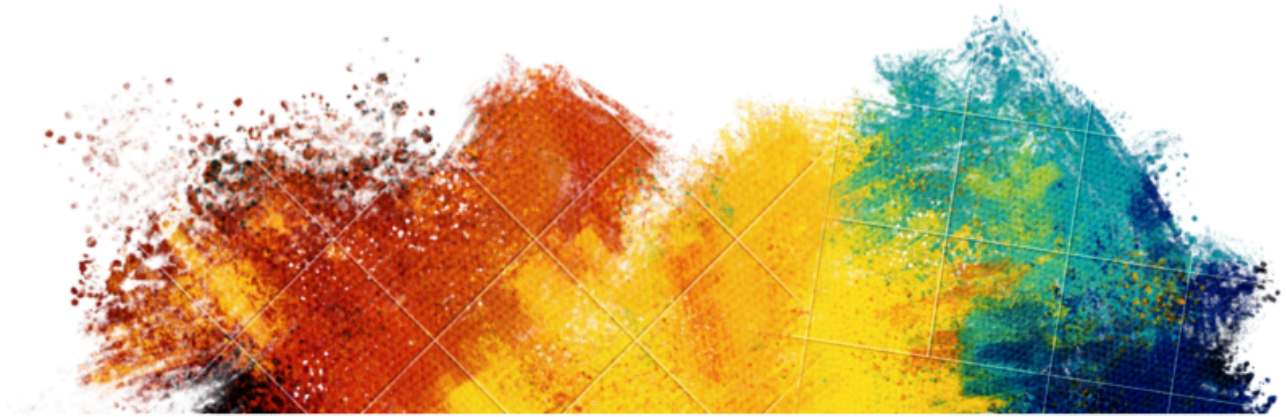


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SUBURBIA PRODUCTION



Creative Business Project

BMTY7006

Executive Summary

Suburbia Production indicates as a new age TV network based on the major online platform YouTube. Whereby YouTube's (2019) latest mission states that it "is to give everyone a voice and show them the world". Due to the fact, that YouTube is the overall forerunner of video content. Ranking even better than Netflix and Facebook together. (Smith 2019)

Suburbia Production's acts as holding of two subdivisions called Suburbia Sessions and Suburbia Talk. Suburbia Sessions primarily concentrates on encouraging independent and upraising artists by providing them with a stage and platform. Furthermore, this shall not only promote their careers but also help them in communicating and connecting with potential fans. On the other hand, Suburbia Talk supports artists to engage with the audience itself by addressing subjects about art, daily lifestyle, fashion, and sustainability. The intention is to offer the audience a deeper insight into these topics and thereby benefit raising awareness. Therefore, it principally is a service orientated company, however, Suburbia Production will be supported by diverse merchandise articles. All in all, the goal is to establish a strong and supportive community through Suburbia Production's brand recognition.

Table of Content

1. General Company Description	p. 4
2. Distribution Channel	p. 5
3. Market Analysis	p. 7
3.1 SWOT Analysis	p. 7
3.2 PEST Analysis	p. 7
3.3 Business Model Canvas	p. 9
3.4 Market Segmentation	p. 10
3.4.1 Geographic Segmentation	
3.4.2 Demographic Segmentation	
3.4.3 Behavioural Segmentation	
3.4.4 Psychographic Segmentation	
3.5 Competitor Analysis	p. 11
4. Products and Services	p. 13
4.1 Suburbia Sessions	p. 13
4.2 Suburbia Talk	p. 14
4.3 Suburbia Production Merchandise	p. 14
4.4 Product Characteristics	p. 15
4.5 Pricing Strategy	p. 15
5. Management and Organisation	p. 17
5.1 Team	p. 17
5.2 Location	p. 17
6. Marketing Plan	p. 18
6.1 Product	p. 18
6.2 Promotion	p. 18
6.2.1 Social Media Market	
6.2.2 Print Advertisement	
6.2.3 Direct Marketing	
6.2.4 Sales Promotion	
6.2.5 Digital Public Relations	
6.2.6 Personal Selling	
6.2.7 Website Optimisation	
6.2.8 Search Engine Optimisation	
6.3 Place	p. 22
6.4 Unique Selling Proposition	p. 22
7. Financial Plan	p. 23
8. Reflective Statement	p. 25
9. Bibliography	p. 31
10. Appendices	p. 37

1. General Company Description

Suburbia Production essentially aspires to encourage the change of media consumption by creating honest, fun but in the meantime serious content. This way the focus lays on entertaining and inspiring youthful people to be or become a better version of themselves. Such content will be produced by making videos with different topics. These shall primarily be relevant to music, art, daily lifestyle, fashion, and environment. Later on, they will be uploaded to the Suburbia Production YouTube channel.

The main reason why YouTube was chosen as the main distribution platform is due to the fact that it is “one of the internet’s most used and observed media” with millions of people uploading videos every day (Gruenewald and Haupt n.d.).

This new TV network can be more seen as a service orientated product, which does not exist in this form. It emphasises through the various series offered plus the cleverly used market niche in this area. More specifically, this created content will be developed in the language German in order to be able to publish it in German-speaking areas such as Austria, Germany, Switzerland, and Liechtenstein. Due to the relatively low number of competitors in the Austrian market of this field of entertainment, the idea is to take advantage of the market’s big potential.

2. Distribution Channel

YouTube describes itself as a community for users across the globe to access information, share videos and shape culture. Basically, YouTube's values are based on four forms of freedom. There is freedom of expression, which stands for people speaking freely and sharing their opinions. Then there is freedom of information, meaning that everyone should have simple and open access to information. Next is freedom of opportunity, which engages with the topic that everyone can be successful in this world. Last but not least, there is freedom of belonging, giving the ability to connect and find suitable communities. (YouTube 2019)

As Cayari (2011, cited by Hidalgo-Marí and Segarra-Saavedra 2017) stated:

“YouTube is an art medium; a technology which allows listeners to become singers, watchers to become actors and consumers to become producers creating new original works and supplementing existing ones. It allows everyone to have a voice that can be heard and face that can be seen”.

YouTube has a wide selection of diverse subjects for all sorts of users. This might be the motive for the fact that by now six out of ten people prefer online video platforms over live TV, with a rising tendency (Smith 2019). However, according to a study by Harris Interactive, the most popular app for smart-TV owners and non-owners alike is Netflix, followed by YouTube (Ratcliff 2012). But in terms of the total amount of consumed content, YouTube is the forerunner with over one billion hours of viewed videos per day and, thus, ranking even better than Netflix and Facebook together (Smith 2019). By 2020, YouTube is predicted to reach around 201.6 million users in the US, with a continuous rising trend, compared to 2018's 192 million users (Clement 2019). Generally, facing such a growing trend, YouTube presents itself as the perfect platform for Suburbia Production. Knowing these numbers, one can imagine YouTube's dominance as a platform. Another impressive number that undermines how powerful YouTube is, is the net ad revenue which is considered to have been about 9.13 billion US dollar in the year 2018 worldwide (Clement 2019).

It is believed by Garrahan (2015) that “discovery shares are down close to 40 percent over the past year, Viacom's have fallen 50 percent in the same period, while CBS is down more than 25 percent”. But “digital technology has not only added new windows for television content but it also has transformed the nature of the windows through which content can be supplied to viewers” (Doyle 2016). In other words, television must expand due to digitisation. Otherwise, they would begin to lose audiences alongside online platforms like YouTube, Netflix or Amazon Prime. In consideration of Doyle (2010) “television is changing in ways that make it increasingly difficult to consider linear broadcasting in isolation from other modes of distribution to audiences, such as the internet and mobile”. Yet, television is still a highly lucrative, cash-generating industry although watching habits are shifting since new digital services entice viewers from traditional broadcast and cable TV networks. A reason for this might be that nowadays, it is more likely for new programmes to be rather shown on digital streaming services than on TV. (Garrahan 2015) Though in response to Wolff (2015, cited by Garrahan 2015) TV still offers a huge amount of money. This could have been the prerequisite for the originally digital company Vice Media joining the TV production.

Moreover, “processes of change, characterised by a much greater emphasis on multi-platform engagement with audiences, are evident in all stages of the television industry — from content production to product assembly to distribution — and, as earlier research has shown, these changes are affecting media forms and how content is consumed and enjoyed.” (Doyle 2010)

Besides the normal YouTube platform, there is a premium subscription service offered as well. YouTube Premium, former known as YouTube Red, is a paid streaming subscription service, which offers all YouTube videos without placed advertisements. Furthermore, it includes the usage of YouTube Music Premium and YouTube Originals. Considering all these contents, YouTube Premium can be compared to Netflix and Amazon Prime. (YouTube 2019)

Nowadays, subscription services such as YouTube Premium, Netflix or Amazon Prime work more and more efficiently. As customer’s perception of value and importance about fairness have changed in the recent past, people today are more willing to pay for online subscription services, even when they have been freely available in the past (Wang et al 2005). With this development in the willingness to pay for subscription services, there are increasingly more possibilities than ever of making a profit online. However, it is obviously essential to gain and expand your audience before making a profit. This very process will be explained in more detail in chapter 6.

3. Market Analysis

3.1 SWOT Analysis

Market analysis would not be the same thing without a SWOT analysis as it has the power to help a company “make its strategy as well as its learning and development processes more effective and accurate”. Therefore, it is a widely used tool by individuals, groups, and organisations. In total, four facts are included in this analysis, with, on the one hand, strengths and weaknesses being the more internal and on the other hand, opportunities and threats being the rather external aspects. (Pandya 2017)

One of Suburbia Production’s strengths is the diversity in topics and its ability to not only entertain but further raise awareness about significant issues. Besides entertaining the audience, it is of importance to provide inspirational and exemplary content in order to encourage people and motivate them to change for the better. With such a wide range of offered content, the goal is to reach and excite as many people as possible. In general, YouTube is a massive media and particularly successful among the younger population. According to Chau (2010, cited by Hidalgo-Marí and Segarra-Saavedra 2017), the main demographic group on YouTube are young people, in both terms of absolute audience and of the number of interactions and feedback actions. Hence, due to Suburbia Production’s selected target group, possibilities for expansion are accessible. Additionally, a major advantage of using YouTube is the platform’s ability to set up adequate interfaces to various social media pages.

In contrast, a weakness to mention could be that Suburbia Production is only at the beginning of its career. In other words, it takes considerably more time and effort to obtain a better result and thus expand the channel. With Suburbia Production being a startup without a majoritarian fiancée, financial resources are expected to be limited in the beginning.

The opportunities that should be most emphasised are, on the one hand, to use the market’s potential to the fullest and on the other hand, to use Search Engine Optimisation to get the most out of it. An additional alternative is the advantage of people enjoying to watch several videos in succession. This should further be considered as a possibility to exploit the customer’s binge-watching potential.

Unexpected threats could occur during the development of Suburbia Production, for instance, a generally low demand. Furthermore, the competition could steal ideas and re-use them for their channel.

3.2 PEST Analysis

The PEST analysis should be a helpful tool in analysing how external factors affect the status of a business. To this, four sections such as political factors, economic factors, social factors, and technological factors will be examined. Whereby this analysis can be applied to any industry, idea or business. (Frue 2016)

Austria stands for a stable country, which is suitable to develop a business such as Suburbia Production. Shortly after the Ibiza scandal, Kompatscher (2019, cited by Tageszeitung 2019) commented that the democracy in Austria is still stable and functioning. However, the consideration of the legal regulations in this area could be of great importance or rather an impairment for Suburbia Production. By this, the data protection law is meant. This must be taken into account because publishing edited videos may raise data protection issues. Nevertheless, the German-based countries are regarded as a good basic prerequisite for developing contact with international relations, which is the main advantage.

According to Appendix 2, the stated aspects relating to the economic factors require to be discussed in detail. Supply and demand always occupy a key position in all kinds of businesses, whereby several factors can be decisive.

On the one hand, with supply, aspects such as cost of production, nature and other random shocks or aims and expectations of producers arise. On the other hand, conditions like market growth, recessions, unemployment, inflation, the balance of trade or cyclical fluctuations could affect the demand for a product. (Miao 2018)

Moreover, through YouTube's International position it might occur that the exchange rate will be significant from time to time.

The fundamental point for social factors is doubtless the management of social media. The connection of the YouTube channel with various social media pages such as Facebook, Instagram, Twitter, and Snapchat might help to expand the audience. Furthermore, it generally is hoped that the audience may identify strongly with the brand and throughout feel the closest connection to Suburbia Production. But since the increasing emphasis remains to a truth-worthy and community-based public, the willingness to invest in additional products such as merchandise articles will occur. Nevertheless, the growing phenomenon of binge-watching will be managed as a leading-edge regarding that people are rather frank of investing their time (Riddle 2018). As Horeck et al (2018) stated that "the operative status of binge-watching and how it is shaping viewing protocols in relation to a wider media ecosystem concerned with the generation of 'clicks, likes and shares' have to be considered".

Since Suburbia Production is an online new age TV network, it is reliant on technological factors. This includes the necessity of an internet connection and moreover, the accessibility to YouTube in general. However, the reachability of YouTube should not raise an issue since the main target group is located in the area of Austria, Germany, and Switzerland and here usually is no such restriction. Broadly spoken, technical opportunities have to be considered to be prepared for new improvements. As corresponding to Csorny (2013) "employment and output in the computer systems design and related services industry is expected to grow rapidly as firms and individual consumers continue to increase their use of information technology services". Apart from this, content nowadays is being produced, delivered and consumed in new ways through the digitalisation and the emergence of interactive technologies (Roscoe 2010).

3.3 Business Model Canvas

The Business Model Canvas is a tool for describing, analysing and designing business models. Business models are about creating value for companies, customers, and society as well as replacing outdated models. The best possible way to describe a business plan is through nine basic building blocks which demonstrate how the company aims to make a turnover. (Osterwalder 2010)

Firstly, the customer segments should be examined to have a clearer overview of the targeted audience. In this case, the geographic focus is on Austria, Germany, Switzerland, and Liechtenstein. More precisely, the main target group are men and women between the age of 7 to 22. Another major characteristic about the targeted customers is their potential of binge-watching as well as their general interest in creative content.

Secondly, the designed content for Suburbia Production's videos are intended to be entertaining, inspirational, exemplarily, informational, daily lifestyle based and again, binge-watching worthy. These value propositions represent the package of services offered.

Thirdly, aspects of how to most effectively reach the audience are referred to, namely through various online channels. With Suburbia Production operating primarily online, people are largely being targeted through online networks such as various social media platforms.

Next, the customer relationships have to be taken into account since it is of importance to establish a bond based on loyalty with the viewers. Thereby it is desired to rely on the brand itself, the community and the customer's trust.

Obviously, in order to call Suburbia Production a business at all, it is necessary to make a revenue. Therefore, elements as advertising revenue, merchandise, collaborations, and brand partnerships need to be recognised and acknowledged.

For a professional video production is it necessary to own certain technical equipment, especially in order to be independent. Another essential is the right communication and establishment of Suburbia Production's brand. Consequently, YouTube optimisation, SEO, linking and social media connectivity are being applied for greater communication.

Generally, a crucial goal for Suburbia Production is to firstly create fun, honest but still serious content to be able to engage with the audience and, in the course of this, to grow the community.

However, a business model only functions with the right partners. For Suburbia Production, partnerships with various artists and influencers are fundamental for creating videos. Additionally, a close work ethic with diverse brands and sponsors is of great significance since it can help in promoting the network. Consequently, it increases the circumstance of earning more money.

Finally, it is essential to obtain revenue to be able to pay the staff, to spend money on marketing and for productions. Marketing mainly includes social media advertisements, SEO but as well as linking. These aspects will be explained in more depth in chapter 6.

3.4 Market segmentation

“The rise of the Internet, intelligent databases, and various multimedia have made the task of the marketer easier in identifying, unifying, and selling to market segments”. (Doyle 2011).

According to Weinstein (2004, cited by Venter et al 2015) “market segmentation is a key decision area for organisations in all sectors“. In order to target the audience in the right way, it is essential to segment the market into specific parts, which could be geographical, demographical, behavioural or psychographic. Of course, it is possible to also use other segmentations or even more, but in this case of Suburbia Production, these four mentioned ones are just right to evaluate the best fitting target audience.

3.4.1 Geographic Segmentation

The main geographical focus lays on German-speaking countries such as Germany, Austria, Switzerland, and Liechtenstein. Due to the fact that Suburbia Production only produces German content, it was not too difficult to define the company’s geographic main area. However, our productions may attract attention in more countries than the ones mentioned before. Besides there being other German-speaking countries and regions such as Luxembourg, there is the chance of people wanting to learn or improve their German by watching videos online. All Suburbia Production videos are supported by professional subtitle. To be precise, great importance is attached here to provide people with the above-mentioned opportunity.

3.4.2 Demographic Segmentation

With information about gender, age, income, relationship status, education, or occupation “the demographic segmentation is the most widely used segmentation technique for consumer products” (Doyle 2011). For Suburbia Production men as well as women are equally addressed with the produced content. Furthermore, the main target audience will be in the age of 7 to 22, which can be referred to as the generation Z (Ford 2018-2019). The next approached generation would be the generation Y or millennials, where the people were born in early 1980 until late 1990. This means that people in the age from about 23 to 39 are another significant target audience after the main one, the generation Z. As explained by Ford (2018-2019) “in terms of content consumption, they are far more likely to stream their content in bitesized chunks and are far more likely to watch content on their phone than on a television screen”. Due to the approached young audience, the income is rather nothing to a little income, plus the people will mostly be single or in a relationship. Additionally, the intended people are moreover currently visiting school, studying or at the beginning of their career.

3.4.3 Behavioural Segmentation

The best possible behaviour an appealed person could have is the tendency to binge-watching. Since it would make customers consume loads of content and thereby spending time on Suburbia Production's platform. Or in other words, people who should be reached out to are constant YouTube users, who use YouTube as their lead entertaining platform. As one could have already discerned from the just mentioned facts, the behavioural segmentation "divides the market into some groups based on certain variables related to consumer's behaviours such as knowledge, consumer's unique behaviours, consumer's behaviours in using a product or responding to it" (Indartoyo et al 2016).

3.4.4 Psychographic Segmentation

Psychographic segmentation can indeed be conducive in order to raise the communicators' possibility of improvement in a campaign's quality and accountability by engaging with the most receptive audience to relay on a specific message (Morgan et al 2002). Preferentially, holding accurate ideas and data considering the appropriate target group can be exclusively beneficial because the better data one has, the more precise people can be addressed. In general, Suburbia Production would describe their customers as people with a creative mind. Additionally, the audience ought to be music enthusiasts, broadly open-minded, sustainably and artistically active, plus great pursuers of new technology. After all, the provided service will be a new age TV network and in consequence, a little passion for new technology or moreover in technological trends is crucial. It should further be considered that Suburbia Production's audience is an ultimately essential factor for authentic brand awareness. This moreover shall occur on a personal, simple and friendly way through principally social media.

3.5 Competitor Analysis

According to Barrow et al (2012), the purpose of a competitive analysis is twofold. On the one hand, to determine where your competitor is weak and how he or she might retaliate to your activity and, on the other hand, to help you define what should be your product's point of difference, based on your understanding of the key factors for success in your industry sector.

In general, a competitor analysis shall be supportive in determining potential opportunities and threats. Moreover, it analyses Suburbia Production's key competitors, establishes a profile for each of them, diagnoses their objectives and strategies, plus evaluate their strengths and weaknesses. Therefore, both an industry approach and a market approach demand to be observed. Firstly, a precise glance into the industry approach will reveal insights into the industry's structure, as well as all tendered products. Secondly, considering the market in detail it hopefully displays the customer's satisfaction with the competitor's goods. (Cuellar-Healy 2013)

In order to get a result as accurate as possible, Suburbia Sessions and Suburbia Talk are distinguished and evaluated individually. In consonance with Appendix 4, Suburbia Sessions' major three opponents are as follows Sofar Sounds, COLORS, and NPR Music Tiny Desk Concert. All four establishments including Suburbia Sessions engage with artists of the most varied kind. However, several aspects such as social media, quality of the website, range of merchandise, unique selling proposition, and regularity of new videos are discussed in greater detail to be able to separate them from one another.

In Appendix 4, it can, therefore, be clearly seen that Suburbia Sessions scores the best sum of points. With the Range of Merchandise, it was possible to obtain quite a lead since the competitors hardly offer any merchandise at all. In other words, the majority of credits could be gathered here for putting the rest behind. Nevertheless, it is worth examining the remaining aspects because Suburbia Sessions does not rank at the top in every case. The condition regularity of new videos still provides a potential for growth by producing and publishing additional videos. Regarding social media, Suburbia Sessions seems to be performing fairly well, although the unique selling proposition could be strengthened concerning the opponents.

Next, Suburbia Production's second series called Suburbia Talk will be discussed thoroughly in the following. In concordance with Appendix 5, it is clear to see that the three competing organisations are Jubilee, Noisey, and Cut. Similar to the upper example, Suburbia Talk reaches a considerable result in the range of merchandise category. Taking all aspects into account, the one challenger who can stand up to is Cut since this firm offers a great variety of merchandise. In contrast, the remaining two, Jubilee and Noisey, are not offering any merchandise articles at all. That is why these two simply did not get any points in this specific category. The overall result shows that Cut achieves the highest performance slightly before Suburbia Talk. Therefore, the potential for improvement can be identified in the regularity of new videos. Furthermore, the website might be arranged on an even higher creative level in order to differentiate itself from the rest.

4. Products and Services

With the new age TV network, Suburbia Production, two main series are distributed in order to emphasise specific topics. As one can detect in Appendix 6, these two central sub-categories are called Suburbia Sessions and Suburbia Talk. Hereby, the Suburbia Sessions line will primarily deal with small live concerts in various locations spread across Austria. Furthermore, Suburbia Talk will engage with people or more precisely with Suburbia's audience to create honest and fun content.

4.1 Suburbia Sessions

In order to create a competitive channel that focuses on live music, it is of importance to define, address and convince a suitable audience. Yet, another relevant act is to think of something that finally makes Suburbia Sessions unique and thus distinguish itself to others since Marketing experts assume that every product or service should have at least one exceptional feature (Anon 2003). However, first of all, the basic concept behind Suburbia Sessions shall be depicted in order to clarify how this channel differs from others. On the one hand, this YouTube series is supposed to entertain people by showing segments from diverse live performances. On the other hand, it should provide a platform for emerging artists by allowing them to perform their music and furthermore share their passion due to personal interviews. According to the Austrian musician Lake Alpha (2019) "it is always advantageous to cooperate with platforms that support independent artists in order to gain new people as an audience and, moreover, to potentially keep them interested in the music or even to win them as fans". That is exactly what Suburbia Production wishes to achieve with the series Suburbia Sessions, in particular, to offer artists a place to showcase their music.

One could compare it to the Sofar Sounds' business model, which can be described as a redesign of the live event experience. Additionally, Sofar says about themselves that "they bring guests and artists together in unique locations, without the distractions that plague other live events" and that it "serves as a platform for artists to connect with engaged audiences in cities around the world". (Sofar Sounds 2019)

Another YouTube show, which should be taken into account when looking for comparable channels and potential competitors is the series called COLORS, based in Berlin. They define themselves as "a unique aesthetic music platform showcasing exceptional talent from all around the globe, focused on promoting the most distinctive new artists and original sounds". Furthermore, they "seek to provide clarity and calm, offering a minimalistic stage to shine a spotlight on the artists and give them the opportunity to present their music without distraction". (COLORS 2019)

In short, the basic idea of Suburbia Sessions is at its core quite similar to the ones of Sofar Sounds and COLORS. However, the element that should emerge Suburbia Sessions' channel is the rare category of an interview section during the live performances. One could imagine it like a little live concert, where a tiny interview session appears after one song was performed. In the end, this short pause also known as the interview section is planned to be brief in order to return to the main focus, the artist's music.

4.2 Suburbia Talk

In contrast to Suburbia Sessions, where it is all about music and uprising artists, the series Suburbia Talk moreover has a deeper impact on connecting with the audience. This connection should be developed by including the public directly into episodes. Thereby, most diverse subjects are being considered to establish a variety of content. More accurately, topics such as music, art, fashion, environment or daily lifestyle will be reviewed in order to entertain the targeted audience diversely. This way there is even a bigger potential to attract a broader crowd. As Sartonen (2015) stated that “instead of carrying out a linear, effectively one-time process of a target audience, it is possible to constantly be on the lookout”. Or as Latham (n.d., cited by Kane 2018) has put it, “testing is key”, meaning that “at the end of the day, you cannot be 100 percent certain until you actually put it out in the world and see who responds”.

The engagement with the audience will be strengthened through explicit questions. These questions are compiled by the Suburbia Production Team to establish strong and consistent episodes. This could, for instance, include a Q and A about their general interests in music, fashion or movies. However, it should then focus more onto the details.

As one of Suburbia Production’s competitor, Jubilee’s vision is “to make a movement for human good”. Additionally, they demonstrate that “people want to connect on a deeper level, challenge and empathise with one another, and share vulnerably”. Particularly, it is discernible that there is a relation between Suburbia Talk and Jubilee since both forces want to discover a change. (Jubilee 2019)

Cut should be considered as a strong competitor since they see themselves as “the next great storytelling company”, which is a confident statement. Their aim is to produce fun, serious and real content at the same time to reach people all over the world. (Cut 2019)

Even though Suburbia Talk can be compared to the other two companies mentioned above, it still distinguishes itself by shifting the spotlight to the audience’s point of view. Greenwald and Leavitt determined (1984, cited by Leigh and Menon 1987) in their four-levels audience involvement model that “increases in cognitive activity can be associated with increases in involvement”. Therefore, the goal is to increase the cognitive activity of Suburbia Production’s audience by increasing their involvement.

4.3 Suburbia Production Merchandise

Due to the manufacture of merchandise articles for Suburbia Production, on the one hand, more people would be attained and on the other hand, it basically would be a great way to offer supporting products. Along with Affuso (2018) “merchandise has often been positioned as a profit grab on the part of the entertainment industry to squeeze the largest amount of revenue out of a given property”. It is therefore in any case of advantage to provide accompanying merchandise articles to the Suburbia Production Channel.

4.4 Product Characteristics

As the mother of two various series, Suburbia Production identifies as a new age TV network based on YouTube. Moreover, Suburbia Sessions characterises itself by focusing on upraising artists and by supporting their music. Since the primary concentration for this sequence lies in music, offering a platform to independent musicians is a crucial ambition. Then, Suburbia Talk varies widely because it is not limited by its themes. If anything, it employs aspects to daily lifestyle, art, fashion, music or the environment. This online-based content is being supported by physical products such as merchandise articles. The purpose of this is to generally promote the YouTube channel and thereby increase the number of people who can be reached.

4.5 Pricing Strategy

With the increasing number of possible ways of earning money online, the following section deals with a few of these possibilities.

As reported by YouTube Help (n.d.) there are more ways to make money in the YouTube Partner Program. But first of all, to be in the YouTube Partner Program (YPP) essentially means to enjoy the opportunity of earning money through YouTube. On this extent, YouTube Help (n.d.) recommends five points to not only get paid but to further advertising revenue, channel memberships, merchandise shelf, super chat, and Youtube Premium Revenue. These points just mentioned will be explained in detail below:

- *Advertising Revenue* represents the opportunity of earning money from display, overlay and video ads.
- *Channel Memberships* creates the freedom of offering special perks to the audience in order to get a monthly payment by the members.
- *Merchandise Shelf* means that members are capable of buying merchandise articles, which are showcased on the watch pages.
- *Super Chat* enables fans to pay for highlighted messages in chat streams.
- *YouTube Premium Revenue* shares the income of a YouTube Premium subscriber's subscription if he or she watches your content.

Having mentioned this basic information about YouTube revenue possibilities, it is time to analyse which ones are the most suitable for Suburbia Production. For the Suburbia Production YouTube Channel, the main concentration for getting money will be on the advertising revenue since it is feasible to already benefit from it in quite early stages.

Additionally, merchandise articles will be offered. However, they will not be sold over the YouTube merchandise shelf. The reason for this is to not be dependent on others as in this case on a powerful conglomerate like YouTube. Suburbia Production's solution is to have their own online shop where adaptations such as the extension of the range of products can easily be done without any dependency on third parties.

Another option of making some extra money involves running at least one brand partnership. Or as mentioned by YouTube (2019) themselves that despite the size of the channel, it can be advantageous to make more money by partnering up with brands. Nowadays, it is of importance for companies to get applicable people for a brand partnership as reported by Davis (2009) "a brand represents the full 'personality' of the company and is the interface between a company and its audience". Furthermore, a deeper relationship with brands and higher transparency about the firm that stands behind the brand is assumed (Davis 2009).

Moreover, there is a desire to collaborate with other YouTube channels with the intention to expand Suburbia Production's level of publicity. Another advantage that this entails is to connect with other people, who have an equal motivation for creating a contribution in this definite field. The smartest method is to find channels that have appealing videos, which compliment the style and tone compared to the one channel. Therefore, when connecting with YouTubers, it is powerful to relate to advantages and the huge potential of such a collaboration. (YouTube 2019)

5. Management and Organisation

5.1 Team

The general organisation of Suburbia Production is fairly straightforward since the main team consists out of two people. Accordant with Appendix 7, the company is structured upon two fundamental positions, with the role of the Chief Executive Officer (CEO) and Chief Technical Officer (CTO). This way, major functions are clearly divided in order to avoid confusion and uncertainties. As explained by Gokus (2015) “company performance is mainly determined by the strategy a company follows, and strategy is mainly determined by the market-oriented culture and company structure”. In other words, it is auspicious to acquire a precisely organised firm. The first central position which should be described here is the CEO, who is primarily responsible for Marketing, Management, and Finance. In contrast, the CTO moreover is liable for Information Technology, Production, and Research. Apart from the separated duties, strong cooperation is in any case required to broadly attain the greatest developments. However, it is obvious that the CEO is primarily handling planning and management matters, while the CTO is rather involved with technical subjects. To be more precise, for the CEO challenges such as accounting, social media, artist management, public relations, content planning or advertising will arise. Along with the function of the CTO, it is essential to perform tasks such as technical issues, location scouting, content planning, photography and film management, production management or merchandise content.

5.2 Location

Suburbia Production’s headquarter is located in the heart of Vienna, Austria. It is the perfect area to produce German-based, since Vienna, as capital of Austria, is a highly populated city with loads of different cultural influences. In the company’s establishing phase, the work will be developed from home as there will not be enough money to pay rent for an office. Besides that, shooting locations will differ and therefore, will be requested in advance for the specific shoots in order to guarantee various looking film spaces. Needless to say, it depends on what is being filmed, whether it is for Suburbia Sessions or Suburbia Talk. The best possible way to find reasonably priced and suitable looking film locations in Vienna is through the Vienna Film Commission. They encourage “national and international film productions of all kinds that aim to shoot in Vienna” by assisting to find a proper shooting venue (Vienna Film Commission n.d.).

6. Marketing Plan

“Marketing deals with identifying and meeting human and social needs and with that the goal is to know and understand the customer so well that the product or service fits him and sells itself” (Kotler 2002). In the following, Suburbia Production is, therefore, more closely delineated. In the course of this, various marketing strategies are being applied in order to effectively promote this new age TV network.

6.1 Product

Suburbia Production as a new age TV network has great potential with offering diverse series like Suburbia Sessions and Suburbia Talk on YouTube. As “according to a recent study, in 2019 it is estimated that video content will have a return on investment that is more than 50 percent better than print or images alone. This percentage is likely to only increase from here as video becomes even more prevalent across all types of media and content.” (Ford 2018-2019)

Primarily, the segment in which Suburbia Production is positioned has an upward trend with people increasingly showing interest. However, since two separate series are provided, mainly various interests groups or people need to be addressed. For the series Suburbia Sessions, creative music lovers are aimed for since this show is all about independent artists performing their songs. Whereby Suburbia Talk rather concentrates on more general topics including fashion, art, daily lifestyle and environment. In the process, both channels are accompanied by varying merchandise items in order to be able to supply the community with additional products.

6.2 Promotion

6.2.1 Social Media Market

“Internet-based advertising is the single fastest-growing ad expenditure category, outstripping TV, radio, and other more traditional media formats” (Gardner and Lehnert 2016). That is why social media emerges as the most relevant promotion tool for Suburbia Production considering that it not only carries the greatest potential but further appears to be the most suitable. Yet, in order to understand the possibility of social media advertising, one may acknowledge the Pew Research data that examine that nearly 90 percent of people over 18 and under 30 use at least one type of social media (Ford 2018-2019).

Furthermore, a marketing professional identifies social media as an opportunity for people communicating with each other, which is a solid foundation for effective marketing. Hereby, the communication may be verbal, graphic or text-based and in addition, may be displayed on a wide range of digital devices. (Albarran 2013)

But “using social media in marketing does more than improve site traffic and help businesses reach more consumers; it provides a valuable venue for better understanding and learning from target audiences”. (Lucius 2016)

The connection of YouTube with Facebook, Instagram, Snapchat and Twitter is of importance to extend the customer reachability. Thereby each platform addresses other people. Facebook, for instance, is one of the five biggest companies on the planet (Ford 2018-2019) and has the highest number of active users (Clement 2019). Thus, it is a powerful platform to gain an audience. For Facebook, the majority of the target group are millennials with an upward tendency (Clement 2018). Instagram’s biggest user group are people in the age of 25 to 34, shortly before the group of 18 to 24 aged people (Clement 2019). Again millennials are the largest group of Twitter users, filled by 35 to 44 aged humans (Clement 2019). Snapchat “is one of the most popular social media sites for millennials and Generation Z alike” (Ford 2018-2019).

After all, adapting each platform to the target audience is of utmost significance. In order to obtain generation Z people, Snapchat would be a suitable approach. Therefore, this platform will primarily be implemented with the aim of approaching the younger public. Facebook and Instagram will be handled with consideration to millennials as fundamental followers. Moreover, Twitter should be employed with the concentration on people in the age of 34 upwards.

6.2.2 Print Advertisement

According to King (2009) “ print advertising will continue to be a valid and effective way to reach potential customers”. Or in concordance with Lucius (2016) a combination of traditional and digital marketing channels are often implemented by many businesses and organisations. Therefore, in terms of print advertisements to support Suburbia Production’s merchandise articles, several stickers are being distributed, given away and sold at diverse destinations. However, the major focus is supposed to be rather on social media. Hence print advertisement merely acts as a support. It may be advantageous to integrate print advertising into a marketing plan as it typically is a cost-effective tool.

6.2.3 Direct Marketing

Direct Marketing shall delineate the deeper connectivity between Suburbia Production and the audience. Ford stated that it helps (2018-2019) “to form the types of relationships that lead to individuals becoming brand advocates because they feel that they aren’t promoting a brand, but they are also promoting a community”. Hence, first and foremost direct marketing is devoted primarily towards expanding and strengthening the community. This should be accomplished through continual communication in the form of comments or direct messages. Moreover, at the beginning of every video, the community should be directly approached in order to attract them to watch the whole video.

6.2.4 Sales Promotion

“Sales promotion is specifically defined as short-term incentives to encourage the purchase or sale of a product or service.” In the process, an attempt is made to create an incentive for immediate successful completion of a purchase. (Anon 2004)

In order to achieve this, a merchandise bundle is designed which includes limited products one can only get by purchasing the bundle. In other words, a few products will not be available outside of the bundle, meaning that they will not be purchasable as a single item. This is intended to boost the degree of specialisation.

6.2.5 Digital Public Relations

Digital Public Relations desire to influence people that matter to evolve Suburbia Production's brand. Apart from that, the brand requires to be managed and furthermore, to be protected and defended. Normally “Public Relations practice is the art and social science of analysing trends, predicting their consequences, counselling organisation's leadership, and implementing planned programmes of action which will serve both the organisation's and the public interest” (Kitchen 1997).

6.2.6 Personal Selling

As the name already reveals, personal selling principally concentrates on communicating the proper brand on a deeper personal level. Through the direct contact between buyer and seller, a personal relationship is enabled. This adds an additional dimension to the product and service offered. This form of selling products and services occurred more frequently in the past than it does nowadays. Due to the fact that personal selling is a relatively expensive method, it is rather on the decline. However, this approach shall be employed in order to reach people on a personal level as it is effective and exploratory. (Doyle 2011)

Therefore the attempt will be to accomplish a higher level of intimate interaction through artists or influencers by supplying an appropriate platform. Particularly through Suburbia Production, artists or influencers shall be in constant correspondence by using YouTube's comment section and, in general, by using social media. These artists and influencers receive merchandise articles to represent Suburbia Production. Besides, they get a discount code for their audience with the hope of increasing the merchandise sale. Another special is that with every new video, there is a chance of winning a meet and greet with the artist or influencer highlighted in the respective video. Anyone can participate, the only requirement is to subscribe to Suburbia Production's channel and comment below the video. Basically, Suburbia strongly emphasises close cooperations. This means that if a video is produced in cooperation with an artist, he or she automatically becomes part of the Suburbia Production Family. Consequently, the tendency for future collaborations constantly exists.

A separate essential fact is that Suburbia Production aims to bear a marvellous reputation. In this regard, word of mouth will be a crucial tool. However, the creation of a productive word of mouth in this digital age can be kind of challenging. Hence, in order to achieve this a well thought out plan is required.

With respect to creating a good reputation, Berger (2013) established the STEPPS theory, which is an abbreviation of the following words: Social Currency, Triggers, Emotion, Public, Practical Value, and Stories. In short, it says that people should be able to identify themselves with the brand while the brand arouses people's emotions. Besides the brand's significant value, it shall further tell a story and thereby make people feel addressed.

6.2.7 Website Optimisation

"Although print, TV and radio ads still are effective, only digital offers a direct means of communication with consumers while also pandering to the ways that they view digital media, such as through cell phone and tablets". (Del Buono 2015) Thus, even with the main focus on online marketing, new and old ways in advertising are employed for the purpose of securing the highest results by acquiring a great audience for Suburbia Production. Generally, the website is supposed to provide a comprehensive overview of Suburbia Production and, additionally, the online shop can be directly accessed. Furthermore, a special section to be found on the homepage is the segment 'stories'. Here one can read several exclusive stories about artists, spectators, influencers, brands, etc. Among an optimised website including an appealing design, social media is managed as a central communication tool.

6.2.8 Search Engine Optimisation (SEO)

If the SEO is adequately applied, there is a greater possibility to attract more people to the Suburbia Production's YouTube channel. Furthermore, in such a case YouTube basically would "see that the video is getting lots of views off-platform and moreover interprets this as the video being particularly good or valuable". Therefore, YouTube will "promote the video heavily on-platform, leading to even more views". (Martin 2017)

"Spending some focused effort on setting up your SEO strategy before implementation will pay big dividends in the long run." For instance, if one wants to enhance the SEO, accurate keywords have to be considered in order for an acceptable linking. "Keyword research is one of the most important, valuable, and high-return activities in the search engine marketing field". It enables one "to predict shifts in demand, respond to changing market conditions, and ensure that you are producing the products, services, and content that web searchers are already actively seeking". In short, before applying anything to the search engine optimisation, it is of importance to set up a conceived, well thought out plan. (Enge et al 2012)

Shortly, the major desired marketing goal is to generally increase awareness about Suburbia Production. Furthermore, the traffic should be driven to the YouTube channel, which is the main platform of this new age

TV network. This shall be done by using several ways of applying marketing tools compared to the just mentioned ones.

6.3 Place

As previously mentioned Suburbia Production exclusively produces German content and, therefore, primarily concentrates on German-speaking areas. However, the main reason for choosing this region is that there is a market niche in the specific field of creating serious content as a new age TV network. Furthermore, there is the possibility to attract even higher interest, since there might be a customer segment that wishes for emending their German skills. That basically becomes increasingly feasible with the YouTube translation tool. With a more advanced concentration on Austria, the segmentation is even stronger and therefore beyond precise. Through whole Austria, special locations will be discovered and then utilised for Suburbia Sessions and Suburbia Talk, in the course of which a distinguishing factor is created. Moreover, it is of relevance for Suburbia Production to constantly get feedback from the viewers. As according to Gruenewald and Haupt (2014) “the audience grows over time, relationships with fans are a source of critique and improvement, orientation for upcoming videos, and motivation”. Thus, it is of importance to maintain and cherish this relationship.

6.4 Unique Selling Proposition

“A unique selling proposition is a description of the qualities that are unique to a particular product or service and that differentiate it in a way which will make customers purchase it rather than its rivals” (Anon 2003). Hence, Suburbia Production’s unique selling proposition helps in differentiating from its competition in its exclusivity. In other words, it is indeed exceptional in its appearance and, therefore, has little to no competition in this market, especially in the targeted German-speaking area. Moreover, compared to the previously mentioned competitors, Suburbia Production attaches higher importance to the brand’s identity. In the light of this, Gardner and Lehnert (2016) stated that “with the rise of new media and the increased content creation, the ability of content creators to manage and guide their brand has become more important than ever”. Furthermore, the connection thereby with the community is prior due to the base of a trustworthy relationship. Such an attachment shall particularly be enhanced with generation Z people on a simple and familiar level.

7. Financial Plan

Before actually considering to set up a business it is of importance to take all expenses into account. For this purpose, a detailed calculation was developed including set-up costs, funding, expenses, sales forecasting as well as a profit and loss projection. In order to commence Suburbia Production, set-up costs were generated containing payments for the general business registration, logo design and accountant fees. As per Appendix 8, the total amount to be able to incorporate Suburbia Production is about € 890,00. Additionally, this covers significant factors such as first promotion costs, technical equipment and vehicles, office and general supplies.

The next step is to consider how to acquire starting capital since money is vital in order to be able to actually get going. In this case, an equal split of € 2.500,00 is made by the CEO and CTO to obtain a total deposit of € 5.000,00. Moreover, for another financial contribution during the first year, Suburbia Production will apply for funding of additional € 5.000,00 at the Tileyard Investor Pitch. After all, with a substantial budget, a more advanced prospect of gaining an audience is given since a bigger budget allows more capital to be spent on advertising.

In line with Appendix 9, one can see that the expenses for the first year result are a total of € 1.718,00. The largest sum of money is invested in advertising, followed by travel expenses. Obviously, the advertisements aim to reach the greatest number of people possible with the intention of winning them as regular spectators. Furthermore, since various locations are utilised for the Suburbia Sessions series a considerable share of the budget will flow into this. In order to keep expenses as low as possible, it is attempted to travel as cost-effectively and as sustainably as feasible. Moreover, additional expenses include subscriptions for a website, domain, business e-mail, and YouTube Premium will arise. Besides that, basic payments for the internet, telephone or bank account have to occur. Another fact that is certainly visible in Appendix 9, is that one will mainly work from home in the course of the first year as there are no expenses for renting an office. Yet, the plan is to rent an office in the second year of business with Suburbia Production.

For being able to create a profit and loss projection, it is essential to forecast sales. Here in Appendix 14 are two separate possible incomes that need to be recognised. Firstly, the different merchandise articles offered on the Suburbia Production website must be taken into account. Thereby, the merchandise average selling price was set to € 20,00. In the first month, it is assumed that a total of ten articles will be sold, followed by a monthly growth of another ten pieces. With this calculation, 780 pieces would be sold the first year and with that € 15.600,00 would be earned.

Suburbia Production's service is the main income source and therefore plays a significant role. In relation to Appendix 12, it is visible that during the first four months, the primary focus is on investing in advertisements in order to grow the audience. After that, Suburbia Production begins to make an income.

According to Braendle (2019) “before being able to earn any money on YouTube, it is essential to monetise the channel. However, in order to apply for monetisation, first, the channel must reach a thousand subscribers”, otherwise there is no way to get paid by YouTube. Furthermore, “not necessarily every video will make money since YouTube has its own guidelines”. Nevertheless, the motivation is to fulfil all guidelines correctly to accomplish a profit after four months. With that, the profit hopefully may increase steadily through the prime year. Overall, the estimated value for the whole year represents about € 560,00.

Finally, a closer look at Suburbia Production’s profit and loss projection shows a small profit of € 452,00 at the end of the year. However, without the CEO and CTO’s personal contribution as well as the Tileyard Investor funding, there would be a big sum of loss in the first year. Nevertheless, with an increasing number of subscribers, revenues will rise too and the fundament for a prosperous future will be laid.

8. Reflective Statement

The purpose of a reflective analysis is to generally provide the opportunity of a critical examination. Furthermore, it is a constructive tool in order to relate thoroughly to the accompanying thesis. In other words, a reflective analysis permits one to reflect precisely on decisions performed during the work process. As well as it determines the chance of a deeper demonstration if some choices may have been damaging, rather than supporting the performance. Therefore, one still has the possibility of improvement by simply analysing the written work carefully. (Condliffe 2018)

An accessible resource for establishing a professional reflective analysis might be Gibb's reflective cycle. This is knowable for its six various stages of reflection: description, feelings, evaluation, analysis, conclusion and action plan. Firstly, the description phase is for explaining the topic by including background information such as involved parties or applied strategies. Secondly, here mostly the feelings and thoughts about the whole experience are examined. Thirdly, the evaluation part should explain what happened during creating the thesis. Meaning that difficulties or rather what exactly went wrong and right are being examined in detail. Next step, the analysis is a significant part and shall be constructive for considering the experience with the referred literature. Then in conclusion the general process of producing the main assignment has to be evaluated in order to get a detailed examination. Finally, with the action plan, additional improvement strategies are implemented by summarising what could have been undertaken in an advanced method. (Dye 2011)

- Description

In order to be able to apply this reflective cycle, it is firstly notable to address the obtained topic. As this reflective statement shall be moreover supportive to the main part of the Creative Business Project. The Creative Business Project deals with a Business Proposal on an agreed subject and furthermore, has to be supported by appropriate evidence based on coherent research. This shall generally help students to plan, manage and deliver a real-world business, centred in the entertaining industry.

Personally, my interest always laid in a combination of music and videos, preferably connected with live performances or live audios. Therefore, the intention was to create a business where these factors are included. That is when the idea of Suburbia Production was born. Suburbia Production is a new age TV network, focusing on producing honest, fun but at the same time serious content. This shall happen by dividing Suburbia Production into two various series, Suburbia Sessions and Suburbia Talk. On the one hand, Suburbia Sessions moreover is the platform for the musical section, dealing with small live concerts in different locations spread across Austria. On the other hand, Suburbia Talk handles topics such as art, fashion, music, environment and daily lifestyle. These subject will be discussed by Suburbia Production's audience through considering questions openly.

- Feelings

The first thing that needs to be addressed here is the primarily tough aspect of beginning with such a big work. As before being able to start with the phase of planning, structuring and then actually writing, the idea behind it should already be strong in order to develop it. The main problem with that was that there were two main ideas of various businesses. Meaning, that even before beginning to write the work, a major decision had to be made. The problem afterward was the continuously thought of having made the wrong selection. Even though major research occurred and other people's opinion were considered.

Nevertheless, the focus needed to be on the decided topic in order to accomplish the best possible outcome. Therefore, the phase of planning, structuring and then writing the work started. This was the next difficult step to overcome. But after this was accomplished, a daily routine kicked off and it became quite easier every day. As Bui (2014) stated that "one of the hardest parts of writing the thesis will be to motivate yourself to sit down and just turn on the computer". This honestly reflects with my situation pretty good since every day was a new struggle. To be truthful there have been days where it was impossible to get anything on paper but the motivation was not even the problem at this point. It moreover, was the issue of concentrating and facing the realness of this project considering that it should be possible to comprehend.

In the end, it was feasible to motivate myself almost every day with the end in sight and it actually got much better when I finally found my personal rhythm for it. Moreover, I rather enjoyed this work most of the time since I worked on my own business idea, which I still think is great and ready to convert. Personally, I just always have an issue with the beginning but after that, I genuinely enjoy working on, for instance, such a thesis. Thus, it is not really about the topic itself, it moreover is a personal issue that already got much better. However, there is still little development possible.

- Evaluation

Looking back to how the specific topic of this work was chosen, my assigned mentor was very understanding and regarding this matter helpful. Together we have voted in favour of Suburbia Production and thus against the other idea. For this process of deciding, we had a long conversation and accurately examined the advantages and disadvantages of each business idea. Therefore, it was beneficial for being supported by such a mentor.

YouTube qualifies as the ultimate distribution platform for Suburbia Production due to the facts stated in chapter 2 of the written work. Especially for the beginning of Suburbia Production, there is no better online platform to reach multiple people as YouTube. So, my intention behind this chapter was to clarify Suburbia Production's opportunities due to the usage of YouTube. Therefore, YouTube is described as the main distributor of Suburbia Production in the thesis. Furthermore, major advantages are being defined in order to justify this decision. However, in retrospective YouTube could have been analysed in greater depth regarding opportunities that arise with the usage of YouTube. Furthermore, there generally should have

been a more precise comparison of subscription services and consequently how it established during the years. Or rather there should have been a study about YouTube's development considering how they got into the streaming sector. And with that, there could have been a closer observation with Netflix, Amazon Prime, and other streaming services.

The market segmentation was quite clear from the beginning on since the intention was to have a pretty broad crowd. This way there is generally a bigger chance of establishing wider content and therefore attract more people. Although we are not so much limited by the consumer's age, we are more restricted by the geographical area. As the produced content is mainly in German due to the fact that competitors in this area are limited. Hence, we have a bigger potential through german-speaking videos. However, what was not specifically mentioned in the thesis should be addressed here. It concerns the exact planning of the peculiar advertising placements. This means that through the broad segmentation of the age, as the generation Z begins with 7 years old ones up to 22 years old people, there has to be more precise information of which people should be addressed with which video. Therefore, I have to admit that this should have been discussed in more detail in the written work perhaps as a video content plan.

The Suburbia Production's service and products are clearly described in the thesis and should, therefore, be understandable in order to sympathise with this business. By having two different series, Suburbia Sessions and Suburbia Talk, it is possible to record more topics in general. This is useful to be able to connect with more people.

The Team consisting out of two people is straightforward explained. Nevertheless, it should have been mentioned that the Chief Executive Officer (CEO) and Chief Technical Officer (CTO) will work with other people as well. Most likely with individuals who are self-employed, such as an additional cameraman, sound engineer or assistant director. It depends on what exactly is required. These people will obviously get paid for their time but will not be in the core team.

The marketing plan analyses the various applied tools in order to approach as many people as possible. In my opinion, it is apparent that Suburbia Production concentrates primarily on social media advertisement. However, the specific goals that Suburbia Production wants to reach for, should be noticed in more detail. Since according to Brown (2012) "without a good strategy and action plan it can be really difficult to carry out social activities in a consistent way to connect with their audience". Therefore, I think that it is already pretty obvious what Suburbia Production wants to achieve with this Marketing Plan. After all, it could have been in even more detail, for instance, a social media success plan could have been performed.

In order to understand the financial plan, it is of importance to have a closer look at the Appendixes as there are precise calculations. Furthermore, it is significant to realise the relevance of the funding part since, without it, Suburbia Production would be in debt after the first year. Therefore, it is worthy mentioning here that if Suburbia Production is not able to get funding from Tileyard investors, there still will be the opportunity of getting funds from a bank. Gassler (2018) stated that "bank lending has been rather stable

over the past few years, and the lending conditions did not discourage many potential borrowers". However, we still desire to be successful at the investor pitch of Tileyard. Yet having an alternative solution is definitely advisable.

- Analysis

There are definitely some points I could have done better as just mentioned above. However, there are some factors where I did my best but was liable on third persons and therefore, was not able to change anything about it. It was kind of a struggle to obtain secondary research. Since the connected people never replied and, therefore, it was pretty impossible to further get in touch. The goal firstly was to catch Sofar Sounds' opinion on Suburbia Production and gather an interview with them. Moreover, it was tried to connect with Nick from the Narrative through the e-mail address I got in the lecture he performed at Tileyard Education. Unfortunately, this plan never succeeded and so it was necessary to find another one. For this reason, I approached an old friend who runs a YouTube channel called "Deutsche Dimension". She was very kind and answered several questions for Suburbia Production itself and primarily for this thesis. Therefore, contacting Marie Braendle was indeed valuable in general and practical for the thesis. Furthermore, another short interview was done with an old colleague who performs his music with the artist name Lake Alpha.

In the end, these two are the only secondary sources used in the written work since the other planned interviews never occurred. However, another possibility to gain more general information would have been to render an internet-based survey. Since Schonlau et al (2002) thinks that "internet-based surveys are becoming increasingly popular because they are believed to be faster, better, cheaper and easier to conduct than e-mail or telephone surveys". Therefore, it could have been really useful to maintain such an internet-based survey as there are enough platforms with useful tools. For instance, Instagram has effective gadgets in the story mode, which are handy to apply. So, retrospective it would have been beneficial to implement this for a more accurate analysis.

- Conclusion

In general, I think that the work is a success because all in all, it makes sense and is coherent. Nevertheless, there could have been some factors done better or slightly different in order to achieve an even greater connection as acknowledged earlier.

But in order to be even capable of working on such a thesis, certain subjects were only developed during the MA courses. For instance, the professional practice in referencing improved due to the useful tips we got in the beginning phase of the MA Music Industry Entrepreneurship. Moreover, there was even a whole course about professional references and quotations in the end of the MA to help all students improve their skills for the last thesis.

Therefore, I was also able to strengthen certain skills during this process which should be analysed here. As an example, time management always was considerably challenging because normally I just started right away with writing. But it was different with this work since in the last lecture the tutor acknowledged that it is of importance to plan such a big thesis, otherwise it will get out of hand (Thew 2019). So, I created a structured time scheme with all included topics before beginning with the writing. In short, it can be acknowledged that my personal time management improved strongly through this Creative Business Project.

Another aspect to address in this sector is the development of professional writing. Originally coming from Austria, English is a foreign language for me. Consequently, a few elements such as grammar, spelling, and punctuation could be enhanced during the establishment of this work. This is a personal benefit since it will always be accessible and favourable for the future considering if I am going to apply to various companies.

Through all the research that had to be done, it was actually possible to deepen and refine my knowledge in a few aspects. Broadly, the understanding of social media got strengthened by examining the separate platforms and by testing them in real life. Especially, the social media platform Snapchat got investigated very precise as the main focus is on this app. This means that Suburbia Production's main target group is the generation Z and these people can be primarily approached with this social media format. Therefore, Snapchat was not the only aspect that got analysed because I additionally, had to gain detailed data about generation Z. This was a major factor since it is of significance to know your market absolutely precise.

Furthermore, another personal development was able to be revised considering the research about YouTube. As already mentioned in the thesis, YouTube generally is one of the major online platforms. This way, it is advantageous to interact with such an important website and gather all relevant information.

- Action plan

Even though I was able to improve my time management, there is still potential to strengthen it. So, for the future, an even more exact timetable will be drawn up for me to stick to. Perhaps it might be useful to sort the tasks as Crutsinger (1994, cited by Richițeanu-Năstase et al 2018) stated that "time management requires the determination of a course of action through setting of objectives, deciding which is the most important and prioritisation of other activities, estimating correctly the time, adapting to the unknown situations (problem solving), frequently reconsider objectives and priorities and observing typical behaviour".

Personally, I would describe myself as a generally flexible person, which can be seen as a positive skill. According to Doyle (2019) flexibility is "the willingness and ability to readily respond to changing circumstances and expectations". Therefore, employers normally welcome flexible mindsets. Nonetheless, I wish to further establish my ability to be a greater organiser and communicator. As those two are significant

soft skills, also known as people skills or interpersonal skills and are, therefore, essential to possess (Doyle 2019).

In contrast to the soft skills, I should share a major hard skill of mine as this was absolutely useful in order to strive this thesis. Hard skills are “teachable abilities or skill sets that are easy to quantify” (Doyle 2019). This major hard skill was the typing speed as I learned how to type at a quite young age. This is why I am a genuinely fast typer. In the end, it was convenient since there was the possibility to finish earlier because of my fast typing speed.

With regard to the content of the paper, it is worth mentioning here that there shall have been a deeper focus on YouTube with the comparison of TV in general. Moreover, the financial part could have been even more detailed and calculated for a longer period, for instance, for five years.

Finally, in my opinion, it is a successful business plan. So, I will gladly put Suburbia Production into practice and realise this dream of producing videos that engage with fun but in the meantime serious topics.

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10. Appendices

Appendix 1: SWOT Analysis

Strengths	Weaknesses
Entertaining but at the same time serious content Wide range of various videos Inspirational and exemplary Using YouTube as a powerful platform with big potential Connection of all socials like YouTube, Facebook, Instagram, Snapchat and Twitter	Beginning of career Establishing channel No fix income
Opportunities	Threats
Market niche (german based content) SEO usage through the connection of Google and YouTube Binge watching	Little development Though competition Competition could generally steal content ideas

Appendix 2: PEST Analysis

Political Factors	Economic Factors
Political stability Data protection law Possibility to connect with international companies	Demand and Supply Exchange rates Taxes
Social Factors	Technological Factors
Social Media as massive platform Investing habits Brand connectivity Binge watching	Strong technical possibilities Generally fast growing technology New possibilities to watch TV Simple availability through internet access

Appendix 3: Business Model Canvas

Key Partnerships - Artists - Influencers - Brand Partnerships - Sponsors	Key Activities - engage with audience - grow community - entertain through fun, honest but serious content Key Resources - Technical equipment - brand - YouTube optimisation - SEO - linking - social media connection	Value Proposition - entertainment - inspirational & exemplary - informational - daily lifestyle - binge-watch worthy	Customer Relationships - brand image - winning trust for long relationship with viewers - community Channels - social media - digital ads - content marketing - word of mouth - engagement: comments, newsletter, notifications - Website (Online-store)	Customer Segments Audience: - Austria, Germany, Switzerland, Liechtenstein - Age of 7 to 22, men & women equally - Binge-watching - Creative people Collaboration Partner: - topics of content - their target audience (geographic, demographic, behavioural, psychographic)
Cost Structure - Staff - Production - Marketing (social media ads)		Revenue Streams - Advertising revenue - Merchandise articles - Collaborations - Brand Partnerships - YouTube Subscription fee		

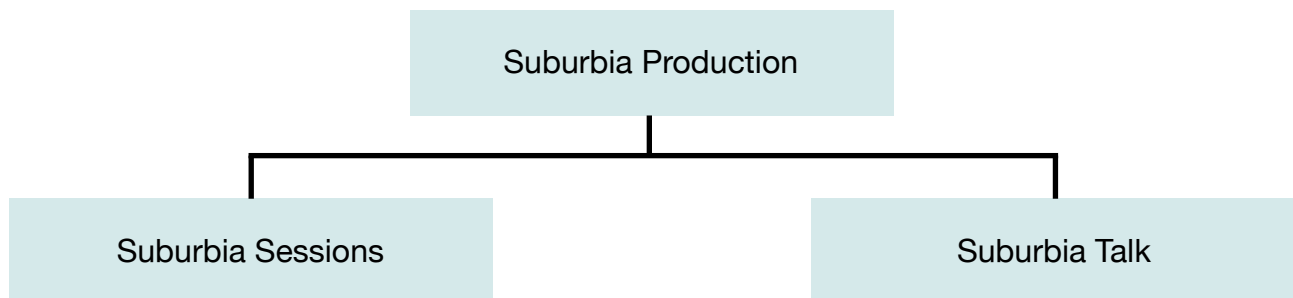
Appendix 4: Competitor Analysis Suburbia Sessions

Factor	Suburbia Sessions	Sofar Sounds	COLORS	NPR Music Tiny Desk Concert
Social Media	8	6	8	7
Quality of Website	7	6	8	5
Range of Merchandise	8	0	0	2
Unique Selling Proposition	7	6	8	8
Regularity of new videos	6	9	6	7
Total Score	36	27	30	29

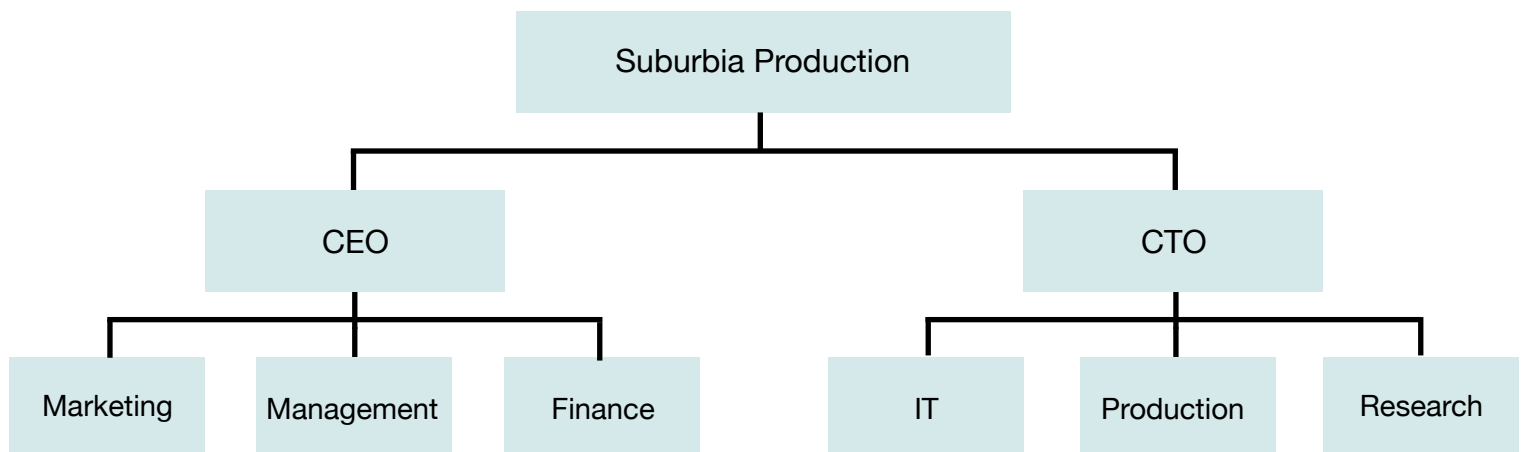
Appendix 5: Competitor Analysis Suburbia Talk

Factor	Suburbia Talk	Jubilee	Noisey	Cut
Social Media	8	6	8	6
Quality of Website	7	7	8	7
Range of Merchandise	8	0	0	8
Unique Selling Proposition	7	8	7	8
Regularity of new videos	6	7	5	9
Total Score	36	28	28	38

Appendix 6: Suburbia Production Services



Appendix 7: Suburbia Production Team



Set-up Costs and Funding (once)

Set-up Costs	in €
<i>Setting up the company</i>	110,00
Business registration	20,00
Logo design	40,00
Accountant fees	50,00
<i>Starting operations, premises & equipment</i>	750,00
Advertisement, first promotion costs	300,00
Technical equipment, tools, vehicles	400,00
Office equipment	50,00
<i>Raw materials and supplies</i>	30,00
	890,00

Funding	in €
Personal contribution CEO	2.500,00
Partner contribution CTO	2.500,00
	5.000,00
Funding Tileyard Investor Pitch	5.000,00
	10.000,00

Appendix 9: Yearly expenses

Yearly Expenses

Expenses	Year 1 in €	Year 2 in €
Telephone, Internet	240,00	240,00
Subscriptions (Website, Domain, Business E-Mail, YouTube Premium)	348,00	348,00
Travel expenses	400,00	600,00
Repairs and maintenance	100,00	100,00
Rent	0,00	3.000,00
Electricity, Water, Gas	0,00	150,00
Advertising	600,00	500,00
Bank charges	30,00	30,00
	1.718,00	4.968,00

Appendix 10: Revenue forecasting for Merchandise Articles

Revenue forecasting for Merchandise Articles

**with an average selling price of € 20,00*

Revenue forecasting	Number of days worked	Item sold per day	Monthly Sold pieces	Monthly Turnover in €
Month 1	20	0,5	10 pieces	200,00
Month 2	20	1	20 pieces	400,00
Month 3	20	1,5	30 pieces	600,00
Month 4	20	2	40 pieces	800,00
Month 5	20	2,5	50 pieces	1.000,00
Month 6	20	3	60 pieces	1.200,00
Month 7	20	3,5	70 pieces	1.400,00
Month 8	20	4	80 pieces	1.600,00
Month 9	20	4,5	90 pieces	1.800,00
Month 10	20	5	100 pieces	2.000,00
Month 11	20	5,5	110 pieces	2.200,00
Month 12	20	6	120 pieces	2.400,00
			780 pieces	15.600,00

Appendix 11: Merchandise Costs 1st year

Merchandise Costs 1st year	
Turnover first year	€15.600,00
25% production costs of turnover	€3.900,00
Profit	€11.700,00

Appendix 12: Revenue forecasting for Suburbia Production Service

Revenue forecasting for Suburbia Production Service

Revenue forecasting	Number of days worked	Average turnover Per day	Monthly Turnover in €
Month 1	20	0,00	0,00
Month 2	20	0,00	0,00
Month 3	20	0,00	0,00
Month 4	20	0,00	0,00
Month 5	20	2,00	40,00
Month 6	20	2,00	40,00
Month 7	20	3,00	60,00
Month 8	20	3,00	60,00
Month 9	20	4,00	80,00
Month 10	20	4,00	80,00
Month 11	20	5,00	100,00
Month 12	20	5,00	100,00
			560,00

Appendix 13: Wages and Social Expenses 1st year

Wages and Social Expenses 1st year	
CEO (€ 800,00 per month)	€9.600,00
CTO (€ 800,00 per month)	€9.600,00
€19.200,00	

Year 1 Profit & Loss Projection

Profit & Loss Projection	Year 1 in €
Revenues	16.160,00
Revenue Merchandise	15.600,00
Revenue Service	560,00
Costs	3.900,00
Merchandise Costs	3.900,00
Gross profit	12.260,00
Set Up Costs	890,00
Operating Expenses	1.718,00
CEO Wages	9.600,00
CTO Wages	9.600,00
Net profit or loss	-9.548,00
Funds private	5.000,00
Funds Tileyard	5.000,00
Total Profit for Year 1	452,00

Appendix 15: About YouTube and further possibilities - an Interview with Marie Braendle

Franziska:

Welcome, Marie Braendle. It is a honer to be able to do this interview with you. Again thank you so much for taking your time for this. It is great to get your feedback on various questions as you have precise knowledge about YouTube due to the success of your channel "Deutsche Dimension". So, currently you already have about 68.500 subscribers - that is great, I am so happy for you.

Marie:

Thank you. Yeah, no worries - I am happy to be here and glad I can help.

Franziska:

So, let's start with the first question. In general, what do you think is better? Is it better to aim for a bigger mainstream audience or a smaller but more trustworthy audience?

Marie:

Aiming for a bigger audience always comes with its advantages. Your content attracts more people and that is how you are also able to gain loyal viewers and subscribers. To start-up, a channel by only targeting a small group might only result in a smaller amount of subscribers and viewers. It mostly depends on what you would like to reach on YouTube. Is it a hobby which you want to share with other interested people or would you like to make money off of it and do not mind how mainstream your content necessarily is? If you want to target a specific niece and target audience, your content has to be really good and this mostly comes with higher production costs. With bad quality content, it is very likely that not even your target audience is interested in your content. When you target a larger audience with less quality and a smaller budget, you have a bigger chance of gathering a sizable following at least. Starting of targeting a smaller audience is extremely difficult. An audience itself draws an audience and drives traffic.

Franziska:

I see. Would you say that creating English-based content on YouTube is basically better or do you think it would make sense to create another language-based content, for example, German? This means if I would use another language than English, the target group would be more limited than with English as the main language. Please tell me your opinion about that.

Marie:

As with many things you will most definitely attract more people by putting up English content. There are many channels in other languages out there that have a high subscriber count. If you manage to build up a channel in a different language then it can be quite successful, since there is not as much competition out there as on the English-speaking market, but at the same time it attracts a smaller amount of people, due to the fact that English is spoken or understood in most countries. A German channel can potentially still target the English speaking population by adding subtitles. Not many people like them, but if your content is of high quality, people will put up with it.

Franziska:

Okay. So in general how much potential do you basically see in German-based content on YouTube?

Marie:

There is some potential for German-based content on Youtube if it is done right. You would have to pick a topic that interests the target group, mostly generation Z and create content that is not necessarily already out there. It might take months before your channel hits a few subscribers and the more popular it gets the more success you can have with your channel. Be different and try to go your own way and you might be successful in what you are trying to reach. A big help to reach more subscribers is to collab with bigger channels.

Franziska:

Would you have useful tips to build a strong community? What is the most important thing to think about?

Marie:

If you just got started on YouTube and created a new channel then the most important thing is exposure. You need to make sure that you get your content to the viewers and make them aware of your channel's

existence. You can do that by regularly putting up content, try to collaborate with other channels that have a higher subscriber count and/or make sure you attract many people by putting up a catchy title and thumbnail.

Franziska:

What would you say are the 3 most important steps for audience development?

Marie:

It is always good if the viewer can build a relationship with you, that is by appearing on the screen and interacting with them in the comment section - answering to comments, asking them questions, simply interact online. By asking questions, you will probably get the chance to interact with the most viewers. I would recommend doing that by using any tool available. Obviously, the more quality content you put up, the more legit and appealing your channel becomes. Be up to date and talk about or create content on recent events. But most importantly, you have to be active. You should stick to a chosen amount of videos that you put on a weekly basis and also strictly stick to it. People are more likely to subscribe to a channel knowing that they will get new content on a regular basis.

Franziska:

What do you think is the best technique to increase the engagement from your audience?

Marie:

To keep your viewers engaged there are many things you can do. Ask them questions that they can answer in the comment section. Always add a short part in which you ask them to subscribe to your channel and remind them of liking your video if they enjoyed watching. Make sure your listings are short and compact - it affects how long they stay on this video. They should stay interested and be curious about what comes next in order to reach the end.

Franziska:

Do you think people prefer high professional produced content or more independent raw produced content?

Marie:

It is though to say because everybody has a different taste when it comes to watching videos. In my opinion, it is better to put up professionally produced content as I do not think anyone would like to watch a video with bad quality, terrible voice-overs or badly cut videos. So, the better the quality, the more viewers you attract.

Franziska:

How does YouTube perform the payment? Could you please explain the process.

Marie:

Before you are able to earn any money on YouTube you have to monetise your channel. You can apply for monetisation after reaching 1.000 subscribers but having your channel monetised does not necessarily mean that every video you upload will make money. YouTube has its own guidelines and you have to make sure that you follow them, otherwise, your videos can get demonetised and you will not make any money out of them.

YouTube creators are paid through the advertisements shown on YouTube videos. Through these ads, YouTube is able to pay the creators but YouTube does not pay out an equal amount in every country. Therefore CPM's (cost per mille) vary from country to country. You might earn less by only getting clicks in a specific country, as in poorer or less populated areas. That is the case for example in Eastern European countries since companies pay lower rates to advertise their content. Let's go back to the example from earlier: if you produce German content, then you will get most of your views from Germany, Switzerland, and Austria. The CPM in these countries is lower than the one in most English speaking areas.

Franziska:

That is so interesting. You really helped me a lot. Thanks again for your time and good luck on your journey.

Marie:

You are very welcome. It was nice talking to you. And good luck to you too!

