**2BOB RADIO**

**BUSINESS PLAN**

Business Name: **Manning Media Co-operative Ltd (2BOB RADIO)**

Business Address: **2BOB Radio Studios**

 **Taree Park**

 **Cnr Macquarie & Wynter Sts**

 **TAREE NSW 2430**

Postal Address: **PO BOX 400**

 **TAREE NSW 2430**

Telephone: **(02) 6552 6200** Fax: **(02) 6552 7196**

Email: admin@2bobradio.org.au

Type of Business: **Community Media Organisation**

Commencement Date: **MAY 2011 – for review MAY 2012**

 **Reviewed March 2018**

Name of Owners: **The Shareholders**

 **Manning Media Co-operative Ltd**

Ownership Structure: **Community Advancement Co-operative**

**CONFIDENTIALITY STATEMENT**

The information, data and drawings embodied in this business plan are strictly confidential and are supplied on the understanding that they will be held confidentially and not disclosed to third parties without the prior written consent of Manning Media Co-operative Limited.

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**OBJECTIVES**

**Short Term**

**Technical:**

* Continue to introduce digital production and play out equipment to the broadcast chain (Achieved 2014).
* Introduce broadcast streaming via the internet (Achieved 2014)
* Ability to podcast. (Added 2018).

**Staffing:**

* employ a sales team to achieve sales targets (Progressing).
* complete job description and training procedures for all identified staff positions (Achieved 2016).
* Initiate a staff training program (Progressing).
* Train new trainers and encourage them to become accredited. (Partly achieved).

**Programming**

* Encourage greater youth involvement through programming and training (Progressing).
* implement changes to radio programming line with audience research findings (Progressing).
* Continue to develop volunteer’s broadcasting skills (Progressing)
* Increase local content by 10% per annum (Progressing)

**Marketing:**

* complete a Marketing Plan for Manning Media Co-op (Partly achieved).
* form a Branding Committee to unify the 2BOB brand (Achieved but unsuccessful 2016).
* plan and carry out audience research (Achieved 2017-18).
* investigate and initiate niche marketing opportunities (Progressing).
* implement a plan to sell tee-shirts, caps, bumper stickers, badges, coffee mugs etc. (Achieved and ongoing).

**Promotion:**

* Put in place a regular promotional campaign utilising radio, press, TV, poster, print, social media, website and local cinema (Achieved apart from TV, print, posters and local cinema).
* Involving greater community groups and service organisations in 2BOB’s activities (Progressing).

**Fundraising:**

* Expand the fundraising calendar & introduce proper forward planning for calendar events (Partly achieved).

**Building and maintenance:**

* Complete and refurbish of the building to council standards (Achieved).
* Complete the refit of Studio 1 and sound proofing (Progressing).

**Long Term**

**Technical:**

* Complete the digital conversion of studio equipment (Pending).
* Prepare for digital transmission (Pending).
* Develop the multimedia capability of the media co-op (Progressing).
* Develop translator facilities at Elands (Abandoned).
* Carry out a feasibility study on the establishment of a Community Newspaper (Achieved and rejected).
* Utilise Team Viewing for monitoring (Achieved 2013).

**Staffing:**

* Employ up to seven staff members including station manager, station producer, volunteers co-ordinator, administrative assistant and a sales manager and two sales staff (Partly achieved - Program Manager employed 2017-18).

**Marketing:**

* Refine the marketing plan to ensure income flow for the Co-op (Progressing).
* Carry out follow up audience research (Achieved 2017-18).
* Increase the range and quality of promotional products sold (Achieved).
* Continue to develop and improve radio programming (Progressing).

**Promotion:**

* Refine the promotional campaign (Progressing).
* Develop a branding campaign for the organisation using the 2BOB image (Achieved but unsuccessful 2016).

**Fundraising:**

* Continue to expand the fundraising calendar focusing on the more successful events (Progressing)

**Building and Maintenance:**

* Continue to upgrade the building (Progressing)
* Complete the re-decoration of the building interior (Achieved 2015)

**Vision Statement**

To develop the programming and marketing of the radio station so that it maintains its position as the premier community radio station in the region.

**Mission Statement**

* To provide an accessible community media service which is the object of a Public Community Broadcasting Station.
* To encourage community participation in the management and the activities of 2 BOB.
* To assist minority and disadvantaged groups and individuals who do not normally have an opportunity to make their points of view heard.
* To participate in the activities of the broader community.
* To promote community media and radio to external stakeholders and inform internal stakeholders.
* To be responsible and professional in presentation and management.
* To provide media content that is appropriate, news worthy and of interest.
* To provide ongoing training to volunteers and presenters and those who train them.

**Passion Statement**

The Community Radio Station obtained its license in order to complement and supplement what was broadcast on other radio stations in the area. It has always represented and included the minorities in the area. It has been proud to present the alternative viewpoint. 2BOB Radio has resisted the temptation to compromise principles for profit.

**HISTORY**

**BUSINESS POSITION**

There are 14 other radio stations broadcasting in the local area although only four of these are a community radio stations. 2TLP Radio, is the local indigenous Community Station, Rheema is a Christian based station broadcasting from Wingham, Great Lakes FM has a different service are although both its service area and 2BOB Radio’s overlap. 2GLA FM has a much more commercial stance. It plays middle of the road music and populist talkback such as ‘John Laws’. It does not include minority groups and is considered to be on the fringe of what is expected of a community broadcaster.

There are 300 other licensed community radio stations in Australia. Most reasonable sized towns would have one now and many larger centres such as Taree will soon have two. 2BOB Radio with a budget of $60,000 - $70,000, would be considered a small rural station. It currently pays one staff and has a low volume of sponsorship income. It has however never been in debt unlike some similar community radio stations in other country towns. It is reasonably well equipped and staffed by experienced and committed volunteer presenters and administrators.

**BOARD MEMBERS**

Andy Colvin - Chairperson

Sophia Donovan - Secretary

Cameron Jennings

Christopher Sheed OAM, JP

Rosie Smith – Production and Fundraising

Clair Pontin

Indigo Wood

**PROGRAMMING COMMITTEE**

Paul Kiggins

Rosie Herberte

Inidigo Wood

Cameron Jennings

**PROGRAM MANAGER**

Indigo Wood

**BROADCAST ENGINEER**

David Bond – retired broadcast engineer

**TECHNICIAN**

Chris Ling, Steve Williams, Indigo Wood

**IT**

Steve Williams, Diploma in IT Networking

**MUSIC DIRECTOR**

David Geraghty

**BOOK KEEPING/FINANCIAL CONTROLLER**

Michele Royle

**SATELLITE DOWNLOAD OFFICER**

Steve Williams, Indigo Wood

**Business History**

An unincorporated association, Manning Valley Community Radio, was formed after a public meeting in Wingham in December 1982.

Manning Valley Community Radio acquired basic equipment and conducted training courses and test broadcasts to determine a suitable transmitter site. The Association applied to become incorporated in early 1985 under the name of Manning Media Co-operative Limited and later the same year applied for a community radio license with the call sign 2BOB Radio.

The radio station moved to its present location in time to commence broadcasting in September 1985. The management committee raised debentures from among its members to acquire equipment and received a seeding grant from the Australian Broadcasting Foundation to purchase the transmitter. The radio station began transmission on a power of 300 watts. It presently broadcasts on a power of 5kW.

Manning Media Co-op has employed staff from time to time as funds permit. Funding to employ a Station Manager, Volunteers Co-ordinator and an administrative assistant were forthcoming under a CEP program and these workers helped to establish the radio station.

Since then the Community Broadcasting Foundation has advanced funding to employ a Station Manager and Volunteers Co-ordinator for a year. The Ethnic Affairs Commission enabled the radio station to employ a Multicultural Programming Co-ordinator for a project.

The Australian Ethnic Radio Training Project advances the radio station funding to employ Ethnic Program Presenter Trainers from time to time. Taree Community College employs the station to conduct radio training, as does Taree College of TAFE. 2BOB pays Commission on sales to its staff.

Various program production grants have also been obtained over the years and these have gone to pay producers and presenters. The radio station runs a number of annual fund raising events including the Envirofair, Radiothon, BBQ’s at Bunnings and music concerts.

**MARKET RESEARCH**

**Demographics**

Total population of the Manning Valley **49,095** (2016)

**AGE GROUPS** (taken from 2006 Census)

0 to14 years – 21.1% = 9,401

15 to 24 years - 11.4% = 5,358

25 to 34 years - 8.7% = 4,089

35 to 44 years - 12.5% = 5,640

45 to 54 years - 14.5% = 6,815

55 to 64 years - 14.0% = 6,580

65 to 74 years - 10.3% = 4,841

75 to 84 years - 6.5% = 3,055

85 years ad over 2.0% = 940

**OCCUPATONS:**

Managers 13.1% = 6,157

Professionals 14.7% = 6,909

Technicians & Trades Workers 15.7% = 7,379

Community & Personal Service Workers 9.9% = 4,653

Clerical & Administrative Workers 12.1% = 5,687

Sales Workers 11.0% = 5,170

Machinery Operators and Drivers 6.7% = 3,149

Labourers 15.0% = 7,050

Inadequately Described/Not Stated 1.7% = 799

**Listener Demographics:** (taken from CBAA: McNair Research: Community Broadcasting Foundation Ltd)

29% of the 15+ population is estimated to listen to 2BOB Community Radio (See Appendix 1)

**Geographics**

The Broadcast Service Area is defined as the former Greater Taree City Council Area (now Midcoast Council), which stretches from Coolongolook in the south to John’s River in the north to Cooplacurripa in the west and along the coast from Halliday’s Point north to Laurieton.

2BOB Radio does have listeners outside this are, in Forster/ Tuncurry/ Pacific Palms to the south, Gloucester to the west and in Port Macquarie/ Laurieton to the north. Sponsorship sales can be made to regional organisations as well as State and Federal Government.

**Psychographics**

Listeners tune to the station for its variety of programs, because it provides an alternative point of view, because it cares for the environment, because it is not loaded with advertising, because it provides quality specialist music. They listen for special interest talk programs such as ethnic language programs, indigenous programs, schools programs, youth programs, writers program, a quality national news service, local news, national alternative current affairs, broadcasts of Mid Coast Council’s monthly meetings, information programs from all around Australia and the BBC World Service overnight.

**Sponsorship**

Sponsors buy sponsorship packages to promote their business’ support for 2BOB Radio listeners. They buy to support the radio station, they buy to reach particular niche markets and they buy because the price is affordable.

**Customer Profile**

MAIN: Discerning radio listeners, special interest groups and lovers of specialist music. Migrants, indigenous Australians and people of British descent.

SECONDARY: Local business, National State and Local Government, Regional Businesses with local branches, Educational institutions.

TERTIARY: Students (Both school and college), Vocational Learners, Ethnic residents, Indigenous Australians interested listeners, people with learning difficulties, public speakers, amateur actors, singers, writers and poets.

**Location of Customers**

MAIN: Restricted to the listening area, plans for streaming from the internet are on hold until sufficient funds are available.

SECONDARY: Mainly local though Sydney Marketing Agency, Spots and Spaces, national sponsorship (mainly government)

TERTIARY: Trainees may willing be to travel from outside the area. Weekend courses with local accommodation are worth exploring.

**Uniqueness**

**Programming:** 2BOB Radio is the only radio station in the area that

* Caters to minority groups
* Provides specialist music programs eg: blues, jazz, country, reggae, world, heavy metal and dance
* Includes school children’s School’s Out
* Plays the BBC World Service overnight
* Has an over 50’s program Vintage Viewpoint
* Delivers an independent networked national news service on the hour
* plays national alternative current affairs and spoken word programming such as Earth Matters, and Health Check, Beyond Zero, The Forth Estate, Real World Gardiner, Lost in Science, the gay and lesbian program Q-mmunity and Word for Word, Homepage
* Presents home grown comedy, The Ship of Fools
* Has the biggest playlist
* Present programs in Filipino, French, Sebian, Japanese and Greek
* Has presenters from ages 12 – 85
* Broadcasts the monthly Mid Coast Council’s meetings

**Sponsorship:** 2BOB Radio allows sponsors to

* Sponsor whole programs
* Have their spots played individually
* Provides free scripting and production
* Take out long contracts at low rates
* Receive a discount on contract renewal

**Training:** 2BOB Radio is the only place where

* Community members from all walks of life can learn to become radio presenters
* Presenters can learn production skills
* Community members from non-English speaking backgrounds can learn radio skills
* Presenters can learn to produce radio drama
* Presenters can learn public speaking skills
* Presenters on low incomes can train at a reasonable cost
* It should be noted that local indigenous 2TLP radio station, manager/broadcasters were originally trained at 2BOB and gained broadcasting experience presenting Koori Radio & breakfast programs on 2BOB for a number of years as did Rhema FM Wingham radio presenters.

**General Potential of the Market**

**Programming:**

More radio stations are starting up in the area, so competition for listeners is increasing. Commercial radio stations are cutting back on staff because of increased competition and fewer programs are sourced locally. This networking of commercial radio provides an opportunity for local broadcasters to increase listenership. Market research is needed to discover what type of programs radio listeners want. Radio because it is something you can listen to in the car, at the beach, in the garden, at work or while doing any number of things will maintain its listeners.

**Sponsorship:**

2BOB Radio has the potential to provide niche-marketing opportunities to business. Sponsorship rates are being heavily discounted due to increased competition. Television advertising is becoming more competitive with radio.

**Training:**

This is a potential growth area. Continued high youth unemployment and more labour market programs will see an increase in demand for training. Communications is a growth sector and carefully tailored courses will prove popular.

**Competitors and Peers**

**Programming:**

* COMMUNITY RADIO – 2GLA FM Great Lakes Forster

2WAY FM Wauchope

2TLP Koori Radio Taree

Rheema FM Wingham

2NUR FM Newcastle

* ABC - Radio National

2KPTR Regional Radio Kempsey

2JJJ National Youth Radio

ABC FM National Fine Music

* RADIO AUSTRALIA - Asia Pacific short and long wave broadcasts
* COMMERCIAL RADIO - 2RE Taree

MAX FM Taree

2MC FM Port Macquarie

Star FM Port Macquarie

ROX FM Port Macquarie

2KY Racing Radio Sydney

* NARROWCAST - Tourist Radio 88 FM Taree
* TELEVISION - Channel 9/8 Taree

Channel 3 Taree

Channel 10

ABC TV Kempsey

SBS TV Sydney

* PAY TV - Austar and Sky

**Sponsorship/Advertising:**

* COMMUNITY RADIO 2GLA FM Forster

2TLP Koori Radio Taree

Rheema FM Wingham

* COMMERCIAL RADIO 2RE Taree

MAX FM Taree

2MC FM Port Macquarie

Star FM Port Macquarie

ROX FM Port Macquarie

* TELEVISION Channel 9/8 Taree

Channel 3 Taree

Channel 10 Taree

* NEWSPAPERS Manning River Times

Manning Great Lakes Extra

Great Lakes Advocate

Wingham Chronicle

Camden Haven Courier

Gloucester Advocate

Hastings Gazette

Port Macquarie News

Port Macquarie Express Trading Post

North Coast Senior Post

**Training:**

Taree College of TAFE, Wauchope College of TAFE, Port Macquarie College of TAFE, Tuncurry College of TAFE, Taree Adult Education, 2GLA FM, U3A

Taree, Koori Radio Taree, Training Essential Pty Ltd Port Macquarie, Workplace Services Forster, Southern Cross University Port Macquarie Campus.

**Customer typed which buy/take/absorb from which competitors are at present**

**Programming:**

COMMUNITY RADIO

* 2TLP FM – Same broadcast are as 2BOB Radio, Indigenous and country music
* RHEEMA FM - Wingham Christian radio station
* 2GLA FM – Forster Tuncurry residents, listeners to ‘hits and memories’ format radio, listeners to populist talkback radio, some Taree residents
* 2WAY FM – Wauchope, Port Macquarie and Camden Haven residents
* 2NUR FM – Newcastle and north to Bulahdelah residents, very few Taree listeners
* ABC Radio
* 2KPTR – listeners to regional talks based radio, good regional news, regional talkback middle of the road music, lots of networked programming
* 2JJJ – most popular youth station, no local content
* Radio National – talks based national programming, ‘intelligent radio’
* ABC FM – Classical music seen as ‘high brow’

COMMERCIAL RADIO

* 2RE – Most popular local station, ‘hits and memories’ playlist, regional talkback, local news and weather, local community noticeboard
* MAX FM – aimed at local youth, top 40 playlist
* 2MC FM – new to the area, similar to 2RE in format
* ROX FM – Similar to MAX FM but Port Macquarie based
* 2KY FM – all the racing and starting prices
* Star FM – similar to MAX FM but Port Macquarie based

TELEVISION – Viewed mainly in the evening and weekend.

PAY TV – Sports specials and first release movies

**Sponsorship/Advertising:**

* RADIO - 2RE use Roy Morgan research data to sell advertising. This is available only to members of the Federation of Australian Radio Broadcasters members**.** It gives a cumulative number of listeners who listened at some time in the previous week surveyed by telephone. They sell by far the most radio advertising, across the board. Their supplementary FM license MAX FM uses the same sales team and offers joint promotion. Other commercial radio stations are competing in Taree for the first time using the same research data.
* TELEVISION – Most clients are medium to large and sell to the region. Until recently they were considerably more expensive, but are now offering 10 stations for as little $10 so they are attracting smaller businesses.
* NEWPAPERS – These are the type of clients that 2BOB Radio should be able to entice away from print and try radio advertising.
* 2BOB relies on the McNair Listeners Survey

**Training:**

* The TAFE colleges provide nationally recognized training and certificate courses. A majority of their students are between 18 and 25. They provide trade and management courses as well as university entrance courses.
* Southern Cross University provides degree courses to tertiary students.
* Taree Adult Education provides accredited and vocational courses mostly to over 25’s
* U3A provides only vocational courses to older people
* 2GLA FM provide only limited training opportunities when they need to replace on-air presenters
* Training Essentials and Workplace Services provide business, secretarial, computer and train the trainer courses at market value

**Aspects most likely to change customers from our competitors**

**Programming:**

Audience research to establish what listeners want followed by some changes to the program mix. Promotion of existing programs to increase listeners base.

**Sponsorship/Advertising:**

Promotion of existing programs to increase listener numbers. Targeted niche sponsorship packages. Professionally laid out sponsorship rate cards. Regular sales visit. Special offers and inducements. Discounts for repeat and pre-sold business. Competitive rates. Enthusiastic sales team.

**Training:**

Advertising of existing courses. Development of new communication courses. Professionally produced promotional training material. Introduction of more accredited courses. Liaising with more training providers. Schooling of more 2BOB Radio trainers.

**MARKETING PLAN**

**Benefits**

**Programming:**

2BOB Radio has a range of quality programs that only need promotion to have many more listeners. Regular program guide to be published in the newspaper, made available to sponsors and distributed door to door.

**Sponsorship/Advertising:**

2BOB Radio’s sponsorship rates are at the low end of the market. With credible listener demographics the product will be attractive.

**Training:**

Again advertising the benefits of the training will make it more popular eg: how many trainees have gone on to paid work in the industry and how much it improves self-confidence.

**Features**

**Programming:**

Promote the integrity of an independent national news service and alternative current affairs program. Emphasise the local content eg: local news, weather coastal waters report, road reports, emergency services report (flood, bushfire, storm warning, UV levels etc), live local gigs and festivals council broadcasts. Promote the specialist music programs, ethnic programs, and special talk programs for the environment, Internet, science, Asia-Pacific issues, work place issues, media issues, women’s issues and gay issues.

**Sponsorship/Advertising:**

2BOB Radio has the only broadcast studio equipped for training. 2BOB Radio can deliver affordable, industry recognised radio training to all ages. There are employment opportunities after completion of the training.

**Product or Service Assurances**

**Programming:**

The national news and other nationally networked programs are of a consistently high quality. Station time, programming, Breakfast, AM Music Mid-day Magazine and Drive are of an acceptable standard and through performance monitoring are improving. Specialist music programs generally are of a good standard. Programs are almost always delivered as per the program guide.

**Sponsorship/Advertising:**

Product – The announcements are scripted in consultation with the client although the station has a policy of discouraging the ‘hard sell’ approach. Amusing and innovative scriptwriting is used where appropriate. Companies seen as ‘unethical’ are frowned upon. There are no government restrictions on content although it must be true and not misleading. The announcement must also be tagged with words that clearly identify it as a sponsorship announcement, e.g.: “Sponsors Name” are proud sponsors of 2BOB Radio. The announcements are recorded using the best “2BOB Radio voices”. Production values are consistently high. Announcements are always played as scheduled.

Place – Announcements are generally played on 2BOB Radio between 6am and 7pm unless otherwise arranged. Sometimes cross-promotion of our sponsors take place in our program guide or by displaying their advertising material at outdoor events.

**Training:**

Training outcomes to a certain extent depend on the quality of the trainees. Trainees who successfully complete a course are awarded a certificate from the station. Trainees who successfully complete an Australian Ethnic Radio Training Course are awarded a nationally recognised certificate.

**Marketing and Promotion Techniques**

**Audience:**

Radio programming on 2BOB Radio is segmented both horizontally to the whole community and vertically to select groups. Examples of horizontal segmentation are the station time programs like Breakfast, AM Music, Mid-day Magazine and Drive. Others are national and local news, music programs such as School’s Out. Examples of vertical segmentation are specialist music programs such as Roots ‘n’ Reggae, Nuthin’ but the Blues, The Other Window, The Blues Show, Killabakh Country, World Beat, Uncle Bob’s Variety Show, Terra Australis, Siesta Seaesta, Home Brew, Jazzamatazz, and 2B-Bob-A-Lula. Talk shows such as Earth Matters,Beyond Zero, Homepage, Lost in Science, Q-mmunity, Word for Word, The Forth Estate, Real World Gardiner Dirt Music and special programs such as the ethnic language programs, the gay and lesbian show, School’s Out, Mid Coast Council Meeting. The audience is composed of families, males and females, children,

youth, workers, motorists, special interest groups, retirees, alternative life stylers, unemployed, music lovers etc.

**Aims:**

Manning Media Co-op operates 2BOB Radio and the aim there is to increase the number of listeners and hours of locals produced content. This should be done to make the radio more attractive to sponsors to:

* Keep up the standard of entertainment
* Educate and inform the public
* Attract people
* Fund raising events;
* Help to break down prejudices
* Promote Australian music

**Type:**

Marketing will be both passive and active.

Examples of passive marketing are program guides, posters, newspapers articles, hand flyers, bumper stickers, badges, t-shirts, coffee mugs, key rings, calendars, fridge magnets, direct mail, email.

Examples of active marketing are on-air promotion, word of mouth, radiothon, addressing clubs and associations, open days, concerts, festivals and outside broadcasts, selling raffle tickets.

**Publicity:**

The major type of publicity to be used is on-air cross promotion of other programs and upcoming specials, newspapers for any newsworthy story about the radio station, consider publishing the program guide and program notes in the newspaper too. Distribute program guides as widely as possible, use the 2BOB Web-site to promote new programs, try for community announcements on TV and invite them to any newsworthy event, publicise training courses through Taree Community College, and by flyers, have program guides in a display at sponsors businesses.

**Promotions:**

Promote the radio station by having an open day during the Envirofair, conducting outside broadcasts at main shopping malls around town, having a stall at the Taree and Wingham Shows, and to obtain the use of a vacant shop window in the CBD for a promotional display, presence at local events and The Wingham Akoostik Music Festival.

**Advertising:**

Advertise using 2BOB Radio consistently and persuasively, advertising in the newspaper and discussing a contra deal with newspaper and local cinema, using posters and flyers regularly in the newspaper or as a postal drop.

**Ongoing Marketing:**

Ensure as many listeners as possible have regular program guides, write regular stories and or editorials in local magazines, canvas invitations to speak at club meetings and by visiting schools and addressing the school assembly.

Continuance of 2bob Radio Station Community Consultation Strategy

see **APPENDIX 1A**

**BUSINESS OBJECTIVES**

**Projected Image**

2BOB Radio wants to be seen to be the premier community radio station in the region. 2BOB Radio must be seen as being credible as far as on air content goes. It must be seen as fair and unbiased but independent. Programmers should be seen as innovative, entertaining and informative. The Board of Management must be seen as competent, consultative and fearless. The sales team must be seen to be professional, show integrity and confidentiality. Overall management, staff and volunteer workers should demonstrate that they represent all sections of the community.

**Presentation and Décor**

The building needs to project a clean and orderly appearance. The exterior can retain its individual look but needs maintenance. The roof needs repainting. Staff uniforms should be introduced, either a shirt or t-shirt with the station logo on the pocket. Counter staff should wear identification tags. All volunteers and presenters should be encouraged to dress smartly. The greens and browns of the ‘recycled’ look should be retained.

**Business Location**

To keep the present location which is central to town, Crown Lands Department have approved a 20-year license so our position has been secured for the immediate future. A new security system has been installed to protect the building in the hours 2BOB Radio is unattended. Arrangements to improve exterior lighting, the upkeep and maintenance of gardens and grounds are constant. Police to be called concerning any incidents near the

building; these are part of the procedures of 2BOB.

 **STRATEGIC PLANNING**

**Stakeholders**

**Internal:**

Presenters, Off-air Volunteers, Board Members, Shareholders, Day Managers, Collective Co-ordinators, Technicians, Programming Committee, Program Manager, Fund Raisers, Music Director, Sponsorship Sales Staff, Trainers, Book Keeper, Legal Adviser, Mailman, Gardener

**External:**

Listeners, Local Business Sponsors, ACMA, CBAA, CBF, APRA, AMCOSS, PPCA, Australian Record Industry Association, Australian Communication Authority, Northern NSW Community Media Association, Telstra Corporation, Community Groups, Local Schools Greater Mid Coast Council, LORC, Local Police, SES, Bush Fire Brigade, Meteorological Office, TAFE, Taree Community College, Local and Federal Politicians, Local State and Federal Government Departments, Advertising Agencies, Non-Listeners, Non-Sponsors, Other Radio Stations and Other Media.

**Analysis**

**Strengths:**

Longevity, Passion, Commitment, Good Product, Local, Market Penetration, Independent, Willing to Change, Diverse Range of Staff and Volunteers, Image.

**Weaknesses:**

Poor Internal Communication, too few volunteers, lack of involvement, engagement and ownership, key people overcommitted, structural weakness, undervalue ourselves, lack of promotion.

**Opportunities:**

Internet streaming, utilising transmission site for digital, use elands site for translator, mobile phones and data delivery, narrowcasting, internet connection, redevelop existing site, community TV, print media, multimedia, net café, use equipment for archiving, contract training, niche marketing, studio hire, fundraising, bus trips, dinners in main room, market research.

**Threats:**

Landlord/location, lack of funding, ACMA discretion, legislation, licensing fees, competitors, end of current tenure on Telstra tower in 2016, increasing costs of power/electricity, reduced interest in presenting, lack of mentoring, and lack of commitment/motivation, abnormal attrition.

**Barriers:**

Funding and increased costs of running station, community perceptions, own perception, negativity, digital conversion costs, sponsor perception.

**Facilities Audit**

**Building:**

**P** – Accessible, Parking, convenient environment, cheap, high focus, welcoming

**M** – Anti-social behaviour in park, garbage, building repairs

**I** – Painting of building, greater utilisation of building, net café, Global cafe

**Staff:**

**P** – Well trained, experienced, responsible, flexible, dedicated, and multi-skilled

**M** – Over stretched, under-resourced, lack of commitment, selfish, lack of in-service training, lack of praise

**I** – Multi-cultural, age range from 12 to 84, all friendly, diverse interests, mentoring abilities

**Communication:**

**Internal –**

**P** – Simple methods – communication book

**M** – Scattered, systems needed

**External** -

**P** – Lots of music and mail

**M** – Poor signal, don’t use other media enough, more signage needed

**Finances:**

**P** – Never been in debt

**M** – Systems erratic, fragmented, lack of fundraising

**I** – Fund raising opportunities, strategic accounting, financial planning

**Programs:**

**P** – Diverse, local, 40% Australian

**M** – Missed opportunities, maybe able to involve more community groups

**Trend Analysis:**

**P** – Maintain local content as other stations network to save money, niche-marketing opportunities, narrowcasting or use sidebands-sponsor opportunities, digital and multi-media

**M** – Increased Government interference

**I** – Market research requirements

**Goal Analysis:**

**Ideal:**

Remain debt free, trouble free equipment, more fundraising ideas, utilising existing resources, long term sponsorship.

**Vision:**

Leading community radio station in area, known throughout Australia, use the 2bob bit symbol.

**ACTION PLAN**

1. **Marketing:**

Determine target markets and establish effective marketing campaign. Carry out audience research and a publicity campaign. Recruit necessary staff.

**Outcome –** A sales person employed on a retainer & commission. A sales strategy is in place. Monthly sales targets are set. The radio stations programs have been adequately publicised and credible audience research carried out.

**Target –** To complete an audience survey and mount a publicity campaign. Create a sales program and employ sales person.

1. **Promotions:**

Plan an appropriately targeted Promotions Campaign including regular promotions and special events to encourage increased audience and earn more revenue.

**Outcome –** The promotions calendar is complete. Regular monthly fund raising events to take place. Well planned, resourced, publicised, organised and successful.

**Target –** Draw up a promotions calendar and organise volunteers and staff to plan, publicise and stage these events.

1. **Programming:**

Develop existing program to maximise listeners without compromising program standards.

**Outcome –** 2BOB Radio is the most popular radio station in the area, having the most proficient and well-trained presenters in the area.

**Target –** Use audience research to fine tune programs on offer. Implement a publicity campaign to increase audience share and train presenters to a high standard. Employ a station producer & manager to improve program content.

1. **Technical:**

Improve the radio station sound by maintaining and upgrading equipment. Endeavour to keep abreast of broadcast innovation by introducing digital equipment whenever possible.

**Outcome –** 2BOB Radio can be heard clearly throughout the service area and beyond supplemented by streaming. Minimise equipment failures and introduce new digital equipment as necessary to the broadcast chain whenever possible.

**Target –** Introduce backup power supply and introduce digital computer equipment to the studios. Employ technicians on contract as required. Complete upgrade of Studio 1.

**(5) Staffing:**

Look to employing key staff as finances permit Offer training and support to paid and volunteer workers.

**Outcome –** Employ one full time Staff/Manager and part-time sales person. Job descriptions for staff are in place. Review and appraisal systems for staff are in place. Sales targets are set for sales staff. Staff and volunteer worker training are in place. Opportunities for promotion are available.

**Target –** Up-date all office & policy procedures. Put review and appraisal system in place. Set targets for sales person.

1. **Publicity:**

Utilise the most cost effective method to expand business and community awareness of the radio station. Develop good relations with other local media.

**Outcome –** Publicity campaign has successfully expanded sponsorship sales opportunities and listener numbers. Other local media have a high regard for 2BOB Radio.

**Target –** Plan, design, implement and review regular publicity campaigns. Liaise with and utilise other local media where possible – promotion of 2BOB web site: 2bobradio.org.au

1. **Subscriptions:**

Use strategies to increase the subscriber base.

**Outcome –** Subscriber numbers have increased so that subscriptions are a valuable income source. Annual Radiation raises a substantial sum of money as well as the Envirofair and Bunnings BBQ’s to be held bi-monthly in 2012.

**Target –** Use other media, 2BOB radio, direct mail, The Envirofair, flyers, attending local festivals and shows and other means to sell subscriptions. Use incentives such as business discount schemes, giveaways and 2BOB Radio function discounts to encourage subscribers. Encourage listeners to go to web site.

1. **Fundraising:**

Maintain and improve existing fundraising. Seek and introduce new fundraising opportunities.

**Outcome –** Fundraising is a significant part of 2BOB Radio income.

**Target –** Increase the number of monogrammed products for sale, e.g. t-shirts, sweat shirts, polo shirts, jackets, coffee mugs, pens, calendars, diaries, bumper stickers, key rings, caps, hats, badges, fridge magnets etc. Promote the Supporters Club by offering discounts. Organise regular raffles and consider on-air auctions. Run open days – inviting the public to 2BOB to view running of station, information day, encourage new presenters.