

Five-part short film series, the hire: case analysis of bmw

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With many viewers of The Hire series asking for more short films and even some asking for a full length film what is the best option for BMW to take in order to one, maintain the market share they have gained through the series, and two, intention to increase their general market share. Four options have been set out by BMW as logical next steps for the auto manufacturer. As already stated two of the options is to either release 5 more short films before there are copycat films made by other manufacturers or to create a full length film under the same premise.

Continuing, another route that BMW can take is try and "milk" their first series of short films and try to further their market share generated through those films. Lastly BMW could do nothing in terms of The Hire but instead go back to their traditional marketing techniques and leave the short film technique as a success and not continue. However BMW will have to choose the correct path and choose quickly as their competitors will be trying to regain the market share that BMW may have stolen from them.

In early 2000 BMW had a six month window with not one future product being launched an opportunity presented itself for BMW to launch a non traditional marketing campaign not focused on one individual product. After deliberation BMW decided on a viral marketing campaign with the ending result being the short film series starring their own 7 series. BMW is now faced with the problem as stated earlier on how to go forth after such a success. One problem facing BMW is the idea of copycat marketing campaigns by competing auto manufacturers that mirror the campaign of BMW.

As stated in Warren Michelle article : Calling all Copycats, " When BMW Canada introduced its short art film, drive, last September, it not only created a sensation among Toronto International Film Festival audiences, but also raised the bar for Canadian marketers. " Furthermore, Mimic went on to conclude " People were looking around for newness and here was a wonderful example. " Both statements are amplifying the shift in marketing that companies must do in order to stay in competitive and relevant in the new age of marketing.

The acceptance and even the overwhelming approval of the BMW campaign shows that consumers are ready for this shift and are showing inventiveness and need for uniqueness. However with gaining those two character traits BMW has created its own issue with targeting the segment they have (younger generation) that if they were to try and milk the original series or create more films, if full feature or not, that they need to stay unique and need to create something new for those who are receptive to new products and marketing techniques.

However, I do believe that BMW's strengths complements this segment wonderfully. To illustrate, as stated in the Case based on BMW's market researched consumers of the BMW brand are " people who tended to be leaders, who worked hard, played hard, and achieved a lot very early in life" and with BMW being performance driven and their short film being based around someone who is leading someone to safety they are able to satisfy someone's psychological needs. Furthermore, people who tend to be

receptive to new products tend to be leaders in their world and BMW products are for those powerful leaders.

Firstly, one must consider all of the pros and cons to the options that BMW has put forward to make an informed decision on what the best course of action is. Beginning, BMW has the option to try and expand the audience for their first series of short films and try to increase the positives that it provided. This is done by opening up *The Hire* to a wider audience by allowing the series to go to DVD or even allow it to be seen in other forms like theaters and other websites. BMW will essentially be using the short films as a cash cow and milk as much influence over the public that it can provide.

This option allows for a relatively low cost approach that still can increase BMW's market share while allowing BMW to focus on their upcoming releases of the 2005 models. However, I do believe that there are some negatives to this approach. For one, it opens up the door to competitors to be upset on what BMW did basically making their films obsolete in that segment. This same cocaine renounces happened when copycats showed up during BMW's first Z campaign when they placed their car in the James Bond film *Goldeneye*, a technique that Jaguar would become very attuned with.

I believe that BMW must stay in their segment and strive for uniqueness and inventiveness. Continuing option two for BMW is to create another set of short films that continue on the story arc that was created in the first series. As stated in the case article more than 90% of viewers pleaded

BMW for another set of short films continuing with Clive Owen returning as the driver. The positive behind such an approach that the excitement that was generated will be able to carry over to a second series plus they are able to stay in the lower cost range without having to use millions of dollars to create a full length film.

Furthermore, it allows BMW to use the same metrics they did with the first series which creates an easier route to the end goal. However, as I have stated above BMW must look to strategically reuse in their advertising because that is what drew so many to the first films and prevented the positive blowback from the films. Also if copycat marketers were to start creating their own films BMW's films may get lost in a sea of material and their content could get undermined if a competitor was to make better content.

Despite the drawbacks of copycats BMW may be able to use that in their favor if they are able to release their second set of short films before the market gets saturated. If BMW was able to get to market first then their content would be able to stand above others while still looking unique and have the other competitors have their content undermined. Doing this would allow BMW to maintain the Pearce position and attitudes that consumers have of them that they are an innovative brand, plus they will be able to maintain a halo effect with the positives of The Hire influencing the perception of the second series of film.

In an overstated market, a positive perception is key. Thirdly, at the request of several of viewers of The Hire series, BMW has the option of making a full

length film based on the same story that was told in the first film s. Such interest has been shown for a full length film because how much people have invest d in the character of Clive Owens and they would like to see a full story told about the James Bond queues character.

One of the main drawbacks that faces BMW with the develop memento a full length feature film is the costs associated with creating a 2 hour film that is o n par with the quality that was presented in the first 5 short films. However, one of the posits eves to such an undertaking is that BMW is able to stay new and unique in a market that is go Eng to become very saturated. Plus need for uniqueness and innovativeness are two character restricts they represents their market base and they need to satisfy those characteristics.

Co intriguing, the last route that BMW may be able to take is the least cost and easiest for them to complete, do nothing. The option allows for BMW to focus on more traditional marketing the at they have been consistently good at and they will be able to bring more focus back on t he individual products that they will be launching in there near future instead on just grow Eng the BMW brand alone. Furthermore, with more focus on the products they will be able t 0 focus On the competitive advantages that their products have over the competition because e they will be able to go deeper into the product features then the short films did.

The DOD inside of BMW gong back to tradition marketing ands not continuing with the short films is the at they're missing out on the opportunities that the short film series brought and they c an still grow their

brand further of the first series and any upcoming films that they could do in the future. Summarizing, BMW has 4 different ways that they can tackle the problem ahead of them each with their positives and negatives outcomes. The Decision criteria that BMW must focus on and base their decision on is the at of what option allows them to grow their brand the most without giving up to m such.

BMW must consider the resources and cash that they need to spend in order to act on EAI chi option and whether the inputs justify the outputs. Secondly, BMW must consider how the y will be perceived by the target market that they have segmented. Will the route they take be positively or negatively impact what the consumer think of the BMW brand. L ghasly, BMW must insider that the characteristics of their consumer if people who look for new and unique products and any option they take must register with these characteristics or they may lose what they gained through the excitement generated by The Hire.

In summation, I believe the option that BMW should take the option of release Eng 5 more short films to complete the series and then advertise DVD's with the co meet ten part series. Believe that this is the best option for BMW because it allows them to capitalize on the hype generated by the first set of films plus it is giving the consumer what hey ask for. Furthermore, because they have already taken this route they will be able to generate the second series with relative ease and have a lower cost than creating a feature film.

In addition, by releasing a DVD set that includes the first set of films they are still able to milk the influence those films have. However the most important aspect of choosing this option is making sure they release the films quickly and before any competitors start flooding the market. I believe in order to achieve that BMW must start producing the films right away and not be as extensive with their build up to the second set of short films as they were the first.

I believe that if done correctly BMW can further cement themselves in the upper echelon of the luxury car manufacturer market. In the words of McDowell " We've always believed that the future belongs to the nimble. You see this in our cars, and you see this in our marketing. " There are several acts of corruption that need to be punished justly but I believe that the act that is the worst for the government and the public is conflict of interest.