



The case for **Narnia studios**

Presented by

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s.e.a. business case
July 14, 2003



Narnia Studios

985 Portage Rd. Victoria, B.C. V8Z 1K9

July 14, 2003

Dear Sir or Madam:

Thank you for your commitment to evaluating the submissions of all the S.E.A. candidates and for taking the time to meet with each of us individually. I am especially grateful for the opportunity of presenting you with what I consider to be a timely concept with a great deal of potential for growth and diversity. In light of Vancouver's successful bid for the 2010 Olympics I believe that there are even more production opportunities than initially anticipated, particularly with the global scope of this business.

I have included all of the required materials in the hard copy version of this presentation. If, however, you wish to get to know a little more about the services I intend to provide for my clients, I have included an interactive version of this presentation on the compact disc that found in a case on the front cover. The CD includes the entire presentation and supporting materials as well as sample productions and some of the work I have done as a photographer. You will notice as you read the hard copy that there are underlined words in a blue font included in the text (e.g.: sample) with reference source material. On the CD these are active links which will make navigating these materials simpler. You can also click on the website and logos to go to referenced websites on the CD version.

The presentation and supplemental material on CD is designed to be used on PCs with Word for Windows installed, and with an active Internet connection. There are sounds associated with the sample materials so the CD is best viewed on a computer with a sound card and speakers if you wish to take full advantage of the presentation. The PDF files require that you have Acrobat Reader installed, also. This is a free program that can be downloaded by clicking on the Acrobat Reader logo which can be found where PDF files appear as menu options.

Be sure to click the <Thank You> button if you are able to view the CD version of my presentation. For those who do not choose the CD option, I will simply thank you again for lending your time and talents to the S.E.A. program.

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NARNIA STUDIOS

The Product

1. Product Or Service Described



Entrée:

power, permission; liberty to enter; admittance; freedom of access...

My business allows me entrée: an invitation to be an integral part of momentous occasions and the opportunity to provide my clients with a very unique and special gift- a legacy that honours their talents, accomplishments, passages and lives.

My business allow my clients entrée onto a global stage, creating a bridge between the highly personal and the highly technical, through productions and media for documentary, promotional, informational or entertainment through digital media and creative services:

A unique focus of my business is the creation, reproduction and internet hosting of Digital Media to the performing arts community through: Digital Video (1-2 camera angles), Professional Photography; Professional Audio and Sound Mixing, Multimedia (Music and Images, Voiceover, etc. integrated into VHS, DVD, CD, Flash, PowerPoint presentation), Storyboarding, Scripting, Pre Production Services (Consultation, Licensed Aesthetics Services) Postproduction services, Web Based services (streaming or downloadable media and files), Digital Imaging/Manipulation and Reproduction services.

Rationale:

In an increasingly globalized marketplace, performing artists, schools, businesses and organizations are challenged in their attempt to keep up with media and promotional options. These emerging mediums, centering around the use of the internet as a means of communication, creating an environment where only those individuals and groups who are technologically advantaged will be able to participate in these growing opportunities. My business creates an avenue of providing consultation and services which bridge the gap between those who have little or no understanding of these various mediums, while recognizing their need to participate on a global level with limited promotional budgets. The combination of these services makes this both a unique and emerging business as both local and global markets are developing at a rapid pace which is creating an increasing need for the services I currently offer as well as placing me at the leading edge of an up-and-coming marketplace. Please refer to ['Appendix A'](#) for a complete client profile.

2. Owner's Experience Relevant: To The Business Idea

Background



As a third generation photographer, I began working with my father in his darkroom when I was a child. I was surrounded by my grandfather's beautiful photography and raised with his legacy as one of the first cinematographers to work for Pathé films (1900, London, Paris, New York, China), Hollywood (1915, Glendale, CA)

and one of the founders of the National Film Board or 1932 known at its inception as the Canadian Government Motion Picture Bureau (see photo above). Under my father's guidance I gained an understanding of great deal of experience in the craft of photography and began photographing weddings and events professionally in 1977.

Inspiration

At 16 I was privileged to be chosen to work under the tutelage of Vito Dunford, a producer at CHEK TV. My experience in theatre, which began at the 10, and my profound interest in media led to the opportunity of producing and directing several television segments for the station's 'Hour One' magazine as one of nine students chosen from 900 applicants in the Greater Victoria area.



I nception

As a writer with a strong background in photography, performing arts and television I began to combine various forms of media by creating promotional slide/tape presentations for organizations who wanted to create productions that reflected the nature of their work and to raise their profile in the community. In 1980 I was commissioned to produce a scripted multimedia presentation, combining interviews, images, graphs and music with a criteria that was in keeping with the goals of the Anglicans In Mission campaign launched by the Anglican Church of Canada. The purpose of the presentation was to raise awareness of and support for a variety of initiatives that had been undertaken in the Diocese and I was given a good deal of latitude in creating a production to be presented at the annual Synod meeting. In creating this production 'from the ground up', including conducting research, travelling to various areas to conduct interviews and gather images, working in a professional sound studio, scripting and directing the narration and screening this original production I not only gained valuable experiences, but discovered that my combined abilities were well matched to this work. I gained a strong desire to work in multi-media production and, though the various mediums have changed drastically since I purchased my first computer in 1983, I have applied the programs and tools available to me (beginning with a computerized dissolve unit which operated several projectors) since that time to the field of multimedia and digital imaging. As a professional photographer I began to see the trend toward digital imaging when I experienced several copyright infringements, particularly with wedding couples scanning and printing the images I created, beginning in 1995. I began to explore the idea of Internet based services in 1988 when I took out a subscription to the government operated INet 2000 program which allowed me to exchange files and information between computers. I found many ways of applying the use of this service while working from home while on maternity leave and continued to grow and expand my knowledge, becoming a web designer in 1994. In 1995 I was honoured by the Professional Photographer's Association of British Columbia with a Digital Imaging Trophy and since that time I have made the transition from analog to digital services.

My role as a writer for the Times Colonists' Islander Magazine gave me a special interest in preserving the aural and visual history of local families. This interest has emerged over the years and the technology is now available to offer creative production services which involve interviews (particularly with elderly family members), family photos and film/video footage as well as digitizing important documents and historical items for viewing on DVD.

My husband Tim is a teacher specializing in sound engineering and lighting design. Over the past 17 years he has lent his skills in theatre computer technology. He is currently pursuing his Master's Degree in Education (Curriculum Design with a focus on Theatre and Filmmaking). Tim provides creative and technical support at photo shoots and events and will not provide sound engineering and mixing services as they relate to creating production materials.

I have coordinated a variety of events including the creation and facilitation of complete customized wedding and honeymoon packages arranged via the Internet,

beginning in 1995. This was a value added service that utilized a number of suppliers in the wedding and event business which benefited me as a wedding photographer by broadening my market base while supporting and networking with local businesses. I have maintained many of these contacts which will prove beneficial as the provider of event production services.

**Complete
Resume
Appendix A**

**Promotional
Work**

<ul style="list-style-type: none"> • Island Parent Magazine • The Islander Magazine Times Colonist newspaper • Monday Magazine • Western Producer • D'Angelo Studios • Island Fantasy Weddings • 'Women in this Decade' Exhibit Province of B.C. • Anglicans In Mission • Nanaimo Regional Hospital • Extreme Outreach • Glanford Elementary School • Claremont Secondary School • Spectrum Community School • Class of 2010 Campaign School District #61 • Hometown Heros School District #63 • Market Square Children's Events Coordinator for Market Square Administration 	<p>Writer</p> <hr/> <p>Cover Photographer</p> <hr/> <p>Multi Media Productions</p> <hr/> <p>Photographer Videographer Web Services Aesthetics</p> <hr/> <p>Honours</p>	<p>Working in conjunction with editorial staff to produce articles accompanied by photographs on a variety of subjects.</p> <hr/> <p>Organizing and implementing photo shoot in consultation with editorial staff of a local magazine</p> <hr/> <p>Promotional and educational media designed and created for non profit events and promotional purposes Multimedia production, liaison, proposal, presentation, support, computer setup</p> <hr/> <p>Complete Wedding and Special Event Coordination Services, Client Relations, Promotional and Event Photography, Advertising Campaigns. Web designer and began web-based photographic services. Aesthetics, Bookkeeping, Management</p> <hr/> <p>Photography and writing awarded on merit, chosen for publication and display</p>
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Professional Theatre: 1967-Present


Bastion Four Seasons Kaleidoscope	Theatre School, Props Mistress, Lighting, Construction, Promotional Photographs/Lobby Displays
Community Theatre St. Luke's Players Esquimalt Community School Theatre Advisory	director, stagecraft, concessions, promotion and publicity, stage management. Requested to sit on board of Theatre Advisory Committee to lend experience with planning and implementation of productions and events and publicity to raise profile of theatre
Multi Media Production- 1980 Anglicans In Mission	Consultation, story board, liaison, writing, photography, sound, mixing, presentation
Founder/Board Member-1989 Christ Church Cathedral Educational Society	Initial proposal/vision for a small independent school (Christ Church Cathedral School), formulated constitution together with board members, secured non profit status, designed contracts, undertook publicity, staffing, ongoing board duties
Glanford Elementary School Marigold Elementary School Claremont Secondary School Spectrum Community School Cathedra School Muse Studios	Promotional photography, headshots, publicity shots for school productions. Hair and makeup training/application and supervision, video and production services, technical services: sound, lighting, stage management
Professional Photographer's Association of Canada	Submitted portfolio and was subsequently invited to become a full member of the PPOC (PPABC) in 1993. Photographic works chosen for display and recognition, coordinated several association events
CineVic Filmmaker's Cooperative	Website Design and Maintenance; Media site; Projects created with Broadcast quality equipment; Event planning and coordination

The Client:

The Client

3. The Primary Client: Group

In order for students of the arts to achieve a level of success during their school year, parents have generally made a strong commitment to their pursuits. They have usually encouraged them by providing lessons, driving them to and from rehearsals, making costumes, participating in choir, band or dance trips, coordinating volunteers, attending local and distant performances and providing the areas needed to practice their skills at home. The family's interests are often centred on performing arts, or the arts in general and see their children's aspirations as legitimate and worthy of support. Due to the competitive nature of performing arts, it is difficult for students to pursue their gifts, even if they have shown promise, without parental or school backing (through scholarships and funding, for instance) meaning that, for the most part, performers are from generally stable middle to upper class families who are willing and able to make the financial and physical investment necessary to ensure the best possible chance of success. The parents of performers who have pursued their craft into High School are either financially secure, with one or both parents deriving the income required to pay their child's expenses. On the other hand, many parents have made significant sacrifices in order to support their child's aspirations, including having one parent at home to meet the demands of their child's busy schedule, or conversely taking on extra work in order to subsidize lessons and travel plans. Most of the initial work of a performing getting recognition is done in advance of securing work: the preparation of a professional resume and portfolio in anticipation of securing an agent or putting out audition materials. The need for professional headshots, for instance, is known to all performers; a fact that is verified by the strong response received by performers on the survey questions that address this need and the willingness to invest in this service. Added to the need for a traditional portfolio is a growing awareness that agencies around the world are



My primary client base consists of high school and university students involved in the performing arts who are actively pursuing a career in their chosen field, whether it be dance, theatre, film or music. A good proportion of sales are generated through client productions which are widely viewed in schools, at event and over the internet with credits given for creative and digital services. For the most part, my client base consists of up and coming performing artists and internet savvy business owners and organizations which recognize their need for the services I offer.

expecting performers to not only have a web presence where their work can be viewed on line, but that their resume and audition materials must include audio and visual media which give agents, producers, directors and even post graduate performing arts schools better tools with which to assess the performer's potential. Students who have achieved a level of prowess in their craft are ambitious and hardworking, committing many extra-curricular hours not only to lessons, practice and rehearsals, but to keeping up with their studies if they have reached the point where they are considering their post-graduate options. Even where parents have not been directly involved in supporting their efforts financially, these students have anticipated their need for audition materials and have developed and plan and means of paying for professional services. Whether through savings, support from other family members and friends who believe in their goals or by working at jobs specifically to earn the money needed, performers know that investing in a portfolio is a necessity if they are to take their career to the next level.

The next largest market base consists of events, both private and public, which require production services designed for low to mid-range budgets. As mentioned, my husband specializes in sound and lighting and while working on Graduate Studies he has been given a good deal of contract work with local event suppliers and managers as well as working backstage as a permittee in I.A.T.S.E.* He has learned first hand that their business has been growing exponentially in Victoria as there are more events than ever being staged in the city. This is not a seasonal trend, but an growing industry which is being promoted by city officials, government and arts groups to offset the loss of government positions and boost the local economy. Holding events is a proven response to economic difficulties as indicated by Toronto's investment a rock concert the city recently sponsored to draw visitors in the aftermath of the SARS crisis. These events provide numerous opportunities for Narnia Studios on Vancouver Island as there are few companies specializing in events of this size, and due to our contacts in the events business we are often made aware of upcoming events prior to our competitors. We are able to provide a wide range of promotional, pre and post-event services which are not available through other companies. In addition, we also have the competitive edge in being able to provide sound, lighting and stage management services as part of our contract.

Victoria is also a destination spot for wedding couples and my contacts in the wedding business as well as with church organization that provide wedding services will give me entrée with couples who may need production, multimedia and/or internet services.

The businesses' internet presence and position as a media host/site will give a great deal of exposure to my work locally and globally.

**International Association of Theatrical and Stage Employees- Theatres staging professional shows require that all of their employees be I.A.T.S.E. members or permittees.*

4. Primary Client Research (The Survey)

My survey was conducted through SurveyMonkey.com, an online service which gave me the opportunity to get a variety of respondents world wide. Initially, I sent emails to my own email contacts who fall into the various target groups: performing artists, technicians, directors, producers, parents of performing artists, business owners, organization members, wedding couples and event coordinators. I have a number of contacts in my own address book, but chose to go farther afield in getting a sense of whether the services I will be offering are relevant and priced appropriately. I polled a high school group through a list service my husband and I subscribe to, asking members to follow the link to complete the survey, as well as contacting performing arts students and their parents at Claremont High School the group which I felt best represented my Client Profile.



I contacted brides and grooms, event coordinators and small business owners by referral, but for the most part I gathered email addresses from other sources on the internet: special interest websites, businesses that bill themselves as event coordinators (generally through meta tags) via search engines and through specialty chat rooms (weddings, performing arts, theatre, film) where I contacted potential respondents by email and requested that they follow the link to complete the survey. Though this didn't always reap a response, those people who did complete the survey represented a good cross-section of potential clients and gave me a global perspective on my services and pricing.

I based my survey results on 55 responses which provided a good sampling from all of the groups outlined on my Client Profile.

In addition to the survey results gathered through SurveyMonkey.com, I have provided material for screening over the past year ([Appendix A.5 Letters of Intent](#) for some recent unsolicited responses) . In this case, a teacher from the school requested a preview tape of the band footage gathered over the year to show a group of parents at a year end function. These screenings provide similar results to those gained through focus groups as the presenter is unbiased and the results give a sampling of what average consumers, in this case, performing artists and their parents, value enough to purchase it themselves.

[Appendix C](#) **Primary Research Questionnaire**
[Appendix C.1](#) **Marketing Survey Summary**
[Appendix C.2](#) **Results Tabulated**

5. Marketing Survey Results and Conclusions



I am encouraged by the survey results as the need and desire for these services was stronger than I had anticipated...

My market research strongly supported my USP in that the majority of those who completed the survey fell into the specific market I am targeting (performing artists). Their responses indicated that they believe that professionally produced audition and promotional materials are essential to the success of performers, that exposure to the global market is a definite advantage and one that they are willing to invest in and that there is a growing expectation that they have a web presence. In addition to these unique services, the respondents indicated a willingness to invest in video and DVD productions.

My survey strongly endorses the need for the services provided to the performing arts community and accepts the proposed pricing. Based on the premise that the overall responses to the survey questions can be taken as a general trend, 62.8% of respondents said that they would be interested in investing in streaming media to be made available on the internet. Another encouraging indication of the market for my services is the fact that 46.8% of respondents would pay \$500.00-\$1500.00 for a professional production of an important event and 66% of those survey would pay \$30.00 for a DVD copy of a their own performance or that of someone they know, a very strong result in favour of creating productions for school and groups involved in the performing arts.

The interest in and need for resume related services and streaming media was strong: 56.8% of the people reported that they would personally, or as an organization, be willing to pay \$15 per month for a media hosting service. This is the response that I, personally, find most encouraging as, even at the basic rate, it would take a market base of only 250 media hosting clients to reach my initial goal of meeting all operating expenses and overhead cost with this service, yet this is a service which has global potential.

See [Appendix C.3](#)

"...applicants may submit an American-format VHS videotape of themselves performing both ballet and modern dance within the last six months."

Julliard School of the Performing Arts, NYC

6. Letters of intent and interest for research process

Contact Person	Organization
Mrs. Shirley Papp	Glanford Elementary School
Brian Killikelly	Claremont High School Band
Lena Palermo	Claremont High School Choir
Sylvia Hosie	Director- Chemainus Theatre, Victoria Operatic Society
Janice O'Briain	Kaleidoscope Theatre
Gail Neuman	Excalibre Dance
Janet Barclay	Esquimalt Theatre Advisory Society
Selinde Krayenoff	Island Parent Magazine
Sandra Pearson	Esquimalt Theatre Advisory Society
Tim Baars	Spectrum Community School- Drama Department
Bonnie Treacher	Esquimalt High School- Drama Department
Jim Holland	School District #61 Trustee/Chairman B.B.B.
Rick Underwood	Esquimalt High School Orchestra
Drew Kemp	Oak Bay High School Theatre
Barry Casson	Victoria Motion Picture School
Sarah Weicker	Muse Studios
Carol Miller	University of Victoria Theatre Department
Howie Seigel	CHEK TV and Theater Producer
Steve Ivings	CFOX Radio and Theatre Producer
Erin Brown	CineVic Cooperative Filmmaker's Society
Pacific Audio Works	Event Sound & Lighting
Anton Skinner	MacPherson and Royal Theatres
Band Members /Parents	Claremont High School
Theatre Students/ Parents	Claremont High School
Shannon Shields	The Q and Zone FM
Les Bland	Young Playwright's Festival/Kaleidoscope Theatre
Frances Litman	Frances Litman Photography
Rev. Wayne Smith	Victoria Christian Centre(See Appendix J)
Board Members	Extreme Outreach Society
Mark Notte*	Principal- Keating Elementary & father of bride
Dennis Powell	Theatre Rentals- School District #63
Daphne McNaughton	Saanichton Elementary School

**wants to hire me for his daughter's wedding- February, 2004*

"the video last night of the show was super. it really added
to out night! thanks Joan!!"

At the beginning of the 2002-03 school year, Mr, Killikelly, the band teacher at Claremont High School told me that their audition tape had been rejected by Disney re: their application to play at Disneyland. I volunteered to assist him in making a suitable production by gather footage from last year's performances. The following unsolicited comments were received by email from parents and students, most of whom I don't know personally, who were shown a preview tape made from footage gathered to make professional quality audition tape for Claremont High School band:

"As a band parent, I would wholeheartedly support all the work you have done, and would love to have a copy!!" Claremont High School Parent

"I am so pleased that you are making a DVD of Claremont's Performing Arts 2003 and we definitely would like to order a DVD." Claremont High School Parent



"I talked to you on the phone just a few minutes ago, regarding the tape that Mr. K and Lena (Ms Palermo) showed last night at the Claremont Music end of year dinner. I would be interested in a copy of that tape, as well as anything else you may produce related to Claremont Music. Please let me know if it would be available, and how we could get a copy." Claremont High School Parent

"(My daughter) and I would be interested in ordering a DVD or video from this year." Claremont High School Parent

hey joan... great job on the video! thanxs...katrina

Spring break has a little magic for Lisle band

Published in Sun Publications 04/25/03

If ever you want to know one of the things that makes Lisle such a great place to live, look no further than Lisle Senior High School. For a school its size, it offers many experiences for its students that many larger schools do not.

Case in point: Its marching band was able to perform at Walt Disney World's "Share a Dream Come True" Main Street Parade during Easter break. Being able to appear and play in this parade is a plum that results after stiff competition and rigorous practice, and for which the band must submit a sample tape in an audition process.

Concept:

Concept:

7. Overall Concept:

Narnia Studios fits into the current production market by providing unique and specialized services to the small to medium sized events market, including those who might otherwise be seen as competitors.

From a technical and creative standpoint this market is uniquely suited to my proven experience and abilities. The production and multimedia services I provide to the performing arts and small businesses community are at the cutting edge of the industry.

*...revenues for IP (streaming) media servers and storage are at \$3.2 billion worldwide, with a forecast of over \$5 billion in 2004. The report, **IP Video & Streaming Media 2001: Worldwide Server, Services, Content & ROI Analysis with Market Forecast-2001-2004**, shows continued growth in streaming is driven mainly by demand for high-speed (broadband) Internet, by high expectations of broadband users, and by big advances in corporate use of streaming...*

There has been a proven need and willingness to pay for promotional services such as head shots and production materials. In addition to the growing market in Victoria which is well placed to become a major arts centre, the competitive edge I possess in not only understanding the special needs of the performing arts community, but providing quality, technologically advanced production and digital services make this business concept vital and timely.

Through my associations in the theatre, sound, lighting and production management I am acquainted with several companies supplying event organizers. I am supplying a specific sector of the market (small to medium-sized functions) with production services and can expect to receive referrals from those companies who do not see this as their niche market.

Within the global community, the possibilities for growth are still emerging. My present goal is to bridge the gap in service that presently exists for performers in Victoria, giving them a means of presenting their talents in the best possible light.

8. Future products and/or services

The demand for technically and creatively driven multimedia services to the performing arts and business community is growing in direct proportion to the recognition of the contribution that arts and cultural events make to the economy and community as a whole. The trend toward support for the arts is significant as is apparent by this quote from the mission statement on the Arts taken directly from the City of Victoria website:

“The service and material providers sector is the largest of the sectors in terms of jobs, wages and salaries, and GDP. This sector includes picture framers and suppliers of materials for artists and craftspersons, suppliers of musical instruments and related materials, and theatrical and dance suppliers, along with craft retailers. Audio/video service and equipment providers also belong to this sector, along with arts consultants, ticket outlets, and live music venues. Service and material providers account for \$26.6 million in total GDP impact. Direct employment totals 666 jobs (including 436 cultural jobs), while total employment accounts for 973 jobs.”

*‘Arts and the Economy’ Report - City of Kelowna
(2002)*

“The City of Victoria believes that the Community Arts play a vital role in building a healthy community and in the expression of our cultural traditions. Community Arts enrich and enhance our lives and promote understanding between cultures and sectors. They also contribute significantly to the economy, being a vital and growing part of the educational, entertainment, tourism and hospitality sectors. We also believe that the appreciation, enjoyment, and expectation of a rich and lively arts environment begins at and builds from the community level.”

Communities on Vancouver Island, the Okanagan Region, throughout Canada and the U.S. are responding to the growing evidence that the arts, and particularly the performing arts, are a vital part of community life and make a significant financial contributions, both directly and indirectly. a report prepared by outlining the economic benefits of supporting arts events and programs:

The understanding of and commitment to the arts by city councils and planners on a local and global level provides new opportunities for those businesses who supply services to the arts, as is evidenced in the above quote. My two year plan is to expand the range and level of services offered to include more recording, video production and internet-based services. I plan to offer a full range of services from low to mid range packages to complete event services that include sound and lighting options as well as broadcast quality productions. Additionally, the trend toward providing video productions and resume/audition materials over the internet is growing demonstrably (e.g.: the Campbell River Community Arts Council has included several locally produced videos on their website).

Narnia Studios will keep pace with technological advances that allow productions and media to be accessed more quickly and easily, investing in the hardware and software to provide a promotional edge for clients. Combined with the quality and range of

services offered from inception to screening, I believe that this combined strategy will lead to a growing number of clients who choose our short or long term media hosting services. With a growing client base this aspect of my business will result in a steady monthly income with minimal overhead and maintenance, while providing exposure for our services worldwide as media is forwarded to prospective agents, producers, directors, employers and performing arts organizations. [See Appendix K](#) for further references and support material.

Once I have established a firm market base and a viable media hosting service, I would like to produce documentaries through Narnia Studios as an adjunct venture, as well as providing filmmakers opportunities to screen their work via the internet.

g. Company's purpose and position in target market:

"Everybody's doing it. Yet posting video content on the Web stymies many creative professionals, especially those who aren't naturally conversant in the ways of the Web"

creativepro.com

2003

Narnia Studios operates out of in Victoria as a home-based business, yet we are able to accept post production and streaming work from anywhere in the world. The majority of our local work is done on location at events or productions, meaning that the overhead can be kept to a minimum: editing room, office area and small studio/reception space. Typically, I meet with clients at the event venue during a rehearsal session or in their office where we go over their specific requirements. Much of the planning is done via email and the internet as I have the ability to storyboard ideas via my website, sending links to clients who can then comment on the concept in real time, by telephone, fax or return email. I also preview rough cuts, sounds, images and completed production materials via my internet site. As we currently have ample storage space for equipment, future plans include on-site production space and, as more equipment is acquired, a hard-wired alarm system, as well as customizing editing and office spaces to suit the demands of the business (e.g.: additional editing stations and internet connections). I have plans to create a mobile production van that would allow for quick set up of equipment on location. The van would include onsite audio/video mixing and editing stations for live events, as well as providing an operating centre for events that are stage farther afield. This would allow me to expand my operating base and offer production services throughout Vancouver Island and the Gulf Islands.

10. Greatest challenges facing the company

The major obstacles is lack of computer savvy within the target market. Because of the newness of the media, there is an inability for some clients to make the connection between traditional publicity and the digitally based services I offer.

I plan to overcome this obstacle through workshops, both to performing arts groups and through samples of my work on CD and on my websites, through testimonials and empirical data related to worldwide trends. I have access to performing arts groups and business people, I intend to address specific questions and concerns through meetings organized by various groups and schools which will include screenings of sample work and information sessions. I believe that word of mouth endorsements and testimonials will go a long way toward overcoming these challenges, also. I will develop an e-newsletter and bulletin board, downloadable articles and other web based services which will offer helpful advice and media trend information to visitors. The nature and scope of this business precludes a desire and ability to stay abreast of trends and even to be making educated guesses as to where technology might lead in the future.

I intend to keep up with trends and markets via:

A) The Internet

The internet is the most obvious and immediate means of keeping on top of developments, and I find myself utilizing search engines several times a day to investigate new terminology or applications.

B) University and Business Contacts

In addition to the Internet, I find my husband's access to information through the university and business contacts to be invaluable in keeping me current in regard to the nature and needs of my clients, and in relation to services and new software that are currently available.

C) Educational Evaluation

My ability to test certain software and hardware products in the line of my husband's professional pursuits or in his role as an educator prior to its release into the general marketplace gives us a definite edge on the competition and allows us to make assessments as to whether applications will be relevant to our business needs.

D) Professional Organizations and Trade Bulletins/Journals

Professional, trade centred organizations provide valuable information and training opportunities. I also subscribe to several email lists which offer support and direction in regard to trend within the industry and I read trade journals on a regular basis.

ELIGIBILITY & AUDITION REQUIREMENTS

The **NYCDA Summer Dance** Intensive will accept a limited enrollment of aspiring professional dancers ages 15-19. ALL dancers are required to submit a video audition/placement tape.

APPLICATION GUIDELINES

All prospective NYCDA Summer Dance Intensive students must provide the following:

- Photo or headshot with a resume
- Video audition tape required of ALL dancers in attendance for audition/placement)

Positioning

Positioning

11. Business USP

My goal is to build up my media web hosting service, an economical option for performers and organizations and businesses, to the point where those clients form a monthly income base. This will provide a steady, reliable cash flow which requires a minimum of maintenance and overhead and this will also allow me to invest in up to the minute technology and equipment which will enhance the overall business.

I provide my clients with creative multimedia productions which include still images melded with video footage from various camera angles and professional quality sound reproduction a service which is not available to the market I am serving locally. I include 'outtakes', special interview or background materials, photo montages and downloadable media and files which pertain to the project as a whole. I have the technical and creative skills necessary to provide my clients with professional quality productions and licensed aesthetic services as well as presenting them with an opportunity to reach a global audience through my media website. My post production services are comprehensive and provide customers with a polished presentations on DVD or video. I am also able to offer value added services to wedding couples and event organizers who may require aesthetic or web based services such as on line photo albums and video and multimedia productions, as well as online response forms (RSVP or registration) and payment options.

It has taken a great deal of training and innovation to create the specific combination of services I offer my clients, including B.C. license and membership in Cosmetologist Association re: aesthetic services, acceptance into the Professional Photographer's Association of Canada, journalistic, computer and previous business experience. In addition to the including a strong understanding of and commitment to the performing arts community. While similar businesses offer a combination of customer-oriented mid to high end services to wedding couple, event organizers and businesses, Narnia Studios has targeted performing artists as a market base in addition to

My Unique Sales Proposition is the creation, digitization, duplication and hosting of professionally produced multi media and promotional materials specifically focused at serving the performing arts community.

"Can anyone afford to have the rest of the message lost? People have grown to expect more from website than just billboards. With all the new technology, streaming video and audio only being one of them - there are plenty of opportunities to set your self and your product ahead of the crowd. Artists' websites are a valuable, yet underused tool."

*Judith Newby "Tapped Into.com"
on the Future of Streaming Media*

(See Article- [Appendix F.6](#))

providing unique, cutting edge services to the traditional customer base. Though I do create video if desired, I don't consider Narnia Studios to be a video service, a term used by most of my competitors, but have chosen rather to focus on the fact that I create professional quality productions on a variety of media. The versatility and flexibility of the services I offer set me apart from my competition on a variety of levels. Because of my background working in the darkroom I also provide 'lo tech' traditional services, such as fine art prints created from negatives, printed on watercolour papers and finished by hand resulting in original works for my clients.

A year ago, when Britain published its 1901 census on the Internet, it had to shut down its Web site because the number of roots researchers overwhelmed its computer system...

...the glut of Internet resources and the phenomenon of aging baby boomers trying to reconnect with their roots are two of the reasons for the newfound interest in the field.

Patrick Kampert
Chicago Tribune
Dec. 02, 2002

On a personal level, I am passionate about creating family histories, as well as memorials which honour the lives of family members who have recently died. Many of the clients I photographed came to me when given the diagnosis that a loved one was terminally ill, and soon after their family had a sense that they needed to create something immortal. This, combined with my experience as a writer (The Islander Magazine: Victoria Times-Colonist) interviewing local families who had historical ties in the Victoria area, has created a personal desire to create the aural and visual history of local families as a multimedia production which includes personal photographs, documents, video footage and interviews on DVD. As streaming media, this production would also be an excellent addition to the growing number of family websites on the Internet, particularly those created by the large number of aging baby boomers who have developed a newfound interest in their roots.

My Unique Sales Proposition allows me to expand my services in a number of different directions, including that of featuring the works of writers, visual artist, photographers and filmmakers who require promotional services. My ability to provide talented artists with exposure to a wider market is dependent upon not one, but all of the skills I bring to their project from the original production and web page concept, to web hosting, to promotional services that allow me to represent my clients in the way that will best reach their audience.

Multimedia : a variety of creative computer applications to create a digital video, digital photography, and web page designs in addition to scripting, scanning, digital photo enhancement, video conversion, 3-D animation and interactive project designs.

Market: Competitive Analysis

Market: Competitive Analysis

12. Direct and indirect competitors selling within geographic or trading area:

There are a number of businesses offering video services in Victoria and on Vancouver Island. As a photographer, I was often asked to refer a video service and have been aware of the businesses that have come and gone over the years. My initial interest in offering video services was the lack of other businesses that were serving the Victoria market, but I had not done any formal research into the field at that time. I found the process both enlightening, informative and encouraging. I was especially interested in the work of production companies in the area who are creating works for screening, but who do not offer services to the general public. This is the case with most of the innovative video companies who rely on funding from corporate or government bodies to carry on their work.

I based my search for competitors on the premise that my clients would initially be seeking a video production company even if they didn't realize that other services were available, whether it be an event, audition or production, the need has arisen and money has been allocated for this service. Looking through the yellow pages, my initial impression was that there were a number of businesses providing similar services to the ones I will be offering. It was apparent, however, after conducting preliminary research that there was no one in Victoria, regardless of their target market, willing or able to offer the level or range of services that are available through Narnia Studios. I eliminated the high end production companies who specialize in broadcast, corporate or industrial productions as this is not my target market at this point and I did not see those involved in post production and digital services alone as being competitors.

I categorized the businesses by the specific services they offer in order to give a fair evaluation of each company's services, and broke the analysis down as much as possible for clarity by posing the following questions:

1. what is being offered
2. how is offered and by whom (experience of videographers and in the event business)
3. what other services are available
4. what level of interest they have in providing internet based media services.



Eagle Video and Blanshard St. Studio

Eagle Video and Blanshard St. Studio both offer video and still photography and have a similar background to mine in the wedding event industry. I am acquainted with the owners as photographers, and like many companies who now offer video services, these photographers have made the transition from still to video services as a result of the digital imaging revolution that has been taking place over the past few years. The unauthorized scanning and reproduction of professional photographs has become more prevalent and sophisticated, meaning that it can be done by most people with their own equipment. This has seriously damaged the photographer's ability to make a living in the traditional field of photography, so many have branched out to meet the demand for video services. Upon visiting Blanshard St. Studio, an owner operated business, we found that there was no written material relating to video services or pricing as this is an adjunct to the primary photography business, done at the specific request of the client by the photographer who operates both the still and video equipment. It was difficult to get specific information about the video services. Eagle Video operates out of an apartment by appointment and they only provide quotes on specific jobs, so we went largely on the information contained on the website.

The first indication that our services are not in direct competition on the basis of the four questions I was using as criteria is the fact is that both of these companies, though recent to the production business, refer to themselves as Video services, a term that I have purposely avoided using due to it's anachronistic overtones. Though they provide DVD copies of the production itself, this is a fairly straightforward service that requires the ability to edit and output media digitally in addition to the widely available analog option. The equipment involved, which requiring training and some experience, is available to the consumer and does not significantly enhance the business' ability to gain a wider customer base on that count alone, however their proven experience as photographers makes this service an added feature and puts them in a competitive position where marketing is concerned. I discounted Blanshard St. Studio as a competitor as this seems to be an 'add on' to their photography business and the owner is not pursuing the video market in any way.

Best Color Video

The closest competitor in terms of similar video services is Best Color Video which offers Pro Hi 8 and Beta Productions (no digital cameras are mentioned) with digital editing. This company specialized in Industrial, Business and Government productions, however they have developed a niche market in creating Grad videos for local schools. Interestingly, I find that some of the schools are the same ones where I have tested the Performing Arts market and I believe that I could compete directly in the realm of Grad videos as I have done a great deal of graduation portraiture and promotional shoots (Party of 5, includes 5 of the grad's closest friends in a creative photo shoot at a special location or in the studio with props that reflect their interests). While this company offers website design, theirs is not a Flash site and does not offer media samples. These are not services that they offer their clients, and in evaluating the site as a whole the

design and implementation skills involved in the its design do not convey the sense of this company being on the cutting edge of the current technology. One of his pages had text overlapping, for instance, which does not bode well for the services they provide. Though they market themselves as a web hosting service, the service is actually provided by a contractor, BCVnet.com not by their company and they do not offer media hosting, even through the 3rd party provider. Customers would need to have a site developed by Best Color who would then subcontract the hosting service to BCVnet. I see this as an excellent opportunity to go 'head-to-head' with Best Color in offering inexpensive, customized options to the clients he is now serving, may of whom meet the criteria of my customer profile.

Note: *Through a referral from a Claremont performing arts student who was choreographing Glanford School's year end event at the University of Victoria, we were asked produce a tape of the production. We agreed to create a two camera angle video production for the school to add to our marketing portfolio, and Mrs. Papp has been showing the VHS tape to the students who participated in the show. Though unsolicited, and not related to the secondary research I have been conducting in regard to competitors, Mrs. Papp, informed us that this was the best performance production they had ever seen. They had hired a professional service, Best Color Video, two years earlier and received a one shot, wide angle version of that year's show as the finished product. Not able to find another business in Victoria able to do the work, she decided to enlist the help of high school students involved in video production to tape last year's show. The sound quality however, left much to be desired and some of the performances were missed or unusable due to technical difficulties. After viewing our productions, Mrs. Papp the school would definitely hire Narnia Studios create the school's production tape next year . The fact that we have a DVD option greatly appealed to her as organizer of the event, also.*

I sland Video Ltd.

Island Video is essentially a video store which specializes in renting films geared to the Indian community. They expanded their services to include video repair and reproduction and, in the past few years, video production services. I visited the Island Video website address listed in their yellow pages ad. The website states that they provide " the best quality for the best prices in B.C.", a subjective and possibly erroneous claim since there are several companies offering similar quality at the same or better rates and they do not publish the rates in their brochure on the website for comparison purposes. Upon visiting the Island Video outlet, it was difficult to get specifics on either the services themselves or pricing Island Video is still primarily offering video rental and camera repair services and though prominently advertised in the yellow pages and on their website, production services are a very minor part of their business which is primarily aimed at serving the Indo-Canadian market. The company offers digital editing and reproduction on DVD, which, as mentioned, has become essential in order to compete in the event marketplace. Though they mention "plays" as being one of several events they cover, even the terminology used refers to amateur school productions which do not involve actors or technicians who intend to pursue the performing arts as a career choice. Thus, even this offering does not address the needs of the group I have specifically targeted in my customer profile. I am

creating productions that can not only be purchased by performers, their families and friends, but which can be used as part of a professional audition package, highlighting individual performers in many cases. Additionally, I will be creating this material not only for duplication, but for use as on the media site which we host, a service not provided by Island Video. Narnia Studios serves a new and emerging sector of the market share not presently served by Island Video or any of the video companies I investigated.

Not finding any 'apples to apples' competition in the phonebook, I did a more thorough investigation of my competition over the internet, a more appropriate medium in terms of finding like minded businesses in my field. I did several searches which, for the most part, resulted in sites that were dedicated to corporate productions.

Copper Moon Multimedia Services

I found an excellent website by a company offering very similar services, Copper Moon Media Services began with funding from Aboriginal Business Canada which supplied the money and training necessary for Jacob Beaton to begin Copper Moon.

Copper Moon Multimedia has a very professional and comprehensive internet presence, the company is founded on Jason's background in website design and digital services. He expanded into the area of production through the government funding he received, purchasing top of the line equipment with which to begin his production company whose motto is "bridging the digital divide". Although I thoroughly enjoyed the work featured on his site, I don't believe that the type of production service he is providing would be suited to the needs of the market I am serving. The company's video services are geared toward highlighting issues within the aboriginal community and, while excellent, production services are not the basis of his business as there is strong emphasis on website design and video workshops. Unlike Narnia Studios, the internet based services such as the creation streaming media do not include hosting services, which is a major component in my overall business plan. Again, the Copper Moon site confirms the viability of the business concept and the trend toward internet based media and services.

I didn't find another business which offers production and audition services to the performing arts community, which I believe to be a major contingent of the global marketplace and forms the basis of my USP. We also found that the claims made by the various businesses offering video services tended to be quite grandiose in relation to the actual offerings and/or experience of the company itself. For the most part, even with the direct competitors, video services are an adjunct to an existing business and the limited services offered do not meet the needs of the client base I have profiled. The one business that seemed to possess the skills to offer such services does not have a mandate or vision which includes the particular groups which I have defined as my customer base.

13. Competitor pricing:

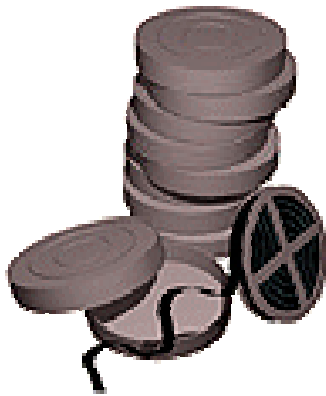
The only rate information on products of a similar nature was provided by Best Color Video, who produced videos for groups of 50 or more at a rate of \$25.00 per VHS tape. I have listed Copper Moon as a competitor on some counts, however I don't believe that my services are in direct competition with his. Because of the nature of Copper Moon's funding, the company is much more geared to training others within the Aboriginal community. Their rates are higher in some cases, but closely match mine in others, however the services are difficult to compare as the company focuses on higher end production services and filmmaking, utilizing broadcast quality equipment and paying for additional staff, all of which would be factored into their production, conversion, reproduction and editing rates

In the case of Eagle Video, no production and post production or package rates are available. As there are no comparable services available from either Eagle Video or Best Color Video in regard to media hosting price comparisons are not applicable. Basing my comparisons on my USP, I named Digital Services, meaning production, post production, media conversion, mastering and reproduction, the target market for in regard to video production services: performing artists, special events, performances, weddings and a very important part of my business plan, Hosting resumes, portfolios, web albums and streaming media for viewing over the internet. I didn't include web design, though this is one of Copper Moon's primary services, as it is not foundational to my USP or overall business plan, however I do see Copper Moon's digital services as being close enough to consider that business as a competitor.

14. Competitive "matrix":

Company	Digital Services	Market	Hosting	Price
Best Color Video		✓		✓
Copper Moon	✓			
Eagle Video		✓		
Narnia Studios	✓	✓	✓	✓

19. Examples of businesses that have been successful in this market



On the Surface

Taking into consideration the video business alone, my only competitor is Best Color Video which has targeted some of the markets that I outline on my customer profile. I believe that one of the reasons that this company has been successful (demonstrated by the fact that they have been in business for several years) is that there is very little competition in the Victoria market. Though I had thought that there were many businesses providing these services in the area, I have discovered through my research that Best Color Video is the only company that is actively pursuing clients in the wedding graduation and event sector.

The Similarities

The company has chosen to specialize in high school Graduation services for the obvious reason that every grad is likely to want a copy of their special day on video. This means that there is a large customer base purchasing the same footage, a strategy that I use myself in videotaping productions.

The Differences

My approach to creating productions is very different to that of Best Color Video in that I use two cameras to allow for both wide shots and close-ups. My husband Tim, who is my sound engineer, mans the mixing board and oversees the wide shots while I take some of the more intimate shots that focus on individual performers or participants. I also do still photography (digital and film) in order to capture special moments for use in multimedia presentations, an online gallery, traditional photo album (particularly for family gatherings and weddings), or for the purpose of creating thank you notes, labels or other products that require a quality still image. My experience as a photographer and my husband's as a sound engineer allow us to compete 'head to head' when it comes to creating a video production. Best Color Video continues to use analog equipment, converting the images to digital which loses 'a generation' in terms of production quality. Our output is directly to DVD, again, a digital format that can then be used as a Master from which to copy VHS tapes. My approach to editing footage together, combined with the extras (interviews, still images, music, baby pictures of grads or wedding couple, photos gathered by family and friends) contribute to the uniqueness of the production, capturing the spirit, the mood and the moments with sounds and images.

I am more confident, having done the research involved in this presentation, that I will be able to provide the Victoria market with services which match or exceed those that are presently being offered.

To get a more accurate picture of how my competitors are doing, I had to look to the global market. These are the successful businesses that most closely match my USP, in scope and price, though none of them provides production services. I am presenting them in priority order, and in their own words:



TalentMatch.com is a comprehensive, subscription online entertainment community designed to help aspiring and accomplished actors, models, bands, singers, musicians, comedians, writers, directors, artists and dancers to easily gain support, share their talents and gain worldwide exposure. The online community provides a wide selection of high-quality portfolios, content and support services for talent, the industry and the fans who support them. The site is the most far-reaching venue ever created for artists of all genres to collaborate, be seen, heard, read, discovered and enjoyed. The online community provides the easiest and fastest way for the general public and the entertainment, publishing and advertising industries to evaluate raw and emerging talent.

www.talentmatch.com



StreamingAuditions.com provides you with an affordable way to showcase your talent using VIDEO on the Internet!

Show the world who you are and what you can do... Own your own Web page with video of your performance.

- **STOP**...mailing CDs and DAT tapes that collect dust in someone's shoebox!
- **STOP**...packing up your vehicle & spending half the day getting to an audition!
- **STOP**...designing, printing and mailing expensive promotional packages!
- **START**...sending free email containing a direct link to your online video audition to talent agencies and potential hirers!

www.streamingauditions.com



Streaming Media, Inc., an Information Today Inc. company, is a diversified media company serving and educating the streaming media industry and community. Originally founded in 1998, the company was sold by Penton Media to Information Today Inc. in December of 2002. Our business consists of three core areas: streamingmedia.com, exhibitions and conferences, and research and publications. Lead by a team of recognized industry experts, Streaming Media, Inc. is dedicated to providing industry professionals and corporations utilizing digital media technology with global real-time news, resources and services through editorial, discussion lists, feature articles, and much more. The Streaming Media Exhibitions and Conventions are the largest, most prestigious and widely acclaimed events in the world for the business of audio and video on the Internet. Bringing together leading companies, minds, and technology; the events are the industry's meeting place for streaming media professionals desiring to learn, network and make business deals.

www.streamingmedia.com



Mediasite Live

In their words, Sonic Foundry's Mediasite Live provides Colleges and Universities with "a very capable distributed learning solution in one ready-to-use full-featured integrated system. It is the fastest and simplest way to get your instructor-led classes on-line with all the power of interactive multimedia. Courses can be captured, as classes occur — no special authoring or production necessary — and delivered live or for use on-demand. Mediasite Live even includes the student interaction features educators require. Best of all, there are no cumbersome or expensive seat- or content-based licensing requirements. Mediasite Live is the most affordable system for your online courses."

www.soundforge.com

"Flash pushed the Web towards the cutting edge world of interactivity. Now it's time for Flash to take the lead in the fast growing market of interactive video."

www.TotallyHip.com

Media Evolution

Specialize in the design and development of web sites and new media training. “We combine expert knowledge and experience with vitality and enthusiasm to help you deliver the site your company requires, whether it’s presenting simple information or delivering powerful interactive eCommerce applications.

www.mediaevolution.co.uk

STREAMREEL.COM
MULTIMEDIA SOLUTIONS FOR THE WEB AND BEYOND

This company has been offering streaming media services for over 3 years and has provided coverage of many large conferences and events. They’ve been running a continuous live webcast for over one year.

www.streamreel.com

These companies offer a variety of different services to the performing arts, business and education community, some of the same sectors that my business which I have cited as part of my customer profile in the specific realm of internet based services.

Though the businesses I mention offer some of the services provided by Narnia Studios, there were none that I was able to find that created the materials they were hosting on line through in-house production, multimedia services, website design, hosting and streaming media services. I differentiate myself even by the name I choose to use for my media site as I believe that, given the ever changing, ever evolving nature of the Internet, names which are associated with the media itself can soon become anachronistic. A good example is video rental business, which existed with that moniker for two decades, but could now better be described as the DVD rental business. The costs involved in making changes a change in signage and labelling is prohibitive, and new technology could very well make the term DVD obsolete with the pace of change in media. Although the term ‘streaming’ currently described the media, I intend to keep up with technological changes. While incorporating this media as the most advanced option of the today, I want to be prepared for tomorrow.

The closest business in scope to Narnia Studios is a commercial production company in the U.K. **Wailing Banshee** which is operated by former BBC camera operators and staff, an indication of the trend in and of itself. Though they have the same concept, they cater to corporate clientele whose are working with commercial budgets for branding and promotional purposes. Their services and prices meet the needs of clients who they may well have been dealing at the BBC, and I have a sense that, seeing the need for and trend toward internet based services, this company was formed by members of the BBC staff who had an entrepreneurial bent.

Citing the trends (see **Appendices F.1 ; F.2; F.3; F.4; F.5**) and having had experienced first hand the emergence of digital applications and web based service providers, businesses at every level will need to amend their present services to keep pace with the demands of the marketplace. I am well ahead of the local competition in this regard, and I am on the cusp of a trend that is expanding at an enormous rate.

15. Why there is room for this business

I am confident that there is room for this business in the Victoria marketplace which is underserved in the small to mid range media production and events coverage market. Local competitors do offer services that match either my USP and customer profile, yet there is a worldwide demand for these services. Extrapolating from the response rates of those who completed the survey, one can assume that there is a very significant need for on line services of the type I offer, and a willingness to pay for these services.

According to a Neilson Ratings study conducted in November 2000 (See [Appendix D](#)) Canada's internet usage ranks 2nd in the world behind Sweden indicating a strong understanding and recognition of the need for internet-based services. Although the survey responses came from around the world, the chance of those results being the same or greater in the Victoria area is even stronger given the Neilson rating. The AC Nielsen eRatings.com, May 2, 2001 report states that: "Nearly seven million people worldwide joined the Internet from their homes in March 2001" which means that a conservative estimate of 200,000 of a population of 310,000* now have Internet access in the Greater Victoria area. This fact reinforces the results obtained through the survey in that respondents were located around the globe, and in the Canadian market there might be an even higher user base than the above totals. According to the Nielsen survey, reliance on the internet is increasing at an amazing pace and internet services will increasingly become the business norm.

Streaming Media May Drive Future Net Growth

Streaming media, a method for transmitting multimedia files so that playback occurs upon arrival of the first data packets, will be a driver of Internet growth for years to come, according to a report by U.S. Bancorp Piper Jaffray. In an industry report on the future of streaming media, Gene Munster, senior technology research analyst for U.S. Bancorp Piper Jaffray, said that streaming media will be the next "macro-growth driver" on the Internet. "We expect significant growth drivers in the streaming media sector, including the availability of broadband, simplified ease of use, the availability of content, and the convergence of the TV and the PC," Munster said. "We believe the Internet of tomorrow (two to five years from now) will resemble the television of today in terms of audio and video quality, while enabling users to control the media viewing experience."

The report also projects that Internet penetration into households will grow at an annual rate of 20 to 25 percent for the next several years. In 1999, total Web streaming media spending was \$9.7 million and in 2004, the report predicts it will be \$21.6 million.

...It took just four years for the Internet to reach 10 million households, while it took the telephone 38 years.

Michael Pastore

http://cyberatlas.internet.com/big_picture/hardware/article/0,1323,5921_495161,00.html

Pricing

Pricing

16. Pricing Strategy

Service	Rationale
<p>Production Services 125.00 for the first hour 100.00 each additional hour Min 4 hours.</p>	<p>The first hour rate covers general costs involved in travel to and from the event. The minimum rate ensures that my time and overhead are covered for a particular event.</p>
<p>Post Productions Services 60.00 hr. (pro-rated) Post Production, Design (including Flash, Power Point, Web page) Digital and Multi Media, Media Conversion, Scans, Uploading, Aesthetic Services (plus products), Label creation, Creation of additional web-based functions (forms, downloadable files)</p>	<p>Hourly rates apply to all services so that services can be 'mixed and matched' depending upon the needs of the customer. A simple formula of 60.00 per hour for all post production and aesthetic services allows for simple calculation: number of 'man hours' (staff involved x number of hours) multiplied by 60.00.</p>
<p>Reproduction Services DVD burn 30.00 VHS copy 20.00 18.00 – 60 preorders 16.00 – 75 preorders 14.00- 100 preorders</p>	<p>VHS tape copies and DVD burns are made once a production has been Mastered. This applies to events, weddings and audition materials, however there is a sliding scale for larger school and organization preorders (orders received prior to production date- sample work provided to school/organization) as we do these events and productions on spec (min. 40 orders)</p>
<p>Hosting Services 15.00/mo. - 20.00/mo. 5.00/mo Each additional 5 minutes</p>	<p>Includes Web page, Multimedia Resume and up to 10 minute production; Web page & Multimedia Resume (supplied)- Based on space and bandwidth usage Custom Design-see hourly rates</p>
<p>Online Store with payment options 100.00 Set Up Fee (up to 5 products) 60.00 Design Fee (images)</p>	<p>Online stores give business clients the option of displaying and selling products online. I work with the client in setting up options for up to 5 products, then provide design services with images provided by the client</p>
<p>Travel Expenses .15 per kilometer</p>	<p>Travel outside of the Greater Victoria area. Distance travel: transportation, accommodation- per diem rates on a cost plus 10% basis</p>

I offer two package rates to wedding couples who prefer to work within a specific overall budget. I have developed two options which include consultation, multimedia, production, postproduction and duplication services as well as media hosting on the internet.

Platinum Package \$1,695

Baby photomontage inserted into video

Getting ready video of bride and groom

Wedding Site Video (interior and exterior detail) of ceremony and reception areas

All-angle coverage of ceremony with wireless microphone

Reception coverage

Guest and bride and groom interviews

Goodbye scene

Special message titling

Post production - creative editing, slow motion, special titles and music

Personalized selection of music

Two VHS video copies

One DVD copy

Media Website for global viewing of video and images hosted for one month from completion of project. Extended contracts and services available.

Gold Package \$1,295

Baby photomontage inserted into video

Getting ready video of bride and groom

Wedding Site Video (interior and exterior detail) of ceremony and reception areas

All-angle coverage of ceremony with wireless microphone

Reception coverage

Guest and bride and groom interviews

Goodbye scene

Special message titling

Post production - creative editing, slow motion, special titles and music

Personalized selection of music

Two VHS video copies

One DVD copy

Media Website for global viewing of video and images hosted for one month from completion of project. Extended contracts and services available.

Hourly services are also available to wedding couples as an alternative to packages.

Promotion Penetration	Market Competitive	Recovery Skimming
Complementary streaming media hosting included with event services for limited period, after which participants are offered an incentive to purchase other services or continue using the hosting service at a reduced fee for a period of time. Once clients have had a chance to use the service they will discover the benefits first hand	Offer packaged services which allow me to closely monitor profit margins, but which match the services of my competitors in terms of content and scope while meeting the needs of specific customer groups (e.g.: wedding couples). Offer a range of in house services meaning that customers can find all of the services they need in one place at competitive rates	Higher rates charged for premium services such customized production services: sound, digital and design services; site creation, domain registration. Event services can be charged out at a higher rate to offset costs,. Much of what I arrange can be handled by another company, so no labour or other costs are involved.

Unique services do not always have to come at a higher price, but if there is a need to offset promotional offerings, this is where the recovery of expenses on promotional items can take place. In the case of the services offered by Narnia Studios, clients can be encouraged to try new technology as a value added service which is included in a production package or as an incentive for groups to surpass minimum order levels where the services are performed 'on spec'. By introducing the web based hosting services to my customers in this way, I believe that I can reach my goal of building a client base which is paying a small fee for web hosting services, creating as steady monthly cash flow which requires very little labour or overhead. In the end, therefore, the value added or add on services become paid services which are an integral part of my business plan.

The market base for reproduced materials is much greater where productions feature a number of performers and orders can be secured in advance of the event as well for a period afterward. Initial offsite work is done on a contract basis with a time frame laid out in advance, allowing me to schedule appointments and events accordingly. Post production, internet and digital services are performed at an hourly rate or by monthly contract. No collection services are necessary as payment is made in advance or prior to the release of the completed production. In the case of hosting services, a monthly fee is charged and media access is contingent upon a client's account being active and up-to-date. Online payment options include direct deposit into the business bank account, an efficient and cost-effective system. This part of the business (including web preparation) can be done from remote locations (e.g.: while working on another project on location) as can administration and modifications. This segment of the business will provide a steady cash flow, yet it requires a minimum of labour and overhead and I see this as a major focus of the company's promotion plan. The strong response to this option on the Survey results indicates that my intention to make this service a fundamental aspect of the overall business income is well-founded.

17. Average Gross Profit Margin

N/A

19. Sensitivity of projected pricing and profit margin

The pricing and profit margin for the various services provided is not dependant upon fluctuations in the market, but is largely based upon supply and demand. The cost of media and amortized cost of equipment used in the course of shooting a production is built in to the hourly rates, as are overhead and transportation costs. Though the COGS in regard to media such as DVDs and VHS tapes used for reproduction may vary slightly, these fluctuations are negligible and may actually go down in some cases. There is a healthy profit margin built into the cost of reproduced materials as the bulk of this pricing represents labour, machinery and overhead or the cost of the production as a whole amortized over the number of orders received (e.g.: higher rate for less orders with sliding scale as incentive for larger volume of pre-sales).

I am not affected by price fluctuations or by a competitor lowering prices as my services are unique in the market. I am also able to provide value added services without lowering my prices should I desire to go 'head to head' with my competitors. I have determined my overhead and labour costs and priced my services accordingly. Inevitably there will be others entering the market, offering the same services, possibly at a lower price, however mine is both a technology and creativity-driven business and there is a market niche for my particular brand of production and selection of services. I will also work to keep abreast of new developments to ensure that clients receive the most technically advanced options possible which continuing to hone my creative skills.

My entire strategy for Narnia Studios, including the choice of a name that does not limit me to the current technology, is designed to prepare the business to move ahead in using cutting edge technologies to meet the needs of those who cannot keep up with new development themselves. In the case of performing artists I will continue to provide a bridge between global advances in technology and the creative world in which they exist and thrive. I plan to provide services which meet the vast and growing population of internet users, especially those for whom the internet is essential, even if they are reluctant users who do not consider themselves to be internet savvy or literate.

See [Appendix D](#)- Internet Demographics

Packaging

Packaging

20. Product/Service packaging:

Since I am offering creative, internet based services, many first impressions are derived from my client's initial visit to my website. I consider the site itself to be 'packaging' in the sense that this is place that contains the product that I hope to sell, information on and samples of the services I offer.

My customers are, in fact, buying me- my ideas, strategies, experience, skills- when they enlist my services. As a result, potential customers make fundamental decisions regarding who they would like to invite to their event or wedding based upon the way I present myself . I consider appearance and preparation to be essential components to assuring my clients that their project will be treated with the professionalism that it deserves. Even at the most preliminary planning stages I wear business attire, assuring my potential client that I consider appropriate dress to be one of my business practices. As I am often attending closed events, a vest or jacket with the Narnia Studios logo will be worn by myself and anyone who is assisting me on a project to distinguish us as being part of the production crew.

The level of care and preparation that I put into the planning of the production will assure the client that I believe that this is an occasion worthy of my attention and not just another job. By taking a special interest in the details of the event, even if they don't pertain directly to my duties, I am presenting a image that I consider to be part of the packaging of my business.

When presenting promotional materials to prospective clients, details such as DVD/VHS labeling and packaging are important aspects of the overall image of the company. This also gives the client a sense of our company's innovation as well as highlighting the packaging they can expect to receive as our customers. I include 'bonus material' on DVD's, some of which is a surprise to the wedding couple or event organizer in the form of a special tribute by fellow workers or memories of the bride by an aging grandparent taped in advance of the event.

21. Distribution channels:

Globally via the Internet



Sales

Sales

22. Industry forecast and trends

According to a Neilson Ratings study conducted in November 2000 ([Appendix E](#)) Canada's internet usage ranks 2nd in the world behind Sweden indicating a strong understanding and recognition of the need for internet-based services. Although the survey responses came from around the world, the chance of those results being the same or greater in the Victoria area is even stronger given the Neilson rating. The AC Nielsen eRatings.com, May 2, 2001 report states that: "Nearly seven million people worldwide joined the Internet from their homes in March 2001" which means that a conservative estimate of 200,000 of a population of 310,000 now have Internet access in the Greater Victoria area. This fact actually reinforces the results obtained through the survey in that respondents were located around the globe, however if a sampling of Canadians exclusively were to answer questions related to the internet, there might be an even higher user base than the above totals. According to the Nielsen survey, reliance on the internet is increasing at an amazing pace and internet services will increasingly become the business norm.

[Appendix F.1 Streaming Media Usage And Demand For Broadband Internet](#)

[Appendix F.2 Internet Advertising and Access Spending](#)

[Appendix F.3 \(Streaming Media\)Market Forecast-2001-2004](#)

[Appendix F.4 Enterprise Talent Management: Sourcing, Staffing, Hiring 2002](#)

[Appendix F.5 E-Mail, Web Conferencing and Streaming Media Prove Their Worth](#)

Here are some other important facts about streaming media:

Streaming media consumers represent an increasingly important segment of the Internet audience. They are also a highly desirable advertising target:

- ▶ "[Our] research documents elements that will continue streaming media's explosive growth in the years to come... Streamies, those users who watch or listen to webcasts online, represent 44% of all Internet users and 27% of Americans overall. By far, **streamies are the most valuable consumer group on the Internet**. Streaming media consumers are far more interactive, are more oriented to e-commerce and spend more time online compared with Internet users who don't stream." *[Emphasis added] (EdisonMedia Study, Jan. 2001)*
- ▶ "**Consumption of streaming media has surpassed 50% of Internet users**. The proportion of Internet users who have experienced online audio or video has increased from 44% in January 2001 to 52% in July 2001. Expressed as a proportion of all Americans, 34% of those aged 12 and older have experienced Internet audio and video, which translates to approximately 78 million Americans.... Streaming media continues to attract a highly compelling advertising target. **Americans who consume streaming media are a highly desirable target audience for advertisers due to their upscale and Internet-savvy profile**". *[Emphasis added] (Arbitron & Edison Media Research Report, July 2001)*

2.3. Sales Forecasts over the coming year

The use of streaming media is growing rapidly:

- ▶ Streaming video and audio is one of the fastest growing areas of the Internet. In 2000, the streaming media market was \$440 million. By 2004, that figure is expected to grow to \$2.5 billion. Experts predict that within the next couple of years, 90% of all web sites will utilize some sort of streaming media.
- ▶ Spending on all streaming media advertising will grow to \$3.1 billion by 2005 from \$44 million in 2000 (*Yankee Group June 2001*).

I have many production and site promotion opportunities...

Accepting work as my agenda permits, I can build my business by accepting appointments or jobs that compliment the S.E.A. workshop schedule.

Realistic
\$48,905.00

Pessimistic
\$22,760.00

Optimistic
\$87,990.00

Rationale re: Sales Forecast Over the Coming Year

Victoria Demographics

Total Population- 15 years and over: 264,345

Median Family Income: \$59,015

University or Post Grad Degree all age groups included: 28%

Target population- sector that most closely represents customer profile in ranked order:

1. Art, culture, recreation and sport	6,650 8.6%
2. Business services	29,550
3. Sales and service occupations	44,105
4. Management occupations	18,425
5. Business, finance and administration occupations	31,600
TOTAL	130,330

Statistics Canada (2001)

It has been established that, while I do have local competitors, my services are unique in the Victoria area, making the task of creating projects somewhat more difficult. However, I have chosen to use three basic criteria as a rationale for my predictions as to the coming year's sales:

1) My experience in the event business (photography), which helps me to understand seasonal trends:

- a. There are times of the year that are busier in terms of events (esp. grads and weddings);
- b. Events are planned in advance or follow predictable patterns;
- c. There are services that can be supplied after the event (reproduction, web hosting);
- d. The events provide opportunities for promoting other services and reap residual work.

2) My experience in the performing arts community:

- a. Theatrical events are planned in advance and follow a predictable pattern;
 - i. Teachers meeting in June to plan the next school year schedule of events;
 - ii. Theatre companies plan their season up to one year in advance;
 - iii. Students will require services for entrance into to post secondary institutions;
 - iv. Performers need to provide material for summer stock auditions;
 - v. There are special productions at Christmas time and in June.
- b. The need for services closely relates to the production schedule;
- c. The services I provide reap residual work;
- d. There are opportunities during and after the production run to promote services;
- e. I am involved in planning events and have advance knowledge up upcoming events;
- f. My husband receives advance knowledge of events via his work

3) The results of my survey, which give an overall sense of the market base for the business:

- a. Percentage of population who have expressed interest in particular services;
- b. Willingness of that population to pay for services;
- c. Specific feedback on what individuals and groups are be willing to pay for specific services.

4) The population base and economy of the Greater Victoria region.

My clients range both demographically and geographically, giving me a number of unique opportunities to service diverse markets...

My goal is to not only build my client base for production and hourly services, but to invest my energies in creating a monthly or month to month media web hosting business that provide me with a predictable, steady cash flow. I intend to offer a number of 'tie in' promotions and value added services which highlight the advantages of an need for these services.

Taking into consideration the criteria above regarding the event business, the performing arts community and the survey results I believe I have made reasonable, even conservative, assumptions about the needs of my potential clients. The overall forecast utilized solid fiscal planning strategies predicated on both the primary and secondary research that I have undergone prior to preparing this report.

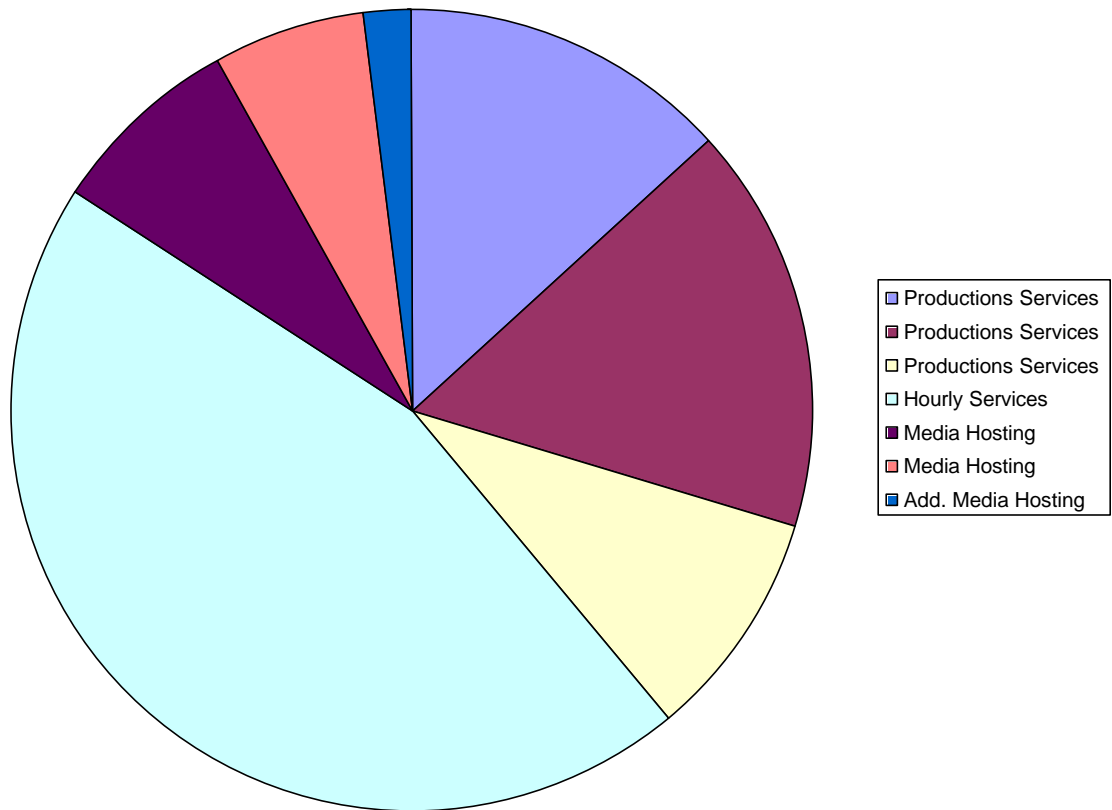
To be very conservative in my calculations, I chose to use the population rate of 264,345 those aged 15 years and over and then further narrowed the field to those members of the population that I were specifically part of my customer profile. This was determined not by age, but by profession. I used the median family income of Victoria to support the idea that the region has the income base and demographic base to support the type of services that I am offering. With that in mind, and with what I know of the performing arts community in particular, I chose to focus on that group which constituted a large portion of my survey responses.

Statistics Canada includes recreation and sport with the art and culture population, the target market, so as well as figuring out the percentage of my target market represented by the art, culture, recreation and sport group, I felt it would be fair to say that 5,000 of the 130,330 members of my target market were specifically involved in art and culture alone. This is conservative considering the fact that many of those who would be using the web hosting service or requiring audition materials are students in the performing arts or people who are involved in other professions as their primary source of income who are pursuing a career in as actors, singers or musicians. Add to this the school programs and theatre, dance and voice schools (including university level training) and the figure of 5,000 is highly conservative. Using this as a guideline, however, I then used my survey figures (which actually include other representatives from my customer profile, meaning that this makes the estimates even more conservative) as a guideline for my forecast figures. The survey was constructed in such a way that respondents could include a number of answers to a given question, indicating that they would purchase more than one of the services offered. In light of the low sample number and the fact that one client may need multiple services (e.g.: production, design, digitization and web hosting) I chose to add the total percentages together to arrive at my total market for the services I provide in the local area, a total of 27,075 potential clients. This is the basis upon which I made the twelve month forecast, even though in using this method I feel, for all the reasons mentioned, that this client base is conservative in terms of the potential for this business.

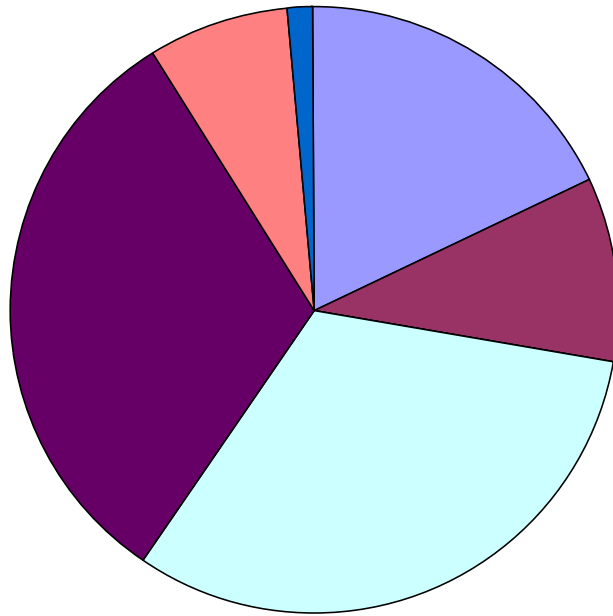
I created a forecast spreadsheet in Excel for the coming year, based upon a start date of August 1, 2003 and going through to July 31, 2004 to represent a full twelve months. I have included this forecast as a part of the accompanying CD for reference purposes
(Narnia Studios Forecast August 2003-July 2004)

The data is presented in graph form to offer a synoptic overview of predicted sales

Realist Forecast- Aug 03-July 04

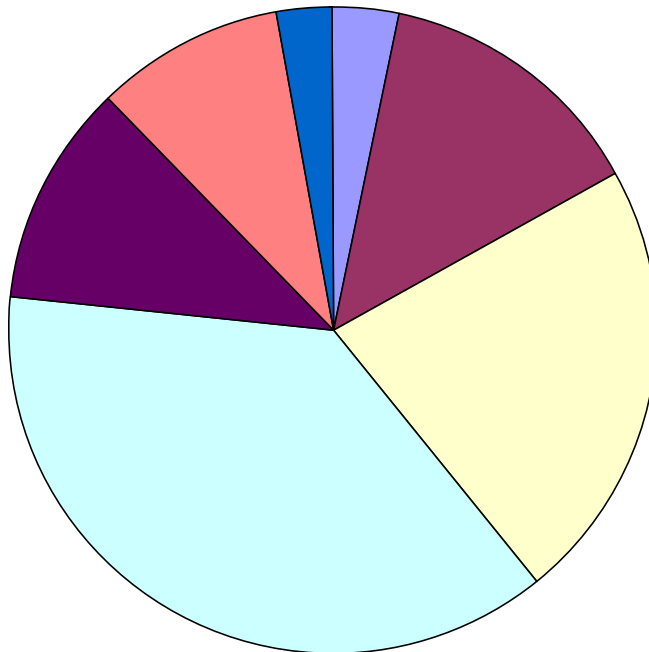


Pessimistic Outlook Aug 03-July04



- Productions Services
- Productions Services
- Productions Services
- Hourly Services
- Media Hosting
- Media Hosting
- Add. Media Hosting

Optimistic Forecast Aug 03-July 04



- Productions Services
- Productions Services
- Productions Services
- Hourly Services
- Media Hosting
- Media Hosting
- Add. Media Hosting

Promotion and Growth Strategies

Promotion and Growth Strategies

24. First year promotional plans

Activity	Cost
Web links and on line samples of work (links included on all promo materials) _____	0
Contact Teachers, Principals, Performing Arts Instructors I know with info/links _____	0
Contact Performing Artist I know with information/links _____	0
Contact Businesses and Organization members with info/links _____	0
Referrals from Viewers _____	0
Referrals through photographers, wedding/event coordinators (leave brochure) _____	15 <i>Printing</i>
Send Schools via email and fax _____	0
Organization and Sponsorship of Events _____	0
Promotion through volunteer activities and associations (e.g.: Esquimalt Theatre) _____	0
Contact all public schools in various districts by email or fax _____	0
Contact all performing arts schools by email or fax _____	0
Contact all private schools by email or fax _____	0
Speak at school, church and community groups (show work on DVD) _____	30 <i>Gas</i>
Promotional Photography for theater and performing arts groups (with credits) _____	0 <i>group covers costs</i>
Obtain letters of referral from customers- add to website and written materials _____	0
Teach filmmaking to kids and screen work for parents and friends _____	0 <i>parents cover costs</i>

Many groups need the type of services I offer and appreciate having quality productions made of their events. Although I wouldn't include a great deal of editing, this is an opportunity to showcase my abilities and possibly even secure some sales if members or parents would like to purchase a copy of for themselves. Using my theatre connections and being part of planning committees for large events myself, I can gain a wide audience for my work through offering my services at a nominal fee. I also intend to show some of my work via the internet or by screening samples of my work to schools and other organizations.

I intend to offer some other promotional services to select performers that I know in order to get a number of performing artist resumes on my site to attract new contacts to, agencies which have been referred to the site to view audition material, for example. This will get the word out on the market that the service is being provided on the internet, expanding my market base.

25. Networking activities included in promotional plan

CineVic Filmmakers' Cooperative- web design; seminars on sound, photography, lighting; help organize events; tie in events that involve both CineVic and Narnia Studios (no cost)

Graduate Student's Society- University of Victoria- participate in activities and offer services at events (they cover costs)

Ridge Theater/Langham Court Theater/Kaleidoscope Theatre- assist with productions and offer production services: headshots, lobby displays, production tape (they cover costs, Narnia Studios credited)

Esquimalt School Theatre Advisory Committee- serve on committee re: theatre use, participate in fundraising events, offer seminars and videotape events (they cover costs); screen films from CineVic to raise profile of theatre, filmmakers and my own services

Esquimalt School P.A.C.- volunteer as parent of children in the school and offer my services for events (they cover costs)

Much of the work I received as a photographer came to me via word of mouth advertising or through seeing my work on another client's wall.

There is even greater potential for this valuable means of promotion through offering a wide range of promotional materials through creating individual multimedia portfolios, school production tapes and DVDs which are viewed by both parents and extended family/friends, and through the contacts made with performing arts parents who require event (e.g.: wedding, anniversary, birthday, reunion, performance) and business services. These groups constitute the balance of my client base.

Many people also have affiliations with organizations, making the potential for expansion both locally and globally through internet exposure almost unlimited.

26. Policies and Procedures relating to Client Service and Sales

I work closely with my clients throughout the process of planning their project. Events and productions involve a contract for services which outlines all of the specifics that will be required ([Appendix H](#)) and in addition to the formal agreement, I make notes on the individual requirements of the event planner or wedding couple and incorporate meaningful moments in the production that reflect the client's tastes or the theme of the event. This preliminary information is important as good business practice; it is essential from a creative point of view. The more information I can gain from the consultation, the better the final production.

Clients are given a timeline for pre-production, production and post-production work, whether as part of an overall contract /package, or based upon individual services. Production tapes or DVD orders are [delivered within 4 weeks](#) after the date of the event, unless otherwise stipulated, with the idea that they will actually be ready within the first 3 weeks. This gives me room to deal with unexpected issues that might arise over the course of editing and duplication, and also allows me the opportunity of delivering these products prior to date stated. Those who are ordering tapes and DVDs fill out a form (paper or on line) which states the 4 week policy clearly and this eliminates the problem of having parents or organization members deal with staff members directly in the ordering and deliver process. By keeping to a realistic and workable schedule, we are able to create the minimum of disruption to the school or organization's own schedule and duties.

I provide event organizers with the final cut of the production for approval. Since we more source material than is used in this screening, we are able to make modifications before creating a master for duplication. My goal is to have the client feel not only satisfied with the results, but to truly feel that the work goes beyond what they might have expected at our initial meeting whether it be an audition portfolio, design, production or multi media project. The client who secured my services is the final authority on whether the project met the terms of our agreement.

I carry out quality checks on duplication work to assure consistency, however, if specific problems arise of a technical nature or in the duplication process I am happy to promptly replace the tape or DVD, picking it up from the client (or school) and [delivering the replacement](#).

My service goal is to have my clients to say that they had an enjoyable collaborative experience.

My product goal is to have my client's vision fulfilled: to be successful in their field of endeavor.

The ultimate reward would be to have a degree of that success attributed to the services and professionalism of Narnia Studios.

In the past I would spend a great deal of time working with clients to create their wedding album, however, with the focus on multimedia and production services, I now include the negatives in the wedding package and provide a complimentary web album and CD containing all of the images in digital form. I use the images I need in the production and the client is given the opportunity of creating a traditional album to accompany their VHS or DVD, or to make additional copies of their wedding pictures for friends and family very economically. This is a value added service as clients are happy not to incur additional reproduction costs and, unlike still photography, I am able to complete the work and deliver it to the client without having to maintain negative storage and record keeping systems for ordering purposes.

My goal in offering headshots to add to the project is to create a photograph that reflects the image that the client is trying to create. This can be quite subjective, as clients are often unhappy with their faces in some way that may not be noticeable to others. I became a licensed aesthetician (1991) in order to offer makeup effects that create the most flawless look possible, and as a result, the pictures the client receives are often the first ones that they feel satisfied with. However, there are still cases where none of the images initially appear to be suitable, so my policy is to discard the negatives from the previous session and begin again 'from scratch'. I have rarely had to redo a session in taking this approach as, after taking a second look, there is usually at least one photograph that meets their needs. I adopted this policy when a client who couldn't find an image that suited them was offered another session and, after it was complete, settled on an image from the first shoot. If, however, I redo the session and the client is truly unable to find an image for their portfolio, I will refund their money as I don't believe that I can do any more for them at that point. I am happy, however, to work with provided materials, such as headshots done by another company, and include them in the final project as still photography does not form the basis of my business.

My clients have a vested interest in the project and there are always ways to solve problems which arise by restructuring the material to suit their needs which, I believe, is the best guarantee of satisfaction.

I subscribe to a number of business practices that are common to the field (See [Appendix I](#) for a sample that reflects my own standards), but believe that my desire for customer satisfaction goes beyond any policies, per se, as I believe the ultimate goal of my business is to have the client feel that they could wholeheartedly recommend my services to others, no matter what obstacles were encountered, as they were provided with the courtesy and professionalism that ultimately made their project a success. In short, the job is not complete until the customer is satisfied.

27. Timeline for the next twelve months

In order to create a firm foundation for my business, I plan to implement the promotional strategies outlined in 24) First year promotional plans and 25) Networking activities

Many of the concepts mentioned are activities that I am currently involved in, and which I will be pursuing outside of the realm of business related activities and, as volunteer activities, they will fit into any other commitments I might have. The strategies which are designed specifically to enhance my business prospects will be implemented as time permits, however I believe that by following up on my present leads I will be able to secure a good deal of work.

In the course of preparing this material and discussing my plans with those I have come into contact with I have developed several other leads, people who require the services I am offering and who would like to talk about specific projects. I was requested to videotape a speech by one of my husband's former students who is graduating from elementary to high school and was approached by others at that event who were interested in my services. I was also able to talk about the internet options and was given the name of a sculptor who might also need this service as he is looking for a more global audience for his work, visual artists being another avenue I had not considered.

I am confident that, given the opportunity to promote and "grow" this business I will be able to network with the people I know through organizations and find enough new contacts to create a customer base for Narnia Studios. I expect to have at least 50 media hosting clients in place by the end of the first 12 month period, also.

Production
Manufacturing
Suppliers

Production Manufacturing Suppliers

28. Estimated capacity of operation and distribution requirements: year one

My operation is limited to my husband and myself, although I would like to be able to involve my children in the operation at some point. Their familiarity (and in some cases, training) in photography and production, computers and design are all factors which will allow me to incorporate their talents into the overall business plan in the future. Though I am limited in what I am able to produce in terms of man hours, the internet aspect of the business is truly limitless. My interest in developing that aspect of the business stems from a desire to do begin producing films and documentaries 'in house' sometime in the future, meaning that there will need to be a steady income stream feeding that venture. I will continue to offer production services on a variety of levels to event coordinators and wedding couples, but added to that income stream will be the production of original works.

My hours of operation are flexible and vary depending upon event times and dates and production schedules. Sometimes I will work non-stop for a number of days to complete a given projects and at other times there will be more time for making appointments and concentrating on the promotional aspects of the business. I realize that the time commitment and scheduling can often be arduous, but the time spent editing and performing in house services is both creative and stimulating. I find the entire process inspiring as I am very project oriented and enjoy new challenges. I like the fact that every project has something new to teach and to offer creatively and this is why I am attracted to production work in its various facets. I enjoy the time working with clients, being involved in events and productions and the solitary time which follows in which I can concentrate my energy on creating something special for my clients.

I have a computer-based billing system ([Quickbooks](#)) and a very straightforward method of invoicing and tracking receipt of payment. I have been using this program since it first came on to the market in the late 1980's so am very familiar its features.

None of the final work is released until payment is made in full, and in the case of contract work. A payment equivalent to half of the contract or the four hour minimum is made at the time of booking, with the balance due prior to the event, so the

customers are motivated to settle their account in a timely manner and usually have the budget for my services set aside in advance. This streamlines the billing enormously as there are no 'carry over accounts' unless special arrangements for monthly payments are agreed to. In this case, there are always hold back materials, negatives or source materials that are released once payment is made in full. Internet accounts are paid by Hyperwallet or Papal which deposits the payment directly into my bank account. Should there be any problems with payment I have the option of suspending internet services. I expect to spend on full day every two weeks in keeping my bookkeeping up to date, and if the demand should exceed two days per month I will contract the work out to an accountant or professional bookkeeper as I believe my time and energies are better spent working on the things that I do best.

29. Government: approvals or Licenses necessary to Launch Business idea

The Corporation of the District of Saanich

Business License

"The Business License Bylaw requires that all businesses operating in Saanich be in possession of a valid business license. This requirement applies to all commercial, industrial, home based and non-resident businesses operating within the municipality."



Canada Customs and Revenue Agency

Goods and Services Tax (GST) Registration

If your business will be collecting \$30,000 or more in gross revenues (products and services) in a 12 month period, then you must register for and collect G.S.T.



Provincial Sales Tax (PST) Registration

"You must register with the Consumer Taxation Branch, Ministry of Finance and Corporate Relations, and collect social service tax (retail sales tax) on your taxable sales and leases if you engage in selling goods at retail"

DVD's, CD's, Photographic Prints



Esthetics License

'Only those members with current certificates are eligible for Permission to work in B.C.'

Makeup and Aesthetic Services

30. Actual Tasks Involved In Manufacturing

N/A

31. Suppliers

DNSTurboHosting	London Drugs	Western Imperial Media
<i>ISP (hosting)</i>	<i>media in bulk</i>	<i>media, labels and packaging</i>

Business Organization

Business Organization

unlimited...
potential

32. The business structure

Narnia Studios will be formed as a Proprietorship

I believe that, at this point, proprietorship offers me the best tax advantages as a person operating a business out of my home. While my husband does assist me on projects and offers a great deal of advice and moral support, I do not feel that it is to his advantage or to mine for him to be named as a partner, particularly while he is pursuing his post graduate studies.

“In a sole proprietorship, the owner of the business carries on the business as an individual. This means that he or she is directly liable for all the debts of the proprietorship and reports the gains and losses from the proprietorship directly on his or her own personal income tax return.”

I have a number of business and personal ‘write offs’ that I can take advantage of as sole proprietor. Although I am wholly responsible for the financial affairs of the business, I believe the benefits outweigh the risks as I own my equipment outright and have no outstanding debts or commitments. I will continue to seek the advice of an accountant and will follow their advice as to when the disadvantages outweigh the advantages and it is time to incorporate my business.

33. Owner's strengths in relation to the entrepreneurial interest that will assist in managing and growing the business

I have a strong background in business and promotion, both of which I enjoy in all of their many facets. I consider myself to be a solution-oriented person, taking each challenge as an opportunity for growth. I have a competitive nature which, over the years, I have honed to the point where I enjoy the personal rewards of striving to make all that I can of a venture and of my own skills, rather than seeing competition as something negative and destructive. I enjoy getting to know my competitors and even to find ways of working with them in meaningful and positive ways. I don't feel threatened by the idea of another company excelling in a particular area, rather it spurs me on to excellence in my personal and business life. I am very interested in seeing others succeed, in allowing others to use their creative gifts and would very much like

to be able to give others the opportunity of participating in what I consider to be a very exciting field.

I am the consummate entrepreneur who enjoys the risk of pursuing a vision that I believe in. I am a 'big picture' person who has had to learn to take care of the details in the midst of pursuing ideas that are often daunting to me, and to the people around me, but I believe that through my own confidence in the project and the ability to focus on the goal I have been able to bring people alongside, despite the obstacles and frustrations. I believe that, with the combined strengths of my husband and myself, there is a blending of realism and optimism, training and intuition that all serve to keep us firmly rooted while looking for every opportunity to excel and grow.

34. "The Board"



I am willing and able to meet with new customers, to get involved and to try new things. I feel that my passion for the work that I do (which often crosses over into the other areas of my life) is apparent and there is a sincerity in my work with clients that has been noted on numerous occasions. I still enjoy being invited to meaningful events and being a part of a special moment in people's lives, yet I possess the skills needed to keep a project on target and any of those working with me on task when the need arises.

I have a strong support group who believe in my vision. More importantly, though, they believe in my ability to fulfill the vision through hard work, perseverance and innovation. I have been gifted with a small circle of long-time loyal friends and fellow professionals who believe in my work. Much of my success in the past has been due to the combined support of the special people in my life who have taken a true interest in my pursuits and have given me the confidence to grow as a person and as a professional.

I have been responsible for several employees in the past and found that was capable of making considered decisions, yet was ready and able to delegate the work to others where needed. I have an excellent lawyer and look to both he and my accountant for advice as issues arise. I believe in using my resources and networking with others who have more experience and, in all likelihood, a better perspective on my business than I do at times. I rely on referrals and when I find someone who endorses my business and who might need my assistance in some way I try to work out an arrangement that is mutually beneficial and supportive.

35. Industry Connection and Involvement:

I have a number of business contacts in the photography and event business. I am an active member of the performing arts community as both a board member and director and I provide a number of promotional services to benefit these organizations. These are supportive communities who will provide referrals as well as insights into the current and changing needs of my clients. I am also an active member of CineVic Filmmaker's Cooperative and where I have a good working relationship in terms of the work I am doing for them at this time (website maintenance), and I am planning to offer media streaming and hosting services to CineVic members when I have the business up and running. My husband is a member of MediaNet, another group of filmmakers who may require the services I offer.

I am involved with member events and training, as well as networking with members informally. I have learned a great deal through my involvement with CineVic and believe that my recent acquaintanceship with the founder of the Victoria Motion Picture School will also provide me with a new network of business connections.

36. Community involvement:

As mentioned previously, I am very involved in my community, including professional organizations, theatre societies, church groups and school groups. I will be involved in fundraising for the Esquimalt Community School Advisory Council which oversees the Esquimalt Theatre, mounting several productions to promote the theatre and establish a fund for theatre improvements. I am involved with CineVic as an active member, event coordinator and webs designer and I am also working on several church-based activities.

37. a) Anticipated start-up cost:

I have the equipment and facilities to provide all of the services mentioned as part of my overall business plan.

b) Anticipated recovery time for these costs from start up

I have no start up costs in terms of cash outlay for equipment or supplies. As I am operating out of my home, there are not additional overhead requirements for any aspect of the operation as outlined in this business case.

38. OPERATIONAL break-even point during first year

I created three Operational Break Even Point Sheets in Excel, allocating overhead expenses to each of three business operations: Contract Rate (Productions), Hourly Rate, Monthly Rate. I based the allocated amount on my yearly forecast (Realistic: [Narnia Studios Forecast](#)) which includes a breakdown of all the predicted sales in each of these areas over the next on twelve month period.

(See [Appendix A3.a](#) ; [Appendix A3.b](#) ; [Appendix A3.c](#))

My rationale for create three separate sheets is based upon my three pricing structures according to the 'Realistic' [Narnia Studios Forecast](#): 1) Averaged Contract **Production Rates**; 2) **Hourly Digital Imaging Rate**; 3) **Averaged Monthly Hosting Rates**.

Break Even Points are as follows:

- 1) **Production Rates: 27 'Units' (Units=Productions)**
- 2) **Hourly Rates: 421 'Units' (Units=Hours @60.00 per hour)**
- 3) **Monthly Rates: 55 'Units' (Units=Hosting Clients)**

For more information re: specific rates please see Question 16) PRICING.

Financial Information

Financial Information

39. Amount of Capital required for start-up

Source of Capital required: N/A

Other sources available: N/A

I do not require any financing as I have been acquiring equipment for a number of years and have been able to purchase all of the equipment, software and supplies I need during that time. I have an inventory of media and packaging as well as cash.

40. Items necessary to start the business that have already been acquired:

Equipment	Value	Replace Yr.	Replace Cost
HP Pavillion Desktop Computer and Monitor with DVD Burner	\$ 3,000.00	2006	\$ 3,500.00
Toshiba Satellite 5000 Laptop Computer (DVD)	\$ 2,500.00	2005	\$ 3,500.00
HP Scanner	\$ 75.00	2006	\$ 200.00
HP Inkjet Printer	\$ 75.00	2006	\$ 200.00
HP III Laser Printer	\$ 50.00	2004	\$ 400.00
Sony TRV18 Mini DV Camcorder	\$ 1,000.00	2006	\$ 1,500.00
Sony TRV320 8mm DV Camcorder	\$ 800.00	2005	\$ 1,200.00
Sony Mini Disc Recorder	\$ 150.00	2005	\$ 400.00
Stereo Equipment	\$ 800.00	2006	\$ 2,000.00
Sony 27" Trinitron TV	\$ 800.00	2008	\$ 1,200.00
Flash	\$ 75.00	2004	\$ 1,000.00
Camera- Nikon FM with lenses	\$ 900.00	2006	\$ 1,500.00
Lighting (3 heads)	\$ 1,200.00	2008	\$ 3,000.00
Tripod	\$ 100.00	2010	\$ 400.00
DVD Player	\$ 75.00	2008	\$ 150.00
VHS Player	\$ 75.00	2005	\$ 150.00
Mixing Board	\$ 350.00	2008	\$ 500.00
Remote Mic and Receiver	\$ 300.00	2008	\$ 500.00
Spotmeters	\$ 800.00	2010	\$ 1,200.00
Microphones	\$ 100.00	2008	\$ 500.00
Enlarger	\$ 900.00	2010	\$ 3,000.00
Darkroom Equipment	\$ 500.00	2010	\$ 1,500.00
Mat Cutter	\$ 300.00	2010	\$ 1,200.00
Laminator	\$ 75.00	2010	\$ 200.00
Aesthetics Equipment	\$ 1,500.00	2010	\$ 3,500.00
TOTAL	\$ 16,500.00		\$ 32,400.00

41. Resources still needed to be purchased:

N/A

42. Financial strengths and weaknesses

As I own all of my equipment and vehicles and operate a home-based business with minimal space requirements I am in a strong financial position.

There is a proven market for the services offered by Narnia Studios, however, as indicated by the 'break even' point on my Business Case spreadsheet, it will take time to build the client base required to make this a self sustaining financial operation.

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TERMS

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