



UNSTRUCTURED

Establishing the Distinguished Edge

By Brittany Mitchell

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EXECUTIVE SUMMARY

UNSTRUCTURED was established at the University of Tennessee of Knoxville August 2008. UNSTRUCTURED is a start-up which specializes in a unique brand of entertainment in the form of hip-hop dance.

UNSTRUCTURED was founded by choreographer, Brittany Mitchell, an undergraduate senior of the University of Tennessee in Knoxville. With the goal of quickly becoming a preferred choice for student entertainment, UNSTRUCTURED has improved its overall recognition 27.9%¹ in only four months.

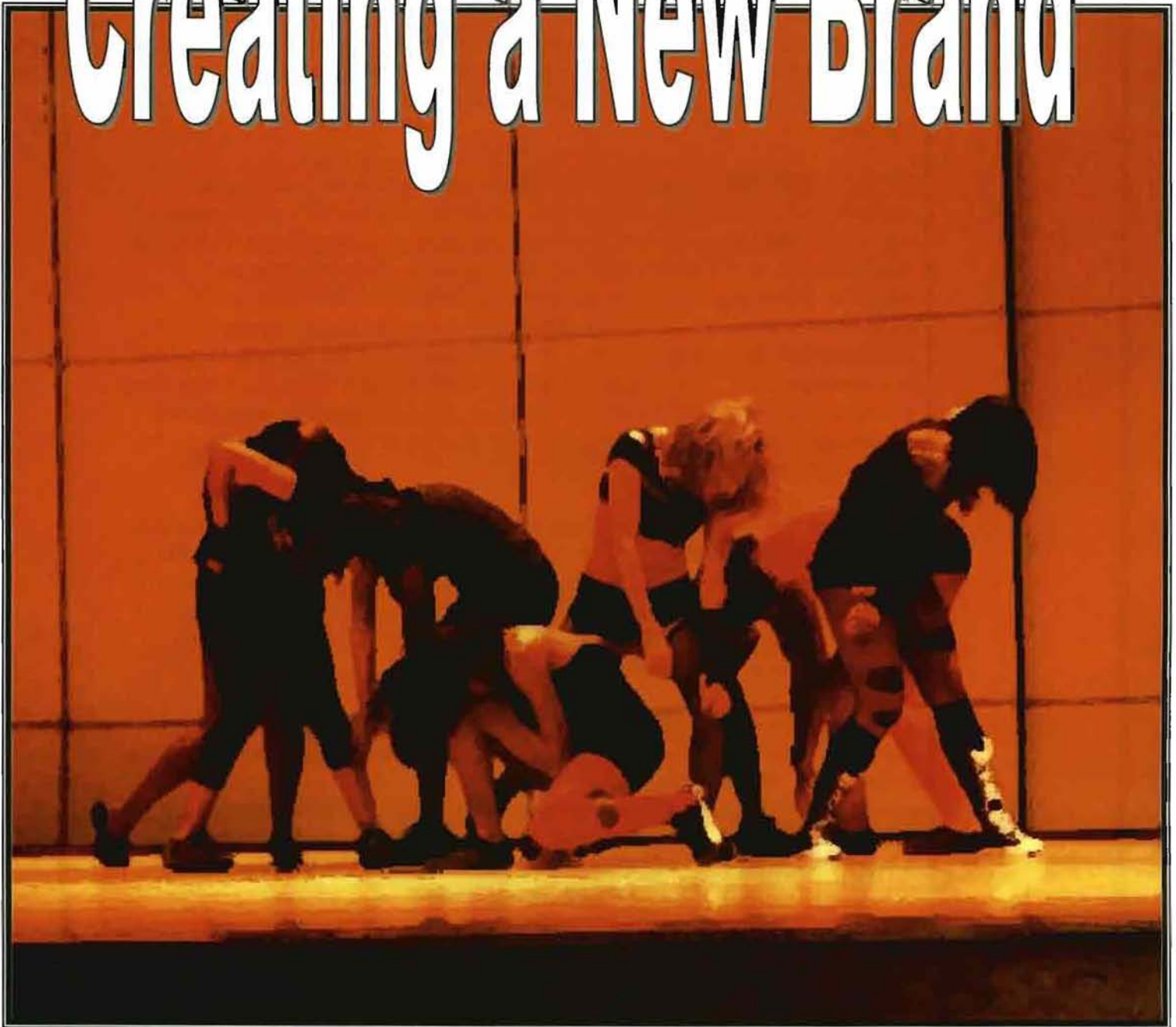
UNSTRUCTURED's purpose is to offer something new and exciting to students of the University of Tennessee and to accomplish this all functions of our organization must work together to strengthen our brand image. Our target market knows us for our exceptional choreography, stage presence and edginess. Our competition sees us as a threat. With increased student enrollment over the years, the competitive environment of on-campus entertainment has increased in size, is more intense, and has become largely homogenous, UNSTRUCTURED plans to be the industry leader to which other organizations benchmark their own practices. We hope this new competitive environment will bring better quality and creativity to our services, leading to higher satisfaction of our consumers.

The strength of our brand lies within our outstanding members. Their opinions, concerns and ideas are highly valued. Organizationally, UNSTRUCTURED is flat, which allows greater visibility. Our small size (seven dancers) creates a close-knit organizational culture. Group cohesion is essential to making sound decisions. Although most decisions go through heavy discourse we always reach a consensus before proceeding.

The key to UNSTURTURED's growth depends on our ability to create sustainability. From our market research we have determined the most affective forms of growth. Next semester we will focus on solidifying our brand in the minds of our consumers through an increase in number of performances and promotional efforts. Within a year of our creation, we plan to breakeven on our investment, and in the long-run, expand into the greater Knoxville area.

¹ brand recognition data can be found on page 21

Creating a New Brand



"To me
UNSTRUCTURED
means being **edgy,**
sexy, and real."
- Derica Jones

Our Mission

Our mission is to inspire and entertain our audience through innovative choreography matched with compelling music, to promote hip-hop dance to a diverse set of consumers and to continually grow our brand by being dedicated to the constant innovation of all facets of our service.

Our Goals

Our goals include increasing brand awareness through a strong marketing initiative, establishing our reputation as a reliable organization that consistently provides the highest quality of entertainment services. We also plan to become and remain the number one entertainment service in the markets we serve by remaining committed to the innovation of performances, processes, marketing and service delivery.

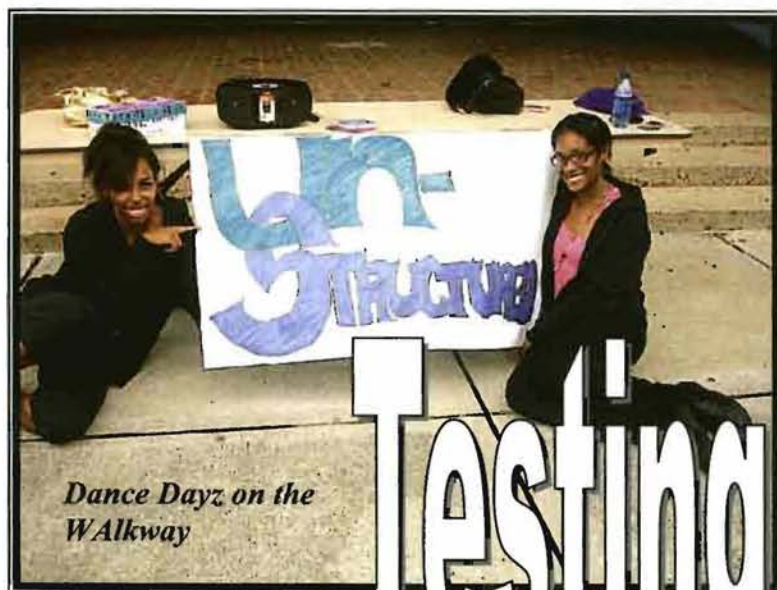
Our Target Market

Our primary target market consists of students who plan events on campus. These students are undergraduates of the University of Tennessee, average age of 20, who primarily hold executive offices in student organizations. Of these organizations, only those who host "dance appropriate" events are targeted. "Dance appropriate" events include talent shows, concerts, dance shows, fundraisers, basketball games, etc. Our secondary target market consists of the undergraduate students who enjoy attending the "dance appropriate" events.

"I want this group
to still be going
strong decades
after we all have
graduated."
-Brittany Mitchell

Our Positioning Strategy

At UNSTRUCTURED we pride ourselves on our drive to differentiate through quality. We work diligently to provide our consumers with the highest quality entertainment and service delivery. We are constantly reaching out to an ethnically diverse undergraduate student body. We feel value is added when we provide our services to both students who have had previous exposure to hip hop dance as well as students who haven't had similar experiences. It brings us internal fulfillment to give these students the opportunity to experience new forms of entertainment.



Testing the Waters



"We are unlike anything this campus has ever seen. People compare us to the famous hip-hop crew Jabawakies because we are committed to doing real hip-hop, not just overly sexual 'video dancing'."

- Brittany Fitzgerald

Competitive Environment

The competitive environment on-campus resembles that of an oligopoly. There are very few organizations that offer entertainment in the form of dance. The incumbents of the dancing industry on campus are the University of Tennessee Dance Team, The University of Tennessee Dance Company, Strange Fruit Dance Company and Allure. There are three characteristics that all of these dance groups share: they were established before 2003, they incorporate hip hop in some form as part of their performances, and they position their brand through a niche strategy. The University of Tennessee Dance Team focuses on UT athletic events such as football and basketball games. There are about 25 girls on the team. The University of Tennessee Dance Company focuses on the arts community at UT. There are about 30 members of UTDC. They host an annual spring show of 8-10 dance pieces ranging from ballet to jazz to hip-hop. Strange Fruit Dance Company (SFDC) also hosts an annual spring show displaying a variety of dance forms but their primary focus is on the African-American student population. There are about 40-50 members of SFDC. Lastly, Allure is an all hip-hop dance group whose focus is also on the African-American student population. Instead of hosting an annual show, Allure typically performs at the intermission of the Homecoming Step Show every November. They are well known among the African-American student organizations and are in high demand for African-American shows. All of these dance organizations are at least five years old and potentially have enjoyed many "first-mover" advantages, such as early brand recognition, no direct competitors and easy-access to limited resources. These advantages have the potential to hinder our ability as a start-up to successfully gain awareness and market share.

Entry Strategy

After gaining an understanding of the competitive environment, the best avenue to achieve long term sustainability was for UNSTRUCTURED to penetrate the market through full-scale entry; aggressively pursuing our target market, across every segment of the student population. A great deal of time was invested in promotion and effectively leveraging our relationships. At the onset, we performed in various shows in order to obtain brand recognition by a large percentage of both our primary and secondary markets.

We are particularly careful in seeking out a diverse set of venues. Our debut performance was The Omega Psi Phi Fraternity, Inc.'s talent show in which the audience is mostly African-American. Our next show was Lip-Sync, an audience that is primarily Caucasian and largely consisted of sorority or fraternity members.

“All of us come from **different backgrounds**, but we all have the same **passion for dance**. And no matter what happens, we have each other’s back!”
-Tamara Reed

“Thank goodness there’s **no drama** in UNSTRUCTURED. It’s so reassuring to know we all get along and have the **same goals for the group**.”
- Victoria Graham

Word of mouth advertising is a vital component to UNSTRUCTURED’s promotional goals, its benefit being both efficient and cost effective.

Capitalizing on this resource, the next couple performances were outside on the Pedestrian Walkway, a high visibility area central to campus, where hundreds of students walk on their way to and from class. As we continue to serve a variety of consumers, our name remains relevant in the minds of the student body.

Competitive Shift

The rise of UNSTRUCTURED is challenging the way more established dance organizations compete; forcing them to rethink how they deliver their service. As our organization has increased its visibility, competition is shifting: primarily adapting to our standard of promotion. Competition shifts occur as we are increasingly perceived as a threat. Increasing brand awareness in the eyes of our target is very important to the success of UNSTRUCTURED. As we increase the awareness within our target, we also increase the awareness among our competitors. Before UNSTRUCTURED’s entry, other dance-centered organizations chose not to ostensibly compete with each other. They have become a lumbering oligopoly: sluggish and predictable, satisfied with success within their narrow segment and seldom expanding their reach. UNSTRUCTURED disrupts this harmony, bringing a high-quality, differentiated brand of entertainment to all markets.

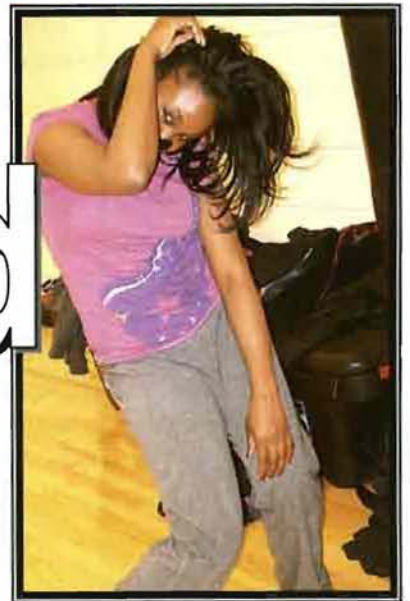
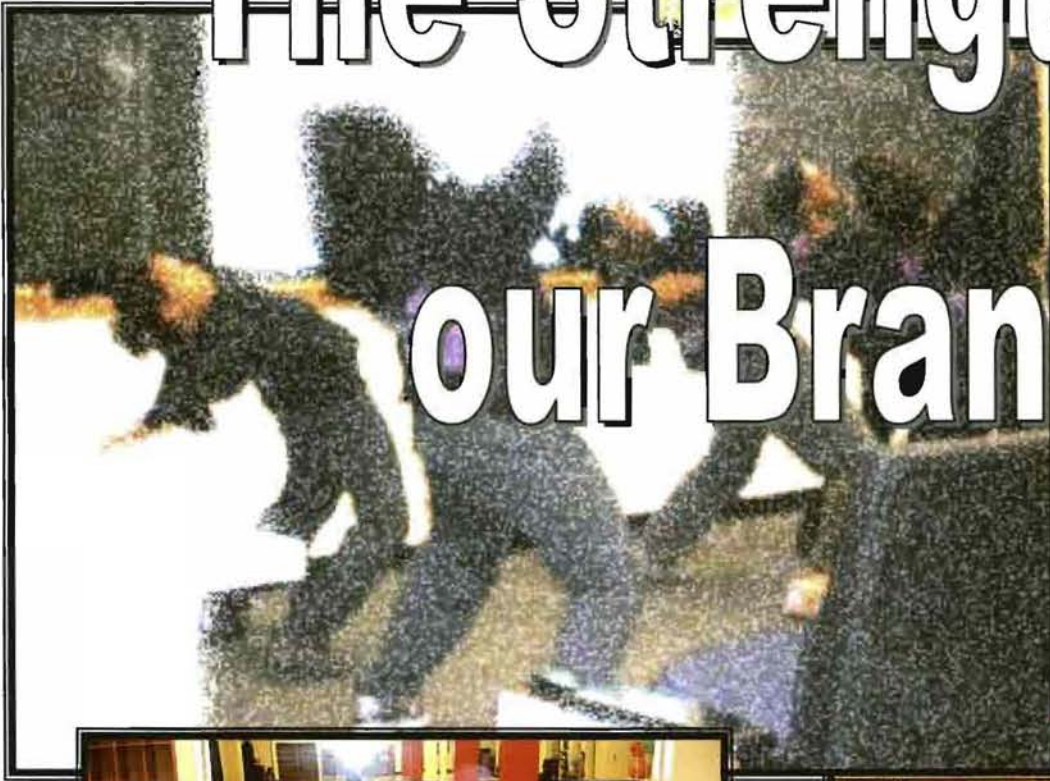
As is the nature of any organization, resources are scarce. The most valuable asset to any dance company is its dancers. The University of Tennessee has a rather small talent pool to draw from relative to other student organizations which do not require specialized skill sets. As a result many dancers are part of more than one company. In a comfortably uncompetitive environment, sharing resources is seemingly harmless. With our company’s growth in reputation and popularity, our dancers are facing role conflict between their other dance-oriented affiliations. Competition becomes territorial of their most precious assets, the dancers. UNSTRUCTURED is very sympathetic to how few opportunities there are for dancers at UT to perform. Therefore, our dancers are not tied to our organization exclusively. We simply ask that all our dancers be committed to the mission and the goals for the organization. Unfortunately, the actions of members in other companies have put a strain on our member morale. To combat the challenge of negative influence from outside the group we continually strengthen the relationships between group members through teambuilding activities.

Our strategy to sustain viability is very simple: We plan to continue to grow as a team and stay focused on our goals and values. Our competition is savvy to our service, hip-hop dance, but unaware of how marketing and other business functions impact competitive behavior and overall value delivery. If dance were our only core competence we wouldn’t make a dent in the market because all of the companies are working with great dancers and great choreography. Our secret weapons are our processes and our organizational structure. We invest

substantial time and money to our marketing functions to ensure market saturation. Many internal conflicts are quickly addressed by keeping our organization small and flat. There are few levels of authority; a few of our dancers holding titles such as choreographer or stylist. Everyone's input is desired, respected and value-adding.



The Strength of our Brand



"I love being in this group because this is the first dance group I have ever been a part of where **people listen to my ideas**. Even if we don't use them right away, it's just nice to finally be surrounded by **people who truly care**."

-Kendra
Standberry

"I am excited that I joined this group because I **am treated as an equal**. I feel like my opinions matter."

- Kim Patterson

Outstanding People

UNSTRUCTURED's most valuable asset is its dancers, but not solely because of their ability to dance. Each of our dancers are reliable, trustworthy, easy to work with and passionate about dance. These characteristics significantly improve the quality of our service and delivery. Our dancers are also a highly specialized group whose talents range across areas from jazz, ballet, tap, tumbling, hip-hop, art, music, and idea creation unified by a willingness to work together towards common goals for the benefit of the organization.

Innovative Service Matched with Unique Delivery

UNSTRUCTURED provides consumers with innovation through promotion and perception. Similar to Starbucks, we offer more than a dance routine, we create an experience and leave a lasting impression. We want our enthusiasm and energy to engage the audience's senses. We want them to feel inspired to dance, even if they don't know how! We want our target to perceive our brand as exciting, edgy and highly entertaining. We strive to achieve this perception through strategic music selection and tailored choreography. Consumer satisfaction is achieved by UNSTRUCTURED's ability to consistently adapt our service with the theme of each show yet simultaneously promoting a unified brand image of excitement, edginess and entertainment to our entire target market.

The ability to adapt is the critical path to consumer satisfaction.

UNSTRUCTURED's constant state of preparedness allows for maximum responsiveness which differentiates our service from that of our competitors. Student organizations, subject to the requirements of its members' intense academic schedules, often have limited planning horizons. Dance organizations on campus overcome this challenge by preparing one or two performance pieces per year. With little inventory to manage, dance organizations spend most of the year performing and perfecting the same one or two pieces. Recognizing this trend, UNSTRUCTURED differentiates its processes by preparing ten to twenty dance pieces per semester. Due to the structure of our processes, flexibility and adaptability is paramount for UNSTRUCTURED given the short lead times of most performance invitations. Executing a postponement strategy, we are able to answer this constraint by maintaining a hand-full of short, unfinished dance pieces adjusting each piece to the needs of our customer. Our adjustment period includes, digitally mixing the appropriate song combination, reviewing the unfinished choreography, "filling in the holes" (choreographing the newly mixed parts in the music), "cleaning-up" (putting in the practice it takes for a performance to look professional), and making costumes.

Added Value

Every on-campus dance organization consists of great dancers who demonstrate their talents in front of an audience. UNSTRUCTURED is different in that we consist of more than great dancers and we offer more than a mere demonstration of talent. Our organizational values, promotional activities, organizational structure and brand image combine to add value to our otherwise basic competencies: talented dancers and entertaining performances. UNSTRUCTURED's primary values are hard-work, integrity, knowledge, and passion for dance. First and foremost we are serious when it comes to the authenticity and originality of our service. We believe that our consumers receive greater benefit from a creative performance that is based on our talents and abilities. We also believe that creativity stems from experience and knowledge. We constantly research trends in hip-hop dance to increase our knowledge and understanding of our craft. Our belief that hard-work leads to success attributes to the amount of time and energy we volunteer on a daily basis. We are undeniably passionate about dance and we believe in sharing this passion with others.

Marketing Messages

Our initial marketing strategy is to blanket the campus with our brand name, channeling communication by the use of fliers. Two weeks before our debut performance we distributed fliers with our logos and the words "coming soon." This method proved ineffective. We quickly learned there are many places on-campus where the maintenance staff takes down fliers.

"I love the fliers. They are so cute and colorful. Give me a handful so I can give them to my friends."

- Anonymous
Student on the
Walkway

In another attempt, ensure our message reached students; we handed out fliers while dancing on the Pedestrian Walkway themed "Dance Dayz." Fliers were designed to be more student friendly, shrinking their size to a quarter page adding color, our logo and better graphics. This event proved successful as students were able to connect the flier and its content to UNSTRUCTURED as a group. We successfully passed out 300 fliers in one day. "Dance Dayz," not only helped improve flier distribution, but also helped become a great promotional tool. We spent four hours one Friday afternoon dancing and passing out fliers. Our live music, matching costumes and energetic choreography raised the curiosity of many students. Since our secondary target market consists of all undergraduates at the University of Tennessee who enjoy on-campus entertainment, dancing for such a long time on the Walkway was an easy, effective and relatively inexpensive way to expose a large number of undergraduate students to our brand.

Electronic communication is also useful in delivering out message, in a relatively inexpensive and less time energy intensive fashion. Mass emails are sent to members of different organizations, informing them who we are and when and where our next performance is, in hope of encouraging viral, word of mouth buzz surrounding UNSTRUCTURED. The main challenge we face with electronic communication is that students are bombarded daily with emails and

are apt to ignore our message. Our third and most important channel is word of mouth. Our other promotional efforts can reach a limited number of people and although an even like “Dance Dayz” is entertaining, it is not memorable until a buzz is created. It is important that our brand engage the students enough to encourage them to share us with their friends. Promotional efforts nominally increase brand awareness compared with the way word of mouth exponentially increases it.

Mass marketing, however, is only truly effective in reaching our secondary market. The initial marketing strategy was counter-intuitive because we attempted to reach our secondary target before our primary. Presently, networking and word of mouth are our main means of reaching our primary market. Our primary target consists of a relatively small percentage of the student population (leaders of student organizations), therefore we must exercise our personal resources and relationships to discover who the people in our target are as well as the most effective means of communication.

We began by finding out when student organizations would be organizing events and then requesting to be in those events. From that point, we began to build relationships with different organizations. As a result, members of these organizations told members of other organizations about our services and then people began to come up to us requesting our services. One of our long-term goals is to reach a saturation level at which organizations competitively seek our services and contact us through our email account.

“It’s so cool that as dancers we each have the power to impact the direction of the group. Even if the whole dance has already been choreographed, one of us could come in with a hot move and it gets added to the dance immediately.”

-Victoria

Value Proposition

Our flat organizational structures as well as the free flow of ideas truly differentiate us from the competition. Many on-campus dance organizations drive a highly centralized organizational culture in which the top four or five members have complete control over all creative and administrative decisions. We strongly value the input and ideas of our members which are best served in an open environment. This level playing field makes decision-making a more time-consuming process and it is difficult to determine which ideas are best for the group, so to overcome these challenges we have adapted accordingly. Each member has a role and a different set of responsibilities. The founder is responsible for the bulk of the choreography, music selection, marketing, the search for venues to perform and she has the ultimate veto power. This is the more centralized aspect of our organization. The founder is mainly responsible for the initial preparation for a performance. This prep-work is then presented to the group so that the project can be edited as a group. Team members openly offer suggestions and concerns and a “performance ready” piece is made.

UNSTRUCTURED's brand image is uniquely defined by our passion for dance. With each performance our goal is to excite, inspire and entertain our audiences. For our competition, the goal is to gain membership. For all other dance organizations there is prestige in being able claim membership therefore less time is spent catering to the needs and wants of the audiences. We feel that our focus on customer satisfaction will be the quality that distinguishes us from our competition.

Critical Analysis



Perceptions of our Target Market

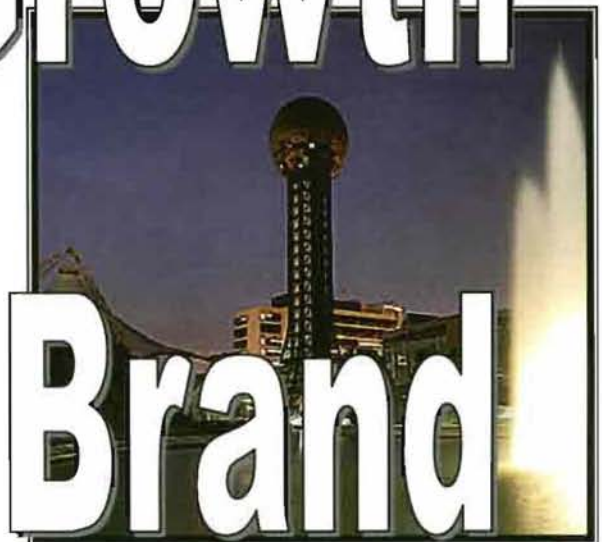
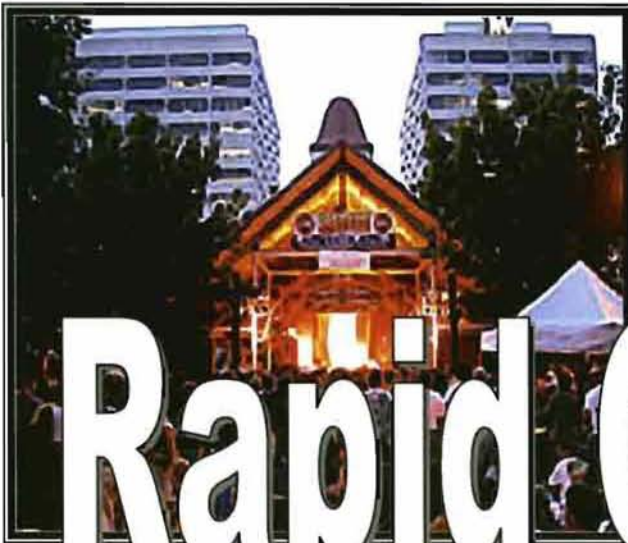
In order to quantify our organization's ability to increase brand awareness, surveys were distributed through email. The survey was adapted exclusively to the needs of the primary target market because they make up a smaller percentage of students and their responses could help us improve our communication. A small sample size is important because the survey program used only allows 100 students to participate. 80 students in the primary target market were emailed a survey, but due to unforeseeable circumstances a copy of the email was simultaneously sent to 500 students in the secondary market. Therefore many students in the primary target market did not have the opportunity to complete the survey and many of the students in the secondary market did not understand the adapted questions. This greatly skewed the results of the data and many adjustments were made.

The first survey question is "in which type of on-campus organization do you hold a leadership position?" The 80 originally selected students were chosen from a list of on-campus organizations that would reasonably need dancing in their shows. Fifty-five of the 100 surveys collected were deleted because students outside of the target who opened the survey answered one question then exited the program. These students all chose "other" for their answer to the first question and in the explanation box they commented that they either did not hold a leadership position at all or they held a leadership position in a group that was incompatible to on-campus entertainment. These groups included housing, swim team, ice hockey team, bands, honors society and churches. Of the 45 good surveys left, two were deleted because of contradictory data. For example, one student said she was female and part of a social fraternity. Another student said she had never heard of UNSTRUCTURED but then rated our performance.

From the 43 good surveys important information was analyzed. The two most popular shows on-campus organizations host are date auctions (28.2%) and singing shows (10.3%). Organizations usually find it easy to get students to perform in their shows. Although 48% of respondents did not have a favorite on-campus groups, for the ones who did six out of ten favored dance groups. Of the 43 students, 27.9% were aware of our brand name. When asked "what word comes to your mind when you hear the word UNSTRUCTURED," 32.5% responded "messy/chaos", 18.6% "breaking boundaries/edgy" and 13.9% responded "dance group." Lastly, in our analysis we discovered that 14% of organizations pay students to perform, 55.8% of the respondents were female and 46.5% were seniors.

Improvement Plans The market research has given us insight into the perceptions of our target market. Next semester, when we ask to participate in shows we will know what types of shows to look for. Since dance is a popular form of entertainment for our primary target market, we will continue to hold "Dance Dayz" on the Walkway. This will not only entertain students, but it will

also increase brand recognition. The more we help our target associate UNSTRUCTURED with words like “dance”, “hip-hop”, “fun” and “edgy”, the less likely they will associate our brand with words like “messy and chaotic.” Before our entry into the market, we were under the assumption that organizations never pay the performers in their shows, but according to our research 14% do. Although this represents a very small percentage of the market, it is still a worthwhile endeavor for us to seek out organizations that are willing to pay for our services.



Rapid Growth of our Brand

Exciting Financial Opportunities

Thus far, all start up costs have been based on individual contribution, but next semester revenue creation plans will be finalized and by August 2009 we plan to break even. Initially, we plan to earn money through fundraising activities such as bake-sales and “Dance Dayz” on the Pedestrian Walkway. These activities are expected to gross an average of \$100 per semester (based on this semester’s data).

Through this integration of marketing and fundraising we plan to increase brand awareness by 50% and brand equity by 30% in six months. At which point we will implement our primary source of revenue- service charges. As of now our services are free, but ultimately we are working towards charging between \$30-\$150 per show. It costs about \$100 to provide all eight members with matching costumes, thus all revenue will be reinvested in acquiring costumes and improving them as the budget allows.

In our first semester we had one fundraising event at which we made \$23. This was lower than expected, but because our fundraising event was outdoors we were subject to the effects of bad weather. If we plan a minimum of five fundraising events per semester this will mitigate our risk of rainy days and we project average revenue of \$100 per semester.

New Markets

As a start-up organization we are interested in taking advantage of our ability to grow quickly by entering new markets. To avoid diluting the brand we will only enter new markets when such entry promotes brand awareness and positive association with the brand. For example, one organization has asked us to perform at a fundraiser in the Knoxville community that promotes women and diversity. In the future we wish to expand not only on the University of Tennessee’s campus but also expand to the Knoxville Area through venues such as Market Square, World’s Fair Park, West Town Mall and the Sun Sphere. As for the original student market, we plan to promote growth by segmenting the market so that we can improve the adaptability of our services.

Portfolio

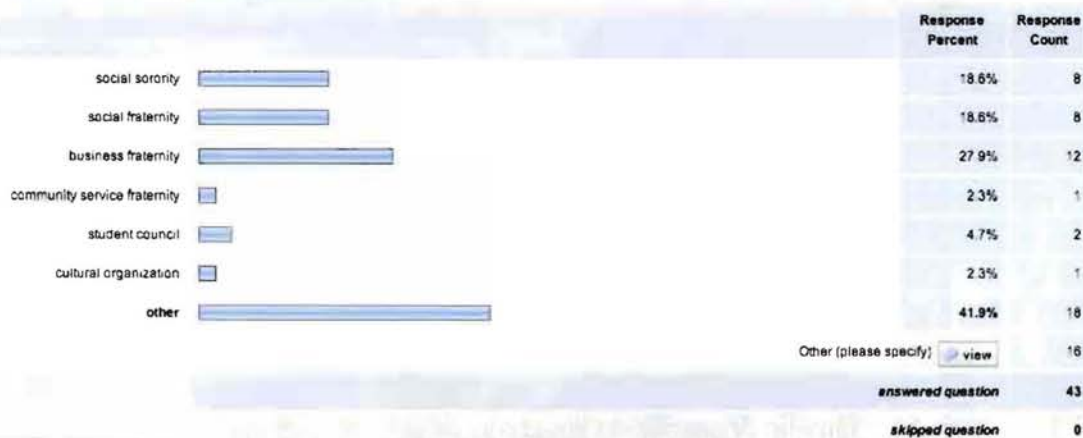
Response Summary

Total Started Survey: 43
Total Completed Survey: 43 (100%)

Show this Page Only

Page: Basic Info

1. In which type of on-campus organization do you hold a leadership position?



Page: Entertainment

1. How often does your on-campus organization sponsor an entertainment event?

	never	once a week	once a month	once a semester	a few times a semester	once a year	a few times a year	Response Count
talent show	87.2% (34)	0.0% (0)	0.0% (0)	7.7% (3)	0.0% (0)	2.8% (1)	2.8% (1)	39
step show	97.4% (38)	0.0% (0)	0.0% (0)	2.6% (1)	0.0% (0)	0.0% (0)	0.0% (0)	39
dance show	86.8% (33)	0.0% (0)	0.0% (0)	7.9% (3)	0.0% (0)	5.3% (2)	0.0% (0)	38
stroll off	97.4% (37)	0.0% (0)	0.0% (0)	2.6% (1)	0.0% (0)	0.0% (0)	0.0% (0)	38
drag show	94.7% (36)	0.0% (0)	0.0% (0)	2.8% (1)	0.0% (0)	2.8% (1)	0.0% (0)	38
singing show	74.4% (29)	0.0% (0)	2.6% (1)	10.3% (4)	2.6% (1)	10.3% (4)	0.0% (0)	39
date auction	59.0% (23)	0.0% (0)	0.0% (0)	12.8% (5)	0.0% (0)	28.2% (11)	0.0% (0)	39
other	57.7% (15)	7.7% (2)	15.4% (4)	15.4% (4)	0.0% (0)	3.8% (1)	0.0% (0)	26
Other (please specify)							view	6
answered question								43
skipped question								0

2. How difficult is it to find participants for your entertainment events?

	very easy	somewhat easy	not applicable	somewhat difficult	very difficult	Response Count
talent show	10.5% (4)	7.9% (3)	78.9% (30)	0.0% (0)	2.6% (1)	38
step show	0.0% (0)	2.6% (1)	91.7% (33)	2.8% (1)	2.8% (1)	36
dance show	2.8% (1)	8.3% (3)	83.3% (30)	2.8% (1)	2.8% (1)	36
stroll off	0.0% (0)	5.6% (2)	91.7% (33)	0.0% (0)	2.8% (1)	36
drag show	0.0% (0)	5.6% (2)	88.9% (32)	2.8% (1)	2.8% (1)	36
singing show	10.5% (4)	15.8% (6)	68.4% (26)	5.3% (2)	0.0% (0)	38
date auction	19.4% (7)	22.2% (8)	52.8% (19)	2.8% (1)	2.8% (1)	36
other	9.7% (3)	16.1% (6)	51.6% (16)	12.9% (4)	9.7% (3)	31
answered question						43
skipped question						0

3. Does your organization usually pay performers to be in its shows?

	Response Percent	Response Count
yes	14.0%	6
no	69.8%	30
unsure	16.3%	7
answered question		43
skipped question		0

4. Please list your favorite on-campus entertainment groups that you use or would like to use in your shows.

	Response Percent	Response Count
first	100.0%	43
second	69.8%	30
third	60.5%	26
answered question		43
skipped question		0

Page: Brand Awareness

1. Have you ever heard of UNSTRUCTURED?

	Response Percent	Response Count
yes	27.9%	12
no	72.1%	31
maybe	0.0%	0
answered question		43
skipped question		0

2. What first comes to your mind when you hear the word "unstructured"?

	Response Count
view	43
answered question	43
skipped question	0

3. If you have ever seen UNSTRUCTURED perform, please rate the performance on based on the following criteria.

	exceptional	good	fair	bad	Rating Average	Response Count
choreography	57.1% (4)	42.9% (3)	0.0% (0)	0.0% (0)	1.43	7
stage presence	57.1% (4)	42.9% (3)	0.0% (0)	0.0% (0)	1.43	7
costumes	42.9% (3)	42.9% (3)	14.3% (1)	0.0% (0)	1.71	7
edginess	71.4% (5)	28.6% (2)	0.0% (0)	0.0% (0)	1.29	7
answered question						7
skipped question						36

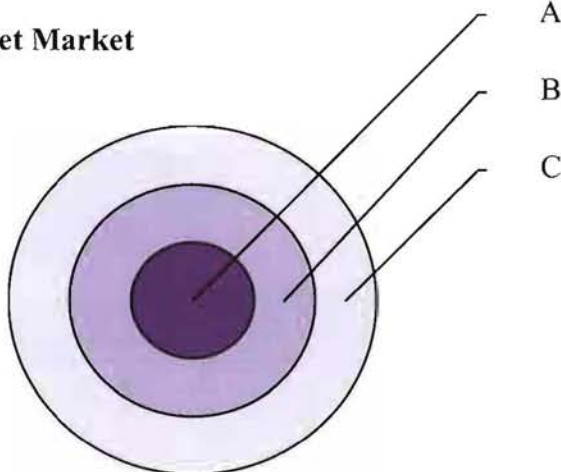
1. What gender are you?

	Response Percent	Response Count
male	44.2%	19
female	55.8%	24
answered question		43
skipped question		0

2. What year are you?

	Response Percent	Response Count
freshman	2.3%	1
sophomore	11.6%	5
junior	18.6%	8
senior	46.5%	20
super-senior	20.9%	9
answered question		43
skipped question		0

Target Market



A- Primary target
B- Secondary target

A- Undergraduates who hold leadership positions in on-campus organizations

B- Undergraduates who enjoy attending the shows/events that are hosted by the on-campus organizations

C- All undergraduates at the University of Tennessee

Media



Online

Unstructured_est.2008@yahoo.com

Facebook group: UNSTRUCTURED