they already use a lot of social platforms to reach their fans, this will help in understanding and reaching multiple visitors for different enquiries.

Place:

For place we do not only look at the physical place but also at the place of, for example distribution and how you reach your customers. In this case the physical place or location is 'De Achterhoek'. The place where they reach the customers through is their website and social media (ig, Facebook, twitter, etc.).

Target group analysis

To understand the target group and their motivation to work at a festival do we need to learn about their characteristics. The first characteristic that we are going to look into is age. The required age to be allowed to work at 'De Zwarte Cross' is 18 years and older. There is no limitation on the maximum age. Another important characteristic is their place of residence. Currently most employees live close by or in a big city in The Netherlands. So, the main focus will be on bigger cities and people in villages around the festival grounds. People working at festivals have one big thing in common and that is their interest in festivals.

Results from research done by Movisie show that there are, besides the core employees, three types of employees at a festival. These three types of employees are working festival goers, family members and career volunteers.

Working festival goers

These types of people are already involved as a visitor to festivals. Their motivation to work at a festival is to widen their access to the festival and to enlarge the experience. Material rewards and privileges are of great importance to this group. Heroic deeds or complicated efforts should not be expected from this group. A clear explanation and agreements are as important as guidance (Popovic, 2009).

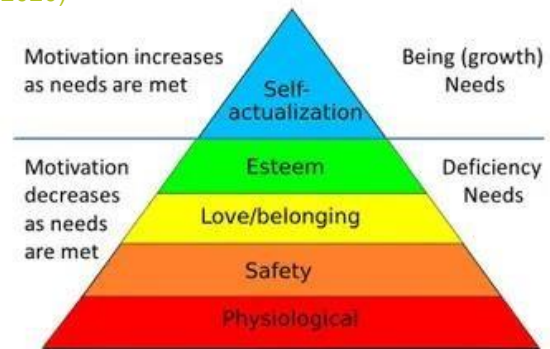
Family members

This group attaches great value to the ambience in the festival and between the volunteers themselves. They are highly involved in the festival. They are sensitive to the characteristics of the festival. They often return which gives them expertise and returning knowledge which should not be ignored. Recognition is as important as appreciation (Popovic, 2009).

Career volunteers

Career volunteers deepen themselves in different aspects of the festival. These employees care more about the festival going well than about participating in festival activities. They are willing to put a lot of effort in the festival and like a challenge. Variation is as important as transfer options inside of the festival (Popovic, 2009).

FIGURE 2 MASLOW'S HIERARCHY OF NEEDS (MCLEOD, 2020)



Meso

Pestel model

Explanation of model

A PESTEL analysis is a tool to analyse and evaluate the external marketing environmental factors that have an influence on the organization, company or industry. These factors can affect the organisations activities and performance. It looks into the Political, Economic, Social, Technological, Environmental and Legal factors in the macro environment. By understanding the impact that these factors have on the organisation, threats and weaknesses can be identified.

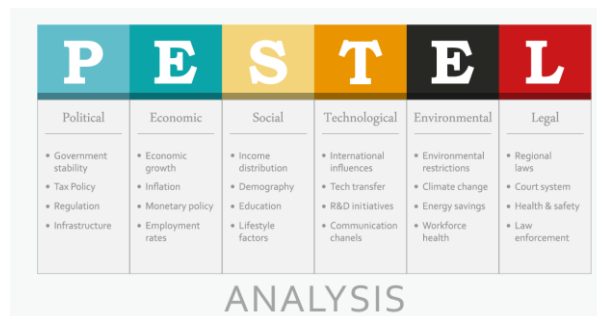


FIGURE 3 (VAN AVONDT, 2021)

Political factors:

These factors are about the influences that the government has on the business. Here can be found how and to what degree the government intervenes in the economy of a specific industry. These factors are considered when evaluating the attractiveness of a potential market (Bruin, 2016).

Economic factors:

Economic factors have direct or indirect continuing effects on a company. These factors can have effects on the demand of consumers and change the economy. Eventually it will influence the prices of the company's product and services (Bruin, 2016).

Social factors:

Social factors represent the demographic characteristics, norms, customs and values of the population within which the organization operates. These factors help targeting a specific customer. It also remarks on the willingness of the workforce to work under specific conditions (Bruin, 2016).

Technological factors:

Technological factors concern to technological innovations and the affects it has on the operations of the industry. This can influence the market favourably or unfavourably. These factors may affect to decision related to entering or not entering an industry and related to the launch of a certain product. Being informed about the development in the technology, you may be able to prohibit your company for overspending money on unnecessary development in technologies that will become outdated very soon due to technological development elsewhere (Bruin, 2016).

Environmental factors:

Environmental factors are important because of the awareness it has around the world. This awareness of climate change is affecting how companies function and the products they put on the market. This has led to companies getting more involved in corporate social responsibility and sustainability (Bruin, 2016).

Legal factors:

Legal factors have some similarities with the political factors, but they are more about specific laws. These factors are important for a company to operate legal and trade successfully and ethically. Global trading is a bit more complex because each country has its own laws and regulations. In addition, awareness about potential changes in legislation and the influence it has on the business (Bruin, 2016).

Relevance to the project

The PESTEL analysis is relevant to this project because the threats and weaknesses identified can be incorporated in the SWOT analysis. These two tools give a clear understanding of the situation, the internal and the external factors. (Bruin, 2016)

Implementation of model

Political:

The competition regulations keep the market fair and prevents cartel agreements, abuse of a dominant position and much more. These rules are devised by the European Union. These regulations have a positive impact on De Zwarte Cross because the market is fair.

Without the freedom of press De Zwarte Cross would lose a lot of marketing. Freedom of press gives news outlet the chance to talk about the topic of choice. This also means that they talk about festival and the industry which can have a positive influence on De Zwarte Cross.

Tax policies have a negative influence on the profit that the Zwarte Cross makes. In The Netherlands do music festivals are the taxes they have to pay 9% of their revenue (Btw-tarief podiumoptredens, 2022). But compared to other taxes this is low for in The Netherlands.

The hiring of employees and volunteers is influenced by the labour law. A labour law is an agreement between employer and employee. Most of the things stated in the labour contract are legally regulated in the Civil Code. This law is very important in the process of hiring someone. This may be related to working hours, brakes and much more.

Economic:

Economic changes can cause inflation which will influence the costs, the profit and the price of a product which in the case of De Zwarte Cross is a ticket.

Unemployment trend expresses how many people are unemployed. But this does not show the willingness of people to work. From the point of view of De Zwarte Cross it is a higher unemployment rate positive when it relates to hiring paid employees. More people are interested in a job position.

Social:

Social factors that are related to their future employee are age distribution, career, lifestyles, attitude towards work, social classes, per capita income, ethical concerns, cultural norms and values, sex roles and distribution, racial equality, education level and attitude towards leisure time. These factors are all related to the target group that De Zwarte Cross has. Each one of these factors determine what type of person De Zwarte Cross wants to have as an employee. These factors need to fit the organisation and the position that the person takes on when being an employee.

Technological:

A high level of innovation is important to keep being relevant. Technological awareness is an important factor in this. A big example of technological awareness is creating new ways of communicating with the target group.

Environmental:

There are environmental factors which cannot be influenced such as the weather that you have during the festival.

There are also rules that are linked to the environment such as recycling standards. The attitude towards green products and support for renewable energy also has an influence on the festival because this can influence their image.

Legal:

Being aware of the laws that apply to the company is very important to not get in trouble. The most important laws are discrimination laws, employment laws and health and safety laws. These laws protect the employee and keeps them safe.

Competitors

Competitive Analysis Template		De Zwarte Cross	Pinkpop	Roadburn
Company highlights	Company profile	Zwarte Cross is the largest paid music festival in the Netherlands and the largest motocross in the world.	Pinkpop has been listed in the Guinness Record Book since 1990 as the oldest pop festival in the Netherlands and is the longest-running annual festival in the world.	Roadburn is a leading light in the world of heavy music. Unrestricted by genre, Roadburn has an underground ethos that is coupled with big-league production values that allow us to champion scene-defining bands and pioneers alongside up and coming artists.
	Number of visitors	220,000 x 4 days = 880,000	70,000 x 3 days = 210,000	4,500 x 4 days = 18,000
	Sponsors / partnerships / investors	Nozemoil, Grolsch, Red Bull. Media partners: Motorsport, Festileaks, Penguin radio, etc.	Brand bier, IBA, Amnesty, Landgraaf, Mojo, Megaland, etc. Media partners: NP3 fm, Ntr, Bnnvara, etc.	Brabant C, Province Noord Brabant, Tilburg municipality, Fonds Podium Kunsten
	Key competitive advantage	Offers unique and diverse product that covers many art spheres and extreme sports.	Longest-running, thus highly experienced organization. Famous international pop artists.	Leading international heavy music festival. Unique underground atmosphere.
Product information	Products & services	<p>Music and theater on the many different festival grounds. More than 150 bands and 1,000 theater artists are on the program, from blues, dance, reggae, rock&roll, children's acts, metal, cabaret, singer-songwriter, cabaret to party music.</p> <p>The Zwarte Cross is the largest motocross event in the world. Bizarre classes in which amateurs shoot across the track in self-built vehicles, interspersed with serious motorsport by real world champions.</p>	<p>PINKPOP, the Netherlands' oldest and most famous pop festival will have its 51st edition in 2021, a unique record!</p> <p>At the festival site in Landgraaf, you will enjoy over 50 top music acts on four stages (open-air and covered) for three days. Besides the large main site, you will find some smaller, more intimate areas, like the Kalm Aan Laan (Take-It-Easy Lane) that offers different foods and drinks and the possibility to relax a little.</p>	Roadburn Festival has become Europe's leading underground festival for heavy music of all types. Unrestricted by genre, the Roadburn line up regularly champions scene-defining bands and pioneers alongside up and coming artists who blur the boundaries effortlessly. Despite its well-regarded reputation and broad critical acclaim, Roadburn remains something of a boutique festival, and very much

		From Thursday afternoon to Monday morning there is room for more than twenty thousand campers at the Zwarte Cross + Walhalla festival zone	You can stay overnight at one of the official Pinkpop camping sites. At the camping sites A, B and C you stay for free if you have a weekend ticket. At camping site B, you can book an upgrade through Festitent: no lugging around with heavy camping gear but ease into the camping mode! If you wish to party through the night, Camping B offers a night programme.	underground in ethos but with seriously big-league production values.
	Dates	End of July	End of May – beginning of June	End of April
	Pricing	<p>1-day ticket - €32.50.</p> <p>Children up to and including 15 y.o. - €10.</p> <p>Children shorter than 1.40 meters - for free.</p> <p>Camping card + Walhalla - €132.50</p> <p>Camping card + Walhalla + Caravan spot - €482.50, of which €300 – deposit.</p>	<p>1-day ticket - €120</p> <p>3-day ticket - €245</p> <p>Wilhemina Sky Deck VIP:</p> <p>1-day ticket - €334</p> <p>3-day ticket - €780</p> <p>Camping – from €630</p>	<p>1-day ticket - €74</p> <p>3-day ticket - €204</p> <p>4-day ticket - €229</p> <p>Campsite (your own tent) - from €25</p> <p>Camping – from €180</p> <p>Hotel accommodation – from €405</p>
	Target market	Art (music and theatre), sport (motocross), all ages (from children to old), international	Pop and rock music, ages from teens to old, international	Hard music, ages from teens to old, international
	Location	Achterhoek, Lichtenvoorde	Megaland, Landgraaf	013 venue, Tilburg

	<p>Messaging</p>	<p>The Zwarte Cross is a bizarre mix of motocross, music, stunts, theater, humor and lots of madness and spectacle. The combination of these completely different worlds makes a unique party on a world level.</p>	<p>Pinkpop is becoming greener and greener. In 2008 Pinkpop received the Green 'n Clean Award from Yourope, 'the most important Association of European Festivals'. This association stimulates the collaboration and sharing of knowledge within the festival world. It stands for the 'improvement of the festival industry', in a social context, with regard to safety and environmental issues and promoting cross-border exchange of live music talent in Europe.</p> <p>In order to receive this Green 'n Clean Award, a festival needs to meet a set of demands concerning sustainable management, transport, waste control, energy use and the proper use of food and water. Pinkpop works hard each year to achieve this and continues to make the event greener and reduce its ecological footprint.</p>	<p>At the core of Roadburn is a desire to push the boundaries of art; to facilitate challenging performances, to encourage collaboration and to create true once-in-a-lifetime experiences for everybody at the festival – be they participating from the audience or on the stage.</p>
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De Zwarte Cross versus Pinkpop

The main advantage of De Zwarte Cross over any festival in The Netherlands is, of course, its diverse and unique product followed by the customer experience. Because of the fact that De Zwarte Cross consists of various art and sport events, it even overcomes Pinkpop by experience and genre diversity, number of visitors and area scale. However, Pinkpop owns a title of the longest-running festival in The Netherlands, which makes it more experienced and well-known. Pinkpop's another advantage is much more popular and expensive artists being present on the line up (e.g., Bruno Mars, Metallica, Imagine Dragons, etc.), which makes entry pricing rise much higher. Additionally, unlike De Zwarte Cross, Pinkpop's sustainability plan is on a very high level that covers different aspects of ecological footprint. Nevertheless, De Zwarte Cross is considered the largest motocross event in the world, which is doubtlessly a very powerful title that Pinkpop can't be compared to.

De Zwarte Cross versus Roadburn

Roadburn can be a close competitor to De Zwarte Cross since both festivals target the hard music listeners. Roadburn has a very strong community and support from the local government. However, it still stands in no comparison to De Zwarte Cross simply because of the difference in scale of the events and dates.

Trends and developments (Meso & Macro)

The research of trends and developments was based on the target group of employees which we chose for this project. The trends, explained in the next paragraphs, are very relevant to this target group as they represent the needs and interests of employees in general, which is useful for generating ideas on how to retain and recruit them. Furthermore, we also focused on trends in the events sphere in order to help us deliver the best result for this project.

In the events industry, certain trends and developments are happening at the moment. Our main focus, in the research we conducted, was on trends and developments related to the retaining of employees. The most important trend would be the use of **social media** as a marketing tool. Companies hire influencers to promote their products to a wider audience or to target a specific group. Mentioning the latter, a higher usage of social media is helping organizations obtain more information about their workers and reach them easily, which improves the communication between employers and employees. Thus, the trend of social media is connected to another trend- **the lack of trust in leadership**, as better and closer communication creates “a workplace environment built on trust” (Workplace Q., 2021, para.10). People do need the feeling of safety in order to work more efficiently and to build a further career in a specific company.

However, next to trust, employers should consider creating a proper **work-life balance** within the team. Put in other words, it is very trendy that to retain employees, the focus of the company should be on both work success and meeting the needs of the workers. Talking about the needs of the employees, another trend, happening now, would be about **the lack of health and wellbeing support** from companies. This is highly visible in the performance of the employees and the amount of engagement they have. Further attention into this topic might also result in better outcomes for the customer service of the organization.

Moreover, **employee recognition** is trending downward nowadays. The lack of it “negatively affects employees’ confidence to perform successfully” (Workplace, Q., 2021, para.21). It makes them unappreciated, not heard, valued or included in the processes of the company. In addition, **career grow opportunities** are becoming less clear to the employees, which means that “without this, employees are unwilling to perform more than the bare minimum” (Workplace, Q., 2021, para.25). It is essential to invest in improving the workers skills, knowledge and performance by giving them various opportunities to develop themselves. Finally, the current trend of **more data collection during and after events** will be considered. Although this is particularly useful for understanding the needs and interests of the target group as well as a higher chance to reach the people, it can also be helpful for recruiting employees and engaging their opinion in the company.

Personas / segmenting

We based our segmentation on the data that was given to us about the employees. The information that we got was about the different jobs, age, gender, and the place where the employees are living. By using pivot tables in excel we looked at all the possible combinations regarding these categories and searched for interesting information that came out of these tables. We wanted to create three personas from different age groups. One persona for the youngest employees, one for the oldest, and one for the people between the two previously mentioned age groups. In appendix 2.1 there are some graphs and tables that will help to understand the data analyses and to understand the explanations better.

Persona 1

An interesting result out of the pivot tables was that 72% of the bar staff are females (Table 1). Most of them are aged between 18 and 23 (Figure 1). For that reason, we chose for this persona to be a female of 20 years. We also looked into the places where these women are living. Based on these outcomes it was shown that most females are living in villages close around the Zwarte Cross (Appendix 2.1.4), therefore the persona has a location close to the event.

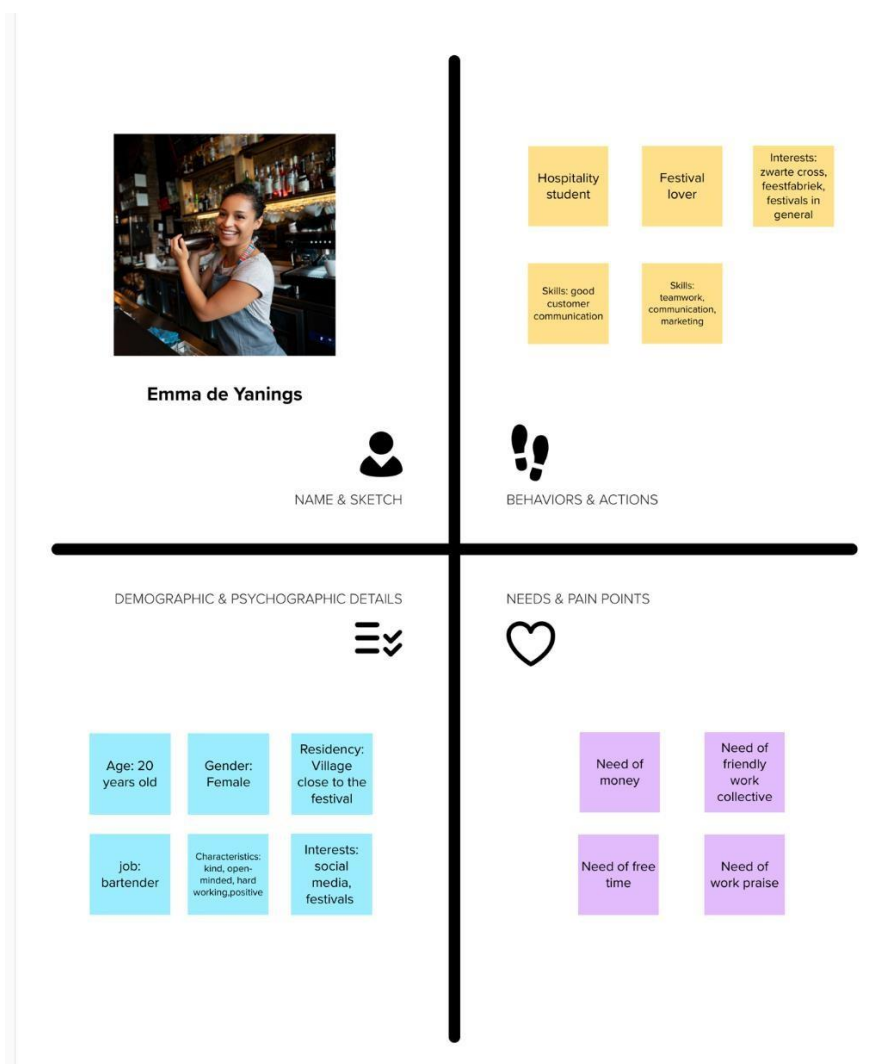
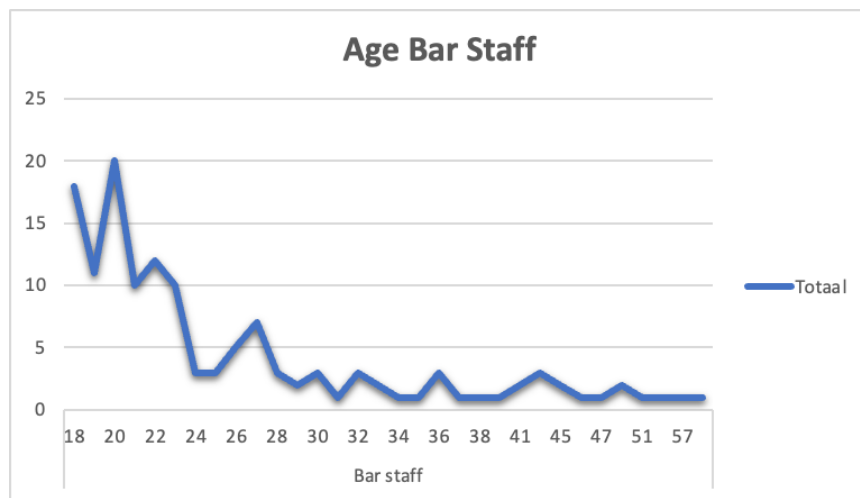


TABLE 1

Bar staff

<i>Female</i>	98	<u>72,1%</u>
<i>Male</i>	38	27,9%

FIGURE 4



Persona 2

Our second persona needs to represent the oldest age group. By filtering on the job with the highest average age, traffic wardens came out on top (Table 2). Traffic wardens have 38 males compared to the 15 females (Table 3). By looking at the table that shows the age of traffic wardens, it can be seen that a lot of older people are doing this job (Figure 2). Our team chose to give this persona the age of 64 based on the information in the table. Most older employees are from villages close to the Zwarte Cross, therefore our third persona is located in a village close to the festival.

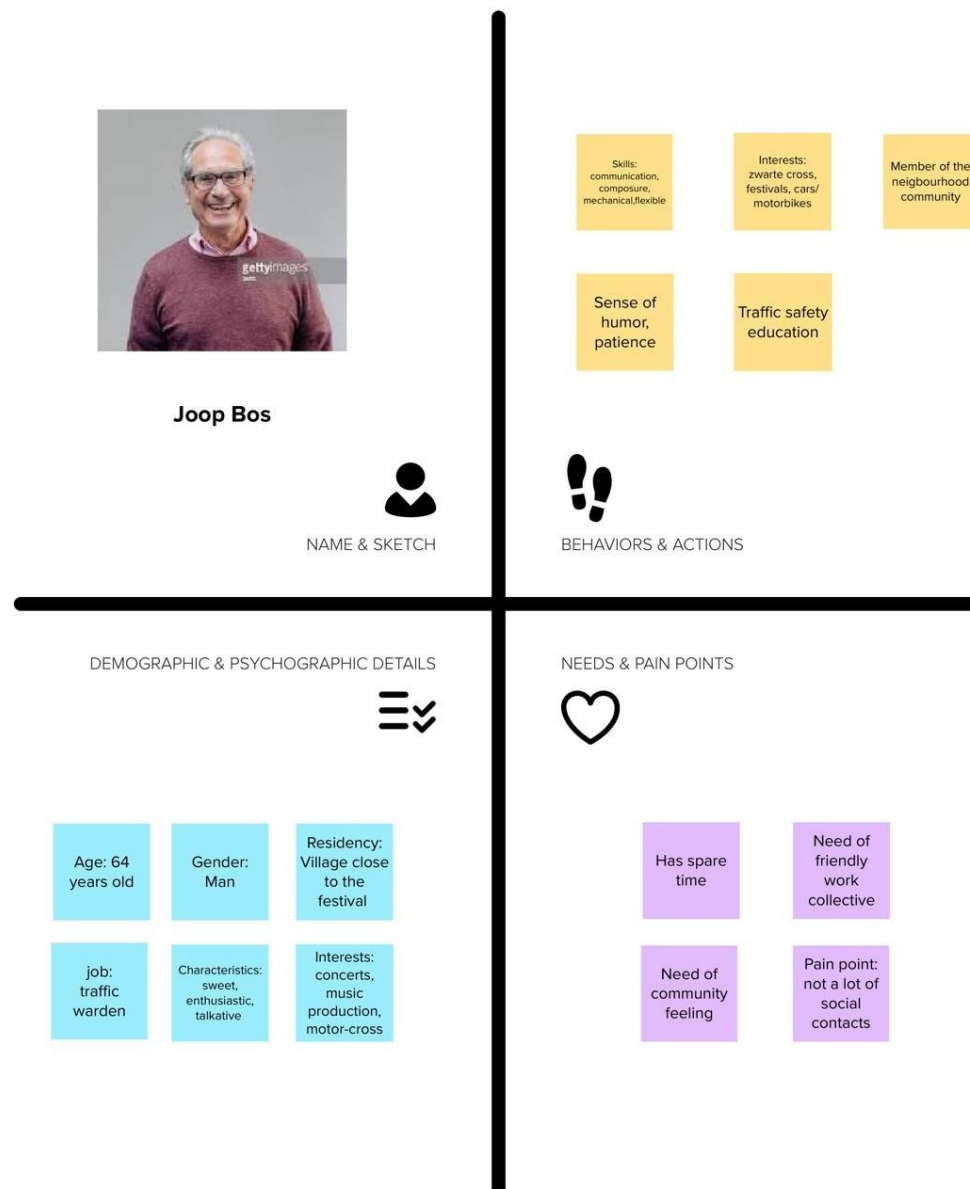


TABLE 2

Jobs (filtered on at least 20 people doing that job)	Amount of people doing the job	Average age of the job
Traffic wardens	53	42
Toilets	26	36
Atmosphere Management	182	34
Coin sale	101	31
Horeca Runner	20	30
Merchandise	53	30
Bar head	59	29
Bar staff	136	26
Support	37	25
TD staff	90	25
Nozemteam	25	25

TABLE 3

Traffic wardens

Female	15	28,3%
Male	38	<u>71,7%</u>

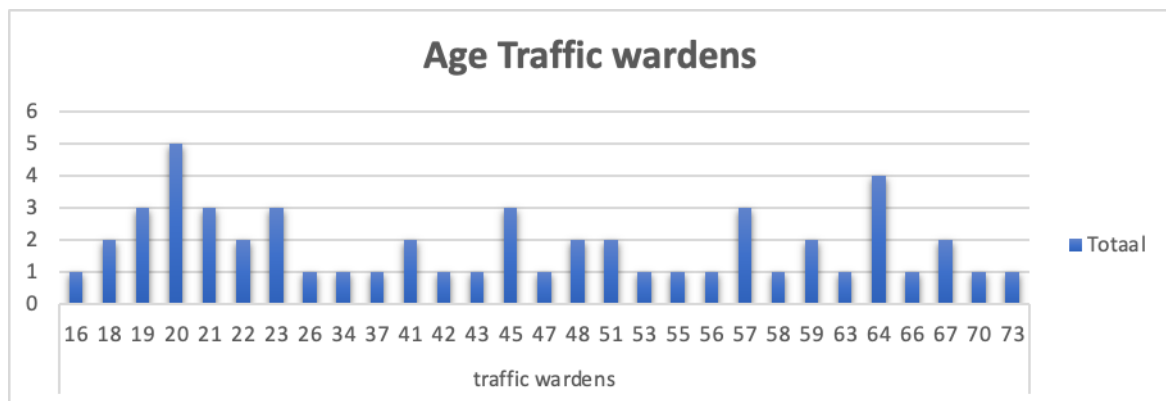


FIGURE 5

Persona 3

We wanted to have a persona in between the ages of the youngest and the oldest. By filtering the age to 35 to 45 and looking at which job has the most people working that, atmosphere management came out on top (Figure 4), so we chose that job for our third persona. From the 18 people from this age that did this job, 11 were male and 7 were female (Table 5). Therefore, our persona is a male. Based on the location that middle aged employee lives in, there is a difference with the other persona's, namely, middle aged employees are more likely percentage wise to come from a bigger city than younger and older employees (Appendix 2.1.5). For this reason, our second persona is living in Arnhem.



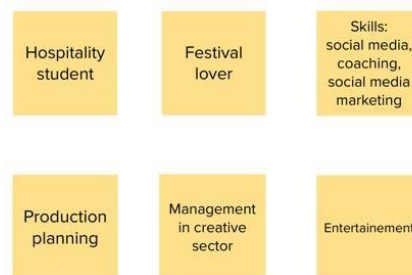
John Verschuren



NAME & SKETCH



BEHAVIORS & ACTIONS



DEMOGRAPHIC & PSYCHOGRAPHIC DETAILS



NEEDS & PAIN POINTS

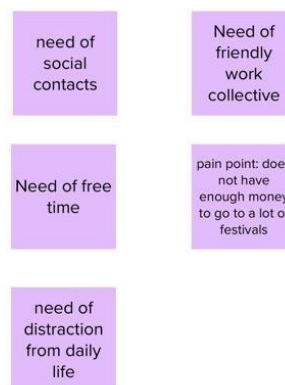


TABLE 4

**Jobs from people between 35-45
(only included jobs with 5 or more
people)**

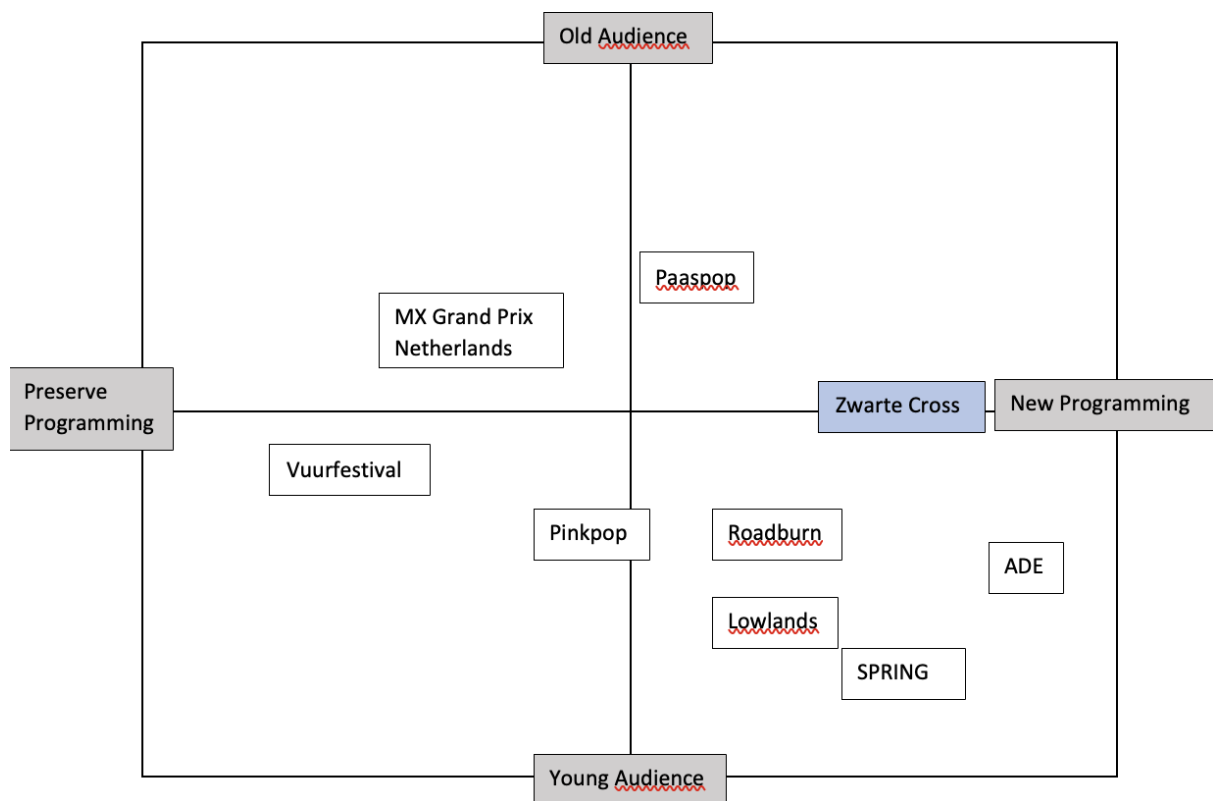
<u>Ages</u>	35	36	37	38	39	40	41	42	43	44	45	Total
<i>Atmosphere Management</i>	1	1	1	1	2	1	1	2	2	5	1	18
<i>Bar staff</i>	1	3	1	1	1		2		3		2	14
<i>Coin sale</i>	1			1	1	1	1	2		1	2	10
<i>Merchandise</i>			1			2	3		1	2		9
<i>traffic wardens</i>			1				2	1	1		3	8
<i>Centralists</i>			1			2	1		2	1		7
<i>Toilets</i>				1	1	1	1	1				5
<i>Bar head</i>	1		1	1		1			1			5
<i>TD staff</i>		1				1		2			1	5

TABLE 5

**Atmosphere Management
per Gender**

<u>Ages</u>	35	36	37	38	39	40	41	42	43	44	45	Total
<i>Female</i>	1				1	1		1	1	2		7
<i>Male</i>		1	1	1	1		1	1	1	3	1	11

Positioning



De Zwarte Cross takes a very promising spot on the Festival Positioning Matrix. The first thing that can be mentioned is its diverse audience due to theatre play for kids and music performances for older festivalgoers. It really brings up opportunities to develop their product in many different directions for different target groups. It also becomes clear that there are not that many competitors that focus on the older audience, but De Zwarte Cross already claims a big piece of this marketing field by including metal, blues, rock'n'roll and other music genres in their program. In addition to that, De Zwarte Cross has a very innovative program that no other potential competitors use, even though the concept of it was created long time ago. Unlike slightly "cliché" programs of some other competitors, De Zwarte Cross offers a unique and diverse experience which attracts audience of several target groups at once.

By looking at the employees of the zwarte cross the average age is 31years old. The zwarte cross has a big diversity in ages, from young kids to a lot of adults, parents, and even older people who visit the festival every year. Since the program is very unique, it can provide the employees with diverse working environments and different career paths inside of one festival since it is so diverse. This can stimulate young people who are particularly interested in one specific job, but also older people who are thinking of a career switch, or just want to have fun working at a festival for a weekend to get out of their daily routine.

Swot analysis

Our SWOT analysis was created from our internal and external analysis, it will help us divide into strengths and opportunities as well as threats and weaknesses. For each of the before mentioned components we have some subjects that belong to them. We will explain how we filled out the SWOT analysis for each component below.

Strengths	Weaknesses
<ul style="list-style-type: none"> • The largest paid festival with a good status in the Netherlands which attracts many people to apply for a job there • The staff contributes to the success of the athletes by helping them reach a larger audience and by being present online on the right social channels. • When registering for a job position you can indicate when you can and what you prefer to do in terms of work • The job application process is easy 	<ul style="list-style-type: none"> • Retaining and recruiting employees and volunteers • You must be 18 or older to work there • Not yet as sustainable as their competitors • The data that they have is not used enough or correctly to connect to their target group
Opportunities	Threats
<ul style="list-style-type: none"> • Creating a proper work-life balance within your employees • The enhancement of health and wellbeing support from employers • Employee recognition • Career grow opportunities 	<ul style="list-style-type: none"> • Economic changes (Inflation) • Environmental factor • Tax policies • The Rapid changing market

Strengths

For strengths we took into consideration our internal analysis, from our findings we came up with some strengths. In total we have 4 strengths we thought were significant for the SWOT analysis, they will be explained below.

- The largest paid festival with a good status in the Netherlands which attracts many people to apply for a job there: this is a strength because the status of the job will help people get to know the festival and therefor might find it more interesting to work for them.
- The staff contributes to the success of the athletes by helping them reach a larger audience and by being present online on the right social channels: this is a strength because if the athletes are more known they will attract more visitors and workers because they might be more interested to work at a festival with famous athletes
- When registering for a job position you can indicate when you can and what you prefer to do in terms of work: this is a strength because this way people are not forced to do something they do not want to do. This will most likely make the job more interesting for the employees.
- The job application process is easy: this is a strength because a lot of people are stopped to sign up for work at a festival. If the process is too complicated, because it is not it will make it more attractive.

Weaknesses

As for strengths, we also used our internal analysis for weaknesses. In total we have 4 weaknesses we thought were significant for our SWOT analysis, they will be explained below.

- Retaining and recruiting volunteers and employees: this is a weakness because without volunteers and employees you won't be able to have a festival. Those two groups of workers are essential in having a festival. With trouble to retain and recruit them you will possibly not be able to have a festival because you don't have enough staff.
- You must be 18 or older to work there: this is a weakness because there are a lot of people that are qualified to do minor jobs at a festival at a lower rate. Those younger people are interested in a festival and working on it, this will attract more workers if it were allowed to have employees under the age of 18.
- Not yet as sustainable as their competitors: this is a weakness because, with time a lot of festivals are growing rapidly according to sustainability, this also interests a lot of people and employees. If they do not keep up with the time, they won't be able to retain their visitors and workers
- The data that they have is not used enough or correctly to connect to their target group: if they do not use the data that they have, or they do not have sufficient data they will not be able to reach and connect to the workers in the way they want, it will make it harder to retain and connect too employees.

Opportunities

For the opportunities we took into consideration our external analysis, from this analysis we created the opportunities component for the SWOT analysis. Below you will find the 4 opportunities we thought were significant to use for our SWOT explained.

- Creating a proper work-life balance within your employees: this is a good opportunity because it might be able to solve one of the weaknesses, the retaining of workers and volunteers. If they were to use this, they would be able to retain more workers and volunteers.
- The enhancement of health and wellbeing support from employers: it is an opportunity for them to enhance this, if they were to do that this opportunity could also help them retain their workers and volunteers.
- Employee recognition: this is an opportunity because if they were to give their employees recognition, they would be more likely to come back and work for the festival again. This is because they will feel appreciated.
- Career grow opportunities: this is an opportunity because a lot of people strive to improve themselves, the possibility to grow whilst working is attractive and will most likely make it easier to retain and recruit people.

Threats

For the threats we also used the external analysis to create this component. Below you will find the 4 threats we thought were significant for our SWOT analysis explained.

- Economic changes: this is a threat because with inflation everything will be less expensive, this will make the tickets more expensive but also the price you pay your employees. If it changes too much the festival might not be able to pay its employees.
- Environmental factors: this is a threat because if the environment changes the festival will have to change with it, this might cost a lot of money.
- Tax policies: this is a threat because higher taxes might mean that the festival will not be able to happen because of money issues.
- The Rapid changing market: the festival market is rapidly changing and developing, this is a threat because it might make people more interested in different festivals. Also, if there are more festivals it's harder to retain your employees as they might be more interested in working for a different festival that fits their personal liking more.

Confrontation matrix + strategies

Confrontation matrix

From the SWOT analysis a confrontation analysis was created, for each of our findings we decided if it has a negative, positive or neutral effect. 0 or yellow means that the 2 components have nothing to do with each other. Light green or 1 means positive impact, dark green or 2 means very positive impact. Light red or -1 means negative impact and dark red or -2 means very negative impact. From adding and subtracting all those numbers of strategic options will come out. Those strategic options will be explained a bit more below.

		Strengths				Weaknesses					
		1	2	3	4	1	2	3	4		
		The largest paid festival with a good status in the Netherlands which attracts many people to apply for a job there	The staff contributes to the success of the athletes by helping them reach a When registering for a job position you can indicate when you can and what		The job application process is easy	Retaining and recruiting employees and volunteers	You must be 18 or older to work there	Not yet as sustainable as their competitors	The data that they have is not used enough or connect to their target		
Opportunities	1	Creating a proper work-life balance	2	0	2	2	2	0	0	1	9
	2	The enhancement of the festival's status	1	0	1	2	1	0	2	1	8
	3	Employee recognition	2	2	1	0	1	0	0	2	8
	4	Career growth opportunities	0	2	2	1	2	0	0	2	9
Threats	1	Economic changes	-1	0	0	0	-2	-1	-1	0	-5
	2	Environmental factors	0	0	0	0	0	0	-1	0	-1
	3	Tax policies	-1	0	0	0	0	-2	-2	0	-5
	4	The Rapid changes in the market	-1	-1	-1	0	-1	-1	-2	-2	-9
			2	3	5	5	3	-4	-4	4	

Strategic options

Strategic option 1 - creating a proper work-life balance within your employees

This strategic option was put against 4 strengths and 4 weaknesses, in this comparison there were no negative points given. There were, however, some 0's given which means that some of the things that were put against this strategic option had nothing to do with each other. The positive mostly comes from the comparison with the strengths this is because for example the strength: "The largest paid festival with a good status in the Netherlands which attracts many people to apply for a job there" will only make the opportunity better. Because you can use the good position of the festival to create a better work-life balance for your festival. More people will be interested in working for the festival if it is popular, this will take some of the weight away from the employees that already work there because they can share the workload. Looking at the comparison with the weaknesses we also have 2 positive squares. This can be explained with the example of the weakness that is: retaining and recruiting employees and volunteers. We gave this a 2 because if we work on this weakness, we can seize this opportunity.

Strategic option 2 - career grow opportunities

As the first strategic option this option was also put against 4 strengths and 4 weaknesses. There were also no negative points given, and the number of points were the same as strategic option 1. Looking at the strengths vs this opportunity we chose to give the comparison between the career grow opportunity and when registering for a job position you can indicate when you can and what you prefer to do in terms of work a 2. This is because we think that with this strength of picking what you want to do, you can also indicate if you are looking to grow in your job. This will make it easier to implement this opportunity in the company's system. When looking at the weaknesses we also gave the weakness: retaining and recruiting of volunteers and employees a 2. We think that by implementing this opportunity more people will be interested in working for the company, this is because a lot of people have the intrinsic motivation to grow in their personal and professional life. So, in short, this opportunity will make this weakness less weak.

Strategic option 3 - employee recognition

This strategy was just as the 1st and 2nd strategy put against 4 strengths and 4 weaknesses, the only difference is that it has less points than the 1st and 2nd options. The way we looked at this opportunity is that it might be the most important opportunity to enhance the retention of the employees. This is also why we gave this match with the weakness of: retaining and recruiting of volunteers and employees 2 points. This is because we think that giving the employees recognition for what they do might help them build up some network and points for working there. This might mean that they will be rewarded for their work, which makes it more interesting for them to stay. A strength that we gave 2 points is: The staff contributes to the success of the athletes by helping them reach a larger audience and by being present online on the right social channels. This is because we could tie a reward system to this. It means that the more posts and likes they get by posting and sharing about the festival they get more points. The one with the most points in the end can get a reward. In short, the strength will make it easier to implement the opportunity, but it will also enhance the media and image of the festival.

Strategic option 4 - The enhancement of health and wellbeing support from employers

Just as the first 3 strategic options this option was put against 4 strengths and 4 weaknesses, this option has the same number of points as the 3rd option. This opportunity is very important in general, it is a trend that has been going on for a while, it is important to offer support to your employees and guide them in health and wellbeing problems. This will also enhance the quality of their work but also their appreciation for the company. One of the strengths we gave 2 points is: The job application process is easy. We gave this 2 points because the easy approach of this system can help implement this opportunity by adding an option to ask for help or guidance in wellbeing and health from the employee. It can, for example, fix some minor problems that will in the end might cause the employees to leave. The weakness that we gave 2 points is: Not yet as sustainable as their competitors. We gave it 2 points because implementing this opportunity and therefore making sure that the employees feel safe and helped is already an increase for sustainability, in this case social sustainability. This will cause the festival to be more sustainable on a level and therefore with this sustainability attract more employees and at the same time retain them. It will also fix part of this weakness.

FOETSJE model

We filled out the FOETSJE model according to the assignment we got from the Zwarte Cross. Firstly, we looked at all the components and decided what the weighting factor should be. We used the number 0,1,2,3 with 3 being the most and 0 being the least. We gave most of the questions a 2 or a 3 because we thought they almost all were very important for our research and assignment. A few of the questions got a 1 because they do not have a lot of influence on us finding out about our project and the best strategy.

	Weighting factor	Option 1	Option 2	Option 3	Option 4
Suitability					
In line with strategy?	3	1	2	3	0
Boost opportunities?	2	2	3	1	0
Weakens threats?	2	0	1	2	3
Total Suitability (score x weighting factor)		7	14	15	6
Feasibility					
Financial feasible?	3	0	2	2	0
Organizationally feasible?	3	1	2	2	0
Economically justifiable?	2	2	1	2	3
Technically feasible?	3	1	3	2	0
Social accepted?	2	2	2	3	3
Legal feasible?	3	2	2	2	2
Ecological feasible?	1	2	2	2	2
Total Feasibility (score x weighting factor)		22	35	36	20
Acceptability					
Ethically responsible?	3	3	2	3	3
In line with corporate social responsibility?	2	3	3	3	3
Appropriate for company culture?	2	3	3	3	3
Acceptable for employees?	3	3	3	3	3
Acceptable for other stakeholders?	1	3	3	3	3
Total Acceptability (score x weighting factor)		33	30	33	33
Totaal		62	79	84	59

The top strategic options that came out of the confrontation matrix are:

1. creating a proper work-life balance within your employees
2. career growth opportunities
3. employee recognition
4. The enhancement of health and wellbeing support from employers

You can read about how we came to those options above.

When we had the options, we started filling out the FOETSJE model to find out our best strategic option. We did this by giving grades from 0-3 to decide which option is the best for each of the questions. For some of the questions we gave the same grade because we found that they were equally as important as the others. When we finished this the outcome was that strategic option

number 3: employee recognition was our top strategic option.

Value Strategy- Treacy & Wiersma

After conducting the internal and external research and after forming a few strategic options from the confrontation matrix, we decided that this model is relevant to the project because it combines all aspects that Zwarte Cross can focus on in order to retain and recruit their employees.

When considering the operational level of the company, a sufficient strategy will be to work towards higher efficiency by implementing better employee recognition. This way, the company's team will be more satisfied, will work harder and deliver better results. In addition to this on customer intimacy level, the company will meet the needs and wishes of the visitors to the festival because if there is a good working attitude and if the employees are welcoming and kind then the customers will be delighted. As mentioned above, by improving the leadership of the employers not only will the employee recognition be accomplished but it will also contribute to the product of Zwarte Cross in a positive way- by creating a welcoming environment and a memorable experience at the festival.

Conclusion

In the situation analysis we looked at which situation De Zwarte Cross is in on different aspects of Internal and external factors. In the chapter Micro we dove into the internal part and in the chapter Meso we dove into the external part.

In the chapter Micro we used the Marketing mix to give us a clear overview that of the components that are used in the creation of the festival 'De Zwarte Cross'. The place, product, price, personell and promotion of De Zwarte Cross helped us determine the position of the festival.

We created a target group analysis to better understand the target group and their motivations to work at a festival. In the target group analysis the target group was divided in three groups with each their own characteristics and motivations.

In chapter Meso we used the PESTEL model. We used this model to analyse and evaluate the external marketing environmental factors that have an influence on the festival.

In the meso part of the analysis did we also analyse the biggest competitors of 'De Zwarte Cross'. We compared De Zwarte cross to two different festivals, Pinkpop and Roadburn. Pinkpop is a strong competitor because of its line-up and status. But De Zwarte Cross is more diverse and has a more unique concept. The other competitor, Roadburn, is a leading international heavy music festival. This festival can be seen as a competitor, but it is a much smaller festival than De Zwarte Cross.

The trends and developments found are connected to our target group. These trends and developments will help us generate ideas on how to retain and recruit employees. The most important trends found are, the use of social media as a marketing tool, creating a proper work-life balance and more data collection during and after events.

After the situation analysis was finished we created three different persona based on statistics from employees working at De Zwarte Cross. Each persona can be connected to one of the groups listed in the target group analysis. The first persona fits the group 'Working festival goers. The second persona fits the group 'Family members'. Lastly the third persona fits the group 'Career employees'.

We also created a positioning matrix in which you can see de zwarte cross compared to different festivals positioned in if they have preserved or new programming and if they have a new or old audience.

After gathering all the information, we created a SWOT analysis to compare the Strengths, Weaknesses, Opportunities and Threats of De Zwarte Cross. We have four statements in each component.

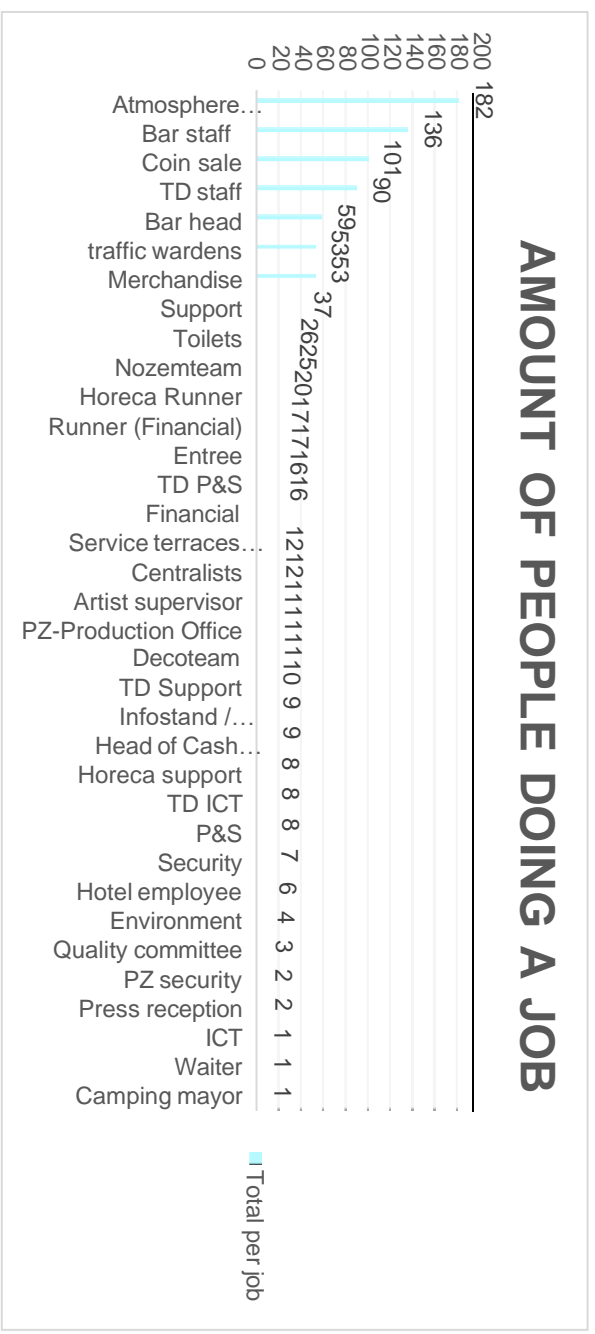
From the SWOT analysis we created a confrontation matrix which gives a view of what kind of effect the statements have. From this we created four strategic options. The first strategic option is 'Creating a proper work-life balance within your employees. The second strategic option is 'Career grow opportunities'. The third strategic option is 'Employee recognition'. Lastly the fourth strategic option is 'The enhancement of health and wellbeing support from employers'. By creating the confrontation matrix we where able to use the FOETSJE model. This model shows us which strategic option is the best to use. In the last part of our analysis you can find the Value Strategy in which we used the model Treacy & Wiersma to further explain our best strategic option.

Appendices

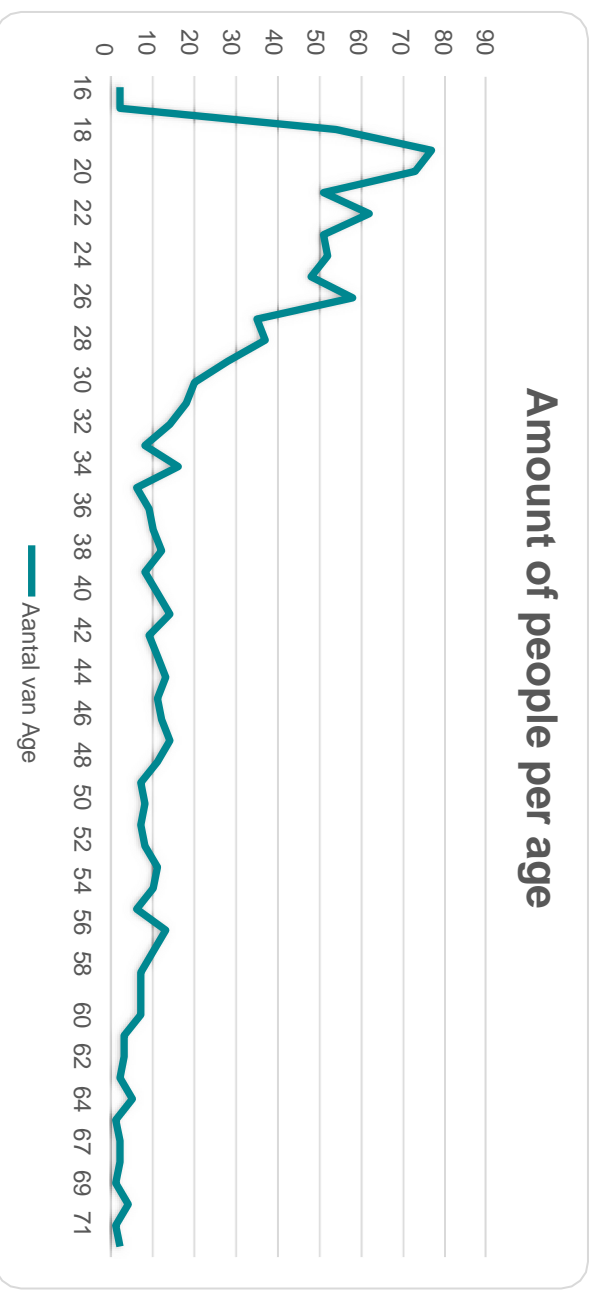
Appendix 2.1:

In the next tables and graphs general information is displayed about the data analyses that we used to get to the segmentations for our personas.

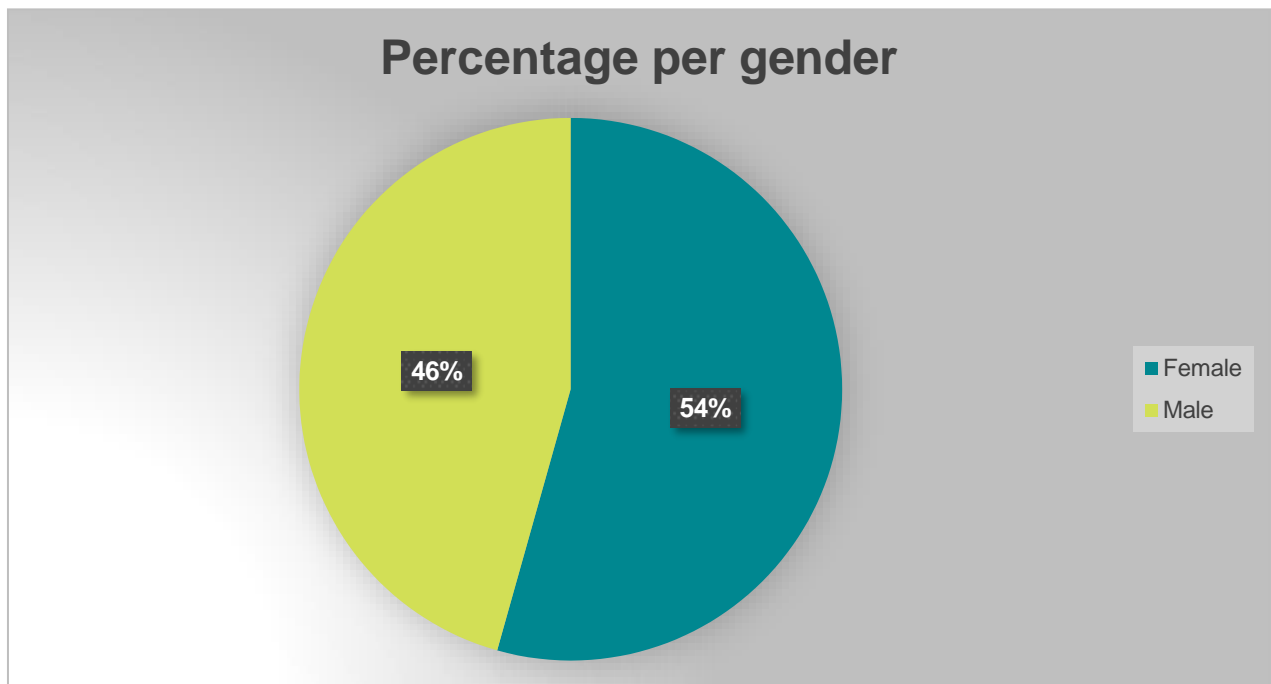
Appendix 2.1.1:



Appendix 2.1.2:



Appendix 2.1.3:



Appendix 2.1.4:

<i>Place</i>	Female	Male	Eindtotaal
Bar staff			
Total	98	38	136
<i>Lichtenvoorde</i>	5		5
<i>Eibergen</i>	3	2	5
<i>Zwolle</i>	3	2	5
<i>Utrecht</i>	2	3	5
<i>Ruurlo</i>	5		5
<i>Groenlo</i>	2	2	4
<i>Vorden</i>	4		4
<i>Isselmuiden</i>	2	2	4
<i>Borculo</i>	3	1	4
<i>Arnhem</i>	2	2	4
<i>Nijmegen</i>	3		3
<i>Hengelo</i>	2	1	3
<i>Hengelo GLD</i>		3	3
<i>Zutphen</i>	3		3
<i>Winterswijk</i>	3		3
<i>Laren</i>	3		3
<i>Doetinchem</i>	1	2	3

Appendix 2.1.

Living place employees between 35 and 45

<u>Places</u>	35	36	37	38	39	40	41	42	43	44	45	Total
<i>Doetinchem</i>	1		1	1			2				1	6
<i>Arnhem</i>	1				1		1				1	4
<i>Lichtenvoorde</i>					1				1		2	4
<i>Hellendoorn</i>		1					1			1		3
<i>Amsterdam</i>						1	2					3
<i>Deventer</i>						1	1	1				3
<i>Rosmalen</i>						1		1	1			3
<i>Uft</i>				1			1				1	3
<i>Utrecht</i>		2		1								3
<i>Enschede</i>			1			1		1				3
<i>Gaanderen</i>	1	1					1					3

Appendix 2.1.6:

Places from employee's

<25 green, 25-50 light green

From 10+ per location

50-100 yellow, >100 red

Places	Employees per place	Distance to zwarte cross in KM
Lichtenvoorde	57	0KM
Doetinchem	42	24KM
Enschede	41	42KM
Arnhem	29	58KM
Nijverdal	27	69KM
Utrecht	25	117KM
Lochem	24	26KM
Hummelo	23	32KM
Winterswijk	22	13KM
Amsterdam	21	149KM
Groenlo	20	9KM
Nijmegen	20	74KM
Ruurlo	19	16KM
Borculo	18	22KM
Zutphen	17	37KM
Eibergen	16	17KM
Vorden	15	27KM
Apeldoorn	14	82KM
Zwolle	14	117KM
Hellendoorn	13	71KM
Aalten	13	10KM
Laren	12	121KM
Hengelo GLD	11	46KM
Zelhem	11	23KM
Hengelo	10	46KM
LAREN GLD	10	121KM
Steenderen	10	38KM

Conclusion: Most volunteers come from places relatively close to the festival or are from the same state (province). The range and red ones are mostly bigger cities in the Netherlands.

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MARKETING & BRANDING

PHASE 3: CONNECTION

DE ZWARTE CROSS PROJECT

By: Kayleigh Proenings, Mike de Koning, Marina Yancheva, Daniel Garcia Sidiakin and Lieke Kemp

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Recap

The first phase was all about analyzing, in this phase we found out a lot of things about the company: Zwarte cross/ Feestfabriek, but we also found out a lot about the industry and outside factors. We started this phase off by doing an internal and external analysis.

With the internal analysis we used the model of the 5P's, this model made some factors about the Zwarte Cross clearer. In the internal analysis we could have however focused more on how the Zwarte Cross handles their employees, we instead focused on the company itself. This did not really give us the information we concretely needed and therefore could have been done better.

For the external analysis we researched meso and macro trends, we did a target group analysis and we looked at the competitors. The trends that we found are focused on the target group: employees, but also on the industry. We also used the PESTEL model, this model was handy for us to continue with our research however we should have combined our trends with this model to get an even better understanding of the obtained information. As for the trends, we think that the trends that we have are helpful and got us to a strategic choice that will lead us to a great idea on how to retain and attract (new) employees for the Zwarte Cross. Part of the external analysis was doing a target group analysis. This analysis was helpful for us to get a better understanding of the employees in the field, but also about their wants and needs. From the internal and external analysis, we continued on by creating 3 personas and filtering out our strategic option.

Next, we did a competitor analysis, this was to get an idea about how other companies retain and recruit their employees. for this analysis we used the same model as the internal analysis: 5P's. This however did not really help us in our research because we focused on the 5P's of the festival itself and not on the actual thing that we needed to research. A few things could be changed about the target group analysis: we could have looked into competitors that are not festivals, and we could have looked at our competitors from the retaining and recruiting perspective instead of the general side. We positioned the Zwarte Cross with the competitors, we came to the conclusion that when we positioned ourselves against our competitors that none of them are close to what the Zwarte Cross does. If we had chosen different competitors that were focused more on retaining and recruiting employees, we would most likely not be in that good of a position that we are positioned in now.

To continue our analysis, it was smart to create personas to get an even better understanding about the employees at de Zwarte Cross. We created 3 personas and included information such as: job preference, age, demographic, etc. The personas were created from a database that we obtained. We filtered out some things that we thought were important and what we were looking for in the retaining and recruiting of the employees. From here on we asked questions to the assigned age of people around us to create a very realistic representation of a person working, or wanting to work, on a festival.

After all this we created a SWOT analysis, this was done from the internal analysis and external analysis. From the swot analysis we have 4 strengths, 4 weaknesses, 4 opportunities and 4 threats. Underneath the swot scheme all of the options are explained. From the SWOT analysis a confrontation matrix was created, in this matrix all of the options were put against each other and it was decided what the 4 strategic options are. The 4 strategic options are put in the Foetjie model, the options were graded on different components. The outcome of all of this was the top strategic option for our assignment and this is employee recognition, which is the base for our marketing communication plan.

Persona

Emma de Jager (20)

- Groenlo
- Bar worker
- Single
- HBO Hospitality
- Social media: festivals
- Hard working: positive

Context
Is a hard worker who is not afraid of a challenge. Kind and outgoing are 2 of her characteristics. She also has a positive view on life. Has previous experience with bar work.

Behavior and Actions

- Opportunities to grow in the career path.
- Good customer communication.
- Festival goer
- Hard working

Fears and Painpoints

- Not enough money
- Fear of missing out
- No work praise

Needs

- Money
- Friendly work collective
- Free time
- Work praise
- Social activities
- Grow in career path

Touchpoints

- Get to know the crossers
- Recognize the crossers
- Connected by the crossers

Reachability

- Instagram
- Email
- Facebook
- TikTok
- Radio
- TV

See	Think	Do	Care
Vacancy websites Direct offline offers via working places Job offers online	Vacancy websites Websites of companies Social media channels	Websites of the Zwarte Cross E-mails with recruiter	Social media channels WhatsApp group

Emma de Jager is a 20-year-old hospitality student. She works as a bar worker next to her study. She lives in a city called Groenlo. Some of her interests are social media where she likes to spend her time on and festivals which she loves to visit. She is hard working and is not afraid of a challenge. Kind and outgoing are 2 of her characteristics, she also has a positive view on life. One of her great qualities is that she has good customer communication. One of the reasons for her to work is because she has a shortage on money. One of her main fears is the fear of missing out. She wants to work in a friendly work collective where she is also acknowledged and praised for her work. Another important factor for her in the work environment she prefers is that she wants to be able to grow in her career path. Free time is very important to her in which she likes to do social activities. Platforms she can be reached on are Instagram, e-mail, Facebook, TikTok, the radio and TV.

The reason we chose this persona is because of the information we obtained from the data base. After filtering it out, we concluded that the most employees are around the age of this persona. Therefore, it will be easier to retain and recruit (new) employees from this target group because they are easily reachable on social media and are interested in growing up the career ladder. We decided that the combination of the behavior and interests of the persona and our strategic option-employee recognition, we can create a good marketing communication plan.

Strategic option

Our strategic option is employee recognition. We came to this choice by filtering and putting our strengths, weaknesses, opportunities and threats against each other in a confrontation matrix. From this matrix we had 4 strategic options, those options were compared on a few different components in the Foetsje model with the outcome of our strategic choice employee recognition. Employee recognition is our strategic choice is a trend we found about employees. We thought this was important as the recognition of a person makes them feel special and wanted. When having this feeling you are more likely to keep doing what you are doing and less likely to quit. For us it was almost no surprise that after the last model this came out on top. As you can see from the picture on the left, we graded a few components. from all of this the employee recognition (option 3) came out on top. This is justifiable because the other options are good but not as important to attract and retain employees in the festival industry. The other options we had were more long-term solutions for long term jobs, because working on a festival is most likely to only happen once a year, this option fits the best. They work a job they would normally do, but they get the recognition they deserve while doing it.

	Weighting factor	Option 1	Option 2	Option 3	Option 4
Suitability					
In line with strategy?	3	1	2	3	0
Boost opportunities?	2	2	3	1	0
Weakens threats?	2	0	1	2	3
Total Suitability (score x weighting factor)		7	14	15	6
Feasibility					
Financial feasible?	3	0	2	2	0
Organizationally feasible?	3	1	2	2	0
Economically justifiable?	2	2	1	2	3
Technically feasible?	3	1	3	2	0
Social accepted?	2	2	2	3	3
Legal feasible?	3	2	2	2	2
Ecological feasible?	1	2	2	2	2
Total Feasibility (score x weighting factor)		22	35	36	20
Acceptability					
Ethically responsible?	3	3	2	3	3
In line with corporate social responsibility?	2	3	3	3	3
Appropriate for company culture?	2	3	3	3	3
Acceptable for employees?	3	3	3	3	3
Acceptable for other stakeholders?	1	3	3	3	3
Total Acceptability (score x weighting factor)		33	30	33	33
Totaal		62	79	84	59

Marketing strategy

4C's

Customer solution: The work opportunity that we offer gives our target group an experience. Our product gives a solution to the problem of the customer. One of the problems that our target group has is, they want to earn money. The Zwarte Cross pays employees and decent hourly wage which fulfils their need to earn money. Another problem that our target group has is that they want to gain experiences, this also includes experiencing a festival. The problem that they are facing is that they want a good work experience. We offer our target group a good work experience by making the process towards, during and after the festival as optimal as possible. This includes providing them with the right information and keeping contact with them. The terms and conditions of working at the Zwarte Cross should be made clear. One of the wants of the target group is giving them enough breaks and food. They also want opportunities to grow.

Costs: Before the target group makes the decision to work at the Zwarte Cross, it has to search for good work opportunities and read information about the festival. For example, what the advantages and disadvantages are of working at the Zwarte Cross. But also, which shifts they offer. They also have to read more information that is provided to them in the process towards the festival. Another cost they have to make is travelling to the festival. They might have to pay for gas and the amount of time they lose by travelling. They also have to spend time to get accepted to work at the festival.

Convenience: It is important to make working at the Zwarte Cross as easy as possible for the potential employee without any inconveniences. An important part of this is making the times of the shifts attractive for the employee. The length of the shift and the starting and ending time are important in this. It should be easy for an (potential) employee to find information about the festivals and shifts that they can sign up for. The responding time of customer service or your contact person is important for the employee because this has a great effect on the work experience.

Communication: Communication between the organisation and the employee helps improving their connection. This can be done in different forms of communication. For example, interaction on social media. Reacting on an employee's reaction on a post is important because this engagement makes the employee feels heard. Another factor that has a big influence is personal emails or messages. This makes the employee feel seen as an individual and not just a number. A quick response from the customer service/contact person makes the employee feel seen and heard. It also comes across more professional. A community in which people can ask questions and engage with each other in the process towards the event keeps them engaged and involved.

Employee journey

Needs of the employee

Pre exposure:

Social media: Teaser videos, posts, ads.

Information that employees want/need: line up, information about working on the festival, is F&B included, which shifts and the times, the number of breaks, clothes/ dress code, briefing (online e-mail), directions for traveling and parking, directions (signs) where you can find the crew entrance, employee transport, crew camping, how much you earn per hour, when do they receive their salary.

Where they can find the job: Job websites, word-to-mouth, contact person.

University offers, restaurants, LinkedIn, Merchandise

Direct exposure:

Meeting the expectations during the shift, welcoming person, desk you need to go, contact person

Guidance, clear instructions, supervisor

Colleagues, team groups, briefing, drinks, training, contact with visitors

Breaks (when and where F&B), t-shirts, merchandise, jackets, raincoat, backstage tour, free access, going home

Post exposure:

Feedback forms, after movies, thank you email, photos of the crew & the experience, payment, other opportunities for the next year, partnerships, join community, streaks the more you work the more advantages that you get (backstage tour or position to work, or climbing up the ladder), availability for next shift, suggestions for improvements, how do you get out of the festival.

See, Think, Do and Care Model

	See/ awareness	Think/consideration	Do/ action	Care/ retention
<i>Thinking</i>	I need a job I want to work on a festival I need money	I am interested in this position but I am interested in other festivals as well	I am applying for this job possibility	I love this job and want to come back next year I want to join the community
<i>Feeling</i>	I miss the vibe of festivals My job get kind of boring	Doubting	Decisive Taking action satisfied	Certain Active Loyal Satisfied
<i>Doing</i>	Searching for new opportunities	Searching for the best option and the highest salary	Filling in the application form and writing down with whom you want to work	Applying for the next year Checking on the news Contacting the supervisor for new opportunities
<i>Channels</i>	Social media channels (Instagram, YouTube, TikTok), vacancy websites, direct offline offers via working places	Vacancy websites Job offers online and from word to mouth	Website of De Zwarte Cross	Private messages WhatsApp community groups E-mails and website portal
<i>Content</i>	ZC: Trigger the feelings, offline job offers at existing working places	ZC: Share review forms and short videos/ clips from other employees	ZC: Offering an exclusive job opportunity with potential growth and other advantages like merch, people, transport, training, stay etc.	ZC:(post exposure) Community events, job streak (the more you work, the more advantages you get) After movies, pictures, etc. Keep contact within the community and with partners (other festivals)

This See, Think, Do and Care model was used by our group at the first stages of concept creating for the project of De Zwarte Cross. It is a great tool to create an overview of your target audience, see their behavior, understand their interests and concerns and boost creativity to come up with solutions that will promote your product on the market to the right people. The model consists of 4 main columns that come from its name – See, Think, Do and Care – they represent actions that consumers take while interacting with your product or service during different stages. Further in the table, an explanation, communication and possible solutions can be found.

At the See column, our group decided to create a vision of a worker De Zwarte Cross could be interested in – a student that is looking for both money and interesting job that will provide them with growth opportunities and experience (fun and professional). As it's only a See phase (where a person experiences

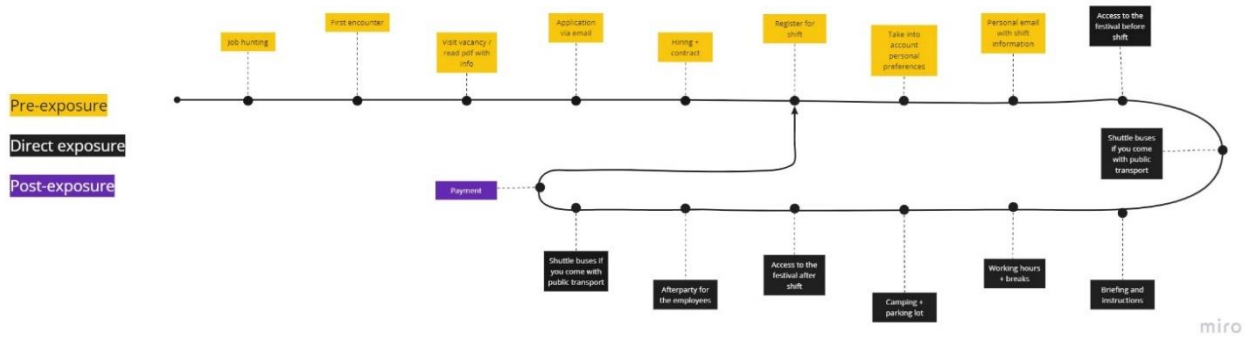
their first encounter with our offer), the best way to reach them would be via social media where this particular audience spends most of its time by triggering emotions and making our offer stand out from an ocean of other ads online. This could be accomplished by sharing the festival and community vibe and triggering the fear of missing out at the early stages.

When a person starts considering our offer as the one for them, this when the Think phase comes. To make sure we convince our potential employee that the choice of our job offer will give them everything he expects from a perfect working place, we want to provide access to our website and other social media channels where more information and videos of our employee experience is shared.

For the Do phase, when a person has already decided to join us, we want to make sure a job application is easy yet allows to leave personal preferences on how and with whom our employee want to work. Our goal will be to show all our advantages in growth potential and other bonuses that an individual can get when working with us.

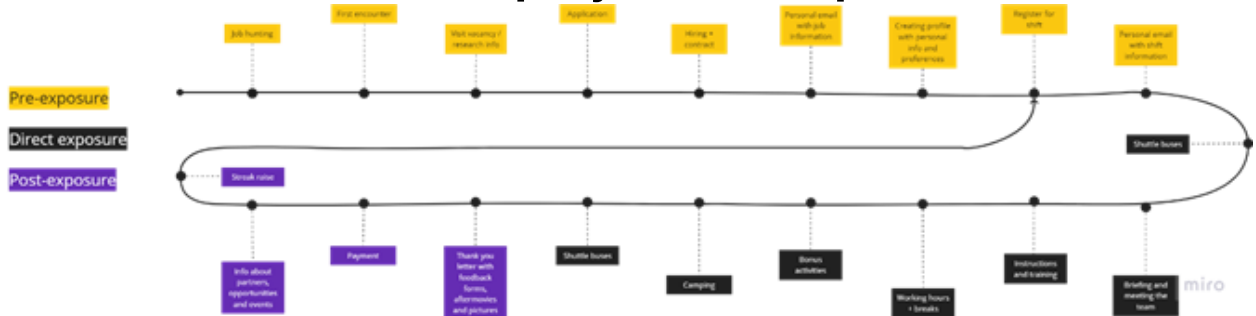
And lastly, when an already employed but still fresh member of the community has experienced his first festival as a worker, it is important to pay attention to the retention phase called Care. It is vital not only to attract but also to keep the employees within our community which can be done only if they are satisfied with what we have to offer. We certainly do not want to cut the connection after the festival but, on the contrary, we want to keep them active throughout the whole year in between the festival editions. Our ideas, besides feedback forms and after-movies, were community events and shift streaks that will reveal even more bonuses with more working years.

Current employee touchpoints



This touchpoint scheme shows the path through which all the current employees go. It consists of pre-, direct- and post exposure. The difference between the current one and the upgraded version is that this one is much simpler and it does not focus on creating a whole experience for the workers. This map shows a normal application process, then the working load during the shift, with the only privilege of camping and access to the festival before and after the shift, which is not applicable if you work on Saturdays. In addition, there are shuttle buses to the public transport and for the post exposure the one thing, we know is done, is the payment process. However, in order to accomplish employee recognition, it is essential to satisfy the needs and preferences of the employees. That is why, we decided to improve those touchpoints and to create a whole employee recognition experience so that the Zwarte Cross can easily retain and recruit employees.

Innovated employee touchpoints



To improve employee experience and recognition for the Zwarte Cross, the Innovated employee touchpoints model was developed by our project group. This new employee journey seems more extended yet is still easy to follow and contains a bigger number of privileges and advantages. Just like the Current employee touchpoints, the renewed model also consists of pre-, direct and post-exposure, however each has some additions. For instance, in the phase of pre-exposure, a new employee of the Zwarte Cross can now create a personal account where it is possible to join the community and fill in their preferences, characteristics, interests, experience, etc. This allows to focus more on personalization of festival workers, makes application for shifts simpler and quicker, and gives even more opportunities for a worker within the organisation (e.g., shift streak). Within the direct exposure, more time to meet the team and explore the festival location and working place has been added along with bonus activities which can be earned by the shift streak. Lastly, more attention has been paid to post-exposure. A person that has worked their shift is provided a gratitude letter with feedback form and festival pictures/after-movie attached. Additionally, community members receive information and invitations for community events and other work opportunities during the rest of the year from the festival partners. The journey ends by the streak raise that unblocks better features and prizes for an employee, after which it leads back to applying for the shift next year and the cycle repeats from this point on.

Communication

Our Concept: Crossers; Xers

Get to know the crossers:

In the get to know the crossers phase we intend to let the employees that signed up to work for the Zwarte Cross get familiar with each other. We want to do this by creating a party bus pickup, this way the employees do not have the costs of travel to the festival and already get to know each other before the festival. This will help them build a connection and possibly find some new friends. This is well connected to our persona as she is in need of a friendly work collective, money and social activities. With the party bus she can save money, make friends and have a good time all together. A big pain point of our persona is the fear of missing out, the party bus will help degrade this fear as she can party with the employees, in short, she won't miss out on anything. The employees will be picked up at stops that are central to some big cities and villages around but also far away from the festival. This will give them the feeling that they are appreciated, as they don't have to spend money and also have a relaxed and fun way to go to the festival.

Recognize the crossers:

In the recognize the crossers phase the employees will feel even more appreciated and valued. During the festival they will wear their own merchandise with the crossers' logo and the employee's name. This will give everyone the opportunity to talk to them respectfully with their name, it will make the whole experience more personalized. Another thing that will help them feel recognized is the separate camp ground created for all the employees that work at the Zwarte Cross. This camp ground will again make sure that the atmosphere during the festival within the employees is enhanced and relaxed. At this campground the employees will have the opportunity to chill, socialize and have some fun. This will make sure that not one of the employees will feel left out, therefore it is a great bridge to one of the pain points of our persona, the fear of missing out. Another thing we want to implement is the point system, this entails that the number of festivals an employee worked at the Zwarte Cross, the more they worked, the more benefits they get in terms of a care package given at the end of the festival. For example: extra discounts on merch, extra gifts, etc.

Connected by the crossers:

In the connected by the crossers phase it is all about connecting the already existing employees to the possible employees, and creating a crossers community. This phase happens before the festival and after the festival. It is to recruit new employees, but also to make sure that the existing employees stay motivated and connected. For the connected by the crossers phase we can let one of the employees make a video of a day in the life of, this can be posted on YouTube and on the Zwarte Cross website or Instagram to let the possible employees be introduced to the work. By letting the employees post about the festival they will possibly reach future employees and this will be organic media. The community can be created by a website, or a special page where all the employees can sign up if they want to stay in contact. This page can also be viewed by regular people to get a feel of the atmosphere and make it attractive to them to sign up.



Functions:

Barhoofd (hoofd olie schenker/head oil poorer):

Als hoofd olie schenker zorg je ervoor dat je bar goed loopt. Je houdt de voorraad in de gaten, zorgt voor een juiste urenregistratie en een goede werksfeer. Horeca-ervaring en ervaring als leidinggevende is een must.

As head oil poorer you make sure that everything runs smoothly at the bar you lead. Keep track of inventory, hour registration and atmosphere. Experience as leader behind the bar is a must.

Barmedewerker (olie schenker/oil poorer):

Jij zal de olie schenken en zorgen dat de mensen genoeg energie hebben om te blijven gaan. Houd er rekening mee dat de meeste schenk plekken vergeven zijn aan deelnemende verenigingen.

You will be pouring the oil to keep people going. Keep in mind that a lot of the poor spots will be given to the associations participating.

Campingburgemeester (pauze controleur/ break control):

Jij zal ervoor zorgen dat alles goed gaat op de camping, je zorgt ervoor dat de bezoekers in alles rust een pauze kunnen nemen. Je beantwoordt vragen, spreekt de bezoekers aan en heet ze welkom.

You will make sure that everything goes smoothly, that all the visitors can peacefully take a break. You answer their question, talk to them and welcome them to the camping.

Verkeersregelaar:

Je zorgt ervoor dat het verkeer goed doorstroomd tijdens het evenement. Je hebt voor deze taak een evenementenverkeersregelaar certificaat nodig, deze kan je online behalen.

You will make sure that the traffic runs smoothly, you have to have a events traffic certificate, you can get this online.

Opkalefateraar:

Deze taak gaat over de schoonheid van het festivalterrein. Je bent verantwoordelijk voor het op tijd legen van de prullenbakken, recyclen van bekertjes, schoonhouden van terrastafels en nog veel meer.

This job is all about being sustainable, you will make sure that the festival ground is as clean as possible, the bins are emptied on time and that the cups will be recycled as much as possible. All in all, you are responsible for the cleanliness of the festival ground.

Toiletjuf:

Bij deze taak verwelkom je de dames die naar het toilet moeten, je zorgt dat ze na het bezoek weer fris naar het festival terrein kunnen. Je bent niet verantwoordelijk voor de schoonmaak van de toiletten.

In this job you have to welcome the ladies to the toilet, you will make sure that after the visit they can freshly go back to the festival ground. You are not responsible for the cleaning of the toilets.

Muntverkoper:

Jij verkoopt de muntjes waar de mensen olie mee kunnen halen

You sell the coins that the people can get their oil with.

Merchandise verkoper:

Je verkoopt merchandise op het festival terrein en de camping, je verkoopt een selectie van merch zoals t-shirts hoodies, etc.

You sell merchandise on the festival ground and camping, you sell a selection of merch ranging from t-shirts, hoodies, etc.

Technische dienst (bob de bouwer/bob the builder):

Jij helpt met de opbouw en afbouw van het festival terrein, je bent dus niet bang om hard te werken en je handen uit de mouwen te steken.

You help with buildup and brake down of the festival ground, this job is for you if you are not afraid to work hard and go to the core.

Horecarunner (oliesprinter/ oil sprinter):

Jij zorgt ervoor dat alle bars genoeg olie te schenken hebben, je doet dit overdag maar ook snachts.

You make sure that the bars have enough oil to poor, you do this during the day but also at night.

Hotelmedewerker Grasnapsky:

Jij werkt als olie schenker en gastvrouw/ heer op grasnapsky.

You work as oil poorer and hostess/ host on grasnapsky.

Sfeerbeheerder (feest politie/ party police):

Als feest politie zorg je ervoor dat het feest goed blijft gaan, je houd de bezoekers in de gaten, beantwoord vragen en zorgt ervoor dat alles soepel verloopt.

As party police you make sure that the party keeps going, you keep an eye on the visitors, answer questions and make sure that everything runs smoothly

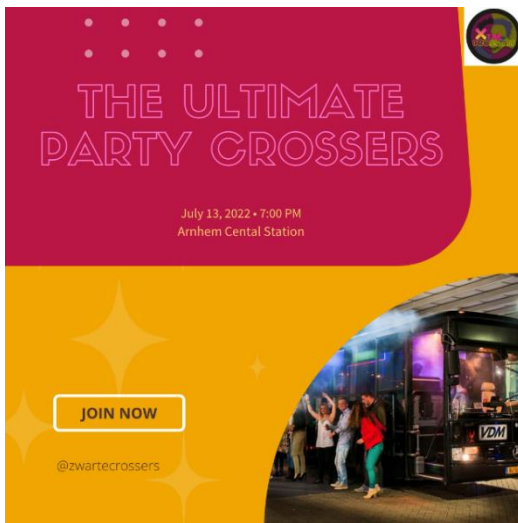
Examples of the messages on the channels

We decided to create 7 visuals to represent our idea and the atmosphere of our concept. However, there are more messages per channel written down. The reason we chose to use specifically those social media channels is based on our research and the creation of our persona- a 20-year-old bartender who uses a lot of social media nowadays. We found out that the most used channel by our target group is Instagram and that is why our focus is mainly there. We tried to make the messages more with a personal connection and taking into account the preferences of the employees. Furthermore, a community WhatsApp group and a community page on the website will make the whole experience of the employees more engaging and will provide them with the feeling of being part of a family. We included a teaser post for the pre-party and a YouTube video of a day in the life of a crosser with which we want to fulfill the need of our target group to work in a friendly environment. All these examples match the needs of our persona and represent a whole experience, including the feeling of being part of one community.

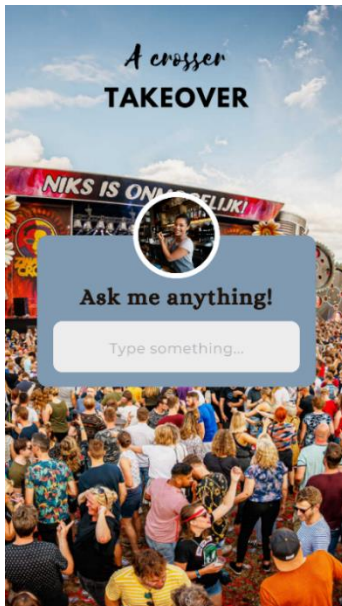
1.A WhatsApp community group of the crossers



2. Instagram post with a picture of the party bus



3. Instagram “crosser takeover”



4. Community page on the website



5.A Day in the life of a crosser



6. Instagram post join us now!



7. Instagram post join us now!



Costs per channel

Instagram

The return in regarding to the cost of an ad is very different on Instagram, especially an add to get a 'click' in return. An ad that is seen 1000 times (CPM) would cost approximately between €1,15 and €6,50. This range is very wide because of who you target and the niche of the post as well as the amount of competition. For someone to click the link of your post (CPC) would costs between €0,80 and €2,50.

TikTok

In order to run ads on TikTok it will costs you at least €10 per 1000 views (CPM) and if you would want to run a campaign the minimum cost of that is €500. To run a very simple campaign it takes you at least €1000 - €2000. To run a professional campaign, you should think about a budget with the minimum of €25000. Compared to Instagram the costs to run ads on TikTok is way higher.

YouTube

On YouTube there are multiple different types of ads, however the ads that we want to use are true-view ads. True-view ads are ads that can appear before, during, or after a video. The beneficial part of this type of ad is that the first five seconds cannot be skipped, and you will only pay for the ad if the viewer has seen at least 30 seconds or the whole ad as well as if the ad is clicked on. The average cost of a true-view ad on YouTube costs approximately between €0,01 - €0,03 cents and the average cost of reaching 100000 viewer is roughly €2000. Al though the costs seem higher than Instagram and TikTok, the difference here is that people actually watch the ad for a long time where on the other channels this does not have to be the case.

Messages per channel

TikTok:

Pre-exposure: TikTok short video of a current employee, being at the festival side, wearing a brand-new merchandise, special edition for the employees with the logo of the Xers, saying "Come and join me at the pre-employee party and get to know the other Xers"

Pre-exposure: Video of an influencer

Instagram:

Pre-exposure: An Instagram reel of a current employee, being at the festival side, wearing a brand-new merchandise, special edition for the employees with the logo of the Xers, saying "Come and join me at the pre-employee party and get to know the other Xers"

Pre-exposure: Have a "crosser takeover" on the Instagram during the pre-party and the party bus. That day a lot of people will check the Instagram page since the event starts the next day. In the takeover the hashtag #JoinTheXers will be used to get extra recognition.

Pre-exposure: Instagram post of an employee picture with a caption of "Join the crossers with a friend, work on your preferred position and enjoy a delicious snack (there are also vegetarian and vegan options, so don't worry)".

Pre-exposure: Instagram post with a picture of the pre-party and party bus with the caption "Become a Xer too and enjoy these exclusive parties with famous artists, you don't want to miss this!"

Pre-exposure: Instagram post with the employee and volunteers' team with goodie bags that they received for their work during the festival. A caption can be used like: "Do not miss out on these

limited editions goodie bags and join us next year!"

Pre-exposure: Instagram post about information about the shuttle busses that drive to the festival from different places in the Netherlands. Include info about sustainability and that taking the bus is a good choice. Can use a hashtag for example like #DriveTogetherZC. This is for the shuttle busses to the festival and going back from the festival.

Direct-exposure: Have another "crosser takeover" during the festival which shows behind the scenes and the work of the employees.

Website:

Pre- and post-exposure: Add a page for the community with experience from current employees.

Radio:

Pre-exposure: "Want to experience a festival atmosphere but also get paid, make new friendships and stay in the crosser's community, then go check the vacancies on the website of Zwarte Cross. We can't wait for you to be part of our employee family".

YouTube:

Pre-exposure: Give the pre-party a good place in the after movie so people will see how it will be and how the crew is treated (like a family).

Pre-exposure: Post a day in the life of a Zwarte Cross employee by mainly showing the touchpoints of their shift before, during and after a festival.

E-mail:

Post-exposure: After each shift, the crossers will receive e-mails of the employee after movie and pictures from the shift.

WhatsApp:

Post-exposure: In the crossers' WhatsApp group, there are going to be messages about community events such as drinks, information about the job streak (the more you work, the more advantages you get, such as sneak peek behind the scenes, a day with a professional manager, two tickets for the next edition, a discount for the merchandise).

Peso model

The peso model is used to explain per component how we will use the channels and what messages we will send.

Paid

Radio: We want to have a 1 commercial per day in the month before signing up to work at the festival opens if there are more than 8 vacancies.

Instagram: We want 1 post every 2 weeks in the months before the festival to stimulate them to work for the Zwarte Cross, with the post a link will be added where the people can sign up for the vacancies.

TikTok: We want to pay influencers that are interesting to our target group (persona) to create a video about Zwarte Cross and the benefits you get of working there.

Earned

For earned media we will make sure that if there are influential people at the festival they will be treated well and make sure that the media they share is good. For a festival it is hard to get earned media unless something interesting happens, earned media is hard to control and can therefore go completely wrong. To get good earned media we can use the good employee relations to show everyone about an exceptional atmosphere. If the news and other channels pick up on this it will create positive earned media.

Shared

Instagram: Posts + stories of employees' experience and activities (pictures and after-movies of the Crossers)

Tiktok: Short videos of employee experience during working shifts, pre- and after-parties, shuttle buses, camping, etc.

Youtube: After-movies from festival, parties and other community activities.

Website: Even though the website is mostly for a use of employees, it is open for public, so anyone could see employees' posts and blogs there.

Owned

Website: We want to make use of the website to create a community page, which will give the feeling of being part of a family as one of our touchpoints is that each employee will have a personal profile.

Instagram: Posts, stories, crossers and influencers takeovers- helping Zwarte Cross recruit new employees

E-mail: As one of the aims of our persona is good and clear communication, the e-mail will be used to do so. There will be personal e-mails with all the information related to the different job positions, transport, camping and so on before applying and after being accepted for the shift, there will be another e-mail send with everything about the shift- beginning and end time, breaks, etc.

WhatsApp: This channel will be used to make a more personal connection between the company and the employees. Everyone can share their experience, pictures and videos in here. Also, more information and updates related to the streak (the more you work, the more advantages you get) will be posted.

KPI's (Key performance indicators)

Instagram

On our social media posts, we have several indicators regarding the amount of seen/shared and clicks on our posts. Zwarte cross gets approximately between 500 and 1000 likes per post. By using the right target selection to run ads on some of our Instagram posts, with €500 - €1000 euros spend on ads, a total of 80000 – 220000 people will see our ad. Based on this number we expect that we can get a lot of new followers, but the most important are the 100-250 new followers that we expect who are specifically interested in becoming a Xer. Based on the ads we expect organic growth as well, so if we post our Instagram reels or takeover stories, they will be viewed a lot better as well as the extra number of shares they will get from the Xers and the people interested in this.

TikTok

To not overdue the costs of marketing we want to do a simple TikTok campaign. The costs of this will be around €2000. The main focus of this is to get younger people to know the festival and show them how much fun it can be to work on it. The average age on TikTok is lower than for example Instagram. For that reason, we want the young people to see the fun of being a Xer so that in the future they want to work for the Zwarte cross too and get them excited in advance. By doing this campaign we expect to reach 150000-200000 people from whom we think 100-150 would apply to become a Xer. Because of this campaign more people will apply in the future like explained before.

YouTube

Our ads on YouTube will be different than Instagram and TikTok. This is because on YouTube we want to attract people by showing an after movie and insight on being a Xer and how their day on a festival is. Because this cannot be uploaded before the event the promotion will be done in two parts. The first one is advertising the video after the festival so people see it and can get excited by it. The second phase is a few months before the next edition of the festival. The reason behind this is to remind the people that might be interested in it to apply to become a Xer for the next edition. By doing it a few months before, the timing is the same as when the Zwarte Cross is going to look for new employees to work during the event. Because of the YouTube true-view advertising, spending €1000 split up in two times, would give them 100000 actual views of the ad and this would bring them between 100-200 new employees.

References

ebbersmedia. (z.d.). *Werken op de Zwarte Cross*. De Feestfabriek AKG. Geraadpleegd op 12 maart

2022, van <https://www.feestfabriek.nl/werken-op-de-zwarte-cross/>