Radiate Project Plan

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Capstone 1

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Executive Summary

Radiate is a community for supporting rising, undiscovered artists. Through featuring a new graphic designer and musician every month to a growing audience that has interest in supporting starving artists, we look to knock down some barriers of entry for our artists. We can do so by not only providing a supporting community, but by featuring the designer's song on a monthly t shirt and selling and streaming the musicians' music. To top it off, 50% of all the profit from shirt sales goes to the designer, and the other 50% goes to a similar featured charity of the month. Our musicians receive similar benefits in the form of music downloads, streams, and online performances. By building this community we not only better those around us, but open to doors to a variety of opportunities to expand and turn a profit.

Section I: Project Parameters and Management

Project Purpose

The purpose of the Radiate project is not only to satisfy the requirements of the Capstone class, it is to establish a legitimate business platform for indie artists. Fulfilling the Radiate project will demonstrate our collective knowledge and application of Digital Communications concepts.

Business Case

Radiate will benefit the music and graphic arts industries by developing a supportive community for local indie musicians and graphic artists. Currently it is very difficult for these artists to develop a following due to a lack of revenue stream and broad selling techniques. Radiate will solve this problem by providing an appropriate and supportive audience for artists. In addition to gaining a following, artists will take a portion of revenue from sales.

Another issue in the music and graphic arts industries is a lack of charity focus. Radiate aims to tackle this problem by donating a portion of sales to featured charities each month. We believe that passion for indie music and graphic art will crossover well with charity causes.

Project Management

Project Manager:

Our Project Manager is Nicholas Bechtold, a Senior at Lebanon Valley College studying Digital Communications with a concentration in Programming. Nick has a strong leadership background, as well as a comprehensive knowledge of front and back end coding which is required in building a site like Radiate. Nick has worked a number of jobs and internships as a front and back end programmer at companies such as Webstaurant, Pipeline Interactive, and Fresh Creative. Nick's understanding of the scope of this project is very important, because there are dozens of steps that we must perform as a group, and it is Nick's responsibility to ensure that every step is met on time, and with the best quality possible.

Team Roles and Responsibilities:

Name	Role	Responsibilities
Nick Bechtold	Project Manager	 Oversight of web development Back end WordPress development Design/marketing research and decisions Plan and ensure deliverance of project milestones Website task breakdown and assignment
Joseph Herb	Sales, Logistics, & UX Design	-Business Plan -Product pricing & revenue management -Merchandise contracts & logistics -Radiate website design & usability -Charity research and management
Joe D'Angelo	Front and Backend Programmer	Backend/frontend WordPress developmentPlugin researchFront end development of streaming platform
Zane Brown	Marketing & Design	 Designing Radiate website Running Social Media campaign Re-branding physical and digital brand elements. Creating new style guide Conducting usability tests
Morgan Townsend	Front and Backend Programmer	- Backend/frontend WordPress development - CSS and frontend layout - Front end development of streaming platform
Ryan Jones	Content Writing & Marketing Strategy	-Writing content for Radiate website -Assisting in re-branding and creating new style guide -Designing Radiate newsletter
Jackson Roberts	Artist Manager	-Managing artist contracts -Heading the artist submission process -Assisting in re-branding and creating new style guide

Scope

Project Scope Statement

Product Scope Description:

Radiate is an online platform where rising artists can join a supportive community and gain a following. Artists can upload their content to Radiate's website for users to purchase. The revenue from these purchases is split 50/50 between the artist and a chosen charity. Radiate will have a featured artist and charity each month. These featured groups will be on the front page of the website, in our email promotion, and in our monthly content.

Acceptance Criteria:

In order for the deliverable to be accepted, requirements must be satisfied. The functional requirements are the following:

- Ability for artists to upload content to our website and communicate with users.
- Ability for users to visit the website, download content, buy merchandise, and communicate with other users and artists.
- Method for user purchase revenue to be split accordingly between artists and charity.
- Method for promoting certain artists on a weekly or monthly basis.
- Advertisement integration into the website to provide Radiate revenue.

The satisfaction of these requirements will lead to meeting our business and stakeholder requirements.

Deliverable:

- This semester: In addition to a web platform prototype satisfying the above requirements, the deliverable will include class documents such as a project business plan, project charter, and project plan.
- Next semester: Finished deliverable.

Constraints:

- Project deliverable must meet acceptance criteria by the end of next semester.
- We have no captial to pay for anything right now.

Assumptions:

There is a large untapped local fan base for indie music and art/design.

There are many local indie artists who desire a platform to build a following.

If these assumptions are false or less sufficient than we currently believe, the platform may have a hard time gaining users and may not be necessary.

Requirements

Business and Stakeholder Requirements:

- Raise money for charity.
- Create a platform for and build a supportive community for indie artists (musical and graphic) to thrive.
- Sell enough Radiate merchandise to pay for infrastructure expenses and Radiate sponsored events.

Solution Requirements:

Functional -

- Ability for artists to upload content to our website and communicate with users.
- Ability for users to visit the website, download content, buy merchandise, and communicate with other users and artists.
- Method for user purchase revenue to be split accordingly between artists and charity.
- Method for promoting certain artists on a weekly or monthly basis.
- Advertisement integration into the website to provide Radiate revenue.

Nonfunctional -

- A sufficient base of indie artist supporters (depends what community we start in).
- A pool of charities that will partner with Radiate.

Transition Requirements -

• A server for programming that permits version control (allows multiple people to edit at once).

Project Requirements -

- Business Plan Development (done).
- Project Plan Development (in progress).
- Prototype development (in progress).
- Finished Deliverable (by end of next semester).

Quality Requirements -

In order for the final deliverable to pass it needs to:

 Satisfy or show strong potential to satisfy business and stakeholder requirements.

Project Life Cycle

The Radiate project will follow the typical project life cycle model, but is likely to have overlapping phases and never close. What this means is that we might be improving platform tools while also working to attract new artists and charities. If Radiate succeeds as a legitimate business venture, we hope the project will never close. The optimal outcome is that Radiate will continue to attract new artists and community members for the long term.

All of these factors demonstrate how the Radiate concept will always be evolving and improving. As a result, Radiate will adopt an iterative lifecycle model. More specifically, as Radiate works with more artists and community members over time, we will work to improve platform tools based on experience and feedback.

Work Breakdown Structure

See Appendix A

Section II: Business Plan

Marketing Plan

In order to develop appropriate and effective marketing efforts, we will be researching other online music and art services including Bandcamp, Noisetrade, Teespring, and Teefury. Observing methods of these services will help us to stay on the right track in our own marketing efforts.

We will perform primary research by gathering data through our own observations of the services listed above. We plan to study how these services market to their audiences through email newsletters, website advertisements, and social media accounts. A specific area we want to research heavily is the differences in marketing methods used for members and non-members of these services. Basically we want to see how these services market to current customers and how they attract new consumers.

Music Industry Economics:

According to statista.com, in 2015, the global music industry is projected to have a total revenue of \$48.1 billion. In 2014, the retail value of music shipments (physical and digital) in the U.S. was \$6.97 billion. In 2012, iTunes held 64% market share of the paid digital download market in the U.S. iTunes was followed by Amazon at 16%, Google Play at 5%, and eMusic and Zune at 3%. This indicates that our potential competitors including Bandcamp and Noisetrade hold less than 3% market share. It is important to note that Noisetrade offers most of its music for free. After observing these statistics,

market share will most likely not be our focus considering we are operating on a smaller scale and different section of the market.

Target Market:

Our target market is music and art enthusiasts interested in supporting local musicians and artists. Currently, Demand is high for a community building service focused on local talent. In regards to music, other services like Noisetrade and Bandcamp exist as music distribution platforms, but don't necessarily focus on building communities around their clients. These services also do not focus on giving to charity efforts. The same concept can be said about the graphic artist community. Aspiring designers are in need of a place to with which to share their work to an audience that is ready to support them. Radiate looks to fulfill these needs. We believe that the lack of a community and charity focused distribution platform offers us an opportunity to enter the market and grow. Generally, we intend to focus on capturing the millennial generation. As broad as this demographic may be, a common characteristic among members, as according to Business News Daily, is millennials are very conscious of brand image. They want brands to reflect who they are as people and purchases are an extension of their self image and personal identity. Millennials are also more likely to buy from a brand that was referred to them by a friend, rather than one they saw in an advertisement. Couple that with the enormous amount of social media used by our target market and Radiate being a brand that focuses on supporting charities, artists, and the community around you, we can utilize this common trait for marketing.

Barriers to Entry:

The primary barrier we will be dealing with is consumer acceptance and brand recognition. We need to develop catchy and effective advertising materials to garner the attention of consumers who already use well-known services such as iTunes. Our focus will likely be on how our service provides more returns for artists while supporting a charity cause. We think that modeling our advertising on these concepts will attract consumers in our target market.

Product:

From the customer's perspective, Radiate is an online platform for downloading music and purchasing designed t shirts. The benefits of using Radiate are joining a community, supporting artists, supporting charity, and supporting one another. Customers gain deeper meaning through purchases on Radiate as they are supporting artists with larger margins and benefiting charity causes. Customers do not have an alternative purchasing platform that offers these same benefits. Along with the physical purchases of art and music, we will supply our audience with rich content on a constant basis including free music streaming, information about our artists, new music releases, local concert and charity listings, user generated content, and more. For this reason, they will likely be drawn to use Radiate because of its charitable values and mission to help small local artists.

Stakeholders:

Radiate has two groups of stakeholders including local indie artists and local music and design enthusiasts.

Local Indie Artist Demographic Profile:

- Age Typically young, but may vary
- Male or Female
- Lives in the local area
- Income level may vary based on whether music career is primary or secondary
- Social class and occupation may vary
- Education may vary

Radiate is targeting local indie artists who are looking for an established community to get their publicity and following to grow.

Local Music and Design Enthusiast Demographic Profile:

- Age- Typically young, but may vary
- Male or Female
- Lives in the local area
- Income level may vary based on education and job status
- Social class and occupation may vary
- Education may vary

Radiate is targeting local music and design enthusiasts who are looking to support up-and-coming artists and charity causes.

Competition:

As mentioned earlier, our competition will include smaller music platforms like Noisetrade and Bandcamp. We believe that our competitive advantages and disadvantages related to these platforms are as follows.

Competitive Advantage Over Noisetrade:

- Artists put music on Noisetrade for free. They will likely be attracted to making more profit using Radiate.
- Noisetrade doesn't hold frequent community events or concerts. Radiate plans on doing both.
- Radiate provides a platform for graphic artists to share work.

Disadvantages of Radiate Compared to Noisetrade:

- Consumers like getting their music for free. Radiate charges for music downloads.
- Noisetrade already has an established community.

Competitive Advantages Over Bandcamp:

- Radiate donates a portion of revenue to charity causes. Bandcamp does not.
- Radiate plans on having events and concerts on a local community level.
 Bandcamp does appear to plan local events and concerts.
- Radiate provides a platform for graphic artists to share work.

Disadvantages of Radiate Compared to Bandcamp:

- Bandcamp already has an established community.
- Bandcamp can offer musicians 80% of revenue on music sales (Bandcamp takes 15%, processing takes 4-6%).

Niche:

Our niche or unique corner of the market is consumers and artists who care about charity causes and building a tightly connected community. These groups are interested in local culture and trends related to music and graphic art.

Strategy:

Social media is going to be our strongest form of advertising since our target market heavily uses it. We will actively use Facebook, Twitter, and Instagram as platforms for marketing. On a daily basis we will post about subjects such as:

- band updates
- artist updates
- charity updates
- kickstarter campaigns
- things that may apply to company in future
- local boutique advertisements
- weekly spotlight of artists
- any new songs added
- local events

These posts are attempts to grow our community. To our already established community, we will provide weekly email newsletters which include updates, information about featured artists, spotlights, and information on local events. The final form of marketing we intend to pursue is event driven marketing. This includes hosting a video concert of our featured bands in the beginning, and pushing toward a live streamed multi artist concert of our featured bands throughout a given period. Last, our kickoff will be a huge form of marketing through an Indiegogo campaign with a media package of interviews with local newspapers and news stations.

Sales Forecast (one year):

- 150 Radiate Official Shirts
- 200 Radiate Official Stickers
- 2 new artists a month, 24 for the year, selling 50 songs each
- 6 graphic artists, selling 50 shirts each

Community Building Strategy

The key to Radiate's success is establishing a community comprised of music and design enthusiasts. While the emphasis is primarily on the bands that we will feature, special attention will be given to the designers and their work on our lines of t-shirts. Our approach to community will be primarily event-based, with local concerts organized for the benefit of charities and then live streamed on our website. We hope that, with the support generated by the events that we host, we will be able to accrue more online followers. In addition to event-based marketing, we plan on hosting contests, polls, and other methods of community engagement on our site to encourage active participation.

One approach to creating a Radiate community is through live concerts. These concerts will likely be held at a number of different venues, depending on who the band is, and where they are from. At these concerts, Radiate will also have a number of featured shirts for sale, so that all parts of Radiate are represented, and there are more opportunities to make money. Since each of these concerts would only create a sense of community for the people present at the concert, we will also be live-streaming the entire event on our website for members of the Radiate community who could not make it to the concert for whatever reason. We believe that increasing the amount of people who have access to live concerts is a key part of creating and sustaining a community that revolves around a general love for music, and exploring new music.

In keeping with our dual approach that emphasized music and content, we will host monthly contests to pick a featured band and shirt of the month. The former will be chosen out of three bands determined by us based on popularity and following at the time. Designs, however, are free to be submitted by any interested users. However, like the featured bands, the Radiate team will pick three shirts as the competitors.

The last way that we plan on creating an environment is through our social media accounts. We plan on using platforms such as Twitter, Facebook, and Instagram, and intend on uploading several posts per week, so that our community is continuously updated about things going on within not only the company, but also within the community as a whole.

Programming Plan

Radiate will be developed using the Wordpress platform for developing the website. Utilizing Wordpress's many plugins will be an advantage in decreasing development time and effort. It is written in PHP and MySQL which are both scalable and will handle the core functionality of the website. The ecommerce functionality will be handled by the popular plugin WooCommerce and extending its features to build an object oriented approach to store and manage artists, shirts, songs and charity donations. The majority of the front end of the website, including the music player, will be written using a combination of JQuery and AJAX. The site will be worked on simultaneously by Nick,

Joe and Morgan via the version control software Git and GitHub. We currently have server space to host the website and act as a repository for Git. Once the development is complete, the site will be cloned and hosted using GoDaddy.

We broke down the site into 5 main development categories which are:

- Band and artist submission / admin
- JQuery music player
- Shop functionality / page
- Blog / content page
- Cart

In order to develop these simultaneously in an efficient manner, we decided to have each person responsible for a section. For development to start right away, we will begin with focusing solely on functionality and will implement the designs after 2 weeks when the storyboards are finished. The first thing that needs to be completed is the artist submission functionality and pages in order for us to start contracting artists. Morgan is responsible for this and is the first task he will have at the start of the semester. While he is working on this, Joe will begin the music player. This is perhaps the largest part of the development process so Joe will be working on this feature solely for the first 2 weeks of the semester. Meanwhile, Nick will be working on the shop page as well as designing the overall architecture for the core of the site for the first two weeks of the semester. Once Morgan is finished with band submissions, he will assist Joe with the music player and start implementing the designs and front end for the various features because the marketing department will have all design work completed. Nick will also assist with the music player and begin work on the blog / content section of the website. By following these guidelines and the attached work breakdown structure, the website will be in a working state after 5 weeks. We will then implement the cart and ecommerce functionalities while polishing the rest of the website while looking forward to new features we can implement.

Operational Plan

Production:

Our two primary products are music files and tee shirts. Music files require little resources and effort since artists can simply upload files to their page on the Radiate website. Tee shirts, however, are a bit more complicated.

We plan on partnering with Customink.com for our tee shirt production.

The cost structure of digital printing the tee shirts is as follows: This example uses the scenario of 50 shirts (4 colors) produced at a \$15 consumer price point.

Digital Printing: \$497.50

Total Cost: \$497.50

<u>Total Revenue: \$750</u>

Balance: \$252.5

With a 50/50 split, the designer and charity would both take \$126.25

A secondary product for production is Radiate stickers. We plan on purchasing these custom stickers from Stickermule.com. We can purchase 100 stickers for \$74. If we price each sticker at \$3, we can make potential profit of \$226.

Location:

Radiate will not necessarily need a physical office space or storefront because it is an online marketplace. However, it will need a home online. We plan to use Wordpress tools to build the website and host it using GoDaddy.

Legal Environment:

Assets with legal relationship -

- LLC
- Domain Name
- SSL
- Contracts with artists using Radiate

Personnel:

Radiate will have five employees, or in our case students working on the Radiate project. Until Radiate becomes successful as a post-graduation business venture, we will not be paid. Our project manager is Nick Bechtold, who also assists with programming and sales. Morgan Townsend and Joe D'Angelo will be our programmers on the project. Zane Brown is handling website design and user experience design. Joe Herb is handling sales and logistics. We do not currently have plans to hire additional employees.

Inventory:

The only inventory Radiate will keep at all times is official Radiate items. These may include stickers, tee shirts, and other forms of swag. Tee shirts designed by our local indie artists will be produced once the threshold of 50 orders has been reached. We will try to keep at least 50 stickers in stock at all times.

Suppliers:

Tee Shirts -

Stickers -

Stickermule.com

Startup Expenses and Capitalization

We already have a domain name and LLC, so those costs would not be a factor until renewal. There are two expenses we will have at startup. The first is an SSL (secure sockets layer) which will cost \$56. The second expense is Radiate official tee shirts and stickers. If we order 50 Radiate shirts to start, it will cost \$322 (assuming 1 color). If we order 100 stickers to start, it will cost \$74.

SSL: \$56 Shirts: \$322 <u>Stickers:</u> \$74 Expenses: \$452

In order to generate the capital needed, we will most likely be paying these expenses out of pocket, by fundraising, or by using indiegogo.

Financial Plan

12 Month Profit and Loss Projection

Profit:

- Using Google Adsense (3 ads per page, 250 page views per day, 750 impressions per day)
 - o \$22.5 per month from CPM (\$270 for year)
 - o \$18.75 per month from click throughs (assuming 1%CTR and \$.25 CPC)
 - o \$495 total for year
- Radiate Official Tee Shirts \$757.5 (assuming we sell 150@\$15)
- Radiate Official Stickers \$452 (assuming we sell 200@\$3)

Total Profit: \$1704.5

Expenses:

- Domain \$29.99 (renewal for two more years)
- LLC \$149 (renewal for one more year)
- SSL \$56
- Shirts \$322
- Stickers \$74

Total Expenses: \$630.99

Balance: \$1073.51

It is important to note that live streaming resources/expenses are not included. We are unsure of our costs related to live streaming at this time. In addition, we are unsure of projected revenue from our Indiegogo campaign. We are planning this campaign over winter break.

Profit and Loss Pro Forma

Radiate LLC Profit and Loss For Spring 2016

Revenue:

Google Adsense 495 Radiate Tee Shirts 757.5 Radiate Stickers 452

Revenue \$1,704.5 Cost of goods sold (396)

Gross Profit \$1,308.5

Operating Expenses:

Domain Renewal (29.99) LLC Renewal (149) SSL (56)

<u>Net Profit</u> \$1,073.51

Section III: Schedule, Metrics, and Conclusion

Activities and Schedule

See Appendix A

Milestones

Major milestones in our project will include:

- Completing the project plan (this document)
- Finishing development of Radiate website v.1
- Completing UX testing/website revisions
- Securing our first artist contract

Metrics and Assessment Plan

Our metrics are split into two categories, production and product monitoring. Production metrics will be used to monitor and assess the development of the website and efforts put into advertising and content generation for our social media accounts. These metrics include:

- Hours logged coding
- Tasks completed from the work breakdown structure and schedule
- Group member participation in group meetings
- Facebook post drafts
- Blog post drafts
- Idea generation

When the website has been finished and is live, the metrics will change to product monitoring. These metrics are used to assure the day to day tasks needed in order to keep Radiate going are being completed. We will first record a baseline number when the site is launched, and continue to set goals and record the statistics weekly. This includes monitoring the following:

- Artists signed
- Artist submissions
- Site visitors per month
- Song plays per month
- Shirt sales per month
- Song sales per month
- Subscribers / emails per month
- Blog posts per week
- UGC per week
- Facebook likes per month
- Twitter follows per month

Expected Baseline Projections (Spring Semester):

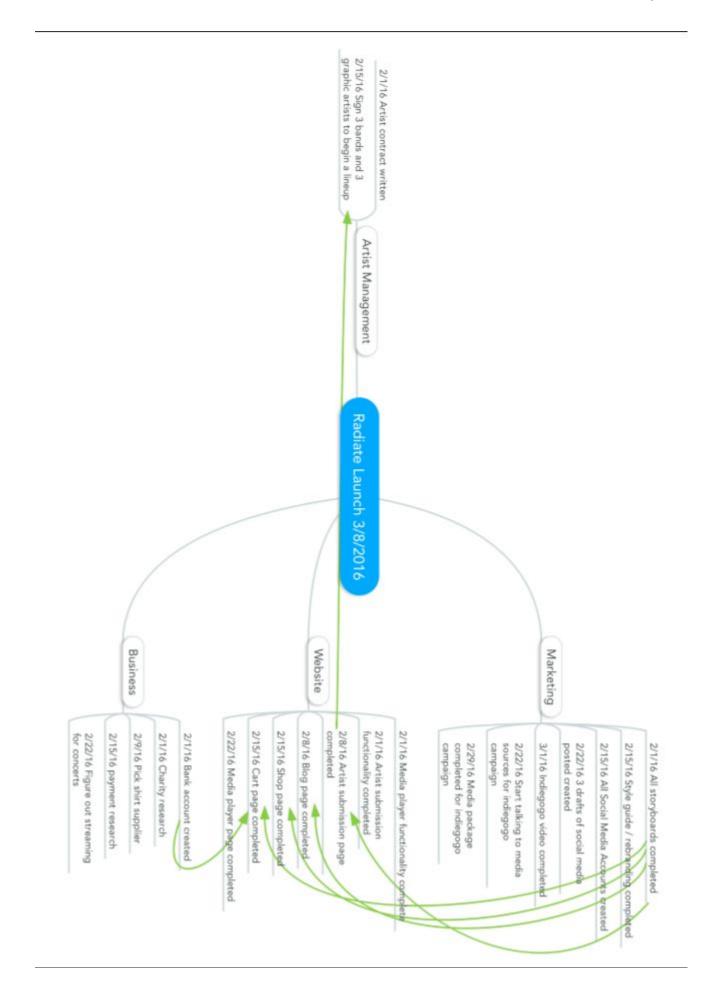
- 3 Artists signed
- 25 artist submissions (between both music and graphic)
- 100 site visitors per month
- 250 song plays per month
- 10 shirt sales per month
- 25 song sales per month
- 25 subscribers per month (25% of site visitors)
- 2 blog posts per week
- 1 UGC per week
- 30 Facebook likes per month
- 20 Twitter follows per month

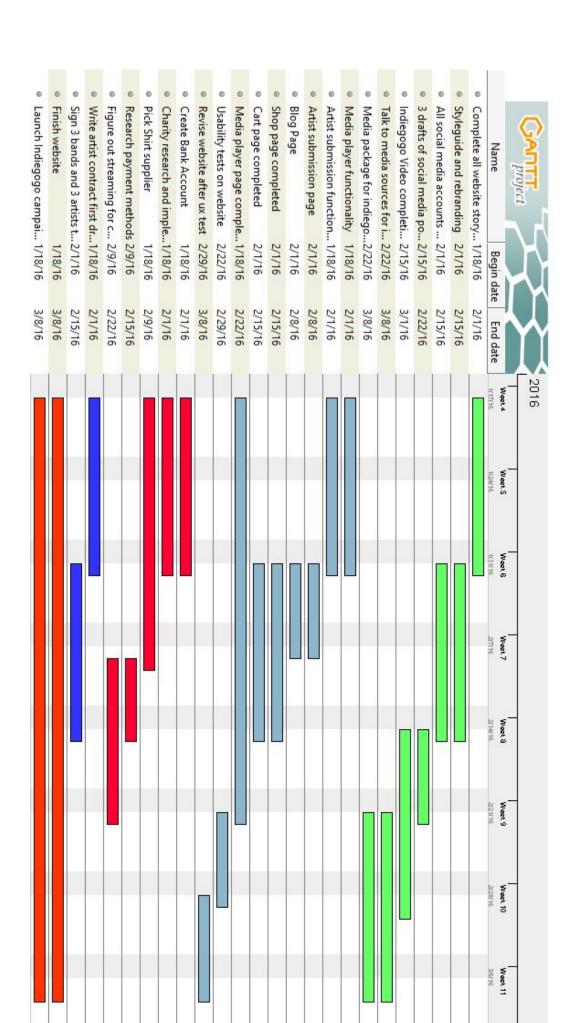
Conclusion

Throughout this Fall semester we have planned out and researched many areas necessary to the Radiate project. We believe that we have compiled a detailed and concise project plan that will guide us through the development of Radiate in the coming semester. We realize that many parts of this plan may be tweaked and or change over the course of the next semester and are prepared to adapt our efforts accordingly.

Appendices

Appendix A: Work Breakdown Structure & Schedule





More detailed breakdown of tasks:

Category	Portion	Task	Details
Artists/Tshirts	Back End	Create Artist Class	The artist class needs to extend posts and be linked to woocommerce products as shirts. It will have a featured shirt, past shirts?, a portfolio, description etc
Artists/Tshirts	Back End	Create Artist Admin Section	Admin section displays all artists, shirts and analytics for each. Allows for management of featured artists, etc.
Artists/Tshirts	Front End	Build storefront front end	Main page for selling shirts. Needs featured artists and old artists
Artists/Tshirts	Front End	Template submission page	HTML/CSS of artist submission page
Artists/Tshirts	Front End	Storyboard Store	Create Storyboard for front end of shirt page/store
Artists/Tshirts	Front End	Design single shirt product page	Includes shirt showcase, artist showcase and bio, other shirts, ads, etc
Artists/Tshirts	Front End	Design artist submission form	Page where new artists can submit to be featured
Blog	Back End	Display post functionality	PHP functionality of displaying posts. Order posts by categories, like posts.
Blog	Design	Design blog front end	Design our front end news feed/blog section. Include featured post, past posts, social media, and advertisements
Blog	Front End	Front end set up/functionality	Html set up of template of blog page. JS functionality of viewing either a huge lists of posts that only load when scrolled (like facebook) or pages of posts.
Cart	Front End	Implement front end design of cart	Building html template for cart
Cart	Front End	Design cart page	includes add to cart drop down, cart, and checkout
Design	Logo	Create new logo	Start with some ideas for us to vote on
Music App	Back End	Band submission handling	Set up page to email when a new band submits
Music App	Back End	Create Band Class	The band class needs needs to somehow extend posts and be linked to a woocommerce. The class needs to have song variables that link to songs which are woocommerce.

Music App	Back End	Create Band Admin Section	Admin section displays all bands, songs and analytics for each. Allows for management of band attributes, etc.
Music App	Front End	Template submission page	HTML/CSS of band submission page. Include form validation and thank you
Music App	Front End	Build Javascript Player Shell	Main music player front end functionality. Needs to play songs, feature bands, play ads(eventually).
Music App	Front End	Player HTML	Build html for player and help joe with javascript shell.
Music App	Front End	Storyboard music App	Create front end storyboard for the music player/band page
Music App	Front End	Design Band Submission page	Storyboard page where new bands can submit to be featured
User Experience	UX	Reserve UX Test Lab	Reserve a time for usability test lab
User Experience	UX	Gather participants for testing	Ask people to participate in usability test for website
User Experience	UX	Develop Usability Test Plan	Write usability test plan for website prototype
User Experience	UX	Perform UX Testing	Execute usability test plan