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The development and creation of a multicultural entertainment company

Mileyka Burgos

Florida International University

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FLORIDA INTERNATIONAL UNIVERSITY

Miami, Florida

THE DEVELOPMENT AND CREATION OF A MULTICULTURAL
ENTERTAINMENT COMPANY

A thesis submitted in partial fulfillment of the
requirements for the degree of

MASTER OF MUSIC

by

Mileyka Burgos

2006

To: Interim Dean Mark Szuchman
College of Arts and Sciences

This thesis, written by Mileyka Burgos, and entitled The Development and Creation of a Multicultural Entertainment Company, having been approved in respect to style and intellectual content, is referred to you for judgment.

We have read this thesis and recommend that it be approved.

Mark Nerenhausen

Fredrick Kaufman

Karen S. Fuller, Major Professor

Date of Defense: March 30, 2006

The thesis of Mileyka Burgos is approved.

Interim Dean Mark Szuchman
College of Arts and Sciences

Interim Dean Stephan L. Mintz
University Graduate School

Florida International University, 2006

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DEDICATION

I dedicate this thesis to my parents for instilling in me the values of love, dedication and hard work and always encouraging me to follow my dreams. A special dedication to my biggest critic, my best friend, and my love, Nathaniel B. Cox; without his support, patience, understanding, encouragement and most of all love, the completion of this work would have not been possible.

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ABSTRACT OF THE THESIS
THE DEVELOPMENT AND CREATION OF A MULTICULTURAL
ENTERTAINMENT COMPANY

by

Mileyka Burgos

Florida International University, 2006

Miami, Florida

Professor Karen S. Fuller, Major Professor

This thesis proposed the creation of a multicultural entertainment company. The thesis comprises two components: the development of the entertainment company and the production of a concert. The mission of the private company is to bring together the best of different cultures onto the stage. It aims to craft productions that people would identify with and which would appeal to the diversity of the American landscape.

Along with the development of the entertainment company, a sample concert is suggested. The sample concert implements the concept and methods that makes the company unique in the market.

In conclusion, the thesis aims to detail the procedure and strategy to create a multicultural entertainment company that appeals to a diverse audience. The creation and implementation of the company's concept is supported by the sample concert, thus bringing the philosophy of the company to the stage.

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IDEOLOGY

This study proposes the creation of a multicultural entertainment company. The mission of this private company will be to bring together the best of different cultures onto the stage by aligning the programming, marketing and management of the company. It will provide the consumer an entertainment product that reflects the target audience's surroundings and identity. The company will bring a new component to the entertainment marketplace that has not been satisfied by other existing companies. The core focus of the company will be its bilingual and bicultural target market as well as its relationships with the audience, the sponsors and the charitable organizations. This company will create strong relationships with the audience, the sponsors and the charitable organizations; thus becoming a platform for the interaction of these entities. In essence, art and concerts will be used as a vehicle to establish, maintain and further relationship between the audience, the sponsors and the charitable institutions.

Background

Art is an expression of the deep understanding of culture; thus considering art a celebration of culture. Many times the audience understands the art form or culture better than the presenter. By understanding the culture, a presenter can bring more than a performance to the stage: it brings life, pride and the nostalgic love of one's culture. When the presenter truly understands all three components: the audience, the art form and the culture then not only it is artistically viable but also the production, the marketing and the overall management of the performance becomes part of the presenter's packaged product. When the presenter has a relationship with the market, he/she has the power to create a production that the community likes and identifies with. This relationship and

knowledge allows the presenter to market those performances directly to the community, thus creating a mutually beneficial opportunity for the presenter and the audience. In essence, the presenter can craft an image for the marketing and production of a show that identifies with a particular audience.

Merging cultures on stage is an approach that will be welcomed by bicultural individuals who identify with more than one cultural background and language. In a 2002 Pew Hispanic Center poll of third-generation U.S. Latinos, 78 percent of the respondents said English was their primary language. "It doesn't matter whether you deliver the message in English or Spanish... You could even do it in French or Chinese, as long as it appeals to the heart and mind of the Hispanic consumer." (MSNBC.com by Malcolm Beith) For example, if one likes the famous artist Sting, that person may also enjoy the music of Alejandro Sanz. They have a similar genre and a similar style, however, they sing in two different languages. Alejandro Sanz sings in Spanish and Sting sings in English. An example of a similar dynamic is world renowned artist Julio Iglesias, who has recorded albums in many languages. Julio Iglesias' audience enjoys his music and buys it regardless of the language; even though they may not understand the foreign lyrics. These findings suggest that people enjoy and experience music regardless of the language, as long as they like the genre, the artist and style of music.

The relationship aspect in the company will take into considerations the suggestion of psychologist Abraham Maslow in his need-satisfaction model called Hierarchy of Needs. Maintaining solid relationships with the community and partners will be the company's way to keep doors and ears open to the needs and deficiencies in the community and the industry.

Relationships will be an essential part of the product the company offers. The nurturing of relationship with the audience will be primordial, in order to gain the respect and loyalty of the business partners. Creating meaningful social interactions for the target market will be a key component to establishing a relationship based business. Providing the target market with a higher level of social interactions will create a valuable experience for the individual as well as for the charities and sponsors. Creating strong relationships based in trust with all the company's partners will create stable relationships that will provide the company the comparative advantage to develop flexible and beneficial options for sponsors and charities alike. Strong relationship with the target market and charities will lead to relevant sponsorships and vice versa. The acquirement of two factors will facilitate the attainment of the third.

To be successful with this new approach, the company must focus on creating and maintaining a close relationship with the audience by listening and staying in touch with the pulse of the core audience, this will make it more feasible to know what product sells and to which audience. Aside from creating a valuable and unique product to maintain

the loyalty of audience and its business partners, it is essential to keep close contact with the ethnic communities that are attracted to the products of the company and that share a similar culture; this is the key to nurturing a relationship with the audience, building an equally strong relationship with the sponsors and simultaneously attracting business partners. In essence, all the relationships created by the company are a platform for mutual benefit that offers the sponsor an intangible connectedness and interaction with its target market; and at the same time, opens countless opportunities with other entities. Providing the sponsors a targeted and comprehensive experience with their target customers will be a highly valued benefit for the sponsors.

Another driving force for this company will be the relationships it will create with charitable organizations, key individuals in the entertainment industry and other industries, as well as, its relationship with the community. Establishing these relationships and becoming a platform for mutual benefit will be one of the many advantages the company will have and will be able to provide. The ability to fully understand and connect with the target audience will give the company a comparative advantage over the competition. This will be an asset to the entertainment industry and will make this company the preferred vehicle for marketing and advertising professionals as well as any other entity that wishes to attract the same audience.

As the company grows, the commitment to the society extends to the employees, which in essence, are part of society. The success of the company depends on the individuals that uphold it and for that reason the relationship with the employees is of utmost importance. Another relationship that the company will have to manage will be its

relationship with the other entities such as media representatives, critics, ethnic leaders and industry professionals.

These concepts and ideology will be set in motion with the establishment of a private company funded by investor. The main objective of the company is to take the mission and create a viable business product that satisfies the demands of the bicultural and bilingual Hispanic market in the USA. The idea of this company is to create concerts that bring together artists from two different cultures and share a similar genre of music; thus using entertainment as a vehicle to manage relationships that are relevant to the bilingual and bicultural Hispanic market. The company will have a definable niche market structured and focused on the following three components: a bilingual and bicultural target market, a focus on programming and marketing rather than production and finally a connection with the audience, charitable organizations, and sponsors. The company's primary target market will be bilingual and bicultural Latinos who live in the USA. The secondary target market will be individuals who enjoy and are open to diverse cultures, especially Latin culture, and have an eclectic musical taste. The company will start by focusing in the Hispanic market in the United States, specifically South Florida. The company will focus more on the programming of the events than the essential production aspects and will use grass roots method to introduce the audiences to a new level of entertainment that they may have not experienced before. It will bring eclectic sounds from other cultures and intertwine it with American mainstream entertainment to spice the stage and pique the interest of the general public.

The company will be located in South Florida and will strive to please the taste of a multicultural audience. South Florida is a diverse multicultural city. The majority of the

residents in the Miami Dade County are from Hispanic decent. The large number of bicultural Hispanic-Americans makes South Florida the perfect location to launch this project. However the company will produce concerts in cities where the demographic make up of the territory is diverse, bicultural and attracted to the company's concept.

As described by the Miami Dade Beacon Council:

“Miami-Dade is an exciting metropolis brimming with vibrant communities and residents from virtually every corner of the earth. This diversity not only makes Miami an intriguing place to live, but also provides the resources and workforce to respond to today's global marketplace. It is no surprise that Miami is called a “world city.” Strategically located as the gateway for Latin America and the Caribbean, Miami-Dade boasts more than 750 multinational companies whose regional headquarters are located here.”

The company will seek sponsorships and partnerships opportunities by establishing good relationships with key individuals in the sponsorships and marketing world. With the support and financial backing of the investors, the company will aim to generate sufficient sponsorship funds to cover the concert expenses and still generate a profit from the sponsorships. The company will utilize sponsorships as a prominent source of revenue for covering the cost of the production as well as a way to provide the sponsor a platform to interact with its target audience, the charitable organizations and other sponsor. The sponsorships will aim to cover all concert expenses including: production, artist fees, overhead and marketing. The company's profit will also be generated by sponsorships as well as ticket sales.

One of the many characteristics that will differentiate this company from other entertainment companies will be its commitment to society. It is of utmost importance to exercise social responsibility and creating opportunities to help the community. For that reason, the company will contribute a percentage of the profits to a charitable institution. These entities will facilitate the company's commitment with society to provide financial support for those who need it the most. This commitment will attempt to heal some of the pains in society by financially contributing to organizations dedicated to the advancement, assistance and maintenance of projects that benefit society as a whole. These institutions may be dedicated to advancing medicine to cure AIDS, helping abused women or maintaining an after school program for at risk youth. The company will donate twenty percent of the profits to a selected charitable organization. Helping charitable institutions with a percentage of the profits generated by the concerts will be one the many ways this company will give back to the community.

The relationship established with the charitable organizations that will benefit from the concerts' donations will be strategically important for the company. There are many tangible and intangible reasons to contribute to a charitable organization. For example, for bottom line purposes, the company can use the contribution as a tax deduction. The charitable organization can also act as a ticket sales generator by targeting their core audience and supporters; thus, boosting ticket sales. Also, these contributions will help create relationships with individuals that can be instrumental to the proliferation and success of the company.

Another reason to contribute will be the moral responsibility a company has with the community it serves. The good will that these contributions will create is

immeasurable in the psyche of the audience. Many people would attend the concerts just because the contribution is going to a charity they support and that is good for the company in many ways. Attending a concert to support a charity creates word of mouth by the individual to all acquaintances. This behavior also generates revenue to the company and it creates a gratifying experience for the individual. The public relations and word of mouth this company initiative can generate is a valuable outcome of utmost importance.

The way the charitable contributions will work is as follows. Every year the company will select a social issue that deserves the public attention and contribution. Then throughout that year all concerts contributions will be donated to a different organization that deals with the issue. The company will not select an organization, but an issue, that way the contributions can benefit a different organization every time and advancement can come from different fronts. For instance, if the company decides to focus on AIDS as the social issue of 2006, then every concert produced in 2006 will benefit organizations that focus on this issue, such as research to cure AIDS, hospitals that care for AIDS patients, organizations that deal with AIDS prevention.

Aside from the cultural and community centered initiatives, the company understands that producing concerts is a viable business product and when managed correctly it can result in the maximization of revenue through all possible income sources. On the company perspective, a concert generates substantial revenue as well as it gives other companies the opportunity to present their products to their target audience for a price. The company must benefit from the opportunity it gives sponsors to connect with their target costumer. The connectedness this approach can provide to the sponsor

with the audience and the charitable organization is a valuable asset. It does not only set them in a recognizable setting for the audience; but it also creates goodwill by participating in conjunction with a charity. On the artist prospective, a concert boost record sales, connects with the audience and increases the demand for the artist's merchandise and ancillary products. This will be a factor for the consideration of the artist as well a strong and consistent marketing message showcasing the targeted and cohesive alignment of the audience, the artist and the charity.

The first successful accomplishment for the company is to get it started and see that people understand and accept the concept of merging cultures on stage. To accomplish success it is imperative to have investors that trust the product and the company and are willing to join the venture. Having a clear purpose and setting realistic expectations will help the company to enjoy gradual success. The next step in accomplishing success is to surround the company with great relationships and maintain them by constantly creating opportunities for mutual benefit. Making sure the sponsors and the charitable institutions understand the concept of intangible benefits and connectedness will help the company reach its goal, as well as, provide higher caliber opportunities for the sponsors and charities. With the sufficient capital, the business and artistic knowledge and good relationships, this company can take off to a successful start. Once the company is in motion, the connection with the different environments that surround the company such as the community, sponsors and other industry professionals will be key in developing new concert ideas and other opportunities that will benefit the company, the community and business partners alike.

PRODUCTION COMPANY BUSINESS PLAN

Contrasting similar entertainment companies, a comparative analysis research suggested that to bring forth the ideology and substantiate the mission, the company must create a business plan. This document aids in the allocation of resources, organization of ideas and the handling of unforeseen complications, thus bringing clarity to make good business decisions. The business plan keeps the company on target and informs others about the company's operations and goals. In this section the business plan will be detailed and in appendix 1, a business plan model is provided for the company's development.

Executive Summary

This company will incorporate as a private Limited Liability Corporation in order to protect all parties involved in the company from any liability shall any unfortunate event happen. The mission of the company is to create a viable business product in the form of a three dimensional entertainment entity that focuses on profitability, community and programming. The company will differentiate by focusing on bringing artists from different cultures to the stage. It will mix sounds from other cultures with mainstream entertainment to pique the interest of the audience and bring the stage alive. This company will focus on the programming of the event rather than the production aspects and it will bring more than culture to the stage; it will have a commitment with the community and its target audience. The new company will specialize in producing diverse cultural programming, thus meeting the demographic demands in USA, especially South Florida. It will bring a new component to the entertainment marketplace, by crafting productions that people will identify with and appealing to the new identity of

the American landscape, which is composed of bicultural individuals. The diverse programming will aim to satisfy and identify with the new demographics demands in the USA.

The marketplace does not have a private company that focuses on creating concerts with strong cultural programming strategy as well as sustainable profitability. In today's marketplace there are two types of entertainment entities; the ones that focus on programming, and the ones that focus on profitability. The companies that create concert for profit make all decisions based on the bottom line and many times disregard the programming quality of the concert. The entities that focus on programming produce concerts to create cultural awareness and art appreciation and are not so concerned about making a profit. Their main purpose is to bring art and culture to the audience, not to make a profit. On the other hand, this company proposes focusing equally on both aspects of the industry.

The marketplace needs an integrated company that takes into account the programming strategy as well as the profitable well-being of the company. The company will have another interesting dimension, its connection to the community and target audience. This connection will create an integrated programming strategy to suit the taste and identity of the target audience.

Business Concept and Product

BUSINESS CONCEPT

Produce cultural programming by uniting great artist from different cultures on stage.

Align the programming, marketing and management of the company to provide the target audience an entertainment product that identifies them.

Utilize grass roots methods that build relationships with the market.

The concept of this private company will be to produce diverse cultural programming by bringing the best of two worlds to the entertainment industry. This will become a viable business product by aligning the programming, marketing and management of the company to provide the target audience an entertainment product that identifies them. The programming strategy will be based on bringing great artists from different cultures and background to appeal to the identity of the bilingual and bicultural audience, as well as, audiences with an eclectic taste. The programming will reflect the target audience's surroundings and identity by developing and implementing effective concert production and programming strategies for bilinguals in the USA. The marketing strategy will focus on knowing the audience by utilizing grass roots methods that build relationships with the market; thus developing a culture around the product. Effective media strategies will be proposed to attract a bilingual and bicultural target market. Understanding the audience way of life, will provide the tools to create productions that can bring to the stage the best of both worlds.

Aside from tangible products of the artist and the venue, the main product being offered by the company is the experience of connecting with the artist, realizing other people's understanding of similar cultural concerns, the opportunity to interact and connect with sponsoring organizations, and the intangible experience of a magical night of music and culture.

Mission Statement and Goals

MISSION STATEMENT

The mission of the company is to bring diverse arts and entertainment to the multicultural audience in USA by merging cultures on stage and connecting with the target audience while giving back to the community. The financial mission of the company is to become an ever-growing entertainment entity with sustainable profits.

Mission Statement

The mission of the company is to bring diverse arts and entertainment to the multicultural audience in USA by merging cultures on stage and connecting with the target audience while giving back to the community. The financial mission of the company is to become an ever-growing entertainment entity with sustainable profits. The company will aim to capitalize on the intangible value of relationships with the audience, partners and contacts. The well being of the company's employees and the ability to provide them with a workplace that fosters creativity, teamwork and respect is of utmost

importance. The company shall provide people the opportunity to enjoy their work, grow and reach their full potential

Goals

- 1) Satisfy the popular demand of bicultural programming by creating highly artistic and cultural performances that merge cultures on stage.
- 2) Establish a close knit bond with the audience that provides a platform to know, understand and express the audience culture, lifestyle, and social concerns.
- 3) Give back to the community by financially contributing to charity.
- 4) Develop long term mutually beneficial and profitable relationships.
- 5) Minimize the company overall cost and maximize revenue from all possible sources.
- 6) Maximize customer and partners' satisfaction.
- 7) Capitalize on new ideas that have never been brought to stage and presented to the audience.

Metrics of success

Overall strategic plans will be implemented in all departments in order to assure the forward movement and growth of the company. The strategic plans will take into consideration the mission each specific department is trying to accomplish by creating a SWOT analysis and formulating a plan that allows the company to meet the goals and objectives through assertive action plans that foster stability and growth. Constant assessment of the plan and the performance of the company will be the key to attract the audience and business partners while providing the best service possible. The factors that will be monitored must be measurable and they must reflect the purpose and ideology of the company as well as help the bottom line of the company. The list factors that will be monitored to measure the success of the company will be:

1) Profitability

- To break even the first year.
- To have a minimum of a 10% profit increase for the first five years.
- To have a minimum of a 5% profit increase every year after year five.

2) Growth of the company by employees, budget and physical size of office.

- Number of Employees to increase by 20% in the first two years.
- Company's overall budget to increase by 10% every year
- Physical size of the office to increase by 50% in the first three years.

3) Number of performances per year

- To produce two performances in the first year
- To increase number of performances by 50% yearly in the first five years.

4) Number of target audience reached attending events

- To reach 10% of the targeted audience in the first concert
- To reach 50% of the target audience in a four year period

5) New partnership and sponsorship opportunities and deals

- To receive two inquiries from highly interested and relevant sponsors committing to pay a minimum of \$50,000

- To close at least two relevant business deals with relevant sponsors for a net worth of \$100,000.

- To receive four partnership inquiries from recognized and relevant charities and close mutually beneficial deals with at least fifty (50) percent of them.

Organization Overview

The main responsibility of the company will be to create a vision of a performance, and consequently pay the act, market the show and sell the tickets. The company will be a small business organized as a Limited Liability corporation with investors. In the ever changing environment of entertainment and culture a company of this caliber must be organized for maximum flexibility in all aspects of organization; from physical space to agreements to way of distributing the product and connecting with the audience. The operational model of the company will be focused on programming and marketing rather than the production aspects. At the beginning the company will run with one member that will take care of the business and creative aspect of the company. Personnel will be hired on a need basis once a specific project is underway. The company will aim to target individuals that will fit into the purpose and vision of the company.

Strategic Planning

Objective (explain)	Goals (number)	Strategy (explain)	Metrics of Success (number)
Reach a bicultural and bilingual audience by bring to the stage multicultural concerts	<ul style="list-style-type: none"> *4 concerts in the first year *Reach 10% of target market in each concert 	<ul style="list-style-type: none"> *4 concert, 6 sponsors And 4 charities that relate to the audience lifestyle. *Select artists from USA and Latin America *Create relationship with venue, potential artist and vendors 	<ul style="list-style-type: none"> *Sell out 70% of the house. *Get relevant sponsors to commit to future concerts *Exposure to media and internet hits * Generate two newspaper articles
Increase sponsorship	<ul style="list-style-type: none"> *Get 6 sponsors for the first year *Get 100,000 in sponsorships and in kind contributions 	<ul style="list-style-type: none"> * target companies that are relevant to the target audience. *Companies that are crossing over a product relevant to the audience 	<ul style="list-style-type: none"> * Get 2 inquires from relevant sponsors that will generate capital *Get letters of appreciation and commitment to future projects *Five articles in magazines sponsors can read
Create trusting relationship with charitable organizations	<ul style="list-style-type: none"> *Create a database of charities interested in the charitable donations the company offers. *Donate to four charities from company profits 	<ul style="list-style-type: none"> * target charities that are relevant to the core audience of the company * create strong relationships with charitable organization 	<ul style="list-style-type: none"> *Get letters of appreciation and charity's support for future projects *Provide sufficient capital for the sponsored charity

Organizational Analysis

Situation Analysis- SWOT (Strength, Weaknesses, Opportunities and Threats)

Mission Analysis- To connect with bicultural audience by bringing performances that merge diverse cultures on stage

- Strengths- The Company possess knowledge of the audience and a three fold connectedness between audience, charity and sponsor.

- Weaknesses- The Company will be new in the market and will compete with other entities that are well established in the market.

- Opportunities- The Company has the opportunity to connect well with the audience, sponsors and industry professionals to bring a brand new ideology and product that has not been exploited yet. The company has the opportunity to bring sponsors closer to their audience in a totally different level, which is characterize by being more personal, culturally adapt and more understanding of the audience lifestyle. The company offers the intangible product of connectedness between the sponsor, the audience and the charitable organization.

- Threats- The main threat that the company faces is the lack of appropriate capital. The company also runs the risk of being plagiarized by the established competition and be unable to compete due to the company's lack of capital and resources.

Legal Aspect

From its inception, the company will have a trusted entertainment lawyer on board to assist with the preparation and handling of contracts and legal matters with artists as well as with business partners. The company will incorporate in the state of Florida as a Limited Liability Corporation and will follow the laws of the state of Florida

and the United States of America. All the fees, taxes, licenses and pertinent paperwork necessary to incorporate will be outsourced and handled by directincorporation.com; an online company that handles all incorporation matters via internet for a fee. These documents include: the incorporation paper for the state of Florida, standard bylaws, DBA form, Tax ID, business registration, and a newspaper notice if necessary. The company will have business bank account.

Company Model

Market Analysis

MARKET SUMMARY

Miami-Dade County is a microcosm of America with a large diversity of languages, accents, foods and cultures.

The Miami-Fort Lauderdale-Miami Beach MSA ranks as the fifth largest MSA in the United States.

Miami-Dade has the highest percentage of Hispanics of any large county in the nation.

Source: Miami Dade Beacon Council

The market summary data shows that Miami is the ideal location for a company that focuses on the Hispanic market; since, it is one of the largest metropolitan statistical areas (MSA) in the United States. The data also suggest the ongoing and growing trend of diversity in the city of Miami, which is simultaneously growing across the United States. Undoubtedly, this data heeds future demand for the growing Hispanic population in the USA, which makes it an opportune time for the company to pioneer a new trend and approaches for the entertainment industry.

Demographics

The following points were gathered from the Miami Dade Beacon Council and they showcase the readiness of Miami as a culturally diverse and vibrant city ready for the new approaches proposed by this company. This data also justifies the preference to target the Hispanic market in South Florida as they are the fastest growing group in this territory and in the nation.

- The Miami-Fort Lauderdale-Miami Beach MSA with 5.2 million population ranks as the fifth largest MSA in the United States, trailing only Los Angeles, New York, Chicago and Philadelphia.

- Miami-Dade County is a microcosm of America with a large diversity of languages, accents, foods and cultures.

- Miami-Dade has the highest percentage of Hispanics of any large county in the nation, outstripping even Bexar County, Texas - home to San Antonio - which took the title a decade ago.

- Immigrants, mostly racial and ethnic minorities, have streamed into Miami-Dade over the past 40 years. The population of this culturally diverse community is 21 percent non-Hispanic white, 21.6 percent black, and 57 percent Hispanic.

- While the Hispanic culture in Miami-Dade has traditionally moved to a Cuban beat, 2000 Census numbers reveal that a significant change has occurred. While Cubans remain by far the largest group - with 650,000 in Miami-Dade alone - they are increasingly living alongside other Latin Americans. Since 1990, in Miami-Dade, immigrants from Paraguay increased 161 percent; Venezuelans were up by 119 percent; and Mexicans 65 percent. By comparison, Miami-Dade's Cuban population grew 15 percent. All told, the number of non-Cuban Hispanics in Miami-Dade is now roughly equal to the number of those with Cuban ancestry.

- Changes have also affected South Florida's coastal retirement communities, turning them into family cities, as the median age dropped and the number of families with children rose sharply. The County continues to grow rapidly, mostly because of

immigration, rising 19 percent to 2.31 million from 1990. That makes Miami-Dade the second-largest county on the East Coast.

- In Miami-Dade, the median age is 35.6 and the household size has increased to 2.84, while the median household income is \$33,978.

Target Audience

The segment of the market that the company is aiming to attract, mainly bicultural people, is large enough to generate substantial profits. The main characteristic that defines this group is the individual's ability to function, survive, feel at home and have an attachment to more than one culture. This is an ever-growing group that is mainly composed of immigrants and people whose lifestyle is predominantly culturally diverse. This group has gradually merged into the mainstream; however their needs have been sacrificed by having to decide between two different ethnic groups. Through time people have customized their lifestyles to fit their background and interest. For that reason the company will be positioned as the entertainment entity that bring both cultures together to the stage; one which truly identifies with its audience. The company will deliver all the benefits of a concert company as well as the opportunity for the audience to identify with the programming, by experiencing a merge of cultures on stage.

TARGET MARKET

Came to the United States at a young age and kept their heritage and adopted the American culture.

born in USA but proud of their ancestors culture.

Individuals from any background that have a kin understanding of different cultures.

The target audience of this company is composed of two main groups: bilingual/bicultural Hispanics and individuals with an eclectic musical taste. The primary market are bilingual and bicultural individuals who have grown up in a multicultural environment, thus more than one culture has been supported by the same group or by interacting with different cultures. The secondary group is composed of individuals from any background that enjoy different cultures and have an eclectic taste. By experimenting with this new approach and targeting the right group of customers the company can focus and create products that will surely speak to their target audience. The majority of the target market is bilingual, employed, has an eclectic taste and listens to music in more than one language in a wide selection of genres. Here are some examples of the particular traits that characterize the individuals who compose the target audience:

- 1) Individuals who came to the United States at a young age and maintained their heritage as well as adopted and became part of the American culture

2) Individuals who were born in USA but take pride in their parents or ancestors foreign decent thus juggling two cultures.

3) Individuals from any background that have a keen understanding of different cultures and enjoys a certain music genre, regardless of the language and culture.

These individuals are bicultural or multicultural due to their background and heritage or to their openness to other cultures.

Competition

The competition for the company ranges from sporting events like the Miami HEAT, Dolphins and Panthers to Night clubs, restaurants and comedy joints. Miami is such a vibrant city that the company must be aware that concert production companies and promoters are not the only competition. Ultimately, the company competes for the attention of the audience that has a wide range of interests. For that reason, the main nemesis for the company is the wide availability of entertainment. However, the company must understand the competition as well as its own strength and weaknesses in order to plan accordingly and be successful.

The concert production and presenting companies in the area have certain similarities due to the nature of the business; however, the main difference is that most companies focus in either profits or cultural and talent appreciation and this company will aim to balance both factors without sacrificing either aspect. Another major difference is that the existing companies do not have a strong and well defined niche market as proposed by this company. Its diverse programming, its care for the community and the innovative ways to keep itself closed knit to its target market will surely differentiate the company from the rest. Aside from the skills, talent, determination and knowledge of the market, what will definitely differentiate this company from the rest will be its three fold connectedness between audience, charity and sponsor.

The competitive advantage of this company will be the connection with its specialized niche audience, sponsors and charitable organizations, as well as, the pioneering leadership of being the first to bring this innovative idea to the stage. The company will be able to move faster than larger and traditional competitors due to its flexibility as a small company; this flexibility will allow the company to keep on the beat of current trends and implement new methods that provides better service to the audience and the business partners.

Marketing Plan

Market Summary

- The median age In Miami-Dade is 35.6
- Miami-Dade has the highest percentage of Hispanics of any large county in the nation, thus making it a bicultural city with a large conglomeration of bilinguals.

Product Definition

- The concerts that bring the best of two cultures to the stage
- A bilingual and bicultural product for bicultural and bilingual individuals
- The intangible experience of a magical night of music and culture

- A three fold connectedness between audience, charity and sponsor.

Competition

- Miami is a vibrant city with many options of entertainment
- The company is competing for the attention of the audience that has a wide range of interest
- The competition is comprised of sporting events, night clubs, lounges, comedy, joints, restaurants, concerts and theatrical productions.

Positioning

- The experience of connecting with the artists
- Showcasing a common cultural concern that other people understand
- Pioneers in diverse arts and entertainment to the multicultural audience in USA
- Concerts that merge cultures on stage by coupling artist from different backgrounds
- Company that knows the audience by staying closed knit to the target audience
- Company that exercises social responsibility and gives back to the community.

Target Market

- Bilingual
- Bicultural
- Individuals with eclectic musical and cultural taste

Communication Strategies

- Direct mail pieces
- Flyers
- Promotional opportunities
- Direct advertizing
- Creative marketing strategies and promotions
- Grass roots strategies

Launch Strategies

- Joining efforts with charities and sponsors relevant to the target audience
- Grass roots marketing campaign to create buzz

Public Relations

- Press releases
- Public service announcements
- Joining with a charitable institution which will receive a percentage of the profits

Advertising

- Aggressive strategies for target market demographics
- Ad campaign enhanced by brand imaging for easy identification
- Cross promotional opportunities with charitable institution and sponsors

Other Promotions

- Direct marketing
- Invitations for members and affiliates of charitable institution and sponsors
- Special offers for members and affiliates of charitable institution and sponsors
- Outreach to six (6) different targeted demographic zip codes

Vertical Markets

- Increase database of target audience direct contact
- Third party partnering opportunities
-

Success Metrics

- Ticket sales and attendance
- Ticket purchasing survey opportunity
- Mail back rebate for answering take home survey
- Internet blog on company website

Marketing Strategy

Benefits of Knowing the Audience

The company will develop a relationship with the audience by using grassroots marketing methods and personal interaction with the public. The main factor the company will take into consideration in communicating with its audience will be to create marketing and communication that speaks to the target audience in multiple levels. Also the marketing and communication must create an atmosphere from the first impression to the end of the show. The company will approach the audience as cool, available and approachable entity, rather than a mound of bricks and walls that are impenetrable. The internet will be one of the great facilitators for a candid relationship between the company and the audience. The company's website will give the audience the opportunity to express their views and interact with people that share similar concerns. They will also be able to find information regarding upcoming events, current promotions and let the company know who they would like to see in concert. The idea is to create a stable relationship with the audience based on quality, integrity and awareness.

It is nearly impossible to designate a set type of people to be targeted as company's main customers; however, as explained before, there are several characteristics that narrow down the multitude of people targeted by the programming of the company and those individuals will be targeted as the company's main customer. The customers will be reached through traditional methods as well as avant garde approaches. The use of established media that targets bicultural customer will be greatly exploited by the company.

The main concern when creating a marketing plan for the performances will be to know the audience so well that the company has a sense of what sells tickets and to whom. During the production of the performance the company will implement procedures that will allow us to improve all aspects of the production and information gathering. One of the ways that this will be accomplished is by surveying ticket buyers at the time of purchase, in order to use that information in future concerts and decision making processes.

Product

Aside from the great, jaw dropping experience of a well executed concert and a merger of cultures, this company offers an intangible product like no other: The experience of understanding. This will be accomplished by selecting charities and sponsorship partners that relate to the audience and understand the lifestyle of the target market. Conveying to the audience that a similar lifestyle and experiences is shared by a group of people and that their behavior and uniqueness is understood and recognized by the corporate and entertainment arena is priceless.

Price

The price of each concert will be determined once the proposed concert is underway. A medium will be reached depending on production cost, artist expenses and number of seats of the selected venue. The price of the ticket will be based on a 60% to 75% capacity of the venue and a contingency budget of 15% of the total cost of the production. However, the price, as well as the location among other factors, will reflect the availability of disposable income of the target audience, whose median household income is about \$34,000 (Beacon Council.com). The concerts will be fairly priced along with the market value and the location and will take into considerations standard business concerns. The crafting of the shows and the programming will persuade the audience to look beyond the tag price and visualize the emotional and intangible value this experience will offer.

Placement

Matching the channels of distribution with the product and the audience is the key to an assertive marketing plan. Positioning the company in Miami will reflect the diverse population of the city and these bicultural individuals will be attracted to the concept and product of the company. The distribution of the product will take place in cities where there is a high concentration of bicultural individuals, for example, at the beginning the company will focus on creating concerts in Miami, New York, and San Juan, Puerto Rico.

The communication mediums are also important when creating a message for the target audience. The communication and the message must be consistent from the first impression to the end of the show. The advertisement on radio, TV, internet and print

media must portray the same message to the same audience and most focus on culturally persuading the targeted group through their preferred mediums.

Promotion

To promote the company and its performances there will be a variety of sources that will assist in communicating with the audience. Getting the word out will consist of selecting the message, the style and the medium that is relevant and cohesive to the target audience. Communicating through the company's website, advertising with mediums that truly focus on the target audience and exchanging services for publicity will be some of the tactics that will be used to present the message. Television Ads, Radio spots, signage, direct marketing, printed ads and newspaper and magazine articles are some of the mediums the company will use to market the performances.

To ensure the consistency of the message and create an experience from the first impression the highest percentage of the budget will be dedicated to the strategic marketing plan. However, this does not translate into buying expensive advertisement, but instead, targeting the audience and implementing creative ideas that will further the message and provide an experience from the first impression to the end of the concert.

Operations Plan

Resources Requirements

The resources that will be needed to get this company running is 200,000 in liquid capital, a desktop and laptop computer with internet access, a website, contact information for all major artist agents and venues, a directory of freelance production personnel and a viable physical space from which to work from. The most valuable resources the company will need are intangible. The relationships with industry

professionals and the power to bring together the factors necessary to pioneer this concept will be invaluable.

Guidelines of Success

The plan to make this company successful is based on taking the mission and executing a viable business product that can be exploited in different stages. This product must produce a substantial benefit for the company as well as the customer. The employees will be the most important asset of the company and the company will have a vested interest in the wellbeing of each employee. Teamwork, integrity and passion for the project will be at the core of the company and the employee's code of ethics. The employees will receive an Employee Handbook upon being hired.

Operational Procedures

A great deal of organization and planning is needed to make a company and a concert run smoothly. At the beginning the company will run with one member that will take care of all business and creative matters within the company. Personnel will be hired on a need basis once a specific project is underway. The ideal candidate must understand and fit into the purpose and vision of the company. As the company develops it will grow to include the following positions: Executive Producer, Production Manager, Marketing Manager, Business manager, Sponsorship manager.

All company's employees must have a clear understanding of the bicultural environment and the diverse nature of the target audience. Knowing the target audience is essential for every member of the staff to properly execute their duty with the best interest of the audience in mind.

Programming Strategy

To select artist the company will aim to merge the cultural and entertainment arenas by choosing artist that will culturally create an impact where common grounds are found between both cultures displayed on stage. Another instrument that will be taken into consideration is the trade charts, record sales, media play and exposure of the artist in the territory the concert will take place.

Even though the company will aim to book artist who are on their way up rather than on their way down, the company will consider classic artist from different cultures that resemble the taste and culture of the audience in which they are presenting.

Departments and Positions

Executive Producer

The executive producer will develop the goals, plans, policies, and objectives for the organization. He/She will lead the organization towards the completion of the company's objectives, meet with and advise other employees and review results of business operations. He/She will represent the company in all affairs. The executive

producer will select shows for stage performance, arrange finances, and coordinate production. This person is responsible to hire all personnel and performers as well as to establish organizational structure and delegate authority to subordinates. The executive producer will also handle the charity activities and events.

Marketing Manager

The marketing manager will establish marketing strategies to meet organizational objectives. The person will evaluate customer research, market conditions, competitor data and implement marketing plan for the company and the concerts. The marketing manager will handle the charity activities and events. He/She will also oversee all marketing, advertising and promotional staff, agencies and activities.

Business Manager

The business manager is responsible for all financial transactions including, but not limited to accounting finance, budget, grant administration, and purchasing. He or she will maintain current and correct income statements, balance sheets, and will record all financial transactions. This person should have a professional background in accounting and financial management.

Sponsorships Manager

The sponsorship manager will be responsible for acquiring sponsorships and carrying out all duties relevant to the fulfillment of a sponsorship agreement. The sponsorship manager will create innovative measures to persuade potential sponsors and will supervise the sponsorship staff and activities.

Production Manager

The production manager is responsible for determining and overseeing the execution of all operational and logistical aspects of the company's events. The production manager will manage all the production aspects of all the concerts, including but not limited to booking the venue, hiring sound, lighting and set designers and managing the artistic and production team. He/She will work with the company's staff to finalize overall program plan and schedules, oversee physical production of events, work with the staff to communicate production needs and timelines. The production manager will ensure that payment for vendors are processed and paid in a timely manner and will coordinate all production staff and short-term hires.

Financial Plan

Financial Feasibility

With the support of generous investors this project can be financially feasible. The company's management must exercise financial responsibility with all capital in order to maintain a financially stable entity. The financial stability and proper

management of the assets will promote the company's growth and subsequently attract more investors, sponsors and business partners.

Funding and Profits

The seed money for this company will be provided by private investors, who will be partners and back up the financial stability of the company. This company will receive private funding in forms of sponsorships, partnerships and endorsements to fund the concerts, overhead and special projects. The types of companies that will be targeted are companies that are aiming to reach a similar target audience and that can provide goods and services needed for the execution of the projects. These companies will be:

1) Phone Companies that target Latinos such as Supra's *Un Solo Pueblo*; which gives consumers the opportunity to call select countries in Latin America for only ten cents a minute. This product confirms the company's interest in reaching the Latino bilingual and bicultural consumers, thus becoming a prospective business partner.

2) Money Transfer Companies such as Western Union and MoneyGram since "About 75% of [Latin American and Caribbean] remittances are sent from the United States (US\$40billion)" and "Latin American and Caribbean countries get more money in remittances than any other region in the world.". This is definitely a great opportunity for mutual benefit since this is a service that Latinos use and the data demonstrate that the Latino community still has a connection with their homeland; thus becoming a suitable sponsor since the audience will identify with this service. (narcosphere.narconews.com
By Diego Mantilla)

3) Radio Stations such as Miami's Mega 94.9 which identifies itself as Latino and proud, thus serving the bilingual and bicultural young audience.

4) Magazines such as “Latina” “Hispanic Business” or “Latin Style”, publications that target bilingual and bicultural Latinos who live in the United States.

5) Communication entities that target a vibrant bilingual and bicultural audience such as, “Sí TV” which tag line is *speak English, live Latin*; and “MUN2”, which is the first network for young Latinos who live in the United States.

6) Major retailers such as Wal-Mart, since it is a company that is taking big steps in targeting the Hispanic market. As stated in an article by Newsweek International, “In the past year... Kmart ... has successfully teamed up with Mexican singer Thalía to peddle clothes...” and attract the Hispanic market.

7) Food Companies such as Goya, who is trying to capture the American market as well as maintain its Hispanic customer base.

Pre-concert events such as a Special Investor Concert will be arranged in order to persuade businesses to become sponsors of the company’s concerts and events. In this event they will be presented with the company as a whole and a short video of the benefits of being a sponsor. After a brief company summary, the investors will enjoy a wonderful night of dinner and live preview performance of the concert. The tickets price for this event will be decided upon by the management. The minimum ticket price will be \$1,000.00. Another way to lure in sponsors will be inviting prospective sponsors to an exclusive reception free of charge two hours prior to the concert. The company will reserve 100 complementary tickets to distribute between potential sponsorship and partnership opportunities. The reception will consist of a presentation of the company’s

goals and business concept, a tour of the backstage area, followed by the artist brief words supporting the company and greeting the potential sponsors.

Other sources of income for the company will be ticket sales from all produced concerts and the distribution revenue from selling the recorded concerts to national and international TV stations and networks for broadcasting.

Sponsorships

The music business is about the connection between the artist and the fans. Brokering and creating this experience takes knowledge of the fans and artist in order to create the perfect environment for this connection to happen. By taking the opportunity to show the audience that you as the sponsor are responsible for providing this magical moment, the sponsor earns the privileged attention and generous disposition of the targeted consumer. This behavior can be examined with the relationship between NASCAR sponsors and fans. The fans understand that through the generosity of the sponsor, their favorite racer is in the game, and to encourage the loyalty of the sponsor with the NASCAR racer, the fans are loyal to the sponsor's product. Big businesses know concerts reach their target audience; and that's a prevailing reason for the company to provide an opportunity for mutual benefit.

RISKS & REWARDS

The project is a high risk investment since it is an innovative idea that has not been attempted before.

the product is considered a luxury since it does not aim to meet survival needs.

Based on the research it is safe to conclude that this approach to concert programming will be successful and will influence concert goers as well as the industry.

The project is a high risk investment since it is an innovative idea that has not been attempted before and it is impossible to be certain of the audience response. Also, the product is considered a luxury since it does not aim to meet survival needs. However, this opportunity offers great rewards by targeting the largest and fastest growing minority.

“America's 39 million Latinos spent nearly \$700 billion last year and are the fastest-growing consumer group in the country. By 2008, Hispanic consumer spending is expected to top \$1 trillion, according to the University of Georgia's Selig Center for Economic Growth” (msnbc.com by Malcolm Beith).

Based on the research and the analysis it is safe to conclude that this avant garde approach to concert programming will be a historic success and will influence concert goers as well as the industry.

SAMPLE CONCERT

Preproduction

Get Capital

The company will need to acquire \$200,000 to start. This amount will cover rental space for the company, hiring a production manager, marketing manager, business manager and a lawyer. The money will finance procedures such as: hiring and creating binding contracts with the talent, the venue management, talent agents, merchandisers, lighting and sound suppliers, insurance companies, transportation agency, city police, fire departments and caterers among others. It will also fund the creation of an extensive marketing campaign for the company as well as the first concert.

Target Audience

The target audience for this concert will be bicultural individuals between 25-45 years old. The targeted individual is bilingual, speaking English and Spanish, and has a median salary of \$40,000 and a high percentage is college educated.

Selection of the Programming and Hiring the Acts

The artist selected for this concert will be Spring & Alex Janz. After deciding the target market and the programming selection, it is essential to find out all pertinent information about the headliners, including but not limited to the last concert, future performances, artist biography, discography, awards, music releases and collaboration with other artist. It is also helpful to read press release and articles regarding the artist career and image to make sure the image of the artist fits with the idea of the concert.

In this aspect, the company will associate with seasoned promoters, agents and industry players to create a mutually beneficial relationship that allows both parties to

maximize their revenue and exposure. To contact the artist agent the company will refer to booking directories, information online and may partner with seasoned professionals to create a direct contact with the artist and the agent. Once the agent is contacted the company will express interest in booking the artist, find out the artist fees, available dates and ask to see the technical rider prior to making an offer to the artist.

Selection of the Venue

The preferred venue for this concert will be Miami Performing Arts Center Carnival Hall in Miami, Florida. Depending on the price and quality of service the company can rent the facility for a flat fee and reserves the right to share a percentage of the gross ticket sales with the venue. If the venue provides it, the company will jointly works with the venue's stage manager, box office manager, maintenance crew and ushers.

Hire Employees

- Lighting and sound: Chris Carlton
- Lighting and set Designer: Jeff Quinn
- Hire stage managers and production manager stage hands, talent wranglers, and production assistants.

Ticket Prices Calculation

Seating capacity of the venue X .07 = number of available seats at 70% capacity represented by (S)

Total cost of production ÷ (S) = Average Ticket Price

Production

Marketing the Show: Marketing Plan

In the selection of marketing material such as the promotional medium, style and message, the management must select outlets that target the core audience. An exchange of services will be available for outlets that are willing to work out a mutual beneficial agreement such radio, press, television and signage. Sample companies are Miami Herald, Local TV, Miami Dade Public Transportation buses and bus stops, online engines, email, university listserv, direct mail, and restaurant table tents. For example, the New Times is an excellent way to advertise since it is a free weekly newspaper and it has less expensive rates than the mainstream newspaper.

Publicity and public relations will be exploited by providing all available support material to media outlets for the creation of interest stories. Another approach will be partnering with consulates and cultural organizations that relate to the vision of the concert as well as providing all pertinent information thru the company's website and other websites that relates to the target audience.

Post-Mortem

After the concert, an in depth evaluation of the all the production aspects will be analyzed and presented to the investors, sponsors and pertinent business partners. The company must come up with ways to further enhance the experience of the audience and business partners. Corrective measures will be taken to improve any detail that did not work out as planned. Thank you cards will be sent to all parties involved in making the event a success and the charity chosen should receive a donation no later than ninety days (90) after the end of the concert.

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InterMix Entertainment

7515 SW 59th Ave Suite 34 Miami Florida 33143

This project proposes the creation and development of a multicultural entertainment company that focuses on merging cultures on stage and connecting with a multicultural audience. The company will produce events that will showcase the true identity of its target audience, thus bringing a new component to the entertainment marketplace.

This company will specialize in producing diverse cultural programming by bringing the best of two worlds to the entertainment industry. The programming strategy will be based on bringing great artist from different cultures and background to appeal to audiences with an eclectic taste. The programming will reflect the target audience surroundings and identity. The marketing strategy will focus on knowing the audience by utilizing grass roots methods that build relationship with the market; thus developing a culture around the product. Effective media strategies will be proposed to attract a bilingual and bicultural target market. Understanding the audience way of life, will provide the tools to create productions that can bring to the stage the best of both worlds.

The company will pride itself in its contribution to the community and its ability to offer investors and marketing professional's sustainable and profitable results. The company's innovative approach to reach its target audience will make the company a preferred entity for sponsorships, partnerships and endorsements. Staying in touch with the core issues that affect the target audience will be one of the many grass roots methods that will help the company maintain a good relationship with the audience. This awareness will also help the company make a donation to the charities and causes that most affect the community. The company will donate a percentage of every concert to a charitable institution as a way to help the community and contribute to society.

In conclusion, the creation and implementation of the company will be rooted in the company's mission statement, thus bringing the philosophy of the company to the stage. The new company will craft productions that will impact its target audience and will appeal to the new identity of the American landscape.

InterMix Entertainment

BUSINESS PLAN

IDEOLOGY

Merging cultures on stage

Multicultural concerts

Bringing the best of both world

Reaching a rapidly growing niche group

Expected profitability

BUSINESS CONCEPT

Produce cultural programming by uniting great artist from different cultures on stage.

Align the programming, marketing and management of the company to provide the target audience an entertainment product that identifies them.

Utilize grass roots methods that build relationships with the market.

MISSION STATEMENT

The mission of the company is to bring diverse arts and entertainment to the multicultural audience in USA by merging cultures on stage and connecting with the target audience while giving back to the community. The financial mission of the company is to become an ever-growing entertainment entity with sustainable profits.

GOALS

Satisfy the popular demand of bicultural programming by creating highly artistic and cultural performances that merge cultures on stage.

Establish a close knit bond with the audience that provides a platform to know, understand and express the audience culture, lifestyle, and social concerns.

Give back to the community by financially contributing to charity.

Develop long term mutually beneficial and profitable relationships.

Minimize the company overall cost and maximize revenue from all possible sources.

Maximize customer and partners' satisfaction.

Capitalize on new ideas that have never been brought to stage and presented to the audience.

MARKET SUMMARY

Miami-Dade County is a microcosm of America with a large diversity of languages, accents, foods and cultures.

The Miami-Fort Lauderdale-Miami Beach MSA ranks as the fifth largest MSA in the United States.

Miami-Dade has the highest percentage of Hispanics of any large county in the nation.

Source: Miami Dade Beacon Council

TARGET MARKET

Came to the United States at a young age and kept their heritage and adopted the American culture.

born in USA but proud of their ancestors culture.

Individuals from any background that have a kin understanding of different cultures.

COMPETITION

Wide availability of entertainment:

Sporting events

Night clubs

Lounges

Comedy joints

Restaurants

Concerts

Theatrical productions

The company's competitive advantage:

niche market

diverse programming

Connection to community

innovative ways to keep itself close knit to target market.

OPPORTUNITIES

No entity that focuses on strong cultural programming strategy as well as sustainable profitability.

Create bonding relationship with target audience.

Chance to integrate programming strategy to suit the taste and identity of the target audience.

THE TEAM

At the beginning the company will be run by Mileyka Burgos who will take care of the business and creative aspect of the company.

As the company grows the team will be comprised of:

FINANCIAL PLAN

Funding provided by private investors

Proposed contribution of \$100,000.00

Special Investor Concert

Suggested Minimum Ticket Price: \$1,500.00

Private funding in forms of sponsorships,
partnerships and endorsements

Companies such as Wal-Mart, GMC, Goya,
William Morris and Clear Channels

RESOURCE REQUIREMENTS

\$200,000 Liquid capital

Website

Viable physical space in Miami (<600 sq feet)

Desktop & Laptop computer with internet access

Contact information for agents and venues

Freelance production directory

Connection with industry professional

RISKS & REWARDS

The project is a high risk investment since it is an innovative idea that has not been attempted before.

the product is considered a luxury since it does not aim to meet survival needs.

Based on the research it is safe to conclude that this approach to concert programming will be successful and will influence concert goers as well as the industry.

FUTURE PLANS

Post- Production Outlets

The company will aim to acquire and clear all the pertinent the rights and permission of the artist in order to record the concert and later on create a packaged program, which profits will benefit the charitable institution involved in the project. This packaged program will be available for sale to TV stations in USA and internationally.

InterMix Entertainment

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Alex Janz Background

Spaniard Alex Janz began playing guitar at the age of seven and composing his first songs three years later. The turning point came when he met musical manager Miguel Angel Arenas (known in the trade as Capi) in 1987. Arenas, which had previously helped launch the career of the Spanish super-group Mecano, got Janz jobs as a recording artist. Janz, at the age of 16 made his first solo record in 1989, a odd techno-flamenco work entitled "Los Chulos Son Pa Cuidarlos" (it is now a collector's item, with copies reportedly selling for up to \$1500). However, his official debut, called Viviendo Deprisa, came in 1991 after signing up with Warner Music, becoming a well-known singer in Spain thanks to his hit *Pisando fuerte*. The album sold a million copies and made Janz a star in his homeland. In 1994 he releases Basico, a remix album of the best songs from the previous ones. In 1995, he recorded 3 in Venice, Italy.

His next album, Más (1997), launched him internationally, with famous singles such as *Corazón partío* and *Amiga mía*. It also became the best selling album of all time in Spain, with almost 3 million copies sold. In 2001 he recorded live in Miami a MTV Unplugged album. His 2003 album No Es Lo Mismo won a 2004 Grammy Award for best Latin Pop Album, after selling two million copies in two months following its release. The year 2004 saw also the release of his Greatest Hits album. This 3-CD album came with some previously unreleased songs. In 2005 he and Colombian singer Shakira became the first Latin duet to perform live at the MTV awards ceremony in Miami, with the performance of their hit La Tortura. La Tortura became one of the most popular Latin songs of 2005 and was a hit throughout Latin America, Europe and even in America. He has also recorded the single "Una Noche" with the Irish band The Corrs in 2000, and with Lena in 2005 the song "Tú Corazón".

Alex Janz is mainly known as a musician for mass audiences. His work shows mixed influences of Spanish light flamenco and Italian-style romantic ballads, and lyrics with a certain intimate, poetic depth. The style of his music belongs to the tradition of light melodic music, with which he enjoys multitudinary attendances at his concerts and massive sales: he has had seven platinum records, shared between Viviendo deprisa (1991) and El Alma al Aire (2001). However, since his early records, he has progressively been moving towards flamenco and he has tended to finish his concerts with a piece in a bulería style. It is precisely his songs which have a stronger flamenco flavour that achieve the greatest success among the public. Although Janz is eager to enter the American market, on the back of the fashion for Latino music, he prefers not to sing in English.

Spring Background

After disbanding the Police at the peak of their popularity in 1984, Spring quickly established himself as a viable solo artist, one obsessed with expanding the boundaries of pop music. Spring incorporated heavy elements of jazz, classical, and world beat into his music, writing lyrics that were literate and self-consciously meaningful, and he was never afraid to emphasize this fact in the press. For such unabashed ambition, he was equally loved and reviled, with supporters believing that he was at the forefront of literate, intelligent rock and his critics finding his entire body of work pompous. Either way, Spring remained one of pop's biggest superstars for the first ten years of his solo career, before his record sales began to slip.

Following the aborted Police reunion, Spring began working on the ambitious *Nothing Like the Sun*, which was dedicated to his recently deceased mother. Working from a jazz foundation, and again collaborating with Marsalis, Spring worked with a number of different musicians on the album, including Gil Evans and former Police guitarist Andy Summers. The album received generally positive reviews upon its release in late 1987, and it generated hit singles with "We'll Be Together" and "They Dance Alone." Following its release, Spring began actively campaigning for Amnesty International and environmentalism, establishing the Rainforest Foundation, which was designed to raise awareness about preserving the Brazilian rainforest. An abridged Spanish version of *Nothing Like the Sun*, *Nada Como el Sol*, was released in 1988.

Spring took several years to deliver the follow-up to *Nothing Like the Sun*, during which time he appeared in a failed Broadway revival of *The Three penny Opera* in 1989. At the end of 1993, "All for Love," a song he recorded with Rod Stewart and Bryan Adams for *The Three Musketeers* became a number one hit. The single confirmed that Spring's audience had shifted from new wave/college rock fans to adult contemporary, and the 1994 compilation *Fields of Gold: The Best of Spring* played to that audience.

Three years after *Ten Summoner's Tales*, Spring released *Mercury Falling* in the spring of 1996. Although the album debuted highly, it quickly fell down the charts, stalling at platinum sales and failing to generate a hit single. While the album failed, Spring remained a popular concert attraction, confirming his immense popularity. *Brand New Day*, which followed in 1999, turned his commercial fortunes around in a big way, and 2003's *Sacred Love* did well also.

By Stephen Thomas Erlewine, All Music Guide

RELEASE FORM

I, Albert Gonzalez, an individual of legal age, hereby irrevocably consent to the use of my image by Mileyka Burgos and authorize the use of these photographs for her thesis project entitled *The Development and Creation of a Multicultural Entertainment Company*.

I hereby release Mileyka Burgos and Florida International University from all claims of every kind on account of such use.

.....

Individual Signature: _____

Address: _____

Telephone: _____

Today's Date: _____

RELEASE FORM

I, Kyle Brown, an individual of legal age, hereby irrevocably consent to the use of my image by Mileyka Burgos and authorize the use of these photographs for her thesis project entitled *The Development and Creation of a Multicultural Entertainment Company*.

I hereby release Mileyka Burgos and Florida International University from all claims of every kind on account of such use.

.....

Individual Signature: _____

Address: _____

Telephone: _____

Today's Date: _____

InterMix Entertainment

7515 SW 59th Ave Suite 34 Miami Florida 33143

For Immediate Release:
February 15th 2007

Contact: Mileyka Burgos
786.229.7937

InterMix Presents **THE BEST OF DOS MUNDOS**

Concert Fact Sheet

Concert:	The Best of Dos Mundos
Date:	Sunday April 1 st 2007
Time:	8:00pm
Venue:	Miami Performing Arts Center Carnival Concert Hall
Artist:	Spring Alex Janz
Program:	A selection of the best hits of these renowned artists and a surprise that will dazzle the audience.
Ticket Price:	\$120 VIP, \$85-\$50 general admission
Information:	For ticket information please contact the MPAC box office or ticketmaster. For any other inquiries contact InterMix at comments@intermix.com

THE BEST OF DOS MUNDOS

Marketing Plan

Market Summary

- ❖ the median age In Miami-Dade is 35.6, the average age of the proposed artist fans and the targeted age group of the concert
- ❖ Miami-Dade has the highest percentage of Hispanics of any large county in the nation, thus making it a bicultural city with a large conglomeration of bilinguals.

Product Definition

- ❖ The concert: “The best of Dos Mundos”
- ❖ Bilingual/Bicultural product for bicultural/bilingual individuals
- ❖ The intangible experience of a magical night of music and culture

Competition

- ❖ Miami is a vibrant city with many options of entertainment
- ❖ company competes for the attention of the audience that has a wide range of interest
- ❖ The competition is comprised of sporting events, night clubs, lounges, comedy, joints, restaurants, concerts and theatrical productions.

Positioning

- ❖ the experience of connecting with the artists
- ❖ Showcasing a common cultural concern that other people understand
- ❖ Pioneers in diverse arts and entertainment to the multicultural audience in USA
- ❖ Concerts that merge cultures on stage by coupling artist from different backgrounds
- ❖ Company that knows the audience by staying closed knit to the target audience
- ❖ Company with a purpose by giving back to the community.

Target Market

- ❖ Bilingual
- ❖ Bicultural
- ❖ Individuals with eclectic musical and cultural taste

Communication Strategies

- ❖ Direct mail pieces
- ❖ Flyers
- ❖ Promotional opportunities
- ❖ Direct advertising
- ❖ Creative marketing strategies and promotions
- ❖ Grass roots strategies

Launch Strategies

- ❖ On sale date in Mid February
- ❖ Grass roots marketing campaign to create buzz

Public Relations

- ❖ Press releases
- ❖ Public service announcements
- ❖ Joining with a charitable institution which will receive a percentage of the profits
- ❖ Media campaign starts six (6) weeks prior to event

Advertising

- ❖ Aggressive strategies for target market demographics
- ❖ Ad campaign enhanced by brand imaging for easy identification
- ❖ Cross promotional opportunities with charitable institution

Other Promotions

- ❖ Direct marketing
- ❖ Invitations for members and affiliates of charitable institution and sponsors
- ❖ Special offers for members and affiliates of charitable institution and sponsors
- ❖ Outreach to six (6) different targeted demographic zip codes

Vertical Markets

- ❖ Increase database of target audience direct contact
- ❖ Third party partnering opportunities

Success Metrics

- ❖ Ticket sales and attendance
- ❖ Ticket purchasing survey opportunity
- ❖ Mail back rebate for answering take home survey
- ❖ Internet blog on company website

InterMix Entertainment

7515 SW 59th Ave Suite 34 Miami Florida 33143

AAA Flags & Banners

Schedule of Light Pole Banners Location for

THE BEST OF DOS MUNDOS

Display Period: January 20th- April 2nd

<u>Location</u>	<u>Number of Poles</u>
US1 from I-95 to Brooker Street	15
Coral Way from SR 826 west to SW 107 th Ave	15
South Bayshore Drive from Aviation to McFarland	10
LeJeune Road from exit to Miami Airport to Flagler St	10
Brickell Drive from Miami Ave to I-95 intersection	10
Biscayne Blvd from SE 1 st to SE 11 th	15

Quote Sheet

Bid #: 2652

Date: March 17 2007

Advertiser: Intermix Entertainment

Sales Representative: Cindy Rosario

Project Description: Printing and distribution of concert flyer

Creative description
& estimated cost: Artwork provided by client

List Description: Client supplied

Proposed
Schedule: Artwork provided six weeks prior to mail date

Product
Description: Flat flyer, size: 6x8, full color front and back, card stock

Quantity: 10,000

Lettershop: Lettershop includes inkjet, sort tie bag, no tabs

Printing and
Lettershop price: \$213.03 Total \$11,156.00

Quoted prices does not include creative work, pre-press, mailing surcharges, courier charges, specialize list, postage and sales taxes. These prices are good for 30 days and are based on current paper prices.

PLEASE SIGN AND RETURN BOTH COPIES FOR AGREEMENT

Company: _____
Agency: _____
Address: _____
City/State/Zip: _____
Signed by: _____
Title: _____

Sales Representative
Accepted:
THE MIAMI HERALD PUBLISHING
A Division of Knight Ridder, Inc

Advertising Manager

InterMix Entertainment

7515 SW 59th Ave Suite 34 Miami Florida 33143

Media List

DAILY NEWSPAPERS

Newspaper	Circulation	
Boca Raton News	25,000	
The Fort Lauderdale Sun Sentinel	281,000- Daily	403,000-Sunday
Key West Citizen	11,000	
Diario Las Americas	69,300- Daily	72,400- Sunday
The Miami Herald	424,563- Daily	526,342- Sunday
El Nuevo Herald		
Palm Beach Daily News	9,463- Sunday	
The Palm Beach Post	195,000- Daily	245,000- Sunday

WEEKLY NEWSPAPERS

Media	Circulation	Circulation Audience
Broward Times Newspaper	23,000	Fort Lauderdale
West Boca Community News	30,000	Private Communities
South Florida Newspaper Network	808,500	Dade, Broward, Palm Beach
El Heraldo	14,000	Hispanics- Broward
Westside Gazette	40,000	African American
Community News	83,655	South Broward
Hometown	114,443- Thursdays	Broward County
	147,064- Sundays	Broward County
South Dade News Leader	12,000	South Dade County
The Islander News	3,600	Key Biscayne
El Especial	35,000	Hispanics- Miami Dade
El Nuevo Patria	28,000	Hispanics- Miami Dade
El Venezolano	20,000	Hispanic Population
The Miami Times	23,100	African Americans
Miami Today	33,000	Miami Dade Businesses
New Times	111,000	Dade and Broward
Prensa Grafica News	31,000	News and Entertainment
The Weekly News	32,000	Miami Dade
Art Deco Tropical	12,000	Miami Beach
Neighbors Northwest	12,000	North Central Dade
Florida Chinese News	8,000	Miami- Dade
The Pampano Ledger	22,000	Pampano Beach

Pampano Pelican	11,000
Miami's Community Newspapers	80,000
The Town-Crier	20,000
The Condo News	22,000
Sun Post	30,000

Pampano Beach
 Miami Dade Businesses
 Wellington
 West Palm Beach
 Miami Beach,
 North Bay Village,
 Star Island, Palm Island
 Hibiscus Island,
 Sunset Islands,
 Aventura to Hollywood

MAGAZINES

Media

	Circulation
Boca Raton Magazine	20,000
Suncoast Health	10,000
Miami Metro Magazine	50,000
Vista Magazine	1,100,000
Gold Coast	20,000
Jazziz	179,000
Miami Mensual	30,000
Replica	110,745
Social	26,000
Turismo Latino	15,000
Savoir Faire	15,000
Show Continental	60,000
Recommend	100,000
Vanidades	553,000
Aboard Inflight Magazine	176,856

Circulation Audience

Palm Beach
 35 years old and older
 Tri-County
 Hispanic Americans
 Affluent Tri-County
 Gainesville
 Upscale Hispanic
 National edition/ Spanish
 South Florida socialites
 Miami Dade Tourist
 Shiny Sheet-High Society
 Hispanics
 Travel Agents- USA
 Latin America/Miami
 Hispanic Woman 35+
 Passengers of 11 Central &
 South American Airlines

SPECIAL PUBLICATIONS

Media

	Circulations
Tropical Tribune	30,000
Adventures in Entertainment	150,000
College Entertainment	20,000
On Stage Publication	175,000
Palm Beach Jewish Times	51,000
Coconut Grover	12,000
Century Village East Reporter	9,000
Hi-Riser	15,000
BeachComber	15,000
Suncoast Magazine	25,000

Circulation Audience

Bay Harbor Islands
 Palm Beach Entertainment
 College Students
 Tri-County
 Upscale, 55+
 Coconut Grove, 35+
 Century Village Residents
 Condominium Residents
 Delray Beach/ Coastal, 45+
 Palm Beach County

South Florida Business Journal	55,000	Tri-County Business
Promenade Newspaper	12,000	Art- Fort Lauderdale
Hotel & Travel Index	83,000	Travel Agents
In Focus	10,000	Tri-County
Le Soleil de la Florida	50,000	French Speaking
The Reporter	60,000	Communities, Condos
South Florida Entertainment	50,000	Palm Beach County
Senior News	45,000	Broward, 55+
El Avisador	30,000	Miami Dade Hispanics
Entertainment Miami Magazine	8,000	Miami Dade County
Entertainment News & Views	100,000+	Upscale Tri-County
FMC Today	2,500	Tri County Colleges
Welcome to Miami & The Beaches	16,000	Conventioners/ Visitors
Gold Coast News	100,000	Miami Beach
The Miami Laker	28,000	Miami Lakes, 35+
Palm Beach Society Magazine	20,000	Society, Palm Beach
Pennysaver	64,000	Tri-County General
Loafer's Choice	18,500	Broward
Around Town	90,000	Tri- County entertainment
Currents	4,000	Palm Aire residents

TELEVISION STATIONS

Station	Network Affiliation	Circulation Audience
WSCV-TV Channel 51	NBC/Telemundo	Hispanics
WDZL-TV Channel 39	Warner Brothers	25+
Tele-Communications Channel 5	None	Florida Keys
WINQ-TV Channel 19	None	Palm Beach
LTMI-TV Cable 44,33,20,29	None	Miami-Dade
WBFS-TV Channel 33	UPN/Paramount	South Florida
WFOR-TV Channel 4	CBS	Miami & Broward
WJAN- TV Channel 41	Independent	Miami
WRLN-TV Channel 17	PBS, SECA	School Board- Miami
WLTV-TV Channel 23	Univision	Hispanics
WPBT-TV Channel 2	PBS	South Florida
WPLG-TV Channel 10	ABC	Miami & Broward
WPXM-TV Channel 35	Pax Network	Tri County
WSVN-TV Channel 7	FOX	Miami & Broward
WTVJ-TV Channel 6	NBC	Miami & Broward
TV-3-TV Channel 3	Cablevision Comm.	Miami Beach
WPBF-TV Channel 25	ABC	Palm Beach
WGEN-TV Channel 8	GenTV	South Florida Hispanics
WSBS-TV Channel 22	Mega TV	South Florida Hispanics
WAMI-TV Channel 69	Telefutura	National Hispanics

RADIO STATIONS

Station	Name/Affiliation	Format
WRGP 88.1 FM	Florida International University	College, Radio
WIRP 88.3 FM	Paraiso 88.3	Religious, Radio
WMFL 88.5 FM	Family Radio - Christian Gospel	Religious, Radio
WKPX 88.5 FM	Broward County Public Schools	Grade School (K-12)
WDNA 88.9 FM	Serious Jazz	Jazz, Radio
WMCU 89.7 FM	Trinity Evangelical Divinity School	Christian Contemporary
WAFG 90.3 FM		Religious, Radio
WVUM 90.5 FM	University of Miami	College, Radio
WGES 90.9 FM	Genesis	Christian Contemporary
WJIR 90.9 FM	Sounds of the Spirit God's Music	Christian Contemporary
WLRN 91.3 FM	Public Radio and Television	Public Radio, Radio
WMKL 91.7 FM	The Call 91.7	Christian Contemporary
WCMQ 92.3 FM	Classica 92.3	Spanish, Radio
WEOW 92.7 FM		Top-40, Radio
WPYM 93.1 FM		Rock
WKEY 93.5 FM	Key 93.5	Adult Contemporary
WLVE 93.9 FM	Smooth Jazz 93.9 Love 94	Smooth Jazz, Radio
WGMX 94.3 FM		Adult Contemporary
WZTA 94.9 FM	94.9 Zeta Rocks	Alternative, Radio
WXDJ 95.7 FM	El Nuevo Zol 95	Spanish, Radio
RFSP 95.7 FM	El Nuevo Zol 95	Latin
WPOW 96.5 FM	Power 96 FM	Hip Hop, Radio
WKEZ 96.9 FM	Easy 96.9	Easy Listening, Radio
WFLC 97.3 FM	97.3 The Coast	Adult Contemporary
WAVK 97.7 FM		Adult Contemporary
WRTO 98.3 FM	Radio Salsa	Spanish, Radio
WCNK 98.7 FM		Smooth Jazz, Radio
WEDR 99.1 FM	99 Jamz	Hip Hop, Radio
WAIL 99.5 FM	WAIL 99	Classic Rock, Radio
WKIS 99.9 FM	99 Kiss Country	Country, Radio
WCTH 100.3 FM	Thunder Country	Country, Radio
WHYI 100.7 FM	Y100	Top-40, Radio
WKYZ 101.3 FM		Classic Rock, Radio
WLYF 101.5 FM	105.1 Lite FM	Adult Contemporary
WKLK 102.1 FM		Adult Contemporary
WPIK 102.5 FM		Top-40, Radio
WMXJ 102.7 FM	Oldies Radio Magic 102.7	Oldies, Radio
WFKZ 103.1 FM	Sun 103.1	Classic Rock, Radio
WMIB 103.5 FM	The Beat	Hip Hop, Radio

WWUS 104.1 FM	US 1 Radio	Classic Rock, Radio
WORZ 104.3 FM		Variety, Radio
WHQT 105.1 FM	Hot 105 Fm	Urban Contemporary
WHQU 105.1 FM	Rosie	Hip Hop, Latin, Rock,
WWWK 105.5 FM		Oldies, Radio
WBGG 105.9 FM	Big 106 Classic Rock	Classic Rock, Radio
WZMQ 106.3 FM		Spanish, Radio
WGPP 106.7 FM		Religious, Radio
WRMA 106.7 FM	Romance 106.7	Spanish, Radio
WIIS 107.1 FM		Alternative, Radio
WAMR 107.5 FM	Amor 107.5	Spanish, Radio
WMFM 107.9 FM		Spanish, Radio
WQAM 560 AM	Sports Radio 560	Sports, Radio
WIOD 610 AM	News Radio 610	News/Talk, Radio
WWFE 670 AM	La Poderosa	Spanish, Radio
WAQI 710 AM	Radio Mambi	Spanish, Radio
WAXY 790 AM	ESPN Radio 790	Variety, Radio
WACC 830 AM	Radio Paz	Spanish, Radio
WINZ 940 AM	South Florida's Progressive Talk	Talk, Radio
WMYM 990 AM	Radio Disney	Children's, Radio
WRHB 1020 AM	Radio Carnivale	Tropical, Radio
WVCG 1080 AM		Tropical, Radio
WQBA 1140 AM		Spanish, Radio
WAVS 1170 AM		Tropical, Radio
WNMA 1210 AM		Spanish, Radio
WSUA 1260 AM		Spanish, Radio
WFFG 1300 AM		News/Talk, Radio
WLQY 1320 AM		Ethnic, Radio
WKAT 1360 AM	Classical 1360 AM	Classical, Radio
WFLI 1400 AM	Fox Sports Radio 1400	Sports, Radio
WOIR 1430 AM		Spanish, Radio
WOCN 1450 AM	Union Radio	Spanish, Radio
WWNN 1470 AM	The Health & Wealth Network	Talk, Radio
WMBM 1490 AM		Gospel Music, Radio
WKIZ 1500 AM		Spanish, Radio
WEXY 1520 AM		Religious, Radio
WRHC 1550 AM		Spanish, Radio
WSRF 1580 AM	Caribbean Music	Tropical,
WKWF 1600 AM	Sports Radio	Sports, Radio
WJCC 1700 AM		Spanish, Radio

APPENDIX 7: Budget

Expense Sheet			
Artist: Spring & Alex Janz		Capacity:	2,200
Venue: Carnival Concert Hall		Split:	Headliner-20% : Company-80%
Date: April 1st 2007		Event:	The Best of Dos Mundos
Expenses		Revenue @ 70% Capacity	
Expense Item	Estimated Cost	Tickets	Income
Advertising	\$ 30,000.00	70 @ \$500	\$ 35,000.00
ASCAP/BMI	\$ 500.00	210 @ \$375	\$ 78,750.00
Box Office	\$ 100.00	560 @ \$280	\$ 156,800.00
Catering	\$ 2,000.00	700 @ \$150	\$ 105,000.00
Insurance	\$ 1,200.00	Gross Potential	\$ 375,550.00
Instrument Rental	\$ 750.00		
Phones	\$ 100.00		
Rent	\$ 10,000.00	50 Comp Tix	\$ 14,000.00
Tech. Dir Package	\$ 14,730.00	Net Potential	\$ 361,550.00
Image Mag. System	\$ 20,000.00	Split Point	\$ 351,736.00
Pyrotechnics package	\$ 6,000.00	Overage	\$ 9,814.00
Runner	\$ 200.00		
Security	\$ 1,200.00		
Sound/Lights/Set	\$ 26,000.00	Total Cost	\$ 319,760.00
Stage Manager	\$ 1,000.00	Co. Fee (10%)	\$ 31,976.00
Stagehands	\$ 6,400.00	Split Point	\$ 351,736.00
Loaders	\$ 1,920.00		
Instrument Tuning	\$ 300.00	Headliner share	\$ 1,962.80
Total Production	\$ 122,400.00	Co. Profit (80%)	\$ 7,851.20
Headliner Fee	\$ 150,000.00	Charity Gift	
Support Act Fee	\$ 5,000.00	(20%)	\$ 6,395.20
Contingency (15%)	\$ 42,360.00		
Event Total Cost	\$ 319,760.00

14330 SW 20 Street
 Davie, Florida 33325
 954.476.5803 v
 954.252.3931 f

Proposal

Intermix Entertainment LLC
 7515 SW 59th Ave. Suite 34
 Miami, Fl. 33143

Date

4/1/2007

Ph: 786-229-7937 Fax: 305 668-4765

Quantity	Description	Rate	Amount
	Technical Direction for: The Best of Dos Mundos Concert & Preview		
2	Event Day services	1,500.00	3,000.00
2	Preproduction meetings	200.00	400.00
1	Preproduction Site Survey	500.00	500.00
1	Travel Expenses	50.00	50.00
1	Site Plan Drawings	1,000.00	1,000.00
1	Dade County Permit charges	100.00	100.00
1	Set Décor	2,000.00	2,000.00
1	Stage Lighting Package, incl. Technicians	12,000.00	12,000.00
1	Audio Package, incl. Technicians	12,000.00	12,000.00
1	Pyrotechnics Package, incl. Permits and Fire Watch	6,000.00	6,000.00
1	Image Magnification System incl. 3 cameras, 2 screens, 2 projectors, 2 digibeta recorders	20,000.00	20,000.00
1	Stage Manager	1,000.00	1,000.00
8	Stagehands (\$40 per hour x 10 hrs, 2 days)	800.00	6,400.00
8	Stagehand Overtime (est 4 hours)	240.00	1,920.00
4	Department heads (\$70 per hour x 10 hrs., 2 days)	1,400.00	5,600.00
4	Department head Overtime (est 4 hours)	420.00	1,680.00
3	Crew Catering (breakfast, lunch, dinner)	800.00	2,400.00
	Total		\$76,050.00

A 5% charge will be added to any payments made after 30 days

Thank you for choosing Carlton Audio Services, Inc.