MA International Music Marketing

Module: Creation in International Music Marketing

Term 3: Proposal

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1. **Define the entertainment product/service to be the subject of the 3 year campaign:**

For the sake of this assignment I will be creating a 3 year marketing plan for a product that is going to be released under my current marketing brand ***'Cold Orange'***. The product is what I will refer to as a ***'Definitive Artists' Strategy Guide'*** - a framework that I have designed to help support the grassroots music community by equipping independent emerging artists with the knowledge and tools to professionally organise themselves. ***'Cold Orange'***s vision is *"to contribute to the development of the independent global music community through a culture that values international connection and collaboration, ultimately working to make sustainable, authentic, meaningful practices within the global music space - the new normal"*. ***'Cold Orange'***s current mission to work towards this vision is "to develop and distribute new frameworks, tools, resources, practices, and services that are accessible to everyone who does not have the means or knowledge to work towards establishing a sustainable career in music". The goal of the guide is to get these emerging artists to become organised, intentional with their actions (strategic), and educated on the benefits of a holistic strategy. As a result, the guide aims to assist them in developing sustainable, achievable marketing practices that are tailored to their personal/brand vision, business goals, and marketing objectives… Or in other words, to support artists in their journey of building a sustainable career in music by guiding them from a place of confusion, indecision, and inaction - to a position of confidence that stems from having an infrastructure to rely on, with increased prospects and a healthier lifestyle to top it off. Without skipping ahead too much - the first year oft he campaign will also serve as the timeframe in which we work for 'proof of concept' for the product. In order to achieve this we need to define the terms of success for that validate the product's worth. I have decided on 3 criteria that need to be met in order to conclude that the product is viable: *(1) Leave independent emerging artists feeling organised, confident in their ability to work strategically, and feeling better educated about the value of a holistic strategy, (2) Artists are now able to apply sustainable marketing practices that compliment their objectives, (3) Artists following the guidebook/framework feel that they have reached a position of confidence due to their new holistic brand, business, marketing infrasteucture, and have began increasing their career prospects.* It is important to note that "increased

career prospects” could be considered quite vague and perhaps too subjective/immeasurable a concept to use as a metric to validate a product’s value. Therefore, I have decided to establish a working list of “universal bare-minimum milestones” that work to increase potential artist-career prospects that will be used in conjunction with a running list of potential prospects/opportunities that emerging artists would be working to ascertain. Through the use of these lists outlining the “universal bare-minimum” milestones and potential opportunities - I believe an appropriate form of measurement to determine ‘proof of concept’ for the product would be as follows: A minimum success threshold of 20 invividuals implementing the strategy guide, ascertaining a minimum of 1 prospect within a 12 month test period. The product’s other purpose is to serve as an entry point into the wider ecosystem of the ***‘Cold Orange’*** business. I intend to distribute the primary product of this campaign (the strategy guide), completely for free - and only intend to make a profit from the supplementary products (templates, diagnostic tests, and other such tools) to be introduced later in the campaign following the proof of concept stage. With plans to expand the business depending on the performance of this 3-year campaign - ***‘Cold Orange’*** could likely expand its services rapidly and become a profitable business that closely holds the values of community, culture, authenticity, and sustainability close to its heart. The ideal outcome that this product and marketing campaign aim to achieve is that of community building. This outcome is key to achieving ***‘Cold Orange’***s vision - it is about starting a cultural movement, and as this isn’t a traditional purpose for a product or business within this field - it will naturally have a massive impact on the strategy and tactics employed to achieve our ideal outcome. The project was inspired by the influx of scammers within the music marketing sphere - those who promise big results and significant value behind lofty pay-walls, with the intention of lureing artists who are vulnerable due to variables such as: lack of confidence, lack of results, frustration, high-ambitions/eagerness, and a lack of market awareness and knowledge. These trends have infiltrated many businesses such as labels, but are most commonly found in the freelance and start-up, and online courses communities. This product aims to serve as an antidote to this spread of toxic, predatory business culture within the realm of music marketing and audience acquisition.

2. **Outline the strategy and tactics to be employed in the marketing of the subject:**

For this campaign, I will be adhering to my own strategic framework - it is also the same framework that the product is based upon. This framework is formed largely of the theories and working experience of marketing professionals O'Brien and Gallagher, B.M McKinnon - and then structures these concepts through the application of project management frameworks and tools such as the Berenschot Project Management Model, Eisenhower's principle, and Maslow's Hierarchy of needs. The framework is founded on the values of Sustainability, Authenticity, and Intention - guiding all actions towards serving the objectives in the tier above them (and so-forth) to achieve the top-level goals (brand mission & vision). Expanding upon the Berenschot Project Management Model - my framwork applies elements of its structure to the subject's lifestyle and career (in this case, the subject is myself and the ***'Cold Orange'*** brand's ***flagship product***). Starting with the application of Maslow's hierarchy of needs - we must understand the requirements of the subject in order to attain 'success'. This is where we then apply Eisenhower's principle - highlighting the top-level objectives that must be met in order to achieve the subject's requirements. This process involves organising the various objectives by levels of priority and urgency, and upon establishing this - dividing them into individual tasks that can be executed through the lens of the berenschot project management model's project hierarchy. The values and theories inspire dby those of O'Brien, Gallagher and McKinnon are what establish my framework as a seperate model. In absence of these values, the framework would no-longer be specialised as it is the values that have shaped the design in respect to the nuances of the content creation field, the realms of fan culture/audience acquisition, social movement and organisation, consumer psychology, and the music industry.

This framework is designed to be holistic in nature - meaning its true value is beyond its use within isolated campaigns as it is designed to operate on a much larger scale serving as the brand and business foundations that make campaigns viable. The ability to freely and authentically create is a key feature of the autonomy within the entire marketing process, the application of a highly orgnised, intentional strategy creates for us through this type of framework. This level of autonomy and flexibility

increases sustainability within the content creation practice as a whole due to a reduction in “forced” actions that leave those conducting them wondering “why” and what the value or purpose of the actions are. In the case of this project, I am running a campaign as an individual, and therefore need to have a highly organised process that makes up for the lack of team even in the face of various of responsibilities. To summarise, the effective nature of this front-loaded organisation framework is displayed in it’s capacity to divide large ambiguous goals into smaller manageable tasks and objectives that are designed to serve their purpose - the intention of this is to boost team confidence, which would result in an increased ease of consistency by removing unnecessary distractions or doubts..

The outline of the campaign is as follows: the campaign objectives will feed into the business goals, which will work towards fulfilling the mission and vision of the brand. The “tactics” or “campaign activities” are the smaller scale actions that we as the executors of the strategy have direct control over - and are the functions of the strategy that will ultimately influence the direction of the campaign and its success. The key features of the strategy ultimately consist of the dynamic between the campaign activities, and the campaign objectives. More specifically, it involves the appreciation of the dynamic between the primary campaign objective of “Growing Global Community / Audience Acquisition”, and the four campaign activity categories - where we can see that all of the activities are channelled into that single campaign objective (with the exception of brand awareness & sentiment). This is important to note as this highlights that the audience acquisition objective acts as the crux of the entire strategy. If this objective is not achieved, then the rest of the campaign falls apart and can no longer be considered a success.

This has inspired me to develop a series of milestones to aim to achieve at varying stages of the campaign timeline. This will help to delimit the specific actions to those that will help serve towards achieving the milestones. Upon being fulfilled, the milestones will act as a checklist for the campaign status - helping to keep track of the progress made. This is the key form of measurement I have designated for the purpose of better understanding the impact of the specific campaign actions so to have the ability to improve upon them where necessary. It is also important to acknowledge that whilst designing the key infrastructures for measurement of the

campaign - I am also implementing the ‘Objective and Key Results’ goal-setting framework or ‘OKR’ method. This framework essentially functions on the basis of having an objective of high-importance, and identifying key results that determine the perceived success of the results. One of the key features of this goal-setting methodology is that we can establish a minimum percentage that constitutes a successful result. This means that in the case of this particular 3 year campaign I have established a high-imprtance objective (audience acquisition), determined the key results that would define ‘success’ (via. The milestones *see fig), and have decided that a result of 60% and above the determined key results will be considered a success.

The primary milestone to focus on is community growth - and I decided to set that target for 30,000 people joining the community by the end of the fourth quarter fo year 3**.** That means **10,000 a year** - or **834 per month, 208 per week, or 29 people per day every day** for a year. And the **60% minimum is 18,000**. Over 3 years - which would be **6000 per year, 500 a month, 125 a week, or 17 new followers a day.** If we’re basing it on the even rise that i mentioned earlier - it’ll be as the table shows below. However, It should be stated that there are various percentage increases that could take place that impact the growth rate for the community depending on the: current number of followers, the individual content that’s posted, the content for the ads that are being run, the way the ads are set-up, the impressions made by each pice of content (both for organic and ads), algorithm’s favor of the content posted, the actual conversion rate from content posted, and the individual nuances depending on the platforms being used - and that’s just some of the variable attributed to online community growth tactics. There haven’t been enough studies taken place to estimate percentage increase from the various non-digital actions that would happen - but just for the sake of acknowledgement we could consider variables such as: the number of audience members gained from existing networks, the number of networking events attended, the number of people attending the various events, the number of “successfully connected” individuals, the quality of the interactions’ impact on conversion rate, the impact on word-of-mouth-spread by influential individuals - and more.

Since there are so many variables to take into consideration in order to even make

an attempt at a rough estimation for a potential growth-rate - it makes more sense to set rough goals that aim high - and adjust these milestones on a quarterly, bi-annually, or even annual basis depending on how much time it takes to gain sufficient data.

Therefore, even the OKR Milestones we set should take this into account - and as such we should not be concerned about achieving specific figures. Rather, focus on the application of various strategies for audience acquisition, and having appropriate funnels/channels in place that direct the acquired audience to take the desired action (join community & use the product). We will also need to take into consideration certain campaign activities that aim to increase the potential audience pool - such as translation of products, and targeting various global markets. So I will set these targets with the understanding that the process is more likely going to grow slowly initially - and then rapidly grow somewhere within the second year.

See Appendix 1 for the flowchart that outlines the Campaign Strategy.

See Appendix 2 for the table of Quarterly Milestones

See Appendix 3 for the isolated 'Audience Acquisition' targets for the 'Community Building' campaign objective.

3. **Provide a Gantt chart or similar, detailing the outline strategy and tactics deployed during each quarter (3 month period), over the course of the 3 year campaign.**

The design of the Gantt chart focuses on the primary campaign objective of ‘community growth’. This was necessary as all of the other campaign objectives could only be achieved through the progress made in accomplishing this one. Due to the other campaign objectives being dependent on the initial stage making progress first - we cannot account for potential shifts in priorities until we reach that point. The gantt chart outlines the general categories of the campaign activities to be implemented over the 3 years on a week-by-week basis. As Specific activities are not displayed within the gantt charts - my intention is to use this project management tool along with a content calendar, the milestones table & timeline, as well as a general task management calendar - likely in the form of a Kanban board (which will be discussed in further detail in the next section).

The primary weakness of this series of gantt charts however, lies in the ambiguity of the plans. This means that the weeks scheduled for the various activities can only be an idealised estimation on how the marketing campaign will be carried out, rather than a highly accurate timeline. The first year will take into account the initial set-up of online community platforms - whereas the following two years move on from this activity as the focus shifts to community management. The gantt chart activities are distributed very regularly - however it is also important to acknowledge that these plans are of course subject to change.

See Appendix 4 for the link to the Gantt charts outlining the Campaign Strategy & tactics.

4. **Outline Project Management, Third Party Commissions (PR, Radio, Designer, Agency, Photographer etc.), and Budget:**

Project Management:

Now that we covered what the project is, what the strategy is and what tactics will be implemented to achieve our chosen milestones and subsequently our stated objectives - we now must outline the elements that make up the project management infrastructure for this campaign. I will be implementing a number of project management models, methodologies, and tools in a layered fashion with the intention to best serve the purposes of the project. The methodologies, models, and tools I plan to use consist of: the Berenschot Project Management Model, the Deming Cycle, the Kanban methodology, and Outcome Mapping (although the use of this methodology is subject to change).
The Berenschot model is the most applicable for the overal structure of the campaign. The general structure is as follows: Define the project, identify the fundamentals (such as milestones, timeline, objectives, desired outcome, opportunities and risks, available resources, organisational planning etc.), the Design of the plan via. Responsibility delegation amongst various tasks, and the execution of the plan through the management cycle - which is an ongoing process. The management cycle is where a project management tool such as the Deming Cycle show's its true value - as it provides a series of steps to follow which you can repeat until your objective is achieved. The Deming Cycle consists of four steps in total: Plan, Do, Check, Act. This process is quite similar to the scientific method (although simplified and also designed to go beyond conclusions, but to act on them) - it involves the crucial steps of experimentation and reflection which allows for data collection to support future decisions. The Kanban methodology in project management is a visual framework that delimits the work that is in progress - resulting in improved workflows that have reduced waste and inefficiency while simultaneously increasing focus. I intend to implement it in conjunction with the gantt chart project timelines, content calendar, and milestones schedule. Outcome

Mapping is a methodology that can work alongside other systems in a way that helps to:

- *"identify individuals, groups or organisations with whom you will work directly to influence behavioural change;*
- *plan and monitor behavioural change and the strategies to support those changes;*
- *monitor internal practices of the project or program to remain effective;*
- *create an evaluation framework to examine more precisely a particular issue."* ***(Hearn, 2022).***

Although it sounds like the most applicable project management model, it is subject to change purely because it may require a larger team to implement effectively for a project of this scale.

Team Members:
Project Leader, Strategist, & Executor - Isaac Harrison.

Plans:
Add first team member by the end of the first year.
Add second team member by end of second year of campaign.

Responsibilities for team:
Their main responsibilities would be to conduct artist meetings, community and social management, and communications like email & coach/act as consultants. Also - acting as official representatives of the brand/community when meeting with potential partners & clients.

Other Roles:
Discord and Other Group page "moderators" - potentially starting with volunteers from community.
Brand Ambassadors

Third Party Comissions:

The only third party commissions to acknowledge at this stage of the campaign are the product translators - to be implemented in the second year of the campaign in order to expand to a more global audience.

The rest of the responsibilities will be managed by the team (starting with myself).

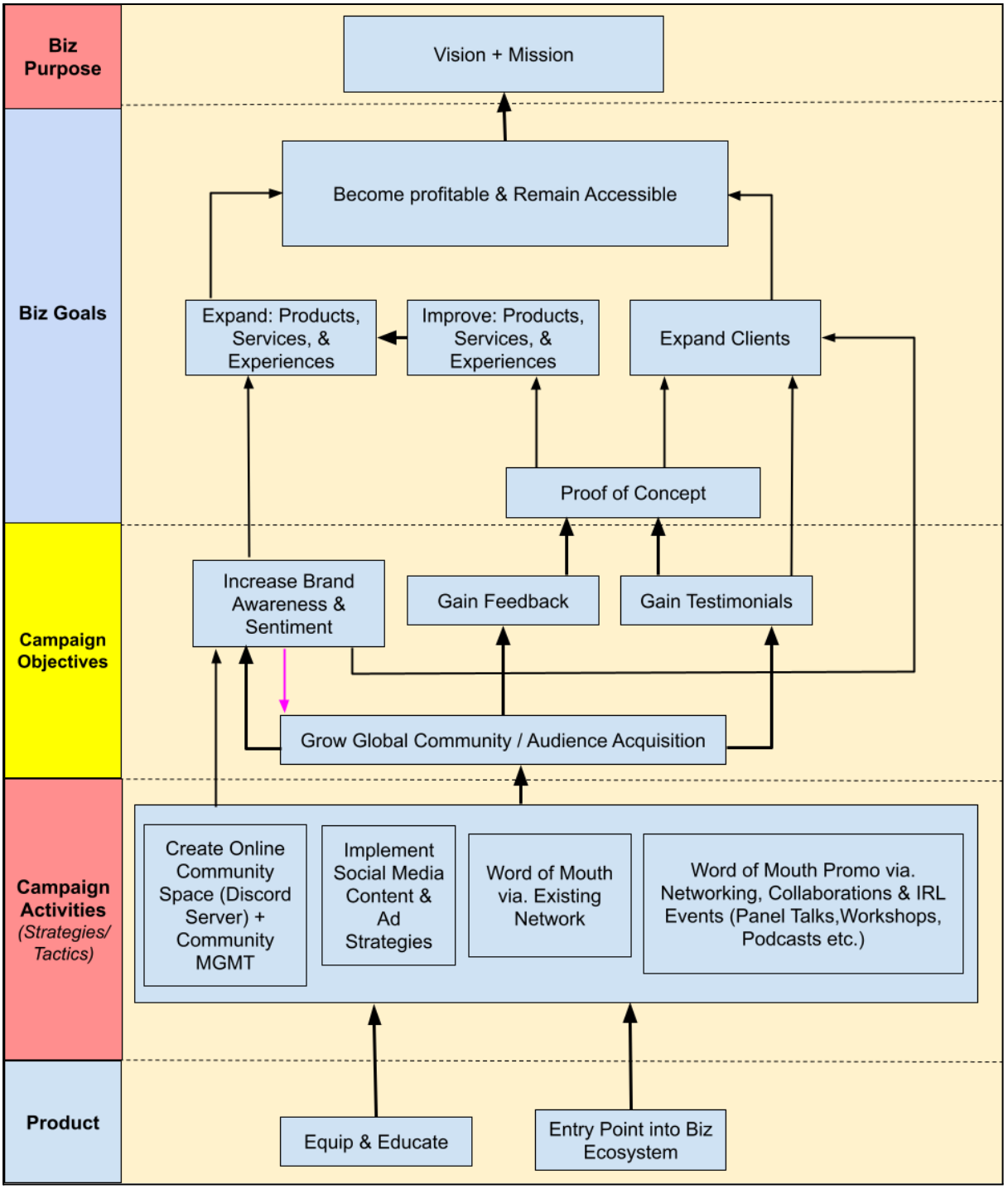
Budget:

The budget depends on the year of the campaign and the specific quarter. The first year's budget is mostly allocated for digital advertising - which is approximately £800 over 12 months. From the second year in quarter two, the budget will expand due to the monetised expansions on the product (tools & events). However, at this stage, I am only capable of making predictions based on costs set for monetisation methods:

- The cost of the supplementary product tools costs range from £10-30 depending on their function and demand.
- The cost of branded Events/workshops range from £25-60 per person depending on the events costs (such as venue hire, equipment, personnel etc.), the length of the event, the value provided, and their demand over time.

Appendix:

Appendix 1: Flowchart that outlines the Campaign Strategy.



Link to view can also be found here:

https://docs.google.com/drawings/d/1dADyHdCHJEOnFRKMBANFjoY-JrLgzcD5RTbJ3JM4eJA/edit?usp=sharing

*Appendix 2: Quarterly Milestones

		Quarterly Milestones (OKR w/ 60% Minimum Target)			
		Q 1	Q 2	Q 3	Q 4
Campaign Years	Year 1	2,500 members	5,000 members	7,500 members	10,000 members
		1,250 followers (Socials)	2,500 followers (Socials)	3,750 followers (Socials)	5,000 followers (Socials)
		37,500 Impressions / Q (organic + ads)	37,500 Impressions / Q (organic + ads)	37,500 Impressions / Q (organic + ads)	37,500 Impressions / Q (organic + ads)
		Attend 6 Networking Events	Attend 9 Networking Events	Attend 9 Networking Events	Attend 9 Networking Events
		24 Artist Meetings / Feedback Sessions	24 Artist Meetings / Feedback Sessions	24 Artist Meetings / Feedback Sessions	24 Artist Meetings / Feedback Sessions
		15 Total Testimonials	30 Total Testimonials	60 Total Testimonials	120 Total Testimonials
	Year 2	12,500 members	15,000 members	17,500 members	20,000 members
		6,250 followers (Socials)	7,500 followers (Socials)	8,750 followers (Socials)	10,000 followers (Socials)
		75,000 Impressions / Q (organic + ads)	75,000 Impressions / Q (organic + ads)	75,000 Impressions / Q (organic + ads)	75,000 Impressions / Q (organic + ads)
		Attend 9 Networking Events	Attend 9 Networking Events	Attend 9 Networking Events	Attend 9 Networking Events
		48 Artist Meetings / Q	48 Artist Meetings / Q	48 Artist Meetings / Q	48 Artist Meetings / Q
		Secure 1-3 Interviews (Domestic Market)	Host 1-3 Events/Workshops (Domestic Market)	Secure 2-4 Interviews (Domestic Market)	Host 2-4 Events/Workshops (Domestic Market)
		1st Wave Key Translations for Product	1st Wave of Supplementary Tools for Main Product	2nd Wave Key Translations for Product	2nd Wave of Supplementary Tools for Main Product
	Year 3	22,500 members	25,000 members	27,500 members	30,000 members
		11,250 followers (Socials)	12,500 followers (Socials)	13,750 followers (Socials)	15,000 followers (Socials)
		112,500 Impressions / Q (organic + ads)	112,500 Impressions / Q (organic + ads)	112,500 Impressions / Q (organic + ads)	112,500 Impressions / Q (organic + ads)
		Attend 9 Networking Events	Attend 9 Networking Events	Attend 9 Networking Events	Attend 9 Networking Events
		72 Artist Meetings / Q	72 Artist Meetings / Q	72 Artist Meetings / Q	72 Artist Meetings / Q
		Secure 3 Interviews (Int. Market)	Host 1-3 Events/Workshops (Int. Market)	Secure 2-4 Interviews (Int. Market)	Host 2-4 Events/Workshops (Int. Market)
		1st Wave Inbound B2B Content for Businesses & Artist Managers	6-8 Business / Artist Manager Meetings	2st Wave Inbound B2B Content for Businesses & Artist Managers	6-8 Business / Artist Manager Meetings

*Appendix 3: Isolated 'Audience Acquisition' Targets for the 'Community Building' campaign objective.

Audience Acquisition Targets - (100% and 60% OKR)

End of Quarter Targets (100%)	q1	q2	q3	q4
y1	2,500	5000	7500	10,000
y2	12,500	15,000	17,500	20,000
y3	22,500	25,000	27,500	30,000

End of Quarter minimum Targets (60%)	q1	q2	q3	q4
y1	1500	3000	4500	6000
y2	7500	9000	10,500	12,000
y3	13,500	15,000	16,500	18,000

Appendix 4: Link to the Gantt charts outlining the Campaign Strategy & tactics.

https://docs.google.com/spreadsheets/d/1N5NsQqmdRw9UlfrvxXXi0L6hGi1Rpbd6JkHlhYkax-I/edit?usp=sharing

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