

**Five Year Business Plan: Marketing and Operational Directions  
Adopted by the Board of Management on 25<sup>th</sup> May 2016**

**Sources:**

- 1. *Future Directions Plan 2015-2020*, Maurice Vast, 20.08.15**
- 2. Further consultation with Directors**
- 3. Further consultation with volunteers**

**1. RATIONALE:**

The need for a systemic reinvigoration of the operations of the Music Broadcasting Society of South Australia (5MBS) is determined by the following context and aspirations: -

**Context**

- The mandatory ACMA review and re-issuing of our broadcast license in September 2017 (our submission must be complete by 30<sup>th</sup> March 2017)
- Changes in patterns of membership churn and donations from listeners
- Changes in technologies - communications, broadcasting and others

**Aspirations**

- To enhance general income sources, by developing a stronger listener base (> 15 000 and paying membership (> 2 250) so that we can offer paid employment to some office-bearers, e.g., the Manager, IT staff and Marketing
- Use of new communications technology (the Internet, social media etc.) to distribute our service more widely
- Active outreach, involvement and advocacy within - and on behalf of - the Adelaide arts community
- Conversion of a younger demographic (< 50 yr. old) to classical music, jazz and associated genres
- Better communication and dialogue with listeners
- Greater consistency in branding and corporate 'persona'

**2. VISION/MISSION STATEMENT**

**Sharing our passion:**

**'5MBS, at the heart of fine music and the arts in Adelaide'**

We share our passion for the fine arts by

- broadcasting music--classical, jazz, blues, and world, etc.—to people in our licensed area, in a way that is original, attractive, educative and presented knowledgeably, through excellent programs and a good quality signal; and
- by using our broadcast medium to support and advance the arts community in Adelaide. As a community broadcaster it is our vocation to be known as an advocate for Adelaide artists and the institutions that support them

**3. FIVE YEAR PLAN**

**a. Not immediately achievable**

The desire for a whole of metropolitan-area broadcast licence was noted in the SWOT process during preparation for this five-year plan. Further analysis demonstrates that it is not realistically achievable within such a short timeframe. However, this plan can potentially lay the groundwork for the implementation of a wider reach, and the associated digital capacity with extra broadcast channels, within a further five to ten years.

Indicative costs are from \$134K to \$175K for installation, with recurring annual costs from \$57K to \$67K

**b. Already Accomplished**

In the last two years we have already made considerable progress in many areas that relate to the development of 5MBS in the terms expressed above. These include

- the recent installation of a new antenna at our transmission site
- our Human Resources department has managed to significantly upgrade the rate of volunteer intake
- in the area of Marketing, our logo has been updated; T-shirts, bumper stickers, and car magnets distributed; a presence on Facebook established; the offer of podcasts to listeners; an interactive, more accessible and working website; a contra-deal with the Public Schools Club, and so on.

Below are timelines for further extension of the aspirations expressed in our strategic plan, above.

**c. Marketing**

<b>Increasing Membership</b>	<b>Timeline</b>	<b>Person Responsible</b>
Membership of 1 000	December 2017	Marketing and Sponsorship Coordinator
Membership of 2 250	September 2022	Marketing and Sponsorship Coordinator
List of benefits for members developed	February 2017	Marketing and Sponsorship Coordinator

Devise ways to attract a younger demographic and put them into operation	February 2017	Marketing and Sponsorship Coordinator; Programing and Standards Coordinator; Human Resources Coordinator
--	---------------	--

<b>More stable income</b>		
Bequest coordinator	September 2016	Human Resources Coordinator
Bequest brochure	September 2016	Marketing and Sponsorship Coordinator
Brochure for sponsors	February 2017	Marketing and Sponsorship Coordinator

<b>Improved corporate image</b>		
Best possible on-air consistency in use of call-sign and tag	June 2017	Programing and Standards Coordinator
Continuing development of social media	September 2022	Marketing and Sponsorship Coordinator
Target for service-club presentations at >20	June 2017	Marketing and Sponsorship Coordinator

<b>Increase Marketing and Sponsorship Staff</b>		
A sales staff team as representatives to potential sponsors	December 2017	Human Resources Coordinator
Speakers for service clubs and similar promotional efforts	December 2016	Human Resources Coordinator
Marketing project manager (Assistant marketing coordinator)	July 2016	Human Resources Coordinator

#### d. Operational

<b>Transmission security</b>		
Back-up transmitter	August 2016	Technical and Operations Coordinator
Fully functional auto-start generator at transmission site	August 2016	Technical and Operations Coordinator
Auto-start generator at station	December 2017	Technical and Operations Coordinator
New station-to-transmitter (STL) arrangements – decision on procedure	June 2016	Technical and Operations Coordinator
New STL arrangements –	December 2018	Technical and Operations

Completion of new arrangements		Coordinator
--------------------------------	--	-------------

<b>Financial management</b>		
Fully operational EFT process for memberships	December 2016	Finance and Membership Coordinator
Monthly automatic payments	December 2016	Finance and Membership Coordinator

<b>Staffing</b>		
Adoption of OH&S for work-places	December 2018	Human Resources Coordinator
Fully employed Station Manager	December 2021	Human Resources Coordinator
Systematised recruitment, training and exit management	December 2018	Human Resources Coordinator

<b>Program production</b>		
Studio operational manual completed	June 2016	Programming and Standards Coordinator
Fully functional play out system from CD database library (“Music Integration”)	December 2018	Technical and Operations Coordinator

<b>Local engagement</b>		
Giveaways – a more rational and functional approach to the operation of this feature of our membership offer	December 2016	Administration Coordinator; Marketing and Sponsorship Coordinator
Increase in the number of recordists, with the potential to record at least one performance a week from the Elder Conservatorium of Music	June 2017	Local Performances Coordinator
Producer for performances of large ensembles	October 2016	Local Performances Coordinator; Human Resources Coordinator
Shorter time-line between recording and broadcasting of local performances	December 2017	Local Performances Coordinator