

Social Circus Matters

Prepared For: Circus Mojo

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February 19th, 2012

Executive Summary

Issue

Circus Mojo has created a vocational center, The Institute of Social Circus and Vocational Training Center, that teaches adults in the greater Cincinnati transferable vocational skills. Circus Mojo has difficulty in obtaining funding from investors and is limited by the lack of a budget. The lack of funding is due to the image of Circus Mojo. Because circus related activities are not traditionally linked to education, job creation and community sustainability, it has been a challenge to brand Circus Mojo in this manner.

Circus Mojo is also having difficulty expressing the necessity and profitability in sustaining the vocation institute. Investors associate the institute with other aspects of the Circus Mojo business. Bankable PR has researched pertinent information in order to provide business -based communication solutions for Circus Mojo's investor relations and imagery.

Solutions

Bankable PR has created a differentiation strategy for the vocational institute that is necessary for Circus Mojo to further relations with potential investors. This strategy will highlight differences in perceived quality of the organization, design and promotion of the vocational school. Initially, Bankable PR has shortened the name of the center to: The Institute of Social Circus Vocations, which serves to bring quick attention to what the service offers.

This differentiation strategy includes:

- Identifying new targets for investor proposals
- Providing new business pitch elements for communicating ISCV's differentiation
- Identifying key publics to build and maintain relationships in order to assist in venture building
- Identifying new branding elements to further differentiate ISCV
- Managing investor kits to ease communication with investors about potential benefits and risks of ISCV
- Creating specific web page for investment information

The following plan details each action, its purpose and goals for the new ISCV strategy.

Target Publics

Potential Investors:

Circus Mojo identified two potential investors (Hale Foundation, Greater Cincinnati Foundation) who have expressed interest in ISCV, but have not yet committed. Bankable PR believes that Circus Mojo should continue to cultivate these relationships, but should

not limit itself by narrowing its focus and restricting its time focusing on potential investors who have the information but have not yet committed to investing. Bankable PR has developed a list of regional organizations that specialize in these types of investments, so that Circus Mojo can continue to expand its potential investor pool:

- Northern Kentucky Angel Investment Network - NKAIN
NKAIN's mission is to provide equity capital to start-up, early stage and/or expanding companies to create economic growth and jobs in the Northern Kentucky region.
- Queen City Angels
Committed to advance the growth of Cincinnati business communities, the Queen City Angels (QCA) are a regional group of accredited investors, former CEOs, tycoons, and first-rate entrepreneurs that value investment in promising companies throughout the Cincinnati region and nearby states.
- Bluegrass Angels (BGA)
BGA is group of private investors that support early-stage companies in Kentucky by providing seed capital and professional guidance.
- ABG Capital
ABG is a company that invests in the ideas of passionate people who they call Idea People. The Idea People ABG Capital is investing in have exhausted every other means of investment opportunities (friends, family, angels, etc.) and they are certain that their idea is innovative enough to continue to pursue it anyway possible.
- The P&G Fund of The Greater Cincinnati Foundation
The P&G Fund cause comes to life through initiative in the Greater Cincinnati community, reaching youth in need. They want to help children live by ensuring a healthy start. They provide them with places, tools, and programs that enhance their ability to learn; and help them develop skills for life so they can thrive.

Pitch

An effective pitch is essential when communicating opportunities to investors. Time is of the essence and first impressions count. It is imperative that a clear, cohesive and consistent message is delivered in the pitch.

The pitch is largely developed based on the strengths of the new venture and the ability of the spokesperson to deliver the message.

The following pitch will define the service and the value proposition:

The Institute of Social Circus Vocations is a L3C organization that provides better skills, better jobs, and a better future for the disadvantaged population in the Greater

Cincinnati area. These populations are in need of alternative means of education to further their career goals. ISCV offers this training in a for-profit educational environment where students acquire transferable vocational skills. This process impacts the community by decreasing the tax burden that undereducated, and unemployed individuals can create for society. When means for advancing their opportunities have been exhausted and they are unable to pursue social advancement through traditional means, ISCV will be of great benefit. Circus Mojo has helped this population through other extensions of the Circus Mojo brand and has identified this opportunity through its work with individuals and community partnerships.

For this pitch, a tag is an effective tool for this message. The tag developed for ISCV is:

Better skills. Better jobs. Better future.

This tag reminds the deliverer to focus on key aspects of the pitch:

- What ISCV offers (define the service)
- What ISCV is offering the service for (value proposition)
- Impact of output

Key Publics

Bankable PR has identified ISCV's essential publics to cultivate relationships with in order to further program goals and foster investor relations.

- Circus Mojo employees play a key role in the development of ISCV's brand image. It is important that employees only communicate issues that reflect the brand image.
- Investors are key publics because their contributions to ISCV represent their beliefs in the success of the program. Also, investors control the flexibilities and limitations of the resources for student of ISCV.
- Circus Mojo's current business partners are key publics. They can be used as a venue for creating publicity for ISCV, as well as developing further networking opportunities.
- Leaders in the community are key publics. They include: politicians, educators, social support organizations and emerging business owners. These supporters are potential partners for hiring affiliates with business, education and leadership credentials. These relationships are also necessary to cultivate expert testimony and aid as a credible source to ISCV.

Brand Identity

Name: Institute of Social Circus Vocation

The name of the school was modified from; “*Institute of Social Circus & Vocational Training Center*” to “*Institute of Social Circus Vocation.*” The name was modified due to the length and complexity.

Logo:



No logo was provided for the institute. Bankable PR created a logo that reflects the fun and colorful aspect of the circus (juggling balls) while also utilizing clean lines and professional typeface (white words highlighted in black).

Tagline or Catchphrase: “Better skills. Better jobs. Better future.”

Bankable PR embodies the idea of improving one’s self through learning transferrable skills. These skills will enable people to obtain jobs, which will positively impact the future.

Graphics: Three juggling balls above the “I.”

The three juggling balls were identified as the shape that Bankable PR linked with “*The Institute of Social Circus Vocations.*” This will ultimately begin to resonate with stakeholders, consumers, and the general public.

Web Page

In order to differentiate ISCV from Circus Mojo Bankable PR created a distinct website that reflects ISCV’s unique mission, curriculum and organizational personality.

(See File: ISCV Web Page)

Investor Kit

The following investor kit was developed so that Circus Mojo can efficiently provide information to potential investors. This kit is divided into 11 sections and includes common information investors look for when deciding whether to invest in new ventures (see File: “Investor Kit” for layout and design).

1. Introduction

The Institute of Social Circus Vocations seeks investment in the future workforce for the Greater Cincinnati Region. The Institute provides an opportunity to develop marginalized residents into employees for tomorrow's workforce. Through creative training and educational methods, ISCV develops job seekers into knowledgeable applicants with unique entertainment skills. Our L3C structure provides organizations the ability to responsibly invest in social causes and provide a return on the investment. ISCV resonates with community stakeholders and employs them with purpose and an outlet for expression, while giving them positive influencing power. ISCV provides better skills, better jobs and better future for its clientele, so you can be assured that your investment is directly creating a better outcome for Greater Cincinnati's disadvantaged populations.

By choosing to invest in ISCV, investors can take pride and their contribution to sustaining positive lives for community residents. For example, youth in detention centers cost \$250 to \$450 a day paid for by taxpayers. ISCV seeks to drive down the cost to society by offering an innovative way to reach marginalized members.

Investing in ISCV is an investment in potential; the potential of the community, its people and workforce.

ISCV fosters cooperation and personal development for its members. It promotes opportunities for young people, trainers, and organizations to grow and develop. ISCV develops and promotes circus arts in the field of youth and social circus, vocational training and personal development.

Participants take part in outreach projects, workshops held in schools and detention/rehabilitation centers and also participate with special needs/disabled individuals. These individuals are in need of social structure and they acquire life skills such as, handling/coping with discipline, gaining trust, overcoming traditional barriers and expressing their emotions.

2. Team

Paul Miller, Owner, Circus Mojo

Paul Miller enthusiastically wears the title of "Social Circus Pioneer." He earned this title by thinking entrepreneurially about the circus he came to love and the marginalized people he hoped to help. Paul left college his senior year to tour with the circus. The following year (1998), he graduated from the University of Cincinnati's College Conservatory of Music with a BFA in Dramatic Performance.

In 2001, he created CircEsteem (CE) in Chicago with an innovative mission to unite youth from diverse racial, cultural and economic backgrounds. He helped participants build self-esteem and mutual respect through the practice of circus arts. In 2003, CircEsteem formed a non-profit arm that served hundreds of youth, where Miller served

as “Chief Goof Officer™,” presiding over CE’s growth, accumulating annual revenues of over \$650,000 (FY 2008).

Renee Harris, Operations Manager

Renee’s business studies include Accounting, Economics and Communication while her music studies include Piano, Voice and Choral Conducting. Renee has worked in a variety of small businesses and schools, taught thousands of students and raised a blended family.

Partners

Circus Mojo is a Low Profit Limited Liability Company. The current equity partners are Paul Miller (51 percent), Emmanuel Tawiah (2 percent) Marty Miller (2 percent), Tony Stevers (6 percent) and Amy Chen (1 percent). 38 percent of the company is available for leveraging to enact ongoing programs.

3. Problem/Opportunity

There are 422 public juvenile detention centers in the United States, more than twice the number of training schools. There are approximately 500,000 annual admissions to detention centers every year, more than nine times the number of admissions to training schools. Annual expenditure for one child in a juvenile detention center is \$49,300. The annual investment for an afterschool program is \$3,800.

Seventy percent of youth in detention are held for nonviolent charges. More than two-thirds are charged with property offenses, public order offenses, technical probation violations or status offenses (crimes that wouldn't be crimes if they were adults, like running away or breaking curfew). Ohio detains and incarcerates a greater percentage of its adolescent population than most states. A 2006 national census of juveniles in residential placement found that Ohio detains and incarcerates more youth than two-thirds of the 50 states.

In Ohio, minorities are overrepresented in the state’s juvenile detention and correctional facilities. Although minority youth accounted for an estimated 21% of Ohio’s 2007 juvenile population, they represented 49% of all children adjudicated delinquent for felony offenses, and 64% of those committed to the Department of Youth Services (“DYS”) at judgment. In 2006, for every Caucasian child in custody, there were four minority children.

4. Product/Solution

ISCV fosters cooperation and personal development for its members. The organization promotes opportunities for young people, trainers, and organizations to grow and develop.

ISCV, which is in the funding stage of this project, develops and promotes circus arts in the field of youth and social circus, vocational training and personal development.

ISCV encourages diversity between different cultures, generations, and genders. This organization is an educational opportunity for the Tri-States youth from all different backgrounds. ISCV increases the communities' awareness of social circus activities, has a positive impact on community life, improves participants self image and increases participants' motivation through education and practice.

5. Technology

ISCV has taken on the task of helping members of the community and making them extraordinary. Unlike most programs that simply churn out "workers," ISCV is unique because it brings in the "performance/arts" aspect of developing skills, which in return crafts an experienced, knowledgeable, and prepared applicant for tomorrows workforce.

This idea is defensible because it takes traditional education concepts and includes a strong, results driven twist. Incorporating the fundamental ideas of life skills and joining them with core values, ISCV produces future job applicants that are positioned for success in the their personal lives and in the community.

6. Competitive Advantage

The key market segments are adults who live in the Greater Cincinnati metropolitan area. Current local competition includes vocation schools such as:

- Miami Jacobs
- University of Phoenix
- Lincoln College of Tech
- Technical School in Ohio
- Chatfield College
- Beckfield College

ISCV offers education about the performance and business side of the circus industry. The performance side allows students to increase self-awareness, self-discipline, teamwork skills and respect for their peers. These skills result in leadership, individuality and collective unity development. The business side of social circus includes composing music for shows, directing the acts and organizing events. These skills result in the ability to form community relationships, and create business objectives that transform problems into solutions.

7. Business Model

ISCV's primary goal is to recruit youth and retired circus performers. Charging tuition to those who have decided to learn to be circus professionals creates revenue generation. Participants enroll in a one-year program and will work with our trainers for the price of tuition (\$8,000/year). For an additional cost, room and board is also available.

Classes offered:

- Circus Skills
- Circus in Hospitals for those with Special Needs
- Classroom Management
- Yoga
- Self-Care
- First Aid
- Social Work
- Improvisation
- Show Production and Promotion
- The Business Side of Circus

8. Go To Market

ISCV will be promoted through various Circus Mojo activities:

- Summer Camps
- Workshops
- Special Events

ISCV's current promotional strategy consists of capitalizing on relationships made with Northern Kentucky University that utilizes students who are interested in acquiring experience in promotional activities. Circus Mojo will continue to strengthen ties to the community to further promotional activities.

Sales are expected to grow by attracting participants to the non-traditional learning environment that Circus Mojo provides.

Circus Mojo enjoys a growing community presence. Circus Mojo has already had multiple exposures in the media including multiple appearances on local news and in print due to its community involvement work.

Circus Mojo currently operates two programs that work with court-involved youth, one program that works in medical settings, a circus activity and tutoring program and a summer camp. These operations are funded through charitable donations and grants. Circus Mojo also operates two revenue-generating programs by providing corporate event services and a performance center in Ludlow, Kentucky.

9. Company Status

Current customers include Children's Hospital, Hillcrest High School, Oily High School, Cincinnati Job Corps and Suburban Moms. Current employees include, high school students, rehabilitated adults and dislocated teens.

Since November 2009, Paul Miller, founder of Circus Mojo, has been working closely with Debbie Hill, Fiscal Agent of Community Arts. They have implemented Social Circus programs across Cincinnati. Over the past decade Paul has been creating "Social Circus." Social Circus is the growing movement toward the use of circus arts as mediums for social justice and social good. It uses alternative pedagogical tools to work with youth who are marginalized or at social or personal risk. A characteristic of the social circus is its universality and accessibility. Paul has developed and led successful non-profits and now is embarking on this Low Profit Limited Liability Corporation to utilize the methods of Social Circus to help give opportunities and build resilience for historically disenfranchised people.

10. Financials

Will be available February 24, 2012

11. Investment

Circus Mojo is seeking \$1 million in investments from community-based investors to launch this venture.

33% Membership Interest Purchases are available for investment. Investors who put up \$33,333 each share \$999,999 will be paid back with in 7 years and all membership owners will share 33% of profits based on tuition and class income for life of the ISCVTC.

15 % of the company has been allocated to international partners in an exchange for license to utilize their proven methodology and pedagogical models.

Opportunities for colleges and universities to participate in the joint venture may prove to be the most efficient rollout of this systematic and cooperative project.

Investor Kit Evaluation

Bankable PR will evaluate the success of the investor kit by using comment cards provided inside the kit itself. These comment cards will identify the success of the proposal by soliciting feedback based on trust, commitment and satisfaction and seeks response to the following statements on a rating scale of one to five, one being extreme disagreement and five being extreme agreement:

Trust

1. Whenever this organization makes an important decision, I know it will be concerned about my interests.
2. This organization can be relied on to keep its promises.
3. I believe that this organization will take my opinion into account when making decisions.
4. I feel very confident about this organization's skills.
5. This organization has the ability to accomplish what it says it will do.

Commitment

1. I feel that this organization will maintain a long-term commitment with me.
4. Compared to other organizations, I value my relationship with this organization more.
5. Committing myself to this organization would further my personal interests.

Satisfaction

1. I enjoyed ISCV's presentation.
3. I enjoyed my interactions with this organization.
4. Generally speaking, I am pleased with the established relationship between this organization and myself.

Summary and Final Recommendations for Circus Mojo

Bankable PR has developed these recommendations based on the individual positioning analysis, market research and focus groups conducted on behalf of Circus Mojo. The risk of not following these recommendations include:

- Lack of communication skills that inhibit investor relationships
- Lack of identity for ISCV
- Lack of credibility and poor consumer response to current brand
- Continuing passive tactics in pursuing investor relationships
- Failure to appeal uniquely individual investors

Implementing these tools will assist in developing ISCV's success. If you have any questions or comments, please contact us via MashComm36's sponsor at Northern Kentucky University.