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Building An Audience

Chris Rimple

President, Voices Incorporated

Class Information

- ▶ Name: Building An Audience
- ▶ Length: 1 session of 90 minutes
- ▶ Size: Unlimited
- ▶ Participants: Any, but targeted to chapter leaders
- ▶ Prerequisites: None
- ▶ Materials: PowerPoint slides
- ▶ Description: A cappella music is experiencing a resurgence, but is your chapter benefitting from it? Are you struggling to find and retain an audience? Creating awareness for your chapter requires more than an advertisement in the local paper. We'll review audience needs and how to align chapter desires with them, as well as partnerships and other relationships that can help you grow your audience.

Objectives

- ▶ Provide participants with information and tools to become more effective chapter leaders
- ▶ Provide participants with an overview of generational and societal changes, and their impact on barbershop
- ▶ Provide participants with an understanding of customer groups and needs, and how to satisfy them
- ▶ Provide participants with messaging ideas to aid in chapter outreach

Participant Expectations

- ▶ Basic knowledge of the barbershop world and terminology
- ▶ Basic knowledge of chapter operations

Instructor - Chris Rimple

- ▶ Barbershopper since 2003
- ▶ Former chapter VP Music and VP Marketing, District VP Marketing, BHS Marketing instructor
- ▶ President of Voices Incorporated chapter, HCNW instructor, Harmony U instructor
- ▶ Disciple of Chuck Greene and J.R. “Digger” MacDougall - focus on generational/societal impacts to barbershop
- ▶ 51, married, no kids, work in high tech - in our “target market” for recruiting
- ▶ First barbershop experience at 18, but didn’t join for 20 years - plant the seed, it will grow
- ▶ Email - chrisrimple@yahoo.com

Agenda

- ▶ Logistics
- ▶ Class Demographics
- ▶ Customers
- ▶ Needs Analysis
- ▶ Your Chapter
- ▶ Your Product
- ▶ Reaching Customers
- ▶ Alliances
- ▶ Summary
- ▶ Q & A

Logistics

- ▶ Class is 90 minutes with no breaks
 - ▶ If needed, step out and rejoin quietly
- ▶ Ask questions at any time
 - ▶ Please raise hand and be acknowledged
 - ▶ There is also 10 minutes at end for general Q&A
- ▶ Silence the noisemakers
 - ▶ Phones, pagers, etc. can be on but in silent mode

Logistics

- ▶ **Talk about it**

- ▶ Post to social media using #HCNW2017

- ▶ **Video recording**

- ▶ Class is being recorded for later viewing online

- ▶ **All materials available**

- ▶ Slides, recordings, and all materials can be accessed online

Class Demographics

- ▶ How many in BHS? SAI? HI?
- ▶ How many years in barbershop?
 - ▶ 1-10? 11-20? 21-30? 31-40? 41-50? 51+?
- ▶ How many chapter administrative leaders?
- ▶ How many chapter music team members?
- ▶ How many at HCNW for the first time?

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Customers

What Is A Customer?

In the context of Building An Audience, a customer is...

Any person, group, or entity that has, or could develop, an interest in a chapter

Customers

Group Discussion - 10 Minutes

Who Are Your Customers?

It's easy to identify audience members at a chapter show as your customer, but what other customers does your chapter have?

Example Customers

- ▶ Current members
- ▶ Potential members
- ▶ High school / youth singers
- ▶ Church choir members
- ▶ Families of members
- ▶ Friends of members
- ▶ Former BBshoppers / former members
- ▶ Members of other chapters
- ▶ Experienced Bbshoppers
- ▶ BBshop fans
- ▶ Senior citizens / senior centers
- ▶ Arts community
- ▶ Community
- ▶ General public (don't know barbershop)
- ▶ Media
- ▶ Fraternal organization members
- ▶ Public venues
- ▶ Agent

Customer Groups

With many customers to consider, we can group them based on their similarities...

Customers & Customer Groups

Customers	E	N	F	P	O
Current members	X		X		
Potential members		X		X	
High school / youth singers		X		X	
Church choir members		X		X	
Families of members			X		
Friends of members		X	X		
Former BBshoppers / former members		X	X		
Members of other chapters		X	X		X
Experienced BBshoppers		X	X		
BBshop fans		X	X		
Senior citizens / senior centers				X	X
Arts community		X		X	X
Community		X		X	X
General public (don't know barbershop)		X		X	
Media				X	X
Fraternal organization members		X		X	X
Public venues					X
Agent				X	X

Key	Customer Group
E	Existing Members
N	Potential (new) Members (including former members)
F	Barbershop Fans (including families/friends of members)
P	Public (not yet barbershop fans)
O	Performance Opportunity
L	Chapter Leadership

Summary Of Customer Groups

- ▶ Existing Members
- ▶ Potential (new) Members
 - ▶ Including former members
- ▶ Barbershop Fans
 - ▶ Including families/friends of members
- ▶ Public (not yet barbershop fans)
- ▶ Performance Opportunity
 - ▶ Including individuals, organizations, and media
- ▶ Chapter Leadership
 - ▶ Not exactly a “customer group” but with needs to consider

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Needs Analysis

Customer Needs

Group Discussion - 20 Minutes

What Are The Customer Needs?

Thinking about the customer groups...

Existing Members

Potential (new) Members

Barbershop Fans

Public (not yet barbershop fans)

Performance Opportunity (paying clients)

Chapter Leadership

What are the specific needs of each?

Example Needs - Existing Members

- ▶ Quality product
- ▶ Clear expectations
- ▶ Fellowship
- ▶ Music education
- ▶ Affordability
- ▶ Time commitment
- ▶ Type of performance experience
- ▶ Repertoire variety
- ▶ Energy / excitement
- ▶ Sing
- ▶ Accommodating facility
- ▶ Orientation
- ▶ Mentoring
- ▶ Continued improvement
- ▶ Quartetting
- ▶ Public performances / shows
- ▶ Contest participation / success
- ▶ Recognition
- ▶ Clear vision / direction
- ▶ Quality leadership
- ▶ Riser discipline / focused activities
- ▶ Communication
- ▶ Organized social activities

Example Needs - Potential Members

- ▶ Info on membership
- ▶ Exposure to chorus
- ▶ Quality product
- ▶ Clear expectations
- ▶ No intimidation
- ▶ Fellowship
- ▶ Friendship
- ▶ Accommodating schedule
- ▶ Music education
- ▶ School credit
- ▶ Affordability
- ▶ Time commitment
- ▶ Type of performance experience
- ▶ Repertoire variety
- ▶ Energy / excitement
- ▶ Sing
- ▶ Accommodating facility
- ▶ Orientation
- ▶ Mentoring
- ▶ Organized social activities

Example Needs - Barbershop Fans

- ▶ Entertainment value
- ▶ Communication / awareness
- ▶ Public service / volunteerism
- ▶ Music education (as a service)
- ▶ Youth music opportunity
- ▶ Image
- ▶ Performance venue
- ▶ Availability (to be hired)
- ▶ Reputation / association with community
- ▶ Merchandise
- ▶ Public performances / shows
- ▶ Special events / seasonal
- ▶ Pricing options
- ▶ Quality
- ▶ Headliners
- ▶ Want BBshop specifically
- ▶ Afterglow
- ▶ Men's v. women's
- ▶ Communication / outreach specific to BBshop fans
- ▶ Program quality / contents
- ▶ Lyrics, arranger info

Example Needs - Public

- ▶ Entertainment value
- ▶ Communication / awareness
- ▶ Public service / volunteerism
- ▶ Music education (as a service)
- ▶ Youth music opportunity
- ▶ Image
- ▶ Performance venue
- ▶ Availability (to be hired)
- ▶ Reputation / association with community
- ▶ Merchandise
- ▶ Public performances / shows
- ▶ Special events / seasonal
- ▶ Pricing options

Example Needs - Perf. Opportunity

- ▶ Availability (to be hired)
- ▶ Quality
- ▶ Image / Reputation
- ▶ Repertoire variety
- ▶ Human interest
- ▶ Seasonal / topical interest
- ▶ Broad appeal
- ▶ Pricing
- ▶ Public server / volunteerism
- ▶ Visibility

Example Needs - Chapter Leadership

- ▶ Funding
- ▶ Leadership
- ▶ Employees / staff
- ▶ Recruit
- ▶ Retain
- ▶ Facilities
- ▶ Attire

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Your Chapter

Generational Groups Alive Today

- ▶ Born before 1945 - Traditionalists
 - ▶ Grew up in times of scarcity
 - ▶ Have more time than money
 - ▶ Expect hierarchical leadership
 - ▶ **Affiliation** is important to most
- ▶ Born 1945+ - Boomers, GenX, GenY, Millennials
 - ▶ Grew up in times of plenty
 - ▶ Have more money than time
 - ▶ Expect participatory leadership
 - ▶ **Achievement** is important to most

Primary Drivers

▶ Affiliation

- ▶ Spending time with people of similar backgrounds and experiences
- ▶ Strong focus on fraternal organizations (unions, lodges, etc.)
- ▶ Strong focus on families, neighborhoods
- ▶ Past-oriented and history-absorbed

▶ Achievement

- ▶ Relationships are valuable, but within the context of accomplishments
- ▶ Friendships have no geographic boundaries
- ▶ Little patience for slow progress
- ▶ What have you done for me lately?

Member Activities & Drivers

▶ Fellowship

- ▶ Spending time with others
- ▶ Usually Affiliation

▶ Performance

- ▶ Singing for others and being acknowledged
- ▶ Affiliation or Achievement

▶ Competition

- ▶ Being measured against others
- ▶ Usually Achievement

Chapter Demographics

Group Discussion - 10 Minutes

Chapter Demographics

- ▶ What generations are in your chapter?
 - ▶ Traditionals? Boomers? GenX? GenY? Millennials?
 - ▶ What impact does this have?
- ▶ What portion is Affiliation- or Achievement-driven?
 - ▶ What impact does this have?
- ▶ What portion wants Fellowship, Performance, or Competition?
 - ▶ What impact does this have?

Chapter Customers

Group Discussion - 10 Minutes

Chapter Customers

- ▶ Which customer groups do you want to serve?
 - ▶ Existing Members
 - ▶ Potential (new) Members
 - ▶ Barbershop Fans
 - ▶ Public (not yet barbershop fans)
 - ▶ Performance Opportunity
 - ▶ Chapter Leadership
- ▶ Does that align with your chapter demographics?
 - ▶ If not, what is the impact?

Jack Of All Trades

Some chapters try to be “all things to all people”. Given that customer groups, including members, have needs that may not align...

How likely are those chapters to be successful?

Master Of Some

A chapter may be more successful by focusing on the needs of a limited number of customer groups. But this could reduce or eliminate Fellowship, Performance, or Competition, which may alienate some members.

How many chapters are willing to try this?

The Future?

Imagine a world in which...

There are many chapters, most with a single purpose

There are many members, happy in those chapters

Some are dual members, with no stigma attached

Most chapters have a unique “persona” and potential members are attracted to the chapter that “fits best”

Is that better or worse than what we have today?

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Your Product

What's Attractive?

To attract customers, you need to be delivering a product that they want.

For each customer group, the properties of an attractive chapter include...

Potential Members - Affiliation

- ▶ Rehearsals are all about **Fellowship**
 - ▶ Loosely structured with plenty of breaks, chatter, and socializing
 - ▶ Lots of variety: chorus time, quartet activities, recognition, etc.
 - ▶ “Fun” singing - little attention to quality and music is learned at rehearsal
 - ▶ Regular visits to other chapters
- ▶ **Performance** is for fun and connection
 - ▶ Low pressure, for audiences without high expectations
 - ▶ Frequent opportunities to sing - holiday carols, singing valentines, arts in the park, etc.
 - ▶ Most performances are free - senior living facilities, schools, churches, etc.
- ▶ No interest in **Competition**
 - ▶ Usually no participation except as hosts

Potential Members - Affiliation

▶ Membership

- ▶ Focus is on interest in singing, not ability
- ▶ Limited or no audition standards
- ▶ Dues and chapter costs are intentionally low
- ▶ Existing members welcome new members openly

▶ Families

- ▶ Frequent non-singing social activities outside rehearsals
- ▶ Regularly attend rehearsals, develop a spouse auxiliary, etc.

▶ Director

- ▶ Retired musician or similar Affiliation-driven person with basic music skills, not a “heroic leader”

Potential Members - Achievement

- ▶ **Fellowship** is only a small part of rehearsals
 - ▶ Very focused, with few or no breaks, and strong riser discipline
 - ▶ Socializing is limited to before and after rehearsal
 - ▶ High attention to singing quality - music is learned and practiced at home
- ▶ **Performance** is for practice and income
 - ▶ Few public performances, rarely free, for audiences with high expectations
 - ▶ Rarely perform with other groups, except where relationships are important
- ▶ **Competition** is the goal
 - ▶ Participate regularly, usually annually
 - ▶ Use contest scores as a measurement of quality and progress
 - ▶ Rarely host, since it interferes with contest focus

Potential Members - Achievement

▶ Membership

- ▶ Focus on singing ability, ability to learn, and desire to sing well
- ▶ Extensive auditions
- ▶ Dues are high to cover coaching and other chapter costs
- ▶ Existing members look forward to the contributions of new members

▶ Families

- ▶ Infrequent or no organized non-singing social activities outside rehearsals
- ▶ Spouses and families are not participating in chapter activities

▶ Director

- ▶ Music educator or similar Achievement-driven person with excellent music skills

Barbershop Fans

- ▶ Frequent news
 - ▶ Show dates and events, headliners, coaching, etc.
- ▶ Opportunities to see the chapter perform
- ▶ Quality that is worth paying for
 - ▶ Moderate entertainment value, not “singing for fun”
- ▶ Known, popular headliners/guests
- ▶ Mostly barbershop
 - ▶ Limited non-barbershop repertoire and guests
- ▶ Afterglows
 - ▶ Opportunity to interact with chapter and guests

Public (Not Yet Barbershop Fans)

- ▶ Awareness and image/reputation
 - ▶ Chapter uses a wide range of media for outreach
 - ▶ Chapter presents itself well online and in person
 - ▶ May be associated with one or more known, local charities
- ▶ Opportunities to see the chapter perform
 - ▶ Holidays and special events get the most attention
- ▶ Quality that is worth paying for
 - ▶ High entertainment value to ensure repeat purchase
- ▶ Pricing options for a range of budgets
- ▶ Variety of repertoire
 - ▶ Familiar songs from the 1950's and later

Performance Opportunity

- ▶ Awareness and image/reputation
 - ▶ Chapter uses a wide range of media for outreach
 - ▶ Chapter presents itself well online and in person
 - ▶ May be associated with one or more known, local charities
- ▶ Availability to be hired
 - ▶ Holidays and special events get the most bookings
- ▶ Quality that is worth paying for
 - ▶ High entertainment value to ensure repeat purchase
- ▶ Pricing options - full chorus, VLQ, quartets, etc.
- ▶ Variety of repertoire with broad appeal
 - ▶ Appropriate to the audience and event

Reaching Customers

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How Can They Be Reached?

To reach customers, you need to be communicating in a manner, and with messaging, that is appropriate.

For each customer group, the best ways to reach them include...

Existing Members

▶ Traditionals and Boomers

- ▶ Many lack technology skills, so prefer face-to-face, telephone, and printed communication - announcements at rehearsal, printed newsletter

▶ GenX

- ▶ Grew up with email and prefer it - mailing lists

▶ GenY, Millennials

- ▶ Comfortable with mobile devices - text message, social media message

Potential Members - Affiliation

- ▶ Attracted primarily to **Fellowship**
 - ▶ Interested in a chapter that is social - charity volunteerism also helps
- ▶ Communicate to and look for members
 - ▶ In senior living facilities, churches, fraternal/social organizations, etc.
 - ▶ In softball leagues, bowling leagues, etc., and friends of members
 - ▶ In college fraternities/sororities, university clubs (chess, gamers), etc.
 - ▶ In the audience at public performances - teach tags afterward
- ▶ Messaging
 - ▶ Focus on interest in singing, not ability - free singing lessons, etc.
 - ▶ Use “anyone can do it” and similar messaging
 - ▶ Face-to-face is best, but online video conveying “fun” is also good

Potential Members - Achievement

- ▶ Attracted primarily to **Competition**
 - ▶ Interested in a chapter that is goal-oriented
- ▶ Communicate to and look for members
 - ▶ In college/university music programs, orchestras, and professional groups
 - ▶ Among the members of garage bands, singer-songwriters, and other groups
 - ▶ In the leadership ranks of non-profit organizations
 - ▶ Among high achievers in business, sports, and other activities
- ▶ Messaging
 - ▶ Chapter's focus on product quality, past achievements, and future goals
 - ▶ Looking for ability, desire to sing well, and care about accomplishment
 - ▶ Online video that conveys "quality" and "accomplishment" can be effective

Barbershop Fans

- ▶ Attracted primarily to barbershop performances
- ▶ Look for them
 - ▶ Among purchasers of tickets to prior chapter shows
 - ▶ Among members of other chapters
 - ▶ Among purchasers of tickets to barbershop shows by other chapters
 - ▶ At senior living facilities, senior centers, bingo halls, and other locations where Traditionals congregate
 - ▶ In social media groups for local barbershop communication, activities, etc.
- ▶ Messaging
 - ▶ Focus on headliners, afterglows, coaching, show dates, and other news
 - ▶ Keep a chapter email mailing list, but also post to social media groups for local barbershop communication, activities, etc.

Public (Not Yet Barbershop Fans)

- ▶ Attracted primarily to entertainment
 - ▶ Group (seniors) and value-add (family pack) pricing increase attraction
 - ▶ “Local” connection and charity volunteerism can also help
- ▶ Look for them
 - ▶ In senior living facilities, churches, fraternal/social organizations, etc.
 - ▶ At choral events, school/university concerts, and church concerts
 - ▶ At outdoor events where music is present, particularly radio-sponsored
 - ▶ In social media groups for local activities, as well as arts fans
- ▶ Messaging
 - ▶ Focus on “fun” and “familiar” - holidays/special events are best
 - ▶ Online promo video that conveys “fun” can be effective

Performance Opportunity

- ▶ Attracted primarily to entertainment value
 - ▶ Pricing options - full chorus, VLQ, quartets, etc.
 - ▶ “Local” connection and charity volunteerism can also help
- ▶ Look for them
 - ▶ Through chapter members and families, particularly for employers
 - ▶ In the audience at chapter public performances
 - ▶ Through a booking agent, chamber of commerce, visitors bureau, etc.
- ▶ Messaging
 - ▶ “Entertaining” and “appropriate for all audiences” - repertoire variety
 - ▶ Holidays and special events get the most bookings
 - ▶ Online promo video that conveys “entertaining” is essential

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Alliances

What Is An Alliance?

In the context of Building An Audience, an alliance is...

Any relationship between a chapter and an individual or group, that benefits both, at little or no cost to either

Common Alliances

▶ Barbershop chapters

- ▶ Share a show - reduce hosting, reduce repertoire, grow audience, improve ticket sales, etc.

▶ School choral programs

- ▶ Invite onto show - grow audience, potential singers

▶ Senior living facilities and hospitals

- ▶ Perform in exchange for free rehearsal space
- ▶ Perform at no charge and bring a reporter - free publicity

▶ Sports teams

- ▶ Perform national anthem - free publicity, grow audience

Uncommon Alliances

- ▶ Non-barbershop choruses
 - ▶ Invite onto show - grow audience, potential singers
- ▶ Musical theater, symphony, etc.
 - ▶ Be singers for a production that includes a chorus
- ▶ Local non-profits, school groups, etc.
 - ▶ Perform a fundraising show with 50% or more to the charity - free labor, free publicity, grow audience, potential singers
- ▶ Schools/colleges/universities
 - ▶ Provide experience and possibly school credit to students - free expertise, free labor, free publicity, potential singers
 - ▶ Examples include choral directing, vocal coaching, script writing, stage management, costume design, makeup, logo/flyer/program design, event photography/videography, website design

Uncommon Alliances

- ▶ Fraternal organizations
 - ▶ Perform in exchange for free rehearsal space - grow audience, potential singers
- ▶ Owner of empty office/warehouse space
 - ▶ Provide “occupancy” in exchange for free rehearsal space
- ▶ Chamber of commerce, city council, etc.
 - ▶ Perform national anthem - free publicity, grow audience
- ▶ Businesses that provide arts funding
 - ▶ Perform a free show for community in exchange for grant money - free publicity, grow audience

Summary

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What Have We Learned?

- ▶ Other chapters have the same issues - share your good ideas and copy theirs
- ▶ Customers are more than just the people who see your show
- ▶ Customers and your chapter are affected by generational and societal changes
- ▶ Tailoring your product can improve product satisfaction
- ▶ Adjusting and targeting your messaging can help win new customers

Additional Resources

- ▶ Harmony College Northwest

 - ▶ <http://www.harmonycollege.org>

- ▶ EVG Regional Leadership Academy

 - ▶ <http://evgadmin.org/members/Calendar.php>

- ▶ BHS Healthy Chapter Initiative

 - ▶ <http://www.barbershop.org/education/healthy-chapter-initiative>

- ▶ BHS Education (Harmony U / HU Online)

 - ▶ <http://www.barbershop.org/education>

Questions?

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