

# 5MBS Planning Day 2021 - Outcomes

## Preamble

The 5MBS Planning Day 2021 was held on Saturday 27 March 2021 from 11.30am to 4.00pm at the West Adelaide Football Club. The event was attended by 35 volunteers (see Appendix 1 for a list of participants).

## Format

The format for the day was:

- registration/lunch
- opening remarks/introduction to SWOT analysis and gallery viewing procedures
- SWOT analysis in groups
- coffee break/gallery preparation
- gallery viewing (participants choose priorities from SWOT charts)
- outline of Board's current priorities by Chairperson
- Board members choose four priorities from gallery for action planning
- action planning exercise
- closure.

The four priorities chosen for the action planning exercise were:

- improve marketing and create sponsorship opportunities
- expand the station's digital operations
- recruit for a viable future
- create an effective training strategy.

## Board Priorities 2021

The Board priorities were presented as:

### Membership/Events/Sponsorships

- review and enhance the membership proposition
- build on and develop a first class events program
- review and enhance the sponsorship proposition

### Marketing/Communications/Image

- rebrand and re-vitalise our image
- implement the new Community Relationship Model initiatives
- review and enhance communications throughout the station

### Technical/Operations

- relocate transmitter
- purchase and install new broadcasting equipment

### Human Resources

- set the tone for the culture we want at the station
- review volunteer recruitment, skill identification and utilisation
- improve presenter training to reflect a re-vitalised image

- enhance the physical appearance and functionality of the studios, meeting rooms and common areas

#### Programming

- analyse 5MBS member survey results, McNair national listener survey results and relevant CBAA survey results and review the program grid in the light of this analysis.

### **Analysis of Outcomes**

The strengths, weaknesses, opportunities and threats (SWOT analysis) identified by participants during the group discussions have been integrated with the Board priorities set out above (see 'Outcomes' below). Other matters raised at the planning day not covered by the Board priorities have also been identified.

#### **5MBS Member Survey 2020**

The station conducted a comprehensive member survey in 2020. Appendix 2 lists the questions asked in that survey relevant to a number of the priorities set out below. The responses to these questions are an additional source of information regarding each of these topics.

## **Outcomes**

### **1 Enhance the Membership Proposition**

#### ***Opportunities***

- improve the value proposition for paid-up members

#### ***Threats***

- declining membership base

### **2 Develop a First Class Events Program**

#### ***Strengths***

- productive relationship with Elder Hall
- experience in promoting and managing events

#### ***Opportunities***

- hold regular live performances on-site
- provide more opportunities for local musicians to perform
- maintain involvement in 'Young Performer of the Year'

### **3 Enhance the Sponsorship Proposition**

#### ***Strengths***

- mentoring student presentation skills in association with SA tertiary educational institutions/providing internships

#### ***Weaknesses***

- little or no sponsorship for financial gain
- lack of networking with music groups in Adelaide

#### ***Opportunities***

- developing relationships with SA secondary schools
- promoting venues that often hold classical/jazz concerts
- engage in promotion of major events e.g. Festival, Fringe, Womad

### **4 Re-Vitalise the 5MBS Image**

#### ***Strengths***

- 99.9fm - best number on the dial

#### ***Weaknesses***

- failure to widely advertise the station's existence resulting in a relatively low profile
- lack of awareness of 5MBS and its products
- failure to fully penetrate the classical/jazz market in Adelaide

#### ***Opportunities***

- promote the station within schools and universities to gain more listeners
- make better use of social media
- have a high visible presence at local concerts (flyer handout, membership signup on the day)

### **5 Implement the New Community Relationship Model Initiatives**

#### ***Weaknesses***

- inadequate interaction with listeners
- limited ability for listeners to leave digital messages
- listener difficulties with phone-in feedback
- recorded phone-in feedback not always relayed to presenters

#### ***Opportunities***

- increase international exposure through digital access to programs
- allow members to periodically suggest the music of their choice

### **6 Enhance Communications Throughout the Station**

#### ***Strengths***

- volunteer/member newsletters

#### ***Weaknesses***

- no summary of Board meeting outcomes
- committees operating in silos
- limited information regarding key positions (role, term of office) and succession planning for such positions

#### ***Opportunities***

- greater Board engagement/consultation with members
- generally improve internal communication

### **7 Relocate the Transmitter**

#### ***Opportunities***

- proceed with current plans to relocate the transmitter

#### ***Threats***

- technical failure leading to inability to broadcast
- signal quality and coverage currently limited

### **8 Install New Broadcasting Equipment**

#### ***Weaknesses***

- no access to a 5MBS app
- CD players require upgrading

#### ***Threats***

- inability/unwillingness to upgrade software and technology
- prohibitive cost of incorporating digital access to programs
- retirement of key technical volunteers

## **9 Set the Tone for the Station's Culture**

### ***Weaknesses***

- insufficient social interaction between all facets of the station
- limited sense of corporate identity
- team playing needs improvement

### ***Opportunities***

- develop a shared vision for the station that is widely known and committed to by members

### ***Threats***

- historical classical/jazz tribal culture/competition for time slots

## **10 Review Volunteer Recruitment, Skill Identification and Utilisation**

### ***Strengths***

- dedicated volunteers with a broad range of skills and knowledge
- volunteers who come free of charge

### ***Weaknesses***

- inadequate information on station operations for new volunteers
- a relatively mono-cultural group of volunteers

### ***Opportunities***

- active recruitment of 'specialist' volunteers to fill specific gaps e.g. marketing, finance, technical, customer service
- strengthen mentoring procedures for all volunteers

### ***Threats***

- gradual ageing of volunteers and lack of succession planning

## **11 Improve Presenter Training**

### ***Strengths***

- presenters with an intimate knowledge of the music they present, and who are passionate about presenting it
- presenters who come free of charge
- access to an extensive, well-organised CD musical library

### ***Weaknesses***

- insufficient structured training on the use of software and technical equipment
- insufficient structured training on presentation techniques
- insufficient structured training on program preparation
- no access to a digital musical library
- inadequate initial assessment and mentoring of new presenters

### ***Opportunities***

- better auditioning procedures

- access to advice from the MBS network around Australia

## **12 Enhance the Physical Appearance and Functionality of the Station Building**

### ***Weaknesses***

- on-site facilities for social gatherings inadequate

### ***Opportunities***

- encourage multi-use of Boardroom e.g. training facility, small performance studio

## **13 Review the Program Grid in Light of Survey Results**

### ***Strengths***

- programs featuring local content (Kaleidoscope, Arts/Jazz Diary)
- recording/broadcasting local musical events
- no commercial advertising, current affairs or sport coverage

### ***Weaknesses***

- programming is too rigid
- programming not evolving to align with audience tastes

### ***Opportunities***

- strong niche position in Adelaide as a classical/jazz/blues/world music radio station
- playing whole works as a point of differentiation in classical music
- developing the station's podcast ability so that unique programs can be heard repeatedly

### ***Threats***

- losing audience to digital listeners and music streaming services/not understanding how people now acquire or listen to music
- competition from other music broadcasting stations.

## **Other Matters Raised at the Planning Day**

### **14 Broadcasting License**

#### ***Weaknesses***

- limitations of the current ACMA broadcasting license/upgrade the license for 'Wide Area Broadcast'
- classification as a sub-metro station precluding access to new broadcasting technologies e.g. digital radio

#### ***Threats***

- non-renewal of the current ACMA broadcasting license

### **15 Fund Raising**

#### ***Weaknesses***

- inability to diversify revenue raising streams

#### ***Opportunities***

- examine the 3MBS and 4MBS fund raising models
- charge for training external presenters and interns

- promote local events as a service at a small charge
- seek support from a foundation.

## Appendix 1 - Participants

Dave Anthony; Peter Austin (facilitator); Natalie Boath (scribe); Elizabeth Bull; David Corkindale; Irene Chumack; Peter Davis (Board observer); Tom Doran (Board observer); William Ehmcke; Denise Gamble (facilitator); Andrew Hanna; Kris Hanna; John Ingham; Dennis Johnson; Eleanor Lamdin; Ian Newbery (Board observer); Margaret Ogier; Tony Ogier; John Pederson; Rhonda Phillips (scribe); Michael Prescott; Glen Quick; Anthea Reeves (scribe); Kari Seeley (facilitator); Troy Sincock (speaker); Greg Stevens (speaker); Emily Sutherland; John Taylor; Roger Vincent; Phillip Virgo (Board observer); Dave Wiffen; Francis Willis (facilitator); Bob Wilson (timekeeper); Jean-Christophe Xerri; Edward Zeidan (scribe)

## Appendix 2 - 5MBS Member Survey 2020

### Enhance the Membership Proposition

- Q23 Are you a financial member of 5MBS?  
 Q24 Have you been a financial member of 5MBS in the past (and did not renew membership)?  
 Q25 What are your reason(s) for not renewing your membership?  
 Q26 What are your reason(s) for not becoming a financial member of 5MBS?  
 Q27 Which of these benefits to members might encourage you to become one .....

### Enhance Communications Throughout the Station

- Q28 Do you regularly read the bi-monthly newsletter?  
 Q29 Do you regularly look at the monthly program guide?  
 Q30 If you are a member, or if you become one, how would you prefer 5MBS to provide information to you?

### Relocate the Transmitter

- Q10 The radio reception of 5MBS where I live is ..... (good, not reliable, poor)  
 Q11 My post code is .....

### Install New Broadcasting Equipment

- Q12 Do you listen to podcasts?  
 Q13 Do you listen to 5MBS podcasts?  
 Q14 Reason(s) for not listening to 5MBS podcasts?  
 Q18 Do you listen to music via a streaming service(s) like Spotify or similar?  
 Q19 Do you have a paid subscription to the music streaming service (rather than use the free version)?  
 Q20 Do you listen to 5MBS via the Tune-In app on your phone, PC or tablet?  
 Q21 Do you often go directly to the 5MBS website to listen to the station?  
 Q22 If 5MBS had an app that you could have on your phone (or on your computer or tablet) providing the following benefits, which of these would you definitely use, assuming such an app was available

### Review the Program Grid in Light of Survey Results

- Q1 How long have you been listening to 5MBS?  
 Q2 What are the general reason(s) that you listen to 5MBS?  
 Q3 The music I like to listen to is .....  
 Q4 Are there any music genres that 5MBS does not play that you would listen to if it did?  
 Q5 What genre or type?  
 Q6 Indicate all times when you listen to the radio for at least 30 minutes on weekdays

- Q7 Indicate all times when you listen to the radio for at least 30 minutes on weekends
- Q8 In an average week, I mostly listened to 5MBS for about ..... (hours)
- Q9 How did you usually listen to 5MBS (home, car, workplace)?
- Q15 Which of these 5MBS programs would you say you listened to regularly during last year .....
- Q16 What other radio stations do you listen to at least one hour or more a week?
- Q17 For the one MUSIC station, other than 5MBS, that you listen to most, what is the main reason you listen to it?