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Master of Business Administration

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<Innovator Agency>

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Executive Summary

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Mission, Vision, and Core Values

“A mission statement is a widely used strategic tool that emphasizes an organization’s uniqueness and identity” (Alegre, Berbegal-Mirabent, Guerrero, Mas-Machuca, 2018, para.1). Innovator Agency’s uniqueness is exemplified in its mission and vision statement. It is a marketing agency located in the United States, New York, Brooklyn. Innovator Agency’s purpose is to help musicians and music businesses, create and implement successful marketing strategies through streamlined methods of strategic planning, data analytics and innovative marketing ideas.

Mission Statement

To innovate, to provide excellent services and to impact lives.

Vision

According to various authors “organizational vision should be embedded in employees' work role performance” (Slitten, Mutonyi, Lien, 2021, Background section). Without it, a company cannot identify, distinguish, or explain itself to its employees and customers alike. A vision statement is important to a company because it acts as a strategic plan for success. It unifies an organization. Innovator Agency’s mission is to help musicians promote their talents on a wide scale. Its vision is to be the number one marketing agency in the United States for musicians. It plans to grow and to have a franchise in California in the future. Innovator Agency’s cumulative plan for success details the prospective phases in the company’s endeavors to accomplish such a tremendous goal.

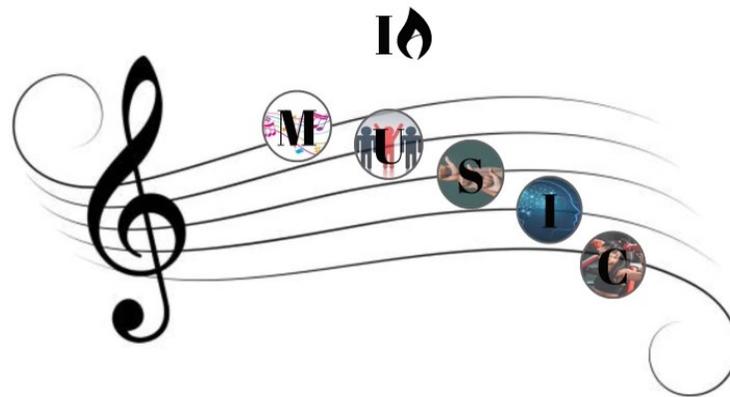
Core Values

A company’s success is inadequate without the foundational influence of core values. They are the blueprint that holds every part of the company together, existing to guide the

principles and fundamentals of organizations. Brent Gleeson says, “leaders and managers must lean on the values of the organization to drive performance, especially during times of change. An organization's values should be the bedrock of why the company exists, how behavioral norms are defined, and how decisions are made in order to achieve goals and fulfill the vision” (2021).

The core values for Innovator Agency are reminiscent of the role of the conductor in an orchestra. The conductor is charged with the responsibility of bringing a unified vision to the music. They ensure the right tempo throughout the body of work and prepare musicians in rehearsals. But most importantly, the conductor considers every aspect of the music. Just like the core values, the conductor works with the orchestra to make that vision come alive. IA ‘s core values: **MUSIC**, make its vision come alive and they are as follows:

Figure 1: Core Values



Make a Difference

Innovator Agency will make a difference by bringing exposure to its clients on a wide scale. As it goes above and beyond for its clients, it will contribute to something very valuable not only for artists, but also for society as music plays a big role in people’s daily lives.

Figure 2: Make a Difference



Uniqueness

Innovator Agency will bring uniqueness in all its acquaintances with clients by being personable, meticulous, and respectful. It will be personable through storytelling. IA will be meticulous with research of the market and will be respectful by meeting the needs of the clients. Its uniqueness inevitably engages Legendary Customer Experience.

Figure 3: Uniqueness



Satisfaction

Musical excellence is one of IA's top priorities and stands as a basis for why it believes that music marketing is crucial to the preservation of quality music that speaks to consumers of all types. Satisfaction is a top priority for Innovator Agency because it cross

references both the consumers that it directly affects, as well as the clients that it works with. This will inspire longevity in a way that naturally compliments their individuality.

Figure 4: Satisfaction



Innovation

Steve Jeffes says, “Innovation is the unrelenting drive to break the status quo and develop anew where few have dared to go” (para 1). In any community, values are extracted, lived, and felt. For that reason, Innovator Agency will assume responsibility for giving birth to the next best idea in every meeting with a client. The motto of the company is “do better than the last time.” IA will keep pushing to be better and to become the best across the United States and around the world.

Figure 5: Innovation



Consistency

Consistency is a pillar of Innovator Agency that constantly inspires its ability and its clients' ability to endeavor towards enormous goals that at the hindsight of IA 's rigor may appear to be unreachable at times. Consequently, consistency stands as a direct agent in cultivating strong relationships between the clients and IA That in return, continuously redefines the music business industry and what it means to work towards accessibility for consumers, as well as improved systems for the image and brands of IA 's clients.

Figure 6: Consistency



Industry Description

In today's business world, it is the businesses that best understand their customers that win. The marketing industry is incredibly wide. Marketers are using music in ways that were never done before within the past decade, leading to a point where information needs to be restructured. With the use of social media, Instagram users and influencers can market their talents in a manner that is more personable than ever. In the music industry, musicians that are always looking for the next best great idea and simultaneously always championing each new era of music, are called hustlers. According to Eric Sheinkop, who wrote the *Art of Marketing in Music*, "historically, the music industry has been shock full of hustlers who championed each new era of music, pushing against the boundaries of what was considered acceptable in pursuit of the next great idea" (p. 6).

Because of the incredible pursuit of these hustlers, the music industry has expanded tremendously. Every single day, they find new ways to market their talents and influence fans to share their crafts. Quite simply, the business-driven hustlers always find a way to transform their fans into customers, always outperforming their competition in the end. After hustlers locate a need and their niche, create trust, and develop a relationship with fans, they have a higher possibility to sell their products to fans that are highly motivated to return as consistent customers. Innovator Agency is part of the marketing business and the music business. The marketing music business, however, is not the most regulated business because of how easy it is for reproduction to be made. That is one of the disadvantages of the music industry. Consequently, new laws and regulations are being put in place for both the sake of the consumers and the artists.

In *The Art of Marketing with Music*, Sheinkop discusses this issue, mentioning, “services such as Netflix and Hulu allowed consumers to choose a la carte which television shows to watch, opposed to subscribing through a cable package to a vast umbrella of shows and channels, the majority of which would probably go unseen” (p. 6). With the proliferation of electronic gadgets, it has been difficult for brands and advertisers to solely rely on traditional marketing to attract consumers. Because of that, musicians and music businesses have been challenged to be increasingly creative in their marketing strategies. Hence why, digital marketing is one of the most popular marketing strategies.

According to the Antique Sound Workshop, “more than one-half (%52) of U.S. households have two or more persons actively involved in playing music.” It also states that, “marginally more women (%51) play music instruments than men (%49), although that difference is clearly not all that statistically significant” (para. 4). Based on that declaration, it is expected that Innovator Agency’s clients will be mostly females. With an estimated 193 million (or %68) of the US population that listens to music monthly, it is evident that Innovator Agency will be able to convert a loyal customer base from that %68 percent (at least %30) which could cause a profit margin of %25-%30 in the first three years of the startup. The music industry has room for everyone. The public love who they love, and usually those people are the ones possessing some amount of influential talent. Innovator Agency will help market talented those musicians to the world.

Moreover, the topics surrounding actualizing a plan for longevity in any business, are often associated with realms of responsibility that, sadly, many see as a distraction from the company’s most forefront goals. Innovator Agency seizes any opportunity of strategic planning in the matters of growth potential, to ferment the company’s legacy into time. With

a strict focus on its marketing endeavors, the challenge of scaling forward at the modern society's rate of change is evident. Such foresight presents numerous questions that consider IA's ability to comfortably evolve.

Those questions pertain to how IA serves the music community, whilst remaining true to its initial products and services in the music marketing realm. For one can effectively justify the argument that growth potential in the music marketing industry alone, remains slim due to its incredibly streamlined focus. In other words, there will come a time where growth potential will be compromised by inevitable competition that will in turn challenge Innovator Agency to continuously reinvent and remain ahead of the music marketing industry.

In Michael Dell's *Play Nice But Win*, he writes, "Dell was beginning to hit serious headwinds. For one thing, our competitors were getting smarter. [They] figured out how to duplicate many of our supply chain innovations...Customers were starting to focus more on services and solutions as value transitioned from the fundamental client product..." (p. 4-5). In this effervescent business pool of competition and unstable customer satisfaction measures, growth potential focus is essential. Hereby, IA has developed a growth potential plan that considers the forward movement of the music Industry and the role of the modern-day Record Label herein.

The Modern-Day Record Label stands as the matriarch of the Music Industry. In this assuming war of representation versus independence, IA's approach to artist and consumer connectivity would most certainly be beneficial on the scale of a Record Label. With the ongoing tension concerning the responsibility of ownership, IA's growth potential plan prioritizes equity in its future to develop a Record Label portion of its business. With respect

to the assumable amount of effort needed to fulfill such plans, IA's priority to serve artists and consumers will be the driving force behind such amounts.

New York City's unique history makes it a city almost incomparable to many around the world. Its music scene alone, offers a deep look into music's most profound occurrences in history. By this fact, IA's base in New York City provides a unique opportunity to engage in establishing moments of deep musical resonance. Culturally speaking, one of the most diverse cities in the world, the music in NYC reflects a presence of consistent value. This is found across New York City in the heart of NYC's Broadway Theaters, in the city's various musical venues, and spread throughout a variety of neighborhoods in deep traditional measures.

In IA 's focus of expanding the music market through a variety of artists, New York City contains the most optimal foundations for establishing a relational atmosphere within the music realm. Hence, IA's target market is mainly New Yorkers. With the pandemic, society has seen a rise of musicians being marketed on social media, mostly from America. In both terms of consumption and production, North America is considered the largest music market. It is evident that America has the biggest music industry in the world due to the surge of performance royalties, connected to the rise of streaming. In 2021, the music industry grew by %22.6 because of streaming. Also, in 2021 the global music industry recorded revenues posted growth of %18.5.

The music industry is an industry that continues to grow exponentially. Consequently, the year 2021 was the seventh consecutive year of global growth for the latter. Record sales have plummeted and the way that people listen to music has shifted tremendously. Now, musicians and artists depend on streaming services and social media to promote their music.

That has its advantages; however, IA's service is more exhaustive to the artists. IA creates services that take the client on a journey. Whereas companies like Phos Creative only focuses on the marketing aspect and companies like Groove Garden only focus on the music aspect for their clients.

Innovator Agency's biggest competitors are apps like YouTube, Facebook, Instagram because they all allow artists to market themselves and make profits without having to use a third party (like a marketing agency). Their biggest strengths lie in the fact that they allow a direct marketing (from the artists straight to the consumers), and the fact that they can generate tremendous profit margins. Their weaknesses lie in the fact that the artists do not have a support system and that the profit margins are not based on strategic research but rather on a one-time viral post. To that list companies like Phos Creative & Indie Music Academy can also be added. Innovator Agency's strength lies in the fact that it will use those apps to help promote the artists while guiding them on a marketing journey. Innovator Agency's Legendary Customer Experience, meticulous research of the market, data analytics, artist branding and developed coaching makes it unique and worthwhile for clients.

The music industry is an industry that evolves. It is, however, not limited to artist development and music labels. The music industry is connected other industries like the technology industry. The devices that are used to listen to music and make music, the equipment that is used in studios and in homes belong to the technology industry while being extremely useful in the music industry. The technology industry is a growing industry that innovates a lot, and its innovations are closely related to new music technology. Both industries have coxsntributed to shaping each other. It can be argued that the music industry will continue to innovate due to its correlation to adjacent industries, like the technology

industry. Because of that, IA will be able to focus on digital marketing and social media marketing and grow with them. That is one of the advantages of the music industry that IA will be able to profit from.

Proposed Company

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PESTLE Analysis

Table I: PEST Framework

Political	Economical	Social	Technological	Legal	Environmental
-Political regulations -Elections	-Music Licenses -Venue Licenses -Healthcare benefits -Musical Instrument Insurance	-Customer beliefs -Cultural trends -Behavioral patterns	-Legislation around technology -Property regulation -Research and Innovation		

Political

“Politics have a huge place in the way things occur on a global scale, whether it is relations between foreign government, trade, regulations of things...” (Clapp, 2000). Political factors impact all businesses and surely will impact Innovator Agency. With IA being a business that will organize events, certain political motivated factors could impact it. The

factors that will impact it go from government policies, political stability or instability, competition regulation, consumer protection laws to Covid19 regulations. Elections and political regulations could be amongst the factors that tremendously affect Innovator Agency. Since IA plans to be involved in social work in the near future, a government that does not focus on businesses or on the social aspects of businesses will cause IA to suffer.

Economical

Overall Economic forces could impact on IA's success. From economic trends, consumer disposable income, international exchange rates, taxation, inflation, raw material costs to music licenses, venue licenses. With all the issues that occur in the music business because of a lack of regulations for certain businesses, IA will make sure to acquire the appropriate music licenses to allow music pieces to be performed by artists that enter the company. With musicians being delicate (vocal musicians, specifically), Innovator Agency will partner with doctors' offices and hospitals to take care of musicians when needed. That is a factor that will affect IA rather positively with good planning and financial strategies.

Societal

The music world is constantly evolving because of a very dynamic society. The U.S. population, especially, that has access to technology and 24/7 electricity is one of the groups of people that contribute to the advancement of the music world. With different trends, with being viral being a trend, it is not a surprise that Innovator Agency will be successfully impacted by those factors. With today's society being very adamant about supporting talent, it is evident that the society's behavior can impact IA greatly. Matching talent, with behavioral factors, with technology is a great formula to have a successful music marketing business.

Technological

Each Music nowadays cannot exclude technology. Whether playing live or with tracks, technology is now an essential part of the music business. Numerous colleges, like Alliance University, offer a Music Technology course to its music students because of the growing importance of technology in the music world. Certain musicians are becoming famous just because of their presence and or on social media- and that is because of technology. From new systems to notate music, new systems to play electric instruments, to applications like ForScore and Notability, the technology world works hand in hand with the music world to innovate, create and make the world a better place through music. Not only that, owning instruments, computers, soundboards etc. will also be important factors that make IA successful.

Product/Service Overview

In curating product packages and services, Innovator Agency maintains a disposition in bringing true value to the world of music. In observing the relationship between talent and management being played out overtime, IA recognizes its responsibility to appropriate its resources. Its biggest goal remains to tend to the talents of artists in a manner that inspires true creative influence. In a world where it has become incredibly hard to market and channel one's talent, Innovator Agency stands as a balanced bridge between business and music. IA is incredibly sensitive to establishing environments that promote a healthy blend of executing marketing tools while constantly working to establish individual relationships with its clients.

In turn, IA realizes that its products will reflect its deep desire to provide value, even expanding beyond client relations to directly influence how its clients are received by consumers. Hereby, the Product/Services proposal for clients includes Developed Coaching, Innovator Agency Membership Service, and Artist Branding. For consumers connected to IA's clients, the goal remains to offer rare opportunities for them to connect with IA's clients both through music and beyond music. In the marketing endeavors for consumers, IA will present rare opportunities for intimate meet and greets with talents as well as personable strategies for social media marketing to inspire creativity amongst themselves.

In the model of Developed Coaching, IA has formulated its service around what is missing from establishing a talent that is secure, well versed, and confident. IA will develop its coaching system with much respect to the systems of challenge that continually encourages its clients to expand themselves beyond comfortability. By IA's observations, it is a fact that an artist's inability to evolve in this industry is a deciding factor on the extent of

their success and the length of their career. In curating the Developed Coaching model, IA will make sure that the issue of complacency will be strategically addressed to simultaneously inspire newer realms of creativity for the artist(s).

The coaches are handpicked by the extent of their ability to intuitively recognize the clients' weaknesses just as much as their strengths. For the first year, five coaches are handpicked with five clients per coaches. Since IA understands that having terms with clients is a good way to build relationship with customers, there are three types of subscriptions. Each client pays \$800 upfront and pays \$600 through installments for subscription one or subscription "Do." Each client pays \$1000 upfront and pays \$800 through installments for subscription two or subscription "Re." Each client pays \$1200 upfront and pays \$800 through installments for subscription three or subscription "Mi."

Subscription Do contains: IA developed coaching, event marketing and planning, artist branding, digital marketing, access to health specialist and meet and greets. Subscription Re contains: IA developed coaching, artist branding and social media marketing. Subscription Mi contains: IA developed coaching and social media marketing. All clients will have access to Innovator Agency's musical instruments and practice rooms. Clients will also be able to borrow instruments from IA to practice at home. It is this strong disposition that allows room for appropriate growth. Growth that means something to both the artist and the respective consumers.

By these factors alone, Innovator Agency assumes its role as industry innovators. The Developed Coaching stands as a system that secures longevity for the artists, so long as both parties remain committed to their respective roles. For the longest, many in the music industry have witnessed numerous cases of misguided talent and artists. Scenarios that have

unfortunately undermined gifts. Hence, the need for services like Developed Coaching remains a haven for the worlds of music and business, as it will continuously endeavor to perfect its systems.

The Innovator Agency Membership stands as an opportunity to further devote efforts in establishing well rounded artists. It is one of IA's goals to provide full access to resources and opportunities whilst remaining cognizant of the individuals that are willing to invest in themselves. The Innovator Agency Membership remains synonymous with the company's values of adding value where it is needed. Hence, the membership includes free tour promotion, to cut the costs of touring responsibilities laid upon the artist.

Artist Branding the IA way is an essential part of what differentiates its products and services from that of other marketing agencies. IA prioritizes the importance of the intimacy that live concerts and meet and greets offer, choosing to highlight the artists' individuality through such methods of engagement. With social media as the pinnacle of artist branding today, Innovator Agency chooses to leverage its specialties in concert line-up and curation to engage with consumers in a new way.

Innovator Agency recognizes that the *MUSIC* lies at the core of an artist's brand. Hereby, it works to creatively reflect the artists sound, within concert settings, in a way that is synonymous with intentional visuals and improved sound engineering to tell the artists' stories. Although the most utilized approach to artist branding, social media is most certainly not the only way to establish some form of rapport between the artist and the consumer.

Product (or Service) Description

x

Service 1

x

Purpose

x

Significance

x

Background

x

SWOT Analysis

The SWOT analysis helps to add leverage to IA ‘s strengths. “It is used to organize information, identify issues, determine solutions, and suggest opportunities” (Harmon, 2020). It is a way for the company to improve its viability by reducing and even eliminating its threats. Since a SWOT analysis is to help see a different prospective, it is important to have fresh eyes and minds when doing a SWOT analysis. Therefore, IA will gather employees, investors, and even external options such as a business consultant, client, or vendor survey, which will help gather a well-rounded point of view through the lens of an outsider who is on the receiving end of IA ‘s services. After all, IA’s clients are its primary concerns when it comes to delivering services. Therefore, the feedback will be important.

Table I: SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
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-Differentiated services	-Weak brand recognition	-New technological improvements	- Natural disasters
-Terms with clients	-Lack of customer loyalty	-New business opportunities	-Saturation of digital marketing
-Legendary customer service	-Lack of capital	-Agreements with health specialists	-Technology risks
		-Collaborations with celebrities and influencers	-Natural disasters

Strengths

IA 's strengths lie mainly in its service differentiation and segmentation, terms with clients and Legendary Customer Service. IA 's membership, Developed Coaching, artist branding and agreements with health professionals are what makes it unique. Although building a distinct service and finding its place in the market takes a lot of work, it is a key component of successful companies. The terms with clients (Do, Re, Mi), on the other hand, allow IA to expand the width and breadth of the services to effectively serve a wider group of people. They also help to build relationships with clients. The Legendary Customer Service is important because it englobes everything that IA stands for. IA will provide Legendary Service through meticulous strategic planning, data analytics and innovative marketing ideas.

Clients notice great service and appreciate being treated appropriately and above and beyond by a company they are doing business with.

Weaknesses

As a startup, IA is facing different weaknesses such as a weak brand recognition, lack of customer loyalty and a lack of capital. A weak brand recognition can be costly in the long run if not taken care of. To change that, firstly IA will start doing marketing for the startup 6 months prior to its launch. All new clients will audition for IA 3 months prior to its launch. Secondly, IA will remain consistent in its services, to allow clients to trust the brand. That will help build awareness that allows clients to easily and immediately recognize the brand. Also, a lack of customer loyalty can impact IA in several ways. It could cause a loss of a scale and future sales. IA will do its best to retain customers through transparency and effective communications with clients.

Opportunities

Just like every other business, several opportunities will help IA to be successful through new technological improvements, new business opportunities, agreements with health specialists for musicians, and collaborations with celebrities and influencers. As the world improves, technology improves also and as a result, it will help IA be efficient in its services. It eliminates manufacturing and reduces the costs that are associated with music marketing/production.

Since the music industry is a growing industry, new business opportunities arise frequently. As aforementioned, IA's growth potential plan prioritizes equity in its future to develop a Record Label portion of its business. With respect to the assumable amount of effort needed to fulfill such plans, IA's priority to serve artists and consumers will be the

driving force behind such amounts. New business opportunities are a given in the music industry. Although it might not seem important to some, IA understands the importance of health for musicians and will take advantage of that by partnering with Music Therapists. Lastly, collaborating with celebrities or influencers can help in advertising and brand awareness. The use of collaboration with celebrities will help IA build credibility and can expose the company to brand new markets.

Threats

Despite the best planning, it is evident that one cannot identify all the possible threats for a company. Covid19 is a great example of that as many companies presumably did not have “global pandemic” in their list of threats. Natural disasters are amongst some of the threats that IA could face as they could affect buildings and infrastructures. Such stressors could place IA at great risk as they could lead to loss of equipment, loss of personnel and even loss of clientele.

On another hand, since the digital marketing industry exceeds market demand, it is saturated. That could cause IA to be unable to increase revenue without ingenuity. To compensate for that, IA will leverage its services in the music industry while providing marketing services. Lastly, one of the most powerful threats IA could face is the technology threat. Although technology is becoming more sophisticated every day, it is possible that IA faces technology risks, such as information security incidents, cyber-attacks, password theft service outages and more.

Porter’s Six Forces

The music industry is a growing market that shows no sign of decline. People love music and love listening to music in their free time, at work at the gym and almost everywhere. In the

last few years, especially in 2021, the industry has experienced an exponential growth and the total market is expected to reach \$87.6 billion by 2023. Competitive pricing, rising popularity of diverse music genres, growing line-up of top performers and powerful social media buzz play a positive role for the current growth the market is experiencing.

Figure VII: Porter’s Five Forces

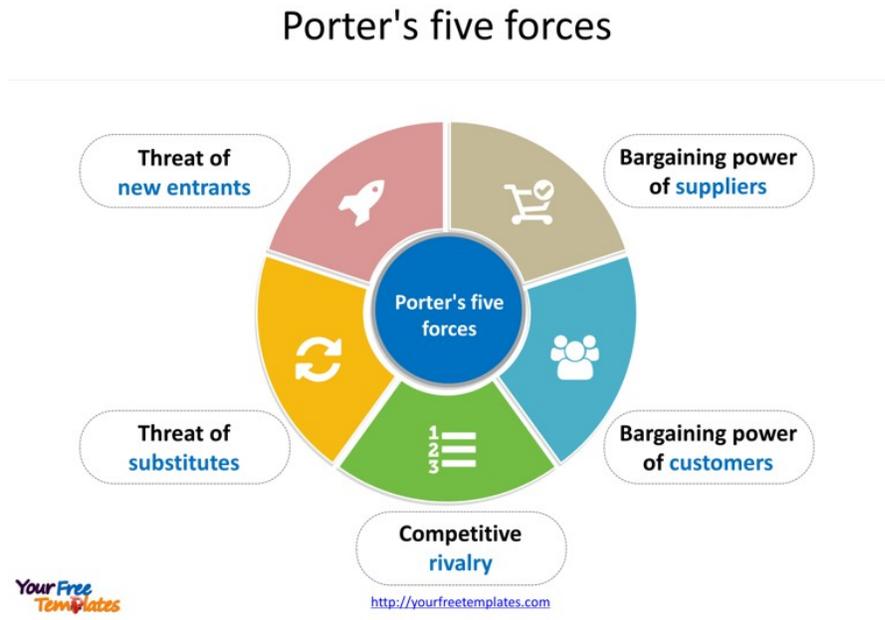


Table I: Porter’s Six Forces

Competitive Rivalry	Threat of New Entrants	Supplier Power	Buyer Power	Threat of Substitutes	Impact of Complements

Threat of New Entrants

All companies in a way or another consider the threats of new entrants. It exerts an outstanding influence on the ability of current companies to make profits. As Indeed Editorial Team's declares it "new entrants in an industry can change the competitive environment and can significantly impact the profit of current companies" (para. 1). When researching music Marketing Agencies, Indie Music Academy, YouGrow, Groove Garden and even apps like Instagram and Youtube appear to be some of the biggest competitors of IA. The threat of new entrants for IA is considerably low because of service diversification and the competitive advantage.

The driving force in this competition is brand recognition and quality perception. The threat of new entrants is competitively low because a new competitor is not likely to intimidate established players. Instagram, YouTube, Indie Music Academy have invested a lot of money in marketing communication. Therefore, a new entrant like IA with significant ambitions must spend a lot of money to compete in the market. In addition, IA must invest in human capital in terms of designer teams, production personnel, event personnel and other employees who have the knowledge for the creation of marketing agencies for musicians.

Competitive Rivalry

The competition in the for-profit world is high, in other words, when considering the global market, the barriers to entry are significant. However, IA will have a much easier task because it wants to compete at a local level (NYC) for the first two years. Local competition requires limited amounts of resources and usually it is easier to access existing distribution channels at a local level. From a strategic perspective, IA will target a specific niche in the

Marketing industry (digital marketing) for the first two years, to win a target market (upcoming music artists) in the music industry. In return, that would allow IA to win a significant market share.

Threat of Substitution

Because IA is mainly a service-based organization and not product based, there is low risk of substitution. However, if those receiving the service become competitors, the company would be at high risk of threat of substitution. There will always be demand for music, however changing music tastes and styles could influence this demand in a negative way. Music is trendy and other industries or services cannot be a substitute for music. Music works hand in hand with almost every other industry. There is no significant pressure coming up from this force.

Bargaining power of suppliers

The main products purchased by the music industry are computers, digital audio workstation, MIDI controllers, audio interfaces, microphones, headphones, audio monitors and music instruments. More established companies like Indie Music Academy, Young Turks, Stones Throw can obtain cheaper prices from suppliers. That translates to better cost structure compared to other competitors that are smaller that buy smaller quantities of these products. As a startup, IA might have a difficult time sourcing raw materials at a price that is competitive. One way to circumvent this issue is to use other people's resources. The number of suppliers in the music industry is relatively high. Therefore, it can be concluded that this force is not creating tremendous pressure for IA.

Bargaining power of customers

Considering that this is a business to consumers market where end customers are millions of people, it can be said that customers cannot negotiate prices. There are thousands of firms operating in the market and customers know that they have plenty of choices. Consequently, brands differentiate their products by creating products of quality and by investing in brand recognition. The main driving force in IA is perceived value and brand recognition.

Economics of the business

Innovator Agency's purpose is to help musicians and music businesses create and implement successful marketing strategies through streamlined methods of strategic planning, data analytics and innovative marketing ideas. Its mission statement is as follows: to innovate, to provide excellent services and to impact lives. Data strategy is at the core of Innovator Agency and that is one of its strengths. The company's data strategy will be based on its mission, vision and core values. Sargo concurs that "data strategy enables companies to design efficient data management activities to enhance the security of information" (n.d.). This shows that data strategy leads to data management, which helps to set a direction for the organization and its employees.

Innovator Agency's vision is to be the number one Marketing Agency for Musicians and to achieve this goal, the company will go through meticulous strategic planning, data analytics and innovative marketing ideas regarding a client's project. As a marketing company, data strategy is important in order to gain clarity on the target audience. The data collected will inform IA of the type of clients it has, their interests, the instrument(s) they are interested in, etc. That will allow IA to better market its services to them.

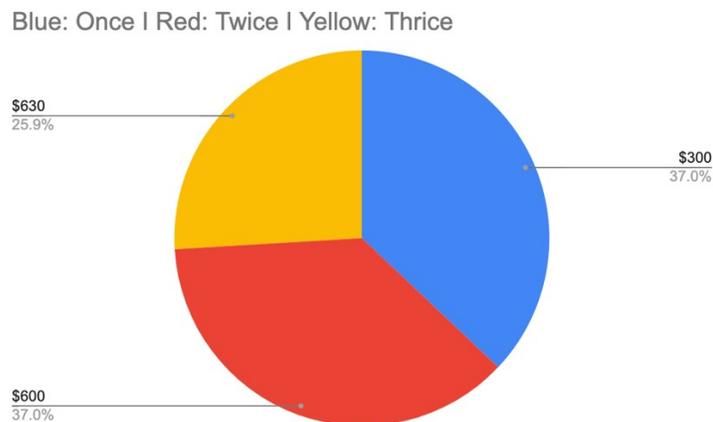
Knowing one's target audience is important because it allows one's business to focus on marketing strategies and expenses on the groups of people that are most likely to use one's services/ products. Knowing one's target audience helps in generating leads in an efficient (and often affordable) manner. In other words, data strategy can benefit IA by helping recognize a target audience (customer

demographics and patterns), which will help increase planning efficiency (event planning) , improve decision making (marketing strategies), reduce costs and improve customer service. “Not having a big data strategy can become costly in the long run” (Ganesan, 2021). Since numbers tell stories, patterns and history, data strategy will greatly help in transforming data into information that could help IA generate revenue.

In today’s business world, [it does not matter how much data one has, but it is whether one has the right data and is able to use it successfully] (Marr, 2021). The appropriate data for Innovator Agency goes from data collected from auditions to data collected from subscriptions. To help achieve the vision, collecting data will allow IA to be aware of the amount of prospective candidates that are interested in its services, the candidates’ talent focus, the frequency, and the projected revenue. Collecting data from the subscriptions will allow a projection of the yearly revenue.

The auditions will allow the public to be exposed to IA and will also allow IA be exposed to a wide variety of talents. Each participant will fill out a questionnaire prior to their auditions in order to inform IA about their instrument, their music interest, age, etc. For year 1, IA projects to audition 27 people at \$30 each. It is expected that 17 will be called back for a second audition and 7 will be called back for a third audition. Every audition requires a \$30 payment. The projected revenue for the first round of auditions (27 people) is \$810, the second round (17 people) \$510 and the third round (7 people) \$210. The total projected revenue from the auditions is \$1530.

Figure VIII: Auditions



A very important factor in IA's data strategy is the subscription data as it will allow a projection of the yearly revenue. IA's subscription package is divided in three and each package contains particular benefits to them. The services in the subscription have their own unique prices. Subscription Do contains 6 services as part of its offer. The services are as follows: IA Developed Coaching (\$400 down payment and \$200 per month), event marketing (\$300 down payment and \$200 per month), event planning (\$300 down payment and \$200 per month), artist branding (\$400 down payment and \$300 per month), digital marketing (\$350 downpayment and \$200 per month) and access to health specialist (\$250 down payment and \$100 per month).

Subscription Do is valid for 12 months and a contract will be signed before a client subscribes to it. A client will be subject to penalties for late payment. The total projected revenue for Subscription Do is \$32,800 per person. The graph below shows that IA's greatest services in Subscription Do are IA Developed Coaching and artist branding as they represent %20 of the revenue.

Figure IX: Subscription Do



Subscription Re contains Developed Coaching, artist branding and social media marketing. The down payment for Developed Coaching is \$500 and the monthly payment is \$400. The down payment for artist branding is \$250 and the monthly payment is \$200. The down payment for social media marketing is \$250 and the monthly payment is \$200. The total projected revenue for Subscription Re is \$21,200 per person. In Subscription Re, IA Developed Coaching is expected to represent %25 of the revenue.

Figure IX: Subscription Re (%)

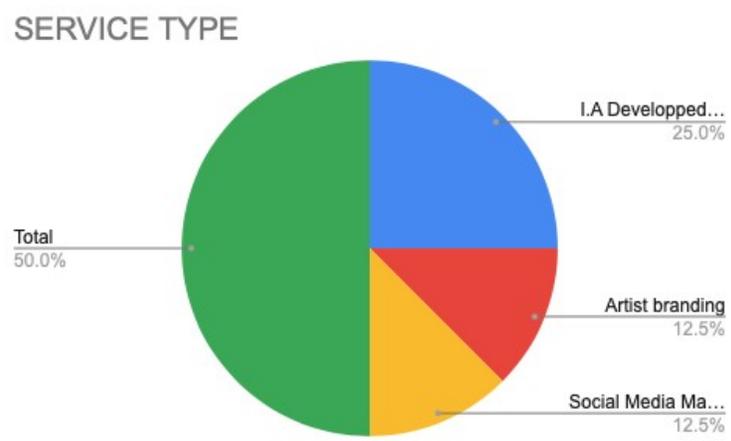
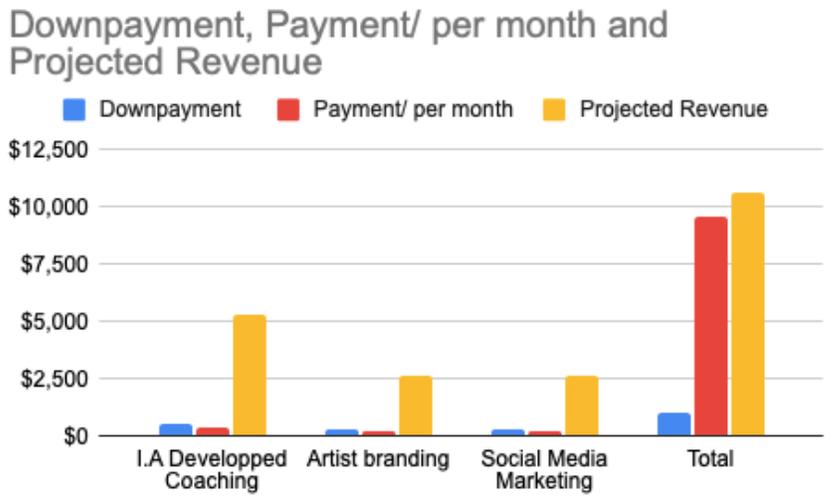
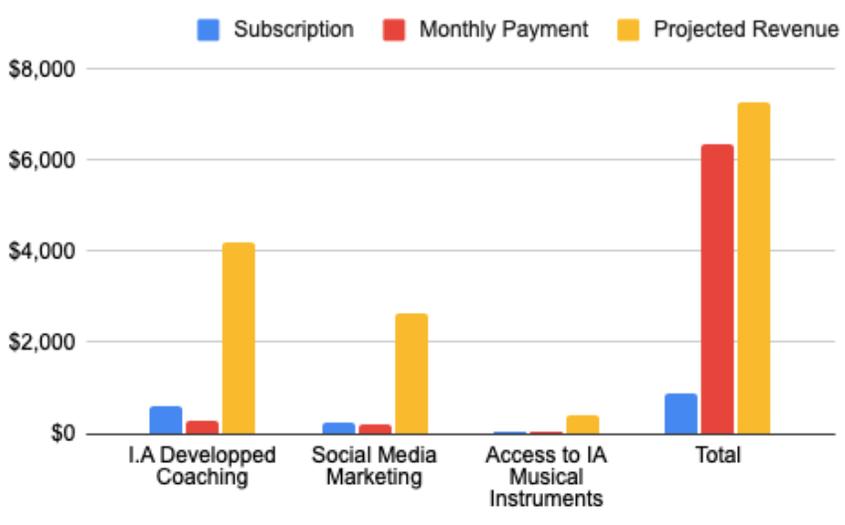


Figure X: Subscription Re (\$)



Subscription Mi is the last Subscription that IA offers. It contains three services and they are as follows. IA Developed Coaching, Social Media Marketing and Access to IA musical instruments. The down payment for Developed Coaching is \$600 and the monthly payment is \$300. The down payment for social media marketing is \$250 and the monthly payment is \$200. The down payment for access to IA musical instruments is \$50 and the monthly payment is \$30.

Figure XI: Subscription Mi



The data for the subscriptions show that IA Developed Coaching is the service that will bring the most revenue. As a result, IA will make sure to invest the appropriate amount of time and finances for an excellent Developed Coaching service. IA's Developed Coaching makes IA's differentiation from other marketing agencies more prominent. As a company that will use technology with almost all of its services, using data strategy and data analytics will help Innovator Agency leverage social media data, understand consumer behaviors and market intelligence. In the first year, IA will use data exhaust to attract new customers. Data exhaust is not necessarily considered the "core" element in a business, but it can be enormously relevant to providing excellent customer service.

A study that took place in 2018 regarding the revenue potential from more data states that "The digital marketing professionals certainly acknowledged the revenue potential related to the data their company was potentially throwing away. When asked how it would impact revenue if they used just an extra 25 percent of the data currently being tossed, 60 percent said it would result in a moderate or significant revenue boost" (Digital Element, 2018). This study proves that data strategy and data analytics can lead to revenue potential. Knowing the revenue potential from IA's services will allow the measurement of anticipated performances of the company. As a result, IA will be sure to collect data, either through surveys, through auditions or through website clicks.

Upon knowing the revenue potential, one can calculate the breakeven quantity and the amount of time that can lead to a breakeven point. The breakeven point will allow one to understand the point at which total cost and total revenue are equal. Based on the analysis provided above in regards to the audition data and subscription data, IA is set to generate a revenue of \$230,300 in its first year, \$178,210 in the second year, \$257,300 in the third year,

\$311,330 in the fourth year and \$391,030 in the fifth year. It is assumed that it could take IA about three years to breakeven.

Figure XII: Revenue & Growth (\$)

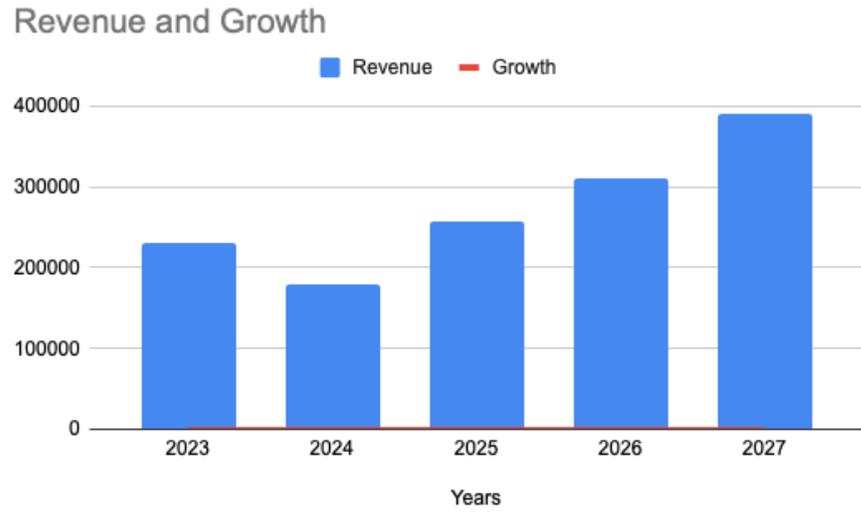
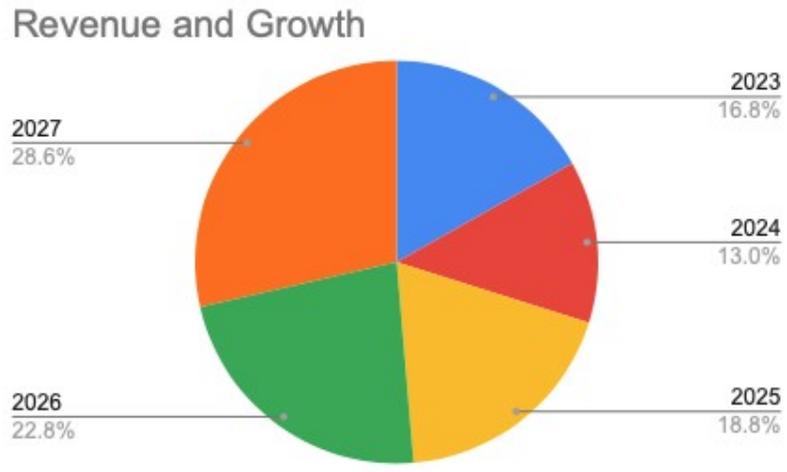


Figure XIII: Revenue & Growth (%)



Funding Strategy

It can be agreed that building a startup is not easy. It is like taking care of a newborn. For a successful startup, funding is important. One may not be able to provide efficient services without funding. Having enough funding will allow IA to benefit from the opportunities that come its way. One of the possible funding options for IA is trade equity. Trading equity for funding could help the company attract strategic partners or investors who can provide valuable expertise or resources.

That could help gain access to new markets and customers. With trade equity as one of the possible options, the company would be able to use the additional capital to invest in equipment acquisition, hiring employees and new marketing strategies. It could also help diversify the company's ownership structure, which could provide a more stable and resilient capital base.

Part of the money acquired from the trade equity will be used to produce more capital. To do so, IA will use some of that money to organize concerts across New York City. More precisely, five concerts per year. Three years will be dedicated for concert organization until IA breaks even in year three. That will allow IA to invest it back into services or activities that will generate revenue in return. Through those concerts, IA will build a relationship with the public and therefore, build trust which could lead to revenue with the appropriate data and marketing strategy.

The second possible funding strategy option is to bootstrap. Bootstrapping is [the use of one's funds to run a business] (startupgrind, 2023). Although one would never want to use its personal for business, it is an option that IA is contemplating as a last resort. "This money

may come from personal savings, low or no interest credit cards, or mortgages and lines of credit on [a] home'' (startupgrind, 2023).

Market Analysis

x

Market Size and Trends

x

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