

# Mississippi Aviation Heritage Museum



Mississippi Aviation Heritage Museum  
452 Pass Road  
Gulfport, Mississippi. 39501

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### **Executive Summary**

Aviation museums focus on the preservation and interpretation of aviation history and its impact on the world. Of particular interest is the development of passenger travel and wartime aviation. Common in the United States, aviation museums reflect the broad appeal of

aviation. Quite often aviation museums feature a large open space filled with parked or hanging airplanes which are toured by visitors.

The Mississippi Gulf Coast offers a wide array of leisure activities as competition for museum visitors. For the Mississippi Aviation Heritage Museum, this means it is important to have interactive dynamic attractions which can make the museum more competitive in the marketplace.

Like many museums, the Mississippi Aviation Heritage Museum must secure funding for operations and capital projects. Despite this challenge, the museum offers positive economic impacts and the stimulation of tourism for the gulf coast region. By offering educational programming to regional schools the museum provides a much-needed outlet for students interested in aviation. Moreover, the museum contributes to the cultural capital of the region.

## **2.0. Organization Overview**

The Mississippi Aviation Heritage Museum is a non-profit museum with a mission to be a leader in the education of Mississippi aviation history on the Gulf Coast. By exhibiting a collection

which serves to honor Mississippi aviators' accomplishments, the museum will educate visitors about significant historical events and contributions. Through the support of private donations along with local government assistance and partnerships with businesses, the museum will be a valuable member of the community bringing a new awareness to the importance of Mississippi aviators and aviation.

### **2.1. Organization History**

The John C. Robinson Brown Condor Association was formed as a way to honor one of Gulfport's sons, aviator John C. Robinson. As one of the first black aviators and founding fathers of the Tuskegee program that produced the famous "Tuskegee Airmen, he blazed a trail for black aviators in the industry. The organization's original mission was to build a museum dedicated solely to him. However, they eventually expanded their mission to honoring all Mississippians who contributed to the aviation industry.

### **2.2. Objectives**

- Build a community base of regular visitors
- Partner with corporations who support the mission
- Compile a unique collection of artifacts for display
- Design exhibitions and programs that attract diverse groups of both community members and tourists
- Achieve fiscal stability
- Financial objective is use maximization combined with full cost recovery

### **2.3. Mission**

The Mississippi Aviation Heritage Museum mission is to provide an educational experience that will bring public awareness to Mississippi's aviation heritage and its contributions to the industry.

#### **2.4. Keys to Success**

- **Teaching and Learning:** Support the teaching and learning of Mississippi aviation history.
- **Technology:** Provide a technologically advanced interactive experience that enhances learning.
- **Identity:** Establish the Mississippi Aviation Heritage Museum's public identity as an indispensable gulf coast resource for the education of Mississippi aviation history.

#### **2.5 Legal Entity**

The Mississippi Aviation Heritage Museum is a 501(C) (3) nonprofit entity operating through the generous support of private donors, business contributions, patron fees, local support, and grants.

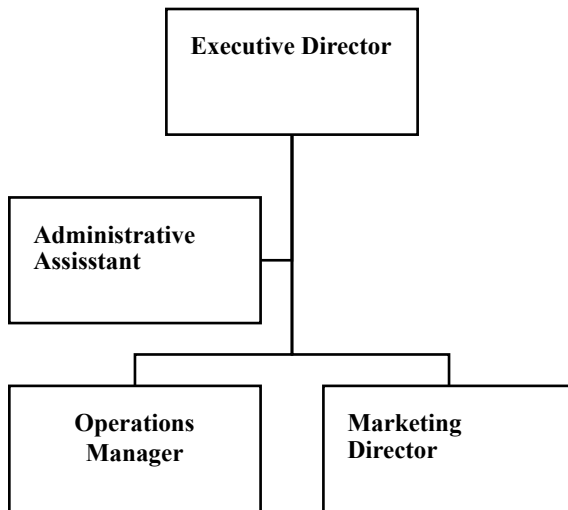
### **3.0. Management**

While the bulk of the staff will be primarily comprised of volunteers, the museum's day-to-day operations will require some permanent paid employees. At a minimum, the positions that will be required include: an Executive Director, Operations Manager, Marketing Manager, and Administrative Assistant. Once the museum has been completed and begins earning revenue, the permanent paid personnel roster can be increased. They should only be hired as needed once it is determined which positions need to be filled with permanent staff and which positions can be supplemented with volunteers.

### 3.1. Personnel Plan

Below is a map displaying the hierarchy in which each position will sit (Figure 3.1) as well as their job descriptions.

**Figure 3.1. Management Hierarchy**



### Job Descriptions

#### *Executive Director*

The Executive Director is hired by the board of directors.

Responsibilities include, but are not limited to:

- Advise the board and carry out tasks assigned by the board
- Oversee daily operations, project planning, and special events, working closely with each program coordinator
- Personnel management (recruitment, hiring, training, evaluation, and termination of staff)
- Manage collection



- Together with the Operations Director, develop and manage the annual budget for board approval including necessary revisions
- Oversee the preparation of the annual report of activities as well as fiscal reports
- Supervise work on annual audits
- Program development
- Supervision of staff and volunteers
- Develop network of support within the aviation community
- Develop and implement outreach program

### ***Operations Manager***

The Operations Manager is hired by the Executive Director. Responsibilities include, but are not limited to:

- Oversee maintenance of collection
- Assist in personnel management
- Development of administrative standards, policies, and procedures related to personnel and staff development
- Supervision of staff
- Serve as liaison between staff and board members
- Coordinate with the Executive Director and the board to oversee activities including grant applications, management of grants, special projects, and fiscal management
- Together with the Executive Director, develop and manage the annual budget for board approval including necessary revisions

- Assist Executive Director the preparation of the annual report of activities as well as fiscal reports
- Manage network finances and reporting
- Coordinate work on annual audits
- Define priorities for all supervised staff and volunteers
- Inventory management of museum and office supplies

### ***Marketing Manager***

The Marketing Manager is hired by the Executive Director

Responsibilities include, but are not limited to:

- Manager public relations
- All marketing activities including establish the marketing budget with the executive director; create and implement marketing plan; develop marketing materials; advertising placement; develop direct mail plan
- Membership management including establish and maintain member and prospective member databases; produce renewal notices; special member mailings
- Publication and distribution of the quarterly newsletter
- Website maintenance
- Direct fundraising activities
- Coordinate volunteers
- Coordinate solicitation of corporate and in-kind donations
- Measure effectiveness of marketing activities (program tracking)

### ***Administrative Assistant***

The administrative assistant is hired by the executive director.

Responsibilities include but are not limited to:

- Duties assigned by the executive director
- Accounts payable
- Accounts receivable
- Assistance with marketing and operations
- Answer telephones
- Schedule group tours and parties

### **3.2. Payroll**

The following table (Table 3.1.) depicts those salaries and benefits commensurate with the roles and duties of those positions that were previously described. They are equal to the standard that is paid for these roles throughout the museum industry.

**Table 3.1. Compensation Chart**

<b>Role</b>	<b>Compensation</b>
Executive Director	\$ 75,000
Operations Manager	\$ 65,000
Marketing Manager	\$ 65,000
Administrative Assistant	\$ 30,000
Total members	4
<b>Total Payroll</b>	<b>\$ 235,000</b>

### **4.0. Services**

The museum will offer individual and group tours on a daily basis. Meeting space in the museum is to be allocated to host private parties and meetings. School field trips are also projected to be a major part of the service offering.

Exhibit offerings will include static and interactive displays featuring Mississippi aviators as well as a number of historical artifacts that were significant in the state's contribution to the aviation industry. Collections on loan from other museums will be frequently rotated as a central feature in one section of the museum. Additionally, a theater inside the museum is planned to feature aviation themed movies and video clips as well to be utilized for special events.

A gift shop and café will also be housed inside the museum to allow guests to purchase both museum memorabilia and refreshments.

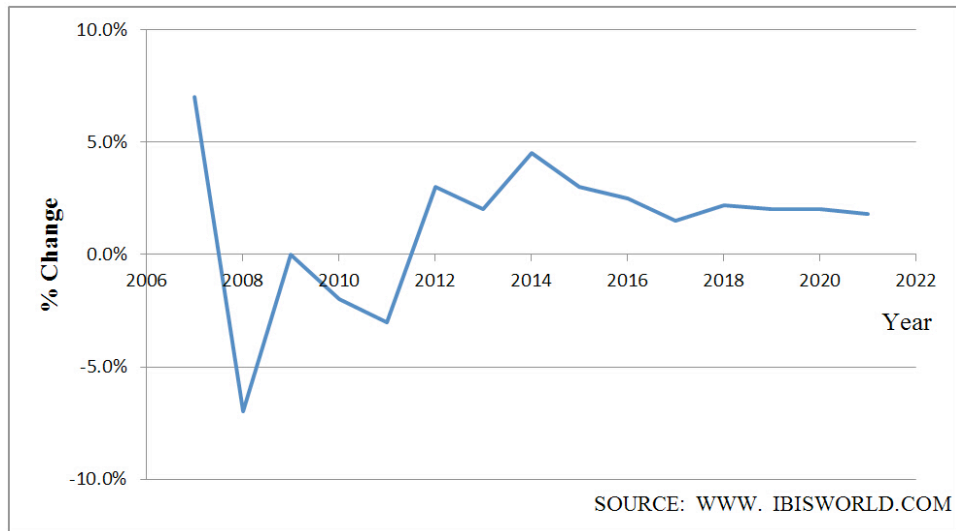
## **5.0 Market Analysis**

Military museums represent approximately 5.3% of industry revenue in 2015. Museums generate revenue from patrons, private donations, investments, and government appropriations. Revenue sources of individual museums vary. Some museums generate a significant portion of revenue from federal appropriations while others generate the most significant portion from other sources. National averages generate 31.3% of revenue from patrons and 29.4% from private donations. To 2015, the forecast revenue is expected to reach \$10.6 billion in five years.

In the museum industry, the majority are small, generating about \$2.0 million on average.

The Mississippi Aviation Heritage Museum will target the tourist market as well as the local community. Providing an interactive family atmosphere full of educational and cultural activities will be the key to attracting patrons.

### **Figure 5.1. Industry Revenue**



## 5.1. Market Segmentation

**Table 5.1a. Market Potential**

Potential Patrons		2016	2017	2018	2019	2020	
	<b>Growth</b>						<b>CAGR</b>
Adults	2%	2,400	2,448	2,497	2,547	2,598	2.00%
Children	2%	1,440	1,469	1,498	1,528	1,559	2.00%
Veterans	2%	960	979	999	1,019	1,039	2.00%
<b>Total</b>	<b>2.00%</b>	<b>4,800</b>	<b>4,896</b>	<b>4,994</b>	<b>5,094</b>	<b>5,196</b>	<b>2.00%</b>

**Table 5.1b. Market Potential**

Potential Patrons		2016	2017	2018	2019	2020
	<b>Growth</b>					
Adults	1.00%	3,600	3,636	3,672	3,708	3,745
Children	1.00%	600	612	618	624	630
Veterans	1.00%	600	612	618	624	630
<b>Total</b>	<b>1.00%</b>	<b>4,800</b>	<b>4,860</b>	<b>4,908</b>	<b>5,031</b>	<b>5,081</b>

## 5.2 Target Market Segment Strategy

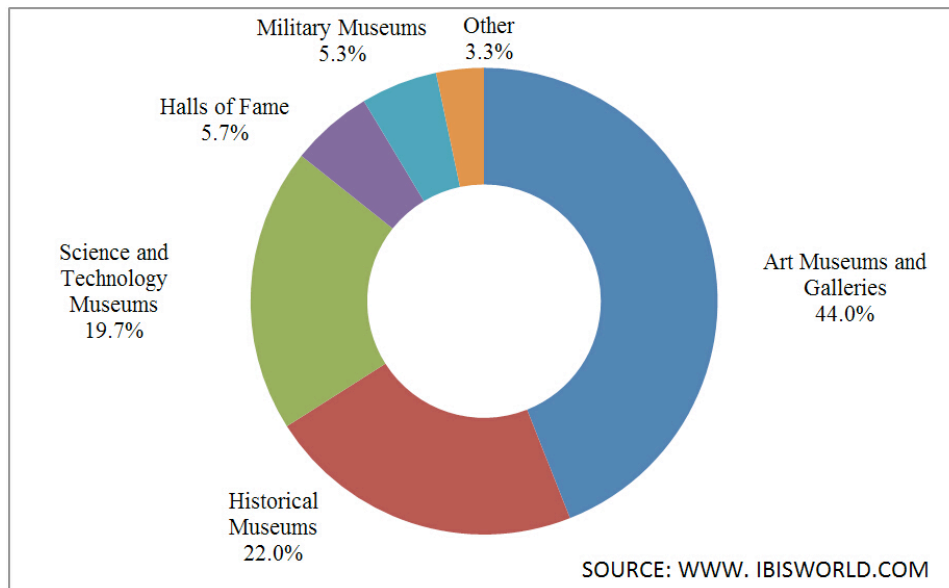
Target audiences include families with children, “empty nesters,” military veterans (including active duty, reserve, and National Guard), school groups, and tourists. While capturing the primary target segment is vital, it is also advisable to reach out to other demographic groups. Due to the size of the facility, it makes an ideal venue for parties and special event rentals. Prospective event and rental users are an important market segment for most aviation museums and the Mississippi Aviation Heritage Museum will be no different. Further, as an institution centered on education, efforts must be made to involve local schools, businesses, and organizations in the success of the Mississippi Aviation Heritage Museum.

### **5.3 Service Provider Analysis**

Museums are part of an industry encompassing a wide variety of institutions. Most are non-profit aimed at the promotion of education and culture for public benefit. Military museums represent 5.3% of industry revenue in 2015. Specializing in military histories, these museums are often focused on the national point of view surrounding conflicts with the United States. This segment of the industry has remained relatively stable and is projected to continue as a stable part of the museum industry.

Historical museums account for 22.0% of industry revenue in 2015. Historical museums, the second largest segment of the industry, collect and preserve, study and display objects, and culture that reflect the element of history represented.

### **Figure 5.2. Products and Services Segmentation (2015)**



## 6.0 Strategy and Implementation

The information within this plan is provided to assist the board in making a decision as to whether to move forward with acquiring the building located on Pass Road in Gulfport. The following will discuss what must be accomplished to make this project not only feasible but also sustainable. In 2008, a business plan was completed which will be reviewed as a comparison to the options that are currently available for the organization and how to best utilize them for successful completion (Bujnoch, et al., 2008).

### 6.1. Strategic Plan

This business plan outlines who the John C. Robinson Mississippi Aviation History Museum is and what they are trying to accomplish. However, by creating a strategic plan, it will also show how and when the museum will be completed. If a written plan has already been created it was not mentioned during the interviews with board members, nor was it mentioned in the previous plan.

The plan needs to be created by active board members allowing voting parties to make collective decisions on goals ensuring that they respond to the museum's environment, seek out a competitive advantage, and identify the keys to long-term sustainability (Catlin-Legutko, 2008). "It will also create a realistic strategy that matches current and forecasted resources as well as ensures that all members of the board are in agreement for the goals set forth (Catlin-Legutko, 2008)." It is the task, milestones, and steps needed to drive the business forward. "Typically a strategic plan is outlined for a 3-5 year period, with specific phases rolled out quarterly. Benchmarks should be set in six month and annual increments to allow time to plan, execute, and gain traction between milestones (Hauk, 2015)."

In addition to the outlined goals of the project, it is advised that within the plan is the assignment of board members as the heads of committees. Committee consistency is ultimately the decision of the board; however, there should be no more than five categories. One museum that was researched used the categories of Administration, Education, Collections Management, Building and Grounds Preservation, and Development. For these purposes, exhibits, educational programming, and guided tours will fall under the Education umbrella because their ultimate intent is to educate the public. Development will include fundraising, public relations, marketing, and staff training because these efforts develop the overall sustainability and visibility of the site (Catlin-Legutko, 2008). Doing so will hold each board member responsible for the areas under their purview and make the project a more collaborative effort ensuring that all board members remain active in the process.

Only once a strategic plan, created by all current active board members is constructed can the project not only be feasible but sustainable.



## **6.2 Competitive Edge**

The Magnolia state is home to over 122 museums and 17 on the Gulf Coast alone (Mississippi Department of Tourism, 2014). While there are several museums dedicated to military history and even military aviation, there are none solely dedicated to Mississippi aviation. This allows for the MAHM to settle itself into a niche market.

While the museum would be in a category all its own, it still needs the interest from the community to ensure it is a sustainable attraction. However, the museum has the added benefit of Keesler AFB, one of the largest training bases in the Air Force, only a 20 minute drive away which opens itself up to a large sector of the aviation community. Housing some of the main aviation schools such as Air Traffic Control, Weather, and Airspace Combat Operations as well as the home of the world famous “Hurricane Hunters”, there is a direct line for both attendees and volunteers.

## **6.3 Implementation Options**

The following are the different alternatives that were researched to determine the feasibility of this project. The previous business plan was reviewed as a reminder of which areas were presented as recommendations as well as to see where improvements were necessary.

### **6.3.1. Previous Business Plan**

There were several items of note within this plan, which although now obsolete, allowed the organization to see what the reality was of building an aviation museum to the scale that they wanted (Bujnoch, et al., 2008). Below is a highlight of both the pros and cons:

### **Pros**

- Thorough research regarding acquiring start-up funding through fundraising
- Extensive information given from other large-scale museums on how to obtain grants
- Idea for a traveling exhibit to garner awareness and sponsorship
- Found ideal location for museum if building from ground up
- New construction allows for total control of design

### **Cons**

- \$12 million dollar price tag for proposed facility, no cost projection for existing buildings
- Plan more market-based rather than business-based, so mostly market research
- Financials did not explore a small-scale museum, more geared toward expansive
- Information is no longer relevant as circumstances have changed
- No other location was explored to estimate costs in a less ideal location

While this listing shows that the pros and cons are rather equal, the biggest obstacle in the previous plan was the amount that it would cost for the proposed building and location. With no alternative locations explored to decrease costs, the plan was never realized forcing the organization to look for structures that were already established. This is how they came to find the old Rooms-to-Go building on Pass Road.

### **6.3.2. Pass Road Building**

The previous plan showed the brutal truth of what it would cost to build a brand new facility to the scale that the organization had hoped. In finding the Pass Road building, it began to once again open up some possibilities.

#### **Pros**

- Possibly available for little to no cost
- Approximately 33,000 square feet, an ideal size to house large-scale exhibits
- Building was previously a showroom for a furniture store, therefore layout requires little conversion for museum space.
- The two-level floor plan (Figure 1) enables renovations to occur in phases
- Close to airport by bus or car, can see the planes taxiing from second floor of building

#### **Cons**

- Location is not directly adjacent to airport, which could impact attendance
- Extensive renovations will be required to even bring building to code
- Cost of renovations could come close to the price estimated for new construction in previous plan
- Area surrounding the building is run down and a high crime area of the city
- Limited parking surrounding the building with little to no room for expansion
- No other large-scale tourist attractions in the immediate area, meaning less draw
- Building not yet officially acquired from city, potential for price to go up from original negotiations

Although the building is not immediately situated next to the airport, when patrons climb to the second level, they can view the airport's runway to include the departing and arriving aircraft taxiing. With some creative design, this could easily be incorporated into the museum's ambience, enhancing the experience for guests. However, with creative design also comes a high dollar cost. There is huge potential with the building but it will require a lot of money to create the experience the board is looking to achieve.

The downside is that the site was vacant for many years; the building has fallen into complete disrepair and will require extensive renovations. This is to bring it to both safety code standards and to add the necessary aesthetics required for this type of facility. After consulting with a licensed general contractor, an estimate was given on what repairs of this extent would cost. The estimate given was provided via email and telephone after sending both the floorplan (Figure 6.1) dimensions and photos taken at the building itself (Appendix A).

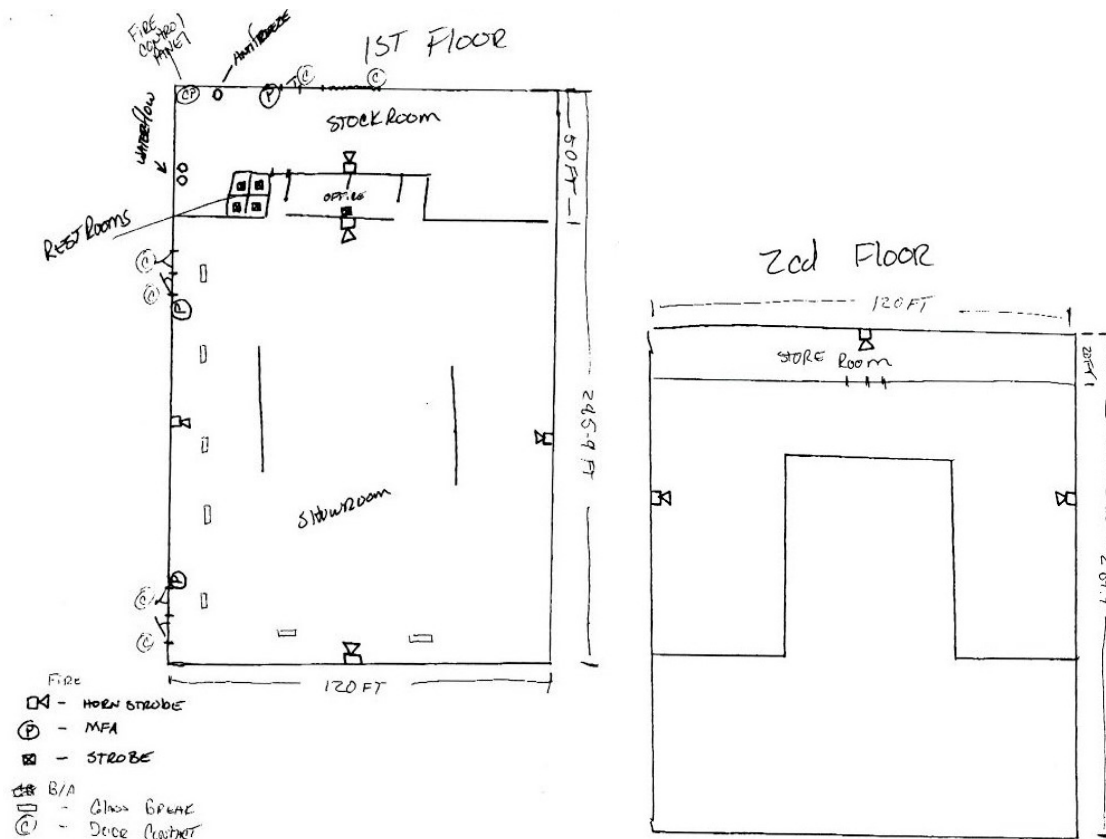
Without being able to see the full extent of the damage and based on the information the professional contractor was provided, the amount estimated to just bring the building to code is anywhere from \$300,000 to \$450,000. The roof alone is estimated to cost about \$100,000 to repair. The remaining amount is to replace and repair structural items that are missing off of the building as well as fix water damage created from the worn roof.

A separate estimate was given for aesthetics needed to renovate the interior in preparation for moving exhibits in. Included in the estimate are carpet, drywall, paint, fixtures, and any other materials required to complete the job. Also included are the cost of labor, permits, and insurance. This would amount to about \$100 - \$150 per square foot. To renovate just

the first floor which is roughly 20,000 square feet, that amounts to \$3 million in renovations. Including the second floor would bring the total to just over \$8 million. These estimates are to simply make the building ready to open the doors and move exhibits in. One other item that could pose a problem is the lack of parking surrounding the building. Should the board choose to move forward in acquiring this building, it would be advisable to look at a way to expand the parking area to accommodate more spaces. This would, however, need to be in a later phase of the project considering the number of expenses for structural and interior renovations.

The biggest obstacle the board faces with this alternative is acquiring the facility itself. All of the numbers and estimates cannot be accomplished until a deal is made with the city of Gulfport who currently owns the building. A deal had previously been made to lease the building for \$1 a month. However, recently, new members joining the city's Chamber of Commerce have reevaluated this deal and feel that it would better benefit the city financially to instead sell the building outright. It would be nearly impossible for the board to both finance the building and fund all of the costs associated with its extensive renovation.

**Figure 6.1. Building Floor Plan**



From a distance this option may look like the opportunity the board had been hoping for. However, after calculating the escalated expenses that will be required for renovation and the less than ideal location, the board may want to reexamine this further. In order to bring awareness to the project and garner more funding, the board should explore another option. One alternative that was explored is the traveling exhibit listed below.

### 6.3.3. Traveling Exhibit

#### Pros

- Obtain main goal – Brand the name and bring awareness to project
- Low cost compared to other options
- Mobile so can move to any location in and out of Mississippi
- Market the museum

- Build network of museums within the state
- Expand name throughout both museum and aviation industry
- Peak interest with exhibits for main facility
- Already interest from other museums

### **Cons**

- Would still require some funding for shipping, staffing, and insurance
- Uncontrolled environment
- Limited items currently available for display
- No direct revenue earned, only income would be sponsorship accrued

As a relatively unknown organization, the Brown Condor Association does not appear to be bringing in the number of sponsors it requires to get the museum project up and running.

During the course of their research, the previous group in 2008 interviewed John McFarland, the Market Director for the Sun Herald at the time. He proposed that the organization exhibit the John C. Robinson artifacts at the Ohr-O'Keefe museum, since it is an already established museum. Expanding on this idea would be to implement a traveling museum. This would consist of making the exhibits available in different locations on specified dates. Many museums do this to help raise money for their final destination spot and also to get the word out about their museum (Bujnoch, et al., 2008). A third avenue to explore within this option is to borrow and exhibit from the Mississippi Department of Archives and History. This would allow the organization to work on building their collection and still gain awareness for the organization.

In order to identify whether this was a viable option, several local museums, to include the Ohr O’Keefe, were surveyed on their interest. The answer was a resounding “yes”. What this showed was that not only were artifacts unique to Mississippi aviation important to people in the area, it allowed some insight into the museum’s strength as a niche within the museum market. Additionally, utilizing other museums’ facilities would keep overhead low while allowing the organization to begin raising money by gaining a larger pool of sponsorship to later expand into their own space.

The downside to this option is that with only two busts currently in existence and no itemization of what artifacts are available it would take some time to implement this project. At \$5000 each, the busts would require funding to have them made. Also, items would need to be chosen for exhibits that would bring in a great deal of interest to those attending since it is the interest that would best the best opportunity to raise funds. In addition to this, costs would be incurred for shipment of items from one location to another as well as insurance of the artifacts.

More than anything else, this option gives the museum the best opportunity for exposure by making John C. Robinson and the Mississippi Aviation Heritage Museum a brand name and brings awareness to the cause. Having pieces tour to local area museums where they have more opportunity to be seen can gain a wider audience of followers and could even lead to sources that were previously unavailable. Outside of monetary sponsorship, exposure from this could also bring more people willing to donate their time or facilities which could decrease spending in areas not previously thought of. Another opportunity that this presents is to widen the audience that can view the exhibits since the boundaries of



travel can go beyond the Gulf Coast and extend to museums all the way through the state. Since the ultimate goal is to make this a state museum celebrating aviation history that spans further than just southern Mississippi, this provides the board the opportunity to garner sponsors from outside the local area. A traveling exhibit could be displayed in venues other than formal museums which could include government buildings and military bases.

#### **6.3.4. Recommendation**

Based on the information compiled for all of the options presented, the recommendation is to move forward with the museum using the traveling exhibit. The main factors that lead to this conclusion were the amount of funding required, amount of increased awareness acquired, and the likelihood of increasing both funding and sponsorship.

#### **Funding**

The reality is that the funds available to the board are extremely limited. The cost required to renovate the building are not feasible at the current time. By implementing a traveling exhibit, it would allow the organization to raise the funds needed for the building's renovations. During a meeting with board members, the possibility of creating additional busts and unveiling one a year was discussed. Doing so would be able to have maximum impact with minimal cost.

#### **Increased awareness**

One of the things that board members mentioned as an item of importance was to brand the John C. Robinson Mississippi Aviation Heritage Museum as well as increase awareness of the organization. Having a traveling exhibit would do exactly that. Not only would the

organization be able to brand itself as a niche within the museum market, it would bring an immense amount of awareness to who John C. Robinson was, how the organization was created, what the mission and vision are, all while describing the museum they are trying to build. Essentially it would check off several of the items members described as high on their list of “wants.” Currently there is no awareness of the organization or what it is trying to accomplish. When asking people if they had ever heard of this organization, they had no idea that it existed, and this is people in the aviation community. These are the organization’s target market, so to have them unaware of the organization and what they are trying to accomplish is a testament to how much have increased awareness could benefit this project.

#### **Increased funding and sponsorship**

As awareness of the organization and its project grows so will the amount of funding and sponsorship acquired. The bottom line is that companies are not going to put money towards something they do not know much about. By showing people what they can expect when visiting the MAHM, it will not only peak their interest enough to want to pay the money to travel and for admission, it may also inspire them to sponsor the building of the project and become part of the history.

#### **6.4 Marketing Strategy**

Marketing will play a vital role in the implementation of this project. The recommendation to have a traveling exhibit will require putting money toward marketing the exhibit will need to be extensive. There are many avenues available for free marketing through social media, web sites, regional media, and of course the hosting facility. Since funding is limited, marketing

will need to be creative which means it may be necessary to either hire a professional or seek out senior marketing students from local colleges. An additional source that is available for marketing funding is a program offered by the Commission of Visitors Board. It is geared toward organizations looking to contribute to tourism on the coast and if selected, the organization will match 50% of the marketing costs. This is a great opportunity to not only get help with funding but to also contribute to the tourism industry that has been a catalyst in the economy boost on the coast post Katrina.

**6.4.1 Web Plan** The Mississippi Aviation Heritage Museum (MAHM) website will provide a virtual brochure that serves primarily as a resource for children, students, veterans, tourists and the community. The website will have a very simple design but classy, well designed, and easy to use by members and interested visitors. The website will simply explain a brief description, mission statement and the background of the museum on the front-page, as well as all the current travelling exhibitions, aviation news. It will be a show place to display the upcoming exhibits and events with links to each website. We will always have a calendar of coast fly-by for the convenience of our customers. Online ticket sales, donations and special events booking will be provided through the website. In addition, we will have a small online gift shop.

#### **6.4.2. Website Marketing Strategy**

Mississippi Aviation Heritage Museum (MAHM) will utilize a website to enhance its marketing efforts. The website will use some corporate and promotional methods. The marketing campaign will be supported by the marketing manager through promotional events and public relations. MAHM website has four basic website marketing strategies:

1. *Link Building*: in order to increase the possibility of people reaching us on the website, we plan to have a link building campaign to get links to our site from the city website, historical, educational, and local recreational websites. There will be a cooperate section on our site to exchange links with other sites. In addition, MAHM will set up its own Facebook and Twitter pages where they could attract potential customers through social media.
2. *Phone Applications*: We can design the mobile app for cell phone users.
3. *Email*: We reach our target customers with direct email.
4. *Word of Mouth*: The content of our site will be attractive to people who naturally share their experiences and feelings to other people. All visitors can engage in the discussion of various topics. They can comment, leave reviews, and repost on the website.

#### **6.4.3. Development Requirements**

A simple hosting provider, <http://www.wix.com> services, will host the site. The website will be initially set up with few technical resources. We do the initial creation of the site. So far, <http://msaviationheritage.wix.com/mahm>, is the selected site's address. The site will be developed using a free template provided by Wix, which will allow for support outside of the marketing manager's involvement. The website logos and the images will be consistent with the marketing promotional materials. Once it has been created, the marketing manager will be responsible for updating the events section with the latest travelling exhibitions and news. As the website rolls out future development, a technical resource may need to build the high-end items, such as the apps, discussion board, online

payment, blogs etc. It is expected that all the maintenance will occur around one day each week.

Development requirements for the website fall into two distinct phases, which will eventually spread over a two-week cycle.

1. *Designing*: The first step in our website development process is to develop the layout for the site. We will choose from pre-made themes, and customize elements in each page. Therefore, we estimate this will take about one month.

2. *Editing Content*: After we have created the site, we will add text, images, and links for each of the section. This phase will take about one month.

## **6.5 Fundraising Strategy**

There are several avenues to be explored in fundraising for this project. First and foremost is the traveling exhibit. That in itself can be utilized as a fundraising event. The exhibit can be tied to formal events held to raise funds for the museum's construction or renovation.

Creating notoriety through the traveling exhibit can also open up the possibilities for grants. Several well-respected military and aviation organizations have foundations set up to award grants to organizations whose mission is to educate and spread awareness about aviation and Mississippi history. Four of these organizations the board should consider applying to are:

- **Airplane Owners and Pilot Association (AOPA)** – This organization's mission is similar to the MAHM in that they want to spread the awareness of the aviation industry. They provide grants to organizations committed to educating the public on the aviation industry through their AOPA Foundation. [grants@aopa.org](mailto:grants@aopa.org).

- **Air Force Association (AFA)** – As the United States’ entity for military airpower, the AFA is dedicated to promoting the education of aerospace science to the masses. They also provide grants to institutions who provide educational awareness of the aerospace industry. They have local chapters throughout the state of Mississippi including a Biloxi chapter (AF332) based out of Stennis. Their chapter president is Betsy Ross [betsy\\_ross6@hotmail.com](mailto:betsy_ross6@hotmail.com) and the state president is Theresa Anderson [teresa@veterantributes.org](mailto:teresa@veterantributes.org).
- **Combined Federal Campaign (CFC)** – This campaign is an annual charity fund drive that allows military members and federal civilians to donate to any number of charities of their choosing. This is a planned donation which is set up as an allotment and automatically distributed monthly for 12 months until renewed the following year. Any local, national, or international charity may submit their application to be added to the list. There are several qualifying factors but the Brown Condor Association will fulfill all of those requirements as a 501c3 organization. This campaign spans across all military branches and government agencies, widening the availability for donors that may not otherwise have donated. To obtain an application, visit [www.cfc.org](http://www.cfc.org) or visit the Mississippi state chapter website at [www.GreaterMScfc.org](http://www.GreaterMScfc.org) for contact information and requirements.
- **Foundation for Mississippi History** – The foundation “conducts fundraising efforts to help support and promote the activities, programs, MDAH oversees the state archives, a research library, museums and historic sites, and records management and preservation programs. Funds raised through the Foundation support these programs as well as special

projects of the department projects, and purposes of the Mississippi Department of Archives and History. (Mississippi Department of Archives and History, 2015)

These organizations are at the federal level, which means their connections extend outside the state up to congressional levels. A backing from an organization of that magnitude would mean that support and notoriety could be gained outside the local area and help the MAHM to reach the levels it needs to truly be successful.

Most successful museums have been able to get to their current status through government-backed funding. It is rare for mid-scale museums, the size forecasted for the MAHM, to be sustainable on admissions revenue alone.

Small scale fundraisers can be implemented such as the idea that the previous plan mentioned, which was a brick fundraising event. People can purchase a brick where their name will be engraved and placed in the patio or an area where they can be a part of the museum itself. This has been successful for many non-profits from churches to museums and even for-profit organizations such as the Disneyland Resort. Bricks usually run \$100 for basic single name and additional cost to add more names or designs. This can raise upwards of \$250 per brick. If even 200 bricks are sold that's an additional \$50,000 that can be used towards the museum. Efforts can also be made in working with different military installations or organizations, such as those mentioned earlier, to see if they would be willing to sponsor certain exhibits or even wings of the museum.

As technology advances, so must the organization and having a strong online presence can increase financial contributions from online investors, sponsors, or donors to fund for-profit or non-profit initiatives or enterprises. "Crowdfunding is an approach to raising capital for

new projects and businesses by soliciting contributions from a large number of stakeholders following three types of crowdfunding models: (1) Donations, Philanthropy and Sponsorship where there is no expected financial return, (2) Lending and (3) Investment in exchange for equity, profit or revenue sharing (Crowdsourcing, LLC, 2015).”

## 6.6 Funding Forecast

The previous plan stated that a large portion of funding generally comes from government programs and backing. However, it is important to look at the actually revenue draw from ticket sales and funding from donors and fundraising to see the reality of how much money will be needed to be successful.

### 6.6.1 Start-up Summary

The following tables illustrate the estimates for deposits for the utility companies, possible rent expense, legal expenses, insurance costs, marketing costs, renovation expense, and other expenses required prior to startup. These tables show startup costs for the Pass Road location and traveling exhibits.

**Table 6.1a. Pass Road Start-up Summary Table**

Pass Road Start-up Summary Table	
Building Renovation	\$8,250,000
Power	\$16,040
Water	\$500
Insurance	\$1,200
Rent	\$1
Computer	\$5,000
Legal	\$500
Supplies	\$500
Marketing Materials	\$1,500
Other	\$500
<b>Total Start-up Expenses</b>	<b>\$8,275,741</b>



<b>Start-up Assets</b>	
Cash Required	\$8,275,741
Start-up Inventory	\$0
Other Current Assets	\$0
Long-term Assets	\$0
Total Assets	\$0
<b>Total Requirements</b>	<b>\$8,275,741</b>

**Table 6.1b. Traveling Exhibits Start-up Summary**

<b>Traveling Exhibit Startup Summary Table</b>	
Truck	\$8,000
Exhibit Cases	\$16,000
Busts	\$50,000
Warehouse Space	\$200
Other	\$1,500
<b>Total</b>	<b>\$75,700</b>

The attendance numbers below were compiled after speaking with several museums in the local area to determine their average attendance.

**Table 6.2. Funding Forecast 2016 – 2022**

<b>Revenue &amp; Funding</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>7 yr total</b>
Adult Visitors	3,600	3,636	3,672	3,745	3,783	3,821	3,859	26,116
Sale price @ unit	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	
Child Visitors	600	606	612	618	624	630	636	4,326
Sale price @ unit	5	5	5	5	5	5	5	
Veteran Visitors	600	606	612	618	624	630	636	4326
Sale price @ unit	8.5	8.5	8.5	8.5	8.5	8.5	8.5	

Private Parties/ Groups	60	61	62	63	64	65	66	441
Sales price @ unit	375	375	375	375	375	375	375	
<b>Admissions Total</b>	<b>66,600</b>	<b>67,416</b>	<b>68,232</b>	<b>69,418</b>	<b>70,254</b>	<b>71,090</b>	<b>71,926</b>	<b>484,936</b>
Membership Sales	564	620	682	751	826	908	999	5,351
Sales price @ unit	37.5	37.5	37.5	37.5	37.5	37.5	37.5	
<b>Membership Total</b>	<b>19,586</b>	<b>21,544</b>	<b>23,699</b>	<b>26,069</b>	<b>28,676</b>	<b>31,543</b>	<b>34,698</b>	<b>185,815</b>
<b>Sales Total</b>	<b>86,106</b>	<b>88,960</b>	<b>91,931</b>	<b>95,487</b>	<b>98,930</b>	<b>102,633</b>	<b>106,624</b>	<b>670,751</b>
Fundraising Events	75,000	75,750	76,508	77,273	78,045	78,826	79,614	541,016
Corporate Donations	300,000	303,000	306,030	309,090	312,181	315,303	318,456	2,164,060
Private Donations	100,000	101,000	102,010	103,030	104,060	105,101	106,152	721,353
<b>Contributions Total</b>	<b>475,000</b>	<b>479,750</b>	<b>484,548</b>	<b>489,393</b>	<b>494,286</b>	<b>499,230</b>	<b>504,222</b>	<b>3,426,429</b>
<b>Yearly Total: All Categories</b>	<b>561,106</b>	<b>568,710</b>	<b>576,479</b>	<b>584,880</b>	<b>593,216</b>	<b>601,863</b>	<b>610,846</b>	<b>3,797,100</b>

As is illustrated above, a large portion of the museum's funding will come from corporate and private donations. Revenue from admissions alone will not sustain the museum's necessary operating costs.

## 7.0. Financial Plan

### 7.1. Traveling Exhibit Costs

**Table 7.1.1 Traveling Exhibit Startup Costs**

<b>Traveling Exhibit Startup Summary Table</b>	
Truck	8,000
Exhibit Cases	16,000
Busts	50,000
Warehouse Space	200
Other	1,500
<b>Total</b>	<b>75,700</b>

**Table 7.1.2. Traveling Exhibit Monthly Expenses**

<b>Traveling Exhibit Monthly</b>	
Warehouse Space	200
Truck Maintenance	100
Phone	200
Marketing	500
Padding	200
Truck Insurance	400
Exhibit Insurance	200
<b>Total Monthly Costs</b>	<b>1,800</b>

## 7.2. Pass Road Building Costs

**Table 7.2.1. Pass Road Building Startup costs**

<b>Pass Road Start-up Summary Table</b>	
Building Renovation	\$8,250,000
Power	\$16,040
Water	\$500
Insurance	\$1,200

Rent	\$1
Computer	\$5,000
Legal	\$500
Supplies	\$500
Marketing Materials	\$1,500
Other	\$500
<b>Total Start-up Expenses</b>	<b>\$8,275,741</b>
Start-up Assets	
<b>Cash Required</b>	<b>\$8,275,741</b>
Start-up Inventory	\$0
Other Current Assets	\$0
Long-term Assets	\$0
Total Assets	\$0
<b>Total Requirements</b>	<b>\$8,275,741</b>

**Table 7.2.2 Pass Road Building Monthly Expenses**

Pass Rd Expenses	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Annual	
Compensation	19583	19583	19583	19583	19583	19583	19583	19583	19583	19584	19584	19584	19584	235000
Payroll Taxes	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	36000
Accounting Fees	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	12000
Supplies	400	400	400	400	400	400	400	400	400	400	400	400	400	4800
Other Expenses	18750	18750	18750	18750	18750	18750	18750	18750	18750	18750	18750	18750	18750	225000
Total Expenses	42733	42733	42733	42733	42733	42733	42733	42733	42733	42734	42734	42734	42734	512800

### **7.3. Important Assumptions**

**Revenue for the Pass Road Building will consist of the following:**

**Table 7.3.1 Museum Revenue**

<b>Revenue</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>7 yr total</b>
Adult Visitors	3,600	3,636	3,672	3,745	3,783	3,821	3,859	26,116
Sale price @ unit	10	10	10	10	10	10	10	
Child Visitors	600	606	612	618	624	630	636	4,326
Sale price @ unit	5	5	5	5	5	5	5	
Veteran Visitors	600	606	612	618	624	630	636	4,326
Sale price @ unit	8.5	8.5	8.5	8.5	8.5	8.5	8.5	
Private Parties/ Groups	60	61	62	63	64	65	66	441
Sale price @ unit	375	375	375	375	375	375	375	
<b>Admissions Total</b>	<b>66,600</b>	<b>67,416</b>	<b>68,232</b>	<b>69,418</b>	<b>70,254</b>	<b>71,090</b>	<b>71,926</b>	<b>484,936</b>

**Fundraising will consist of the following:**

### **7.3.2 Museum Fundraising Forecast**

Membership Sales	564	620	682	751	826	908	999	5,351
Sale price @ unit	37.5	37.5	37.5	37.5	37.5	37.5	37.5	
Membership Total	19,586	21,544	23,699	26,069	28,676	31,543	34,698	185,815
Sales Total	86,106	88,960	91,931	95,487	98,930	102,633	106,624	670,751
Fundraising Events	75,000	75,750	76,508	77,273	78,045	78,826	79,614	541,016
Corporate Donations	300,000	303,000	306,030	309,090	312,181	315,303	318,456	2,164,060
Private Donations	100,000	101,000	102,010	103,030	104,060	105,101	106,152	721,353
<b>Contributions Total</b>	<b>475,000</b>	<b>479,750</b>	<b>484,548</b>	<b>489,393</b>	<b>494,286</b>	<b>499,230</b>	<b>504,222</b>	<b>3,426,429</b>

### **7.4 First Year Surplus/Deficit**

Year 1 Revenues & Expenses	
Total Revenues	561,106
Total Expenses	512,800
Surplus/Deficit	48,306

#### 7.5. Budget for first three years

Pass Road Budget			
Operating Revenues	2016	2017	2018
Admission	86,106	88,960	91,931
Contributions	475,000	479,750	484,548
<b>Total Operating Revenues</b>	<b>561,106</b>	<b>568,710</b>	<b>576,479</b>
Operating Expenses			
Salary	235,000	235,000	235,000
Payroll	36,000	36,000	36,000
Accounting Fees	12,000	12,000	12,000
Supplies	4,800	4,800	4,800
Other Expenses	225,000	225,000	225,000
<b>Total Operating Expenses</b>	<b>512,800</b>	<b>512,800</b>	<b>512,800</b>
<b>Surplus/Deficit</b>	<b>48,306</b>	<b>55,910</b>	<b>63,679</b>

#### 7.6. Statement of Cash Flows (Projected)

Statement of Cash Flows	EOY 2016	2017	2018
<b>From Operating Activity</b>			
Surplus/Deficit from Budget	48,306	55,910	63,679
Depreciation Expense	0	0	0
Change in Receivables	0	0	0
Change in Payables	0	0	0
<b>Net Cash Provided</b>	<b>48,306</b>	<b>55,910</b>	<b>63,679</b>

<b>From Investing Activity</b>			
Purchases of Artifacts	-48,306	-55,910	-63,679
Net Cash Used in Investing	-48,306	-55,910	-63,679
Net Increase/Decrease Cash	-48,306	-55,910	-55,910
Cash Beginning of Period	48,306	55,910	55,910
<b>Cash End of Period</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Appendix A

### Photos of Pass Road Building





## Appendix B



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