

THEORY OF MUSIC LTD

BUSINESS PLAN 2016-17

FOREWORD

This is a business plan for Theory of Music Ltd for the period 1 July 2016 to 30 June 2017.

The plan focuses on:

- 1) aims and objectives
- 2) how Theory of Music Ltd is organised
- 3) what Theory of Music Ltd currently does
- 4) how to develop Theory of Music Ltd's activities

The period covered by the plan is from the incorporation of Theory of Music Ltd to the end of its first financial year on 30 June 2017.

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1. BACKGROUND

Theory of Music began in 2007 as a website: www.theoryofmusic.eu. The aim was to provide free educational resources for the study of the history and theory of music. The target audience was the 16-plus age group and the resources were mainly relevant to the study of classical music. During 2007- 2014 the website was maintained by Barry Mitchell with the help of one volunteer. Since 2014 the website has been maintained by Barry Mitchell.

The popularity of the site led to a decision to incorporate Theory of Music as a company limited by guarantee. The company was incorporated on 28 June 2016. The company's registration number is 10255324. The main purpose of incorporation was to enable Theory of Music to expand its activities.

2. COMPANY DOCUMENTS

The following documents are, or will be, available on www.theoryofmusic.eu

- Articles of Association
- Director job description

3. CONTACT DETAILS

Registered office:

245 Fulwell Park Avenue
Twickenham
TW2 5HD
Surrey
United Kingdom

email: secretary@theoryofmusic.eu

4. OBJECT AND POWERS

Theory of Music Ltd has the following object: to advance education in the subject of music and in subjects related to music.

Theory of Music Ltd has the following powers:

- to provide educational resources
- to undertake research
- to create music
- to do all such lawful things as shall further the attainment of the company's object, whether independently or jointly with similar organisations.

Theory of Music was initially set up to provide free resources for the study of the history and theory of music. Theory of Music Ltd aims to adhere to this original mission by continuing to provide free and low cost educational resources.

5. CORPORATE GOVERNANCE

Theory of Music Ltd is a company limited by guarantee. The company is owned by its subscriber members, who bear liability for the company. This liability is limited to £1.00, this being the amount that each member

undertakes to contribute to the assets of the company in the event of its being wound up, while they are a member or within one year after they cease to be a member.

The members can appoint directors. Directors do not have to be subscriber members and, if they are not, they bear no liability for the company. Directors are responsible for the management of the company's business.

Directors may be appointed by the subscriber members or by a decision of the directors. Directors may undertake any services for the company that the directors decide and are entitled to such remuneration as the directors determine.

New subscriber members may be appointed by the directors.

The subscribers may, by special resolution, direct the directors to take or refrain from any action.

The company may pay the directors any reasonable expenses.

6. CURRENT ACTIVITIES

6.1. WEBSITE

Resources provided on www.theoryofmusic.eu are grouped into these main categories:

1. baroque music theory
2. eighteenth-century music theory
3. history and theory of music (including technical exercises)
4. history of Romantic music
5. music and philosophy
6. music in the classical period
7. music in the renaissance
8. music technology
9. music theory in antiquity
10. press releases
11. recordings (historic recordings)
12. renaissance music theory
13. topics in ethnomusicology
14. twentieth-century music theory
15. writing about music
16. contributor articles

There are, as of June 2016, 312 posts on the website. These are not divided equally between the categories. The categories with the most posts are 1, 2, 3, 4, 12 and 16, though most posts belong to more than one category.

6.1.1. MOST VIEWED CATEGORIES

The most viewed categories are:

- history of Romantic music
- sources for the study of Schubert (a sub-category)
- baroque music theory
- music and philosophy
- music theory in antiquity

6.1.2. WEBSITE VIEWING STATISTICS, 2013-16

YEAR	POST VIEWS	VISITORS	VIEWS PER VISITOR
2013	99,076	65,436	1.51
2014	96,209	66,799	1.44
2015	92,998	65,089	1.43
Jan-Jun 2016	47,496	34,746	1.37

6.1.3. WEBSITE VISITOR LOCATION

Top 4 website visitor locations, 2013-16

	1. USA	2. UK	3. Canada	4. Australia
YEAR				
2013	44,615	12,679	5,081	3,353
2014	43,173	12,859	4,601	3,409
2015	39,484	12,206	4,641	3,408
Jan-Jun 2016	20,440	5,719	2,230	1808

The views per visitor represent a good level of engagement.

The top four visitor locations are the same each year and visitor numbers are consistent.

6.1.4. TOP 3 WEBSITE REFERRERS

YEAR	Referrer 1	Referrer 2	Referrer 3
2013	Search engines 65,249	Wikipedia 1009	Facebook 324
2014	Search engines 65,485	Wikipedia 687	YouTube 390
2015	Search engines 65,180	Facebook 558	YouTube 436
Jan-Jun 2016	Search engines 34,637	Facebook 789	Wikipedia 113

6.1.5. SOCIAL MEDIA FOLLOWERS JUNE 2016

Social media	Number of followers
Twitter (@UKTheoryofMusic)	343
Facebook	44
Wordpress	89
LinkedIn	60

6.2. TYPES OF RESOURCES PROVIDED ON THE WEBSITE

The following types of resources are provided on the website.

6.2.1. ONLINE TUTORIALS

The aim of online tutorials is to help students develop their skills in writing about music.

Examples of online tutorials are:

1. *Writing about music: opera*
2. *Writing about music: instrumental*
3. *Writing about characterisation in opera*

Writing about music: opera was developed from a face-to-face tutorial developed for Rose Bruford College of Theatre and Performance's Opera Studies degree.

Writing about music: instrumental was developed for the Open University's module A214 *Understanding Music* and was delivered at several OU Residential Schools before being converted into the online version.

Writing about characterisation in opera was developed for both the Open University and Rose Bruford College of Theatre and Performance.

6.2.2. HISTORIC RECORDINGS

There are a number of historic recordings on the website available as streaming audio mp3 files. Some of these have been converted to mp3 format from the original 78rpm shellac disks. The aim of these posts is to add educational value to the recordings by, for example, combining texts. An example of this is the series of posts *Pablo Casals: complete JS Bach cello suites (1936-39)*. The recordings of Pablo Casals' performance of the complete JS Bach cello suites are published as streaming audio mp3 files, accompanied by the Janet et Cotelle edition of the suites (Paris, 1824). Cotelle's *Preface* and a translation of the *Preface* have also been posted.

6.2.3. TRANSLATIONS

Translations in English of the texts of operas, oratorios, sacred music, song cycles etc. are provided on the website.

The aim is to provide a translation that is accessible to the target group and will provide them with an introduction to the text of the work.

Translations currently published include:

- 1) *English translation of Schubert's Die Winterreise, poems by W Muller*. This is a complete translation of the poems of Schubert's *Die Winterreise* song cycle.
- 2) *Text of Monteverdi's Beatus vir with an English translation*.
- 3) *A translation of Monteverdi's Il Combattimento di Tancredi e Clorinda*.
- 4) *German and English texts of Beethoven's Christus am Ölberge*.

6.2.4. PUBLICITY FOR NEW TEACHING TECHNIQUES

Theory of Music Ltd is sometimes approached to publicise new developments in music teaching.

Examples:

- 1) An interview with Nicole Wilson, founder of Musical Orbit. Music Orbit is an innovative business which has pioneered online instrument teaching.
- 2) An interview with James Bowers, founder of Sit-Ins. Sit-Ins has developed innovative software to help instrumentalists practice.

6.2.5. PUBLICITY FOR EDUCATIONAL INSTITUTIONS AND OTHER MUSICAL ORGANISATIONS AND GROUPS

Theory of Music is often approached to publicise the work of music educational institutions and of other organisations and groups.

Examples:

- 1) The Dallas Opera's Women Conductors at the Dallas Opera programme.
- 2) The New England Conservatory. An interview with the distinguished violinist InMo Yang and a history of the conservatoire.
- 3) International academic conferences at Rose Bruford College of Theatre and Performance.

6.2.6. PRIMARY SOURCES FOR THE STUDY OF THE HISTORY OF MUSIC

There are many primary sources for the study of music published on the site. In accordance with company policy all of these are fully referenced so that they can be used for academic purposes.

6.2.7. DOWNLOADABLE RESOURCES WITH NO RESTRICTIONS ON PHOTOCOPYING OR DIGITAL REPRODUCTION

The Theory of Music Ltd website provides downloadable resources with no restrictions on photocopying or digital reproduction. The intention is to provide free resources for teachers and students which can be reproduced at no cost or without infringing copyright. While the copyright of these materials is retained by Theory of Music Ltd, these resources are released under a creative commons licence.

EXAMPLES

These resources are downloadable in pdf. format and are available on Theory of Music Ltd's Scribd.com account: <https://www.scribd.com/user/276765634/Theory-of-Music> as well as www.theoryofmusic.eu.

The Poems of Schubert's Winterreise English Translation, currently available only on Scribd.com.

Beethoven's Symphony No.5 Op.67, Tabular Analysis, movements II-IV. This was originally developed as a tutorial for the Open University's module A214 *Understanding Music*.

6.2.8. REVIEWS

Theory of Music Ltd publishes reviews of concerts, books and art exhibitions. This is an occasional activity.

6.2.9. FACSIMILE EDITIONS

A facsimile edition of "Beethoven's *Engedi*" was created using 2 nineteenth-century editions as source material and is available as a free download on the website and on Scribd.com.

6.2.10. NEW THEORIES ABOUT MUSIC

The Theory of Musical Equilibration by Daniela and Bernd Willimek has been posted.

6.2.11. TECHNICAL TESTS

There are some chord identification exercises on the website. These are self-assessment exercises and take the form of questions followed by answers which are found by scrolling down. The questions and answers can also be downloaded.

6.3. USAGE OF RESOURCES PROVIDED ON WWW.THEORYOFMUSIC.EU

Statistics and comments about the usage of resources.

6.3.1. POST VIEW STATISTICS

TYPE OF POST	VIEWS	DOWNLOADS (if available)	PERIOD
ONLINE TUTORIALS			
<i>Writing about music: opera</i>	7600		2007-Jun2016
<i>Writing about music: instrumental</i>	4500		2007-Jun2016
<i>Writing about characterisation in opera</i>	1360		2009-Jun2016
TRANSLATIONS			
<i>English translation of Schubert's Die Winterreise, poems by W Muller. This is a complete translation of the poems of Schubert's Die Winterreise song cycle.</i>	107,700		2009-Jun2016
<i>Text of Monteverdi's Beatus vir with an English translation.</i>	17,500		2007-Jun2016
<i>A translation of Monteverdi's Il Combattimento di Tancredi e Clorinda.</i>	11,200		2008-Jun2016
<i>German and English texts of Beethoven's Christus am Ölberge.</i>	6500		2010-Jun2016
MUSIC ANALYSIS			
<i>Beethoven's Symphony No.5 Op.67, Tabular Analysis, movements II-IV</i>		400	2014-June 2016
TECHNICAL TESTS			
Chord identification tests	25,600	1300	2009-Jun 2016

Educational institutions frequently use resources supplied by the website. This usage takes the form of links to posts on Virtual Learning Environments such as Blackboard. As these links are behind a firewall the posts used can't be identified but the institutions using them can. They are mostly higher education institutions in the USA.

SOME MORE EXAMPLES OF HOW THE RESOURCES PROVIDED ON THE WEBSITE ARE USED

Theory of Music's translation of *Il combattimento di Tancredi e Clorinda*

(<https://theoryofmusic.wordpress.com/2008/02/04/a-translation-of-il-combattimento-di-tancredi-e-clorinda-by-monteverdi/>) was used in the 2015 Kunstenfestivaldesarts, one of Europe's most significant arts festivals. The Kunstenfestivaldesarts included a talk about a performance by the theatre company Societas Raffaello Sanzio which was based on Monteverdi's *Il Combattimento di Tancredi e Clorinda*. The performance was in Italian but the English documents published in connection with the talk featured excerpts from the translation of *Il Combattimento* published by Theory of Music Ltd.

In October 2014 Theory of Music's translation of *Il combattimento di Tancredi e Clorinda* was used by National Centre for Early Music Young Composers Award in partnership with BBC Radio 3. The National Centre for Early Music runs the annual NCEM Young Composers Award in partnership with BBC Radio 3 and, in 2015, the Dunedin Consort, Scotland's leading baroque ensemble. The award is a national award for composers under the age of 25 with the aim of introducing them to the sound world of early music. The winners from each of the age categories, 18 and under, and 19 – 25, receive the prize of having their piece performed by the Dunedin Consort in a public concert and recorded for broadcast by BBC Radio 3. See www.ncem.co.uk/composersaward2015. For the 2015 award entrants were invited to set a short scene from either of two famous works by Monteverdi: *L'Orfeo* or *Il combattimento di Tancredi e Clorinda*. The text of *Il combattimento* was accompanied by Theory of Music's English translation on the NCEM website for the composers to download.

Theory of Music's translation of Schubert's *Die Winterreise*

(<https://theoryofmusic.wordpress.com/2009/07/18/english-translation-of-schuberts-winterreise-poems-by-w-muller/>) was used at the 2014 Oxford Lieder Festival workshop. World renowned mezzo-soprano Sarah Walker CBE used the translation of *Die Winterreise* from Theory of Music publication *Schubert's Wanderers* at her Oxford Lieder Festival masterclass on 16 October 2014. The venue was St. Columba's Church, Alfred St. Oxford.

6.4. CONCLUSIONS

1. Resources provided on the website are useful to higher education institutions primarily based in the USA.
2. Translations provided on the website have been particularly useful to a variety of people.
3. Technical exercises are of particular interest to the website's users.

7. RESOURCES FOR SALE

Theory of Music publishes books for sale on Amazon in kindle format.

Schubert's Wanderers. English translations of the poems of Franz Schubert's Die Winterreise and Die schone Mullerin and the German texts as set by Schubert. The German texts are taken from *Series 20 (Leider und Gesänge) Franz Schubert's Werke, Kritisch durchgesehene Gesamtausgabe* Brietkopt & Härtel, Leipzig, 1895.

Writing an Extended Essay or dissertation about Music A Practical Guide. This is a guide aimed at 16-18 year olds writing an extended essay about music.

8. FINANCES

From its inception in 2007 Theory of Music has been financed by Barry Mitchell and has had no other sources of income. The costs of running Theory of Music are kept low by using a free website on www.wordpress.com.

Cost incurred are:

Annual upgrades to the free wordpress.com site (\$20.00 p.a.) and the purchase of resources such as:

- a computer for use by a volunteer (£150.00)
- copies of Novello's early nineteenth-century edition's of Purcell's complete religious music, for use in a possible facsimile production project (£60.00)
- the 1842 Antiquarian Society edition of Purcell's *Bonduca*, for use in a possible facsimile production project (£20.00)
- attendance at conferences such as the Wordpress conference Word Camp London 2016.

8.1. SOURCES OF INCOME

The only source of income has been from sales of kindle books on Amazon. The income from these has been negligible. It would be accurate to say as of July 2016 Theory of Music Ltd has no income and the efforts to generate an income have so far been completely unsuccessful.

9. PLANS FOR THE FUTURE

Activities to be continued or expanded:

- a) translations (this is the most popular activity)
- b) online tutorials and technical exercises (the second most popular activity)
- c) historic recordings
- d) interviews and publicity for new developments in education and the activities of educational institutions
- e) publication of our-of-copyright primary sources
- f) Publication of downloadable sources for students and teachers that have no restrictions on photocopying or digital reproduction
- g) facsimile editions
- h) publication of new perspectives on music theory
- i) kindle books for sale
- j) social media campaign, raising the company profile on Facebook, Twitter and LinkedIn.

9.1. OVERVIEW

It is clear that Theory of Music Ltd, regarded as a business, is at an embryonic stage. It owns few assets (mainly the copyright on materials produced by Barry Mitchell) and has no sources of income and no obvious strategy to secure an income. There are no current plans to invest in the company and there is no obvious source of investment. The company will have, for the foreseeable future, to be run on a part-time basis, as before incorporation. For one person to be able to devote one day a week to the business the company would need an income of £5000 p.a. Achieving this is obviously some way away.

9.2. SWOT ANALYSIS

9.2.1. STRENGTHS

- a) can run on a very low budget as before incorporation
- b) produces original material than people find useful
- c) has a clear vision and target audience
- d) produces high quality educational materials which are used by higher education institutions
- e) has several activities which can be developed

9.2.2. WEAKNESSES

- a) has no income or obvious source of income
- b) has no investment or obvious source of investment
- c) the amount of time available to develop the company is very limited
- d) the website is tiny compared to other sites offering free materials (e.g. 5.5m free posts on Wikipedia, 50,000 free scores available on the Petrucci Music Library)
- e) unlikely that the number of visitors to the website will increase dramatically
- f) has no marketing strategy for goods and services
- g) has no PR strategy
- h) has a general lack of business expertise
- i) because the website is on wordpress.com the terms and conditions mean that it cannot be used primarily as a business so, for example, there is no facility for setting up an online shop as part of the website

9.2.3. OPPORTUNITIES

- a) because of incorporation Theory of Music Ltd can apply for grants
- b) can recruit new directors and consultants and therefore gain access to the input of experts in different areas

9.2.4. THREATS

- a) failing to realise the embryonic nature of the business: being over ambitious about what can be achieved in the short term
- b) placing too much emphasis on generating income rather than on the core aim of the company, leading to activities that distract from the company's mission
- c) over-optimistic financial predictions

10. CONCLUSION

10.1. PRIORITY 1

To recruit directors and consultants.

10.2. PRIORITY 2

Given the limited time available to run the company and the limited resources available, together with the need to generate some income, there is a need to focus on one project which:

- a) is aligned with the object of the company
- b) can generate income
- c) will be a possible source of future income
- d) will help to raise the profile of the company

10.3. THE HENRY PURCELL *BONDUCA* PROJECT

This project fulfils the criteria listed in 10.2.

The aim of this project is to publish a high quality digital edition of the 1842 Antiquarian Society edition of Purcell's *Bonduca*. The resulting edition will be made available free and distributed on the internet. The edition will include an introductory essay by an expert in the field. Hard copies of the edition will be made available for sale. The project will be grant-funded though other sources of funding might be available, e.g. crowd funding.

10.3.1. PROJECT ACTIONS

- a) make the company ready to submit a grant application, e.g. number of directors, bank signatories etc.
- b) design a project plan
- c) identify an expert to work with
- d) create a plan for distribution
- e) make a grant application or otherwise source funding

11. MEDIUM TERM PLANS

To generate an income of £5k p.a. which would enable one person to work one day a week at the business.

To develop the website, perhaps moving away from a wordpress.com website to a wrodpress.org website, where a wider range of options would be available, e.g. developing an online shop.

12. LONG TERM GOALS

Will be addressed in the next business plan.

Barry Mitchell
Director and Company Secretary
30 July 2016