Building Brand Identity and Organizational Growth for a Small Media Company

Reginald L. China

Consultancy Project & Report

Organization: Gardner-Webb University College of Education

Project Title: BUILDING BRAND IDENTITY AND ORGANIZATIONAL GROWTH FOR A SMALL MEDIA COMPANY

Candidate: Reginald L. China, Sr.

Consultancy Coach: Dr. Jefferey Hamilton

Defense Date: July 11, 2022

Authorized by: Edwin Jones, Sr./Owner/CEO

Approval

This consultancy project was submitted by Reginald L. China, Sr. under the direction of the persons listed below. It was submitted to Gardner-Webb University College of Education and approved in partial fulfillment of the requirements for the degree of Doctor of Education at Gardner-Webb University.

_____   _____
Dr. Jefferey Hamilton, Faculty Advisor   Date
Gardner-Webb University

_____   _____
Edwin Jones, Sr., Site Advisor   Date
Owner/CEO

Acknowledgements

To God be the glory! When I was in the fourth grade, my teacher told my mother I would never be a good writer. The greatness of God is that I am writing acknowledgments in my Consultancy Report for my doctoral candidacy. To God be the Glory. I thank my DEOL classmates for the guidance and the laughs. I enjoyed taking this journey with you.

Thank you to my parents, Rev. Robert L. China, Jr. and Gail J. China, for their undying support. I have always been able to depend on you for support and guidance. Your examples of Christianity and human decency demonstrated love through actions. My prayer has always been to make you proud of me. I also want to be there for my children, just as you have been there for me.

Thank you to my children, Reginald, Jr. (RJ) and Knyla. Thank you for understanding when Dad had work to do and could not be around. You knew when to give me time to focus and when to barge into the room regardless of what I was doing. Thank you for letting me pursue my dreams during some of the most critical years of your life. I am proud to call you my children.

To my wife, words cannot express my gratitude for your support. It never mattered what I was doing; you always held me down. When I wanted to go on this journey, you, said "Let's go." Thank you for giving me an extended delay on the "honey-do list." Thank you for all the times you had to be a single parent and a superwoman. Thank you for taking my hand and not letting go when the times got tough. You are simply amazing, and I love you.

Abstract

BUILDING BRAND IDENTITY AND ORGANIZATIONAL GROWTH FOR A SMALL
MEDIA COMPANY. China, Reginald, L., 2022: Consultancy Project, Gardner-Webb
University.

The global coronavirus pandemic exacerbated the need for increased media content. It also
showed that media content was integral to communication and stakeholder engagement during
community lockdowns. I worked with the Jones Media Company to gauge the need for media
services in faith-based organizations. The survey results revealed that religious institutions are
not exempt from using media content to engage congregations, the community, and potential
members. According to Auxier and Anderson (2021), the ability to access multimedia content is
in the palm of our hands. Their research showed that some 84% of adults ages 18 to 29 say they
use any social media sites, which is similar to the share of those ages 30 to 49 who say this
(81%). By comparison, a somewhat smaller share of those ages 50 to 64 (73%) said they use
social media sites, while fewer than half of those 65 and older (45%) reported engaging in media
usage. I partnered with a small media company to create a foundational infrastructure to build a
network of media services designed to attract family-friendly organizations, religious
institutions, and general cliental.

Keywords: media, multi-media, content, infrastructure

Table of Contents

1. Introduction

1.1 Project Purpose
The purpose of this project is to build brand identity and organizational growth for a small media company. The Jones Media Group (JMG) aspires to become a media network specializing in faith-based content. JMG is a small family-run media company.

JMG was founded in 2011 and gained a small following on social media platforms. A scheduling conflict with their media content producer forced the company into hiatus. In 2016, Mr. Jones incorporated his sons into JMG; now the organization is comprised of the founder Edwin Jones and his sons Edwin II and Ethan. Mr. Jones is responsible for business operations. Edwin II creates music and records videos and edits video content. Ethan creates graphics and is a photographer. The significant challenge is that JMG must build its brand identity and acquire media equipment. JMG needs to stand out from the masses of media content creators. JMG will need to build a dedicated audience and attract clientele. This requires media equipment to create and distribute content. The cost of media equipment will require JMG to commit significant monetary resources.

Technical Terms and Definitions
o   Video production – the process of producing video content for TV, home video, or the Internet

o   Multimedia – using, involving, or encompassing several media

o   Content – data, digital code, images, graphics, sounds, text, or any other similar material

o   Infrastructure – an underlying base or foundation especially for an organization or system

1.2 Project Qualification
I made initial contact with JMG via a phone call. During the phone call, I explained the proposed partnership to Mr. Jones. The proposition centered on utilizing the current strengths of both parties while exploring opportunities for organizational growth and professional growth for myself. I explained that the common thread of media production was a bond between both parties as was the goal of expanding the organization's reach. I identified specific problems facing JMG. The first problem is the lack of brand identity. There is also a need for organizational infrastructure including strategic growth plans and acquiring media equipment. I estimated that the project would require 1 to 3 years to complete. JMG committed human capital and financial capital to complete the project; however, I was not responsible for coordinating any of the tasks required to complete the project.

1.3 Project Complexity and Impact Assessment
I worked with JMG to assess the complexity and impact of the project. JMG expressed its goals to grow its brand and become a media network. We discussed the steps necessary to reach these goals, including financial resources and human capital. I used the project assessment matrix provided by the Doctor of Education in Organizational Leadership

program at Gardner-Webb University to determine the complexity and impact of the project. According to the matrix, the project has a medium rating (Appendix D).

1.3.1 Project Complexity

I used the categories in the project complexity rubric; I measured the criteria using a scale of 1 to 4. The criteria categories include the project's delivery timescale, stakeholders, operational change, in-house expertise, and dependencies. The 1- to 3-year project timeline scored the delivery timescale at 4. The JMG project stakeholders are within the JMG organization, resulting in a score of 1. Operational change scored a 3 due to the significant restructuring of processes and work areas. This project requires no new contracts and receives a 1 on the matrix. JMG had previously executed some of the activities in the project; therefore, the in-house expertise of JMG scored 1. There are minimal links to other projects; thus, no dependencies, resulting in a score of 1. The complexity of the project ranks 11 out of 24.

1.3.2 Project Impact

The project's impact on JMG was measured using the project's impact rubric. I used three categories from the impact rubric to measure the project's effects. I scored the criteria using a scale of 1 to 5. The categories include the strategic contribution the project provides to the organization, the return of investment (ROI) and timescale of the project, and the project's organizational effectiveness. The project's strategic contribution is significant; therefore, I gave it a score of 5 on the rubric. The ROI is 3 to 4 years and is scored as 2 on the rubric. I expected improvement across the whole organization, and I recorded the operational effectiveness as 4 on the rubric. The impact of the project scored 11 out of 15.

1.4 Project Charter Information

A project charter is a living document that outlines the concerns, goals, and structure of a project. Project charters lay out the objectives, tasks, timelines, and stakeholders. I created the project charter and consulted with JMG on the document.

The stakeholders include all members of the organization and external entities of JMG. Organizational resources listed on the charter include media equipment, human capital, and financial capital. JMG and I agreed to an equipment replacement plan, strategic growth plan, mission statement, and vision statement as project deliverables. Project milestones included
- creating a podcast
- sponsoring community events
- increasing social media followers
- increasing content creation
- adding content and talent to the JMG media network

The project's objectives were to increase social media engagement, increase content creation, sponsor community events, formulate strategic growth plans, and add talent to JMG's network.

I considered JMG's organizational status and external factors when determining the risks. The highest identified risk was the uncertainty of the freelance marketplace for video content production. Content/talent acquisition, the coronavirus pandemic, and financial restraints are also known risks. I also considered and identified constraints that could limit the project, such as limited staff, limited budget, the coronavirus pandemic, and time demands of content creation. JMG and I agreed to a multi-platformed (text, email, phone calls) communication plan. Communication was based on but not limited to monthly meetings, and additional sessions were available at the request of JMG or myself.

2. Project Objectives

2.1 Outline of Partnering Organization's Objectives

2.1.1. Objective
- To increase brand awareness and social media engagement
- To create media content
- To sponsor community events
- To formulate a strategic growth plan
- To acquire content/talent for the organization

2.1.2 Success Criteria
- Increase media content production
  - (at least two productions per quarter)
- Increase social media followers by 20%
- Sponsor one community event per year
- Create and deliver a strategic growth plan
- Acquire at least one content asset or talent for the organization

2.2 Student's Personal Leadership Objectives

2.2.1 Objectives
- To create an effective strategic growth plan
- To create a plan for equipment replacement
- To create strategies for social media marketing

2.2.2 Success Criteria
- Strategic growth plan is approved by JMG.
- Increased social media engagement based on JMG feedback.
- The equipment replacement plan is approved by JMG.
- Strategies to engage clients are effective.

3. Project Scope

3.1 Definitive Scope of Work
Collaborate and develop strategies to increase media production, improve video production skills, and improve the brand recognition of JMG.

3.2 Project Benefits
- Content to fulfill mission and vision
- Brand exposure
- Revised mission statement
- Revised vision statement

3.3 SMART Goals
SMART goals were designed to address areas of growth for JMG. The goals are focused on propelling JMG toward its long-term goals.

SMART Goals (Specific, Measurable, Attainable, Realistic, Timely)	
Goal	Deadline
1. Increase social media following	1-3 years
2. Create content – create one production every 2 weeks or longer depending on production schedule	1-3 years
3. Sponsor community events – sponsor 1 event per year	1-3 years
4. Formulate strategic growth plan – host approved plan	6 months
5. Acquire content/talent to network – acquire at least one content asset/talent	1-3 years
6. Acquire media production equipment and software	1-5 years

4. Disciplined Inquiry

4.1 Introduction and Theoretical Framework
There is demand for multi-media content; this research focused on critical elements needed to build a small multi-media company and identify media services in demand. I conducted research to provide feedback and recommendations during the project. Reliability and validity were priorities when designing research methods.

4.2 Hypothesis
Building a multimedia company requires a solid infrastructure to grow and sustain the company. Creating a solid infrastructure will prepare an organization to provide quality service to customers and stakeholders.

4.3 Research Questions
The mixed methodology approach was used to determine if there is a market for faith-based media content services, the type of media services desired by the faith-based community, the willingness to contract media services, and how faith-based institutions use media or social

media. The approach also determined the services JMG offered and needs to offer and identified the priorities of the niche consumer base. See Appendix C for the complete survey.

4.4 Literature Review

A literature review was conducted to explore the infrastructure required to build a multimedia company. Brand awareness, financial management, acquiring multimedia equipment, and creating quality multimedia content emerged as themes during the research. Brand awareness is key to a startup organization. Consumers buy products with certain brands they know because they hope the product is quality-tested and can be used to meet future expectations (Maria et al., 2019). Effective financial management gives you tools to chart your course into the future and adjust your direction when needed and helps you find your way through challenging times (Financial Management for a Small Business Participant Guide, n.d.). Proper financial management will help simplify collecting documentation for loan approvals, inform the business of the loan amount it can afford to accept, and help establish and maintain an operating budget. For most startup media companies, acquiring equipment is a need versus want situation. Gear can be expensive, and choosing the wrong equipment can be a costly mistake (Ford, 2016). The company must acquire the equipment needed to fit the needs and niche of the company. It takes people less than 3 seconds to decide whether they want to watch your video or not (Forbes Communication Council, 2018); therefore, it is incumbent upon the company to create competitive high-quality videos regardless of the budget needed to produce the videos. To view the full literature review, see Appendix J.

4.5 Methodology

I used Qualtrics to prepare an electronic survey for the quantitative portion of the project. Survey questions allowed respondents to select details specific to their organization. I also used a 4-point Likert scale to establish respondents' attitudes toward media services. The scale ranged from strongly agree to strongly disagree. I also conducted qualitative interview sessions with JMG to ascertain the status of the company, the current services offered by the company, and the growth envisioned by stakeholders. The data collected influenced the strategic growth plan of JMG.

5. Continuous Improvement Systems

5.1 Continuous Improvement Planning

JMG has plans to implement recommendations of this project incrementally. JMG has researched external revenue streams to support the organization. The organization has consistently created promotional content via social media to increase brand awareness. JMG has accepted media content jobs when applicable to raise brand awareness; the organization has attended local networking meetings with media content creators.

5.2 Continuous Improvement Actions

- Technology infrastructure upgrades (camera, computers, and accessories)
- Create a limited liability corporation (LLC)
- Consistent social media platform posts
- Organizational financial management

- Enhance media content production skills
- Research additional revenue streams

Based on recommendations, JMG has implemented technological upgrades including cameras, computers, and accessories. The organization made plans for Mr. Jones to create a limited liability corporation to have JMG recognized as a legal company and to separate finances from his personal accounts. Content is posted consistently on the organization's social media platforms to build brand awareness.

5.3 Continuous Improvement Feedback
- Track social media engagement to gauge brand growth
- Balance financial management
- Continual equipment additions to increase organizational capabilities
- Provide customer satisfaction surveys following content production jobs

5.4 Continuous Improvement Implementation
Content production jobs will be critical to planning the future of JMG. Client satisfaction will provide more content production opportunities. The amount of content JMG produces will dictate the budget and amount of equipment needed. Financial stability will be critical for the growth of JMG. A financial management process is necessary to guide growth. Tracking social media engagement will help quantify brand awareness and dictate how the organization can improve its brand awareness.

6. Deliverables

6.1 To Partnering Organization From Candidate

Deliverables	Timeline
Social media strategy (Appendix I)	1 year
Equipment purchase plan – Guidelines for equipment purchase or replacement (Appendix G)	1-2 years
Strategic growth plan – Recommendations for growth (Appendix E)	6 months
Mission statement – Guiding principles for organizations (Appendix E)	1-3 years
Vision statement – Vision for the company (Appendix E)	1-3 years

6.2 Deferred Deliverables
There were no deferred deliverables.

7. Communications Plan

7.1 Communications Plan Development
The goal of the communications plan is to provide updates on the project and to gain stakeholder confidence and feedback. Methods of communication included text, email, virtual meetings, person-to-person meetings, and documentation. JMG and I agreed to

communicate daily, monthly, or as needed. Communication included JMG organization updates and project updates. See the full communication plan in Appendix F.

7.2 Stakeholder Engagement Plan
The members of JMG are stakeholders of JMG. I engaged Mr. Jones in discussions regarding growth and stability for JMG as well as the company's legacy including finances and acquiring equipment. The CEO, Mr. Jones, is also engaged in preparing his sons and the production assistants for leadership roles. Edwin II is involved as a videographer and editor for JMG. Ethan served as the photographer and social media manager for the company. The production assistants of JMG explored new resources for content creation, the process of efficient workflow, and the business aspects of the organization. See the full engagement plan in Appendix H.

8. Risks

8.1 Mitigation and Contingency
I identified project risks based on internal and external factors. Mitigation and contingency plans were developed to help JMG overcome identified risks.

Risk Description	Mitigation Plan (what to do to avoid the risk occurring)	Contingency Plan (what to do if the risk occurs)	Impact (what the impact will be to the project if the risk occurs)	Likelihood of occurrence (e.g., %, or high/medium/ low)
The Novel Coronavirus Pandemic	Work virtually to create and secure content.	Implement Virtual Workflow	Limit or stop content creation.	Med/High
Content/ Talent Acquisition	Communicate with stakeholders to identify and grow talent. Grow talent from within the organization	Content/Talent Acquisition –Offer services (free or reduced rate) to other content creators to show the benefit of partnering with the organization.	Network Growth will be limited	Med
Financial Restraints	Track transactions with financial software	Make necessary preparations to secure finances (investors, loans, etc.…)	Operating Capital and Organizational Growth will be limited	High

Content Creation	Create content with homegrown talent. Use organization members to host, film, and take pictures. The content can be used to market the organization. The content can be experimental or free for a potential client to show proof of work. Create advertising campaign for organization	Communicate with stakeholders and community to research production opportunities. Join content creator groups and message boards to partner with and collaborate on projects	Lack of content creation will make it difficult to acquire talent, purchase equipment, and build brand recognition	High
Cyber Security	Create policies and plans to protect the intellectual property of the company or its clients. Invest in professional cybersecurity services (VPNs, Password Management, Technology Disaster Plan)	Backup files consistently and create a data recovery plan for lost content. Explore insurance options to recover lost income of organization or its clients.	Lose client trust and revenue	High
Freelance Media Market (Feast or Famine)	Explore new streams of revenue (possibly outside of normal services)	Pursue revenue stream organization can execute without diminishing its media content production.	Consistent revenue streams are crucial for the organization to survive.	Med

8.2 Constraints

The project's most significant constraint was the budget. The project operated with limited financial resources; the primary revenue stream was content production and personnel funds from Mr. Jones. In addition, limited resources constrained JMG's ability to acquire additional equipment. Content creation progress was slowed because of the time involved. The ability of JMG members to work on the content production is not where it could be due to the limitations caused by the lack of time to commit to the project because of their jobs. The global pandemic also slowed content production and the ability to attract new customers throughout the project.

9. Budget

Acquiring equipment was the primary focus of the budget. JMG's ability to produce multiple content styles is crucial for organizational growth. Mr. Jones allocated a small quota of funds for customizable marketing plans on social media platforms. The organization carefully controlled the budget throughout the consultancy.

Jones Media Group				
BUDGET ITEMS	**YEAR 1 Budget**	**YEAR 2 Budget**	**YEAR 3 Budget**	**TOTAL Budget**
1. Equipment				
Camera(s) including lens	1,400 (Camera & Lens	1,500 (Camera)	300 (lens)	*3,900*
Computer(s)	1,100	0	2,000	*3,100*
Miscellaneous (lights, software, mics, etc…)	300	500	450	*1,700*
Data Storage (external hard drives and cloud storage)	200	100	50	*280*
Subtotal Equipment	*3,000*	*2100*	*2800*	*7900*
2. Overhead				
SD Cards/Flash Drives	40	40	40	*120*
ink	100	100	100	*300*
Marketing	200	200	200	*600*
Subtotal Overhead	*340*	*340*	*340*	*1020*
T O T A L	*3340*	*2440*	*3140*	*8,920*

10. Analysis and Recommendations

Survey results show that media and social media are essential in engaging members of faith-based organizations. Sixty percent of congregations use media and social media to share information, to receive information, for promotions, and as a part of the worship experience. Seventy percent of respondents revealed that media and social media are essential to reaching congregations. Forty-seven percent of respondents strongly agreed that additional media equipment and media training are needed.

Seventy-nine percent of respondents are willing to pay for media services. My research findings show there is an open market for media content production for faith-based organizations. Therefore, based on my research and best practices, I have created four recommendations for JMG.

Create Brand Awareness
I recommend JMG find a niche demographic and services to provide. A 2019 statistic found that 500 hours of content is uploaded to YouTube every minute (Marie, 2020). A niche or specialty service narrows the market and provides an opportunity to stand out. In addition, a niche creates brand awareness for a target demographic. The organization would benefit from utilizing social media to increase brand awareness and advertise its niche services.

Create Quality Multimedia Content
Research recommends that a reel including six to nine high-quality multimedia productions is available for potential clients to review. It takes people less than 3 seconds to decide whether they want to watch your video (Forbes Communication Council, 2018). The organization's primary service should be niche; however, I recommend providing additional media services for supplementary revenue streams.

Acquiring Multimedia Equipment
Equipment acquired should fit the needs and niche of the company. JMG should engage in research to obtain the equipment and software needed to complete the productions that work with the projects the organization wishes to attract. When choosing the best camera and camera gear, decide on your needs and the needs of your ideal potential clients (Goldby, 2019). Exploring the used equipment market can provide viable options with significant savings. Leasing or renting equipment can be a great cost-saving option in specific circumstances.

Financial Management
I recommend that JMG practice effective financial management. Create a business plan and be strategic when seeking funding. Maintain sound bookkeeping practices and create a risk management plan for the organization. Effective financial management gives you tools to chart your course into the future, adjust your direction when needed, and help you find your way through challenging times (Financial Management for a Small Business Participant Guide, n.d.).

11. Reflection

11.1 Professional Learning
During this project, I enhanced my research skills by researching best practices for the organization. I also explored resources I had never considered. This project expanded my subject matter knowledge and resource knowledge base. I have never led a project such as this, which challenged my organizational skills. This project forced me to refine my thought process and add structure to my ideas. I learned the delicate dance of progress and setbacks. I received valuable teaching moments during this project and learned to brace for

the discomfort of the unknown. However, the most valuable skill I learned was to do the work, provide recommendations, and let the organization move in the direction it chose.

11.2 Personal Development

I had a journey of self-reflection throughout the project. This project has forced me to see that self-reflection is critical to successful projects. I consider myself an honest person, but I had to pause and reflect on several occasions. I identified my leadership style as democratic. I also recognized that my planning and organization are where I need to improve most. Looking in the mirror can be challenging; I believe that may be why people have such a hard time when the results differ from their preconceived notions. Looking at my areas of weakness is not a ground-breaking epiphany, but I think it is essential to my self-realization. Most notably, I had to adjust my "I can do it all" mentality and recognize that I was a consultant. I had to step back and stick to only doing my job. This self-reflection allowed me to self-correct throughout the project.

This program taught me that I do not have to be perfect to be effective; however, there needs to be a standard of excellence. I gained a deeper understanding of the role culture plays in organizations. Organizations are about the people, and if the culture is not right, the organization will struggle. During this program, I realized that it is imperative to have a person or persons on my team who will constructively question my ideas, not dismiss them but help me develop feasible and practical plans. If I work towards better planning, it will allow for contingency. I need to assemble a team that fully develops strategies and solid contingencies that help address the identified challenges.

Appendix A

Consultancy Project Charter

	1. General Project Information		
Project Title:	**JMG Brand Management and Strategic Growth**		
Project Host(s):	**Jones Media Group**		
Project Sponsor (GWU):	**Dr. Hamilton**		
Project Manager:	Reginald China	Date: 6-23-20	
Project Description	The JMG is focused on rebuilding and strengthening its brand, as well as, strategically growing into a media network, specializing in faith-based content. The project will focus on building brand identity and strategic growth plans. The scope of the program will include consulting on equipment acquisition and content creation.		

	2. Project Participants and Roles (add or delete lines as needed)			
	Name	Role	Telephone	E-mail
Project Manager:	Reginald China	Manager/ Consultant		rchina@gardner-webb.edu
Team Members:	Edwin Jones	Owner/Host		jonesmediagroup@gmail.com
	Edwin Jones II	Media Specialist		jonesmediagroup@gmail.com
	Ethan Jones	Media Specialist		jonesmediagroup@gmail.com

3. Stakeholders (e.g., those with a significant interest in or who will be significantly affected by this project)
Jones Media Group, Reginald L. China, Sr., Heyward Career and Technology Center, Jones Media Group Social Network

4. Project Purpose Statement

Project Purpose *Describe the need this project addresses*

The project will focus on building brand identity and strategic growth plans.

Resources *Describe the resources made available by the project host for this project*

Camera equipment, NLE Video Editing Suite, Lighting and Sound equipment, Human Capital, Social Media platforms, Financial Resources.

Project Deliverables *List the high-level "products" to be created (e.g., improved xxxx ??? process, employee manual on yyyy???)*

1.
Increase media production, growth in social media following, strategic growth plan, mission, and vision statement.

Project Milestones *Project significant accomplishments anticipated over the life of the project with estimated timeline*

1. Create Podcasts
2. Sponsor Community Events
3. Increase social media Following
4. Increase Content Creation
5. Add Content/Talent to Network

Project SMART Objectives *Include 3 to 5*

1. Increase social media following Timeframe – 1-3 years **Measurement –** 20% per year
2. Create content Timeframe 1-3 years. **Measurement** – 1 podcast episode every two weeks
3. Sponsor Community events **Timeframe** 1-3 years **Measurement** – Sponsor 1 event per year
4. Formulate Strategic Growth Plan **Timeframe** 6 months **Measurement** Host Approved plan
5. Acquire Content/Talent to Network **Timeframe** 1-3 years **Measurement** Acquire at least 1 Content asset/Talent

Major Known Risks (including significant Assumptions) *Identify obstacles that may cause the project to fail.*

Risk	Risk Rating (Hi, Med, Lo)
Content/Talent Acquisition	Med
The Novel Coronavirus Pandemic	Med/Lo
Financial Restraints	Med
Content Creation	High

Constraints *List any conditions that may limit the project team's options with respect to resources, personnel, or schedule (e.g., predetermined budget or project end date, limit on number of staff that may be assigned to the project).*

Limited Staff. Limited budget, Time involved for content creation, The Novel Coronavirus Pandemic

External Dependencies *Will project success depend on coordination of efforts between the project team and one or more other individuals or groups? Has everyone involved agreed to this interaction?*

While the project will have external partnerships, the overall success of the project will not be dependent on external partners.

5. Communication Strategy *(specify how the project manager will communicate to the Host, Sponsor, Project Team members and Stakeholders, e.g., frequency of status reports, frequency of Project Team meetings, etc.*

The Project Team will meet virtually once per month to discuss the status of the project. The Team will be in constant communication via text, email, and phone calls. The Project Manager and Project Host will have the autonomy of requesting a status report or meeting at any time in addition to the monthly meetings. After the pandemic is controlled, the team may opt to meet in person, continue to meet virtually and/or a mixture of the two.

6. Sign-off

	Name	Signature	Date (MM/DD/YYYY)
Project Host	Edwin Jones		
Project Sponsor			
Project Manager	Reginald L. China, Sr.		6/25/20

7. Notes

Appendix B

Collaborative Institutional Training Institute Certificate
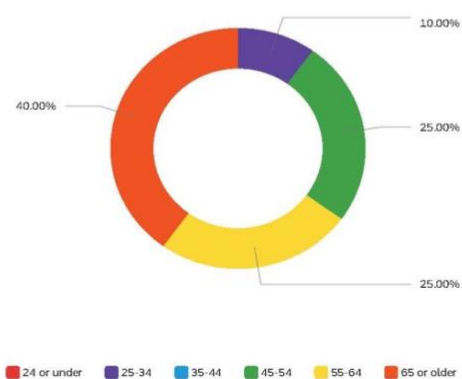

CITI PROGRAM

Completion Date 26-Dec-2020
Expiration Date 26-Dec-2023
Record ID 39194662

This is to certify that:

Reginald China

Has completed the following CITI Program course:

Not valid for renewal of certification through CME.

Graduate School of Education Research Investigators
(Curriculum Group)
Graduate School of Education Research Investigators
(Course Learner Group)
1 - Basic Course
(Stage)

Under requirements set by:

Gardner-Webb University

CITI
Collaborative Institutional Training Initiative

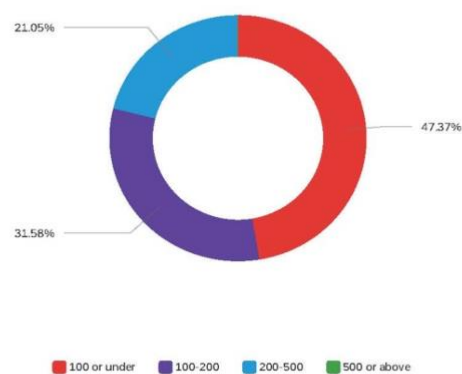Verify at www.citiprogram.org/verify/?w0b5136b8-7d28-4ce9-9820-a045beb030c8-39194662

Appendix C

Project Survey

- Please select your age group

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Please select your age group	2.00	6.00	4.85	1.24	1.53	20

Legend: 24 or under · 25-34 · 35-44 · 45-54 · 55-64 · 65 or older

Values shown: 10.00%, 25.00%, 25.00%, 40.00%

- What is the approximate size of your congregation

Legend: 100 or under · 100-200 · 200-500 · 500 or above

Values shown: 21.05%, 47.37%, 31.58%

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What is the approximate size of your congregation	1.00	3.00	1.74	0.78	0.61	19

- How does you church use media/social media?

Engage Stakeholders Promotion Share information Receive Information In-House Media Monitors All of the Above
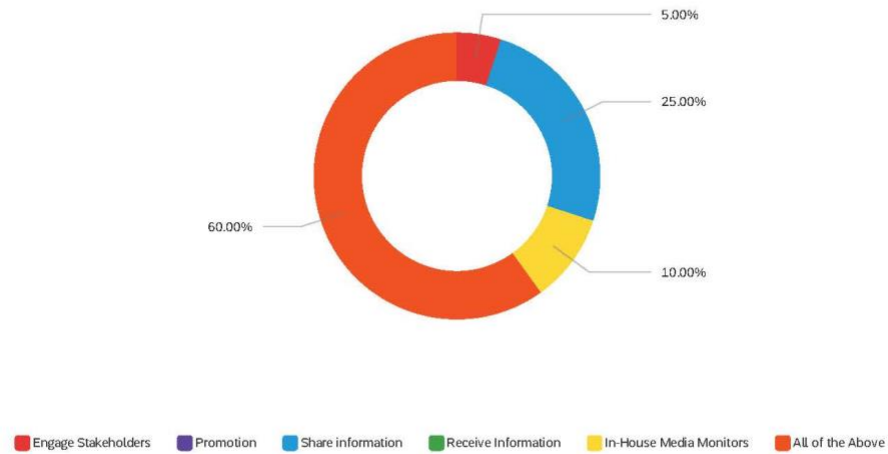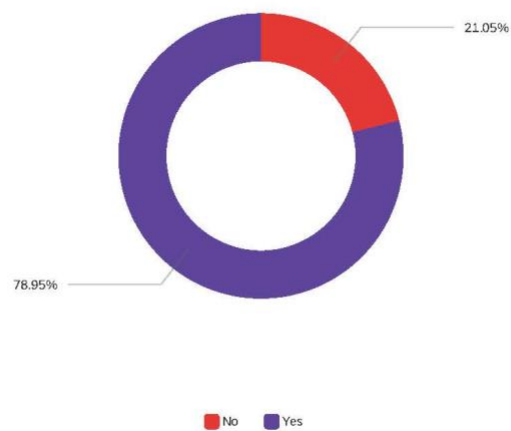
- What type of media content/services does your church currently have in place? Select all that apply

Video Audio Social Media Webpage Design & Management Live Streaming
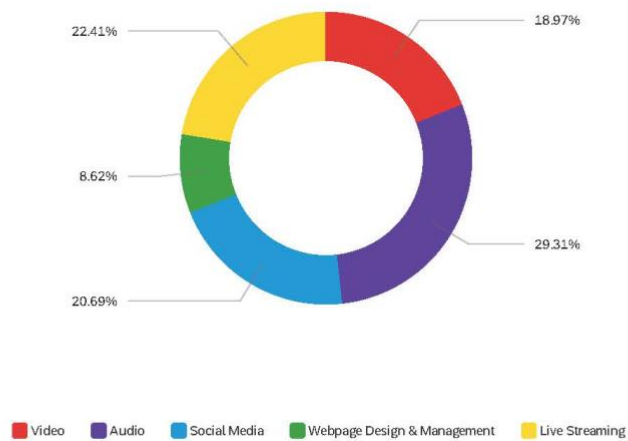
- What type of media content/services would interest you or your church? Select all that apply

18.18%
20.00%
20.00%
20.00%
21.82%

Video   Audio   Social Media   Webpage Design & Management   Live Streaming
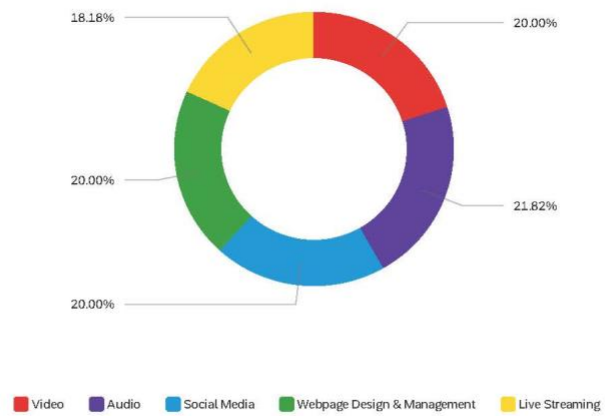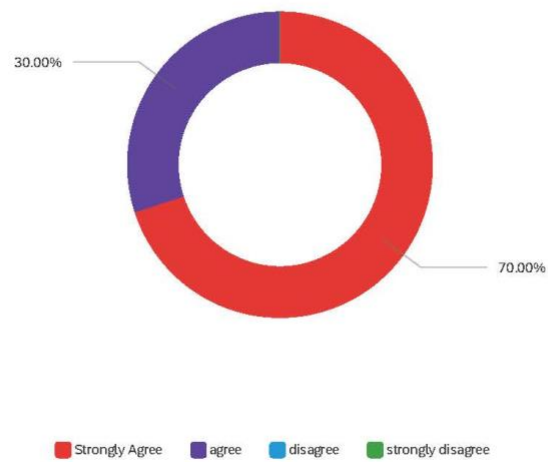
- Is your church willing to pay for media content/services?

21.05%
78.95%

No   Yes

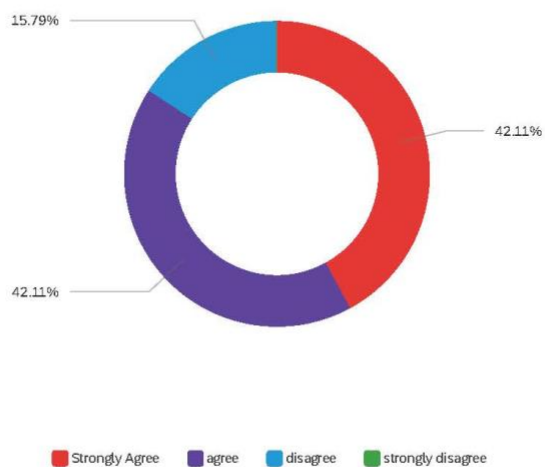- What is the frequency in which your church is willing to pay for media content?

23.53%

47.06%

29.41%

■ Yearly ■ Quarterly ■ Monthly ■ Weekly
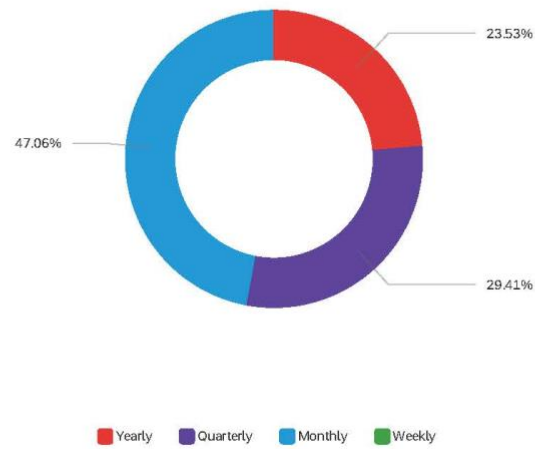
- Media/Social Media is essential in reaching your congregation?

30.00%

70.00%

■ Strongly Agree ■ agree ■ disagree ■ strongly disagree

QID1 - Is there a need for additional media equipment and media training in your church?

5.26%
5.26%

47.37%

42.11%

■ Strongly Agree   ■ agree   ■ disagree   ■ strongly disagree
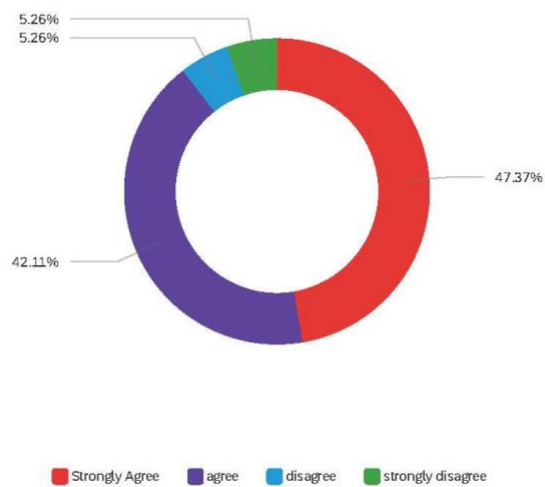
- Is there a need for additional social media in your church?

15.79%

42.11%

42.11%

■ Strongly Agree   ■ agree   ■ disagree   ■ strongly disagree

Appendix D

Project Complexity and Impact Assessment Matrix

Guidance on use of the Assessment Matrix criteria:

Strategic contribution – systems that have to be delivered in order to deliver agreed organizational strategic objectives. For an impact score of 3 or 4 points it must be possible to demonstrate within the Business Case that the project has a direct impact upon the achievement of the priorities (i.e. it isn't simply linked to them; the strategic priorities are to some extent dependent upon the project in order to be achieved).

ROI and timescale – at the initial stages of project planning it is usually difficult to provide accurate estimates of ROI and timescale. Thus if a project's estimate is close to an upper boundary, it will be safer to score it in the higher level since projects usually end up costing more (i.e. having a lesser ROI) and taking longer than originally anticipated.

Organizational effectiveness – factors to consider are the degree to which existing organizational processes will improve and whether major restructuring may be required. Do not consider cost savings here as this is built into the ROI criterion and you must avoid double counting.

Operational change – this is closely allied to Organizational effectiveness, but whereas the former looks at impact in terms of positive improvement, Operational change looks at the issue of how much change is happening (the greater the degree of change, the more difficult it will be to achieve). For example if you have scored 3 against organizational effectiveness (Improves work of whole department) it's extremely unlikely that you will score less than 3 on Operational change.

Project Impact Assessment Matrix

| Criteria	Score 0	Score 1	Score 2	Score 3	Score 4	Score 5
Strategic Contribution	None	Contributes indirectly to the org. mission	Contributes indirectly to >1 strategic themes	Contributes directly to 1 strategic theme	Contributes directly to >1 strategic theme	Very Significant strategic Impact
ROI	>5 years	4-5 years	3-4 years	2-3 years	1-2 years	<1 year
Operational Effectiveness	None	Improves work of a small group of staff < 6	Improves work of a large team of staff > 5	Improves work of whole department	Some improvement across whole organization	Significant improvement across whole organization

Project Impact Assessment Points __11_____ (0 – 15)

Project Complexity Matrix

Criteria	Score 1	Score 2	Score 3	Score 4
Delivery Timescale (months) – 10%	1-6	6-12	12-18	> 18
Stakeholders 20%	Internal and within single organizational area	Internal across more than one business area	Mainly external	Internal and external
Operational change 15%	Very minimal	Some new processes and possible some retraining	Significant restructure of processes and work areas	Major change/ large scale restructure, outsourcing
Contract complexity 20%	No new contracts required	Single contract with known supplier	Multiple contracts with known suppliers	Contract(s) with new suppliers(s)
In-house expertise 20%	Have done this before many times	Have done this before once or twice	Have done similar before, but not the same	Have not done anything like this before
Dependencies 15%	Very minimal links with other projects	Links with other projects but little impact	Links with other projects upon which this project depends	Other projects depend upon this project

Project Complexity Matrix Points ___11_____ (5 – 24)

Mark the intersection on the matrix below using an X

Complexity (y-axis) / Impact (x-axis) matrix with X marked at Impact 11, Complexity 11.
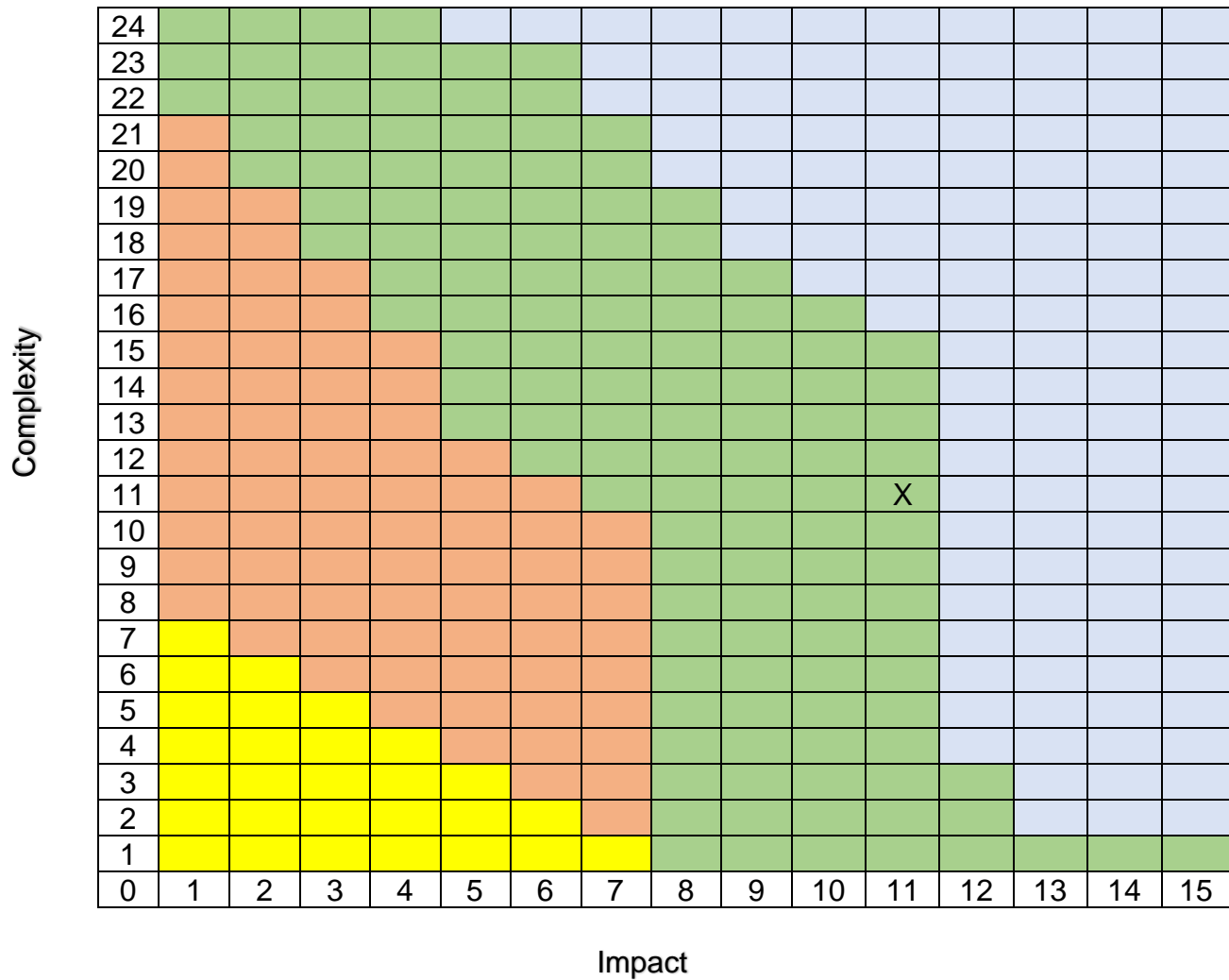
	Not a Project
	Minor Project
	Medium Project
	Major Project

Matrix Result- <u>Medium Project</u>

Appendix E

JMG Strategic Plan

MISSION STATEMENT

- *To use produce and distribute faith-based content for people using multi-media platforms*

VISION STATEMENT

- To create , procure, distribute , family , fun, *faith-based* entertainment, through all forms of media.

Appendix F

Project Communication Plan

Project Communication Plan			
Information			
Position	**Info Needs**	**Methods**	**Frequency**
Project Manager Reginald China	All phases of project	Scheduled Virtual Meetings, email, text, documentation	Daily, Monthly, or as needed
Project Sponsor (GWU) Dr. Hamilton	Major Milestones	Email, documentation, virtual meetings	As needed during the semester
Client Lead Edwin Jones	High-Level timeline/budget/progress update	Scheduled virtual meetings, informal meetings, text, email	Monthly as needed
Client Team Member Edwin Jones II	Progress Update	Schedule virtual meetings, text, email	As needed depending on the concern
Client Team Member Ethan Jones	Progress Update	Schedule virtual meetings, text, email	As needed depending on the concern

Communications Goals: Jones Media Group (JMG)
Summary: The JMG is focused on rebuilding and strengthening its brand, as well as, strategically growing into a media network, specializing in faith-based content.

Communication Goals:
- Keep Stakeholders informed of project timeline, project needs, and major milestones
- Provided opportunity for stakeholders to provide feedback
- Provide insights on direction of the project to gain stakeholder confidence

Appendix G

Jones Media Group Equipment Purchase Plan

This plan was created to guide JMG with criteria for equipment purchase or replacement

Device	Serial Number	Model Year	Purchase Year	Replacement Need 1-Critical 2-Moderate 3-Low	Replacement Cost	Replace (Y/N)
Sony a6400 Camera (example)	1234-678 (example)	2021 (example)	2022 (example)	3 (example)	$800 (example)	N (example)

Appendix H

DEOL Consultancy Stakeholder Engagement Plan

Stakeholder	Current	Target	Risks	Strategy
Edwin Jones, Sr. *CEO*	Leading	Leading	Financial Growth Conflict of interest • Family & Business • Primary Employment Turnover Rate (Sons may go off to college etc)	Efficient and effective company operations, provide guidance for stakeholders. Prepare Production assistants for leadership roles Grow Staff
Edwin Jones, II Production Assistant (Videographer)	Supportive	Supportive or Leading	New Career and educational opportunities Conflict of interest • Family & Business	Continue to grow video production skills. Expand role into business aspects of the organization. Explore new resources for content creation
Ethan Jones Production Assistant (Photographer)	Supportive	Supportive or Leading	New Career and educational opportunities Conflict of interest • Family & Business	Continue to grow photography production skills. Expand role into business aspects of the organization. Create new and efficient workflow

Project Stakeholder Matrix			
Stakeholder	Interest in Project	Priority	Support/Mitigation
Edwin Jones, Sr. *CEO*	Business Owner, Growth and Stability, Legacy	Key	Consult on business improvement. Provide Insight into decisions that effect the future of the organization.
Edwin Jones, II Production Assistant (Videographer)	Create content to grow customer base.	Key	Work with partner to create stunning content and strategies to promote organization. Focus on organizational role
Ethan Jones Production Assistant (Photographer)	Photographer, Social Media Management,	Key	Work with partner to increase skills, increase organization's social media profile, and focus on organizational role

Appendix I

Social Media Marketing Guidelines

Social Media
Marketing Guidelines

01 — Platform
Identify Social Media Platform
Use Platform your target audience prefers
Optimize Profiles
Set objectives

02 — Research
Research Target Audience
Research Competitor post/profile
Audit performance of owned profiles

03 — Post
Create social media posting calendar
Identify best times to post on respective platforms.
Create compelling content
Prioritize video posts
Use social media manager app

04 — Promotion
Use geotargeting
Target ads towards niche audience/services
Customize ad pans in each platform

Strategies

- Social Media Audit
  - Facebook Business Suite/Google Analytics
- Target Niche Audience
  - Geotargeting/Geofencing
- Engage Audience
  - Polls, Questions, Interactive Content
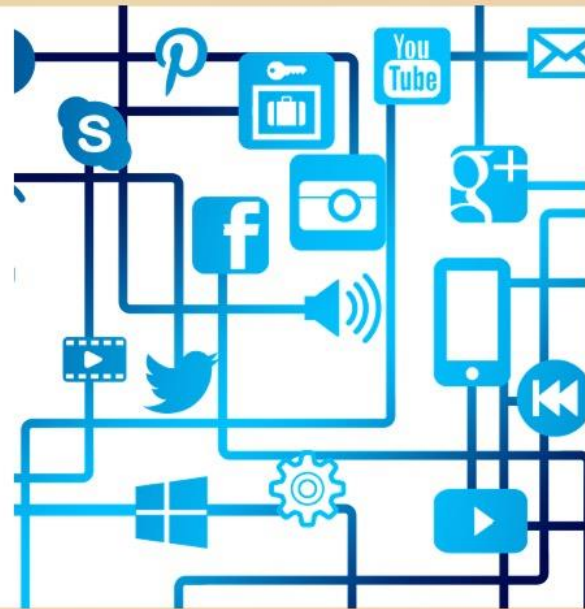 - Respond to Comments and Direct Messages (DMs)
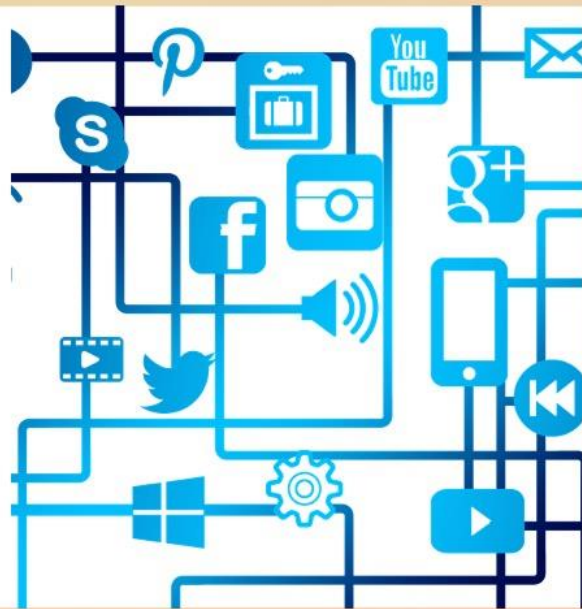
Strategies

- Consistent Posts
  - Create Posting Calendar
  - Identify best day to post
- Mix-up Content
  - Short videos, photos, graphics
- Use Social Media Manager
  - Hootsuite, Sprout Social, Zoho
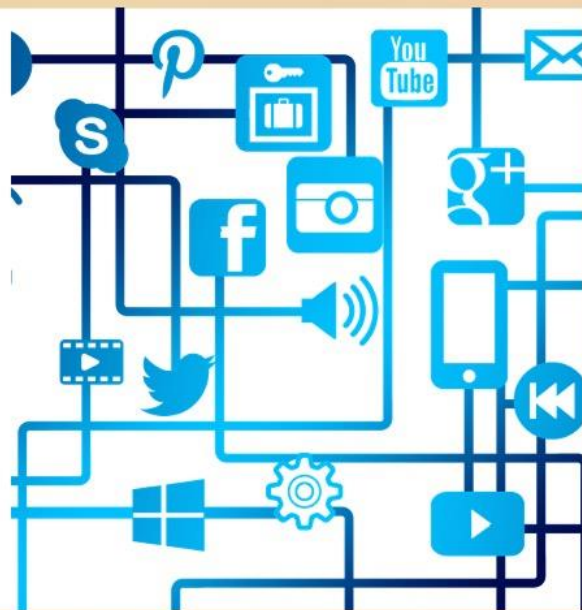
Appendix J

Professional Literature Review

Starting a business is no easy task. New business owners must determine if they have a viable product or service that will generate income. Staffing, accounting, and administrative tasks are all formidable tasks for new entrepreneurs. Studies have shown a full 20% of small businesses fail in their first year, 30% in their second year, and 50% by Year 5. A full 70% of small businesses do not make it past their 10th birthday (Cowan, 2019). Businesses need a solid infrastructure to solve problems like accounting, business plans, staffing, administrative tasks, and vision for growth. Infrastructure is critical to the success of a new business.

Infrastructure investment typically enhances the connectivity of people, which in turn, is beneficial to entrepreneurial activity (Audretsch et al., 2014). The entrepreneurial endeavor will determine the type and scope of the infrastructure required. This literature review aims to explore critical infrastructure elements for a small multimedia company, including brand awareness, financial management, acquiring multimedia equipment, and creating quality multimedia content.

Brand Awareness

Brand awareness is key to a startup organization. Consumers buy products with certain brands they know because they hope the product is quality-tested and can be used to meet future expectations (Maria et al., 2019 p. 110). Potential consumers, stakeholders, and employees need to have faith in the company they may support or seek employment. An organization's actions should align with consumers, stakeholders, and employees. Wolter et al. (2016, as cited in Confente & Kucharska, 2020) found that consumer-brand identification leads to brand loyalty; also exploring the opposite relationship, they found that consumer-brand disidentification leads

to brand opposition. Brand awareness is critical to attracting the target audience. Organizations must have a designed niche or specialization that makes their goods or services unique. A niche or specialty service narrows the market for an organization and provides an opportunity to stand out. This niche also creates brand identification for the target audience and potential brand loyalty to the organization.

Brand identification requires a definite brand image heavily focused on the brand logo. A defined logo allows the audience to quickly identify the organization and decide if they will engage in business transactions with the organization. The organization can use its brand image in advertising to target specific users instead of randomly advertising, thus allowing the brand to highlight and directly communicate with consumers interested in their goods and services. By capturing the attention of a brand's identified target market rather than just people who have demonstrated intent to purchase, marketers can increase brand awareness with a larger, qualified audience.

Social media provides entrepreneurs with the opportunity to connect with consumers to showcase a product or service. Social media usage offers organizations ample opportunities to build brand awareness. According to Blackshaw and Nazzaro (as cited in Maria et al., 2019), users now spend more and more time with these social media platforms, and they share and learn information about brands, products, and services. Social media campaigns allow organizations to target potential consumers, stakeholders, and employees. Also, social media enables direct communication for brand build and awareness. The use of smartphones creates constant communication between consumers and organizations; therefore, any brand awareness should have a mobile option developed along with desktop options.

Social media has a positive and substantial effect on brand awareness. Social media apps provide affordable advertising rates that can be customized for a specific region or demographic. The platform's advertising options can drive brand awareness, increase the organization's reach, and direct users back to the organization's web page or social media page. It is critical to use the right social media platform to reach the targeted audience. The Pew Research Center provides a detailed analysis of platform demographics. The demographics include age, race, gender, education, and community. Brand awareness objectives must be clear, and a thoughtful advertising campaign should be developed to keep budgets in control. Organic posts that resonate with the audience should drive the brand awareness and advertising campaign. Multimedia content must be posted consistently; either daily, weekly, or bi-weekly. This strategy will give the target audience a schedule of when to check the platform for new content and spread the content to potential new followers.

Creating Quality Multimedia Content

Every company should have a website, especially a media production company. Potential clients need a standard location to view their reel (work examples) produced by a media company. A YouTube or social media page can suffice during the beginning stages of the company; however, a website, even if the design is simplistic, is necessary. The client can view the company's reel to decide if the company meets its niche and desired work quality. It takes people less than 3 seconds to decide whether or not they want to watch your video (Forbes Communication Council, 2018). It is recommended that six to nine high-quality videos are available to view by potential clients. All work displayed must be highly produced no matter the budget. You do not get to say to a client, "Look at this thing I made for only $200, imagine what I could do if you gave me $10,000!" That is not how it works (Haine, 2021); therefore, it is

incumbent upon the company to create competitive high-quality videos regardless of the budget needed to produce the videos. A business should produce ambitious, creative projects at least once a year; projects such as short films, indie film projects, and documentaries. These intense, creative projects allow media companies to showcase their creative acumen and ability to produce high-quality content; however, a business should understand that not every video can be an Oscar quality level of production. Media companies should find various revenue streams to supplement the projects that will make very little money or even lose money. Creative projects that are labors of love may yield a small profit or lose money for the company. It is not uncommon for a media company to book multiple paying jobs in 1 month and then book no jobs for 3 or 4 months; that is the nature of the business. Finding other projects, be it video-related or otherwise, will allow the company to keep the lights on and provide income to sustain the company during the more intense creative projects.

Acquiring Multimedia Equipment

For most startup media companies, acquiring equipment is a need versus want situation. Gear can be expensive and choosing the wrong equipment can be a costly mistake (Ford, 2016). The company must acquire the equipment needed to fit the needs and niche of the company. When choosing the best camera and camera gear for you, decide on your needs and the needs of your ideal potential clients (Goldby, 2019). The company must include software and cloud storage in its budget for equipment costs. Cloud space offers companies great opportunities to obtain client approval on projects quickly. It also provides backup locations for media content. Researching the type of equipment and software needed to execute the jobs the company specializes in is crucial to finding the right equipment. Cost-effective media equipment and software options may yield high-quality results with creativity and determination. There is a

market for used media equipment that can sustain a startup media company. New equipment does not guarantee good quality; therefore, the company should understand when it is necessary to obtain new or used equipment. A company can rent equipment for specific projects or when the cost of the equipment is outside of the organization's operating budget. Renting or leasing equipment provides an option that may meet the needs of the company economically and technically.

Financial Management

One of the first rules of entrepreneurship is you are never supposed to mix your business and personal finances (Schwartz, 2020). Entrepreneurs should create a limited liability corporation (LLC) when starting a new business. They may consider themselves independent contractors or consultants, but in today's litigious society, it is a bad move to operate without even a basic level of liability protection (Reuting, 2008). This allows the accounting of the business to remain straightforward. The LLC provides the pathway for the small business to create a separate bank account and legally form as a recognized company by state statutes. Each state may use different regulations; you should check with your state if you are interested in starting an LLC (Internal Revenue Service, n.d.).

Financing a small business requires equity from the business owner. Equity (your money) provides startup capital for the business and shows investors that the owner believes enough in the business to risk personal assets. A small business may be initially financed through savings from a "day job" or through the selling of assets to create capital. Small businesses can be financed through personal lines of credit, business lines of credit, and business term loans. It is strongly recommended that business owners do not use credit cards to finance their business. Credit cards can become expensive despite the convenience, and the business revenues cannot

support the business debts. Applying for small business loans may be the optimal choice for some small businesses. The company should research government-guaranteed loans offered by financial institutions in the community. A business plan is needed to apply for a business loan. Small business owners should ensure credit worthiness, availability of collateral (if needed), proof of equitable contributions, and a projected repayment plan based on likely loan terms. It is also wise for an organization to consult a financial expert when researching financing options.

Once finances have been secured, financial management will be the key to sustaining the business. Effective financial management gives you tools to chart your course into the future, adjust your direction when needed, and help you find your way through challenging times (Financial Management for a Small Business Participant Guide, n.d.). Proper financial management will help simplify collecting documentation for loan approvals, inform the business of the loan amount it can afford to accept, and help establish and maintain an operating budget. A monthly statement will keep small businesses informed of the current financial standings. Tracking profits and debts is critical for the economic life of a company.

Bookkeeping is the method for tracking and managing the financial movements of the company. Using the appropriate business accounting software and creating a business checking account is salient for good business management. To avoid complicated financial situations and unwanted tax implications, business and personal checking accounts should not mix. Monies from all sales should be deposited into the business account. The financial manager should be responsible for paying business expenses first. The financial manager should also be responsible for using business checks or business credit cards to pay all business expenses. Businesses must create an airtight system for tracking sales using tools such as a register tape, invoices, and a sales book (Financial Management for a Small Business Participant Guide, n.d.). The company

should produce a profit and loss statement to gain a proper understanding of the business's profits. It provides a clear, competent picture of the financial health of the organization and the finances available for the owner's draw (how the organization's owners should pay themselves).

A risk management plan is a suggested document for small business owners. Running a business assumes a lot of risks. Business expenses unexpectedly rise, a storm shuts down operations for weeks, or the business gets hit with a lawsuit. In any event, a business must have a plan of action. Risk in business is not a new trend, yet the global pandemic exposed the fragility of owning a business. Using quantitative tools and probability models may help provide an understanding of risks associated with a business. Talk to an insurance advisor or risk management consultant and have a risk assessment of your business (Potter, 2021).

Summary

There is huge potential yet untapped in the multimedia line of business, whereas the business does not require huge capital (Alonge, 2021). While the potential in multimedia content production is evident, the field is becoming crowded. Finding space for a brand is imperative for a small multimedia company. Consistency and quality are required to build the customer base and recruit new clients. Professional grade multimedia equipment may not be obtained upon startup; thus, a company must develop a strategic plan to acquire equipment and software. The company must juggle between intense creative projects and other projects to create steady cash flow. Proper financial management is key to the company's longevity and understanding of how to mitigate risks. The goal of this literature review was to examine critical infrastructure elements for a small multimedia company. Based on the research, a few critical elements have been identified: brand awareness, creating quality content, acquiring quality equipment, and

financial management. Future studies may provide additional insights or evolved opinions of the

infrastructure needed for a small multimedia company.

References

Alonge, A. (2021). *Multimedia startup has huge potential, not capital intensive —Akitoye, AI Multimedia Academy founder*. https://www.sunnewsonline.com/multimedia-startup-has-huge-potential-not-capital-intensive-akitoye-ai-multimedia-academy-founder/

Audretsch, D. B., Heger, D., & Veith, T. (2014). Infrastructure and entrepreneurship. *Small Business Economics*, *44*(2), 219–230. https://doi.org/10.1007/s11187-014-9600-6

Auxier, B., & Anderson, M. (2021, April 7). *Social media use in 2021*. Pew Research Center. https://www.pewresearch.org/internet/2021/04/07/social-media-use-in-2021/

Confente, I., & Kucharska, W. (2020). Company versus consumer performance: Does brand community identification foster brand loyalty and the consumer's personal brand? *Journal of Brand Management*, *28*(1). https://doi.org/10.1057/s41262-020-00208-4

Cowan, L. (2019, October 24). *Eight common reasons small businesses fail*. Forbes. https://www.forbes.com/sites/ellevate/2019/10/24/eight-common-reasons-small-businesses-fail/?sh=4acdd8cc4fbb

Financial Management for a Small Business Participant Guide (pp. 1-22). (n.d.). https://www.sba.gov/sites/default/files/files/PARTICIPANT_GUIDE_FINANCIAL_MANAGEMENT.pdf

Forbes Communication Council. (2018, July 26). *Council post: 12 Tips for crafting compelling video content that draws more views*. Forbes. https://www.forbes.com/sites/forbescommunicationscouncil/2018/07/26/12-tips-for-crafting-compelling-video-content-that-draws-more-views/?sh=1a91bd214762

Ford, E. (2016, August 7). *How to buy camera gear wisely and save money*. Digital Photography

School. https://digital-photography-school.com/how-to-buy-camera-gear-wisely-and-

save-money/

Goldby, D. (2019, January 5). *What equipment do you need to start a photography business?*

CreativeLive Blog. https://www.creativelive.com/blog/equipment-needed-to-start-a-

photography-business/

Haine, C. (2021, January 8). *How to start a video production company*. No Film School.

https://nofilmschool.com/how-start-video-production-company

Internal Revenue Service. (n.d.). Limited liability company (LLC). Irs.gov.

https://www.irs.gov/businesses/small-businesses-self-employed/limited-liability-

company-llc

Maria, S., Pusriadi, T., Hakim, Y. P., & Darma, D. C. (2019). The effect of social media

marketing, word of mouth, and effectiveness of advertising on brand awareness and

intention to buy. *Jurnal Manajemen Indonesia, 19*(2), 107-122.

https://doi.org/10.25124/jmi.v19i2.2234

Marie, K. (2020, May 26). *Content creators: Are there too many of us?* Medium.

https://medium.com/@kaylacosmos/content-creators-are-there-too-many-of-us-

bd0b7c0a55a9

Potter, J. (2021, May 22). *7 Tips on building a financial strategy for small businesses*. Lifestyle.

https://blog.ctpost.com/lifestyle/2021/05/22/7-tips-on-building-a-financial-strategy-for-

small-businesses/

Reuting, J. (2008). *Limited liability companies for dummies* (includes cd-rom). John Wiley &

Sons Inc.

Schwartz, G. (2020, February 23). *5 Personal finance tips for small business owners*. Forbes.

https://www.forbes.com/sites/allbusiness/2020/02/23/personal-finance-tips-small-

business-owners/?sh=710c225311b9