

# ***BLEACHERS.***

## **MARKETING PLAN OF ATTACK™**



**RECORDING, PERFORMANCE, AND MERCHANDISE**

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## **Executive Summary**

**Company Biography:** Songwriter, producer, and guitarist Jack Antonoff formed indie-pop/indie-punk band Bleachers in 2014 in Brooklyn, NY. Similar artists, to which fans also listen, include MisterWives, Lorde, and HAIM. Antonoff records the majority of instrumentation and vocals in the studio by himself, he performs live with the following band members: Mikey Hart on bass, guitar, keyboards, synthesizers, back-up vocals, and piano; Evan Smith on keyboards synthesizers, saxophone, back-up vocals; Sean Hutchinson on the drums, sampling pad, synthesizers, and back-up vocals; and Mike Riddleberger on the drums, sampling pad, and back-up vocals. When performing live, Antonoff takes lead on guitar, vocals, and the keyboard. Antonoff has a record deal with RCA Records and a publishing deal with Sony/ATV Publishing.

**Brief Story:** Jack Antonoff's love for music began early in his life when he and his elementary school friends formed a rock band. When he was 15 years old he followed the advice of a DIY touring and independent artist guide and began touring with his band in his parents' minivan. Since then, Antonoff has co-wrote songs with some of the music industry's most powerful artists, including Taylor Swift, Lorde, and Lana Del Rey. In addition to songwriting, he's always had side projects. He was the guitarist in fun., which gained traction with the hit song "We Are Young," and the guitarist and lead vocalist for Steel Train, which he formed in 2002. While he was touring with fun., he wrote songs and began working on his most recent project: Bleachers, inspired by the love songs used in John Hughes' popular films.

**Vision:** Bleachers's vision is to emerge internationally as an indie-pop band that's heartbreak songs make people not only relate to them, but make them want to get up and dance.

**Market Need:** According to the *Billboard* charts, several of today's indie-pop/indie-punk bands have more negative lyrics with beats that are more difficult to dance with rather than upbeat, hopeful lyrics that make people want to dance. Therefore, Bleachers will capitalize on audiences' desire to not only relate to songs of heartbreak, but also build hope and dance away their heartbreak. As an indie pop and punk band inspired by late '80s and early '90s music, Bleachers writes vulnerable lyrics with hooks that make heartbroken romantics want to dance.

**Revenue Generators:** Bleachers will release its next 16-track album, which features 13 songs and 3 behind-the-scenes recordings of Antonoff's writing and studio sessions. In addition to the 13 songs from the album, Bleachers will record acoustic and instrumental versions to pitch to film and television music supervisors. In less than a year after releasing the new album, Bleachers will go on three separate tours in the U.S.: West Coast tour, East Coast tour, and Midwest tour. To increase its audience reach, the band will also perform at festivals in the U.S., U.K., France, and Australia. Bleachers's merchandise includes 80's style bomber and jean jackets, t-shirts, baseball hats, beanies, pins, patches, and tour prep packages for fans to wear to the tour. All merchandise will be sold online and at shows. Some merch, such as pins and patches, will be sold to retailers with consignment deals.

**SMART Goals:** Bleachers's first-year objectives include being placed on at least 10 streaming playlists; securing spots on at least five romantic, comedic, or dramatic films; performing (and signing fans' albums) in at least one record store in NYC, LA, Chicago, Paris, Sydney, and London; creating a 20,000 email database of fans and a merch line, selling at least \$50,000 worth of merchandise; and increasing its social media engagement rate on Instagram by at least 30%.

**General Strategies:** Bleachers's marketing strategies will be focused on engaging with audiences in more intimate settings, making the most of social media's ability to connect with audiences in different locations and playing in smaller venues. Antonoff once mentioned he wanted his songs to lyrically be something with which fans could cry themselves to sleep and musically be something to which they would want to dance, whether it be in their bedrooms or in a club. Therefore, slogans might include "Indie Pop for New Romantics" or "Heartbreak Indie Pop That Actually Makes You Want to Dance." Bleachers will also host an intimate album release party in NYC and performances at record stores, which will be followed by album signings, so the band can connect with fans and maintain a more intimate brand strategy. Additionally, Bleachers will use the internet, print media, word-of-mouth marketing, email and marketing, mobile marketing (text messages and app), guerrilla marketing tactics, radio promotions, sponsorships, face-to-face selling, and exclusive promotions to market its brand.

**Resources:** In addition to Antonoff being a professional songwriter with several years of experience in the music industry, marketing specialist Rhiana Chickering holds several years of marketing experience (including digital marketing experience as well as music journalism experience as an arts and culture writer) and her education includes a B.B.A. Marketing (specialized in Marketing Management), B.B.A Management, and Non-Fiction Writing Certificate from the University of Iowa in addition to other specialized certifications including Google's Advanced Google Analytics certificate and UCLA's Music Business certificate, which is in progress. Chickering also taught herself how to code using CSS and HTML and even built her own website. She is currently a digital producer at Live Nation Entertainment and the marketing specialist for WE Nation, a Women in Entertainment organization at Live Nation. Both Antonoff and Chickering have professional relationships with music industry professionals and are great negotiators. Also, as an artist under RCA Records and Sony/ATV Publishing, Antonoff will receive loans from these companies, both of which will receive a royalty percentage of Bleachers's revenue. Once the companies earn their money back, the royalty percentage will decrease. Antonoff also already owns top-notch instruments and studio equipment, which will provide large savings. Chickering will also be providing her services in exchange for the experience for the first-year.

**Costs:** Maximum touring, manufacturing, printing, and design expenses will total \$104,961.58, which includes a 5% contingency.

**Challenges:** Bleachers's challenges include hip-hop becoming even more popular domestically and internationally according to the *Billboard* charts, and direct competitors, such as *The 1975*, are becoming more popular. Therefore, we will expand the indie-pop market and differentiate the band's music to ensure Bleachers is fulfilling an unmet need.

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## **Vision Statement**

In five to seven years, we envision Bleachers as becoming an internationally-known indie punk pop band in the music and entertainment businesses, that's main services will be performing, recording, and licensing music for film supervision. Bleachers's melodies interspersed with more deep-rooted lyrics about issues, especially heartbreak and anxiety, will actually make people want to dance. Overall, its music, lyrics, and actions will be known for projecting a sound that merges indie pop rawness with a message of relatability and calmness among our target audiences.

## **OSWT (Opportunities, Strengths, Weaknesses, & Threats) Analysis Statement**

### **a) Opportunities:**

- According to research I conducted using Chartmetric, Apple Music, and Spotify's analytics based on some of the most popular indie pop bands, the current market's indie pop music is not interspersed with aspects of punk and indietronica, unlike Bleachers's music. Even more distinctive, Bleachers's music also provides positive, hopeful lyrics, rather than primarily rage and incorporates jazz elements by using a saxophone in a portion of their discography.
- Front man Jack Antonoff has co-written with pop-stars, including Taylor Swift, Lana Del Rey, and Lorde. Therefore, he could leverage these connections to guest perform on stage with them or open for their headlining tours.
- Based on current chart-toppers on the *Billboard* charts, there are not indie pop bands influenced by late '80s and '90s music, and especially feelings associated with John Hughes's high school romance films.
- Antonoff has a professional relationship with Sony/ATV's Jen Knoopfle, whom could assist Bleachers in procuring licensing deals.
- Bleachers has also contributed to soundtracks from *Love, Simon*, and *If I Stay*, which provides Bleachers with a more experienced reputation in film licensing.
- According to the *Billboard* charts and secondary research from *Rolling Stone*, Anxiety Pop is becoming more popular, in which typically "happy" pop songs with peppy beats are targeting deeper issues, such as anxiety and heartbreak, in the lyrics while providing a feeling of hope for their listeners. Bleachers was already using this tactic with indie pop.
- Unlike other music by bands on of the *Billboard* charts that contain a certain punk aspect to them, Bleachers's lyrics are more introspective and hopeful rather than angst against the outside world.

- Unlike Top 40 bands and artists, Bleachers is going against overdone pop-hit songwriting tactics in order to top the charts on streaming service, which include shorter songs, simpler lyrics, repetitive beats, and, therefore, a lack of innovation.
- Bleachers's music would match the tone and dialogue in several films and TV shows, providing a great licensing opportunities, especially in genres of drama and romance.

**b) Strengths:**

- Jack Antonoff, the songwriter, vocalist, instrumentalist, and leader of Bleachers' is a talented songwriter who risks vulnerability in order to write songs with meaningful lyrics, often associated with anxiety and life's struggles, which are relatable to listeners.
- Antonoff has written songs with Lorde, Taylor Swift, Lana Del Rey, and he was a guitarist for the band Fun.
- The band has a great stage presence and interacts with the audience.
- The chorus/hooks of Bleachers's discography are catchy, while the lyrics in the intros, bridges, and outros are so specific that it makes listening to the music interesting.
- Tangible assets include state-of-the-art recording equipment and instruments.

**c) Weaknesses:**

- Band has very little marketing experience.
- The website needs improved: the user flow is confusing, there are inconsistencies between the desktop version and the mobile (the mobile version does not include tour dates, while the desktop version does).
- The band doesn't have an effective digital marketing strategy in place.
- The style of music is not as catchy as the music of Top 40 artists, which will make it more difficult to make it on streaming playlists, clubs, and even on some top radio stations.

**d) Threats:**

- Some of the songs are explicit, so some radio stations may not play the songs.
- Audiences may be tired of listening to songs about romance and heartbreak.
- Primarily innovators and early adopters listen to Bleachers, so they may have to become more nationally known before become internationally known.
- Antonoff's songwriting career in the U.S. may make it more difficult for him to tour around the world at international festivals and venues.
- According to the *Billboard* charts, hip-hop music continues to trend in the United States and in markets, including England and France. Therefore,

currently trending hip-hop artists, such as Lil Nas X or Kanye West, are indirect competitors.

- Direct competitors, such as *The 1975*, are becoming more popular. As a result, Bleachers will have to expand the indie-pop market and differentiate the band's music to ensure Bleachers is fulfilling an unmet need.

#### e) OSWT Conclusion:

To further Bleachers's vision of becoming an internationally-known indie pop band in the music and entertainment businesses, I analyzed the external landscape of the pop and indie-pop industries. I discovered opportunities for Bleachers to contribute a new indie pop sound interspersed with punk and indietronica as well as jazz influences, innovative music and meaningful lyrics that intrigue listeners, and music that would easily match the tone and dialogue of films, especially drama and romantic genres. Antonoff can also use his connections at Sony/ATV Publishing and his experience in contributing to the films *Love, Simon* and *If I Stay* to procure even more licensing deals. I anticipate Bleachers gaining spots on current-day John Hughes-inspired films and TV shows. Bleachers's strengths will benefit from these opportunities with their strengths, including a lead bandmember with excellent songwriting experience, not to mention collaborations with pop-star co-writers, and a great stage presence to compliment the vulnerable lyrics and catchy hooks of their music.

However, Bleachers's weaknesses include the band's strategy-less marketing tactics, such as a poorly-coded website and lack of digital marketing, but as an artist marketing specialist, I will be able to implement new marketing strategies. Another weakness entails a style of music that is not as catchy as that of the Top 40 artists the band will be competing with for international recognition, but this weakness does not impede growth. Instead, we will be targeting a market of early adopters and innovators who are always searching for new music rather than always listening to Top 40 artists. Our threats include some explicit songs that may not be able to be placed on the radio, which we will combat by promoting streaming playlists and music over social media platforms, such as Instagram, from which more and more consumers are obtaining new music suggestions. Bleachers's indie pop style will have to indirectly compete with the increasing number of audiences shifting towards hip-hop; however, Bleachers's music will be targeting a different audience with a different need, expanding the market rather than trying to specifically "take" the consumers in the hip-hop market. On the other hand, direct competitors, such as *The 1975*, are becoming increasingly more popular. However, Bleachers's music includes more raw and deep lyrics that are more introspective and written by a more experienced songwriter. As a result, Bleachers will continue to promote its unique qualities to separate the band from its direct competitors. Additionally, Jack Antonoff's songwriting career in the U.S. may conflict with international touring, but we will combat this by having Antonoff use Skype or Zoom to write with his cowriters. Several songs in the music industry were written when the cowriters were not even in the same room, so while the time differences may make it

difficult, we will not let it impede Bleachers's vision. The band will also incorporate time between regional tours to allow him to meet with co-writers on other projects.

## **Target Market Analysis**

### *1<sup>st</sup> Most Likely Customer*

#### **a) Demographics:**

- Gender: Female (55%) and Male (45%)
- Education: BA, Certificate, or Currently Enrolled in College
- Income: \$30,000 - \$75,000
- Marriage Status: Single (100%)
- Ethnicity: White (70%), Hispanic (5%), Black (15%), Asian (10%)

#### **b) Technographics:**

- Online Motivations: To create new projects, network, discover new music and ideas, recommend new music, obtain news, stream music and TV.
- Usage: Heavy, but mainly for social media, work, and school
- Attitude: Find technology necessary, enjoyable, convenient for busy schedules, efficient form of communication to reach large audiences in a matter of seconds.

#### **c) Psychographics:**

- Activities: Often going to shows to discover new music in addition to attending shows of well-known artists; attends parties ranging from small to large groups; read biographies and online music articles from magazines, such as *Rolling Stone*; streams music through Spotify, Apple Music, and Amazon Music, while also listening to vinyl records; listens to indie music and pop music; uses social media platforms, such as Instagram and TikTok, to discover artists and creativity; watches drama shows, such as *Girls*, *Euphoria*, *The Morning Show*, and *The Succession*, and romance movies, such as *Something Great*, *La La Land*, *Dirty Dancing*, *If I Stay*, *A Star is Born*, *Love, Simon*, *Clueless*, *Pretty Woman*, *Crazy Rich Asians*, and those produced by John Hughes.
- Interests: Health and wellness, music, fashion, creativity, travel, literature.
- Opinions: Prefers music with relatable lyrics about struggling through heartbreak and difficult situations like addictions. This consumer is also supports the following political stances: March for Our Lives and the Equality Act.

#### **d) Behavioral:**

- Attributes Sought: Meaningful and relatable lyrics, band members who interact with the audience during live shows, casual fashion, bands that use actual instruments vs. solely electronic beats.



- Rate of Use: Heavy
- Music-Based Activities: Attend shows at least once a week, listens to a variety of music, especially music that contrasts with that of Top 40 artists in that it is more innovative and lyrics are more complex.
- Adopter Type: Innovators (60%), Early Adopters (40%)

e) **Geographic:**

- Cities: *United States*: Los Angeles, Chicago, and New York City; *United Kingdom*: London
- Online Territory: International and Local Markets, including Los Angeles, Chicago, New York City, London, Sydney, and Paris.

f) **1st Most Likely Customer Analysis Conclusion:**

Bleachers's first most likely customers' demographics include an approximately equal amount of male and female college students or college graduates living in metropolitan areas, such as Chicago New York City, and Los Angeles; therefore, Bleachers could plan to perform at venues in these heavily populated areas.

To increase the band's fanbase in international territories, such as London, Bleachers could perform at pubs near universities and in downtown London to increase brand awareness and connect with a larger audience in person. Bleachers could also perform at festivals based in the U.K., such as Glastonbury Festival, Lovebox, Boardmasters Festival, and Reading and Leeds Festivals.

Given that our first most likely customers' technographics include using technology for creativity, discovering new artists, and sharing ideas over Instagram and TikTok, we could plan to delegate a portion of our budget toward paid social ads. The band could advertise more often on Instagram because the results from my sample audience (discussed later) indicate a heavy use of Instagram. Bleachers will also want to ensure its music is available on Instagram's stories feature, so audiences can create Instagram Stories featuring Bleachers's music. In addition to setting the targeted geographic locations, Bleachers could also update the Instagram ad settings to target consumers whom take certain actions in the app, such as liking or following music-oriented content or purchasing music or concert tickets. More creatively, Bleachers could create TikTok video posts with the band's own music and encourage fans to create their own version of the videos.

According to my survey (discussed later), several respondents discover music through streaming services, such as Spotify, Bleachers could pitch music to Spotify in order to procure a spot on the streaming service's "Discover" playlist.

The first most likely customers also use technology to stream movies and TV shows. Bleachers could pitch their music to music supervisors using TAXI (an online A&R company) and Antonoff's relationship with Sony/ATV Publishing for an upcoming movie or TV show that matches the interest of their target market, such as romantic comedies.

Given that Bleachers’s first most likely customers’ behavioral characteristics include going to live shows and also going to record stores to purchase vinyl or attend events, Bleachers could set up live performances with a post-show album signings at record stores, such as Amoeba Music in Los Angeles and Fingerprints in Long Beach.

Also, Bleachers’s target market enjoys learning more about the creative process behind the music and lyrics. Therefore, Bleachers could plan to procure live interviews at local venues, such as the Grammy Museum’s program “The Drop,” during which music professionals are interviewed, and Live Talks Los Angeles, which hosts events featuring musicians and authors while they discuss their art.

Lastly, given that Bleachers’s first most likely customers’ geographic dimensions include those whom live in larger metro areas of the United States, such as Los Angeles, New York, and Chicago, Bleachers could plan to perform “mini” tours in smaller venues around those metropolitan areas. For instance, Bleachers could perform at local venues, such as the Troubadour or The Wiltern in Los Angeles or the Brooklyn Academy of Music and Radio City Music Hall in New York City. Also, Bleachers’s online territory includes international metropolitan areas, such as London, New York City, Sydney, and Paris; therefore, Bleachers will tailor it’s advertising strategies to fit the lifestyles of those areas, while also promoting Bleachers’s potentially upcoming record store performances and album signings and international festival performances.

## **Competitor Analysis**

### **a) Competitor Matrix: Indie Pop Bands to Which Fans of Bleachers Also Listen**

<b>Competitors</b>	<b>Bruce Springsteen</b>	<b>The Neighborhood</b>	<b>The 1975</b>	<b>Haim</b>	<b>The Killers</b>
<b>Company Brand Identity</b>	<p>Overall Brand Identity: All-American Storyteller</p> <p>Image: Western American (jean jacket, jeans with belts, plain t-shirts, button-down flannel shirts with cut of sleeves)</p> <p>Logo: Wordmark (“BRUNCE SPRINGSTEEN” typed in block letters with a faded white and</p>	<p>Overall Brand Identity: Artists Who Create Music With a Calm, West Coast Ambiance</p> <p>Image: Laid back (Black or blue jeans, black leather or jean jackets, beanies, tattoos)</p> <p>Logo: Sometimes, the</p>	<p>Overall Brand Identity: An English Indie Band that Modernized Retro Music with Innovative Beats</p> <p>Image: The band mostly wears black (black leather or jean jackets, t-shirts, or tank tops with black</p>	<p>Overall Brand Identity: All Girl, Sister Indie Pop Band with Some Americana Undertones</p> <p>Image: Very So-Cal inspired and laid back. Mostly wearing black or</p>	<p>Overall Brand Identity: Creators of Indie Dance-Rock Anthems</p> <p>Image: Often seen wearing mostly black clothing (jean or leather jackets with black jeans and white or black t-shirts.</p> <p>Logo: Combinedmark</p>

	black gradient coloring	band will use a landmark (an upside down house the band calls the Neue house) and other times, the band will use a wordmark (“The Neighborhood” typed in a serif font similar to a newspaper headline.	jeans), lots of tattoos  Logo: Combinedmark (“THE 1975” typed in block letters, often surrounded by the outline of a neon rectangle.)	faded blue jeans, jean shorts or leather skirts, with t-shirts, button down shirts, or summer camisoles or bandeaus, with jean jackets.  Logo: Wordmark (The band Name in Large Block Letters)	(“KILLERS” is designed to look spelled out in spotlights — sometimes red, sometimes white, or sometimes gold — “the” is spelled out in a sans-serif font, which covers the top portion of the “K,” making the uppercase “K” look like a lowercase “k” (the KILLERS).) The logo also sometimes includes a lightning bolt.
<b>Product Brand Identity</b>	<p>Music: Americana</p> <p>Live Performance: Authentic (all instruments, no auto tune), Has the ability to make a large venue seem small by talking to the audience, making it more intimate.</p> <p>Merch: Vinyl Records, Live Concert CDs, Lithographs, Keychains, Magnets. All merchandise has a Wild West feel to it with deserts and a horse.</p>	<p>Music: Indie Pop, Alternative, songs all sound slightly similar</p> <p>Live Performance: Small stage set-up with large crowds, similar to what a festival looks like. Sometimes join other artists, such as Lana Del Rey, on stage.</p> <p>Merch: Vinyl Record, CDs,</p>	<p>Music: Indie Pop with Indietronica Overtones</p> <p>Live Performance: Very energetic, keyboard beats mixed with authentic instruments.</p> <p>Merch: Retro to match the brand’s music and image (the band even sells a cassette tape). The band’s colors</p>	<p>Music: Indie Pop with Some Americana Undertones</p> <p>Live Performance: Two sisters play electric guitar will the other sister plays bass guitar, which gives them a “girl power” vibe, making them stand out among the often male-</p>	<p>Music: Indie-Rock songs that are often considered dance anthems.</p> <p>Live Performance: Highly energetic – lots of dancing and jumping. The lead singer speaks to the audience often and is jumping on the speakers.</p> <p>Merch: The band’s merchandise options include</p>

		<p>Hats, Beanie, Sweatshirts, T-Shirts, Coach Jacket. All merch has a laid back simple feel, while others have a graffiti-like style. It is not very consistent as it doesn't have one definite style.</p>	<p>for its most recent album are black and a neon yellow. A neon yellow rectangle sits behind the band name on the front of the t-shirts and sweatshirts, while an outline of the neon yellow rectangle outlines the text on the back of the apparel.</p> <p>Some of the apparel is witty. One shirt reads, "THIS IS A LIMITED EDITION THE 1975 SHIRT."</p>	<p>dominated genre. The audience and band are both energetic and the stage is small as they mostly open up for more mainstream artists, including Taylor Swift, and perform at festivals, such as Coachella. The sisters also color coordinate outfits.</p> <p>They also perform at International Festivals, including Glastonbury in the U.K.</p> <p>Merch: Apparel exclusive to HAIM's online store, Vinyl Records, CDs, Digital Albums.</p> <p>Apparel focuses on their uniqueness</p>	<p>several vinyl records, including limited edition packages, an autobiography coffee table book, apparel with the band's logo, posters, coffee mugs, a vest, and MOST INNOTATIVELY, fan-created merchandise, including a t-shirt featuring the lightning bolt logo with a unique design inside the lightning bolt that fans can color in themselves (markers included with t-shirt).</p>
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				<p>of being an all-sister/girl band. The apparel is also very witty, for instance, they sell a sweatshirt and matching sweatpants that read “Happy Haimidays.”</p> <p>They are also festival-oriented in that they sell fanny packs.</p>	
<b>Products/Services</b>	Recording, Merchandise, Performance	Recording, Merchandise, Performance	Recording, Merchandise, Performance	Recording, Merchandise, Performance	Recording, Merchandise, Performance
<b>Price</b>	<p>Vinyl Records: Limited Edition 2XLP – 32.98, 2LP - \$29.98, Web Exclusive Colored 2LP - \$35.99.</p> <p>The Album Vinyl Collection Vol. 2 1987-1996: \$269.98</p> <p>CDs: \$13.98</p> <p>Digital Albums: \$11.99</p> <p>Springsteen on Broadway: CD - \$19.95, LP - \$79.95</p> <p>Lithographs: \$50</p>	<p>Vinyl Record (LP): \$29.98</p> <p>CD: \$11.98</p> <p>Beanie: \$19.99</p> <p>Hats: \$30.00</p> <p>Coach Jacket: \$50.00</p> <p>T-Shirts: \$29.00-\$31.00</p> <p>Hoodie Sweatshirt: \$50.00</p>	<p>Super Bundle (Limited Edition T-Shirt, Neon Yellow Vinyl, CD, Recycled Plastic Cassette Tape): \$80.00</p> <p>Short Sleeve T-Shirts: \$28.00 - \$32.00</p> <p>Long Sleeve T-Shirts: \$36.00 - \$42.00</p>	<p>Vinyl LP + Digital Album: \$32.99</p> <p>Vinyl LP: \$27.99</p> <p>Signed CD: \$7.99</p> <p>Digital Album: \$12.99</p> <p>Signed CD &amp; Lithograph Bundle: \$20.99</p>	<p>10th Anniversary Vinyl: Standard Edition) - \$36.98, Collector’s Edition - \$49.98</p> <p>LP Box Sets: Clear Vinyl Edition - \$250.00, Black Vinyl Edition - \$179.00</p> <p>Standard LP Vinyl Records: \$19.98 - \$25.00</p> <p>Special Edition CDs: \$19.98</p>

	<p>Sweatshirts: \$29.95</p> <p>T-Shirts: \$24.95</p> <p>Magnet: \$9.95</p> <p>Patches: \$7.95</p> <p>Hat: \$39.95</p> <p><i>Born to Run</i> Autobiography: Hardcover - \$31.95, Paperback - \$19.95</p> <p>Keychains: Plastic 2- sided keychain - \$9.95, Stainless Steel - \$12.95</p> <p>Drinkware: Pint Glass - \$14.95, Shot Glass - \$3.95</p> <p>Concert Tickets: Approx. \$50 - \$1,000 (Resale Tickets are up to \$1,800)</p>	<p>Concert Tickets: Approx. \$50 - \$100</p>	<p>Sweatshirts: \$54.00</p> <p>Vinyl Records: Neon Yellow 2LP + Digital - \$40.00, Clear 2LP + Digital Album - \$40.00</p> <p>CD + Digital Album: \$17.00</p> <p>Cassette Tape + Digital Album: \$17.00</p> <p>Concert Tickets: Approx. \$50 - \$700 (Resale Tickets are up to \$1,000)</p>	<p>CD: \$5.00</p> <p>Long Sleeve T-Shirts: \$35.00</p> <p>Short Sleeve T-Shirts: \$25.00 - \$30.00</p> <p>Hoodie Sweatshirt: \$65.00</p> <p>Sweatpants that match the Hoodie: \$35.00</p> <p>Pull-Over Sweatshirt: \$50.00</p> <p>Fanny Pack: \$25.00</p> <p>Live Performance Tickets (Mostly Open for Artists or Play at Festivals): Approx. \$50 - \$1,500 (higher end of price refers to festival tickets)</p>	<p>Standard CDs: \$12.98</p> <p>T-Shirt + Deluxe Digital Album: \$24.98</p> <p>Hoodie Sweatshirt + Deluxe Digital Album: \$49.98</p> <p>Standard Vinyl LP + Deluxe Digital Album: \$19.98</p> <p>Deluxe Vinyl 2LP + Deluxe Digital Album: \$34.98</p> <p>Standard CD + Deluxe Digital Album: \$14.98</p> <p>Deluxe CD + Deluxe Digital Album: \$19.98</p> <p>Customizable Artwork + Digital Album: \$16.00</p> <p>Fan-Created Merch: Lightning Bolt T-Shirt with Markers (Fans can color the design inside the lightning bolt</p>
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					<p>themselves) - \$40.00, Long Sleeve T-Shirt - \$30.00, Vest - \$75.00</p> <p>Posters: \$10.00</p> <p>Coffee Mug: \$15.00</p> <p>Autobiography Coffee Table Book: \$75.00</p> <p>Concert Tickets: Approx. \$50 - \$1,000</p>
<b>Place</b>	Online Store (Includes mostly exclusive products not sold anywhere else), Retailers (Record Stores & Book Stores for music and books)	Online Store and concerts	Online Store, albums also are sold primarily at record stores.	Online Store (only apparel), Universal Music Group's online artist store, Record Stores, Limited Stock at Retailers, including Target	Online Store, outside of concerts, record stores, and the autobiography is sold at book stores, such as Barnes and Noble.
<b>Promotion</b>	Primarily at concerts, most recently at "Springsteen on Broadway." Also, across social media platforms.	Primarily at concerts and on the band's website, no promotion over social media, which is an oversight for the band.	Social Platforms and the band's website.	Heavy promotions on social media platforms, especially Instagram, but not heavy enough on the band's	Primarily at concerts and on The Killers's website.

				<p>website.</p> <p>They do not have a direct link or menu item that allows users to navigate to the store through their website.</p> <p>Users would have to navigate to an entirely different site.</p>	
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#### **b) Competitor Analysis Conclusion:**

The Neighborhood, THE 1975, HAIM, and The Killers do not have very vulnerable, introspective, and as relatable of lyrics as Bleachers, and even though Bruce Springsteen's lyrics are vulnerable and thought-provoking, he has more of a Americana style in his music. Therefore, Bleachers could exploit their vulnerable lyrics that are cleverly intertwined in the experienced instrumentalists' indie pop melodies, while also connected with their fans on a more personable level with their marketing strategies. Bleachers could differentiate its music and increase recognition among their brand as follows:

1. Bleachers's brand identity could focus on authenticity and relatable lyrics that make people want to party, but also make some people want to cry.
2. Bleachers could play smaller venues (max. capacity: 500 people) to increase audience and artists interactions to build more connections with fans, increasing the amount of loyal fans.
3. Promotional strategies could include record store appearances for album signings and performances, which would align well with our target audience; creating a coffee table/lyric book with film/polaroid photos when the band becomes more well-known; create merchandise with some of Bleachers's best lyrics; and create videos that act like an autobiography in video format to showcase the stories behind the lyrics.
4. Bleachers could also pitch its music to music supervisors of romance, drama, or romantic comedy movies and TV shows in order to increase its brand recognition.



5. Front man Jack Antonoff speaks as well and authentically as he writes, so Bleachers could set up interviews on podcasts, including *National Public Radio* (NPR) and *Switched on Pop*, and TV shows, including *The Tonight Show with Jimmy Fallon* and *Jimmy Kimmel*, while also scheduling performances interspersed with conversations with the audience on segments, such as NPR's *Tiny Desk* series, which is in video and podcast form.

Our overall competitive advantage could be, “Experienced instrumentalists creating melodies intertwined with lines of poetry that resonate with romantics.”

We anticipate the competition responding by attempting to mimic Bleachers's writing style and also showcasing their lyrics, but Bleachers's will combat this tactic by continuing to innovate new sounds and melodies to pair with the lyrics.

For a much more aggressive approach, Bleachers could form its own independent publishing company that's brand identity also emphasizes authenticity, relatability, and innovation, while hiring the some of the nation's most talented songwriters. This publishing company would also expand the band members' reputation as not only talented songwriters, but also publishers and some of the top creatives in the music industry.

## **Research & Development (R&D)/Demo and Feedback**

### **a) Products/Services and Other Items Tested:**

- A sample of Bleachers's most known single “I Wanna Get Better” to determine if it is intriguing enough to interest audiences.
- Potential digital and/or print marketing opportunities.
- Potential licensing opportunities for movies and TV shows.
- Better knowledge of how Bleachers can reach its target audiences.
- Potential opportunities for live performances or album signings.

### **b) The Problem:**

According to secondary data procured from *Rolling Stone*, *Pollstar*, and the *Billboard* charts, current indie pop artists are not creating captivating, innovative melodies that are also intertwined in vulnerable and authentic lyrics. Fans want to be able to relate to lyrics and witness more authenticity among the artists.

I also wanted to identify how my sample audience discovers new artists and how they primarily listen to music and obtain news, in order to determine best digital marketing and music distribution practices.

### **c) Methods:**

*Surveys (2):*

- Survey sent out among some of my colleagues at Live Nation Entertainment, whom have most, if not all, of my target audiences' traits.
- Survey sent out over my Facebook page.

*Depth Interviews:*

- I conducted interviews with random tourists and locals on Hollywood Blvd.

**d) Sample Audience:**

- 20 Live Nation Employees
- 13 Tourists and Locals on Hollywood Blvd.
- 17 people from my personal Instagram and Facebook followings.

**e) Survey and Interview Questions:**

See survey (a) in the Appendix or [HERE](#).

**f) Data Analysis**

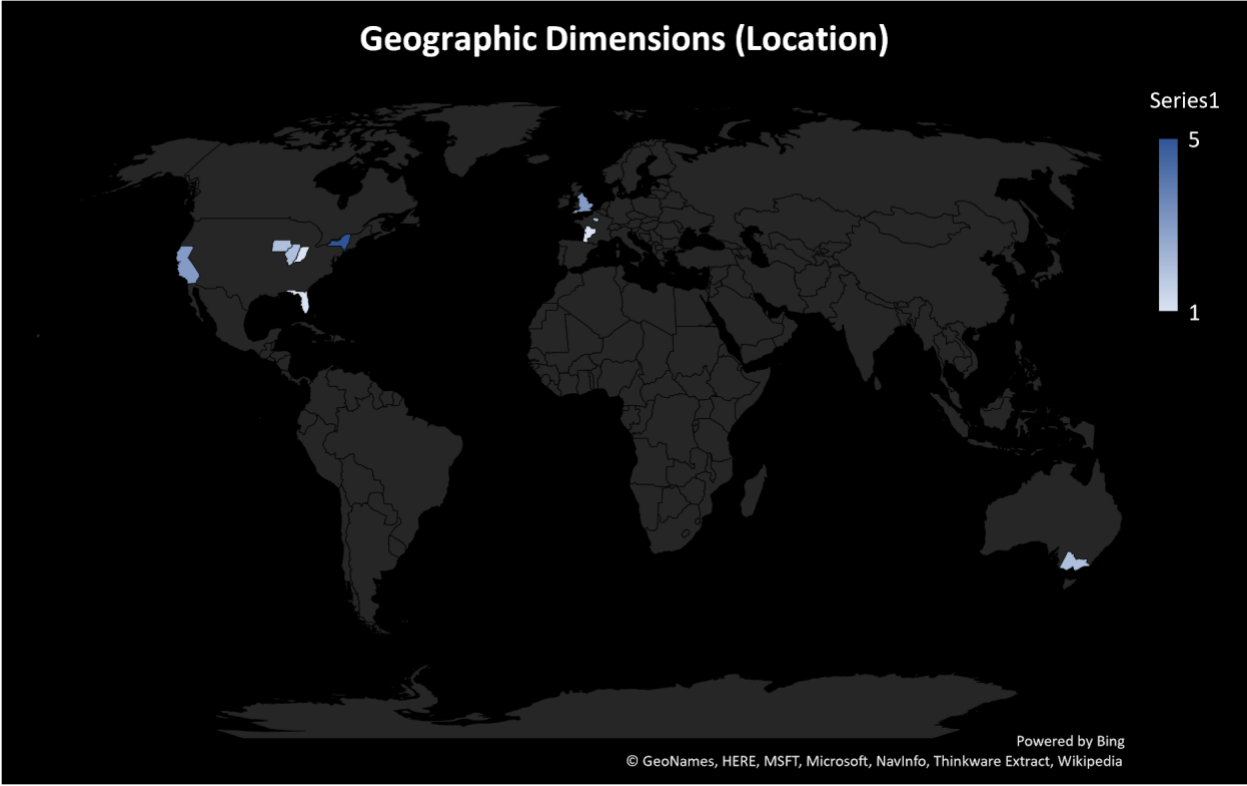
Primary Trends

- Overall, respondents' first impression of Bleachers's single returned an average rating of 4.4 stars.
- The majority of respondents:
  - discover new artists through social media, the radio, artist showcases, concerts, movies and television shows, streaming playlists, and friend recommendations.
  - procure their news from online news sources.
  - attend live music events a few times a week.
  - will visit a record store if there is an event, such as an album signing or performance.

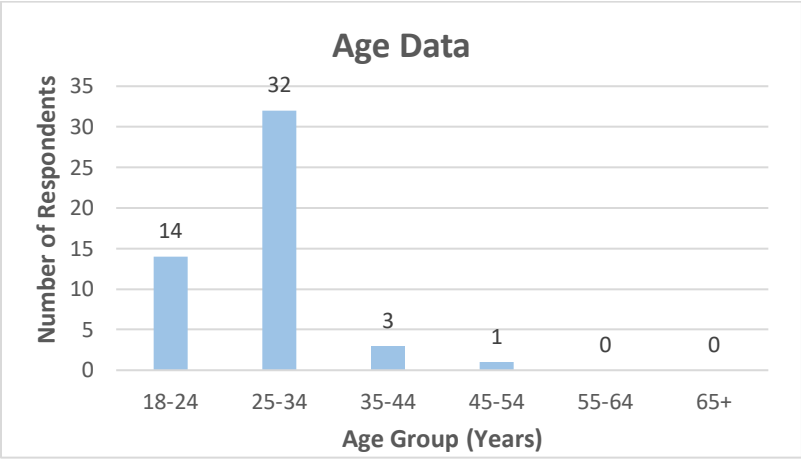
**Data**

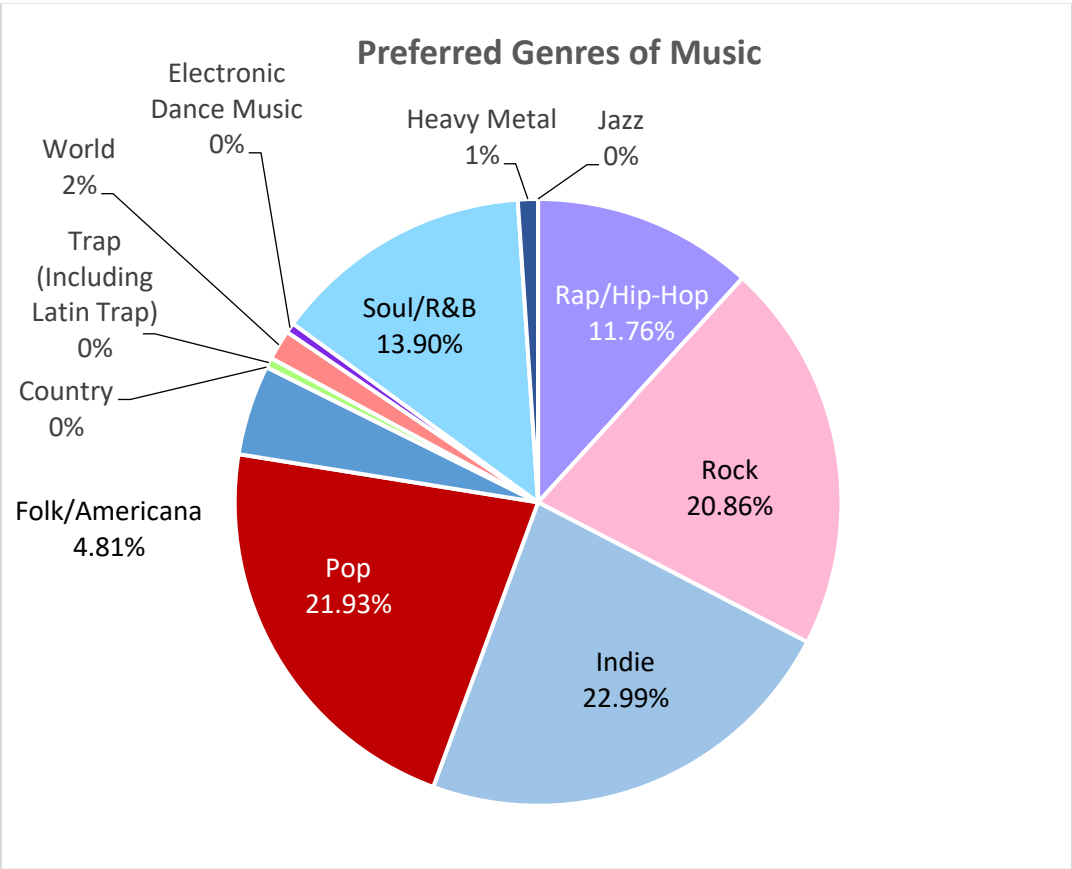
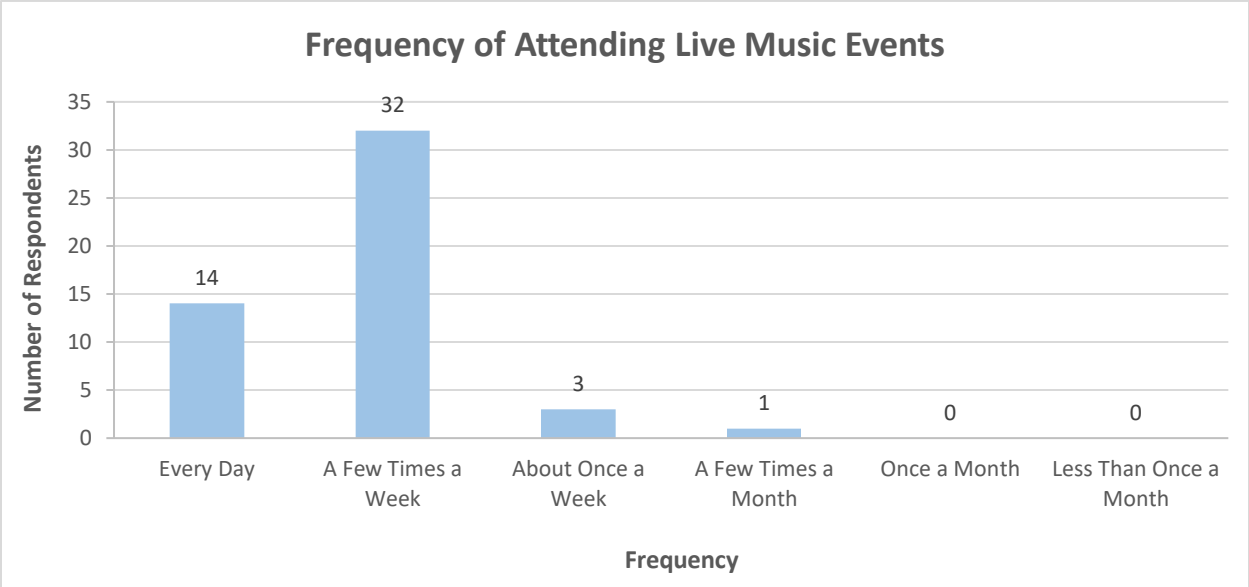
After administering the survey to 20 of my colleagues at Live Nation and 17 individuals I randomly selected over Facebook and conducted in-depth interviews with 13 tourists on Hollywood Boulevard, I was able to procure the following data:

*Geographic, Demographic, & Psychographic Dimensions*

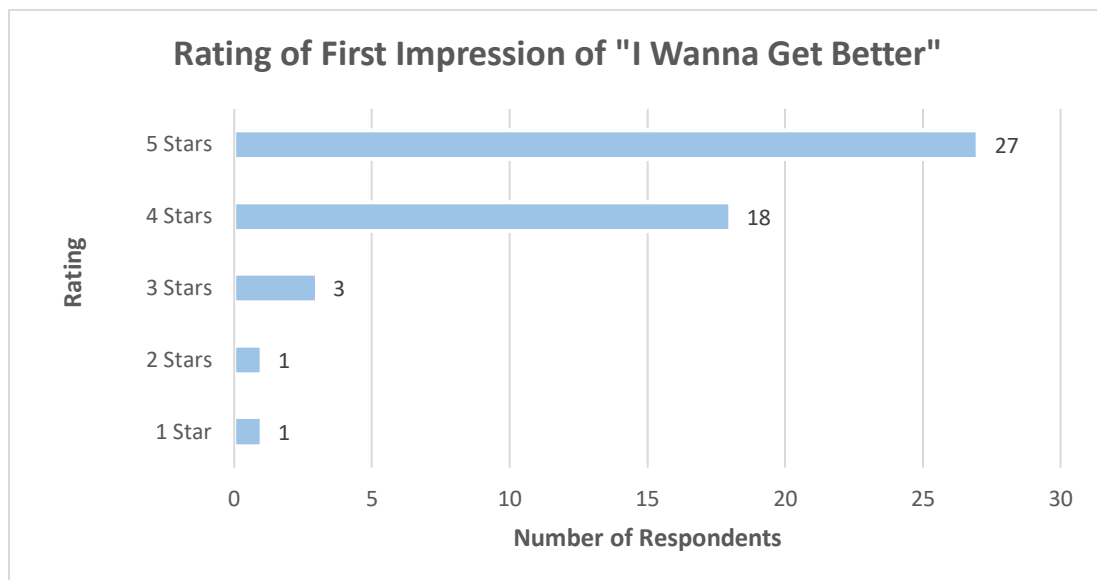


**Cities Reached:**  
Indianapolis, Indiana (USA); NYC, NY (USA); Los Angeles, CA (USA); Berkeley, CA (USA); San Diego, CA (USA); Fort Lauderdale, FL (USA); Brooklyn, NY (USA); Des Moines, IA (USA); Iowa City, IA (USA); Chicago, IL (USA); Huntington Beach, CA (USA); Melbourne, VIC (AUS); St. Kilda, VIC (AUS); Swansea, England (UK); London, England (UK); Paris, Ile-de-France (France); Versailles, Ile-de-France (France); and Bordeaux, Aquitaine (France).





*Demo of “I Wanna Get Better” by Bleachers*



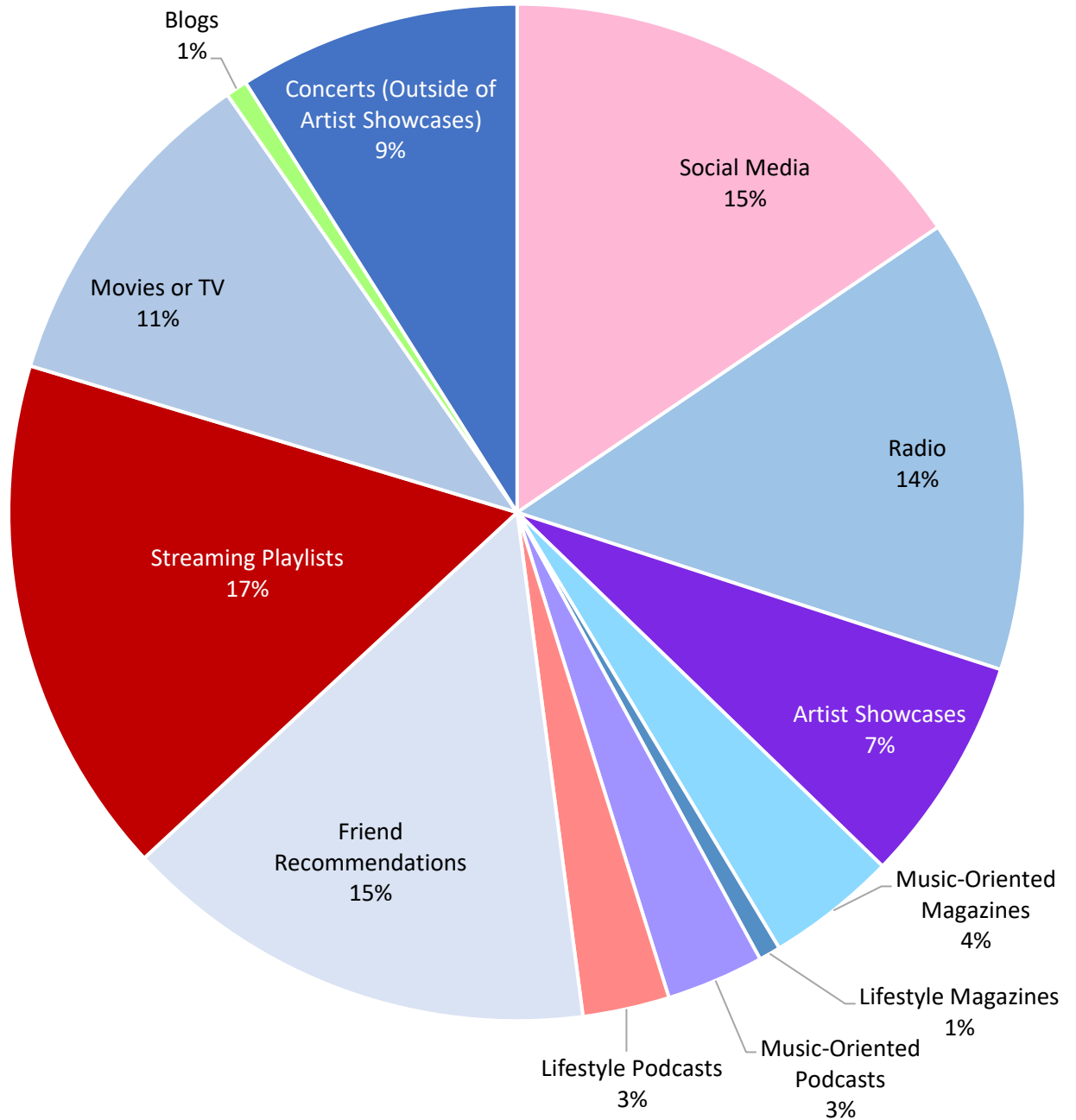
4.4★  
average rating



#### **Demo Takeaways/Feedback from In-Depth Interviews on Hollywood Blvd.:**

- Positive
  - “Sounds like something that’s easy to dance along to.”
  - “Lyrics are specific, but the chorus is catchy.”
  - “They sound good at playing instruments.”
  - “I would like to see this band live.”
  - “I like the combination of indie-pop, alternative, and some electronic aspects.”
  - “I like how the words in the [pre-chorus ‘I wanna get better’] are sung at a faster pace than the words sung in between [the chorus ‘I didn’t know I as lonely ‘til I saw your face’ and ‘I didn’t know I was broken ‘til I wanted to change’].”
- Improvements
  - “Lyrics are sung too fast, so it’s hard to understand the lyrics.”
  - “The chorus is too simple.”
  - “Sounds like too many music styles in one song.”

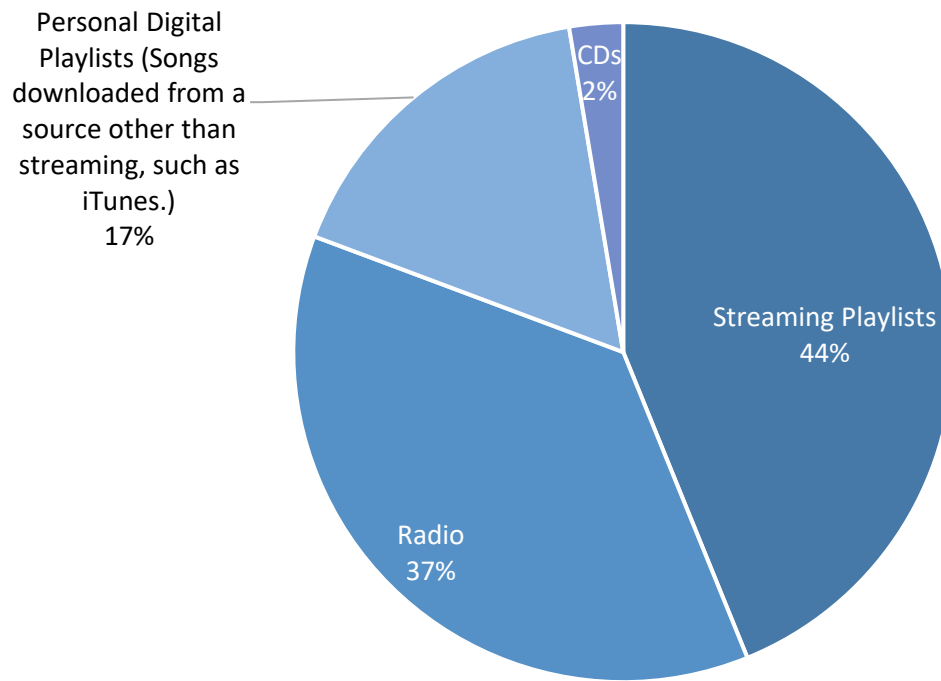
### Methods of Discover New Artists



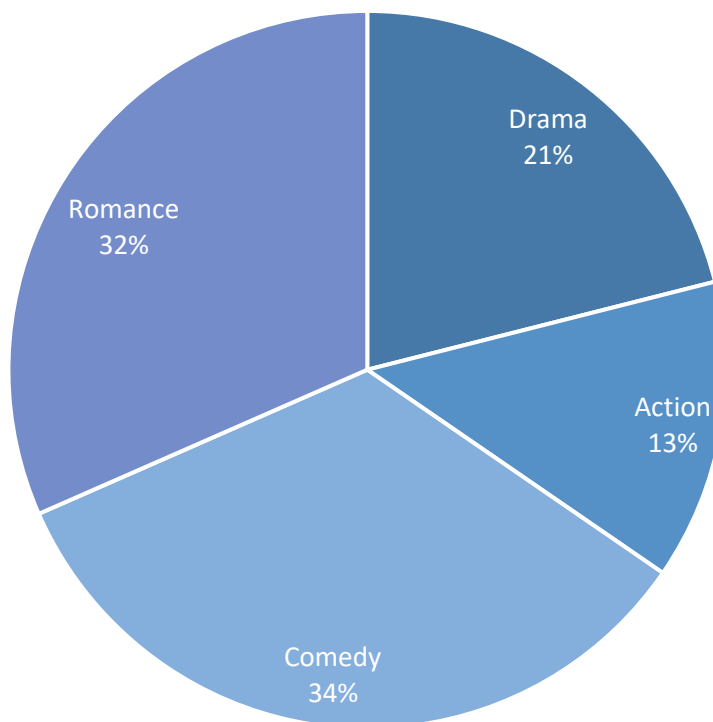
### Demo Takeaways/Feedback from In-Depth Interviews on Hollywood Blvd.:

- Streaming Services Used (From most used to least used):
  - Apple Music, Spotify, Tidal, Amazon Music
- Social Media Used to Discover New Artists
  - Instagram, TikTok
- Radio Stations
  - SiriusXM

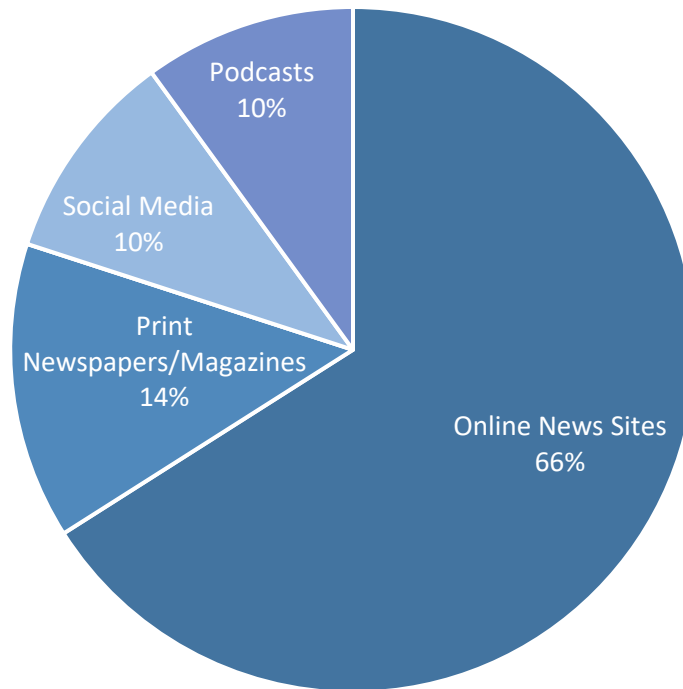
### How The Sample Audience Listens to Music in the Car (or on Public Transit)



### Preferred Genres of Movies and TV Shows



### MOST-USED News Source Among Sample Audience



#### Demo Takeaways/Feedback from In-Depth Interviews on Hollywood Blvd.:

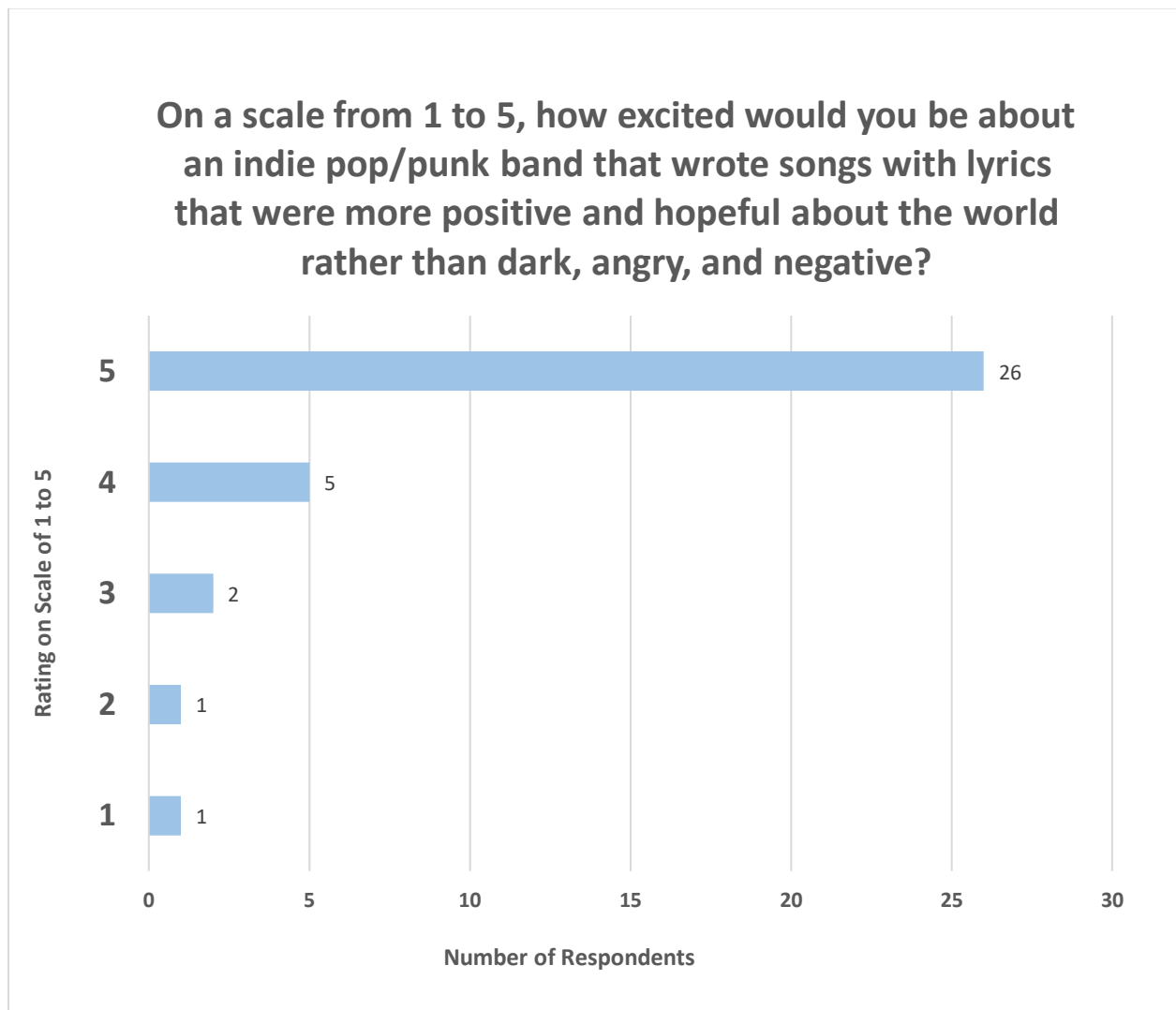
- Online News Services Used:
  - *The Guardian* (UK); *Rolling Stone*, *New York Times*, and *Los Angeles Times* (USA); *Harold Sun* (Australia); *Paris Match*, *Le Monde*, and *Le Parisien* (France)



## Second, One-Question Survey to 35 people from the Original 50-person Sample Audience

To further determine how people responded to Bleachers's unique punk rock lyrics that provide hope rather than anger, I asked as many people from the original sample as possible the following question: On a scale from 1 to 5, how excited would you be about an indie pop/punk band that wrote songs with lyrics that were more positive and hopeful about the world rather than dark, angry, and negative?

The results were positive in that 74% of respondents selected "5," inferring they were most excited about an indie pop/punk band that wrote songs with lyrics that were more positive than angry.



### g) R&D Conclusion

In order to test concerns of Bleachers's music not being intriguing or unique enough for audiences, determine how best to promote and distribute Bleachers's music, and how to best increase the band's brand awareness through licensing deals for TV shows and movies. I sampled 20 Live Nation colleagues, 17 users on Facebook, and 13 tourists and locals on Hollywood Blvd. To ensure my sample audience consisted of mostly those with the traits of Bleachers's target audiences, I asked questions specific to their age group (mostly 18-24 and 25-34), preferred music genre (20.86% Rock, 21.93% Pop, and 22.99% Indie), and their frequency of attending live music events (a few times a week). Bleachers's single "I Wanna Get Better" received an average of 4.4 stars from the sample audience due to their experienced musicianship, unique melodies, and lyrics so specific only the band could write them, yet the chorus is more than catchy enough to want to dance to. Therefore, Bleachers's will continue to write their music in their unique, indie pop style.

Additionally, respondents primarily discover new artists through streaming playlists (17%), social media (15%), friend recommendations (15%), the radio (14%), and movies and TV shows (11%). Therefore, Bleachers should distribute their music over streaming platforms while I leverage my connections at Spotify and Amazon Music to begin to procure more spots on streaming playlists. Bleachers's will also strategize its digital marketing plan to include TikTok by creating videos that will inspire fans to create their own videos using 30-second clips of Bleachers's music. Most importantly, to encourage word of mouth marketing (for friend recommendations), Bleachers's will perform at smaller, local venues to establish connections with the fans to increase fan loyalty, and therefore, word of mouth marketing. Lastly, Bleachers's will use TAXI to discover licensing opportunities to procure spots on movies and TV shows, preferable of the following genres based on survey results: comedy (34%), romance (32%), and drama (21%). Lastly, to increase audience reach even more, we will pitch Bleachers and its music to news sources cited in my depth interviews, including *The Guardian* (UK); *Rolling Stone*, *New York Times*, and *Los Angeles Times* (USA); *Harold Sun* (Australia); and *Paris Match* and *Le Monde* (France).

Most importantly, after conducting a second one-question survey with 35 respondents from my initial sample audience, 74% of respondents answered "5" when asked, "On a scale from 1 to 5, how excited would you be about an indie pop/punk band that wrote songs with lyrics that were more positive and hopeful about the world rather than dark, angry, and negative?" As a result, Bleachers will continue to differentiate its music based on the unique hopefulness and rawness of the lyrics and meet the needs of indie pop/punk fans who want to listen to more positive and hopeful indie pop music.

## **Marketing Plan SMART Goals**

To achieve its long-term vision of internationally-known indie pop band in the music and entertainment businesses, that's main services will be performing, recording, and licensing music for film supervision, Bleachers's will accomplish the following SMART goals within one year from the execution of this plan:

- Bleachers will be placed on at least 10 streaming playlists, including Spotify's indie-pop-specific playlist and Apple Music's "Breakup Song Essentials" and "Heartbreak Pop" playlists.
- We will pitch Bleachers's music to music supervisors and procure spots on at least five romantic, comedic, or dramatic movies, and at least three TV shows of similar genre. Production companies and music supervisors include Lionsgate Films' Tracy McKnight, Universal Pictures' Natalie Hayden and Nicki Richards, 20<sup>th</sup> Century Fox's John Houlihan (also used to be President of the Guild of Music Supervisors, Inc), Paramount Pictures' Vanessa Palmer and Jason Richmond, Warner Brothers' PJ Bloom, Sony Pictures' Spring Aspers and Susan Slamer, HBO's Susan Jacobs and Jen Malone (whom supervised the music on *Euphoria*, which would be a great opportunity for Bleachers), MTV's Carrie Hughes, Netflix's Andy Lykens, Hulu's Maggie Phillips, and Apple TV's Carter Burwell and Forest Gray (both music professionals contributed to *The Morning Show* soundtrack – a great opportunity for Bleachers). Antonoff will also use his professional relationship with Sony/ATV Publishing's Jen Knoepfle in addition to using TAXI (independent A&R company) to putting Bleachers's music in the hands of the music supervisors with these production companies.
- Bleachers's will perform in at least one record store in New York, one in Chicago, one in LA, one in Paris, one in Sydney, and one in London, with album signings following the performances.
- Create a 20,000-email database of fans in addition to a merch line, which includes t-shirts, exclusive vinyl record sets with different designs and color of LP, and branded jackets and patches. Bleachers will then sell at least \$50,000 worth of merchandise (does not include album sales or royalties for songwriting and licensing).
- Bleachers's will also increase its social media engagement rate on Instagram by 30% to increase opportunities for its target markets to discover the band.

To accomplish these goals, Bleachers will post at least once a day on its Instagram account and set up a TikTok account to promote its merchandise and music. The band will also contact record stores to schedule performance dates,

while also pitching the performances to local news sources to encourage target markets to attend the events. After Bleachers takes these action steps and gains more brand recognition, we will pitch its music to music supervisors and streaming playlist curators to accomplish the first two goals previously mentioned.

## **Bleachers Brand Strategy**

- a) **Band Name:** Bleachers
- b) **Description of Name:** The band's music is influenced by John Hughes's films, and "Bleachers" (similar to actual bleachers) provides a feeling of the young romance and nostalgia that are also felt when watching a John Hughes film.
- c) **Logo:** The logo is a word mark that looks handwritten, to describe the creative, laid back personality of the band and its music. Currently, the logo is in a capitalized, sans-serif font, but the handwritten type below is more unique.

**BLEACHERS.**

- d) **Slogans:** The band could create a slogan, such as "Indie Pop for New Romantics" or "Heartbreak Indie Pop That Actually Makes You Want to Dance," or "No Worries, Just Dance."
- e) **Mascot:** N/A
- f) **Personality:**
  - Attitude: Laid back, innovative, and serious about the band's success, but still wants to have fun and wants others to have fun.
  - Dress: Jeans, t-shirts, casual sneakers to illustrate the band's laid back style and make performances appear more intimate as if the audiences are in the band's living room or at a house party.
  - Associations: Our public relations tactics will not only include procuring interviews with well-known publications, such as *Rolling Stone*, *The Guardian*, *Le Parisien*, etc., but Bleachers will also be associated with good causes, including the Anxiety and Depression Association of America, and to support equal pay and equality, the Human Rights Campaign (US), and UK's Equality and Human Rights Commission. By associating the band with these

organizations, it will emphasize the band's beliefs and attract like-minded audiences.

- g) **Enhancement Methods:** Bleachers will place its logo on t-shirts, pins and patches, hats, the drummer's bass drum head, records, the band's website and social media profile photos, jean jackets, bomber/varsity jackets that have a John-Hughes-film vibe, casual converse sneakers, instrument and sound equipment cases, laptop stickers, digital and print live performance visuals.
- h) **Positioning:** An indie pop and indietronica band inspired by late '80s and early '90s music that writes vulnerable lyrics with hooks that make heartbroken romantics want to dance.

### **Product/Service Brand Strategy**

- a) **13-Song (+ 3 Recorded Writing Sessions) Album:** (For course purposes, to practice creating a marketing plan for artists, I created this "potential" album info on my own, and it is not legitimately associated with Bleachers.)
  - **Brand Structure:** Combined
  - **Potential Album Title:** *Ruthless Games*
  - **Potential Song Titles:** "If You Stay," "Ruthless Games," "Without You"
  - **Slogan/Taglines:** "Indie Punk Pop for Contemporary Romantics" OR "Heartbreak Indie Pop That Actually Makes You Want to Dance."
  - **Colors/Fonts/Graphics:** Bleachers colors will remain black and white, but the band will also add red for the font because, according to lectures from the University of Iowa Tippie College of Business, red elicits feelings of passion, symbolizes both love and danger, and increases the heart rate, and much of Bleachers's music expresses strong emotion and the thin lines between love and danger. The album cover will feature Jack Antonoff (whom records the majority of Bleachers's music on his own, often only performing with the band during live performances) sitting on a wooden floor surrounded by his recording equipment. The word mark logo will be typed in a custom, hand-written font to emphasize how personable the music is. For instance, hand-written notes elicit more emotion and passion than typed notes.
  - **Material/Formats/Packaging:** Bleachers will use eco-wallets for its packaging because they are more environmentally friendly. We will also include a download card with each purchase of the album and/or at least \$25 worth of merchandise for a limited time after the album's release. Additionally, we will sell a vinyl LP that's also packaged in a larger eco-wallet.
  - **Design Concepts:** Because Bleachers's music is largely influenced by late '80s and early '90s music, we will include an 8-panel insert, which displays film photography of the band (taken by friends and family) along with the lyrics to each song to provide the design with an '80s-'90s aesthetic, but with

greater quality recordings. The vinyl LP will also include a larger booklet that includes copies of his song writing notes for each song — the crossed out lyrics and all — in place of the typical style of typed lyrics on an 8-panel because he is mostly none for his songwriting abilities. In regard to on-disk printing, the CD disks and Vinyl LPs will be white with handwritten track titles written in black ink.

- **Positioning:** Indie pop rawness with lyrics that make people want to cry, but music that makes people want to dance, which is now known as “anxiety pop.” The album will also give fans an inside look into 3 of the writing sessions in the last 3 tracks of the album.

**b) Live Performance/Tour:**

- **Brand Structure:** Combined
- **Potential Names/Titles:** *Ruthless Games* World Tour
- **Slogan/Taglines:** “Performing Raw Songs Where They Were Written”
- **Stage Design Concepts:** Because lesser-known bands do not usually procure a stadium-size stage, and the lyrics are more raw than those of other indie punk pop bands, Bleachers will set the stage as the setting where the songs were created. The background of the stage will be set up with the equipment (or mock equipment) Antonoff uses to write and record the music. In addition to including a couch or bed (but NOT in a creepy way) because he writes most of his music in his bedroom and the music provides a “dancing in my room” vibe. If there is a b-stage, he will play more of an acoustic set on the b-stage to create a more intimate show, making a 500-900-person crowd seem smaller. The band members will also speak to the audience as if they were right next to the audience members, rather than yelling at them, to create a more intimate ambiance. The lighting will be a regular white/golden color that spotlights on the band, but during the dance anthems, the lights will move to the beats like a dance party.
- **Positioning:** “Performing Raw Songs Where They Were Written” an intimate performance of raw, indie pop heartbreak anthems.

**c) TV and Film Placement/Licensing:**

- **Brand Structure:** Combined
- **Slogan/Taglines:** “Raw Lyrics with Anthem Melodies Perfect for Romantic Comedies and Dramas”
- **Material/Formats/Packaging:** We will send digital music files (for the publicly released digital version in addition to acoustic and instrumental-only versions) over email or on a flash drive or download card if submitted by mail.
- **Positioning:** “Raw Lyrics with Anthem Melodies Perfect for Romantic Comedies and Dramas” The lyrics will resonate with audiences, while the melodies will help move the scenes seamlessly in a film.

**d) Merchandise Line:**

- **Brand Structure:** Combined
- **Potential Names/Titles:** Bleachers Bomber Jacket or Jean Jacket with the hand-written word mark on the back (more faded on the jean jacket for a more retro, tattered style), *Ruthless Games* Album T-Shirt with the album cover on the front and the word mark on the back and front above the photo, Tour T-Shirt with the word mark and a photo of the band performing live on the front and the word mark and tour dates on the back, On the Bleachers Baseball Hat and Beanie – both with the word mark on front, and pins and patches of the word mark and some of the band’s most memorable song lyrics.
- **Slogan/Taglines:** “Retro Indie Pop with Retro Style”
- **Colors/Fonts/Graphics:** The photos will be black and white, but the logo will be in red to remain consistent with the bands color scheme, which will elicit more emotion and passion, similar to the band’s song lyrics. The band’s logo and song lyrics will also be used.
- **Material/Formats/Packaging:** The hats and t-shirts will be made from hemp because even though the style is retro, Bleachers will use today’s supplies and technology to better the environment. However, the denim jackets and bomber jackets will still be made from denim, silk, and polyester, respectively.
- **Design Concepts:** The style will be more retro to promote the band’s music style that’s largely influenced by the ‘80s and ‘90s.
- **Positioning:** “Retro Indie Pop with Retro Style.” Modern merchandise with a retro style.

**e) Email List/Fan Club:**

- **Brand Structure:** Combined
- **Potential Names/Titles:** Modern Romantics
- **Slogan/Taglines:** “Come Party With Us” (Keep updated on all things Bleachers.)
- **Colors/Fonts/Graphics:** The Newsletters will be primarily black and white, with red text for the headlines and word mark logo, both in a custom, hand-written font.
- **Material/Formats/Packaging:** Digital newsletter. Fans can sign up on [bleachersmusic.com](http://bleachersmusic.com) or at the both next to the merch both at live shows.
- **Positioning:** “The official newsletter for Bleachers, That’s Music is Designed for Modern Romantics”

## **Product/Service Strategy**

**a) Album:**

- **Production:** Antonoff, whom recorded most of the instrumental and vocal portions of Bleachers’s previous albums, is an experienced indie producer.

Therefore, he will use his own recording equipment in addition to the Pro Tools software on a Mac Book Pro to record and produce the next Bleachers album. Antonoff's comfort zone is in his own studio, so we will record the drums, the guitar, bass guitar, and vocals in-house while utilizing his relationship with Grammy-award winning engineer Laura Sisk for the sound engineering. Antonoff will also use Antonoff will utilize his professional connections with publisher Sony/ATV's VP of Creative, Jennifer Knoepfle, to negotiate deals with the company. For the album's design, Antonoff will outsource the design to his marketing agency professional (Rhiana Chickering for the purpose of this college-course marketing plan). Chickering will use Adobe illustrator, Photoshop, and InDesign to create the front and back album covers and album inserts.

- **Manufacturing:** The band will outsource the album manufacturing to Disk Makers, which is located in Antonoff's home state of New Jersey and near his home in Brooklyn, in order to keep his manufacturing local and relatively inexpensive. Disk Makers will manufacture the vinyl LPs and CDs, while digital distributor CD Baby will distribute Bleachers's music to streaming services, including Apple Music, Amazon Music, Spotify, YouTube, Tidal, Deezer, Pandora, and Shazam. Bleachers will also provide digital download cards to consumers whom purchase of the album and/or at least \$25 worth of merchandise for a limited time after the album's release. These cards will also be manufactured and distributed by CD Baby.
- **Companies:** As mentioned previously, Bleachers will collaborate with sound engineer Laura Sisk and Sony/ATV VP of Creative, Jennifer Knoepfle to improve the sound quality of the album and negotiate a better publishing deal, respectively. Design will also be outsourced to digital marketing professional Rhiana Chickering. Disc Makers will manufacture the CDs and Vinyl LPs, while CD Baby will digitally distribute Bleachers's music to streaming services and consumers whom have a download code from the digital download card.
- **Quantity/Frequency:** Disc Makers will manufacture 10,000 CDS and 3,000 Vinyl LPs to begin with because, according to Chartmetric's analytics, Bleachers's fanbase consists of over 500,000 fans — at least 100,000 of the fans being loyal fans. Bleachers will order more albums if needed. CD Baby will manufacture the digital distribution and digital downloads. Bleachers will also be offering a promotion deal during the album's presale and shortly after its launch to encourage fans to purchase a CD or vinyl LP, which will encourage fans to pre-purchase the album, giving Bleachers an even better idea of how many CDs and Vinyl LPs should be created.
- **Explanation of Choices:** Antonoff has a great relationship with Sony/ATV's Jennifer Knoepfle who will help Bleachers negotiate the best publishing deal possible, while Laura Sisk is a Grammy-award winning sound engineer with years of experience. Disk Makers and CD Baby have the fairly inexpensive, but high quality, manufacturing services, which will help Bleachers cut down



expenses and time spent manufacturing the products in-house, allowing the band to allocate more of its time to promotions and live shows.

- **Customer Service Strategy:** Bleachers will include a download card with each purchase of the album and/or at least \$25 worth of merchandise for a limited time after the album's release. Consumers will also have the opportunity to sign up for email alerts, which will notify them of exclusive performances and pop-up shops for Bleachers's biggest fans.

**b) Live Performance/Tour:**

- **Production:** Bleachers will outsource its live performance promotions and productions to Live Nation Entertainment, the world's top live music promoter. For his live shows, Antonoff will expand Bleachers to include Evan Smith (keyboards, back-up vocals, piano, and synthesizers), Sean Hutchinson (drums, back-up vocals, and synthesizers), Mikey Hart (bass, guitar, piano, keyboards, back-up vocals, and synthesizers), and Mike Riddleberger (drums and back-up vocals).
- **Companies:** Promotion and production outsourcing to Live Nation, and a large portion of the live performance instrumental tasks to Smith, Hutchinson, Hart, and Riddleberger. Bleachers will also rent a tour van from Enterprise Rent-a-Car or a RV from USA RV Rentals for touring (with enough space for instruments and microphones).
- **Quantity/Frequency:** Bleachers will begin performing on regional tours in the U.S. (East Coast, Midwest, and West Coast) with 10 tour stops in each region. In order for Antonoff to have time co-writing on other artists' records, there will be breaks in between each regional tour. Antonoff's songwriting career helps promote his band, so these "breaks" will act as an investment into the band's brand strategy. After touring in the U.S., Bleachers will perform at least 3 shows in or near each of the following international cities: Melbourne, VIC (AUS); Sydney, NSW (AUS); Swansea, England (UK); London, England (UK); Paris, Ile-de-France (France); and Bordeaux, Aquitaine (France).
- **Explanation of Choices:** Antonoff produces and plays the majority of instruments and vocals when recording the album, but live shows require much more interaction with the audience. Therefore, Antonoff will include more band members to take on the instrumentals and back-up vocals during the live performances. Live Nation Entertainment is the world's top live music promoter, and with his connections, Antonoff can obtain a great world-wide touring deal with the promoter. Also, because the both USA RV Rentals and Enterprise Rent-a-Car offer a variety of van and RV options and discounts depending on the length of the rental period.
- **Customer Service Strategy:** Fans who signed up for the fan club emails will be notified of pre-sale information and have the opportunity to purchase limited-quantity backstage passes for the same price as the regular tickets to establish brand loyalty and personal connections with fans.

**c) Additional Recordings for TV and Film Placement/Licensing:**

- **Production:** In addition to recording producing Bleachers's regular studio album, Antonoff will also record and produce acoustic and instrumental-only versions of the band's music in order to increase the opportunities for movie and TV placement. Similarly, Antonoff will use his own recording equipment and Pro Tools software on his Mac Book Pro to record and produce the music. He will also continue to utilizing his relationship with Grammy-award winning engineer Laura Sisk for the sound engineering.
- **Manufacturing:** Antonoff will not only utilize his professional relationship with Sony/ATV Publishing's Jennifer Knoepfle to pitch his music to film and TV supervisors, but he will also use TAXI (TAXI.com) to submit music to music supervisors.
- **Companies:** Sony/ATV Publishing and TAXI, Laura Sisk
- **Explanation of Choices:** Antonoff has a great relationship with Sony/ATV publishing and TAXI is the one of the world's best A&R companies for independent artists. Both companies will be able to successfully connect Antonoff with the appropriate music supervisors.
- **Customer Service Strategy:** In this case, the film and TV music supervisors are the consumer, so Bleachers will send them digital samples of its music along with Antonoff's contact info to ask him questions directly and make the selection process as easy as possible for the music supervisors.

**d) Merchandise Line:**

- **Production:** In addition to the CD, Vinyl LP, and digital music formats of the band's upcoming album, Bleachers will also sell bomber jackets and jean jackets with the hand-written word mark on the back (more faded on the jean jacket for a more retro, tattered style), a *Ruthless Games* album t-shirts with the album cover on the front and the word mark on the back and front above the photo, tour t-shirts with the word mark and a photo of the band performing live on the front and the word mark and tour dates on the back, "On the Bleachers" baseball hats and beanie – both with the word mark on front, and pins and patches of the word mark and some of the band's most memorable song lyrics. Additionally, Bleachers will sell "Tour Prep" packages after the tour announcement, which will include a tour t-shirt, a pin, and either a vinyl LP, CD, or digital album.
- **Manufacturing:** The clothing items will be manufactured by Toad & Co. (toadandco.com) and created in a more sustainable fashion by using hemp instead of cotton to align with the values of Bleachers's target audience and the pins and patches will be manufactured by The Studio (thestudio.com), which manufactures high-quality pins and patches in bulk quantity at a relatively inexpensive price.
- **Companies:** The Studio, Toad & Co.

- **Quantity:** Bleachers will begin by ordering, 250 bomber jackets, 250 jean jackets, 500 album cover t-shirts and 500 live tour t-shirts, and 250 baseball hats, 250 beanies, 1,000 pins, and 800 patches for its fans. Bleachers will also order 500 “tour prep” packages featuring the digital album, 300 “tour prep” packages featuring the CD, and 250 “tour prep” packages featuring the Vinyl LP, for a total of 1,050 “tour prep” packages. If more are needed, the band will order more.
- **Explanation of Choices:** Bleachers’s target audience of early adapters and innovators are interested in current events, which includes protecting our environment. Therefore, products will be manufactured as sustainably as possible, while also making sure the products are high-quality, so they last a long time.
- **Customer Service Strategy:** Bleachers will provide fans with a tracking code to track their orders, while also delivering the items in a timely manner. If, on the off-chance, the order is delayed or the band has to order more of a product, the fans will be notified as soon as possible. Bleachers will also always have a 1-800 number and a customer service email that fans can call or email during the work week if there are any problems.

e) **Website/Email List:**

- **Production:** Bleachers will procure a premium WordPress account for \$5/month to create a high-quality, user-friendly website with attached email addresses (\$25/year/email account) to keep business and customer service inquiries organized. Professional digital marketer, Rhiana Chickering, will design, code, and update the website as Bleachers’s marketing specialist. Bleachers will also give visitors the opportunity to sign-up for Bleachers’s newsletter to receive the latest updates.
- **Companies:** WordPress, Rhiana Chickering
- **Explanation of Choices:** WordPress includes several customizable templates that are easy to update, and it enables users to connect email accounts to the website (i.e. jack@bleachersmusic.com or press@bleachersmusic.com), which will be extremely helpful to keep all business and customer service inquiries organized within the same system.
- **Customer Service Strategy:** The website will include a 1-800 number and email address for fans to contact with inquiries. Most importantly, fans can sign up to receive the latest updates, which include pre-sale and private event opportunities for Bleachers’s biggest fans.

<b>Product &amp; Services Features and Benefits Chart</b>		
<i>Products/Services</i>	<i>Features of Product/Service</i>	<i>Benefits Important to Audience</i>
a) 16-Song Album (Including 3 Writing Session Recordings)	The CD and digital formats of the album will feature 13 songs and 3 writing session recordings	The album’s unique indie pop/punk genres will not only have fans listening intently to

	to give fans a glimpse into Antonoff's writing process with his collaborators. The Vinyl LP will feature the	every relatable, authentic lyric interspersed in the songs, but also make them want to dance their heartbreak away on the dance floors. Even more, the album includes 3 recorded writing sessions perfect for the innovators and early adapters whom want an inside look into the creative writing sessions that ultimately led to the completion of this album.
b) Live Performance/Tour	The stage will be set up with the equipment (or mock equipment) Antonoff uses to write and record the music. In addition to including a couch or bed (but NOT in a creepy way) because he writes most of his music in his bedroom and the music provides a "dancing in my room" vibe while also "wanting to cry themselves asleep vibe," now known as "anxiety pop." The band will also use the b-stage to play some acoustic versions of the music to further extend the intimate setting. The stage set up and extra acoustic set will make a 500-900-person crowd seem smaller. The band members will also speak to the audience as if they have known each other forever, to create a more intimate, relaxed ambiance.	The intimate feeling live performance greatly compliments the album because the set will make audiences feel as though they are with the band as they create the music even though the band will be performing the completed songs live. The acoustic mini-set on the b-stage will give audiences an opportunity to hear some of the songs "un-plugged."
c) Additional Recordings for TV and Film Placement/Licensing	In addition to the studio album, Bleachers will create two more albums for TV and Film Licensing only. One of the recordings will be acoustic and the other solely instrumental to increase Bleachers's opportunity to fit within the scope of multiple movies and TV shows.	The additional recordings will give music supervisors more options for the type of music they place in their films and shows. For instance, Bleachers music would work best in romantic comedies or dramas, in which case acoustic versions of the band's music may be more appropriate at times.
d) Merchandise Line	Bleachers's merchandise line is very stylish, especially for those	Fans will look very cool and collected while wearing

	who are more interested in indie music and style.	Bleachers's merchandise because the merch, which includes jean jackets and bomber jackets, aligns with today's style trends while also showcasing the band. The merch line includes enough options for the fans to be able to create their own style with Bleachers's merch, but not too many options where fans will encounter choice overload, in which there are too many options for fans to make a decision on what products to purchase.
e) Website/Email/Text Messaging List	The website will include band news, tour dates, social media links, "about" information on the band, press articles, the band's merch site, and an opportunity to sign up for text message and/or email newsletter updates.	Fans will have a one-stop shop for everything Bleachers. The newsletter updates will enable fans to be the first to hear about pre-sales, new merch, tour dates, updates on any projects that are in the works, press coverage, and backstage passes.

## **Pricing Strategy**

### a) **Album:** *Ruthless Games*

<b>CD &amp; Digital Album Pricing for Studio Album Entitled <i>Ruthless Games</i></b>		
<b><i>Strategy Names</i></b>	<b><i>Prices/Amounts</i></b>	<b><i>Units and Time Periods</i></b>
Top-Line Price/Psychological End-in-9 Price on CDs & Digital Albums	\$12.99 (CD Format: Manufacturing costs are approximately \$3/CD, making the GPM approximately 76.91%.) (Digital Format: Manufacturing costs are a one-time fee of \$29.00, according to CDBaby.com. After the we break even from the sale of the first two digital albums and earn a GPM of 79.75% on the third digital album sold, we will earn a GPM of 100% of all future	On 4,000 CDs for one year – less the CDs included in Tour Announcement Package discussed later.

	digital albums sold. Note: this does not include the royalties from digital streaming services).	
Special Event Discount Price (CD Format Only)	\$5.00 (Manufacturing costs are approximately \$3/CD, making the GPM approximately 40%.)	The first 1,000 CDs sold online during the album pre-sale. (First 3 months of the album announcement.)
Free (Digital Format Only)	\$0.00 (Manufacturing costs are a one-time fee of \$29.00, we are willing to take a loss for the promotional pre-sale to incentivize fans to purchase the CD and to increase word of mouth marketing.)	To be given to all fans who purchase a CD, vinyl LP, or Bleachers's merchandise during the album pre-sale period. (First 3 months of the album announcement.)
Zone Pricing (Shipping and Handling from Online Sales)	\$6.99 (U.S. and Canada) added to price based on USPS prices. \$8.99 (All Other Zones) added to price based on USPS prices.	On all online orders for two years.

<b>Vinyl LP Pricing for Studio Album Entitled <i>Ruthless Games</i></b>		
<b><i>Strategy Names</i></b>	<b><i>Prices/Amounts</i></b>	<b><i>Units and Time Periods</i></b>
Top-Line Price/Psychological End-in-9 Price on Vinyl LPs	\$24.99 (Manufacturing costs are approximately \$7/LP, making the GPM approximately 71.99%.)	On 1,000 Vinyl LPs for one year – less the vinyl LPs included in Tour Announcement Package discussed later.
Special Event Discount Price (Vinyl LP Format Only)	\$19.99 (Manufacturing costs are approximately \$7/LP, making the GPM approximately 64.98%.)	The first 1,000 Vinyl LPs sold online during the first 3-months after the album is released.
Zone Pricing (Shipping and Handling from Online Sales)	\$6.99 (U.S. and Canada) added to price based on USPS prices. \$8.99 (All Other Zones) added to price based on USPS prices.	On all online orders for two years.

**b) Live Performance/Tour:**

<b>Live Performance VIP and Regular Ticket Pricing</b>		
<i>Strategy Names</i>	<i>Prices/Amounts</i>	<i>Units and Time Periods</i>
Top-Line Price/Psychological End-in-5 Price on Tickets	\$45.95 (Profits depend on the royalties attributed to the venues. Processing fees will also be added to the price.)	Depending on the venue, each show may have a different capacity and is subject to different policies. Price is in effect for one year.
Top-Line Price/Psychological End-in-5 Price on VIP Tickets (Newsletter Fans Only to Increase Opportunities to Connect with Fans and Establish Brand Loyalty)	\$45.95 (Profits depend on the royalties attributed to the venues. Processing fees will also be added to the price.)	Depending on the venue, each show may have a different capacity and is subject to different policies. Price is in effect for one year.

**c) TV and Film Placement/Licensing:**

<b>Digital Recording Prices for Film &amp; TV Licensing Pitches</b>		
<i>Strategy Names</i>	<i>Prices/Amounts</i>	<i>Units and Time Periods</i>
Free on Publicly-Released Digital Studio Album	\$0.00 (Profits depend on if the songs are placed in films or TV shows and the royalties attributed to the production companies. We anticipate the ROI to be positive.)	In Perpetuity (Opportunities to pitch music to Music Supervisors is priceless.)
Free on Acoustic Version of Digital Studio Album	\$0.00 (Profits depend on if the songs are placed in films or TV shows and the royalties attributed to the production companies. We anticipate the ROI to be positive.)	In Perpetuity (Opportunities to pitch music to Music Supervisors is priceless.)
Free on Instrumentals-Only Version of Digital Studio Album	\$0.00 (Profits depend on if the songs are placed in films or TV shows and the royalties attributed to the production companies. We anticipate the ROI to be positive.)	In Perpetuity (Opportunities to pitch music to Music Supervisors is priceless.)

**d) Merchandise Line:**

<b>Merchandise Pricing</b>
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<i><b>Strategy Names</b></i>	<i><b>Prices/Amounts</b></i>	<i><b>Units and Time Periods</b></i>
Top-Line Price/Psychological End-in-5 Price on Bomber and Jean Jackets	\$65.95 (Manufacturing costs are approximately \$25.00/jacket, making the GPM approximately 62.09%.)	On all units (500 of each type of jacket to start). One-year.
Top-Line Price/Psychological End-in-5 Price on Album Cover T-Shirts	\$24.95 (Manufacturing costs are approximately \$5.00/t-shirt, making the GPM approximately 79.96%.)	On all units (1,000 to start) — less the album cover t-shirts included in Tour Announcement Package discussed later. One-year.
Top-Line Price/Psychological End-in-5 Price on Tour T-Shirts	\$31.95 (Manufacturing costs are approximately \$5.00/t-shirt, making the GPM approximately 84.35%.)	On all units (1,000 to start). One-year.
Top-Line Price/Psychological End-in-5 Price on Baseball Hats and Beanies	\$15.95 (Manufacturing costs are approximately \$3.00/hat or beanie, making the GPM approximately 81.19%.)	On all units (300 each to start). One-year.
Top-Line Price/Psychological End-in-5 Price on Pins and Patches	\$3.95 (Manufacturing costs are approximately \$0.50/pin or patch, making the GPM approximately 87.34%.)	On all units (500 each to start) — less the pins and patches included in the Tour Announcement Package discussed later. One-year.
Bulk Pricing/Psychological End- in-5 Price on Tour Announcement Package “Tour Prep Package #1” featuring a tour t-shirt, a pin, and a digital album.	\$20.95 (Manufacturing costs are approximately \$5.50/package, making the GPM approximately 73.75%.)	On all 500 units. One-year.
Bulk Pricing/Psychological End- in-5 Price on Tour Announcement Package “Tour Prep Package #2” featuring a tour t-shirt, a pin, and a CD.	\$30.95 (Manufacturing costs are approximately \$8.50/package, making the GPM approximately 72.54%.)	On all 300 units. One-year.
Bulk Pricing/Psychological End- in-5 Price on Tour Announcement Package “Tour Prep Package #3” featuring a t-shirt, a pin, and a vinyl LP.	\$45.95 (Manufacturing costs are approximately \$12.50/package, making the GPM approximately 72.80%.)	On all 250 units. One-year.

**e) Website/Email List:**



<b>Website and Email List Pricing</b>		
<i>Strategy Names</i>	<i>Prices/Amounts</i>	<i>Units and Time Periods</i>
Free (Website and Email/Text Messaging List)	<p>\$0.00</p> <p>(Manufacturing for WordPress are approximately \$5.00/month for the customizable website and \$25.00/year for each email address. We estimate needing 3 email addresses to start (one for customer service, one for press inquiries, and one for Jack Antonoff's business inquiries. Bleachers is willing to take a loss on the website because they are necessities for brand development, which is priceless.)</p> <p>Bleachers will also take a loss on the email and text messaging lists because connecting with fans builds brand loyalty, and, as a result, builds Bleachers's reputation.</p>	In Perpetuity

### **Place Strategy (Records & Live Performances)**

#### **a) Album:**

- **Online Website:** Bleachers will have a webstore (store.bleachersmusic.com) connected to the band's main site (bleachersmusic.com). The online store will accept Apple Pay, Amazon Pay, and will use Pay Pal to accept additional credit cards. Shipping will be handled by USPS. Digital downloads, CDs, and Vinyl LPs will all be sold online.
- **Live-Performance Venues:** Bleachers will have a merch boot outside of every performance event, for which the band will accept cash, Apple Pay, Samsung Pay, and all major credit cards using two Square card readers (so there can be two lines for customers). Bleachers will use the Square stands to turn iPads into point of sale systems.
- **Brick-and Mortar Record Stores:** Bleachers will initially establish consignment agreements with the following record stores: Reckless Records and Dusty Groove in Chicago, IL; Amoeba Music in Los Angeles and San Francisco, CA; Fingerprints Music in Long Beach, CA; Academy Records and Turntable Lab in New York, NY. Eventually, Bleachers will expand into more record stores in the US and international markets, including Heartland

Records in Melbourne, VIC (AUS); Title Music Film Books in Sydney, NSW (AUS); Sunset Records in Swansea, England (UK); All Ages Records and Banquet Records in London, England (UK); Souffle Continu and La Cuve à Son in Paris, Ile-de-France (France); and Total Heaven in Bordeaux, Aquitaine (France).

- **Digital Distributor (CD Baby):** Bleachers will use CD Baby to distribute the digital album to streaming services, including Amazon Music, Apple Music, Spotify, Pandora, and Tidal.

**b) Live Performance/Tour:**

- **Venues & Festivals (U.S.):**
  - **West Coast:** The Wiltern (Los Angeles), Hollywood Palladium (Los Angeles), The Troubadour (Los Angeles), Hotel Café (Los Angeles), House of Blues Anaheim, The Magnolia (San Diego), House of Blues San Diego, The Fillmore (San Francisco), and House of Blues Las Vegas.
  - **East Coast:** Brooklyn Academy of Music, Music Hall of Williamsburg (Brooklyn), Radio City Music Hall (NYC), NYCB Theatre at Westbury (NYC), Irving Plaza (NYC), House of Blues Boston, House of Blues Myrtle Beach, Theatre of the Living Arts (Philadelphia), House of Blues Orlando, and The Fillmore Miami Beach.
  - **Midwest:** The Chicago Theatre (Chicago), Lincoln Hall (Chicago), House of Blues Chicago, The Fillmore Auditorium (Denver), The Fillmore Minneapolis, Old National Centre (Indianapolis), House of Blues Dallas, The Aztec Theatre (San Antonio), The Fillmore New Orleans, and Crossroads KC (Kansas City).
  - **Festivals:** Lollapalooza (Chicago), Voodoo Music and Arts Festival (New Orleans), The Governor's Ball Music Festival (NYC), Bottlerock (Napa Valley, CA), and Coachella Music and Arts Festival.
- **Anchor Events/Festivals (International):**
  - **U.K. Festivals** (Near Swansea and/or London, England): Glastonbury Festival (Pilton, Somerset), Lovebox (London, England), Boardmasters Festival (Watergate Bay, Newquay), Reading Festival (Reading, Berkshire), and Leeds Festival (Leeds, Yorkshire).
  - **Australian Festivals** (Near Melbourne, VIC or Sydney, NSW): This That Festival (New Castle, NSW), Splendour in the Grass (Byron, NSW), and Beyond The Valley (Lardner, VIC), Falls Festival (Lorne, VIC), Falls Festival (Marion Bay, SA), Falls Festival (Byron Bay, NSW), and Falls Festival (Fremantle, WA).
  - **French Festivals** (Near Paris, Ile-de-France or Bordeaux, Aquitaine): Bastille Sounds Festival (Paris, Ile-de-France),

Lollapalooza (Paris, Ile-de-France), Rock En Seine (Paris, Ile-de-France), and Les Eurockéennes (Bourgogne-Franche-Comté).

- **Guest Performances:** Antonoff will use his songwriting connections with Lana Del Rey, Lorde, Taylor Swift, and St. Vincent to guest perform with them at their shows. For instance, Taylor Swift will be hosting her own festival entitled “Taylor Swift and Friends,” during which other artists will perform. Antonoff could also perform with Lana Del Rey for one or more of her remaining tour dates of her *Norman F\*\*\*\*\* Rockwell* Tour.
- **U.S. Bick-and-Mortar Record Stores (Album Release Events):** Bleachers’s album release publicity will include live performances followed by album-signings at the record stores with which Bleachers’s established a consignment deal. The record stores are as follows: Reckless Records and Dusty Groove in Chicago, IL; Amoeba Music in Los Angeles and San Francisco, CA; Fingerprints Music in Long Beach, CA; Academy Records and Turntable Lab in New York, NY.
- **International Bick-and-Mortar Record Stores (Pre-Festival Events):** Prior to performing at international Festivals, Bleachers will perform at the following international record stores: Heartland Records in Melbourne, VIC (AUS); Title Music Film Books in Sydney, NSW (AUS); Sunset Records in Swansea, England (UK); All Ages Records and Banquet Records in London, England (UK); Souffle Continu and La Cuve à Son in Paris, Ile-de-France (France); and Total Heaven in Bordeaux, Aquitaine (France).

### **Place Strategy (Songs and Merchandise)**

#### **a) TV and Film Placement/Licensing:**

- **TAXI:** Bleachers will utilize TAXI to submit music to music supervisors at Lionsgate Films, Universal Pictures, 20<sup>th</sup> Century Fox, Paramount Pictures, Warner Bros., Sony Pictures, HBO, MTV, Netflix, Hulu, and Apple TV.
- **Sony/ATV Publishing:** Antonoff will utilize his relationship with Jennifer Knoepfle at Sony/ATV Publishing to pitch Bleachers’s music to music supervisors at Lionsgate Films, Universal Pictures, 20<sup>th</sup> Century Fox, Paramount Pictures, Warner Bros., Sony Pictures, HBO, MTV, Netflix, Hulu, and Apple TV. Bleachers will target romantic dramas or romantic comedies.

#### **b) Merchandise Line:**

- **Online Website:** Bleachers will have a webstore (store.bleachersmusic.com) connected to the band’s main site (bleachersmusic.com). The online store will accept Apple Pay, Amazon Pay, and will use Pay Pal to accept additional credit cards. Shipping will be handled by USPS. Digital downloads, CDs, and Vinyl LPs will all be sold online.

- **Live-Performance Venues:** Bleachers will have a merch boot outside of every performance event, for which the band will accept cash, Apple Pay, Samsung Pay, and all major credit cards using two Square card readers (so there can be two lines for customers). Bleachers will use the Square stands to turn iPads into point of sale systems.
- **Brick-and Mortar Record Stores** (pins & patches by register): Consignment Agreement: To place items, such as pins and patches in record stores, Bleachers will establish consignment agreements with the following record stores: Reckless Records and Dusty Groove in Chicago, IL; Amoeba Music in Los Angeles and San Francisco, CA; Fingerprints Music in Long Beach, CA; Academy Records and Turntable Lab in New York, NY. Eventually after increasing brand awareness through record store and festival performances, Bleachers will sell the pins and patches in international record stores, including Heartland Records in Melbourne, VIC (AUS); Title Music Film Books in Sydney, NSW (AUS); Sunset Records in Swansea, England (UK); All Ages Records and Banquet Records in London, England (UK); Souffle Continu and La Cuve à Son in Paris, Ile-de-France (France); and Total Heaven in Bordeaux, Aquitaine (France).

c) **Email List/Fan Club:**

- **Online Website and Online Store:** Upon entering the Bleachers's online site and online store, a pop-up will encourage fans to sign up for Bleachers's insider newsletter to be the first-to-know regarding everything Bleachers. To avoid annoying fans every time they enter the websites, we will use cookies to ensure each fan who signs up for the newsletter only views the pop-up once (unless they clear browsing data). Please note: Bleachers will notify fans of the use of internet cookies upon entering the site; analytics will only be used to ensure the website is user-friendly. Also, the analytics will be general, and Bleachers will not be able to match the analytics to specific fans.

## **Promotional Mix Strategy**

d) **Publicity & Public Relations Plan**

- **Physical Press Kit:**
  - i. **Folder:** A two-pocket presentation folder printed by Vistaprint will feature's Bleachers's logo.
  - ii. **Business Cards:** Bleachers's digital marketing professional (Rhiana Chickering) will design a business card using adobe InDesign and will use Vistaprint to print them. The cards will feature a small headshot photo of Antonoff in the left side of the card underneath the centered Bleachers logo. Antonoff's contact info, including his phone number, email, social media info, and website will be listed to

the right of the photo. Centered on the bottom of the card, Bleachers will display the slogan, “Indie Pop for New Romantics.”

- iii. **Biography:** Bleachers’s digital marketing professional (Rhiana Chickering, whom also studied creative non-fiction writing at The University of Iowa) will write an intriguing biography about Antonoff, while also including interesting information about his band members who perform with him during live performances. She will also collect testimonials from Antonoff’s co-writers, fans, press, and music industry professionals.
- iv. **Photograph:** On the same sheet as the biography, we will place the same professional headshot photo used on the business card.
- v. **One-Sheet:** The one-sheet will include the band’s name and logo, a bio that includes the band’s indie-pop-punk music style, a bulleted list of accomplishments, and a QR code that links to Bleachers’s upcoming digital album, which will have a couple singles already available.
- vi. **Recording:** A copy of Bleachers’s newest album.
- **Electronic Press Kit:** On Bleachers’s website, we will create a separate page for an electronic press kit, which will feature internal section links that link to the following sections on the same page in this particular order:
  - i. **Photograph**
  - ii. **Biography**
  - iii. **Contact Email ([press@bleachersmusic.com](mailto:press@bleachersmusic.com))**
  - iv. **A One-Sheet**
  - v. **Digital Album**
  - vi. **Links to Social Media Accounts**
- **Strengthen Media Relationships Over Social Media & Email:**
  - i. Bleachers will read local LA, Chicago, and NYC publications and major publications, such as *Rolling Stone* and *Music Connection*, and build relationships with the writers and editors by not only complimenting the writers on their work, but sharing some of the writers’ industry pieces over personal social media accounts. For instance, especially considering his co-writing credits with Taylor Swift, Antonoff will share *Rolling Stone*’s Rob Sheffield’s most recent album review for Taylor Swift’s *Lover* over his personal Twitter account.
  - ii. Antonoff will also network at industry events, including Capitol Royale and the West Coast Songwriter’s Conference
- **Target Press Releases to Specific Publications:** When writing press releases, we will mention similar articles the publication(s) have published and why we believe the topic will be worth writing about for the specific publication(s). To appeal to Bleachers’s target audience, we will also send press releases to publications that early adapters read, such as *Music Connection*. According to a University of Iowa non-fiction writing workshop in 2017, publications are

more likely to write about stories that are similar to successful articles previously published and stories that align with the publications' target audiences. It will also benefit Bleachers if the band's target audience matches the publications target audience, which is why we will focus on the early adapters.

- **Record Release Party:** Bleachers will host intimate record release parties for its next album release. To promote brand loyalty, Bleachers will invite the biggest fans to the release parties, encouraging them to RSVP early due to limited space. By making the release parties exclusive, they will create allure for the press and the public wondering what happens at those release parties. The event will occur in NYC the night before the album is released to give fans an advantage of attending the party and to show the band's appreciation for them. At the event, Antonoff will talk to the audience about the inspiration behind the songs and give them a glimpse into the making of the album. We will invite members of the press to also join the release party to create more buzz around the album and encourage the press to write reviews on the album.
- **Perform at Three March for Our Lives Events:** Bleachers's 1<sup>st</sup> most-likely target consumer is in support of the March for Our Lives political campaign. Therefore, the band will partner with March for Our Lives to perform and host three events: one in Chicago, one in NYC, and one in LA. We will then send out press releases to local news sources, including *KTLA*, *NBC Southern California*, *The Los Angeles Times*; *CBS Chicago*, *NBC Chicago*, *The Chicago Tribune*; and *NBC New York*, *CBS New York*, and *The New York Times*.

#### e) Paid Advertising Strategy

- **Internet Advertising**
  - i. **Website Ads:** Not only will we contact Google to place banner ads on relevant pages, but we will also create banner ads to be placed on websites for music industry publications, including *Music Connection*, by contacting the publications directly. We will use Bitly links for the banner ads in order to determine the websites on which the banner ads were placed.
  - ii. **Search Results Page Ads:** Bleachers will use Google Adwords with a capped expense of \$1,500 and a bid of \$0.20 CPC (cost per click). Our keywords will include "indie punk bands," "NYC bands," "indie pop bands," "emerging artists," and "Brooklyn Bands."
- **Print Media Advertising:**
  - **Half-Page Magazine Ads:** Bleachers will take out half-page ads in *Rolling Stone* and *Music Connection* to attract the attention of early adapters.
  - **Weekly Specialty Newspapers:** Bleachers will take out one-eighth ads in arts and culture specialty newspapers, such as *LA Weekly*, *The*

*Los Angeles Times's* weekly “Event Calendar,” and *The New York Times's* Arts & Entertainment Guide.”

- **Local Radio Spot Buys:** Bleachers will promote its new album, and after its release, its upcoming tour on local LA (KROQ and KCRW), NYC (WQXR and Z100), and Chicago (Q101.1) radio stations, and KIIS-FM in LA, NYC, and Chicago.

**f) Online Promotion Plan**

- **Personal Website:** In addition to implementing strong SEO strategies to increase opportunities for the website to appear in search results, I will use Google Analytics (GA) to track the traffic and audience acquisition to the website and its pages. GA will also enable us to determine which content is the most popular on the website and which content has a greater drop-off rate, which will help strategize future content plans and determine the quality of the website's user flow. We will also utilize pop-up ads: upon entering Bleachers's personal website, fans will be shown a pop-up offer to sign up for Bleachers's mailing list. Moreover, Bleachers's website will be streamlined to include the following pages/menu items:
  - i. **About** (Biography)
  - ii. **Music** (Digital samples with options to purchase full songs and download from the primary streaming services, such as Apple Music, Tidal, Spotify, Amazon Music, and Deezer.)
  - iii. **Press & Press Kit** (Mentions in the press and the press kit for perspective media.)
  - iv. **Merch** (The merch page will be hosted on the subdomain store.bleachersmusic.com to provide a one-stop shop for merchandise without making the main website cluttered.)
  - v. **Tour** (Tour Dates)
  - vi. **Mailing List or Text Message Sign-Up** (We will also have a pop-up advertisement on the website to encourage users to sign up for the email newsletter and/or text message updates upon entering the site.)
- **Notify Local Event Calendars about Upcoming Performances and Events:** We will notify the local event calendars in the surrounding cities of each tour stop at least six months in advance of the shows.
- **Social Networks:** In addition to posting on the band's Facebook, Instagram, Twitter, YouTube, and TikTok, accounts, Bleachers will create custom hashtags and encourage fans to use them. These tour-specific and album-specific hashtags will include #ruthlessgames #ruthlessgamesworldtour as well as city-specific hashtags, such as #RuthlessGamesLA, #RuthlessGamesNYC, #RuthlessGamesBrooklyn, and #RuthlessGamesChicago. We will also create Bitly links when promoting content online in order to determine the referral sites and specifics on user acquisition, including which social media platforms were most successful in procuring clicks.

- **Music Influencers & Bloggers:** According to Capitol Records’s Capitol Royale conference panel discussion “Engaging the Superfan” several industry professionals started out as superfans who promote their favorite artists to the extent of creating dedicated blogs and social media accounts. Therefore, we can gain the attention of these early adapters and future music industry professionals by inviting them to Bleachers’s nearby tour stops in exchange for a live performance review or social posts. This will also increase word-of-mouth digitally.
- **Email Lists:** In addition to hosting the email and text message sign-ups on the website, we will include two i-Pads near the merch booths at the tour stop venues, so fans will have the opportunity to sign up to receive the latest news and updates on all things Bleachers.
- **Guest Star on Podcasts:** To promote his music, Jack Antonoff can guest star on podcasts, such as *Switched on Pop*, which analyzes pop and indie pop music.

#### g) Word-of-Mouth Marketing Plan

- **Use Trigger Words in Announcements:** We will use trigger words, such as “exclusive” and “sneak peek,” in press releases and announcements. For instance, Bleachers’s album release party will be an “exclusive” album release party.
- **Encourage People to “Tell a Friend” by:**
  - i. including plus ones with exclusive album release party RSVP confirmations.
  - ii. including “Share with a Friend” links on newsletters and press articles and announcements we feature on the personal website.
  - iii. Offering a digital album download with the purchase of the new album or other new album merch to promote the release of Bleachers’s next album within the first three months of the album release announcement (Also, refer to “Merchandising Pricing” section of this marketing plan).

#### h) Guerrilla Marketing Tactics

- **Street Stencils:** Bleachers will use Chalk-It Spray Chalk by Abrivo Sports to spray Bleachers’s logo on sidewalks near record stores (Bleachers’s 1st most likely target market attends events at record stores) and high-populated areas, such as Hollywood Blvd. and Sunset Blvd.
- **Fliers & Posters:** Bleachers will post 8.5”x11” fliers advertising their album and upcoming tour in and around record stores and tour-stop venues.
- **Guerilla Performances:** The band will conduct pop-up performances on high-traffic pedestrian areas, such as the Third Street Promenade in Santa Monica and Hollywood Blvd. in Hollywood.

#### i) Radio Promotion Plan



- **College Radio:** Most college radio stations are listened to and hosted by students who “fancy themselves as being ‘the man’ (or woman) who is going to discover majors,” according to Bobby Borg’s *Music Marketing for the DIY Musician*. Therefore, promoting Bleachers’s music on college radio will connect the band with its 1<sup>st</sup> most likely target market of early adapters.
  - i. **Station List:** The BIRN (Berklee Internet Radio Network at Berklee College of Music), UCLA Radio.com (UCLA), KSCR (USC), WNYU Radio (NYU), Brooklyn College Radio (Brooklyn College), and WHPK-FM (University of Chicago).
  - ii. **Materials:** Print Press Kit
  - iii. **Servicing:** In-person to build relationships face-to-face.
  - iv. **Follow-Up:** We will invite the DJs to live events and the album release party, similar to how we will build relationships and follow up with the press. This will also encourage the radio stations to promote and play Bleachers’s music, similar to how it encourages the press to write about the music.
- **National Public Radio:** Bleachers will promote its music over NPR stations, including KCRW, which features several emerging artists on its station.
  - i. **Station List:** KCRW and KUSC (Los Angeles), WUIS (Chicago), WCBS (NYC)
  - ii. **Materials:** Print Press Kit
  - iii. **Servicing:** In-person to build relationships face-to-face.
  - iv. **Follow-Up:** Invite the DJs to live events and the album release party.
- **Commercial Specialty Shows:** NPR hosts “NPR’s Tiny Desk Concerts” every week, during which they invite several emerging artists to perform behind a desk in a set staged like an office. The show is now also offered on podcasts services in audio only or video formats. We will pitch Bleachers to the A&R executives of “NPR’s Tiny Desk Concerts.”
  - i. **Station List:** NPR’s Tiny Desk
  - ii. **Materials:** Electronic Press Kit
  - iii. **Servicing:** We will need to email its electronic press kit to pitch Bleachers to NPR’s Tiny Desk Concerts. As an active listener, of NPR’s Tiny Desk, I will be able to personalize my pitch to the hosts and decision makers to establish a more personable relationship.
  - iv. **Follow-Up:** invite the DJs to live events and the album release party.
- **Web Radio:** Listeners of web radio stations include “die-hard music lovers who are interested in discovering new and exciting music,” according to Bobby Borg’s *Music Marketing for the DIY Musician*. As a result, Bleachers will be able to reach their target market of early adapters. Bleachers will connect with
  - i. **Station List:** “In the Mix,” “The Beat,” “Pop App Radio,” “Live 94.5,” and “57 Chevy Love Songs,” all of which play indie pop, indie punk, and pop music. Chevy Love Songs also attract more

romantic/heartbreak songs, which will appeal to Bleachers's listeners.

- ii. **Materials:** Electronic Press Kit
- iii. **Servicing:** We will need to email the A&R professionals of these stations to pitch Bleachers's music.
- iv. **Follow-Up:** invite the DJs to live events and the album release party.

**j) Local, National, & International Sponsorships and Endorsements**

- **Products Associated with Fans:** Converse sneakers, Ray-Ban sunglasses, Levi jeans, Rockstar energy drinks, Smirnoff vodka, and Topshop clothing.
- **Local Sellers List:** Nordstrom, Ray-Ban, Levi, and Topshop (The Grove in LA, Fifth Avenue in NYC, and Michigan Avenue in Chicago) and Liquor stores (Monaco Liquor in LA, McCabe's Fine Wine & Spirits in NYC, and Uncork It in Chicago).
- **Corporate Manufacturers List:** Converse headquarters in Boston, MA; Levi Strauss & Co. headquarters in San Francisco, CA; Ray-Ban headquarters in Milan, Italy; Smirnoff Vodka (manufacturer: Diageo) headquarters in Park Royal, London, U.K.; and Topshop headquarters in London, U.K.

**k) Direct Marketing Plan**

- **Direct Mail:** Bleachers will mail postcards to loyal fans who attend shows and purchase merchandise as a personalized thank you to increase brand loyalty and word of mouth. The postcards will be included with merch and/or be sent as a follow-up to the show.
- **Mobile Marketing:**
  - i. **Community Number for Text Messaging:** Bleachers will use a Community number (community.com) text messaging service to text fans updates on the band and also allow fans to text the band back at the community number.
  - ii. **Mobile App by Glitch:** When Bleachers becomes more established, I will use my connection (from Capitol Royale) with the Anil Dash, CEO of Glitch (glitch.com), a creator of mobile applications, to develop a mobile app for Bleachers's fans to connect with the band, receive updates, and even connect with other fans by posting to a message board that's interface is similar to Instagram's interface.
- **Personal Website & E-mail Marketing**
  - i. **Personal Website:** Bleachers's website will include a biography, music, press clippings, the band's press kit, a sub-domain for merchandise, tour information, and fans can opt in to receive updates on exclusive events, pre-sales, and merchandise updates by signing up for the email list and/or text messaging list. To measure the success of specific pieces of content, we will use Google Analytics, both of which measure website referrals and user acquisition.
  - ii. **Database and E-mail Marketing:**

- **Fan Lists (Using MailChimp):** Bleachers will develop a fan email list for fans to receive updates in a newsletter format and be the first to know about pre-sale offers, new merchandise, and exclusive events, such as the album release party. We will also collect the fans' birthday to send them birthday promotions. Fans may sign up on Bleachers's personal website. We will also use MailChimp to send out the mass emails to better ensure our emails aren't classified as spam. To measure what content fans are clicking on, we will use Bitly links to measure how many users clicked on which links. As the band's marketing professional, I will design the template for the band using CSS and HTML.
- **Business Lists:** Bleachers will have a separate database list for business contacts, similar to a CRM, so the we can keep track of the specifics of business professionals to continue to develop relationships with industry professionals and tailor press releases and/or pitches to specific people.

#### **l) Face-to-Face Selling Strategy**

- **Face-to-Face Meetings:** Bleachers and will perfect the band's elevator pitch and use Antonoff's charm to meet face-to-face with event promoters, radio station DJs and music directors, music supervisors, potential sponsors, and venue managers and bookers to pitch the band's music in order to establish a personable, memorable connection with the industry professionals. In addition to using an Excel spreadsheet to store the contacts' primary information; such as name, email address, business address, website, phone number, job title; we will write a snippet of information about the previous time we spoke with the professionals. This way, we will continue to build on those relationships, and no matter how long our list of contacts becomes, we always know how to better personalize our pitch to each industry professional.

#### **m) Sales Promotion Plan**

- **One-Time Exclusive Offers:** Within the first-three months of announcing Bleachers's next album (3-month pre-sale period), fans will receive a free digital copy of the album with a purchase of a CD, vinyl LP, or other Bleachers merchandise. This way, fans can download the music to their phone as soon as possible and begin listening, which increases opportunities for word-of-mouth marketing early in the album's life cycle.
- **Special Event Discounts:** The first 1,000 CDs sold online during the three months *prior* to the album release will be sold at a discounted price of \$5.00 to encourage early adapters and buyers to purchase Bleachers's new album. Within the first three months *after* the album release, the first 1,000 vinyl LPs sold will be discounted to \$19.99 to encourage brand loyal fans to purchase the vinyl LP even if they already own a CD and/or digital copy.

- **Special Event Promotional Products (Tour Prep Packages):** After the tour announcement, Bleachers will offer limited-quantity “Tour Prep Packages” that will be sold at a bulk price to encourage fans to purchase merch to wear to Bleachers’s tour stops. Not only will the fans wear the merchandise at the concerts, but they will also wear the merch before and after, which is promotion in itself.
  - i. **Tour Prep Package #1** (Tier 1 Pricing): tour t-shirt, a pin, and a digital album.
  - ii. **Tour Prep Package #2** (Tier 2 Pricing): tour t-shirt, a pin, and a CD.
  - iii. **Tour Prep Package #3** (Tier 3 Pricing): tour t-shirt, a pin, and a vinyl LP.

## **Measuring Strategy**

a) **Reason for Measuring:** Bleachers will execute a measuring strategy in order to determine audience reactions to live performances, audience engagement on social media, the demographics and interests of the audience that clicks through to Bleachers’s websites based on ads, which merchandise items are best-sellers, which promotion strategy is procuring the most click-throughs and end goal of a consumer making a purchase, the most popular content on the website, how many fans click through the website to navigate to the store, and the level of publicity the band is receiving. Additionally, on a larger scale, Bleachers will re-analyze the external and internal environments of its brand and the music industry in order to adjust the plan based on the ever changing environments.

b) **Methods of Measurement:**

- **Search Engine Tools**

1. **Google Analytics (GA):** As an advanced GA certificate recipient, I will use GA to determine the click-through rate (CTR) of each digital advertisement, the traffic channels through which we acquired our audience (Social Media, Referrals, Direct, and Paid Advertising), the demographics and interests of the audience, the types of devices used (mobile vs. desktop), page views, sessions, drop rates, the time spent on each page, number of unique and returning users, the number of users who completed the brand’s “goals” (consumers making a purchase or adding items to their shopping carts), and much more to determine the success and popularity of Bleachers’s advertisements, merchandise store, and personal website.
2. **Google AdWords:** We will use Google AdWords and the cost-per-click (CPC) to determine which of our keywords implemented are more successful and which of our keywords we should no longer support.

3. **Google Alerts:** We will set up Google Alerts to notify us if and when Bleachers is mentioned on the internet to track the band's publicity levels and mentions in the news or on blogging sites.
- **Social Networking Tools:** Social media business account analytics track the number of impressions for each post and/or story (i.e. Instagram Story) in addition to how what and how many actions were taken (i.e. likes, new followers, or profile views) from each post and/or story. Bleachers will also monitor the comments on its posts to address both positive and negative comments.
  - **Direct Marketing Tools:** We will use MailChimp's analytics to determine the open rates of newsletters and the number of unsubscribes and emails that were bounced back.
  - **Bitly (URL Tracker):** Bitly will enable us to track the success of specific links that are placed on advertisements and newsletters to determine how many users actually clicked on specific links and through which website referrals users clicked on the ad. As a result, we will be able to decide which content is more appealing to Bleachers's target audience.
  - **Brand Sales Records:** Bleachers will use prior sales records to determine how much inventory they sold to decide how much inventory the band will need to purchase for the next album and tour.
  - **Bar Codes and SoundScan Reports:** We will use bar codes and SoundScan reports to determine the success of Bleachers's products and ensure each purchase is tracked by Nielsen SoundScan in order to verify Bleachers's record sales as the band negotiates deals with newer distributors in addition to record and publishing companies. Using SoundScan will also help us determine the amount of royalty payments Bleachers should earn, ensuring no money is left on the table.
  - **Primary Research**
    1. **Observational Methods:** During the tour, we will have people observe the audience at the merch booth and at the concert inside the venue to determine audiences' reactions to the performance and the merchandise items and prices.
    2. **Surveys:** Every quarter, we will send out a short survey to the newsletter and text message recipients to determine if they would recommend Bleachers to their friends (Net Promoter Score), how they like Bleachers's live music events, what they like or dislike about the newsletter and/or text message sign-ups, and other pieces of advice they have for Bleachers.
  - **Secondary Research**
    1. **Media Sources:** We will monitor the mentions of Bleachers in the media to monitor positive and negative opinions of the band to gain a better understanding of how the media and public perceive Bleachers.

**2. Industry Charts and Trade Associations:** We will use these tactics to help analyze Bleachers's progress in addition to its external environment and competition in an effort to keep the band's marketing plan current and successful as the industry changes and new artists emerge. For instance, we will use ChartMetric to analyze Bleachers's radio air play and streaming numbers, while also analyzing those of the band's competitors. On a larger scale, we will analyze the industry trends, including those for streaming and radio air play, by using data from trade associations, such as the Recording Industry Association of America (RIAA) and National Music Publishers Association.

**c) Plan of Action:** To enhance Bleachers's success, we will conduct further research as the ever-evolving music industry changes and external and internal environments change prior to adjusting action items in the marketing plan. We will also meet on a weekly basis to analyze the data and discuss future plans of action based on the research conducted.

### **Allocation of Costs**

**Note:** Bleachers will cut most of its expenses by utilizing the marketing, digital production, writing, and design expertise of Rhiana Chickering, which will be free in exchange for the experience for the first year. The band will also use Jack Antonoff's own studio state of the art equipment and instruments to record and perform music. Both Jack Antonoff and Chickering have professional relationships with music industry professionals and are great negotiators, so they will barter deals with clubs, printers, retailers, transportation companies (for touring), manufacturing companies, and distribution companies. As an artist under RCA Records and Sony/ATV Publishing, Antonoff will receive loans from these companies, both of which will receive a royalty percentage of Bleachers's revenue. Once the companies earn their money back, the royalty percentage will decrease. The allocation of costs below reflects the maximum amount of money Bleachers will need to spend. One year total: a maximum amount of \$104,961.58, which includes a 5% contingency.

**a) 16-Song Album (Including 3 Writing Session Recordings)**

Item	Quantity x Price	Total Cost
<b>Manufacturing Costs for CD with a 8-Panel Insert and On-Disk Printing from Disk Makers</b>	5,000 Units @ \$3.00	\$15,000.00
<b>Manufacturing Costs for Vinyl LP with a 8-Panel Insert and On-Disk</b>	2,000 Units @ \$7.00	\$14,000.00

<b>Printing from Disk Makers</b>		
<b>Manufacturing Costs for Digital Distribution by CD Baby</b>	1-Time Fee x \$29.00	\$29.00
	Subtotal	<b>\$29,029.00</b>

**b) Live-Performance/Tour:**

<b>Item</b>	<b>Quantity x Price</b>	<b>Total Cost</b>
<b>Transportation Costs (West Coast Tour)</b>	1,500 Miles/17mpg x \$2.59 (as of 11/25/2019)	\$228.53
<b>Transportation Costs (East Coast Tour)</b>	1,500 Miles/17mpg x \$2.59 (as of 11/25/2019)	\$228.53
<b>Transportation Costs (Mid-West Tour)</b>	1,000 Miles/17mpg x \$2.59 (as of 11/25/2019)	\$152.35
<b>Transportation Costs (U.S. Festivals)</b>	15 Round-Trip Plane Tickets x approx. \$500 + \$900 Cargo Fee for Equipment	\$8,400.00
<b>Transportation Costs (U.K. Festivals)</b>	20 Round-Trip Plane Tickets x approx. \$900 + \$2,000 Cargo Fee for Equipment	\$20,000.00
<b>Transportation Costs (Australian Festivals)</b>	15 Round-Trip Plane Tickets x approx. \$800 + \$1,500 Cargo Fee for Equipment	\$13,500.00
<b>Transportation Costs (French Festivals)</b>	10 Round-Trip Plane Tickets x approx. \$1,000 + \$1,200 Cargo Fee for Equipment	\$11,200.00
	Subtotal	<b>\$53,709.41</b>

**c) Merchandise:**

<b>Item</b>	<b>Quantity x Price</b>	<b>Total Cost</b>
<b>Manufacturing Costs for Bomber Jackets</b>	100 Units x \$25.00	\$2,500.00
<b>Manufacturing Costs for Jean Jackets</b>	50 Units x \$25.00	\$1,250.00

<b>Manufacturing Costs for Album Cover T-Shirts</b>	300 Units x \$5.00	\$1,500.00
<b>Manufacturing Costs for Tour T-Shirts</b>	500 Units x \$5.00	\$2,500.00
<b>Manufacturing Costs for Baseball Hats</b>	150 Units x \$3.00	\$450.00
<b>Manufacturing Costs for Beanies</b>	125 Units x \$3.00	\$375.00
<b>Manufacturing Costs for Pins</b>	250 Units x \$0.50	\$125.00
<b>Manufacturing Costs for Patches</b>	200 Units x \$0.50	\$100.00
<b>Manufacturing Costs for Tour Prep Package #1 (tour t-shirt, a pin, and a digital album)</b>	500 Units x \$5.50	\$2,750.00
<b>Manufacturing Costs for Tour Prep Package #2 (tour t-shirt, a pin, and a CD)</b>	300 Units x \$8.50	\$2,550.00
<b>Manufacturing Costs for Tour Prep Package #2 (tour t-shirt, a pin, and a vinyl LP)</b>	250 Units x \$12.50	\$3,125.00
	<b>Subtotal</b>	<b>\$17,225.00</b>

<b>Total (Excluding Contingency)</b>	<b>99,963.41</b>
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<b>Contingency (5%)</b>	<b>4,998.17</b>
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<b>One-Year Total</b>	<b>104,961.58</b>
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## Marketing Timeline (One Year)

### **a) January 1 – March 31, 2020 (Q1): Pre-Record Release and Pre-Festivals/Tours**

#### **Branding**

- Re-analyze research conducted and ensure Bleachers's brand image and strategies align with the results. Complete follow-up research if needed.
- Make sure Bleachers's unique, romantic and more positive 80's-inspired approach to indie/pop and indie/punk music is front and center of the brand initially to ensure Bleachers is differentiated from competitors.

#### **Product**

- ***Ruthless Games* Album (Release Date: July 31, 2020):** Complete writing and producing the songs for the album. Design the album artwork, including the 8-panel insert, which features photos taken using an old-school film camera to emphasize the 80's style. Finish editing the behind-the-scenes audio files.
- ***Ruthless Games* Tour:** Continue rehearsing songs and determine how each song will be performed live. Gather props for the stage set up. Book East Coast, West Coast, and Midwest venues no later than May 31.
- **Record Store Events:** Plan an acoustic set for record store events that will be followed by album signings.
- **Bleachers Merchandise:** Finish designing the non-tour merchandise, such as the album-cover t-shirt and Bleachers-branded jackets, pins, hats, and patches. The tour t-shirt will be designed once the tour dates have been finalized.
- **Fan Club (Newsletter & Text Message Sign-Up):** Design the newsletter template to cohere with Bleachers's brand. Make sure the MailChimp account is set up correctly and ready to create newsletters. Create a database in excel.
- **Personal Website:** Make sure the design is consistent with Bleachers's brand image, ensure the user flow is simple and the menu items are easy to navigate, prep the online store for adding merchandise as soon as it's ready. Also, place a Google Analytics code on the site to capture the web analytics.
- **Songs for Licensing:** Complete recording additional versions of the songs, including acoustic and instrumental, to pitch to music supervisors.

#### **Price**

- **All Products:** Create and finalize price policies on packaging, consignments, and Bleachers's online store.

#### **Place**

- ***Ruthless Games Album (Release Date: July 31, 2020):*** Establish relationships with record store managers and owners, including Amoeba Music, so when it's time to pitch the complete album and merchandise to them for a consignment deal, they are more likely to make a deal with Bleachers. Set up an account with CD Baby to prepare for digital distribution of the album. Establish personable connections with streaming service professionals in order to pitch Bleachers's music for playlists, including Apple Music's "Breakup Song Essentials" and "Heartbreak Pop" playlists and Spotify indie-pop-specific playlist.
- **Record Store Events:** Connect with record stores in NYC, LA, Chicago, Paris, Sydney, and London to perform an acoustic set followed by album signings.
- ***Ruthless Games Tour:*** Create a list of venue and festival contacts and develop personable relationships with those contacts, while also pitching Bleachers's music and previous performances to encourage them to book Bleachers as a performer.
- **Bleachers Merchandise:** Finish setting up the online store and QA the shopping cart and payment process to ensure the online store runs smoothly. Establish relationships with record store managers and owners, including Amoeba Music, so when it's time to pitch the complete album and merchandise to them for a consignment deal, they are more likely to make a deal with Bleachers.
- **Fan Club (Newsletter & Text Message Sign-Up):** Use CSS and HTML to code a pop-up promotion on the website that encourages users to sign up for Bleachers's newsletter and/or text messaging updates upon entering the site. Set up a Survey Monkey form that's branded appropriately to enable fans to sign up at events. Also, set up a separate page on the website to allow users to sign up on the website if they decide to join after closing the pop-up advertisement.
- **Songs for Licensing:** Set up an account with TAXI in order to submit completed music to music supervisors.
- **Customer Service:** Set up a customer service email address and determine who will be responsible for resolving customer service issues.

## Promotion

- **Publicity and Public Relations:** Create physical and electronic press kits and build personable relationships with journalists by liking their articles and connecting with them at conferences, such as Capitol Records's Capitol Royale and the TAXI Road Rally.
- **Paid Advertising Strategies**
  1. **Internet Advertising:** Design banner ads for website advertising and set up search results page ads with Google.

2. **Print Media Advertising:** Design half-page ads for magazines and one-eighth page ads for weekly specialty arts and culture newspapers.
  3. **Local Radio Spot Buy:** Record radio ads to be played at least three months in advance of the album release and three months prior to the tour.
- **Online Promotion Plan**
    1. **Personal Website:** set up the email and text message updates sign-up pop-up ad on Bleachers's website, add Google Analytics (GA) tracking codes to the website pages and implement goals on GA to determine user activities, including how many users are placing items in their shopping cart or making purchases.
    2. **Social Networks:** Ensure Bleachers's Twitter, Facebook, Instagram, YouTube, and TikTok accounts are on-brand and include a link to the personal website in the bios. Post behind-the-scenes content to promote the upcoming album, implementing the #ruthlessgames album hashtag. Interact with fans on Instagram to increase engagement.
    3. **Music Influencers & Bloggers:** Begin establishing relationships with music influencers and bloggers, so when the album is released, they will be more likely to review the album or tour in exchange for an exclusive listen or behind-the-scenes footage.
    4. **Guest Star on Podcasts:** Establish relationships with the hosts of podcasts, including *Switched on Pop* and NPR's *All Songs Considered*.
  - **Word-of-Mouth:** Design future promotion materials to use trigger words, such as "Exclusive" and add "Share with a Friend" links to newsletter templates.
  - **Guerilla Marketing:** Design 8.5"x11" fliers to advertise upcoming album, and purchase and create a street stencil with Bleachers's logo.
  - **Radio Promotion:** Establish relationships with DJs at radio stations and Chicago, New York City, and Los Angeles where the majority of 1st most-likely target consumers live. Also, network with hosts and decision makers of web radio stations, NPR stations, and NPR's specialty show "NPR's Tiny Desk Concerts."
  - **Sponsorship:** Establish relationships with potential sponsors and let them know you love their product. This will make it easier to later obtain a sponsorship deal because they will already know Bleachers.
  - **Direct Marketing:** Begin designing a mobile app with Glitch.

#### **Monitoring/Market Information**

- Conduct monthly research and analyze the website and promotion analytics on at least a weekly basis to determine if the promo strategies are successful and

which content is more popular to the fans. Meet weekly with the band to discuss next action steps.

## **b) April 1 – June 31, 2020 (Q2): Pre-Record Release and Pre-Festivals/Tours**

### **Branding**

- Re-analyze research conducted and ensure Bleachers's brand image and strategies align with the results. Complete follow-up research if needed.
- Continue to consistently promote Bleachers's brand image in all marketing plans throughout the year.

### **Product**

- ***Ruthless Games* Album (Release Date: July 31, 2020):** Order starter amount of albums from Disk Makers and ensure the album is ready form digital distribution through CD Baby for when the album is released on July 31. Prepare for album release party, which will take place on July 30 in NYC.
- ***Ruthless Games* Tour:** Continue to rehearse performances for the upcoming tour.
- **Record Store Events:** Finalize acoustic sets for record store events.
- **Performances with March for Our Lives:** Establish a relationship with the March for our Lives leaders and arrange for Bleachers to perform at the events in NYC, Chicago, and LA.
- **Bleachers Merchandise:** Order the starter amount of merchandise items with the exception of the tour t-shirt, which is on hold until dates are finalized.
- **Fan Club (Newsletter & Text Message Sign-Up):** Begin sending out email and text message alerts about the upcoming album release and exclusive release party, for which fans will RSVP through the email newsletter.
- **Personal Website:** As soon as the merch is delivered, publish it on the online store and begin promoting the new merch to fans. Make all formats of the album available to pre-order on the online store.

### **Price**

- ***Ruthless Games* Album (Release Date: July 31, 2020):** Beginning May 1, fans will receive a free digital copy of the album with a purchase of a CD, vinyl LP, or other Bleachers merchandise. Also, the first 1,000 CDs sold online during the three months *prior* to the album release will be sold at a discounted price of \$5.00

### **Place**

- ***Ruthless Games* Album (Release Date: July 31, 2020):** Begin pitching Bleachers's music to record store managers and owners, including Amoeba

Music, for a consignment opportunities. Ensure the album is ready to be digitally distributed through CD Baby. Make all formats of the album available to pre-order on the online store. Continue to establish personable connections with streaming service professionals in order to pitch Bleachers's music for playlists, including Apple Music's "Breakup Song Essentials" and "Heartbreak Pop" playlists and Spotify indie-pop-specific playlist.

- *Ruthless Games* Tour: Continue to book venues for the West Coast, East Coast, and Midwest tours, and pitch Bleachers to festival decision makers.
- Record Store Events: Book events with record stores in NYC, LA, Chicago, Paris, Sydney, and London to perform an acoustic set followed by album signings.
- Bleachers Merchandise: Finish setting up the online store and conduct a final QA on the shopping cart and payment process to ensure the online store runs smoothly. Pitch Bleachers's upcoming album and merchandise to record store managers and owners, including Amoeba Music, in order to procure a consignment deal.

## Promotion

- **Publicity and Public Relations:** Finalize physical and electronic press kits, and offer exclusive listens of the upcoming album and invites to the album release party to journalists in exchange for an album review or an article on the release party.
- **Paid Advertising Strategies**
  1. **Internet Advertising:** Submit banner ads for website advertising for the upcoming album and set up search results page ads with Google.
  2. **Print Media Advertising:** Submit half-page ads for magazines and one-eighth page ads for weekly specialty arts and culture newspapers to promote the upcoming album.
  3. **Local Radio Spot Buy:** Finalize and submit the radio ad for Bleachers's upcoming album.
- **Online Promotion Plan**
  1. **Personal Website:** Begin driving fans to the website to discover the latest updates on the new album and purchase merchandise.
  2. **Social Networks:** Begin promoting the upcoming album release and exclusive album release party. Promote the record store events that will be followed by album signings. Interact with fans on Instagram to increase engagement.
  3. **Music Influencers & Bloggers:** Offer exclusive listens of the upcoming album in exchange for an album review.
- **Word-of-Mouth:** Send out the invites for the "EXCLUSIVE Album Release Party" (Trigger Word).
- **Guerilla Marketing:** Post 8.5"x11" fliers to advertise upcoming album and paint Bleachers's logo on sidewalks using a street stencil around busy pedestrian sidewalks and at and nearby record stores.

- **Radio Promotion:** Pitch Bleachers’s new album to radio stations and Chicago, New York City, and Los Angeles where the majority of 1<sup>st</sup> most-likely target consumers live. Also, network with hosts and decision makers of web radio stations, NPR stations, and NPR’s specialty show “NPR’s Tiny Desk Concerts.”
- **Sponsorship:** Continue to establish relationships with potential sponsors and let them know you love their product.
- **Direct Marketing:** Develop a mobile app with Glitch.
- **Sales Promotion:** Beginning May 1, fans will receive a free digital copy of the album with a purchase of a CD, vinyl LP, or other Bleachers merchandise. Also, the first 1,000 CDs sold online during the three months *prior* to the album release will be sold at a discounted price of \$5.00.

#### **Monitoring/Market Information**

- Conduct monthly research and analyze the website and promotion analytics on at least a weekly basis to determine if the promo strategies are successful and which content is more popular to the fans. Meet weekly with the band to discuss next action steps.

### **c) July 1 – September 31, 2020 (Q3): Record Release and Pre-Festivals/Tours**

#### **Branding**

- Re-analyze research conducted and ensure Bleachers’s brand image and strategies align with the results. Complete follow-up research if needed.
- Continue to consistently promote Bleachers’s brand image in all marketing plans throughout the year.

#### **Product**

- ***Ruthless Games* Album (Release Date: July 31, 2020):** Host exclusive album release party in NYC, and release album — digital, vinyl, and CD formats — to public.
- ***Ruthless Games* Tour:** Finalize performances for the upcoming tour.
- **Record Store Events:** Rehearse acoustic sets for the record store events.
- Performances with March for Our Lives: Rehearse for March for Our Lives performances.
- **Bleachers Merchandise:** Keep track of inventory and determine if more inventory needs to be ordered. Manufacture tour prep packages.
- **Fan Club (Newsletter & Text Message Sign-Up):** Continue to send tour updates and news/press articles about Bleachers.
- **Personal Website:** Keep the website updated with news and tour info.

- **Songs for Licensing:** Continue to pitch the album and additional versions of the album, including acoustic and instrumental, to music supervisors.

## Price

- ***Ruthless Games Album:*** *Until October 31*, the first three months *after* the album release, the first 1,000 vinyl LPs sold will be discounted to \$19.99.

## Place

- ***Ruthless Games Album:*** Continue selling the album online and at retailers with consignment deals, and digitally distribute the album through CD Baby. Continue to pitch Bleachers’s music to streaming services to be placed on playlists, including Apple Music’s “Breakup Song Essentials” and “Heartbreak Pop” playlists and Spotify indie-pop-specific playlist.
- ***Ruthless Games Tour:*** Encourage the venues for the West Coast, East Coast, and Midwest tours and festivals to promote Bleachers’s performance.
- **Record-Store Events:** Confirm bookings at record stores in NYC, LA, Paris, Sydney, and London to perform an acoustic set followed by album signings.
- **Bleachers Merchandise:** Continue to sell merchandise online and select merchandise (pins and patches) at record stores with which Bleachers has consignment agreements.

## Promotion

- **Publicity and Public Relations:** Share and monitor media mentions of the album release.
- **Paid Advertising Strategies**
  1. **Internet Advertising:** Submit banner ads for website advertising for the new album (no longer upcoming) and set up search results page ads with Google.
  2. **Print Media Advertising:** Submit half-page ads for magazines and one-eighth page ads for weekly specialty arts and culture newspapers to promote the new album.
  3. **Local Radio Spot Buy:** Finalize and submit the radio ad for Bleachers’s new album. Create a radio ad for the upcoming tour.
- **Online Promotion Plan**
  1. **Personal Website:** Begin driving fans to the website to purchase the new album and merch and procuring more info on the upcoming tour.
  2. **Social Networks:** Continue promoting the new album, and about a month after the album release, promote the upcoming tour. Interact with fans on Instagram to increase engagement.
  3. **Music Influencers & Bloggers:** Monitor and share mentions of the new album.

- **Word-of-Mouth:** Continue to encourage fans to share content with their friends through the newsletter and social promotions.
- **Guerilla Marketing:** Post 8.5"x11" fliers to advertise the new album and intimate record store shows and album signings.
- **Radio Promotion:** Continue to pitch Bleachers for NPR's specialty show "NPR's Tiny Desk Concerts."
- **Sponsorship:** Pitch sponsorship deals to local retailers of Converse sneakers, Ray-Ban sunglasses, Levi jeans, Rockstar energy drinks, Smirnoff vodka, and Topshop clothing.
- **Direct Marketing:** QA the mobile app in time for the tour, so fans can share their photos.

#### **Monitoring/Market Information**

- Conduct monthly research and analyze the website and promotion analytics on at least a weekly basis to determine if the promo strategies are successful and which content is more popular to the fans. Meet weekly with the band to discuss next action steps.

### **d) October 1 – December 31, 2020 (Q4): Festivals/Tours & Post-Record Release**

#### **Branding**

- Re-analyze research conducted and ensure Bleachers's brand image and strategies align with the results. Complete follow-up research if needed.
- Continue to consistently promote Bleachers's brand image in all marketing plans throughout the year.

#### **Product**

- ***Ruthless Games* Album:** Create an "unplugged" version of the album for fans.
- ***Ruthless Games* Tour:** Rehearse for the upcoming tour.
- **Performances with March for Our Lives:** Rehearse for March for Our Lives performances.
- **Record-Store Events:** Perform acoustic sets at record stores in NYC, LA, Paris, Sydney, and London and connect with fans at the post-show album signings.
- **Bleachers Merchandise:** Ensure inventory is sufficient. If not, order more merchandise.
- **Fan Club (Newsletter & Text Message Sign-Up):** Offer sneak peaks of the tour in the newsletters and text messages.
- **Personal Website:** Update website with tour info and press/news articles and mentions.
- **Songs for Licensing:** Follow up with music supervisors.



## Price

- **All Merchandise:** Create a one-sheet for merchants to use by the merch booths at tour-stops to ensure everyone is aware of the pricing.

## Place

- ***Ruthless Games* Album:** Continue selling the album online and at retailers with consignment deals, and digitally distribute the album through CD Baby. Follow up with streaming services for Bleachers's music to be placed on playlists, including Apple Music's "Breakup Song Essentials" and "Heartbreak Pop" playlists and Spotify indie-pop-specific playlist.
- ***Ruthless Games* Tour:** Collaborate with venues and festivals to create in-venue promotions.
- **Bleachers Merchandise:** Plan and finalize the merch booth set ups for tour-stop venues.

## Promotion

- **Publicity and Public Relations:** Share and monitor mentions of the March for Our Lives performances, the upcoming tour, and the new album.
- **Paid Advertising Strategies**
  1. **Internet Advertising:** Submit banner ads for website advertising for the upcoming tour and set up search results page ads with Google.
  2. **Print Media Advertising:** Submit half-page ads for magazines and one-eighth page ads for weekly specialty arts and culture newspapers to promote the upcoming tour.
  3. **Local Radio Spot Buy:** Finalize and submit the radio ad for Bleachers's upcoming tour.
- **Online Promotion Plan**
  1. **Personal Website:** Begin driving fans to the tour info on the website and the tour prep packages.
  2. **Social Networks:** Continue promoting the upcoming tour and behind-the-scenes footage of the making of the album. Post footage of the record store shows and album signings across Facebook, Twitter, and Instagram. Interact with fans on Instagram to increase engagement.
  3. **Music Influencers & Bloggers:** Monitor and share mentions of the new album, and invite the influencers and bloggers to a show at the tour stop closest to them in order to encourage them to write and post about it.
- **Word-of-Mouth:** Continue to encourage fans to share content with their friends through the newsletter and social promotions.
- **Guerilla Marketing:** Post 8.5"x11" fliers to advertise the upcoming tour.
- **Radio Promotion:** Continue to pitch Bleachers for NPR's specialty show "NPR's Tiny Desk Concerts."

- **Sponsorship:** Continue to pitch sponsorship deals to local retailers of Converse sneakers, Ray-Ban sunglasses, Levi jeans, Rockstar energy drinks, Smirnoff vodka, and Topshop clothing.
- **Direct Marketing:** Launch mobile app, and promote it over text messages, social media, and the newsletter.

#### **Monitoring/Market Information**

- Conduct monthly research and analyze the website and promotion analytics on at least a weekly basis to determine if the promo strategies are successful and which content is more popular to the fans. Meet weekly with the band to discuss next action steps.

## Appendix

### a.) Survey

\* 1. In what city and country do you live?

\* 2. Please specify your age group.

- ☐ 18-24
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55-64
- ☐ 65+

\* 3. Listen to this short sample clip [HERE](#), and please provide a rating based on your first impression of this song.

☐ ☐ ☐ ☐ ☐

\* 4. How often do you attend live music shows?

- ☐ Every day
- ☐ A few times a week
- ☐ About once a week
- ☐ A few times a month
- ☐ Once a month
- ☐ Less than once a month

\* 5. **Select all that apply.** What genre(s) of music do you typically prefer?

- ☐ Rap/Hip-Hop
- ☐ Rock
- ☐ Indie
- ☐ Pop
- ☐ Folk/Americana
- ☐ Country
- ☐ Trap (Including Latin Trap)
- ☐ World
- ☐ Electronic Dance Music (EDM)
- ☐ Soul/R&B
- ☐ Heavy Metal
- ☐ Jazz
- ☐ Other (please specify)

\* 6. How frequently do you visit record stores?

- ☐ Every day
- ☐ A few times a week
- ☐ About once a week
- ☐ A few times a month
- ☐ Once a month
- ☐ Less than once a month
- ☐ Only when there is an event (album signing, performance, etc.)

\* 7. **Select all that apply.** How do you discover new artists?

- ☐ Social Media
- ☐ Radio
- ☐ Artist Showcases
- ☐ Music-Oriented Magazines
- ☐ Lifestyle Magazines
- ☐ Music-Oriented Podcasts
- ☐ Lifestyle Podcasts
- ☐ Friend Recommendations
- ☐ Streaming Playlists
- ☐ Movies or TV
- ☐ Blogs
- ☐ Concerts
- ☐ Other (please specify)

\* 8. **Select all that apply.** How do you primarily listen to music in the car (Or on Public Transit)?

- ☐ Streaming Playlists
- ☐ Radio
- ☐ Personal Digital Playlists (Songs downloaded from a source other than streaming, such as iTunes.)
- ☐ CDs
- ☐ Other (please specify)

\* 9. **Select all that apply.** What genre(s) of movies or TV shows do you prefer?

- ☐ Drama
- ☐ Action
- ☐ Comedy
- ☐ Romance
- ☐ Other (please specify)

\* 10. Select your **MOST-USED** news source. In other words, how do you primarily get your news?

- ☐ Online News Sites
- ☐ Print Newspapers/Magazines
- ☐ Cable TV
- ☐ Social Media
- ☐ Podcasts
- ☐ Other (please specify)

Done

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