

# BRITNEY SPEARS



*The freedom to be.*

**A digital strategy report by:**

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## Feedback Response Letter

### **Part 1: Pitch**

For our first submission, we chose to pitch a project that was out of both of our comfort zones. Loren had the initial idea of creating a strategy surrounding Britney Spears, and Liz created the look/design for the project (which has now changed with each iteration). The feedback we received was as follows:

"I think it's brilliant to take on Brittny Spears as a focus for this project. I would caution that it would be helpful, early on, to think about the outcomes and actions you want consumers to take as a function of the digital strategy. Are you creating products? Or is this a reputation management strategy? Overall, nice work. great choice! Keep up the good work!"

As a result, we continued down this path and made the decision early on to focus on strengthening and enhancing Spears' reputation first and foremost, while layering in the promotion of her music as well as new merchandise. This created a foundation for us to build upon in part 2 and part 3.

### **Part 2: Background**

For our second submission, constructive feedback was primarily focused on the competitive analysis and social media sections, highlighting the following concerns:

- We did not include any people of color in our list of Spears's competitors. This was definitely an oversight on our end, and we're thankful this was pointed out to us!
- We didn't have quite enough information on Spears's competitors, their careers and how they used social media in direct comparison to Spears.
- We could have written less about sizzle / speak / sell objectives and focused more on explaining our SMART goals surrounding our strategy.

To address these concerns, we first picked an entirely new list of competitors, which includes women of color and some from other music genres. We also condensed our list so that we could go into more detail on selected competitors' careers and promotional endeavors as well as their social media content—without losing focus on Spears. The competitors we originally chose were Lady Gaga, Pink, Christina Aguilera, Ariana Grande, Miley Cyrus and Taylor Swift, but after reading the provided feedback, we updated our list to the following more diverse set of competitors: Christina Aguilera, Beyonce Knowles, Lady Gaga and Olivia Rodrigo.

In addition to these changes, we also modified our objectives section by condensing our sizzle / speak / sell goals in order to put a stronger focus on our SMART objectives.

### **Part 3: Strategies/Actions**

Within this section, our feedback was primarily focused on our audience segmentation, suggesting a deeper dive into the demographic profiles of our three segments. To do this, we conducted further research on each of our specified audiences in an effort to better understand their differences in race, religion, age, income, gender/sexual identity and general location—in addition to their preferences and habits relating to media consumption and social media usage.

Apart from the provided feedback, we also reworked our background/introduction section and our strategies and tactics to reflect changes in Spears's conservatorship status. When we started working on this project, Spears's father, Jamie Spears, had just stepped down as her conservator, but in mid-November, she was freed from her conservatorship entirely. As new information surfaced, we changed our strategy to reflect these updates, ensuring suggestions were contextually accurate, and rewrote our background to give the reader a clearer sense of Spears's journey throughout the last few months.

### Executive Summary

Britney Spears is one of the most iconic musicians of our time, yet she's been clouded with controversy since the beginning of her career in the 1990s. After a string of public mental health struggles in the early 2000s, the singer was placed in a conservatorship, which allowed her father to make decisions for her regarding almost every aspect of her life, including her brand and image on social media. Thanks in part to the online explosion of the #FreeBritney movement, Spears's conservatorship has finally and very recently come to an end. At this juncture, Spears has a unique opportunity to not only own her social identity, but to redefine it and build a brand reflective of her intelligence, creative talent and authenticity.

The following marketing plan proposes an online value proposition that encompasses Spears's fun and quirky personality but allows room for angst and frustration, ultimately fostering new strength and empowerment: *The freedom to be*. Using this as a foundation for strategy and tactics, this report outlines primary objectives in the quest to set Spears up for success. By implementing consistent branding throughout her social media platforms, crafting intentional messaging within well-defined campaigns, and heavily promoting her music and merchandise, Spears's brand will become cohesive and clearly speak to her specified target audiences: millennial women, Gen Z girls/women and the LGBTQ+ community.

A competitive analysis shows that Spears lacks social strategy in comparison to other female pop superstars, and while the goal is not to place Spears within a category, little to no direction or refinement could be detrimental over time. The strategy proposed offers suggestions to apply a consistent and coherent voice to Spears's messaging, positioning her as an expert in pop music, mental health and authenticity. Once specified tactics are applied, Spears has the potential to grow her fanbase exponentially and further solidify the loyalty of fans who have supported her since "...Baby One More Time."

Tactics are divided into five categories in each of two campaigns: Stronger than Yesterday and Britney's Back B\*tch. In creating different media types with messaging outlined by each campaign, Spears can better present her story on Facebook, Instagram, Twitter and Tik Tok, while providing a more intimate space for conversation on Patreon. In addition, this plan suggests carefully defined grassroots efforts, as well as promotion aimed at boosting sales of Spears's music and merchandise. All tactics are designed to 1) alter the overall perception of Spears by allowing her brand to mature and become representative of personal growth and 2) increase Spears's net worth. Key performance indicators are indicative of these goals, offering points of measurement to assess progress.

## Background

It started with Mickey Mouse and ended with Mathew Rosengart. Britney Spears's life up until this point has been a rollercoaster riddled with controversy, to say the least. *The Mickey Mouse Club* introduced her to fame at 11-years-old, but "...Baby One More Time"—her first single—skyrocketed her from innocent, kid-friendly stardom to naughty, yet adored, notoriety. "...Baby One More Time" was released in 1998, and by 1999, Spears was winning multiple awards at the Billboard Music Awards, rivaling notable competitors such as Christina Aguilera and Jessica Simpson ("Britney Spears," 2021). The impact of Britney Spears was palpable at the time, even before the existence of Facebook and the like.

Years from now, the totality of Spears's life could be played out in a multi-season docuseries, as there is so much story to tell. The climax would likely surround the events that took place in the mid-2010s: Facebook launched to the public in 2006, and Spears's infamous head-shaving, umbrella-beating incident happened in February of 2007 (De Iorio, 2020). At the time, the public opinion was shared more than ever before, which in turn, led to an obsession with celebrity gossip. In 2007, everyone had a say in the most dramatic happenings, and at the center of it all was Britney Spears. After years of media harassment, public pressure and tabloid bullying, it was the perfect storm. Arguably, Spears has been treated unlike any other celebrity for years. Her early success made her so untouchable that her fans, her haters and even her family went to extreme lengths to claim their piece of her stardom.

Claiming that piece was made easier through social media, as news could travel faster and opinions were strengthened by the power of public engagement. Spears was continuously depicted as "crazy" by the media—who were using social media as a platform more than ever before—which gave her family credence to overtake her life. As a result, Spears entered a strict conservatorship overseen by her father in 2008 and lost control over everything from her finances to her children to important decisions regarding her physical and mental health (Chang, 2021). In one of her final court depositions in the case of her conservatorship, Spears said, "I wasn't good. I was great" (Spears Dep. 10). At the time, she was speaking to what would have been her second Las Vegas residency—Domination. Spears worked tirelessly to appease all involved in her conservatorship, and due to her hard work combined with the pressures of success, she inevitably broke ... again. Domination was cancelled in January 2019, and Spears found herself in an "all-encompassing wellness treatment facility" ("Britney Spears," 2021).

Soon after, the #FreeBritney movement began, as fans became increasingly concerned about the restraints of Spears's conservatorship (Kaufman, 2020). It was the power of social media that spread #FreeBritney like wildfire, solidifying fan loyalty and an overwhelming support of Spears's talent and well-being. Fast forward to November 2021 when Spears finally gained freedom in entirety, arguably thanks in part to the #FreeBritney movement (Henderson, 2021). With the help of Mathew Rosengart—Spears's self-appointed attorney and saving grace—Spears received a fresh start after 13 years of living under her father's rule.

While the world has watched Spears on social media every step of the way, many still have no idea who she's really become throughout this journey. She no longer needs Mickey Mouse to launch her career; today, she can instead reclaim her power and reintroduce herself on the same social media platforms that ultimately #FreedBritney. While social media may be partially to blame for her demise, it's also been used as an empathetic support system throughout her fight for freedom. Spears now has an opportunity to tell her story in her own words, reclaim who she is and relaunch her decades-long career. Through social media, her image can be redefined in a way that supports goals of positive sentiment and increasing net worth. Spears will definitely come back #StrongerThanYesterday.

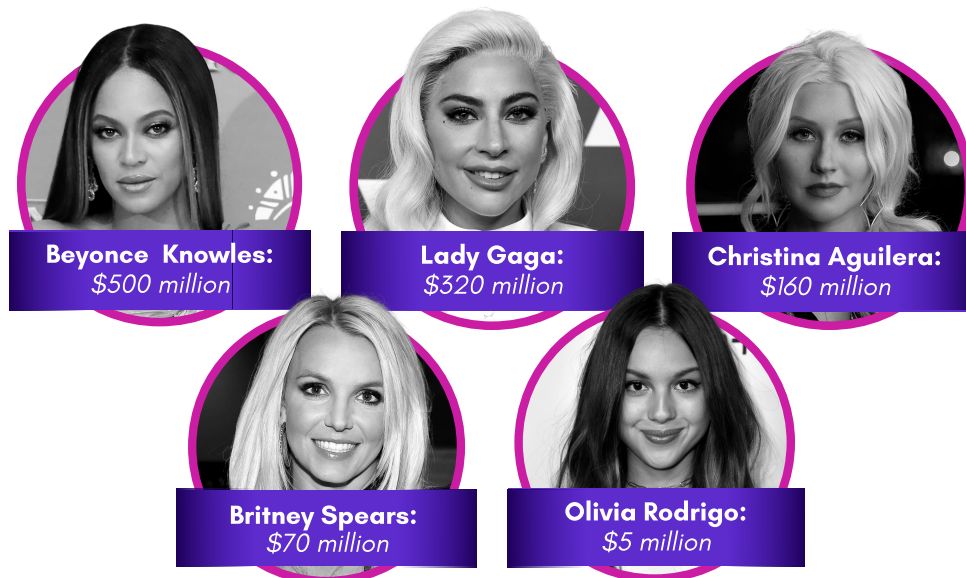


### Competitive Analysis

The pop music industry is competitive, and especially in our fast-paced era of social media and constant media consumption, it is critical to understand how Spears stacks up against her fellow pop stars in terms of popularity and relevance. For the purpose of this report, we selected three criteria to serve as indicators of different aspects of Spears's success compared to her competitors: her net worth, to measure her financial growth; her social media followers across multiple platforms, to measure her digital following and influence; and her monthly Spotify listeners, to measure the popularity and relevance of her music.

For the sake of comparison, we selected four other leading female pop artists with target audiences and/or career experiences similar to Spears's:

- **Christina Aguilera (40)**, because she is Spears's closest rival in terms of age, target audience, genre, upbringing and career path
- **Beyonce Knowles (40)**, as she is the reigning "Queen Bee" of pop music and is well-known and well-loved across generations and genres
- **Lady Gaga (35)**, because similarly to Spears, she is extremely beloved within the LGBTQ+ community, is a fashion mogul and a music video icon, and had a residency in Las Vegas
- **Olivia Rodrigo (18)**, because she got her start on the Disney channel much like Spears and then transitioned into pop music with a rebellious schoolgirl image (though Rodrigo is still presumably very early in her career)

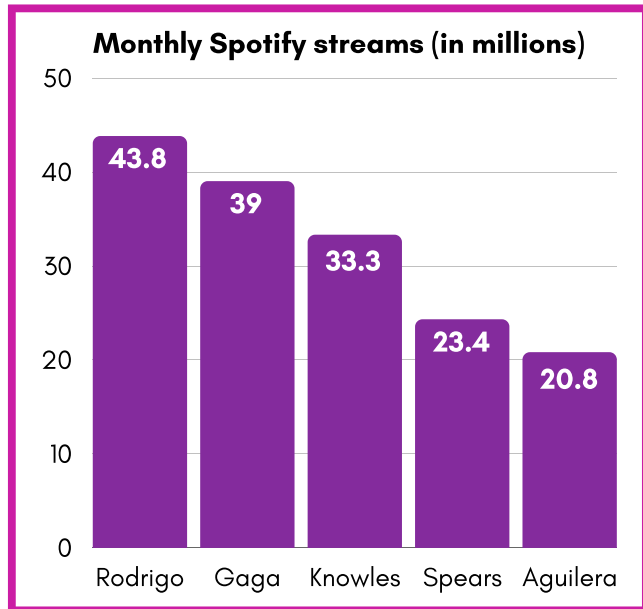


*Above information was found on [celebritynetworth.com](https://www.celebritynetworth.com) in November 2021.*

In the category of net worth, Spears is trailing behind each of her competitors, except newcomer to the music scene Olivia Rodrigo, which is unfortunate yet unsurprising given the former restrictions of her conservatorship and the fact that she has not released new music since 2016. This financial disadvantage gives her competitors an edge, as they have more money to spend on marketing and communications-related expenditures and have more of a financial "safety net" if their next project (like an album or guest spot on a TV show) flops: This offers greater opportunity to take risks, allowing for an increased level of creative freedom.

On Spotify, Spears averages 24.3 million monthly listeners and is trailing behind each of her competitors (except for Christina Aguilera), partially due to the fact that it's been over five years since her last music release. Competitor Olivia Rodrigo is currently the leader of the pack on Spotify, with 43.8 million monthly listeners, which is not surprising due to the success of her debut, Grammy-nominated album, *Sour*. Additionally, Lady Gaga, Beyonce Knowles and Christina Aguilera have been releasing new music since 2018.

Outside of music, each of Spears's mentioned competitors have successful endeavors in TV, film and/or retail:



- **Beyonce Knowles** (Biography.com, 2021)
  - Has partnership with jewelry brand Tiffany & Company
  - Acted in movies such as *Austin Powers in Goldmember* (2002) and *The Lion King* (2019)
- **Lady Gaga** (Biography.com, 2021)
  - Owns her own makeup brand called Haus Laboratories
  - Acted in shows such as *American Horror Story: Hotel* (2015-16) and movies such as *A Star is Born* (2019) and *House of Gucci* (2021)
  - Engages in politics and advocates for social justice causes, campaigned for Joe Biden in 2020 and sang at his presidential inauguration
- **Christina Aguilera** (Biography.com, 2020)
  - Acts as a judge/coach on reality TV show *The Voice* (since 2011)
  - Acted on a country music-based soap opera called *Nashville* (in 2015)
  - Is an advocate for the LGBTQ+ community and appeared as a guest judge on *RuPaul's Drag Race* (2018)
- **Olivia Rodrigo** (Biography.com, 2021)
  - Acted on Disney show *Bizaardvark* (2016-2019)
  - Acts on Disney show *High School Musical: The Series* (since 2019)

### Social Media Audit

As previously mentioned, Spears is relatively popular on social media but has a lot of opportunity for growth when it comes to her content strategy. From an analysis of her Facebook, Instagram, Twitter and TikTok feeds, it seems as though she often posts the same content across platforms without adapting it to perform best on each individual site. Overall, we have the impression that Spears manages her pages herself, doing the majority of the content creation and posting, rather than having a team or manager create a strategy or craft content for her. Despite having over 100 million followers across all of her social media accounts, it seems as though Spears and her team have not yet maximized the promotional potential that social media has to offer.

*(The below analysis is based on Spears's and her competitors' social media content October - November 2021.)*

It is presumed that Britney Spears runs and manages her own verified **Facebook** page. The content she posts is very similar, if not exactly the same, as what she posts to Instagram, but her posting frequency on Facebook is much less. As of October 20, Spears's last post was created on October 4, and it was pinned to the top of her page. Within that post, Spears expressed gratitude for her fans and the strength of the #FreeBritney movement. As with all of Spears's posts, she used several ellipses, exclamation points and at least one emoji. Along with the caption, Spears included a looped video of herself looking at the camera and cocking her head. This type of media is not uncommon for Spears, as several of her Facebook posts are selfie videos. The post prior to what was created on October 4 was presented on July 14, and it was another post of gratitude, along with a looped video of Spears riding a horse and doing cartwheels. Overall, Spears's captions are juvenile in nature and her pictures and videos are low quality, especially in comparison to her competitors.

Regardless of what Spears posts on Facebook, her followers still love it and engage incessantly. All of her posts have over 1,000 comments, most over 5,000. Shares follow suit, often ranging from 1,000 to 2,500. Nearly all comments are positive and supportive, but it is not clear as to whether negative comments are being deleted by Spears's team.

In addition to selfie posts, Spears's Facebook page contains several promotions, either for music or products. The last song that Spears promoted was "Swimming in the Stars," and that promotion has been her cover photo since March 24. Her profile picture appears to be from her younger days, and that too, has not been updated since late-March. Because the main images on Spears's Facebook page have not changed in 7 months, her page looks extremely dated. It lacks consistency and the maintenance of Spears's overall brand image.

Spears joined **Twitter (@britneyspears)** in September of 2008. She is currently following 366.2K handles, and she herself has 55.6M Twitter followers. Her profile picture on Twitter is the same photo used on Facebook; it's youthful and obviously not recent. Many of Spears's tweets are the same as what she posts on Facebook. Some of the tweets may be condensed to meet 280 characters, but for the most part, they follow the same pattern as Facebook—several ellipses and exclamation points, many repeated emojis and a plethora of amateur looped videos. Spears's fiancé, Sam Asghari, appears in many of her pictures and videos, and other than a few throwbacks of Spears's sister and random celebrity pictures, Sam is the only other person recently featured within Spears's Twitter feed.

Spears follows many of her fan pages—most using #FreeBritney—and in doing so, has garnered positive comments and thousands of retweets and likes. It appears that Spears is managing her own Twitter account without guidance, and regardless of what she posts, her fans latch on to her messaging. The engagement received on Spears's tweets is comparable to the engagement on her competitors' feeds. Taylor Swift, however, stands alone in receiving hundreds of thousands, as opposed to only tens of thousands, likes and retweets. While difficult to achieve, that level of loyalty and following represents what's possible when employing a more intimate social media strategy.

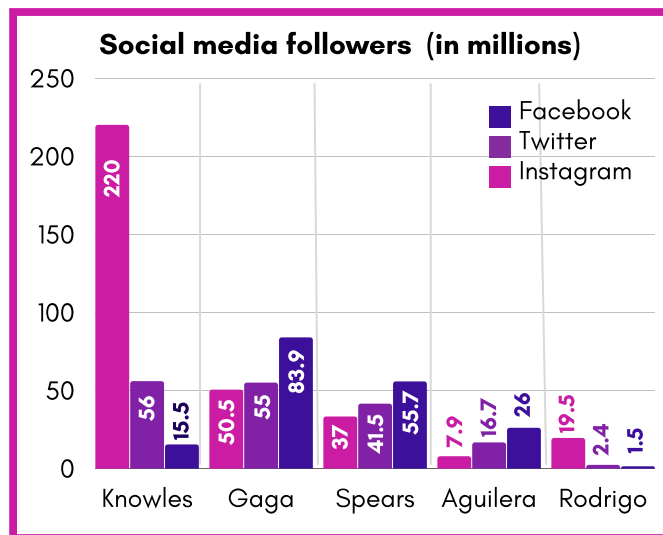
On **Instagram (@britneyspears)**, Spears has over 35 million followers and has created over 2,700 posts. In return, she follows 47 accounts, which include fellow pop stars and celebrities, as well fan pages, brands and animal pages. She has three highlight reels labeled "Upside Down," "Dance" and "Yoga," all with matching cover photos, and uses the same profile picture that she uses on Twitter and Facebook.

On this platform, Spears's content lacks a noticeable pattern or sense of strategy, and posts seem to reflect whatever Spears is feeling at the moment. Most of the content she shares consists of selfies, but she also frequently posts memes or artwork with vague and even sometimes religious-themed captions. Her posts closely match what she posts on Facebook, demonstrating how there is little difference in content across platforms. However, despite its unconventionality, Spears's feed does provide an intimate, unfiltered glimpse into her life that may be refreshing to millennial and gen Z audiences who are used to seeing "perfect" social media feeds.

On **TikTok (@britneyspears)**, Spears has just under 6 million followers and has amassed a total of 23.7 million likes on her videos so far. She doesn't follow any pages from her account, however, and her liked videos are hidden. Her content mostly consists of self-taken videos, dancing or modeling to different pop songs, which is actually very appropriate for the platform. Overall, Spears's content on TikTok seems to be much more relevant both to the platform and its audience than the content she shares on Instagram, Twitter and Facebook.

Finally, on **YouTube**, Spears has over 9 million subscribers, and her content is well-organized in playlists by video type and music era. The music video for her song, "...Baby One More Time," has over 657 million views, 3.7 million likes and 134,000 dislikes. The comment section is generally positive about both Spears and the song itself. Coming in second is her music video for "Work B\*tch," with over 366 million views, 1.7 million likes, 148,000 dislikes and positive comments centered around the issue of her conservatorship. Her third most-watched video is for her song, "Oops!...I Did It Again," with over 340 million views, 1.9 million likes, 65,000 dislikes and similar sentiments expressed in the comment section.

Comparatively, Spears's competitors take a different and seemingly more strategic approach to social media. Below is a summary of how each competitor uses Facebook, Instagram and Twitter, as well as strategies that Spears could consider adopting.



### Beyonce Knowles

**Facebook:** On this platform, Knowles posts mostly professionally-taken photos and videos (no selfies or self-taken tutorials), and if she includes a caption, it is minimal in nature. She focuses on promoting her music, as well as her partnership with Tiffany & Co jewelry.

**Instagram:** Here, Knowles posts a mix of professional photos and selfies, all in threes to keep her feed organized with a clear pattern. She does not use captions, emojis, highlights or even a bio - only her website is listed. The tone of her feed is regal and fierce.

**Twitter:** On this site, Knowles primarily focuses on posting promotional images and videos for her music and TV/film projects. She either deletes tweets regularly after posting OR only tweets once every few months, as her feed is very sparse.

**What Spears and her team should note:** Overall, on social media, Knowles maintains a consistent voice and tone across platforms but mixes up content based on what will perform best on each site. She



seems to have a team that helps with her social media feeds, based on the high production quality and bullet-proof branding across her accounts.

### **Lady Gaga**

*Facebook:* On this site, Gaga's posts focus on promoting her music and movie projects and consist of many performance videos and trailers for her new film, *House of Gucci*. Her voice is very professional and promotional but doesn't come across as personal or from-the-heart.

*Instagram:* On this platform, Gaga tends to share professionally-taken photos and videos, as well as promotional materials for her music projects, movies and makeup brand. However, during the height of the pandemic, there was a clear shift in post type, as Gaga was creating a lot of her own content (selfies and self-taken videos) due to social distancing efforts. Her voice on Instagram closely matches that of her Facebook account but is slightly more personal.

*Twitter:* Here, Gaga posts similar content as on Facebook and Instagram but also shares more political opinions and personal beliefs. Her voice on this platform is less scripted and more authentic, and she seems to be more personal with her audience.

*What Spears and her team should note:* Gaga seems to have a team assisting her with social media, though it is clear that some of her content—especially on Twitter and Instagram—comes straight from the singer herself. Gaga and her team have a solid sense of what content performs best on each platform and do a great job promoting different projects all at once to create a cohesive feed.

### **Christina Aguilera**

*Facebook:* On Facebook, Aguilera is focused on promoting her music and side gigs and tends to post mainly photos and videos with short, simple, sometimes “sassy” captions. Her tone definitely shows her personality but is still promotional in nature.

*Instagram:* On Instagram, Aguilera posts regularly and there is a sense of structure to her account. Her photos have thoughtful, grammatically correct captions; she has matching highlights on her page consistent with her branding; and her feed's color scheme seems to transition gradually as you scroll through her grid. She posts mainly pictures from professional photoshoots and content promoting her music.

*Twitter:* Aguilera's Twitter account closely mirrors her Facebook content and is focused on promoting her music / music videos / performances. Much like on Facebook, her captions are short and sweet but definitely show a sense of humor and confidence.

*What Spears and her team should note:* On social media, Aguilera walks the fine line between professionalism and approachability well. Her social media posts are definitely intentional and strategic, but enough of her personality is still captured as if content is coming from her directly.

### **Olivia Rodrigo**

*Facebook:* On Facebook, Rodrigo posts professionally-taken photos and content promoting her music, as well as an occasional link. Her captions often read as a stereotypical teenager's—with spelling errors, grammatical missteps and a lot of emojis—but are consistent enough to be intentional.

*Instagram:* On this channel, Rodrigo shares a mix of behind-the-scenes selfies and professional/promotional content focusing on her music. Her captions usually consist of emojis only, and her grid has a distinct color palette / aesthetic, with lots of pastels and iridescent colors.

*Twitter:* Rodrigo's tone and content strategy on Twitter seems to be consistent with her Facebook feed: She shares mostly promotional photos/videos and uses a young voice that closely matches that of other social media users her age.

*What Spears and her team should note:* On social media, Rodrigo has a strong sense of personal branding, which is apparent in everything from the colors she uses in her photos to the emojis she chooses for her captions. However, despite a noticeable, professional strategy, her language is approachable enough that it seems extremely authentic.

### Situational Analysis

**Strengths:** Spears has the advantage of being one of the most iconic, well-known pop artists in the business. It is extremely rare for anyone in the Western world to have never heard of her or at least one of her songs. Additionally, due to the heightened publicity of her controversial conservatorship and the #FreeBritney movement, public opinion seems to favor Spears and both fans and non-listeners alike are rooting for her success. Lastly, despite everything she has been through, Spears is still an extremely talented singer and performer and can use her musical talents more freely now that she has assumed creative control back from her father's team.

**Weaknesses:** Due to the control that her father's team had over her public image, it is likely that until recently, Spears has not fully owned her social media pages and, therefore, may not be as well-versed in how to use each platform as strategically as some of her competitors. Additionally, years of bullying from the media may have left Spears wary of interviews and public appearances to promote herself and her projects. Lastly, Spears is now 40 years old and may not be able to dance and perform as well as she used to, meaning she is going to have to work extremely hard to stay fit and look fresh to keep up with her younger competitors.

**Opportunities:** Spears has an extremely unique opportunity to completely rebrand herself, which is a second chance that few pop artists get during their careers. Due to the highly-publicized end of her conservatorship, Spears can now move forward with her career as general audiences cheer for her to succeed and fans eagerly await new music. Because of this, the first new single/album/music video that Spears releases will likely garner a strong resurgence in streams and purchases and be well-positioned to go viral on social media.

**Threats:** Despite the opportunities for Spears to make a major career comeback, there are many things that could derail her efforts to have a fresh start as an artist. First and foremost, Spears still has to compete with pop stars from the 1990s–2000s such as P!nk, Christina Aguilera and Gwen Stefani, as well as newcomers such as Dua Lipa and Olivia Rodrigo ... and everyone in between! Additionally, with news and social media moving at such an incredibly fast pace and the average consumer having an extremely short attention span, Spears is going to have to work harder to stay relevant as she moves forward. Finally, there is an increased pressure on musicians and pop artists to be socially-conscious and "woke" on social media, so Spears will need to be more careful with her words and actions than ever before to avoid negative social media attention. And, even if she avoids controversy, Spears will still inevitably encounter trolls on social media who are determined to spread lies and misinformation about her just because they can.

<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>• Immediate name recognition</li> <li>• Public opinion on her side</li> <li>• Musical / performance talents</li> </ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>• Lack of social media experience</li> <li>• Lack of trust in media</li> <li>• Age / appearance</li> </ul>
<p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>• Chance to totally "rebrand" after conservatorship ends</li> <li>• Fans are eager for new content</li> </ul>	<p><b>Threats:</b></p> <ul style="list-style-type: none"> <li>• New and known competitors</li> <li>• Pace of content consumption</li> <li>• "Cancel culture," social media trolls</li> </ul>

### Goals & Objectives

Despite the emotional toll of Spears's life experiences, she has maintained a connection with the "outside" world via her digital presence. In a way, her social media platforms have been her lifeline throughout the past 13 years of her conservatorship, and while her likeability has swayed due to various controversial incidents, Spears's primary fanbase has remained loyal and unwavering. Now that the restraints and limitations placed on Spears because of her conservatorship have been removed, she has an opportunity to not only maintain her fanbase, but to strengthen it, grow it and ultimately, relaunch her brand, personally and professionally. Knowing the speed at which public opinion moves and how short the human attention span really is, this window of opportunity may be small, making it the optimal time to capitalize on it. A digital refresh, combined with positive changes to Spears's persona, could take her into the next chapter of her life with more room for growth than ever before.

Objectively, the proposed social media strategy will aim to sizzle, speak and sell.



**Sizzle:** Through carefully identified tactics, Spears will redefine her brand and extend it online. While long-standing fans remain supportive of Spears's career, the overall perception of Spears isn't entirely favorable. In many ways, she appears unrefined and silly, but in strategically altering the ways in which she communicates online, she has the opportunity to appropriately represent her angst and frustration in combination with her intellect, talent and overall influence. The goal is to effectively use social media as a platform to elevate Britney Spears, her brand and her person.



**Speak:** In the past, Spears has attempted to engage in two-way dialogue with both her fans and non-supporters, but unfortunately, during the era in which she attempted to live "normally," many simply took advantage of her. Now, however, digital communication offers a new and, in Spears's case, much safer way of connecting. Spears can engage with much more control and without the risk of being physically accosted. Spears now has the opportunity to directly communicate with fans, making her relationship with her surrounding community that much stronger, and in a way, exclusive.



**Sell:** A stronger digital connection with fans will inevitably uplift Spears's career as a pop superstar. Now that Spears has the freedom to make professional decisions, she can capitalize on her past successes and seek new ways of increasing revenue. She is a

musician, so the promotion and sale of her music is top priority. In addition, a revamp of content will drive the desire for merchandise and an increased interest in the Britney Spears museum, both additional viable routes to increase revenue and profitability. Utilizing her many online platforms, the goal is to grow Spears's net worth, placing her on solid financial ground as she moves into this next phase of her life.

**In summation, there two primary goals of this proposed digital strategy:**

- 1) Alter the overall perception of Britney Spears by allowing her brand to mature and become truly representative of her personal growth and authenticity; grow and further connect with her fanbase; gain new fans
- 2) Increase Britney Spears's net worth by utilizing her decades-worth of work and implementing new ways of promoting, presenting and selling her music, her merchandise and her image

**Key Performance Indicators (KPIs) will be structured as follows:**

- Social Media / Digital Persona
  - A steady increase in positive perception and sentiment, researched and measured by scheduled sentiment analysis reports
  - An increase in social media followers, with a goal of a 20% increase by December 2022, primarily amongst younger millennials and zoomers
  - An increase in social media engagement overall, with a goal of a 20% increase in reactions, comments and shares across all platforms combined by December 2022
- Music and Merchandise
  - An increase in music streams across Spotify, Apple Music and YouTube, with a goal of a 15% increase by December 2022
  - An increase in digital music purchases, with a goal of a 10% increase by December 2022
  - An increase in merchandise purchases from britneyspears.com, with a goal of a 20% increase by December 2022

## Strategies

To determine how to best connect Spears with her fans online, it is important that we understand exactly who her fans are. For this marketing plan, we have identified three distinct audiences we will create content for:

### **Millennial women**

- Demographic fast facts:
  - Millennials are between the ages of 27 and 41 (Neufeld, 2021).
  - They make up 23% of the population (Neufeld, 2021).
  - They are the most educated adult generation in the world (Neufeld, 2021).
  - Over half of millennials are single, but 25% have children (Mediakix).
  - 56% of millennials worldwide are white (Mediakix).
  - 88% of them live in metropolitan areas / cities (Mediakix).
- Music tastes / habits:
  - Millennials stream music on Spotify for over 2 hours a day on average (Spotify Advertising).
  - 75% of them reported that music is important to their identity (Spotify Advertising).
  - 84% say their music tastes span genres (Spotify Advertising).



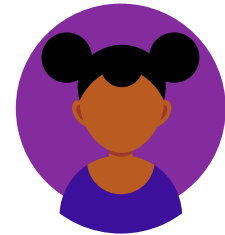


These are the "90's kids" who grew up with Spears since her days in the Mickey Mouse club. They remember watching Spears on TV and also witnessed the joint efforts of the media and tabloids to profit off her mental health struggles all throughout her career, but primarily in the 2000s. Because millennials have experienced a technological evolution as well as several traumatic economic, political and social events collectively, nostalgia is an extremely effective selling factor (Friedman, 2016).

On social media, this demographic tends to gravitate towards visual social media platforms such as Facebook, Instagram and Pinterest and is generally very active on social media (Digital Media Ninja, 2021). With Spears being such a definitive cultural icon during their adolescence, her brand / image is well-positioned to greatly appeal to members of this generation.

### **Gen Z (Zoomer) girls/women**

- Demographic fast facts:
  - Anyone born after 1996 is part of "Generation Z" (Pew, 2020).
  - Many experienced an international pandemic and several political crises before adulthood (Pew, 2020).
  - They are politically progressive, much like millennials (Pew, 2020).
  - They are on track to surpass millennials as the most educated adult generation (Pew, 2020).
  - Only 51% are white, and 22% have a parent who is an immigrant (Pew, 2020).
- Music tastes / habits:
  - Overall, Gen Z's music tastes are extremely reflective of their emotions, and almost half find sad songs comforting (Spotify Newsroom).
  - Gen Z listeners like discovering new music and strongly value authenticity (Spotify Newsroom).
  - Additionally, zoomers are extremely politically engaged and often expect musicians to be as well (Spotify Newsroom).



This segment consists of girls/women who are either in high school or college, and while they may be familiar with Spears's image and music, they probably don't fully understand the cultural impact she had in the late 1990s/early 2000s. This means that they probably do not have the same nostalgic sentiment towards her that many millennials possess. On social media, zoomers spend the majority of their time on YouTube, Instagram and TikTok (Pew, 2020).

Gen Z is one of the most well-educated, technologically savvy and culturally aware generations in history. Zoomers can very quickly sense inauthenticity on social media and inherently understand the different cultures of each social media platform. With their emphasis on Y2K fashion, "girl power" and mental health awareness, they are likely to respond well to Spears's music, aesthetic and overall brand, in addition to showing sympathy towards her and her former struggle against her conservatorship.

### **The LGBTQ+ community**

- Demographic fast facts:
  - This community's population is growing, and Gen Z has more LGBTQ+ people within it than any other generation (Pew, 2020).
  - Around 2-4% of American adults identified as LGBTQ+ in 2014, and that number has likely risen due to more zoomers reaching adulthood and identifying with the community (Gates, 2014).
  - This community shares the racial and ethnic makeup of their cisgender / heterosexual counterparts (Gates, 2014).



- Music tastes / habits:
  - While it is difficult to gather data summarizing this entire community's music tastes and listening habits, it is common for LGBTQ+ nightclubs to play disco/dance music, which explains why Spears and her electronic dance-pop sound is extremely popular with this segment (Gallant, 2018).

The LGBTQ+ community has supported Spears from the start of her career, and her music has been a staple of queer culture since the early 2000s. In return, Spears has been outwardly supportive of her LGBTQ+ fans, especially on social media where she celebrates Pride Month every June. Additionally, Spears has a lot of influence in the drag queen community, similarly to pop icons such as Madonna and Cher. Many queens gain popularity impersonating her, such as *RuPaul's Drag Race* stars Derrick Berry and Tatianna, and it is extremely common for queens to perform lip-sync routines to her songs at shows.

As the LGBTQ+ community largely consists of millennials and zoomers, it is important for Spears and her team to use platforms and strategies to reach both generations to ultimately connect with this segment. To target each of our designated audiences, we need to identify the digital spaces at which they congregate and meet them with messages that will appeal to their emotional connection with Spears. Listed below are the best platforms at which to meet each audience segment, inclusive of a content guide on how to reach audience members:

- For millennials, who prefer highly visual channels and therefore tend to congregate on Facebook, Instagram and Pinterest, content should be focused on mental health, self care, nostalgia and empowerment.
- For zoomers, who are especially active on Tik Tok and Instagram, Spears should focus on posting dance videos, selfies, fashion-related content and performance videos, as this content fits in well with the culture of those platforms.
- Finally, to reach the LGBTQ+ community, Spears should focus on the following sites with many engaged LGBTQ+ individuals: Twitter and Instagram. On Twitter, Spears should post promotional and funny content, such as clever quips, memes or silly interview clips.

With her recent victory over her conservatorship and public support at an all-time high, Spears has a once-in-a-lifetime opportunity to rebrand and reposition herself as a beloved pop culture icon. To do so, Spears should use her experience and influence to demonstrate that she is an expert/leader on three major topics:

- Pop music – Spears has years of experience in the music business and recorded multiple decade-defining, chart-topping songs from the 1990s–2010s. By sharing performance videos, music videos and dance routines, Spears can demonstrate her talent and maintain her position as a pop music icon.
- Mental health – Even though Spears's mental health struggles were the topic of dinner conversations, tabloid covers and late-night TV punchlines for years, by addressing her challenges and how she has overcome them and encouraging others to do the same, Spears can position herself as an advocate for mental health awareness and a source of inspiration for those with similar struggles.
- Authenticity – Because Spears has lived the majority of her life in the public eye, many of her fans know more about her than the average person knows about an acquaintance. Spears can use this to her advantage on social media and post content that allows her to be vulnerable, giving fans an intimate look into her day-to-day life, while allowing her the control to decide what is shared and what is not.

Spears's Online Value Proposition:

## *The Freedom to Be.*

Since coming onto the music scene, Spears's message as an artist has revolved around the importance of self-expression and being true to one's self. Her public struggle to end her conservatorship has underlined the importance of this message and has given people a glimpse of the pressure she has faced since she was a child.

As aforementioned, this message of freedom, self-expression and authenticity is something that could strongly resonate with each of Spears's 3 audience segments. For example, millennials are known for challenging social norms pertaining to work and family life, which demonstrates how they strongly value their free time, their freedom to look a certain way, and their ability to make lifestyle choices that work for them, regardless of traditional expectations. Similarly, zoomers also push traditional boundaries for the sake of self-expression, often in terms of their personal aesthetic and gender identification. Finally, for many LGBTQ+ individuals, the freedom to openly express their identity and relationships is incredibly important, making self-acceptance and authenticity cornerstones of the queer community.

To help Spears's brand become more credible, we suggest focusing on two aspects: competency and authenticity. Starting with competency, it is important to acknowledge that we whole-heartedly believe that Spears is an intelligent, strong and capable woman: however, due to the emotional and mental turmoil she has endured because of her conservatorship, her posts on social media could at best be described as "unrefined" and at worst "unhinged." In no way do we suggest censoring Spears, but instead, our team would help her edit her captions to appear more thoughtful and intentional, and thus, more competent.

For example, the caption to the left was posted by Spears on Instagram, accompanying a series of selfies in a light pink tee shirt. Below her caption is our team's edits, which emphasizes her love for fashion while cutting down on the sporadic emojis, run-on sentences and self-deprecating / body-shaming language:

The other way we will boost Spears's credibility is by helping her boost her authenticity on social media. As her fans have played a major role in helping to release her from her conservatorship, it is important for them to see that she is a real person and that she sees them as real people as well. To help foster more genuine connections between the singer and her followers, we suggest that



**britneyspears** 🌟 Ok ... I ordered this shirt 🍑 online and it's my favorite shirt now ... it's peach 🍑 !!!!! It's kinda weird but it makes me feel young ... happy ... and peaceful !!!! Odd I know ... what the color of a shirt can do but believe it or not it's pretty effective 🍌🍌🍌 !!!!! I mean ... to make a long story longer ... this shirt made me realize how much weight I lost !!!!! I actually had to facetune some of these pics to make me look bigger for a change ... I guess it's fall 🍁 !!!!! Not sure why but I have a lot of videos and pics from the summer I never used because well I'm bigger ... I know that sounds shallow as hell but if I get the balls to show you videos of how much bigger I was in comparison to now you'll say damn too 🤔 !!!!!



**britneyspears** 🌟 This peach shirt is giving me LIFE! 🍑 ✨ It's amazing how much wearing a beautiful color can boost your mood, your mindset... and your confidence!!! What pieces are you obsessed with lately?

Spears engage fans on an individual level, taking a note from fellow singer Taylor Swift. This could come in the form of responding directly to fan comments on her posts, sending fans DMs thanking them for sharing fanart or pictures from #FreeBritney protests, or reposting videos of fans dancing to her songs with encouraging messages.

Whether a fan is visiting Spears's website, seeing her perform live or engaging with a post from her on social media, the experience should be consistent with Spears's brand. This includes consistency among aesthetics (such as color palettes, font choices and stylistic elements), language and tone/sentiment. Changes to Spears's branding can be seen within the following examples:



Spears's new branding is consistent with the look and feel of the brand she's been tied to in the past (lots of bright colors, bubblegum pink, black and white photography, trendy fonts) but is elevated to reflect the new chapter she's entering. The darker tones of magenta, purple and navy suggest a more mature yet still-feminine Spears; the clean lines and simple design layouts are meant to evoke the sense of control that Spears has newly acquired; and the graphic nature of the secondary font "Majesty" rounds out Spears's new brand with just enough edge to sever Spears from her "school girl" past.

Additionally, to achieve a consistent look and feel, each of Spears's channels should be user-friendly, intuitive and engaging—in a way that is accessible to all. Channels should also link to one another to drive audience traffic across platforms. For example, on Spears's website, her social media accounts should be clearly linked and easy to find. Additionally, Spears could have links to her Spotify or Apple Music page in her Instagram bio and/or could share excerpts from her website on Twitter.

To implement all of the suggested changes to Spears's digital strategy, we will use the following tools:

- *Facebook, Instagram, Twitter, TikTok and YouTube*: the social media accounts that Spears will post on to share pieces of her story and connect with her audience members.
- *Patreon*: platform that will allow Spears to create highly personalized content that she can share with her most committed fans. This can serve as a safe space for Spears to create content that will undergo less scrutiny and receive less abuse from trolls as she begins to rebuild her platform.
- *HootSuite Pro*: an affordable software that will help Spears and her social media team develop, schedule and post content, as well as measure her followers, engagement and messages across her various accounts.
- *Canva Pro*: will allow Spears's team—as well as Spears herself, if she would like—to quickly put together social media graphics and posts that have her branded elements, such as her go-to fonts, colors and photographs—all easy to access and ready to use.
- *Critical Impact*: email marketing platform designed for innovation, ease-of-use and dynamic campaigns that will be used for mass outreach and promotion of Spears's music and merchandise.
- *Google Analytics*: tool that will allow the team to see how much traffic is being driven to the website, what pages visitors are clicking on and how long they are spending on each page. This will help us measure the success of digital campaigns.



- *Basecamp*: a project management software that will allow Spears and her team to communicate ideas and stay on track of group tasks in an organized, easy-to-navigate and customizable template.

## Tactics

The following tactics will be used to attract and engage the previously defined target audiences in an effort to increase positive sentiment, social media followers and engagement, music streams and purchases, and merchandise sales.

Prior to January 1, 2022, a full audit of Spears's current marketing and social media platforms will be completed and efforts will be made to apply consistency and refinement across the board. Her platforms will be set up to launch the tactics described here.

Tactics can be delineated into five categories: Social Media, Patreon, Grassroots Endeavors, Music and Merchandise. There will be two marketing campaigns, each in one half of 2022. Tactics will be driven by the following campaigns: Stronger than Yesterday (January-June) and Britney's Back, B\*tch! (July-December).

### ***Stronger than Yesterday: January 1 – June 30, 2022***

"Stronger than yesterday" is a lyric from Spears's song, "Stronger." Having recently been freed from her conservatorship, Britney is regaining her independence and strength in her own way. It's admirable and fans are watching. This is an opportunity for Spears to present her best self and demonstrate competency and authenticity.

**Social Media:** #StrongerThanYesterday will be used throughout Spears's social media platforms. Each week, three #StrongerThanYesterday posts will be written for Facebook, Instagram and Twitter. Posts of all mediums will revolve around the activities in Spears's life that make her feel strong and confident. Followers will be encouraged to use the hashtag in a similar fashion, allowing Spears to identify and engage with loyal fans. Spears will comment on or share 5 or more followers' #StrongerThanYesterday posts each week. If warranted, she'll also be encouraged to periodically direct message followers who demonstrate their loyalty and passion for the Britney Spears brand.

On TikTok, Spears should continue creating videos that show her dancing or modeling. In addition, she'll add in short videos explaining how she is #StrongerThanYesterday. Spears should create at least 3 TikTok videos each week, participating in trends and ideally, creating new ones.

**Patreon:** On January 15, Spears will launch her Patreon profile for more long-form content. Currently, there are no other celebrities with a fanbase as large as Spears's on Patreon, so her profile will immediately garner attention. Because Patreon is subscription based, it is a means of identifying, gathering and engaging with Spears's most loyal fans. It's viewed as a "safe" platform for creating, free for the most part from trolls and general negativity. On Patreon, Spears can tell her story in a more intimate setting. Through weekly blogs and vlogs, Spears will share details of her life that have not yet been reported or exploited by the media. She'll use Patreon as a platform to advocate for not only justice, but mental health awareness. 20% of Spears's subscriber earnings will be donated to a mental health organization of Spears's choosing.

**Grassroots Endeavors:** To further connect with fans, 100 of Spears's most loyal, genuine and active followers—many who run fan pages—on social media will be identified, and Spears will send each of them a personalized letter and a “Stronger than Yesterday” specialty shirt. 20 packages will be sent each month—February through June—in hopes that recipients will share their gifts and excitement via photos, videos and messages on social media.

**Music:** In the first half of 2022, there will not be a strong emphasis on Spears's music, other than organic promotion through Spears's own posts and videos, in addition to her engagement with fans on her YouTube channel. Late-June Spears will begin to tease—on all platforms—the rerelease of four of her albums. Emphasis will be placed on the fact that the rerelease of these albums allows Spears to “do it her way,” without the direction of an authority figure.

**Merchandise:** In addition to what is currently for sale on britneyspears.com, new clothing and tchotchkes will be designed inclusive of the phrase, “Stronger than Yesterday.” Clothing will be reflective of Spears's current style, i.e., crop tops, hats, and loungewear, some donned in rhinestones. While it's a tight turnaround, ideally Spears is able to begin promotion of her new (and old) items by December 2, 2021, her 40th birthday and in time for gift-giving holidays. Regardless, continuous promotion—primarily via email marketing—and sale of these new items will take place January 1 through June 30, 2022.

In addition to the above mentioned tactics, Spears's team will work to schedule high-profile interviews throughout the first six months of this campaign. An interview with Oprah will ideally take place by the end of February.

### ***Britney's Back, B\*tch: July 1 - December 31, 2022***

Beginning July 1, the tone of Spears's “comeback” will change slightly: Her strength will give way to a ferocious empowerment. “Britney's Back, B\*tch” is a play on the beginning phrase stated in Spears's song, “Gimme More.” “It's Britney, B\*tch” is the actual phrase used, a phrase that has upheld its popularity since the release of “Gimme More” in 2007 (The Associated Press, 2007). “Britney's Back, B\*tch” will drive the following tactics throughout the latter half of 2022, allowing Spears to show a bit of angst amidst her power. Spears is known as the Pop Princess, and “Britney's Back, B\*tch” will allow her to reclaim her crown. Music and performance will be a strong focus during this campaign.

**Social Media:** Similar to the “Stronger than Yesterday” campaign, Spears will use #BritneysBackBitch within her social media posts. Posts tied to this campaign should highlight Spears's talent as a singer, dancer and overall performer, in addition to reflecting her opinions and advocacy for mental health through the use of strong, intentional language. Spears will post three #BritneysBackBitch posts each week on Facebook, Instagram and Twitter. Fans will be encouraged to use #BritneysBackBitch in ways that spotlight Spears's prolific performances as well as her newfound strength and authenticity. With the help of her team, Spears will identify followers who best utilize the hashtag and engage with them by commenting or sharing their work. If called for, Spears will direct message fans who are truly making an impact and simply thank them for their loyalty.

Spears will continue to use TikTok to showcase her dancing and modeling; however, clips of past performances as well as new choreography should be the focus. Teaching new choreography via TikTok gives way to the creation of trends that have the potential to go viral. All TikTok videos utilizing performance footage and/or presenting new, learnable choreography, will use #BritneysBackBitch.

**Patreon:** Spears's Patreon profile will make a noticeable shift beginning July 1, becoming more musically driven. While Spears will continue to openly share her thoughts and opinions via blogs and vlogs, she'll also reflect on past performances, recalling behind-the-scenes moments that most fans won't know.

Subscribers should feel as if they know Spears on a personal level, as if they are privy to her secrets. In addition to showcasing past performances, Spears will be encouraged to perform acoustic versions of her music, as well as teach either new or previously performed stage choreography. Again, subscribers of Spears's profile should receive exclusive information, making it an incredibly desirable platform for Spears's most engaged and supportive fanbase.

**Grassroots Endeavors:** Taking a more musically driven approach, the top listeners of Spears's music on Spotify, Apple Music and YouTube will be identified and contacted by Spears's public relations team. In November and December, 100 of those listeners will be mailed a signed, gold and glittered album of Spears's number one songs. 50 albums will be mailed in November in conjunction with the rerelease of *In the Zone*, and 50 albums will be mailed in early-December as a celebration of Spears's 41st birthday.

**Music:** On June 25, Spears will announce via Facebook, Instagram, Twitter, TikTok and Patreon that she will rerelease four of her most popular albums—*In the Zone*, *Blackout*, *Circus*, and *Femme Fatale*—all of which are over 10 years old. The first album to be re-released will be *In the Zone* on November 18, which was originally released November 18, 2003 (Hogan, 2021). Leading up to that date, the majority of the rerelease promotion will focus on *In the Zone*, but in general, Spears's musical relaunch will be positioned as a way in which a more mature Spears takes ownership of her music, redefines it, adds new messaging and reestablishes her status within pop royalty.

July 1 – September 30, Spears will create at least one post every other week about what she is currently doing to elevate her albums and prepare for a relaunch of her music career. Beginning October 1, at least one post per week will be created, and by mid-October, the primary focus of Spears's digital engagement will be her music, performance and overall reconnection with fans. Publicity will be key; Spears's team will provide press releases and articles to various entertainment outlets, and Spears, herself, will determine the interviews in which she'd like to participate. *Blackout*, *Circus*, and *Femme Fatale* will be strategically rereleased throughout 2023.

**Merchandise:** On July 1, "Britney's Back, B\*tch" apparel and other items will be added to her official online store. As with the "Stronger than Yesterday" line, the new apparel will be reflective of Spears's style, as she will have a say in the design. All merchandise will be subtly promoted via Spears's social posts; however, the majority of the marketing will be done through email to those who choose to provide their email address on britneyspears.com. Promotion of "Britney's Back, B\*tch" will continue through December 31, 2022. In addition, on December 2, in conjunction with Spears's birthday, a limited-edition coffee table book showcasing all of Spears's most iconic performance moments will become available for purchase. The first 100 people to order will receive an autographed copy of the book; this will inevitably drive urgency.

In the second half of 2022, larger marketing and publicity efforts will include carefully selected television appearances, with a goal to establish a regular role on *RuPaul's Drag Race*. Ideally, the Britney Spears museum—*In the Zone*—in Los Angeles, CA will also reopen to the public at some point in the second half of 2022, giving Spears an opportunity to both publicize and enjoy her own work from a fan's perspective.

## Actions

The strategic action items outlined above may seem overwhelming at first, making it critically important that each member of Spears's team, including Spears herself, knows the extent of their responsibilities. Implementation of tactics will be conducted by three parties: Britney Spears herself, a Digital Persona Team, and a larger external public relations firm.

**Britney Spears**, herself, will initially draft all social media content she'd like to post. She will be responsible for the creation of personal videos, inclusive of all dance choreography. As the talent, Spears will need to participate in all previously-approved and scheduled interviews and appearances. Ultimately, she will be the final call on all projects. Spears will provide suggestions and edits and make the end decision as to whether or not initiatives move forward. She is the owner of her brand.

**Spears's Digital Persona Team**, led by Liz Schondelmayer and Loren Eisenlohr, will copy edit and post Spears's pre-approved content. Edits to Spears's written drafts, whether for social media posts or blogs, will be done in an effort to maintain campaign consistency and structure. In addition, the Digital Persona Team will curate and edit all pictures and imagery used on Spears's online platforms, this includes website presentation. New content for britneyspears.com as well as overall maintenance and updating of the website will be handled by the Digital Persona Team. Generally speaking, this team will oversee daily maintenance of Spears's personal and public brand image—employing damage control if and when necessary—and act as the liaison between Spears and her selected public relations firm.

**The public relations firm** chosen to work on 2022 campaigns will be responsible for all mass outreach, i.e., email marketing, merchandise promotion, and the building and maintenance of a fan database and/or CRM. They will also take on all tasks associated with scheduling and securing interviews and other television or radio appearances. While the firm itself will not handle manufacturing, they will oversee logistics associated with album production and merchandise distribution. The firm will ensure Spears receives positive publicity regularly and in relation to new releases and launches, primarily surrounding the rerelease of Spears's albums. The reopening of the In the Zone museum will also be handled by Spears's public relations firm.

## Controls

The strategic action items outlined above may seem overwhelming at first, making it critically important that each member of Spears's team, including Spears herself, knows the extent of their responsibilities. Implementation of tactics will be conducted by three parties: Britney Spears herself, a Digital Persona Team, and a larger external public relations firm.

As the team will use many different tactics to advance Spears's brand, each will need clearly defined metrics and KPIs to determine whether the overall strategy is successful. For the first half of the year—in the "Stronger than Yesterday" stage—the team will be looking for patterns and fluctuations in engagement and followers and will make adjustments as needed for the second half of the year in June 2022.

All key performance indicators will be addressed and monitored on a quarterly, yearly and event-driven basis. Baseline metrics will be documented on December 31, 2021 with progress metrics analyzed March 31, June 30, September 30 and December 31, 2022. In addition, metrics will be documented three days after the release of music, the launch of new merchandise and larger public relations efforts (i.e. interviews and appearances on radio and/or television). Progress metrics are as follows:

- Results of Sentiment Analysis Reports
- Cumulative number of social media followers on Facebook, Instagram, Twitter, TikTok and YouTube
- Total number of Patreon subscribers
- Cumulative engagement percentage (reach / engagement) across Facebook, Instagram, Twitter, TikTok and YouTube
- Cumulative number of music streams (original releases only) on Spotify, Apple Music and Youtube
- Revenue generated by music purchases from Amazon and iTunes Music
- Revenue generated by merchandise sales from store.britneyspears.com

For each of the tactics highlighted, success will be monitored with the following KPIs, using the following tools:

**Social Media:** As the goal for social media is to increase both engagement and followers across platforms from December 31, 2021 to December 21, 2022 by 20%, Spears should aim for an average increase of 1.67% each month. We will use Hootsuite Pro to gather this data and will analyze it once a month to ensure we are on the right track, making adjustments as needed.

**Patreon:** On Patreon, success will be measured by the number of subscribers Spears attracts. As the most competitive Patreon creators have around 10,000-15,000 patrons each, success for Spears will be defined as hitting 10,000 patrons in her first year on the platform. Each month, we will compare the amount of subscribers to those before it to determine if there is a steady growth in audience members. On average, Spears would need just over 830 new subscribers each month.

**Grassroots Endeavors:** In the case of the two grassroots campaigns, success will be measured by the virality of the stories, as it is inevitable that word of mouth from the fans receiving packages will spread across the internet. Ideally, and to meet these goals, the stories will be presented by over 10 popular celebrity/pop culture e-news sites (such as People, NowThis, Refinery29, BuzzFeed, Yahoo! News, etc.) and be shared across social media platforms at least 100,00 times in total.

**Music and Merchandise:** In these areas, success will be defined as a 15% increase in Spotify/Apple Music streams, a 10% increase in digital music sales, and a 20% increase in merchandise sales from Spears's online store over the course of the year (all based on total revenue, measured monthly for the sake of monitoring progress and staying on track).





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