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FAN CLUB PLAN FOR THE FINNISH BAND "TURISAS"

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Description

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Abstract

The thesis covers the phenomena of fan support as a way to grow a band's overall support, marketing activities, fame and thus income and revenues. This fan support is intensified by the start-up of a Fan Club in which members are able to receive exclusivities, such as getting closer contact with the band and its band members, discounts, pre-sale possibilities for concert tickets and Meet and Greet passes, as well as the possibility to purchase special Fan Club themed merchandise, in return for the payment of membership fees.

The objective of the document is to provide in-depth information on how to properly execute the Fan Club start-up for the Finnish band, Turisas. This involves investigating the legal, financial and administrative requirements for an international assemblage of fans, as well as outlining actions that are needed to be taken in order to conform to laws and regulations regarding a non-profit organization.

The study is focused on the implementation of a fan-group, the Fan Club. This Fan Club is built on already existing unofficial as well as official groups and the official and international street team of Turisas, as well as on fan groups administered by other bands in the rock and metal music scene. Thus, this document serves as a development plan.

The investigation of the phenomena has revealed that the Fan Club is a viable method given the following caveats: legal and financial issues, marketing and communicational efforts not only for the start-up itself but also in the commencing phases as well as general management concerns such as human resource management.

Keywords
Fan, fan club, community, music industry, marketing, promotion, communication, relationship

Miscellaneous

Contents

1 INTRODUCTION

This thesis has the aim of providing a development plan which can be used as the basis of founding a fan club for the Finnish band Turisas. Therefore, it establishes how to start the fan club as an organization, and what needs to be taken care of when it comes to the legal and financial issues arising from the activities that are planned. Furthermore, it gives an overview on the working structure of a fan club and describes the different positions that need to be filled with skilled fans in order to create a fans-for-fans feeling. This fans-for-fans feeling has a major role in strengthening a community. The purpose of the community is to support the band in its activities. As a part of the development plan, outlines of marketing and promotional activities are described since those are supposed to attract fans and convince them that joining the band's fan club is an essential step to take.

Bands which have already established a fan club have realized that it has become highly important to offer their fans a personal experience of the music. Fans expect more and more personal contact with the band and its members. In times of the digital era, with social media sites such as Facebook and Twitter, the World Wide Web offers many new possibilities. A "personal relationship" with the artist and the feeling of being part of a big family (the fan community) activate the will to invest money not only in the fan club itself, through a membership fee, but in buying more merchandise and concert tickets and other featured goods. Therefore, a fan club also brings new sources of revenue to the artist due to membership fees and extra sales.

The author of this thesis had successfully worked as the administrator of the Finnish band Turisas' street team for more than two years. When the band felt the need to start working on the set up of a fan club, due to the fact that so many bands of the same popularity level had already taken this step, the band asked the author of this thesis for ideas and input. Since there was a genuine interest in how the relationship between artists and fans change the experience for the fans, this project thesis had found its basis.

2 THEORETICAL BACKGROUND

Due to the fact that this thesis is project-based, the main amount of it concentrates on how a fan club could be set up, and which features and needs have to be focussed on in order to have a well-functioning fan club. The key terms are fans, fan club, communication and relationship, added value, branding and visual communication, marketing planning, PESTEL and SWOT analyses as well as risk assessment. Nevertheless, a theoretical background needed to be outlined in order to justify the choices and decisions made in the course of this thesis project and accompanying documentation. This theoretical background is based on mostly online literature and sources due to the lack of relevant academic literature available on the given topic.

2.1 The power of fans and fan clubs

2.1.1 Fans and their purchasing power

"Of course, fans are amazingly powerful"; this is what Jonathan Emmins (2012), the founder of Amplify, stated in a video report on the company. He points out what is commonly known, especially in the field of music and entertainment: most of the revenues come from dedicated fans who invest not only time, but great deal of money into "their" stars. This is why fan clubs are gaining popularity and also importance; they strengthen the relationship between the artist and the fan, and make the latter even more dedicated and bound to the products of the artists.

First, it should be discussed what it means when someone is a "fan". According to the Senior Digital Campaign Manager of Polydor Records, Aaron Bogucki (2012), a fan "is someone who finds inspiration from" an artist and someone who "finds so much inspiration that they would alter their lifestyle to support that and to follow that" (Amplify, 2012). In the "FanCulture: The Evolution of Influence"-video (2012) he stresses that the fact that fans are willing to alter their lifestyle brings many opportunities to generate revenue. Whilst Aaron Bogucki, as mentioned above, defines the fan on a mental level (inspiration), Richard Martin (2012) from Fred Perry defines a fan through his or her "deep emotional relationship with something or somebody" in the same video. The something or somebody, in this case, would be the band Turisas and its members. Will Samson (2012), the editor of the Contagious Magazine goes in the same direction,

and explains the difference between a normal consumer (in this case a person liking music in general only) and a fan who is drawn to a certain band: "The difference between a fan and a consumer – I think it's kind of the difference between a sort of One Night Stand and a meaningful relationship", meaning that a consumer might just buy one product (CD, merchandise, etc.) from a band or artist, whilst the fan is loyal to the band or artist and keeps on supporting it by repetitious buying and supporting.

An increasing number of decisions are influenced not only by an item or product and its quality, but also by experiences and by emotions that lead one to buying or not buying. Richard Martin (2012), Head of Marketing at Fred Perry, explains this as follows:

> *For a brand like Fred Perry it's not necessarily a fashion decision, they make decisions based on experiences, previous experiences they had with the brand. They make emotional decisions about purchases; every decision is an emotional decision*

Those experiences can be called an "added value" to the product offered, which makes it more unique and differentiable from the products offered by competitors, alongside with special features which come with the purchase. (The Guardian, 2010)
Those special features can be additional videos or music material on special releases, a T-shirt with a special edition of an item or simply a service, which needs to be more than just average so as to be added value. Also, a brand, here the band and/or the fan club, that stands for a certain quality, statement and lifestyle. This added value leads to more revenue from the products offered, since fans are willing to pay more for each item if they can see a certain added value that makes it even more valuable to them. The added value can be just a minor additional feature or something that makes it more personal for them. (The Guardian, 2010)

2.1.2 Fan clubs

> *A fan club is an organized group of people who all admire the same person or thing, for example a pop singer or pop group. Members of the fan club receive information and can take part in activities such as trips to concerts. English Collins Dictionary (2012)*

A fan club is an online and offline club, meaning that it happens online but at the same time in real life. As Paul Théberge (2006) explains, online fan clubs have lately "taken on a new dynamic" due to a "more direct form of dialogue between artists and fans and a more regular, even daily, ability to connect". This highlights the main feature: communication with the band and amongst the fans and the relationship between the fans and artist (see 2.2. Communication and relationship). Furthermore, a fan club is, according to Oxford Online Dictionaries (2013), a form of a community that the fans automatically belong to due to "sharing or having certain attitudes and interests in common". Nevertheless, there are differences in the fans participating in this community, depending on their willingness to interact and also to be a part of the community of fans.

2.2 Communication and relationship

2.2.1 Communication

In order to be able to engage fans to be active and involved with the band, as well as their products and services which they provide, the communication between those two mentioned parties holds a significant role.

Communication itself is a difficult word to properly define. This may be based on the fact that interpersonal communication is connected to the thoughts and feelings of a human being, which in themselves are essentially indefinable.

As Berelson dan Steiner (1964) stated, communication can be seen as "the process of sending and receiving messages through verbal or nonverbal means", which are according to Oxford Dictionaries, "speaking, writing, or using some other medium" which then, as Carl Iver Hovland, Irving Lester Janis and Harold H. Kelley (1953) express, leads to stimulating "in purpose to change or to make behavior of other people". It is implied that one component in communication is acquiring a sense of participation, as Ayer (1955) writes. In addition, there are three dimensions that lead to the definition of the word "communication": 1) level of observation, 2) level of intentionality and 3) level of norm adjustment. (Deddy Mulyana, 2011)

Frank E.X. Dance (1970) explains the conceptual components in communication in his article "The Concept of Communication". These components strengthen and document the above definitions as they are based on symbols, verbal and spoken, as well as on understanding and interaction based on a relationship. His article explains how the fifteen components in communication are to be understood and interpreted (for a full table see Appendix 7.11. Conceptual components in communication).

Below, the most important of the fifteen components of Dance (1970) are presented: The first of those components consists of symbols and verbal communication, whereas the latter one is called speech. Hoben (1954) states that communication is the "verbal interchange of thought or idea". Yet, nowadays many different ways to communicate exist such as E-Mail and Instant Messaging. Therefore, it needs to be clearly stated that speech is only a small fragment of today's communication. The next component is that of understanding, meaning that communication is a process in which the aim is to gain understanding of what another person says and it involves gaining this understanding from the other for one's statement as well. According to Anderson (1959), this is "constantly changing and shifting in response to the total situation", thus including emotions, time, place and other possible factors that might influence the perception and understanding of any statement.

Barnlund (1964) is convinced that reduction of uncertainty is another component of communication, since communication "arises out of the need to reduce uncertainty, to act effectively, to defend or strengthen the ego". The component of linking/ binding plays a role in communication, since communication is a process which connects parts of the living world together. (Ruesch, 1957) This leads to the need to replicate memories, which happens through communication as Carrier and Harwood (1953) state. According to them, communication is supposed to be the "process of conducting the attention of another person for the purpose of replicating memories". Last but not least, stimuli are a component of communication and this transmission of information, which every act of communication is and consists "of discriminative stimuli, from a source to a recipient" according to Newcomb (1966).

2.2.2 Relationship

A relationship, as Oxford Dictionaries express it, is "the way in which two or more people or things are connected, or the state of being connected". However, in this case, we are talking about interpersonal relationships between two or more people and not between things. The interpersonal relationships between artist and fans, and between fans, are not only maintained by face to face interaction in a real environment but, thanks to the new media and Social Media, these relationships are also kept alive and tightened through the internet and its possibilities.

Communication is an essential tool in relationships, no matter if it is starting any kind of relationship between two or more people, or keeping a relationship running. "Personal friendships and social bonds within the subculture are often made and maintained through a combination of online and offline contact" states a study conducted by Paul Hodkinson (2003) on the Goth scene. This shows how the fan to fan relationship happens, and is kept alive as it is based on common interests such as a shared music taste. The online community, and the fan club, is an easy playground for people to find others who share interests and build up a relationship.

When it comes to the relationship between the artist and the fan, it often results in a bigger willingness by the fan to invest more money into the artist (see 2.1.1. Fans) and to a prolonged relationship. This means that the fan is more likely to stay a fan for a longer time than when there is no connection between artist and fan. The reason for this can be found in the fact that if there is a relationship there is also the feeling of being appreciated and recognized by someone who the fan admires and appreciates.

The following example clearly shows what impact an artist-fan relationship can have. The example covers the American rock band Madina Lake, whose bassist Matthew Leone was badly injured when trying to step in between a woman being attacked by her partner on the open street. Due to his courage and the fact that the man then attacked Matthew Leone, this incident led to serious injuries. (Examiner, 2010) His brother Nathan Leone had not only to fear for Matthew's life, but he also had to worry about how to pay for all the incurring costs, since his health insurance had run out while on tour. (Pledge Music) The band had used Pledge Music for working on an EP that they had started. However,

everything that was donated (in return for an item or without any) for the production of the EP went to Matthew's campaign, and therefore to paying the health care costs. This shows how much a proper and close relationship between bands and fans can not only support the band in music matters, but also in other situations.

2.3 Marketing

Fan clubs can be seen, alongside with street teams, as a marketing tool for a brand, in this particular case the band Turisas. This is why it is important to invest time and effort into the proper creation of the fan club. The fan club itself needs marketing for expansion, hence marketing planning is essential.

The Times 100 (2012) explained that marketing can be described as a process of "developing and implementing a strategy to plan and coordinate ways of identifying, anticipating and satisfying customer needs". The needs which have to be identified in this case are what the band's fans are looking for in a fan club and what their expectations are. Those needs are then addressed through marketing activities. Therefore, they catch the fans' attention and interest in order to successfully engage new fans in the fan club circles, and exist not only to satisfy the fans' needs and wants but to make the profit that is needed to keep the fan club running. To reach these goals, setting a Marketing Strategy to define the marketing goals is the first step. The second step is the creation of a Marketing Plan in order to plan how those goals, as set in the Marketing Strategy, will be reached. Consequently, it can be stated that the Marketing Plan is the application of the Marketing Strategy. Last but not least, the implementation phase is the step in which all plans are being put into action. (Laura Lake, 2011)

2.3.1 Marketing strategy

As mentioned above, for conducting proper marketing, essential for the success and expansion of the fan club, a marketing strategy is vital.

Since The Times 100 (2012) argues that "a strategy is a long-term plan to achieve certain objectives", a marketing strategy can be best described as a marketing plan that is developed in order to achieve marketing objectives. To have a well working plan, detailed planning is needed. This includes marketing research which functions as the basis for the

development of marketing. A method to devising a proper marketing strategy can be pictured as a circle with nine steps (see 7.1.3. Marketing Strategy – The 9 Step Circle) which leads one from the market analysis, to the setting of marketing goals, and from there to reviewing and re-assessing the strategy. (Rethink Marketing, 2012)

The starting point of this Nine Step Circle is customer research, since it is crucial to understand the customers, and their problems that the organization's products or service are supposed to solve. Furthermore, the competition in this field needs to be analysed and understood so that the organization's market size and its trends, as well as its competitors and potential partners, can be defined. (Rethink Marketing, 2012)

All competitors need to be identified in order to see what place on the market the organization is able to take or is currently taking. It is also important to have a clear image of the target customer and to know what makes them buy the organization's services or products. The next step is defining the Value Proposition, often called Unique Selling Proposition, to the customer. This proposition describes how this certain product or service manages to solve the pain point that drives the customer to buy the product or service. Setting marketing goals is important in order to set the direction in which the marketing efforts should be directed. In this step it is important to precisely reflect, and then decide, on the destination for the organization's marketing in order to be successful with the marketing efforts made. Once the market is known, alongside with the competitors, the customers, the value proposition and the destination of the organization, it should be outlined in the marketing strategies how this will all be achieved. (Rethink Marketing, 2012)

The next step is defining the marketing mix, often referred to as the "4 Ps" where the P's stand for the terms Product, Promotion, Price and Place. Lately due to the growing importance of Social Media and Customer Relationship Management, marketing experts have added a 5th P, standing for People, to the marketing mix, which is widely supported, for example by The E-Book Connection (2004). The marketing mix should describe how to create an advantage in comparison to what the competition does. Then, the marketing plan should be written based on the steps above. It should point out the key marketing activities that are planned for the next half to 1.5 years. The last step is measuring the

results from the marketing tactics and re-assessing the plan on a regular basis so that it retains effectiveness.

2.3.2 Marketing plan

The Marketing Plan should cover one year, and all employees of the organization should know its content not only in order to be able to contribute to the document itself but also to know the path that the organization is taking. (Entrepreneur, 2011) The plan consists of different parts, each of which covers a fragment of the whole marketing activity. The first part is the summary which is a brief overview of the content of the marketing plan. The following part is a brief introduction of the product that should be marketed, which here is either the fan club or the band Turisas, depending on which one the marketing plan is for. The associated goals of this product can be presented in charts or graphics. This part is followed by a situation analysis which covers the company analysis, the customer analysis, the competitor analysis, the organization's collaboration, the PESTEL analysis (see 2.4.1. PESTEL Analysis & 3.2.2. PESTEL) and the SWOT Analysis (see 2.4.2. SWOT Analysis & 3.2.1. SWOT). The market segmentation is then presented, which is a division of the market into several homogeneous groups of consumers. The groups have certain features in common and can, therefore, be targeted in the same way. Furthermore, there is the marketing strategy (see. 2.3.1. Marketing Strategy), containing amongst others, the marketing mix and the 4Ps (or alternatively 5Ps. according to Bivines, 2004). The second last part of the marketing plan covers the short and long term projections, followed by the conclusion, which sums up all the given information from the other parts. (QuickMBA, 2012)

2.3.3 Branding

Marketing can also help with branding, meaning that with help of proper marketing the band's fan club is connected with a certain feeling or attitude which is desirable for the fans and possible fan club members. Thus, branding needs to be aimed at and seen as a possibility to be standing out of the amount of other band's fan clubs and therefore be more successful.

As pointed out by Jerry McLaughlin of Forbes Magazine in 2011, the meaning of the word "brand" has changed over the years. In earlier days, the definition of the term "brand" was the name given to a certain service or product, and can be compared to the current definition of a trademark. (Forbes Magazine, 2011) Jay Ehret (2009) thinks that the current definition of a brand is "the emotional and psychological relationship you have with your customers." Yet, Marty Neumeier thinks that it can be described as "a person's gut feeling about a product, service, or company". Jay Ehret (2009) adds that a strong brand can "elicit opinions, emotions, and sometimes physiological responses from customers", which is very important in order to gain and then to keep the customers' loyalty. In general, brands are nothing concrete. They are rather, as stated in the definitions above, connected to thoughts and feelings that arise between a customer and the business.

Lois Geller (2012) thinks that "You know what you're going to get with a well-branded product or service." This is why branding, and establishing a brand, is important for the success of a certain service or product. Christ Penttila (2001) states that a brand is "a specific combination of logo, words, type font, design, colors, personality, price, service, etc", but not just one of those parts, since the Entrepreneur (2001) argues that "Eyeballs don't equal sales, and logos don't create loyalty". It is the sum of all attributes that are given to the product or service, and those attributes can acquire a patina which leads to the fact that buying a certain brand can tell something about the consumer buying it. Since all of those parts are playing together, it is logical to say that a certain kind of relationship forms with the customer whom the organization wants to address, since "people don't buy products logically, they buy with their emotions" according to Jay Ehret (2009).

It is not only externally important to do branding and to establish a brand, but also internally within the organization, due to that a brand can be seen as an "internal compass of focus" (Jay Ehret, 2009). The reason behind this point of view is that once the business is branded there is a clear understanding of what is wanted and what it is all about. This leads to decisions being made in accordance to the brand, which then leads to a stronger business identity. (Jay Ehret, 2009) Therefore, as pointed out by Brick Marketing, the term "branding" refers to the activity of marketing the brand idea or image so that it

becomes recognizable to potential consumers. Through this marketing, the brand becomes identified with a certain service or product.

In order to advertise the brand, creating a logo in order to be recognizable has proven to be essential. In addition, the logo and the brand have to be easy to spread (see 2.6. Visual Communication). Stating the key brand messages in writing is another tool in order to ensure that all employees know about the brand's main attributes and what the brand is supposed to communicate to the market. This is followed by integrating the brand, so that all parts that are in touch with external parties align with the brand, for example, email signatures, what employees wear etc. Developing a tagline is another important aspect – this tagline needs to be memorable, meaningful, concise and capture "the essence of your brand" as John Williams (2012) explains. When it comes to the organization's marketing material, brand standards and templates, the same color schemes, logo placement and overall feeling and look can make the statement that is transmitted clear and consistent (see 2.3.4. Visual Communication). Being true to the brand also plays a big role, since customers will not be loyal if an organization cannot deliver what it promises. Finally, consistency in all activities most likely plays the biggest role in brand success.

2.3.4 Visual communication

According to David Sless (1981), visual communication "is communication through visual aids" and due to this, it relies on signs, graphic design or typography among other items. Paul Martin Lester (2006) defined six perspectives for the image analysis in visual communication. Firstly, there is the personal perspective in which the viewer's opinion is based on thoughts, and the personal response depends on the viewer's own thoughts and values.

Secondly, there is the historical perspective where the image's view depends on the time, meaning how an image has been crafted or edited. Furthermore, there is the technical perspective based on the image's view caused by lights, position and presentation. The ethical perspective is when the image itself, the creator of the image and the viewer, have the same moral responsibility towards the image.

With the fifth perspective, the cultural perspective, the identity of symbols and symbolization play an important role. The sixth and last perspective is the critical perspective, in which the viewer differentiates his or her view from the personal view through criticizing from the society's point of view. (Paul Martin Lester, 2006)

In order for visual communication to be effective, its elements need to fit together, and this can only be achieved by knowing what message should be conveyed. Once this is achieved, Stephen Few (2006) states that "you must understand a few things about how people see (visual perception) and how people think (cognition)", so that one can present the image in a way that, as he further explains, "takes advantage of the strengths of visual perception while avoiding its weaknesses, and in a way that matches the human thought process, augmenting it when necessary to work around limitations."
When it comes to the content of the message, it should be ensured that unnecessary visuals are avoided, while everything that is needed to make a sensible message is included. (Stephen Few, 2006)

Stephen Few (2006) also states that visual differences in any displayed form are perceived as differences in meaning. Therefore the choice of colours needs to be thought through. Colours play a big role in visual communication due to the fact that they are one of the main components of "visual language" according to Sinoj Mullangath (2009). They also state that the texture, layout, typography, imagery, identity, sequencing, symbolisation and animation. Overall, this can be called "design", which in this connotation is the interface that communicates the objective of the message to the viewer. (Sinoj Mullangath, 2009) Colours are perceived in different ways. This is called Colour Psychology and it means that each colour can be perceived either positively or negatively according to Frank and Gilovich (1988). Red, for example, has positive connotations, such as passion, strength and excitement, whilst its negative connotations include danger, blood and aggression. All these associations are connected to the colors, yet tend to differ based on different cultural backgrounds, which are connected to different perceptions and connotations.

Another big player in the world of Visual Communication is typography, which is the typeface, typestyle and the typesetting of a visual text.

Depending on the purpose, the typography has different characteristics that are commonly used. The main rule, according to Nicolete Gray (1986), is that "the more uninteresting a letter is in itself, the more useful it is in typography". This means that the simplicity and the readability of typography are essential to effective communication.

There are several type classifications, such as old style, transitional, modern, sans serif and others, with differences in shape and angular contrast. (Chapman, 2011) There are also typographic weight, width, slant and font type families that all change the appearance of the font. Font size and spacing also play a role in creating a message attributed to the meaning behind the words. The meaning of a word can dramatically change when these characteristics are changed. This is the reason why typography should be used carefully and effectively. For example, as clarified by Susan Hilligoss and Tharon Howard (2002), lower case and small point sizes seem to be less imposing whilst using an oblique type of font raises the emotional effect of a word.

Another important element connected with typography is the use of words or sentences in the visual material, especially the language and the level of difficulty and length of the words or sentences. The use of uncommon and long words should be avoided for ease of comprehension and retention, since it is the point of visual communication to create a lasting memory. (Ricky W. Telg, 2010)

2.4 Analysis and assessment

Analysis and assessments are vital when it comes to analyzing the environment or market of a product or service in order to take the best actions in the process of building up a fan base in the form of a fan club. An analysis can be used to point out essential and possible ways to target and then successfully engage the audience.

2.4.1 PESTEL analysis

The Management Study Guide (2012) states that one needs a PESTEL Analysis (Political, Economic, Socio-cultural, Technological, Environmental, Legal) to complement the SWOT analysis, which for example finds limitations when it comes to price increases. This analysis should be done to cover all factors of the macro environment that influence

the organization's work, yet the weighting of each of those factors has to be done in each case by the organization itself and cannot be determined by the analysis itself, since many factors might fit into several categories and not only into one. (Gillespie, 2007)

2.4.2 SWOT analysis

The SWOT Analysis identifies factors which are crucial to the success of an organization, and "can be implemented into the identification of the different aspects toward the balanced scorecard" according to S.F. Lee and Andrew Sai On Ko (2000).

A SWOT analysis is a scan of the internal (weaknesses and strengths) and external (opportunities and threats) environments of a company, and is an essential part of the strategic planning phase when setting up an organization. (Jen Hetzel Silbert & Tony Silbert, 2007) The strengths show the basis for developing a possible competition advantage, and weaknesses are a lack of those strengths. Opportunities show what is being created through the activity of the organization and threats are the negative changes in the external environment that put the organization's plans into danger. (Jen Hetzel Silbert & Tony Silbert, 2007)

Weihrich (1982) explains the strengths, weaknesses, opportunities and threats in more detail as follows:

Strengths: The organization's strong points, from the point of view of internal and external customers. These strengths need to be based on any unique points or advantages that make the organization stand out of the crowd, and what makes a customer choose this product or service over another organization's product or service. It is important to know and state if there are any products or services that cannot be imitated by the competition.

Weaknesses: The organization's weaknesses need to be defined from the point of view of the organization and, more importantly, from the customers' point of view. This can occur by asking whether there are any procedures or operations that could be rationalized and modernized, or what the competition is doing better and how they achieve this.

Additionally, asking the question if the competition has a certain market segment conquered is crucial to identifying weaknesses in the organization.

Opportunities: The opportunities determine the ways the organization can still grow within the marketplace. Changes in technology, policies, social patterns and more can lead to new opportunities, therefore it is important to know where and what attractive opportunities can be found in the marketplace. It is also important to know about coming trends.

Threats: Threats are external factors that are out of the organization's direct control. These should be defined in terms of what the competition is doing and what activities are suppressing the organization's development, as well as if there is any change in the consumer's demand which could lead to new requirements of products or services. Additionally, a study into new technologies and other newly emerging systems should be taken.

2.4.3 Risk assessment

Risk Assessment is a process that covers the identification and evaluation of events, such as possible risks and opportunities that might affect an organization's achievement of its set objectives. The relative internal and the external environment contribute the main risk factors influencing the company. The external environment includes, for example, economic trends and competition. The internal environment covers the organization's employees, the process and the infrastructure. Since all of these factors can interfere with the organization's objectives, as the PwC explains (2008) and according to the Committee of Sponsoring Organizations (2004), the term "risk" can be defined as "the possibility that an event will occur and adversely affect the achievement of objectives."

According to Simply Business (2012), there are five steps in the course of risk analysis that should be taken into account. The first step is identifying possible risks, whilst in the second step it needs to be defined who might be harmed and what this harm looks like. In the third step, the risks need to be evaluated and precautions and controls are to be decided on. Step four is the implementation of the decided controls and the recording of

the findings and actions taken. The last step is reviewing the assessments on a regular basis in order to recognize the need for an update of the risk analysis. (Simply Business, 2012)

Overall, this theoretical background defines the basics regarding the start-up of a non-profit organization. It covers the importance and content of analyses and assessments, alongside with discussing the key topics, such as fans and fan club itself.
The foundation of a fan club, being relationship and communication with the fans as (possible) customers, has been defined and argued about in order to point out the importance within. Also, essentials for the marketing, including branding as well as visual communication, have been covered in order to set a proper basis on which the actual creative ideas can be built onto.

Therefore, the coming parts of this document will not only offer an overview on the band but also a practically focused plan on how to successfully manage the set-up of the fan club with all its activities. Among others, it includes information on basic legal and financial issues that require consideration, as well as marketing and communication tools for the Fan Club.

3 CASE AND IMPLEMENTATION

3.1 Turisas

The band Turisas was founded in 1997 in Finland, and since then they have released three full-length albums: Battle Metal (Century Media, 2004), The Varangian Way (Century Media, 2007) and Stand up and Fight (Century Media, 2011). Currently, they are in the studio recording their upcoming album, scheduled to be released in late autumn 2013. After several changes in the line-up, the current line-up consists of Olli Vänskä (violin), Robert Engstrand (keyboard), Jaakko Jakku (drums), Jussi Wickström (guitar), Jesper Anastasiadis (bass) and vocalist and main-songwriter Mathias Nygård. The band's musical style is hard to describe, since it has changed and has become more diverse during the course of the band's existence. Whilst their first album "Battle Metal" led to journalists calling the band's genre Battle Metal, their latest musical publication has different influences and thus does not entirely fit into this genre anymore (e.g. due to the amount of orchestrations).

The idea of launching a fan club was based on the successful work of "The Varangian Guard – The Official Turisas Street Team", which was started in late 2010 and which quickly gained positive feedback. This street team will be, in order to decrease administrational work, merged with the fan club and therefore the same name can be used for both the street team and the fan club. Moreover, signing up for the street team will be made simple so that a fan only needs to tick the field saying that he/she wants to join the street team too, once the fan club membership form has been filled in.

When starting an organization, in this case a fan club, deciding if it is a non-profit or pro-profit organization is necessary. Whilst a pro-profit organization transfers the profit to the organization's owner or stockholder, the profit made by a non-profit organization is used for advancing their programs and their work. (SNPO, 2012)

The fan club's main goal is to unite the band's fans in a community that is family-like and offers all kinds of benefits to those willing to invest some money in the band. Overall, the goal is to strengthen the fan base in order to go strong and stable with touring and CD

sales, alongside with having motivated fans that are willing to spread the word about the music to others.

The street team has already showed why fans play an important role when it comes to brands, and here to the band Turisas. The fans feel a connection, even a relationship to the band and their music, as well as they find inspiration and are willing to alter their lifestyles to support the band (e.g. following the band from one city to another whilst they are touring). Furthermore, fans are the main revenue source for bands, since they are the ones buying CDs (partially in all editions available) and other merchandise. Moreover, it is the fans who spend money on concert tickets and other collector items or activities that might bring them closer to the band.

3.2 Turisas fan club

The name of the fan club will be, just as the street team had been named, "The Varangian Guard". The reason for choosing the same name is that the street team and the fan club will be merged and then can be run under the same name without problems.

The "Varangian Guard" was an elite unit of the Byzantine army, serving as bodyguards for the Byzantine Emperors, and existed in the 10th to 14th century. In general, topics around the Byzantine Empire play a major role in Turisas' lyrics, as can be seen in the title of their second album "The Varangian Way" or through the song "The March of the Varangian Guard" ("Stand up and Fight", 2011, Century Media). In this case, the Turisas fans can be seen as the Byzantine army, whilst the band can be the Emperors – this whole would give the picture of very dedicated and passionate fans standing behind the band all the time, which again is a suitable theme for a fan club.

3.2.1 Fan club logo and icon

Karl Lagerfeld summarised the importance of logos as, "Logos and branding are so important. In a big part of the world, people cannot read French or English-but are great in remembering signs". Additionally, and in compliance with what is presented by Desi9n (2008), it is necessary to have a logo representing a company or organization since a logo functions as the visual communication of what an organization does or provides, as well as it creates a reference that is easily recognizable and memorable.

The chosen logo design should work as a symbol for the organization, communicate a suitable message, be interesting but not distracting, and convey trust. Generally, an effective logo is simple in structure and design, memorable for the customer who sees it, timeless in the sense of not needing alterations over time so that it is a constant symbol for the company, versatile, appropriate and therefore usable in many different kinds of media. (Desi9n, 2008)

The fan club logo itself should be in the colors of red and black, due to the fact that the band uses these colors for their on-stage make up called "war paint". The design of the fan club's logo should be based on the band's actual logo, yet it should be altered so as to show connection to the band but to show that it is not the band being promoted but the fan club. The creation of an icon, including the logo, for use in Social Media should also be considered. This icon would include the logo of the fan club and elements taken from the recent promotional photos that could be used in the background of the logo. It still has to have a clear design and be easy to recognize what it is about. For this reason, the name of the fan club, The Varangian Guard, should be added to the icon design.

3.2.2 Mission / Vision

Mission

The Varangian Guard is the fan club and main fan community of the Finnish Battle Metal band Turisas.

Vision

The Varangian Guard will strengthen the core of the fan community of Turisas and will offer special activities and treats in return. The fan club will widen the band's fan community and will create a strong connection between the band and the fans and thus be acting as a valuable arketing tool.

3.3 Applied SWOT / PESTEL / Risk Analysis

3.3.1 SWOT

The name of the fan club, "The Varangian Guard", can be seen as one of the *strengths*. It is already known as "the" community for dedicated and active fans due to the use of this

name for the street team. Moreover, the fan club is appealing to the fans especially since it is mostly run by fans, which makes it more fan-friendly and down to earth. In addition, Turisas is generally closer to their fans than other bands in this range of popularity, as can be seen on different Social Media sites.

One of the *weaknesses* is the merging of the already existing street team with the fan club, since it may lead to confusion and to mixed areas of the fan club, arising from a more complicated sign up. In addition, the fan club administrator needs proper support from the band and/or the management. Furthermore, the fan club could be connected with the street team which has not worked so well due to a lack of proper communication between the administrator, band, management and record label. This is a weakness with the fan club itself. General weaknesses are time management, the starting investment for the establishment of the fan club, as well as the fact that no sponsorship is possible for this project.

Opportunities of the fan club are that it could create a strong fan community standing behind the band, the opportunity for proper branding and offering the fan club officers work experience in the fields of management and leadership. Fan engagement as a whole binds the fans closer to the band and strengthens the sense of community between fans from different demographic backgrounds. Also, it saves money due to the fans' willingness to market and promote the band for small rewards in their free time (through e.g. joining the street team).

Changes in the financial situation of the fans, as well as the band's lack of interest in properly commencing with the fan club are the biggest *threats*. Additionally, different goals of the administrator and the band and that fact that the fan club may not reach its target group are considerable threats. Last but not least, the band members' notions that no third-party help in legal and financial terms is needed and the possibility of the band's split-up are big threats.

The classical SWOT matrix can be seen in Appendix 7.2.1. Table: SWOT Analysis.

3.3.2 PESTEL

The political factors that touch the Fan Club include, amongst others, the taxation policy, trade regulations and in general the overall political stability. Economic factors, such as exchange rates, national incomes as well as employment and inflation play big roles in the success of the fan club. Furthermore, the aging society, the lengthening education and different lifestyle choices are socio-cultural factors that influence the fan club and its activities. Innovations in technology, as well as new products and technological development, are next to environmental factors to be included in the list of possible factors. Legal factors are essential to the contract making, taxation and marketing as well as promotional activities, so that changes in this field have a high impact on the fan club.

TABLE 1. PESTEL Analysis

Political factors	Economic factors	Socio-cultural factors
- taxation policy	- exchange rates	- aging society
- political stability	- national income	- education / career attitude
- trade regulations	- inflation	- loss of community-need
- bureaucracy	- employment	- lifestyle choices
	- globalization	- (musical) trends
		- consumer behaviour
Technological factors	Environmental factors	Legal factors
- innovation	- Raw material scarcity	- laws for non-profit
- new product development		organizations
- development in internet		- laws on taxation
technology		- laws on advertisement
		- rules and regulations for
		the conclusion of contracts

3.3.3 Risk Analysis

Making sure that the *right people are found for the needed positions* can be achieved through conducting proper research on the possible candidates, which needs to be done in advance. In addition, applications can be asked for to ensure the fans have the needed qualifications for the position. In case this does not work, the search can be continued and

fans can be trained in accordance to which qualifications they need to have to hold positions within the club.

Another risk is *logistical problems* occurring due to the shipping of the start-up kit. To avoid those, a company such as DPD, UPS or similar should be hired to take care of the issue. If any problems occur, it needs to be discussed on how to commence with the sending of the start up kits and it has to be discussed to either change or hire a transport company to take care of them.

General problems with the start up bundle can be prevented by starting the planning, designing and production early. Proper research and careful consideration in choosing the companies handling the product creation process is essential, alongside with adding time padding to creation and delivery times. In case a delay happens outside these prepared buffer times, the fan club members need to be informed about the delay and its reasons immediately. Discussion regarding a solution with the fans in leading positions of the fan club and the search for alternative companies for the creation would also be options.

Problems with the band's record label and/or management can be prevented by setting clear rules and agreement right at the beginning of the fan club creation, in addition to proper communication of decisions and overall plans to avoid misunderstandings. If problems occur, a meeting should be set to clear out the problems and find solutions together so that those solutions are suitable for everyone involved.

In order to avoid *motivational problems within the fan club staff or the band*, it is important to openly show and properly communicate appreciation of the work done. Smaller gifts or benefits can prevent the fan club from this risk to occur. If these prevention methods do not help, discussing the problems openly immediately is important. Increased personal communication and offering of rewards or benefits could also help with fan staff motivation.

Communication problems within the organization (fan club) can be avoided by setting clear communicational strategies and schedules on which things are communicated in which ways and when. If problems come up regarding communication, the organization

should decide on a meeting to discuss the issues. Due to the international nature of this fan club, this meeting would most likely be held virtually over the internet.

To avoid that *too few fans are registering* to become a member of the fan club, proper marketing and promotion has to be done in advance and to be continued during the whole time the fan club exists. If the problem still occurs, marketing and promotion strategies, plans and products need to be revised and activities in promoting and marketing should be intensified.

It is possible that the fan club may have an overly *limited start up budget*. This can be avoided by planning ahead, setting clear budgets and adjusting the plans accordingly. In the case of this risk becoming real, the plans made need to be prioritised and cut down, for example when it comes to the platform and its tools. Finding cheaper shipping possibilities for the start-up bundle and research on cheaper production possibilities for the start up bundle may also need to be conducted in order to save money.

A high impact on the fan club is *legal problems*, which can be avoided by having an attorney or lawyer taking care of all legal matters (contracts etc.) from the preparation phase onwards. In case this hasn't happened, an attorney or lawyer has to be contacted and hired immediately in case of problems. Also, not giving official statements in legally problematic situations without consideration is essential.

Server crashes can be avoided by good preoperational research, choosing a reliable seeming server and conducting proper maintenance of the server. In case the server does crash, contacting the helpline of the service provider and getting it back up are the main things to do. Finding out the reasons for the server crash might be helpful to prevent future crashes; if it happens frequently, a change of the server provider can be considered.

Another risk is that *people in important positions lack the needed experience* in order to fulfil expectations and complete the tasks they are supposed to. This can be avoided by offering appropriate training beforehand (in a virtual environment) alongside with explaining tasks and duties in detail. In case a problem occurs, support with advice and help is essential.

The problem with the biggest impact is that *Turisas disbands*, because the people involved with the fan club can do nothing to prevent this. In case the band disbands, the fan club needs to be cancelled and unregistered, the money that fans paid needs to be returned in accordance of how much was still left of their membership and also the bank account needs to be closed down.

A table giving a summary and overview on the above mentioned risks, their prevention and solutions, as well as the risks' probability and impact can be found in the Appendix 7.2.2. Table: Risk Analysis.

3.4 Organizational structure

3.4.1 Offices and jobs

There will be a main office (see 7.3. Graphic: Internal and external structure of the Fan Club), consisting of a band's representative, a contact person from the management and/or label and an administrator the fans. This implies that the administrator needs to be able to work closely with the band and the management, which is only possible if this fan is well-settled and manages to act and react appropriately when it comes to decision making together with the other parties.

It is highly important to ensure that the right person is chosen for this task. This is happening through recommendations by the street team administrator who has worked with a lot of fans and can therefore say who is enthusiastic enough but also has the maturity and time to take care of incoming tasks.

The main tasks of the administrator are recruiting new fan club members, taking care of marketing in Social Media channels, and recruiting helping hands for; graphic design related tasks, maintaining the website, marketing, creating marketing and promotional material for the fan club, and taking care of basic finances and legal issues arising from the fan club work. It is advisable that the legal issues are taken care of by a professional, such as a lawyer or someone with broad knowledge on the topic given.

Additionally, the administrator controls the work done and stays in close contact with the sub offices and holds frequent chat meetings in order to make sure that everything is

working satisfactorily. After the first term (1 year) of the fan club, the administrator is in charge of creating, publishing and evaluating a survey in order to see flaws and the well functioning parts of the fan club to be able to improve the organization.

Furthermore, there will be **sub offices**, covering countries or groups of countries, depending on how many members from those regions join the fan club. The final decision on sub offices will be made after the first few months when it is clear how the members are demographically located.

These sub offices will each have an administrator, who takes care of needs, wishes, opinions and more of the members belonging to their "group". Also, this person should arrange fan club meetings in their region, might organize pre-listening sessions for the release of the coming album, and might arrange and start any kind of promotional activities. However, all of those activities need to be approved by the administration of the main office first since they are representing not only the fan club itself but indirectly the band.

The administrator of each sub office will be chosen in two ways: either via recommendation of the main office or other people being in close contact with a majority of the fans (e.g. the administrator of the street team) or, if no recommendation is made, there will be an application form to be filled in for people who are interested in taking over this duty for the fan club. The incoming application forms will then be reviewed by the main office and a band's representative (either from the band itself, the management or any other executive party).

Except for professionals being hired for the areas of website creation and legal issues, all jobs are ones without payments, therefore done voluntarily. This is necessary since the organization (the fan club) does not have the funds to pay people for their work.

3.4.2 Member acquisition

A really important process in the course of getting the street team running is the *member acquisition*, which includes the sign up process. At first, only street team members will receive an exclusive invitation to join the fan club, yet this offer will expire after one

calendar month (30 days). After this first month, all other fans will receive the possibility to sign up for a membership.

To sign up, they need to enter the fan club's webpage and fill in their data on the sign up form. Then, the fan club administrators receive this filled in form and decide if all data is valid. If this is the case, they will proceed by sending out the information on the bank transfer through which the newly signed up fan club member needs to pay their membership fee. This information will be sent out via e-mail in order to save expenses and time. Once this e-mail has been received by the fan and new member, this person has 14 working days of time to transfer the money onto the stated bank account. If the money does not reach the fan club's bank account in time, a cancellation e-mail, stating that the membership has been cancelled due to the failed payment, will be sent out. If the money has been received in time, the fan club sends out a confirmation e-mail stating that the money has been received and that the membership has been validated, additionally informing the member that the start up bundle is being sent out as soon as possible.

TABLE 2. Expected acquired new Fan Club members in different time spans.

Time	Minimum	Aimed at
Month 1-6	30 members/month	40 members/month
Month 7-12	15 members/month	25 members/month
Total after 6 months	180 members	240 members
Total after 12 months	270 members	390 members

3.4.3 Membership

The *membership* of the fan club will require the fan to pay a certain amount of money when registering. To begin with, this amount of money is set at 20€ (approx. USD $30), but can be changed over time depending on what the fan club offers concerning exclusive benefits and depending on changes in external factors. At this rate, other fan clubs such as The Eye Of The Storm of internationally known and Grammy winning American rock

band Halestorm are offering about the same range of benefits in their fan club as it is going to be the case with The Varangian Guard.

The membership starts on the day of the sign-up, lasting 12 months (one year) and then needs to be renewed by the member him/herself. It is not renewed automatically.
In both cases, of the initial sign-up and the renewal of membership, the membership fee has to be paid within 14 working days in order to have the sign-up remain valid.

The benefits of the membership include the start-up bundle, that every newly signed up fan club member receives, consisting of a patch, 3 stickers (having the street team logo, the street team URL below the logo, colored red/black mostly, the URL in white font), a lanyard as it is available in the official store (approx. 9€, Mamstore) and last but not least a certificate which states the name and sign up date of the new member signed by all band members. This certificate is on a sheet of paper, which appears used, old and has a papyrus-like appearance. The header consists of the Turisas logo and has, on both edges, drawings that are accompanied by italic printed lyrics parts. The drawings and the lyrics are intended to add a special touch to the certificate, including the story behind the lyrics and the band's history in many ways.Furthermore, the members will be granted special discounts, such as a 5% discount on items from the band's official merchandise store if the order placed exceeds 15€ of expense. Also, a general account will be placed on the sales of Meet and Greet tickets, which will be sold in a special pre-sale that is open only for fan club members.

In addition to the above mentioned discounts for fan club members, these fans will have the chance to take part in exclusive web chats and video chats with the band or parts of it, and receive access to exclusive video diary posts, photos or snippets of yet unreleased material. Last but not least, there will be monthly lucky door prizes for which everyone from the fan club is automatically signed up; prizes ranging from small merchandise items, video messages from the band, autographs, concert tickets or meet and greets. Information on all of these topics and other news covering Turisas will be sent out through a monthly newsletter which is set up and sent out only to fan club members as another exclusive feature.

3.5 Marketing, promotion and communication

3.5.1 Marketing and promotion

The story behind all marketing activity should be the bonding between fans and band, and that the band is really close to the fans to make them part of the whole experience of the music. Also, stressing the community aspect of the fan club is essential.

The fact that the band first used Viking looks, and now uses more of a new age style when it comes to their stage outfits, the story could be that the fans were a part of the Viking time and then immediately get dragged into the new world by the band – taken by the hand from the band, one by one the fans get dragged into the band's world which could be based on the latest video for the single "Stand up and Fight" from the same called album. Therefore, the fans would be dragged into the world and would change from the normal everyday person into someone who is not only dressed and war painted as the band, but is a part of the whole scenario and story.

It also could be like the story of Narnia in CS Lewis' "The Lion, The Witch and the Wardrobe" – an everyday person steps through the door of the concert venue and changes into the fan, dressed like the band, wearing the war paint and being a part of the bigger community of fans that is already waiting for them, alongside with the band on stage.

3.5.1.1 Target group

The target group consists of 12-40 year old Turisas fans in accordance with the street team member demographics (see Appendix 7.1.4. Street team member demographics), both male and female. These fans want to support the band, want to be close to them and are willing to pay for these exclusivities. The target group consists of international fans who speak at least a basic level of English, due to the fan club being managed in English only. For people in the target group, music plays a big role in their life and they want to feel special and team up with other fans in a community.

3.5.1.2 Tools and channels

The marketing and promotion is happening in two different areas, on the one hand there is offline marketing and on the other hand and most importantly there is online / digital marketing. The latter one will be the one in the main focus of the fan club since the target

group is an international one. Also personalized selling, via the band's existing street team, will play a rather big role as personal selling includes a customized and unique message from face to face and has a persuasive impact.

The promotional mix that can be found below states which channels are used in which ways, and how much attention is paid to each of the given categories that go under the term "promotional mix". In addition, it should state how much budget is available for each category. In this case, though, no budget estimation will be given.

Advertising

Social Media is now one of the mediums where it is the easiest to reach the target group without needing to invest enormous amounts of money. Sites such as Google+, Facebook, Twitter and many more can be used to post and share banners, poster and flyer designs as well as icons that the fans can use as their profile photos if they want to. Facebook ads can be used by paying a certain fee set by the site, which are then shown to Facebook users who have interests matching the advertisement created.

Another digital platform worth using is YouTube for videos, such as video announcements and creative videos so that others get interested in finding out more about it. Those videos can be uploaded to the band's main YouTube channel, as well as to the record label's YouTube channel and on the newly created fan club YouTube channel.

Not only digital posters and flyers are to be spread, also physical ones can be spread in the streets by the street team members. These cover large areas of the world on all continents and in the biggest cities worldwide, so that they might reach other fans (especially when spread and put up close to or at music venues) or even get previously uninvolved music fans interested.

Once the fan club is running, it would be another possibility to publish advertisements in rock and metal music print magazines, yet it is unsure in how far this would actually attract the target group and is worth spending money for.

A TV advertisement would be too expensive. A possible TV advertisement would include

the band members in contact with the fans to show their connection and strengthen the wish of the fans, seeing this, to want to experience the same and therefore the wish of joining. Costs for such an advertisement with average placing in the program range from 250€ per second to about 700€ a second, often with the need of booking a certain amount of seconds per week; e.g. the German channel ZDF charges a minimum of 150 € per second and have a minimum of 120 seconds a week, which results then in minimum costs of 18.000€ per week (ZDF, 2013), production costs of the advertisement are not included.

Public relations and advertising

A press release for online magazines, as well as for publication by the record label and management, has to be written in order to use the free channels that those platforms offer. Online magazines handling music are good channels to get people interested in the Turisas fan club. The same applies to the record label and the management which have different channels and contacts where they can share the press release so that it reaches the target group and is spread further. Also, print magazines could be a platform where to get the information on the fan club transmitted, yet this would be more in the form of a short piece of news (with information used from the press release mentioned before) than in form of an advertisement. Furthermore, a radio spot would be another possibility, yet radio spots are always a bit more complicated to really get the message through and manage to get people enthusiastic, and in this case at least for the beginning this wouldn´t be a way to promote the fan club; later on it would be a nice tool though to at least reach more Finnish fans of the band to join the fan club and register as new members.

Direct marketing

Direct marketing is the most direct way of the fan club communicating with possible new members. This includes transmitting information and advertisement on the fan club via the band´s own newsletter that is sent out to fans signed up for receiving e-mails. Another possibility is using the newsletter-tool of Turisas´ street team for this activity, since it even more targets at active fans, yet has a less big target audience than the official band newsletter.

In addition, Social Media channels, such as Facebook, Twitter, Google+, can easily be

used to create content that the fans can react on and respond to, which makes these mediums part of the direct marketing channels. Many of the band members have personal Facebook and Twitter pages, the official band pages and also private pages, which can easily be used to spread the information and make people aware of the newly founded fan club. With the above mentioned two Social media sites, Twitter and Facebook, the generated content (banners, videos, and text posts) can easily be shared with a few clicks and therefore it is rather easy for the fans to spread the word without needing to spend much effort.

Sales promotion

In order to do sales promotion regarding the fan club, the administrators of the fan club should create contests related to the fan club to engage people and thereby show them how much this fan club could engage fans into the band happenings. Such a contest could be the design of a flyer or poster for promotional purposes of the fan club, or the creation of a promotional video that could be spread among the fans to attract new members. Not only would the winning designs and creations be used with mentioning the creator's name, in addition the winner would receive a one-year membership for free, or any other attractive prize that stands in connection with the fan club. Furthermore, another competition could be granting the first fans at the venue on concert days a free test membership (of a reduced duration), so that they could experience the fan club life and then would spread the word about the fan club in turn, which would be, again, effective personal selling.

Other marketing/promotional ideas

Other possible ideas regarding how to spread the promo material on the fan club could be putting flyers to merchandise shipping of the band. This means that an informational flyer is added to each and every package that is sent out from the merchandise company so that people who already show interest in investing into the band get to know about it. Another way to reach the target group is handing out the flyers at concerts since the audience shows, with their attendance, to have the money to be investing it into the band and also shows a passion and general interest in the band and the band's music. Due to the direct

face-to-face contact between the person spreading the flyers and the fan, this activity can be considered to be "direct selling".

3.5.2 Communication

Communication has, in all fields, been a very important part because, as Lee Iacocca thinks, "you can have brilliant ideas, but if you can't get them across, your ideas won't get you anywhere."

In this case, communication is even more important since one of its biggest purposes is to build a community that is based on the communication between the fans, but also between the band and the fans. Nevertheless, the most important communication happens here between the two kinds of offices, the main and the sub offices, and between the main office and the band. In addition, the communication between the band and their management and their label is essential, yet nothing that can be influenced from the side of the main office, which is, if needed, being included in talks and discussions with the band's management and/or label.

Also, there are different communication channels that can be used, mostly excluding phone calls and face to face meetings due to the restrictions deriving from the international localities of the fan club's administrators. This leads to the conclusion that the best communication tools are e-Mails (a main tool for the communication between the main office and the band) and private messages (which can be sent via the Fan club platform), the forum (for things that can be openly discussed), the chat and other channels (such as videos when it comes to the band sending a message to all of the fan club members at once), as well as private communication via Social Media and Messengers (see 7.1.2. Communication within the fan club).

3.5.2.1 The fan club homepage and its features

The platform which will work as the base of the fan club will be a separate homepage (Appendix 7.4. The Homepage). The homepage will have the color scheme of mostly red and black, yet the background will be rather neutrally colored since red would make it too aggressive and a black background would make reading problematic. The colors red and

black are chosen since they can be found in the band's stage make-up, called "war paint", which consists of black and red color being applied to face and skin that can be seen; the black color is mostly stripes, whilst the blood-red color is filling around the black parts.

There will be a division of the page (see Appendix 7.4.1. Homepage – Structure) into an area that is visible to everyone and an area that is only accessible to fan club members who need to enter their password in order to be directed to the locked content. The locked content consists of items such as a member chat, a special part of the official Turisas forum only for fan club members, private messages that can be sent over the homepage system from one to another fan club member via selecting the person's username (private details will, due to data confidentiality issues, not be openly displayed), a member list of all fan club members and exclusive media, such as photos, videos and audio files (see Appendix 7.4.4. Homepage - Media section). Openly accessible are the starting page (see Appendix 7.4.2. Homepage – Starting page), welcoming the fan on the page, the info page that gives basic information on the fan club and how to become a member, the sign up page itself, the link page (links to e.g. the band's Twitter and Facebook accounts) and the general forum as it exists already now (http://www.ultimatemetal.com/forum/turisas-394/) as well as the contact section and a small information page on the street team. The sign up form (see Appendix 7.1. Sign up form) asks for the basic data of the fan and shows the possibility to join the street team by just ticking the option.

3.5.2.2 Social Media

Social Media is an important tool for marketing and also for communicational activities. The table below points out the currently most used Social Media platforms, such as Facebook and Twitter, as well as the changes that will be applied to the current situation. Such changes include the merging of the Street Team Facebook page with the coming Fan Club Facebook page or the new creation of a Google+ group for the Fan Club exclusively. Additionally, the table describes the functions that each of the given platforms will have in the overall communication and marketing work of the Fan Club.

TABLE 3. Social Media Platforms used by the Fan Club and their functions.

Social Media Platform	Changes to current situation	Functions
Facebook	- The Fan Club will be added to the Street Team Facebook page (yet it stays mainly the Facebook Page for the Street Team)	- Source of information on the fan club and street team - Main platform for the coordination of the Street Team activities
Twitter	- The Fan Club will be added to the Street Team Twitter account	- Acquiring new members for the Fan Club - Creating a closer contact between fans and the headquarters of the Fan Club (and Street Team)
Google +	- Creation of a group for Fan Club members and fans interested in the Fan Club	- Acquiring new members for the Fan Club - Creation of an outside standing group to inform and create a connection between fans and the Fan Club

3.6 Legal and financial issues

3.6.1 Legal issues

In order to register a nonprofit association, in Finland called "rekisteröity yhdistys" and therefore receiving the abbreviation "ry", the association needs to have at least three members (a secretary, a chairperson, a treasurer), keep a list of the members (for "each member the full name and domicile shall be entered in the list."), hold an annual general meeting (AGM) and pay the registration fee of 100 € with the handling registration office. (PRH, Yhdistyslaki)

As OMAFRA (2012) points out, the fan club needs a *president or chair person, a vice-president, secretary and a treasure*. The president / chair person takes care of meetings, organizational schedules, is able and prepared to be presenting the organization if needed and delegates responsibilities and authority within the organization. The vice-president takes care of the president's issues and tasks once the president is absent, as well as the vice assists the president if necessary. The secretary handles the organization's overall communication, and takes care of meeting summaries and is able to give advices and recommendations based on knowledge of correspondences of the organization. The treasurer handles all finances-related tasks, including bills, receipts and preparing financial statements. (OMAFRA, 2012)

A main part of what is needed for registering an association is the **association rules**. Those rules shall state the name of the association (The Varangian Guard), that Finland is the domicile of the association, the purpose and forms of any activity that arises from the association, any obligation such as paying a membership or any other fee for the member, the number of members of the executive committee and their auditors and their term of being in this position, as well as the accounting period of the association. Furthermore, PRH states that the information on association meetings, liabilities and the manner in which "the assets of the association shall be used if the association is dissolved or terminated" are important. (PRH)

PRH also states that, in case that a member needs to be **excluded from the fan club**, the reasons need to be found in not having followed the rules of the fan club, or one of the following reasons:

> 1) the member "has failed to fulfil the obligations to which he has committed himself by joining the association"
> 2) the member has "substantially damaged the association" through his/her actions in or outside of the association
> 3) the member "no longer meets the conditions for membership laid down by law or the rules of the association"

The administrators, alongside with the members from the band who take care of the fan club management, need to ensure that personal data is not being disclosed to any other party. For this purpose, the sub office administrators only receive information on their members in terms of their user names; all other information is not being transmitted to them. The administrator of the main office, though, should sign a **NDA** (Non-disclosure Agreement) in order to make sure that this person is not sharing private information on all fan club members. In case the person does share this information, he or she can be made liable for his/her breach of the agreement.

A **Data Confidentiality Statement** has to be set up, since the members give private data when signing up, such as address, e-mail address and more and it needs to be stated that this information will only be used by the fan club and only for fan club related purposes and will not be made accessible to any third party, nor will be sold to a third party.

As mentioned in 7.4.6. Homepage - Sign-up form, by ticking the field next to the statement I have understood and agree with the **Terms and Conditions**, the fan who wishes to become a member of the fan club states that he or she understood and also agrees with the given terms, which include information on the term, cancellation policy, payment policy, the information on age restrictions and all other in Finland requested information. The document can be seen as a contract that is agreed on by clicking the tick-box and becomes valid, unless e.g. the payment that is needed to make the contract valid is not made. The Terms and Conditions as mentioned before, alongside with specific rules and regulations about the fan club membership, need to be agreed with and have to be downloadable from the registration page as well as separately and openly on the fan club platform.

When it comes to paying **taxes** regarding the fan club, Dehne (2012) statesthat "the receipt of donations and membership fees are generally exempted from tax.", therefore no taxes need to be paid on the membership fees as long as the organization is physically located in Finland.

3.6.2 Financial issues

A separate bank account has to be opened and registered by the person who acts as the treasurer of the fan club. The treasurer is the person who takes care of all finance related matters, such as incoming membership fees and outgoing money flow such as the web design and homepage coding or the monthly costs for the website hosting.

It is important that these money flows on the bank account are not mixed with the general money flows of the band in order to have a fast overview.

When it comes to the issues of accounting, and having an overview on the finances and the money flow, it is important to note down all money flows in a special document, for the start an Excel file would be suitable. It is necessary to file all fans that have filled in the sign up form correctly and have to be paying the membership fee. This file should include all information requested in the sign up form, the date when the fan had signed up online and information on if the new member has already paid the fee and when the fee had been transferred to the bank account.

Printing the statements of account is another required action in order to have a clear overview of the finances, as on these it is clearly visible how money was made and on what it was spent. Also, it is good to match the statements of account with the printed sign up forms so it is easy to see which bank transfer belongs to which sign up.

The money flow itself consists of the incoming and outgoing money. The sources of income for the fan club are the membership fee (20€) that each member has to pay annually, as well as the sale of extra merchandise. This extra merchandise needs to be designed and produced and therefore also is an additional source of expense.

Expenses are bigger when it comes to the set up of the fan club, which needs some investment before it is actually possible to have an income. These expenses include the website design and coding (600 €, single payment), the website hosting and administration (20€ monthly, resulting in 240€ annually), creation of a logo by a professional (200€, single payment), the marketing of the fan club (recurrent expenses). Also, the starter's bundle, that each newly signed up fan club member is supposed to

receive, is a source of expenses since the design, production and also the (mostly international) shipping has to be taken into account.

4 RESULTS

The thesis' main objective was to provide a development plan which can be used as the basis of the fan club founding for the Finnish band Turisas. Therefore, it aimed to outline out how to start the fan club as an organization and what needs to be taken care of when it comes to legal and financial issues arising from the activities that are planned.

Defining the terms "fan" and "fan club" at first was essential, in order to know what kind of customers the service is going to be aimed at, as well as knowing what exactly the term fan club means to the customers and what the customers therefore except to receive for their money. Then, defining the needs of the fan club was an important part of the process, as well as pointing out that the relationship and communication between the band and the fans is crucial and that without a proper and appropriate communication alongside with engaging activities no relationship will neither be prolonged nor created at all.

Communication plays an important role in all areas of life and the business world, yet especially here it plays an even bigger role due to the fact that fans expect communication between themselves and the band. This communication is a tangible good for the fan which needs to be kept in mind all the time and provided through channels such as the chat, forum and different kinds of diaries and contact possibilities. The band needs to actively use those in order to gain trust and build up a solid and long-lasting relationship with their fans and members in the fan club.

Furthermore, it had to be clarified which actions need to be taken in order to create a proper fan club. These were closely connected to the steps required when starting a non-profit organization. This means that business planning was required, including analyses such as SWOT, PESTEL and a Risk assessment to determine strengths, weaknesses and risks that arise from the newly started business.

Not only is the analytic side important, but also the planning stage since, for example, the marketing activities needs planning ahead so that a coherent overall image will be transmitted. In this case the marketing is rather easy with a good story behind all activities, showing what the fans would gain when joining and highlighting the main

benefits. The band needs to remember that the fan club needs marketing to attract members, yet it also can be used as one of the marketing tools of the band. This means that the marketing of the band and the fan club need to go hand in hand, and tell a similar story to make people recognize and remember the connection easily.

Advice in legal and financial issues is immensely important, as in any company and organization, due to the fact that the fan club as a non-profit organization is connected to legal restrictions, liabilities and assets that need to be kept in mind. This will require thoughtful acting and reporting so that no setbacks can occur due to legal actions being taken against the fan club and its activities. Additionally, in the field of online contracts the band clearly needs to take advice to adapt to the newly emerged regulations as well as to create valid contracts and legal writings without hoping that the internet would provide them with those. The very same is applicable to the finances that, in the end, are one of the major reasons for the band feeling the need to create a fan club and is highly important in order to ensure the persistence of the fan club's activities and existence.

It needs to be kept in mind that the overlaying basis of the fan club founding plan may also work for other bands or artists, yet the details that are given might not work with them since they are closely connected to the particular case of Turisas and their image, perception by their fans as well as the band's wishes and needs.

A personal objective of this thesis was to help the band with the founding and planning of their desired fan club, as due to the lack of a management at the current moment, the band has much additional work and tasks. Another personal objective was to offer the band a basis that could be expanded with their ideas and wishes in the future, so that no strictly set path is to be followed and the fan club can adapt to possibly emerging trends and changes that occur over time.

As a conclusion it can be states that the thesis' main objective, as well as the personal objectives, has been met.

5 CONCLUSION AND FUTURE SUGGESTIONS

Bands who have already established a fan club have realized that it has become highly important to offer the fans a personal experience of the music and that in recent years fans expect an increasing amount of personal contact with the whole band and the single band members. In the digital era, with social media sites such as Facebook and Twitter which make it easier to connect with the fans and to give them more personal contact, the World Wide Web offers many new possibilities. In addition, a "personal relationship" with the artist and the feeling of being part of a bigger community activate the will of the consumer to invest money not only in the fan club, through a membership fee, but additionally to show passion through buying more merchandise, concert tickets and other featured goods. Therefore, a fan club also brings new sources of revenue to the artist due to membership fees and extra sales. It is important to note that the actual planning of how a fan club will work is only the basis for running an organization. An organization, such as this, only gains attention when there is suitable marketing, whilst in return the fan club can also be a marketing tool for the band.

Therefore, comparisons between fan clubs and their success, need to be considered in the research of strengths and weaknesses from the business side and also the emotion-led fan side. This research needs to be conducted over a longer span of time in order to be able to better analyze possible changes influenced by outer and inner developments of the object of research. Additionally, it should be researched what impact a fan club has on the perception of an artist, and also what influence a fan club has on an artist's financial and non-financial success in the music business.

In the future, it needs to be suggested that the fan club's offerings are expanded over time, as well as a growth in promotional and marketing related improvements to reach and attract even more fans in order to stand out among the huge amount of band run fan clubs. The expansion plans highlighted in this thesis include the creation of two membership kinds, the basic membership (consisting of was used as the initial membership option) and a premium membership which offers further exclusivities, more features and a larger start up bundle to the member. The latter option also comes with a higher membership fee in order to finance the features offered. Additionally, a varying duration of the fan club

membership can be offered, ranging from one year (12 months) to three years (36 months) with a discounted price the longer the duration of the membership lasts to reward the faith a fan has in the band.

When it comes to expanding the offers to fan club members, exclusive video diaries that are created specially and exclusively for members of the club are a good way to keep up the relation between band and fans. These video diaries could cover tours, time in the studio and other band-related events such as pre-concert preparation.
Also, exclusive interviews and more detailed information on the band members might be an interesting feature, based on the fan club members' questions and requests, to create a closer connection.

The planned lucky door prizes and competitions can have more diverse prizes in relation to the competition or theme of the lucky door prize itself (e.g. more personalized prizes like a drawing by the band or similar). Furthermore, exclusive meetings and more direct contact with the band can be offered via the existing channels. Depending on the size of the sub-offices of the fan club, small exclusive gigs (consisting of about 4 songs) can be arranged in one of the country's cities if there is a large enough number of fans signing up for such sessions. Further opportunities may include exclusive fan club member meet and greet possibilities, fan club pre-sale tickets for normal shows and exclusive fan club related merchandise, which could also be personalized.

Marketing and promotion wise, the first thing to take care of once the fan club is established to find a suitable slogan to go with the marketing and promotional material, which fits to the story that stands behind these activities. This is an important thing to do since it is a part of the branding; the slogan can either represent an attitude like Nike's "Just do it" or McDonald's "I'm lovin it", or what it wants to achieve like Nokia's "connecting people". It is important to keep in mind that the fewer the words, the easier the slogan is to remember. (David Kam, 2007)

The general marketing and promotion of the fan club should be intensified over time, since the initial enthusiasm of joining the fan club will disappear and the target group

may become smaller, so that more effort is required to reach the part of the target group that still hasn't joined. More rewards could, furthermore, be given out to fans that best market the fan club and therefore contribute to the success of it.

A clear division between the street team and the fan club should also be made in order to have a unique structure for both groups. Even though it should be more divided, the street team platform could be implemented on the fan club homepage and then would get its own "playground", yet stay clearly connected to the fan club and all other fan activities. This implementation of the platform would require much work though, since a specific rewarding system should be planned and therefore it also needs certain additional technology to be added to the fan club homepage.

The implementation of this fan club would provide the band with additional financial and promotional support, as well as a strengthening and uniting of an already strong fan following. If properly executed with all caveats considered, this united force of fans could push the band to greater success in the music industry, both financially and non-financially.

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APPENDICES

Appendix 1 - Communication and marketing

1.1 Conceptual components in communication

TABLE 4. Conceptual components in communication from Dance (SH Kaminski.)

Conceptual components in communication (from Dance)	
1. Symbols/ Verbal/Speech	"Communication is the verbal interchange of thought or idea" (Hoben, 1954).
2. Understanding	"Communication is the process by which we understand others and in turn endeavor to be understood by them. It is dynamic, constantly changing and shifting in response to the total situation" (Anderson, 1959).
3. Interaction/ Relationship/ Social Process	"Interaction, even on the biological level, is a kind of communication; otherwise common acts could not occur" (Mead, reprinted 1963).
4. Reduction of Uncertainty	"Communication arises out of the need to reduce uncertainty, to act effectively, to defend or strengthen the ego" (Barnlund, 1964).
5. Process	"Communication: the transmission of information, idea, emotion, skills, etc., by the use of symbols-words, pictures, figures, graphs, etc. It is the act or process of transmission that is usually called communication" (Berelson and Steiner, 1964).
6. Transfer/ Transmission/ Interchange	"The connecting thread appears to be the idea of something's being transferred from one thing, or person, to another. We use the word 'communication' sometimes to refer to what is so transferred, sometimes to the means by which it is transferred, sometimes to the whole process. In many cases, what is transferred in this way continues to be shared; if I convey information to another

	person, it does not leave my own possession through coming into his. Accordingly, the word 'communication' acquires also the sense of participation. It is in this sense, for example, that religious worshipers are said to communicate" (Ayer, 1955).
7. Linking/Binding	"Communication is the process that links discontinuous parts of the living world to one another" (Ruesch, 1957).
8. Commonality	"It (communication) is a process that makes common to two or several what was the monopoly of one or some" (Gode, 1959).
9. Channel/ Carrier/Means/ Route	"The means of sending military messages, orders, etc., as by telephone, telegraph, radio, couriers" (American College Dictionary).
10. Replicating Memories	"Communication is the process of conducting the attention of another person for the purpose of replicating memories" (Carrier and Harwood, 1953).
11. Discriminative Response/ Behavior Modifying Response	"Communication is the discriminatory response of an organism to a stimulus" (Stevens, 1950).
12. Stimuli	"Every communication act is viewed as a transmission of information, consisting of a discriminative stimuli, from a source to a recipient" (Newcomb, reprinted 1966).
13. Intentional	"In the main, communication has as its central interest those behavioral situations in which a source transmits a message to a receiver(s) with conscious intent to affect the latter's behaviors" (Miller, 1966).
14. Time/Situation	"The communication process is one of transition from one structured situation-as-a-whole to another, in preferred design" (Sondel, 1956).

15. Power	"Communication is the mechanism by which power is exerted" (Schacter, 1951).

1.2 Communication within the fan club

TABLE 5. Communication within the Fan Club (between Band, Main Office, Sub Offices and Fan Club members)

	Band	Main Office	Sub offices	Fan Club members
Band		- E-Mail - Private Messages	- E-Mail - Private Messages	- Chat - Forum - Other (e.g. Videos)
Main Office	- E-Mail - Private Messages		- E-Mail - Private Messages - Chat - Forum	- E-Mail - Private Messages - Chat - Forum
Sub offices	- E-Mail - Private Messages (mostly via Main Office)	- E-Mail - Private Messages - Chat - Forum		- Private Messages - Forum - Chat - E-Mail
Fan Club members	- Chat (arranged) - Forum	- E-Mail - Private Messages - Chat - Forum	- E-Mail - Private Messages - Chat - Forum	

1.3 Marketing strategy – The 9 step circle
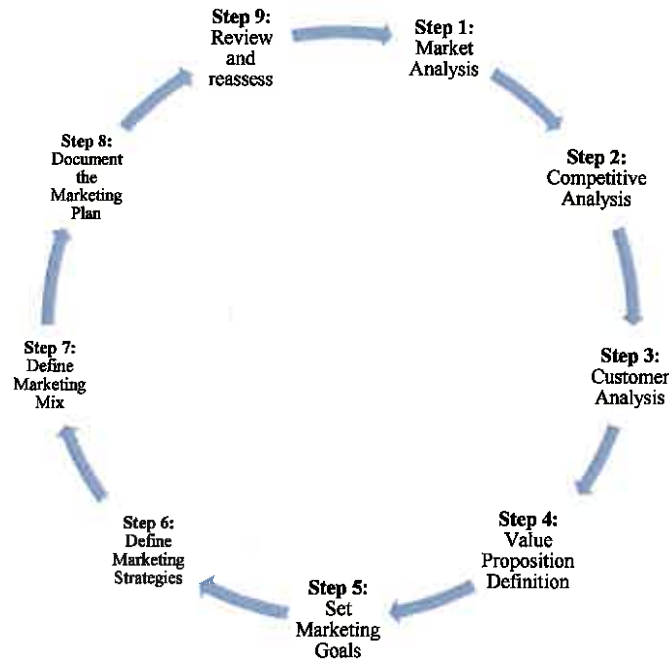
FIGURE 1. The 9 Step Circle in Marketing Strategy (ReThink Marketing)

1.4 Street team member demographics

Member demographics of The Varangian Guard – The Official Turisas Street Team, taken from its Facebook page (January 2013):
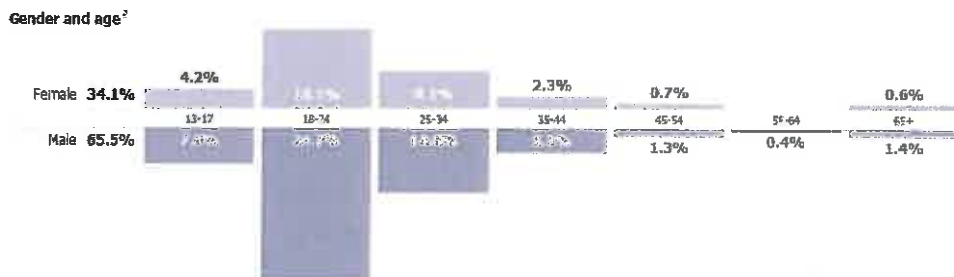
FIGURE 2. Facebook Member demographics of The Varangian Guard – The Official Turisas Street Team on age and gender

Appendix 2 - Analysis

2.1 SWOT analysis

TABLE 6. SWOT Analysis

STRENGHTS	WEAKNESSES
- The name "The Varangian Guard" is already known as "the" place to be for dedicated fans - The Fan club is appealing to fans - The fan club is mostly run by fans, so that it is more fan-friendly (from fans for fans) - The band is closer to their fans than many other bands in this "size range"	- The merge of the fan club with the street team might lead to complicated sign ups / mixed up areas of the fan club - The fan club leader needing help from management/band - Reputation of the fan club, since it is connected to the street team that in the later stages was not working properly anymore - The fan club needs much and very good communication between administrators and band /label/management - Time management - Starting investment/budget - No sponsorship possible for this project
OPPORTUNITIES	THREATS
- Creation of a strong fan community - Branding - Offering fan club officers experiences in management and leadership - Fan engagement to bind fans closer to band - Strengthening the sense of community between the fans - Recruiting more people who are also willing to promote and market Turisas in their free time	- Financial situation of fans - The band's lack of interest in properly commencing with the fan club - Different goals of administrator and band - The fan club doesn´t reach its target group - The band itself splits up - The band members thinking they don´t need outside help with issues such as legal and financial terms and think they could do it themselves

2.2 Risk analysis

TABLE 7. Risk Analysis

Risk	Prevention	Actions in case of occurrence	Probability of risk	Impact of the risk on the project
Not finding suitable people for the needed positions	- Proper research - starting early with research - applications	- train people that are just partially suitable - continue search	4	8
Logistic problems (due to start up bundle)	- hire logistics company to take care of issues	- set meeting to agree how to commence - research for logistic solutions	6	5
Problems with the start up bundle (production, creation etc.)	- early creation and planning of the design - comparing companies when it comes to production - plan longer delivery times than offered	- setting up a meeting to discuss possible problem solutions with fan club leaders - delay sending out of the start up bundle & inform fan club members about delay - search for alternatives concerning design,	7	6

		production and shipping		
Problems with management / record label	- clear rules and agreements are made right at the start - always transmitting important information to avoid misunderstandings	- set a meeting to clear out problems - improve communication with management / record label - set rules and make agreements about how to continue	5	8
Motivational problems in the offices or the band	- small gifts for their work - showing appreciation for work done	- discuss problems and thoughts - offer rewards - point out benefits	6	7
Communicational problems within the organization/fan club	- Spreading information on ways to communicate - creating structures and schedules when it comes to sharing information	- meet e.g. on chat and set rules on communication (how, when, how often, in which way)	7	7
Too few fans are registering	- proper marketing & promotion and	- improve marketing and	6	9

	starting with it early enough	market more - reconsider marketing and promotional material		
Too limited start up budget	- plan ahead and set clear budget and then adjust the plans	- cut down plans on the platform (homepage) and its tools - find cheap shipping possibilities for start up bundle - research on cheaper production possibilities for start up bundle	4	6
Legal problems	- have attorney / lawyer to take care of legal issues and legal rightness of contracts and such	- hire attorney / lawyer immediately - don´t state anything before it hasn´t been checked by a professional	6	10
Server crashes	- proper maintaining of the server - proper research on servers & choosing the one	- contact server helpline & get it running again as fast as possible - find out reasons for	4	4

	with high-quality	crash - consider change of server		
Turisas disbands	- Keep band spirit up (only the band itself can take care of this risk)	- end the fan club - pay back fans the money they paid in accordance to how much of their membership time is still left - unregister the organization - close down bank account	1	10
People in important positions lack needed experience	- train them well enough before they are starting their job - explain their task to them in detail	- be always available for giving advices and helping - offer help and advices	8	3

Appendix 3 - Internal and external structure of the fan club
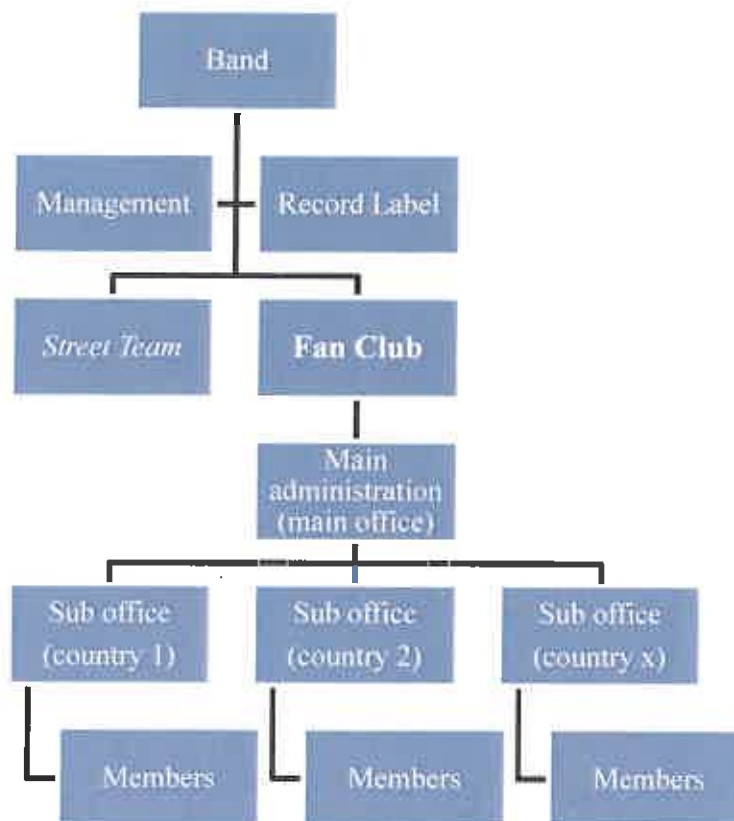
FIGURE 3. Internal and external structure of the Fan Club

Appendix 4 - The homepage

The Fan Club homepage functions as the main platform for the members when it comes to having access to exclusive content and communicational tools of different kinds.

4.1 Structure

TABLE 8. Structure of the Fan Club Homepage

Home	• Basic information (history, purpose) • Information on membership • Sign-up form
The Fan Club	• Basic information (history, purpose) • Information on membership • Sign-up form
The Street Team	• Basic information (history, purpose) • Information how to sign up • Link to Facebook Page as main platform of the Street Team
News (members only)	• News concerning Turisas • News concerning the Street Team • News concerning the Fan Club
Members (members only)	• Own profile • Link to the community • Memberlist (sorted alphabetically & country-wise)
Media (members only)	• Music and Videos • Photos • other goodies
Community (members only)	• Forum • Chat • Private Messages
Links	• Link list concerning Turisas (e.g. Facebook pages, Twitter profiles, Fan pages)
Contact / Impressum	• Contact information (band, fan club administrator, sub office administrators) • Impressum

4.2 Starting page

The starting page of the fan club homepage is set up in a way that there is a header image, stating the name of the fan club and also pointing out that it is the official fan club of the band. Below, with a little bit of space between, the navigation bar is located. It consists of nine different elements: Home, Fan Club, Street team, News, Members, Media, Community, Links and Contact. The sections of News, Members, Media and Community are members-only areas, meaning that one needs to log in when accessing those pages. In addition, cookies need to be enabled to ensure that a single log-in action is enough and it won't be required to log in every time when accessing another part of the members-only-area.

When hovering the mouse over the navigation bar elements, a sub-menu will appear if existing. A click on one of those sub-headings will then lead the user to the desired page.

Fan Club banner/header								
Home	Fan Club	Street team	News	Members	Media	Community	Links	Contact / Impressum

<div align="center">

Fan
Club
Logo

Introduction Text

Quotes of happy fans

Direct link to Fan Club page and the sign-up page

</div>
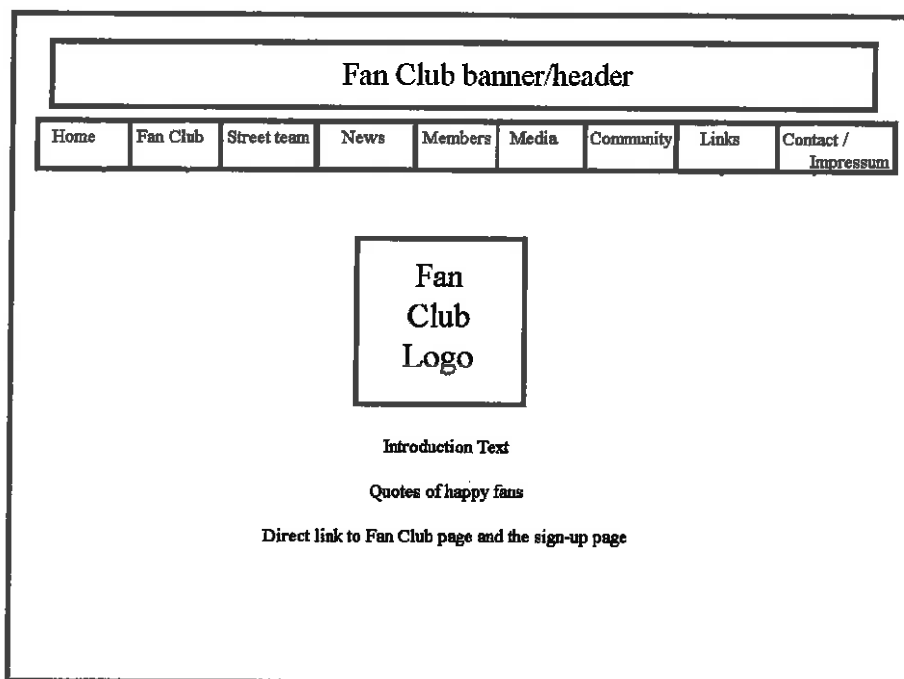
FIGURE 4. Starting page of the Fan Club Homepage

The Introduction Text is placed underneath the Fan Club logo, so that it is centered on the page and immediately is clearly visible to the visitor. This introduction text shall introduce the fan club and the purpose of this homepage to the viewer, whilst one or two quotes of happy fan club members can be placed below to strengthen the given statements. Furthermore, a direct link is placed even below the quotes and leads one once to the general information on the fan club and once to straight to the sign-up page.

4.3 Member profile (under Members page)

The member profiles are only visible to signed in Fan Club members and have the function of the members being able to have an overview on fellow fans, see their interests and also get in touch with them.

4.3.1 Look for a foreign member

On the image below, the view of the profile by another fan club member is pictured. The "Thumbnails of gallery photos" is showing small versions of uploaded photos. Those photos are opened in a pop-up window when they are being clicked with the mouse. Such photos do not interfere, in any way, with the profile photo set by the user. Additionally, it has to be noted that the data that is shown on the profile may be varying depending on the member's privacy settings. The "Latest activity" section, showing e.g. where the member last posted on the forum or commented on a photo or video in the Media part of the homepage, also strongly depends on the privacy settings.
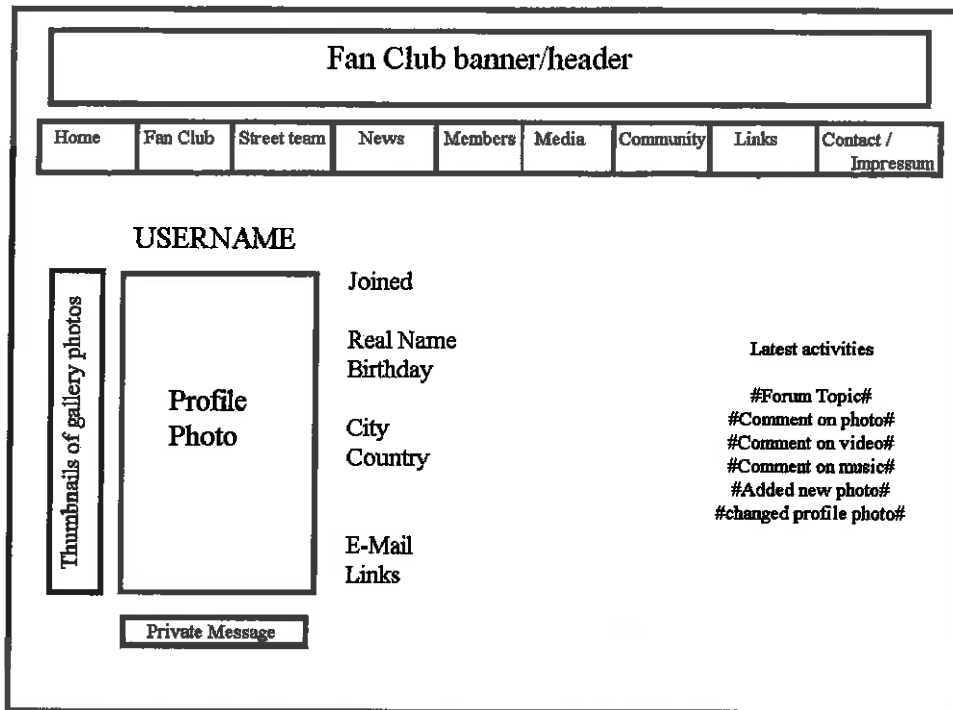
FIGURE 5. Fan Club Member Profile as visible to other members

4.4 Media section

When choosing the media section from the navigation bar, there is only one option how to commence. It is the immediate clicking of the sub-menu points which then are leading the user to the desired page.

4.4.1 Music and Videos

In the music section of the homepage, the music files can be played through an in the homepage embedded player and can be downloaded, too. Yet there is a download restriction so that a file can only be downloaded once by each member. For each, listening and downloading, there is a button that needs to be clicked in order to activate the chosen action. The download-versions of the songs are all in MP3-format, to have a space-saving but good quality. The same procedure also applies to the video section, just that the "MEDIA -> Music" then would be "MEDIA -> Videos".
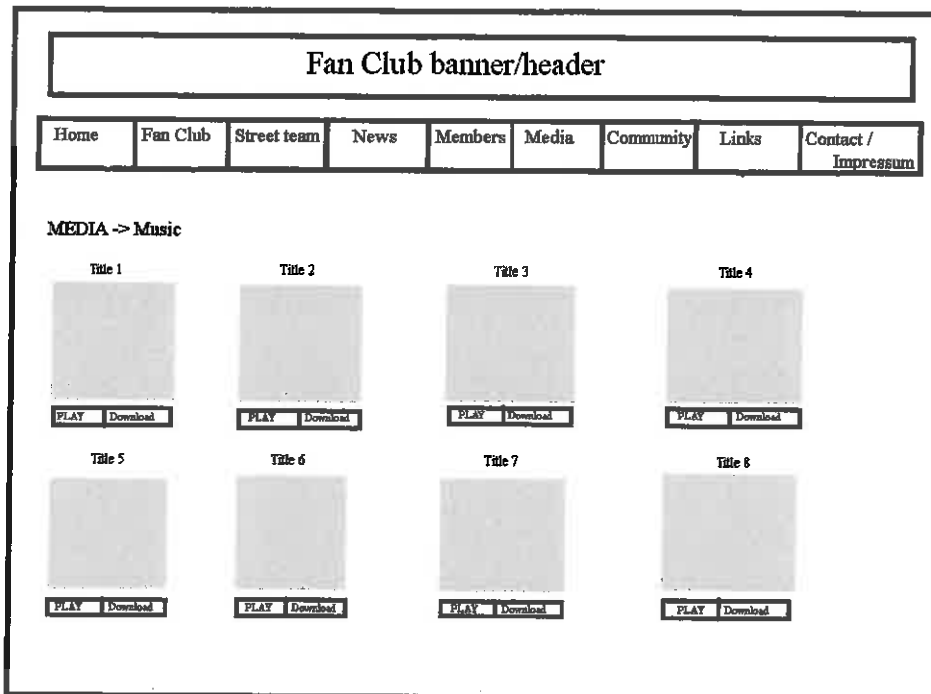
FIGURE 6. Outlook of the Music and Video section of the homepage´s member´s only area

4.4.2 Photos

In the photo section, the main screen shows the different kinds of folders that are created, e.g. "Live", "Backstage", "Recording" or other folders, depending on which material the band has ready to share and is willing to share with the fans. The outlook of the folder consists of the album title on the bottom part of the image, whilst the upper part of each folder shows two photos that are representing the topic of the folder.
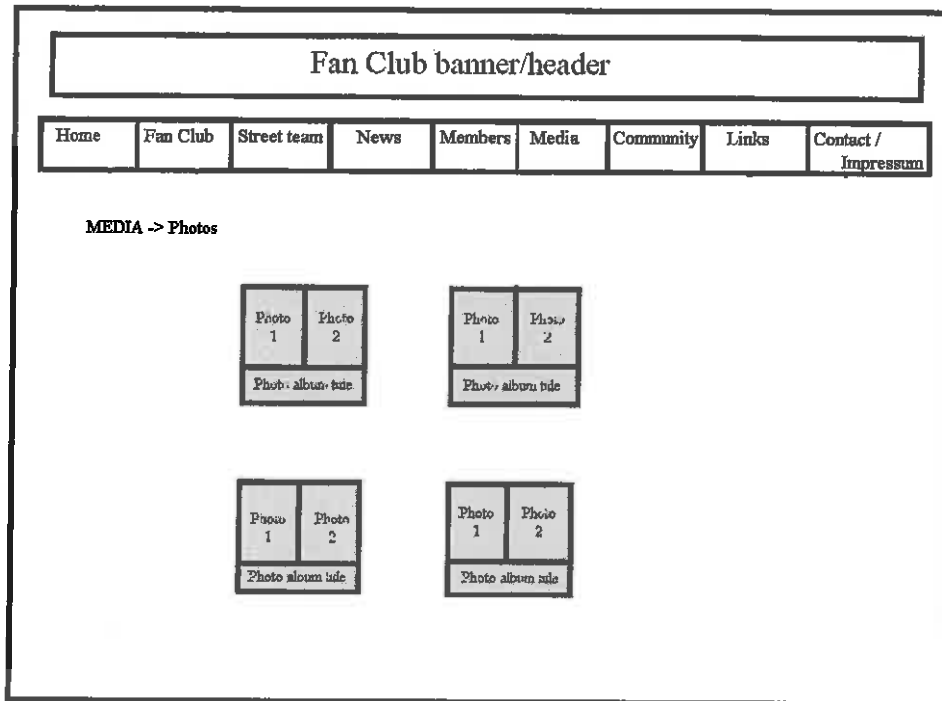
FIGURE 7. Outlook of the Photo section of the homepage's member's only area

By clicking any of those folders, the actual gallery opens in a new window, showing all uploaded images on the very same page with the help of scrolling. Clicking on one of those photos in the gallery then opens this one in a bigger size with the help of a pop-up window.

4.5 Community

Hovering the mouse over the Community section in the navigation bar of the homepage opens up to the sub-menu. This sub menu includes the Chat, the Forum and the Private Messages.

Whilst the Chat and the Private Messages are fully integrated in the homepage, the forum menu point leads the user to the band's official forum, yet into a separated part that is only accessible for fan club members.

4.5.1 Chat

The chat itself is a pop-up window that opens up when the member chooses to enter the chat. The chat requires additional log-in, meaning that the member needs to log-in again

with his or her fan club member data. The background image of the chat will consist of black and red stripes, yet the main parts of the chat window will be colored neutrally so that all texts and buttons are easy to find and read. Furthermore, the users can open their own chat rooms in addition to the "main room". In those created chat rooms the settings can vary from open to restricted so that only selected users can join the conversation.

FIGURE 8. Screenshot of chat window (www.sava-music.de), edited by the author

On the chat itself, HTML-codes are not allowed, yet vB-Codes will be supported, as well as there will be a few pre-installed emoticons and font colors available. Those are pictured through buttons, e.g. with a smiley or an italic letter or a colored square, which each need to be clicked to have the possibility to choose from different colors, emoticons and font styles.

4.5.2 Forum

As mentioned before, the forum is not integrated in the fan club homepage, but is taking a separate space on the official forum of the band (screenshot below). The header image of the official forum needs to be updated. For the fan club part on this forum, a suitable fan

club banner should be placed as long as this is technically possible within Ultimate Metal Forums.

Currently there are three parts of the forum: Gigs, Off Topic and at the starting screen of the forum all band related topics. Next to the top two sub-forums, then the section called "Fan Club" will be added. This section can only be accessed through the link that is given on the fan club homepage in the "members-only"– area. The reason for this is that it shall be a private area for the fan club members that cannot be seen or accessed by any non-members or fans from the other band forums that are hosted on this server.

FIGURE 9. Screenshot of the official Turisas forum

4.5.3 Private Messages

Private Messaging is possible through a sub-menu of the homepage navigation bar. After having clicked on the sub-menu headline, the user is presented a Facebook like looking inbox with all sent and received messages. On the left hand side the user can see all existing conversations and through clicking one of them, the content of it appears on the right hand side. This right side of the window has, below the given text, a field where the user can send a reply.

On the top right corner there is the New Message button that opens the List of members where the member can search for the user name and then send the person a message.
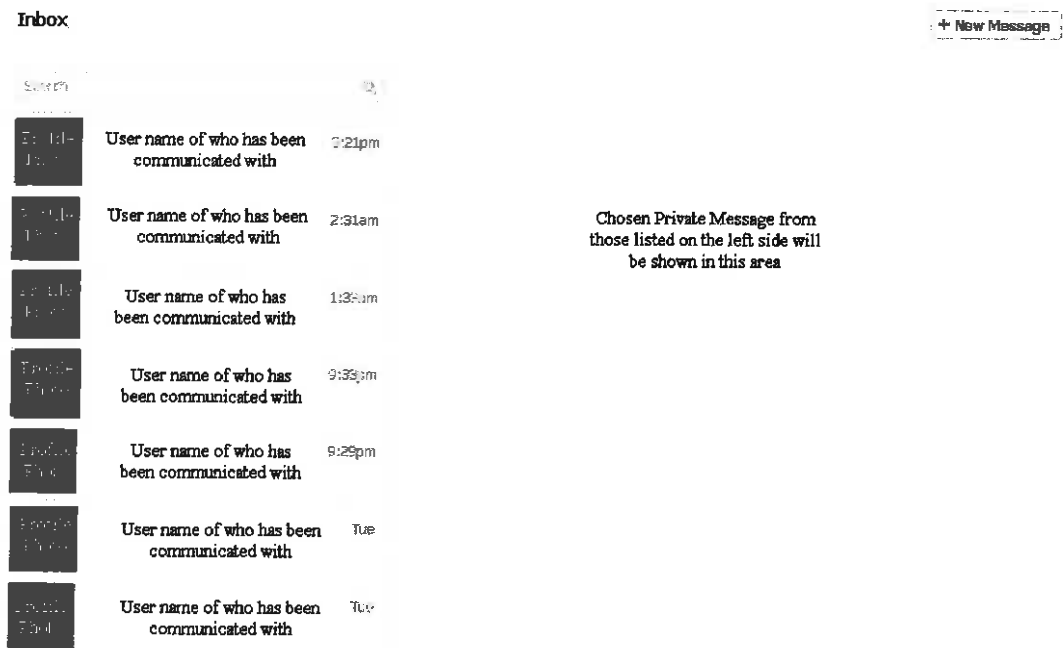

FIGURE 10. Screenshot of Facebook Inbox, edited by the author

4.6 Sign-up form

The sign-up form as displayed below consists of an interactive script that allows the user to enter personal data required for the sign-up. This data will then be sent to the fan club administrator for further processing.

FIGURE 11. Fan Club sign-up form

On the left-hand side the personal data is required, such as name, address and e-mail address, all to be entered via an interactive field. On the right-hand side of the form there are statements that need to be ticked through the field next to them. The rules of the fan club will be downloadable through clicking on the words "rules of the Fan Club", same applies to the "Terms and Conditions of the fan club" which will also be available as a downloadable file in pdf-format.

All fields, except for "I also want to join the street team", are required so that the form will be sent.

It is important to include the notice that pressing the "Sign me up!" button leads to a binding contract and hence is connected to costs.

Appendix 5 - Legal writings

5.1 Privacy Statement

The Varangian Guard obligates itself to follow the statutory regulations regarding data protection. To this particularly belong § 5 German Data Protection Act, § 85 Telecommunications Act as well as § 3-6 Tele Service Data Protection Act.

The user agrees that The Varangian Guard may processes and use all provided user data for justification, execution and carrying out of the contract on the usage of The Varangian Guard's internet offer. All data may be saved electronically and analyzed. Utilization data for the purpose of accounting (so-called billing data) may be communicated to a provider or third party insofar it is necessary for the stated purpose of accounting with the user.

The Varangian Guard reserves the right to save and analyze user dates such as IP-addresses and log files after the usage of The Varangian Guard's internet offer. The purpose is, in case of abusive interference by a user or other statutory violation, to be able to provide the necessary identification and abuse evidence.

By order of the responsible centers, in individual cases we have the permission to provide information on utilization data, insofar its purpose is necessary for law enforcement, damage defense by police authorities of the countries, for compliance of statutory tasks by the countries' authority of protection of constitution, by the Federal information service or the Military Counter-Intelligence Service or for the enforcement of Intellectual Property Rights.

5.2 Rules of the fan club

The Fan Club itself has rules that, when a breach happens, the member may be punished through 3 warnings which then lead to the exclusion from the fan club and the immediate termination of the contract between the member and the band. Other users may report some member's breach of rules to the administrators or persons in charge for each section.

The following are the rules:

1. Being considerate, meaning: no sharing of violence, hate speech, racism, pornography or any other inappropriate content.

2. Be polite in all situations, no use of swearwords or insulting nicknames.

3. Avoid plagiarism, such as stealing links and any kind of content (e.g. photos, videos) is illegal and will be persecuted.

4. Sharing material which was offered in the fan club is prohibited; sharing this exclusive material for free or even offering it for sale will lead to serious investigation.

5. Avoid creating useless content, including repetitions, one-word replies or similar.

6. Create only content that is K-13, meaning it is appropriate for member ages 13 or older.

7. On the open sections, like the forum, open chat rooms on the chat and in the comment section of media material, please use English as language. All other comments will be removed.

8. Respect the band´s and also fan club members´ privacy and private life.

9. Ensure you do not openly share private information that might be used against you in any form, ensure to protect your personal data well enough.

10. Enjoy the time in the fan club and all its connected platforms!