

# Contents

Introduction . . . . .	X
<b>CHAPTER 1 Looking Out from the Inside . . . . .</b>	<b>1</b>
Members of the Team. . . . .	1
Typecasting . . . . .	4
ProFile 1: Return to the Top . . . . .	8
<b>CHAPTER 2 Writing a Business Plan . . . . .</b>	<b>11</b>
Dividing the Plan into Sections . . . . .	11
Taking Your Time. . . . .	12
The Elements of a Business Plan . . . . .	13
The Logic in Writing It Out . . . . .	15
Signing the Deal. . . . .	18
ProFile 2: From Home Studio to Commercial Facility . . . . .	19
<b>CHAPTER 3 How Much Does It Cost? How Much Have You Got? . . . . .</b>	<b>22</b>
Buying into Raging Technology. . . . .	22
A Buyer's Primer . . . . .	23
Analog or Digital . . . . .	25
Trends in the Marketplace . . . . .	25
A Low-end, High-quality Setup . . . . .	26
The Next Level. . . . .	27
A Professional Midrange Studio. . . . .	28
The Business Expense Breakdown . . . . .	31
Adding Video . . . . .	32
The Room of Dreams. . . . .	33
Back to the Real World . . . . .	40
ProFile 3: Basking in the Digital Tropical Domain . . . . .	40
<b>CHAPTER 4 Making It Happen. . . . .</b>	<b>42</b>
Getting Funded . . . . .	43
Leasing . . . . .	43
Partnership . . . . .	45
ProFile 4: Finding Your Niche. . . . .	49
Other Ways to Find Money . . . . .	51
ProFile 5: Carving a Creative Niche in a Small Town. . . . .	54
<b>CHAPTER 5 The Project Studio . . . . .</b>	<b>57</b>
Home Studios and the All-in Deal . . . . .	58
The Current Balance . . . . .	59
Home Studios and the Law. . . . .	60
Getting Real . . . . .	64
Independent Contractors. . . . .	64
ProFile 6: World-class in Suburbia . . . . .	67

<b>CHAPTER 6 Expense Planning</b> . . . . .	71
Finding a Break-even Point . . . . .	71
Finding Space . . . . .	74
Phone Systems . . . . .	79
Turning on the Lights . . . . .	82
Legal and Accounting Services . . . . .	83
The Insurance Maze . . . . .	84
Medical Plans . . . . .	87
Support Services . . . . .	89
Studio Support Pros . . . . .	90
Other Office Expenses . . . . .	94
ProFile 7: Cooking Up a Studio . . . . .	97
<b>CHAPTER 7 Putting a Price on Value</b> . . . . .	100
Location . . . . .	100
ProFile 8: Fine Arts in Fargo . . . . .	102
Square Footage . . . . .	104
Considering the Equipment . . . . .	106
ProFile 9: Choosing Vintage Gear to Create a Unique Facility . . . . .	108
The Quality of the Staff . . . . .	110
The People Connection . . . . .	110
Creature Comforts . . . . .	111
The Care and Feeding of Your Reputation . . . . .	112
Setting Rates . . . . .	113
ProFile 10: A Tree Grows In Georgia . . . . .	117
Bidding on Projects . . . . .	119
Bidding on Films . . . . .	122
ProFile 11: Destination: Studio . . . . .	124
Getting Paid . . . . .	127
ProFile 12: Multiple Income Streams . . . . .	131
<b>CHAPTER 8 Income Sources: Getting Creative</b> . . . . .	134
The Lesson of the Nine Dots . . . . .	134
Getting into Production . . . . .	135
Speculating on Success . . . . .	143
Gig Band Album Packages . . . . .	144
Playing on the Session . . . . .	145
Scoring to Picture . . . . .	145
ProFile 13: Navigating the Television Jungle . . . . .	148
Duplication . . . . .	151
CD Transfers . . . . .	151
Music and Dialog Editing . . . . .	152
Renting Out Equipment . . . . .	153
Renting Out the Room . . . . .	155
Teaching School . . . . .	156
Art for Art's Sake . . . . .	157
The Puzzle Solution . . . . .	158
ProFile 14: Diversity and Uncompromising Quality . . . . .	159
<b>CHAPTER 9 Developing Contacts</b> . . . . .	162
Making New Connections . . . . .	163
The Cold Call . . . . .	165
ProFile 15: Recording the Fine Arts . . . . .	169

Telemarketing and Commission Sales . . . . .	171
Schmoozing Your Way to Success . . . . .	172
ProFile 16: Jammin' Down the Digital Highway . . . . .	174
<b>CHAPTER 10 Advertising and PR . . . . .</b>	<b>177</b>
Using Direct Mail . . . . .	177
Print Ads . . . . .	181
The Web . . . . .	184
Staying in Touch . . . . .	186
Getting Publicity . . . . .	186
ProFile 17: Rising from the Ashes . . . . .	188
<b>CHAPTER 11 The Art of Scheduling . . . . .</b>	<b>192</b>
Scheduling Guidelines . . . . .	193
Problems and Conflicts in Scheduling . . . . .	198
Trying to Please Everyone, All the Time: A Recurring Story . . . . .	201
The Schedule Book . . . . .	205
ProFile 18: Nashville Surround Sound . . . . .	207
Booking and Work Orders . . . . .	209
Internal Scheduling . . . . .	212
Planning for a Marathon Session . . . . .	214
Projects from Mars . . . . .	216
<b>CHAPTER 12 Keeping Track of Things . . . . .</b>	<b>219</b>
The Media Vault . . . . .	220
Numbering Systems . . . . .	223
Minding the Store . . . . .	224
<b>CHAPTER 13 Politics and Psychology . . . . .</b>	<b>227</b>
Setting the Scene . . . . .	227
Dealing with Personalities . . . . .	230
Post-session Politics . . . . .	236
When You Lose a Client . . . . .	237
ProFile 19: The UK Alternative . . . . .	239
<b>CHAPTER 14 Equipment, Money, and Strategy . . . . .</b>	<b>241</b>
Choosing the Right Equipment . . . . .	241
Buying Intelligently . . . . .	244
ProFile 20: Composer Collective . . . . .	248
Finessing Sizable Sums . . . . .	249
Beta Testing a Weighty Alternative . . . . .	256
ProFile 21: Hitting the Jackpot . . . . .	257
<b>CHAPTER 15 On Being the Boss . . . . .</b>	<b>261</b>
How to Play Fair and Stay in Chicago . . . . .	261
Payroll Etiquette . . . . .	263
Company Meetings . . . . .	264
Taking Responsibility . . . . .	269
Some Personal Philosophy . . . . .	269
ProFile 22: High-End Recording on the Prairie . . . . .	273
<b>CHAPTER 16 Hiring and Firing . . . . .</b>	<b>276</b>
Hiring a Receptionist . . . . .	276
Hiring an Engineer . . . . .	278
Learning the Rules . . . . .	280

Interviewing . . . . .	283
ProFile 23: Analog Style . . . . .	287
Interns . . . . .	288
People Problems. . . . .	289
Salaries and Egos . . . . .	291
ProFile 24: Creativity and Five-Star Service . . . . .	292
When to Raise a Salary . . . . .	295
When to Fire an Employee . . . . .	295
Dealing with Substance Abuse . . . . .	296
<b>CHAPTER 17 The Employee Manual. . . . .</b>	<b>299</b>
The Employee Handbook . . . . .	300
The Interlok Employee Handbook . . . . .	302
ProFile 25: The New Music Industry . . . . .	323
<b>CHAPTER 18 Coping with Disaster . . . . .</b>	<b>327</b>
The Client Spills His Drink on the Console . . . . .	327
A Fistfight Breaks Out in the Control Room. . . . .	328
The Specially Shipped Gear for the Sunday Session Gets Locked in the Warehouse for the Weekend . . . . .	329
The Entire 30-minute Master Gets Accidentally Erased . . . . .	329
The Producer Decides the Monitoring System Is Unacceptable. . . . .	330
The Superstar Books a Session and Then Has His Own Disaster . . . . .	331
The Studio Gets Some Unexpected Publicity . . . . .	332
A Plumbing Problem Gives “Surf’s Up” a Whole New Meaning . . . . .	332
<b>CHAPTER 19 Betting on the Future . . . . .</b>	<b>334</b>
Equipping Yourself for Change . . . . .	334
Trends That Look Like They Aren’t About to Disappear. . . . .	335
Looking for the Middle. . . . .	336
The Writing on the Wall . . . . .	336
Coming Soon... . . . .	337
Finding Your Own Way . . . . .	337
<b>APPENDIX The Manager’s Quick Reference Guide . . . . .</b>	<b>339</b>
Pro and Home Recording Formats . . . . .	344
Professional Organizations . . . . .	347
Web Resources. . . . .	348
Trade Magazines . . . . .	349
Recommended Reading . . . . .	349
<b>Index . . . . .</b>	<b>352</b>