



**Business Plan Compiled By  
Matthew Luminello**

**Rowan University-  
MA in Theatre Arts Management**

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## **Executive Summary**

Illumination Productions is a community theatre and theatre education center for students of all ages. We believe that we are able to bring cultural enrichment to the Boonton community through our productions and educational programming in a way no other organization can provide. We also want to help build a strong business community in Boonton by partnering with other businesses to cross promote. In this upcoming season, we will produce five productions on our main stage including *Peter and the Starcatchers*, *A Christmas Carol The Musical*, *A Doll's House* and *A Doll's House Part II* in repertoire, *Something Rotten!*, and *Billy Elliot The Musical*. As part of our educational programming, we will also be staging *Seussical, Jr.* with our middle school Youth Conservatory and *High School Musical* with our Pre-Professional Conservatory for high school and college students. We also offer acting classes in scene study and improvisation for adults on a rotating basis all year round. Coinciding with each main stage production will be an audience enrichment event ranging from a lecture series, fellowship activity, a talkback with the cast and more at select performances.

Our administrative office and theatre operate out of the Darress Theatre located at 615 Main Street, Boonton New Jersey. Our administrative office hours are Monday- Friday from 9:30-5:00. Our administrative team consists of a staff of eight including our artistic and managing director, an education coordinator, a marketing coordinator and marketing associate, director of Development and a development associate, and an office manager. In addition to our staff, each department will have their own intern on a semester basis. Our theatre operations team includes a house manager, box office treasurer, a security guard and our volunteer ushers.

Finally, we plan on seeking financial support from the government, various foundations and corporations and individual giving. There are various sources of revenue to be had for the organization from subscriptions, ticket sales, rentals, tuition for our education programs and beyond. Our annual expenses include production budgets, operating costs, and staff salaries. Our anticipated revenue is able to balance out our anticipated expenses and we will be able to finish off the fiscal year with a surplus.

## **Vision Statement**

- Entertain the community at large with productions on our mainstage productions.
- Work alongside other small businesses to promote and support each other to build a thriving community.
- Develop exciting, insightful, rigorous theatre education course for students of all ages that promote excellence and joy in the performing arts.

## **Mission Statement**

Illumination Productions strives to produce professional quality theatre for the greater community. We seek to enrich and educate our audiences through the stories we tell on stage. We believe that theatre education is important for students of all ages. We believe that community theatre is important for the artistic enrichment of local patrons and artists.

## **Goals and Objectives**

- Stage professional quality productions in our theatre with both a talented creative team and performers hired by our artistic director.
- Develop a theatre education program, under the direction of our education coordinator. The program will have emphasis on middle school, pre-professional development for high school and college students, and adult acting classes. Education will also include audience enrichment events, coinciding with our mainstage productions.
- Build an organizational brand and marketing strategy under the direction of the marketing coordinator. for the organization strategy under the direction of our marketing coordinator that focuses on community engagement, social media, mailers, and audience experience.
- Raise \$865,000 in contributed revenue from government funding, foundational, corporate giving, individual and board contributions under the direction and planning of our Director of Development.

## 2020-2021 Season

### *Season Opening Gala*

Join us for dinner and dancing, live music, spirits, a silent auction, and a preview of our new season. Black Tie optional.

### *Peter and the Starcatcher* (September 18- October 18, 2020)

A Prequel to *Peter Pan*

By Rick Elice

This hilarious and imaginative play brings the backstory of Peter Pan and Captain Hook to new theatrical heights. Based on the best-selling novel by Dave Barry and Ridley Pearson, *Peter and the Starcatcher* tells the story of an orphan boy lost at sea named Peter, who finds himself in a mysterious new island. Along the way, Peter meets Molly, a Starcatcher. Together, Peter and Molly must fight to keep the magical secrets of the island hidden from a band of pirates lead by the evil Black Stache. Discover the Neverland you never knew.

### Lecture and Discussion:

*Off to Neverland: The History of Peter Pan*

*Peter Pan* has been adapted in numerous incarnations for both the stage and screen over the past century. From author J.M Barry's original, play to the beloved Broadway musical, to the Disney animated film and beyond, we will take a closer look at the history of this classic fable. Uncover who J.M Barry was, and what inspired him to write his classic play. Dive deeper into significance of *Peter Pan*, and why artists and audiences alike, always seem to return to neverland.

### *A Christmas Carol: The Musical* (November 26, 2020- January 2, 2021)

Music by Alan Menken

Lyrics by Lynn Ahrens

Book by Mike Ockrent and Lynn Ahrens

On Christmas Eve, miserly Ebenezer Scrooge is visited by the spirit of his deceased business partner, Jacob Marley. Marley offers Scrooge one last chance at redemption with the promise of three apparitions. With the visit of each ghost, Scrooge must learn from his past, recognize the present, and change his future. Legendary musical theatre song writers Alan Menken (*Beauty and the Beast, Newsies*), and Lynn Ahrens (*Ragtime, Anastasia*), breath musical life into Dicken's classic tale. A holiday treat for the whole family.

### Fellowship

*Fezziwig's Annual Christmas Ball!*

Mr. Fezziwig invites you and your family to attend his annual Christmas ball. Play party games, enjoy refreshments, sing carols and learn festive dances, all authentic to the Dickens era.

*A Doll's House* by Henrik Ibsen

*A Doll's House Part II* by Lucan Hnath

Presented in Repertoire (February 11- March 7, 2021)

*A Doll's House* follows Nora, a woman feeling trapped by marriage and societal expectations, grappling with the decision to leave her husband and infant child in 1879 Norway. It turns out Henrik Ibsen's controversial tragedy wasn't the end of Nora's story. Lucan Hnath's 2017 Tony Award® winning play, *A Doll's House Part II*, picks up 15 years after the original left off, filled with new surprises, controversy and modern wit. This is the opportunity to experience both plays, with the same cast, in repertoire.

### Meet the Cast

#### *An Actor Prepares*

Join the cast for a post-show discussion following *A Doll's House Part II*. The cast will discuss what it is like to portray their character's complete journey in both parts. We will also discuss the themes of both pieces, and how modern audiences today receive Ibsen's original play.

#### ***Something Rotten! The Comedy Musical!*** (April 2- May 2, 2021)

Book by John O'Farrell and Karey Kirkpatrick

Music and Lyrics by Karey and Wayne Kirkpatrick.

Welcome to the Renaissance! It's 1595 and William Shakespeare is the envy of all playwrights, including down on his luck, Nick Bottom. When Nick visits a soothsayer to see what Shakespeare's next big hit will be, he is told that it will be something brand new called *Omelet: The Musical*, and chaos ensues. A musical comedy sure to delight Broadway and Shakespeare lovers.

### Fellowship

#### *The Bard's Birthday Bash*

Celebrate the Bard's Birthday on April 23! The first 52 patrons who arrive in renaissance garb will receive discounted tickets and have the chance to take a photo with our Bard. Before the show, join Shakespeare experts and learn why Shakespeare was the rock star of his time. Test your Shakespeare and Broadway trivia after the show and see how many references you picked up on.

#### ***Billy Elliot: The Musical*** (June 4- July 3, 2021)

Music by Elton John

Book and Lyrics by Lee Hall

Winner of 10 Tony Awards® including Best Musical, *Billy Elliot* is the story of a young boy growing up in 1980's England, torn between his newfound passion for dance, and troubles at home in the midst of the UK's Miner's Strike. Billy must make a choice to pursue a life he loves, or lead the life his family expects of him. Based on the film of the same title, *Billy Elliot* is the musical for the dreamer in all of us.

### Young Performer's Workshop

#### *Ballet Barre*

Taught by both an adult and young cast member of the show, this class will teach the basics of ballet movement and technique. The cast members will then lead a discussion with the class about the bridge between athletics and performing arts.

### Lecture and Discussion

#### *#BoysDanceToo- A discussion about men in ballet.*

There still seems to be an unfair societal stereotype against male dancers, despite their many achievements. From an early age, boys are pushed into contact sports, as society believes that this is the only way to teach what it means to be masculine and athletic. The old, "Sports is for boys and Ballet is for girls" mentality is simply not true. We will invite men from our company to share their experiences growing up as dancers, the athleticism and discipline that they have learned from their training, and how we can help fight the stigma. We will also invite a Psychologist to talk about the powerful psychological benefits dancing has but also why we should encourage boys, like Billy Elliot, to dance.

## **Educational Programing**

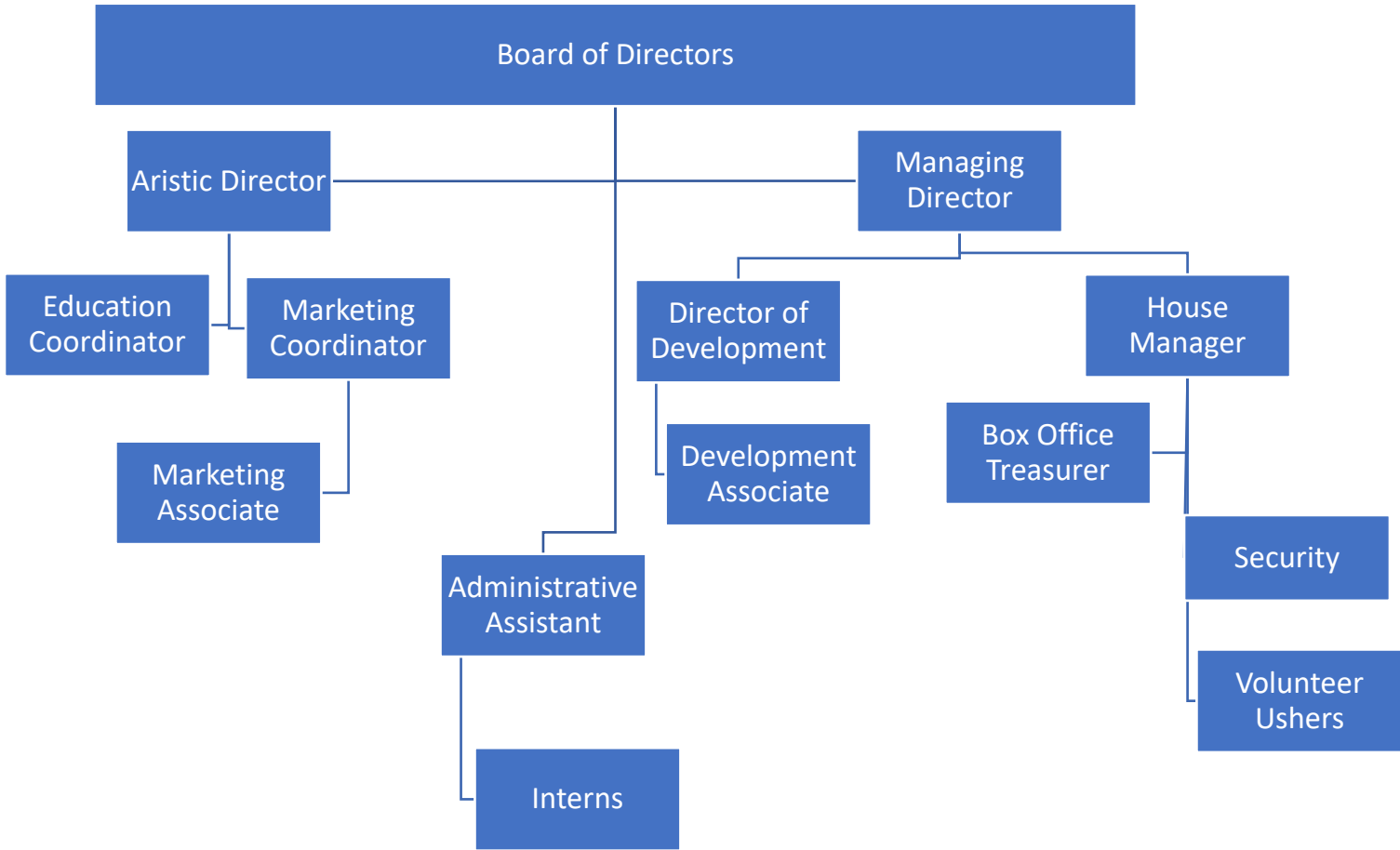
**Youth Conservatory, *Seussical Jr* ( July 5- August 1, 2021):** Middle school students looking to take the stage in a show with their peers will have the opportunity to participate in our Spring Junior Musical Theatre Conservatory. Over the course of four months, students will receive an introduction to the world of musical theatre with emphasis on acting, singing and dancing. Students in this program will have the opportunity to star in a junior length musical. These musicals tell a complete story are adapted to the needs of young performer's so that their experience is both fun and educational. The Junior Conservatory is the perfect introduction to musical theatre, before students advance when they begin high school. Their efforts will accumulate in two performances for family and friends in our theatre. This program is tuition based but no pre-audition is required. We welcome students of all skill levels.

**Pre- Professional Musical Theatre Conservatory, *High School Musical* (August 2- 22, 2021)** This is an audition only, tuition based, pre-professional program for high school and college students. In this program, students will get a glimpse into what working as a professional actor and staging a show on Broadway is really like. The conservatory will be lead by a professional director, music director, and choreographer, with an student apprentice stage manager. Once students audition and are accepted into the program. We will then begin the process of casting the production at hand. All rehearsal will be conducted based on Actor's Equity rehearsals rules. Over the course of the program, student will explore the themes of the piece they are working on. They will also have the opportunity to take master classes taught by industry professionals. All these efforts will accumulate in four performances of a full-length musical in our theatre.

**Adult Acting Classes in Scene Study, and Improvisation** (Rotating basis all year round). Whether you have never taken an acting class before or you're looking to brush up on your craft, our classes are for adults at every level. Our adult classes meet once week for ninety minutes over ten weeks. Courses are offered all a year-round basis. Students in our scene study class will be given a ten-minute vignette that they will work on and study with their scene partner and instructor over the course of study. Our improvisation class will teach the foundations and techniques of improvisational acting. Both courses cumulate in a one night only showcase for friends and family so that student can apply what they have been learning to an actual performance in front of an audience.

**Organization Overview**

Illumination Productions operates out of the Darress Theatre in Boonton, New Jersey. Our theatre will be used for all mainstage performances and rehearsals in addition to where our education classes and productions will be staged. Our administrative offices are located on the top floor of our building. The hierarchy in our staff is as follows.



## Marketing Plan

Illumination Productions strives to serve the greater cultural needs of the Boonton, New Jersey by producing plays and musicals. We are the only community theatre located in our town. Boonton, New Jersey has a strong family population which is who we plan on being our top target audience. Our goal is to develop relationships with other organizations and establishments in the community to cross promote and build a stronger business community as a whole. We plan to focus our marketing plan into four different areas; community engagement, social media, mailers and audience experience.

Through **Community Engagement**, we will build a presence in our community. We plan to actively host and participate in community events in town. We also want to build relationships and cross promote with other businesses in our town to build a stronger business community.

**Social Media** is the best way to personally connect and engage with our audience. We want to build a Social Media presence that is fun, engaging, and educational. Mailers Finally, we want our audience to share their experience at our theatre with their own family and friends.

We want to design **Mailers** that are out of the box, intriguing and inviting, and not just another piece of junk mail that can be thrown in the garbage. We believe each show should have something unique and different.

Finally, we believe that word of mouth is one of the main reasons why audience members will buy tickets to future productions. This is why we encourage our patrons to share their **Audience Experience** at our theatre with their friends and family.

Show	Community Engagement	Social Media	Mailers	Audience Experience
<i>Peter and the Starcatchers</i>	-Stars will be hidden at different locations throughout town, almost as a scavenger hunt. Those who find a star must return it to the theatre to receive a prize.	-#PirateTalk: Pirate cast members will participate in a daily video series that teaches followers a pirate “word of the day”. They will also challenge followers to post a video of themselves using that word in an everyday conversation.	- A pirate’s map of the community with the theatre being where the “buried treasure” is. -“Clues” to find the treasure (buy tickets) will be included.	A gold coin cutout that reads, “I just saw Peter and the Starcatchers” will be inserted into programs, encouraging audiences to share their experience at the show.
<i>A Christmas Carol</i>	-Cast will go caroling at different locations around town. -Holiday gift drive at each performance.	- #GodBlessUsEveryone cast will share what they are most thankful for this Holiday season, encouraging followers to share what	- A Christmas card inviting audiences to the show.	- Christmas ornaments will be passed out as audiences leave the theatre, as a Holiday gift from us to you. Again,

		they are most thankful for too. Responses will be featured on our page		encouraging audiences to share their experience.
<i>A Doll's House Part I and II</i>	<ul style="list-style-type: none"> <li>- Book drive at each performance.</li> <li>- Ask local library to feature books by women authors. Leave postcards with information about the play.</li> </ul>	<ul style="list-style-type: none"> <li>- We find out in Part II that Nora has become a successful author. Have a series of posts highlighting other successful women authors throughout history. Share the struggles that women authors have had throughout history, like having to keep their gender identity a secret or publishing under another name.</li> </ul>	<ul style="list-style-type: none"> <li>- An invitation from the Helmer's "requesting the honor of your presence" at the shows.</li> </ul>	<ul style="list-style-type: none"> <li>- Audience members will receive a book mark in their program encouraging them to share their thoughts on both parts.</li> </ul>
<i>Something Rotten!</i>	<p>"It's Hard to Be the Bard"- partner with a local Bar to create a special cocktail for <i>Something, Rotten!</i> Provide coasters for the bar to promote the show.</p>	<ul style="list-style-type: none"> <li>- "#WillPower"- ask followers to share their favorite Shakespeare plays, or sonnets.</li> <li>-Shakespeare and Broadway trivia</li> <li>- Posts highlighting plays, musicals, and movies adapted from Shakespeare's works</li> </ul>	<p>Signed Shakespeare portrait as a mailer. The portrait will be the actor playing the bard, in full costume.</p>	<p>Tomato program insert or stress ball asking audiences to share their "rottenly good" reviews</p>
<i>Billy Elliot</i>	<p>Children under 14 pay half price when accompanied by a full paying adult. This is a great show to start conversations with children on many important topics (i.e death, acceptance, identity, following your passion, etc.)</p>	<ul style="list-style-type: none"> <li>- Highlight famous male dancers throughout history</li> <li>- "#Electricity" ask followers to share what gives them the electric feeling dancing gives Billy Elliot</li> <li>- A daily post featuring a ballet or boxing work of the day.</li> </ul>	<ul style="list-style-type: none"> <li>- Poster of the show.</li> </ul>	<ul style="list-style-type: none"> <li>-Photo op challenge. Ask audience members to create and share their version of the iconic Billy Elliot jump from the poster in front of the theatre or after the show and share their experience.</li> </ul>

Education Programs	Open house with hands on learning opportunities for students to get a feel for classes.	Early registration discount codes when programs go on sale for first the three days. Highlight the faculty teaching the course.	Mailers listing all of our educational offerings	Testimonials from students and parents after their course is complete.
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## *Operations Plan*

The **administrative offices** will operate from 9:30-5:00 Monday through Friday. Staff meetings will be held once a week on Mondays for each department to share updates with one another and the artistic director. Each department will meet with the artistic and managing director on a bi-weekly basis.

The **Box office** will open be open 12-8:00 for advance, and day of performance ticket sales and ticket pickup.

The **theatre** will open one hour prior to curtain for patrons.

## *Job Descriptions*

**Artistic Director:** The Artistic Director oversees all artistic enterprises of the organization. Such responsibilities include selecting productions for the season, hiring production staff, managing production budgets, approving marketing, and assisting the Education director to develop all of the organization's education programs

**Managing Director:** The Managing Director supervises all business operations of the organization. This includes overseeing the organization's development plan, box office, as well as theatre operations including budgets, rentals, and expenses.

**Educational Coordinator:** Oversees all of the company's education initiatives such as our youth and pre-professional conservatories, adult acting classes as well as the audience enrichment events. The Educational Director works with the Artistic Director to hire the appropriate staff, guest artists, and lectures to teach. The Educational Director also oversees the budgets, grosses, and expenses of these programs.

**Director of Development:** The Director of Development is responsible for the organization's fundraising plan. The director plans the organization's season opening gala. The director oversees government funding, as well individual and public fundraising. This person will also assist the board of directors on securing annual gifts.

**Development Associate:** Works under the Director of Development. This person is responsible for grant writing and helps to manage the donor database.

**Marketing Coordinator:** The Marketing Director develops and implements the organization's Marketing and Public Relations strategy to promote our production season, education offerings, and development strategy. They will also be responsible for developing business relationships and partnerships to support the organization.

**Marketing Associate:** Works under the marketing director to assist their needs. This person will work with the marketing and artistic director to create the organization's branding and graphic design needs. They will also manage the organization's social media platforms.

**Box Office Treasurer:** Manages the Box Office staff. The Box Office treasurer also oversees the customer service and sales needs of the organization. They will work with the managing director to price and adjust prices for our productions based on how ticket sales fluctuate.

**House Manager:** Oversees daily theatre operations. The house manager is responsible for the smooth operation and safety of the house and is the main point of contact for customer service before, during and after a performance.

**Volunteer Ushers:** Assist patrons through their theatergoing experience including seating, program distribution, and line control at intermission.

**Security:** Ensure that safety of all patrons entering the theatre. Patrols property; monitors surveillance equipment; inspecting buildings, conducts bag check and permits entry into the venue.

**Office Manager:** Responsible for the daily upkeep of our office. This person will answer telephones and direct calls, collect and distribute mail. They will also greet and announce clients and guests when they arrive to our office. The Office Manager will also manage our interns.

**Interns:** One intern will assist each department on a semester basis. Interns must be currently enrolled in an undergraduate or graduate program and be able to receive college credit for their work. Interns will present what they have learned over their semester with the company in a business presentation upon completion of the program.

## **Financial Plan**

Our revenue will come from both contributed and earned revenue. We plan on applying for government and foundational funding. Our anticipated first-year total contributed revenue will be \$865,000. A majority of our earned revenue will come from ticket sales and tuition from our education programs. Our anticipated earned revenue for our first year will be \$3,080,00. Our expenses for the year include our production budgets, expenses for our education programs, and staff salaries. Our expenses for the year accumulate to \$2,765,000. We will end the year with a surplus of \$315,000. We plan on seeking funding from the following organizations and commodities.

<b>Government Support</b>	<b>Foundations</b>	<b>Corporations</b>	<b>Individual Giving</b>
National Endowment for the Arts National Assembly of State Arts Agencies New Jersey State Council of the Arts	Gates Family Foundation Geraldine R Dodge Foundation F.M Kirby Foundation Noel Coward Foundation The Shubert Foundation	Bank of America Facebook Amazon Smile	Board of Directors Subscriptions Levels of Giving Silver (\$100) Gold (\$250) Platinum (\$500) Diamond (\$1,000)

## **Budget**

<b>Illumination Productions Budget</b>		<b>Expenses</b>	
<b>9/1/2020 - 8/31/2021</b>		<b>Artistic Operations</b>	
<b>Revenue</b>		Season Opening Gala	\$50,000
<b>Contributed</b>		Show # 1: Peter and the Starcatchers	\$100,000
Government	150,000	Show # 2: A Christmas Carol	\$250,000
Foundation	500,000	Show # 3: A Doll's House Parts I and II	\$75,000
Corporate/Philanthropic	100,000	Show # 4: Something Rotten!	\$250,000
Individual Contributions	15,000	Show # 5: Billy Elliot: The Musical	\$150,000
Board Contributions	100,000	Production Services	\$600,000
<b>Total Contributed Revenue</b>	<b>865,000</b>	Artistic Services	300,000
<b>Earned Revenue</b>		<b>Educational Expenses</b>	
Subscriptions	200,000	Youth Conservatory	30,000
Single Ticket Mainstage	850,000	Pre- Professional Conservatory	50,000
Membership	15,000	Adult Acting Classes	10,000
Corporate Sponsorship	500,000	<b>Administrative Salaries</b>	
Ticket Fees	20,000	Artistic Director	85,000
Rentals	20,000	Managing Director	85,000
Concessions	25,000	Education Director	70,000
Miscellaneous	10,000	Marketing Director	70,000
Endowment Income	20,000	Marketing Associate	50,000
Youth Conservatory	\$30,000	Development Director	60,000
Pre- Professional Conservatory	\$65,000	Development Associate	50,000
Adult Classes	\$10,000	House Manager	60,000
Gala	\$100,000	Box Office Treasurer	55,000
<b>Total Earned Revenue</b>	<b>2,215,000</b>	Office Manager	50,000
<b>TOTAL REVENUE</b>		<b>Building Operations</b>	
	<b>3,080,000</b>	Maintenance/Janitorial	20,000
		Operating Expenses	55,000
		Security/equipment maintenance, etc.	20,000
		Building contingency	20,000
		Mortgage Interest	200,000
		<b>TOTAL EXPENSES</b>	<b>\$2,765,000</b>
		<b>SURPLUS/DEFICIT</b>	<b>315,000</b>