

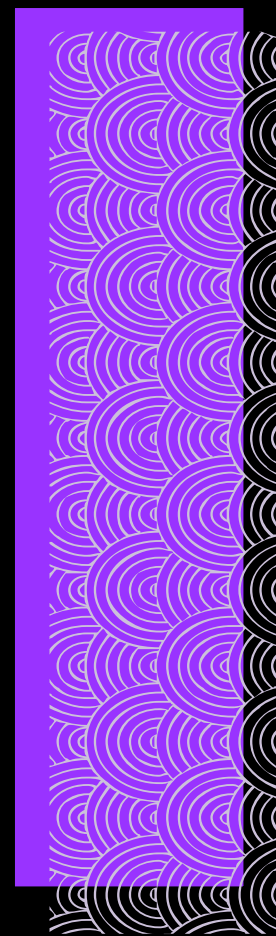
BlacOrchid Gallery

AADM 701

Tasha Tavaras

Prof. Bamber

Fall Quarter



2014

Executive Summary

BlacOrchid Gallery is a for-profit LLC start-up arts organization located in the Castleberry Hills neighborhood in Atlanta, Georgia. The gallery will feature an exhibition space, a performance space and spaces for classrooms. BlacOrchid Gallery will provide a full-sensory experience for patrons complete with food and drinks that will follow the theme of each exhibition and an opportunity for patrons to participate in a work of art. The following business plan outlines BlacOrchid Galleries' organizational plan, marketing strategy, financial plan and product portfolio.



Introduction

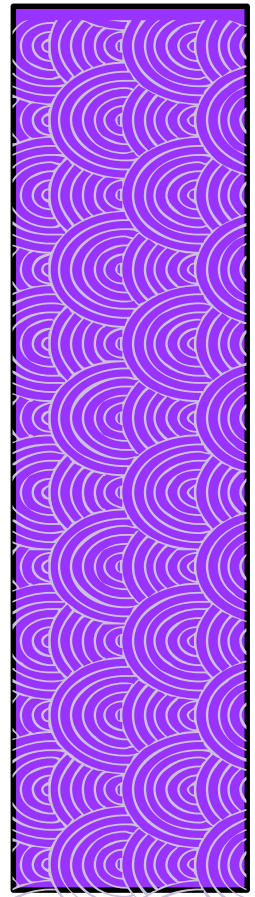
BlacOrchid Gallery is a for-profit LLC artistic space that will be an innovative way to re-think how the public views and interacts with art. It will be a space where all disciplines of art can come together to create something new. The gallery envisions various artists from the visual, digital, performing and street art worlds coming together under a centralized theme to create not only personal works but a group project. During the showing of these creations, everything will follow the theme, the music; food and the atmosphere to create a full-sensory experience for patrons. There will also be an audience participation piece where the public and those attending the showings will be able to add their own voice to a work of art.

The future home of BlacOrchid Gallery will be in the Castleberry Hills area of metropolitan Atlanta, a city that is poised to become the next hot bed for the arts. The long term goals of BlacOrchid Gallery will be to have a dedicated space for special events that will also be able to be rented out to the public when it's not in use by the gallery. BlacOrchid will offer classes for both adults and youths at all artistic levels. These classes will be taught by industry professionals and working artists and the work in the classes will be exhibited throughout the Gallery.

BlacOrchid Gallery will be on the leading edge of artistic creation in that it will innovate the way the public views and experiences art: embracing all art mediums including digital, street art, and future genres; it will engage audiences, involving them in the creation of art. Art enhances cultural appreciation and awareness and BlacOrchid Gallery will position itself to be the leader that will carry all forms of artistic expression into the future.

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Mission and Vision

Mission

BlacOrchid Gallery is a for-profit arts space dedicated to enhancing the gallery experience and to connecting people to art in new ways. BlacOrchid Gallery will offer a truly full-sensory experience to its patrons, engaging them in ways that typical gallery does not.

Vision

BlacOrchid Gallery will completely change the way the public consumes art. By combining visual art, performance art, music, food, cocktails and atmosphere, BlacOrchid Gallery will transport patrons into another world. The gallery will allow patrons to not only experience art in a new and exciting ways, but will welcome them to participate in creating art. By getting the patron involved, the art not only becomes something to look at, the art becomes a part of them. This encourages patrons to see art not as an elitist, closed door institution but as a community that that feel comfortable being a part of.

Values

- Supporting Local Artists
 - Engaging all senses
 - Community Involvement

BlacOrchid Gallery believes that art is transformative and that if more people could experience it, it would change lives. The typical gallery experience is seen as boring and elitist. BlacOrchid will change that view by engaging patrons through their senses. Going to the gallery will no longer be about simply viewing great art. It will be about being transported to another world. By supporting local artists who create music, visual and performance art, and by adding food, drinks and atmosphere, BlacOrchid Gallery will provide opportunities for the community to experience the arts in new and exciting ways which will touch their minds, hearts and touch their souls. .” BlacOrchid Gallery believes that access to the arts is not a privilege, it’s a right and it strives to give access to all people regardless of financial or social status. It is important to BlacOrchid Gallery not to exclude any genre of art from being displayed within its walls. Both visual and performing arts are essential to cultural expansion; this includes the new and often overlooked genres of video game and street art. These newer genres deserve to be seen and experienced by people everywhere because they are and will continue to change the face of art as we know it. Community outreach and engagement is the key to the BlacOrchid business model because the more people that know about art, the more they understand and appreciate its importance to growth and development. A well cultured society is more tolerant, open-

minded and pleasant than a society sans culture. This is the legacy that BlacOrchid Gallery will foster. Art and artists have always been a voice for the current social and political climate; BlacOrchid Gallery will provide the vehicle for artists to continue incite social change and to point out the things that society is getting wrong and offer solutions.

Goals & Strategies

Goals

BlacOrchid Gallery will position itself to become a premier organization for the arts. The gallery will achieve this by providing a full sensory gallery experience, showcasing local artists and involving patrons in the artistic process. BlacOrchid Gallery will also seek to partner with other arts organizations and educational institutes to help expand the artistic community through special events and exhibitions.

In 5 years the Gallery hopes to have increased patronage attendance for all exhibitions, special events and for the annual Bizarre Holiday Bazaar. To achieve this goal the gallery will impart an outreach and marketing plan to publicize the exhibitions and special events throughout the Atlanta area. BlacOrchid Gallery will strive to bring new patrons to the arts by partnering with Atlanta's crafting community to host the annual Bizarre Holiday Bazaar. This event will bring together local crafters and fine artists to provide an alternative holiday market experience.

By the 8th year, BlacOrchid Gallery hopes to become a prominent voice in the artistic community, urging a full sensory gallery experience, connecting the community to the arts and supporting local art of all genres.

Goals

- 1) **Year 4** – To become a premier center for full-sensory gallery experience
- 2) **Year 5**- To increase attendance to exhibitions and events
- 3) **Year 5**- Increase sales of art work by 5 percent
- 4) **Year 5**- Expand Programming by sixty percent
- 5) **Year 5** – expand community outreach

Strategies

- 1) Run an effective marketing plan
- 2) Reach out to arts organizations and educational institutes
- 3) Network with the local crafts community
- 4) Reach out to arts industry professionals
- 5) Create crafts and fine arts Bazaar

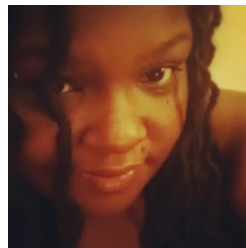


Art by Banksy

Organizational Overview

The History of BlacOrchid Gallery

The idea for BlacOrchid Gallery is the brainchild of its visionary owner Tasha Tavaras. It has gone through many transformations to become what it is today. BlacOrchid Gallery first started out as a BlacOrchid Libations, a company that created custom bitters for craft cocktails. This grew into the BlacOrchid Lounge: a venue that displayed local art, staged musical performances, and included a house burlesque troupe. The owner is quintessentially an artist and wanted to showcase up and coming artists. She recognized that the way the public consumes art has become outdated. With the rise of digital and street art as increasingly valid forms of artistic expression and the way that technology is changing the way humans view and interact with their world, it is time that art adapt to the changing times.



The Founder

BlacOrchid Gallery's founder, Tasha Tavaras has always been surrounded by art and artists: her grandmother was a singer; her uncle, a Shakespearian actor and owner of his own production company; and her sister is a celebrated singer and actor. Ms Tavaras graduated from the Savannah College of Art and Design with a BFA in Photography, with a concentration in alternative process and has curated several local shows including coordinating her senior photography show. She served as the head of the Artist Alliance at Sevananda Natural Foods for over three years and is extremely passionate about art and the exposure of artists.

Organizational Chart



Position Descriptions

The organizational structure of the BlacOrchid Gallery consists of an Executive Director who oversees all employees and whom all upper management reports to. The Assistant to the Executive Director is there to support for the Executive Director. Directly under the Executive Director is the Director of Finance who is responsible for overseeing the finance staff which includes the Account, Accounts Payable and Receivable and Payroll. The Accountant prepares the financial reports for the Gallery; Accounts Payable is responsible for paying any and all bills and invoices that are accumulated. Accounts Receivable is mainly responsible for keeping up with the incoming sales of art and making sure that any art work that is sold is financially documented and giving that information to Accounts Payable so that the artists will receive their share.

The Managing Director reports directly to the Executive Director and is responsible for the day to day operations of the Gallery. Under that position is the Human Resources Coordinator, the Administrative Assistant and the Volunteer Coordinator. The Human Resources Coordinator takes care of all issues dealing with staff. The Administrative Assistant handles all of the

incoming calls, faxes, and takes care of the day to day workings of the front office. The Volunteer coordinator is responsible for managing the volunteers and interns.

The Director of Education is over the education component of BlacOrchid Gallery, they supervise the Education Coordinator. Together these positions are responsible for creating and managing all classes at the Gallery and for the managing of the Summer Arts program. Under the Education Coordinators will be a rotating array of instructors that will be hired temporarily to teach workshops and classes at the Summer Arts Program.

The Arts Director is responsible for the overall artistic direction of the Gallery. They are responsible for creating themes for the gallery shows and finding the artistic talent that will be showcased in the gallery. They will supervise the Curator who, along with the Curatorial Assistant will be responsible for the placement of all art works and for working with the artists to present a show that is cohesive with the themes for that show. The Special Events Coordinator also reports to the Art Director and is responsible for any and all events that are staged at that gallery.

The Marketing Director is responsible for managing the marketing staff, creating all print and digital media associated with BlacOrchid Gallery and for keeping BlacOrchid Gallery an innovator by researching market trends. The Marketing Director supervises the Public Relations Coordinator who is responsible for the Galleries public image, and the Marketing Assistant will maintain the galleries website and social media presence.



Art: Street Art in Athens



BlacOrchid Gallery

Job Description

Job title	<i>Marketing Manager</i>
Reports to	<i>The position of the Marketing Manager reports to the Managing Director</i>
Employee Status	<i>Full Time</i>

Job purpose

The marketing manager is responsible for managing the marketing and promotional staff and activities. The marketing manager takes steps to measure, enhance, and enrich the position and image of BlacOrchid Gallery through various goals and objectives and stays abreast of changes in the marketing environment to best serve the objectives of the organization and adjusts plans accordingly.

Duties and responsibilities

- Create and execute overall marketing and public relations strategies for the Gallery.
- Develop and lead a marketing team that will develop and execute new concepts to position the Gallery as an innovator and leader.
- Engage with other organizations within the community
- Meet marketing financial objectives by forecasting requirements; preparing an annual budget; scheduling expenditures; analyzing variances; initiating corrective actions.
- Design print ads and publications for the Gallery
- Work with the Communications Associate to develop new media initiatives, including social networking, and community outreach to new audiences.
- Develop shared marketing and innovative partnerships with key arts and cultural organizations.
- Engage consumers on social matters
- Secure local, regional, national, and international media coverage of the Museum's exhibitions, public programs, fundraising activities, and other important events.

Qualifications

Qualifications include:

- 5-7 years in a directly related field at a senior level
- Masters in Business or Marketing preferred
- Demonstrated track record in planning and conducting major marketing and communications campaigns
- Must have excellent, demonstrated written, oral, interpersonal, and communication skills (including editing ability), and must be able to work effectively with a wide range of constituencies in a diverse community.
- Candidates for this position should possess a good capacity for thinking strategically, as well as an ability to supervise and manage employees, including organizing, prioritizing, and scheduling work

Working conditions

No unusual working conditions

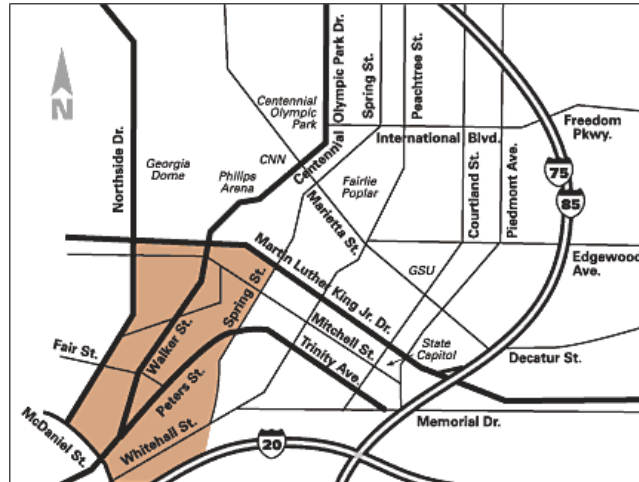
Physical requirements

This job requires long hours spent sitting and using office equipment and computers, which can cause muscle strain. Some light lifting of up to 50 pounds is required.

Salary and Benefits

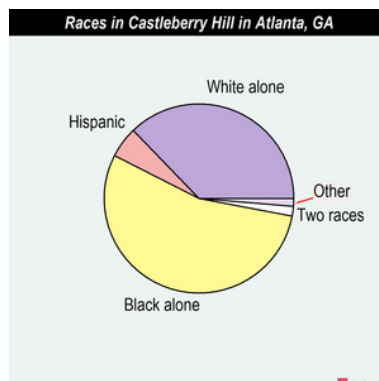
Starting salary is commensurate with education and experience

Market Analysis



Demographics

BlacOrchid Gallery will be situated in the changing neighborhood of Castleberry Hills in Atlanta, Georgia. This neighborhood is currently 65.5 percent African American, 22 percent white, 6.3 percent Hispanic, 3.1 percent Asian, and 1.1 percent multiracial. The average age of the population is currently between 27 and 35 years old; which is perfect for BlacOrchid Gallery's target demographic of 22 through 40 years old. Castleberry Hills is currently a white-collar neighborhood with the percentage of white-collar workers being 75.4 percent of workers to 24.56 percent blue-collar workers. The average income of the Castleberry Hill neighborhood is between \$26,607 and \$49,852 for ages 18 to 44 years of age. The educational breakdown of this neighborhood is as followed: 34 percent of residents have a Bachelor's degree, 31 percent have a graduate's degree, 13 percent have had some college education, 12 percent have had some high schooling, 3.2 percent have an Associate's degree, and 5.3 percent have had no high school education whatsoever. This is great for BlacOrchid Gallery because according to an Adage article published in the year 2000, 71 percent of people who visited galleries in the year 1998 had a Graduates degree and 66 percent possessed a Bachelor's degree.



This neighborhood is currently in a state of change. Years ago Castleberry Hill used to be riddled with abandoned buildings, drug use, and criminal activity. In the past few years as younger and more affluent people start to purchase property there, it has been cleaned up; buildings have been restored and it has situated itself to be a hub of creativity for the Atlanta area. The abandoned warehouses have all been converted into lofts, which are the predominant housing type in the area; and there are trendy shops; restaurants; event spaces; galleries; and marketing firms. There are now several events which take place in Castleberry Hill such as the Castleberry Hill Chili Cook-off, the Taste of Atlanta Food Festival, and - more important to BlacOrchid Gallery - the Castleberry Hill art crawl. These events continue to draw a younger culture conscience crowd to the area; this crowd tends to have a large amount of disposable income and doesn't mind spending money on arts and entertainment.

BlacOrchid Gallery will position itself to compete in the expanding market of established arts organizations. This market consists of galleries in the immediate Castleberry Hills area such as the Marcia Wood gallery - a gallery that has been in operation for twenty years and has been in the Castleberry Hill area for the past ten years; Jackson Fine Art, a well-established photography gallery; Mint Gallery; and WonderRoot Arts Center. These galleries are all competitors of BlacOrchid Gallery because they are all arts organizations with established patronage. Arts consumers have several choices as to with which organizations they wish to spend their time and money and BlacOrchid Gallery will compete for those patrons' dollars by offering both visual and performing arts and by inviting the public to participate in the creation of art, thereby destroying the invisible wall which exists between the public and art.

The problem with traditional galleries is that it tends to keep the public separate from the art and the artists, creating a feeling that those viewing the art are only there to witness the images or sculpture. BlacOrchid Gallery very much wants the public to feel that they are a part of the art and that the artists are accessible to them. This creates a bond between the people and art, making them feel as though they are not only voyeurs in the world of art but that they too are the creators of art. This endears them to the works created and allows for a greater connection to art itself.

The need for an organization of the caliber of the BlacOrchid Gallery is apparent. There is currently no arts organization that addresses the gap that exists between viewers and art and also acknowledges the relatively new genres of video game art, street art and computer art. BlacOrchid Gallery will bridge these gaps by celebrating all genres of visual and performing arts and by breaking down the barrier that exists between those that view and appreciate art and the art itself.

BlacOrchid Gallery is a great fit for the Castleberry Hills area because the area is already establishing itself as a creative center in the city of Atlanta, its demographics are a perfect fit for the kinds of exhibits and special events that BlacOrchid Gallery will offer. The Castleberry Hill area and the city of Atlanta as a whole is calling out for the next level in arts and culture and BlacOrchid Gallery is the one to answer that call.

SWOT Analysis

BlacOrchidGallery

		Helpful to achieving the objective	Harmful to achieving the objective	
Internal origin (attributes of the system)	Strengths	<ul style="list-style-type: none"> • resource to the community • strong, determined and passionate leader • voice for new and upcoming genres of art and artists • flexibility to change to fit the needs and demands of the market 	Weaknesses	<ul style="list-style-type: none"> • Lacks consistent financial funding • a need for a facility • Lacks a strong board of directors • saturation of arts organizations in the Atlanta area
	External origin (attributes of the environment)	Opportunities	<ul style="list-style-type: none"> • increase awareness to better take advantage of existing resources • provide employment and exposure opportunities for local artists • develop relationships with other non-profit organizations and schools 	Threats

BlacOrchid Gallery doesn't have many strengths yet, but what strengths it does have are extremely useful. BlacOrchid Gallery's number one strength is a passionate and determined leader and because the gallery is a new entrant on the market, it possesses the flexibility to change to fit the needs and demands of the market. BlacOrchid Gallery will provide a new voice for revolutionary genres of art and for new, groundbreaking artists; it will also serve as a resource to the community by providing exposure to both visual and the performing arts. Being a new arts organization, BlacOrchid Gallery possesses quite a few weaknesses such as lacking consistent funding, facility in which to house the organization, it is currently understaffed and lacks a strong board of directors. Another weakness that BlacOrchid Gallery has is that in our current economy families are lacking in disposable income and are being frugal with their funds, this means that they may choose to conserve money rather than spend it on arts and culture.

Direct Competitor: WonderRoot Gallery

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the system)	Strengths <ul style="list-style-type: none"> Newly aquired larger building Has a strong, fully established board Fully staffed and growing Strong connection to the community A solid fundraising plan Several high profile affiliates is on a consistent growth cycle 	Weaknesses <ul style="list-style-type: none"> Not enough funding to keep newly acquired space Not enough staffing or audience to keep up with rapid growth A need for more volunteer support
External origin (attributes of the environment)	Opportunities <ul style="list-style-type: none"> Is in the position to increase awareness, education, and outreach of arts and culture to better take advantage of existing resources Will provide employment and exposure opportunities for local artists Will develop relationships with other non-profit organizations and schools 	Threats <ul style="list-style-type: none"> Revenue drying up Possible saturation of arts organizations Failure to keep up with the demands of the neighborhood and city Not able to keep up with rapidly changing technology

WonderRoot is an amazing arts organization that has been in existence for nine years thus far and in those nine years it has managed to acquire a new, larger facility, has developed a strong and fully established board of directors, who have developed a strong connection to the community, have put in place a solid fundraising plan, created relationships with several high profile affiliates and are on a consistent growth cycle. Their possible weaknesses are, they may lack the funding to keep up with their new space, they may not have enough staffing or audience to keep up with growth and they may not get the volunteer support that they need. The opportunities that are available to them are: they are in a position to increase awareness, education and outreach of arts and culture to better take advantage of existing resources, they have the opportunity to provide employment and exposure for local artists and they will be able to relationships with other non-profit organizations and schools. The threats that WonderRoot faces are their revenue could dry up, they face a saturation of arts organizations in the market,

they may not be able to keep up with rapidly changing technology and they face the fact that arts and culture organizations will have to compete with entertainment and other leisure time options.

Direct Competitor: Mint Gallery

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the system)	<p><i>Strengths</i></p> <ul style="list-style-type: none"> Established for nine years Partners with local art students Strong partnerships with local arts organizations Established mentorship program Staffed by interns and volunteers 	<p><i>Weaknesses</i></p> <ul style="list-style-type: none"> Being staffed only by volunteers and interns Artistic climate in the city may not lend itself to growth
External origin (attributes of the environment)	<p><i>Opportunities</i></p> <ul style="list-style-type: none"> Mentorship program is set to partner with several established arts organizations Partnering with institutes of higher learning Revenue from their merchandise could increase finances to the gallery 	<p><i>Threats</i></p> <ul style="list-style-type: none"> Could get lost among the arts organizations that are established in the city Could face potential lack of funding Could face a drop in membership

Mint Gallery is the small, neighborhood gallery with amazing connections. The strengths that they possess are a strong partnership with other local arts organizations, their established mentorship program, the fact that they have been in business for nine years, they offer workshops and classes, they keep employee costs down by being staffed by volunteers and interns, they have a strong board of directors and an advisory board and they are involved in several events and collaborations with local, for-profit businesses. Their weaknesses are the fact that they don't have permanent staffing, and the current artistic climate in the city may not lend itself to growth. The opportunities that Mint Gallery have are their mentorship program that is set to partner with several established arts organizations, they are poised to cultivate a stronger creative community in the city of Atlanta, they have the opportunity to partner with

institutes of higher learning, such as the Savannah College of Art and Design, they have curatorial opportunities with well-known local and national artists and the revenue from their merchandising could increase finances to the gallery. The threats that they face are that because they are a small gallery, they could get lost among the arts organizations that are established in the city, they could face a potential lack of funding and they could face a possible drop in their membership.

Direct Competitor: Jackson Fine Art

		Helpful to achieving the objective	Harmful to achieving the objective	
Internal origin (attributes of the system)	Strengths	<ul style="list-style-type: none"> • A history of showing high profile artists • Has been in business for twenty-four years • Has international recognition • Strong, consistent focus on photography • Large and impressive client list 	Weaknesses	<ul style="list-style-type: none"> • Only concentrates on one artistic genre • Small gallery space • Lacks a strong board of directors • New artists have a difficult time getting into the gallery
	External origin (attributes of the environment)	Opportunities	<ul style="list-style-type: none"> • Continuing to bring the works of high profile photographers to their space • Developing strong relationships with wealthy art collectors • Positioned to make a difference in Atlanta’s artistic landscape 	Threats

Jackson Fine Arts is a powerhouse among Atlanta’s arts organizations. Their strengths are they have a history of showing high profile artists, they have been established for twenty-four years, they have international recognition, a strong consistent focus on photography, they are under the direction of well-established directors, they have a large and impressive client list and they are a part of several large corporate collections. Their weaknesses include they only concentrate on one artistic genre, they have a small gallery space and new artists have a difficult time getting into the gallery. The opportunities that they have are they continue to bring

works of high profile photographers to their space, they continue to develop strong relationships with wealthy art collectors and they are positioned to make a difference in Atlanta’s artistic landscape. The threats that they face are a lack of the listing of current exhibitions could hurt Jackson Fine Art because patrons could lose interest if exhibitions are few and far between. Atlanta is a rapidly changing and expanding city; the Arts community should take this into consideration. Jackson Fine Art has remained a stalwart pillar of art sticking by their commitment to showcase highbrow photography but failing to change to fit the current climate of the art scene could hurt the gallery by costing it patrons. We are coming out of a deep recession and people’s finances are still recovering from hits taken. They may not be in the position to afford high priced works of art and this could hurt the revenue of Jackson Fine Art.

Indirect Competitor: Seven Stages Theater

		Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the system)	<i>Strengths</i>	<ul style="list-style-type: none"> Established for thirty five years Strong involvement in the community Connects with children through its YouthCreates program Strong, consistent focus on photography Diverse group of non-profits, corporations and government groups backing them 	<i>Weaknesses</i>
	<i>Opportunities</i>	<ul style="list-style-type: none"> Several ways to reach out to the community Is poised to expand their reach internationally Creating further opportunities to shape young minds Space Rental for Special events generates additional revenue 	<i>Threats</i>
External origin (attributes of the environment)			

Seven Stages is a long running theater company that is housed in the Little 5 Points area. This company's strengths include a strong involvement in the community, its ability to connect with children via their YouthCreates program, a well-established fan base and a residency program. They also count among their strengths a diverse group of non-profits, corporations and government backers, and the fact that they have been established for thirty five years now. Their weaknesses are that their current space is not large enough to foster consistent growth, they may have a lack of volunteer support, there is a need for consistent workshops and they may lack donors. The opportunities that they face are the space rental that they offer may generate extra income, their YouthCreates program creates opportunities to shape young minds and introduce them to the arts, creating future patrons, they currently have several ways to reach out to the community and they are poised to expand their reach internationally. The threats that they face are donor funds may fry up, they may fail to meet the needs of a changing community and they may lack volunteer support.

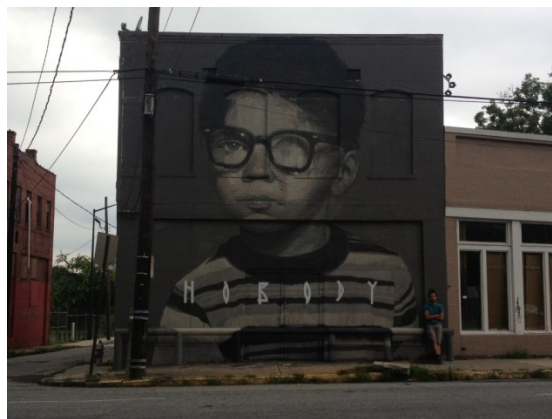
Indirect Competitor: Agatha's A Taste of Mystery

		Helpful to achieving the objective	Harmful to achieving the objective
•	Internal origin (attributes of the system)	<p><i>Strengths</i></p> <ul style="list-style-type: none"> • Over thirty years in business • One of the longest running dinner theaters in Atlanta • Offers a full five course meal • Consistently good reviews • Intimate venue • National exposure on several travel shows • Recently moved into a larger space 	<p><i>Weaknesses</i></p> <ul style="list-style-type: none"> • \$70.00 five course meal may be a bit over priced for this economic downturn • Not family friendly • There is a cost for parking • Lack of donors • Does not server spirits, only beer and wine
	External origin (attributes of the environment)	<p><i>Opportunities</i></p> <ul style="list-style-type: none"> • Cultivates opportunities to employ high profile • Ability to partner with local acting troupes • Could possibly expand out to multi-media with new technology 	<p><i>Threats</i></p> <ul style="list-style-type: none"> • Declining economy may lead to smaller audiences • Antiquated structure • May get lost in the wave of other arts and leisure organizations • Changing demographics in the city • Has to compete with other less expensive means of arts and entertainment.

Agatha's A Taste of Mystery is a comedy murder mystery dinner theater that has been in business for thirty years. Their strengths include the fact that they are one of Atlanta's longest running dinner theaters, they offer a full five course meal, they have consistently good reviews, they offer an intimate venue, they have had national exposure from being on several travel shows as a highlight for visitors who come to Atlanta, they have recently moved into a larger space and they encourage crowd participation. Their weaknesses are they are not family friendly, discouraging children under a certain age, they charge for parking which could prove a turn off for some customers, they serve no spirits, only beer and wine and the cost of \$70.00 per person may prove a daunting price for some in this economic downturn. Their opportunities are they have the ability to partner with local acting troupes, they have the ability to expand out to being multi-media with new technology and they have opportunities to employ high profile actors. Their threats are in the declining economy they may find themselves with a dwindling audience, dinner theater may seem like an antiquated model to some patrons, they may get lost in the wave of other arts and leisure venues in the Atlanta area, the changing demographics of the city may not be in their favor and they have to compete with less expensive means of arts and entertainment.



Art: Deodorized Central Mass with Satellites by Mike Kelly



Art: Axel Void

Financing

Funding Sources

- **Crowd Funding** – BlacOrchid Gallery plans to get its initial capital for opening by a few sources. The first source will be crowd sourcing. BlacOrchid Gallery plans to launch a crowd funding campaign and will give away free classes, costumed designed t-shirts, bags and posters, art pieces of various size and value donated by artists working with the gallery, invitations to exclusive openings at the gallery and rental use of the building for 8 hours. The Gallery would set up this crowd funding campaign asking to raise \$2,000,000 to purchase the building and help fund repairs and upgrades. The gallery will run this campaign for the maximum days that the chosen crowd funding website will allow.
- **Angel Investors** - BlacOrchid Gallery will also enlist the help of various angel investors to help acquire the rest of the capitol needed to open the doors. The gallery would ask various investors for a total of one and a half million and will offer 10% interest on their return over a 10 year period of time.
- **Business Incubator** – The gallery will consider a business incubator as an alternate source of funding. Business incubators can provide not just seed money for the gallery but valuable mentorship to the owner. The Gallery would negotiate a business loan for 1,500,000 payable over a 10 year period of time
- **Business Loans** – BlacOrchid Gallery will consider a applying for a business loan. The gallery would start by applying for a loan at Bond Community Credit Union because the owner is affiliated with this financial institute. The gallery would negotiate a 2,000,000 business loan that it would pay off in 20 years.

**Additional Funds will come from Art Classes, and food and alcohol sales from the bar and kitchen.

Incorporation

Limited Liability Corporation

BlacOrchid Gallery will start out as a Limited Liability Corporation. Because BlacOrchid is a sole proprietorship, filing as an LLC with the IRS means that the owner is protected from some or all liability for acts and debts of the LLC depending on state shield laws and avoids double taxation.

Limited Liability Corporation

In compliance with the IRS, BlacOrchid Gallery will adhere to the following:

- BlacOrchid Gallery will not issue stock
- BlacOrchid Gallery will file all necessary paperwork
- BlacOrchid Gallery will file all relevant taxes
- BlacOrchid Gallery will file Articles of Incorporation and Transmittal Forms
- BlacOrchid Gallery will Appoint a Registered Agent
- BlacOrchid Gallery will file annual registrations.
- BlacOrchid Gallery will prepare an Operating Agreement



Art: Rob Hunt



Art: Ben Heine

Financial Plan

BlacOrchid Gallery

Organizational Budget for 2015

	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	TOTAL
INCOME													
Art Sales	10,000	12,000	10,000	14,000	20,000	6,000	10,000	12,000	8,000	14,000	8,000	14,000	138,000
Classes	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	14,400
Rental Income	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	48,000
Concessions/Bar	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	144,000
Sales Tax	2,176	2,336	2,176	2,496	2,976	1,856	2,176	2,336	2,016	2,496	2,016	2,496	27,552
Total Earned Income	29,376	31,536	29,376	33,696	40,176	25,056	29,376	31,536	27,216	33,696	27,216	33,696	371,952
EXPENSES													
Artists Payout	4,000	4,800	4,000	5,600	8,000	2,400	4,000	4,800	3,200	5,600	3,200	5,600	55,200
Contracted Services	750	750	750	750	750	750	750	750	750	750	750	750	9,000
Marketing	2,176	2,336	2,176	2,487	2,976	1,856	2,176	2,336	2,061	2,496	2,016	2,496	27,568
Payroll - Staff	7,346	7,346	7,346	11,019	7,346	7,346	7,346	7,346	11,019	7,346	7,346	7,346	95,568
Payroll Tax	1,249	1,249	1,249	1,873	1,249	1,249	1,249	1,249	1,873	1,249	1,249	1,249	16,235
Insurance	1,175	1,175	1,175	1,763	1,175	1,175	1,175	1,175	1,763	1,175	1,175	1,175	15,280
Liquor License - App. Fee	300	-	-	-	-	-	-	-	-	-	-	-	300
Liquor License - Fingerprint	20	-	-	-	-	-	-	-	-	-	-	-	20
Liquor License - License	5,000	-	-	-	-	-	-	-	-	-	-	-	5,000
Liquor License - Processing	50	-	-	-	-	-	-	-	-	-	-	-	50
Business License - Reg. Fee	75	-	-	-	-	-	-	-	-	-	-	-	75
Business License-Zoning	50	-	-	-	-	-	-	-	-	-	-	-	50
Food Sales License	-	-	-	-	-	-	-	-	-	-	-	-	-
Credit Card Fees	742	806	742	870	1,062	614	742	806	678	870	678	870	9,485
Building Purchase	1,700,000	-	-	-	-	-	-	-	-	-	-	-	1,700,000
Property Tax	-	-	2,935.00	-	-	-	-	-	-	-	-	-	2,935
Utilities	1,039	1,039	1,039	1,039	1,039	1,039	1,039	1,039	1,039	1,039	1,039	1,039	12,467
Sales Tax	2,176	2,336	2,176	2,496	2,976	1,856	2,176	2,336	2,016	2,496	2,016	2,496	27,552
	1,726,149	21,838	23,689	27,878	26,574	18,286	20,654	21,838	24,400	23,022	19,470	23,022	1,976,716
TOTAL EXPENSES	(1,696,773)	9,698	5,787	5,818	13,602	6,770	8,722	9,698	2,816	10,674	7,746	10,674	(1,604,764)

NOTES

Tickets = \$15; 2 shows/week; 100 seats total
 Credit Card Processing fee = estimated volume 25,000 * .13 (percent processing fee) per month
 Utilities = 1,700,000 * .20 / 12
 Business License Zoning = Zoning Fee
 Business insurance based on online quote is 160 + 113.24*3 = 500 per month for a coverage of 30,000
 Contracted Services = CPA for 6 hours a month @ 125 an hour
 Payroll = Administrative Assistant @ 37,000 / 2 (Admin. Asst. will be part time for the first year) Bartender @ 27,000 Executive Director @ 50,000 / 12
 Payroll Tax = 40,667*.15 (15 percent of my total monthly Payroll)
 Marketing = 8 percent of total revenue
 Property Tax = the yearly property tax for 51 Elliot Street
 Insurance = 500 a month for a 30,000 policy
 Art Sales = pieces @ 2,000 each
 Classes @ 15.00 - 4 classes a week estimate 5 people or more per class
 Rental income space = 2000 sq. ft. * 2.00 per square foot for an 8 hour rental
 Concession/Bar = 10 per drink * estimated 30 customers * 2 drinks per person * 5 days open per week * 4 weeks per month

Product Analysis

Product Description

Art exhibitions – BlacOrchid Gallery will stage six exhibitions a year, each lasting 2 months. The exhibitions will include paintings, photography, music, dance, digital art, murals, dramatic performance, and a piece that invites the public to participate in it. These exhibitions will be designed around a centralized theme with various artists contributing their art to the theme. The tangible works created will be for sale through BlacOrchid Gallery. The Art Exhibitions contribute to the Gallery's mission by providing the patrons with an interactive gallery experience. The limitations will possibly be the artists creating works in a timely manner. What will differentiate BlacOrchid Galleries exhibitions from other art galleries exhibitions is the fact that they will span across all art mediums, encompassing visual and performing arts and will have a piece that will encourage audience participation. The Gallery will not charge for exhibitions but will charge for food and cocktails. All artwork will be available for sale. The Gallery will take 40% from all art sold. The price of the art work will range but the minimum amount that an artist will be able to price a piece will be \$250.00. BlacOrchid Gallery will also offer classes for \$15.00 - \$25.00 depending on the course and supplies needed.

12-month Programming Plan

- January/ February – Creating Mythos
- March/ April – Culture Blending
- May/June - Anime Wonderland
- July/August - Southern Celebration
- September/October – Dia De Los Muertos
- November/December – Bizarre Holiday Bazaar

3Year Programming Plan

Year (2)

- January/ February – Steampunk Nation
- March/ April – Sakura Festival
- May/June – African Splendor
- July/August – Flying West
- September/October – The Poison Garden
- November/December – Bizarre Holiday Bazaar

Year (3)

- January/ February – The Dreamtime
- March/ April – Rebirth (spring)
- May/June – The Dark Alternative
- July/August – East Coasting
- September/October – The Night Circus
- November/December – Bizarre Holiday Bazaar

Year (4)

- January/ February – Punk will never die
- March/ April – Brazil Brazil
- May/June – Island dreaming
- July/August – Summer Celebration
- September/October – Skulls and Flowers (death and life)
- November/December – Bizarre Holiday Bazaar



Art: Karina Goldfinch

Marketing Strategies

Website and Website SEO - BlacOrchid Gallery will work with knowledgeable website designers to create a seamless, fun and user-friendly website. The site will feature blog posts from the artists that are creating works and from the owner giving a behind the scenes look at what it takes to pull off the themes that the gallery will work with. It will also feature a section for recipes and DIY (do it yourself) cocktail recipes that correlate with the themes. The gallery's website will include a custom made game that will feature some of the art featured in the gallery. The Search Engine Optimization will provide an avenue for reaching more individuals and for search engines to recommend our website when individuals are searching for galleries. Our primary market for this particular strategy is 18-35 year old urban professionals and the secondary market is 35-50 year olds. With the website, the gallery wants to keep patrons connected, create an online environment that mirrors the physical gallery and to inform patrons about upcoming shows and classes. The message that the gallery will convey is that art is an important, relevant, interactive, and fun experience.

Facebook – BlacOrchid Gallery plans to curate a Facebook page to keep current and future patrons engaged. The gallery will not rely too heavily on Facebook marketing because Facebook posts are for fan pages and only reach a small portion of followers. The gallery plans to reach 18-35 year olds. With the Facebook page, BlacOrchid Gallery plan to keep those patrons who are frequent users of social media well informed.

Instagram – BlacOrchid Gallery will curate 3 Instagram accounts, one for the gallery itself, one for documenting art events around Atlanta and one especially for the house burlesque troupe, The BlacOrchid Dolls. The Instagram accounts will further connect the gallery to patrons and it will be used to attract more followers and thus creating new patrons and customers. According to 2014 demographics on social media users, Instagram users are mostly 18-29 year old urbanites making between \$50,000 and \$75,000 a year and are mostly comprised of African Americans and Hispanic people. The gallery will make an effort to increase the patronage of African American and Hispanics. The gallery plans to offer several contests on Instagram using custom hashtags to generate interest in the exhibits as well as making art more accessible and interactive to the public.

YouTube - The galleries YouTube channel will be used as artistic tools as well as a marketing strategy. By interviewing local and emerging artist as well national and international artist, the first BlacOrchid Galleries YouTube channel will be one venue that will connect artist to the public in a more personal way. The galleries second channel will feature local film maker's series, movies and shorts. It will serve as an aid to help film makers gain exposure while helping the gallery to capture a wider audience.

Pinterest - BlacOrchid Gallery will post thematic pins on Pinterest as well as using it as a tool to help boost sales of artist's prints and any merchandise that will be sold in the gift shop. Pinterest's demographics are mostly women ages 25-54.

Print Media – Digital media is currently the number one marketing tool used today, however BlacOrchid Gallery understands the importance of print media. The gallery will take out ads in publications like Creative Loafing, the Southern Voice, and the Atlanta magazine. The gallery will partner with these publications, inviting them to openings and special events.

Mobile App – BlacOrchid Gallery will create and launch a mobile application for Android and iPhone that will inform users of exhibits and events at the gallery as well as any outreach events that the gallery hosts. The app will feature a fast way for users to submit interesting content for the Instagram and website.

Twitter – The gallery will maintain a strong Twitter presence, tweeting about events going on at the gallery and any interesting events taking place in and around Atlanta. This will expand the galleries reach throughout Atlanta and the nation.

Posters and Postcards – Printed marketing materials such as postcards and posters will play a part in the marketing of the exhibits and special events at BlacOrchid Gallery. These will heighten public awareness of the gallery and the happenings therein.

**BlacOrchid Gallery will make full use of Social Media for marketing purposes to keep costs down and to connect with our target demographic who are frequent users of social media websites.



Art: Basquiat

Implementation

Year 1

- File Paperwork for to gain LLC Status – January 2015
- Secure financial contributions – March 2015
- Purchase property in Castleberry Hills – March 2015
- Obtain permits and licenses
- Retrofit space to accommodate BlacOrchid Gallery
- Set up office
- Hire Financial consultant
- Implement marketing strategy
- Begin classes
- Network and build relationships with artists and arts organizations
- Follow programming plan for year one

Year 2

- Implement programming for year 2
- Apply for food license
- Create menus that coincide with the programming themes
- Hire additional staff if necessary
- Evaluate and continue classes
- Continue to network and marketing

Year 3

- Implement year 3 programming
- Evaluate and continue classes
- Plan gala/ special event fundraiser
- Hire additional staff if necessary
- Continue networking and marketing

Evaluation Plan

BlacOrchid will evaluate both the effectiveness and participation of the classes and programs offered. The questions that will be asked of the patrons and participants are:

- What class or program did you participate in?
- How did you hear about this program?
- What did you like about the program?
- What is your level of knowledge after the class as opposed to before?
- What do you think could be changed to make your experience better?
- Did the instructor engage the class?
- Did the instructor encourage questions and participation?
- Why did you participate in this program?
- Would you recommend this program/class to a friend?
- Would you participate in another class or program here again?
- Did the program meet your needs?
- Was the programs length adequate?
- How satisfied were you with the overall experience?

These questions would be on a questionnaire that the class or program leader would have participants fill out at the end of the class. The questionnaire would be collected by the program leader and the answers compiled into a spreadsheet by the owner. After this information is collected, the programs and classes will be evaluated by the owner. The questions that will be asked about each program and class are:

- What is the level of knowledge before and after class?
- Which classes / programs are most effective?
- Which classes / programs are least effective?
- Are the resources for these classes / programs adequate?
- Are the classes / programs reaching the intended audiences?
- What needs to be changed or improved?
- Are the programs meeting the needs of the participants?

Appendix

Works cited:

- Demographics information retrieved from <http://www.city-data.com> and <http://www.point2homes.com>
- SWOT Analysis sites: www.wonderroot.org , www.mintatl.org , www.jacksonfineart.com , www.agathas.com , www.7stages.org



Art: Jeffery Paur