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## **BUILDING MINIMUM VIABLE PRODUCT (MVP) FOR DANCE COVER GROUP OF HARU ENTERTAINMENT**

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**Abstract.** Haru Entertainment is a performance based company that have 3 phase of business growth. For each phase, there are investing, promoting and decline period. Currently the company is on the investing period of dance cover focused phase. One of the activity in the investing period is making Minimum Viable Product (MVP). This research conducted in qualitative method using semi-structured interview to gather information about audience' preference towards dance cover video. The audience' preference is used for the researcher to create dance cover video to be tested. The test is to conclude id the video already reach MVP or not by testing the value and growth hypothesis. The value hypothesis tested using video scoring test and the growth hypothesis is tested by tracking the number of views on Youtube. By using the current company resources, Haru Entertainment is unable to create MVP for dance cover video and need to do next iteration using insight from the interview conducted.

**Keywords:** *Dance Cover, Growth Hypothesis, MVP, Performance, Value Hypothesis*

### **Introduction**

K-Pop becomes one of the fastest growing area in Korean Wave (Billboard, 2011). The K-Pop phenomenon creates a new trend among young generation in Europe and Southeast Asia by imitating K-Pop songs and dances also known by video cover (Min-soo, 2012). Haru Entertainment is a performance based business which focused on the art of choreography. The company divides its growth phases into 3 stages, first 2 years will be Dance Cover Focused Phase, Original Choreography Focused Phase on the next 1 year and the last is Indonesia Culture Value Focused Phase for another one year. Each stage divides into 3 periods: investing, promoting and decline period. Investing period consist of several activities needed for developing performance before it is launched to the public on the promoting period. The company want to make sure the performance is accepted well and make positive feedback towards the company awareness. One of the activity in the investing period is creating Minimum Viable Product (MVP) and currently, the company is on the Dance Cover Focused phase.

MVP is a method for developing new product to minimize the waste and the risk of the product is not being accepted in the market (Ries, 2011). A product is reached MVP when it is fulfilled the value hypothesis and the growth hypothesis as Ries (2011) stated:

“The value hypothesis tests whether a product or service really delivers value to customer (audiences) once they are using it. ...the growth hypothesis, which tests how new customers (audiences) will discover product and service...” (Ries, 2011)

This research conducted to help the company reach MVP using Build-Measure-Learn Feedback Loop method by Ries (2011) and limited to one iterations. The value hypothesis tested using video scoring by respondents and the growth hypothesis is tested using the number of video views within a week in Youtube.

### **Theoretical Foundations**

Dance cover becoming trend globally and Billboard Korea defined it as a term that used for a party who imitate K-Pop artist's dance choreography (Billboard, 2011). Haru Entertainment is a performance-

based business who still starting up the business. Every business will going through four phases of business life cycle (startup, growth, maturity and renewal/decline) and by understanding the current stage of the business, it can help the business creates more suitable strategy to gain advantages in their business activity (Dempsey, 2018)

The most important phase of the business life cycle is on the seed and development stage when the business decides where to put their investment. The viability of the business likely to be will be assessed and the business suggested to gather advices and opinions from as many sources as possible (Petch, 2016)

The old style of developing product by construct a long term, well planned strategy is only accurate when based on a long stable operating history and relatively static environment which startups did not have (Ries, 2011). Rather than creating a prototype, the company decided to create MVP instead. The prototype can be defined as “... any representation of a design idea, regardless of the medium” (Houde & Hill, 1997).

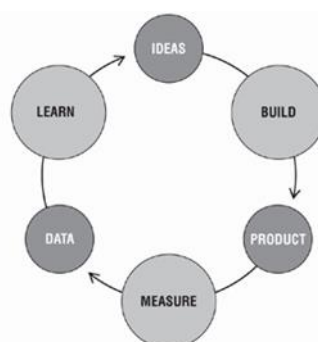
With the MVP, the company not only show a represent of their ideas, instead the MVP will show the core features of the product that enables the company tests their assumption towards specific market or the product itself (Möllers, 2016). By using Minimum Viable Product, the startup is given more agile product strategy also minimizing the cost and development time to overcome the extreme uncertainty environment.

The MVP is created in order to reduce the amount of time spent on the product that not appreciated by the customers (audiences) which leads a completely failed finished product in the market. Haru Entertainment wanted to create Minimum Viable Product (MVP) of a Youtube Dance Cover Video. There are several attributes of video that attract more audiences especially for dance cover videos. Data from interview with Violet shown the detail of the dance is the most important for a dance cover performance (live). The company wants to know the three most important attributes that customers care for a dance cover video by conducting a test and in-depth interview with potential audiences.

There are two type of prototype, the low fidelity and high fidelity prototype. The term is usually used in technology-based product. The low fidelity prototype can be defined as a prototype that have limited degree of interaction possibility and functionality with the goals are to communicate, educate and inform, but not to train or serve as a basis (Rudd, Stern, & Isensee, 1996). The high-fidelity prototype can be described as a version that can be applied for detailed user testing due to fully functional and more interactive version of the prototype (Rudd, Stern, & Isensee, 1996).

The MVP that created on the investing period will be considered as low fidelity MVP which uses only predetermined attributes chosen from literature and interview with Violet. Within the process of making MVP, the attributes can be added or reduced according to the interview results from each iteration of Build-Measure Learn Feedback Loop.

The Build-Measure-Learn feedback loop is the process to reach the MVP with minimum amount of effort and least amount of development time (Ries, 2011), preventing the company to put the capital, effort and time to a product that completely fail in the market. Combined with *Genchi Genbutsu* principal which means “you see it by yourself”, this method really drive the company to look at the current situation of the market which is very suitable for the startup company who are facing the extreme uncertainty condition (Ries, 2011). The Build-Measure-Learn Feedback Loop can be seen in figure below.



### Figure 1 Build-Measure-Learn Feedback Loop

The potential customers (audiences) of dance cover video are determined based on the interview results with Violet which already exist for 3 years. The audiences will be involved on the MVP making process to know what their preferences towards the dance cover video are. Based on the interview with Violet, there are three main types of audiences that watches dance cover in live performance and Youtube. Type 1 is person who knows K-Pop music; Type 2 is person who knows dance cover and; Type 3 is person who already experienced doing the dance cover by themselves. The summary is shown on the table below:

**Table 1 Type of Respondent**

Type of Respondent	Criteria
Type 1	People who knows K-Pop
Type 2	People who aware and enjoying dance cover
Type 3	People who already experienced doing dance cover

In this research, the attributes of dance cover video will be determined using literature review combined with the interview results with Violet. The attributes itself defined in dictionary as “a quality or feature regarded as a characteristic or inherent part of something.” There are 5 attributes in dance cover video that researcher put in test. Dance, setting & outfit, video quality, gender, and cinematography. Those five attributes are picked by doing literature research on past research and interviewing Violet dance cover group.

The dance attribute is one of the most influenced attribute in dance cover videos because basically it is the point of the performance. In live dance cover performance, the detail of choreography is the most important thing to have a good performance and score in competition (Dellani, Violet Dance Cover, 2018). The setting & outfit attribute chosen because one of the motivation of fans consuming K-Pop content is the visual appealing and high-quality content (Carbonell, et al., 2017), but at the same time the looks of talents is not quite important (Dellani, Violet Dance Cover, 2018). By that, the researcher picks the setting & outfit and cinematography attributes to represent the visual appearance of the dance cover video. High quality camera is one of the elements that very important for independent artist to create an appealing video (Walbert, 2014), thus the quality of video included as one of attribute to be tested. The body gestures between male and female are different when female’ movement is concentrated on hips, male is moving their shoulder more (Yin, 2017), that makes a cross-gender dance cover need an extra effort to create a similar body gestures (Goodwin, 1992). The definition of each attributes is shown in table 2:

**Table 2 Attributes Summary**

Attributes	Definition
Dance	Choreography aspects include detail, power, skill.
Setting & Outfit	The place video taken and costume that dancer wears.
Video Quality	The video format (blurry/clean), framerate per second (video smoothness).
Gender	Gender matching (male idol covered by male cover dancer; female idol covered by female cover dancer).
Cinematography	Camera movement, camera angle, editing.

This research using semi-structured interview to gather data about the personal motivation and preferences toward dance cover video. The researcher also conduct video comparing test to gain indirect information about their preferences. The interview guidance is shown on Table 3:

**Table 3 Interview Guidance**

<b>3 Interview Questions</b>	
<b>Questions</b>	<b>Expected Information</b>
1. What do you like from dance cover video?	Audience' motivation to watch dance cover video
2. What is your expectation towards dance cover video?	Audience' standard towards dance cover video and the most important attribute they think they concerned
3. Who is your favorite cover dancer/dance cover group?	Benchmarking dance cover video
<b>Video Comparing Test</b>	
To gather information about the most important attributes from the respondents by interpreting the result of video they chose. Each video has better attributes compared to another video and the respondents will show the most important attributes indirectly by choosing video they liked most.	

For the video comparing test, the researcher use original songs of *Bangtan Sonyeondan* (BTS) to search for the dance cover video material. BTS is one of the most successful K-Pop idols in the world today by reach number 1 ranking in Billboard with album *Love Yourself: Tear* (Zellner, 2018). Their songs also played in several popular online music applications as a trending songs worldwide. Most of people today know who BTS is and their popularity is already in global area.

The researcher picks 3 popular songs from BTS for the dance cover video comparing test. It represents the difficulty level of choreography, from simple, intermediate and complex. The first song title is "Save Me" with simplest choreography, the second title is "DNA" with intermediate choreography and the third title is "Fire" with complex choreography. The video is randomly picked by researcher using the "[song title] dance cover" keyword on Youtube. The video comparing test starts with the simple level of choreography with the interpretation of audiences' picks is shown on table below:

**Table 4 Test 1 Interpretations**

<b>Video Comparison</b>	<b>Interpretation</b>
Video 01 v Video 02	Video 01 considered to put more effort on the setting & outfit attributes while video 02 have better dance movement. If respondent choose video 01, then the respondent considered to put setting & outfit above the dance attribute. If respondent choose video 02, then the respondent considered to put dance above the setting & outfit attribute.
Video 01 v Video 03	The video quality of video 03 is better than video 01 while video 01 have more powerful dance movement. If respondent choose video 01, then the respondent considered to put dance above the video quality attribute. If respondent choose video 03, then the respondent considered to put video quality above dance attribute. If respondent choose video 02 in the comparison before, then the video quality attribute will be on top of setting & outfit and below dance attribute if the respondent choose video 03.

The video comparing test number 2 will use the intermediate level of choreography with the interpretation of audience' picks is shown on table 5:

**Table 5 Test 2 Interpretations**

<b>Video Comparison</b>	<b>Interpretation</b>
Video 01 v Video 02	Video 01 and video 02 considered to have similar dance movement while video 02 put more effort on setting & outfit attribute. If respondent choose video 02, then the respondent considered to put setting & outfit above the dance attribute. If respondent choose video 01, then the respondent considered to put dance above the setting & outfit attribute.
Video 02 v Video 03	Video 02 have more detailed dance movement while video 03 fulfilled the gender attribute (male cover dancer covering male idol group). If respondent choose video 02, then the respondent considered to put dance above the gender attribute. If respondent choose video 03, then the respondent considered to put gender above the dance attribute. If respondent choose video 01 in the comparison before, then the gender attribute will be on top of setting & outfit and below dance attribute if the respondent choose video 03.

The test number 3 is using the complex level of choreography video materials. The video compared and the interpretations are stated on the table 6:

**Table 6 Test 3 Interpretations**

<b>Video Comparison</b>	<b>Interpretation</b>
Video 01 v Video 02	Video 01 considered to have more powerful dance movement while video 02 put more effort in setting & outfit attribute. If respondent choose video 02, then the respondent considered to put setting & outfit above the dance attribute. If respondent choose video 01, then the respondent considered to put dance above the setting & outfit attribute.
Video 02 v Video 03	Video 03 considered to have better dance movement and formation while video 02 have better cinematography. If respondent choose video 02, then the respondent considered to put cinematography above the dance attribute. If respondent choose video 01, then the respondent considered to put dance above the cinematography attribute. If the respondent choose video 01 in comparison before, the cinematography attribute will be on top of setting & outfit and below dance attribute.

## Methods

This research conducted in qualitative approach by interviewing 10 K-Pop fans which classified into 3 types. The interview conducted to get information about audience' preferences towards dance cover video and is using semi-structured interview also conducted video comparison test to determine the most considered attributes for audiences on dance cover video. There are 5 attributes to be ranked: dance, setting & outfit, video quality, gender, and cinematography. The researcher analyse the data by converting the respondent' picks into the preference of attributes in the video. The researcher picked top 3 attributes to create a new dance cover video (GE Project). The video is uploaded to Youtube to test the value hypothesis and growth hypothesis. For the value hypothesis test, the respondent is asked to score all the video they have been watched for dance and setting & outfit attributes meanwhile the growth hypothesis tested by the number of views of the video in Youtube within a week. The value hypothesis is fulfilled if the GE Project ranked 5 or above within 10 videos and the growth hypothesis is passed when the views reach 504 or more within a week.

## Results and Discussion

The researcher used non-probability sampling to pick 10 respondents to be interviewed and need to represent one of the respondent criteria above. The easiest way to start spreading the dance cover group brand is through the nearest circle of the group itself. After it already attractive for them, usually the word of mouth will make more impact for the group popularity. So, all of the respondent chosen are well known by the company and have high interest in watching dance cover video. The overview can be seen in table below:

**Table 7 Respondents Overview**

<b>Number of respondent</b>	Male	5
	female	5
<b>Age</b>	range	18 – 26
<b>Audiences Type</b>	Type 1	1
	Type 2	3
	Type 3	6

After the interview session with 10 respondents are done, the researcher ranked the score of those 5 attributes and determine the top 3 of the attributes. The score is shown on the figure 2:

	respondent 1 type3	respondent 2 type3	respondent 3 type2	respondent 4 type3	respondent 5 type3	respondent 6 type3	respondent 7 type2	respondent 8 type1	respondent 9 type2	respondent 10 type3	overall
dance	0.78	0.56	0.56	0.67	0.78	0.67	0.56	0.56	0.67	0.67	0.64
setting & outfit	0.56	0.67	0.67	0.89	0.67	0.78	0.67	1.00	1.00	0.89	0.78
video quality	0.67	0.67	0.67	0.33	0.33	0.33	0.67	0.33	0.33	0.33	0.47
gender	0.67	1.00	1.00	0.67	1.00	1.00	1.00	0.67	0.33	0.33	0.77
cinematography	0.67	0.67	0.67	0.33	0.33	0.33	0.67	0.33	0.33	0.67	0.50

**Figure 2 Attributes Score**

The results shown that the top 3 attributes in dance cover videos are: setting & outfit, gender and dance, respectively. The company make a test video (later is GE Project) with using Mashup Song of Infinite – Tell Me and Seventeen – Don't Wanna Cry with a couple dancer (1 male and 1 female) in Riverstone Bistro Cafe. The GE Project considered to serve only two out of three attributes because the limitation of current company resources. The company uploaded the video on July 12, 2018 (<https://www.youtube.com/watch?v=28fjARmqo8Q>)

For the value hypothesis test, the research using video scoring test. The respondent is consist of 9 respondents from previous interview with 6 new respondents with the same criteria shown on the table 1. The respondents overview is shown in table 11:

**Table 8 Video Scoring Test Respondents Overview**

<b>Number of respondent</b>	Male	5
	Female	10
<b>Age</b>	Range	18 – 26
<b>Audiences Type</b>	Type 1	3
	Type 2	5
	Type 3	7

the video scoring consist of 2 attributes: setting & outfit and dance because the GE Project is not fulfill the gender attribute. Each respondent asked to give score between 1 (very bad) and 10 (very good) for each attribute. For the GE Project, the setting and outfit are scored separately because the current company resources cannot provide a similar outfit with the original video. The weight score for the setting and outfit is 0.7 and 0.3. The data analyzed in 2 steps, the data analyzing for each type of audience and the overall data analysis. The video scoring test results by each type of audience is shown on the figure 3-5:

SCORE SUMMARY			
		dance	setting outfit
save me	1	8.33	7.67
	2	8.67	7.00
	3	6.50	7.00
dna	1	6.33	4.67
	2	8.67	8.67
	3	8.67	8.67
fire	1	6.83	3.83
	2	8.33	8.67
	3	8.33	7.67
GE Project		6.67	7.95

RANK			
		dance	setting outfit
1	dna3	8.67	dna3 8.67
2	dna2	8.67	dna2 8.67
3	save me2	8.67	fire2 8.67
4	save me1	8.33	GE Project 7.95
5	fire3	8.33	save me1 7.67
6	fire2	8.33	fire3 7.67
7	fire1	6.83	save me3 7.00
8	GE Project	6.67	save me2 7.00
9	save me3	6.50	dna1 4.67
10	dna1	6.33	fire1 3.83
	average	7.73	7.91

**Figure 3 Audience Type 1 Video Scoring Result**

The GE Project results 8 out of 10 for dance attribute and 4 out of 10 for setting & outfit attribute. The differentiation is -1.06 for dance and +0.04 for setting & outfit attributes with score range is 2.34 for dance and 1.67 for setting and outfit. Even the setting & outfit ranked 4, it considered as bad result since the difference is still below 0.5 with the average score.

SCORE SUMMARY			
		dance	setting outfit
save me	1	8.40	8.00
	2	7.80	7.00
	3	6.80	7.60
dna	1	6.80	6.00
	2	7.80	8.00
	3	8.20	8.00
fire	1	7.60	5.80
	2	7.00	7.80
	3	7.80	7.40
GE Project		7.20	7.34

RANK			
		dance	setting outfit
1	save me1	8.40	save me1 8.00
2	dna3	8.20	dna3 8.00
3	dna2	7.80	dna2 8.00
4	save me2	7.80	fire2 7.80
5	fire3	7.80	save me3 7.60
6	fire1	7.60	fire3 7.40
7	GE Project	7.20	GE Project 7.34
8	fire2	7.00	save me2 7.00
9	save me3	6.80	dna1 6.00
10	dna1	6.80	fire1 5.80
	average	7.54	7.64

**Figure 4 Audience Type 2 Video Scoring Result**

The GE Project results 7 out of 10 for both attributes with difference -0.34 for dance and -0.30 for setting and outfit attributes. The score range for dance attribute is 1.60 and for setting & outfit is 1.00.

SCORE SUMMARY				RANK				
		dance	setting outfit					
save me	1	7.86	8.29	1	dna3	8.36	dna3	8.57
	2	7.79	6.71	2	dna2	8.36	fire2	8.50
	3	5.79	7.71	3	fire3	8.07	save me1	8.29
dna	1	5.93	3.86	4	fire2	7.86	dna2	7.71
	2	8.36	7.71	5	save me1	7.86	save me3	7.71
	3	8.36	8.57	6	save me2	7.79	<b>GE Project</b>	<b>7.07</b>
fire	1	6.00	4.07	7	<b>GE Project</b>	<b>7.00</b>	fire3	6.71
	2	7.86	8.50	8	fire1	6.00	save me2	6.71
	3	8.07	6.71	9	dna1	5.93	fire1	4.07
GE Project		7.00	7.07	10	save me3	5.79	dna1	3.86
					<b>average</b>	<b>7.30</b>		<b>7.66</b>

Figure 5 Audience Type 3 Video Scoring Result

The GE Project results 7 out of 10 for dance and 6 out of 10 for setting & outfit attributes. The differentiation is -0.30 for dance attribute and -0.59 for setting & outfit attributes. The score range for dance and setting & outfit attributes is 2.57 and 1.86 respectively.

For the value hypothesis, this research using the overall video scoring the GE Project ranked 7 out of 10 for both attributes, thus GE Project is not passed the value hypothesis. The overall video scoring results are shown in figure 6:

SCORE SUMMARY					RANK				
		dance (a)	setting & outfit (b)	overall (a+b)/2					
save me	1	8.13	8.07	8.10	1	dna3	8.37	dna3	8.40
	2	7.97	6.87	7.42	2	dna2	8.23	fire2	8.30
	3	6.27	7.53	6.90	3	save me1	8.13	save me1	8.07
dna	1	6.30	4.73	5.52	4	fire3	8.03	dna2	8.00
	2	8.23	8.00	8.12	5	save me2	7.97	save me3	7.53
	3	8.37	8.40	8.38	6	fire2	7.67	<b>GE Project</b>	<b>7.34</b>
fire	1	6.70	4.60	5.65	7	<b>GE Project</b>	<b>7.00</b>	fire3	7.13
	2	7.67	8.30	7.98	8	fire1	6.70	save me2	6.87
	3	8.03	7.13	7.58	9	save me3	6.27	dna1	4.73
GE Project		7.00	7.34	7.17	10	dna1	6.30	fire1	4.60
						<b>average</b>	<b>7.47</b>		<b>7.70</b>

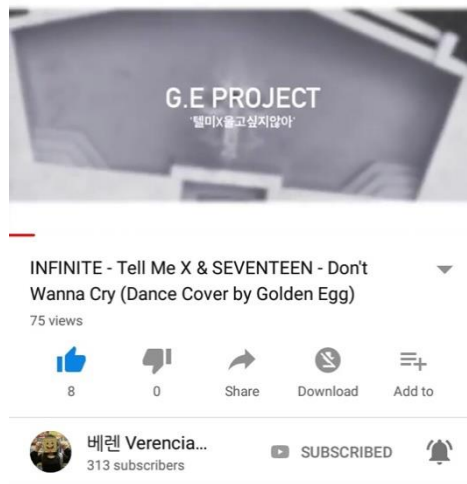
Figure 6 Overall Video Scoring Result

For the growth hypothesis, the target of the company is reach 40% from total target views per week. The calculation of the number of views per week are shown in figure 7:

<b>Target number calculation:</b>	
Average video length	: 1 minute
Target view hours in 12 month	: 4,000. (334 hours/month)
Scheduled uploading video	: Once in a week
Target view hours/video/month	: 84 hours
<b>Target view hours per video per week: 21 hours (1,260 minutes); equal with 1,260 views for each video per week.</b>	

Figure 7 Youtube Views per Week Target Calculation





**Figure 8 GE Project on Youtube (July 20, 2018)**

The total views recorded until July 20, 2018 is 75, from the target 504 views (Figure 8). Thus, the GE Project is not passed the growth hypothesis. Because the GE Project is not passed both value and growth hypothesis, then the GE Project is not yet reach the MVP.

## Conclusions

There are difference personal motivation for audience watch the dance cover video. For the 5 attributes tested, this research shows that top 3 attributes concerned by the audiences is setting & outfit, gender and dance. The interview results also give another insight about other attributes that concerned by the audiences like timing, similarity with the artist and unique style of group.

The GE Project is not yet reach MVP and need more iterations for the company to reach the MVP for dance cover video. GE Project did not reach the company standard to be ranked 5 or above and did not meet the target number of views. The limitation of current company resources will be the main reason the GE Project is not yet reach MVP. The researcher recommends to the company to procures more resources before doing the next iteration and make sure the company in capability to serve those 3 attributes. Besides, there are 4 new attributes found within the interview conducted and worth to be considered in the next iteration.

The research also recommends the company to target audience type 2 because the results shown the type 2 audiences have lower score range and the difference score between GE Project and average score is below 0.5, means the audience type 2 is having medium expectation towards the dance cover video and the difference between a good and bad quality video is not really significant.

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