

## **RedBrick Entertainment Inc. Master Plan (Don't Tell)**

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From the earliest days of this venture, we were told that this idea was terrible, small thinking, and would struggle to even become a lifestyle business. While I have received great advice since forming RedBrick, I have always disagreed with views like these. In 2022, I first read Elon Musk's original master plan (first published in 2006). Inspired by his foresight, I decided to write the master plan for RedBrick. In writing this master plan, I hope to help people to understand our full vision for this venture.

If you are reading this, then you probably already know that RedBrick Entertainment is an event planning and experience management platform. We exist to create excited and engaged students who feel included at their university. By leveraging student experience, data-driven insights, and innovation, we will create the best turn-key student events in the world. As a result, we will enhance the affordability, efficiency, and impact of large-scale college events.

This company was born out of my experience as a Wake Forest student. I saw the commitment the university was making towards building community and the limited outcomes they were achieving. Leveraging an understanding in both engagement offices and how students think, I knew we could do better. Our team has since devoted ourselves to creating a holistic system to improve the impact, the operation, and the measurement of student events. We have received a lot of criticism as to why we are focusing on three problems areas instead of just one. The short answer is because we have to. If we focused solely on operational efficiency, that wouldn't create the type of culture change we wanted for students. If we only focused on impact, the service would be more difficult to sell as most of our impact KPIs extend far into the future. Finally, if we focused solely on measurement, we believed we would only quantify a problem that most universities already knew they had. Our assumption was that these departments, which are often constrained by time and capital, wouldn't be interested in quantifying how they were underperforming without a potential solution. As a result, we are focusing on all three problems equally and working towards creating a truly holistic solution.

Our process is relatively simple. Step 1: Create more impactful student events by ideating with current students. Step 2: Minimize the cost and skill required to run the event, while increasing the transportability and marketability by leveraging technology, economics of scale, and innovation. Step 3: Sell those events to universities. Step 4: Measure the outcomes. Step 5: Expand to other universities by developing student affiliates.

Despite the promise of our products and services, many have advised us that universities are a bad bet. I agree that there are valid reasons for these concerns. Universities are naturally risk-averse and slow to make decisions. They also have long sales cycles and a high turnover of decision-makers and key personnel. All of these things make sales difficult, as we have already found. However, while these are

hurdles today, we strongly believe that they will eventually become competitive advantages. If we are able to establish ourselves as a trustworthy brand in the marketplace, the natural turnover may be a tool to help us scale instead of a deterrent. The long sales cycle could also be a tool to help future companies imitate our model. Universities' risk averse nature could potentially be a tool to help minimize attrition, as schools would be less compelled to try new companies.

We find the potential competitive advantages are compelling; however, the most intriguing part of RedBrick is the company's potential at scale. We are planning to scale our event services by creating a network of student affiliates. These students will help us sell, execute, and market the events to students. Through our on-campus presence, student affiliates, and commitment to understanding students' current expertise, we will build a national audience of over 1 million college students. If we are able to successfully build this audience, it would become RedBrick's most powerful tool. At scale, this would be our model for expansion. Instead of expanding our event services to professional industries, we want to focus on companies that have natural synergies. This could mean RedBrick gets acquired by a company looking to leverage our audience or RedBrick can develop a series of companies which would benefit from leveraging the audience we are currently building. This leads to the potential of other companies whose revenue generation potential could dwarf that from our event services. Naturally, expansions include engagement data, but could also expand to anything from a marketing service for local business, dating services, hiring services, talent discovery/management companies, hiring firms, and so much more. Ultimately, the grand vision of RedBrick is to create the student engagement platform, both physically and digitally.

In conclusion, over the next 5 to 10 years, we aim to:

1. Create operationally superior events that move the needle for both students and universities.
2. Create a sustainable system where student employees work with their universities to customize, promote, and implement RedBrick-designed events.
3. Rapidly expand our model to other universities while building an audience through curated content on various social media platforms.
4. Find different ways to leverage our audience.
5. Extend customer lifetime value by finding ways to maintain a continued relationship with our users after graduation.