

Target Market Project:

The Dance Studio Industry



By Rachael Jackson

Table Contents

Section A: The Marketing Environment3

Section B: Competitive Analysis

Competitor #1: EDGE Performing Arts Center.....10

Competitor #2: Millennium Dance Complex OC.....20

Section C: Time Out.....30

Section D: Competitor #3: Inspire Dance Studio.....38

Section E: Lists of Works Consulted.....48

Section A: The Marketing Environment



Industry Potential

The ability to dance, as well as attend a dance studio, is becoming more and more popular. This can be seen through the amount of people who are signing their children up for dance classes every year. Another way to view the potential of the dance industry is through the employment of teachers and choreographers. In 2016 over 13,530 people were employed as dancers or choreographers, although it did decrease by 22.5% from the 2015 (Web. #13). The most common place for dancers and choreographers to be employed is through the performing arts and recreational activities. The workforce for the dance industry is about 70% percent female and 30% male. This shows that the dance industry is mostly dominated by females but there are still a growing number of males involved. Along with that, many of these professionals in the industry begin a career themselves and then end up owning a dance studio (PI #6, #8, #9). On average, a studio owner can make anywhere from \$18,000 a year to \$80,000, depending on their location, creditability and years of experience (Web. #11). These numbers show the wide range of success that a dance studio can have. Also, it is not abnormal for dance studios to be open for 25 years or more. Research shows that the highest paying location to work as a choreographer or dancer is in North Hollywood (Web #13). This adds to how packed this area already is for entertainers.

One of the biggest factors of owning a dance studio, is the owners experience before opening the studio (PI #6, #8, #9). This can make or break the business, because if the owner does not know the industry well, their studio will not be successful at all. They must have a high level of creativity and athleticism as well as a determined and persistent personality. This industry is not easy to be in and the owner must fight to stay competitive in it. Studies project that wages and job growth will increase about 4% per year which is 3.4% slower than the national average of job growth in America (Web. #12). Although these numbers do not look that promising, pop culture is aiding the expansion of this industry as well as fostering interest in people around the world. The dance industry is a very competitive place, and this is evident in the numbers that are produced.

Implications:

Coming into this industry will be no easy task, but my background has prepared me for a business like this. Overall, I need to be aware of the very large gap of money that can be made by a studio owner. In order to really be successful, I will have to establish myself and be persistent about growing my reputation. The rate that the dance industry is growing could actually be used to my advantage. Since so many people are interested in this art form, I can enter in with ease at first. But, I will have to be strategic about my long-term business plan for my studio so that I build a loyal customer base.

Current Trends in the Industry

The Dance industry is constantly changing but one thing that is making it grow rapidly is social media. Through social media people are being exposed to dance like never before. This trend has many good things about it as well as bad. A positive side is that social media is a great way for dancers to be seen and get recognition by employers. (Art.#2) If used correctly, dancers

can market themselves to others by sharing what they love. One of the bad sides of social media for dancers, is the false image it can cast to followers. (Art.#1) Sadly, it is easy to compare yourself to the beautiful ballerina on the screen and desire to look just like her. Looking at videos of people making hard moves look easy has made this generation want to instantly achieve dance moves that could take years of training. This trend is seen in dance studios through the desire of fast achievement of very hard skills.

Another trend in the industry has to do with the dance competition scene. One of the most popular things to do at a dance studio is to have an elite team that travels and competes at dance competitions. The dance competition culture has changed a lot over the years. For example, dance studios can lose a lot of students over not being involved in dance competitions. (Art.#3) When students and parents find out that the studio does not have an elite team, they may take their business elsewhere. But on the opposite end, when studios do have a competition team they attract even more business than before. Dance studios can also benefit financially through this endeavor.

The trend of taking videos of a dance combination in class is swiftly taking over the dance scene one video at a time. People are starting to take certain classes just so that they can have a certain videographer take their video in class. Taking videos in class has many good and bad sides to it (PI #1, #2, #4, #9, CI #2). On the positive side, it is a great form of advertisement for the studios and teachers. It does a lot of easy publicity for the dancers as well, since they are the ones in the videos. On the negative side, people can be so distracted by the wanting to take a video that they will just perform for the camera and not actually learn. The key to this trend is being able to balance both sides of it in order to utilize it well.

Implications:

If handled correctly, I can use social media to benefit my dance studio by marketing ourselves correctly. Without a doubt, platforms like Instagram have sparked a desire to dance in many of the hearts of young kids. I will harness this desire and build upon it with proper training. It is also important to educate the students on the proper training it takes to be able to do the skills that they desire to do. As for the dance competition team, I would like to start a team a few years after opening. By doing this I could build a community around me that wants to travel in order to participate in dance competitions. When it comes to taking videos in my dance classes, there will be certain times and classes that video is allowed but nothing besides that.

Acknowledgement of Competitive Factors

The dance industry has grown immensely in the last few years and only continues to grow larger and stronger. Two of the businesses that would compete against my company are Millennium Orange County and the Edge Performing Arts Center. Both of these studios have high quality training that is full time as well as drop -in classes available. One of the biggest reasons that people attend these studios is because of the variety of dance styles offered (CI #1). The studios specialize in their diversity of styles and prestigious teachers and choreographers. An advantage that these dance studios have is their reputation that have among those working in the dance world (Web #10) A few indirect competitors to my industry are gymnastic facilities and

cheer academies. These types of businesses can take the place of dance studios because of their “after school” structure along with the benefits they produce (Art. #9, #10)

Overall, the dance industry is getting more and more competitive as dancing becomes more popular. Some of this is due to television shows like “So You Think You Can Dance” and “Dancing with the Stars.” The dance world is exposed to people who would have never know about it and in turn are inspired to dance themselves (Art. #11) I predict that the dance studios will only continue to grow in size and number. People today are seeking ways to make a name for themselves and the dance world is a very appealing way to make that impact. This makes the dance studio industry highly competitive because of the low barrier of entry.

Implications: After researching the competitive factors for the dance industry, I have concluded that it is highly competitive and easy to get lost in the crowd. Because of this I will have to pin point something that will be special about my dance studio and execute it with a high level of excellence. Not only will I need to have quality training, but I need to bring in well-known teachers as special guests. My dance studio will enter an industry that is based on reputation and word of mouth, so it is important to use the connections that I have built over the years.

Acknowledgement of Technological Factors

The role of technology is moving closer and closer to center stage in any industry, but especially the dance industry. Not only is technology necessary to make a dance studio run smoothly is it also making its way onstage with the dancers themselves (Art. #12). For example, new systems are being invented that can trace exactly where the dancers moved onstage as well as their body movements. This aspect is not used by many dance studios, but the industry is still feeling the impact of this invention. This example shows the innovative approach to technology that is being seen in the dance world. In regard to the registration systems used, they need to be reliable, fast and easy to use if they are going to be digital (PI #1, #2). Most of the time the first impression that someone has of your business is through your website. It is vital that the website is up to date and easy to navigate for customer satisfaction.

Another very important aspect of technology is the use of social media in the dance world. Now more than ever, people are looking to social media to see if a studio is popular among well-known dancers (Art.#14). Having a consistent presence on all forms of social media is key to advertising well. The other side of social media comes from the dancers themselves and how they use their own platforms to promote your studio. Platforms such as Instagram are used today as a marketing tool for upcoming dancers (Art. #1, #2, #4, #13, PI #2). Some studios have become popular just from the videos that were posted about them online (Art. #15). Social media is the biggest platform that dance studios have to promote themselves and it is very important that they use it right.

Implications: The use of technology is only rising in the dance industry and my business will have to utilize it well in order to stay relevant. Not only will my websites need to be easy to use but so will my registration system as well. Customers will get their first impressions from my online presence so necessary that I monitor the platforms well. Since the trend of taking videos

of routines in class is so popular, my third business will also need to incorporate an aspect of that in order to stay relevant. If I want to compete with my competitors, I will need to have a presence online that draws people to my studio.

Acknowledgement of Political/Legal Factors

Since most the dance industry is based on creativity, one of the biggest legal factors is the copyright law for choreography. The laws governing copyright ownership have caused a lot of confusion and trouble in the dance industry (Art. #17). Many people don't realize that the creator of a dance does not always own the copyright. This situation is seen in the dance studio industry through owners hiring choreographers to create a piece for them. In this instance, the owner of the studio owns the rights to the choreography, since the dancemaker is an "employee" (Art. #17). Another similar issue is that of joint-ownership to a piece that two people contributed to. Most of the time this issue is seen through choreography collaboration and the choreographers signing names of other people in order to "give them credit." Without knowing, the choreographers just gave partial ownership to those listed. For example, if a teacher is creating a dance and a few students collaborate with her to make the piece, she will list them as a choreographer when it is time for a performance. Then one day the teacher and one of the students may have a falling out and the student leaves the studio. To the teacher's surprise, that students goes on to reset the choreography with a commercial dance artist and lists the choreography as his work. The teacher as no way to claim against it since she signed off the right when listing out the students name as a co-collaborator.

Another legal factor is the case of abusive or bullying teachers. This factor can cause the studio to be sued for physical or emotional abuse of children (Art. #18). Often times, older dance teachers will treat their students harshly because that's how the "real-world" is. Depending on how bad the bullying is, it could lead to a number of negative outcomes for the studio. The main one is a loss of business and a bad reputation around town. The worst outcome of this situation would be a lawsuit against the dance teacher.

Implications:

These legal issues are very important to keep in mind as a studio owner. The copyright law can be handled if I stay knowledgeable on the topic and on top of who is credited for the choreography. My third business will have to be careful not to steal others choreography as well. As for the abusive issue, this is a much more sensitive subject. From my past experiences, this issue is more present in dance studios than most people know. For my business, I would only hire teachers that I knew were good to their students. It would also be important for me to do consistent customer evaluations of the teachers at my studio.

Acknowledgement of Social/Cultural Factors

One of the biggest social trends going on currently in the dance industry is to be a "jack of all trades" or in other words "good at some but master of none." This mindset as made dancers think that they need to be able to do all styles of dance just because they see it done on TV (Art.

#19). Often times, if dancers do not feel like they measure up to others they see on Instagram and TV they feel inadequate. This epidemic is very sad to see, because dancers are feeling bad about themselves before they even grow old enough to be good at dancing. On the opposite side, young dancers may see a video of a dancer dancing a certain style impeccably and then they instantly feel bad about their own ability. Little do they know that the dancer they saw has trained their whole life in that one style and cannot do anything other than it. The main issue is an over exposer of other dancer's abilities in the industry at too young of an age for it to be motivating.

A main issue in the dance industry is that of vanity. Since the industry is so image based, this can lead to people being over obsessed with how they appear to people. It can become a battle of popularity and a "who knows who" contest. Also, body shaming and unhealthy images of what the "perfect" dancer body should look like is also an issue (Art. #20). This has led to many dancers having eating disorders and struggles with their body image. Although dance is still an image-based art form, people are still stepping forward to speak against this body-shaming industry.

Implications:

As dance studio owner, the age group of my students would be the most susceptible to both of these issues. For the first one, it would be important to keep an open conversation about what they are seeing on social media and how it is making them feel. If used correctly, social media and TV can be an amazing teaching tool for young students. The success of my business relies on the well-being of my dance student's, so their mental health is a top priority. As for the body shaming aspect, I would not leave it an unspoken topic in my dance studio. My third business would have special nutrition classes in order to properly educate my dance students. Since this industry is image based, I would strive to draw the attention of my dancers off of how they look and more on what they are learning and how they are performing.

Customer Behavior Factors

1. Qualified and skilled teachers (CI #1, #4, #5, #6, #10, #12, #14, #15, #22, #23, #24)
2. Location of Studio (CI #2, #3, #5, #7, #9, #14, #16, #17, #24)
3. Variety of dance styles (CI #1, #5, #10, #11, #13)
4. Days of the week classes are offered (CI #12, #15, #16, #21, #22, #23, #24)
5. Competitive team or not (CI #4, #6, #10, #11, #13)
6. Age classes are catered to (CI #2, #10, #11, #12, #21, #22, #23)
7. Student centered teaching (CI #1, #4, #5, #10, #11, #14, #17, #18, #20)
8. Comfortable layout of studio (CI #6, #7, #8, #9, #15)
9. Drop in classes available (CI #2, #11, #12, #15, #16, #18, #20)
10. Celebrity influence (CI #1, #6, #12, #17)
11. Length of classes (CI #2, #15, #19, #21, #22, #24)

12. Studio reputation (CI #1, #5, #7, #8, #10, #11, #19)
13. Size of classes (CI #2, #5, #12, #15, #24)
14. Positive studio atmosphere (CI #1, #6, #8, #10, #11, #16, #22)
15. Friendly staff (CI #1, #10, #11, #18, #19)

Implications:

These factors have been gathered from actual customers of dance studios, so it is important for me to pay attention to them. In order to have a successful business I will need to cater to the customer's needs and preferences. When opening my third business, I need to be aware of these factors as well as any new ones that come up.

Sections B: Competitive Analysis

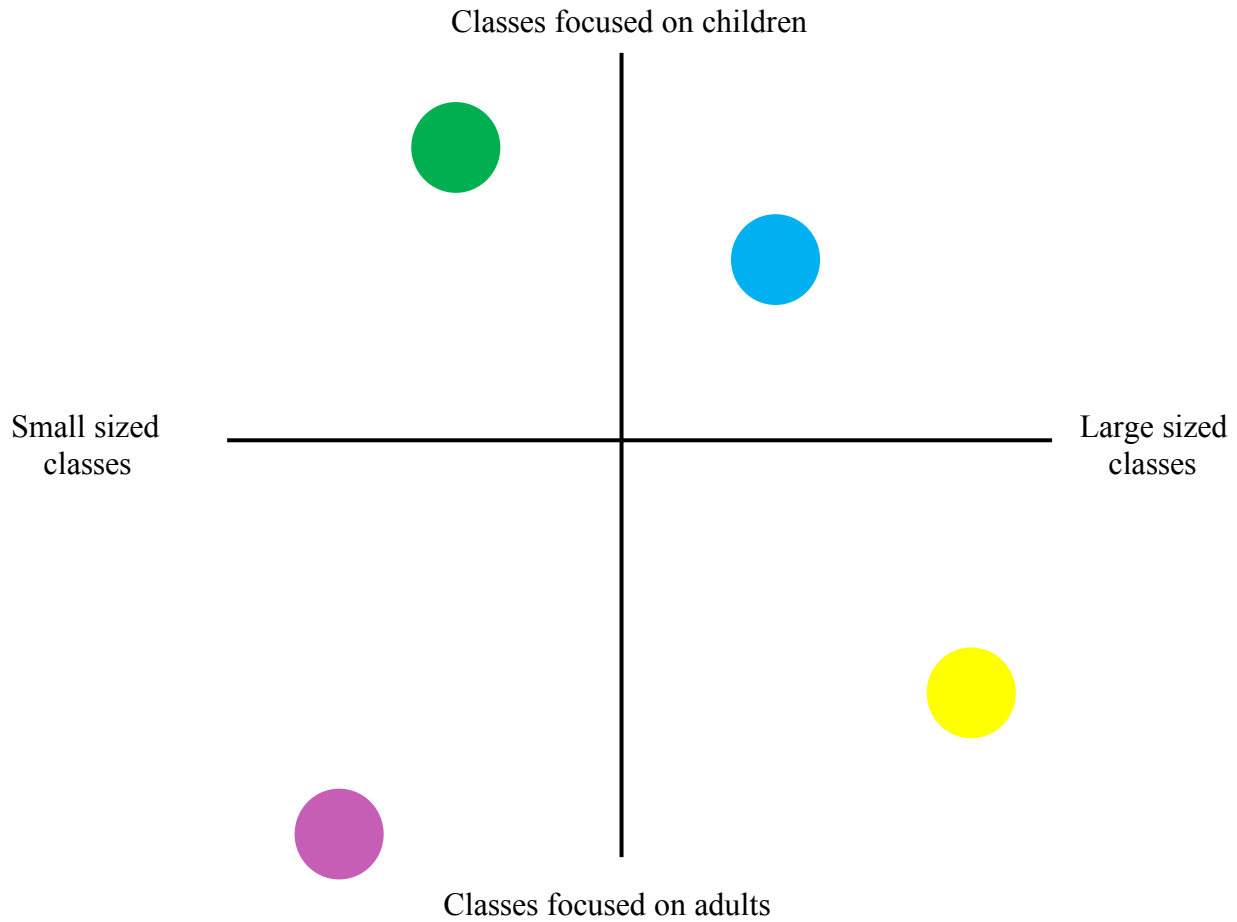
Competitor #1

EDGE Performing Arts Center




EDGE PAC

C#1 Positioning Map 1



 Edge Performing Arts Center

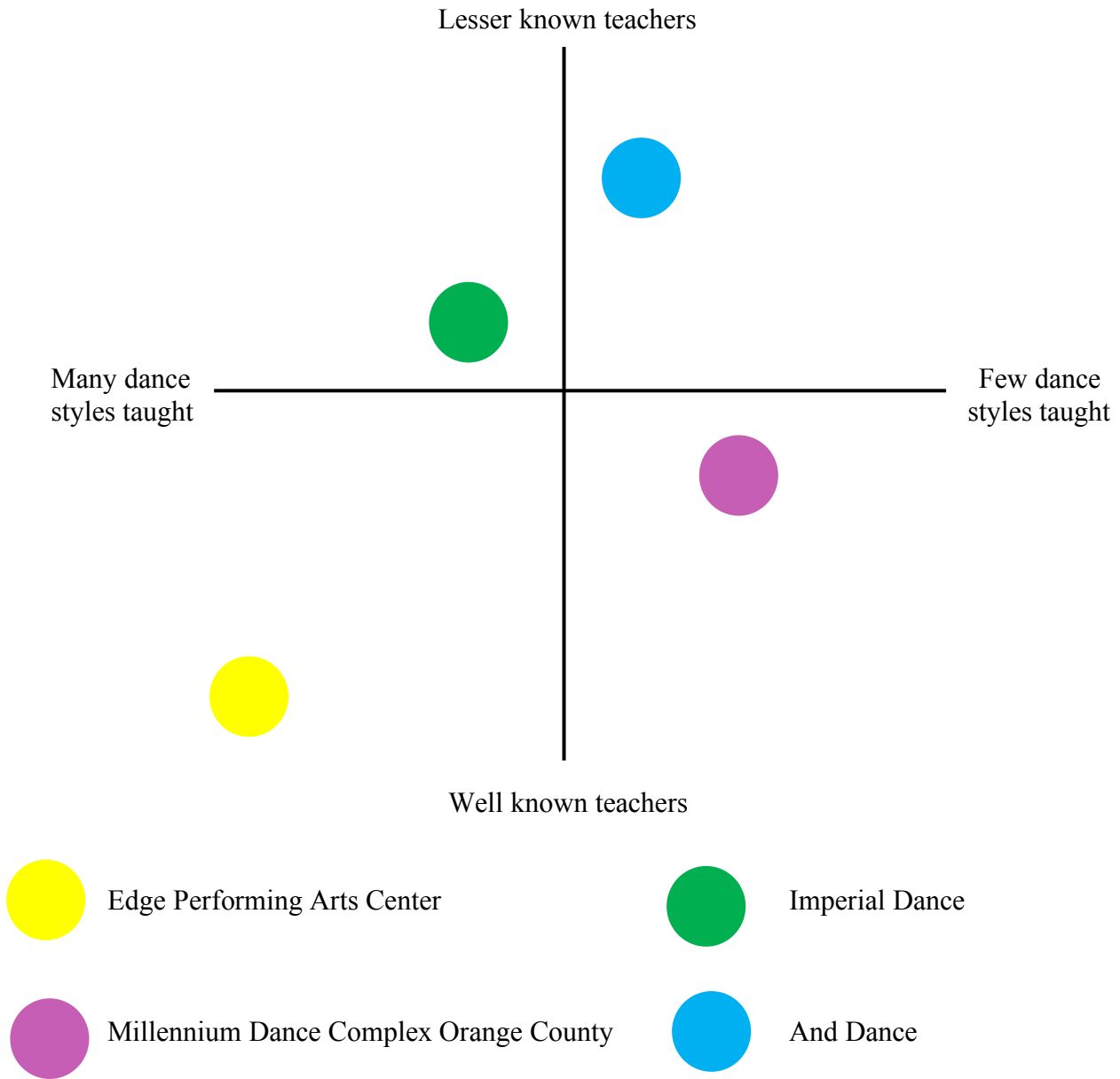
 Imperial Dance

 Millennium Dance Complex Orange County

 And Dance

Why? The difference between child and adult focused studios is important to the target audiences that attend the studios. I placed EPAC (yellow) in the right bottom corner because their classes are appealing and welcoming to adults, but they also attract a lot of teens who are there for the experience of the studio. EPAC has rather large classes that are never cancelled because of people not showing up. This is a strength of theirs because their main customer base is already able to dance and therefore can know how to navigate in a larger sized class. At the same time, the teachers will strive to make the class feel small and intimate through excellent training (CI #1, #2, #5, #9, #10, #12, #14, #14, #22, #23, #24).

C#1 Positioning Map 2



Why? After doing research, I have discovered how important teachers are when choosing a studio (CI #1, #2, #3, #5, #7, #8, #9). I placed EPAC (yellow) in the left bottom corner because of how well known and recognizable their teachers are in the industry. Along with that EPAC offers a lot of different dance style to choose from. Without a doubt, most people who go to EPAC are there to take from the reputable teachers who are invested to their craft. EPAC does a very good job of covering many different styles of dance but also teaching them very well. This is in direct relationship to their well-known and skilled teachers they have on staff.

C#1 Primary Target Market Analysis

1. Primary Benefits

Ranking: I ranked benefits first because the market of people that attend this dance studio are looking for ways that the teachers and choreographers can further their careers. Most of the dancers at the Edge are already in the industry or planning on entering the industry. Overall, the dance industry can be very selfish, and this is seen clearly through a student's mindset for attending complexes the Edge. (CI #2, #5) The self-centeredness is not entirely bad and is often used to the dancer's benefit. When attending a class this customer base is looking for ways that their careers can grow by the connections that they make.

2. Primary Psychographic

Ranking: I ranked psychographic second because of the unique lifestyles of those who participate in dance classes. Those who pursue the dance industry, either for themselves or their kids, love it because of the exercise and artistic side. It doesn't matter if the parents grew up in the industry or not, dance draws people from all different backgrounds but with the same desire in their hearts: to express themselves in a unique and creative way. (CI #1, #11, #12) Not only is my target audience athletic but they are also very artistic, and it is important to cater to that side of them.

3. Primary Geographic

Ranking: I ranked geographic third because of the wavering importance of the location of the studio. Sometimes the location is very vital to whether or not the dancers attend due to the convenience for the parents. (CI #3, #10, #11, #13) Although sometimes distance does not matter when it comes to the quality of teaching. (CI #1, #4, #5, #9, #12) At the Edge, the location is not very convenient, so everyone comes to the studio just for the teaching. Another major theme in location is that of parking and how expensive it is. A draw for the Edge is the easy parking provided for the customers that are taking class.

4. Primary Demographic

Ranking: I ranked demographic fourth because of the wide variety of age, ethnicity, gender that is drawn to dance and this studio in particular. At my competitor #1, there is a big gap between the ages of people who attend class. Some classes are for teens and other classes are for people in their 60s. Every age and gender feel welcomed into the classes as if they have always belonged there. Dancing is an art form that can be loved by anyone, no matter who they are or where they are from. The Edge does a great job of advertising their inclusive environment at the studio.

C#1 Product & Customer Experience

Customer Experience/Product Objective: The Edge Performing Arts Center (EPAC) exists to provide dancers with training from top notch choreographers, teachers and professionals in the

industry. They are open 7 days a week, 350 days a year with open and on-going classes for ages 7 years to adult.

Product Strategies: EPAC sets themselves apart by having a student-centered atmosphere at their studio. The main thing that they advertise is quality training from professionals in the industry. This is very attractive to customers because most of them travel to Los Angeles to get this training for themselves or their kids (CI #1, #4, #5, #7, #11). After talking to parents at EPAC, it has become even more evident that the distinguishing factor that sets EPAC apart is the way that the students are actually being trained instead of just taking a random class from a random teacher. When people leave the Edge after taking class, they feel as if they learned something (CI #8, #9)

Along with quality teaching, EPAC also has a very big variety of styles of dance that are taught throughout the week. A day at EPAC can include a range of 5-6 types of dance styles in just one day. This also leads to customers traveling from faraway just for a day of classes at EPAC (CI #1, #5, #7, #8, #9). They can drop-in to a class at any time of the day and any time of the week. They offer classes on weekends which is prime time for professionals to train (Web #4). They rarely cancel classes because of teachers and are reliable to not cancel because of low attendance. This makes them stand out among competitors because of how consistent they are.

The system that customers use to register is also very easy to access and choose what styles of dance they want to try that day (PI #1, #2, CI #4, #5, #6, #7) It is easy to see what is being taught that day and who is teaching the classes (Web #4). Once you make an account through the system, it is easy to register for other dance studios classes as well as work out classes such as yoga or Pilates.

Unlike Millennium Orange County, EPAC has a scholarship programs for students as well as a company for teens. This provides more intense and consistent training for those who are looking for it. This brings a more committed cliental for EPAC that will come long-term instead of just short term. They also have a more classes on the weekends which is brings in a group of young adults that are looking for someplace to dance in their free time. (PI #6, CI #1, #2) Because of EPAC's location, they draw a lot of professionals looking to further their training.

Strengths

- Variety of styles of classes (PI #1, #2, CI #1, #5, #7, #9)
- Student-centered teaching (CI #1, #4, #5, #9)
- Weekend classes (CI #7, #9)
- Professional in the industry as teachers (CI #1, #5)
- Teen company (PI #2, CI #3)
- Scholarship program (PI #1, #2, CI #9)

Weaknesses

- Big classes (CI #9)
- Class canceled last minute
- Staff that isn't very relational when registering
- Classes may not reach personal expectation

C#1 Price Analysis

Type of Product:	EPAC	MDCOC	Industry Average
One dance class	\$16	\$17	\$15-\$20
5 lesson Class Pass	\$75	\$80	\$70-\$80

Price Objective: The Edge Performing Arts Center is on the low end of prices for dance classes among competition. They are prestige pricing because they have high quality training along with their price.

Price Strategy: Because of the Edge's reputation they are able to charge the price that they do for their class passes as well as individual classes. Regardless of what the classes cost, customers would come because of the teachers (CI #1, #4, #5, #6, #7, #8, #9). The low price of \$16 is close to the other studios who only charge \$15. Since the prices are not as high as some competition, the customers are able to save money even if they do not know it. The price/quality relationship is not as important in the dance world as some people think. When it comes to high quality training, parents of students will pay any price for their child to have it. But for young adults, they can be more sensitive to the prices that are charged. **Unlike**, Millennium Orange County, the prices of classes allow students to save money instead of over spend. This is not a factor to whether or not a student comes but instead whether they stay long-term or short-term at the studio. Most of the customers come once as a trial run before they decide to buy a Class Pass (CI #3, #6, #7, #12, #14). At the EPAC, they have a very good customer return rate because of how high quality the studio is. The prices they charge could also be a disadvantage because customers may associate low price with low quality, which is not the case. This would lead to potential customers not feeling confident in the way that their time and money would be spent.

If the prices were increased 20%, the customer base that consists of parents would most likely not change because of the price/quality relationship. They would still want their child dancing with the teachers because of the benefits. But for college students and young professionals, this may cause them to dance and train someplace else. There are plenty of studios in the Hollywood area that would replace the Edge in their training routine. On the opposite end, if the prices were lowered 20% it would make the current customers very happy because of how cheap they would be receiving amazing training. Although, potential customers would be scared off because of assuming that the training is not very good because of cheap prices.

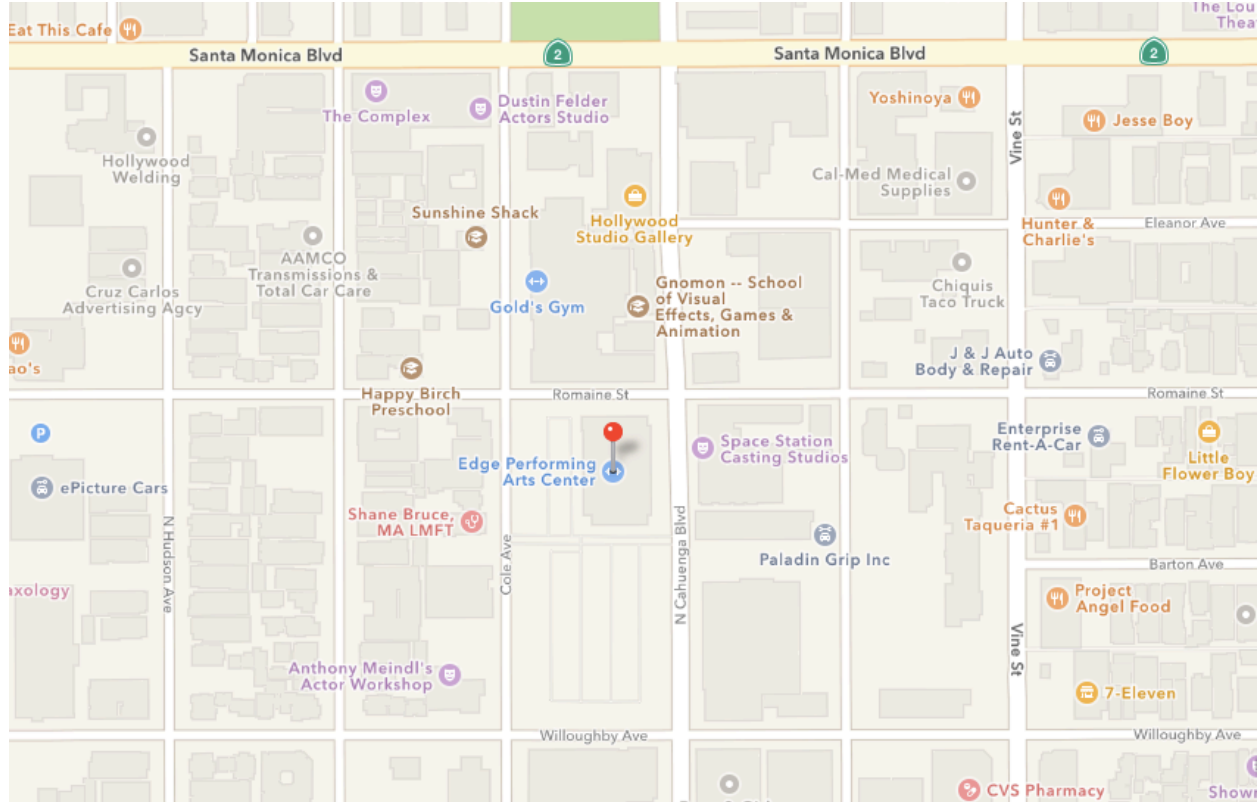
Strengths

- Excellent training for an affordable price (CI #1, #5)
- Likely to come back because of price and experience (CI #3, #7)
- No registration fees
- Lower than competition

Weaknesses

- Potential customers question quality of training
- Low return rate of customers

C#1 Place Analysis



Place Objective: The Edge Performing Arts Center is located in the heart of Hollywood near many different hubs for the entertainment industry. Because of this high traffic area, EPAC attracts professionals in the industry, as well as tourists wanting to take class at a famous studio. Downtown has hundreds of dance studios that are all competing to provide the best training. The location of EPAC is perfect for those that live in the area as well as those visiting who want to see famous sites after.

Place Strategy: People who choose to dance at EPAC are there for the elite training that is provided on a daily basis (CI #1, #3, #5, #9). Even though the location is hard to get to because of traffic and other variables, people still flock to take class from the teachers. Most of the people that come to EPAC are not from the area and are only around for the day. The location is unique in the fact that they also provide free parking for those who take class (PI #2, Web #17). Many of the studios in Downtown LA have very limited parking so this feature makes the Edge stand out. For everyone that takes class, EPAC will validate their parking which will take a large portion of the costs away if not all of it.

This is the only location that the Edge has and therefore is always packed with people no matter what day of the week it is. (CI #5, #9) Although, there are many direct and indirect competitors close to EPAC. One of their biggest competitors is Millennium Hollywood which is located only 15 minutes from them. One downfall to their location has to do with the shift of the dance scene to another area than where they are located (PI #2). Although there are plenty of customers, the cost of living in that area has only gone up over the years (Web #19). Many of the

dancers and potential customers had to move someplace else because of the prices that were charged.

If EPAC moved their location 2 miles away to a more convenient location, I believe that they would have even more customers. This would provide easier access from the freeway so that traffic was not such an issue. But overall, they are located in a very good spot for their target market because of being in Hollywood. Most of the customers are working in the industry on and off during the week and they can easily go to EPAC in the evenings and weekends for class. **Unlike** Millennium Orange County, they are is a very active part of the entertainment industry and are also open on the weekends to cater to that. The EPAC is easy to see from the road whereas MDCOC is not.

Strengths

- Located in the hub of the industry (CI #4)
- Validated/free parking (PI #1, #2)
- Easy to see from the road
- Big incentive are the teachers (CI #1, #5, #6)

Weaknesses

- Far from the freeway
- Traffic on road near by
- Located close to competitors

C#1 Non-Digital Promotion

Promotion Objective: EPAC's main goal is to give their dancers the "Los Angeles dance experience" that is unique to them and their teachers. They promote themselves through reputation and word of mouth. By giving dancers the chance to train with the amazing teachers on staff, their objective is to emphasize the benefits of their business.

Promotion Analysis:

A. New/Acquisition Strategies

One way that EPAC attracts new customers is through the testimonials of students. They bring people in through their ads in magazines as well. Often times, someone will hear about EPAC through a friend that has danced their and enjoyed it a lot (CI #3, #4, #7). The main way that the Edge is heard about is through people who have danced their before. They also have their classes for the day written on a whiteboard when you walk in the studio so that they are easy to read and understand. EPAC utilizes the windows they have that look into the main studio to show potential customers what a class could look like. **Unlike** Millennium Orange County, the Edge has a very big cliental because they are the only location of the studio that you can go to.

B. Existing Customer Strategies

In order to keep the customers that they already have, EPAC makes sure to keep the quality of their teaching high. Since they rely so much on word of mouth, their existing customers are their main source of advertising. Another form of non-digital promotion is through the teen company that EPAC has. Once you have been at the studio, you have the option to sign up to be a part of the elite team of teens who training more intensely as well as gain feedback from working professionals (CI #3). This also includes performances along with being pushed to further their training. They also hold special master classes for existing customers during the summer (Web #4)

Strengths

- Great reputation through word of mouth
- Teen company
- Whiteboard with classes on it for the day
- Only locations of studio

Weaknesses

- No sign on the outside of the store
- Not many ads in magazines
- Hard to show what goes on in the studio without technology

C#1 Digital Promotion

Promotion Objective: The approach that EPAC has for digital promotion is more lowkey than some competitors. They make sure to show a few videos of what goes on in the studio, but they make sure not to over saturated the internet with it. Their main promotion objective is to differentiate themselves from other studios in the area.

Promotion Analysis:

A. New/Acquisition Strategies

One of the biggest ways that the Edge gains customers is through their website (CI #4, #5, #7, #10). If someone googles “best dance studios in LA” the Edge Performing Arts Center is listed in the top choices. The Edge makes sure to have an updated and attractive website for their new customers that showcases their teachers. Many of the first-time customers found the studio online and decided to come in for class (CI #3, #5, #6). EPAC also uses social media to attract their potential customer base to come to the studio. The Edge makes sure to post high quality videos to Instagram of their dancers, which appeals to a very wide audience. Still social media is one of the biggest current trends in the industry right now, it is important for the Edge to utilize their following to attract even more followers.

B. Existing Customer Strategies

A major way that they build a relationship with their existing customers is through their teachers and staff. When students repeatedly take class, the teachers make a point to get

to know them and invest in their lives (CI #5). The reputation that the teachers have truly drives the business forward. On top of this they also have class passes that make it easier for current students to take classes (Web #16). Also, by filming in class, they are making their existing customers feel special because they get to see themselves on camera.

Strengths

- Great website that matches style of studio
- Relational teachers
- Captivating Instagram
- Videos of dancers in class

Weaknesses

- Not very many videos to promote
- No advertisements online

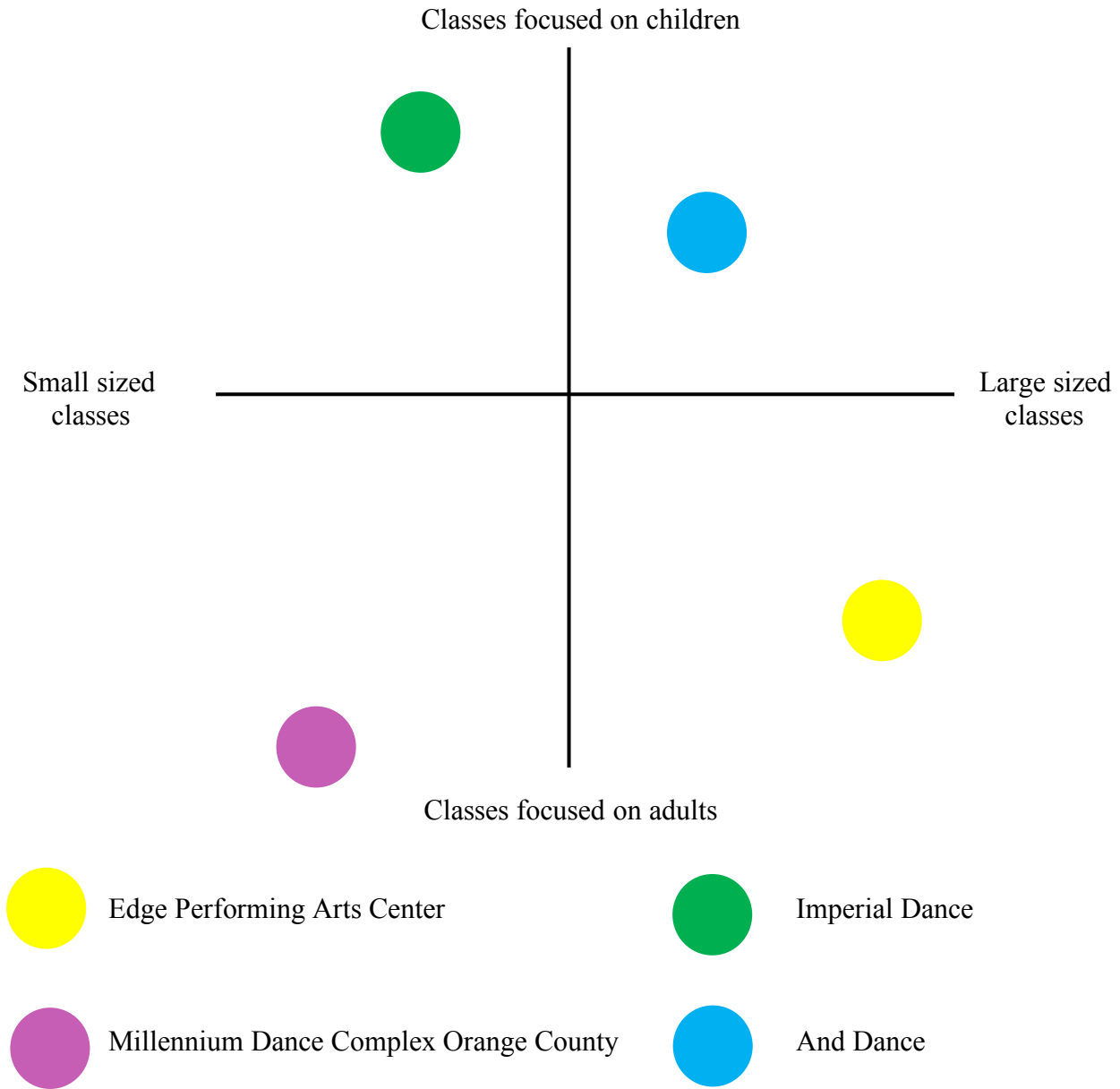
Sections B: Competitive Analysis

Competitor #2

Millennium Dance Complex Orange County

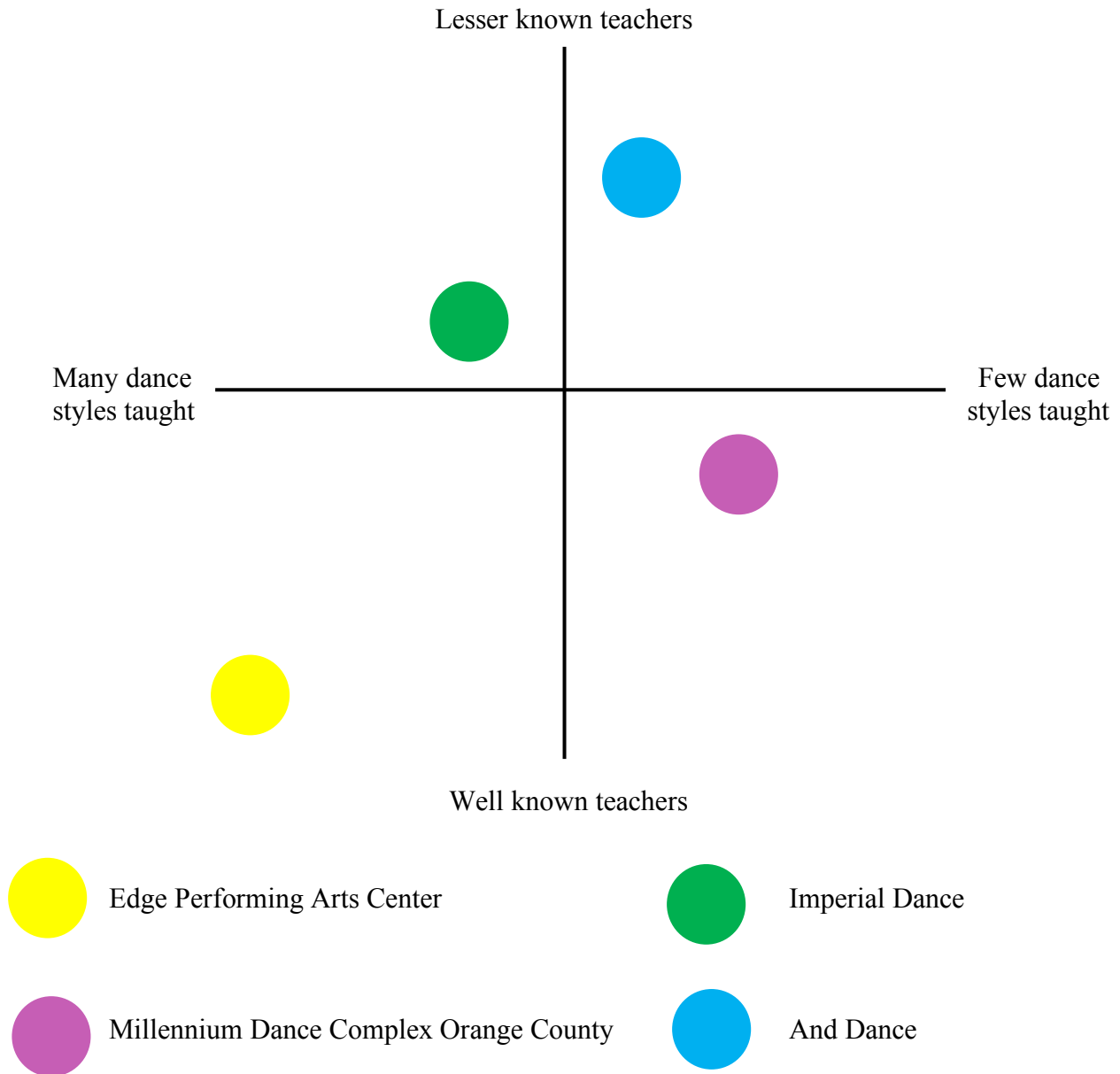


C#2 Positioning Map 1



Why? I placed MDCOC (purple) in the bottom left corner because of how small their classes are. (CI #1, #2, #15, #17, #18) Since this location of Millennium Orange County opened just a few years ago, they are still struggling to fill their classes. Often times, the classes can be so small that they have to be cancelled. Overall MDCOC has a very adult aged target market and most of their customers are adults who are returning to dance or beginning to dance. The environment of the studio appeals to adults and they feel comfortable coming to studio. The aspect of small classes can also be a strength because students get more attention from the teachers but it's also a weakness because students may feel like they stand out too much.

C#2 Positioning Map 2



Why? MDCOC (purple) definitely has a mix of well-known teachers as well as lesser known teachers. Most of the students that come to the studio come because of the famous name and not because of the teachers (CI #2, #3, #13, #14, #16, #17). Students want to go to Millennium but are too intimidated to go to the Hollywood one so MDCOC is the in between. On certain days, Millennium has special teachers come in to teach a master class and that attracts more customers. MDCOC does not have as many styles taught at the studio compared to other competitors. They specialize in hip hop and heels classes.

C#2 Primary Target Market Analysis

1. Primary Demographic

Ranking: I ranked primary demographic first because of how important the college age/adult market is to MDCOC. Many of the classes that they have are strictly aimed towards this particular age group (PI #4, #5, #10, #11, #12, CI #2, #12). The studio appeals to people who know how to dance as well as people who are just starting to dance. It is set apart from the original Millennium Dance Complex in Hollywood because of that aspect. Although younger dancers also attend, the overwhelming majority of customers are over the age of 20. MDCOC continues to cater to and attract this demographic and they will only gain momentum in the future.

2. Primary Geographic

Ranking: I ranked primary geographic second because the location of this studio is very convenient for the customer base. Since there is another Millennium Dance Complex in Hollywood, people come to this location because it is easier to get to (CI #2, #14, #16, #17). It is located not far from a freeway as well as close to the neighborhoods down the street. MDCOC has the perfect balance between quality training and unimimidating atmosphere. Most of the customers that come are there for extra training on top of their regular training, so the convenient location is a big draw. This Millennium also has better parking than the other locations which is very appealing to potential customers.

3. Primary Psychographic

Ranking: I ranked primary psychographic third because the mindset and lifestyles of my customer base are all very similar. They are both artistic and athletic and enjoy spending their time dancing. If my customers are under the age of 20 they are most likely at MDCOC for secondary training and are involved in the dance competition world (Art. #7). Most likely the majority of dancers at MDCOC are there because they love the art form and desire to get better at it. Once someone enters the dance industry it is hard for them to leave it (PI #10, #11, #13).

4. Primary Benefits

Ranking: I ranked primary benefits fourth because most of the students that come to MDCOC are there to better themselves through training. The dance world is a very self-centered place, and this is evident in the mindset of those who take class. It is not a bad thing to want to better yourself as long as it is done in a considerate matter. Some of the customer at MDCOC have never danced before and they come to the studio to learn how to dance (PI #12, CI #15, #16). Overall, the dance industry is focused on the dancer bettering their own ability to dance so that they can become more skilled.

C#2 Product & Customer Experience

Customer Experience/Product Objective: Millennium Dance Complex Orange County (MDCOC) exists to promote a diverse and inclusive environment for dancers of all different

levels to learn and grow. They offer the opportunity to study with industry professionals no matter the dancers background and age.

Product Strategies: One of Millennium Orange County's biggest strengths is their reputation that precedes them in the dance world. For the most part, anyone in the dance industry will recognize the name Millennium Dance Complex (Art #21). This created business for Millennium Dance Complex Orange County before they even opened their doors. MDCOC can also be known to be "poster shallow" as well because of their classes not measuring up to their reputation. They are known to be the place to go if you want to train in every style, but some of their locations do not have every style of dance available (PI #3, #13). This leads to MDCOC having to be very strategic with the classes that they do have available. The goal of the studio is to give the customers what they want and make sure they are satisfied with the classes available (PI #10)

MDCOC also has a work/study program for young adults who are wanting to train at the studio for a longer period of time. This program lets the employees work a certain number of hours in exchange to take free dance classes of their choice. This is another way that MDCOC appeals to their target market of adults and college age dancers. Although, most of their classes are during the week which can be hard for college kids to attend due to homework and classes. If MDCOC wants to keep their target customer base committed, they will have to add more classes on the weekends (CI #15).

Most of MDCOC classes are pointed towards adults who are beginning dance classes and want to learn more. The main way that they cater to them is by having level 1 or beginner classes in most of the styles that are taught. Along with the great reputation that the studio has and the comfortable atmosphere, adult students feel comfortable to come dance (PI #10, #4, CI #2,).

Unlike EPAC, Millennium has a very comfortable environment for students that may have never danced before and want to try something new. The class size is both a strength and a weakness for MDCOC. Small classes can be an amazing advantage for students because they get more attention from the teacher. But on the other end, small classes can be not appealing to students who are not confident with their dancing and do not want to stand out as much. MDCOC also have very well-known teachers and choreographers that come to the studio once in a while to have a master dance class. This draws a lot of outside business and dancers that are working professionals.

Strengths

- Reputation that precedes them (PI #11, #12, #13, CI #1, #3, #7)
- A-list choreographers and teachers for master classes (CI #1, #3, #14)
- Comfortable environment for adults (CI #2, #13, #14, #15, #17)
- Owner who wants to know what customers like (PI #10, #12)
- Work/study program (PI #5, #11, #12)

Weaknesses

- Classes cancelled due to small size (CI #18)
- No classes on Sundays (CI #1, #15)
- Teachers that are not well-known
- Classes too short (CI #2)

C#2 Price Analysis

Type of Product:	EPAC	MDCOC	Industry Average
One dance class	\$16	\$17	\$15-\$20
5 lesson Class Pass	\$75	\$80	\$70-\$80

Price Objective: Millennium Orange County is on the middle/higher end of meeting the competition's prices. Since MDCOC has such a famous name, they are able to charge prestige pricing to their customers.

Price Strategy: MDCOC is in a unique place with their pricing because they have the ability to charge a higher price because of their original location. Millennium Hollywood sets the prices for the rest of the locations that they have throughout the country and world. Recently, Millennium raised their prices to \$17 per single class. Some of the locations charge more than others because of their locations (Web #17). On the other end a location of Millennium Dance Complex in Pittsburg charges \$70 for a 5 Class Pass compared to MDCOC current price of \$80 for a 5 Class Pass (Web #20). This shows MDCOC pricing strategy based on their prime location in Orange County. Most of the customers do not care about the price because of the high esteem that Millennium carries with them (PI #10, #13, CI #1, #12, #14). Possibly in the future MDCOC may have to lower their prices to stay in competition with other dance complexes.

Another feature that MDCOC utilizes are their Class Pass options. They offer options for people who want to come to just try out the studio and they also offer options for those who want to come to the studio for a longer time. Most of the students come to MDCOC for extra training on top of their normal studios, so the ability to have a flexible schedule of classes is very important to them (CI #2). **Unlike** the EPAC, Millennium Orange County does not have as consistent of a customer base, so they must utilize their single class options as well as they Class Pass options. If they lowered their prices 20% they would attract more students because most of their cliental are college students on a budget. This would provide students to get more training for a cheaper price which would be ideal. On the other end, if they raised their prices 20% they would severely damage their loyal customers. Since this studio isn't the main location and does not have as many famous teachers, there would be no draw to come besides the location.

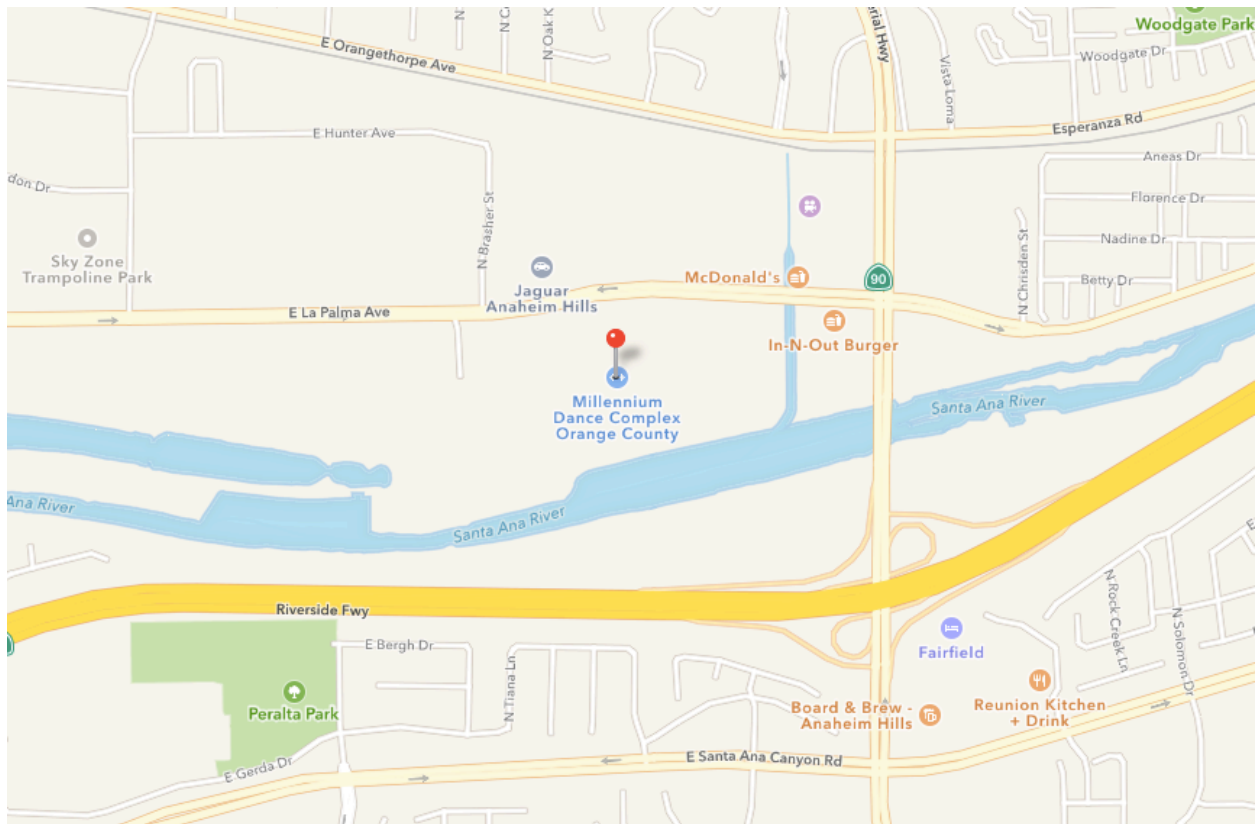
Strengths

- Lower price then some competitors (CI #12, #16, #19)
- Famous name to draw customers (PI #11, #13)
- Class Pass option
- No registration fees

Weaknesses

- Expensive classes because of wealthy location
- Low customer return rate (PI #10, CI #18)

C#2 Place Analysis



Place Objective: Millennium Dance Complex Orange County uses their location as one of their main strengths. They are located right off of the 91 freeway which is a thoroughfare for most of Orange County. This location of Millennium Dance Complex caters to the wealthy families that make an average annual income of \$86,217 per year (Web #21). They stand out as a studio that is easy to drop in on a whim to take class.

Place Strategy: Customers who come to MDCOC are there because they have heard of Millennium Dance Complex Hollywood and want to try it out without going all the way to LA (CI #1, #2, #3, #14, #15, #16, #17, #18). At MDCOC they have the perfect balance of having the reputation but not the intimidation of the Hollywood location. Although, even though the location of this studio is ideal, they have not seen as much foot traffic as they were hoping for (PI #10, #13). This could be due to the drastic difference between the Downtown LA culture and the Orange County culture. Most of the families in Orange County don't have their kids train on the weekends like they would do if they were in LA. This led to MDCOC deciding to not be open on Sundays to save money on rent. The parking for the studio is another feature that makes them stand out against the other franchise locations. But the sign for the studio is hard to see and hidden from the street (CI #14). **Unlike** EPAC in Downtown LA, this studio's location gives it a more relaxed atmosphere as well as a slower paced environment.

One way that MDCOC utilizes their location is by hosting many of Disneyland's auditions. Since they are only 15 minutes from the park, it is the perfect place to hold performer auditions. Their partnership with Disney has helped spread awareness of this location and created

more buzz about it. This also brings MDCOC extra revenue since they are not open on Saturday afternoons and Sundays. If this location was 2 miles away from the freeway, it would make it harder for local college students to attend. Therefore, their main customer base would be not as likely to attend the studio. But if MDCOC moved 2 miles closer to Disneyland they be able to appeal more to the performers that attend the auditions.

Female Character Look-alikes (Who Can Act)

For: Hong Kong Disneyland
Audition City: Anaheim, CA
Location: Millennium Dance Complex
Looking For: Disney Character Look-alikes

Sunday, May 12, 2019
11:00 AM
Timezone: Pacific Time (US & Canada)

[Share](#) [Add to Calendar](#)

Hong Kong Disneyland® is seeking **Female Disney Character Look-alikes (Who Can Act)** ready for a life-enriching experience in one of the world's most exciting and exotic locales!

Excellent benefits include roundtrip airfare, individual housing with paid utilities, shuttle service to and from work, medical and dental coverage, paid vacations and sick days, plus a competitive salary, a daily living allowance and the Magic of Disney!

Seeking the following roles:

Females, 4'11" - 5'11" (150-180cm), are needed to portray Disney princesses, heroines AND villains from the following Disney animated features: *Aladdin, Alice in Wonderland, Beauty and the Beast, Cinderella, Frozen, The Little Mermaid, Moana, Nightmare Before Christmas, Pocahontas, Sleeping Beauty, Snow White and the Seven Dwarfs, and Tinker Bell.*

Audition Information:

Millennium Dance Complex
5468 E La Palma
Anaheim, CA 92807

Strengths

- Lots of parking (CI #1, #3, #15, #16)
- Close to freeway
- Near to neighborhoods
- Close to Disneyland to host auditions (PI #10, #11)

Weaknesses

- Hidden and hard to see from street (CI #14)
- Not the same quality of MDC Hollywood (CI #18)
- Orange County residents are more relaxed on the weekends (PI #6, CI #16)

C#2 Non-Digital Promotion

Promotion Objective: Millennium Dance Complex is referred to as “the place where it all happens” for many different reasons. Their A-list faculty and cliental are some of the most sought-after dancers in the world. Millennium Hollywood is the most widely known location of

the studio, so Millennium Orange County exists to increase awareness and inform others of the existence of their location.

Promotion Analysis:

A. New/Acquisition Strategies

One of the ways that MDCOC attracts new customers is through their original location in Hollywood. Once students attend that studio, they will hear about the other locations that Millennium has and therefore hear about Millennium Orange County. Word of mouth is a very important factor for MDCOC as well because of how tight knit the dance community is. **Unlike** EPAC, MDCOC is not the only Millennium Dance Complex that exists so they have to work harder to attract attention to themselves. A studio as famous as Millennium is hard to ignore because of power that the name holds in the industry. Because the original locations have built such a positive reputation for itself, the Orange County location can continue carrying on the legacy.

B. Existing Customer Strategies

Since MDCOC is a rather small studio, the teachers start getting to know the students after a while. This is one way that MDCOC reaches out to their existing customers in order to keep them coming back (CI #16). Studios need to have a relational side to them if they are going to stay relevant and successful. Dance complexes can be known to not take the time to get to know their customers because of being so transactional. MDCOC bridges that gap by getting to know their students well. Another way that they keep their customers is by keeping the quality of their training high. Consistency is key when it comes to teachers at a dance studio like MDCOC.

Strengths

- Studio name is well-known and very famous
- Small size leads to being relational with students
- Lots of master classes
- Lots of parking for customers

Weaknesses

- Small sign outside (CI #14)
- No ads for their studio location
- Hidden from street view
- No brochures (CI #16)

C#2 Digital Promotion

Promotion Objective: Millennium Dance Complex gained their following from videos of their classes that were posted on YouTube (Art. #15). This spurred an interest in dancing at Millennium Dance Complex that had never been seen before. In turn, this made the Orange

County location of MDC piggy back off the momentum of the mother studio and use videos to differentiate themselves from competition.

Promotion Analysis:

A. New/Acquisition Strategies

Without a doubt, Millennium Dance complex is one of the most well-known studios worldwide because of the routines that they post on YouTube. This is a very big draw for potential customers because they want a chance to dance in front of the famous “Unity in Diversity” wall while be filmed by a camera crew. Since the Orange County location of Millennium is still so new, they utilize the reputation that Millennium has to post videos themselves to advertise what they have to offer. Although one of their weakness is their uninformative website (Web. #5). It does not do a good job of appealing to new clients because there is hardly any info about the studio or the teachers on it. As a potential student, it would be hard to navigate and understand which class you should take. One thing that that combats this is their easy to use registration that remembers what classes you took the last time you registered.

B. Existing Customer Strategies

A way that MDCOC keeps their current customers is through building strong relationships with them through working together to further their careers. Students like to be noticed by professionals in the industry and MDCOC tries their best to show off current students in videos that are posted on their Instagram. This promotes teacher to student relationships in and out of the classroom. Since MDCOC is often looked at as a secondary training studio, they have a low return rate. This means that it would be hard to have a rewards program for current customers. Although, having a rewards programs could be something that would set MDCOC apart from competition.

Strengths

- Easy to use register system
- Lots of videos with well recognized slogan
- Large Instagram following
- Filming done in class

Weaknesses

- Not very informative website
- No rewards program

Sections C: TIME OUT



Ethical Issue & Action Plan

The Situation: I am the owner of a recently opened thriving dance studio that has both recreational dance classes as well as drop-in/open dance classes available. My consumer base is built of young families that live in Anaheim and Fullerton as well as college kids that are coming from both Cal State Fullerton and Biola. The atmosphere of my studio is both friendly and professional and inspired by our next-door neighbor, Disneyland. During the week I hold classes taught by amazing lesser known teachers, but my drop-in classes are taught by professionals that are in the dance industry. My studio does not advertise ourselves as Christians, but we state very clear morals and guidelines in a document when you sign up for classes. We are well known for our inclusive, kind staff that put our students first in everything. When I am hiring my staff that are working professionals, I also make sure to ask around about their reputation as well as look at their social media accounts. A few months into being open I am contacted by a very well-known dancer and choreographer asking if he could visit my studio to teach a master class. I immediately get excited because I know how incredible of a teacher he is along with his huge social media following. This dancer has the power to advertise my studio in a way I could only imagine. The problem was he was outspokenly gay and supported homosexuality in every way. If he taught at my studio he would not only bring his already huge following, but he would also attract tons of new customers for my business. This would be a huge step for my business and would create a lot of buzz about it. This leads me to struggle with my beliefs and balancing them against the successfulness of my new studio. I know that this dancer and choreographer could help me positively, but he could also publicly announce that I turned him down because of his lifestyle. This would create a negative reputation for my dance studio and would damage the number of students I have signed up.

The Tension: The main struggle I am having with this situation is the conflicting feelings of being a Christian business owner and how I deal with having a “spokesperson” that openly supports homosexuality. One of my guidelines at my studio is to be inclusive and kind to everyone but it is hard when someone believes something completely different than you. Along with that, my Christian customers who bring their kids to my studio will wonder if I am watering down my standards in effort to stay trendy. Supporting homosexuality goes against what the Bible teaches and what I believe personally. Where do I draw the line of loving the person but not supporting the sin? Overall, a negative post about my studio from a dance celebrity could greatly damage my brand-new business.

Ethical Dilemmas:

1. By letting the homosexual choreographer teach a class at my studio, it could look like I am endorsing his lifestyle.
2. By not letting him teach at my studio, I could be viewed negatively by those who fully support the gay community.
3. If I do not show kindness to him, I could lose an amazing potential partnership.

4. It would be against my Christian morals to support his lifestyle.

Biblical References:

1. Romans 12:2, Do not be conformed to this world, but be transformed by the renewal of your mind, that by testing you may discern what is the will of God, what is good and acceptable and perfect.”
2. Matthew 5:6 “Blessed are those who hunger and thirst for righteousness, for they shall be satisfied.”
3. Ephesians 4:15, “Rather, speaking the truth in love, we are to grow up in every way into him who is the head, into Christ.”

These verses encouraged me to remember the witness I am for Christ. Not only do I am called to stand up for what is right, I am also called to not conform to what everyone else is doing in this lost world. Above all, I am called to love others as Christ loves me.

Plan of Action: As a Christian business owner, I believe that the right thing to do is to accept the choreographer offer to teach a master class at my studio.

Rationale: Even though I do not condone the homosexual lifestyle in anyway, it would be to harmful to my business to refuse this choreographer. Along with my responsibility to do what is right, God also calls me to love the sinner while also hating the sin. This led me to decide this because I want to be a witness to this dancer by showing him kindness and love. Ephesians 4:15 is a good reminder of this by calling us to speak the truth in love. I will draw the line by inviting him to teach one class but not to mentor my young students through long term employment. This is the right decision because one of the things that matters the most to me is quality of the teaching and I know that this professional dancer will deliver that.

S.W.O.T. Analysis

Strengths

- The dance industry is building momentum everyday
- Great after school activity opportunity for kids
- Big trend of drop-in classes for those who want more training
- Many college students who don't have someplace to dance on the weekends
- Entertainment industry based close by
- Friendly and relational staff
- Student-centered teaching
- Inviting atmosphere of the studio
- Lots of windows to see in to the studios
- Easy way to register for classes

Weaknesses

- Classes cancelled last minute
- Students feel overlooked and forgotten
- Not enough advertising
- Overhyped reputation
- Transactional instead of relational studio

Opportunities

- Niche in the market for small studios who have drop in classes
- Large amount of college students nearby
- Big suburban area around
- Provide a place for students and adults to train and feel comfortable
- Small studio feeling with large studio quality of dancing

Threats

- Other activities like cheer or gymnastics
- Studios that have been around longer have more creditability
- Lots of competition of emerging studios

Competitive Advantages

Problem #1: Students could feel overlooked and not invested in. (PI #6, #11, #12, CI #3, #4, #6, #7, #8, #10, #11, #12, #13)

Solution: One way that I will combat this is through having not too small but also not too big of dance classes. My studio will make sure to invest into whoever walks through the door whether they are there to dance or to have their children dance at the studio. My teachers will be hired because I see in them a love and value of people that makes them stand out. This will then produce teaching that is both high quality and relational. Often times, parents can feel as if their children are not making any progress and it will be important to show them that they are making small steps each day. This can be done through having “update meetings” with the parents to keep them in the loop. As for older students, taking time to get to know them and learn their names will be key. Feedback from the teachers to the students is crucial.

Problem #2: Not enough places for the parents & potential students to view classes. (PI #10, #11, CI #1, #8, #9,)

Solution: Since most of the parents that bring their children want to stay and watch them in class, it is important for them to have someplace to relax and be comfortable. Along with this, people who are visiting the studio to potentially come, will also need a place to watch class. My studio will have lots of windows lining the walls so that potential students can see in, as well as parents wanting to monitor what is happening in class. This will lead to more customers because

the target market will be satisfied by being able to view classes easily and comfortably. Since dance is such a visual sport, being able to see what a class is like is very important to my customers. Along with that, the lobby of my studio will be built in such a way that it is easy to see into class no matter where you are sitting.

Problem #3: Weekend classes at odd and inconsistent times. (PI #13, CI #1, #3, #5, #11, #15, #16, #17)

Solution: Many of my potential customers are free on the weekends, yet most of the studios do not have classes throughout the weekend days and nights. Often times college students would not be able to make it to a dance class until later in the evening on Friday and Saturday, so I would be beneficial for my business to implement classes during that time. It would be important for the classes to be very appealing and enjoyable looking so that my customers want to come. By pin pointing when my drop-in classes customer base is the most available, I will be able to cater to them. Since so many of the studios are closed on Saturday evenings, my studio will be attracting their customers through our fun classes.

Problem #4: Classes cancelled last minute due to size and or other factors (CI #1, #4, #12, #15, #20)

Solution: Although it can be hard to combat this in some cases, like teachers being sick, there are many ways to notify students in advance that a class is cancelled. At my dance studio, I will have a system set up to keep students informed on their class since they are often driving from a far away. This will not only save them money and time, but it will help me to keep a consistent reputation with customers. It is important to remember the effort it takes to get to a dance class and it is my job to treat them with the respect that they deserve. As for the size aspect, students should not be faced with the possibility every week that the class they signed up for could be cancelled at any minute because not enough people show up. My studio will have a policy that no matter the size of the class, it will carry on with as much excellence as if it was full of students.

Problem #5: Competitive atmosphere of dance studio can be intimidating (PI #1, #2, #9, CI #2, #5, #6, #8, #9, #10, #12, #19)

Solution: One of the most important things to potential and current customers is the atmosphere of the studio and how they feel when they are there. Since dance is such a competitive sport, people can be super scared to attend class because of fear of standing out in a bad way. My studio will go out of our way to make other comfortable and relaxed as soon as they walk through the door. By keeping the studio family orientated, it will aid in achieving an inviting environment. Another part of creating this atmosphere will be the students and teachers. If they know from the start that my studio's goal is to learn and grow with each other, they will be likely to cultivate that.

Systems of Quality & Consistency

Potential Concern #1: Inconsistent quality of teaching from dance teachers

Potential Solution #1: To make sure that my teachers are teaching at the level of excellence that I desire, I will have to make sure to watch them teach class before I hired them as employees. This will give me a better picture of how they behave under pressure as well as what their teaching style is like. On top of that, my number one priority will always my students and the parents of my younger students, so my job is to seek out their feedback. If anyone has a concern or question about a teacher, I will make it known that I want to listen to what they have to say. Since I will not be in class with them every time they teach, I will be putting a great deal of trust into them to carry themselves professionally. My teachers will not only be amazing dancers, but they will also be incredibly patient teachers and compassionate people.

Potential Concern #2: Poor notification systems to keep students updated about classes

Potential Solution #2: Since students are coming to the studio to take a dance class, they will not be very happy when that class gets cancelled on them. I can combat this by keeping them informed through a notification system. For example, I can have a text message-based system that will text them a confirmation for the class as well as if it could possibly be cancelled. This will keep them in the loop so that they do not waste their time driving to the studio for nothing. If in the case there is a last-minute cancellation due to sickness, I will try my best to find a replacement for the teacher or a full reimbursement of the class they paid for.

Employee Satisfaction & Training

Potential Concern #1: Employees will not like working at my studio and therefore not treat my customers with kindness

Potential Solution #1: My employees will most likely treat the customers the way that I treat them. If I want my employees to be good to my customers, I need to be good to them. My solution is to make them feel loved and known by me as their boss. I will go out of my way to care for them and encourage them in their lives, inside and outside of the studio. Those who are in the dance industry have an immediate connection and I will utilize our similarities to become less of a scary boss and more of a boss that is also their friend. If my employees feel cared for they will care for the people that walk into my studio. Also, as soon as they are hired they will receive an in-depth training on what it means to give excellence customer service. My desire is to stand out for our quality staff just as much as we stand out for our quality training.

Potential Concern #2: Employees feel overworked and not able to express themselves artistically

Potential Solution #2: This problem is seen through teachers having too many classes to teach and that they lose their enjoyment of it. Teaching dance is about being able to share what you love with others so that they can love it too. If I give too many classes to a particular teacher to teach they could easily experience burnout from the stress. It will be my job to evenly distribute classes

among my hired teachers so that no one is overwhelmed with the load. This is done through hiring a good amount, of excellent teachers so that I have enough on staff to share the number of classes. When my teachers feel like they are able to express themselves artistically through choreography, they will be able to thrive as dancers as well as teachers.

Research Systems

Potential Concern #1: My studio doesn't have a way to get feedback from students and teachers

Potential Solution #1: The feedback that I will receive from my customers is very valuable to the successfulness of my business. Even though it could be hard at times, it is important to hear what my customers honestly think of my studio and teachers. This can be done through a place on my website to give anonymous feedback of their experience. I will make sure to advertise this through my studio so that people know that they have a place to be heard.

Potential Concern #2: Students are not hearing from teachers about the progress they are making

Potential Solution #2: Learning to dance can be a slow process and it is important that students are encouraged along the way of the progress that they are making. This can be done through videotaping certain skills that the student is working on and continuing to document the progress that they are making so that they can see it for themselves. Often times students will forget how hard a certain skill was for them and it is the teacher's job to remind them of how far they have come. Teachers need to give an honest opinion of how the student is doing and kindly push them to work harder at certain things. It is not right for the teachers to lie to the students because it will make them happy to hear that they are doing "better." My studio will be honest but encouraging to their students in every aspect.

Purpose Statement & Why Successful

Purpose Statement: Inspire Dance Studio exists to empower people to pursue the art of dance in a high energy atmosphere. Our dancers are not just trained in technique and style but also in self-esteem and character. The purpose of Inspire Dance Studio is to offer top choreographers and teachers to train students of all ages while providing a warm and welcoming environment to grow into exceptional dancers.

Why Successful? Inspire Dance Studio will be successful because we will be providing high quality training from teachers that truly care about the students that they teach. Our studio will be encouraging and uplifting to everyone who walks through the door. This will be done by our kind-hearted staff that want to make people feel welcomed in every way. Inside the classroom, the customers will feel the freedom to fully express themselves no matter their level of training. Teachers will provide students with inspiring feedback on their dancing while also pushing them to be the best they can be. By catering to my two demographics of people, I will be giving each age group what they desire while also being in community with each other. We will have a mentor provide to provide younger students the chance to learn from older dancers that they look

up to. **Unlike** MDCOC and EPAC, they students will feel known and recognized by the staff and teachers. IDS will stand out as the studio with a tight community yet large complex level of training. We will provide customers loyalty and rewards programs to keep them coming back to dance. There will be plenty of parking spots for the dancers that are coming and going. Students and teachers will have a comfortable lobby to hang out in as well as view the classes going on through big, beautiful windows. IDS will attract customers because of ability to “do it all” yet make people feel loved, wanted and needed at the studio. Inspire Dance Studio is more than just a place for people to grow as a dancer, it is a place for people to discover who they are and who they are meant to be.

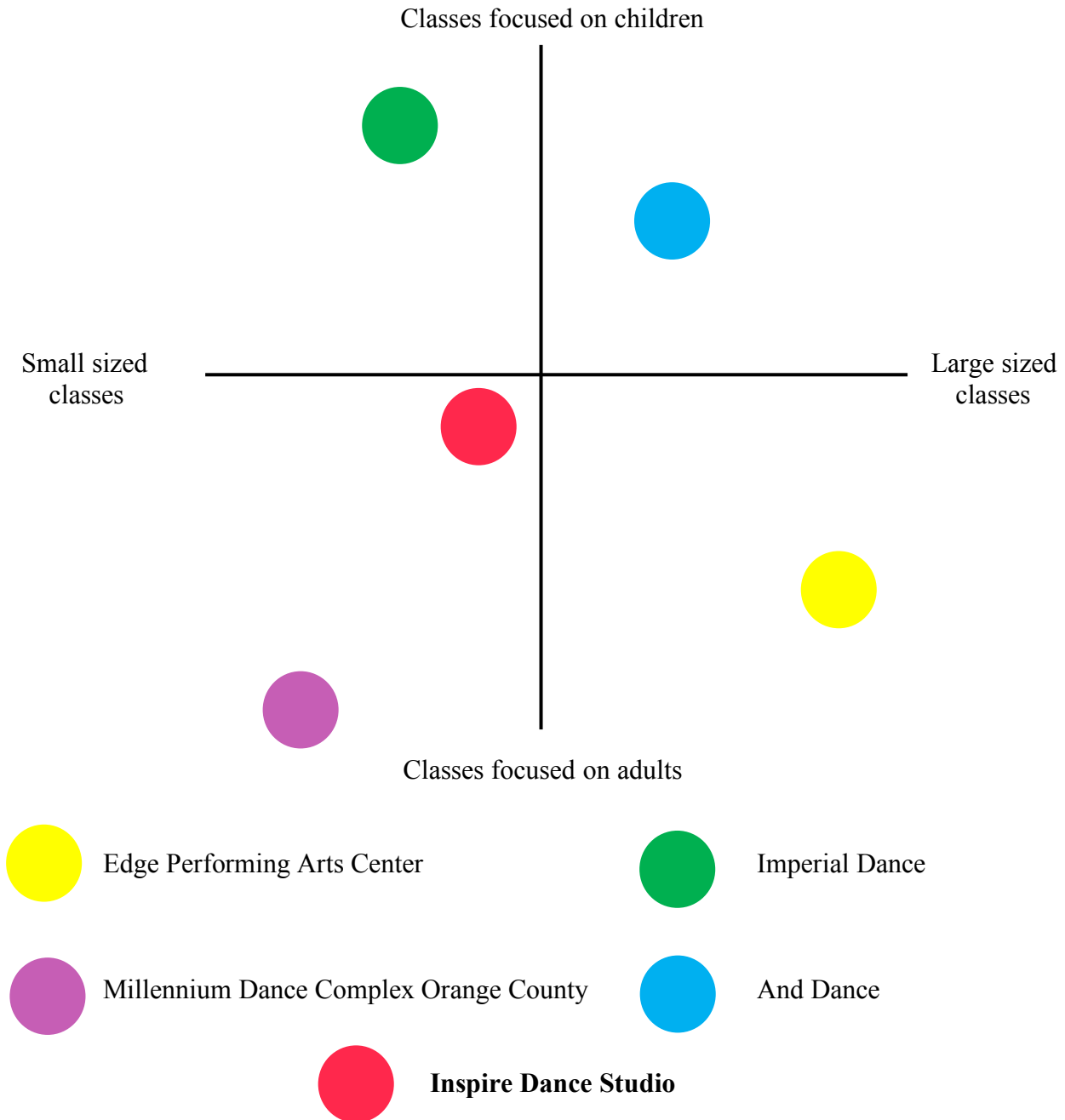
Sections D: Competitive Analysis

Competitor #3

Inspire Dance Studio

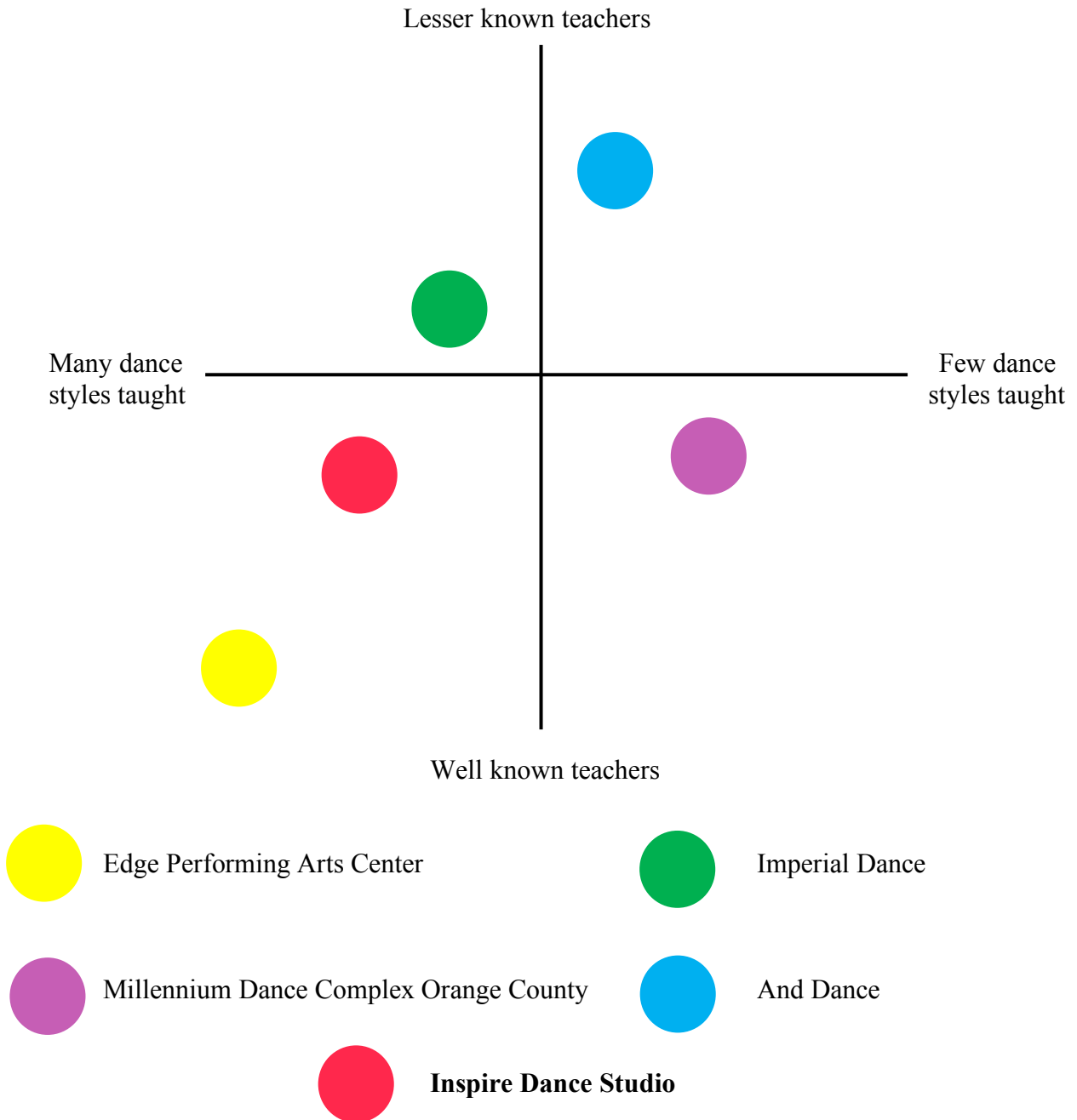


C#3 Positioning Map 1



Why? I placed Inspire Dance Studio (bright pink) in this unique position for a couple different reasons. First, after doing a lot of research I discovered how most studios only do adult focused classes or child focused classes. I believe that the market for doing both is practically untouched and very unique. This will give my customers the chance to customize their experience even more. Along with that factor, the classes at IDS will be not overly packed with people but also not to small. The studio will be the perfect balance of medium sized classes that cater to both child and adults.

C#3 Positioning Map 2



Why? I choose to put Inspire Dance Studio (bright pink) in the middle of the right corner because of the balance I will have of well-known teachers along with lesser known teachers. This will provide young teachers a chance to make a name for themselves as a reputable studio. But popular teachers will also want to teach because of my reputation and influence on the dance industry. IDS will have more styles taught in order to allow customers the chance to customize what classes they want to take. Customers will be able to choose whether they want to dance on the recreational side of the studio or the drop-in/open class side.

C#3 Primary Target Market Analysis

1. Primary Benefits

Ranking: I ranked primary benefits first because of the impact that my studio will make on my students. Inspire Dance Studio (IDS) will be known for the high-quality training from all the teachers that teach the various classes. IDS will also be known for its invested staff members that are focused on helping each student that comes through the door.

Why? As I was researching dance studios, it was evident how students are the most focused on what the studio can give them and what they can get out of it. IDS will provide students with what they are looking for when it comes to training and teachers. We will showcase how we will inspire them to pursue their dreams and be the person they were meant to be. We will allow customers to choose what classes they want to be in for the drop-in options as well as the recreational side. This aspect will let my drop-in students choose classes based on what they want to learn and also what styles they like.

2. Primary Demographic

Ranking: I ranked primary demographics second because IDS is targeting two demographics which is different than what most studios do. One side of my studio will be a studio that caters to 3-18-year old with recreational classes as well as having a competition team. The other side of the studio will cater to 15-30-year old with drop-in classes that don't require any long-term commitment.

Why? One of the biggest issues for young adults in this area is that they do not have a place to spur of the moment go to dance with really good teachers. My demographic is very important to my studio because of that factor. One part of my customer base will be in college and unable to attend classes on the week days. It will be important for me to cater to them through weekend classes. In order to make the most out of my studio, the target market of 3-18-year old kids can use the studio space the other days of the week for their recreational classes. My demographic is important to IDS because of the different sides of my studio that will be specifically for them.

3. Primary Geographic

Ranking: I ranked primary geographic third because Inspire Dance Studio will be located in Anaheim, California near an Ice-Skating rink and a Ballet studio as well as Disneyland. The majority of my customers will be families that live in the area as well as students that go to Biola University and Cal State Fullerton.

Why? The location of my studio will matter the most to the college students that would be driving 20 minutes or so to get there. By placing it close to the I-5, it will be easier to get to for everyone who is coming. Another reason that my geographical location is important is because of the skating rink that is not far from my studio. The ice skaters that are training can walk over to my studio to take class as well. I will also be around the corner from a well-known ballet academy that I could partner with in the future.

4. Primary Psychographic

Ranking: I ranked primary psychographic fourth because of the unique yet common lifestyle that most of my customer base lives. This is due to athletic and artistic sides to dance that draws people to it in the first place. A lot of my clients will be very active people who are wanting to live a healthy lifestyle while also doing something that they love. Dance is the perfect way for them to express themselves while also getting exercise.

Why? Overall, the Orange County Area is in to living healthy lifestyles and well as being interested in the arts. Inspire Dance Studio will cater to both of those elements of my target market groups. A common attribute in dancers is the drive to be the best that you can be at whatever you are doing. When it comes to dancing, my customers will likely all be motivated people since they went out of their way to spend their time to come dance at my studio.

C#3 Product & Customer Experience

Customer Experience/Product Objective: Inspire Dance Studio (IDS) will be a warm and welcoming place where people do not feel intimidated to express themselves through dance. No matter their level of experience, Inspire will be a place for them to grow through a wide range of dance styles and teachers. If my dancers are between the ages of 3-18 they will have the option to take my recreational classes as well as audition to be on the competition team. If customers are ages 15-30 they will be able to take IDS's drop-in classes that are taught by highly esteemed teachers.

Product Strategies: Inspire Dance Studio will have a variety of classes taught by different levels of teachers. For one part of my studio, the classes will be taught by high quality teachers, but they will not have as well-known reputations yet. This means that my studio will have classes that are taught Monday-Thursday by teachers who have been in the industry their whole lives and want to transition into teaching. My studio will be a great starting place for teachers who have a lot to give but haven't made a name for themselves yet. As for the drop-in/open class section of Inspire Dance Studio, their classes will be taught by professionals in the industry that are popular for their teaching. This will grab the attention of the young adults in the area so that they will come try out the studio because of the teachers. The classes will be high quality in both choreography and teaching style. One way that I will make sure that the teaches at IDS continue to teach up to the standards I set, is by randomly sitting in on a class without notice. Another way will be the routine anonymous surveys that I will send out to all my customers. If my business is going to be known for our high-quality training, it is up to me to keep it at a high level of excellence.

A foundation for all styles of dance is ballet, so therefore my studio will have a strong section of ballet classes to choose from. Along with this, Inspire Dance Studio will also have many other styles for dancers to pick from. These classes will include jazz, tap, musical theater, contemporary, lyrical, hip hop and heels. IDS will also have technique classes such as turns and jumps and Pilates for dancers. This will appeal to both of my markets that I will be catering to

because of the variety of choices. The master classes that IDS will have will be in one of the styles listed or a specialty themed class. For example, we will host a Disney audition themed workshop for those who want to know what the audition is like or what to prepare for one. Since IDS is so close to Disneyland, it will be a great way to cater to the market that visits the park.

Another key feature of giving my customers a great experience when they come to IDS, is the staff that I have working the front desk. Not only will they need to be knowledgeable of what is happening in the studio at all times, but they will also need to be very kind and friendly. When potential and current customers walk through the door, the front desk manager is the first person that they will come in contact with. I need to be as particular when hiring my front desk staff as I am when I hire my teachers and choreographers.

Why? One of the most important factors in deciding which studio to choose are the kind of teachers that are at the studio (CI #1, #2, #5, #9, #10, #12, #14, #15, #22, #23, #24). This showed me how influential the teachers are on the students that come and go from a studio. The amount of time and energy that I put into choosing my teachers could make or break my business. Another appealing factor to customers is the variety of dance styles offered. Having the ability to choose classes yourself also adds to this element. Customers will return again if they feel cared for by the staff and those who are in charge of the studio (CI #1, #7, #24).

C#3 Price Analysis

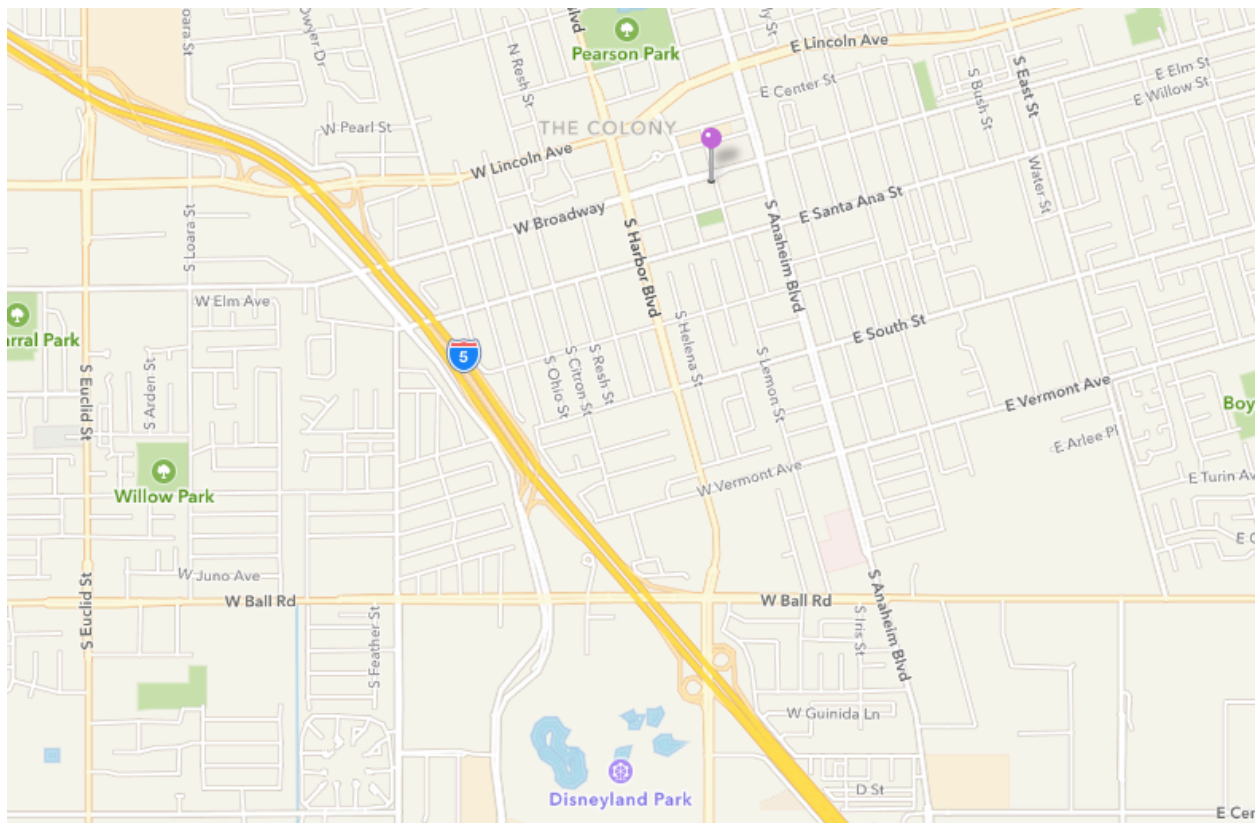
Type of Product:	Inspire Dance Studio	EPAC	MDCOC	Industry Average
One dance class	\$15	\$16	\$17	\$15-\$20
5 lesson Class Pass	\$70	\$75	\$80	\$70-\$80

Price Objective: Inspire Dance Studio’s pricing will be on the low end of meeting the competition. This will aid them in attracting customers initially before IDS has established a name for themselves.

Price Strategies: By having a price that is lower than competition, I will be catching the attention of both of my market age groups. The parents of the younger students will appreciate my price because it will make it an easier decision whether they will stay at the studio or not. As for the college age and above students, they will also appreciate the \$15 price per class since they are most likely on a budget. If a studio has low prices paired with high quality training, they will be able to undercut competition in this way. After a while the customers will be ok if you have to raise the price because now they know how excellent the training is. As for the Class Pass prices, those will also be lower than competition. Customers will be more likely to buy a pass if the price does not look too daunting at first. A common concern would be that because of the price, the quality of training is not very high. But once students actually come to the IDS, they will see that this not the case. **Unlike** MDCOC and EPAC, Inspire Dance Studio will be more affordable to students because of the cheaper price and closer location. Overall, having the price on the low end will only benefit my studio in establishing themselves as a great studio.

Why? For the most part, the price of the dance classes is not thought about unless the price is very high (CI #2, #7, #19, #23). By keeping my price low, I will eliminate the potential concern about pricing. I do not want any customers to not come because they thought that the price was too high. Dance is already a very expensive sport so being able to combat that a bit is very helpful to all my customers. Many of my college age clients are already less likely to come even at this price because of living on a budget.

C#3 Place Analysis



Place Objective: Inspire Dance Studio will be placed at 202 W. Broadway, Anaheim, CA 92805. This location is in the hub of Anaheim, close to Disneyland and next to the I-5 which makes it easily accessible. Right down the street is the Anaheim Packing District which attracts people from all over Orange County. IDS is placed also placed catty-corner to an ice-skating rink and down the street from Anaheim Ballet.

Place Strategies: The first implication for this location is the added customer base that will come from the ice-skating rink as well as from Anaheim Ballet. This is a prime location because these businesses do not cater to the market that I am catering to. On top of that, these two businesses could potentially be in a partnership with Inspire Dance Studio to better all of our

businesses. For example, Anaheim Ballet could partner with IDS through sharing teachers or by my studio sending students to them and vice versa. This will open new doors for my studio since we wouldn't have to start a good ballet program from scratch. This location is also very close to Disneyland which will bring another demographic of people to IDS. The area is known for their amazing restaurants and coffee shops so that leads to a lot of foot traffic which is ideal. There is plenty of parking due to the lot behind the building where IDS would be. The location for a dance studio is always very important due to the fact that people are looking for convenience in everything in today's society.

Why? I chose this location because it was the perfect location for Biola University students as well as Cal State Fullerton students. The niche I found was that students don't have a place to dance on the weekends that is not too far from school (PI #12, #13). This location is in a very nice part of Anaheim that has a lot of fun attractions and food options. Students could come to IDS to take a class and then go out to dinner nearby. Inspire Dance Studio would not be far from I-5 which is very convenient for everyone (CI #21, #22, #23). Along with that, Anaheim has quite a few suburban areas that will provide my other ideal target market. This location is safe, easily accessible and practically untouched by those in the dance studio industry.

C#3 Non-Digital Promotion

Promotion Objective: Inspire Dance Studio's non-digital promotion will center around building awareness/informing the public of their existence. Since IDS is brand new to the dance scene it will take time and resources to gain momentum.

Promotion Strategies:

A. New/Acquisition Strategies

First off, IDS will have a very eye-catching sign in the front that will show the people passing by who we are. This will be the foundation to attracting first time customers into the studio. Our brand will be based off of our slogan "Inspiring people to inspire others" and we will work to communicate this in our promotion. We will strive to portray the warmth that the studio has through graphics and posters. IDS will put an ad into the most read dance magazine called, "DanceSpirit Magazine" which will be a perfect opportunity to inform others about who we are.

To create initial awareness, we will have a soft opening during the summer before the season starts. Then once we have tested a few things, we will have our Grand Opening to celebrate IDS. We will give away free Class Passes as well as single class packages to some lucky students. We will promote this by hanging posters and flyers all around town to start to create a buzz about us. We will also create policy that your first class will be free for the first 3 months of being open. This will help IDS in getting those first few customers through the door to test out the studio. Word of mouth travels so quickly in the dance industry and we will ask our customers to tell their friends about us.

B. Existing Customer Strategies

The biggest factor for the continued growth of IDS is the trust that must be built with our customers. This will be done mostly through student/teacher relationships that will be built over time. The teachers that I have at my studio are my main form of advertisement and promotion. I will foster this through setting up times built in to class for the teacher to get to know the students that are in class that day. Over time, my existing customers will begin to feel at home at IDS. Another way to reach out to current students will be through partnerships with local dance stores. If I build a solid relationship with the dance stores that sell my current customers shoes, I will be able to provide a discount for them at the store. Not only will this benefit my dancers by letting them save money, but it will also provide the dance store with more money. My current students will also receive a discounted rate on master classes if they have attended a certain number of classes at IDS. Advertising the master classes in the studio through brochures will provide awareness of the event to my current students as well.

Why? The base of IDS's non-digital promotion is closely tied with word of mouth and appealing logos. Since our main goal is to increase awareness of who we are, we need to go the extra mile to make good brochures and posters. Dance is a very expensive activity so the added discount at the dance stores will be very appealing to current and potential customers. By building a very strong relationship with our students we will be able to keep them long-term instead of just short-term.

C#3 Digital Promotion

Promotion Objective: IDS will acknowledge the need for a digital presence to differentiate themselves from competition while also continuing to increase awareness of the studio.

Promotion Strategies:

A. New/Acquisition Strategies

One of the first points of contact that a person can have with my studio may be through my website. It is vital that my website is easy to use and very aesthetically appealing to first time customers. My website will communicate the standards that my studio will hold along with our mission statement and morals. When you click on the homepage, what is seen matters a lot to show the customers what our main focus is. In order to appeal to new customers, we need to have a very strong online presence that is spread over many different media platforms. This will include our website, but also our Instagram is equally as important to reach potential customers. For our grand opening, Inspire Dance Studio's brand will be advertised all over the Instagram to advertise the special event. The way we present our "vibe" online will communicate how we will treat our customers when they do business with us.

My studio will feature profiles of each teacher so that students can feel informed on who they are before they come take class. They will have in depth bio on the website explaining who they are and what they have done. Then on the Instagram account, there will be short videos of them talking about themselves, telling stories or discussing a current dance topic. This will make the teachers feel more accessible to potential students.

The system that is used to register will be programmed to remember what classes you took the time before for a quicker purchase. Along with that there will be a special preferences attribute to the customers profile that will put together a tentative schedule based on their likes and dislikes. With this feature new students will not feel as intimidated when they are trying to register for classes.

B. Existing Customer Strategies

Since IDS will have such a strong online presence, existing customers will get the opportunity to be featured on one of the accounts. This will be done through filming combinations at the end of class. Many of the dancers that are popular today are well-known because of their Instagram videos and this could be the case for many of the dancers that will be dancing at IDS. There will only be filming done in certain classes so that current customers can know what to expect and how they need to dress.

A rewards system will also be used for customers who have attended the studio for 12 months straight. If they are only taking drop-in classes, they will have the opportunity to become a member of Inspire Dance Studio's loyalist club. The benefits of this will include free classes, discounted merchandise and one on one lessons with professionals in the industry. If they are taking classes on the recreational side of the studio, they will receive free passes to take master classes that are offered on the weekends.

Why? The website of a dance studio adds a lot to their business or it can take away from who they are. The website of IDS will enhance the reputation of the studio to potential and current customers. Through the use of Instagram, IDS will be able to differentiate themselves from the competition even more. Also, if it is used correctly, filming dance combinations can be an effective marketing tool for both the studio and the dancer.

Section E: List of Works Consulted



Websites

Website #1: <http://millenniumdancecomplex.com>

Why relevant: This is the website of the original Millennium Dance Complex in Hollywood that is very popular.

Website #2: <http://www.elitedanceacademyoc.com/default.asp>

Why relevant: This competitor has a competition team which Millennium OC does not have.

Website #3: <https://www.drlegacystudios.net>

Why relevant: This studio was in the area of the Edge but had to close down and restart themselves.

Website #4: <http://www.edgepac.com>

Why relevant: This is the website of competitor #1 and shows how they emphasize their choreographers to their students.

Website #5: <http://mdcoc.com>

Why relevant: This is the website of competitor #2 and shows how they emphasize celebrities who have taken class at the studio.

Website #6: <https://www.yelp.com/biz/edge-performing-arts-center-los-angeles-3>

Why relevant: This site gives me a clearer picture of what customers think of the staff and the ways classes are ran at competitor #1.

Website #7: <https://www.yelp.com/biz/millennium-dance-complex-orange-county-anaheim-4>

Why relevant: On this site I was able to perceive how people are liking competitor #2's style of teaching and scheduling classes.

Website #8: <http://www.wavegymnastics.com>

Why relevant: This is a site of an indirect competitor to the dance studio industry.

Website #9: <http://www.cheerforce.com/oc>

Why relevant: This indirect competitor advertising their competitive cheer team.

Website #10: <https://blog.steezy.co/best-dance-studios-in-la-you-should-train-at/>

Why relevant: This site shows a list of the top studios in LA.

Website #11: <https://www.dancemagazine.com/dance-salaries-2587282090.html>

Why relevant: This website shows salary numbers for working professionals in the dance industry.

Website #12: <https://www.bls.gov/ooh/entertainment-and-sports/dancers-and-choreographers.htm#tab-4>

Why relevant: This site shows facts and numbers about being a dancer or choreographer in the industry.

Website #13: <https://datausa.io/profile/soc/272030/>

Why relevant: On this website the data for dance industry in the US is shown.

Website #14: <https://www.anddance.com>

Why relevant: This is the website of a local dance studio near my potential third business.

Website #15: <https://www.imperialdancestudio.com>

Why relevant: This website is another competitor in the small dance studio industry.

Website #16: http://www.edgepac.com/classcard_policies.htm

Why relevant: The prices for classes at EPAC.

Website #17: <http://millenniumdancecomplex.com/about/rates/>

Why relevant: The prices for classes at MDC.

Website #18: <http://dancethespot.com>

Why relevant: This is the website of another competitor.

Website #19: <https://www.areavibes.com/los+angeles-ca/north+hollywood/livability/>

Why relevant: This site shows how the cost of living in north Hollywood is different than the rest of the US.

Website #20: <https://mdcpgh.com/class-prices/>

Why relevant: The prices for classes at MDC in Pittsburg.

Website #21: <https://datausa.io/profile/geo/orange-county-ca/>

Why relevant: This site shows data for Orange County.

Website #21: <https://jobs.disneycareers.com/auditions>

Why relevant: Site shows current Disney auditions at MDCOC.

Website #22: <https://www.instagram.com/edgepac/>

Why relevant: EPAC's Instagram account

Website #23: <https://www.instagram.com/millenniumdanceoc/>

Why relevant: MDCOC's Instagram account

Articles

Article #1: Howard. *Dance Magazine*, "Is Instagram Changing the Dance World's Value System?" (2018) Retrieved from <https://www.dancemagazine.com/instagram-dance-2585216791.html>

Why relevant: This article discusses the skewed picture dancers, and people in general, present to others through social media.

Article #2: Kaiser. *Lab Work*, “5 Ways Social Media Can Help a Dancer’s Career” (2017) Retrieved from <https://medium.com/lab-work/5-ways-social-media-can-help-a-dancers-career-fed261d4b249>

Why relevant: In this article, the good side of social media for dancers is shown and explained.

Article #3: Schupp. *Congress on Research in Dance Conference Proceedings*, “Dance Competition and Capitalism,” 361-368, (2016)

Why relevant: Shows how competition dance has changed over the years and how it lines up with capitalism.

Article #4: McNamara. *Dance Spirit Magazine*, “Inside the Class Video Craze” (2017) Retrieved from <https://www.dancespirit.com/the-class-video-craze-2376907298.html>

Why relevant: This article dives deeper into the video taking phenomenon that is happening in the dance industry right now.

Article #5: *Dance Spirit Magazine*, “Getting the Most Out of Your Studio” (2010) Retrieved from https://www.dancespirit.com/getting_the_most_out_of_your_studio-2326045256.html

Why relevant: This article shares insight on what it is like to move from one studio to another because of not feeling pushed by the dancing.

Article #6: Levin. *Miami Herald*, “Today’s young dancers train to win trophies. But what else are they losing?” (2016) Retrieved from

<https://www.miamiherald.com/entertainment/article112397897.html>

Why relevant: This article explains the competition dance world in more depth.

Article #7: Feidelson. *The New York Times Magazine*, “Inside the High-Drama World of Youth Competition Dance” (2017) Retrieved from

<https://www.nytimes.com/2017/12/21/magazine/inside-the-high-drama-world-of-youth-competition-dance.html>

Why relevant: In this article, the dance competition and how they have changed is discussed.

Article #8: Amo. *Small Business - Chron.com* "The Effect of Celebrities in Advertisements." Retrieved from <https://smallbusiness.chron.com/effect-celebrities-advertisements-56821.html>

Why relevant: This article is about the influence celebrities can have on your business through advertising.

Article #9: Ramakrishnan. “12 Must Try Extra Curricular Activities For After School Engagement” Retrieved from <https://flintobox.com/blog/child-development/extra-curricular-activities>

Why relevant: In this article options for after school activities are discussed.

Article #10: White. *Dance to Evolve Blog*, “How Dance Classes Benefit Early Development” (2012) Retrieved from <http://www.danceto evolve.com/blog/bid/207943/How-Dance-Classes-Benefit-Early-Development>

Why relevant: This article is about the influence dance has on young child as their brains are developing.

Article #11: Opene. *Atomic Ballroom*, “Reality TV’s Impact on the Dance World” (2014) Retrieved from <http://atomicballroom.com/blog/2014/10/28/reality-tvs-impact-on-the-dance-world/>

Why relevant: This article explains the impact that reality TV has had on the dance industry.

Article #12: Bernhard. *Dance Magazine*, “4 Tech Tools That Could Transform the Dance World” (2017) Retrieved from <https://www.dancemagazine.com/36988-2307060178.html>

Why relevant: There are many new advances in technology for the dance world and this article discusses a few of them

Article #13: Brady. *Dance Spirit Magazine*, “How to use social media to Help Your Dance Career” (2018) Retrieved from <https://www.dancespirit.com/how-to-use-social-media-to-help-your-dance-career-2622371620.html>

Why relevant: This article shows examples of ways that dancers can utilize social media to further their dance career.

Article #14: *Wellness Living Blog*, “8 Ways to Promote Your Dance Studio” (2018) Retrieved from <https://www.wellnessliving.com/knowledge-sharing/8-ways-to-promote-your-dance-studio/>

Why relevant: This blog post gives tips on how to market your dance studio best.

Article #15: Wakim. *Los Angeles Magazine*, “This L.A. Studio is Making the Most Jaw dropping Dance Videos” (2017) Retrieved from <https://www.lamag.com/culturefiles/l-studio-making-jawdropping-dance-videos/>

Why relevant: This article explains how Millennium Dance Complex has become so popular.

Article #16: Hilton. *Dance Teacher*, “An Expert Shares 4 Legal Tips all Studio Owners Should Know” (2018) Retrieved from <https://www.dance-teacher.com/-legal-advice-to-save-your-studio-2611689051.html>

Why relevant: Important legal issues for dance studios are discussed in this article.

Article #17: Burkhart. *Dance/USA*, “Copyright Basics for Dance Works” (2018) Retrieved from <https://www.danceusa.org/ejournal/2011/10/14/copyright-basics-for-dance-works>

Why relevant: This article explains the US copyright law for dancers.

Article #18: Cundiff-Kopplin. *Dance Magazine*, “Is Your Teacher a Bully or Just too Strict? 10 Ways to Tell the Difference” (2018) Retrieved from <https://www.dancemagazine.com/bullying-teachers-2581811648.html>

Why relevant: This article points out important factors to be aware of as dance students.

Article #19: La Rocca. *The New York Times*, “TV Gives Dance a Boost, and That’s Good Right?” (2010) Retrieved from

<https://www.nytimes.com/2010/06/13/arts/dance/13tvdance.html?mtrref=www.google.com>

Why relevant: This article discusses the influence that TV is having on dance.

Article #20: Pierce. *The Daily Campus*, “Body Shaming in the Dance Industry” (2018)
Retrieved from <http://dailycampus.com/stories/2018/1/18/body-shaming-in-the-dance-industry>
Why relevant: This article explains the body shaming issue in the dance industry.

Article #21: Luckie. *All About Dance*, “An Interview with Millennium Dance Complex” (2016)
Retrieved from <https://nohoartsdistrict.com/industry-all-art/gotta-dance/item/4736-choreographers-like-cris-judd-tina-landon-anthony-thomas-and-mia-michaels>
Why relevant: In this article, the CEO of Millennium is interviewed and provides insight into the formation of the business.

Professional Interviews

Professional Interview #1: Female, 20s, general employee at Edge Performing Arts Center (EPAC), Los Angeles. She has worked there for 7 years. Interviewed at the Edge PAC on February 23, 2019.

Why relevant: Moved from Oregon to pursue a career in dance and liked dancing at the Edge so decided to work there. We discussed how she likes the system they use to register for classes. She pointed out how much the industry has changed because of social media.

Professional Interview #2: Male, 20s, employee at Edge Performing Arts Center, Los Angeles. He has worked there for 5 years. Interviewed at the Edge on February 23, 2019.

Why relevant: He came to the Edge for the scholarship program and started working there after it finished. We discussed how this studio has more adult classes rather than classes for younger kids. In the last 5 years digital marketing has really taken over the dance world. From his perspective the hub of dance has changed from where the Edge is at to North Hollywood. He also mentioned that it’s popular to take videos in class but most of the teachers at the Edge are not there just for the video.

Professional Interview #3: Female, 40s, dance teacher and choreographer in LA, has danced for 36 years and taught for 25 years. Interviewed on the phone on February 27, 2019.

Why relevant: Explained to me how fast moving the dance industry is at the moment. Everything is branded through videos and how Millennium Hollywood using that to hype themselves up. She also said that people are more aware of where they are being trained. Dance is becoming more mainstream thanks to technology and social media. The popular styles of dance have also changed from traditional technique to more free style hip hop.

Professional Interview #4: Female, 20s, dance teacher at Millennium Orange County (MDCOC), worked there since summer 2018. Interviewed at MDCOC on March 22, 2019.

Why relevant: She explained to me how she saw that Millennium was needing teachers and contacted them about the job. Along with being a dance teacher she is skilled with camera work and wants to provide more for Millennium in that way. She explained how she thought that this studio is pointed more towards college age kids and young adults. Another thing that she pointed out to me was how dancers today are getting more recognition through social media.

Professional Interview #5: Female, 20s, general employee at Millennium Orange County, has worked at the front desk for a year. Interviewed at MDCOC on March 22, 2019.

Why relevant: After she moved down to Fullerton for college, she started working for Millennium. She shared with me how most of the people come to the studio just because of the name and not because of the teachers. This location of Millennium is less intimidating than the one located in Hollywood. She feels as if Millennium is missing the team aspect of dance as well as the community part. It can be hard to get better at a studio like this because nothing is built upon. The target market for this studio is young adults in her opinion. Most of the classes at Millennium are more “feel good” classes and less about training.

Professional Interview #6: Female, 30s, has taught dance for 17 years. Visiting EPAC with students. Interviewed at EPAC on March 23, 2019.

Why relevant: She told me about she used to train at the EPAC before they changed locations. The studio she works at has 3 locations and struggles with being relational and not transactional. Often times the parents can get discouraged because they feel that their kids are not being cared for. She told me that she never thought that she would end up being a dance teacher but loves it. Her plan is to keep teaching at the studio she is currently working at.

Professional Interview #7: Female, 20s, front desk manager and teacher at And Dance in Norwalk, California. Interviewed at And Dance on April 1, 2019.

Why relevant: She told me that she attended the studio herself and is now teacher 5-7-year old. She doesn't see herself leaving the studio and enjoys working here. She also told me that they have a few adult classes but not that many.

Professional Interview #8: Female, 50s, owner of And Dance in Norwalk, California. Interviewed at And Dance on April 2, 2019

Why relevant: This studio was opened 25 years ago when she was young. Right off the bat she said that she had a competitive dance team for her students. Her main focus is to make people happy and serve the community. She said the hardest part of having a studio is having the kids stay and not leave for another activity. The group of people that she markets to is not the same as the Edge of Millennium. She also told me that she bases how long the classes are by level. Her favorite way to find teachers is through fellow studio owners and her own students.

Professional Interview #9: Male, 50s, owner of Imperial Dance in Brea, California. Interviewed at Imperial Dance on April 8, 2019.

Why relevant: He opened his studio 26 years ago when his professional career was ending. His studio caters to families in the area with kids that are middle school age and below. He has had a competition team from the start of his business. The hardest for him is to keep the quality of teaching up to his standards since he is not teaching any more. Over the years he has struggled with keeping everything up to date with the trends of social media. His top tip for owning a studio is to not go in with a partner because it is hard to be on the same page. If he had to choose between Millennium OC and the Edge, he would take his kids to the Edge.

Professional Interview #10: Female, 30s, owner and manager of Millennium Orange County. Interviewed at MDCOC on April 13, 2019.

Why relevant: She views MDCOC as a place to train along with training at other studios. It is a great place for adults to feel comfortable to dance no matter their age. The name can be intimidating but this studio is not like that. She told me that her beginner classes are the main draw for business along with master classes. She partners with Disney and hosts their auditions at the studio. The hardest part about owning the studio for her is figuring out what people want. It is not as busy on the weekends as she would like so she is not open on Sundays. We discussed how the people of Orange County have a different mindset about training. This studio is all about the students, is judgement free and nobody is harshly corrected. If filming will go on people know ahead of time. She thinks it is important to forget about social media and just focus on training.

Professional Interview #11: Female, 20s, been doing the work study program at Millennium Orange County for 7 months. Interviewed at MDCOC on April 13, 2019.

Why relevant: She told me that the studio is defiantly adult focused, and she mostly interacts with college age dancers. The biggest trend that she sees in the dance industry is the popularity people can get on Instagram with even being that good of dancers. She believes that the most important thing at a studio is a good atmosphere.

Professional Interview #12: Female, 20s, been doing the work study program at Millennium Orange County for a month. Interviewed at MDCOC on April 13, 2019.

Why relevant: She found the studio through social media and decided to apply. Came here because it would push her to be better at hip hop. She said that MDCOC is focusing on adults who want to come in quick for dance class. The community she has with her coworkers makes her wants to stay for a long time. Encouraging teachers are a very important aspect to dance studios. She really believes that a dance studio needs to be inclusive to everyone.

Professional Interview #14: Female, teens, danced and worked in the industry for 15 years, interviewed on the phone on April 29, 2019.

Why relevant: Has danced at studios all across California along with doing thinks that a really good staff is important for a having a good studio. She told me that putting all the competition pieces on the same day is very helpful for students. We also discussed my third business.

Professional Interview #13: (myself) Female, 20s, dancer since age 3 as well as teacher and choreographer.

Why relevant: Been in the industry for 17 years and done extensive research on the dance industry and is current customer of many different dance studios.

Customer Interviews

Customer Interview #1: Female, 50s, has had kids at dance studios for over 17 years. Taken her kids to both Millennium Orange County (MDCOC) and the Edge Performing Arts Center (EPAC). Interviewed on February 27, 2019

Why relevant: We discussed why she choose the Edge to bring her daughters to dance at. She liked the variety of classes they have as well as the well know choreographers. Overall,

she liked the staff at Millennium better than at the Edge. She shared that her top things she is looking for in a dance studio is a good director and good teachers.

Customer Interview #2: Female, 20s, been coming to Millennium Orange County for about a month. Interviewed at MDCOC on March 22, 2019.

Why relevant: She said that she wished classes were longer because it's too much information to absorb in 1 hour. She liked the way that this studio is geared towards adults and feels comfortable coming here. Along with coming to Millennium, she is also going to other studios and likes them a little more than this studio. Overall, she likes the laid-back feel of Millennium.

Customer Interview #3: Female, 50s, first time customer and mom of a student at Millennium Orange County. Interviewed at MDCOC on March 22, 2019.

Why relevant: She explained how her son found this studio online and wanted to come here. The location of this studio is very convenient for her and close to her house. She wants to come back to the studio again for her son to take another class.

Customer Interview #4: Female, 40s, has brought daughter to the Edge Performing Arts Center for over a year. Interviewed at EPAC on March 23, 2019.

Why relevant: She told me that she switched her daughter from Millennium to here to be on the teen company. Her daughter is attending class here and also working in the industry. She really appreciates how it is student focused.

Customer Interview #5: Female, 50s, been coming to EPAC for 6 years. Interviewed at EPAC on March 23, 2019.

Why relevant: She told me about how much her daughter loves coming to this studio. Her daughter is a professional dancer and gets most of her training at the EPAC. The teachers at this studio actually care about the students and want them to grow. Through this studio, a lot of doors have been opened for her daughter in the dance industry. She explained to me how her daughter doesn't really like Millennium Hollywood.

Customer Interview #6: Female, 40s, first time customer at the EPAC. Interviewed at EPAC on March 23, 2019.

Why relevant: Her and her daughter heard about EPAC through a dance show they saw in Hollywood. They will be coming again if her daughter likes the class. She told me that she really likes the layout and feel of the studio.

Customer Interview #7: Female, 50s, first time customer but knew of the EPAC from dance teacher. Interviewed at EPAC on March 23, 2019.

Why relevant: She told me that her daughter and their studio's dance team are here taking class. When she is deciding on if she likes the studio she looks at the floors and sees if they have benches to sit on. She will be coming back if her daughter likes it.

Customer Interview #8: Group of females, ages 10-13, dance team that is visiting the EPAC. Interviewed at EPAC on March 23, 2019.

Why relevant: This group of dancers told me about their favorite things about their dance studio. They really care about the atmosphere of the studio and want it to be welcoming. They liked the EPAC and want to come back. Another thing that they look are nice floors to dance on.

Customer Interview #9: Female, 40s, second time bringing daughter to EPAC. Interviewed at EPAC on March 23, 2019.

Why relevant: She is in town visiting colleges for her daughter and they decided to come to EPAC. She told me how much she likes the layout of the studio along with the windows and natural light. This studio reminds her of ones in New York City.

Customer Interview #10: Female, 40s, bringing child to And Dance in Norwalk, California for 5 years. Interviewed at And Dance on April 1, 2019

Why relevant: She has loved bringing her daughter to this studio. Her favorite thing about it is the friends that her daughter has made and the fact that they are all working towards the same goal. The atmosphere of the studio is very friendly, and family orientated and that matters a lot to her. She also feels as if her daughter is getting good training from the teachers. Her daughter is not on the competitive team and attends once a week.

Customer Interview #11: Female 40s, attended And Dance in Norwalk, California while growing up and bringing child to studio for 5 years. Interviewed at And Dance on April 1, 2019

Why relevant: As she explained, she truly could not think of bringing her child to any other studio. The connections that she has to the studio is what matters to her the most. She appreciates that the instructors are well trained that her daughter is getting a good dance education. The atmosphere of the studio matters a lot to her and her family. She would not bring her child to dance studios in Downey because they are very competitive against each other. Her daughter is not on the competitive team and attends 5 times a week.

Customer Interview #12: Female, 20s, attended Millennium Dance Complex in Hollywood. Interviewed on April 5, 2019

Why relevant: She told me that she likes to attend class whenever she has time and attended Millennium last minute one evening. She wishes that she could have learned more about the teacher online before attending the class. The parking was not too bad and the staff was nice. It also was not as intimidating as she thought at first.

Customer Interview #13: Female, 30s, returning customer of Imperial Dance. Interviewed at Imperial Dance on April 8, 2019

Why relevant: First time back to the since they left a year before. Trying it out to see if kids like the studio. Chose to bring her daughters here because she liked the reputation of the studio. Her daughters wanted to dance instead of doing gymnastics.

Customer Interview #14: Female, 40s, 5th time bring daughter to Millennium Orange County in Anaheim, California. Interviewed at MDCOC on April 13, 2019.

Why relevant: Her daughter trains at MDCOC along with her normal studio. She really likes the teachers and brings her daughter to take class from them. This Millennium is closer than the Hollywood one and is a more convenient location for her. She wishes there were more windows

to see into the classes. Also, it is hard to find because of being hidden in the back of the parking lot.

Customer Interview #15: Female, 50s, adult age daughter coming to Millennium Orange County in Anaheim, California for several years. Interviewed at MDCOC on April 13, 2019.

Why relevant: She commutes with her daughter an hour and a half to get to the studio. She really likes the layout of the studio and how open and airy it is. One thing that would be nice is if they were open on Sundays.

Customer Interview #16: Female, 30s, bringing son to Millennium Orange County in Anaheim, California for the past four weeks. Interviewed at MDCOC on April 13, 2019.

Why relevant: She found the studio through googling it and decided to bring her son here. He has never taken dance before and has enjoyed it so far. The location is really convenient for her to come to. She wishes that they had brochures for her to look at with info. The connections that her son has with the teacher is most important for her.

Customer Interview #17: Female, 20s, taking classes at Millennium Orange County in Anaheim, California since it opened.

Why relevant: The classes for older students is the best part of the studio. Hard to find studios around that cater to her age group. Location beats driving all the way to LA.

Customer Interview #18: Female, 30s, brought teenage daughter to Millennium Orange County in Anaheim, California a few times.

Why relevant: She does not like the way that the class time is wasted by the teachers. She would come back for certain teachers but only for them. Would rather drive her daughter to the Millennium in Hollywood. Although she really likes the studio owner and hope that MDCOC will get better in the future.

Customer Interview #19: Female, 20s, coming to the Edge Performing Arts Center in Hollywood for a while.

Why relevant: She is ok with the raised price because all the studios are similar. Really likes the teachers and style of classes. Most of the classes don't overdo the filming which is nice and makes them stand out. Front desk staff was less rude than Millennium but not as nice as others. Only wish that the big studio wasn't shaped as strange.

Customer Interview #20: Female, 20s, first time at the Edge Performing Arts Center in Hollywood.

Why relevant: Tried to take class but it was cancelled last minute, and she didn't get notified. She thinks that the customer could be greatly improved. Lots of confusion over the class card.

Customer Interview #21: Female, 20s, dancer, interviewed at Biola University, La Mirada on April 29, 2019.

Why relevant: Discussed third business and that she would like someplace to go to train while at school, location is not that bad, but 20-30 min would be great, hip hop, heels and ballet are ideal, loves idea for Disney classes

Customer Interview #22: Female, 20s, grew up dancing, interviewed at Biola University in La Mirada on April 29, 2019.

Why relevant: Brainstormed third business, intimidated by many classes, beginner classes would be good, down to go anywhere less than an hour, need to know about the teachers to make comfortable, would want a hardcore ballet class, once comfortable would come often, face with the name for teachers, age limit 15 years old for youngest in class

Customer Interview #23: Female, 19, loves to dance, interviewed at Biola University in La Mirada on April 29, 2019.

Why relevant: Talked about third business, teachers matter a lot to her, the atmosphere needs to be uncompetitive and fun.

Customer Interview #24: Female, 20s, grew up on a dance team, interviewed at Biola University in La Mirada on April 29, 2019.

Why relevant: Really interested in potential dance studio, heavy online presence matters a lot, wants to know how class runs before she comes, teachers need to have a good bio, good atmosphere matter a lot too