



# RTRFM Strategic Plan 2018 - 2022



# Purpose Statement - RTRFM



- RTRFM exists to:

Amplify Perth's independent voices for music, arts and current affairs

- Primary measures of performance:

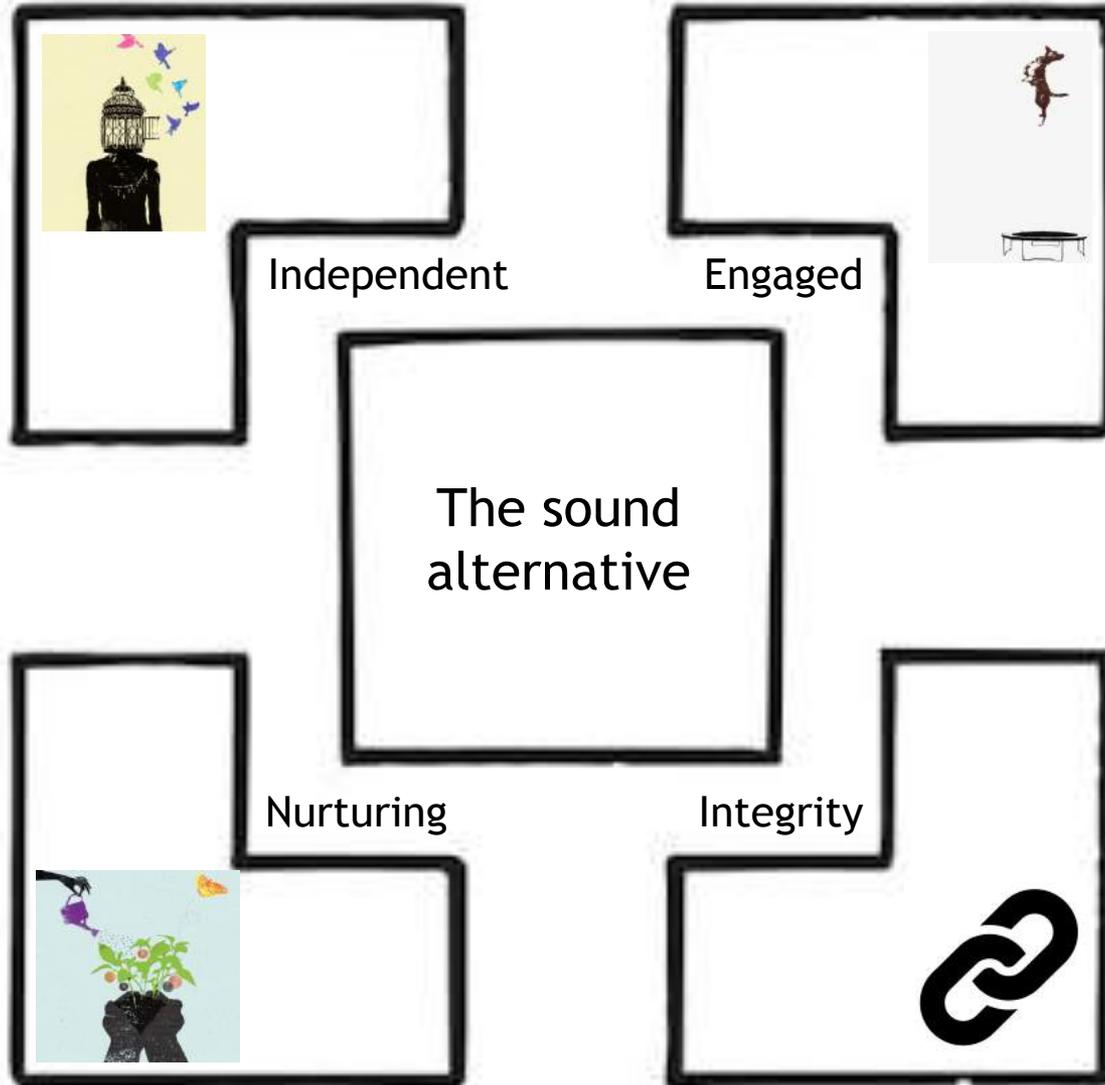
- Quality of content
- NPS (reputation) within priority stakeholder groups

# Values



- **Independent** - we are free thinking, alternative, challenging, adventurous, diverse
- **Engaged** - we discover; we are generously connected with each other and are actively aware of our local and global environments
- **Nurturing** - we recognise and support emerging and established arts, culture, creativity and thinking that has value and is locally relevant
- **Integrity** - we demonstrate appreciation for the diversity of our community and commit to being inclusive and caring towards one another and our shared spaces. We continually strive for a reputation for content that is respected for its integrity.

# These are the qualities that make our brand unique



Tagline: The sound alternative

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Offer: Perth's independent voice

# Using the values to build the RTRFM brand and culture



- To use the values to build the RTRFM culture, we must:
  - Capture stories of the values in use and weave them into the organisation’s narratives.
  - Explain why the values are important.
  - Have our leaders visibly demonstrating the values.
  - Recruit using the values.
- When we are assessing a new opportunity, we can ask:
  - How will our **engagement** help us realise this opportunity?
  - How can we demonstrate **independence** in the pursuit of this opportunity?
  - Can we leverage this opportunity further by looking for ways to **nurture** potential?
- We should only pursue opportunities that are aligned with our vision.



# Vision Statement

RTRFM's long-term vision is:

A leader in alternative and independent broadcasting and media.

# Leading in...



- A leader in alternative and independent broadcasting and media:
  - **Quality:**
    - *Technique*: Professional handling of broadcasting and media fundamentals.
    - *Content*: Cutting edge, responsive independent media for the local and global community; leading in:
      - content delivery, local and alternative content (arts, music and talks).
      - quality of the content being put to air/online
      - information and ideas.
      - alternative ideas and culture.
  - **Innovation:**
    - Innovative in the way we engage with our listeners.
    - Innovation around content and the way we present radio and ourselves.
    - Online content, focusing on:
      - engagement with emerging technology.
      - creativity and innovation
      - leveraging infrastructure to better deliver in this channel.
  - **Partnerships:**
    - Creative communities and like-minded organisations that deliver mutual value.
    - Industry development.
    - Business partnerships.

# Overview – where are we now?



## Finances - trends

- Need to raise more revenue or reduce costs
- Need to focus on growing recurrent revenue vs opportunistic (e.g. grants)
- Digital licensing fees have risen, expected to continue
- Sponsorship and grant income is difficult to predict/budget
- Need to ensure ongoing financial sustainability

## Subscribers - trends

- Ageing subscriber demographic
- Has seen upward trend in last 5 years (+11% since 2011)
- Data tracking difficult, need CRM software
- Phone subscriptions down, online set to take over in next few years
- Postal subscriptions almost negligible in 2016

# Overview – where are we now?



## Technology

- Digital access and mobile device access will rapidly grow in importance
- Terrestrial radio is receding; listeners will seek the content they want to listen to by defining what they want, when they want it
- Younger generation have music options other than radio
- New website due for completion Q2 2017 will be key to integrating broadcast and media content delivery
- Upgrading A/V equipment priority for multimedia content online
- Need to increase visibility on streaming platforms - become “tastemakers”

## Staff & Board

- Need to strike perfect balance of functionality and sustainability
- Most wages on par with market average
- We need to optimise workflow within each role
- Communication between Board/staff/members must improve
- Desire to strengthen internal culture

# Overview – where are we now?



## Brand

- Where known, RTRFM is a brand with positive, respected community status
- Brand not as widely recognised as its potential - need to work on community outreach
- Can be perceived as “cliquey” and a closed community; there is a tension with the idea of being a welcoming family, versus being tastemakers. We can be market leaders, but still make people feel welcome.

## Sponsorship

- Volatile industry and increasingly difficult economic circumstances
- Lots of local businesses marketing online now
- Retail spend almost non-existent
- With traditional street and print media experiencing downturn, there is an opportunity for RTRFM to secure new clients

# Overview – where are we now?



## Members / Volunteers

- We need to understand the motivation behind volunteering and include this in decision making
- Communication within the organisation needs improvement
- Members' involvement in the station is mostly limited to presenting; to maintain optimum operating costs, the station must better engage the talents and skills of members and volunteers

# SWOT Analysis - Prioritised



## Strengths

- Brand - people know what we stand for, our brand has meaning - respected, local, alternative, integrity
- Large membership with talents/abilities to drawn upon
- Can be local and global at the same time.
- Unique Content

## Weaknesses

- Volatility of revenue streams / High percentage fixed costs
- Communication between Board/staff/members needs improvement
- Membership abilities/talents not fully utilised.
- Poor customer database systems and analytics

## Opportunities

- Opportunity to expand the reach of our brand - community engagement
- Still emerging technology - digital radio, internet radio, streaming, podcasting
- Philanthropy and bequeathing / Identify and prioritise new revenue streams
- Harness volunteerism / Rebuild membership culture
- People's need for community is high

## Threats

- Ageing listener base
- Market fragmentation and different formats (e.g. restreaming) may reduce value to sponsors / More content available and easier to access
- Future of radio is uncertain (Digital/online/FM)
- Digital license - fees increasing
- Online advertising (Facebook) taking share of market

# Priority stakeholders

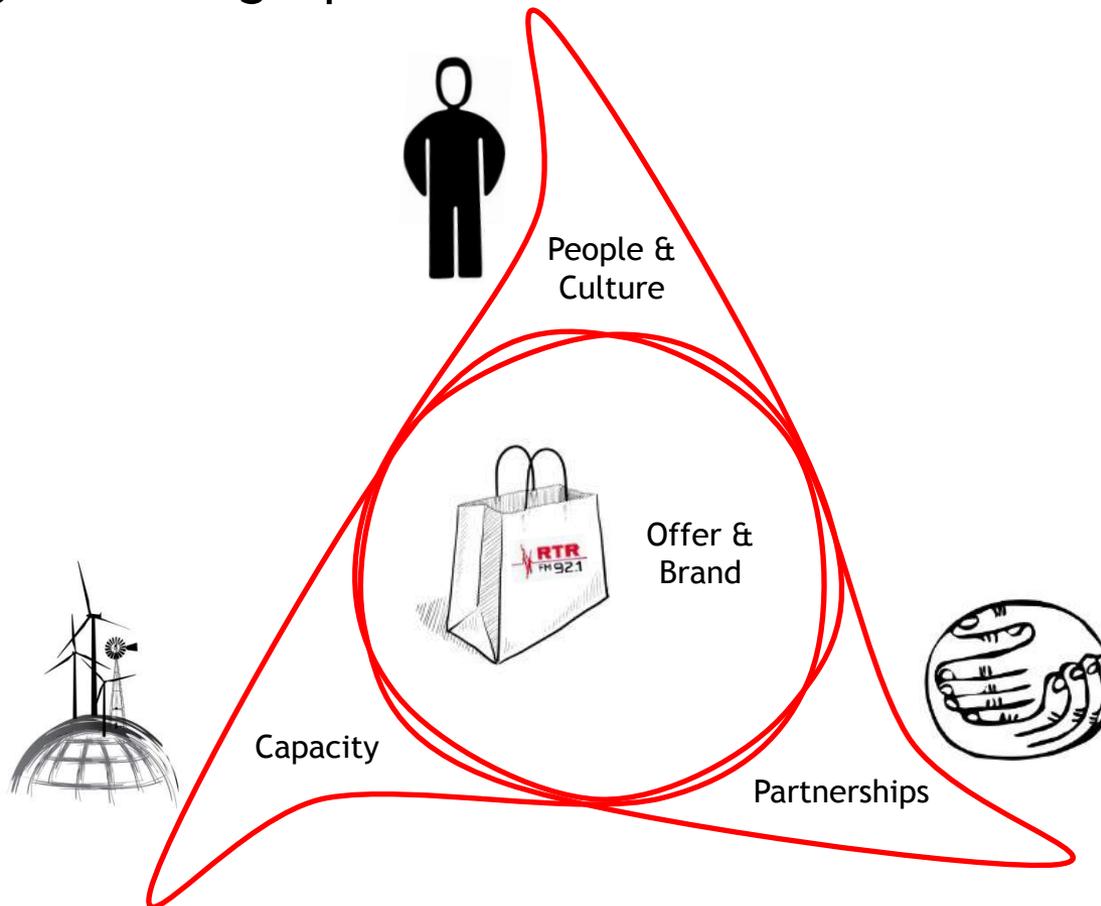


- Audience
- Subscribers
- Members
- Sponsors
- Staff
- Artists/talent
- Volunteers
- Board
- Funding bodies



# Strategic Pillars

- We will achieve our vision through recognising four key focus areas, or strategic pillars:



# Strategic pillars defined



- Offer & Brand

- Our content is innovative, compelling and aligned with our values.
- We are regarded as leaders in alternative and independent broadcasting, and are known for being “sound”.



- People & Culture

- Our people and culture are aligned with our purpose, offer and vision.
- We are innovative and technically proficient broadcasters.
- We are knowledgeable broadcasters.



- Partnerships

- We have a portfolio of partnerships (with creative communities and like-minded organisations) that deliver mutual value.



- Capacity

- We have the infrastructure in place to support our growth.
- Our financial strength allows us to continually invest in achieving our objectives.

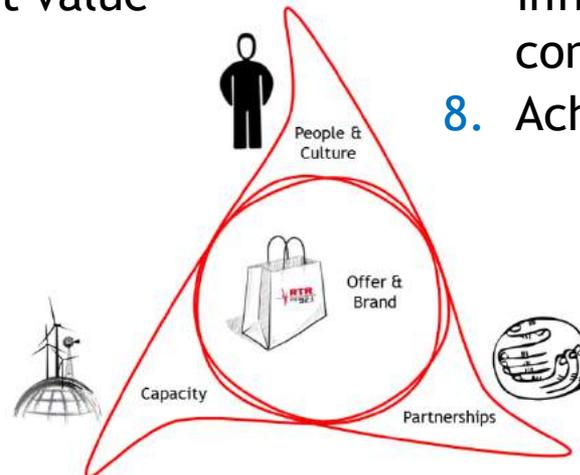
To achieve our vision, the following strategic issues have been prioritised.



- Offer & Brand
  1. Progress Digital/Online growth
  2. Grow Audience
- Partnerships
  5. Increase Business partnerships
  6. Active Industry development

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- People & Culture
    3. Rebuild RTRFM culture
    4. Leverage the most value from our people

- Capacity
  7. Better leverage and extend infrastructure to deliver content
  8. Achieve Financial sustainability

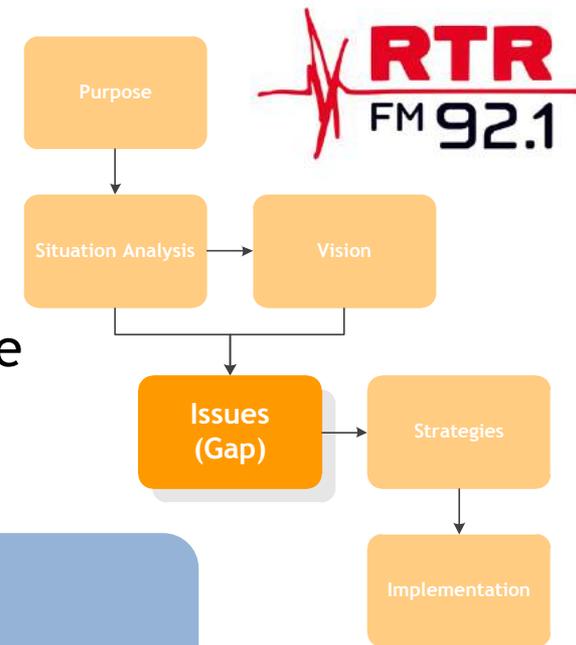


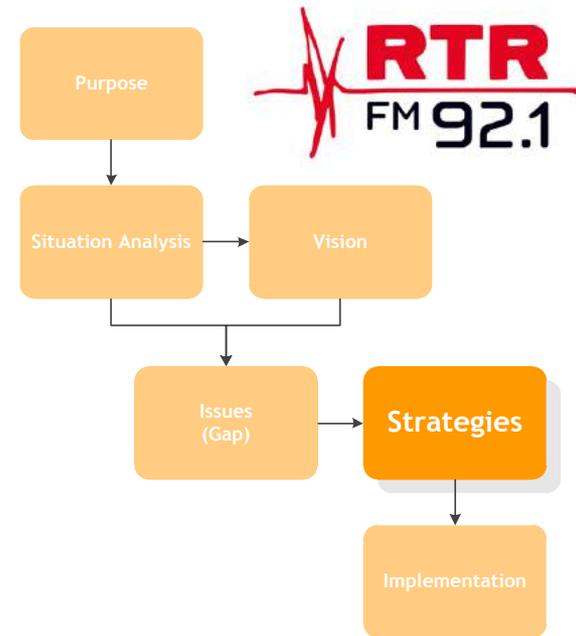
Pillar	Strategic Issue	Objectives	Pillar	Strategic Issue	Objectives
<b>Offer &amp; Brand</b> 	Digital/Online growth	Expand our online/handheld presence	<b>Partnerships</b> 	Business partnerships	Mutually beneficial engagement with business partners
		More online/multimedia content			Engagement and retention of sponsors
	Audience growth	Increase brand recognition		Industry development	Engage with other organisations to share infrastructure
		Understand our relevance to our audience			More content using city culture
Pillar	Strategic Issue	Objectives	Pillar	Strategic Issue	Objectives
<b>People &amp; Culture</b> 	Rebuilding RTRFM culture	Improve communication through whole organisation	<b>Capacity</b> 	Leveraging our infrastructure to deliver content	Expanding our capabilities through partnerships
		Leverage the most value from our people			Highly engaged membership
	Staff				Extend reach of show/presenter playlists
	Members			More revenue streams (non grant based)	
	Board	Grow subscribers/donations			
		Efficient cost structure			

# Key Issues

- To bridge the gap between where we are now and our vision, the following key issues must be dealt with:

- Digital/online audience
- Audience growth
- Rebuilding RTRFM culture
- Leveraging the most value from our people
- Industry development
- Business partnerships
- Financial sustainability
- Leveraging our infrastructure to deliver content





Pillar: Offer & Brand

# Issue: Digital/Online audience



Outcome: Securing more handheld/online audience and achieving our vision of being an industry leader in alternative and independent media

## Objectives

## Strategies

### Expand our online/handheld presence

- Develop RTRFM app to increase reach to mobile and younger audience
- Active presence on streaming services (Spotify etc.)
- Presenter/staff editorial pieces through online partners (Xpress, The Music etc.)
- Develop strategic online marketing/social media management plan

### Measurable Outcomes:

- *Website/online audience size/page views*
- *App availability and download monitoring*
- *Increased social media following*

### More online multimedia content

- Engage our membership to create more visual content
- Utilise partnerships to create/share online content
- Develop subscribable podcasts

### Measurable Outcomes:

- *Multimedia views*
- *Amount of new multimedia projects*
- *Podcast subscriptions*

# Issue: Audience Growth



Outcome: Increased public awareness of RTRFM's brand, increased audience and a deeper understanding of our audience

## Objectives

## Strategies

### Increase Brand Recognition

- Regular attendance at farmers markets etc. (Play-listed music, NOT live stream)
- Stall at major festivals/unique merchandise
- Unique RTRFM vehicle
- Program/personality specific marketing targeted to related key demographic
- SEO - local, national and global - program specific
- RTRFM Open days (tours of studio etc.)

### Measurable Outcomes:

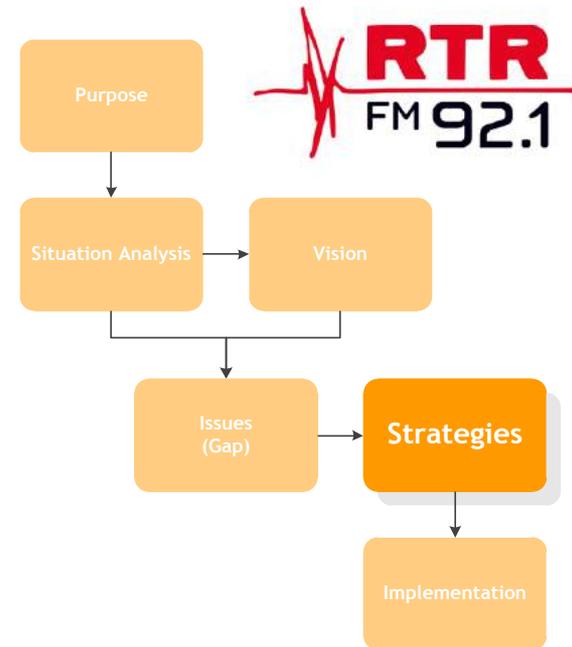
- *Increased downloads and web traffic*
- *Data supports programming decisions*
- *Radiothon surveys*
- *Attendance reports/survey*
- *Ads published/digital click-through*

### Understanding our relevance to our audience

- Focus groups
- Social Impact Study
- Listener surveys
- Events surveys
- Social Media engagement

### Measurable Outcomes:

- *Increased data size for surveys*
- *Publication of Social Impact Study*
- *Publication of Listener Surveys*
- *Programming decisions guided by audience feedback*



## Pillar: People & Culture

# Issue: Rebuilding RTRFM culture



Outcome: Ensure that our organisation is engaged and informed at all levels

## Objectives

## Strategies

**Improve communication through whole organisation**

- Create formal and informal face-to-face contact between everybody where possible
- Board - revise monthly board reporting package, focusing on clear, easy to follow status updates that facilitate improved management and decision-making
- Staff - post Board meeting briefings
- All members - Quarterly formal/informal update to members
- More prominent conversations about vision/mission in communications - including staff

Measurable Outcomes:

- *Higher retention rate for memberships*
- *New revised Board Reporting package delivered monthly*
- *Post-Board meeting briefings implemented monthly*
- *Quarterly Board/Operational update provided to members*
- *Vision/mission regularly referenced in written communications*

**Highly engaged membership**

- Regular informal members get-togethers, with regular input from members on content/venue etc to encourage attendance
- More member involvement in events
- Projects to engage more diverse groups (youth etc.)
- Leverage talents, skills of membership to deliver our strategy
- Understand better what motivates and rewards members

Measurable Outcomes:

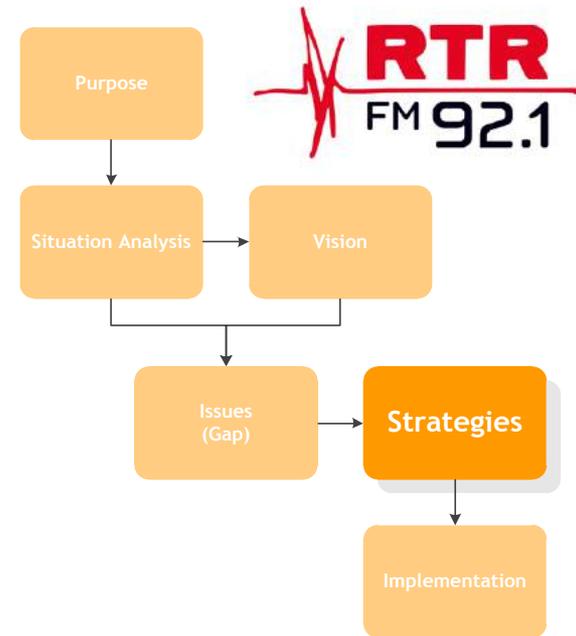
- *Higher % of membership at regular get-togethers*
- *Higher % of members at events*
- *Higher number of volunteers in office/creating extra content*
- *Membership survey to be created*

# Issue: Leveraging the most value from our people



Outcome: On all levels, our organisation is informed, confident and engaged and our skills are effectively utilised

Objectives	Strategies
<b>Staff</b>	<ul style="list-style-type: none"><li>• Identify the right mix of staff skills/roles to best run RTRFM business</li><li>• Ensure all staff have a current role description</li><li>• Understand better what motivates and rewards staff</li><li>• Engage consultant to work with staff to maximise efficiency</li></ul>
Measurable Outcomes:	<ul style="list-style-type: none"><li>• <i>Less staff turnover</i></li><li>• <i>Higher staff output</i></li><li>• <i>Workflow efficiency workshop undertaken</i></li></ul>
<b>Members</b>	<ul style="list-style-type: none"><li>• Engage and communicate RTRFM's needs and how they can be involved</li><li>• Identify members' skills/abilities</li><li>• Member committees/sub-committees on strategic issues e.g. Audience Growth</li></ul>
Measurable Outcomes:	<ul style="list-style-type: none"><li>• <i>Establishment of member-driven sub-committees</i></li><li>• <i>Higher membership retention</i></li><li>• <i>Membership Skills Database created</i></li></ul>
<b>Board -</b>	<ul style="list-style-type: none"><li>• Identify and recruit optimal mix of skills/knowledge</li><li>• Regular reporting on implementation of Strategic Plan</li><li>• Comprehensive induction/training manual for Board members</li><li>• Develop a risk register and have it updated quarterly</li><li>• Review policies and condense to a more reasonable suite</li></ul>
Measurable Outcomes:	<ul style="list-style-type: none"><li>• <i>Board skill set identified and recruited</i></li><li>• <i>Strategic Report created and regularly updated</i></li><li>• <i>Board training/induction manual created</i></li><li>• <i>Risk register created and regularly updated</i></li><li>• <i>RTRFM policies reviewed and condensed</i></li></ul>



## Pillar: Partnerships

# Issue: Industry Development



Outcome: RTRFM is engaged with its local community and using local resources and culture for mutual benefit

## Objectives

## Strategies

**Engage with other community organisations for mutual gain**

- Local Government Authorities - Live filming/recording of events within LGAs and space activations
- Other community stations - partner for reduced fees on listener surveys
- WAM
  
- *Number of community partners*
- *Number of community events with RTRFM presence*
- *Listener survey commissioned at reduced rate*

Measurable Outcomes:

**Create more content using the culture of the city**

- Record/film performers/events
- Partnerships with festivals - live stream/broadcasts/packaged highlights
- Fringe - develop a true partnership
- Presence at comedy/arts/film festivals
- Stalls at fairs/festivals and events

Measurable Outcomes:

- *Number of community partners*
- *Number of community events with RTRFM presence*
- *Number of recorded/filmed events*

# Issue: Business Partnerships



Outcome: Creation of mutually beneficial opportunities through business partnerships and improved capacity to identify, attract and retain sponsors

## Objectives

## Strategies

### Mutually beneficial engagement with business partners

- SAE partnership for live event recording
- Local business networks
- Universities
- Schools (Radar/On-Air/Music-Active)
- Identify and engage other Business partner opportunities

### Measurable Outcomes:

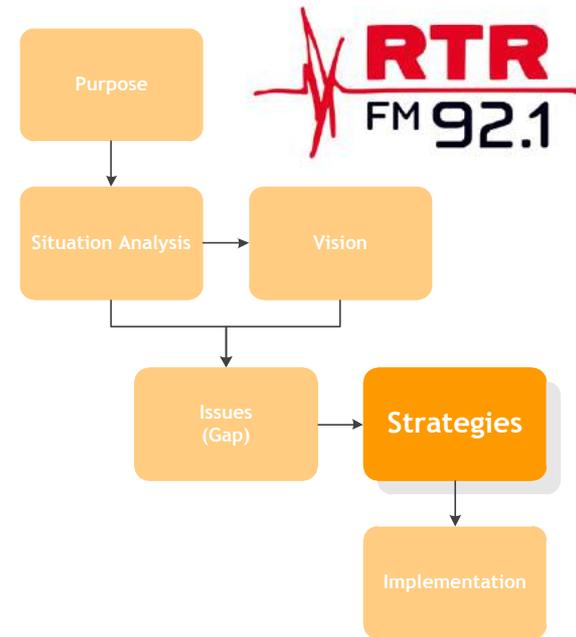
- *Number of business partners*
- *Number of partner events with RTRFM presence*

### Engagement and retention of sponsors

- Commission-only Development staff dedicated to bringing in more sponsors
- CRM software to track sponsors
- Targeted campaigns/packages to retain/regain sponsors - using data from CRM software
- Improved stewardship/follow-up strategies to improve feedback/reporting to sponsors

### Measurable Outcomes:

- *Identification/Recruitment of commission based salespeople*
- *CRM software purchased and implemented*
- *Increased % of retained sponsors*
- *Increased sponsorship revenue*
- *Creation of follow-up strategies*



# Pillar: Capacity

# Issue: Financial sustainability



Outcome: A more diverse range of revenue streams, lower overheads and improved capacity to engage with and retain subscribers/donors

Objectives	Strategies
<b>More revenue streams (non grants based)</b>	<ul style="list-style-type: none"><li>• Philanthropy</li><li>• Define criteria for understanding events' value - revenue vs strategic</li><li>• Better/new merchandise</li><li>• Sponsored programs</li><li>• Sponsored podcasts</li><li>• More online advertising</li><li>• Increased subscription fees/membership rates/event ticket prices</li></ul>
Measurable Outcomes:	<ul style="list-style-type: none"><li>• <i>Event criteria defined/measurement tool created</i></li><li>• <i>New merchandise created</i></li><li>• <i>Increased revenue</i></li><li>• <i>Higher % of stable revenue</i></li></ul>
<b>Grow subscribers/donations</b>	<ul style="list-style-type: none"><li>• Improve models - project based donations, crowd-funding</li><li>• CRM software for tracking subscribers - targeted campaigns to bring ex-subscribers back</li></ul>
Measurable Outcomes:	<ul style="list-style-type: none"><li>• <i>Increased donations</i></li><li>• <i>Higher retention of subscribers</i></li></ul>
<b>Efficient cost structure</b>	<ul style="list-style-type: none"><li>• Ongoing review of fixed costs: lower rent; salaries</li><li>• Investigate alternative location for studio with minimal/peppercorn rent</li><li>• Secure long-term lease at agreeable rate</li></ul>
Measurable Outcomes:	<ul style="list-style-type: none"><li>• <i>Regular fixed cost reviews undertaken</i></li><li>• <i>Long-term lease secured at low market rate</i></li></ul>

# Issue: Leveraging our infrastructure to deliver content



Outcome: Utilising industry partners to create and deliver sellable content and create worth through our presenters' musical curation

Objectives	Strategies
<b>Expanding our capabilities through partnerships</b>	<ul style="list-style-type: none"><li>• SAE partnership for live band recording</li><li>• Live filming/recording of events within LGAs and space activations</li><li>• Invest in Audio/Visual capture technology</li></ul>
Measurable Outcomes:	<ul style="list-style-type: none"><li>• <i>Number of partnerships</i></li><li>• <i>Monitored feedback from partners on sustainability of the model</i></li></ul>
<b>Generating unique sellable content via our events</b>	<ul style="list-style-type: none"><li>• Film events - produce into promo material (live film clips for bands)</li><li>• Sponsored YouTube channel</li><li>• Joint venture with another media outlet</li></ul>
Measurable Outcomes:	<ul style="list-style-type: none"><li>• <i>Number of multimedia packages sold</i></li><li>• <i>Revenue generated through sale of content</i></li></ul>
<b>Extend reach of show/presenter playlists</b>	<ul style="list-style-type: none"><li>• Connect with 3<sup>rd</sup> party services e.g.. Spotify. Feature content from key presenters/artists</li><li>• With this listenership, seek a method for revenue - licensing or Joint Venture</li></ul>
Measurable Outcomes:	<ul style="list-style-type: none"><li>• <i>RTRFM playlists featured on streaming services</i></li><li>• <i>Number of subscribers to playlists</i></li><li>• <i>Revenue generated through playlists/listenership</i></li></ul>

# What are our most important targets?

## *Key:*

- *Increased revenue*
- *Higher % of stable revenue*

## Supporting:

- Increased brand awareness
- Increased sponsorship - build Med-Large multi-year client relationships
- Radiothon - need to retain yearly subscribers, lessen churn
- Monthly donations to increase
- Build and sustain cash reserves
- Sustainable and functional staffing structure
- Increasing audience
- New recurrent revenue streams (e.g. training)

# RTRFM's scorecard



Factor	Metric	2018	2020	2022
Audience	Number of subscribers	2520	2600	2690
	Monthly donations	\$400	\$1000	\$2000
	Website hits	85,000	95,000	105,000
	Facebook Likes	15,000	25,000	35,000
	Instagram Followers	6,500	7,000	7,500
	NPS	70	73	75
	Number of unique weekly listeners	55,000	75,000	100,000
	Number of unique monthly listeners	230,000	250,000	270,000
Events	Event revenue	\$185,000	\$195,000	\$200,000
	Overall event quality (Using the event matrix)	65%	70%	70%
Industry	Broadcasting quality (awards)	1 award	1 award	1 award
Partnerships	Number of \$10k+ sponsors	4	6	8
People	Number of members	330	345	360
	Attendance at regular member events	10%	15%	20%
Financial	Revenue	\$950,000	\$965,000	\$980,000
	Costs	\$860,000	\$875,000	\$890,000
	Cash reserves	\$150,000	\$300,000	\$450,000
	Radiathon revenue	295,000	305,000	315,000

# Purpose: Amplify Perth's independent voices for music, arts and current affairs

As measured by:

- Quality of content
- NPS (reputation) within priority stakeholder groups

Tagline: The sound alternative

Offer: Perth's independent voice

RTRFM's scorecard



Factor	Metric	2014	2015	2017
Audience	Number of subscribers	2500	2750	3000
	Monthly donations	\$400	\$1000	\$2000
	Website hits	85,000	95,000	105,000
	Facebook Likes	15,000	25,000	35,000
	Instagram Followers	6,500	7,000	7,500
	NPS	70	73	75
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Overall event quality (Using the event matrix)		65%	70%	75%
		1 award	1 award	1 award
Industry	Broadcasting quality (awards)	1 award	1 award	1 award
Partnerships	Number of \$10k+ sponsors	4	6	8
People	Number of members	330	345	360
	Attendance at regular member events	105	155	205
Financial	Revenue	\$950,000	\$955,000	\$960,000
	Costs	\$475,000	\$380,000	\$385,000
	Cash reserves	\$100,000	\$250,000	\$400,000
	Radiothon revenue	295,000	300,000	305,000

Vision: A leader in alternative and independent broadcasting

## Values:

### Independent

we are free thinking, alternative, challenging, adventurous, diverse

### Engaged

we discover; we are generously connected with each other and are aware of our local and global environments

### Nurturing

We recognise and support emerging and established arts, culture, creativity and thinking that has value and is locally relevant

**Integrity** - we demonstrate appreciation for the diversity of our community and commit to being inclusive and caring towards one another and our shared spaces. We continually strive for a reputation for content that is respected for its integrity.

How we will achieve our vision:

Pillar	Strategic Issue	Objectives	Pillar	Strategic Issue	Objectives
<b>Offer &amp; Brand</b> 	Digital/Online growth	Expand our online/handheld presence	<b>Partnerships</b> 	Business partnerships	Mutually beneficial engagement with business partners
		More online/multimedia content			Engagement and retention of sponsors
	Audience growth	Increase brand recognition		Industry development	Engage with other organisations to share infrastructure
		Understand our relevance to our audience			More content using city culture
Pillar	Strategic Issue	Objectives	Pillar	Strategic Issue	Objectives
<b>People &amp; Culture</b> 	Rebuilding RTRFM culture	Improve communication through whole organisation	<b>Capacity</b> 	Leveraging our infrastructure to deliver content	Expanding our capabilities through partnerships
		Highly engaged membership			Generating unique sellable content via our events
	Leverage the most value from our people	Staff		Financial sustainability	Adequate premises to achieve our vision
		Members			More revenue streams (non grant based)
Board		Grow subscribers/donations			
					Efficient cost structure

## Cornerstones of the brand:

