

# MARTIN CUFF

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Nationality: British citizen, Serbian citizen, South African permanent resident.

## EDUCATION

BA (Hons) 2.1, English & Drama, Goldsmith's College, University of London (1986-89)  
3 A Levels (ABB), 3 A/O Levels, 10 O Levels, Gresham's School, United Kingdom (1980-85)

## LANGUAGES

English (home language),  
Spanish, French (working proficiency)  
Serbian, Afrikaans, German, Welsh (basic proficiency)

## WORK EXPERIENCE

**Title: ADVISOR FOR CREATIVE INDUSTRIES, TOURISM & THE NATION  
BRAND TO PRIME MINISTER OF SERBIA, ANA BRNABIĆ**  
Employer: Cabinet of the Prime Minister, Government of Serbia  
Location: Belgrade, Serbia  
Sector: Creative Industries, Tourism, Nation Brand.  
Dates: September 2017 – Present

Prime Minister Brnabic's Nation Brand platform Serbia Creates seeks to positively influence international perceptions about Serbia based on new messaging around creativity and innovation. I provide strategic direction to the PM and the platform, offering Strategic Nation Brand analysis, Brand Development (meanings & messages), creating, planning, and executing strategic projects that highlight and communicate these new messages, themes and stories, Brand Communications including Transmedia marketing, Brand Management, and the Measurement & Reporting on activities conducted.

Central to the Serbian brand is the Creative Industries where I bring 30 years of active sector experience. I research, analyse and evaluate creative industries activity across a range of subsectors, (film, music, contemporary art, design, fashion etc.) and work out how best to support and promote the sectors through the Serbia Creates platform. This includes conceptualisation and development of key programmes such as events, creative hubs, creative education programmes, careers information and more. I am particularly interested in boosting the connections between culture and creativity and the tourism sector. I recently drafted the National Strategy for the Creative Industries and the Strategy for Education in the Creative Industries sector for the platform.

I further facilitate and contribute to opportunities for the Prime Minister and the Director of Serbia Creates to explain this agenda on various international platforms. My communications experience therefore includes comms planning, providing tactical comms support on speeches, video and live presentations, policy papers, news articles, crisis comms and the official Twitter account. I write and manage press releases, case studies, blogs, statements, talking points, presentations and op-eds, I act as spokesperson, and I speak at international conferences, panels, workshops, trainings, on podcasts and in the media. I specialise in the written word, so I author and/or provide editorial oversight for

important reports and publications. My work includes building community and developing relationships with key stakeholders and community members to effectively convey core mission and work, preparing spokespeople for media and speaking engagements, including media backgrounders, coaching and talking points. I have devised and managed events locally and internationally, delivered familiarisation / press tours (inbound and outbound) and crafted related communications campaigns.

**Special Mention: CONTENT & PROGRAMME DIRECTOR**

Employer: Serbia Pavilion at the Dubai World Expo (Government of Serbia)  
Location: Belgrade, Serbia  
Sector: Creative Industries, Tourism, Nation Brand.  
Dates: January 2021 – March 2022

As Content and Programme Director for Serbia at the Dubai 2020 World Expo under the Serbia Creates platform, my role was to devise how to communicate Serbia's many messages under a single overarching "story." I researched, conceptualised and wrote the Pavilion's overall theme (the world's first city at Vinča) plus content for three major digital exhibits (Vinča, Serbia Today – Business & industry, Chronology of Creativity). I also wrote all Website content, Educational Materials for the schools' programme, brochures, news releases, pavilion signage and podcast content. I further scheduled over 60 live performances of 30 musical and dance acts and coordinated the participation of over 30 speakers for the official programme that reflected the national messaging. The Serbia Pavilion was the most successful Serbia promotion ever, hosting over 1,2 million visitors, and resulting in more than 10,000 business contacts being made.

**TITLE: INTERNATIONAL FILM COMMISSIONS CONSULTANT**

Employer: Martin Cuff Consulting  
Location: Cape Town, South Africa (projects worldwide)  
Dates: June 2006 – Present

I provide professional consultancy to international agencies and government departments to solve a range of challenges including marketing, public diplomacy, economic competitiveness and business development. My work requires deep research into international best practice, thorough data analysis and the application of customised solutions in response to specific challenges.

A list of completed projects and interventions is attached below. (see Annexure A)

**TITLE: EXECUTIVE DIRECTOR**

Employer: Association of Film Commissioners International  
Location: Los Angeles, California, USA  
Dates: February 2011 – September 2012

Executive Director of LA-based association representing more than 350 film commissions from 40 countries on every continent. Managing international, multi-cultural, diverse teams and programmes in international locations, where communication and cultural sensitivity is of vital importance.

**TITLE: EXECUTIVE DIRECTOR**

Employer: Colorado Film Commission

Location: Denver, Colorado, USA  
Dates: June 2005 – May 2006

The first foreigner appointed as director of a US film commission. Tasked with relaunching organization - the oldest film commission in the world - as a private non-profit. Tasks included Researching and drafting business plans and strategies, establishing a Founding Board, and driving the legal establishment of the commission, developing community outreach and liaison in order to garner support for the venture, and marketing Colorado as a leading film production destination.

**TITLE: CHIEF OPERATIONS OFFICER / ACT. CHIEF EXECUTIVE OFFICER**  
Employer: Cape Film Commission and Cape Town Film Permit Office  
Location: Cape Town, South Africa  
Dates: February 2002 – May 2005

C.O.O and Acting Executive Director of Africa's first film commission, responsible for cementing the establishment of the Film Commission including all business plans, marketing strategies, Board Management and Corporate Governance processes, Responsible for International Communications & Marketing including production of materials, websites and international missions. First African representative voted onto board of Directors of Association of Film Commissioners International. I also sat on the Board of Directors of Southern African International Film and Television Market (Sithengi) and Independent Producers organization (IPO)

Additionally, I ran and overhauled Cape Town Film Permit Office, managing oversight of all film shoots in the city, including community engagement with affected communities. Introduced Cape Town Film Policy, Film Unit Liaison Officers to oversee film shoots and Cape Town Filming guide.

**TITLE: CHIEF OPERATIONS OFFICER**  
Employer: Sithengi – the Southern African International Film & Television Market  
Location: Cape Town, South Africa  
Dates: September 1997 – October 2001

I began as an event manager and rose to become Chief Operations Officer of Africa's biggest film industry event attended by 1500 film businesspeople from 40 countries. Responsible for creating and delivering of all aspects related to the event including an international film expo, Market Screenings, Educational Conferences and Workshops, Networking Events, and International Marketing and Promotion, including communication via South Africa's pavilions / stands at Cannes Film Festival, MIPCOM and MIPTV, FESPACO, AFI Los Angeles etc.

## REFERENCES

Ms. Ana Ilic, Senior Advisor to Prime Minister Brnabić – [ana.ilic@gov.rs](mailto:ana.ilic@gov.rs)  
Ms. Florence Haifene, Director, Namibia Film Commission - [info@nfc.na](mailto:info@nfc.na)  
Mr. Jon Bing, Director, Studio Communications, Netflix – [jbing@netflix.com](mailto:jbing@netflix.com)  
Mr. David Shepheard, Vice President, Martini Studios, Vancouver - [david.shepheard@me.com](mailto:david.shepheard@me.com)

## **ANNEXURE A:**

### **OVERVIEW OF INTERNATIONAL CONSULTANCY PROJECTS (2007-2022)**

- Regional Cooperation Council - Mapping of the Creative Industries in the WB6 and Recommendations for Key Catalytic Programmes
- PromPeru – Peru Promotion Agency - Development of Film Commission Business and Marketing Plan
- Namibia Film Commission - Development of Film Commission Business Plan, Coproduction Treaty Recommendations, Film Policy protocols, Film Tourism planning
- City of Tbilisi, Republic of Georgia - Development of Recommendations for City Film Office
- Ministry of Culture, Rep. of Georgia - Development of Film Commission Business Plan
- Serbia Film Commission (USAID / Compete Serbia) - Development of Film Commission Business Plan and Film Incentive recommendations, plus Film Danube project and Municipal Film Friendliness project
- Tanzania Film Federation - Film Policy Research & Recommendations
- Tanzania Music Development - Research on Copyright management
- Canadian High Commission in SA - Mapping of Creative Industries in South Africa
- African Film Commissions Network - creation of Film Commission programme including online training manual
- City of Johannesburg - Research, Business Planning and Skills Development plan for Johannesburg Film Office
- KZN Film Commission / Durban Film Office - Research & Business Planning for KZN Film Commission, Film Studio Research
- National Film & Video Foundation of South Africa - Film Studio Research, Film Commission Research
- Nelson Mandela Bay Municipality - Film Office Business Plan
- Eastern Cape Development Corporation - Film Policies and Film Investment Business Plan
- Department of Arts and Culture S. Africa - African Film Commissions' Network research project
- Animation South Africa - transition to new structure.
- South African Association of Stills Producers – Director
- plus Business Plans and Feasibility Study for film studios on three continents.

### **RESEARCH AND REPORTS COMPLETED:**

- SERBIA CREATES – National Creative Industries strategy 2023 – 2028
- SERBIA CREATES – Creative Skills Development strategy 2023 – 2028
- REGIONAL COOPERATION COUNCIL – Mapping and Recommendations for the Creative Industries, Nov-Dec 2022
- WORLD BANK, SERBIA - Competitiveness, Creative Industries and Serbia Creates - Inputs on the Specialization Strategy in the Republic of Serbia for the period from 2020 To 2027 - 2019
- UNDP SERBIA – Creative Hubs Research & Recommendations 2018
- UNDP SERBIA – Serbia Creates Strategy for Cultural Diplomacy and Soft Power 2018
- UNDP SERBIA – Creative Serbia Action Plan 2017

- UNDP SERBIA – Addressing Serbia’s Ranking on The World Tourism Competitiveness Index 2017
- UNDP SERBIA – Analysis of the Development Potential of the Creative Industries in Serbia 2018
- CANADIAN HIGH COMMISSION – South African Cultural Industries Mapping 2017
- DEPARTMENT OF ARTS & CULTURE, SOUTH AFRICA (MZANSI GOLDEN ECONOMY) – African Film Commissions research & policy recommendations
- CITY OF JOHANNESBURG – Film Sector Development research and Strategy
- NAMIBIA FILM COMMISSION – Namibia Film Incentives Program, Namibia / South Africa Coproduction Treaty, Namibia/Germany Coproduction Research
- AUSTRIAN DEVELOPMENT AGENCY – Making the Danube a Filming Location, Serbia Film Commission
- KWAZULU NATAL FILM COMMISSION – Human Capacity Development Strategy
- V&A WATERFRONT – Film Industry Business Development Plan
- EASTERN CAPE DEVELOPMENT CORPORATION – Feasibility Study & Business Case review, Mandela International Film Festival
- KZN FILM COMMISSION – KZN Film Hub & Studio Business Case
- EASTERN PARTNERSHIP CULTURAL PROGRAMME (EU) - Business Development Strategy (Film Sector) for the City of Tblisi
- NATIONAL FILM & VIDEO FOUNDATION OF SOUTH AFRICA - Film Commission feasibility study
- NAMIBIA FILM COMMISSION – Broadcaster Commissioning Editor Development
- PERU FILM COMMISSION – business planning of Film Commission and 3 regional Film Offices for PROMPERU
- NATIONAL FILM & VIDEO FOUNDATION SOUTH AFRICA – South African Film Strategy
- TANZANIA MUSICIANS NETWORK – Copyright & Royalties Research
- TANZANIA FILM FEDERATION – National Film Policy research
- USAID – Serbia Film Commission establishment and Film Incentive Development
- Ministry of Culture, Republic of Georgia - Film Commission establishment and Film Incentive Development
- USAID – Research and Recommendations on Belgrade City Breaks Tourism Capacity.
- EASTERN CAPE DEVELOPMENT CORPORATION – Film Sector Research, Development Strategy,
- NATIONAL FILM & VIDEO FOUNDATION OF SOUTH AFRICA – Film & Media Cities & Clusters research and recommendations
- NAMIBIA FILM COMMISSION – Film Tourism Research
- NELSON MANDELA BAY DEPARTMENT OF ECONOMIC DEVELOPMENT – Film Feasibility Study, Film Office Establishment
- DURBAN FILM OFFICE – Film Sector Review & Strategy, Business Plan
- KZN FILM COMMISSION – Film Commission Establishment
- BUFFALO CITY MUNICIPALITY – Economic Development Plan
- WESGRO – City of Cape Town Business Constraints - Film Sector