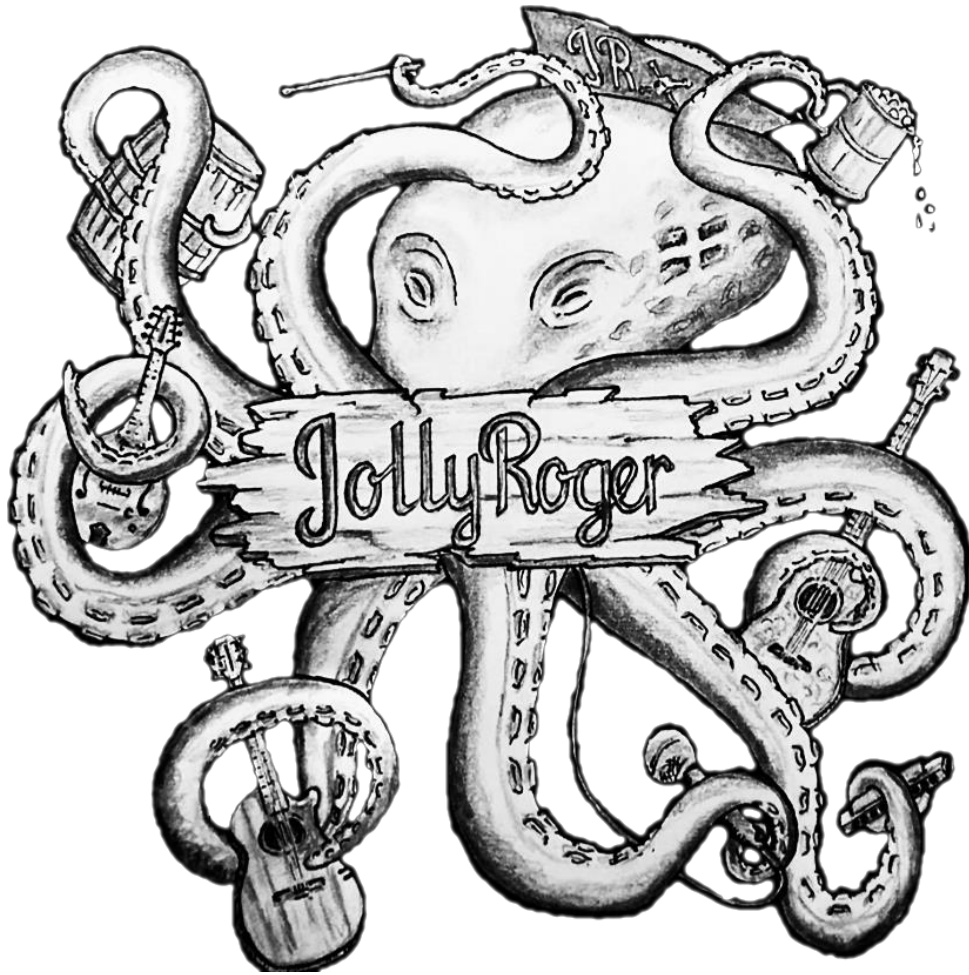




Module : BMTY7006 – Creative Business Project

Assignment: Proposal

Lecturer : Steve Cole

Student: Samantha Hannah Harling

Student Number: 2023699

Date: 27/08/2021

Word Count: 1042

INDEX

1. THE CONCEPT	1
2. OBJECTIVES	1
3. COMPONENTS / OUTPUTS	2
4. OUTCOMES	2
5. METHODOLOGIES	3
6. SUMMARY	4
APPENDIX A - LEAN BUSINESS PLAN DRAFT	6
APPENDIX B – QUESTIONS AND CONTACT IDEAS	8

1. THE CONCEPT

I currently play in and manage sea-punk folk pirate band JollyRoger. My business plan will endeavour to show how the band can move forward and operate effectively as a business and will contain three main themes: how JollyRoger will work towards their goals, how I can develop my band manager skills and how JollyRoger will move forward financially to achieve sustainability.

Initially, a band meeting will take place to redefine and explore their short, mid and long term aims and objectives. This project will then use primary research in the form of video interviews in order to gain insights from industry professionals and other self-managed bands about effective band management, revenue streams and business advice. The band members will be interviewed to give feedback on my management skills and areas for improvement. This research will be used to produce a professional development plan and will also be integrated into the business plan on how I can personally help JollyRoger work towards their agreed short, mid and long-term goals.

Currently, the members are all self-employed musicians and I manage the finances; the options of becoming a limited company or forming a partnership will be explored.

2. OBJECTIVES

- 1) To create a business plan to show to potential investors
- 2) To create a professional development plan
- 3) To include a plan on how we will operate financially as a business.
- 4) To update our EPK, story, goals and promotional video so they better reflect what the band is about and what events we are suitable for.
- 5) To get advice from industry experts on how to best put a business plan together and what makes a good band manager.
- 6) To get advice from other more established self-managed band and use their experience to shape my professional development plan as band manager.

3. COMPONENTS / OUTPUTS

Components of the business plan will include the following:

- A revised mission statement
- Short, mid and long term goals of the band and the steps of how we will work towards achieving these
- Mental health plan for myself and supporting band members.
- Finance plan (past, present and projections)
- Digital assets: EPK, new promotional video.
- Marketing Plan: social media, direct to consumer methods etc.
- Audience Analysis
- Reflection: A personal professional development plan as band manager (based on my own reflection, feedback from JollyRoger band members and advice from other interviewees).

4. OUTCOMES

1. The business plan will help to take JollyRoger to the next level of professionalism and give us a clear pathway and plan looking forward. It will also be something to use to approach potential sponsors, investors and publishing companies.
2. The time spent on developing my own professional practice will help me to manage the better more effectively.
3. The research surrounding mental health self-care and supporting others will help to safeguard band members and aims to increase the longevity of the band.
4. The research into revenue streams for musicians may help to formulate new ways for the band to achieve financial sustainability.
5. This plan can also be used to help other self-managed bands, I am happy to share it with the community and for it to be used as a template for others wanting to create a business plan and professional development plan for themselves.

6. METHODOLOGIES

Primary and Secondary Research

Literature Review

Using music business and managerial journals, other band's business plans, academic books, websites and blogs to inspire and structure the business plan and professional development plan.

Some examples of available literature

Mental Health Plan: The Musician's Management Forum (MMF) recognises the fact that the music industry is a high stress environment and there is a need for mental health support for musicians and managers. They have compiled a list of resources and expert advice and published *The MMF Guide to Mental Health, 2021* (MMF, 2021a). Research by Help Musicians UK found that 87% of respondents state that their mental health has deteriorated since the start of the global pandemic (Help Musicians UK, 2021).

Professional Development Plan: The MMF *code of practice* also highlights the core values and professional standards that a music manager should adhere to (MMF, 2021b).

Finances: The MMF accelerator programme offers guidance and grants to independent managers and the opportunity to apply for this programme to help with financial support will be explored (MMF, 2021c).

Business Plan: With many more artists now choosing an independent route, The Association of Independent Music (AIM) has published a *Start-up Guide to Music Business* to help the new wave of music entrepreneurs navigate the industry and plan for success (Davy, Ferrone & Pacifico, 2019).

Other resources: The Musicians Union (MU) have a range of advice and tips published on their website, ranging from mental health information, finances and development (MU, 2021). The Unsigned Guide has a new section on their website giving advice to emerging bands and artists (The Unsigned Guide, 2021). There are many books by industry experts that give advice to independent managers and artists; see the reading list.

Interviews

- Band meeting to establish band goals, roles and to carry out a SWOT analysis of JollyRoger
- Band members for feedback on my management skills and areas of development
- Other self-managed bands for; insights and advice on putting a business plan together, managing finances, managing a band and mental health self-care methods.
- Other industry professionals for insights and advice on putting a business plan together, managing finances and accumulating opportunities and revenue streams.

Video interviews via Zoom will be conducted as part of the research for the business proposal. The aim of these case study interviews is to acquire a deeper insight into the components of a band manager's role and use the outcomes to reflect on my own practice and make a professional development plan.

Interviewees will include other people that self-manage bands, JollyRoger band members and various music business experts. **See Appendix B.**

7. SUMMARY

This is the initial idea for my final project. Clearer objectives and aims will be defined after a meeting with the band to define goals and a SWOT analysis.

The business plan will be used as a reference point for the band, to help with progression, professional development and self-reflection and also to be shown to potential investors and future employees.

BIBLIOGRAPHY AND READING LIST

Allen, P. (2018). *Artist Management: for the Music Business (4th Ed)*. Oxon & New York: Routledge

Davy, G., Ferrone, J. & Pacifico, P. (2019). 'Start-Up Guide to Music Business' *The Association of Independent Music*. [online]. Available at: <https://independentmusic.typeform.com/to/cZqz6j>

Godwin, S. (2008). *Tribes : we need you to lead us*. UK: Piatkus Books

Help Musicians UK. (2021). 'A Hidden Mental Health Crisis for Musicians'. [Twitter]. Available at: https://twitter.com/HelpMusiciansUK?ref_src=twsrc%5Etfw%7Ctwcamp%5Etweetembed%7Ctwterm%5E1369927451841880065%7Ctwgr%5E%7Ctwcon%5Es1_%26ref_url=https%3A%2F%2Fwww.nme.com%2Fnews%2Fmusic%2Fnew-study-finds-nine-in-10-musicians-mental-health-has-deteriorated-in-the-past-year-2898540

Herstand, A. (2017). *How to Make It in the New Music Business: Practical Tips on Building a Loyal Following and Making a Living as a Musician (2nd Ed)*. New York: Liveright Publishing Corporation.

Musicians Management Forum. (2021a). *The MMF Guide to Mental Health, 2021*. [PDF]. Available at: [file:///Users/user/Desktop/MMF Guide to Mental Health 2021.pdf](file:///Users/user/Desktop/MMF%20Guide%20to%20Mental%20Health%202021.pdf)

Musicians Management Forum. (2021b). 'MMF Code of Practice'. *MMF*. [online]. Available at: <https://themmf.net/about/code-of-practice/>

Musicians Management Forum. (2021c). 'MMF Accelerator Programme'. *MMF*. [online]. Available at: <https://themmf.net/accelerator-home/>

Musicians Union. (2021). *Homepage*. [online]. Available at: <https://musiciansunion.org.uk/>

Passman, D. S. (2019). *All you need to know about the Music Business*. New York: Simon & Schuster

The Unsigned Guide. (2021). 'Advice for Emerging Bands and Artists'. [online]. Available at: <https://www.theunsignedguide.com/advice>

APPENDIX A : Lean Business Plan Draft

JollyRoger	
Identity Sea-punk folk pirate band from South West England, born and raised in the pirate haven of Penzance, Cornwall.	Problem Financial sustainability of the band. New revenue streams will be looked at. Sometimes bookers are unsure of what we are about until they see us play live; this means that some gig opportunities are missed. People need comic relief, escapism, fun and community to help deal with mental health issues.
Our solution To update the EPK to better reflect our sound, ethos and live performance. To create a new promotional video. To create a finance plan. JollyRoger have fun on stage, are energetic, dress as pirates and provide the opportunity for people to let loose and have some fun in a not judgmental environment. We are open, honest, inclusive and wear our hearts on our sleeve. We are full of passion when we perform and talk openly about mental health. We ooze with passion and dedication to our craft and all members are in this full time and long term, the only option is success and progression.	Target market Adults that enjoy going to live music events. We would also like to target those that enjoy the alternative rock / metal / punk scene. People that may consider themselves as not fitting in. Niche markets include those that like live action role play, renaissance events, pirate events. Possible new markets include Comicon events, steampunk events, gaming events, renaissance events, the punk scene.
The competition More mainstream punk and folk bands may get preferential treatment due to JollyRoger being seen as too niche for some mainstream festivals because of the nautical themes and pirate attire.	Revenue streams Live performances, merchandise sales (t-shirts, digital downloads, CD's), streaming, royalties. Potential new revenue streams include sponsorships from local businesses such as alcohol brands or alternative clothing brands and syncing opportunities.
Marketing activities Direct to consumer communication via Mailchimp mailing list, social media, in person at live shows, Facebook live streams, YouTube. Potential new marketing activities: Google Targeted ads.	Expenses • Travel costs and vehicle maintenance • Music production costs • Distribution costs • Clothing • Manufacturing costs • Administration costs (website domain and host, public liability insurance, breakdown cover) • Promotional costs (paid advertising on social media, posters etc.)

JollyRoger

Team and key roles

There are four band members. Currently, the band is managed by myself. In the future, JollyRoger would like to employ an accountant. JollyRoger have a 'trusted shipmates' group which act as advisories for the band.

Non-exclusive promotional company JMW Promotions also help JollyRoger with getting some events and promotion.

Steampunk Dot Global are interested in a clothing sponsorship.

Potential new team members include a virtual street team made up of their fans.

Milestones

To support more punk / heavier bands to increase their alternative following and expand further out of their pirate niche.

To play some mainstream alternative festivals on a small stage e.g. Bloodstock Festival, Download Festival.

To gain a partnership or sponsorship to help with funding.

10,000 Facebook followers (current 6.5K)

APPENDIX B : Questions and contact ideas

Name	Role	Questions
James Collins (music mentor)	Self-manages band Lazy Habits	1. Please introduce yourself: what is your role within the music industry? 2. What does your role as band manager involve? 3. Why are you a self-managed band? 4. What are the main challenges you face as a self-managed band? 5. What advice would you give to independent emerging artists who are managing themselves? 6. How do you create financial sustainability for your band – what are your revenue streams and are you registered as a business? 7. How do you deal with any conflict within the band? 8. Do you have any self-care methods that you would be happy to share? 9. Can you recommend any books or resources that have helped you with your job?
Jaz Delorean	Self-manages band Tankus the Henge	
Joel	Self-manages band Lagerstein	
Dan Booth	Self-manages band Ferocious Dog	
Athene Roberts	Self-manages band 3 Daft Monkeys	
Kynan Sandles	JollyRoger band member	a) A band meeting to revise and update the short, mid and long term goals of JollyRoger. This will include asking what everyone can personally offer to help meet the band goals and making a plan on how we will work towards our goals. b) A meeting to revise the mission statement and values of JollyRoger. c) A questionnaire to give feedback on my role as band manager that covers the following topics: • What do you think my strengths are as band manager? • What skills can I work on to become a better manager?
Jony Fry	JollyRoger band member	
Jae Dennis	JollyRoger band member	
Joseph Lever	Industry Relations and Events Manager at Music Managers Forum	1. Please introduce yourself: what is your role within the music industry? 2. What advice would you give to independent emerging artists who are managing themselves? 3. What skills and qualities make a good band manager? 4. What revenue streams are there available to independent artists? 5. Can you share any advice on how to get into music synchronisation? 6. (To Joseph Lever) Can you share any advice on how to apply for the MMF Accelerator Programme? 7. Can you recommend and resources for emerging artists / managers?
Mark Stein	Head of Business Development and Partnerships at Leaf Grow (marketing)	
Steve Melhuish	Music Business School Lecturer	