Strategic Positioning & Risk Assessment, Development Milestones & Exit Plan, and Marketing Plan & Sales Strategy

Michael Bell

ID: 940446267

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Donna Lane

**Strategic Positioning & Risk Assessment**

**Strategic Positioning**

Role Model Improv will focus on three key strategic components to become successful: market segments, proprietary abilities, and branding.

Market Segment

Role Model Improv will aim at specific market segments within Jackson County, Oregon and tourists entering Jackson County. Each special premier will be constructed and tailored towards a chosen market segment in the county to capture and retain patrons. Role Model Improv will have differentiated targets within each segment for both performances and classes. The organization will target customers between ages 18 and 56 for all live performances and will also target all ages between 18 and 28 for all structured and drop in classes. Role Model Improv will also target customers with a disposable income between $35,000 to $75,000 for all performances and for all structured and drop-in classes, will target those within a disposable income range between $15,000 to $35,000.

Proprietary Abilities

Role Model Improvs’ exclusive asset will be in performers abilities. All hired staff and volunteers for performances and classes will have exceptional improvisational skills that they will be able demonstrate through their performances for any short-form or long-form improvised theatrical productions and as well the hired staffs’ ability to demonstrate their ability to teach the art of improvisation to any customer who has purchased one of the classes or is attending one of the two-hour drop-in class sessions.

Branding

Before obtaining a brick and mortar location, Role Model Improv must develop and establish its brand. With the established branding, all performances, classes, and events will carry the Role Model Improv branding to insure to customers they are receiving a consistent quality between each performance, event, and class. Role Model Improvs’ customers will know what type of quality improv to expect in the terms of entertainment and education.

**Risk**

Market Risk

Role Model Improv might face a market risk if the consumer base in Jackson County, Oregon are unresponsive to theatrical improvisation geared towards adults. Either there is not a market for live theatrical improvisation in the region or the current market in the valley is not ready for an entertainment and educational non-profit based on unscripted performances and teachings for improvised theater.

During an interview with Andrew McMasters, Artistic Director of Jet City Improv, he indicated tailoring each special premiere show to a market niche in the area to obtain different segments of consumers and hopefully retain them. Once a patron in a specific niche is pulled in with a tailored show they are more likely to return to see other shows that might not be in their niche (McMasters, 2017). To mitigate the market risk, Role Model Improv will first study the consumers in Jackson County and locate specific market niches and interests. The organization will tailor special premieres towards those located market niches to capture more patrons and draw them into a part of the community,

Competitive Risk

Jackson County, Oregon has a high number of competitors for a non-profit improvisation theatre like Role Model Improv. The several form competitors like Randall Theatre Company, Camelot Theatre Company, Organ Shakespeare Festival, and Jefferson Live LLC., might create new services and performances that could put Role Model Improv at risk of being expunged from the competition (2016, Esri Key Demographic Indicators).

Through an interview with Kimberley Boesche, President of Camelot Theatre Company and Andrew McMasters, Artistic Director of Jet City Improv, this case is unlikely, due to the strong cooperative theatre community in Jackson County. According to Boesche, most theatres and groups share the same talent and customer pool, so each theatre organization in the Rogue Valley try and support each other and not try and extensively compete with one another (Boesche, 2017). McMasters had stated that in a theatre community, there is an importance for theatre organizations to break down the barriers of competition and open the doors of cooperation, as he too has indicated that theatre communities share the same talent and customer pool (McMasters, 2017). For Role Model Improv to mitigate the competitive risk in Jackson County, Oregon, the organization will become a key member of the community and strive to bolster cooperation between competitors.

Product Risk

 Role Model Improv faces the risk of not being able to have an improvisation team formed to help boost the brand name, raise awareness, and perform shows as a stepping stone for the first step towards actualizing the organization and brick and mortar location. The shows and classes conducted might not benefit the customers by not being entertaining or as educational as intended. To mitigate the two product risks for Role Model Improv, the founder Michael Bell, will build a dedicated team from his own acquaintances who are in theatre communities along the West Coast, specifically Seattle, Washington and Ashland, Oregon. The team will strive to boost the brand name, raise awareness, and perform shows to the best of their abilities. For each show, all cast members will conduct warm ups and short practices before the first show of the evening. For special premieres, practice will be conducted before each new season premiere with warm ups and short practice before the first show of the evening. Classes will be carefully constructed with multiple experience levels for seasoned thespians in the community and for newcomers to the community. Each class will be taught by an experienced theatrical improvisor who can effectively articulate the fundamentals and skills of theatrical improvisation.

Capitalization Risk

The initial startup cost for the first Role Model Improv team might be underestimated. If the initial team does not budget correctly for booking shows and renting venue spaces for performances, Role Model Improv could become bankrupt. If Role Model Improv is established with a brick and mortar location, it runs the risk of not achieving enough revenue to stay in community through a lack of grants, investors, donations, class and ticket sales.

 Role Model Improv will mitigate these risks by applying actively seeking other sources of revenue through donations, foundation support through grants, and investors in the community. The organization will have an account on GuideStar.org, a web-based database of nonprofits which investors and donators can seek nonprofits and obtain information on those sought organizations.

**Development Milestones & Exit Plan**

**Development Milestones**

Milestones to Date

Role Model Improv has successfully completed a business plan, outlining what the organization’s mission and vision are, its operations and strategy, organization and management, and financial assumptions.

Role Model Improv has conducted research into the theatre and performance industry and how the industry is thriving in Jackson County, Oregon. The organization has reached out to local theatre nonprofits, such as Camelot Theatre, to acquire insight into the theatre community in Jackson County and information regarding how tourism and local patrons affect theatres in the county. With the insight of the theatre community acquired from Kimberley Boeche of Camelot Theatre and from research conducted in Jackson County, the organization could pinpoint its competition in Jackson County, Oregon and create a competition matrix of the organizations primary competitors.

Role Model Improv has researched and pinpointed a target market in Jackson County that the organization can reach with improvisation classes and shows. The organization researched the geographic description, psychographic lifestyle, size, purchasing patterns, buying sensitivity and potential of its target market. From the research, Role Model Improv found its target market potential and created a sales forecast based on what the organization could conclude from its findings.

Business Vision and Organization Goals

 Role Model Improv will become the Niche and Quality leader for live improvised theater entertainment and education in Jackson County, Oregon. The organization will also strive to become one of the top ten attractions for tourists to Jackson County. Through grants, investors, and donators, Role Model Improv can effectively conduct outreach programs and community services to bolster the Jackson County community.

First-Year Goals and Strategies

 Role Model Improv will have successfully established the initial team, the name, the brand and created contacts with different venues in Jackson County. The team will perform quality shows and effectively promote the development of Role Model Improv from a team to a full-fledged non-profit organization.

Third-Year Goals and Strategies

 Role Model Improv has gained support and reputation within Jackson County. Role Model Improv penetrates the entertainment market in Jackson County and files a 501(c)(3) form to be recognized as a non-profit and 990 tax-exempt form for the IRS (2015, McRay). With funds raised through donations, ticket sales, early investors, or a grant proposal Role Model Improv establishes a brick and mortar location for shows and classes.

Fifth-Year Goals and Strategies

 Role Model Improv will diversify the entertainment and educative services provided by creating new community events, performing outreach services, and new types of improvised performances for customers in the region. The organization will continue with performances that become community favorites or flag-ship shows. Potential investors have been found and have agreed to invest in the organization and any expansion or upgrade to the brick and mortar location will be paid for through grants, donations, and sales.

Tenth-Year Goals and Strategies

 Role Model Improv will become one of the top ten attractions for locals and tourists within Jackson County, Oregon. All performances experience sell-outs and classes are booked full. The organization might consider a second brick and mortar location in another high potential location in Jackson County to increase Role Model Improvs’ capacity and create another accessibility point for local and touring customers.

**Risk Mitigation**

As a non-profit, Role Model Improv will follow “best practices” as guided by the *Non-Profit Association of Oregon* under the *National Council of Non-Profits* (2017, National Council of Non-Profits)*.* Under “best practices,” Role Model Improv will follow the principles indicated to provide demonstrations in core competencies to remain ethical and sustainable (2017, Whatcom Council of Non-Profits). Time and efficient planning will be set in place towards each milestone to budget and grow interest for Role Model Improv to help mitigate any errors in capital or organization.

**Exit Plan**

 In the event that the founder or founders of Role Model Improv are no longer able to continue at the organization or Role Model Improv is unable to conduct services to the community of Jackson County, Oregon, the following possible outcomes are viable exit plans for Role Model Improv or its founder or founders.

Successful

1. If Role Model Improv is successful and the founder or founders cannot continue at the organization. They will gracefully resign from their position as executive director and or artistic director and become a member of the board of directors once the board selects a successor to the executive director and or artistic director.

Unsuccessful

1. If the founder or founders are unable to continue with Role Model Improv, they will resign from their position as a part of the executive director and or artistic director and be replaced by a person who is appointed the position.
2. If Role Model Improv has close for good, then following in accordance with being a 501(c)(3) (2015, McRay). Role Model Improv is to dissolve and the board of directors must then distribute all of Role Model Improvs assets to another non-profit organization after all debts have been settled.

**Marketing Plan & Sales Strategy**

**Organization’s Message**

 Role Model Improv wants to create “*comedy, you roll with*” and be the leader in quality improvised theatre entertainment and education in Jackson County, Oregon. The organization wants to give the community in Jackson County a place for freedom of expression with the educative structured or drop-in classes, fun and excitement with shows, events, opportunities, and classes, and to create a love for the theatrical arts and cooperative nonprofit service through volunteer opportunities and classes.

**Marketing Strategy & Tactics**

Guerrilla Marketing

 Role Model Improv can bring the improvised theatre to the people. Through creativity, the volunteers and staff can perform impromptu street performances and events around specific high traffic leisure locations around Jackson County.

Online Marketing Tactics

 Role Model Improv will have a website that will have the organizations production and events schedule, online ticket purchase, class registrations, donation center, blog and outreach information. The organization will use social media platforms to keep in touch with consumers though Facebook, Instagram, livestreaming apps, and other social media platforms and tactics that pertain to the strategies at Role Model Improv. Role Model Improv will have an email list that customers can subscribe to for event and production information, deals, and promotions.

Traditional Marketing Tactics

 Role Model Improv will employ the use of traditional tactics to reach customers who still use brochures, magazines, newspapers, and radio to find event and production information, deals, and promotions. Role Model Improv will be included and advertised in a local brochure that is deposited at info centers, hotels/motels, and theatrical venues. Role Model Improv will have a space in the local newspaper, magazine and radio to connect with the older populace of the target market.

Cooperative Efforts and Outreach

 Role Model Improv would become a part of the theatre community in Jackson County, Oregon. It would be advertised in local community theatre brochures and as a way of giving back, the organization will do the same. From received donations, Role Model Improv will give back to the community by providing free shows at different summer camps, youth endangerment programs, and other programs in Jackson County.

**Sales Force and Structure**

Role Model Improv will have a dedicated staff of improvisors to produce and perform the flag-ship shows, events, outreach, and classes. Volunteers found within the community will fill essential positions within the organization. The organization will have two volunteers for the concession stand, one volunteer for the host, two tech crew for sound and lights, two volunteers for janitorial duties, and two volunteers for ticket sales. Staff will be interviewed and hired for required positions in the Role Model Improv management office. Actors will fill roles in each flagship and special premier production, which is audition based. Once an actor has been cast into the show, they will be expected to arrive in a timely manner to each planned practice for the show. Coordination of the Role Model Improv work force will be split between the volunteer coordinator, executive director, and artistic director. All volunteers will report directly to the volunteer coordinator, all staff will report to the executive director, and all actors will report directly to the artistic director.

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