

RHIANA CHICKERING

(Promoter)

Touring, Tour Accounting, & Merchandise 2020

BILLIE EILISH WHERE DO WE GO? WORLD TOUR



03/09 MIAMI, FL
03/10 ORLANDO, FL
03/12 RALEIGH, NC
03/13 PHILADELPHIA, PA
03/15 NEW YORK, NY
03/16 NEWARK, NJ
03/18 WASHINGTON, DC
03/19 BOSTON, MA
03/20 BROOKLYN, NY
03/23 DETROIT, MI
03/24 CHICAGO, IL
03/25 INDIANAPOLIS, IN
03/27 NASHVILLE, TN
03/28 ST. LOUIS, MO

03/29 OMAHA, NE
04/01 DENVER, CO
04/04 LOS ANGELES, CA
04/05 LOS ANGELES, CA
04/07 SAN FRANCISCO, CA
04/08 SACRAMENTO, CA
04/10 SEATTLE, WA
04/11 VANCOUVER, BC
05/25 GUADALAJARA, MEXICO
05/27 MEXICO CITY, MEXICO
05/30 SAO PAULO, BRAZIL
05/31 RIO DE JANEIRO, BRAZIL
06/02 BUENOS AIRES, ARGENTINA
06/05 SANTIAGO, CHILE

06/07 BOGOTA, COLOMBIA
07/09 TBA, SPAIN
07/10 LISBON, PORTUGAL
07/13 AMSTERDAM, NETHERLANDS
07/14 BERLIN, GERMANY
07/15 COLOGNE, GERMANY
07/17 MILANO, ITALY
07/18 PARIS, FRANCE
07/19 WERCHTER, BELGIUM
07/21 MANCHESTER, UK
07/22 MANCHESTER, UK
07/24 BIRMINGHAM, UK
07/26 LONDON, UK
07/27 LONDON, UK

THE ALBUM WHEN WE ALL FALL ASLEEP WHERE DO WE GO? AVAILABLE EVERYWHERE NOW

BILLIEEILISH.COM

WORLD TOUR MARKETING PLAN

See brief marketing plan overview [HERE](#).

Executive Summary

Artist Biography & Brief Story: Artist Billie Eilish has been recording her music in her bedroom with her brother, songwriter, and producer Finneas O'Connell, since the early 2010's. In 2016 she landed a record deal with Interscope Records within UMG. Eilish then began performing at colleges throughout the United States. This year, she was named Billboard's Woman of the Year, and she won Grammy awards for the following categories: Best Pop Vocal Album, Best New Artist, Song of the Year, Record of the Year, and Album of the Year; making her the youngest person to win a Grammy in the four major categories. Now, Eilish will be performing in her first world tour: the *Where Do We Go?* World Tour.

Vision: Eilish's upcoming world tour will transform her into a world renowned performer. Her image and music with deep-rooted lyrics about issues, such as anxiety and depression, will cast a unique sound and image that encourages audiences, especially those in Gen Z, to be themselves.

Market Need: Eilish not only has a unique sound, but she has a massively rare style, which signifies her determination to be herself no matter what her critics say. She is Gen Z's cultural icon who broke through the tiresome beats and seemingly perfect pop-star mold that defined pop in preceding years.

Revenue Generators and Resources: In addition to concert tickets, Eilish will sell her merchandise at the venue. We will also procure three main sponsors: a corporate/platinum level sponsor, a gold level sponsor, and a silver level sponsor — all defined in the sponsorship one-sheet.

SMART Goals: During her first world tour, we want Eilish to become a renowned performer. To achieve this, Eilish will perform two shows in LA, both of which will be at a capacity of at least 90%, we will achieve a more than 1,000,000 impressions on social media from paid social ads, and we will achieve a social media engagement rate on both Instagram and TikTok by 30% to increase opportunities for superfans to engage with the promotions.

General Strategies: We not only want our marketing efforts to translate into ticket sales, but we also want fans to feel engaged, so our marketing strategies will also place a strong focus on engaging Eilish's superfans and enthusiastic fans on their primary social media platforms Instagram, Twitter, and TikTok, encouraging them to create their own posts and show off their Billie Eilish-inspired tour outfits in preparation for the tour. This tactic will increase word of mouth marketing and encourage their friends who are familiar fans and casual fans to join in or come with them to her concert. We will also use the email databases of the Forum, our promotion company, Ticketmaster, Billie Eilish, and specialty event publications, such as *LA Weekly*. For mobile marketing, we will send tour announcements through Bands in Town and Ticketmaster's mobile app. We will also partner with sponsors to tap into our target market's buying behavior, which is to purchase items through Instagram.

Expenses: The total investment for both Los Angeles tour dates is \$2,183,000 (\$1,091,500 per night). Sponsors will also contribute a total of \$18,000 (\$9,000 per night). When factoring in ticket prices and distribution, we would need to at least fill the venue to 73% capacity on each night to break even.

Challenges: The largest challenge is COVID-19, which may cause us to postpone Eilish's Los Angeles tour dates. Also, a large portion of Eilish's superfan fandom is younger than 18 years of age, implying that an older party, such as their parents, may have to supply them with the funds to purchase the tickets or help them find transportation to the venue.

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Vision Statement

In one to two years, we envision Billie Eilish as becoming not only an internationally-known pop artist in the music and entertainment businesses, but also a world renowned performer. Billie Eilish and her brother Finneas's beats and melodies complimenting deep-rooted lyrics about issues, especially anxiety and depression, are captivating and relatable. Overall, Billie Eilish's image and music will be known for casting a unique sound and image that encourages audiences, including those in Gen Z, to be themselves.

SWOT (Strengths, Weaknesses, Opportunities, & Threats) Analysis Statement

a) Strengths:

- Finneas is able to write catchy songs with raw lyrics, making them more relatable and timeless.
- Eilish creates her music with her brother Finneas whom only produces and writes with Eilish, enabling them to continue to tour and write together without any other commitments to other vocalists.
- Eilish is great at communicating with her fans in a more intimate manner even if she's performing or speaking in front of thousands of fans.

b) Weaknesses:

- Eilish is very young and doesn't have as much experience in the industry or performing at larger venues as her competitors.
- She is still establishing a loyal fanbase and growing her superfan fanbase, but that will be combatted with her recent successes and promising future.

c) Opportunities:

- Billie Eilish has recently contributed to the *James Bond 007* soundtrack, which provides great timing for concert promotion, especially if listeners enjoy her featured song.
- Unlike traditional Top 40 bands and artists, Billie Eilish and Finneas are creating their own sound with Eilish's distinct vocals and Finneas's ability to create his own beats and melodies without borrowing any from other producers or taking influence from previously recorded music from other artists, making this pop music team more innovative than others.
- Eilish's major Grammy wins (Best Pop Vocal Album, Best New Artist, Song of the Year, Record of the Year, and Album of the Year) have provided her with more credibility, and therefore, more incentive for her familiar and enthusiastic fans to purchase tickets in addition to her superfans, all of which will potentially bring a casual fan.

d) **Threats:**

- The COVID-19 virus is causing cancellations and postponements in the live music industry.
- A large portion of Eilish's audience is younger than 18, meaning they may not be able to afford expensive tickets unless their parents are helping them cover the expenses.

e) **SWOT Conclusion:**

Although Billie Eilish is still rather young and has less life experience in the industry than her competitors, her and her brother Finneas's talent is a competitive force that will translate well into a live performance at the Forum in Los Angeles. Her upcoming tour will set an astounding precedent of her future in music and live performance.

Target Market Analysis

1st Most Likely Customer in Los Angeles, CA Market

a) **Demographics:**

- Gender: Female (57%) and Male (43%)
- Age Group: Younger Than 18 (43%), 18-24 (39%), 25-39 (10%), 40+ (8%)
- Education: Middle School, High School, BA, Certificate, or Currently Enrolled in College
- Employment: Student, Intern, or Full-Time Employee with Income of \$30,000 - \$60,000
- Marriage Status: Single (100%)
- Ethnicity: White (67%), Hispanic (5%), Black (18%), Asian (10%)

b) **Technographics:**

- Online Motivations: To create new digital projects, such as videos on TikTok; discover new music and recommend new music; obtain news; stream music and TV; and shop.
- Usage: Heavy, but mainly for social media, shopping, 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: Streams music through Spotify and Apple Music; uses social media platforms, such as Instagram and TikTok, to discover artists and shop.
- Interests: Music, fashion, and creativity.

d) **Behavioral:**

- Attributes Sought: Meaningful lyrics, artists who interact with the audience during live shows, and unique personalities and fashion.
- Music-Based Activities: Attends festivals at least once a year, discovers music on Spotify and Apple Music playlists before they break into the top 40 artist ranking.
- Adopter Type: Innovators (55%), Early Adopters (45%)

e) **Geographic:**

- Suburbs in and around Los Angeles.

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

Eilish's most likely customer (and superfan) is most likely to respond to marketing that is targeting specifically to them using their primary social media platforms, such as Instagram, Twitter, and TikTok. Additionally, Eilish's most likely customer is interested in fashion and planning their outfits for future events. Therefore, promotions centered around Eilish's unique sense of style will resonate well with her audience. For instance, our marketing plan would encourage fans create Instagram, Twitter, and/or TikTok posts about their tour outfits.

Competitor Analysis

a) **Competitor Matrix: Pop Artists to Which Fans of Billie Eilish Also Listen**

Competitors	Halsey	Lorde	The 1975
Company Brand Identity	<p>Overall Brand Identity: Bold pop artist who fights hard for equal rights while writing pop anthems.</p> <p>Image: Bold hairstyles, similar to Eilish, and more revealing outfits, unlike Eilish.</p>	<p>Overall Brand Identity: New Zealand artist who writes her own edgy lyrics alongside producer Jack Antonoff. Similar to Eilish, her lyrics are more raw.</p> <p>Image: Laid back (Black dresses or jeans).</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 jeans), lots of tattoos</p>
Concert Info	<p>June 10, 2020 at the Hollywood Bowl</p> <p>Ticket Pricing: Approx. \$47 - \$400</p>	N/A (No Tour)	<p>May 7, 2020 at The Forum</p> <p>Ticket Pricing: Approx. \$50 - \$300</p>

Promotion	Social platforms and her website.	N/A (No Tour)	Social platforms and the band's website.
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b) Competitor Analysis Conclusion:

In response to the competition's brand and tour images, Eilish could differentiate her tour and increase recognition as follows:

1. Call out some of Eilish's most impressive recognitions, such as her Grammy awards, in promotions, including billboards.
2. Encourage her Gen Z audience to use TikTok to post tour outfits and dance videos in preparation for the tour in an effort to make the promotion more engaging and targeted to Eilish's superfans and enthusiastic fans, who will then bring her familiar and casual fans.
3. Promote her tour in align with her major accomplishments. For instance, the iHeart Radio Music Awards are upcoming, and therefore, if she won an award (or awards), we would use the buzz of that recognition to encourage audiences to purchase tickets to her upcoming tour.

Consumer Research

a) Products/Services and Other Items Tested:

- Potential digital and/or print marketing opportunities.
- Better knowledge of how we can reach Billie Eilish's target audiences.

b) Incentive:

Identify how my sample audience, which resembles Eilish's target audience, discovers new artists, their internet usage, and how they obtain news, in order to determine best marketing practices.

c) Methods:

Surveys (2):

- Survey sent out among some of my colleagues and the interns at Live Nation Entertainment, whom have most, if not all, of my target audiences' traits.
- Survey distributed by me over social media and messaging to those I believe match Eilish's target audience.

d) Sample Audience:

- 7 Live Nation Employees

- 13 Los Angeles Locals Who Match Eilish's Target Market

e) Survey and Interview Questions:

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

f) Data Analysis

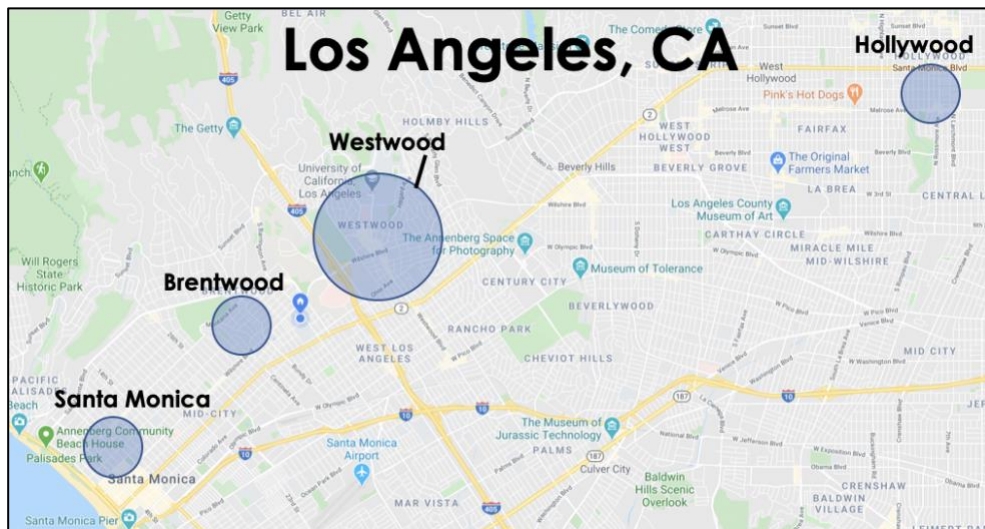
Primary Trends

- 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 social media, podcasts, and online news sources.
 - attend live music events about once a month.

Data

After administering the survey to 7 of my colleagues and the interns at Live Nation and 13 Los Angeles locals selected over social media and messaging who match Eilish's target market and Superfan Demographics, I was able to procure the following data:

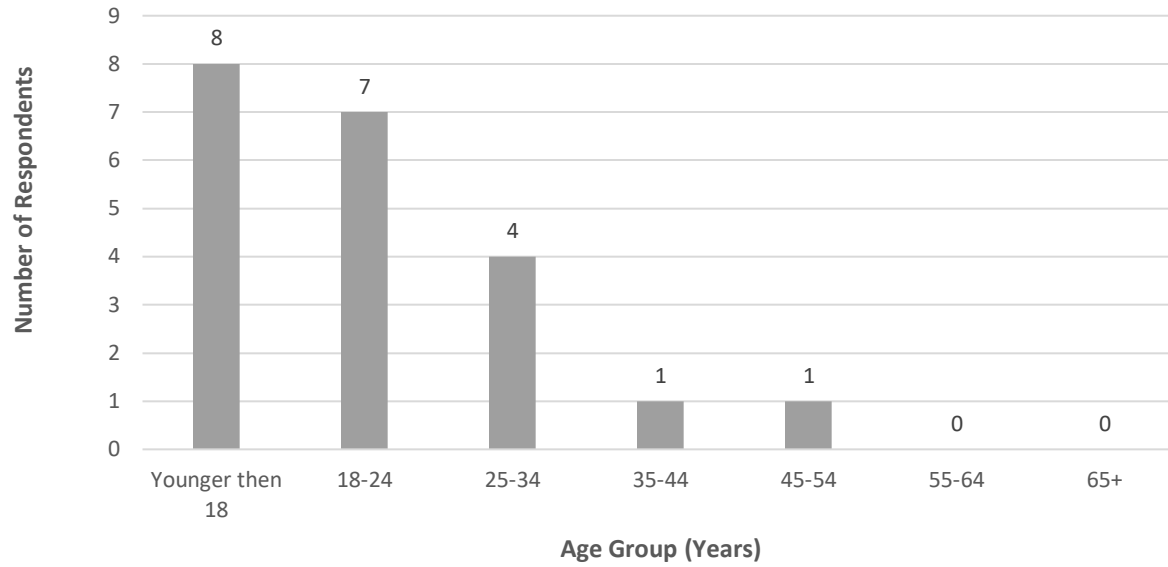
Geographic, Demographic, & Psychographic Dimensions



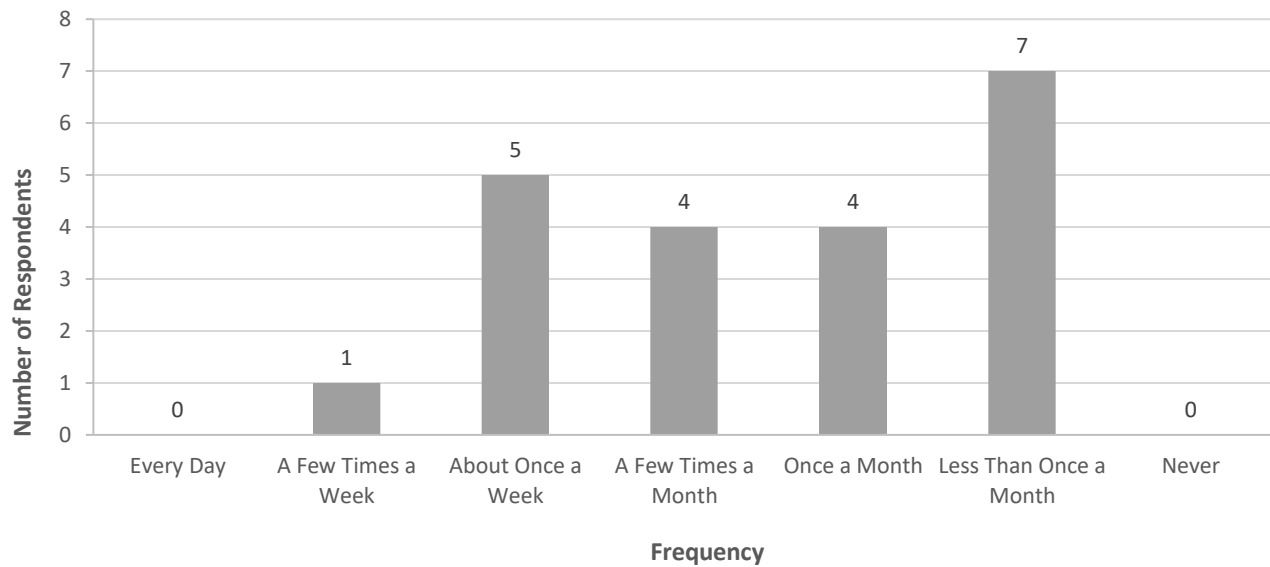
Los Angeles Regions Reached:

Westwood (Los Angeles), CA; Brentwood (Los Angeles), CA; Santa Monica, CA; and Hollywood, CA.

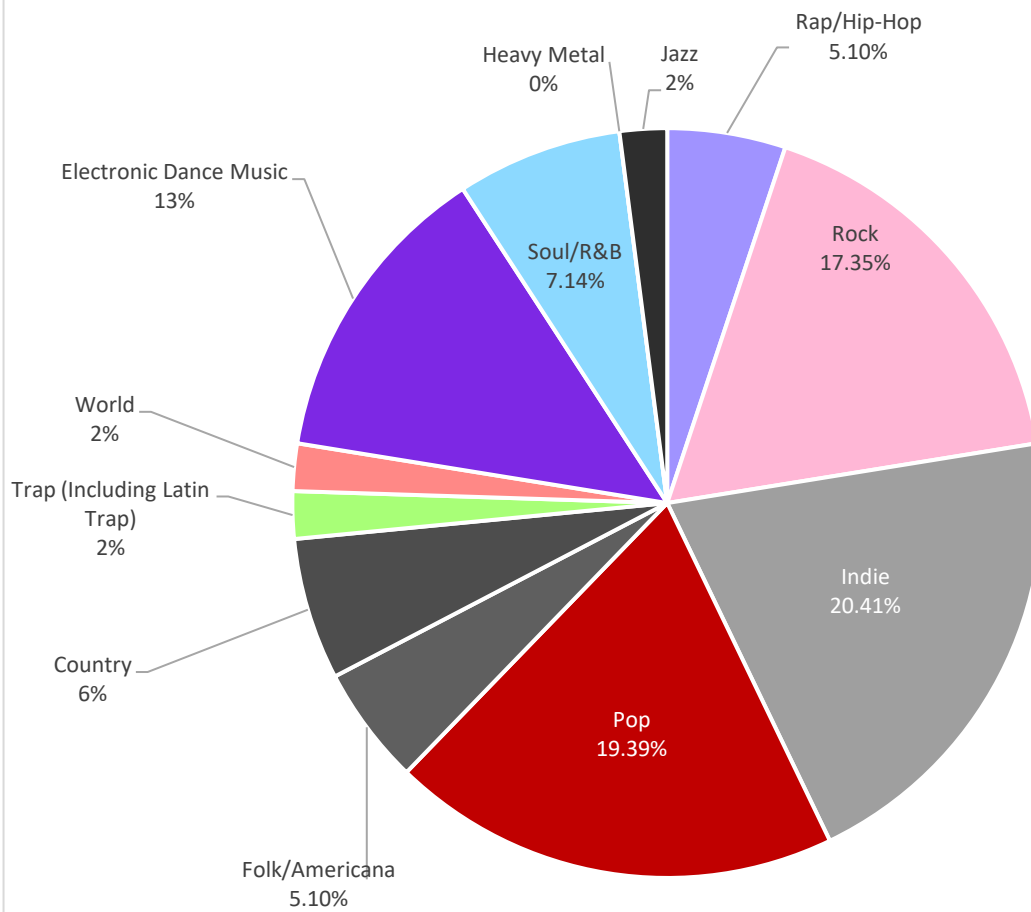
Age Data



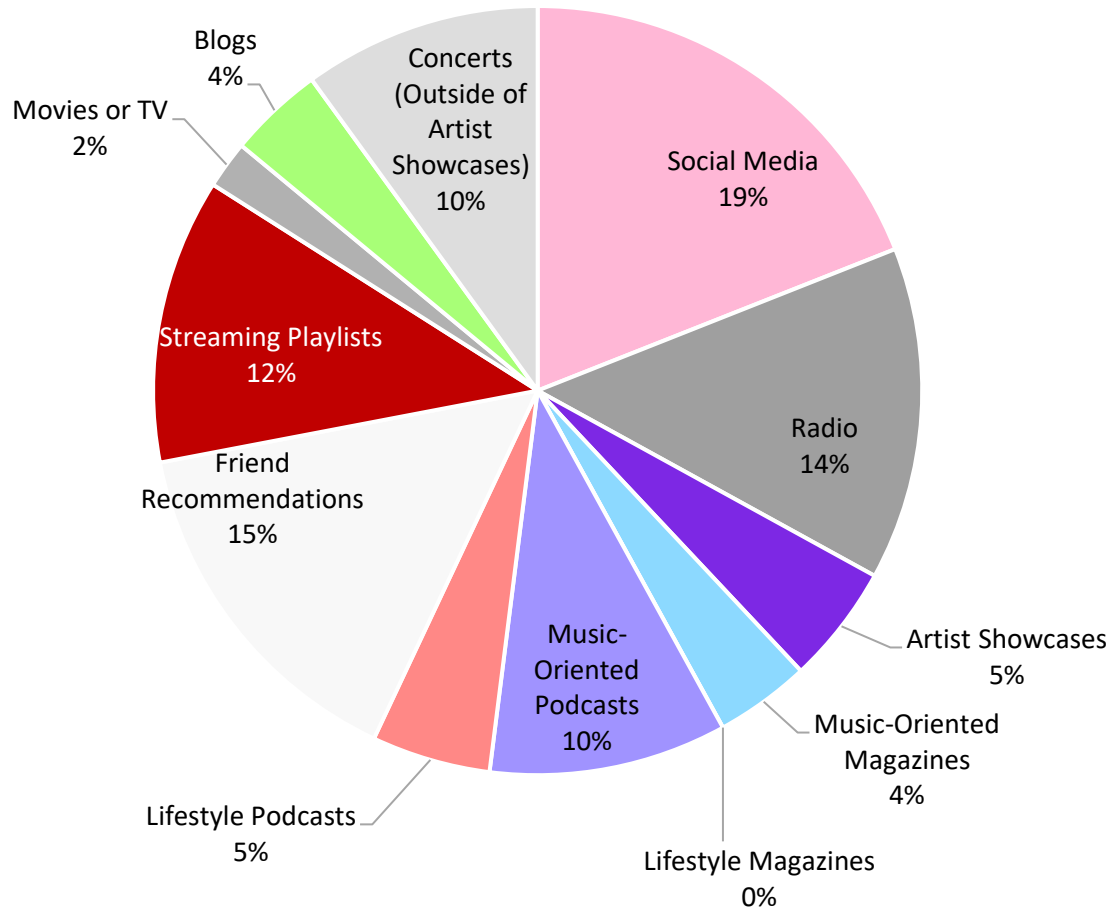
Frequency of Attending Live Music Events



Preferred Genres of Music



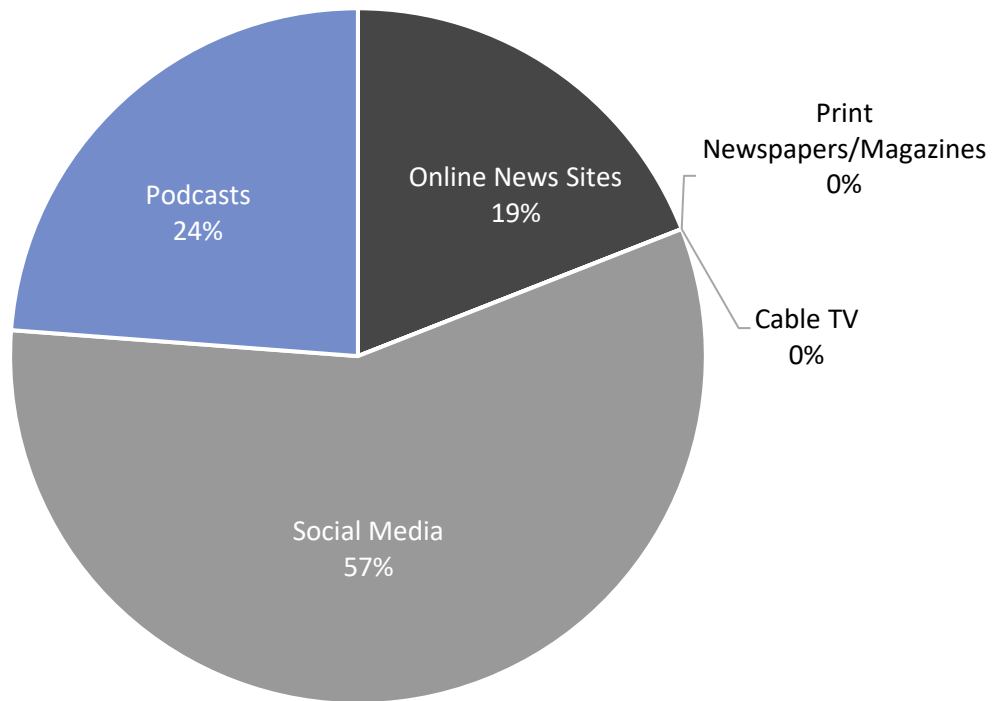
Methods of Discover New Artists



Some Respondents Specified the Following:

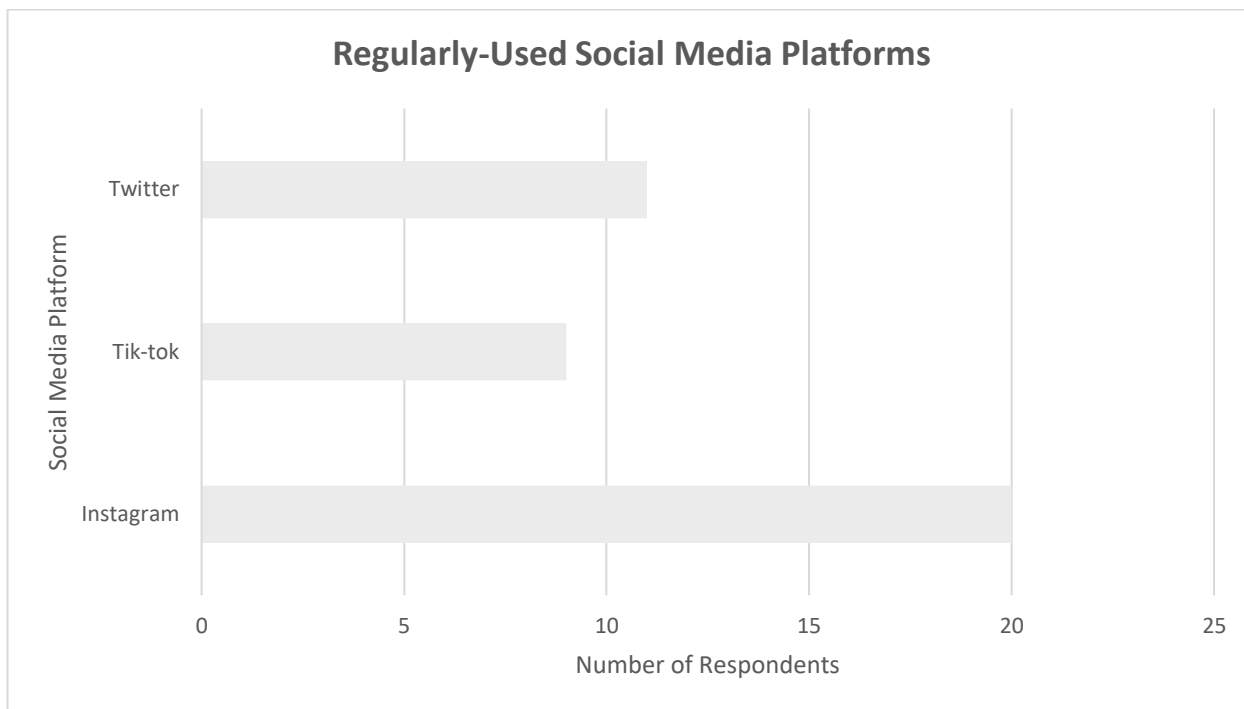
- Streaming Services Used (From most used to least used):
 - Spotify, Apple Music
- Social Media Used to Discover New Artists
 - Instagram, TikTok

MOST-USED News Source Among Sample Audience



Some Respondents Specified the Following:

- Online News Services Used:
 - *Time Out Los Angeles, Rolling Stone, and Los Angeles Times*



g) Consumer Research Conclusion

The majority of Eilish’s fans are in Gen Z and on the edge of Gen Y. Additionally, they do not attend as many music events as older generations, mainly going to people they truly want to see or those of whom they are a superfan or enthusiastic fan. For this fandom, targeted ads on social media that strike engagement will be the most beneficial. Statistics from *Business Insider* dictate that the younger generations regularly shop through Instagram. Not only will we include paid advertisements that include a “Buy Tickets” CTA, but we will create a campaign with Eilish and her tour merch that will include direct links to purchase her tour merch through Instagram Shopping. We will then encourage her superfans and enthusiastic fans to post their outfits in preparation for her Los Angeles tour dates through Instagram and Twitter. Furthermore, we will create TikTok videos in house to encourage fans to create their own videos with 30-second clips of Eilish’s music while wearing Eilish’s tour merch or dancing in their “tour outfits” using the hashtag #wheredowegoworldtourLA.

Lastly, to increase audience reach even more, we will send press kits to local digital and print publications (Los Angeles Times, LA Weekly, and Time Out Los Angeles) and radio stations (Sirius XM and college radio stations KXSC Radio (USC) and UCLA Radio. Because this target market does not typically view cable TV, and instead streams TV shows and movies, it would not be wise to allocate promotion funds toward television.

Marketing Plan SMART Goals

In order for Eilish to become a renowned performer by the end of her tour, we will achieve the following SMART goals:

- Billie Eilish will perform two shows in LA, both of which will be at a capacity of at least 90%.
- We will achieve a more than 1,000,000 impressions on social media from paid social ads.
- We will achieve a social media engagement rate on both Instagram and TikTok by 30% to increase opportunities for superfans to engage with the promotions.

To accomplish these goals, we will primarily promote the tour using paid social ads through Instagram, TikTok, and Twitter in addition to our billboard marketing. To increase engagement, we will encourage fans to comment on posts or create their own posts focusing on their tour outfits over Instagram or dance routines on TikTok.

Live Performance (TOUR) Brand & Product Strategy

a) Live Performance/Tour:

- **Brand Structure:** Combined
- **Name:** *Where Do We Go?* World Tour
- **Stage Design Concepts:** The stage will have a long cat walk, so Eilish can move closer to fans further in the back of the arena.
- **Positioning:** A must-see concert of a recently emerged pop powerhouse. Innovative sibling duo Billie Eilish and Finneas will perform their award-winning album *When We All Fall Asleep, Where Do We Go?*
- **Customer Service Strategy:** Fans who signed up for Eilish's fan club emails and who enrolled in Ticketmaster's Verified Fan system will be notified of pre-sale information and have the opportunity to purchase tickets prior to on sale.

Ticket Pricing Strategy & Distribution

Notes:

- We will be using Ticketmaster as our ticketing platform.
- Due to the projected high demand for Eilish's upcoming Los Angeles tour dates as a result of her prolonged success, we will use a prestige pricing strategy to convey the high quality-level of her anticipated performance.

Live Performance Floor, Lower Bowl, Upper Bowl, and Balcony Ticket Pricing			
<i>Strategy Names</i>	<i>Seating Area</i>	<i>Prices/Amounts</i>	<i>Units</i>
Top-Line Price/Prestige Pricing on Tickets	GA Pit Seats	\$400.00 (Processing fees will also be added to the price.)	500
Top-Line Price/Prestige Pricing on Tickets	Floor	\$325.00 (Processing fees will also be added to the price.)	2,000
Top-Line Price/Prestige Pricing on Tickets	Lower Bowl	\$250.00 (Processing fees will also be added to the price.)	3,000
Top-Line Price/Prestige Pricing on Tickets	Balcony	\$150.00 (Processing fees will also be added to the price.)	2,500
Top-Line Price/Prestige Pricing on Tickets	Upper Bowl	\$50.00 (Processing fees will also be added to the price.)	2,000

Place Strategy (Live Performances)

- **Venues (U.S.):**
 - **Los Angeles:** The Forum (Inglewood, CA)

Promotional Mix Strategy

a) Publicity & Public Relations Plan

- **Note:** All press kits will come with an invitation to attend the show for further press coverage to attract those who will want to come to future Billie Eilish show dates.
- **Electronic Press Kit:** The electronic press kit will be a **One-Sheet**, which includes a brief and intriguing biography of Billie Eilish, including her rise to fame and a list of all of the awards and recognition she has received this past year. On the same sheet as the biography, we will place Eilish's tour photo that is also used in her tour promotions.
- **Target Press Releases to Digital & Print Publications & Radio Stations:** When writing press releases, we will mention similar articles the publications, such as *Time Out Los Angeles* and *The Los Angeles Times*, have published and why we believe the topic will be worth writing about for the specific publications and their target audiences. To appeal to Eilish's target audience, we will also send press releases to Sirius XM and college radio stations KXSC Radio (USC) and UCLA Radio.

b) 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 digital publications trafficked by Eilish's target audience, including *Time Out Los Angeles*, *LA Weekly*, *Los Angeles Magazine*, and *The Los Angeles Times* by contacting the publications directly. We will use Bitly links for the banner ads in order to determine the referral data.
- ii. **Search Results Page Ads:** We 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 "pop music," "live concerts," "concerts in LA," "Billie Eilish," "music in LA," and "FINNEAS."

- **Print Media Advertising:**

- **Weekly Specialty Newspapers:** Eilish will take out one-half page ads in arts and culture specialty newspapers, such as *LA Weekly* and *Time Out Los Angeles*, and a one-fourth page ad in *The Los Angeles Times*'s weekly "Event Calendar."
- **Local Radio Spot Buys:** Our team will purchase radio spots on Sirius XM and college radio stations KXSC Radio (USC) and UCLA Radio.

c) Online Promotion Plan

- **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 purchasing ads on Instagram, Twitter, and TikTok, we will create custom hashtags and encourage superfans and enthusiastic fans to use them. The LA tour date-specific hashtag will be #wheredowegoworldtourLA. 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. This tactic will also increase word of mouth marketing and encourage familiar fans and casual fans to join in or come with their friends (the superfans and enthusiastic fans) to her concert.
- **Email Lists:** Ensure Eilish's LA tour dates are included on our company newsletter to consumers in addition to newsletters from Ticketmaster, Billie Eilish, and The Forum to expand our fan database.

d) Word-of-Mouth Marketing Plan

- **Use Trigger Words in Announcements:** We will use trigger words, such as "exclusive" and "must-see," in press releases and announcements. For instance, we will pitch the tour announcement to publications prior to our company announcement to provide them with "exclusive knowledge" even before the fans. **However, we will still place PRESS EMBARGOS to ensure Billie Eilish is the first to announce it to her**

fans. Notifying news sources ahead of time gives those sources the time to draft their own articles.

- **Social Networks:** In addition to purchasing ads on Instagram, Twitter, and TikTok, we will create custom hashtags and encourage superfans and enthusiastic fans to use the hashtags when they create their own posts and show off their Billie Eilish-inspired tour outfits in preparation for the tour. The LA tour date-specific hashtag will be #wheredowegoworldtourLA. 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. **This tactic will also increase word of mouth marketing and encourage familiar fans and casual fans to join in or come with their friends (the superfans and enthusiastic fans) to her concert.**
- **Encourage People to “Tell a Friend”** by including “Share with a Friend” links on newsletters and press articles and announcements we feature on company and ticketing websites.

e) Billboards

- We will display billboards with Eilish’s tour ad mat along with the Los Angeles dates venue, on Sunset Blvd. and Santa Monica Blvd.

f) Radio Promotion Plan

- **College Radio:** Most college radio stations are listened to and hosted by students who declare themselves as early adapters, and often times superfans (or at least enthusiastic fans) of several artists. Therefore, promoting Eilish’s upcoming tour will entice superfans and enthusiastic fans to purchase tickets to her performance(s) and even bring friends who are familiar fans or casual fans.
 - i. **Station List:** UCLA Radio (UCLA) and KSCR (USC)
 - ii. **Materials:** Electronic Press Kit


g) Potential Local Sponsorships and Endorsements

- **Products & Brands Associated with Fans:** Netflix, Nike sneakers, Adidas sneakers, Vogue Eyewear, and Hot Topic, Cotton Citizen, and Top Shop clothing.
- **Local Sellers List:** Netflix, Nike and Topshop (The Grove in LA), Cotton Citizen (Melrose Place), Hot Topic (Hollywood Blvd), and the Sunglass Hut, which sells Vogue Eyewear (The Beverly Center)
- **Notes:**
 - i. The buying behavior of Eilish’s superfans includes not only purchasing brands Eilish has been seen wearing, but also shopping through Instagram Shopping. This buying behavior will increase the ROI for both our promotion company and the sponsors when creating a sponsored social media campaign throughout the promotion of the tour.

- ii. We will pitch a documentary partnership with Netflix. During Eilish's tour, Netflix will sponsor the recording and production of her documentary. Because Eilish's fanbase streams heavily, both parties will benefit from this partnership.

- **Sponsorship One-Sheet:**


Sponsorship One-Sheet



Recently emerged pop powerhouse Billie Eilish is redefining pop stardom with her unique style. She encourages younger audiences to be themselves and define their own style. As a five-time Grammy award winner, Eilish is also the youngest person to win all four major Grammy categories: Best New Artist, Song of the Year, Record of the Year, and Album of the Year for her album *When We All Fall Asleep, Where Do We Go?*

This Spring (Apr. 4-5, 2020), Billie Eilish will play the Forum in Inglewood, CA during her must-see *Where Do We Go? World Tour*.

Media Partners: *The Los Angeles Times*, *Time Out Los Angeles*, *LA Weekly*, Sirius XM, and College Radio Stations KXSC Radio (USC) and UCLA Radio.

SPONSORSHIP OPPORTUNITY	BILLIE EILISH	AUDIENCE DEMOGRAPHICS
<p style="text-align: center;">Corporate/Platinum Sponsor \$500,000</p> <ul style="list-style-type: none"> • Brand logo shown alongside concert name on the LED screens prior to the show. • Dominating brand logo on digital and print concert promotions. • Brand featured in concert announcements. • Dominating brand logo on all entrances of the concert. • Dominating brand logo on merch bags. • Social media partnership – connect fans to Billie Eilish's style picks through Instagram Shopping. • Onsite interactive engagement. <p style="text-align: center;">Gold Sponsor \$300,000</p> <ul style="list-style-type: none"> • Medium brand logo on digital and print concert promotions. • Brand featured in concert announcements. • Medium brand logo on all entrances of the concert. • Medium brand logo on merch bags. • Social media partnership – connect fans to Billie Eilish's style picks through Instagram Shopping. <p style="text-align: center;">Silver Sponsor \$100,000</p> <ul style="list-style-type: none"> • Small brand logo on digital and print concert promotions. • Brand featured in concert announcements. • Small brand logo on all entrances of the concert. • Small brand logo on merch bags. 		<p>Expected Audience Attendance 10,000 on both nights</p> <p>Age Group Younger Than 18: 43%; 18-24: 39%; 25-39: 10%; 40+: 8%</p> <p>Gender Female: 57% Male: 43%</p> <p>Personality & Retail Behaviors Billie Eilish's primary audience skews younger (younger than 18 years old or ages 18-24) and is tech savvy, uses social media platforms (Instagram, Twitter, and TikTok) regularly. This audience is either in school full-time, has an internship, or is employed full-time. Eilish's fandom of early adapters and trend-setters are always seeking the newest products and services using Instagram Shopping as they do so. Her superfans admire her style and will be eager to match her fashion choices at her concerts. Most importantly, they will place a high value on brands with which Billie Eilish is associated.</p> <p>Reach Even though Eilish is very young, her superfan fandom is growing rapidly. After a couple short years, she is now internationally-known as the pop star redefining pop music. As a result, a potential sponsor will gain a positive, global brand image and brand-loyal consumers.</p>

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h) Direct Marketing Plan

- **Mobile Marketing:**
 - i. Fans who have the Ticketmaster app will be notified of the on sale, and, if they completed the Verified Fan process, they will be notified of their presale date and time.
 - ii. Fans with the Bands in Town App will be notified of Eilish's tour date/venue closest to them once the tour is announced.
- **Database and E-mail Marketing:**
 - **Fan Lists for Presale and On Sale:** Fans signed up for notifications on the email lists for our promotion company, Billie Eilish, the Forum, and local event calendars and publications, such as *LA Weekly* and *Time Out Los Angeles* will receive reminders and tour announcements over email.

Measuring Strategy

a) Reason for Measuring: We will implement a measuring strategy to determine audience engagement on Instagram, Twitter, and TikTok; the demographics and interests of the audience that clicks through to Ticketmaster's site or app to purchase tickets, which promotion strategy is procuring the most click-throughs and end goal of a consumer making a purchase, and the level of publicity the tour is receiving. Additionally, on a larger scale, we will re-analyze the external and internal environments of the music industry, especially as it pertains to COVID-19, so we can 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 of promotions.
 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 "Billie Eilish," "Where Do We Go? World Tour," or "Where Do We Go World Tour" is mentioned on the internet to track the 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. We will also monitor the comments on the posts to address both positive and negative comments.
 - **Direct Marketing Tools:** We will use our email database'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 Eilish's target audience and adjust the promotion efforts accordingly.
- c) **Plan of Action:** To enhance Eilish's *Where Do We Go?* World Tour 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. Most importantly, we will keep the fans informed on the COVID-19 updates and postponements.

Expense Breakdown Sheet

Saturday-Sunday, April 4-5, 2020 - BILLIE ELISH - The Forum - Inglewood, CA (Los Angeles Market)			
EXPENSES		REVENUE	
Performance: Talent and Accommodations	Cost (USD)	Seating Section	Capacity
ARTIST: Billie Eilish	\$ 500,000		
SUPPORT ACT 1: Denzel Curry (Rapper, Singer, Songwriter)	\$ 50,000		
FLIGHTS	\$ 10,000		
HOTELS	\$ 13,000		
TRANSPORTATION	\$ 1,500		
FOOD & BEVERAGE	\$ 7,000		
MISCELLANEOUS	\$ 5,000		
TOTAL	\$ 586,500		
Personnel: Staff and Management	Cost (USD)		
PROJECT MANAGEMENT	\$ 30,000		
SECURITY	\$ 45,500		
CATERING	\$ 10,000		
PARKING	\$ 5,500		
EVENT HOSTS	\$ 10,000		
TOTAL	\$ 121,000		
Production: Venue and A/V	Cost (USD)		
VENUE: The Forum; Inglewood, CA	\$ 11,000		
STAGE DESIGN	\$ 20,000		
AUDIO	\$ 15,000		
VISUAL	\$ 13,500		
EFFECTS	\$ 10,500		
DOCUMENTARY FILM CREW (Sponsorship w/ Netflix)	\$ 50,000		
PHOTOGRAPHY	\$ 10,000		
TOTAL	\$ 130,000		
Promotion: Marketing and Advertising	Cost (USD)		
GRAPHIC DESIGN	\$ 9,000		
BILLBOARDS	\$ 100,000		
DIGITAL MARKETING	\$ 50,000		
RADIO	\$ 30,000		
NEWSPAPER & MAGAZINE	\$ 20,000		
PUBLIC RELATIONS	\$ 45,000		
TOTAL	\$ 254,000		
TOTAL INVESTMENT COST PER NIGHT	\$ 1,091,500		
TOTAL INVESTMENT COST (2 NIGHTS)	\$ 2,183,000		
		REVENUE	
		Gross Ticket Revenue	\$ 1,975,000
		Ticket Commission (10%)	\$ 197,500
		Ticket Tax (10%)	\$ 197,500
		Net Door Revenue	\$ 1,580,000
		BAR NET REVENUE	\$ 156,000
		SPONSORSHIP REVENUE	\$ 900,000
		MERCHANDISE NET REVENUE	\$ 390,000
		NET REVENUE PER NIGHT	\$ 3,026,000
		NET REVENUE (2 NIGHTS)	\$ 6,052,000
		Net Revenue	\$ 6,052,000
		Expenses	\$ 2,183,000
		Foreign Artist Tax	N/A
		NET PROFIT	\$ 3,869,000
		ROI	177.23%
Breakeven Chart (PER NIGHT)			
	TOTAL NET REVENUE PER NIGHT	TOTAL EXPENSES PER NIGHT	
	3,026,000	1,091,500	
Tickets Sold	Occupancy	Door Revenue	Net Profit/Loss
800	10%	\$ 302,600	\$ 1,880,400
1,200	15%	\$ 453,900	\$ 1,729,100
1,600	20%	\$ 605,200	\$ 1,577,800
2,000	25%	\$ 756,500	\$ 1,426,500
2,400	30%	\$ 907,800	\$ 1,275,200
2,800	35%	\$ 1,059,100	\$ 1,123,900
3,200	40%	\$ 1,210,400	\$ 972,600
3,600	45%	\$ 1,361,700	\$ 821,300
4,000	50%	\$ 1,513,000	\$ 670,000
4,400	55%	\$ 1,664,300	\$ 518,700
4,800	60%	\$ 1,815,600	\$ 367,400
5,200	65%	\$ 1,966,900	\$ 216,100
5,600	70%	\$ 2,118,200	\$ 64,800
5,800	71%	\$ 2,148,460	\$ 34,540
5,760	72%	\$ 2,178,720	\$ 4,280
5,610	72%	\$ 2,208,980	\$ 25,980
5,920	74%	\$ 2,239,240	\$ 56,240
6,000	75%	\$ 2,269,500	\$ 86,500
6,400	80%	\$ 2,420,800	\$ 237,800
6,800	85%	\$ 2,572,100	\$ 389,100
7,200	90%	\$ 2,723,400	\$ 540,400
7,600	95%	\$ 2,874,700	\$ 691,700
8,000	100%	\$ 3,026,000	\$ 843,000

Marketing Timeline (7 Months)

a) October 1 – December 31, 2019: Tour Announcement and Promotion (Target Eilish's Superfans)

Product (Live Performance)

- **Tour Announcement:** Notify fans of the on sale date and opportunity to sign up for Ticketmaster Verified Fan to purchase tickets during the pre-sale.

Price

- Finalize tiered pricing prior to the announcement.

Place

- Confirm details with The Forum (the venue) prior to the tour announcement. Ensure the Forum will place Eilish's tour dates in the venue's newsletter to its database of fans.

Promotion

- **Publicity and Public Relations:** Create and distribute electronic press kits to procure press coverage.
- **Paid Advertising Strategies**
 1. **Internet Advertising:** Design and implement banner ads for website advertising and set up search results page ads with Google.
 2. **Print Media Advertising:** Design and secure half-page ads for magazines and one-fourth page ads for weekly specialty arts and culture newspapers.
 3. **Local Radio Spot Buy:** Tour radio ads to be played at least six months prior to the tour to take advantage of Eilish's rapid success.
 4. **Billboards:** Design billboard and book/purchase the billboard locations on Santa Monica Blvd. and Sunset Blvd.
 5. **Social Networks:** Design and publish paid social ads, making sure there is a CTA for fans to purchase tickets through the social media platform/app.
- **Social Networks:** In addition to purchasing ads on Instagram, Twitter, and TikTok, we will create custom hashtags and encourage superfans and enthusiastic fans to use the hashtags when they create their own posts and show off their Billie Eilish-inspired tour outfits in preparation for the tour. The LA tour date-specific hashtag will be #wheredowegoworldtourLA.
- **Word-of-Mouth:** Design future promotion materials to use trigger words, such as "Must See" and add "Share with a Friend" links to newsletter templates in addition to encouraging fans to share social posts with friends and the social media community with the hashtag #wheredowegoworldtourLA.
- **Direct Marketing:** Schedule tour announcement notification for Ticketmaster and Bands in Town app users. Leverage the databases of not only our promotion company email subscribers, but also those of The Forum, Billie Eilish, *LA Weekly*, *Time Out Los Angeles*, and Ticketmaster.

Monitoring/Market Information

- Conduct research and analyze the ticket sales 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 team to discuss next action steps.

b) January 1 – April 31, 2020 (May be Extended & Edited Due to COVID-19 or if the Dates are Sold Out)

Product (Live Performance)

- Confirm stage setup is finalized and we have all the security and permits needed.

Price

- Analyze the sales for each ticket tier. Also, analyze the number of resell tickets, if any, that are being sold.

Place

- Ensure production and equipment is accurately in place at the Forum.

Promotion

- **Publicity and Public Relations:** Continue distributing electronic press kits to procure press coverage — this time to review the show to increase Eilish’s fanbase for future LA tour dates.
- **Paid Advertising Strategies**
 1. **Internet Advertising:** Re-fresh the design for banner ads for website advertising, using the phrase “Last Chance to Purchase Tickets.”
 2. **Print Media Advertising:** Re-design half-page ads for magazines and one-fourth page ads for weekly specialty arts and culture newspapers, using the phrase “Last Chance to Purchase Tickets.”
 3. **Local Radio Spot Buy:** Tour radio ads to be played until the night of the final show date.
 4. **Billboards:** Billboards will remain in place on Santa Monica Blvd. and Sunset Blvd. until the both LA tour dates have passed.
 5. **Social Networks:** Re-fresh the design and publish paid social ads, using the phrase “Last Chance to Purchase Tickets for You and Your Friends,” and still including a “Purchase Tickets” CTA for fans while encouraging the superfans and enthusiastic fans to bring their familiar and casual Billie Eilish fans along with them.
- **Social Networks:** Remind superfans and enthusiastic fans to use the hashtags when they create their own posts and show off their Billie Eilish-inspired tour outfits in preparation for the tour. The LA tour date-specific hashtag will be #wheredowegoworldtourLA.
- **Word-of-Mouth:** Continue to design promotion materials to use trigger words, such as “Must See” and add “Share with a Friend” links to newsletter templates — this time also using the phrase “Last Chance.” Continue to encouraging fans to share social posts with friends and the social media community with the hashtag #wheredowegoworldtourLA.
- **Direct Marketing:** Schedule “Upcoming Events” notification for Ticketmaster and Bands in Town app users to tap into mobile marketing. Leverage the databases of not only our promotion company email subscribers, but also those of The Forum, Billie Eilish, *LA Weekly*, *Time Out Los Angeles*, and Ticketmaster.

Monitoring/Market Information

- Conduct research and analyze the ticket sales 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 team to discuss next action steps.

Appendix

a.) Survey

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

* 2. Please specify your age group.

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

* 3. 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
- ☐ Never

* 4. **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)

* 5. **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)

* 6. **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)

* 7. 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)

8. What, if any, social media platforms do you regularly use?

Done