



**ABC**  
**Sample Chapter Business Plan**  
**DRAFT**

## Executive Summary

**INSERT TEXT HERE**

### **Purpose and scope of this document:**

The purpose of this document is to outline a comprehensive plan to ... **INSERT TEXT HERE**

We are a group of men of good will drawn together by their love of the fourpart, a cappella, close harmony style of singing.

**Barbershop Harmony Society Vision:** To be the premier membership organization for men who love to sing.

**Barbershop Harmony Society Mission:** Together, making the music that's making a difference.

How our chapter mission and vision align with the Barbershop Harmony Society... **INSERT TEXT HERE**

### Audiences

- ' Members
- ' Former members
- ' Former guests
- ' Family members/partners/spouses
- ' General public
- ' Advertisers
- ' Media
- ' Show patrons
- ' Fans of barbershop
- ' Area Barbershoppers
- ' Mailing list
- ' Email list

Implementation of this chapter business plan supports the mission of the organization and will position the chorus to enjoy optimum success.

### **SWOT Analysis:**

Strengths ' Good musical product ' Good awareness within community ' Fearless (ambitious) singers ' Some visionary/out of the box leadership present ' Good support from partners/family ' Good support from community contacts outside chapter ' Only barbershop chapter in the community

## Weaknesses

- ' Weak leadership
- ' Small pool of leaders
- ' More managers than leaders
- ' Lack of clear vision and mission
- ' Limited resources
- ' Gaps in communication exist
- ' Many members just want to sing
- ' No succession plan
- ' Planning cycle could exclude key stakeholders
- ' Lack of vision, mission and history with chapter planning hinders ability to garner grant and other outside funding

Opportunities ' Opportunities exist for improvement through coaching and director training ' Outside financial resources exist within the community ' Chapter Management can be improved ' Alliances are possible with other arts organizations ' Membership Growth

## Threats

- ' Loss of a few key leaders could jeopardize weaken stability of the chapter
- ' Should another choral organization be formed in the area, chapter could suffer some membership losses
- ' Dissention (vocal) from key leaders could undermine implementation of the plan
- ' Attrition aging, health, death could result in the loss of members
- ' Population density/bad traffic could eventually impact ease of access to chapter meetings

Since the chapter is challenged with a small budget, the success of any this plan will rely on cooperative participation from all stakeholders.

Primary aims, goals and timelines of this plan:

## Membership

- The primary target audience includes male singers with experience in choral ensembles or glee clubs
- The secondary target audience includes the former members of the [Barbershop Harmony Society](#) within 45 miles of zip code \_\_\_\_\_ below 63 years of age.
- The tertiary target audience will include any existing Barbershop Harmony Society members NOT currently active with another area barbershop chorus.
- Develop member orientation plan by October 20xx
- Implement member orientation plan by December 20xx
- Develop member retention plan by October 20xx
- Implement member retention plan by December 20xx
- Maintain 75% active membership
- Sponsor a new chapter by the end of 20xx
- Develop new member orientation program to be conducted semiannually. Schedule within 30 days of semiannual guest/membership night.
- Develop threeperson membership committee by the end of 20xx.

- Conduct semiannual member surveys

## Music

- Produce/purchase/distribute partpredominant learning CDs for all new music introduced
- Achieve a nonChristmas repertoire of 12 songs by December 20xx
- Achieve a Christmas repertoire to 12 songs by December 20xx
- Record a nonChristmas CD by December 20xx
- Record a Christmas CD October 20xx

## Marketing

- Organizational logo created by December 1, 20xx
- Brochures designed by October 31, 20xx
- Brochures printed by December 1, 20xx
- Posters printed by December 1, 20xx
- Customized membership-oriented radio spots produced by December 1, 20xx
- Voicemail with publishable phone number (evoice) secured by December 31, 20xx
- Efax number secured by December 31, 20xx
- PSA Radio spots hand-delivered to local area radio stations by December 31, 20xx
- Direct mail and followup phone call to men on the target list by December 1, 20xx
- Classified advertising in the in the local paper by December 31, 20xx
- Membership PSA radio spots make it to the air on 12 of the 36 stations targeted
- Complete an audio demo by March of 20xx

## Philanthropy

- Identify a local charity to receive contributions by December 20xx
- Donate 5% of 2008 gross revenues to identified local charity
- Donate 5% of 2008 gross revenues to [Harmony Foundation](#)

## Youth Outreach

- Conduct a “Youth in Harmony” program for in the local school district by mid 20xx
- Sponsor at least one student quartet & teacher to a 20xx Harmony Explosion Camp from an area high school
- Have a High School quartet on a chapter show by December 20xx

## Performance

- Perform at the “Low B” level on all repertoire songs by December 20xx
- Perform at the “High B” level on all repertoire songs by December 20xx
- Perform at the “Low A” level on all repertoire songs by December 20xx
- Acquire new formal costumes in 20xx
- Compete in the 20xx District contest
- Score sufficiently at the 20xx District contest to be invited to the 20xx International contest as a wildcard competitor
- Score sufficiently at the 20xx District contest to win the championship and be invited to the 20xx International contest

## Expectations of Leadership

- Expectations of leaders will be extremely high.
- All members of the Board of Directors will submit a work plan and budget for the year and be asked to report to the President on progress achieved no less than once per quarter and preferably once monthly
- All members of the Board of Directors will serve a minimum of two years, have their successor identified within nine months of assuming their position and will work side by side with their successor for the final year of their term.
- All leaders will participate in a minimum of 75% of all performances and rehearsals.

## Leadership Development

- Achieve 50% attendance of chapter leaders at 20xx Leadership Academy
- Achieve 75% attendance of chapter leaders at 20xx Leadership Academy
- Achieve 90% attendance of chapter leaders at 20xx Leadership Academy
- Achieve 75% participation in non-Leadership Academy leadership development activities by December 20xx. Active participation equals listening to and logging eight hours of podcasts on topics related to the position held.
- Achieve 90% participation in non-Leadership Academy leadership development activities by December 20xx. Active participation equals listening to and logging 12 hours of podcasts on topics related to the position held.
- Develop leadership succession plan by December 20xx
- Job Descriptions for 2008 Leadership Team completed by January 1, 20xx
- Job Descriptions for new 2009 Leadership Team positions completed by September 30, 20xx
- Job Descriptions for new 2010 Leadership Team positions completed by September 30, 20xx

## Public Relations & Community Outreach

- Perform a minimum of 3 nonpaid performances for the public during 20xx
- Conduct a matinee at reduced prices for seniors by December 20xx Concert Production
- Produce a single nonChristmas concert by December 20xx
- Produce a single Christmas concert by December 20xx
- Develop a joint concert with another local arts organization by December 20xx External Affairs
- Host a goodwill, Interchapter event during 20xx
- Have a female barbershop quartet on a chapter show by December 20xx
- Perform with a local community group by 20xx

## Financial Development

- Achieve a \$25,000 budget for 20xx
- Achieve a \$50,000 budget for 20xx
- Achieve a \$100,000 budget for 20xx
- Achieve a \$200,000 budget for 20xx
- Increase total 2009 net profits from all major shows relative to 20xx
- Apply for a local grants by December 20xx
- Receive a local grant by December 20xx
- Apply for one or more grants during 20xx from a foundation or corporation
- Receive one or more grants during 20xx from a foundation or corporation
- Increase 20xx paid performance revenue 50+% from 20xx

## Proposed Income Sources

- Member Dues
- Merchandising
- Public Performances
- Show Production
- Grants
- Gifts & Donations
  - Individual Gifts
  - Directors Circle Program
  - Planned Giving
  - Matching Gifts
  - Gifts of Stock
  - Individual & Corporate Sponsorships
  - Endowments
  - Estate Planning

## Proposed Time Commitment of Membership

- Weekly meetings of approximately three hours in length
- Time required between rehearsals to be adequately prepared
- Periodic performances

## Diversity

- Achieve diversity of the chapter to include a mix of Caucasian, African American, Asian and Hispanic and other members by 20xx
- Achieve diversity of the chapter board by 20xx
- Form advisory board that includes nonmembers by 20xx

## Timetable for Implementation/Task Assignments/Responsible party

January

February

March

April

May

June

July

August

September  
 October  
 November  
 December

**ABC CHAPTER - SAMPLE BUDGET**

		<u>2007</u>	<u>2008</u>	
		<u>Actual</u>	<u>Proposed</u>	<u>Comments</u>
<b><u>Show Outcomes</u></b>	Singing Valentines	6,667	3,300	Actual to date
	Spring Show	8,456	6,000	
	Fall Show	38,617	30,000	
	Christmas Show	23,000(E)	24,000	
<b><u>Revenue</u></b>				
	Prior year carryover	663	0	
	Valentines	10,593	12,000	Actual to date
	Spring Show	15,077	16,000	Based on budgeted outcome
	Fall Show	66,868	70,000	Based on budgeted outcome
	Christmas Show	48,000	53,000	2002(E)
	Costume Deposits	2,350	2,800	20 net new members
	Contest Contests (Division)	0	0	Assume breakeven
	Performance Fees	5,435	6,000	4 @ \$1,500 net;
	Misc Revenue (Non-Member)			
	Bank Interest	1,385	2,800	
	Recording Sales	4,122	4,500	
	Other	1,414	200	1,025 old tux sales in 2002
	Contributions			
	Patron Donations	130	150	
	Corporate Matching Gifts	1,855	2,000	
	Corporate Grants	8,000	8,000	
	Other Grants	12,658	13,000	
	District Coaching Donation	150	150	
	Member Donations	783	800	
	Other Society	1,250	0	
	Int'l Contest Contribution to competitors	3,850	1,350	
	Harmony Foundation Fundraising	3,742	3,800	

Member Income	Chapter dues	2,419	2,600	
	Logo Items	1,706		Assume income=expense
	Photos	1,940		
	Videos	2,105		ditto; 2002 Ann. Show incl. Video
	Costume Purchases	3,681	200	
	Learning Tapes/CD's	1,250	800	2002 had carryover from 2001
	Travel Fund	350	1,000	Need a campaign
	Harmony College Scholarship	750	750	Already funded
	Other	163	300	
<b>TOTAL REVENUE</b>		202,689	202,200	Excl. logo/photo/video
<b>INVESTMENT</b>	Risers	1,154	0	
	Sound Equipment	0	0	
	Other	1,995	0	CD burner in 2002
	CD Label Printer		400	
	CD Label Software		100	
	New CD Production		10,000	
<b>TOTAL INVESTMENT</b>		3,149	10,500	
<b>EXPENSE</b>	<b>Description</b>			
Prior-year carryover		(999)	0	
Shows	Valentines	3,926	5,200	Actual to date
	Spring Show	6,621	6,000	Based on budgeted outcome
	Fall Show	28,251	30,000	Based on budgeted outcome
	Christmas Show	28,439	29,000	
Costume Deposit Returns		600	800	
Rehearsal Expense	Permanent Rehearsal Space	4,740	5,500	
	Extra Rehearsal Space	0	0	
	Equipment Storage	1,561	2,300	2 storage places
	Equipment Move	450	500	
	Riser Installation/Removal	2,510	2,800	More risers
Director	Director Fees	6,000	7,000	New contract
	Asso. Director Fees	3,000	3,500	
	Director Expenses	2,000	2,500	
	Assoc. Director Expenses	1,000	1,250	



	Director Training	217	250	
	Assoc. Director Training	217	250	
Quartet Support	Chapter Quartets	200	200	
	Other District Quartets	0	500	
Chorus Support	District International Chorus rep	0	0	
Training	District Mini-HEP, Harmony College	729	750	
	COTS	1,138	1,200	
Coaching	Coaching Fees	2,000	3,000	Per MC
	Coaching Expenses	3,000	4,000	Per MC
Costumes	Formal Costume Purchases	19,117	3,000	
	Formal Costume Maintenance	0	0	
	Show and Contest Costumes	9,994	3,500	
Travel	Travel Fund	987	10,000	20 members @ \$500
Office Supplies	Telephone	607	780	Recent experience
	Society 800 Number	94	100	
	Answering Service (Non-Show)	596	600	
	Computer Supplies	0	0	
	Postage--Chapter business	507	500	
	Postage--Bulk Mailing Permit	275	300	
	Bank Charges (Non-Show)	19	30	
	Paper, checks, etc.	470	500	
	Copying	637	650	
	Miscellaneous	0	100	
Newsletter	Chapter Bulletin expenses	325	350	
Music	Arrangements -society	8	0	
	Arrangements -special	1,290	750	Per MC--10 @ \$75
	Learning tapes/CD's - masters	1,089	1,200	Per MC--12 @ 100
	Learning tapes/CD's - copying	0	0	
	Per-copy fee		600	Per MC--1,200 @ \$.50
	Paper copying	721	600	Per MC--1,200 @ \$.50
	Learning tape/CD Supplies	<u>449</u>	<u>1,000</u>	Per MC--1,200 @ \$1
	Total Music	3,557	4,150	

Program	Ticket Sales awards	581	600	
	Special Awards	945	950	
Membership	Member badges	183	200	
	Other	0	700	
Insurance	Society Liability Insurance		400	15% increase in 2003
	Chapter equipment insurance		160	\$15,000 coverage
	Members' accidental medical ins.		280	\$2.06/mbr
	All of the above	721		832 in 2003
	Next year's show insurance	1,103	1,200	
Publicity	Misc publicity (Non-Show)	1,919	1,295	500 + 795 radio ads in January
	Press kits	0	4,000	
	Website	1,985	2,000	Balance of design contract
	Business Cards	98	100	
	Marketing Brochures	132	150	
	Photos & Videos		400	Should allocate some cost here
	T-shirts for International		800	
Dist Meetings	Travel Expense for Delegates	0	0	
Charity	Harmony Foundation	4,890	5,000	
	Harmony Explosion	1,250	2,500	4 quartets & sponsors
PAGE 3	Other	798	200	Other youth outreach
Other Expenses	Riser repairs	0	500	
	Sound equipment maintenance	0	0	
	Other repair & maintenance	220	200	
	Recording sales expenses	67	60	
	Makeup expense	117	120	
	House expenses (ex-risers)	44	100	
	Database Management	97	100	
	Logo Items	1,566		Assume Expense=Revenue
	Photos	2,077		
	Videos	3,115		
	MC/Visa charges (non-show)	194	220	
	Miscellaneous	1,872	1,900	
	International	Dress rehearsal	830	850
Riser Transportation		500	500	Assume share
Chapter Breakfast		1,557	1,600	

	Hospitality Suite	388	500	Assume share
	Informal Shirts	2,122	500	new members
Afterglow	Afterglow	191	200	Net
Refreshments		120	100	
Installation				Jan. 11 exp. + \$500 dep in
Banquet		2,244	2,500	Dec.
Historian				
Expenses		27	30	
<b>TOTAL</b>				
<b>EXPENSE</b>		<b>165,737</b>	<b>161,975</b>	Excludes photo/logo/video
<b>NET (REVENUE LESS INVESTMENTS &amp; EXPENSES)</b>		<b>33,803</b>	<b>29,725</b>	