

# Business Plan



artist directory

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# Executive Summary

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The following business plan for Artist Directory will cover the proposal and service structure in depth, displaying our business ethos' and frameworks supporting the concept development. The plan further looks at consumer research that helped mold the business model and both our marketing and financial plan provide insight the strategies we are planning to implement along with example content and prototypes. Lastly, we consider brand book insights and future considerations.



Fig.1

## The Business Model: The Service

### About Artist Directory.

Artists Directory (A.D) is a consultancy-based company dedicated to assisting unsigned artists of the indie-pop genre to establish and sustain themselves outside of the label system. Reflected through our structured service, Artist Directory utilises a tiered model to deliver advice that is best appropriate for the individual.

Website-based with an app extension, A.D provides guidance on the live industry, publishing, recording, and management sectors via bespoke webinars with established industry professionals, as well as an add-on 1-1 consultancy opportunity for our clients.

We are financed by Arts Council England, The Princes Trust and collaborate with established DIY artists who provide monetary and marketing support to the company. From the vast network established via this business prospect, A.D will be sponsoring some of our clients through providing opportunities such as gig bookings and synchronisation incentives in return for commission fees.

As we grow, Artist Directory will host twice-yearly conferences (The ADC - Artist Directory Conference) featuring an array of industry specialists ranging from advisors to well-known recognised musicians who hold our collective passion.

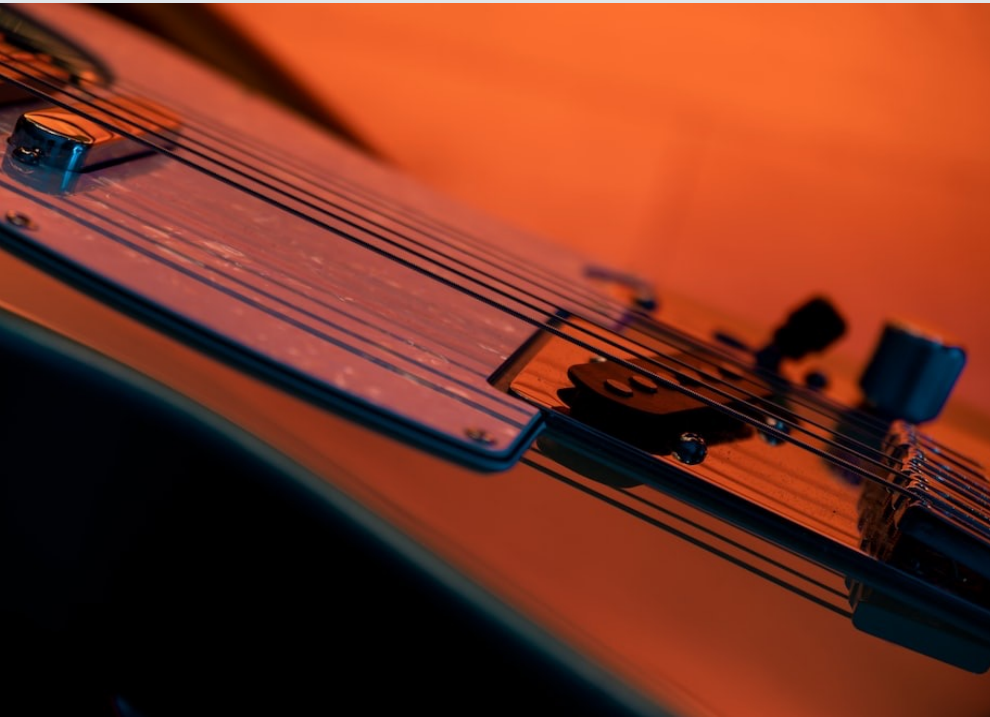


Fig.2



## Concept Statement

Our goal is to revolutionise the independent music sector through empowering creatives by fostering entrepreneurship and autonomy. Artist Directory offers a one-stop shop of support in multifaceted aspects of the industry, enhancing the opportunity to interact and learn first-hand from industry professionals. Through our dedication to providing the highest quality service and guidance, we capitalise on creating long-lasting relationships with our clients and network of industry contacts.



Fig.3

## Ethos

In ties with The Artist Directory Movement

Artist Directory believes in creating a supportive and collaborative environment in which artists may be confident in their abilities through our assistance and mentorship. We are committed to promoting diversity and inclusion in the music industry and work hard to provide musicians from all backgrounds a chance to flourish and navigate the music industry on their terms.

## Our Vision.

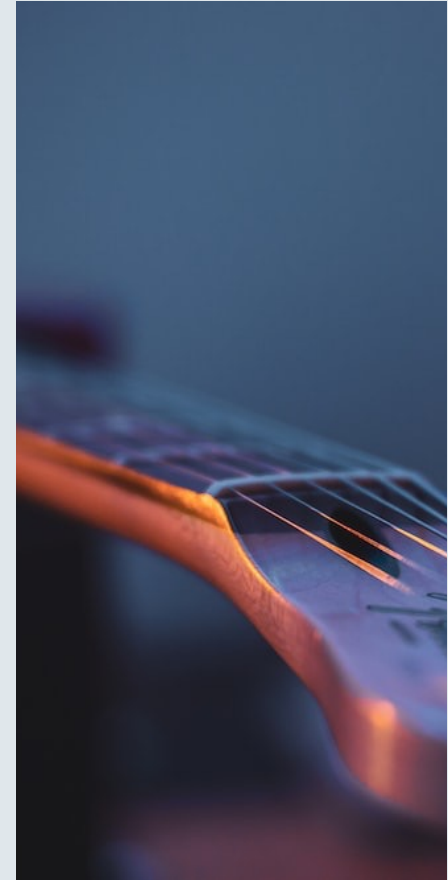
Artist Directory's overarching purpose is to establish itself as a globally recognised, renowned hub that artists turn to as a steppingstone concerning how to advance, structure, and sustain their careers. We intend to expand into all genres and seek additional collaborations with independent music firms and arts organisations. A.D will eventually expand into the markets of the United States, Canada, Latin America, and China.

- Canada & the USA remain among the top 10 national markets globally, with revenues rising by 5% over 2022 (IFPI, 2023)
- Latin American revenues increased by 25.9%, following a growth track over the last ten years (IFPI, 2023).

Fig.4



Fig.5



## Gap in the Market

For emerging unsigned musicians, there is a lack of interactive, specialised assistance, suited to specific genres (other than the traditional university route, which offers one-dimensional advice)

Existing agencies dedicated to helping individual artists continue to fail to meet expectations: lack of feedback, follow-ups, learnings, coverage, and rejection (Knight, 2022). What is obvious, is an unfilled space for a tutorial component with mentor supervision, where consumers may acquire instruction at a reasonable fee from those who have achieved and experienced the industry (our professional consultants).

Many of the self-help resources and "DIY" platforms available today offer a one-size-fits-all approach and have written content that is of a uniformly high calibre. We are providing something adaptable that can cater to the unique requirements and stresses of different musicians. As will be detailed later, many of our competitors lack a large marketing presence, allowing us to enhance our USP and develop a competitive edge to capture a significant share of the market.

\* Market Research Survey pool , 34 unsigned artists respondents



Fig.6

*" Artist Directory seems like the perfect starting place for me to get my bearings within the music industry, self-taught I never had access to music lessons or had the grades to study music. A place I can actually learn from people who have made it and not just from a recording, actually be able to speak to them and create a plan for my future is incredibly exciting and I look forward to its launch"*

**- Matthew Tyerman, Upcoming Indie Artist**

## 1.0 The Proposal - The Business Model : USP & ESP

### USP

Unique Selling Point.

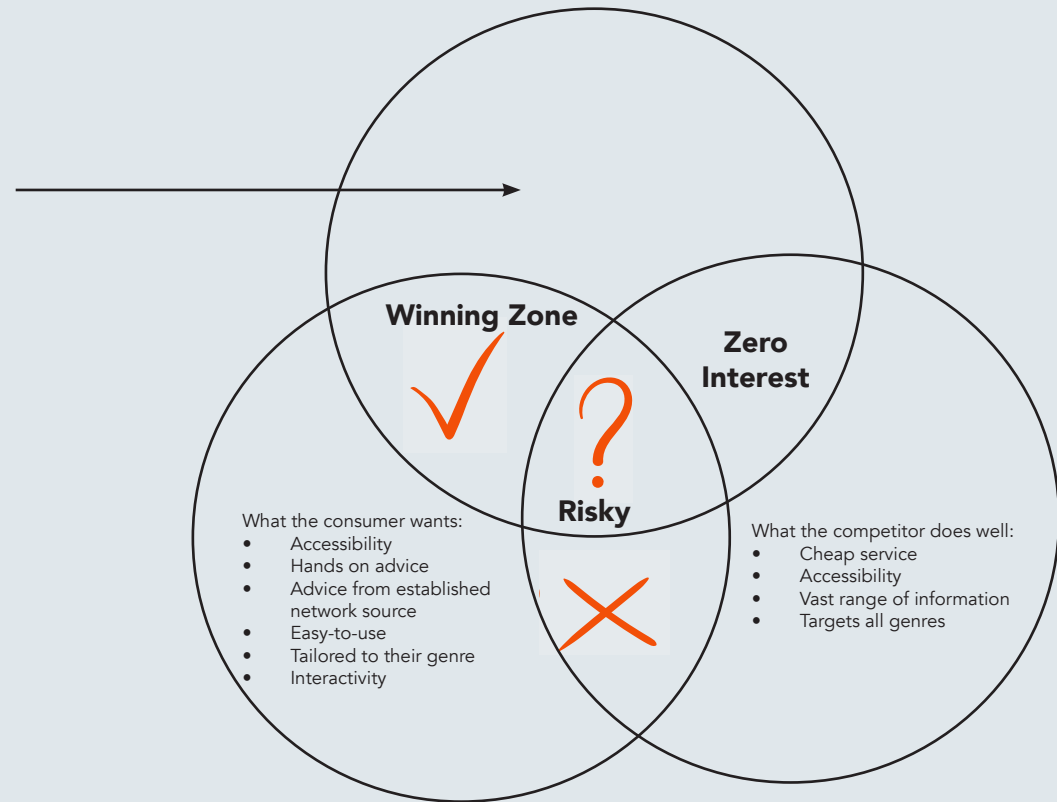
A. D's niche is its tiered element which provides a bespoke service for individualised coaching at each level of an indie-pop artist's career, we recognise that each genre operates uniquely, thus offering an interactive support system with first-hand access to industry executives at an affordable price.

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### ESP

Emotional Selling Point.

We understand how it feels to have your aspirations dashed by the limitations of the music industry. That is why A.D is dedicated to aiding unsigned artists in attaining their artistic and professional goals, we are here to assist you to negotiate the industry's obstacles so you can focus on what matters.



# Our Values



## Continuous.

Our consultants are at the forefront of the industry regarding industry trends, news, and legislation whilst making a concerted effort to provide our clients with the most up-to-date information.



## Excellence.

We strive for excellence in our business practice. From consumer touchpoint to aftermath and feedback, our service is quality assured.



## Trust.

Our business is passionate about building and maintaining client relationships and promises to deliver on time and to an outstanding standard.



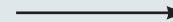
## Community.

Our service aims to create an inviting, nurturing atmosphere for our clients and potential clients.

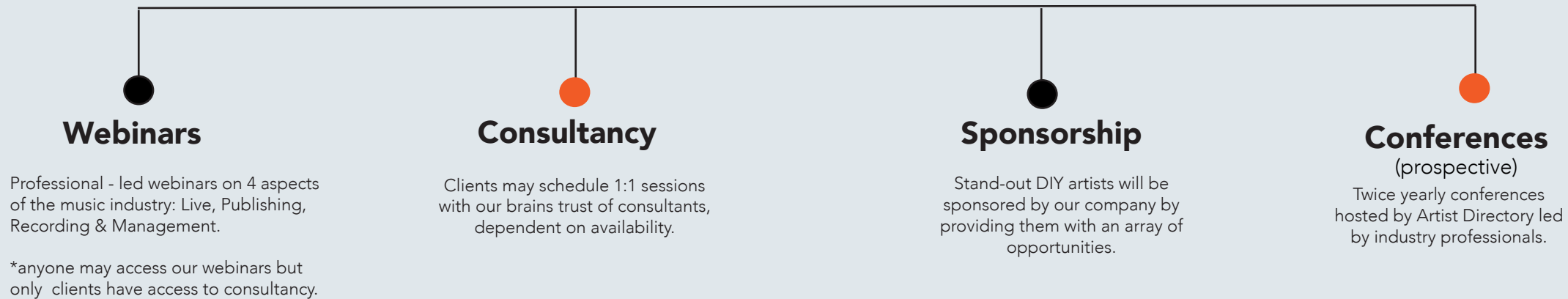


## Equality.

A. D is passionate to ensure we provide all clients with the same level of service no matter their background.



# What we offer.



Although Artist Directory possesses its domain, our webinars and consultancy appointments are hosted via the streaming platform Zoom. Currently, our premium Zoom subscription allows a maximum of 300 attendees; we will increase the number of webinars when demand is at its peak as we don't want them to be overly crowded to maintain a reasonable cohort and interaction rate for customer satisfaction.

\*We are aware of the piracy and copyright distribution issues that can occur with digital streaming, this is accounted for in our contingency plan.

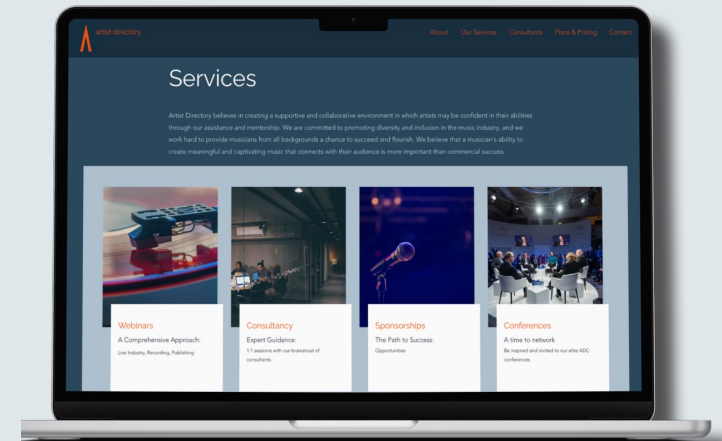
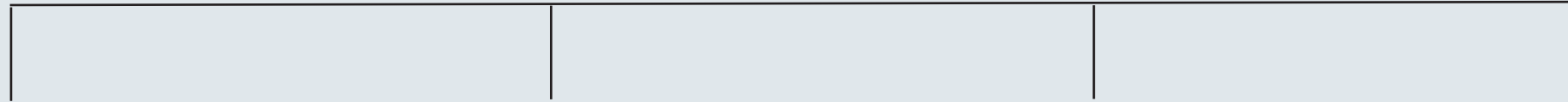


Fig.7

# Our Consultants (Webinars & Sessions)



## Live Industry

## Recording

## Publishing

## Management

### Greg Parmley

Managing Director International  
Live Music Conference & IQ  
Magazine

### Andrea Dee

Founder at Amplify Her  
20+ years experience

### Lauren Landon

Music Publishing Promotions at  
Meta  
Prior: PRS For Music

### Phil Birch

Music industry veteran. Digital  
marketing & branding expert

### Paul Everett

Head of Music & Live Events UKI at  
CM.com| Director at Wonderland  
Management

### Daniel Halford

Arts technology Consultant /  
Classical recording Engineer and  
Producer

### Michael Infante

CEO & Founder  
One Media IP  
Expertise: royalties

### Chris Parles

Senior Lecturer in Music  
Management  
Past: Universal Music Group

### Gaby Cartwright

Head of Partnerships - LIVE & The  
LIVE Award

### Jack Longman

Music Producer/Recording &  
Mixing Engineer

### Richard Nelson

20+ years experienced Music  
Recording & Publishing Consultant  
and Team Manager

### Iain Snodgrass

International Music Marketing and  
Management

# Strategy

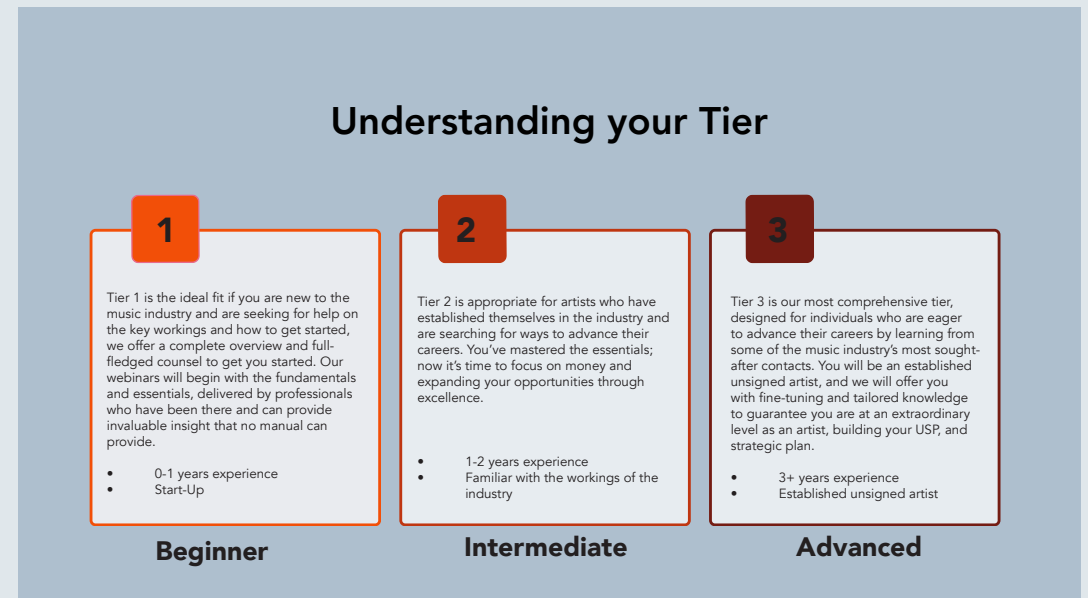
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Currently, any individuals can access and pay for Artist Directory webinars, however, our consultancy option is reduced to A.D Clients.

To become an Artist Directory client, you must subscribe to the service. Dependent on tier subscription, A.D clients earn the privileges of consultancy appointments, sponsorship opportunities, webinar discounts, app access, and Artist Directory Conference tickets.

Our webinars and subscriptions work as a tiered based system, reflected in pricing and content \*(Detailed explanation in marketing plan)

All payment will be acquired upfront through individuals when booking webinars or consultancy appointments. Consultants will enter their availability onto the website booking schedule and clients may book through the portal.





# The Artist Directory Timeline

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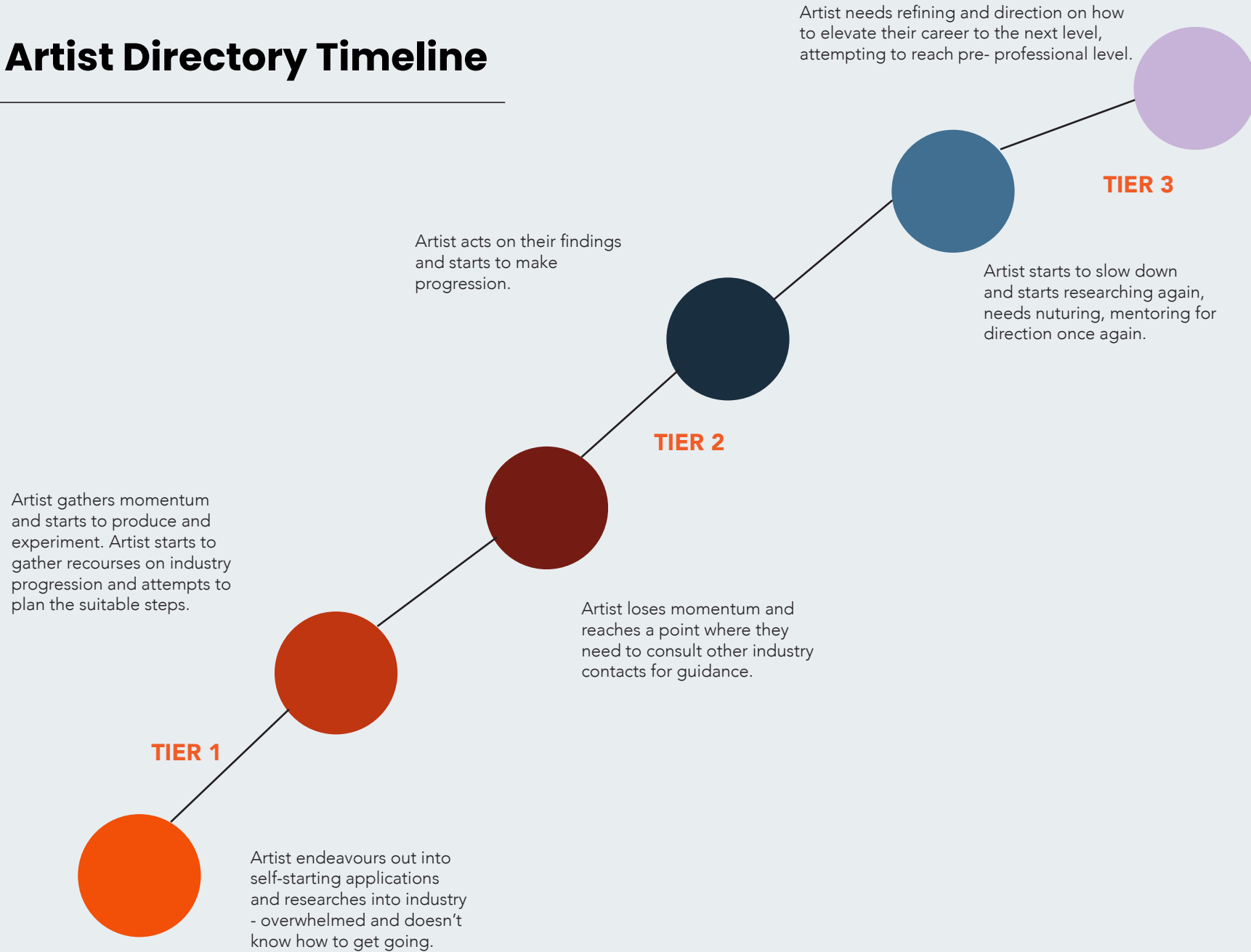




Fig.8

## Key Performance Indicators

To measure the success of Artist Directory as a start-up there are certain key point indicators that we have created to identify vital areas for improvement and amendment & gaining potential investors insight into sales potential.

<b>Statistical</b>	<ul style="list-style-type: none"><li>• Growth Statistics</li><li>• Marketing Insights</li><li>• Total addressable market: measuring market size and target consumer size</li></ul>
<b>Consumer</b>	<ul style="list-style-type: none"><li>• Customer retention rates</li><li>• Financial</li><li>• Customer Acquisition costs</li></ul>
<b>Financial</b>	<ul style="list-style-type: none"><li>• Runway - how much money we could run on before we run out of working capital.</li><li>• Profit margins</li><li>• Burn rates : Rate of money spent per month</li></ul>

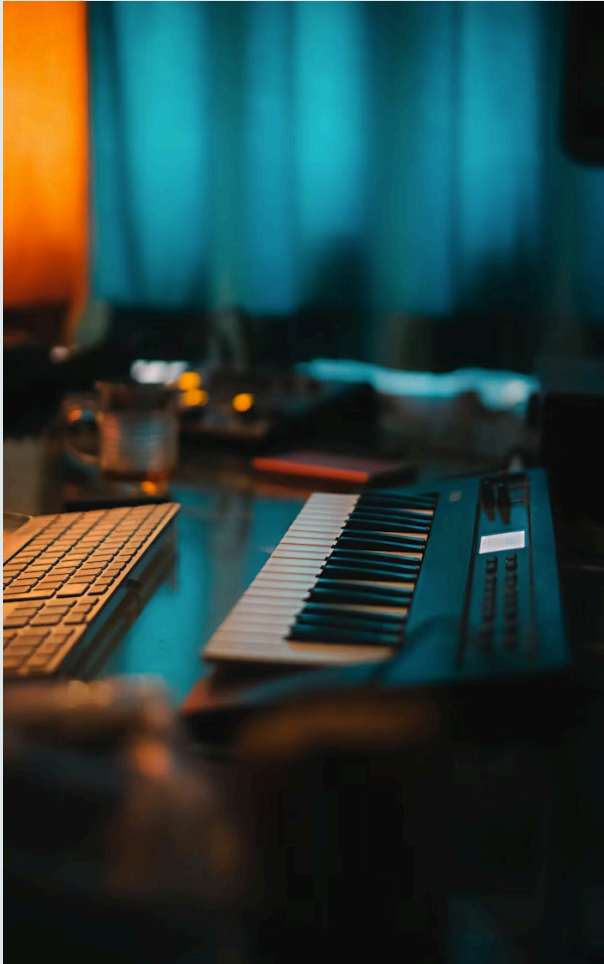


Fig.9

## Target Market

Artist Directory targets unsigned artists of all demographics, but we do specialise consumers are artists of an indie-pop genre. This is due to our content provided being tailored to this genre. We are currently targeting UK markets but will be expanding over the coming years.

We have opted to target the indie/pop demographic due to the work ethic of many of these artists, as they derive from 'bedroom pop', indicating them to be DIY artists, thus, the market is exponential. Indie/alternative music scores the second biggest music concert market in the UK (Savage, 2023).

# Managing Expectations.

## Strategies

<b>Transparency / Communication</b>	<b>Excellence</b>	<b>Relationship</b>
Communicating expectations early & aligning their expectations with their skills and abilities.	A vow to produce the utmost quality of webinars through our professionals.	We strive to create deep relationships with our clients that are based on trust, to ensure repeat purchases.
<b>Our Action:</b> All plans and pricing will be written extensively out and in detail, so each client understands their what they are entitled too.	<b>Our Action:</b> Quality Control & customer feedback to monitor performance levels.	<b>Our Action:</b> Opt-out or choice to upgrade. Communication. Feedback options etc. Inclusivity into the business through mailing lists and social channels.



# Customer Journey Map

User Actions

User is exposed to A.D one time or after repeat exposure  
 User clicks sub link to A.D website and explores options  
 User debates between a subscription package or webinar  
 User weighs the benefits and decides what they want out of A.D  
 User purchases a one off webinar  
 User subscribes to the service  
 A.D Clients purchase a consultancy appointment  
 A.D Clients engage within the forum in-app  
 Experiences their first webinars/ consultancy appointments  
 Shares with fellow artists/ friends/networks  
 Becomes an artist that A.D sponsors and holds that as industry validation

Touchpoints

Marketing Channels (direct/indirect)  
 Promotions  
 Word of Mouth  
 Celebrity Sponsorships  
 Social channels  
 Recommendations from friends/networks  
 Website tools to understand tiers and subscription options  
 Purchase portal (secured and trusted by norton) via our website  
 A.D user upgrades tier plan via the website or app  
 Booking systems on website (or app for clients)  
 Leaves feedback for Artist Directory and reviews on our website  
 Social Media Channels  
 Interviews  
 Opportunities via AD conferences, in-app /website features

Emotions

Intrigue  
 Excitement  
 Contemplating  
 Confused  
 Excitement  
 Planning  
 Happiness  
 Pride  
 Opportunity  
 Pride  
 Exploration  
 Supported  
 Deliberation  
 Anxious  
 Validation  
 Satisfaction  
 Contentment  
 Validation  
 New  
 Anxiety

Painpoints

Over-exposure to multitude of ads, does not know what to/ what not to trust  
 Trust, Can I believe the marketing?  
 Celebrities= sense of familiarity  
 Financial Situations - affordability  
 Do I need this service?  
 Am I an indie and or pop artist?  
 Financial uncertainty  
 Subscription options deliberation  
 Artist develops a new community, feels overwhelmed with new experiences  
 Does not wish to share with friends as increased competition  
 Time and effort is required to write reviews and report  
 Overwhelmed with the pressure that being a sponsor from A.D holds

Solutions

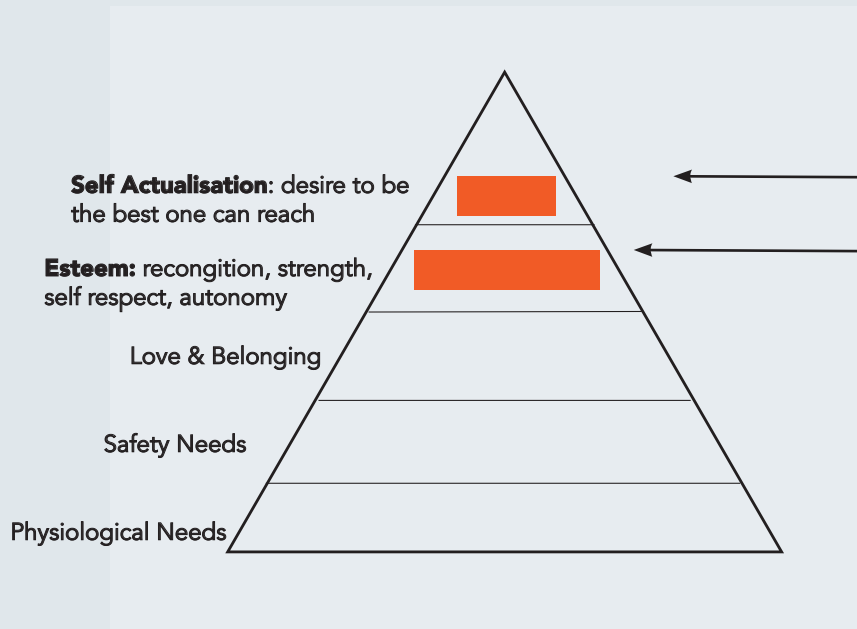
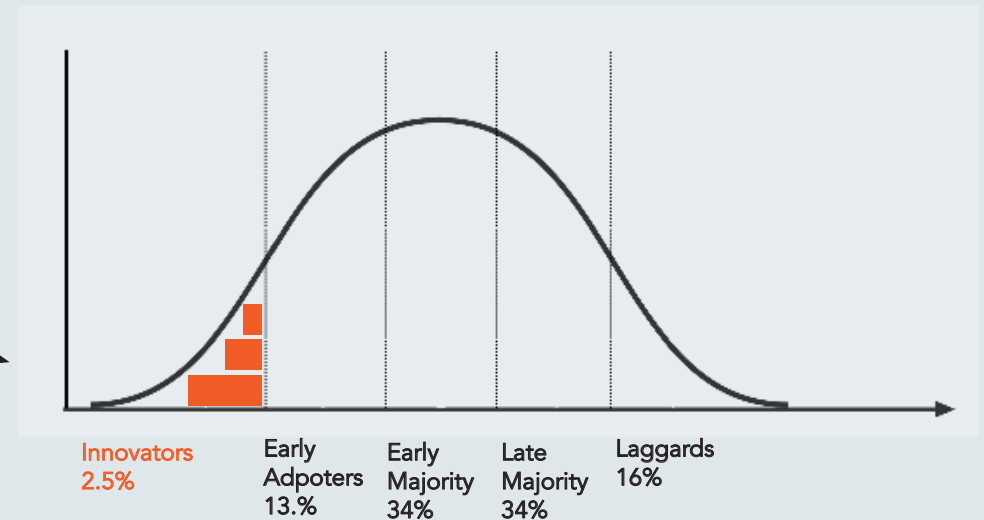
Further delves into Artist Directory's credibility through research  
 Seeks out reviews on the service and braintrust of consultants experince  
 Performs a quick calculation to see if A.D is a financially viable option for sub vs webinars only.  
 Weighs up the pros and cons of being part of the service (pros > cons)  
 Validates the decision to purchase after exposure to A.D content  
 Follows the tier plan explanation via our website  
 Artist takes it slow to settle into the new community through steady engagement rates  
 Artist slowly exposes others to Artist Directory  
 Artist quickly utilises the repost option on social channels with a simple comment  
 Artist opts for more consultancy issues to relieve this pain

## Creative Theories

### Diffusion of Innovation Model

Diffusion of Innovation Theory, (E.M. Rogers, 1962) describes how an idea or product gradually builds momentum before diffusing over a particular demographic (Kaminski, 2011). The model has enabled A.D to use an effective model for managing technological innovation, in ways that satisfy the requirements of all levels of users.

Artist Directory falls into the innovation stage, due to its naturistic entrepreneurship idea and the theories that is promoting to its audience. The service is likely to be adopted by users who are on the lookout for new ways to better themselves and advance their careers and may eventually draw in a wider audience of early and late majority adopters as more people become aware of it and its advantages over time.



### Maslow's Hierarchy of Needs

Maslow's Hierarchy of needs was implemented to examine how our service fits the demands of users.

Artist Directory spans the self-actualisation and esteem spectrums.

**Self-actualisation:** users desire to become the best version of themselves in their careers to achieve success.

**Esteem spectrum:** users wish to gain recognition within the music industry, Artist Directory enables them to further their self-esteem, strength, and freedom to express themselves in the industry (autonomy).

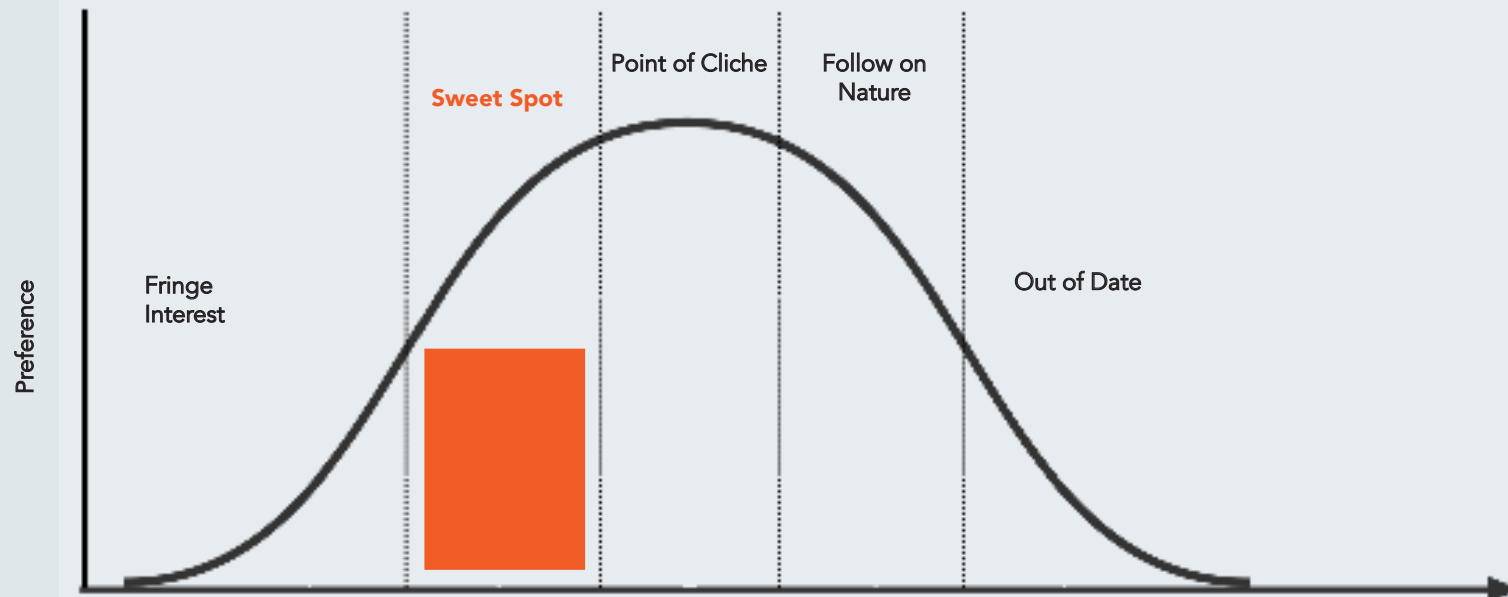
## 1.0 The Proposal - The Business Model : Frameworks

### The Creative Curve

The creative curve framework encompasses 3 elements, technical, marketing and timing. According to this hypothesis, our perception of something can be influenced by the rate of exposure to it and the degree of familiarity we have with it (Gannet, 2019).








Due to the epidemic and the nation's capacity for digital lockdown adaptation, webinars, online learning environments, livestreaming and home-employment became commonplace, nailing the safety part of the creative curve. Covid acted as the "great accelerator" and catalyst towards boosting the current worldwide trend towards embracing cutting-edge developing technologies, ushering in changes in work habits, lifestyles, and corporate strategies (Amoah., et al 2021).

The notion that Artist Directory offers creatives a new method of advancing their careers with a fresh attitude and progressive ethos from the brand with the chance to study under masters right at their fingertips keeps it original and in the "sweet spot" of the framework. Considering there isn't as much strong concurrence, Artist Directory hasn't reached that point of cliché.



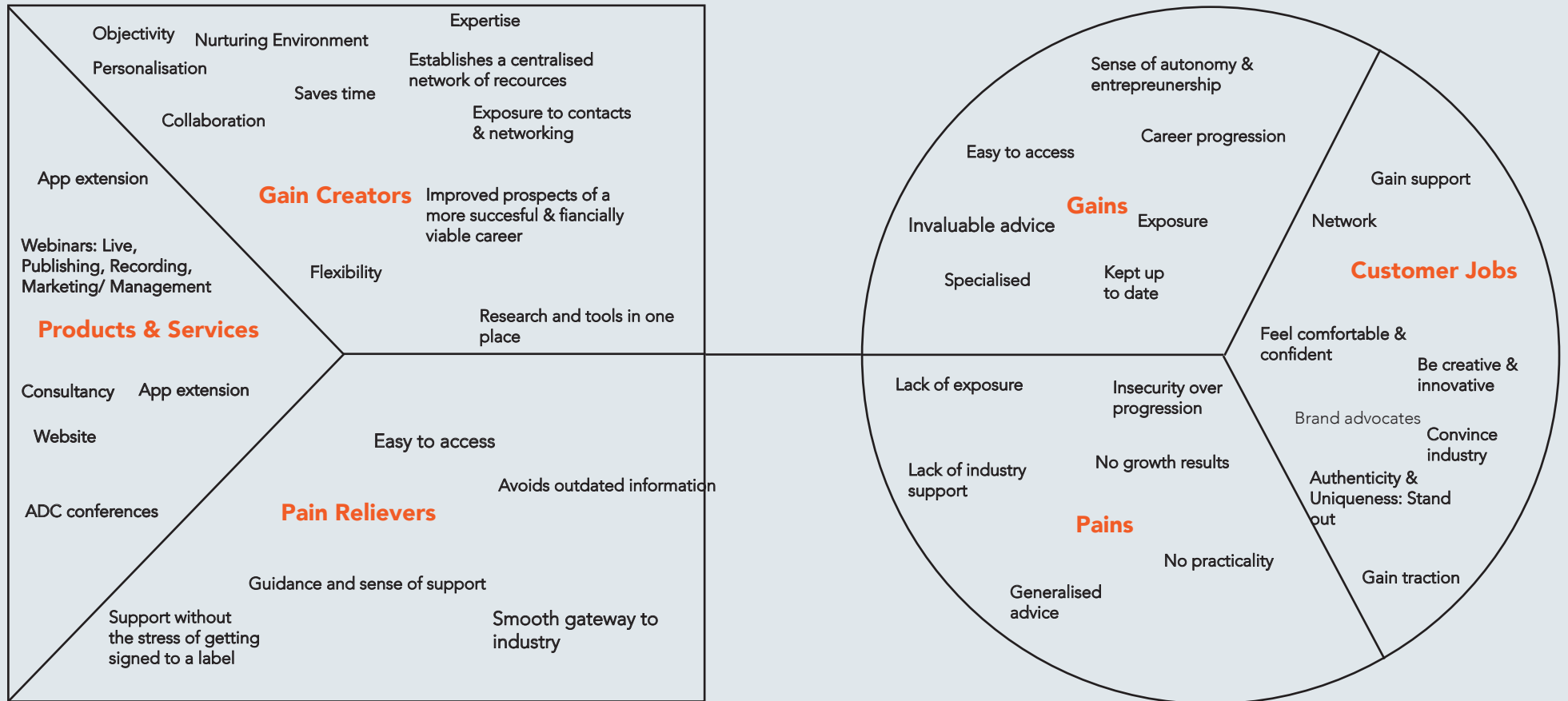
# 1.0 The Proposal - The Business Model : Frameworks

## Business Model Canvas

<p><b>Key Partners</b> </p> <p>Multitude of industry contacts providing webinars and advice for my service from various parts of the music industry.</p> <p>Certified by industry professionals and industry newsletters, labels and websites.</p> <p>Government funding to provide capital investment. (Arts Council)</p> <p>Industry stakeholders recommending the service - Music partnerships are instrumental to artist directory's success.</p> <p>Upcoming unsigned artists: as my sole consumer base and endorsing the service on social media platforms and making recommendations to others in artists direct.</p> <p>SEO analysts, ensuring the website is delivering on demands, and attracting internet traffic. Further, to assess app usability.</p>	<p><b>Key Activities</b> </p> <p>Production of the website. The website &amp; app will be designed &amp; coded externally by a professional. SEO/tech employees will oversee how well the website runs, overcome technical issues and continual improvement, to leverage technology to add value to consumers.</p> <p>Problem Solving: overcoming individual potential negative consumer feedback and refund requests. Ensuring no webinar content is recorded or copyrighted &amp; that classes run to time schedules, avoiding cancellations.</p> <p>Quality Control: Providing core expertise, webinars and advice is up to industry standard, complying with all new legislation and industry updates.</p> <p>Research &amp; Advertisement : continuous recruitment/networking. collaborating &amp; coordinating with stakeholders. Implementing new marketing strategies for growth.</p>	<p><b>Value Proposition</b> </p> <p>Aiding young upcoming artists looking to build a career for themselves and are unsure how to progress their careers. Segmented into different stages of career to ensure accurate, tailored advice</p> <p>USP: Access to industry professionals through the portal, as well as genre-specific advice, is also representative of the level of the career they are at.</p> <p>Bundle deals, e.g. subscribe for 6 months and gain 2 sessions with a professional for free.</p> <p>Minimum viable product: website prototype &amp; industry session taster. App-extension mockup</p> <p>Pains: no sense of direction in their career or guided/understood support Gains: Everything in one place, a one-stop shop of support. An accessible platform offering excellent advice for a small fee.</p> <p>Financially viable: significantly cheaper than investing in separate advice &amp; spending extensive time researching &amp; networking. Career gains, meaning they are more likely to make money</p>	<p><b>Customer Relationship</b> </p> <p>Artist Directory prides itself on having a close relationship with its clients. Therefore we will be implementing a 12 hr virtual chat feature to allow customers to ask any queries about pricing, the package, or general advice. (By year 3)</p> <p>Engagement through both the website and app extension.</p> <p>Feedback. As the website grows artist directory aims to be in weekly contact with their clients with newsletters, industry news, new opportunities, and client interviews.</p> <p>Customer growth: to start this will rely on word of mouth from initial customers and industry contacts. Marketing strategy relies on reaching out to music magazines, live stream portals, etc for features and adverts.</p> <p>Loyal clients will receive benefits as part of the artist directory &amp; extra support.</p>	<p><b>Customer Segments</b> </p> <p>B2C</p> <p>All clients should be from and indie pop background. This will expand across genres as the company continues to grow</p> <p>Artist directory provides a variety of levels for clients at different stages in their career:</p> <p>Stage 1 : x client is starting out in the music industry and needs help on all or one aspect within it. They come to artist directory for full-fledged support from branding to recording.</p> <p>Stage 2: x client has familiarity with industry and comes to the service to understand how to take their career to the next stage. They have developed the foundation.</p> <p>Stage 3: refining, x client has been working within the industry for 3 years + and has solidified grounding and a solid understanding of components of the industry. On stage 3 industry sessions will be more of a refinement tool rather than a starting out look.</p>
<p><b>Cost Structure</b> </p> <p>Fixed Costs: website domain, industry professional sessions, employee salaries, domain costs, wix subscription, Budgets for initial start-up.</p>		<p><b>Revenue Streams</b> </p> <p>Service based:</p> <ul style="list-style-type: none"> <li>- steady income of subscription model.</li> <li>- A.D webinars for clients income.</li> <li>- A.D webinars for non clients</li> <li>- Consultancy commission</li> </ul> <p>Prospective: sponsorship commission from Tier 3 sponsored clients.</p> <p>Non-Service based:</p> <ul style="list-style-type: none"> <li>Marketing</li> <li>Partners &amp; Endorsers</li> <li>Prospective: AD Conference Tickets</li> </ul>		



# Value Proposition Canvas



## Contractual Agreements

Due to the nature of our business model, we will be putting contractual agreements (accounted for in the financial plan) in place so that our brains trust of consultants cannot poach our clients unless priorly agreed with us as they could offer different rates, sponsor them and take commission, whereas if they have come to Artist Directory first, we would have profited from their advancement.

Consultancy Agreement.	Webinar Consultancy Agreement.
<ul style="list-style-type: none"><li>• Consultants are prohibited from directly liaising with or circumventing clients introduced to them via Artist Directory for a period of 3 years.</li><li>• Consultants need to make themselves available for 4 1:1 sessions (8 hours max) either in person or via Zoom per month.</li><li>• Confidentiality agreements so that consultants do not refer to the person to anyone outside of the webinar / consultancy space unless permitted to do so by the individual</li><li>• Intellectual Property Rights: in possession of the consultant</li></ul>	<ul style="list-style-type: none"><li>• Consultants need to provide NEW webinar content for at least 4.5 hours per month to our clients.</li><li>• Confidentiality agreements so that consultants do not refer to the person to anyone outside of the webinar / consultancy space unless permitted to do so by the individual</li><li>• Intellectual Property Rights: in possession of the consultant</li></ul>

# SWOT Analysis

<p><b>Strengths</b></p> <ul style="list-style-type: none"><li>• Lack of overheads makes the business prospect extremely profitable and not heavily subjected to loss points. (cost-effective)</li><li>• Both the DIY musician market and genre market that Artist Directory targets are increasing yoy %</li><li>• The business is very easily scalable and the ask is not too big for consultants to start with a commitment of 3 webinars per month</li><li>• Competitive advantage from the standpoint of tailored advice, access to industry professionals, and A.D forum</li><li>• Easy to analyse data and statistical insight into the progression, expansion, and general health of the company</li><li>• Digital platforms can reach a large audience quickly and vastly</li></ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"><li>• The cost-of-living crisis could deter artists from investing in our service</li><li>• Dependence on technology: Artist Directory is primarily reliant on technology, which can represent a danger if technical faults or glitches that cause service outages or data loss occur.</li><li>• Managing expectations (covered prior in the report)</li><li>• Projected to make a loss in the first year, and there is a mid-level threat that the break-even point may be pushed back due to our promotion plan</li></ul>
<p><b>Threats</b></p> <ul style="list-style-type: none"><li>• Piracy: threats to webinar content being copyrighted and distributed to the public, hence Non-Artist Directory clients/ those who pay for the webinars benefiting from the service</li><li>• An ever-evolving industry. Consultants must be providing the most up-to-date industry-accurate information to our clients. We place the faith in our industry-heavy heads that they will educate themselves with all new industry news/legislation that falls into place during the time they are with Artist Directory</li><li>• There is the argument that musicians can find information out there already and use that, however, we are offering something very different, but trying to convince them of that may face challenges</li></ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"><li>• Diversification: Artist Directory can adapt the service and heighten it by introducing new features to the service such as booking services, music promotion, and so on</li><li>• Partnership: Opportunities to form strategic partnerships with self-distribution platforms, artist communities, and music media companies to offer new services and double our market spaces</li><li>• Expansion: Artist Directory can branch out into many new markets, for instance, all music genres.</li><li>• Increasing demand yoy%: The musician market is heavily growing at a rapid rate. As of 2022, approximately 37,600 musicians were working in the UK, up from 35,000 in 2010, representing a 2,600 rise. (Clark, 2022)</li></ul>

# Market Analysis

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# Market Size

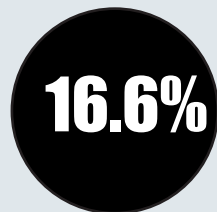
Currently, unsigned artists contributed to a **28.6% market share** in the UK, up from 26.9% in 2021 and over a third more than in 2017 (BPI, 2022).

In the past year, **Artists Direct increased by 16.16%**, improving its market share by 5.2%, and reaching a value of \$1.7 billion (Midia Research, 2023)

As of today, independent labels and artists direct, are the **largest single market segment of the global recorded market**, with a collective worth of \$10.8 billion (Mulligan, 2023). As mentioned in part 1, this catalytic growth can be accounted for due to global lockdowns, whereby musicians were forced to use DIY methods. Self-distribution at this time was at a ratio of 8:1 to labels. (Page, 2021).

The market's viability and success rates are evident; **52 independent albums made the Official Albums Chart Top-10 in 2022** compared to 60 in 2020. (BPI, 2022). We also witnessed independent artists succeed over the past year, with albums by Wet Leg, Central Cee, Stereophonics, and others topping the charts (MacMillan, 2023).

As for the consultancy market, gross profit margins are high and can reach heights of **over 60%** when firms offer visibility and proper project management, (Hofferberth, 2022). With the funding and support behind artists direct, we hope to achieve this.



Growth



Share



Value

## 2.0 Market Analysis : Market Projection

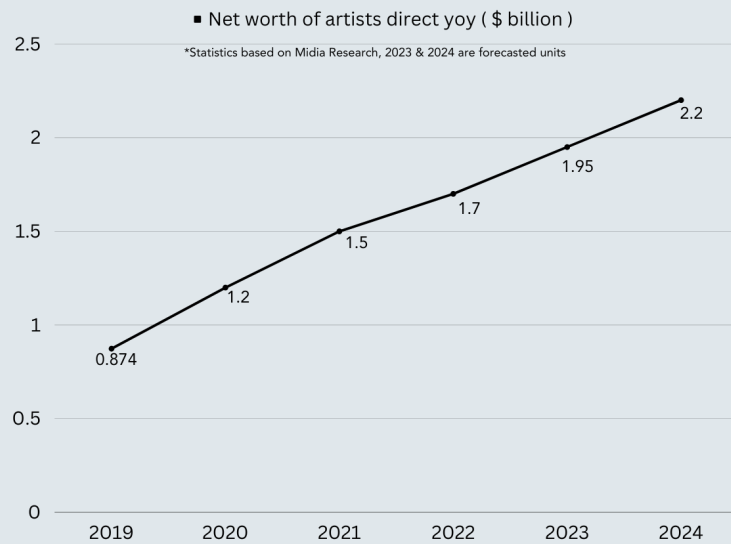
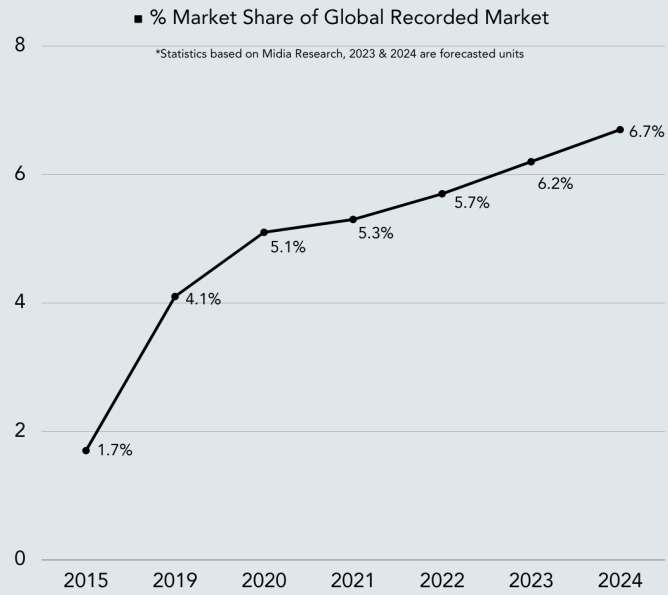


Fig.10

# The DIY Ethic

The DIY ethic has gained traction rapidly as a trend for artists across the creative industries to express themselves, experiment, and get stuck into an array of content creation. Catalysed by technology and increased access to information, allowing artists to push the boundaries of macro-scale music.

**Ideas of resistance:** A career that actively engages with and seeks to defy an imposed resignation to menial employment in a globalised world of casual labour.

**Empowerment & Independence:** Musicians desire to be in total creative control of their music and image rather than being subject to the demands and expectations of a record label. Future trends place artist autonomy at the forefront as the most influential alternative economies emerge (Hawkins & Joseph, 2021)- LS:N.

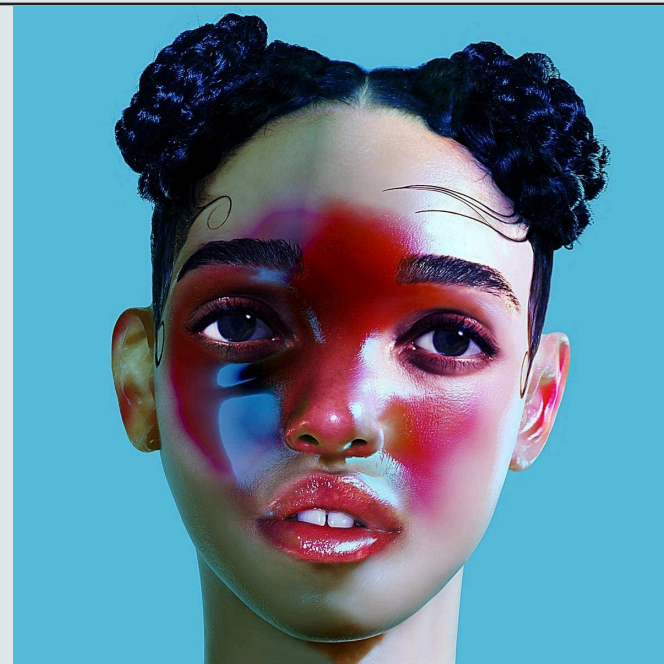


Fig.11

25%

57,000 artists who generated over \$10k on Spotify in 2022 were DIY acts, releasing music via distributors like DistroKid, TuneCore, CD Baby, and others. (MBW, 2023).

14,700+

14,700+ DIY artists generated over \$100k in 2022, a 200% increase artists that released through a artist distributor from 2017 (MBW, 2023).

9%

(Mulligan, 2019) shows independent artists desire to sign with a record label within the lowest 9% of key factors they measure for success.

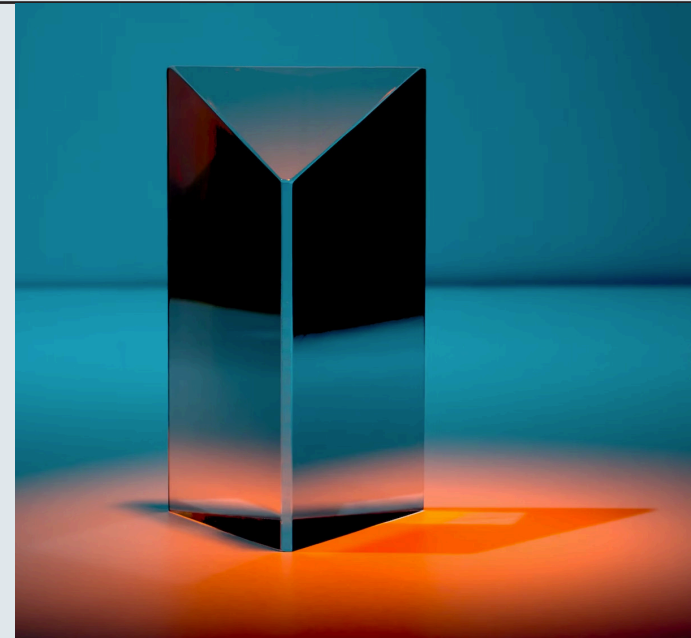
# Artificial Intelligence

Artificial intelligence is disrupting traditional distribution methods, making it more accessible for any artist with access to the web to produce high quality, professional music which will significantly increase artists content creation, thus a higher rate of those who that 'make it' without a label. There is a significant rise of increasing experimentation for artists.

**Entitlement of royalties:** AI systems enable artists to collect their entitled royalties, challenging copyright standards, with opportunities for artist monetisation in NFT's.

**Machine Learning:** New advertisement AI techniques will result in richer revenue proportions for artists. Ad content is improved via AI resulting in better personalised content generates more revenue for artists that will target the communications to reach the right audiences at the right moment. This can be implemented in social media strategy through automation.

**Reaching target markets:** Spotify uses AI utilises machine learning/ algorithmic playlist creation, enabling artists to reach their target market faster than ever before.



## \$10m

AI music startup Amper Music has secured over \$10 million in investment, pushing AI-generated music into the mainstream (Stassen, 2020).

## 79%

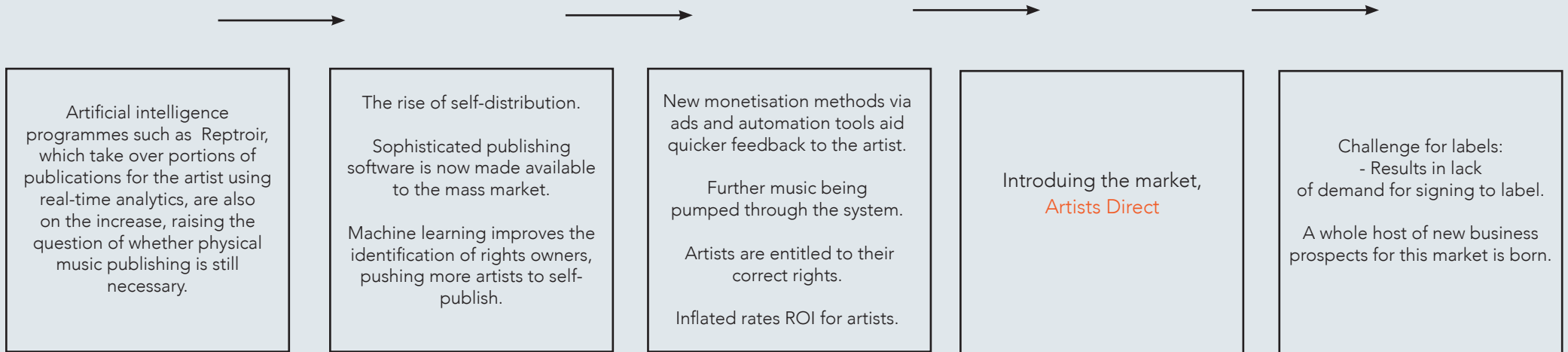
79% of music executives believe AI will be essential to the future of music production. (Jaxta, 2023).



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# Artificial Intelligence

## Trend Impact.



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# Autonomy/ Creator First

Artists are becoming more agile whilst exhibiting the role of the entrepreneur, encompassing a whole host of new business-development abilities.

Markets for music creation tools were valued at \$4 billion last year, with 30 million users, and are expected to reach 100 million users by 2023. Learning/ skill sharing were the largest single consumer category and among the music creator economy's fastest-growing segments in 2021. (Midia, 2023)

This implies that artists are willing to invest in their education and skill sharing, demonstrating the viability of my service.



"Artists today are pretty much by definition music entrepreneurs and owner-operated companies, building their businesses and their brands. For them, technology has been the principle driver, reducing the barriers to entry in terms of lower costs and the democratisation of industry supply chain resources, such as production equipment and support services."

- Paul Pacifico, CEO of the Association of Independent Music (AIM)

## Democratisation of Music Platforms & Streaming

The democratisation of music within streaming platforms has created a level playing field for musicians and listeners alike, so that both have equal opportunities to access and distribute music online.

Attainable Streaming: the “democratisation” of music has led to an increase in the level of consumer and artist collaboration, thus easier for musicians to reach a niche audience that might not be served by traditional record labels.

4X

In 2021, streaming revenue reached its highs of 16.9 billion US dollars, over four times what was reported for 2015 (Gotting, 2022).

65%

Around 67% of all global recorded music sales now comes from streaming alone (Music Ally 2023).

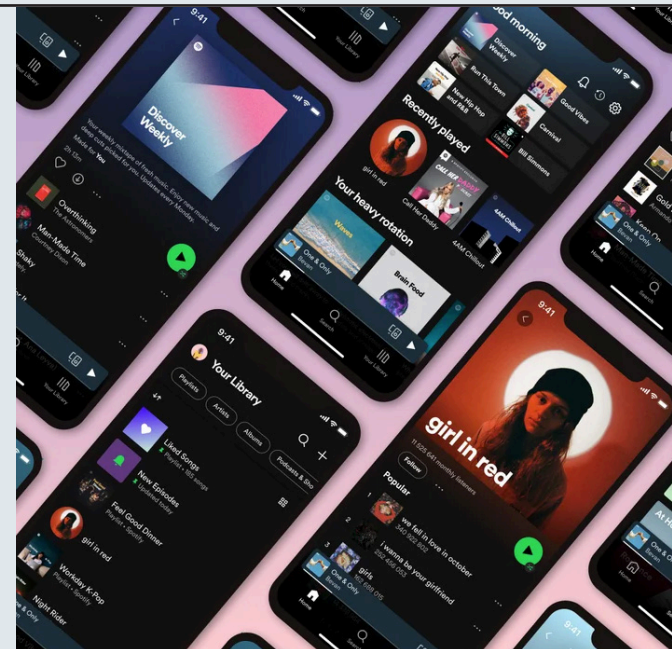


Fig.14

# Direct 2 Fan

- The direct-2-fan trend is prevalent across most creative industries. In a time where personalised experiences and fan connection is the key to sustaining lengthy consumer cohorts, technology has developed so artists can do just that.
- Direct 2 fan platforms have removed the intermediary for artists, allowing them to connect directly with and monetise their audiences. Many companies are allowing this and pushing the movement, for instance, Public Pressure, which has recently acquired £6million in venture funding to their budget in the fight for DIY and the transition towards web3 for the music industry (Houghton, 2022).
- D2C makes it possible for the various communities inside their artists' varied fanbases to give a road map for efficient messaging and higher-performing engagement tactics. (Burke, 2019)
- Community Power: D2C works more effectively than B2C as community is an ethos that the industry values so strongly.



Fig.15

Young people are looking for new fandom platforms that allow them to become closer to the individuals they respect, allowing for the creation of a new generation of private social media networks. (The Artist Directory Forum)

Social Media catalyses Direct 2 - fan & discovery. 63% of TikTokers have discovered new music on tiktok than they hadn't before using the app (Stassen, 2021).

Record labels are currently the only players in the music industry without a thriving consumer base with which they may interact directly.

## 2.0 Market Analysis : Porters 5 Forces

Utilising the Porters 5 Forces model to Artist Directory allows us to measure the level of threat and the where the power distribution is most saturated, allowing us to adapt our business model accordingly.

### New Entrant

Low barrier to entry due to the tools available to produce and distribute independently via self equipment and portals, however maximum competition to the sheer capacity of the market. Consultancy and self-help agencies must have the infrastructure to survive due to the dominants of major labels in the market. The argument that generated music is overtaking authentic music, thus anyone can produce music at a credible threat level to genuine, talented musicians.

### Supplier Power

Self-distribution platforms and streaming services may decide to offer services in exchange for a higher subscription rate or limit the intake (exhibiting bargaining power). However, this would emphasise self-distribution DIY methods, which could aid in increasing the market. Live industry venues/performance opportunities, and bookings have the power to only accept recognised major artists signed to labels.

### Rivalry

Lots of self help guides and handbooks out there. Substantial rivalry among competitors due to the multitude of independent artists fighting for recognition, resulting in cutting-edge methods for the creation and dissemination of music, but makes it challenging for unsigned artists to stand out and succeed in the market.

### Buyer Power

Market success is sheerly in the hands of the consumers and industry contacts, e.g. promoters. Although streaming platforms work algorithmically so that unsigned artists reach the correct consumer bases, there is always the threat that individuals don't want to introduce new music to their portfolio, and will only revisit their current's. This is why other opportunities such as synchronisation are important so that they enter consumers' portfolio/psychology subconsciously.

### Substitutes

Established labels will always hold luring power for unsigned artists as an easy route into recognition and financial stability. Threats in the form of attention deficit, media platforms across the digital industries are in a fight for the consumer's recognition. Other forms of entertainment, such as film and gaming can take the place of music in the entertainment sector

## 2.0 Market Analysis : Competitor Analysis

### Direct & Largest Competitor



Fig. 16

'The Unsigned Guide' offers a vast database of industry contacts for aspects of the industry over the UK. Most recently, they have introduced an 'advice section', which provides general advice to unsigned artists on aspects of the music industry. 'Spotlight' partnership with CD baby and Reform Radio provides unsigned artists exposure; each month they take the 5 best tracks sent to them, and champion them on their spotlight blog/ radio show Radio Reform.

#### Our Differentiation

TUG simply offers the contacts, not a promise to deliver with contacts – it is simply a database system. There is no personal connection between their clients. Their advice is generalised to any musician out there attempting to make it into the industry – Artist directory is bespoke, unique, and personalised.

Product Quality	Pricing & Revenue Streams	UX	Marketing	Competitive Edge over AD	Customer Insight
<ul style="list-style-type: none"> <li>Mid-Level; Generic advice immediate access after payment</li> <li>Outdated website model</li> <li>Weighty and large</li> <li>Resourceful database</li> <li>On read of the material, it is simple and to the point. However, lacks that personalisation as generalised to all genres. Is also any information available on the internet just in one place, so is nothing special.</li> </ul>	<ul style="list-style-type: none"> <li>Subscription based</li> <li>As indicated through SEO research, only 8% of keywords searched are intended to purchase, implying customers may visit for a sole info purpose, rather than to subscribe.</li> </ul>	<ul style="list-style-type: none"> <li>Outdated model</li> <li>Overwhelming amount of information</li> <li>Weak visual identity: Does not attract the younger generation, old fonts, colour schemes.</li> </ul>	<ul style="list-style-type: none"> <li>Social media lacks following and verification, also not interactive</li> <li>Low SEO results, high bounce rates, based off Google Analytics</li> <li>Good cohort of partnerships but lack of features</li> </ul>	<ul style="list-style-type: none"> <li>Affordability</li> <li>Caters for all genres</li> <li>Established</li> <li>List of Contacts</li> </ul>	<ul style="list-style-type: none"> <li>High ratings from testimonials</li> <li>Mostly classed as a good source of information</li> <li>Comments around the guide being outdated</li> <li>The consensus is that it is better for managers over artists</li> <li>Most information available in the guide can be sourced elsewhere</li> <li>Parallels to the yellow pages</li> </ul>

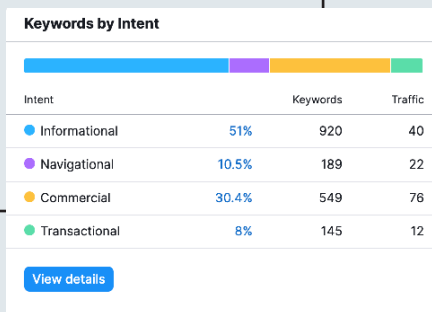


Fig. 17

### SEO Insight for The Unsigned Guide

Fig. 18

<b>Visits</b> Feb 2023 <b>11.9K</b> ↓ 59.95%	<b>Unique Visitors</b> Feb 2023 <b>9.9K</b> ↓ 59.39%	<b>Pages / Visit</b> Feb 2023 <b>1.04</b> ↓ 12.35%	<b>Avg. Visit Duration</b> Feb 2023 <b>22:42</b> ↑ 69.4%	<b>Bounce Rate</b> Feb 2023 <b>95.65%</b> ↓ 6.49%
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## 2.0 Market Analysis : Competitor Analysis

### the unsigned guide

Fig. 19

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> <li>Targets all unsigned musician's sub-sections depending on what you are looking for.</li> <li>Comprehensive database with expertise</li> <li>Low Cost for consumers</li> </ul>	<ul style="list-style-type: none"> <li>Lack of personalisation: does not provide a tailored advice section Non-practical / no hands-on advice with professionals</li> <li>Extremely weak marketing strategy, missing out on major demographics.</li> <li>Questionable as to whether all the information is up-to-date constantly, as is all written resources</li> </ul>	<ul style="list-style-type: none"> <li>Could capitalise on their wealth of partnerships</li> <li>Differentiation into new markets as have already established themselves as a company</li> <li>Social media &amp; podcasts</li> <li>Community forums</li> <li>Sponsorships of artists</li> </ul>	<ul style="list-style-type: none"> <li>Cost of living crisis could deter individuals from investing</li> <li>Specialised genre agencies</li> <li>Major labels</li> <li>With technological advancements, consumers are looking for agile, up-to-date, visually appealing products</li> <li>Subscribers exposing the list of industry contacts</li> </ul>

### Brand Image & UX Design

- Overwhelming design
- Fonts are outdated and indicate amateur and basic work.
- Yellow primary use - associated with caution and safety.
- No indication of music
- Lack of eye-catching, vibrant imagery
- No social links or familiar faces - partners should be emphasised.
- Headings are small and too many drop-down option

Fig. 20

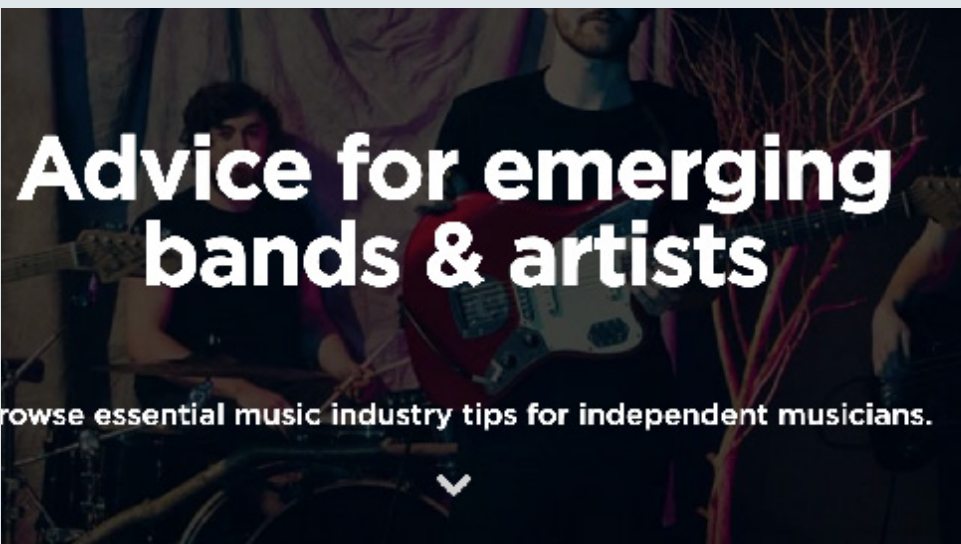


Fig. 21

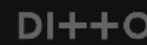


Fig. 22

Top Organic Keywords					
Keyword	Pos.	Diff.	Volume	Traffic %	
<a href="#">playlist plugging &gt;&gt;</a>	1 → 1	0	50	13.0	
<a href="#">what is prs &gt;&gt;</a>	6 → 3	↑ 3	480	8.8	
<a href="#">who is the music industry &gt;&gt;</a>	9 → 9	0	260	6.5	
<a href="#">what are prs &gt;&gt;</a>	5 → 5	0	140	6.5	
<a href="#">smallest audio interface &gt;&gt;</a>	7 → 7	0	140	4.3	
<a href="#">booking agency for unsigned artist &gt;&gt;</a>	9 → 9	0	170	4.3	
<a href="#">itunes artist profile &gt;&gt;</a>	6 → 6	0	480	4.3	

Fig. 23

#### OFFICIAL PARTNERS



## 2.0 Market Analysis : Competitor Analysis

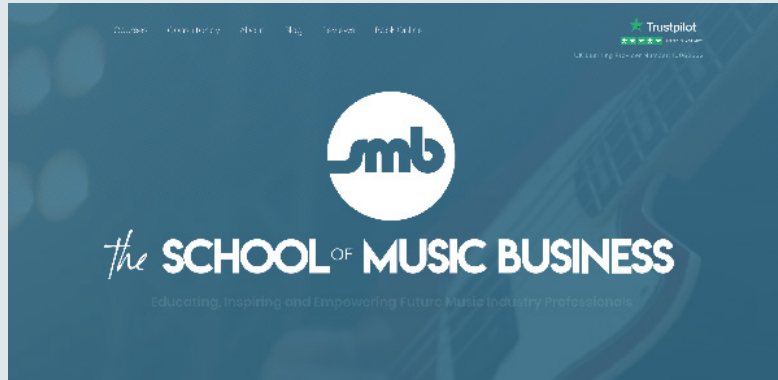


Fig. 24



Fig. 25

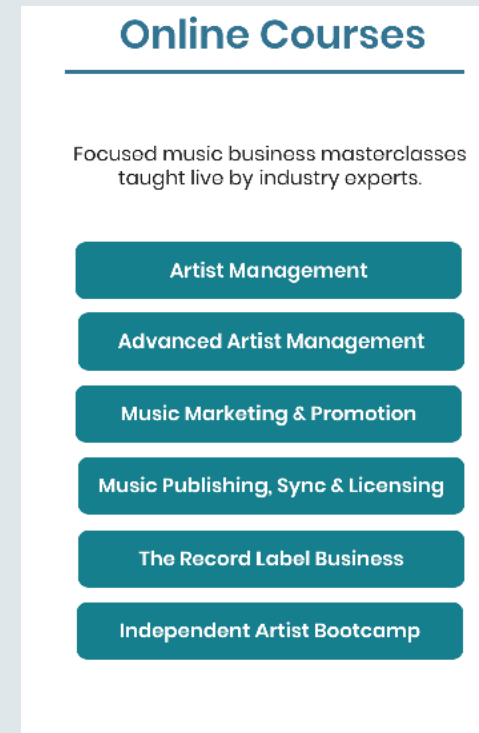


Fig. 26

### Our Differentiation - Service as opposed to a school

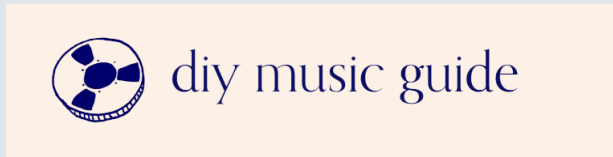
We draw parallels to the School of Music Business, however, we take out the hefty commitment element. A.D is further specialised, with the School of Music Business customers cannot just opt what they want for, i.e. if they desire the one-off session. As the company provides so much, there is the argument that the quality lacks. A.D. draws on the convenient aspect, consultancy is ready to book instantaneously and offers personalisation.

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> <li>Experienced and knowledgeable faculty:</li> <li>Strong industry connections</li> <li>Practical Training</li> <li>Modern facilities and in-person teaching</li> </ul>	<ul style="list-style-type: none"> <li>No opportunities for clients such as gig opportunities, or major competition from other music schools will provide this comprehensively</li> <li>Lack of community element</li> <li>Non-genre specific</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration opportunities</li> <li>Increased demand could lead to a hike in prices charged</li> </ul>	<ul style="list-style-type: none"> <li>Competition with highly established music schools</li> <li>Economic instability</li> <li>Technology disruption: Due to the quick rate of technology innovation in the music industry, the School of Music Business must stay current on the latest trends and tools to remain relevant and competitive. Failure to do so may result in a loss of market share.</li> </ul>



## 2.0 Market Analysis : Competitor Analysis

Fig. 29



### Emerging Themes across competitors

- Lack of Personalisation
- No tutorial options
- No Community
- Lack of Marketing

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> <li>• Free Service</li> <li>• Strong online presence - supported by strong SEO results</li> <li>• Provides both written and video material</li> <li>• Low cost of production</li> <li>• Comprehensive guide</li> <li>• User-friendly interface</li> </ul>	<ul style="list-style-type: none"> <li>• Non-genre-specific, generalised advice (lack of personalisation)</li> <li>• Limited scope across the music industry</li> <li>• Lone source i.e. from one advisor</li> <li>• Limited digital marketing</li> <li>• Limited reach</li> <li>• Competitors offer the same advice, but more tailored.</li> </ul>	<ul style="list-style-type: none"> <li>• Partnership opportunities to offer additional value to their customers</li> <li>• Diversify revenue streams: additional revenue streams, such as offering courses or consulting services to musicians, to generate additional income. Expand content offerings</li> <li>• International expansion</li> </ul>	<ul style="list-style-type: none"> <li>• Changing market conditions: The music industry is constantly evolving, and the DIY Music Guide may struggle to keep up with changes in technology, trends, or consumer preference</li> <li>• Economic downturns or other factors that impact musicians' ability to make a living from their music could also impact the DIY Music Guide's ability to generate revenue and attract customers</li> </ul>

Fig. 27



Fig. 28



### Our Differentiation - We are not a generalised handbook.

Although the DIY Music Guide provides a better quality of information for artists than The Unsigned Guide, it is more orientated towards traditional 'DIY' like home set-up for instance, rather than emphasising personal development. The website is purely an information set rather than an educational nurturing space with little plans to dominate the industry. A good starting point that could be useful for A.D. clients before they enrol with us.

Welcome! This site is provided as a free resource, focusing on critical information regarding home recording and DIY music-making.

It's run by mastering engineer Greg Lloyd. You can listen to my audio portfolio right here.

Fig. 30

### Individual Consultants/Mentors

Combating competition from independents, however, the scalability of Artist Directory is unmatched compared to one-off consultants, due to lack of framework to which they can expand to.

Competitive edge:

- Flexibility for clients
- Work/Life balance
- Expanding market

Artist Directory Competitive advantage:

- Pricing advantage: singular consultants may charge a higher price than A.D
- Trust advantage: established service with recognised professionals with a Service-Level Agreement (SLA)
- Safer: Consistency and reliability.
- Vast range of consultants to draw from, accessibility advantage as all-in-one place as opposed to researching for specific areas of expertise separately

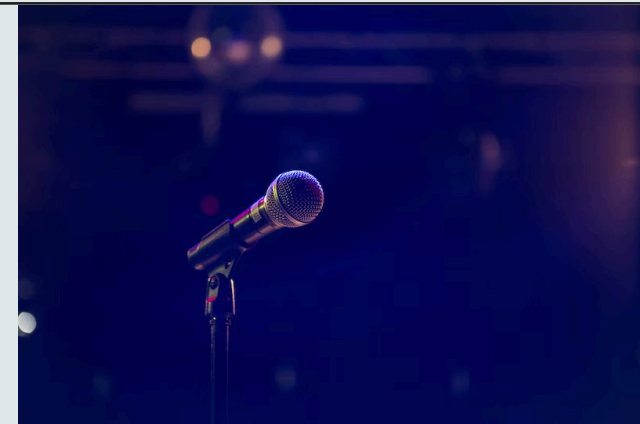


Fig. 31

## 2.0 Market Analysis : The Boston Matrix

# The Boston Matrix

Increasing Market Growth Potential



<p style="text-align: center;"><b>Stars</b></p> <p><b>Distrokid</b></p> <ul style="list-style-type: none"> <li>Distrokid asserts a 30–40% market share of new music worldwide. 35,000 new tracks are now being added to its library every single day. Almost 20 million recordings from more than 2 million artists are currently available in Distrokid's complete catalogue. (Music Ally, 2021)</li> <li>Valued at \$1.3billion (Needham, 2021)</li> </ul> <p><b>Tune Core</b></p> <ul style="list-style-type: none"> <li>In 2022, TuneCore surpassed its \$2.5 billion life-time artist payout figure, and is expanding by offering additional ways for artists to earn money, which include its music publishing administration service and YouTube Content ID. (Stassen, 2022)</li> <li>Growth can be accounted for due to the company holding direct agreements with all digital service providers, which is a significant differentiation in the industry, the enormous payout to artists is made possible.</li> </ul>	<p style="text-align: center;"><b>Question Marks</b></p> <p><b>The School of Music Business</b></p> <ul style="list-style-type: none"> <li>The school of MB has great potential as being a market leader in the unsigned sector industry, however it operates with a low market share, it also has an uncertain growth potential due to the pain points they are missing out on. They are marketing themselves as a "school" however, when one-time clients are looking for a quick service, they don't turn to TSOMB because it is branded as an enrolment scheme and appears under education not capitalising on their consultancy option.</li> </ul> <p><b>The Unsigned Guide</b></p> <ul style="list-style-type: none"> <li>The Unsigned Guide operates a high growth rate due to the sheer amount of unsigned artists that turn to the website as a first course of action.</li> <li>However, it lacks the marketing infrastructure and pricing competitive edge that allows it to dominate the market.</li> </ul>
<p style="text-align: center;"><b>Cash Cows</b></p> <p><b>SongTrust (purely publishing)</b></p> <ul style="list-style-type: none"> <li>Stable market and the company's business model requires low investment to maintain its position in the market</li> <li>Revenue is entirely royalty based.</li> </ul> <ul style="list-style-type: none"> <li>* There is the argument that The Unsigned guide does hold a high share due to the number of unsigned artists it attracts</li> </ul>	<p style="text-align: center;"><b>Dogs</b></p> <p><b>One-standing Consultants</b></p> <ul style="list-style-type: none"> <li>Simply lack the infrastructure to become successful dominate dogs in the industry. Unless these freelance coaches turned to businesses and expanded, they will remain to be the dogs of the market.</li> </ul> <p><b>The DIY Guide</b></p> <ul style="list-style-type: none"> <li>A low-key company with little market share and growth, but it not striving for that. The service is simply a self help guide for musicians.</li> <li>There are opportunities for the company to expand, if it was to develop it's market strategy, however it offers free services, thus is not monetarily gaining from the business, only through SEO analytics.</li> </ul>

Increasing Market Share



## 2.0 Market Analysis : Customer Segmentation

Artist Directory strives to attract hard-working, proactive, motivated individuals who have the willingness to get the best out of our offerings \*please note these behaviours will vary from client to client and we do not expect our clients to extensively exhibit these behaviours, rather be passionate and dedicated individuals.

<b>Geographical</b>	<b>Financial</b>	<b>Tenure</b>	<b>Long-term loyalty</b>
<p>UK Based</p> <p>Urban/Suburban areas</p>	<p>Full spectrum - as accounted for in pricing for the service</p>	<p>Tenure will vary from client to client, however the expected life cycle from our clients is approximately 2 months - 2 years</p>	<p>Whether clients come to us for specific advice, or a fully fledged development plan, we hope clients maintain loyal to the company recommendation-wise</p>
<b>Behavioural</b>	<b>Demographic</b>	<b>Psychographic</b>	<b>Key Values</b>
<p>Active interest in the music industry with a proactive attempt to break into the industry</p> <p>Extensive music practice</p> <p>Spends a significant amount of time researching strategies, contacts and information on how to make it in the industry</p> <p>Reads MBW/NME</p> <p>Regularly attends concerts and festivals (if can afford to do so)</p> <p>Multifaceted individuals</p> <p>Entrepreneurial &amp; autonomous qualities</p> <p>Resilient to knockbacks and a willingness to develop as individuals both in terms of knowledge and personal development</p>	<p>Indie / pop artists</p> <p>Stage of their career - non-specific as we cater for stages 1 , 2 &amp; 3</p> <p>Targeting Generation Z, (born 1995 +) although we are happy to cater to clients in the age range 18-35</p> <p>All Genders</p> <p>Single/Family/Couple</p> <p>Education/ Not in education</p> <p>Income: Working full time/ part-time/ not at all/ in the music industry/ any other industry</p>	<p>Passionate about music and creative expression</p> <p>Tech-savvy and comfortable with digital platforms</p> <p>Seeking guidance and expertise in navigating the music industry</p> <p>Willingness to invest time and money to pursue their passion</p> <p>Open-minded and willing to collaborate with others</p> <p>Values authenticity and originality in music</p>	<p>Autonomy: clients wish to take head of their careers and invest time into bettering themselves as musicians</p> <p>Willingness to Learn</p> <p>Self betterment / Growth</p>

## 2.0 Market Analysis : Consumer Profiles

Fig. 32



**Josephine, 22**  
**Brixton, South London**

Josephine is a singer songwriter from South London with aspirations to tour globally with her backup band. She creates original content, produces, and records herself with the help of self-distribution portals. In a rut with career progression, Josephine is seeking easy to access support with building her visual identity and brand.

Key Interests: Artist Collaboration, Female Equality within the Music Industry  
Communities: Fiddle Hangout, Reddit, SharePRO

Fig. 33



**Ben, 21**  
**Ealing, West London**

Benjamin is a guitarist from West London who has been on the music scene for around 5 years, well-established, Ben wishes to elevate his career and expand his team, however he has not got the funds to do so. He's opted for the DIY route, thus needs to refining from ground in terms of management.

Key Interests:  
Band management, Home Production, Mixing  
Communities: LinkedIn, Reddit

# Primary Consumer Research on Artist Directory

Highlights \*see appendix

## What are your thoughts on Artist Directory?

“ Artist Directory seems like the perfect starting place for me to get my bearings within the music industry, self-taught I never had access to music lessons or had the grades to study music. A place I can actually learn from people who have made it and not just from a recording, actually be able to speak to them and create a plan for my future is incredibly exciting and I look forward to its launch ”

**Matthew Tyerman, 23**  
Unsigned Indie Singer/Songwriter/Guitarist

## What are your thoughts on the brand colours and general brand identity? Are there any specifics you would change?

“ I like them. Orange always screams music to me so I'm happy you've incorporated that, I like the arrow as well, I can see that being a easy signifier, your logo reminds me of Music Business Worldwide, a partnership/crossover would be cool. Perhaps I would change the artist directory underneath to a bigger size so people can more easily read it ”

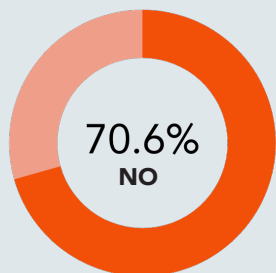
**Ben Bennet, 21**  
Unsigned Indie Guitarist

## How do you feel about the pricing element of the service?

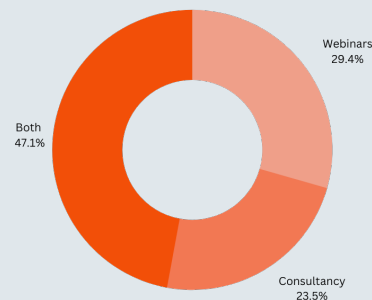
“ The pricing does feel a little steep, but for the quality of service, I don't think I'd have a problem paying this, especially since you can opt for what webinars you can enrol in, meaning I'm not bound to attend all webinars p/month, for myself I think I'd utilise the consultancy feature more, and pick and choose the webinars I'm interested in ”

**Matthew Tyerman, 23**  
Unsigned Indie Singer/Songwriter/Guitarist

As an independent artist, without a support system. Do you feel there is enough information out there for you to be able to develop your career independently?



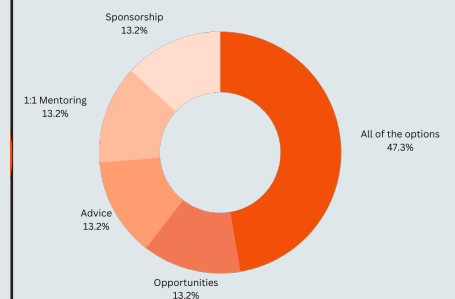
Do you prefer 1:1 tutorials or interactive webinars or would you benefit from both?



Would you be willing to pay accordingly to different content access? i.e. cheaper prices will result in less interactivity.



What would you like most from a company providing you support?



# Marketing Plan

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# Overview

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Artist Directory is primarily focusing on Business-to-consumer channels of marketing due to the nature of the company revolving around consumers, thus we have accounted for a 12% of total revenue marketing budget (t£15,000 for initial launch)

As referred to in the market analysis, many of our competitors have a weak marketing strategy. Artist directory should be able to gain leverage implementing a strong market entrance and promotion theory – capitalising on our value proposition. Because our target market is musicians of the indie-pop genre, our content reflects this. We target all demographics and cover numerous channels to avoid market segmentation.

## Objectives

1	To create clear, concise message that lines in with our ethos
2	To stick to brand colour, theme
3	Increase and build unaided awareness of our brand by x %
4	Build SOV (Share of voice) through increase of volume of mentions, pay per click, PR, SEO and social media. As our SOV grows our market share should grow at a proportional rate
5	Build lead generation



Fig. 34

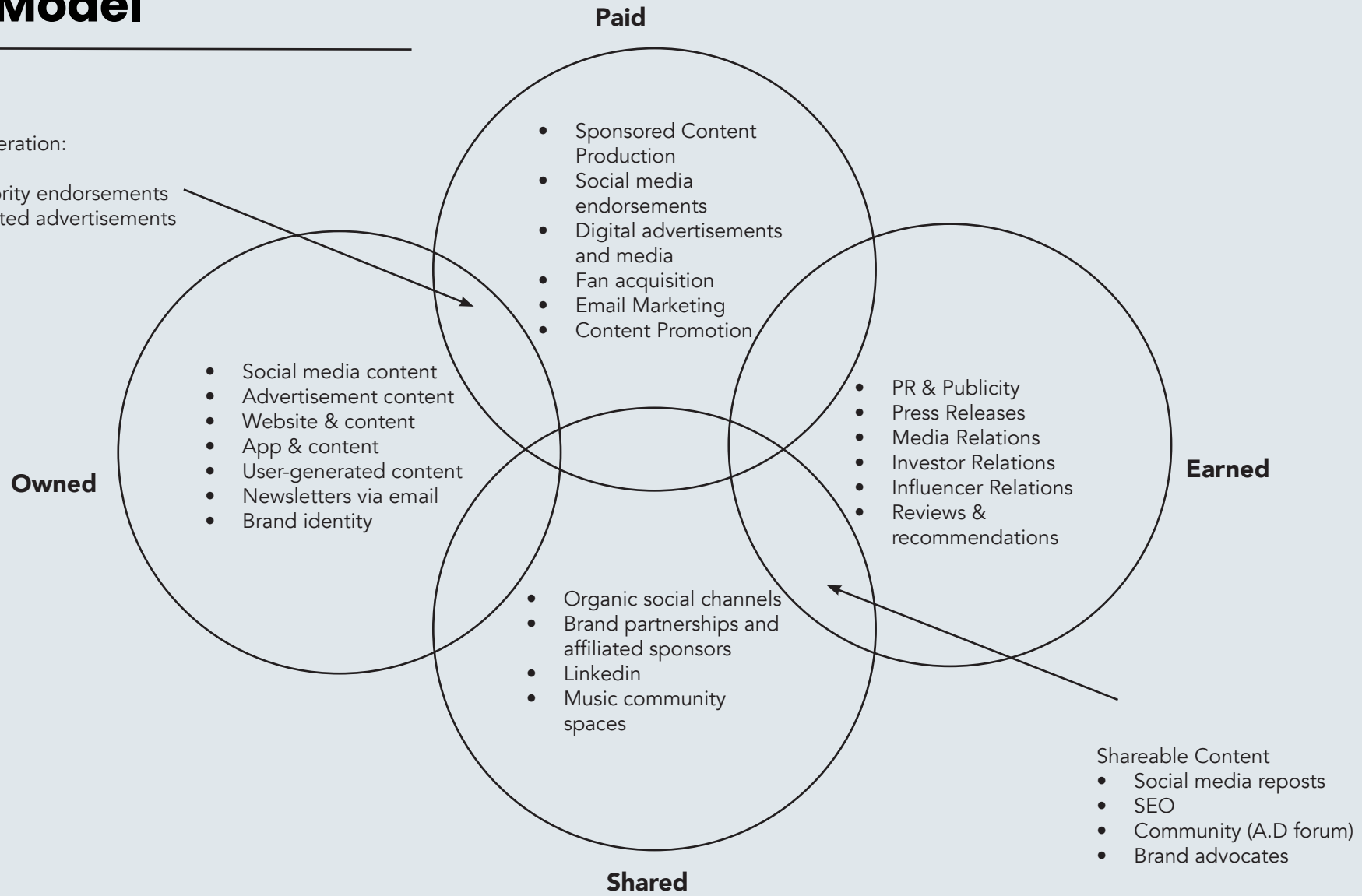


# PESO Model

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Lead generation:

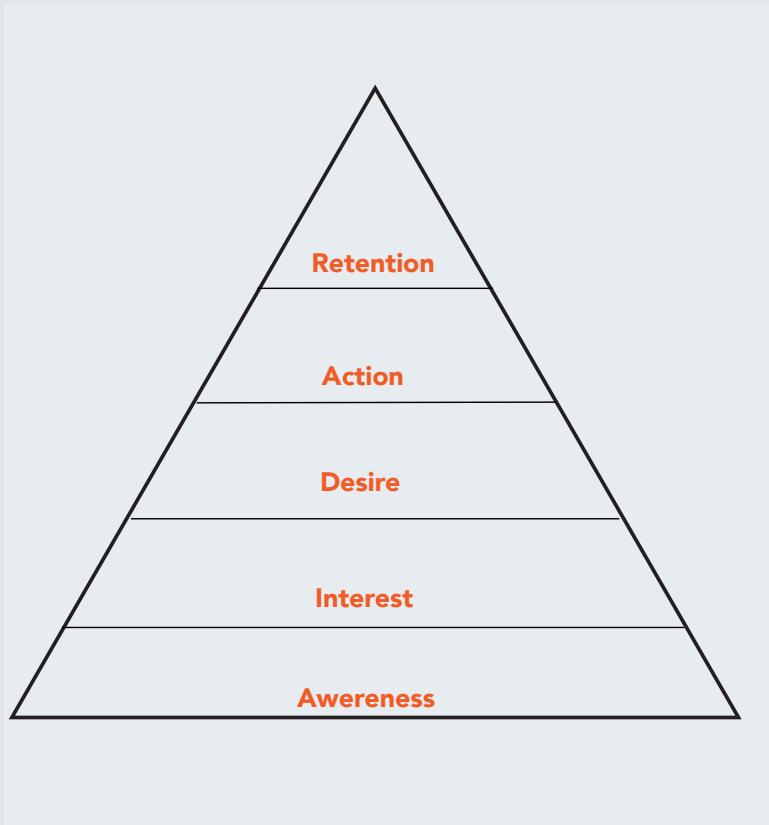
- SEO
- Celebrity endorsements
- Affiliated advertisements



# Marketing Mix: Process

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# AIDA Model



## \*Retention

Designing unique techniques to retain the user's attention and willingness to renew subscriptions and re-invest in the webinars.

## Action

Providing clear calls to action so that the consumer follows through with their desire, displayed via banners on our websites on the pricing and plans page and also the menu. We have a structured tier system that is easy for the user to follow through, which aids the signup process.

## Desire

Aided by our 6-month free webinar promotion deal (due to the timestamp and limited availability threshold) the potential consumer feels a pull and desire towards signing up for our service. They outweigh the pros and cons and start to imagine how Artist Directory is going to be a guided light towards their career and development. They may witness fellow artists success stories with our company or be exposed to some celebrity endorsements, hence deciding to opt for trying it.

## Interest

Our consumers begin to click on Artist Directory via numerous channels and attempt to discover more about the brand and its offerings. This is apparent through our use of social media, affiliated marketing schemes, and celebrity partnerships. The consumer starts to think about the benefits that Artist Directory would bring to their lifestyle. A small financial commitment to have access to industry advice at their fingertips, the accessibility of the service, how they can progress and educate themselves efficiently and effectively, think of the networking benefits and opportunity to progress through the tiers, and will the possible chance of sponsorship, AD conferences are also a selling point.

## Awareness

Letting indie-pop independent artists know there is a veritable support system out there, no matter their stage of career. Education style-platform, easy-to-use, community fed, led by professionals. Process this through digital advertisements, marketing, and networking. Touchpoints for new consumers will be through social channels, whereas consumers sought through networking will be the website as their first interaction with the business. Marketing will be successful through our strong brand identity, our story, and ethos & our sponsors, who will bring broaden the base of touchpoints (Procedural rhetoric)

### 3.0 Marketing Plan: Marketing Mix: Process

## Artist Directory - Producer



### The importance of Direct & Indirect Channels:

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Artist Directory's place in the music industry relies heavily on review and recommendations, due to the nature of the industry. Our list of established professionals should enable us to be seen in a luxury light, however we cannot underestimate the need for the indirect channels; reflected in the marketing plan.

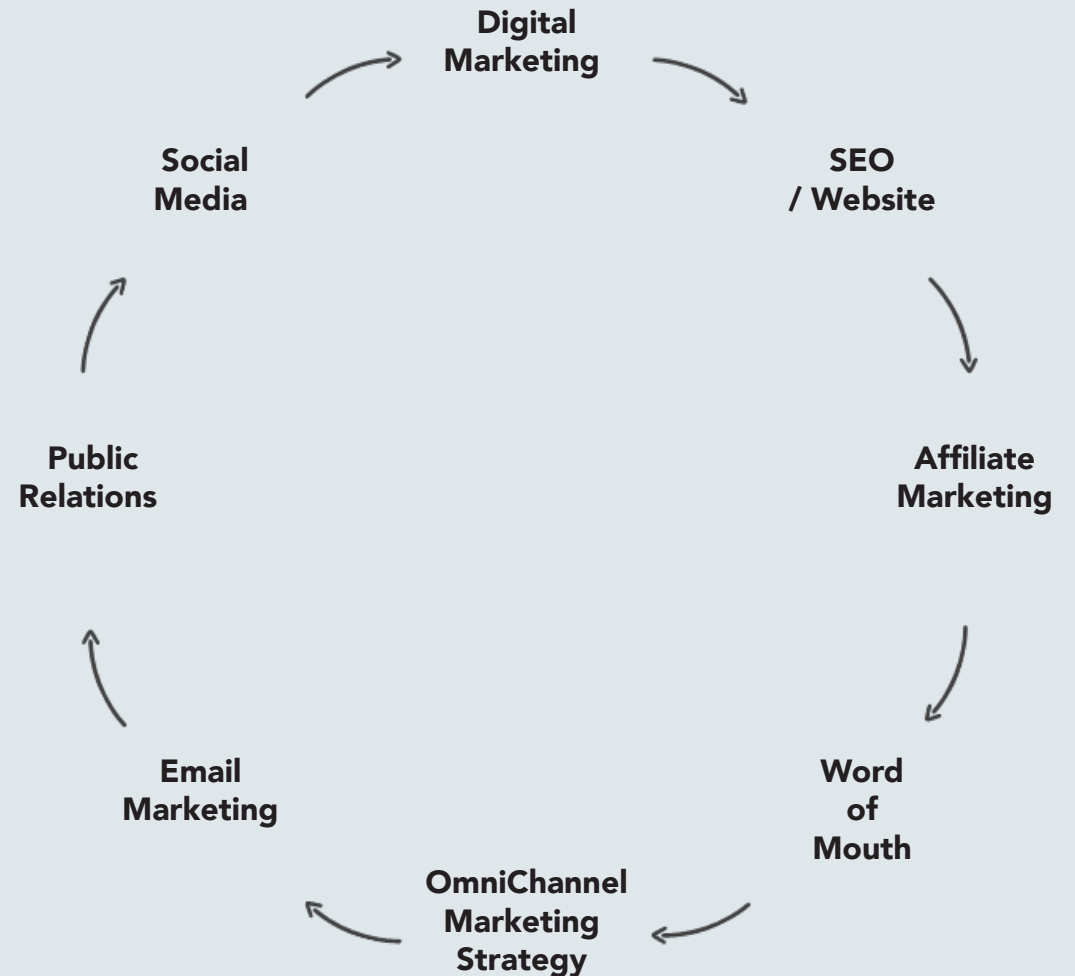
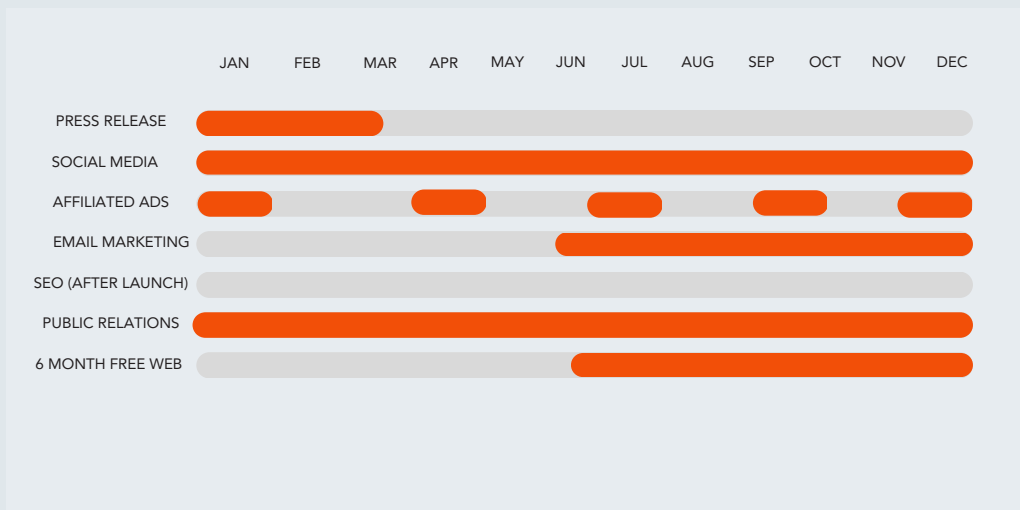
# OmniChannel Marketing

Artist Directory utilises an omnichannel marketing approach to cover all grounds of touchpoints for consumers. Our multichannel strategy allows us to target different demographics, to account for the full spectrum of our consumer base. We will be measuring the success of our marketing plan through quantitative and qualitative measures.

## By implementing this strategy we aim to:

- Increase Brand Visibility
- Enhance Customer Engagement
- Increase conversion rates
- Provide valuable data insight.

## Timeline (2024)

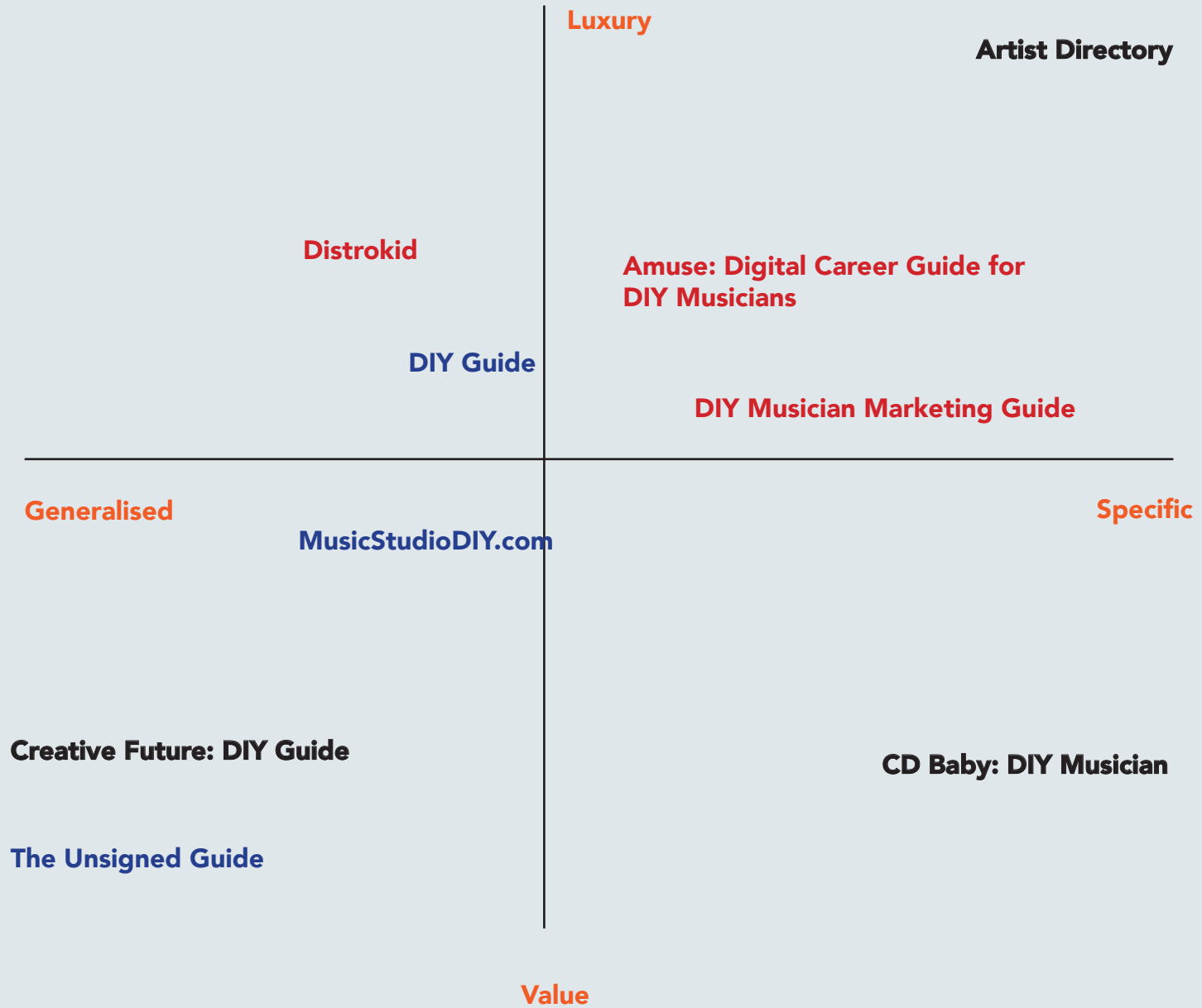


# **Marketing Mix: Place**

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### 3.0 Marketing Plan: Marketing Mix: Place

Written Content  
Written & Video Content  
Interactive



# Marketing Mix: People

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## People

### Customer Service

Artist Directory thrives on consumer relations and trust, that's why we have implemented measures to ensure customers are happy in the service, this ranges from the content they have received, the quality of the teaching, the accessibility and usability of the website and the pricing of the service. A.D has employed a quality assurance officer, who is familiar with the workings of the industry to do this.

### Celebrity Endorsers

Artist Directory is endorsed by major successful DIY artists from the music industry, in efforts to propel the movement towards support and nurturing artists outside of the label system. In attempts to encourage artists to not give up and feel lost and point them in the direction of our company.

**A singular endorsement can spell an increase in sales by 4%, almost immediately (Forbes, 2016).**

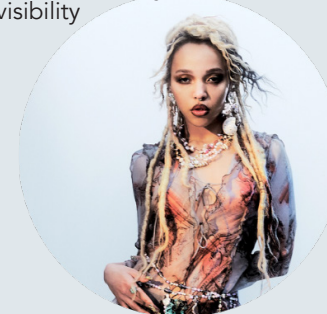
- Celebrities inspire consumer confidence
  - Add credibility
  - Social media exposure
  - Increased brand visibility

Fig. 35



**Chance the Rapper**

Fig. 36



**FKA Twigs**

### Employees

Employees of Artist Directory revolve around our braintrust of consultants and those contracted to host webinars.

Outsourced team of app and website developers.

Personnel for quality assurance.

# **Marketing Mix: Promotion**

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## Promotion Strategy

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We are offering a 6 month period offering a free webinar for potential clients with the aims to get them hooked, in the hopes to say if you like this.. Join NOW !

Financially, this is viable. Although operating at a loss in the first year, there is the argument that the promotion strategy is imperative to get the ball rolling.

Over the progression of the company we will be introducing further perks and freebies such as discounted webinars, competitions, gig opportunities and so on.

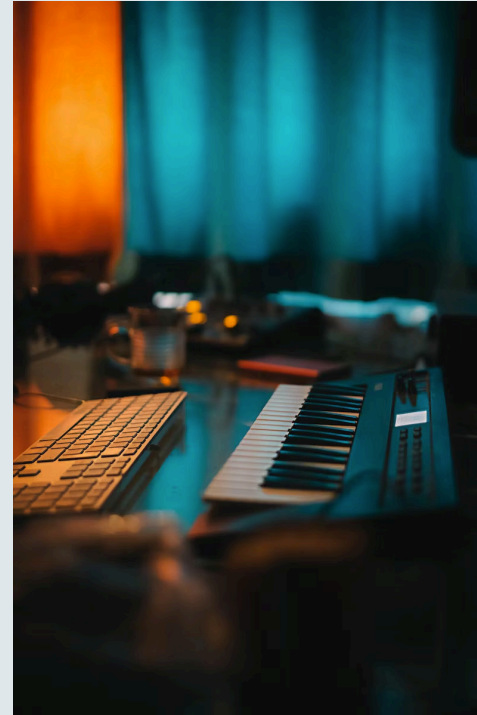


Fig. 37

# Email Marketing

Email marketing will be implemented through building a subscriber list via our website by offering incentives such as pricing discounts and opportunities. As our list of clients becomes more extensive, we will segment mailing lists dependent on tier and objectives of what clients wish to get out of the company through surveys and market research on our clients. Our mailing lists will be curated and distributed via **mailchimp** under the domain **artistdirectory@newsletters.co.uk**

Following email marketing best practices such as consent, avoiding too many emails of the spammy nature, sending emails at appropriate intervals, obtaining a professional email with a do not reply auto response, we will be implementing Google Analytics conversion rate to measure and quantify the success rates of our emails, through the following indicators:

- Delivery rates
- Unsubscriber numbers
- Click through rates
- Bounce rates on campaign landing ideas
- Revenue per email

To increase ROI, we will implement techniques such as advertisements, affiliate marketing, and sponsored content.

- Affiliate marketing
- Advertisements
- Sponsors

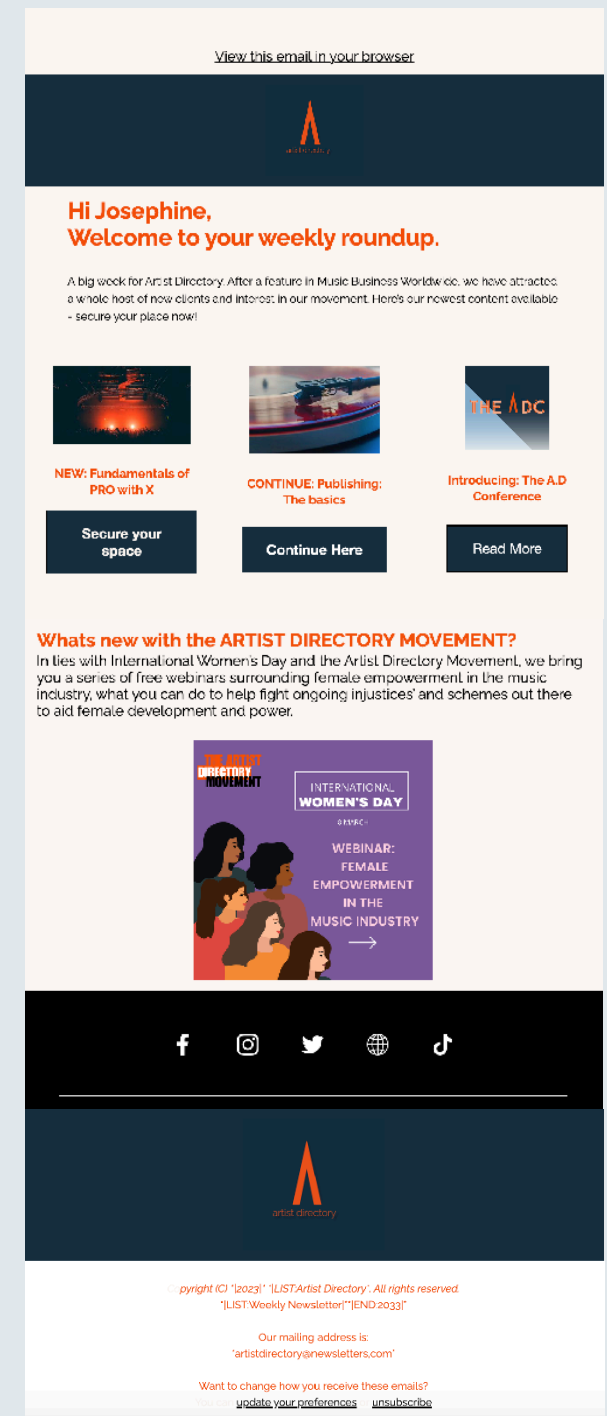
Time Frame : 07:00 - 09:00

- The optimum time of day favours the 7-9am time bracket. The 4-6pm time bracket is the second most effective time of the day, suiting those on the way home from work (Trajcevski, 2021)

## SMART Objectives

1	0-6 Months: Send out 1 monthly newsletter to subscribers (containing 1 advertisement & 1 affiliated marketing advertisement)
2	6-12 Months: fortnightly newsletter with a survey
3	1 Year: Sending out weekly newsletters
4	Year 3: sending out tailored content to the clients

Fig. 38



# Affiliated Advertisements.

We aim to be published with affiliated marketing ads for both major corporations and smaller companies. Artist Directory will form ties with major music magazine companies, along with creative companies that target the creative industries and tie in with our ethos. The advertisements have been designed to be punchy in a saturated market.

- Affiliate marketing is the most important customer acquisition channel for 20% of brand marketers. 54% rank it among their top three channels (Affiliate Academy, 2023)



Fig. 41

Fig. 39



Fig. 40



Fig. 43



Fig. 44



Fig. 45

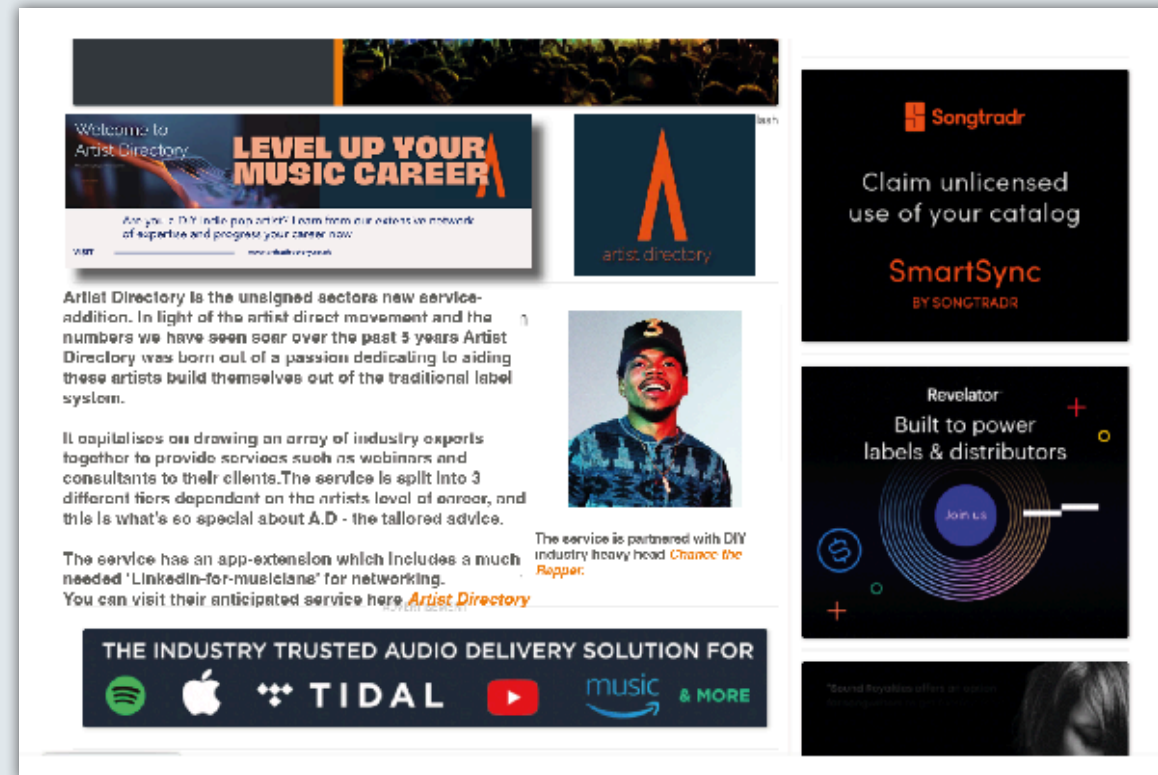


Fig. 46



Fig. 47

Example of a Music Business Worldwide column for Artist Directory Fig. 42



## Public Relations.

Starting with a press release to the music industry to build brand awareness and initial exposure, our consultants should take a heavy load of the PR for the company from that point onwards as they can act as our word of mouth.

To enhance this, we aim to build relationships with the media reach out to them with updates and success stories to promote our brand.

Leveraging our social media channels allows for more shareable content and touchpoints to be increased, thus we must consistently monitor our brand reputation. As a company possess high levels of interactivity with the public and we will continue to do so through various events, or one-off webinars.

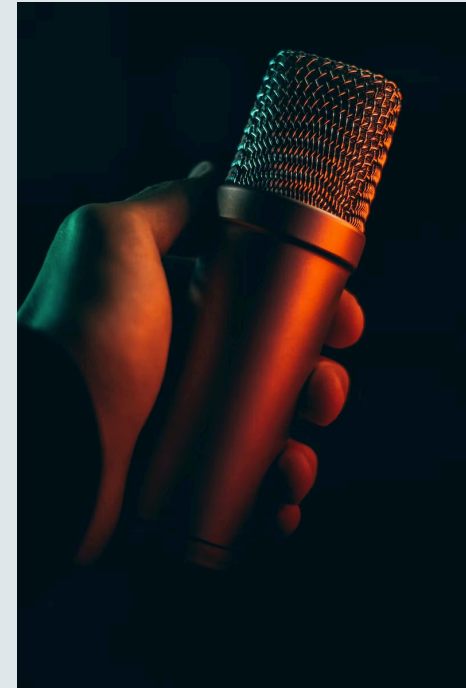


Fig. 48

# Social Media Strategy

## Storytelling:

Defining Brand Personality: 7 Jung Archetypes

Implementing an archetype allows brands to tap into what a brand's clients consciously or unconsciously seek to experience . People expect brands to create content that entertains, provides solutions, experiences, and events, selecting the right story archetype therefore, producing compelling content to appeal to that archetype has never been more imperative (Romagonli, 2019).

Archetype 1. Rags to Riches: user generated content such as celebrating success and capitalising on testimonials.

Archetype 2. The Quest: Live Discussions with artist directory clients talking through their stories.

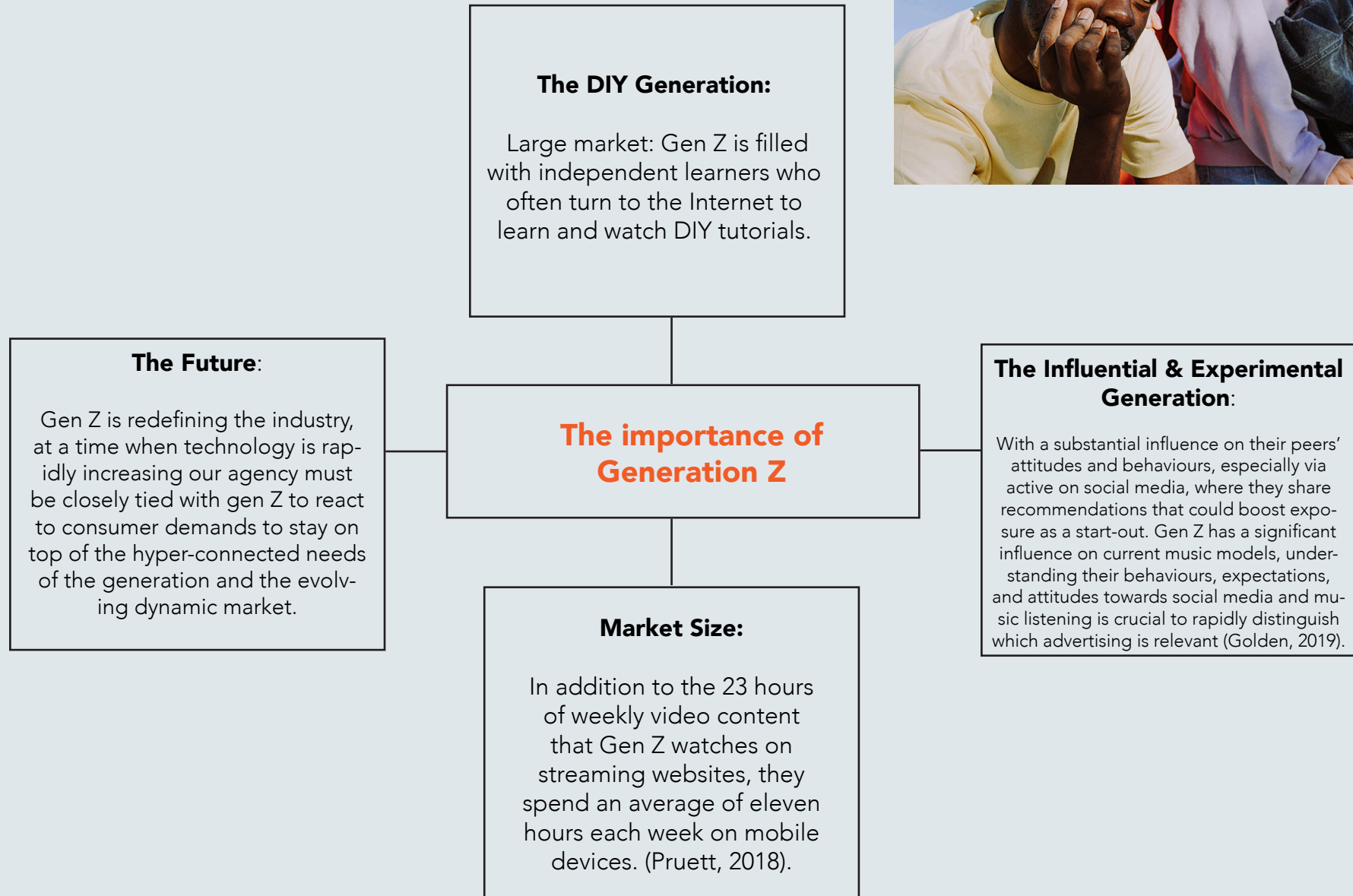
## Emphasis on brand identity & content

- Consistency is key to convey brand identity and value.
- We aim to reach verified account status across all social channels
- We are implementing the #LetsGoARTISTDIRECT #ArtistDirectory #TheADM to create buzz and brand recognition.

## Partnerships with low-key creators/artists

To gain the relatability factor and to get our brand out there via people that aren't celebrities we will be partnering with some small creators and or artists and giving them exclusive free access to some of artist directory's offerings. Micro influencers, recorded stronger engagement than macro influencers, with bigger audiences. (Yegrova, 2022).







# TikTok.

Artist Directory will be posting videos that are consistent with our brand and ethos to ensure a coherent message is being projected, whilst promoting our webinars via link.

We will be producing targeted videos, that will aim to be on the ForYouPage's of aspiring musicians, whilst following accounts that replicate the same market, thus will attempt to algorithmically gain those types of followers. As for celebrity sponsors, we tread carefully due to the ad-nature on TikTok. We will be doing collaborations with our artist sponsors (story-like) to build enticement and relatability.

Tik Tok Live: We will have clients of Artist Directory doing interviews and personal testimonials about their time with the company and how it has helped them develop as individuals and career-wise in industry. As well as our creators partnered with artist directory, they will be curating sponsored posts and advice live sessions for unsigned artists.

Implementing our hashtag #ArtistDirectory #TheADM #LetsGoArtistDirect across all posts and visual cues.

## SMART Objectives

1	Reach 1,000 followers by 6 months,
2	Retain engagement by aiming for at least 20 comments , 5 reposts and 100+ likes per post by the end of year 1.
3	Reach the unsigned artists FYP nationwide

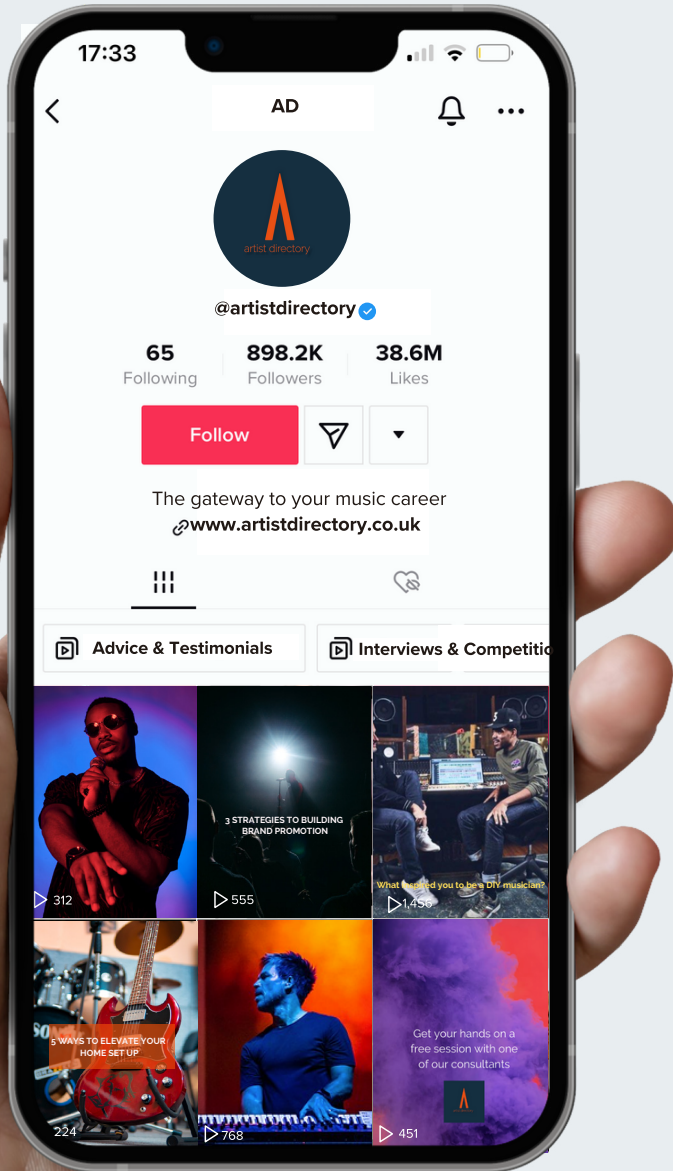


Fig. 50

# TikTok. example content

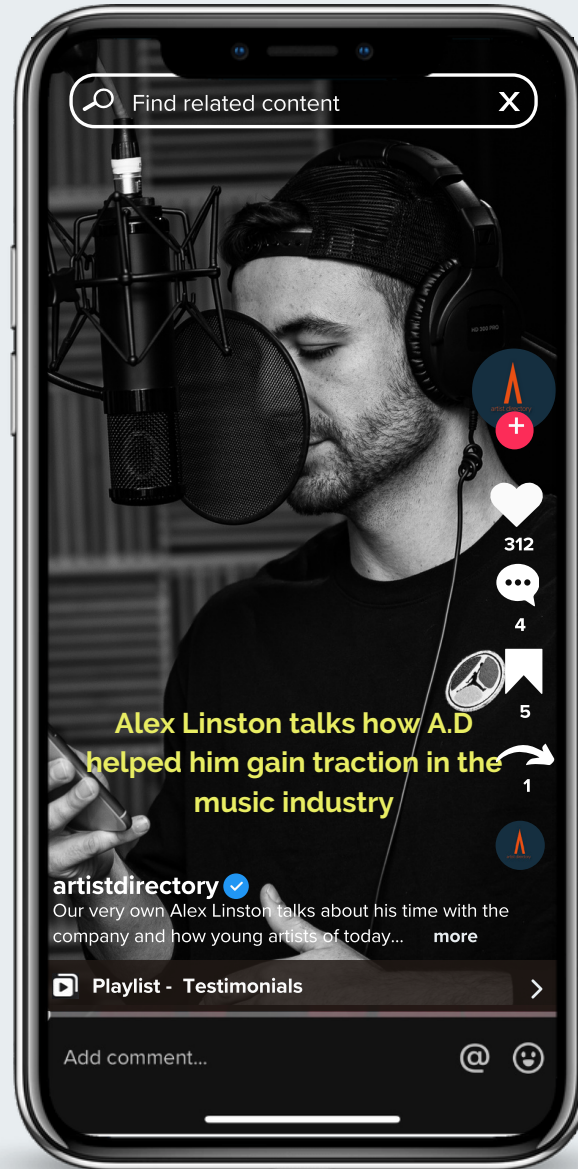
Homepage

Fig. 51



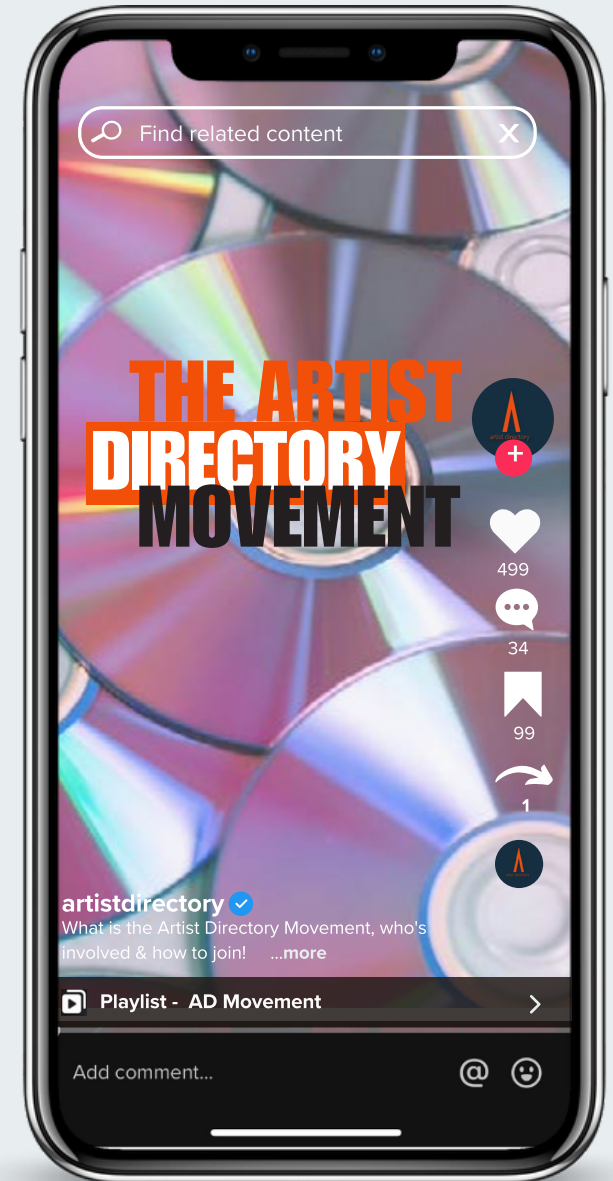
TikTok Video - Interview

Fig. 52



Advertisement

Fig. 53



# Instagram

An Instagram-led study #NoFilter, across 13 key global markets found **80% of respondents follow a business on Instagram, Music scored 44% share of the most popular markets**, indicating its importance. (WARC, 2022)

**87% of users have acted after exposure to product information** on Instagram, including liking, commenting, messaging the brand, or sharing with other users. (WARC, 2022)

## SMART Objectives

1	Increase social following by 25% every quarter.
2	Track Instagram data regularly to monitor progress.
3	Conduct consistent market research to understand the target audience.
4	Ensure sponsored-posts are being posted every month (1p/month)
5	To host livestreams every fortnight for the first 6 months.



Fig. 54

### 3.0 Marketing Plan: Marketing Mix: Promotion

#### Livestreaming with major DIY artists

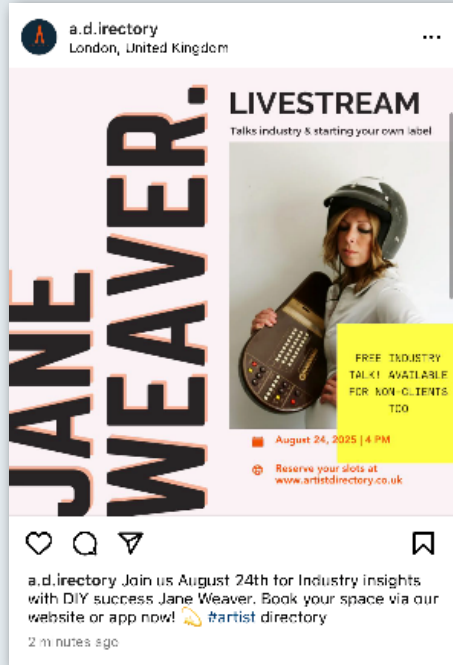


Fig. 55

#### Promotional Strategy

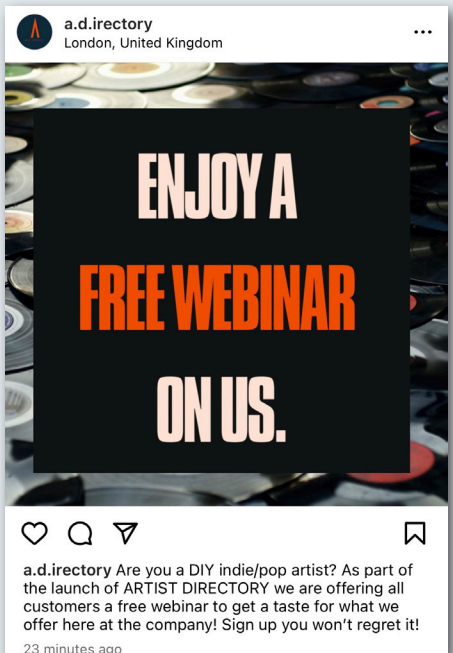


Fig. 58

#### Persuasive Content

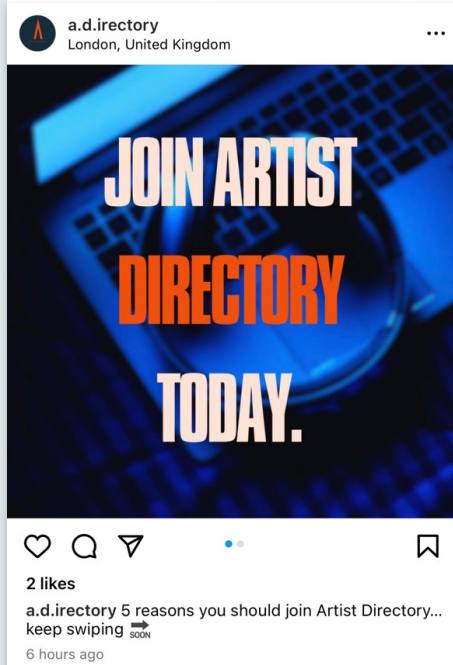


Fig. 56

#### Storytelling: Celebrating Success

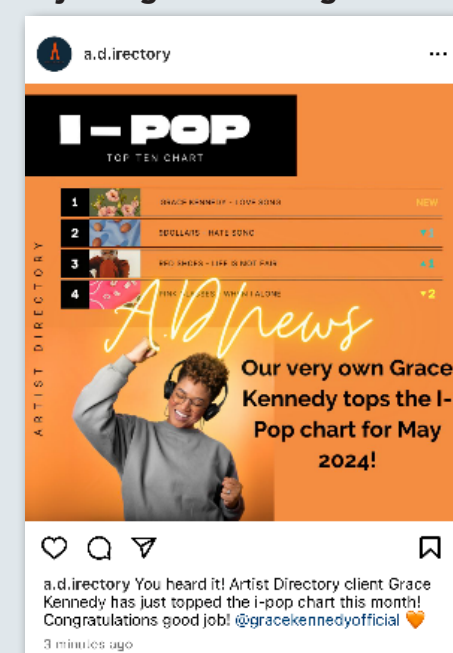


Fig. 59

#### Celebrity Affiliations



Fig. 57

#### Promotional Insight

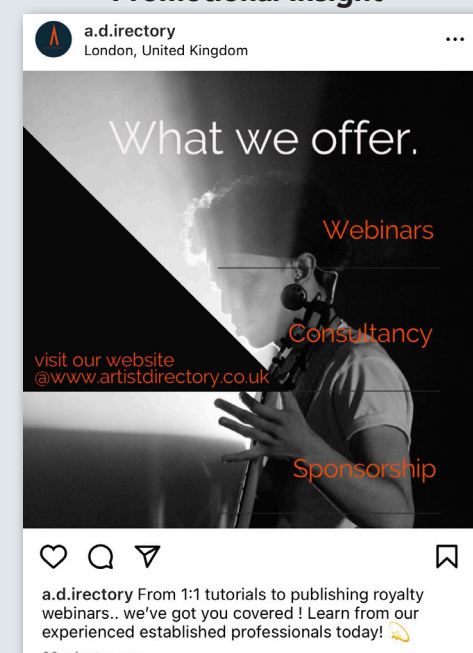


Fig. 60

# THE ARTIST DIRECTORY MOVEMENT

As part of Artist Directory, we are building the '**artist directory movement**' as a sub outlet for creatives to take charge of their ownership and enlighten the creative movement on the need of being able to sustain oneself without relying on artificial supplies of support. We are inspiring others to work towards our collective vision. The progressive movement encourages artists across all creative/ vocational industries to become 'artrepreneurs'.



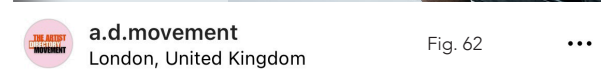
# THE ARTIST DIRECTORY MOVEMENT

The DIY movement is not only empowering, but also entertaining, fostering experimentation and risk-taking which can lead to incredibly inventive and pioneering work. And, best of all, you'll be part of a community of creatives who share your love of self-expression and independence.

WHY YOU SHOULD JOIN GENERATION DIY TODAY

BE PART OF IT

RETAIN YOUR RIGHTS

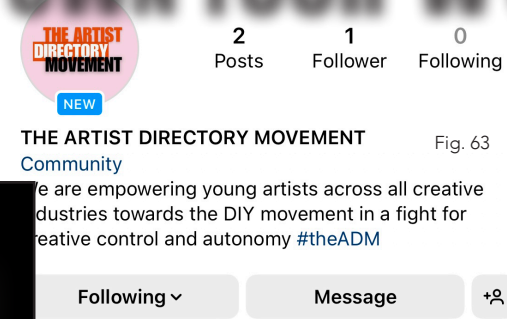


65%

Of Generation Z and Millennials plan to be their own boss or are already engaged in entrepreneurial activities (Spotify, 2020).



## OWN YOUR WORK



# DECENTRALISATION

# SEO

## Insights.

Due to Artist Directory being primarily based via website. We must ensure our SERP results are strong. (0.78% of people click on page 2 of Google's SERPs, Organic Search drives 62% of all visitors to B2C & B2B websites (Brenner, 2023) To analyse our SEO results, we will be utilising the software Screaming Frog, Google Analytics & R Studio, which falls under our marketing budget.

### Strategies

Link worthy	Our link for our website is safe, protected, and professional.
Relevant:	A.D will be updating content via on the website regularly to indicate our relevancy to the industry.
Structure	To do this we have implemented key words via our headings and head pages, so users that are on the web are exposed to our website rapidly. Additionally, utilising keyword metadata Page loading speed: High to avoid unnecessary bounce rates.

# Marketing Mix: Price

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# Pricing Strategy

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Artist Directory determines a fixed project value to ensure that our service is considered seriously. We've established a value-based pricing strategy, accounting for the cost of merit that each webinar will bring, thus, tier 3 webinars cost more.

Artist Directory capitalises on our return on investment being centred around trust, and so we dedicate to providing a service that is truly reflected in the price. The relative lack of webinars in-industry also enables us to use this as competitive advantage in our higher prices.

However, we have accounted for the cost-of-living crisis; 91% of musicians are unable to afford music equipment whilst 90% are worried about affording food with their current income (Bugel, 2022). Our ethos centred around helping different artists be given the foundation to sustain themselves, we must make the service an element of accessible. Moving forward, as our network of contacts grow and we branch out into different genres of the music industry resulting in higher demand for the service, A.D will be able to charge higher prices for our webinars.

## Consultancy - cost plus pricing

Artist Directory has opted for a cost-plus pricing strategy in terms of our consultancy feature. Industry professionals have a high rate and for us to be able to financially gain, we must set a high rate of pay.

For a 1/hour session:

Rate of pay we charge client - £130 (cost +)

Rate of pay we incur - £20

Rate of pay consultant incurs - £110 (cost)



The global Live webinar software market value is expected to grow at a CAGR of 6.10% by 2028. (Arnold, 2023).

Penetration	Cost-Plus	Competitive	Skimming	Value Based	Dynamic	Economy

## Establishing a price point.

Further consolidation research.  
\*Survey Pool - 28 Unsigned Artists

£41-£50	9
£50-£60	14
£61-£70	5

What price bracket would you be willing to pay for a 2 hour interactive webinar with a industry professional?

£10-£15	4
£16-£20	9
£21-£30	9
£31-£40	6

What price bracket would you pay for a 1 hour recorded webinar hosted by industry professionals with a unique take on a specific part of the industry?

£3.99	1
£5.99	1
£7.99	5
£9.99	7
£11.99	9
£15.99	5

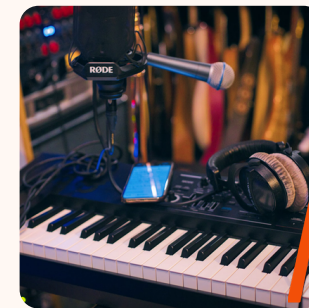
What is the maximum price you would pay for a subscription p/month?

## Subscription Offers



### 6 MONTHS

- 1 free webinar of your choice
- 1 month free subscription
- 50% off 1 consultancy appointment



### 1 YEAR/ YEARLY

- 1 free webinar of your choice
- 2 months free subscription
- 50% off 1 consultancy appointment
- \* ability to move between tiers



### BANDS/Yearly

- 1 free webinar of your choice
- 2 months free subscription
- 50% off 2 consultancy appointments & 3 guests

### 3.0 Marketing Plan: Marketing Mix: Price

#### Non-Clients

<b>Tier 1</b>	<b>Tier 2</b>	<b>Tier 3</b>
<b>Webinars: £20/session</b>	<b>Webinars: £40/session</b>	<b>Webinars: £60/session</b>

#### Clients

<b>Tier 1</b>	<b>Tier 2</b>	<b>Tier 3</b>
<b>£5.99/ pmonth</b>	<b>£7.99/ pmonth</b>	<b>£9.99/ pmonth</b>
<b>Webinars: £15/session</b>	<b>Webinars: £35/session</b>	<b>Webinars: £50/session</b>
4 X 1 hour recorded webinars every month (Live, Publishing, Recording & Management)	4 X 1.5 hour interactive live webinars, (including 30 minute Q & A session) with 1 industry professional	App access and opportunity for showcasing work
App Access	App access	4 X 2 hour interactive live webinars (including 30 minute Q & A session, opportunity for personal feedback featuring 2 industry professionals)
Prospective: Livestream access to ADM conference, can enter questions virtually but no guarantee they will be looked at	Prospective: Discounted ticket for attendance to the twice a year ADM conferences which provides them with the opportunity for Q& A and networking	Prospective: Heavily discounted ticket price for attendance to the twice a year ADM exclusive conferences which provides opportunity for Q& A and networking.
Consultancy Option	Consultancy Option	Consultancy option with 5% discount

# **Marketing Mix: Product**

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# Website

Artist Directory owns the domain **www.artistdirectory.co.uk** for the next 3 years with plans to renew after that period.

## Website Prototype

The website is designed to be accessible via any electronic device (laptop, phone, tablet)

- Log in for clients
- Breakdown of service for potential clients
- Introduction of industry professionals and consultants
- Profile page for bookings, subscription and add-on purchases
- Consultants page to look through & learn their experience
- Social cues and redirection to the app

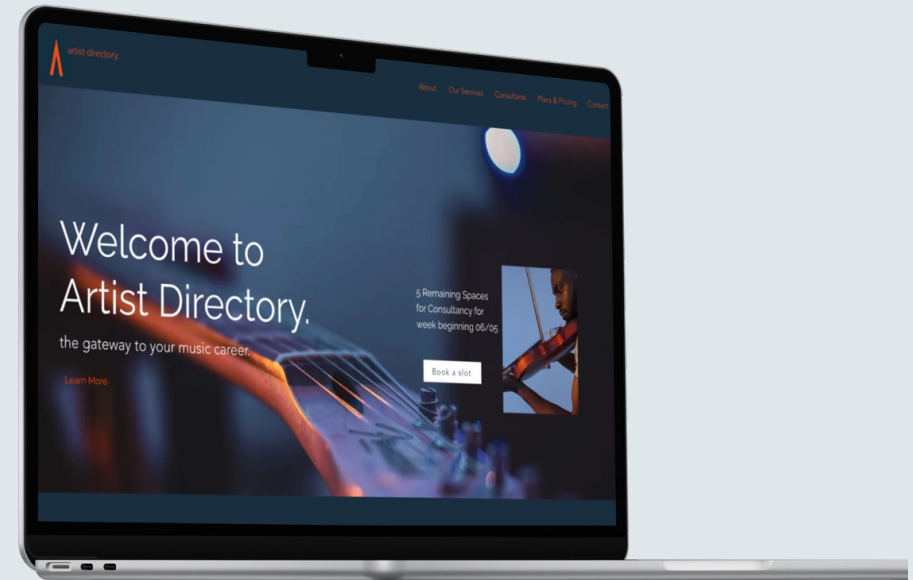


Fig. 67

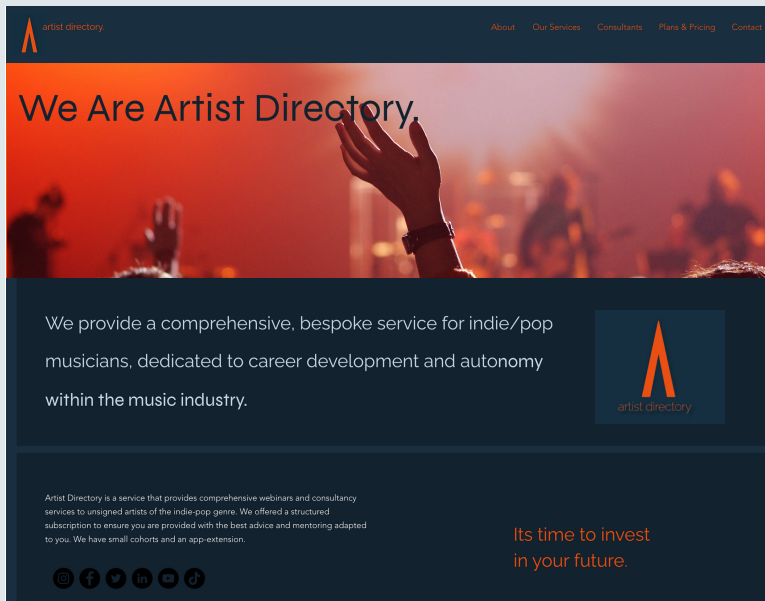


Fig. 66

## Design / UX

- Sleek design incurring brand theme colours
- Horizontal menu for optimum UX accessibility
- Landing page includes summary of each section so potential clients can quickly look through

# Client Pages & Portal

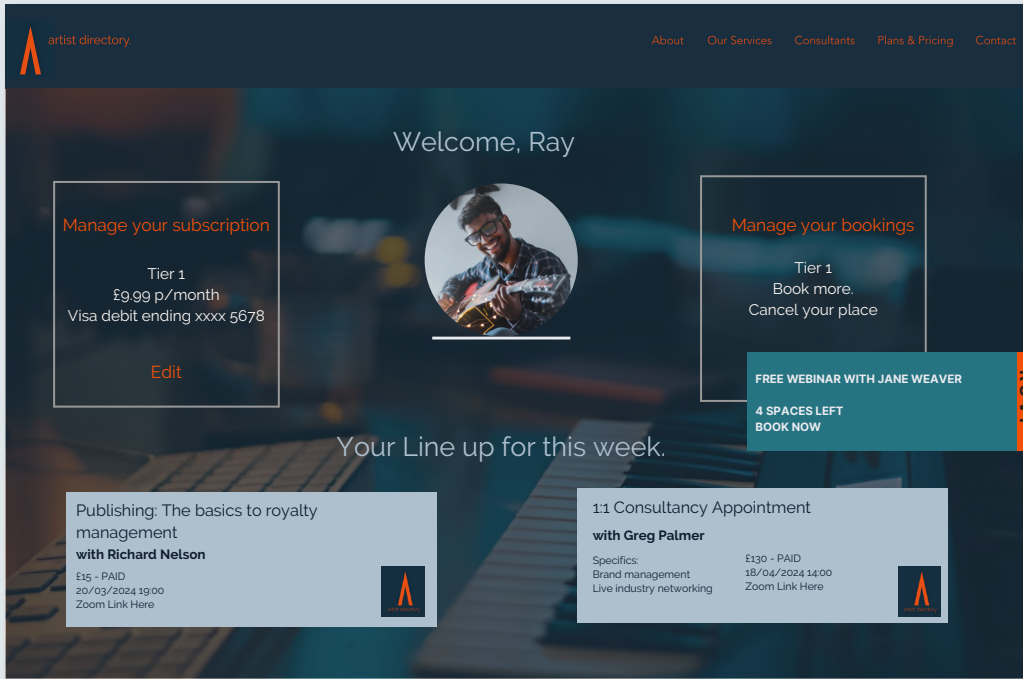
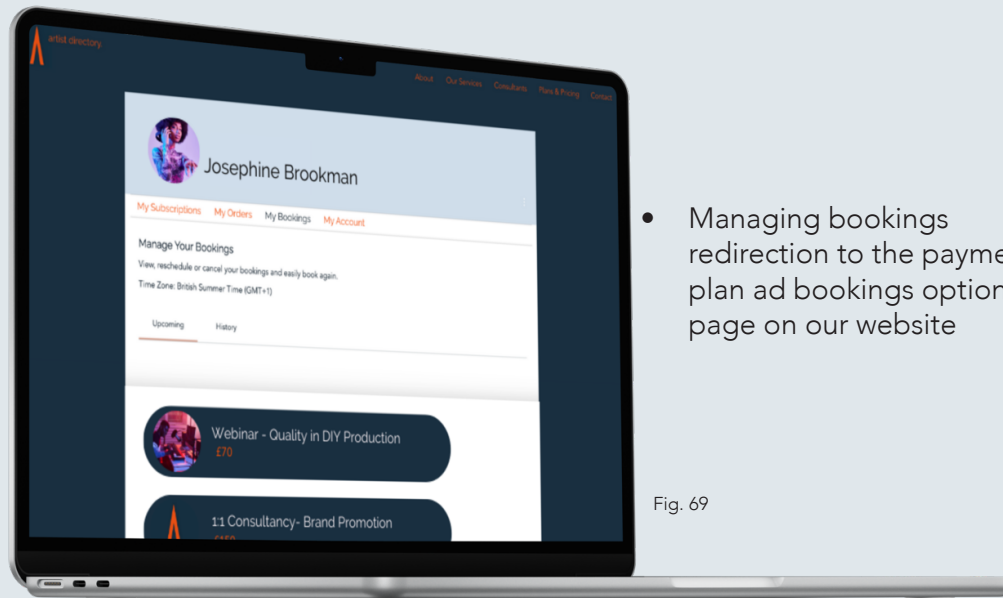
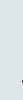


Fig. 68

## Log-In for Artist Directory Clients

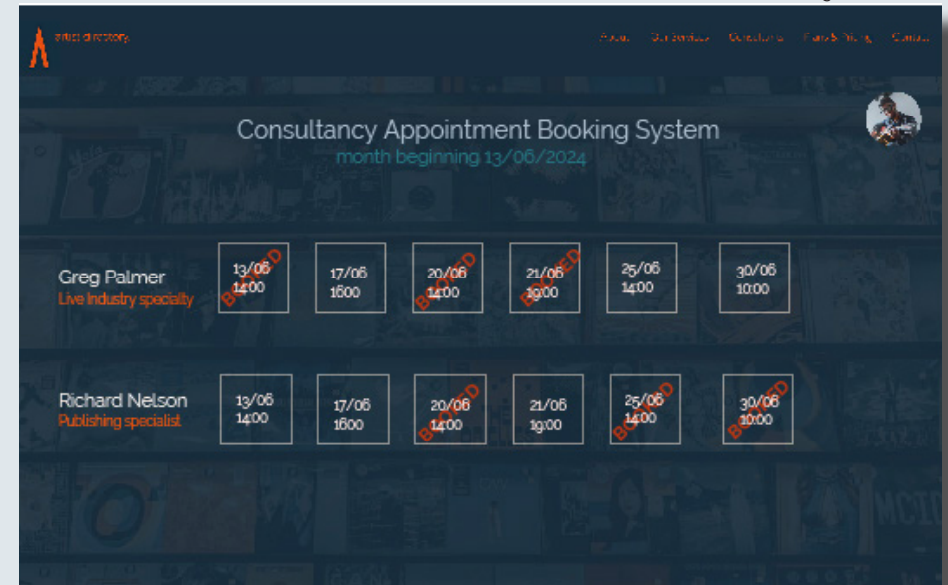
- Space for promotion for any new features or events that the client may be interested in
- Management options for both subscription and bookings in case client last minute opts out of a webinar (clients are allowed 2 cancellations p/year, so the business does not lose money)
- Consultants update their availability for consultancy appointments to the portal at the beginning of each month. First come first serve basis
- Clear itinerary of clients bookings for the upcoming week (updated every Sunday night)



- Managing bookings redirection to the payment plan ad bookings option page on our website

Fig. 69

Fig. 70





### 3.0 Marketing Plan: Marketing Mix: Product

## Services Overview for Landing Page

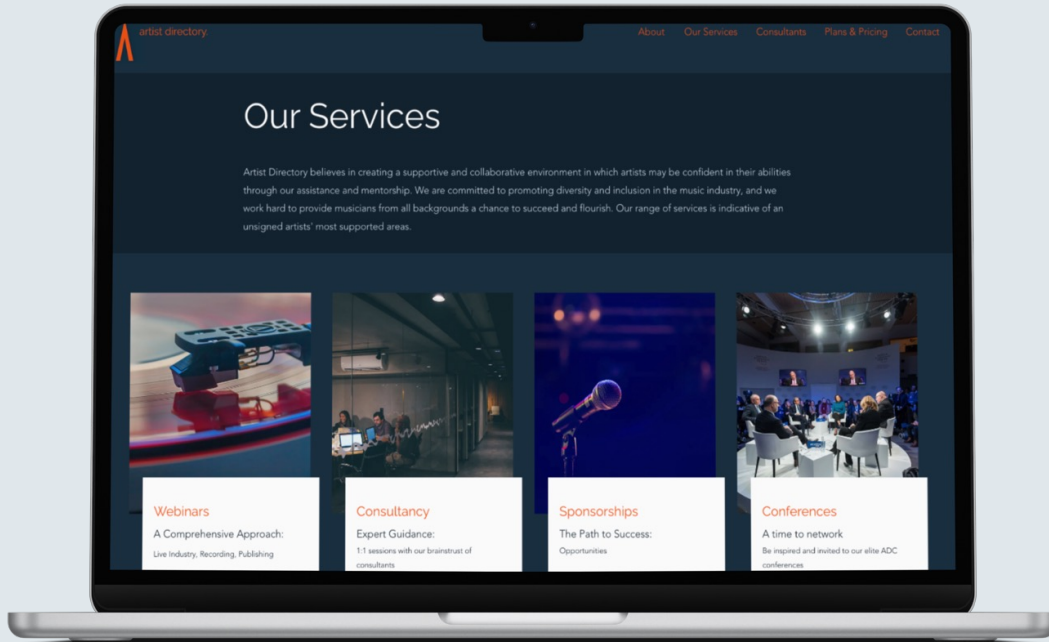


Fig. 71

## Services Page for each available service. Webinars sub page shown.

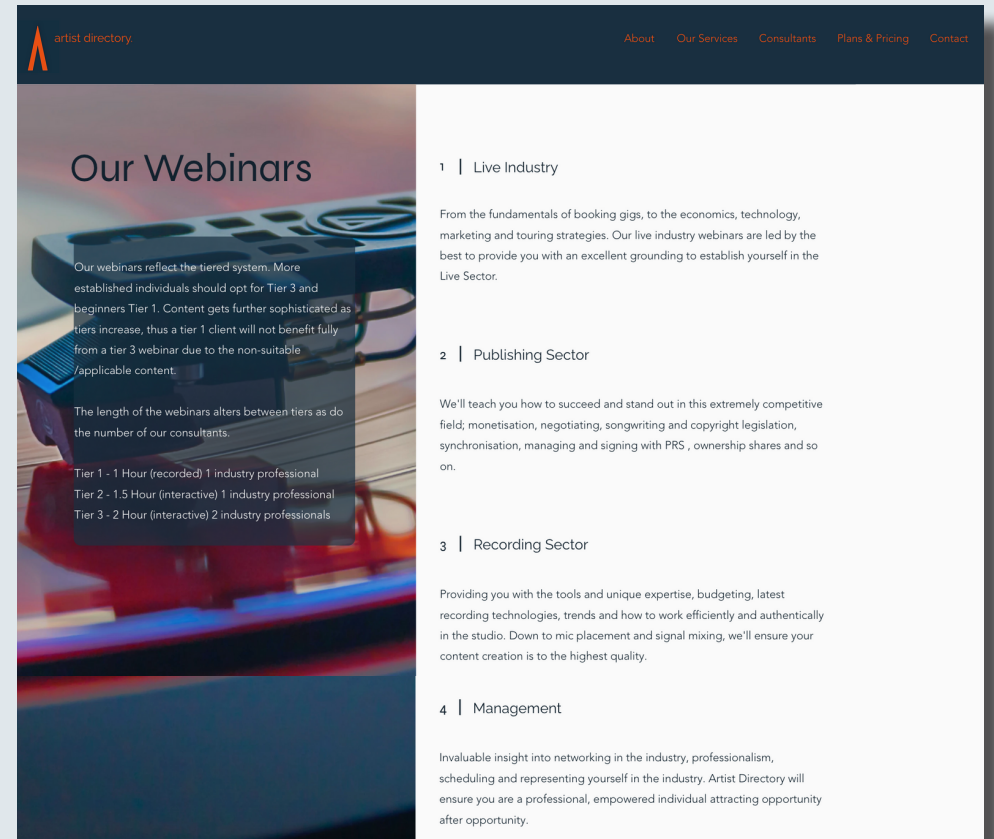


Fig. 73

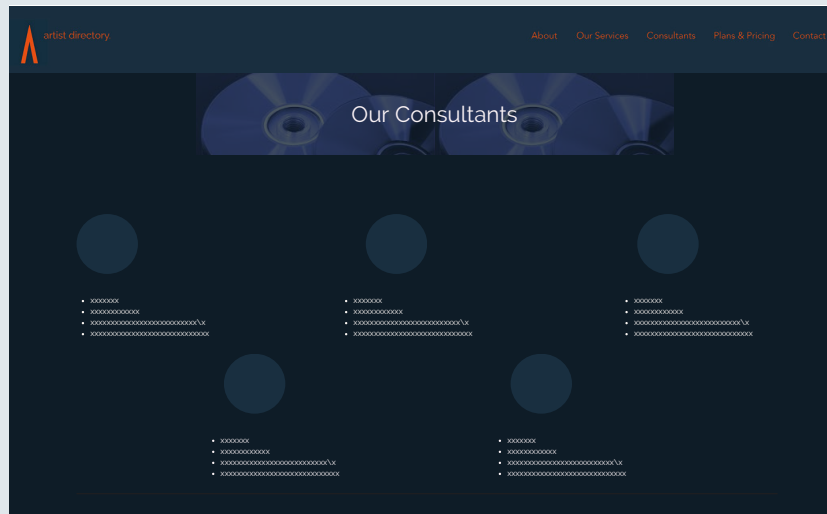


Fig. 72

### 3.0 Marketing Plan: Marketing Mix: Product

Understanding your Tier.

**1 Beginner**

**2 Intermediate**

**3 Advanced**

view our career timeline here

Becoming an Artist Directory Client

Fig. 74

### Clients

Subscription Options  
Plans & Pricing

**Tier 1**

**£5.99 / month**

- 1 X 1 Hr free recorded webinar
- 4 X 1hr recorded webinars in our 4 areas of expertise
- App- Access
- Prospective: Livestream tickets to our twice yearly AD Conferences

**Tier 2**

**£7.99 / month**

- 1 X 1 Hr free recorded webinar
- 4 X 1.5hr live webinars in our 4 areas of expertise (30 mins Q&A)
- App- Access
- Prospective: In-person tickets to our twice yearly AD Conferences

**Tier 3**

**£9.99 / month**

- 1 X 1 Hr free recorded webinar
- 4 X 2hr live webinars in our 4 areas of expertise with 2 of our industry professionals (opportunity for personal feedback)
- App- Access
- Sponsorship Opportunity
- Prospective: In-person tickets to our twice yearly AD Conferences

Start Now

Start Now

Start Now

Fig. 75

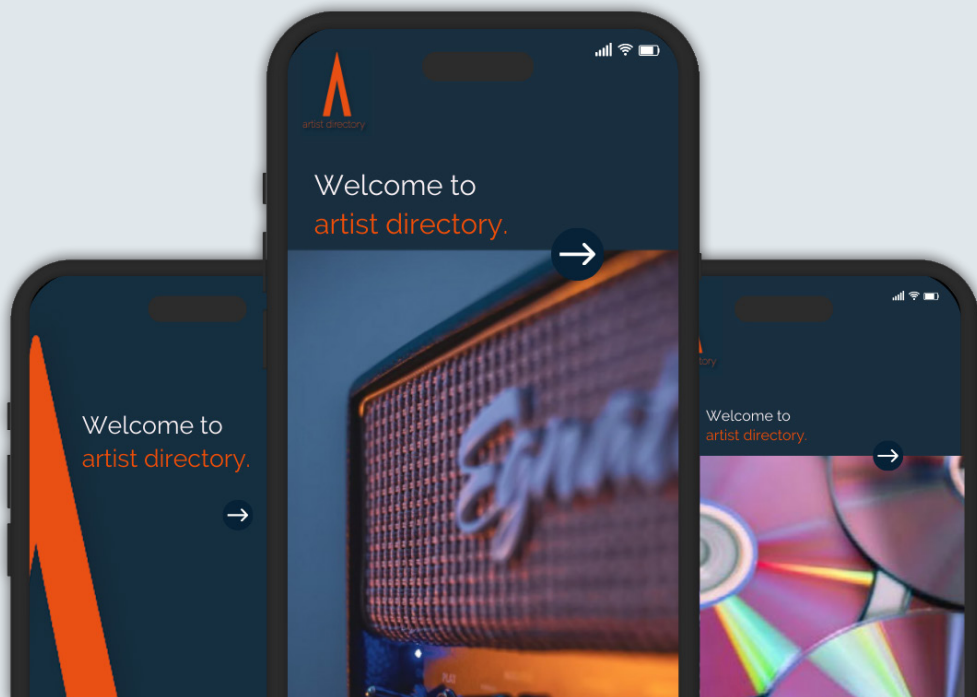
### Non Clients



# App-Extension Product Overview

## Log In Screen

Fig. 76



## Search & Home Section

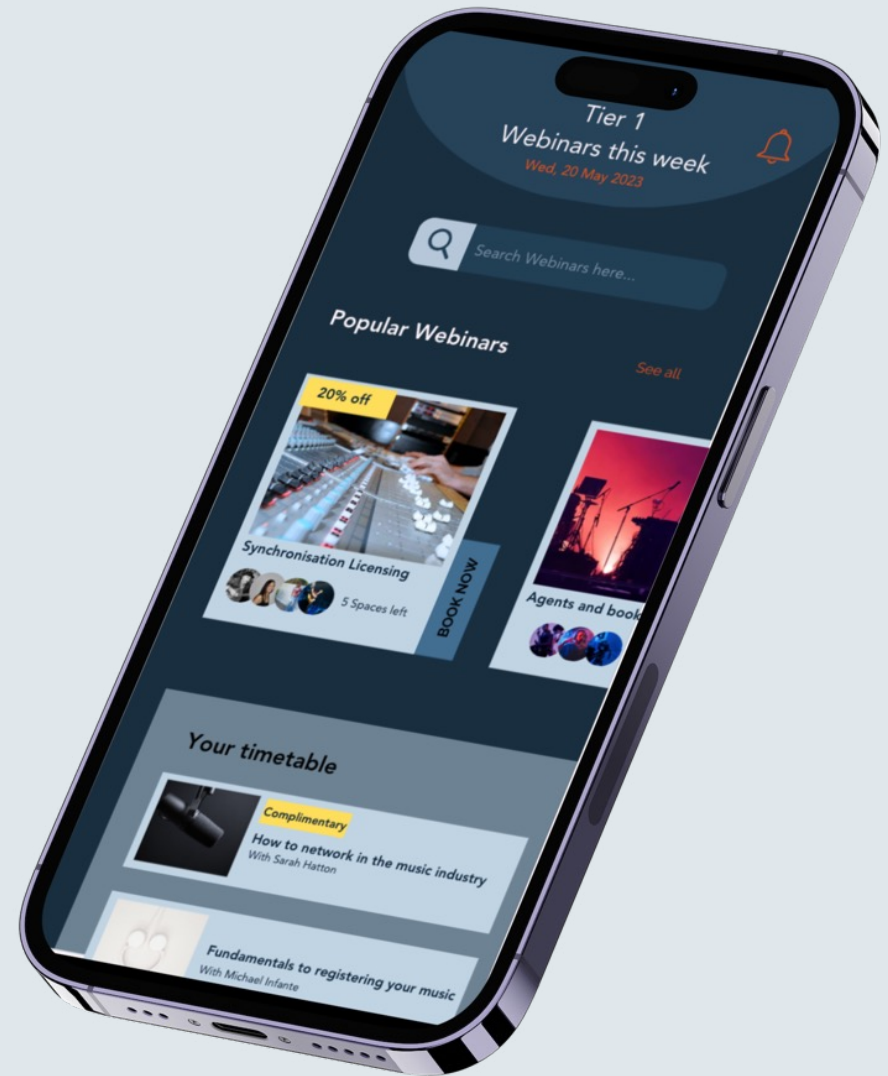


Fig. 77

## About our App-Extension Offerings.

Our app-extension is designed as an easier-access portal where webinars will also be hosted from. Users can access their bookings, subscription and links to webinars, sessions and gain exclusive offers on upcoming content.

Forum: LinkedIn for Musicians

Our final component is our forum, where other unsigned artists can discuss interesting findings, connect, collaborate, and network in a new space, other than places like reddit. This will enhance our community aspect of our ethos.

Notifications: Optional feature that allows client reminders before their classes commence and forum updates.

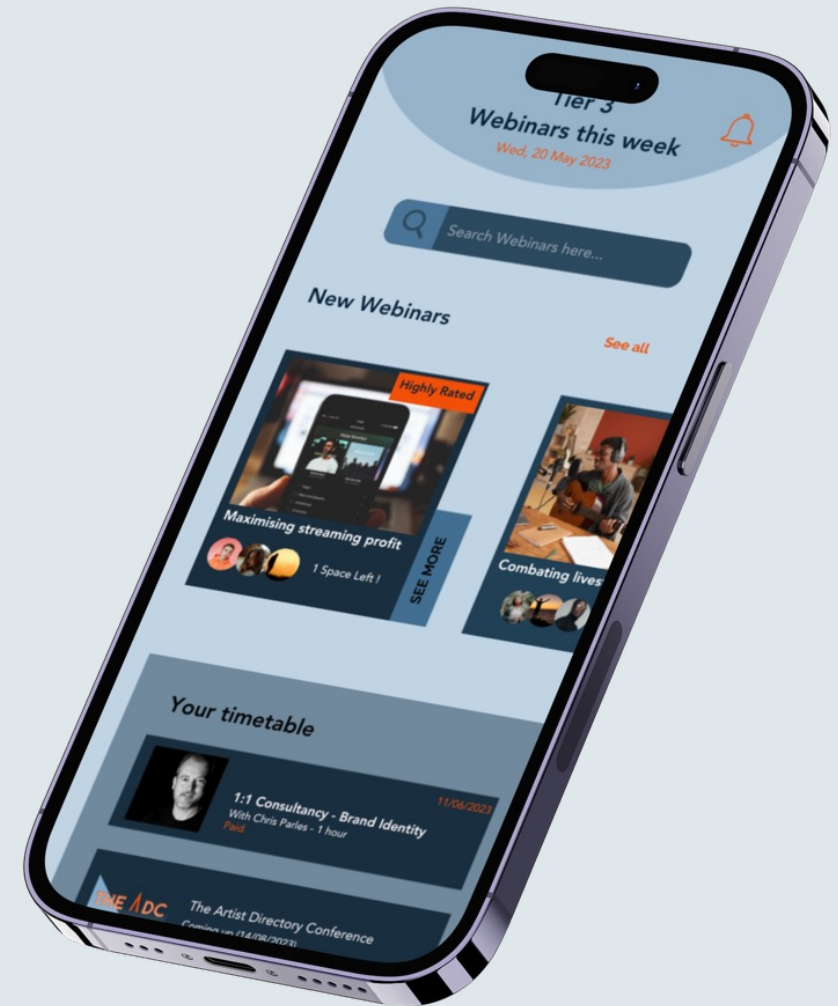


Fig. 78

## UX (User Experience Framework)

The app provides a saved section where clients can keep their purchased webinars. The app allows live note taking that links back to their notes section under their account so clients can jot things down any key bits of information or questions they have during sessions.

Notifications feature that allows clients reminders and warnings before their classes commence, these also appear on the device home screen of the client if they opt in. The shades of blue for the background screen lighten as clients move through the tiers.

Clients can customise their profile pictures and there is space for them for a bio (to place their achievements in etc.) Users can follow each other, message each other and send invite links to join different sessions that they recommend.

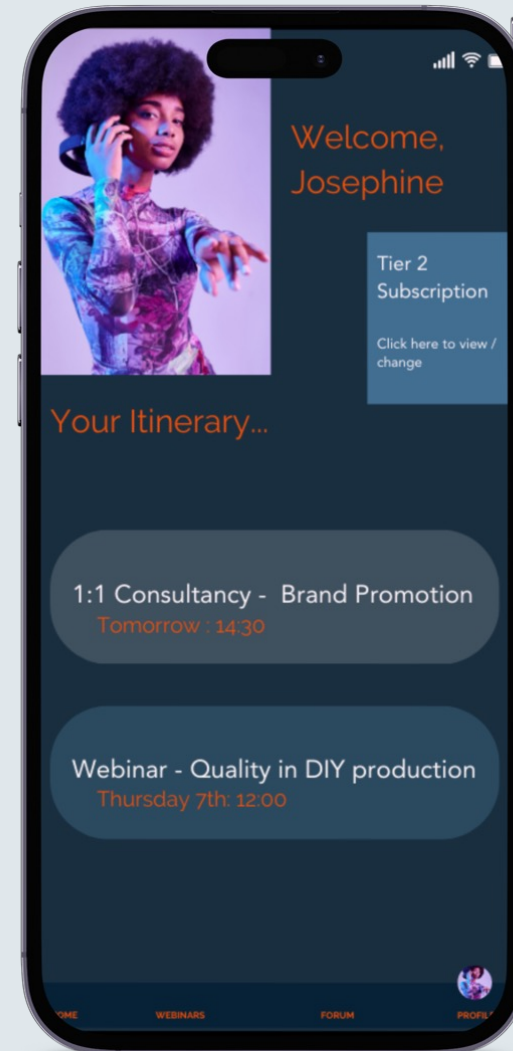


Fig. 79

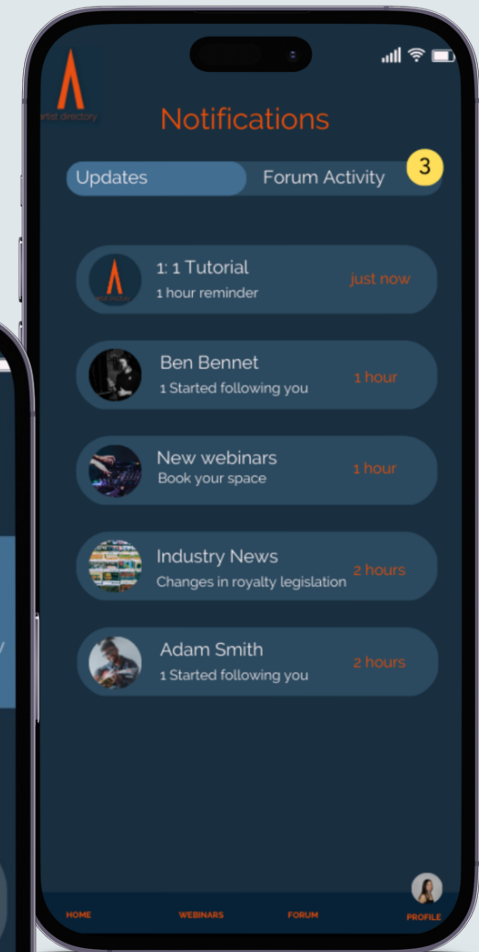


Fig. 80

# **Marketing Mix: Physical Evidence**

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### 3.0 Marketing Plan: Marketing Mix: Physical Evidence

- View our landing page here or visit: <https://artistdirectory.co.uk/>
- Please note, although the website is complete, only the landing page could be publicly published due to the bookings element of the business.

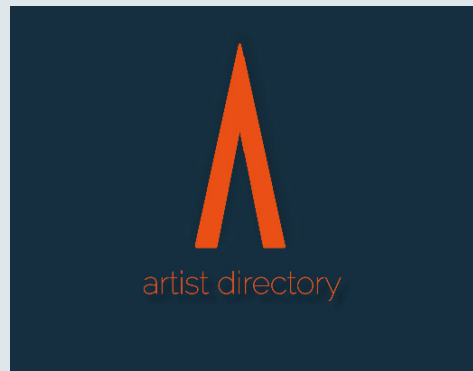


Fig. 81

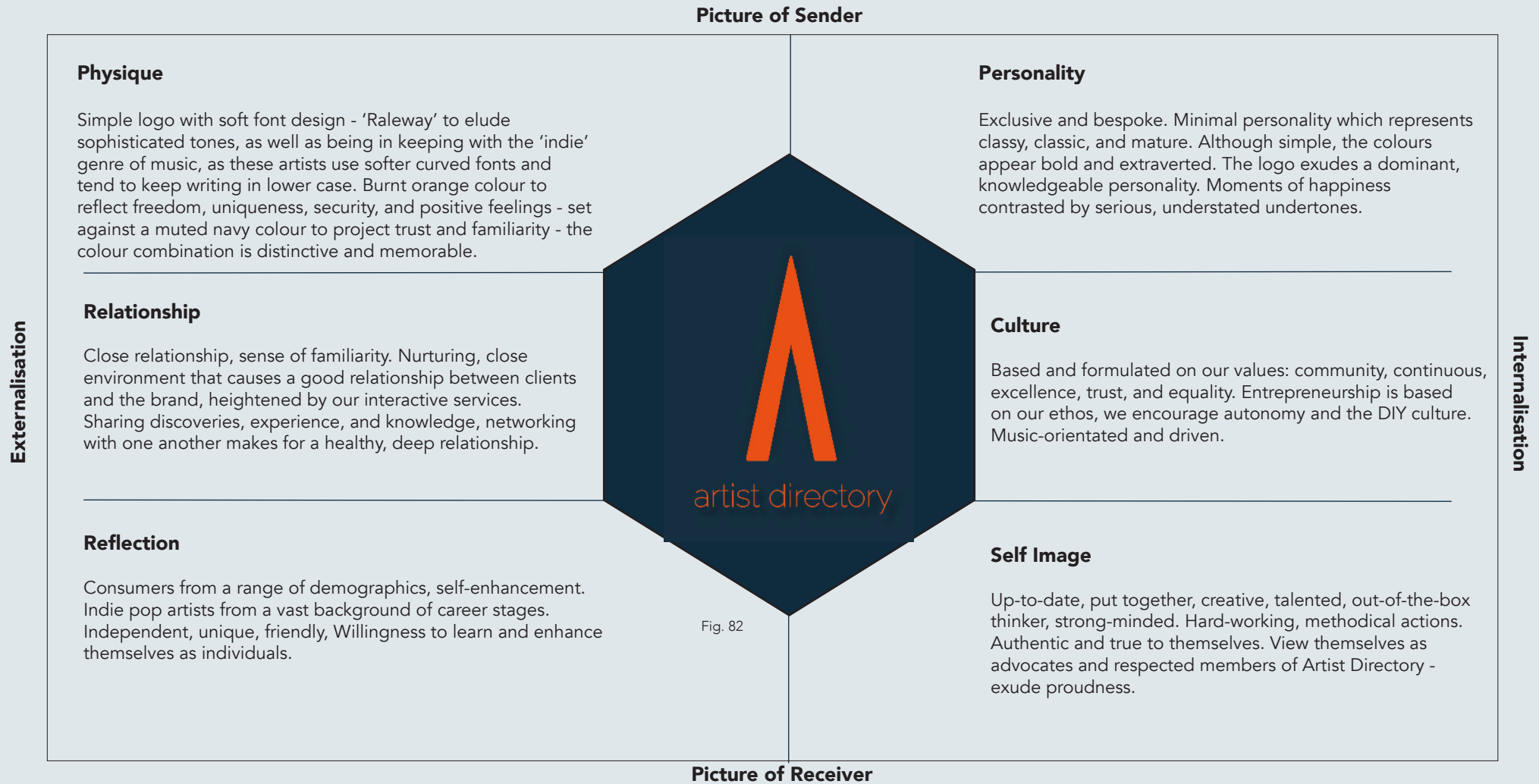


## **Marketing Mix: Packaging: Brand Book**

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# Brand Book – Highlights

## Brand Identity Prism



# Logo Dissection

## Reasoning

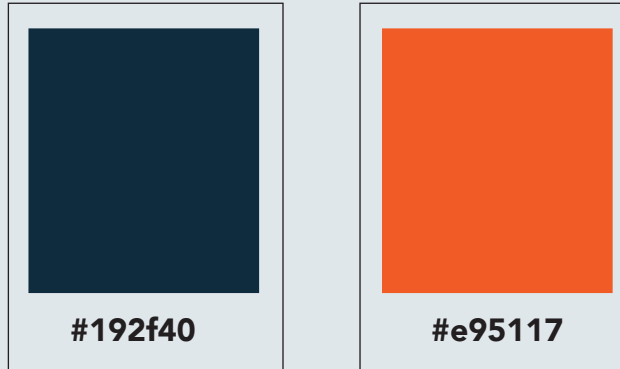


Fig. 83

The Name	The Design
<p>Our brand name 'Artist Directory' stems from the name of the market we are attempting to attract 'Artist Direct' - any artist that wishes to remain unsigned and not relinquish their rights and creative freedom to a record label. As we are a guidance-based service offering mentorship, we capitalise on the extension of -direct (directory).</p> <p>Font</p> <p>Aa Raleway. A professional, elegant font that elevates the brand message of security and prosperity, community, and bespoke aspect.</p>	<p>The orange polygon-shaped object on our logo is meant to represent</p> <ol style="list-style-type: none"><li>1. The A from the artist directory</li><li>2. An arrow that is shaped upwards signifies success and growth, onwards and upwards - positive connotations for the brand</li></ol> <p>Our name is placed strategically underneath to show that the result of this growth stems from our company., It also offsets the heavy bold orange object above and tones it down.</p> <p>We wish that the logo without the name will become a significant recogniser of our brand, so individuals will associate the colours with Artist Directory.</p>



# Colour Ways



## Our Colours

At this present time, there is a lack of this colour combination in the music industry, thus can enhance our brand USP and make space for a new entry in the market. The brand theme is based on contrasting colours for maximum effectiveness for visual interest and aesthetic.

## Colour Psychology



'Serious element' Stability, calmness, control, reliability, knowledge, authority, technologically-advance, integrity, success, grounding to offset the orange.



'Fun element' Optimism, freedom, rejuvenation, new, positive, stimulation, betterment, warmth, happiness, friendly, confident, nurturing. The burnt tone signifies sophistication and credence.

# Financial Plan

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# Financial Plan

## Overview.

The launch of Artist Directory is set at the beginning of 2024, with the first six months offering a trial webinar to potential users. Due to the lack of a clear market leader and the fact that most of the rival competition is free, Artist Directory's prices products accordingly while also considering the regular income of the artists.

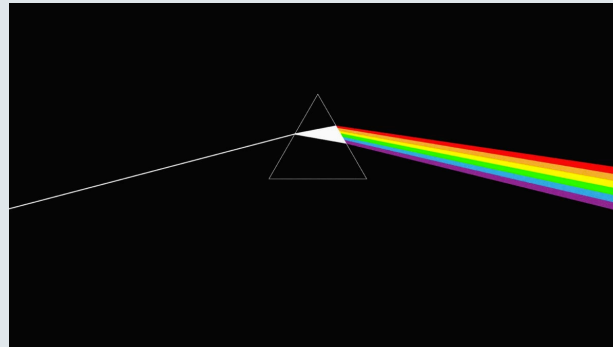


Fig. 84

# Financial Plan

## Budgets.

Our budget is based on pre calculated, methodical predictions .

### **App Development: £35-£40,000**

Simple user interface system, with larger costs due to the complexity of the user-based login system and also interactivity on the forum and notifications. (Based on market research and app development average costs by features)

### **Marketing: £15,000**

Our current marketing budget stands at £15,000 for the first year, however as we measure success and progress, we will be consistently assessing the success of our marketing initiatives and adapt the budget placement accordingly to maximise return on investment.

Social media advertising, including influencer marketing & sponsored posts: £7,000

Content creation: £1000

Search Engine Optimisation: £2,000

Affiliated ads : £3,000

Email marketing: £2,000

# Financial Plan

## Balance Sheet - Year 1

<b>Assets</b>	
Current Assets	
Cash equivalents	£38,480
Accounts in Receivable	£691
Pre-paid expenses	£7,500
Long Term Assets	
Property costs (Cyber)	£1,500
Intellectual Property	£1,000
<b>Total Assets</b>	<b>£49,171</b>

<b>Liabilities</b>	
Current Liabilities	
Accounts Payable	£15,000
Accrued Expenses	£499
Unearned Revenue	
Long Term Liabilities	
Long-term loans	£25,000
<b>Total Liabilities</b>	<b>£40,49</b>

<b>Shareholders Equity</b>	
Owners Investment	£2,500
Retained Earnings	£0
Shareholders Stakes	0% y1
<b>Total Equity</b>	<b>£5,000</b>

Our balance sheet enables us to monitor Artist Directory's performance, spot patterns, and put policies in place to assist our finances.

# Financial Plan

## Costs

Due to the website-based business strategy and the fact personnel are hired on a year-round basis for each month whilst webinars held monthly, Artist Directory is able to operate with minimal expense. Naturally, as demand and popularity increase, we will move webinars to a fortnightly schedule. This will result in higher employee salaries, but also higher revenue from customers.

Our **lack of recurring overheads** makes A.D a **highly profitable business model**.

Our main costing will be from our webinar consultants, which they will be on a salary base of £150 p/hour due to their extensive expertise and experience within the industry.

(\*one-time costs are in orange)

As accounted for in the financial forecast:

- 4 Areas of expertise (Live, Recording, Publishing, Management)
- 3 Tiers per area, T1 – 1hr, T2- 1.5hr, T3 – 2hr
- £150 + £300 + £225 =
- £675 / consultant/ p/month
- £675\* 4 = £2,700
- T3 = 2 X industry professionals, (+£300)
- £300 \* 4 = £1,200
- £2,700+£1,200
- 6 months = £23,400
- 1 Year = £46,800

Our start-up costs are one off costs.

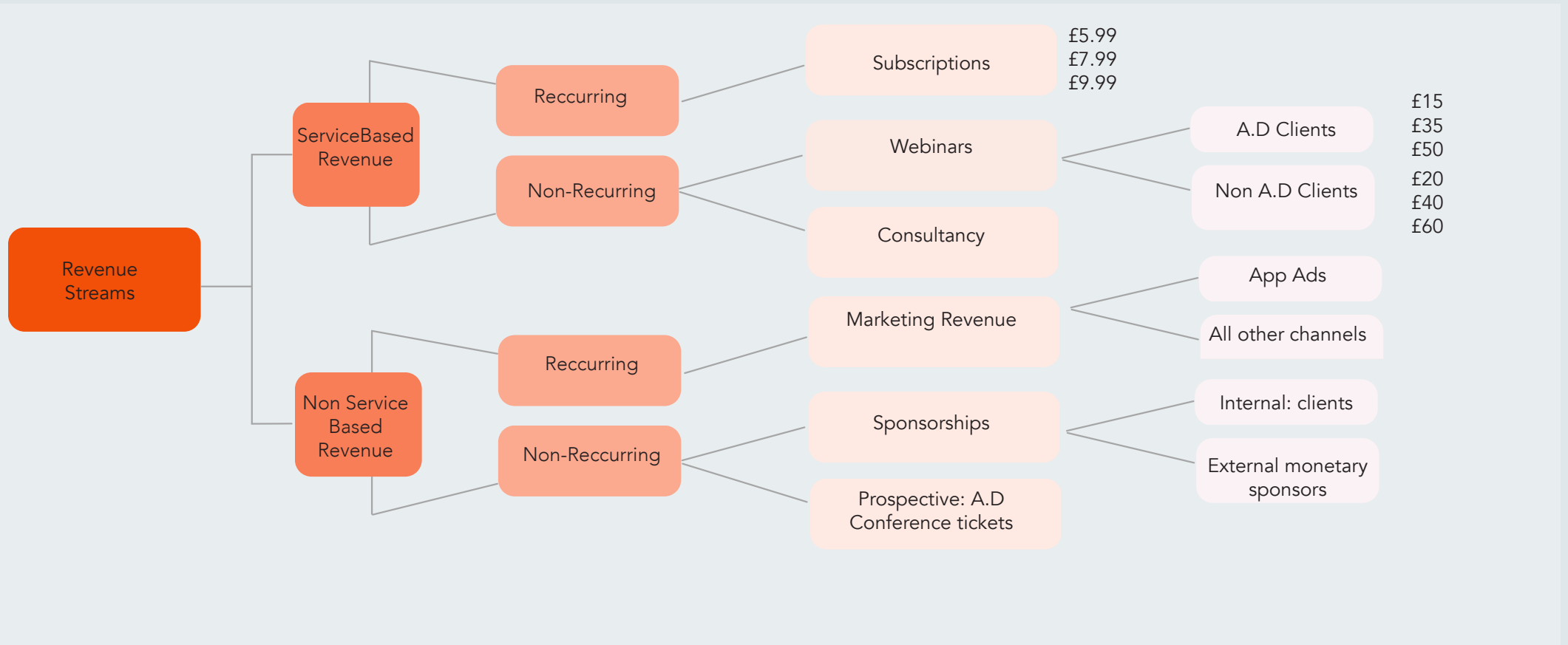
- Website Development (one-time)
- App Development (one-time)
- Marketing expenses (larger as will be taken from yearly revenue in forthcoming years).

Other outgoings are based on continual development of the business.

Webinar Consultants employee salary
Consultancy appointments (consultants share)
Marketing Expenses
App Development
Website Development & continuous development
App Maintenance
General & Administrative
Website Development
Private Limited Company Insurance (Incl Cyber)
Lawyer fees
Registering Artist Directory
1st 6 month 1 free webinar every customer
Wix Subscription (Premium)
Domain Cost
Zoom Subscription for hosting webinars
Repayment of loan
Celebrity Sponsors (5% stake)

# Financial Plan

## Revenue Streams



# Initial Investment Funding.

A total of £42,500 in funding has been successfully obtained for Artist Directory's early start-up expenses to establish the company up and operating, maintain a strong liquidity ratio, and pay for any one-time expenses. Broken down as follows:

## Arts Council England (£10,000)

Repayment Plan: 50% over 2 years when the company passes the £40,000 income mark.

## Princes Trust (£15,000) 6.2% APR

Repayment Plan: 25% each year when the company passes the £40,000 income mark.

A further (£15,000) has been injected from **celebrity sponsors** (FKA Twigs & Chance the Rapper) in exchange for both the individuals to obtain a **5% stake of earnings in the business each year.**

(£2,500) has been injected via personal funds

£42,500 Grant & Investor breakdown for short-term investment:

- Singular Cost: App development & maintenance through teething problems: £35,000
- Half of the budgeted marketing expenses: £7,500



Fig. 85

Fig. 86



Prince's Trust

Fig. 87



# Projections

## Assumptions

The income statement is based on the following presumptions, please note these are realistic statistics based on expected popularity and increase through the first 3 years of start-up.

A.D Clients opting for webinars

Year 1 we gain a total of **30 subscribers**,

- Tier 1 = 12
- Tier 2 = 9
- Tier 3 = 9

Distributed over the year quarterly:

- 1 (T1 = 3 T2 = 2, T3=2)
- 2 (T1 = 3, T 2 = 2, T 3=2)
- 3 (T1 = 3, T 2 = 2, T3=2)
- 4 (T1 = 3, T 2 = 3, T2 3)

The subscribers opt for 3/4 of the 4 available webinars p/month.  
Tier 3 opts for 2/4 webinars as their needs will be more specialised.

### Consultancy appointments

- 30 subscribers - 30 opt for 4 sessions a year

Employee wages are at a set rate, regardless of participant numbers

**6 month free webinars (Tier 1)** 620 Non A.D clients  
30 15 AD Clients

### Non- A.D clients opting for webinars

- Jan – 30 ppts - £1,200
- Feb – 60 ppts - £2,400
- March – 60 ppts - £2,400
- April – 120 ppts - £4,800
- May – 150 £5,760
- June – 200 ppts - £8,000



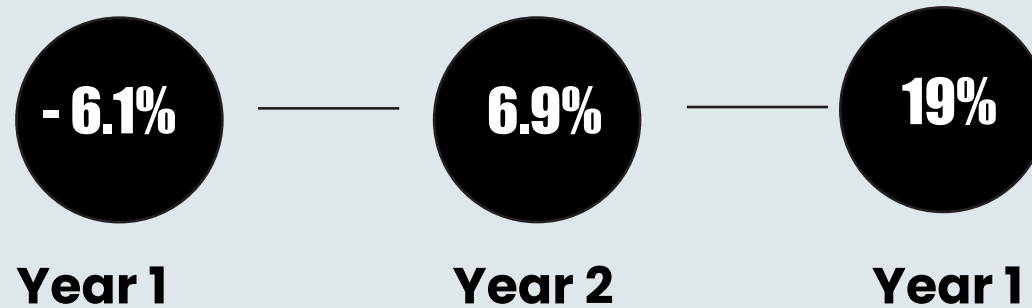
Fig. 88

## Projections Numbers.



(Based before 19% tax reduction)

Year 2 is 1.5X greater than year 1. Y3 is Y2 projected 1.5 X greater than Y2 with 1.5 X webinar salaries as we will be increasing the rate of them as demand grows.



### Gross Profit Margin

The first year starts of with a negative gross profit margin, due to us operating at a loss. However, in year 2 and 3 we gain an extremely healthy gross profit margin, as we put the business into practice, any pricing issues will be exposed if our gross margins budge.

# Income Statement

Income Statement *based on estimates	Y1 - 2024	Y2- 2025 Break- Even	Y3- 2026
<b>Revenue</b>			
Subscriptions, flat rate	£1,380	£2,070	£3,105
Webinar Income (non AD clients)	£48,940	£73,411	£110,116
Webinar Income (AD Clients)	£12,420	£18,630	£27,945
Consultancy Appointments	£15,600	£23,400	£35,100
Reduction: Subscription Discounts	£600.00	£900	£1,350
Advertisement Revenue from App	£60	£50	£70
<b>Net Sales</b>	<b>£120,240</b>	<b>£118,461</b>	<b>£174,986</b>
<b>Gains (Investor Income)</b>	<b>£42,500</b>	£0	£0
<b>Operating Expenses</b>			
Consultants yearly wages	£46,800	£46,800	£70,200
Consultancy Appointments (Consultants Share)	£13,104	£19,656	£29,484
Marketing Expenses	£15,000	£15,000	£15,000
App Development (Singular Cost) (covered by investors)	£35,000	£0	£0
Website Maintenance & Continuous Development	£500	£500	£500
App Maintenance	£1,000	£1,000	£1,000
General & Administrative	£1,000	£1,000	£1,000
Website Development	£1,500	£0	£0
Private Limited Company Insurance (Incl Cyber)	£120	£120	£120
Lawyer Fees (3Hours work for contract)	£450	£0	£0
Registering Artist Directory	£40	£0	£0
1st 6 months 1 free webinar every customer	£12,700	£0	£0
1 X recorded webinar for subscribers	£150	£150	£150
Wix Subscription (Premium/Combo)	£264	£264	£264
Domain Cost	£7.99	7.99	£8
Zoom subscription for hosting webinars	£185.00	£185	£185
Repayment of loan (50%) each year	£0	£6,250	£6,250.00
Celebrity Sponsors 5% stake		£11,846	£17,498.59
<b>Total Operating Expenses</b>	<b>£127,636</b>	<b>£110,175</b>	<b>£141,660</b>
( minus below balance on y1)		£7,396	
<b>Gross Profit (before tax)</b>	<b>(£7,396)</b>	<b>£8,286</b>	£33,326.32

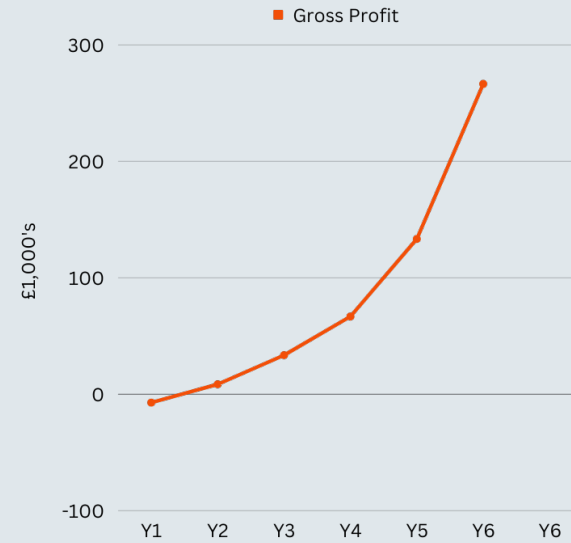
# Contingency Planning

<b>Threat</b>
<p><b>Uncertainty</b></p> <ul style="list-style-type: none"> <li>• Consultants are employed on a freelance basis whereas our webinar consultants are on a monthly salary, thus we must be able to pay our staff for the first 6 months (£23,400)</li> <li>• We are currently waiting on a £23,400 grant from industry heavyweights to account for this uncertainty.</li> </ul>
<p><b>Risk</b></p> <ul style="list-style-type: none"> <li>• Risk for our celebrity investors is minimised because they are taking a proportion of our company earnings for the foreseeable future. They understand that their investment will be profitable but there is also (although minimised) the risk that they will not earn back their capital until quite a few years down the line. For Artist Directory, the risk is minimal</li> </ul>

Scenarios	Risk Level (1=low, 10=high)	Trigger Points	End Plan Trigger
Circulation of Artist Directory material across various online channels.	3	<p>Individuals are no longer signing up to Artist Directory.</p> <p>Piracy issues where content is being shared, and the public are benefiting from this.</p>	<ul style="list-style-type: none"> <li>• Hiring crisis / PR management to remove copyrighted content</li> <li>• Copyright remains in the consultants ownership</li> <li>• Notifications are placed when a client records a webinar, and the consultant is within their right to end the session on the spot. Please note, (consultants are allowed to record for personal protection and records)</li> </ul>
Users who are not paying for Artist Directory are benefiting from the content.	10	One individual pays for a webinar and lets others sit in the back and listen.	<ul style="list-style-type: none"> <li>• Individuals are required to put on their cameras when attending webinars</li> </ul>
We make little ROI in our marketing strategy	5	Artist Directory marketing is not performing well and our marketing strategy is not bringing in new consumer bases or generating attention.	<ul style="list-style-type: none"> <li>• We aim to develop alternative strategies that can be easily implemented to mitigate the damage caused. We have developed a 5 step process for rectifying the situation</li> <li>• Identifies pain points, analysing what is wrong: the branding/ content etc</li> <li>• Developing alternative strategies</li> <li>• Prioritising actions and monitoring and evaluating the next steps.</li> </ul>

## Financial Goals.

- By the start of the second year, to have achieved financial stability and break even to achieve financial independence. (24months timeline).
- To be profitable within the first 18 months of launching the company.
- Generating a positive Return on Investment for our shareholders (quantitative and stakeholders (qualitative). We aim for a 20% ROI in the 2nd year.



## Key Performance Indicators.

<b>Gross profit Margin</b>	We hope to be maintaining a 20%+ gross profit margin for the entire duration of the company, after the initial launch of 3 years. The gross profit margin allows us to easily indicate our earnings after the direct costs of the business are ejected.
<b>Return on Investment</b>	For shaping our marketing strategies, a low ROI would indicate we need to re-design our strategies. We aim to establish a 15% ROI.
<b>Quick Ratio (Acid Test)</b>	To measure repayment on loans etc, this determines how well Artist Directory can use assets to pay down our short-term obligations. An adequate ratio would be 1:1 or higher, we are already achieving this in our first year, as indicated by our balance sheet.

# **Our Future**

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# Growth Strategy

## Subscription Only

Our first future goal is to make A.D subscription only, this will be achievable once we have built up momentum and demand for the brand. This is to increase our revenue streams and capitalise on the exclusivity element of our service.

## Genre-Wide

By year 4 we aim to expand into at least 3 other genres of music, the overarching goal will be to cater for all genres, this will be reachable when our profit turnover is vastly increasing.



Fig. 89

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# Growth Strategy

## The A.D conferences

Artist Directory conferences will become a large part of our services, bringing in a significant amount of revenue. We need to expand prior to build up our range of contacts and industry professionals to pay them a high rate for them to attend. The ADC will be a significant networking opportunity for our clients, and we aim to present them with opportunities during this time such as performance opportunities, competitions and interviews, so we can give back to our clients.

## Livestreaming

We aim to further our opportunities for our clientele by offering weekly livestreaming concerts hosted via our website & partnered with Twitch, (who will act as our partner , retaining half the profit from our livestreams) in exchange for furthering the audience base.



Fig. 90



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# Future Considerations

### **Scalability:**

We require a scalable technology infrastructure, efficient processes, and a clear growth strategy for our website-based service to meet the needs of a growing user base.

### **Music Industry Trends:**

Consistently overcoming new competition, trends that could impact our profitability, especially free platforms. Changes in streaming, legislation and so on could affect our service viability.

### **Customer Needs:**

Artist Directory will need to adapt to the changing consumer demands to what the consumers would like most from, for instance increasing/reducing our webinar / consultancy availability.

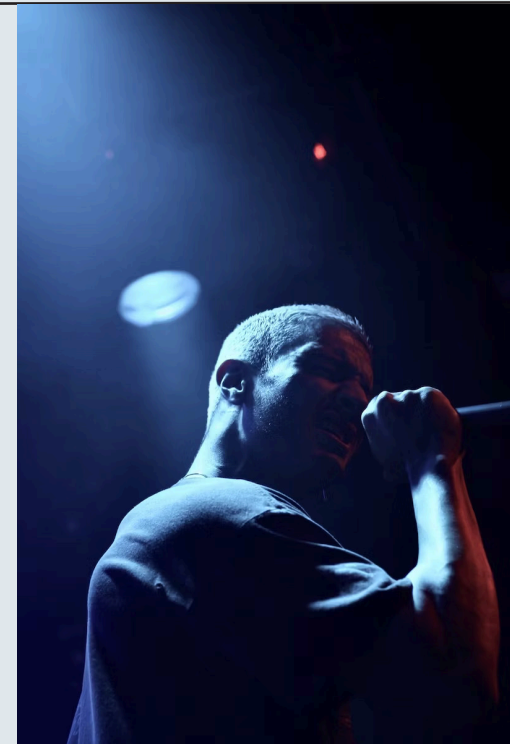


Fig. 91



artist directory

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Fig.3 Sutton, J. (2018) Vinyl still up close [Photograph] At: <https://unsplash.com/photos/Fk6Hj4-FFWw> (Accessed 04/03/2023).

Fig.4 Kinateder, C. (2021) Blurry still of an amp [Photograph] At: [https://unsplash.com/photos/SpMFDM\\_cFD0](https://unsplash.com/photos/SpMFDM_cFD0) (Accessed 03/03/2023).

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Fig.6 Maximalfocus (2019) Image of a man in an orange silhouette [Photograph] At: <https://unsplash.com/photos/8ScI58FffFs> (Accessed 12/03/2023).

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Fig. 8 Bato, L. (2019) Man playing DJ under stage lighting [Photograph] At: <https://djcoursesonline.com/dj-blog/2023/2/22/how-djs-can-avoid-getting-replaced-by-ai> (Accessed 15/03/2023).

Fig.9 Armin, O. (2019) Keyboard with MacBook attached [Photograph] At: <https://unsplash.com/photos/0cbLoqUyz28> (Accessed 15/03/2023).

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Fig.11 Author Unkown. (2014) FKA Twigs Album Cover LP1 [Screenshot] At: <https://www.peckhamsoul.co.uk/shop/discogs/fka-twigs-lp1/> (Accessed 20/03/2023).

Fig.12 Dziedzic, M. (2020) Artificial Intelligence generated image [Graphic] At: <https://unsplash.com/photos/-LFxVNhopfs> (Accessed 23/03/2023).

Fig.13 Mihaylov, B. (2018) Close up of a microphone [Photograph] At: <https://unsplash.com/photos/ekHSHvgr27k> (Accessed 20/03/2023).

Fig. 14 Spotify (2022) Graphic of Spotify users listening activity [Graphic] At: <https://www.pcmag.com/deals/new-users-get-3-months-of-free-spotify-premium> (Accessed 05/04/2023).

Fig.15 Evri, S. (2019) Live music image [Photograph] At: <https://unsplash.com/photos/uCZVEo8iT9Q> (Accessed 05/04/2023).

Fig.16 The Unsigned Guide (2023) Screenshot of website logo [Screenshot] At: <https://www.theunsignedguide.com/directory/> (Accessed 06/03/2023).

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Fig. 18 SemRush (2023) Screenshot of The Unsigned Guide SEO Results [Screenshot] Accessed 06/03/2023.

- Fig.19 The Unsigned Guide (2023) Screenshot of website logo [Screenshot] At: <https://www.theunsignedguide.com/directory/> (Accessed 06/03/2023).
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- Fig.24-26 The School of Music Business (2023) Screenshot of landing page [Screenshot] At: <https://www.theschoolofmusicbusiness.com/> (Accessed 03/03/2023).
- Fig.26-27 The DIY Guide (2023) Screenshot of landing page [Screenshot] At: <https://www.diy-music-guide.com/> (Accessed 04/03/2023).
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- Fig.35 Chance the Rapper (2019) Chance the Rapper [Photograph] At: <https://tonedeaf.thebrag.com/chance-the-rapper-negative-reception-album/> (Accessed 21/03/2023).
- Fig.36 Zamiri, A. (2022) FKA Twigs [Photograph] At: <https://www.rollingstone.com/music/music-news/fka-twigs-drops-killer-1369636/> (Accessed 12/04/2023).
- Fig.37 Armin, O. (2019) Keyboard with MacBook attached [Photograph] At: <https://unsplash.com/photos/0cbLoqUyz28> (Accessed 15/03/2023).
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- Fig.39-4161 Canva/ Mccrossen, Z. (2023) Mock-up advertisement via Canva [Download]
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- Fig.43 PRS (2023) PRS For Music Logo [Digital download] At: [https://en.wikipedia.org/wiki/PRS\\_for\\_Music](https://en.wikipedia.org/wiki/PRS_for_Music) (Accessed 16/04/2023).
- Fig.44 Musicians' Union (2023) Musicians' Union Logo [Digital Download] At: <https://www.ukmusic.org/members/musicians-union/> (Accessed 16/04/2023).
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Fig.48 Diemar, D. (2018) Man holding microphone [Photograph] At: <https://unsplash.com/photos/xSx8oeda7BU> (Accessed 13/03/2023).

Fig.49 Author Unknown. (2022) Generation Z [Photograph] At: <https://www.circularonline.co.uk/features/gen-z-driving-increase-in-fast-fashion-returns/> (Accessed 05/04/2023).

Fig.50 Tik Tok (2023) The new Tik Tok Logo for 2023 [Digital Download] At: <https://www.edigitalagency.com.au/logos/new-tiktok-logo-png/> (Accessed 12/04/2023).

Fig.51-53 Mccrossen Z/ Canva (2023) Artist Directory mock up tik tok on canva [PDF]

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Fig.64 Chance the Rapper (2017) Chance the rapper in Same Drugs Music Video. [Screenshot] At: <http://www.thefader.com/2017/04/25/chance-the-rapper-waves-san-diego> (Accessed 13/04/2023).

Fig.65 Walker, T. (2019) Frank Ocean. [Photograph] At: <https://www.wmagazine.com/story/frank-ocean-cover-story-interview> (Accessed 14/04/2023).

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Fig.84 Pink Floyd (1973) Pink Floyd Money Album Cover. [Screenshot] At: <https://open.spotify.com/track/0vFOzaXqZHahrZp6enQwQb> (Accessed 13/04/2023).

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# Appendix

## Critical Reflection

Throughout my time curating this project I have enjoyed the prospect of combining my last three years' worth of teachings into a singular piece which encompasses a vast range of topics and skills I have exhibited during my time at University. Being able to draw on the joint modules such as behavioural studies which I implemented when designing to my brand to music-specific modules like artist management and music and brands, has been extremely fulfilling.

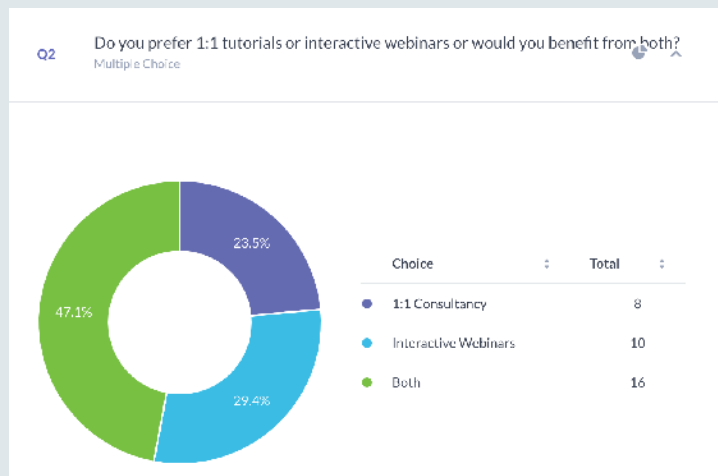
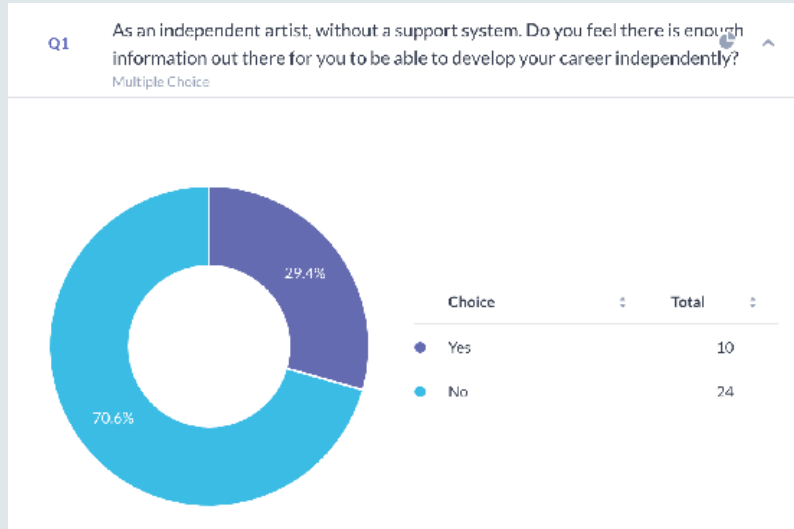
As an individual, I am wired more analytically, thus I can create academic content to a high standard. For this reason, I have impressed myself with the design and creativity element of this project part 1 & 2 as over the last few years I have had little chance to utilise and familiarise myself with the adobe systems. This has been a task understanding the system and what classes itself as readable and aesthetic. Due to pursuing a creative degree, financial forecasting was a challenge; accounting for the different elements that are needed for a start-up business, there is a lot that I overlooked that throughout my time working on the project came to me and I had to add them in. However, I was pleasantly surprised with how much I enjoyed curating the website, and I have decided to opt for training over summer for website coding and design to enhance my skills and perhaps pursue a career that encompasses the element, such as marketing (within the music industry)

As for the business prospect, it was a challenge to come up with a concept that has a high degree of differentiation from what is already an extremely saturated market, my ethos was centred around aiding upcoming musicians as this was the sole purpose of me pursuing my degree. There is so much untapped talent out there that I have experienced first-hand, and I wished to be an equipped industry professional so I can help to progress them.

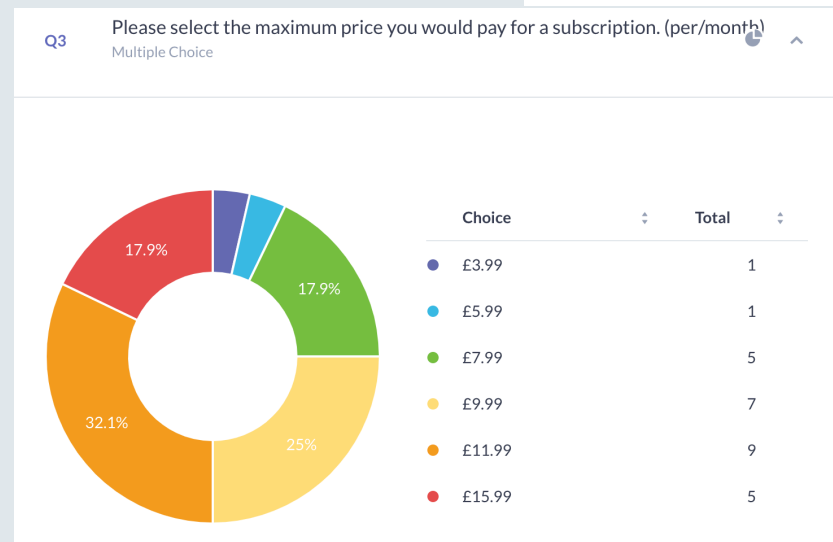
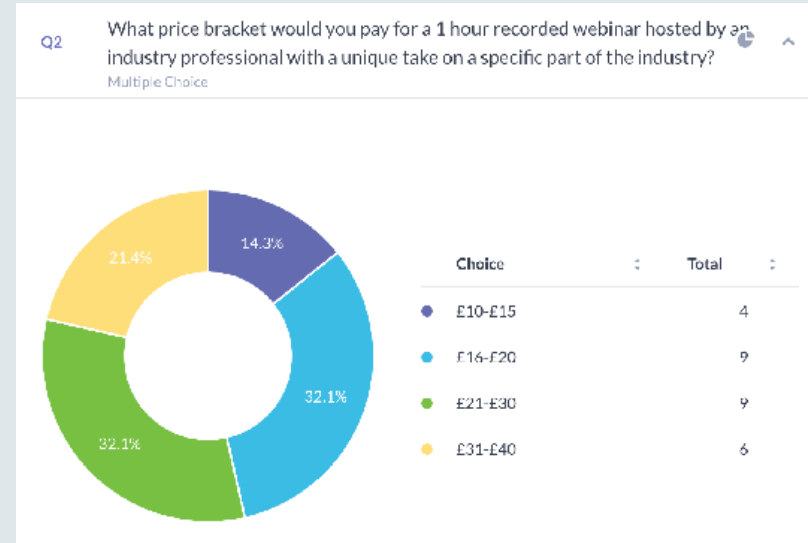
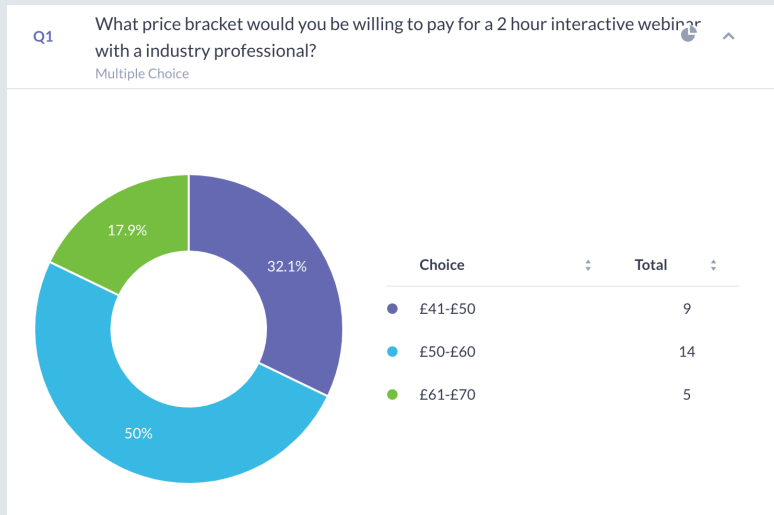
Overall, the degree project has been a demanding task that I feel I have taken in my stride, but only due to the number of hours I have put into it; part 2 has taken me a span of 2 months to complete. I have thoroughly enjoyed my time working on part 2, especially brand curation and as it has been more of a practical exercise that I can take with me into industry and add to my professional portfolio.

# Consumer Research

## Survey 1 – Company Research



# Consumer Research Survey 1 – Pricing Research



# Consumer Research Interview Transcript 1 – Matthew Tyerman

## **What are your thoughts on Artist Directory?**

Artist Directory seems like the perfect starting place for me to get my bearings within the music industry, self-taught I never had access to music lessons or had the grades to study music. A place I can actually learn from people who have made it and not just from a recording, actually be able to speak to them and create a plan for my future is incredibly exciting and I look forward to its launch

## **What are your thoughts on the brand colours and general brand identity? Are there any specifics you would change?**

I like them. Orange always screams music to me so I'm happy you've incorporated that, I like the arrow as well, I can see that being a easy signifier, your logo reminds me of Music Business Worldwide, a partnership/crossover would be cool. Perhaps I would change the artist directory underneath to a bigger size so people can more easily read it.

## **How do you feel about the pricing element of the service?**

The pricing does feel a little steep, but for the quality of service, I don't think I'd have a problem paying this, especially since you can opt for what webinars you can enrol in, meaning I'm not bound to attend all webinars p/month, for myself I think I'd utilise the consultancy feature more, and pick and choose the webinars I'm interested in.

## **How could Artist Directory help you develop as an artist and through to the future? What are your favourite aspects of the service?**

Specifically, I think Artist Directory could help me with the recording aspect, as I'm self taught I could really use some high spec advice from a professional - I've just been using Youtube video after tutorial to help but I really need to get that first hand teachings, for that reason my favourite aspect has to be the consultancy option, its just so hard to get the 'in' nowadays.

# Consumer Research Interview Transcript 2 – Ben Bennet

## **What are your thoughts on Artist Directory?**

It seems like a really cool service, I'm keen to find out more. I love the idea of the music LinkedIn, its quite hard to network online as a guitarist, well at least getting to engage with people on your level, that's whats cool about the tiered system, I can talk to people in the same stage of my career and exchange advice. In the music industry, thats what you need, no self help book is going to help really in the scheme of things, yeah it can build you the basics but beyond that your stuck, and thats where I would look to your service.

## **What are your thoughts on the brand colours and general brand identity? Are there any specifics you would change?**

I love the orange, vibrant and catchy, the brand identity is nice as well, capitalising on that inclusivity element and the shift from major labels, especially with less artists signing nowadays.

## **How do you feel about the pricing element of the service?**

It seems pretty reasonable for me, industry professionals dont come cheap, and I'm happy to pay for that, seeing as it would heavily help me.

## **How could Artist Directory help you develop as an artist and through to the future? What are your favourite aspects of the service?**

Webinars! For sure, I love learning with other people there because you can bounce ideas off one another, it's great. Artist Directory could help me to become a professional artist, I'm almost there but I need help bouncing over the final hurdle. I really believe it could take my career to the next stage.