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Module Title: Creative Business Project

Module Code: SBTY7006 - CBP1

Assignment Title: Report

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Meridian Music
MUSIC ARTIST, MEDIA PRODUCTION AND MUSIC INDUSTRY
DEVELOPMENT COLLEGE

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BUSINESS PLAN

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The information contained in this document is confidential and is intended only for the persons to whom it is transmitted by Meridian Music and the promoters of the Company. Although the information in this document is believed to be reliable, it must be recognised that predictions and projections, as to the Company's future performance are subject to a degree of uncertainty and no warranty or representation as to such projections is impressed or implied..

The Business Proposition

Meridian Music is an independent industry training and development provider supplying qualified courses and apprenticeships to gain entry into the professional world of the music industry for future generations. Using modern marketing and promotion techniques combined with artist, radio and music industry development, Meridian Music aims to produce new, highly informed independent workers.

The purpose of this proposal is to highlight the benefits of a purpose built adult and community music centre and the implications of it being located in the heart of Woolwich. The positive impact on local youths and other community initiatives would be immeasurable in moving lives forward through creative music and media making.

The projected sales turnover for Meridian Music Limited is:

Year 1 - £30,100 Year 2 - £731,400 Year 3 - £643,200

The projected results (before tax) for the business are:

Year 1 - £144,901 loss Year 2 - £658,600 profit Year 3 - £442,776 profit

The initial start-up costs required to set up the business will be £300,000.00. The college will require a four-month setup period, starting in May 2019. From Year 2 month 9, the company will be self-financing and will be able to provide a return on an initial investment within five years of trading.

Meridian Music will provide education and accredited courses in:

- Musicianship and Artist Development
- Audio Production and Technology
- Video and Film Production
- Music Business and Entertainment Media Marketing
- Radio Presenting & Broadcast (delivered under the “Masters Of The Airwaves” brand)
- Graphic Design and Photography

The college will target London based students who want a career within the music industry for enrolment to its courses. Meridian Music aims to be effective in enabling disaffected youths who would not normally engage in mainstream education to achieve qualifications equivalent to five GCSEs or two or three A-levels. These qualifications will enable students to progress on to university or employment.

It will supply accredited supplementary courses in core subjects including English, Maths and Citizenship. Additional short courses will be made available for non-funded individuals. Examples of these would include evening classes, lectures and music workshops for ages 5 -18.

The ethos of the company is to create an artist and media development platform through education, enabling students to train from a BTEC and OCN Level 2 qualification up to Bachelors of Arts level.

Students who attain high grades and assessed as having the necessary level of determination will be offered entry into an apprenticeship programme. The programme will provide employment in the student's chosen career field, with students receiving on-the-job training and attaining a BTEC Level 4 or BA Apprenticeship qualification. Musicians, music artists, producers and music business roles will be provided by associated group of companies, NXT Generation Music Group and its business associates. Radio production and broadcast roles will be provided by a radio station, Tileyard Radio and delivered as part of Meridian Music's 'Masters Of The Airwaves' programme. Colin Crook is also the Managing Director of Tileyard Radio and will provide radio broadcast apprenticeships as a gateway into the industry for students of Meridian Music.

The college will give contemporary music education a firm foothold in the Greenwich Peninsula and the developing Art Hub. It will be based in the Woolwich Arsenal area, which has easy access to all forms of public transport, including the forthcoming Crossrail train service.

The History Of The Idea

Meridian Music is a new music industry development college that has evolved from the Meridian Music Centre, a division of the former Greenwich Community College which operated between 2004 and 2010. It is a company set-up by music and media education specialists, Managing Directors Colin Crook and Paul Hall. The company will operate as a private limited company.

The Meridian Music Centre was very effective in engaging disaffected youths and helping to develop the careers of its students. A high number of these students have progressed into University or into careers in radio, television and music and it is with this framework that Meridian Music is being structured to ensure its success. BBC Television (2010) broadcast a news report on the closure of the original Meridian Music Centre and the effect it had on its students and the local community.

Due to its staff being made redundant by Greenwich Community College, the team reformed and were employed to work in the music department of Kensington & Chelsea College in 2012. At the time of closure, the Meridian Music Centre had an annual enrolment of ninety students. This continued to increase at Kensington & Chelsea College, until the closure of the music department in 2014. Using a similar, yet updated framework, the aim is for Meridian Music to achieve and surpass this target by the third year of business.

Director and College Manager, Paul Hall, has an excellent track record for delivering high-quality adult education within the Greenwich Borough. Since 1991, he has been employed as the Music Department and Curriculum Manager within a variety of educational establishments, including the Meridian Music Centre, Kensington & Chelsea College and Streetvibes Academy. He is a certified BTEC and OCN Qualification Accreditor.

As a professional recording artist, music producer and entrepreneur with over thirty worldwide music releases since 1990, co-Director Colin Crook is able to assess the needs of music entertainers and media creators who wish to cross over into a professional capacity. Additionally, he has a wide array of business contacts from various sectors within the music industry.

Mr Crook is also a qualified teacher in Further Education, having been previously employed by Greenwich Community College, the Meridian Music Centre, Kensington & Chelsea College, and Big Creative Education. He has also taught in Secondary Education at Streetvibes Academy, Greenwich Free School and Harris Academy Peckham.

The State Of The Market

With the rise of gang and youth crime over the past two decades, young people from working-class, suburban areas have little or no direction in their lives to attain careers in the industries that they are influenced by. The majority of music education centres are or have closed down around the country in subject areas which inspire many young people who have little or basic academic skills. School's are also reducing or closing their music provisions. Previously, many of these students have undertaken these courses, which has led to them improving their academic skills by completing practical projects and writing reflective essays about subject's they love. There are very few radio broadcast courses within the UK that are affordable to young people, so whilst it may be an area of employment they might consider, affordability to undertake such training makes it very difficult to pursue any further.

At a time before the Internet, mobile phones and digital TV/radio, die-hard urban music fans had to work hard and travel far to hear the music they loved. The commercial radio stations were playing very little in the way of independent genres of music, whilst throughout the suburban areas of England, these musical genres were gaining extensive popularity. Pirate radio was the only way consumers would get to hear this music up until the late 1980's when radio stations such as Kiss FM, Choice FM and Smooth FM were finally given broadcasting licenses and the whole urban music scene opened up into what it has become today. This has led to commercial television and radio stations openly exploiting these areas of music on BBC1xtra, BBC Radio 1, MTV Base, Channel AKA and other media outlets. Most of the independent companies have been sold and are now controlled by large corporations.

Over time, the independent music scene has been taken over by media giants and large corporations whose main objective is profit, with no genuine interest in the development of the music sector they represent. By presenting a professional development platform, Meridian Music will assist in influencing young people to become new independent music entrepreneurs and giving them a direction for their career and future which they may otherwise not have considered.

By creating and developing an education establishment which specialises in music production and musicianship, radio and television broadcasting and presenting, Meridian Music will be a hub for the development of the next generation of professionals within the UK independent music scene. By directing young people into

successful accredited education, this will ensure their preparation for working life and provide qualifications for those who would not normally consider improving their academic skills.

Customers

Whilst Meridian Music's target audience covers a wide sector of music and media students interested in careers in the music industry, one sector that is very important to the college are the younger generation who are currently out of reach of education or employment. The college recognises that in the past, it has often been in the poorer, suburban areas of the UK that the majority of independent music scenes have been generated. Many of these young people have low aspirations, due to the environment in which they live and a lack of support for teenagers coming from working class areas. Many young people shy away from education, often believing that they do not have the abilities to attain a qualification. This is a sad state, as it is often the music videos and artists on TV channels that they watch on a daily basis that these young people aspire to, with no direction of how to achieve it. Meridian Music aims to provide them with insight into how they can achieve their goals through educational programmes specialising in music and broadcast media, apprenticeships and internships. It is important to the college that this target audience can aspire to be a part of the development of independent music within the UK.

The aims of Meridian Music are:

- 1) To galvanise and stimulate a large music community within the Royal Borough of Greenwich and the wider London area.
- 2) To provide leadership training and support through a music industry network and appropriate partners.
- 3) To engage young people in considering media and music industry roles as viable career options.
- 4) To influence young people to undertake educational courses that will assist in furthering them into a career in within the media industry.
- 5) To inspire young people in devising new methods and ideologies within media production and marketing.
- 6) To encourage new entrepreneurs to establish their own music, media or radio business.
- 7) Open a gateway away from the influence of the commercial music industry to help re-establish independent media creators and producers as the tastemakers through the development of future independent music.

Meridian Music will enhance students' knowledge and build confidence in their capacity to study beyond Level 3 education, increasing the number of students progressing to higher education and employment. It will work with employers and sponsors to develop relevant work experience for students to enhance their confidence and future employment prospects.

In a report by Ed Fellows entitled 'The Two Cultures: Do schools have to choose between the EBacc and the arts?', a key finding of his research was that arts education improves students' job prospects. The report states:

“Studying arts subjects correlates strongly with positive academic and labour market outcomes and is vital in supporting the UK’s burgeoning creative industries.” (Fellows, 2017, p.7).

A new breed of music and media entrepreneurs need to be generated in order to:

- Continue the development of the independent music scene and influence new UK recording artists and bands. Meridian Music will have an interest in launching new independent music artists as part of its Music Artist Development Apprenticeship Programme.
- Cater for the demand of television stations and digital radio stations who require new television and radio producers and presenters.
- Feed the music and media industries with a constant flow of highly skilled apprentices and employees who are informed with the latest marketing methods and strategies.
- Influence young people to study the history of the UK independent music scene and gain an understanding of how it was created from an entrepreneurial basis.

Therefore, by providing the proposed activities of Meridian Music, more young people will gain an insight into how they can set-up their own businesses, the types of financial assistance available to help them set-up and how they can independently develop their own careers.

REVIEW OF COMPETITORS

Company/competitor	Strength	Weakness
Point Blank Music School, Hoxton, London.	Offer BA (Hons) courses.	No accredited courses available in Further Education. The courses offered are not subject to Student National Funding.
ICMP, London, NW6.	Offer MA, BA (Hons) and Higher Education courses in songwriting and production and BA (Hons) in Music Business.	No accredited courses available in Further Education.
LCCM, London, SE1.	Offer BMus (Hons) and Higher Education courses in Music Performance & Production. BA (Hons) in Music Industry Management.	No accredited courses available in Further Education.
Big Creative Training, London, E17.	Provides Access-To-Music RockschooL L2 - L3 courses in Music Performance, Music Production, Fashion, Events & Marketing and Creative Media for 16-18 year-olds. Provide full-time RockschooL L3 Apprenticeships.	No BA degree courses provided.
Advantage/difference	None of these provisions provide development from entry level through to BA level and do not provide any provisions regarding Radio Broadcasting. Meridian Music provides a complete skills and talent development service from beginner to semi-professional. Tileyard Radio provides a worldwide media outlet to promote and market these talents.	

Figure 1: Competitor Analysis (Source: Personal collection).

How The Business Will Work

1. Operations / Production Strategy

Meridian Music plan to operate from within the Royal Borough of Greenwich to build on the former network established within the borough by the original Meridian Music Centre. Former Mayor of Woolwich and Greenwich Borough Councillor Harry Singh has pledged his support in establishing a building of adequate size to operate the college from. Subsidised rates of fifty percent of rental costs are being requested from the Royal Borough of Greenwich over the first five years of business to aid the initial startup process.

Work space of 3,552 square feet will required to operate the business. This will consist of:

<u>Rooms required</u>	<u>Space required</u>
Classrooms (4 x 360 sq ft)	1,440 sq ft
Recording Studio (8 x 12 ft)	96 sq ft
Live Room (16 x 24 ft)	384 sq ft
Video Production Studio (16 x 24 ft)	384 sq ft
Broadcasting Studio (8 x 12 ft)	96 sq ft
Rehearsal Room (16 x 24 ft)	384 sq ft
Reception (16 x 24 ft)	384 sq ft
Staff Office (12 x 24 ft)	288 sq ft
Management Office (8 x 12 ft)	96 sq ft

Average prices for business premises within the Woolwich area are £9.50 per square foot. An example of this is Riverside House, an office premises located in Woolwich High Street. (*Zoopla*, 2017).

Based on this calculation, it is estimated that a premises of 3,552 square feet would average a rental cost of £33,744.00 per annum or £2,812.00 per month.

A meeting took place on the 28th September 2018 between Directors Paul Hall, Colin Crook and Harry Singh. Mr Singh has pledged his support to assist in locating a subsidised premises for Meridian Music in the Woolwich area and is currently arranging for the Directors to present their business proposal to the Governor of the Royal Borough of Greenwich. On this basis, the cash-flow forecast presented estimates a fifty percent deduction on the rental of the business premises for the first three years of operation, equating to £1,406.00 per month.

The music teaching staff working for Meridian Music have professional backgrounds in record label management, music publishing, recording studio management, artist management, music production, musicianship, education, song-writing and sound engineering.

The experience of industry practitioners will ensure that skills and teaching is relevant, up-to-date and in line with the modern music industry. All teachers are DBS checked to ensure the safeguarding of all college users. The staff consists of:

- 1) Colin Crook, Managing Director, Head of Business Development and Tutor.
- 2) Paul Hall, Managing Director, College Manager and Tutor.
- 3) Desiree Banugo, Marketing Manager.
- 4) Debbie Archer, Human Resources, Administration and Reception Manager.
- 5) Dave Morrissey, Radio and Broadcast Department Manager and Tutor.
- 6) Justin Boreland, Lead Audio Production and Technology Tutor.
- 7) Emzee Haywoode, Lead Musicianship and Artist Development Tutor.
- 8) Cesar Rocha, IT Technician and Tutor.

2. Sales and Promotion Strategy

The objective of the college is to advertise the courses provided by Meridian Music through mediums such as:

- Government education services.
- Secondary school's.
- Sixth-form college's.
- Pupil referral units.
- Targeted press and media.
- The staff's collective music industry contacts.
- Borough council departments.

These methods can be used with little cost through student referrals, news editorials and interviews. The college will also receive promotion from Tileyard Radio, another business operated by Director Colin Crook.

Additionally, the college will develop and split-test a series of targeted internet online advertising campaigns, providing a lean, cost-effective strategy to acquire a large proportion of potential students. By targeting the age-range, interests and location to match its specific audience, Meridian Music will be able to increase its student enrolment, ensuring a constant annual intake. An online sales funnel will be used direct the student through to a sign-up page on the college website, which will be set up four months prior to the start of the academic year.

Two months prior to the opening of the new premises, Meridian Music will use these methods alongside paid advertising within the local newspapers, student press and the wider music media. This will require a larger advertising budget, however, will provide a strong awareness of the college on its launch. Thereafter, a smaller advertising budget will be allocated to cover the cost of monthly online advertising.

The Managing Director's will continue to seek out further music industry contacts that would be interested in using the services of the college. They will also provide promotion at local talent events and music business conferences.

Additional income will be provided from private clients for work that the college will do. During non-term time, the college facilities will be hired out for private hire, including the recording studio, video and photography equipment. These sessions will be operated by staff and assisted by Meridian Music apprentices.

3. Management & Financial Control Strategy

The Director's will be jointly responsible for the administration and financial control of Meridian Music. This also includes decisions regarding branding, advertisements, private work for third-party clients, staff employment, company assets, public announcements and the preparation of company account books.

Paul Hall will be responsible for the day-to-day management of the college staff and students. He will also manage the curriculum and qualifications provided by Meridian Music.

Colin Crook will be responsible for managing the apprenticeship programmes, including establishing placements with music and media companies. He will also develop and negotiate business proposals in order to access additional grants and support for the college from organisations such as Arts Council England, Performing Rights Society and private investors.

The limited company shares will be divided in the following manner:

Managing Director shares:

95%, divided into 47.5% of shares, will be allocated to two Director's. Future investors shares will be allocated in equal amounts from each Director share.

Trustees shares:

2%, divided into 0.5% of shares, will be allocated to the four Trustees of the college

Staff shares:

3%, divided into 0.5% shares, will be allocated to the six staff members who are launching the college. This will be provided after three years of continuous employment.

The company board membership consists of the Meridian Music Trustee's and Director's. Board meetings will take place quarterly, with major business decisions being voted on by the six members. A chairman will be elected by the board in its first meeting.

Entertainment and media specialists MGR Weston Kay LLP, based in London, will be employed as the company accountants. Financial advice will also be provided by Trustee Neil Van Cooten, who is also a certified accountant.

New Media Law will be employed as the company solicitors. Meridian Music will offer a percentage of 0.25% for them to provide legal services at no cost during the initial start-up phase.

4. Key Personnel

Colin Crook, MA (Music Industry Entrepreneurship)

Position: Managing Director, Head of Business Development, Music Business and Marketing Teacher and Marketing Consultant.

Additional qualifications: Level 4 City & Guilds 7407 Certificate in Further Education Teaching.

Other Directorships: Tileyard Radio Limited, CMC Holdings Limited, Sounds Of Urban London Media Limited, Masters Of The Airwaves Limited, Hustlerz Inc Recordings Limited, Hook Or By Crook Music Publishers.

Colin Crook is a music business entrepreneur and former music artist who became established on the British Hip-Hop scene during the 1990's with his Jazz-Rap single record release, 'The Band Played The Boogie' on which he featured with NW1 for Ninja Tune Records. The release gained a top 50 entry in the UK national music charts and gained exceptional sales throughout Europe, Japan and the USA. The song and its associated video received wide broadcast coverage from MTV show "The Party Zone", Radio One and Kiss FM, leading to Colin become a recognised member of the U.K. Rap fraternity under the pseudonym 'Born 2 B'. This gained respect and recognition from industry leaders and deejay's such as Coldcut, Trevor Nelson, Pete Tong and David Rodigan. A discussion of 'The Band Played The Boogie' may be found in Taylor (2010). (See Appendix 1.7). As a Record Producer, Colin was the mastermind behind the critically acclaimed "Rap Archives Legends" album compilation series alongside fellow Producer's, Partners 'N' Rhyme from the USA.

In 1994, Colin became the Label Manager for American record company Century Vista Records and sister company Arts Records International. His duties included managing a team of staff, planning and organising recording sessions, music productions and releases. He was responsible for overseeing the company's worldwide single and album releases, including "Marvin Gaye – The Man, The Music, The Legend" and "Heatwave Live At The Greek Theater, Hollywood" to name a few. He was also the Recording Supervisor on the album by Soul music band, Heatwave. In 1998, Colin set up his own recording studio and music production company, Hustlerz Inc Music Productions and parted ways with Century Vista Records.

In 2000, Colin established Hustlerz, Inc. Entertainment Limited, setting up a Music Artist Development Centre in Bethnal Green to help develop the skills of young amateur music performers, referred by local schools and employment service providers. Hustlerz Inc Entertainment were contracted by Hackney Employment Services to train apprentices as part of the UK Government scheme, New Deal for Musicians .

In 2004, Colin became a qualified Teacher in Further Education, achieving a Level 4 City & Guilds Certificate in Further Education Teaching. Since 2004, Colin has taught courses for MIND Harrow at the University of Westminster, Greenwich Community College, Kensington and Chelsea College, Big Creative Education and Streetvibes Academy. Subject areas that he covers include music business, contracts and marketing, music technology and production, graphic design, multimedia and citizenship. He has also been employed as an Apprenticeship Assessor for Kensington and Chelsea College.

Additionally, Colin is the Managing Director of the NXT Generation Music Group, including Hustlerz Inc Recordings Limited and Hook Or By Crook Music Publishers. A recent success has been with Grime Artist, Ghetts, after co-publishing five songs on his “Rebel With A Cause” album . He has also recently completed a Masters degree in Music Business with the University of Wales.

Paul Hall, BA (Science Open - Music History and Music Technology)

Position: Managing Director of Meridian Music, Course Director & Curriculum Accreditor, College Centre Manager.

Additional qualifications: Advanced Certificate in Education (Post Compulsory), Audio Engineering Diploma (SAE).

Paul Hall has been involved in education since 1991, from teaching to management and IV Officer. He successfully set up and managed the Meridian Music Centre for Greenwich Community College between 2004-2010. Paul is also a professional musician specialising in the Trumpet and Trombone.

Paul’s career started in 1990 when he set up Productive Sounds, a music retailer store and recording studio which he operated until 1994. In 1991, he also started working as a Music Lecturer for Greenwich Community College, managing the delivery of full and part-time music courses.

Greenwich Community College promoted Paul to Curriculum Leader and Quality Manager for Music and asked him to design and oversee the building of the Meridian Music Centre in East Greenwich in August 2003. The centre was launched in September 2004 and was instrumental in developing the lives and careers of over one thousand students from the Greenwich and surrounding boroughs. Luminaries who studied at the centre include Daniel Blake, who went into employment with BBC 1xtra as Assistant Radio Producer and the BET TV Channel as a voice over presenter. Many of the young people who came to study at the centre struggled with previous attempts at education. Through their interest in music, they were able to develop their academic and social skills, achieving BTEC, OCN and Rockschoool qualifications that have helped them into further employment. Due to college cutbacks, the Meridian Music Centre was closed in late 2010.

Paul was employed by Kensington and Chelsea College as Performance Manager for Music and Media in January 2011. As Department Manager, he was responsible for managing all of the lecturing staff roster, organising budget and resources and was BTEC Lead IV for Music (Accredited Levels 1 to 3) and BTEC Lead IV for Creative Media Production (Accredited Levels 1 to 3). Additionally, Paul was also the Lecturer for live sound engineering and media sound for film & television. Successful students who were educated and trained on the courses include Ruth-Ann St Luce, who found fame on the BBC’s The Voice in 2012.

In July 2014, Kensington and Chelsea College made a series of college cutbacks and redundancies, including the Music Department, which was unfortunately closed down. Paul remained at the college as a Lecturer for Video and Audio Production, teaching software programs Pro-Tools and Final Cut Pro. He is also a Lead IV & IQA for Media on Level two and three Creative Media Production Courses and an Exams Officer for OCR Media course programmes . In addition, he became the Curriculum

and Qualifications Manager for StreetVibes Youth Academy in February 2015 until January 2018.

Paul is an Exam Officer for Edexcel/Pearson BTEC Music and Media course programmes, as well as a curriculum and qualifications developer for the company. Paul is the College Manager for all teaching staff and resources for Meridian Music.

Self-Employed, sub-contracted Staff

David Morrissey, MA (Broadcasting and Audio)

Position: Senior Manager of the Masters Of The Airwaves Radio and Broadcasting courses.

Directorships: Masters Of The Airwaves Limited.

David Morrissey, using the pseudonym 'Dave VJ', started his professional broadcasting career at Kiss 100 FM London in 1988, presenting 'The Rap Show' once per week. He progressed to adding the 'Early Breakfast Show' and the 'Kiss 100 Chart Show' to his repertoire on Saturday mornings.

From 2001 until 2013, Dave became a Radio Presenter at Choice FM Radio, hosting a Saturday night show called 'Choice Classics', playing a selection of new and classic urban music.

Between 2009 and 2011, Dave was employed as a Tutor at Stanmore College. He taught broadcasting skills to students after being requested by the College to pass on his knowledge as a broadcaster and DJ, defining and teaching the two very different skills.

In 2012, he joined Mi-Soul Radio as a Radio Presenter where he currently presents a weekly radio show called 'Grown and Sexy'.

Alongside fellow deejay and author Lindsay Wesker, Dave wrote and compiled the book 'Masters Of The Airwaves: The Rise And Rise Of Underground Radio', which was published in February 2013 by Every Generation Media. The book traces the history of the UK's introduction to Urban music from the 1960's through to the 1980's, driven and evolved through the support from pirate radio stations. It features interviews with many of the deejay's who were an integral part of the development of this scene, such as BBC Radio Presenter Trevor Nelson, Tim Westwood, Jazzie B from Soul II Soul and David Rodigan. Volume 2 of "Masters Of The Airwaves" is currently in pre-production, featuring a wealth of new Urban DJ's and Broadcasters on the British music scene.

Meridian Music are planning to produce a television documentary to further spread this ideology to the wider public audience, which will involve the work of its students. Video footage from a future planned Masters Of The Airwaves national education tour will be edited alongside pre-recorded interviews, featuring household Urban music radio presenters and recording artists. Initial discussions have already begun with major UK TV networks who have expressed interest in producing this TV documentary, further developing the work of the programme and brand.

Dave will be responsible for managing and organising the delivery of all radio and broadcasting courses, including the apprenticeship programmes, provided by Meridian Music. 'Masters Of The Airwaves' is a programme set-up by Radio Presenter's Lindsay Wesker and Dave Morrissey with Colin Crook. Alongside Meridian Music, the programme aims to encourage and develop radio and television presenters and producers of the next generation. By highlighting their involvement and the history of the development of UK Urban radio and television, the 'Masters Of The Airwaves' brand will encourage young people to consider this area of employment as a viable career option. The courses will provide specialised training via BTEC and OCN Level 2-4 Digital Media radio and television broadcast courses to help young people consider how they can be involved in shaping the future of media outlets for Urban music. Students can progress by entering a BA Apprenticeship programme.

Apprentices will also produce content for Tileyard Radio, another of Colin Crook's businesses, as part of their training. This will enable students to practice the skills they are learning on the course and gain valuable, practical experience. The station also acts as an outlet for media advertising relating to the courses run by Meridian Music. The radio productions will be overseen by staff of the college.

Desirée Banugo, MA (Music Industry Entrepreneurship)

Position: Marketing Manager of Meridian Music & Media Education.

Other qualifications: BEng (Hons) in Chemical Engineering
Masters Certificate in Music Business (Berklee College of Music).

Desiree Banugo has a nineteen-year history working in Marketing Management, having previously worked for clients including IBM, Shell, Yahoo, the British Film Institute and Digital Arts.

Desiree will be heading the marketing division of the college, creating strategies and directing new college media marketing apprentices. Desiree also has in-depth experience on creating marketing strategies for music artist brands and products, having previously worked with Reggae Artist CJ Lewis. She has created and developed marketing strategies for independent music companies, management companies and artists.

Debbie Archer

Position: Human Resources, Administration and Reception Manager.

Qualifications: NVQ Level 3 Employment Related Services, NVQ Level 3 Management, NVQ Level 4 Advice & Guidance, NVQ Level 4 Employability.

Debbie has an extensive background in recruitment and employability skills, supporting job-seekers into careers across a variety of industries. This will be a valuable asset to Meridian Music in relation to the administration of its apprenticeship programmes. She also has a strong network of contacts in training and education.

Emzee Haywoode

Position: Lead Musicianship and Artist Development Tutor.

Qualifications: Level 4 City & Guilds 7407 Certificate in Further Education Teaching.

Emzee is a professional singer, live performer, songwriter and musician with thirty-five years experience. She is a qualified Teacher who has been employed at Greenwich Community College, Kensington and Chelsea College, City Lit College, South Thames College and Morley College teaching music, singing and live performance courses. She also operates her own singing workshops at The Tabernacle in London.

Emzee will be responsible for delivering the Musicianship and Artist Development courses, providing her vocal, musical and performance skills to teach students of Meridian Music.

Justin Emanuel-Boreland

Position: Lead Audio Production and Technology Tutor.

Qualifications: LLB (Hons) Law Degree.

Directorships: Sounds Of Urban London Media Ltd.

Justin is a music professional who has been involved in the music industry since 1988. Under the pseudonym 'Merlin', he has had numerous worldwide music chart successes as both a recording artist and music producer. As a recording artist, he has been contracted to recording and music publishing contracts with companies including Rhythm King Records, Sire Records/WEA, Sony/ATV Music Publishing, Warner Chappell Music and Independiente Records. He was the first British male rapper to be signed to an international recording contract and received his first UK music chart top ten single at the age of sixteen. He has toured worldwide with UK music act, Bomb The Bass and as a solo performer.

Justin is also a Co-Director alongside Colin Crook in a company called Sounds Of Urban London Media Limited. The company has developed a programme to educate school students in aspects of music performance, production and provide an introduction into the music business. It will also target students who come under the NEET category, influencing them to re-engage in education. Students who are of school leaving age and successfully complete the 'Schools For Urban London' programme will be referred to Meridian Music for further development. The Metropolitan Police have confirmed that they will fund and partner with the programme.

Justin will be responsible for delivering the Audio Production and Technology courses, providing his extensive expertise on music and audio production to students of Meridian Music. He will also provide additional support on the Musicianship and Artist Development courses where required.

Cesar Rocha

Position: IT Technician and Tutor.

Cesar has been employed as Head IT Technician and a tutor for Kensington and Chelsea College since 2012. He worked closely with the music department during its time of operation and is providing his specialist technical knowledge and support to Meridian Music.

Trustees

The four Trustee's of Meridian Music are:

Harry Singh

Harry is the former Mayor of Woolwich and Royal Borough of Greenwich Councillor. He has previously provided support to the original Meridian Music Centre and has continued his support in the new Meridian Music College.

Nathan Graves

Nathan is the Chief Commercial Officer of SoundVault Limited. He has twenty-seven years experience in the music industry as a senior executive.

He started his career in 1991 working for Polygram Records in New Zealand in sales, Artist and Repertoire, label management and marketing. He was then employed by Universal Music in New Zealand as the Head of Marketing, working with record labels including Decca, Island, Def Jam, Polydor, Mercury, Verve and Talking Loud. He was awarded twenty-five platinum and gold awards for his contributions during this period.

He was then transferred to the role of Head of Jazz for Universal Music in the United Kingdom. He was responsible for signing Jazz musician and artist Jamie Cullum to the company, who has had over 5 million album sales and multi-platinum awards. Nathan is also an independent consultant in marketing, business funding, sponsorship and Artist and Repertoire. His clients include Dame Shirley Bassey, MTV Europe, Ministry of Sound, BBC Music, Universal Music Group, EMI Music International and the Sony Music Group.

Nathan has mentored Meridian Music Director Colin Crook during his period of university studies and in preparation of his business proposals.

Lindsay Wesker

Lindsay started his career in 1986 as a radio presenter at Kiss 100 FM Radio. In 1989, he was promoted to the Head Of Music, where he remained for five years.

In 1997, he was hired as the Senior Marketing Manager by Mushroom Records. His responsibilities included organising song-writing and recording sessions, re-mixes, photo sessions, constructing a live band and staged showcases to present to media and retail.

He was employed in the role of Music Editor by MTV Networks Europe in May 1999, a role he remains into the present day. He was responsible for the creation of television channels MTV Base, MTV Hits, MTV Dance, MTV Rocks and helped launch MTV's website and online TV channel, MTV Flux. Lindsay is responsible for

the daily programming of television channels MTV Base and VH1. Lindsay has developed a professional and extensive knowledge of contemporary music and current trends within a variety of demographics.

Lindsay has also been a Radio Presenter at Mi-Soul Radio since 2012, presenting a weekly radio show entitled 'The A-Z Of Mi-Soul Music'. He also co-wrote the book publication, 'Masters Of The Airwaves: The Rise And Rise Of Underground Radio' alongside David Morrissey.

Neil Van Cooten

Neil is the headmaster of Leaways Pupil Referral Unit, a primary and secondary school based in Clapton, East London. He is also a qualified teacher with eighteen years experience in teaching and private tutoring.

In addition to his educational background, Neil is a certified accountant. He was previously employed at the Finance Department of County Hall, where he worked for fifteen years. Neil was responsible for preparing monthly accounts for staff salary payments.

5. Company Assets

The main asset of the company is its staff, who all have vast experience in music, media and education. All of the staff members have previously worked together at various colleges and education centres and therefore have a strong team ethic. They possess the knowledge, skills and experience to make Meridian Music a success and a leader in music and media education. The directors have a proven strategy for delivering successful accredited education programmes in music, media and performance.

Meridian Music also has partnerships with Sounds Of Urban London Media Limited to deliver the 'Schools Of Urban London' programme and Tileyard Radio Limited and the NXT Generation Music Group to provide and train skilled apprentices. The large and wide business contact network of the staff is also a strong asset to the company.

6. Start-up Costs and Capital Requirements

Meridian Music require funding of £300,000 to cover start-up costs.

Asset Expenditure

Music and Media Business Studies / Entertainment Media Marketing Classroom:

Viz-Pro 78" Interactive Whiteboard	£419.00
13 x ASUS K31BF Desktop PC & Full HD LED Monitor Bundle	£6,227.00
12 x Start Cantilever Rectangular Workstation desks	£1,242.00
1 x TC 3 Drawer Single Pedestal Desk	£145.00
12 x KM P3 Classroom Stacking Chairs	£191.00
1 x Eclipse 1 Lever Task Operator Chair With Adjustable Arms	£69.00

Graphic Design and Photography / Video and Film Production Classroom:

Viz-Pro 78" Interactive Whiteboard	£419.00
13 x 21.5-inch iMac with Pro Apps Bundle for Education	£15,679.00
4 x Canon EOS 1300D/T6 DSLR Camera with Bundle Kit	£1,220.00
1 x TC 3 Drawer Single Pedestal Desk	£145.00
12 x KM P3 Classroom Stacking Chairs	£191.00
1 x Eclipse 1 Lever Task Operator Chair With Adjustable Arms	£69.00
15 x AKG K92 Headphones	£375.00

Audio Production and Technology / Radio Presenting & Broadcast Classroom:

Viz-Pro 78" Interactive Whiteboard	£419.00
13 x 21.5-inch iMac with Pro Apps Bundle for Education	£15,679.00
12 x M-Audio 64 key MIDI Keyboards	£1,320.00
1 x TC 3 Drawer Single Pedestal Desk	£145.00
12 x KM P3 Classroom Stacking Chairs	£191.00
1 x Eclipse 1 Lever Task Operator Chair With Adjustable Arms	£69.00
15 x AKG K92 Headphones	£375.00

Artist and Musicianship Classroom:

Viz-Pro 78" Interactive Whiteboard	£419.00
13 x ASUS K31BF Desktop PC & Full HD LED Monitor Bundle	£6,227.00
1 x TC 3 Drawer Single Pedestal Desk	£145.00
12 x KM P3 Classroom Stacking Chairs	£191.00
1 x Eclipse 1 Lever Task Operator Chair With Adjustable Arms	£69.00

Classroom Costs Sub-Total: £51,640

Equipment Expenditure

Recording Studio

1 x 21.5-inch iMac with Pro Apps Bundle for Education	£1,005.00
Pro Tools HDX, 16 x 16 Audio Core and Interface	£6,360.00
Avid C24 controller	£8,861.00
Joemeek threeQ Mic Pre-Amp/Compressor x 3	£769.00
Samson SXD3000 Power Amplifier	£210.00
Event TR8 Studio Monitor Speakers Pair	£578.00
Studio Desk Enterprise Desk	£1,450.00
M-Audio 64 key MIDI Keyboard	£110.00
X-Frame 2 Tier Keyboard Stand	£44.00
Cables	£60.00

Recording Studio Sub-Total: £19,447.00

Live Room

Samson DK707 Drum Microphone Set	£191.00
Shure SM57 LC 3-Pack Instrument Microphone Set	£233.00
AKG K92 Headphones x 3	£75.00
Shure SM7B Microphone x 3	£855.00
5 Pack Boom Mic Stand	£65.00
Studiospares Europa 24 x XLR Snake (8 metre)	£100.00
100 x Universal Acoustic Mercury Wedges Tiles	£470.00

Live Room Sub-Total: £1,989.00

Broadcasting Studio

4 x Shure SM58 Microphones	£368.00
2 x Denon DNS1200 Compact CD and USB DJ Controller	£738.00
2 x Technic 1210 turntables	£2,598.00
1 x Rane 62 DJ Mixer	£1,517.00
1 x DS2000 DJ Desk stand	£270.00
1 x Myriad System Starter Studio Plus	£5,998.00
1 x Rane SL1 Serato Scratch Live	£498.00
KRK Rokit RP5 G3 Studio Monitors, Stands and Cables	£251.00
Intel i3 Music Production PC	£446.00
40" Samsung ED40D PC Monitor x 2	£736.00
Avid Fast Track Solo With Pro Tools Express	£109.00
Shure SM7B Classic Studio Dynamic Microphone x 3	£855.00
Hercules HDP DJ M 40.1 Headphones x 4 (£18.00 each)	£72.00

Broadcasting Studio Sub-Total: £14,456.00

Video Production Studio

Dual Zeon Intel PC, 8 core, 32GB Ram, 4TB Hard drive, 6GB Graphics Card	£1,700.00
Rode NTG2 Microphone Kit with Boom pole	£290.00
Sony HXR-NX5RE Pal NXCAM Professional Camcorder	£2,500.00
Flycam 5000 Stabiliser	£190.00
Steadicam DNA 5050 Video Camera Stabiliser	£230.00
Polecam Starter Kit	£230.00
Tripod Tracking Dolly including track	£330.00
Genus Video Shoulder Mount System Kit	£380.00
Rosco Green Chromakey Green Screen 18.95 Litre Paint	£280.00

Video Production Studio Sub-Total: £6,130.00

Total Asset Expenditure: £93,662.00

Staff Wages

Meridian Music requires funds to cover staff wages for the first fifteen months of business. Thereafter, payments will be received from the Student's Fund to cover future wages.

Total Wage Expenditure: £173,800.00

Business Premises

Workspace of 3,552 square feet will be required to operate the business. A subsidised rent is estimated to cost £1,406.00 per month based on a fifty percent reduction. Meridian Music requires funds to cover the rent for the first fifteen months of the business.

Total Rent Expenditure: £21,090.00

Refurbishment

The business premises will need to be renovated to meet the internal design requirements of the college. This will include room partitioning, carpentry and decoration.

Total Refurbishment Expenditure: £6,000.00

Advertising Costs

Prior to launch, Meridian Music will print leaflets and place media advertisements. Thereafter, a monthly budget will be allocated for online advertising. The business requires funds to cover advertising costs for the first year.

Total Advertising Expenditure: £2,800.00

7. Assumptions

Meridian Music is currently seeking funding for initial set-up and operational costs. Figure 1, below, suggests that education centres delivering accredited courses are provided funds of £2,700 per student at band 3 of the national student funding rates.

Table 1: National funding rates for 2017/18

Band	Annual planned hours		National funding rate per student
5	540+ hours	16 and 17 year olds Students aged 18 and over with high needs ⁵	£4,000
4a	450+ hours	Students aged 18 and over who are not high needs	£3,300
4b	450 to 539 hours	16 and 17 year olds Students aged 18 and over with high needs	
3	360 to 449 hours		£2,700
2	280 to 359 hours		£2,133
1	Up to 279 hours		£4,000 per full time equivalent (FTE)

Figure 2: National funding rates for 2017/18 (Education & Skills Funding Agency, 2017, p.11).

National student funds are paid to education centres by the Education & Skills Funding Agency at the end of the first academic year. Thereafter, fifty percent of funds are paid in January, with the remainder paid in August of each academic year.

In Year 1, Meridian Music will aim to deliver BTEC Level 2 and 3 courses in: -

- 1) Musicianship and Performance.
- 2) Audio Production and Technology.
- 3) Video and Film Production.
- 4) Music Business and Entertainment Media Marketing.
- 5) Radio Presenting and Broadcast.
- 6) Graphic Design and Photography.

Each course will enrol a minimum of twelve students at each academic level. This will produce national student funding of £32,400.00 per course. This equates to:

$$12 \text{ courses} \times 12 \text{ students} = 144 \text{ students.}$$

$$144 \text{ students} \times £2,700 = £388,800 \text{ national student funding.}$$

In Year 2, the college will supply additional level four apprenticeship courses in each subject area, with a minimum of twelve students per course. This will provide a further £194,400 of national student funding in the second year and thereafter, based on national student fund rates.

Through its partnership with Sounds Of Urban London Media Limited, Meridian Music will also provide visiting workshops to London-wide schools, education and youth centres as part of the 'Schools of Urban London' programme. Two tutors will be provided for this service during the first year of business, providing a fee of £2,000.00 per month. From the beginning of academic year two, the number provided will increase to four tutors, increasing the fee to £4,000.00 per month.

Additionally, the college will provide a music business consultancy service for private companies and individuals, charged at £250.00 per month for each client. It is estimated that it will serve three clients during the first academic year and four clients per year thereafter.

The income revenue will also be supplemented by private studio hire and video production work, which the college will occasionally undertake. This is dependent on demand, college time scheduling and by private referral only. This will ensure that the property is not overused by conducting non-college, private work and provides tighter security by working with recognised clients.

Business Summary

To avert a threat of a future skills shortage within the music and creative industries, new opportunities need to be created in order to provide education and training in these fields.

Meridian Music will bridge the current gap for young people between further education and employment into the music and media industries. It will ensure that there is a constant influx of newly trained and skilled interns and apprentices into the creative industries. Meridian Music will provide a safe, vibrant platform to allow young people to launch their careers, helping them to provide a positive outlook for their future aspirations.

The level of expertise and professional experience of its staff is already proven to have made a positive impact on the education and skills development of young people. The staff will teach their students a high standard of academic and practical knowledge and skills, developing the student's abilities and confidence.

The teacher's of Meridian Music have personally gone through the professional development stages that their students will face. This ensures a greater understanding of the demands required and skills each student needs to progress.

This will help to launch the careers of:

- 1) Musicians.
- 2) Music producers.
- 3) Vocal artists.
- 4) Music industry entrepreneurs.
- 5) Managers.
- 6) Agents.
- 7) Radio and television presenters and broadcasters.
- 8) Visual and online creators.

A college which acts as an independent education provider such as Meridian Music is currently in great demand, unbound by bureaucratic targets and statistics. State-run colleges and further education providers tend to focus more on their pass rates than the future development of their student's. Meridian Music will be a strong pivot and launching ground for the creation of new, independent music and media.

Reflective Analysis

Can a further education provider develop strategies to empower independent music stakeholders to increase their market share in the modern music industry?

Introduction

With the current skills gap widening due to major changes in the music industry infrastructure, I have recognised a demand for a new type of workforce educated in areas that stretch outside of the conventional music industry. These areas include self-publishing, on-demand publishing, internet marketing and the ability to use a variety of proven and innovative D2C strategies. Major Record Labels have been largely reluctant to learn these new strategies, instead opting to employ Label Service companies to develop their promotional campaigns.

However, there is a danger that by withdrawing music education from UK Schools and Colleges, students will have difficulties in gaining the skills and qualifications required to enter into higher education or find an entry pathway into employment within the music industry.

According to UK Music Chief Michael Dughar, the music industry is facing a ‘perfect storm’ due to cuts to music provisions in schools and the mass closure of small music venues. Addressing the Musicians’ Union conference in Brighton in 2017, Mr Dughar stated:

“I’d now like to turn to what I believe is the biggest threat facing the music industry in the future. For the industry to continue to grow and flourish we need to ensure that there are enough opportunities for existing musicians and that we can develop new talent. But I believe our industry is now potentially facing a perfect storm that, if allowed to develop unchecked, poses an existential threat to our sector. This grim reality potentially puts in jeopardy the UK’s ability in the future to generate breakthrough artists that are one of the keys to sustaining Britain’s £4.1 billion music industry. The first challenge we face is the decline in music provision in our schools. In 2010, the EBacc was introduced as a school performance measure in England. Creative subjects such as music are excluded from the EBacc. According to the latest research conducted by the University of Sussex, 59.7% of state schools indicate the EBacc has had a negative impact on music provision and uptake.” (UK Music, 2017)

Additionally, according to a report by internet website LinkedIn (2018), the number of new apprentices in the UK has reduced by thirty-one percent. This has raised fears of a future skills shortage in trade, professional and hospitality industries.

As a teacher and further education tutor with fourteen years professional experience, I have had personal experience of this negative impact. Since 2010, three music education provisions in schools and colleges I have been employed by within the London area have been closed. Prior to this, music education was a stable option for teaching and learning.

As a music professional with over twenty eight years experience, I have witnessed first-hand the changes to the music industry market and infrastructure. I have personally identified, sought out and studied the leading independent music entrepreneurs who are developing D2C marketing and promotional methods.

For an independent music company or creator to thrive in this current environment, I believe they would need to develop the type of marketing strategies, promotion techniques and skills used by label services companies. This will assist them to strengthen their market share.

Background

I began my career in 1990 as a Recording Artist under the pseudonym 'Born 2 B', establishing numerous worldwide music releases with Ninja Tune Records, Chrysalis Music UK / EMI, Sony Music Germany, plus American Companies Instinct Records and Century Vista Records to name a few (see Appendix 5). Prior to this, I was a performing artist and disk jockey as part of a mobile music sound system for seven years.

I have also previously been employed as a Studio and Label Manager. The experiences and skills I developed led me to establish my own record, music publishing and production company, which has been operating for thirteen years. I have compiled, produced and project managed numerous popular music history album compilation products (see Appendix 6).

I progressed my career further to become a City & Guilds 7407 Grade 4 teacher, and have fourteen years experience in further, secondary and primary education. My employment also included working in special educational needs, a pupil referral unit and as an apprenticeship assessor.

From my experiences as an independent music artist and a music and multimedia teacher in education, I have been able to assess the skill requirements of young, independent music entrepreneurs and artists. This has placed me in a unique position to identify gaps within the current UK educational infrastructure and the effect this has on the development of new and future independent music and employability.

Throughout the 1980's, the urban music business sector was able to develop and thrive through the network of independent music artists, producers, record companies, music publishers, pirate and independent radio, press music publications and event promoters. By the end of the decade, this independent music scene was able to compete in the international music charts, gaining the attention of major corporate music and broadcasting companies. This led to the purchase of many of the independent music companies and broadcasters throughout the following decade. Since this change, independent music companies have struggled to compete with the corporate music and media broadcast sectors.

There is a need for a new type of independent music provider who can furnish a gateway from further education into apprenticeships and higher education to address this. This needs to be supported by the teaching of new types of independent marketing strategies and techniques. As a provider, Meridian Music will need to

consider current and innovative theories and strategies to help establish a strong teaching knowledge base, providing real-life working platforms for students to interact with whilst they are conducting their studies.

Aims and Objectives

There are three areas that I am focussing my business on; education, music copyright assets and broadcast. Having already established a Record and Music Publishing Company, I have gained a foothold in the music copyright asset sector of my business. The two remaining areas are education and broadcast, and my aim is to establish a new music industry education provider, an associated digital radio station and internet-based television broadcaster. By developing and bridging all three of these business sectors, independent music scenes will have a new platform to develop from ground roots level and once again thrive into a competitive workforce.

My plan is to establish a Parent Company, CMC Holdings Limited, to network and align my various business enterprises in each sector. A plan of the company structure is presented in Appendix 7.

In his lecture, presented on website Ted.com and entitled “The tribes we lead”, author Seth Godin explains how business entrepreneurs should view his methodology of leadership. He says:

“Now there’s a million things I could share with you about the mechanics here, but let me just try a couple. The Beatles did not invent teenagers, they merely decided to lead them. That most movements, most leadership that we’re doing is about finding a group that’s disconnected but already has a yearning; not persuading people to want something they don’t have yet.” (Godin, 2009)

My aim is for CMC Holdings Limited to provide leadership for independent music, aligning itself alongside independent UK music scenes, creators and entrepreneurs. Providing platforms to train and develop new creative employees and entrepreneurs in this sector will ensure that independent music is nurtured, and continues to thrive and grow.

Education Sector

Meridian Music

Meridian Music has evolved from the Meridian Music Centre, a division of the former Greenwich Community College which operated between 2004 and 2010, where I was employed as a lead tutor. It is a company I have set up alongside my former manager Paul Hall. As Co-Managing Director, I own 47.5% of shares in Meridian Music. I was personally interviewed by BBC News (Annexvision, 2010) about the impact of the closure of the original Meridian Music Centre.

Co-Director Paul Hall is a certified BTEC and OCN Qualification Accreditor and will provide accreditation for Meridian Music to deliver the courses it will teach. Courses will range between level two and Bachelor Of Arts Apprenticeships. Progression to each level will only be attained by students achieving a merit or distinction grade at

level two and a distinction at level three. This will ensure that only the most dedicated and hard-working students are entered into the apprenticeship programme. Income will be generated from national student and apprenticeship funding. The business plan, three-year cash-flow and profit and loss forecast presented within this report relate to this central development hub of the overall business.

Sounds Of Urban London Media Ltd

Established alongside Co-Director Justin Boreland, Sounds Of Urban London Media Limited has been developed to educate school students in various aspects of music performance, production and provide an introduction into the music business. This will prepare students who are nearing school leaving age with the necessary credentials and guidance to enter into further education within the creative arts and media business. These students will also be referred to the Meridian Music college when they complete their final school year.

After recent discussions with Commissioner Cressida Dick CBE QPM, a meeting was organised Mr Boreland and myself with Detective Chief Inspector Corretta Hine in September 2018. The purpose of the meeting was to establish a partnership between Sounds Of Urban London Media and the Metropolitan Police. The aim of the partnership is to launch a London-wide programme to deliver music workshops within secondary schools and pupil referral units, culminating into an annual music performance competition, live event and commercial music product release. This programme is entitled “Schools Of Urban London”, with the music product being released courtesy of the NXT Generation Music Group and promoted on radio station, Tileyard Radio. Tutors of Meridian Music college will also work in partnership with the programme, providing their teaching services. Detective Chief Inspector Hine stated:

“Our aim is not only to influence regular students into becoming involved in such a positive programme but to reach and include students who are not in education, employment or training and steer them away from crime or joining gangs”
(Hine, 2018)

Sounds Of Urban London Media will set ground rules to achieve this. This will include the insistence that entrants re-engage with their school or education centre in order to be referred to the programme and that the use of profanity or gang related lyrics will result in them being removed from the programme. This will provide them with a focus away from gang-related influences and re-engage them with their education. A mobile recording studio unit will visit London council estates and schools to introduce the programme to young people and influence them to sign up for entry.

The Metropolitan Police have agreed to fund the programme and have requested an updated proposal (see Appendix 8). I have 50% ownership of shares in Sounds Of Urban London Media Ltd.

Music Copyright Assets

NXT Generation Music Group (incorporating Hustlerz Inc Recordings Ltd, TimeTunnel Music and Hook Or By Crook Music Publishers)

NXT Generation Music Group is the newly formed parent company of my music operations, which includes record company Hustlerz Inc Recordings Limited and music publishing company Hook Or By Crook Music. As Managing Director, I own 100% of shares in all of the company divisions of NXT Generation Music Group. The companies within the group will also train apprentices provided by Meridian Music through their variety of music industry sectors.

Hustlerz Inc Recordings Limited

I established Hustlerz Inc Recordings in 2005, which became a limited company in 2012. As an independent record label, it was set up to manufacture, distribute and market Compact Discs and MP3 products from new music artists and producers. Additionally, a subsidiary of the company named TimeTunnel Music was created to produce historical compilation album releases consisting of out-of-copyright music (see Appendix 6). Pressing and Distribution contracts have previously been entered into with Active Media Distribution Limited / Universal Music and Pickwick Distribution Limited. To date, the company has released fifteen albums and twelve singles worldwide and has ownership of master copyrights in over one hundred songs in a variety of genres. The company currently has four music artists contracted to the record label.

In 2017, I made the decision to transfer the manufacturing and distribution of all my company's Compact Disc products to website Amazon's print-on-demand service. This has eliminated the costs of manufacturing, avoids any problems with over-stocks and allow customers to purchase the products worldwide directly from Amazon. Digital distribution is provided by iStores Music Limited (see Appendix 9). This provides a lean, cost-effective method for manufacturing and distribution for commercial product releases of the company. In his book "The Long Tail", Author Chris Anderson writes:

"When you dramatically lower the costs of connecting supply and demand, it changes not just the numbers, but the entire nature of the market. This is not just a quantitative change, but a qualitative one, too. Bringing niches within reach reveals latent demand for non-commercial content. Then, as demand shifts toward the niches, the economics of providing them improve further, and so on, creating a positive feedback loop that will transform entire industries-and the culture-for decades to come." (Anderson, 2006)

A large majority of products produced by Hustlerz Inc Recordings consist of niche genres of music, therefore on-demand production will ensure commercial availability at minimal cost. The company will also be the outlet for products produced by the Schools Of Urban London programme and Meridian Music.

After investigating a variety of pioneering music marketing leaders, I have personally identified and studied two current and highly acclaimed direct-to-customer online music marketing courses. Both of these systems provide data results which are tracked and measured to optimise each targeted aim.

The first system, entitled ‘The Fan Finder Method’, was developed by Kyle Lemaire, digital marketer and CEO of Indiepreneur. By split testing and developing a series of targeted Facebook Advertising campaigns, it provides a lean, cost-effective strategy to acquire a large proportion of mailing list subscribers.

The second system, entitled “MMM 4.0”, was developed by American singer-songwriter, music marketer and founder of ‘Music Marketing Manifesto’, John Oszajca. It provides a series of strategies to set up sales funnels within music artist websites, directing targeted traffic through the funnel and converting subscribers into paying customers.

John Oszajca believes CD albums and artist/band merchandise are far more valuable commodities than streaming for the independent musician or label. He advises:

“Instead of releasing the entire album for streaming, my advice would instead be to make just a single track or two available. As such, you can insure that your album will generate maximum profit when sold directly to your fans. And in time – as album sales slowdown – you can consider releasing more (or all) of the album to the streaming platforms.” (Oszajca, 2017)

Using this variety of systems to promote, market and sell music products produced by the company, Hustlerz Inc Recordings will provide an independent platform to build and develop new artist fan bases. Combining direct-to-customer platforms and on-demand publishing, a lean business approach can be used.

Music Publishing

Hook Or By Crook Music

Hook Or By Crook Music is a music publishing company that I established in 2012. The company currently has a music publishing administration contract with Sentic Music Limited (see Appendix 10), and currently has ownership of 103 music publishing copyrights within its catalogue.

The primary aim of the company is to secure music publishing contracts with performing songwriters and producers who are also signed to a recording contract with any subsidiary of the NXT Generation Music Group. The company will also publish all of the songs produced under the Schools Of Urban London programme and by music artists placed on apprenticeships by Meridian Music.

The secondary aim of the company is to secure music synchronisation contracts and placements for its catalogue of songs with television shows, films and other media sources. I have currently secured song placements in Channel 4 TV show “Hollyoaks” and “One Inch Punch”. I have secured placements with music providers Mood Media, PlayNetwork, Inc., and Songtradr, Inc. to supply music to business retail

establishments across the USA . I have also recently contracted SoundVault Limited to represent the Hook Or By Crook Music catalogue for media synchronisation placements.

My further aims include gaining radio airplay for songs on the company's catalogue and securing licensing contracts for third-party music compilation releases. This will ensure performing and mechanical royalties are generated for the company and its contracted songwriters.

Broadcast

Tileyard Radio

Tileyard Radio is a new internet / digital broadcast portal and radio station I have created primarily to present:

- 1) Current independent music industry news and interviews.
- 2) Music artist interviews.
- 3) Exclusive release previews.
- 4) Competitions.
- 5) Live studio performances.
- 6) Outdoor broadcast features from music industry conferences and music festivals.

The target audience of the radio station are individuals who have an interest in the music business, covering a wide age range to reflect the Tileyard business community. Prior to being purchased by media company EMAP PLC., London radio station Kiss FM had a wide audience base aged from sixteen and sixty, which was part of the reason for its success. Its audiences were diverse in ages and cultures with a common interest in independent music genres that were communicated across the urban music scene.

As an independent radio listener, I feel that there was greater musical diversity played on the radio network between the 1980's and mid-1990's. Leading independent radio stations such as Kiss FM, Choice FM and Smooth FM serviced their own growing markets. As public interest grew, these stations captured and dominated the youth market sector. This led to interest from major media corporations, who eventually purchased many of these independent radio stations. The current major radio network is owned mainly by large media corporations, presenting a structured music playlist and providing little space for independent music. Tileyard Radio aims to change this by focussing primarily on independent music.

Tileyard Radio will play the best new music releases, alongside classics that have evolved from the UK's independent music scenes. This will provide an alternative to mainstream radio playlists, based on local public tastes. The daytime radio shows will present new and current music. Alternatively, the evening and night shift shows will present more specialised genres of music. The radio station will also promote students of Tileyard Education, feeding back into its local business community.

A further aim of Tileyard Radio will be to train new radio and media apprentices provided by Meridian Music to become skilled presenters, production engineers,

marketing and technical staff in the future broadcasting sector. Content will also be provided by Meridian Music students as part of their technical training, which will be broadcast during the night shift hours. The radio station will be broadcast twenty-four hours per day and seven days per week.

Income revenue streams will be produced from advertising sales, airtime sales from third-party deejay's and other music and broadcast education providers. Additional revenues will also be generated from radio advertising production and music compilation products featuring live performances of music artists featured on the radio station.

Tileyard Radio will also be presenting the 'Masters Of The Airwaves Radio Conference', which I designed alongside veteran radio presenter's Dave Morrissey and Lindsay Wesker.

After recent discussions with Victor Redwood-Sawyerr, Music Relationship Manager of Arts Council England, he has confirmed that the Arts Council are interested in funding 90% of the expenses to set up and produce the conference. After reading the initial proposal and making further recommendations, Mr Redwood Sawyerr wrote:

"Assuming all the above activity can be realised, this project would be of great value to ACE when you consider the potential audience reach (physical, broadcast and online) and the ongoing development of a whole music sector"
(Redwood-Sawyerr, 2017)

The conference will also provide an opportunity to enrol new prospective students onto radio broadcast and presentation courses provided by Meridian Music. It will also provide promotion for Tileyard Radio, gaining further awareness of the brand and listeners. The conference will also provide a live video feed on the Tileyard Radio website.

Conclusion

"It is not sufficient to have an experience in order to learn. Without reflecting on this experience it may quickly be forgotten, or its learning potential lost." (Gibbs, 1988, p9).

Reflecting on my professional experiences throughout my personal career and studies, it has helped me to assess the strengths of my successes and consider improvements that I could have made. After being employed in a variety of roles within the music industry and educational field, I have developed the skills, knowledge and business network to develop a successful media company and educational platform. My passion is to help nurture the talents of independent, young music creators and entrepreneurs from suburban areas of London. The network and structure of the business provide room for growth, with the ability to establish further development colleges and media operations in other nationwide cities as the businesses grow. My studies have helped me to reflect on my abilities, develop further knowledge and gain the skills to strengthen the market share of the independent music market.

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Appendix 1

Monthly Cash Flow Forecasts

Meridian Music

Cash flow forecast

CASH FLOWS	Y1 m1	Y1 m2	Y1 m3	Y1 m4	Y1 m5	Y1 m6	Y1 m7	Y1 m8	Y1 m9	Y1 m10	Y1 m11	Y1 m12	TOTAL
INCOME	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	
Start-Up Funding	300,000												300,000
Visiting Workshops	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000
Consultancy Fees					750	750	750	750	750	750	750	750	6,000
Share capital	100												100
TOTAL INCOME	302,100	2,000	2,000	2,000	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	330,100
EXPENDITURE													
Materials					100	100	100	100	100	100	100	100	800
Refurbishment	6,000												
Capital Purchase	93,662												93,662
Advertising			1,000	200	200	200	200	200	200	200	200	200	2,800
Rent	1,406	1,406	1,406	1,406	1,406	1,406	1,406	1,406	1,406	1,406	1,406	1,406	16,872
Heat, Light, Power	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Travel Costs	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Postage	50	50	50	50	50	50	50	50	50	50	50	50	600
Stationery/Printing				739								200	939
Telephone	140	140	140	140	140	140	140	140	140	140	140	140	1,680
Staff Wages	3,600	4,900	6,200	6,200	13,900	13,900	13,900	13,900	13,900	13,900	13,900	13,900	132,100
Insurance	300												300
Prof. Fees												300	300
Other Overheads		100	100	100	100	100	100	100	100	100	100	100	1,100
TOTAL COSTS	105,358	6,796	9,096	8,296	16,835	16,096	16,096	16,096	16,096	16,096	16,096	16,596	259,553
Net Cash Flow	196,742	-4,796	-7,096	-6,296	-14,085	-13,346	-13,346	-13,346	-13,346	-13,346	-13,346	-13,846	70,547
Opening Balance	0	196,742	191,946	184,850	178,554	164,469	151,123	137,777	124,431	111,085	97,739	84,393	70,547
Closing Balance	196,742	191,946	184,850	178,554	164,469	151,123	137,777	124,431	111,085	97,739	84,393	70,547	

Meridian Music - CASHFLOW

Page 1

Meridian Music

Cash flow forecast

CASH FLOWS	Y2 m1	Y2 m2	Y2 m3	Y2 m4	Y2 m5	Y2 m6	Y2 m7	Y2 m8	Y2 m9	Y2 m10	Y2 m11	Y2 m12	TOTAL
INCOME	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	
Edexcel Funds				388,800					291,600				680,400
Visiting Workshops	2,000	2,000	2,000	2,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	40,000
Consultancy Fees	750	750	750	750	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	11,000
Share capital													0
TOTAL INCOME	2,750	2,750	2,750	391,550	5,000	5,000	5,000	5,000	296,600	5,000	5,000	5,000	731,400
EXPENDITURE													
Materials	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Refurbishment													
Capital Purchase													0
Advertising	200	200	200	200	200	200	200	200	200	200	200	200	2,400
Rent	1,406	1,406	1,406	1,406	1,406	1,406	1,406	1,406	1,406	1,406	1,406	1,406	16,872
Heat, Light, Power	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Travel Costs	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Postage	50	50	50	50	50	50	50	50	50	50	50	50	600
Stationery/Printing	200	80	80	80	80	80	80	80	80	80	80	200	1,200
Telephone	140	140	140	70	140	140	140	140	140	140	140	140	1,610
Staff Wages	13,900	13,900	13,900	6,200	13,900	13,900	13,900	13,900	13,900	13,900	13,900	13,900	159,100
Insurance	300												300
Prof. Fees												300	300
Other Overheads	100	100	100	100	100	100	100	100	100	100	100	100	1,200
TOTAL COSTS	16,596	16,176	16,176	8,406	16,176	16,176	16,176	16,176	16,176	16,176	16,176	16,596	187,182
Net Cash Flow	-13,846	-13,426	-13,426	383,144	-11,176	-11,176	-11,176	-11,176	280,424	-11,176	-11,176	-11,596	544,218
Opening Balance	70,547	56,701	43,275	29,849	412,993	401,817	390,641	379,465	368,289	648,713	637,537	626,361	614,765
Closing Balance	56,701	43,275	29,849	412,993	401,817	390,641	379,465	368,289	648,713	637,537	626,361	614,765	

Meridian Music - CASHFLOW

Meridian Music

Cash flow forecast

CASH FLOWS	Y3 m1	Y3 m2	Y3 m3	Y3 m4	Y3 m5	Y3 m6	Y3 m7	Y3 m8	Y3 m9	Y3 m10	Y3 m11	Y3 m12	TOTAL
INCOME													
Edexcel Funds				291,600					291,600				583,200
Visiting Workshops	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	48,000
Consultancy Fees	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Share capital													0
TOTAL INCOME	5,000	5,000	5,000	296,600	5,000	5,000	5,000	5,000	296,600	5,000	5,000	5,000	643,200
EXPENDITURE													
Materials		100	100	100	100	100	100	100	100	100	100	100	1,100
Refurbishment													0
Capital Purchase													0
Advertising	200	200	200	200	200	200	200	200	200	200	200	200	2,400
Rent	1,406	1,406	1,406	1,406	1,406	1,406	1,406	1,406	1,406	1,406	1,406	1,406	16,872
Heat, Light, Power	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Travel Costs	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Postage	50	50	50	50	50	50	50	50	50	50	50	50	600
Stationery/Printing	200	80	80	80	80	80	80	80	80	80	80	200	1,200
Telephone	140	140	140	70	140	140	140	140	140	140	140	140	1,610
Staff Wages	13,900	13,900	13,900	6,200	13,900	13,900	13,900	13,900	13,900	13,900	13,900	13,900	159,100
Insurance	300												300
Prof. Fees												300	300
Other Overheads	100	100	100	100	100	100	100	100	100	100	100	100	1,200
TOTAL COSTS	16,496	16,176	16,176	8,406	16,176	16,176	16,176	16,176	16,176	16,176	16,176	16,596	187,082
Net Cash Flow	-11,496	-11,176	-11,176	288,194	-11,176	-11,176	-11,176	-11,176	-11,176	-11,176	-11,176	-11,596	456,118
Opening Balance	614,765	603,269	592,093	580,917	869,111	857,935	846,759	835,583	824,407	1,104,831	1,093,655	1,082,479	1,070,883
Closing Balance	603,269	592,093	580,917	869,111	857,935	846,759	835,583	824,407	1,104,831	1,093,655	1,082,479	1,070,883	

Meridian Music - CASHFLOW

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Appendix 2

Forecast Profit & Loss Account

Profit Loss forecast

	Y1 m1	Y1 m2	Y1 m3	Y1 m4	Y1 m5	Y1 m6	Y1 m7	Y1 m8	Y1 m9	Y1 m10	Y1 m11	Y1 m12	TOTAL
Sales	2,000	2,000	2,000	2,000	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	30,000
Direct costs - materials	99,962	300	300	300	300	300	300	300	300	300	300	300	103,262
wages	3,600	1,792	1,792	2,688	2,688	2,688	2,688	2,688	2,688	2,688	2,688	2,688	31,376
Gross profit	-101,562	-92	-92	-988	-238	-238	-238	-238	-238	-238	-238	-238	-104,638
Overheads													
Advertising					200	200	200	200	200	200	200	200	2,800
Rent	1,406	1,406	1,406	1,406	1,406	1,406	1,406	1,406	1,406	1,406	1,406	1,406	16,872
Heat, Light, Power	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Travel Costs	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Postage	50	50	50	50	50	50	50	50	50	50	50	50	600
Stationery/Printing					739							200	939
Telephone	140	140	140	140	140	140	140	140	140	140	140	140	1,680
Other Overheads					100	100	100	100	100	100	100	100	1,100
Depreciation	1,156	1,156	1,156	1,156	1,156	1,156	1,156	1,156	1,156	1,156	1,156	1,156	13,872
Gross overheads	2,952	3,052	4,052	3,252	3,991	3,252	3,252	3,252	3,252	3,252	3,252	3,452	40,263
Net profit	-104,514	-3,144	-4,144	-4,240	-4,229	-3,490	-3,490	-3,490	-3,490	-3,490	-3,490	-3,690	-144,901
Cum. profit	-104,514	-107,658	-111,802	-116,042	-120,271	-123,761	-127,251	-130,741	-134,231	-137,721	-141,211	-144,901	

Meridian Music

Year 2

Profit Loss forecast

	Y2 m1	Y2 m2	Y2 m3	Y2 m4	Y2 m5	Y2 m6	Y2 m7	Y2 m8	Y2 m9	Y2 m10	Y2 m11	Y2 m12	TOTAL
Sales	2,750	2,750	2,750	391,550	5,000	5,000	5,000	5,000	296,600	5,000	5,000	5,000	731,400
Direct costs - materials	100	100	100	100	100	100	100	100	100	100	100	100	1,200
wages	3,600	1,792	1,792	2,688	2,688	2,688	2,688	2,688	2,688	2,688	2,688	2,688	31,376
Gross profit	-950	858	858	388,762	2,212	2,212	2,212	2,212	293,812	2,212	2,212	2,212	698,824
Overheads													
Advertising	200	200	200	200	200	200	200	200	200	200	200	200	2,400
Rent	1,406	1,406	1,406	1,406	1,406	1,406	1,406	1,406	1,406	1,406	1,406	1,406	16,872
Heat, Light, Power	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Travel Costs	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Postage	50	50	50	50	50	50	50	50	50	50	50	50	600
Stationery/Printing	200	80	80	80	80	80	80	80	80	80	80	80	1,200
Telephone	140	140	140	140	140	140	140	140	140	140	140	140	1,680
Other Overheads	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Depreciation	1,156	1,156	1,156	1,156	1,156	1,156	1,156	1,156	1,156	1,156	1,156	1,156	13,872
Gross overheads	3,452	3,332	3,332	3,332	3,332	3,332	3,332	3,332	3,332	3,332	3,332	3,452	40,224
Net profit	-4,402	-2,474	-2,474	385,430	-1,120	-1,120	-1,120	-1,120	290,480	-1,120	-1,120	-1,240	658,600
Cum. profit	-149,303	-151,777	-154,251	231,179	230,059	228,939	227,819	226,699	517,179	516,059	514,939	513,699	

Meridian Music

Year 3

Profit Loss forecast

	Y3 m1	Y3 m2	Y3 m3	Y3 m4	Y3 m5	Y3 m6	Y3 m7	Y3 m8	Y3 m9	Y3 m10	Y3 m11	Y3 m12	TOTAL
Sales	5,000	5,000	5,000	296,600	5,000	5,000	5,000	5,000	296,600	5,000	5,000	5,000	643,200
Direct costs - materials	100	100	100	100	100	100	100	100	100	100	100	100	1,100
wages	13,900	13,900	13,900	6,200	13,900	13,900	13,900	13,900	13,900	13,900	13,900	13,900	159,100
Gross profit	-8,900	-9,000	-9,000	290,300	-9,000	-9,000	-9,000	-9,000	282,600	-9,000	-9,000	-9,000	483,000
Overheads													
Advertising	200	200	200	200	200	200	200	200	200	200	200	200	2,400
Rent	1,406	1,406	1,406	1,406	1,406	1,406	1,406	1,406	1,406	1,406	1,406	1,406	16,872
Heat, Light, Power	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Travel Costs	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Postage	50	50	50	50	50	50	50	50	50	50	50	50	600
Stationery/Printing	200	80	80	80	80	80	80	80	80	80	80	80	1,200
Telephone	140	140	140	140	140	140	140	140	140	140	140	140	1,680
Other Overheads	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Depreciation	1,156	1,156	1,156	1,156	1,156	1,156	1,156	1,156	1,156	1,156	1,156	1,156	13,872
Gross overheads	3,452	3,332	3,332	3,332	3,332	3,332	3,332	3,332	3,332	3,332	3,332	3,452	40,224
Net profit	-12,352	-12,332	-12,332	286,968	-12,332	-12,332	-12,332	-12,332	279,268	-12,332	-12,332	-12,452	442,776
Cum. profit	501,347	489,015	476,683	763,651	751,319	738,987	726,655	714,323	993,591	981,259	968,927	956,475	

Meridian Music

Appendix 3

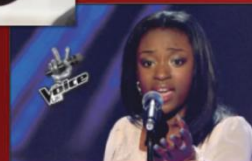
Investment Deck Presentation

10/11/2018



Contents

1. Introduction
2. Team
3. Problem
4. Advantages
5. Solution
6. Service
7. Traction
8. Market
9. Competition
10. Business Model
11. Investing
12. Contact



10/11/2018

1. Introduction

Meridian Music is an independent industry training and development centre supplying qualified courses and apprenticeships to provide entry into the professional world of the music industry. Using the most up-to-date marketing and promotion techniques combined with artist, radio and music industry development, Meridian Music aim to produce new highly informed, independent workers.

With the current skills gap widening due to major changes in the music industry infrastructure, there is a demand for a new type of workforce educated in areas that stretch outside of the conventional music industry, such as self-publishing, on-demand publishing, internet marketing and the ability to use a variety of proven and innovative D2C strategies. Major Record Labels have been largely reluctant to learn these new strategies, instead opting to employ Label Service companies to develop their promotional campaigns. The major radio network is largely owned by large corporations, working a structured music playlist, leaving little room for independent music.

There is a danger that by withdrawing music education from UK Schools and Colleges, plus a reduction in Apprenticeship uptake, future students will have difficulties in gaining the skills and qualifications required to enter into higher education or find an entry pathway into employment within the music industry.

2. Team: Meridian Music



Colin Crook
Managing Director
Head of Development
Marketing Consultant



Paul Hall
Managing Director
Course Director &
Curriculum Accreditor
Centre Manager

10/11/2018

Team: Tileyard Radio



Tileyard Radio is an independent radio and media broadcaster built as a platform to develop new talent. Run in association with Meridian Music, Apprentices will be trained under the guidance of the TY Radio Management team to produce radio shows and media broadcasts via the internet. It will also provide an opportunity to advertise the services and products of the Tileyard community and Meridian Music.



Colin Crook
Managing Director
Head of Business Development
Marketing Consultant



Justin Emanuel-Boreland
Station Manager
Radio Presenter



Dave Morrissey
Trustee
Business & Marketing Consultant
Radio Presenter



Lindsay Wesker
Trustee
Business & Marketing Consultant

3. Problem

In 2017 at the Musicians' Union conference in Brighton, UK Music Chief Michael Dugher stated:

"I'd now like to turn to what I believe is the biggest threat facing the music industry in the future. For the industry to continue to grow and flourish we need to ensure that there are enough opportunities for existing musicians and that we can develop new talent. But I believe our industry is now potentially facing a perfect storm that, if allowed to develop unchecked, poses an existential threat to our sector. This grim reality potentially puts in jeopardy the UK's ability in the future to generate breakthrough artists that are one of the keys to sustaining Britain's £4.1 billion music industry. The first challenge we face is the decline in music provision in our schools. In 2010, the EBacc was introduced as a school performance measure in England. Creative subjects such as music are excluded from the EBacc. According to the latest research conducted by the University of Sussex, 59.7% of state schools indicate the EBacc has had a negative impact on music provision and uptake." (UK Music 2017)

Additionally, according to a report by internet website LinkedIn (2018), the number of new apprentices in the UK has reduced by thirty one percent. This has raised fears of a future skills shortage in trade, professional and hospitality industries.

Currently, most UK Music Colleges are either annexed to state-run colleges or are private enterprises contracted to state-run Colleges. This creates a dependency on the state college to operate, and cuts to education budgets are directly affecting music and media courses throughout the country.

10/11/2018

4. Advantages

Meridian Music is a new type of independent music educator who provide a gateway from education into apprenticeships. This is supported by teaching the most current independent business marketing strategies and techniques. Combined with education based on modern and innovative theories and strategies, Meridian Music provide real-life working platforms for students to interact with whilst conducting their studies.

Musicians, Music Artists, Producers and Music Business roles will be provided by associate company NXT Generation Music Group, which includes TimeTunnel Music, Hustlerz Inc Recordings Ltd, and Music Publisher Hook Or By Crook Music, all of which Colin Crook is the Managing Director of. Radio Producer and Broadcast roles will be provided by associate Radio Station, Tileyard Radio.

Music teaching staff working for Meridian Music have professional backgrounds in the music industry in the following areas; Record Label and Music Publishers, Recording Studio owners, Radio Broadcasting, Artist Management, Record Production, Session Musicians, Music Tutors, Choir Masters, Recording Artists, Song Writers and Sound Engineers.

The experience of industry practitioners will ensure that skills and teaching is relevant, up-to date and in line with the modern music industry.

5. Solution

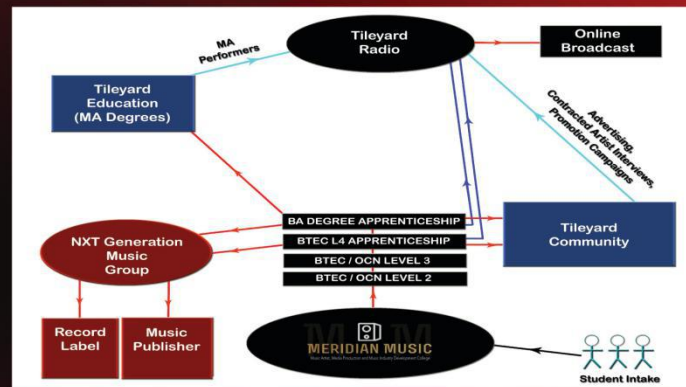
For an independent music company or creator to thrive in the current environment, they will need to learn the types of strategies and techniques similar to those used by Label Services companies. This will assist them to strengthen their market share.

Meridian Music is providing an Artist and Media Development platform through education, enabling students to train from Level 2 qualifications up to Level 3. Those who attain high grades and assessed as having the necessary level of determination will be offered to enter into an Apprenticeship Programme. The programme will provide employment in the student's chosen career field, with students receiving on-the-job training and attaining a BTEC Level 4 qualification (with future plans to introduce the new BA Degree Apprenticeship Programme).

10/11/2018

6. Service

The chart below highlights the flow of student development and the benefits Meridian Music and Tileyard Radio will bring to the Tileyard community.



7. Traction

Meridian Music has evolved from the Meridian Music Centre, music division of the former Greenwich Community College which operated between 2004 and 2010. Managing Directors Colin Crook and Paul Hall (former Manager of the Meridian Music Centre, Kensington & Chelsea College and Streetvibes Academy) have known and worked together since 2004 .

The Meridian Music Centre was very effective in enabling disadvantaged youths and students that would not normally engage in mainstream education to achieve qualifications equivalent to 5 GCSE's or 2/3 A - levels. A high number of these students have progressed to University or into radio, television and music careers and it is with this framework that Meridian Music is being structured to ensure its success. After its closure due to redundancies, the teaching team reformed and joined the music department of Kensington & Chelsea College in 2012. An interview conducted by Colin Crook on BBC News in 2010 showed the impact of the closure of the original Meridian Music Centre (<https://www.youtube.com/watch?v=EOwY7KdKc>)

At the time of closure, the Centre had an annual enrolment of 90 students and this was something that continued at Kensington & Chelsea College until further redundancies occurred in 2014. Using an updated framework, our aim is for Meridian Music to achieve and surpass this target by Year 3.

10/11/2018

8. Market

According to a report by the Association of Colleges entitled "College Key Facts 2017/18, the latest statistics show:

UK Further Education colleges prepare **2.2 million students** with employability skills, helping to develop their career opportunities

There are 269 colleges in England (as at April 2018). Of those, only **two** are specialist colleges in art, design & performing arts

There are currently **712,000** sixteen to eighteen-year-olds studying in colleges

An additional 77,500 sixteen to eighteen-year-olds undertake an apprenticeship through colleges

Between 2015 - 2016, there were 78,300 sixteen to eighteen-year-olds and 107,500 nineteen to twenty four year-olds studying apprenticeships in UK colleges

Colleges train **nearly half** of all construction, engineering and manufacturing apprentices

The National Funding Rate for 16-17 year olds studying 540 + hours per year is currently **£4,000** per student.

The National Funding Rate for 18 + studying 450 + hours per year is currently **£3,300** per student.

9. Competition

Some of the alternative solutions to the problems Meridian Music are solving include:

- 1) Point Blank Music School, Hoxton, London - Offer BA (Hons) courses, however no accredited courses in Further Education. Courses offered are not subject to Student National Funding.
- 2) ICMP, London, NW6 - Offer musician, songwriting and production based MA, BA (Hons) and Higher Education courses, BA (Hons) in Music Business. No Further Education accredited courses provided.
- 3) LCCM, London, SE1 - Offer BMus (Hons) and Higher Education courses in Music Performance & Production. BA (Hons) in Music Industry Management. No Further Education accredited courses provided.
- 4) Big Creative Training, London, E17 - Provides Access-To-Music RockschooL2 - L3 courses in Music Performance, Music Production, Fashion, Events & Marketing and Creative Media for 16-18 year-olds. Provide full-time RockschooL3 Apprenticeships. No BA degree courses provided.

None of these provisions provide development from entry level through to BA level and do not provide any provisions regarding Radio Broadcasting. Meridian Music provides a complete skills and talent development service from beginner to semi-professional. Tileyard Radio provides a worldwide media outlet to promote and market these talents.

10/11/2018

10. Business Model

In Year 1, the College will aim to:-

- Supply OCN and BTEC Level 2 & 3 Digital Media Production courses specialising in Radio / Video Broadcasting and Production. Each course will enrol a minimum of 12 students (total of 24 students @ £2,700 = £64,800)
- Supply OCN and BTEC Level 2 & 3 Digital Media Production courses specialising in Music Production, Performance, Music Industry Business & Marketing. Each course will enrol a minimum of 12 students (total of 24 students @ £2,700 = £97,200)

In Year 2, the College will:-

- Supply additional Level 3 Digital Media Production courses specialising in Radio and Video Presentation and Production. Each course will enrol a minimum of 12 students @ £2,700 = £32,400)
- Supply additional BTEC Level 3 Digital Media Production courses specialising in Music Production / Performance and Audio Production. Each course will enrol a minimum of 12 students @ £2,700 = £32,400)
- Supply BTEC Level 4 Apprenticeships in all course areas with a minimum enrolment of 10 students @ £2,700 = £27,000)

Revenues from the National Student Fund will be released to Meridian Music twelve months after commencing the College first academic year (Yr 2 Mth 11) and every twelve months thereafter. Additional funds will be produced by providing Guest Lectures and Visiting Workshops from Year 1 Mth 7.

Tileyard Radio will produce revenues from Advertising, Sponsorship, Music and Media Events and providing workplace Apprenticeships placements in Broadcast on behalf of Meridian Music. Revenues are expected to generated from the first quarter in Year 1.

11. Investing

Meridian Music requires an investment of £300,000 over 5 years.

Meridian Music plan to operate from within the Royal Borough of Greenwich to build on the former network established within the borough. Greenwich Borough Councillor and former Mayor of Woolwich Harry Singh has pledged his support to establish a building of adequate size to operate the College from, with subsidised rates required during the initial start up process in Year 1-5.

10/11/2018

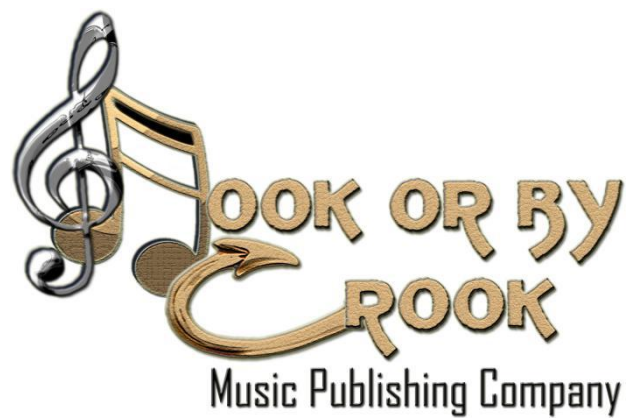
12. Contact

Colin Crook,
Managing Director,
Meridian Music
154 Casterbridge Road
Blackheath
London
SE3 9AG

Tel: 07939 316432
Email: hustlerzinrecordings@gmail.com

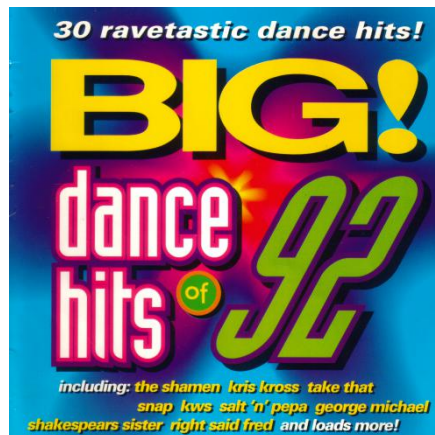
Appendix 4

Branding



Appendix 5

Previous Artist Product Releases

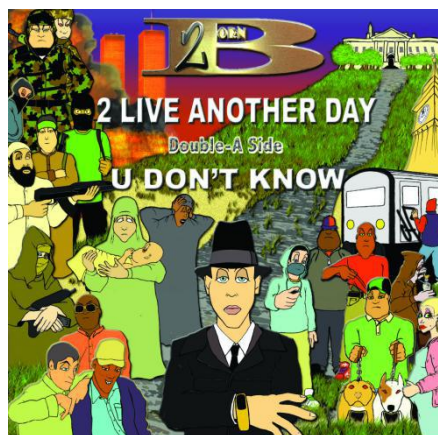
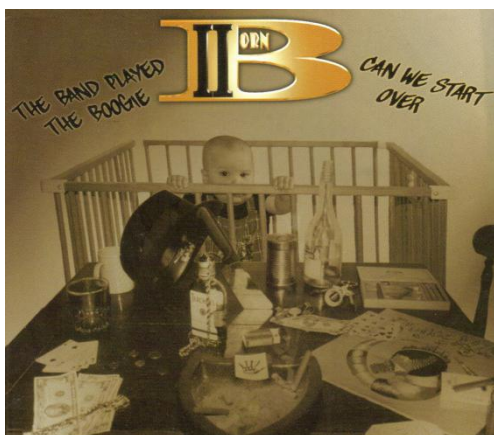


Title: Turkish Delight

- 1) East Side Mix
- 2) Hot Night - All Night Mix
- 3) Cold Turkey Mix
- 4) Hot Turkey Mix

Artist: Ruya, Guest Rap: Born 2 B
(Born 2 B is the pseudonym for Performer Member Colin Michael Crook)
Label: Muzikotek Ltd (1991)





Titles:

- 1) Gettin' Blue (Radio Edit)
- 2) Gettin' Blue (Hustlerz Of Hip Hop Remix)
- 3) I'd Like To! (Radio Edit)
- 4) Can We Start Over (MC Merlin Remix)

Artist: Born 2 B

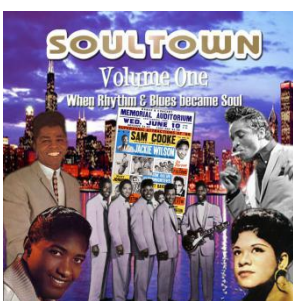
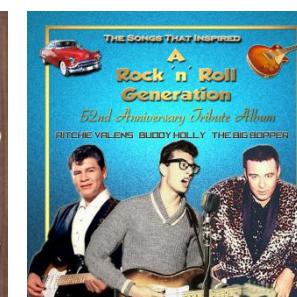
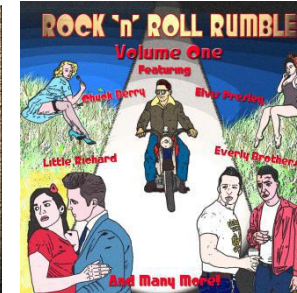
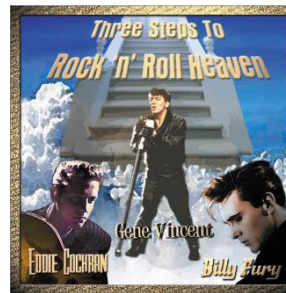
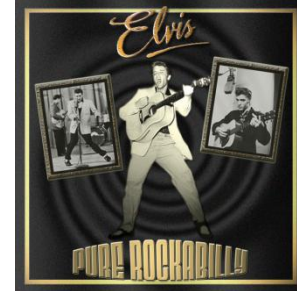
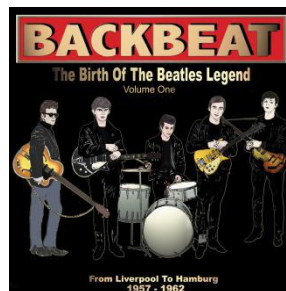
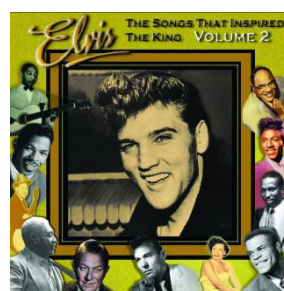
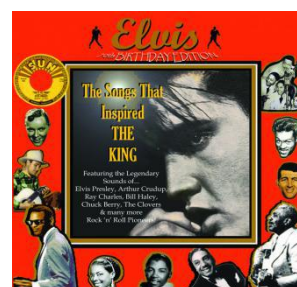
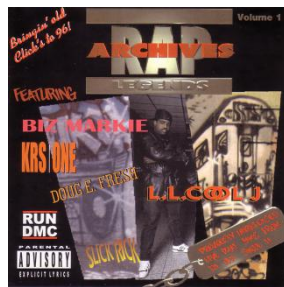
(Born 2 B is the pseudonym for Performer Member Colin Michael Crook)

Label: Century Vista Records International (1998)



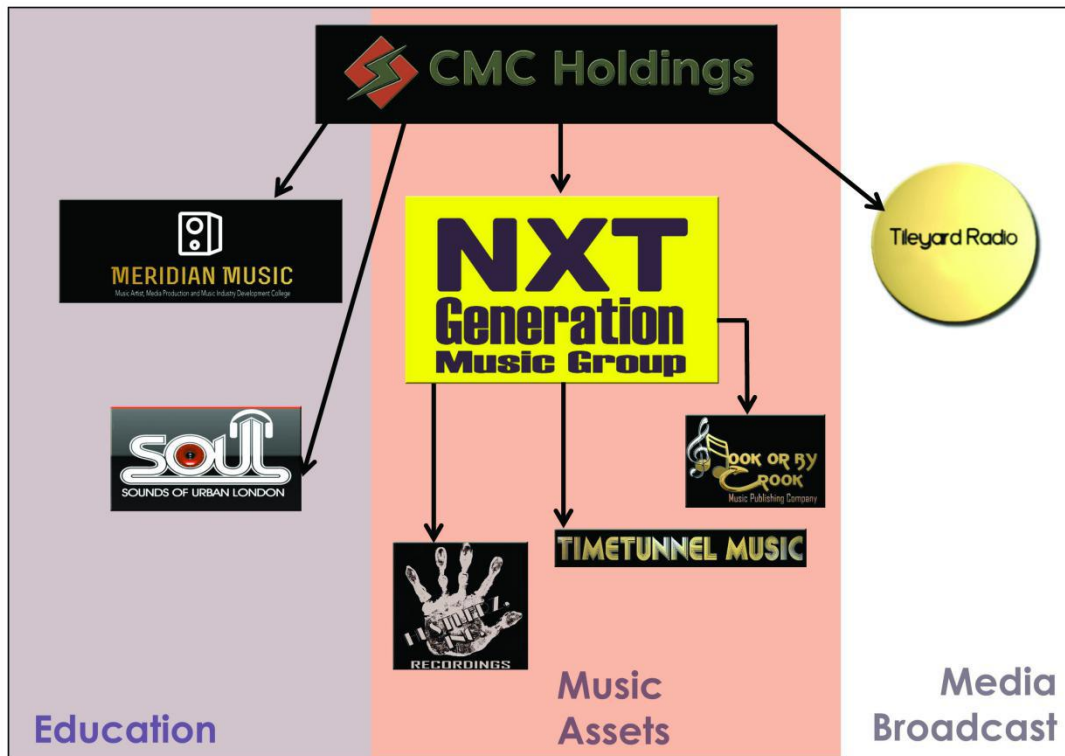
Appendix 6

Music History Albums Produced By Colin Crook



Appendix 7

Company Structure



Directorship Shares allocated to Colin Crook in each company will be transferred to CMC Holdings Ltd. CMC Holdings Ltd is the parent company that will direct, manage and network the business interests of all the individual business divisions.

Appendix 8

Metropolitan Police Communication

9/30/2018

Gmail - Fwd: Justin: SOUL Media Re SOUL Awards & Community Intervention plans for NEET youth



hustlerzinc <hustlerzincrecordings@gmail.com>

Fwd: Justin: SOUL Media Re SOUL Awards & Community Intervention plans for NEET youth

1 message

Justin Emanuel Boreland <justin.emanuelboreland@gmail.com>
 To: hustlerzinc <hustlerzincrecordings@gmail.com>

Fri, Sep 14, 2018 at 10:03 AM

Hi Justin,

Thank you for the e mail and kind words. It was a pleasure meeting you both. Your drive, energy and passion was clear and infectious.

I would be more than happy to come and meet your team.

I look forward to receiving the updated proposal.

Should you wish to discuss anything further or seek clarity, please do not hesitate to contact either myself or Imran.

Kind regards

Coretta

Coretta Hine | Detective Chief Inspector

Crime Prevention Inclusion & Engagement |

Telephone | 0208 785 8239 | **Mobile** 07900 855700 | **Internal** 758239

Email | coretta.hine@met.pnn.police.uk |

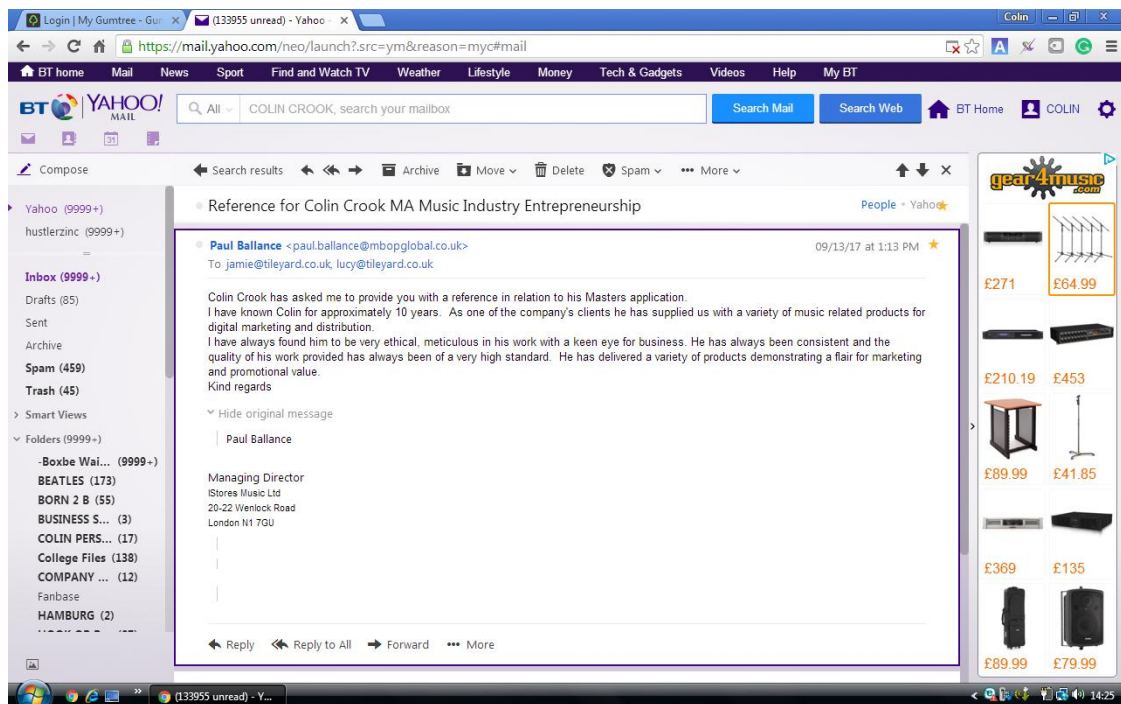
Address 3rd Floor, New Scotland Yard, 1-8, Richmond Terrace, Victoria Embankment, London SW1A 2JL |

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Email from Detective Chief Inspector Coretta Hine, Friday 14th September 2018

Appendix 9

Personal Reference



Reference sent by email from Paul Ballance, Managing Director of iStores Music Limited, 13th September 2017

Appendix 10

Second Personal Reference

Samuel Ward
Sentric Music Limited
1st Floor
29-31 Parliament Street
Liverpool
Merseyside
L8 5RN

To Whom It May Concern

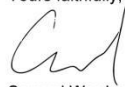
I am writing in reference to Colin Crook, whom I understand is applying to study on your Masters Music Industry Entrepreneurship Course. We have been working with Colin and his music publishing company, Hook Or By Crook Music since 2012, acting as Publishing Administrators to the company.

During that time, Hook Or By Crook has had some success as Co-Publisher of UK Grime artist Ghetts' song/commercial release "The Cypher" (no 9 in the itunes Hip-Hop Chart) and a number of songs on his "Rebel With A Cause" album in 2014. He has developed a large catalogue of over one hundred song copyrights, with some of the songs being used on TV shows such as "Hollyoaks" (C4) and "One Punch Killers" (C4).

As a Music Publisher, Colin has the skill, competence and knowledge to develop his company into an established market player. I am fully confident that Colin has the ability and commitment to complete his Masters degree.

If you require any further information, please do not hesitate to contact me.

Yours faithfully,



Samuel Ward
International Development and Client Relations

Letter from Samuel Ward of Sentric Music Limited, sent as an email attachment on 10th September 2017.

Appendix 11

Testimonial

Package includes...

- Power Plate session
- VIPR™ session
- Personal Training session

FREE

new member
package worth
up to £175
when you join!

GET ME STARTED >>>

“Let's apply! Package valid 30 days.”

THE INDEPENDENT

September 17, 2010

Ninja Tune - Two decades of mixes and mash-ups

By David Taylor

When two London DJs released the first Coldcut single, it led to the label that gave us Roots Manuva, Mr Scruff and, now, Toddla T.

Lush brutality: that's the memorable oxymoron that Matt Black - who together with Jon More is the visionary force behind independent label Ninja Tune - has coined for the new breed of electronica carving out a niche on the Ninja roster.

It's a fitting description for the wealth of genre-melting music showcased on Ninja Tune XX: two twin-CD compilations released next week to mark 20 years of the cutting-edge imprint. Speaking during his heavy juggermental collage and dubstep medleys on the opening Mr Scruff DJ Versus Toddla T, of course, Coldcut, the duo responsible for the first Ninja releases, Toddla T and Andrea Triana. It's not your average back-slapping "best of" compilation. But then that just wouldn't be Ninja Tune.

"As the 20th celebrations have coalesced, it's become apparent that we've coincided with a really good moment in electronic music," explains Black over a mug of tea at Ninja HQ. "Ninja Tune made the decision to do a future-speculative rather than a retrospective and to me it's a celebration of a new wave in electronic music. The artists that we have got colliding with our Ninja artists highlight that in a way that I think is really apt and exciting."

The Ninja journey began at the tail end of the Eighties when DJs and underground music junkies Black and More met while the latter was working at Reckless Records in London's Soho. Black played his cut-and-paste classic "Say Kids, What Time Is It?" to an enthusiastic More and the duo decided to press up 500 copies under the moniker "Coldcut".

"We started Coldcut with £500, a John Bull printing outfit and a tuner: that's all you need to start a label. Actually you don't even need the John Bull printing outfit or £500 now - you just need the tune," says Black.

The track became an underground classic, and in its wake the duo started their Solid Steel mix show on Kiss FM and saw their remix of Eric B and Rakim's "Paid in Full" - with the minor gettable to that seemed to define a new era - hit the charts. Then a Journey trip inspired them to release Framo Forame and appeared at the top table of pop with a single that appeared to be within their grasp as Coldcut were snapped up by label Big Life. But, after producing hits including "The Only Way is Up" for Yazoo and Lisa Stansfield's "People Hold On" the pair felt pigeonholed and creatively undermined.

"I think that, in the period when we were sort of trapped in the normal music business contract - in a contractual swamp - we should have been a bit more switched on to what was going on," Black recalls. "It's a bit childish for us to moan about what a bad deal we got - we did pretty well out of it - but we also saw what an enormous amount of effort and money was wasted by normal record companies."

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24/10/2010

On a tour of Japan with Norman Cook's Beats International, the pair decided it was time to go it alone again. The culture clash and other-worldiness of the country reminded them that there was more to music than the mainstream. Flipping through a book on ninjas gave them a new name. Ninja Tune was born. Zen Brakes Vol 1 was the label's first release in September 1990, followed swiftly by Jazz Brakes Volume 1 under the pseudonym DJ Food. The pair had returned to their DJ roots, producing jazz-suffused breaks-led instrumental tracks - mainly for any crate-digging, wannabe turntablists.

"A journalist called Geoff Wilkinson reviewed DJ Food and said that he loved all the jazz breaks but suggested we put a rap on it. We asked if he knew anyone suitable and he made a track with Colin Crook - NW1 and Born 2 Bs "The Band Played the Boogie". On the basis of that they signed to Blue Note and became US3. We were a bit gutted actually! But that showed us that there was pop mileage in what we were doing and that it was a direction that perhaps had bigger appeal than we realised."

Ninja successfully mined this hip-hop, jazz-laced funk sound throughout the Nineties. Their early compilations Funkjazzical Trickology and Ninja Cuts: Existentialism won over a wealth of new fans. Stealth Nights at The Blue Note in Hoxton Square provided the perfect stage for the label's acts to showcase new material. I vividly recall craning to watch their show-stopping, four-deck mixing through a fug of smoke. The club was always packed and on more than one occasion I had to sneak in through the fire escape as the bouncers were turning people away. But, despite this early success the label never got too big for its boots.

"One thing with Ninja is that we have taken a slightly different path to most businesses," explains Black. "To get a successful young business the standard thing to do is to go to the bank and say: 'Hey look, we are doing really well. Lend us a load of money because we want to open a big office and do this and that.' Jon and I don't trust banks - which I think many people appreciate now more than perhaps in the past - and we don't like being in debt. So I think we could perhaps claim that Ninja has had a steady, sustainable organic growth which felt more natural."

Ninja Tune has remained staunchly independent and attracted a broad swathe of artists who share the same ideology. Sub-labels Big Dada (for more vocal-infused underground hip-hop - home of Roots Manuva) and Counter (guitar-based bands including the outstanding The Heavy) have been nurtured. Both have their separate identity but still have the Ninja philosophy.

"What you see in the history of Ninja is an oscillatory pattern where we do whatever we want and then we realise that it might be more sensible to actually target it down a bit. Then people's taste gets more eclectic so we go, 'oh great, we can do whatever we want again'. I think that nowadays, with the much freer access to music, people's tastes have broadened."

While back in the mid-Nineties Ninja jostled with a host of other independents such as Mo' Wax and Talkin' Loud, today they concede there are precious few truly independent labels around.

"I don't miss Mo' Wax: Goro Vidal said it is not enough to succeed, others must fail," laughs Black. "I find Warp Records more of our kind of get evil but since I think that Warp are closer than we are - but we are more fun - and I think at the end I think it's cooler to be more fun than it is to be cool, but I do think Warp are terrific and there's a definite rivalry and affinity there which means something."

For the anniversary there's a raft of gigs planned across Europe featuring the cream of the label's talent, a limited-edition box set including two exclusive extra CDs, and a beautifully illustrated encyclopaedic history of the label Ninja Tune: 20 Years of Beats and Pieces Labels Unlimited. On this evidence I wouldn't be surprised to hear Lush Brutality: 40 years of Ninja Tune in 2030.

"Ninja Tune XX: 20 Years of Beats & Pieces Labels Unlimited" is published by Black Dog at £19.95. The 'Ninja Tune XX' box set is released on Monday

Way of the ninja: Five big releases

Ninja Cuts: Funkjazzical Trickology - Various Artists (1995)

The first compilation from the label, featuring core acts Coldcut, DJ Food, Funki Porcini and The Herbaliser. A breakthrough release that helped launch the Ninja sound to a wider audience, and an essential purchase for any budding DJ.

Journeys By DJ: 70 Minutes of Madness - Coldcut (1995)

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24/10/2010