WESTERN SYDNEY
UNIVERSITY

Marketing Plan

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October 2016

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1.0 Executive Summary

2MCR 'Sounds of Macarthur' is a community radio that broadcasts services that appeal to the needs and interests of the Macarthur region. These include a range of services such as news, music and multicultural programs. 2MCR also provides services targeted to businesses such as promotions for sponsors. As a non-profit organisation, 2MCR's funds consist mainly of listener membership, sponsorships and government funds.

This marketing plan is to gives 2MCR a clearer understanding of their current situation. It will also bring attention to key issues facing 2MCR and suggests strategies to rectify these issues outlined. Currently, 2MCR have many weaknesses and threats. These weaknesses and threats include factors such as lack of brand awareness and promotion, lack of social media presence and lack of interactions with listeners.

The key issue in this marketing plan is the lack of funding. The biggest impact affecting funding has been the the budget cuts to community radio funds which have had a significant impact on the capability of community radio broadcasters. As a result, the aim of this marketing plan is to increase brand awareness and to create a positive brand image. By bringing awareness, it will ensure that 2MCR can generate funds to continue their radio broadcasting activities for the community.

This marketing plan recommends adopting a variety of methods in creating an effective marketing campaign that will aim to achieve brand awareness, positive brand awareness and an increase in funds. These methods include strategies that consist mainly of rectifying 2MCR's current weaknesses. These strategies include more outdoor advertising, more frequent use of social media and more community involvement outside of the radio station.

2.0 Introduction

2MCR Macarthur Community Radio is a community radio station based in South West Sydney. Currently, 2MCR is not attracting as many listeners or sponsors as it wants, and would also like to create awareness amongst a larger audience. As 2MCR is a community radio station, a major limitation is the budget for the project, as well as the visibility of the station in comparison to its major competitors. 2MCR aims for this marketing project to continue as a 5 Year Marketing Plan but it may be more responsible to make it a 2-3 Year Marketing plan, due to the constantly changing nature of the radio environment. Our key objectives for this project is to create an increase in brand awareness amongst local businesses in hopes of rendering more sponsors for the station and to increase community subscriptions to the station, in order to increase 2MCR's funding, and creating a positive brand image. This marketing plan discusses marketing recommendations and strategies we endorse to allow 2MCR to achieve the specific goals we've set in order for an increase in brand awareness.

3.0 Client Overview

3.1 Ownership, Organisation Structure, and Size

2MCR- FM aka 100.3fm is a non-profit community owned radio station operating in the Macathur region. Its broadcast covers Campbelltown, Camden and the Wollondilly Shire. It is the first radio station broadcasting to Macathur and first aired in 1989. The president and vice president are volunteers and work to organise the operations of the radio station. People within the Macathur region can also join by becoming members which has a wide range of benefits such as use of facilities, insight and voting on promotion, marketing and training. Their committee member team consists of a secretary, treasurer, training manager, programming manager, programming, engineering, marketing & promotions and membership officer.

3.2 Product and Services

2MCR do not specifically provide a tangible product, they provide of services: a mix of entertainment, information, news and training opportunities that reflects our community's needs and interests. They offer a range of multi-cultural news segments with a range of music and entertainment shows to engage the listener. They provide a number of specialist shows and niche markets such as gospel shows and international news shows. 2MCR currently operates from their headquarters at Campbelltown RSL. They broadcast 24 hours a day, 7 days a week.

2MCR offers memberships to the community in order to provide an important link between 100.3FM and the Macarthur Community. Membership is open to anybody living in the local area. The membership includes use of the radio station and a training course that includes a certificate of completion. The price range can be seen in Appendix 4.

2MCR have a wide range of sponsors, companies donate to community radio in return for advertising on air. 2MCR identifies their listeners as aged 35+ and families, their signal can reach up to 2 million people as well. 2MCR offer a small advertising cost, simple pricing, a wider range of music formats, multilingual programming and an uncluttered environment on air. Through our research we were able to determine that 2MCR does not have a strong sense of brand awareness amongst their current sponsors.

3.3 Financial Position/Current Position and Situation

The current financial situation of 2MCR is not ideal, the community radio station suffered a $783.20 loss in the April-June sector of 2016. The federal budget will also see a decrease in the funding support of community radio, $1.4 million p.a. MCR are currently involved in the Keep the Community campaign in a bid to restore the funding to keep community radio on digital. Expenses are significantly higher than profits and this is alarming for the 2MCR especially following the funding deficit. Membership profit accounted for less then 30 percent of the profits and this will need to be improved if 2MCR want to stay and challenge their competitors. The way

2MCR generate money is from grants from the community, fundraising, selling of novelties and the main form, sponsorship.

4.0 Industry and Market Analysis

4.1 Industry Analysis

Broadcasters in this industry are classified into commercial, public and community radio. The radio broadcasting industry has been stagnant and has been closer to decline in the past five years. [1]The latest development in the industry has been the advancement in technology which had a significant impact on the radio broadcasting sector. It has created both opportunities and threats to the industry. Technology such as smartphones and the internet have created a new method of delivering radio broadcasts. The portability of smartphones indicates that digital radio, podcasts, streaming through the internet and apps have allowed users to listen to broadcasts anywhere and at any time. In addition, it has increased the quality of radio broadcasts. Despite the benefits, it has also caused an increase in competition. The advancement of technology has created new forms of entertainment which are also easily accessible and affordable. Online content such as YouTube, Spotify and SoundCloud attract a younger market therefore there has been a decrease in the number of young people listening to the radio. The rise of online content indicates that it is easier and more effective for advertisers and marketers to promote their business (As a result, advertisers prefer to use methods other than radio broadcasting for advertisements. Furthermore, the government has made budget cuts which have had a significant impact on community radio funding and their ability to operate. According to Henry (2016), community radio broadcasters will see about $1.4 million per annum loss from the budget cuts.[2] These two factors are the main cause of funding issues.

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[1] IBISWorlda 2016
[2] Henry, H, 2015, Federal budget continues to chip away at community radio funding

4.2 Market Definition

The Macarthur region is located in south-west Sydney and consists of three local governments areas: Campbelltown, Camden and Wollondilly Shire[3]. The area is a combination of both rural and urban. The Campbelltown and Camden area are considered to be urban and the Wollondilly Shire area is considered to be more rural. The Macarthur region is a fast growing area with many businesses operating in the region. The manufacturing industry is the largest industry sector in the region and also the sector that many residents are employed in. Other professions include clerical and administrative workers, technicians and trade workers and professionals.

4.3 Market Size

The estimated population of the Macarthur region is 279,194 people in 2015.[4]This represents a 3.15% increase from 2014 with 270, 670 people. Majority of the people reside in the Campbelltown area. From previous figures, the region has seen continued growth in the population. This may be a result of the region gaining funding and support from the government for growth and development in the area. This includes new infrastructure, jobs and urban renewal. Based on age alone, Macarthur community radio station's market size of 40-80 is about 40% of the population. The largest age group in the area is 1-19 making up 30% of the population. It is closely followed by 20-39 year olds with 28% then 40-59 year olds with 27%. [5]The Macarthur region has a young population and a smaller percentage of older people compared to other areas in Sydney. Furthermore, the main ancestries of the region area are Australian, English, Irish, Scottish and Italian. These five ethnic backgrounds make up about 87% of the population.

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[3] MACRIC 2016, About MACROC
[4] Community Profile 2016c, Single year of age
[5] Community Profile 2016c, Single year of age

4.4 Market Potential and Market Trends

Over the last 10 years, the region has seen steady growth and the overall population has been increasing annually. Development in the area and growth in businesses may bring people to move to the area. Growth of local businesses could be a very important aspect for the forecast of 2MCR's current sponsor list. As hinted at earlier, 2MCR currently has an extremely weak sense of awareness amongst current sponsors. However, a focus on local businesses could possible help increase the current funding status of 2MCR, which has proven to be problematic for the station. Furthermore, with budget cuts and problems with funding an interest in the sponsor market may be the solution to the current problems 2MCR is facing.

5.0 Environmental Analysis (PEST Analysis)

The Pest Analysis is a framework that describes the macro-environmental factors that can directly affect the decisions a company makes. The PEST model highlights the macro-environmental factors into four categories categories: political, economic, social and technological.

5.1 Political

Government funding for community radio is reduced every year in the federal budget. In 2016, $1.4 million of community radio funding was cut in the federal budget, [6]directly affecting 2MCR 100.3FM in addition to over 440 community radio stations nationwide. [7]A decrease in funding heavily affects 2MCR 100.3FM from moving forward as an organisation.

In addition community radio stations are partnered with the Australian Communications and Media Authority (ACMA). This is done by applying for an apparatus license in the broadcasting service Bands (BSB). The license allows users to 'seek authorisation to operate a radio communications transmitter within the

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[6] Vision Australia 2016, *Keep Community Radio*
[7] CBAA 2013, *Federal Budget Chips Away Community Radio Funding*

broadcasting service bands'.[8] The parent company 'Community Broadcasting Association of Australia' (CBAA) are currently campaigning to keep the 'community' in your radio, the aim of the campaign is to restore funding from the 2016 federal budget cuts to keep community radio. [9]

5.2 Economic

As of July 2016, the financial report of 2MCR showed a net profit of -$783.20. In order to become a member of the 2MCR community, an individual must pay a $5.50 joining fee in addition to a membership cost that range from concession ($27) to a full member ($44). Furthermore a group membership deal of 5 people at $110 is also an option.[10]The company is a non-profit organisation, which means the 2MCR staff are dedicated volunteers and members, this removes the expense of wages. Community radio stations must be careful in their selection of sponsorships in the current economic climate. [11]Furthermore, the increase of competition for the corporate dollar by non-profit organisations has forced them to undergo heavy research on the companies they want to work with. Sponsorship plays a large role in funding for community radio stations, funding from sponsorships contribute 39.8% of their total income.[12]

5.3 Social

Macro-environmental factors from societal factors have great importance to community radio stations. 2MCR's objective is to support the development and the provision of community broadcasting within the New South Wales local government areas of Campbelltown, Camden and Wollondilly.[13] The median age of residents in the Campbelltown/Macarthur region is declining (Currently at 35).[14] In addition to new suburbs in the Macarthur region (Gregory Hills) and the diverse ethnicities in

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[8] ACMA 2016, *Community broadcasting costs, forms & guidelines*
[9] 2MCR website
[10] 2MCR, Get Involved
[11] Marketing Community Radio 2014, *Community Broadcasting Association of Australia*
[12] *Community Broadcasting Association of Australia Census* 2013
[13] 2MCR, About us
[14] Australian Bureau of Statistics 2011

these areas, 2MCR must change their business plan in order to cater to all these factors. The radio station is located at Campbelltown RSL Club, enabling more interaction to attract new customers and enabling easier participation using the clubs facilities. The CBAA 2013 Census shows a large distinction between non-Australian music played and audience participation.[15] 2MCR should play non-Australian music as it attracts a younger audience. 2MCR must strengthen their online presence through social media in order to reach their younger audience in addition attract other potential customers. Social media provides a low-cost communication outlet to connect to their customers in addition to attracting potential customers. According to the CBAA 2013 Census, 9 out of 10 radio stations have a website.[16]

5.4 Technological

Technological macro-environment factors affect a radio stations fundamental purpose, the delivery of its message. Some factors include, communication, telecommunication accessibility and lifecycle of technology. Digital Radio uses digital technology to transmit or receive frequencies across the radio spectrum, digital radio allows users to listen to their favourite radio stations on the internet which allows a second alternative to using other means of outdated technology. An ease of access is made with digital radio. Implementing digital radio can potentially attract newer or younger customers. 2MCR lacks web design and a strong social media presence, these elements are a key to modern success.

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[15] 2013 Community Broadcasting Association of Australia Census
[16] 2013 Community Broadcasting Association of Australia Census

6.0 Organisation Analysis

6.1 Mission Statement

A mission statement is defined as the values and objectives a company hold, that properly reflect the basic nature of the entity at its core.[17] 2MCR does not have a clear mission statement for their station but do present their values quite extensively on their website. They are a station aimed at properly representing the Macarthur area, through values of diversity, community, and unity.

However, having a mission statement is important when wanting to develop the brand image further therefore, by 2MCR investing in a written mission statement they will be able to successfully communicate the station's values to the consumer in a much clearer format.

6.2 Brand Image

A brand image is the perception a brand or company has on the general consumer, this includes how the consumer reflects on the brands values and character. A clear brand image renders higher brand equity therefore, allowing the brand to be explicitly promoted to a wider audience thus, increasing the use of the stations service.[18] The awareness of a brand can often increase the equity of the entity, in the case of 2MCR, the expansion of their current values into a brand image, will help with their main goal of achieving a wider and younger audience. The current values of Macarthur Community radio are constantly referred to throughout their platforms, revolving around the ideas of diversity and inclusion. The current challenge lies in translating the current values of the station to a larger audience therefore, increasing the brand equity of the station.

The *Sounds of Macarthur Community Radio Station's* current identity is one that specialises in areas of local news, multi-language programming, local and specialist music, and most importantly showcasing the diversity that is thriving and present in the Campbelltown region. In a study conducted by McNair Ingenuity, the demographics of most community radio listeners were discussed, finding that the programs that 2MCR features throughout their daily schedule may not be as

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[17] Alvesson, 2002. *Understanding Organizational Culture*
[18] Bhasin, 2016. *What is Brand Image and its importance to an organization?*

appealing to their market as once thought. For example, whilst programs in multi-languages are appealing to very niche groups, McNair found that they are least appealing to the overall sect of community radio listeners.[19] Therefore, this could mean that while community radio listeners may be aware of 2MCR, the current brand image promoted by the radio station, of being multilingual, may be less of an asset when attracting a target audience that is younger than their current market. Furthermore, assets that 2MCR currently have at their disposal include their music library, which has an array of specialist music. In accordance with the McNair Ingenuity research, specialist music is a major asset to listeners of community radio, and therefore will most probably attract a different audience for 2MCR, if the identity of specialist music were to be included in their brand identity (Refer to Appendix 9).

7.0 Customer Analysis

An estimated 104,000 people aged 15+ constitute 2MCR's monthly cumulative audience while 40,000 people aged 15+ constitute 2MCR's weekly cumulative audience. In terms of gender, the majority of 2MCR's listeners are male (69% male, 31% female). In terms of age, 75% of customers (31% aged 15-24, 44% aged 25-39) make up 2MCR's monthly cumulative audience (79,000 people) whilst 26,000 make up the other 25% (6000 aged 40-54, 20000 aged 55+). Apart from the widowed, divorced or separated demographic (3%) other marital status statistics are fairly distributed, ranging from 18% to 30%.

Work status shows the most potential as full time workers are the vast majority of listeners (69,000 = 66%). Two thirds of this demographic make up the monthly cumulative audience. Oddly enough, the unemployed hold 0% of the audience, which also shows a lot of potential.

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[19] CBAA, 2013, *Community Broadcasting Station Census: Survey of the Community Radio Sector for the 2011-12 financial year*.

7.1 Customer Segmentation

The Campbelltown region consists of just over 157, 901 residents, in addition the distribution of male and female are almost equal (77,955 male, 79,946female). [20] In addition the 2011 Australian Bureau of Statistics recorded that 34% of people from Campbelltown are born overseas. The majority of the 34% is composed of Oceanic (excluding Australia).

In terms of age, the majority of 2MCR's monthly cumulative audience (15-40) is comprised of 30.2% of Campbelltown's population as of June 2012.[21]

8.0 Competitor Analysis

8.1 Competitors

8.1.1 Macarthur Radio Station

Macarthur's Radio Station, a commercial radio station that is located in Macarthur and is directed at the community of Macarthur and Camden district. Operating since 2001, they offer contemporary music as well as news and sports updates that are relevant to the community.

"Part of the WIN Network, the largest regional television network in Australia, C91.3FM reflects the music, interests and tastes of the Macarthur community. C91.3FM is located in Campbeltown with the antenna on Razorback Mountain enabling transmission to the whole of the Macarthur region and beyond. C91.3FM is a true local in the Macarthur. Throughout the day and night C91.3FM presents a mix of music, news, sport, weather, traffic, interviews, competitions, listener opinions and matters of interest."[22]

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[20] 2014 Australian Bureau of Statistics
[21] 2014 Australian Bureau of Statistics
[22] WIN Television

Macarthur's Radio Station communicates to its customers other then on air via their website and social media entity's being Facebook, Twitter, Instagram and Youtube. As well as location and contact details via phone and email are clearly stated on their website as another alternative.

The radio currently engages the community by offering competitions. At this time there is 7 different competitions. A platform for community updates and events can be located on their website informing and allowing a further connection between the community.

8.1.2 Hope 103.2

Hope radio station is a not for profit Christian based community radio station, operated by Hope Media Limited. They deliver content that is relevant to all of Sydney but also offer content that is relevant for specific communities, like Macarthur, making it a strong competitor.

"Hope 103.2 is Sydney radio's non-denominational, Christian FM station. Broadcast mainstream and Christian contemporary music, and entertaining shows. Programs include lifestyle and current-affairs interviews and a series of popular inspirational segments. Style is modern, lighthearted and family-friendly with a focus on the community. Popular shows include *Breakfast with Laura* and our LifeWords Q&A Podcast with David Reay. Hope 103.2 helps people lead hopeful lives through fun entertainment, helpful content, uplifting experiences and a unique connection with their community."[23]

The station is not specific to Macarthur district but do connect well with the community by promoting local businesses, churches, events, news and competitions.

As additional to the communication to the community on the radio station Hope connects via their website, email newsletters and social media platforms; Facebook, Instagram, Twitter and Pinterest. Hope has expanded their brand into digital radio with Inspire Digital in 2011, with actually achieving a higher audience rate over their

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[23] Hope 103.2- Contemporary Christian Radio

Hope FM station by 2% in July 2016.[24] Hope also engages with the community by offering music playlists, podcasts and online streaming as well as articles under various topics that can easily be found via their website.

"A non tax deductible membership fee of $57.20 (GST inc) is payable annually on approval of your Membership Application by the Board's Membership Committee."[25] Membership includes voting rights and the ability to inspire people by enabling the station to spread hope. Hope offers sponsorship and advertisement options to businesses via their different media entities; Hope 103.2, Inspire Digital and their website. "Hope 103.2 reachesover 373,000 adult Sydneysiders every week and offers competitive rates."[26]

Contact details can be easily found on their website for further sponsorship enquiries and applications. Although this station has differentiated itself by addressing a specific niche market, the local Christian community, according to the Australian Bureau of Statistics in 2011 67% of the population in Campbletown are Christian and as shown in the national listener survey for Macarthur Community Radio 43% of listeners partake in Christian beliefs making them a strong competitor.[27]

8.1.3 Vintage FM

Vintage FM is a community radio that offers separate frequencies in Penrith, Camden Hawkesbury and Blue Mountains. The radio station offers music based on rock and roll from the 40's, 50's and 60's. They received a demand from the local community in Camden for more rock and roll hits from a station that was more targeted to their community, which lead to there expansion into the Macarthur district.

> "Vintage FM is a local radio station, entertaining you, 24 hours a day, 7 days a week with a collection of great music from the 40's, 50's and 60's - The Music You Grew Up."[28]

Vintage FM targets a niche market within the Macarthur and Camden community making it not one the strongest competitors, although this does not mean that it

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[24] National Listener Survey Fact Sheets
[25] Hope 103.2 Contemporary Christian Radio
[26] Campbelltown City 2016 Religion
[27] National Listener Survey Fact Sheets
[28] Vintage FM 2016

should should be dismissed. In a 2014 article the station stated "Our latest figures showed that our peak last year was in November when more than 1.6 million tuned into our radio station. The community has really embraced us and I think what they like most is that we involve ourselves."[29]

Vintage FM as also increased their accessibility by introducing an iPhone and Android App, as well as a Target Radio Network. Other than on their Station Vintage FM connects with the community via their website, email newsletter and social media platforms; Facebook, Google, Linkedin and Twitter.

Vintage FM is offers advertising for business at low costs, "Depending on how you advertising on VINTAGE FM is targeted, it can cost as little as $100 per week."[30]Information regarding advertising is easily accessible via their website, as are contact details for further enquires.

Although Vintage FM brand image is focused primarily on the music genre that they deliver, they do connect well with the community by participating and promoting in local events. By addressing the local community this makes Vintage FM a direct competitor.

8.1.4 The Campbelltown-Macarthur Advertiser

The Campbelltown-Macarthur Advertiser is a local newspaper that connects the community by offering relevant content including community events, news, sports and other local issues. The local newspaper was established in 1878.

> "The Advertiser is part of Fairfax Community Newspaper (FCN) NSW; designed to provide local residents with specialised local news, sport, council information, entertainment and events, as well as product or service availabilities in their local area. The Campbelltown Advertiser, Camden-Narellan Advertiser and the Wollondilly Advertiser are committed to providing readers with accurate editorial and play a vital role in informing the community on local events, news, sports and other local issues that directly affect them."[31]

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[29] Daily Telegraph (2016). *Vintage FM expands its reach*
[30] Vintage FM 2016
[31] Fairfax Media Ad Centre (2016) The Advertiser

Although this competitor is not a radio station, this form of media offers a lot to the local community by delivering content that is extremely relevant and offering businesses affordable advertising opportunities.

In terms of business to customer marking this competitor is not a strong one, but in terms of business to business marketing The Campbelltown-Macarthur Advertiser is a strong competitor. With a total of 112,00 readerships and "by constantly supporting businesses, as well as sponsoring many local events, the Advertisers are able to provide residents with specialised local news on sport, council, entertainments and community events, as well as products and services available."

8.1.5 Your Local Station 2GLF89.3

Your Local Station in a non for profit community radio station located in Liverpool. The station has been operating for 32 years from Liverpool and broadcasts in 19 different languages. "Programming covers all aspects of the community with local information, ethnic programming, specialist music and local event coverage. The station is run and managed by volunteers from the local area. In addition to the station FM broadcast, it is streamed from the website and all program are available On Demand for a four week period after broadcast."[32]

This station as like Macarthur Community Radio offers a range of diverse programs from various music genres and multicultural programs. Other than via the radio station this station connects with the community via their website and social media platforms; Facebook and Twitter. Membership includes various attributes such as training and voting rights. The membership fee includes a one off payment of $11 and and annual fee of $27.50. In regards to sponsorship and business advertisement they offer promotions online, On-Air and On-Demand program.

Although this community radio station is not located in Macarthur and targets a different demographic they are located in the district next to Macarthur, which causes

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[32] 89.3 FM 2GLF 2016

them to be an indirect competitor. In regards to business to customer marketing residents of either area may debate what station to listen to due demographics being similar. In regards to business to business marketing due to the location being close some business may debate which station would be better to invest in, especially mobile businesses.

8.1.6 Sound of the Sutherland Shire 2SSR 99.7

The Sound of Sutherland Shire is a community radio station location in Sutherland. "The organisation is non profit, non political and non sectarian.Sutherland Shire Council was a Foundation Sponsor of 2SSR and has remained a major sponsor. The Mayor of Sutherland Shire is a Patron as is T.V. and recording star Helen Zerefos."[33]

"With 165,334 people (15+) in its broadcast license area 2SSR has a strong local audience reach. Our listeners have reliably informed 2SSR FM that our signal that does reach many other parts of Sydney. This does include the St George area, Eastern Suburbs, Western Suburbs, Northern Suburbs and the Blue Mountains area. 2SSR is estimated to share, in its broadcast license area, a community radio audience reach of 39,680 in a typical week (24% of the 15+ people) and 85,974 in an average month (52% of the 15+ people). Since the introduction of "live streaming" in September 2011, a worldwide audience can now hear 2SSR and we continue to seek opportunities to increase our audience through other forms of social media marketing."[34]

This station offers broadcasting training courses to all ages as well as two types of memberships; Ordinary membership for $44 and Concessional membership for $22. This competitor is an indirect competitor as this radio station is not located in the Macarthur district and targets a different demographic.
Although this station's district is located next to the Macarthur district. According to the National Listener Survey on Macarthur Community Radio 48% of listeners are located in the Inner South West and Sutherland district. Meaning that this could be a

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[33] 2SSR 99.7FM Sound of the Sutherland Shirt, 2ssr.com.a
[34] 2SSR 99.7FM Sound of the Sutherland Shirt, 2ssr.com.a

strong competitor in regards to those listeners and those local businesses. Business to customers that are located close either location may debate which radio station would be most suitable to them. Additionally, business to business may also debate what radio station sponsorships attributes are most suitable to their business and their target market, especially mobile businesses, as these business target market demographics may include multiple regions.

8.2 Strengths and Weaknesses of Competitors

Competitor	Strength	Weakness
Direct Competitors		
Macarthur Radio Station C91.3	Community connectivity Technology Promotions/advertisement Online presentation Community incentives thought competitions Community platforms for local events and businesses Market leader	No clear description or objective No Membership Lack of community participation Lack of volunteer work Lack of diversity
Hope 103.2	Technology Promotions/advertisement Online presentation Accessibility Clear mission and objectives Communication Community concern Membership available Large number of listeners	lack of diversity amongst programs lack of training as a member lack of membership incentives Price of membership Not all content is relevant to the Macarthur community
Vintage FM Camden 88.7	Price of sponsorship/advertisement community platform for businesses and local events Entertainment/Music specific to target market	No membership Lack of diversity Low number of listeners in regards to competition Lack of community participation Promotions Online presentation

Indirect Competitors		
Campbelltown-Macarthur Adviser	Online presence Accessibility Presentation Community connectivity Readerships Diverse content Relevant to community Technology B2B marketing prospects High audience reach	Lack of community participation Convenience of product Customer can easily dismiss advertisements Lacking B2C marketing opportunities
Your Local Station 2GLF 89.3	Membership Membership incentives Training provided with membership Diversity amongst programs Technology Clear objectives Community participation Online advertising available	Promotions Online presentation
Sound of Sutherland Shire 99.7	Membership for ages Membership incentives Online presentation Technology Clear objectives Accessibility Community concern Community participation	Lack of diversity in programs Online advertising not available, only list of sponsors

8.3 Current Marketing Strategies

Competitor	Competitive Strategy
Direct Competitors	
Macarthur Radio Station C91.3	Prospector, Niche penetration
Hope 103.2	Niche penetration, Differentiated Defender, Extended use
Vintage FM Camden 88.7	Niche penetration, Differentiated defender, Market expansion
Indirect Competitors	
Campbelltown-Macarthur Adviser	Analyser, Extended use
Your Local Station 2GLF 89.3	Analyser, increased penetration
Sound of Sutherland Shire 99.7	Analyser, Increased penetration

9.0 SWOT Analysis

Strengths

- Wide range of diverse programs
- Caters to needs and interests of the area
- Gives the people in the area an opportunity to share their thoughts and opinions
- Strong bond with the community and their members
- Dedicated and loyal members/listeners
- The location of the station generates exposure with a well-respected club in the community Campbelltown RSL
- Diverse listeners, niche markets of listens from all countries
- 24/7 broadcast
- Wide variety of programs that caters to different people
- Country music, information programs and programs in different languages
- Listeners are able to voice their opinion during live radio and on the website

Weaknesses

- Lack of funding
- Lack of interest from the public, mainly younger generations

- Lack of promotion/brand awareness
- Somewhat outdated such as the website and lack of online content
- No exact mission statement, makes it hard for their team to work towards a common goal
- Low social media awareness, social media will need to be utilized if 2MCR want to gain a younger following
- Budget cuts from the government are imminent
- Lack of programs that can relate to younger generation

Opportunities

- New programs targeting a younger market
- Strong business-to-business relationships with their sponsors
- Online broadcasting through 'tune in radio' allows listeners to listen anywhere and anytime if they don't have access to a radio.
- With a virtually non-existent social media influence with the community, it can be used and improved to target the younger generation
- With not a lot of brand awareness, gives 2MCR the chance to build their own identity

Threats

- Competitors who have agreements with agencies (advertisements for revenue)
- Competitors who have a larger market share and area coverage
- Their office at the RSL may be vacated if the RSL decides to use that space for something different.
- The cut in Federal Budget is approx. $250,000 p.a
- The radio broadcasting industry is in the decline since the budget cuts
- Many competitors use online content to build brand awareness and interact with listeners

10.0 Key Issues

- Competition
  - Against other radio stations for listeners
  - Against other radio stations for advertisements in return revenue
  - Against competitors in other industries for advertisements in return for revenue
- Funding
  - More sponsorships, advertisements and donations
- Promotion
  - Need to make the service more tangible such as a slogan
  - Promote and create more awareness for the radio station

Funding is an issue in the broadcasting sector and particularly to community radio. Budget cuts to community radio indicate that they have to rely more on sponsorships, membership and donations. However, competition in the industry is high and compared to community radio, many commercial radio offer better opportunities for advertisers to reach their target market. With more funding, Macarthur radio will be able to invest it in and better cater to the needs and interests of their listeners. There is also a lack of promotion and awareness for Macarthur Community radio. As a service, it is mainly intangible and they have little tangible aspects. Creating more tangible aspects will assist in creating brand awareness and brand recall. Of the issues identified, the key issue at 2MCR is funding.

11.0 Objectives

Macarthur Community Radio serves and caters to the needs and interests of the community in the Macarthur region. Based on the analysis, funding is a key issue at Macarthur Community Radio that is currently occurring and will continue to occur. To improve the funding situation, Macarthur Community Radio will mainly be required to focus on the commercial aspect. Macarthur Community Radio lacks brand awareness (see Appendix 13). Therefore, the main objective is to create brand awareness and brand loyalty amongst local small businesses and listeners. Once brand awareness is established, Macarthur Community Radio will have a higher chance of gaining more sponsorships and subscriptions from listeners which will ease the lack of funding at 2MCR. To more effectively serve the community or meet the objectives of the radio station which is to appeal as a 'community-based radio station, they must acquire funds from the listeners or local businesses who become sponsors. These objectives are intended as part of a three-year plan that is subject to change depending on the climate of the radio station. In summary, the objectives are to improve the funding situation at Macarthur Community Radio are:

1. To create brand awareness
2. To create a positive brand image for the radio station
3. To attract more sponsorships from local businesses and subscriptions from locals in the Macarthur region

12.0 Target Market

We have suggested the most responsible marketing strategies 2MCR can take up for all vocalised towards the sponsors of the radio station. This will help increase the brand awareness of the station amongst local businesses as well as increase funding and possibly also increase the visibility of the radio station. 2MCR should strengthen its ties to local businesses as, not only does it fall in line with their station values, but also heightens the ability for them to garner more listeners. This could be achieved through means of increased sponsorship deals with local small businesses that may lead to the increase of audience, through association, i.e. Local business may play 2MCR throughout their stores, or may advertise the radio station on their

premise. Furthermore, through this local businesses can also benefit as in return 2MCR will be advertising local brands through means such as podcasts, their new and improved website, social mediums, etc.

The target market we are looking to acquire for this marketing plan for 2MCR, consists mainly of local small businesses. As 2MCR is almost completely community focused, the initiative of extending sponsorships to small businesses within the Macarthur region, will serve the purpose of creating further funding, as well as broadening the scope of brand awareness among the community.

The secondary market includes 2MCR's current listeners. This market consists of a wide range of people from different demographics; however, they share a common feature in that they are generally from the Macarthur region and are between the age group 25-39.

Having these two target markets allows 2MCR throughout this project, allows the expansion of the current listener range, as well as evolving 2MCR further into the community.

13.0 Positioning Strategy for Local Businesses and Listeners

A positioning strategy aims at helping a business differentiate itself from competitors, by calibrating the business in a way that allows a strong brand image to resonate in the minds of the audience.

For 2MCR, we have proposed positioning strategies that surround the market of local businesses and the market of listeners. These positioning strategies aim at reaching as many individuals in the target market as possible, whilst also being as effective as possible on the two audiences. The reason for this method in positioning is for the deliberate expansion of the markets, as well as creating a sense of brand loyalty leading to ongoing support from all aspects of the community.

Our positioning strategy for local businesses differentiating 2MCR as being a strongly community based radio station. Whilst researching the competitors of the radio station, we came to the conclusion that most of them do not state that they are a strictly community radio station. In contrast, if 2MCR was to appropriately advertise their community radio status, that would be a lot more appealing to local businesses due to the nature of wanting to support an endeavor that is similar in circumstance to their own.

Additionally, the idea that 2MCR is strongly community based could be used as cross promotion between the local business and listener markets. The idea serves the notion that by local businesses becoming sponsors of 2MCR they are able to be broadly advertised to the wider community, allowing the funding of 2MCR to increase profits for the local businesses. Furthermore, allowing 2MCR to appropriately portray itself through a more contemporary light will further attract both listeners and businesses to the stations services, as it will seem a lot more accessible to a larger mass market.

Therefore, allowing the positioning strategy to simply accentuate and slightly tweak what 2MCR already offers the radio market, will further help differentiate, especially within the community radio market, as it will seem much more accessible to the average Macarthur resident.

14.0 Proposed Marketing Strategy

14.1 Use of Social Media

Brand awareness is significant to all organisations whether it is a commercial organisation or a non-profit organisation. It is particularly significant in services. In the radio broadcasting industry, there are very little switching costs and switching to competing radio broadcasters is relatively easy.

Social media has been integrated in the marketing activities of both small and large firms. It is an effective and less costly way to promote a business and would be useful as 2MCR are lacking funds. Social enterprise is the new key for businesses

achieving competitive advantage. The use of social media tools to connect and promote businesses is extremely influential. By having a social media presence this increases the interaction with a broader base of stakeholders.[35]

Users of the internet has increased their usage of engaging and interacting in online platforms. Social media platforms being used a reference and guide due to consumers viewing this engagement as credible and unbiased.[36] 60% of consumers seeking product or service reviews do by searching social networking sites. Social media delivers convenience and accessibility. Of the internet users of the world approximately 2 billion use social networks; Facebook has 1.71 billion active accounts, Instagram has 500 million, and twitter 313 million.[37]

2MCR currently do use social media platforms, but have a minimal usage and interaction with B2C customers and B2B customers. Increasing the connectivity with consumers is going to increase brand awareness and customer loyalty. Business are 'building long-term relationships with customers and other key constitutes, primarily through vibrant digital communities where they can connect personally and regularly'.[38]Social media gives businesses the ability to access and obtain product reviews, customer requests, customer feedback, target market intel, inexpensive promotion, whilst also offering consumers product information, customer reviews, community of like-minded consumers, additional accessibility and connectivity to the business.

2MCR can easily interact with the locals in the community. Locals can voice their opinions and interests to the local station which allows the station to make changes to certain aspects of the radio station's operation to more closely cater to the interest and needs of the wider community. Locals who frequently use social media and interact with 2MCR will have a higher chance of promoting the radio station through

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[35] Larry Weber, Wiley 2011
[36] Garlin, Consumer Behaviour 2012
[37] Statista, Global Social Media Marketing 2016
[38] Larry Weber, Wiley 2011

word of mouth.[39] The more effectively this is done, the more likely it is to gain sponsors and businesses to advertise with Macarthur Community Radio.

Increasing social media presence will inform and update current and potential customers. A progressive level of interaction with the radio will increase brand recognition amongst current consumers. Having a strong online presence will assist with the radio keeping up with competitors. Macarthur community Radio's competitors have a strong online presence, and without 2MCR competing on an e-commerce level as well, the brand awareness of will be much lower.

In regards to B2B, the marketing services offered to business to business consumers can be expanded into Macarthur Community radio station social media platforms. By promoting and updating local businesses that sponsor the radio can increase the amount of advertisement offered by the radio station. This can be added to existing sponsorship packages or as an additional option for sponsors to purchase. This creates more exposure for B2B consumer, which creates Macarthur Community radio station sponsorship a more attractive choice of advertisement. Additionally, providing a connection to other social media platforms, i.e. B2B consumers, will increase the views and social media interactions of Macarthur Community radio station social media platforms.

Increased brand awareness gives potential sponsors a reason to sponsor especially in a highly competitive industry such as the radio industry. When brand awareness is combined with a clear understanding of who the listeners are and the location of reach of these listeners, 2MCR can create a more effective campaign on gaining potential sponsors.
Furthermore, social media platforms such as Facebook, Instagram and other online audience network's offer prepaid advisement with minimum prices ranges from one to five dollars per day. [40] Various advertisement selections include boosted posts and ad creation. The Utilisation of these advertising platforms can also immensely assist in increasing level of brand awareness and brand recognition.

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[39] Wagner 2013, *The Advantages of Word of Mouth marketing*
[40] Facebook 2016

14.2 Changes to Radio Website

An important marketing channel for businesses is their e-commerce websites. [41]E-commerce channels work on eliminating 'time differences and distances, gaining information parity, improving supply chain management, and equalizing worldwide marketing for smaller businesses'. [42]Marketers can influence potential consumer's decisions making process through their website.[43]

'In the small business context, Jones et al. (2003) argue that a marketing orientation allows them to use their websites to maintain a competitive advantage facilitating customer, market and technological intelligence among other benefits'.[44]

An e-commerce platform can be the first interaction for some potential consumers, so therefore the online presence needs to up to date with technology, simple and professional. Updating a business website is vital to maintain competitive advantage and brand image. Technology is updated and is advancing continuously, therefore this can impact on businesses websites; it is recommended that business websites are reviewed every two to three years.[45]

'75% of visitors will judge the credibility of a company based on the design of its website (Stanford University)'. [46]Potential consumers will instantly evaluate a business's website by visual design alone; websites that are updated will provide higher credibility.[47]

The B2B marketing on 2MCR website needs to be more accessible and attractive to this target. The website needs to be able to bring them in and keep them there. By giving them a reason to stay on the website, provide additional information and a

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[41] Changchit, C., & Klaus, T. *An Exploratory Study on Small Business Website Creation and Usage 2015*

[42] Changchit, C., & Klaus, T. *An Exploratory Study on Small Business Website Creation and Usage 2015*

[43] Constantinides, 2004

[44] Geoff Simmons, Gillian a. Armstrong and mark g. Durkin 2008

[45] Brent Lathrop 2015

[46] Brooke Hazelgrove 2015

[47] Fogg, B.J. 2002

separate section on the site for potential B2B customers. The website needs to be able to not only bring in potential consumers and but also sell the product. Additional, having a website that brings in more potential consumers allows the potential for 2MCR to increase business advertising on their website and offer further sponsorship packages that includes e-commerce advertisement to B2B consumers; prospectively increasing revenue.

The age range of the B2C target market for 2MCR is 25 to 39 years old; this segment is highly influenced and in tune with technology so therefor to obtain current consumers as well as attracting new ones the technology of the station, including their e-commerce presence needs to be up to date as much as possible.

With the market research indicating that 50% will highly unlikely use 2MCR to promote their business and 87.5% rated the effectiveness of community radio advisement on the low end of the Likert scale; so it is vital to implement strategies to improve brand perception.(Refer to Appendix 11)

2MCR will need to improve the website's layout, colours, background, imagery, borders, and text (consistency, size, colour, less cluttered, font). Improving the quality and bringing the website of 2MRC into 2016 will improve brand image, and encourage brand repeat. While the website is easy to navigate around, it has an outdated and old fashion feel to it. The homepage is also clustered in a way were significant events are not highlighted clearly. It doesn't catch a user's attention and make them want to seek further information about 2MCR. In order for 2MCR to reflect the Macarthur region's growth and vibrancy, the website should be given more appeal and be revamped.

14.3 Tangibilise Service of 2MCR

The results of the market research that was undertake it displayed an extremely low level of brand awareness. Of the sample population 38% said that their knowledge of community radio was low, therefore, brand knowledge is a significant focus that 2MCR needs to imply in their marketing strategy.(Refer Appendix 12)

Updating imagery and quality of the current logo is necessary, to adding an updated fresher appearance to the brand is required. Keeping the general structure and brand colours to keep the brand association, but create a simplified, clearer version; e.g. eliminating the unnecessary black borders on text to create a less cluttered image.

Additionally, an appropriate slogan that addresses the mission statement and the personality of the radio station will build brand recognition, by creating a top of the mind awareness. The current slogan is relatable and needs
 to be emphasized more to make it more memorable in the listeners head.

14.4 Merchandise

The increase of brand awareness and brand recall is crucial in regards to the implementation of 2MCR's marketing strategies. An inexpensive strategy is the use of merchandise. Introducing merchandise as an incentive to B2C and to B2B consumers will increase brand recall. By introducing merchandise that is useful everyday products; i.e. pens, mugs, coasters and magnets, will increase consumer's visualisation of the brand and therefore increase brand awareness. This is can also influence word-of-mouth awareness amongst current and potential consumers through the use of the products.

Providing incentives to consumers gives 2MCR the opportunity to interact with consumers and build customer relationships by creating actual face time with consumers; increasing brand loyalty. Using incentives for seasonal competitions or promotions creates an urgency for consumers to return, increasing customer repeat. Implementing incentives that are directed to the target market will increase competitive advantage.

14.5 Podcasts

'Podcasting is rising rapidly in the frantic world of digital communication and entertainment; as the intensifying ubiquity of smartphones, smooth high-speed wireless data, apps and in-car entertainment connectivity make the act of listening to podcasts increasingly simple'.[48]

In order to keep up with competitors, 2MCR need to implement podcast to address a larger set of stakeholders. 2MCR's target market is extremely influential with the latest technology and by introducing podcasts this will increase brand repeat. Many consumers may miss shows that they share interest for, and by providing an alternative, this creates convenience and flexibility for consumers to tune in when it is appropriate for them.

By creating an online podcast, this also opens up opportunities for advertising extensions for sponsors. 2MCR will have the ability to increase the level of advertisement produced, as regulations are not as restricting as on air radio. This can be a great addition to sponsorship offerings and increased revenue for 2MCR.

'Almost three-quarters of all radio is commercially operated, other technologies including digital radio, podcasting and converged multi-media technologies are offering new revenue opportunities, threats and challenges'.[49] With competitors increasing the quality of their products and service, in order to not fall behind the competition 2MCR needs to implement strategies that are up to date with the latest trend and technology.

The utilization of podcasting can be a valuable tool for attracting and engaging users. A podcast is an audio show where consumers can listen on demand. Stations such as Triple J and Nova have a podcast aspect to their broadcast, consumers feel the need to 'catch up' on their favourite segments if they miss the chance to listen live. They post on social media accounts with links and an outline of what is in them.

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[48] Josh Jennings, 2015
[49] Paul Budde Communication 2016

2MCR can utilize a podcast service on their website with a comment box and a rating system.

- Podcast Fact Sheet:[50]
- 2.4 million Australians have listened to a podcast in the last 12 months
- Podcast penetration is set to increase with 1 in 2 Australians (9.5 million)
- 29% of podcast listeners subscribe to news and politic channels
- 56% of those listen at least once a week
- 20% of podcast listeners subscribe to music channels
- 49% of those listen at least once a week

14.6 Listener subscriptions

Highly successful community radio broadcasters rely on a combination of sponsorships and membership subscriptions to fund their radio station. Memberships or subscriptions are a method to give back to the listeners. 2MCR will have a higher chance of gaining listener membership if there is an increase in benefits of becoming a member such as with discounts and community events. 2MCR can become a platform linking its two target markets, listeners and local businesses, together.

The introduction of community events free to subscribers would provide an incentive for listeners to subscribe (further expanded on in community events section). It would also be beneficial for 2MCR to introduce discounts from sponsors to listeners as an incentive for becoming a subscriber or member. The implementation of discounts would provide benefits to both all parties involved. From a sponsors' perspective, discounts will promote their business and bring in sales from the subscribers of 2MCR while to 2MCR's subscribers will be able to receive discounts on products and services from local businesses in the Macarthur region. This will benefit 2MCR as they give back to the community by becoming a link between their two markets. Furthermore, 2MCR will receive revenue from listener subscriptions.

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[50] FairFax Media, Explainer Listening Podcast

14.7 Community events

The involvement in community events will bring awareness to the Macarthur Community Radio. It aligns with Macarthur Community Radio's hopes of being associated with being community focused. Being community focused can be done in many ways. As Macarthur Community Radio has been doing, broadcasting services that cater to the needs of their listeners is one method. Attending community events is an opportunity to broaden that and make use of their outside broadcasting equipment. Being community focused also indicates that interaction with the locals is significant. By attending local community events, 2MCR can bring awareness to their station and to people who may be potential sponsors and to promote existing sponsors. They can interact and communicate with locals which will allow 2MCR to have a clearer understanding of their listeners. It will also benefit listeners as they are able to give their opinions directly to 2MCR which can then be incorporated in their broadcasting. All this can be interpreted as a way for 2MCR to give back to the community.

Macarthur Community Radio can also introduce their own community event. Locals who attend Macarthur Community Radio's own event will have a better understanding of 2MCR. As a trial, sausage sizzles would be relatively easy method of raising awareness for 2MCR and creating a positive brand image. The creation of 2MCR's own event where subscribers receive a free sausage sizzle would be an incentive for non-members to subscribe to the radio station. However, the event does not have to be restricted to subscribers; locals can also receive a sausage for a certain price. 2MCR will be able to bring a wide range of members of the community together to participate in the event from their listeners who are mainly 25-39 year olds to the elderly and families with children. They will be able get together and interact with each other and this is significant in establishing a positive brand image and association. Customers will see that 2MCR have a community focus even outside of the radio station. It allows them to interact with their listeners and get to know their market better which they can then clearly explain potential sponsors that these are the characteristics of their listeners. There are sponsors that have similar

ideals to 2MCR in giving back to the community and would be willing to organise a sausage sizzle fundraiser such as Officeworks[51].

14.8 Billboard advertising and newspapers

Billboard advertising is highly beneficial to the radio industry. Donthu, Cherian, Bhargava (1993) states that the main advantage of outdoor advertising is the 'exposure frequency is very high, yet the amount of clutter is very low'[52]. Outdoor advertising is a chance to reach listeners and local business owners that are often on-the-go and a larger advertisement will bring more attention. It is also a different form of advertisement from social media. Billboard advertising will allow 2MCR to bring awareness to their brand. Billboard advertising will be placed in a specific location for a certain period of time which gives their target markets a higher chance of being exposed to 2MCR. By placing 2MCR's advertisement on a billboard on a roadside in the Macarthur region such as in Moore St. near Campbelltown showground, 2MCR can target a concentrated group of people and within a specific geographical area. These people will mainly encompass local business owners and listeners aged between 25-39 years of age within the Macarthur region. These two groups would also own a car and and since they are mainly from the Macarthur region, they would have a chance of seeing the advertisement.

Advertisement in local newspapers also allows 2MCR to target a specific group of people and in a specific geographical area. 2MCR's target markets are also within the age that would usually read newspapers. Furthermore, it is a cost effective of promoting and bringing brand awareness to 2MCR.

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[51] Officeworks 2016

[52] Donth, Cherian, Bhargava 1993

15.0 Budget

We have been given a $20,000 budget to use on our marketing plan and strategies over the next 2 years. (See Appendix 10 for a detailed outline)

15.1 Budget for Web Design

The primary goal to use on our budget on advertising 2MCR to acquire new sponsorships by building brand awareness. However, in addition to gain more sponsorships there are underlying issues that must be addressed, such as social media presence. Currently, the state of the 2MCR website is not up to standard. Suggesting a small portion of the budget goes to web design to make the website and the company more appealing. It can be argued that 'An effective online presence drives new patients to your practice'. [53]Web design per year costs roughly $150-250 ($500 maximum for 2 years). Having an appealing, up to date website will definitely benefit the company.

15.2 Budget for Billboard Advertising

In addition billboard advertising is another way to attract new potential customers. Higley highlights the importance of billboards to small businesses stating 'in a stated testimony, many small/independent businesses find billboards to be the most successful method of advertising'.[54] However, the costs of billboards can range from $1800-3600 per billboard per month, having billboard advertising every month will be too costly and it will go over the budget. Periodically implementing billboard advertising will cut down costs. Billboard advertising every 6 months will cut down costs which can cost as low as $7200 within a 2 year period.

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[53] Goldstein et.al 2012
[54] Higley 2013

15.3 Budget for Local Newspaper Advertising

By increasing the number of advertising platforms, brand awareness of 2MCR increases. In addition to web design and social media, advertising the radio station on local newspapers is another cheap, cost effective method to increase our brand awareness. To advertise a minimum 5 line ad with a logo costs $88 with the Macarthur Advertiser (See appendix 7). Advertising once per fortnight will cost up to $4576.

15.4 Budget for Social Media

Social media is a growing platform to advertise businesses. However, companies can pay social media platforms such as Facebook to promote their business to a target audience, or even gain advertising priority against other businesses. Facebook allows prepaid advertising to reach as many of its target audience or region (See appendix 8). Prepaid advertising allows companies a cost effective method of reaching out to more potential customers.

15.5 Budget for Podcasts

Podcasting provides behind the scenes, interviews and upcoming events to our existing customers in addition to potential customers. Podcasting is a 'dynamic new medium that provides a terrific way for fans to discover the many things that's happening'.[55]In addition to their radio station, podcasts are another medium that can also provide community specific content. As they are a radio station, they have sufficient equipment to start their own podcast. However, we suggest that they introduce a webcam to give a viewers a more personal face to face interaction with the podcasters. Quality webcams go for at least $70

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[55] GALE, 2006

15.6 Budget for the Community

One of Macarthur's primary objectives is to have an impact on the community within the Camden, Macarthur and Campbelltown region, having a large presence within in the community will increase brand awareness. Sponsoring sporting events or teams. It is evident that 'One of the greatest advantages to sponsoring a local team is the positive word-of-mouth that it generates for the company'. Furthermore, the company sponsoring a local sports team will most likely receive exclusivity, which will provide a 'point of difference with their competitors'.[56] Taking part in community events such as the Fisher's Ghost Festival and attending other various events will increase brand awareness. Allocating at least $4000 towards the community will be sufficient for the two year budget.

15.7 Use of Merchandise

In conjunction with interaction with the community, it would be greatly beneficial for Macarthur Radio to use promotional giveaways to improve top of mind awareness to as many potential customers as possible through longer exposure of their business. Within our budget it is suggested we spend at least $700 on merchandise such as pens, coasters and magnets.

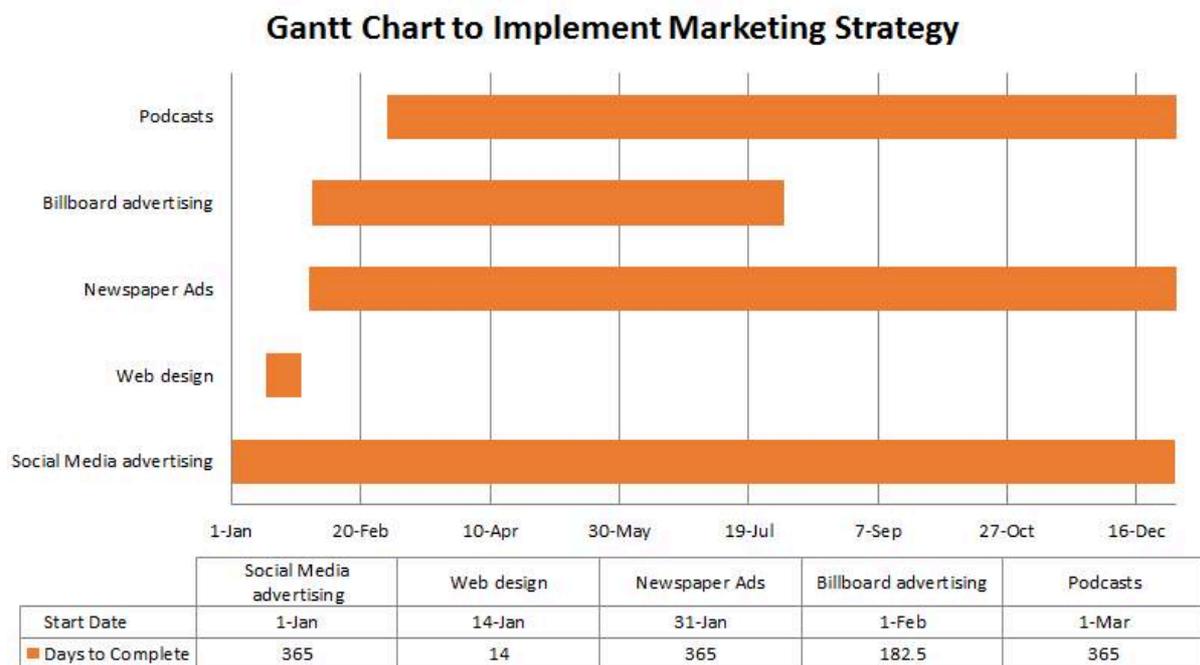## 16.0 Implementation and Control Procedures

We have planned to implement our marketing strategies within a two year period, in accordance with the nature of radio. Each implementation is strategically placed in accordance of building stronger brand awareness within the Macarthur region, making sure that 2MCR is exploring every aspect and reaching their audience through all their potential channels. We have proposed updating and utilising social media platforms, awareness campaigns, and a heavy strategy when marketing towards potential sponsors.

To maximise return on a marketing plan, there needs to be control procedures in place to monitor the plan's progress. As the plan moves along the controls will need to be constantly revisited to the actual performance can be compared to the

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[56] Elite Agents 2013

expected outcomes. Understanding what the common goal is for the business will help develop an effective performance measurement gauge. Due to the future budget cuts, the resources and funds in the community radio industry are low and need to be utilised efficiently. In the above report, there has been objectives and goals to achieve. These objectives include more sponsors, business partnerships, an increase in brand awareness, social media presence and creating and maintaining a positive brand image.

16.1 GANTT Chart

Gantt Chart to Implement Marketing Strategy

	Social Media advertising	Web design	Newspaper Ads	Billboard advertising	Podcasts
Start Date	1-Jan	14-Jan	31-Jan	1-Feb	1-Mar
Days to Complete	365	14	365	182.5	365

The purpose of the Gantt chart is to help visualize and plan our marketing plan. It provides information on the duration of the marketing activities such as the start and end of a marketing activity. Our aim with the Gantt chart is to carefully plan the timing of each promotional activity so that it increases the effectiveness of brand awareness. The idea behind the immediate start social media, is due to the audience's effectiveness to brand recall, when they see other forms of advertisement, such as billboards. By starting the promotional efforts with social media, 2MCR will be able to build an online presence, which is especially important for their demographic. By then associating the brand with billboards, it will deepen the association of 2MCR in the audiences mind. The intention of periodically releasing podcasts, and newspaper ads after the introduction of the social media platforms, is done with the intention of building presence and then expanding.

Finally, the renovation of the already existing website is to create brand synergy by transporting 2MCR into a contemporary media.

16.2 Customer Retention

Customer retention is a vital aspect to address when making marketing changes. It is often overlooked and seen as not being relevant. Since 2MCR are an established radio station to a select number of people, it is crucial to not only gain new subscribers but to maintain them as well.

There are three main customer retention strategies: [57]

- Create loyalty bonds
- Build in switching barriers
- Reducing customer churn

Creating loyalty bonds with listeners can be done through creating a personal relationship with them. This implies that customers should feel a sense of trust to their radio. 2MCR can achieve this by addressing clients personally, by their first name within emails and social media comments.

Build in switching barriers refers to additional costs required to terminate a current relationship and secure an alternative. Switching barriers takes two forms; economic and psychological. 2MCR can create economic barriers by offering clients a discount for every year they decide to keep the subscription.

Psychological switching barriers come from the first point made, establishing a personal relationship with the subscriber. If 2MCR is able to establish this sort of relationship with clients, customers will be less inclined to leave the service and may find that they are happy to be acknowledged in this way.

The final strategy in customer retention is reducing customer churn. Customer churn refers to the loss of customers. [58]2MCR can reduce customer churn by finding out

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[57] Lovelock, CH, Patterson, PG, Wirtz, J & Walker, RH 2011, Services marketing: an Asia-Pacific and Australian perspective

the reasons why customers are switching. Once these reasons are discovered, 2MCR can start to implement ways to address these issues.

16.3 Ongoing Processes:

A large portion of the marketing strategies we are recommending for implementation are structures that will have to be constantly refreshed and heavily monitored by 2MCR however, with the specific target market 2MCR is wanting to reach, it is necessary to put critical effort into these platforms. Social medias, such as Facebook, Instagram, and the station website are important aspects in not only reaching customers, but keeping them up to date and interested in the brand. Whilst this may be a long term effort for 2MCR, it is the cheapest and easiest form of advertising, considering the station consists of volunteers and the platforms are completely free. Brand awareness will be achieved via a strong social media presence and improved accessibility for their listeners. Keep in mind that 100.3fm also have individuals that are looking to sponsor as listeners as well, so improved content on all bases will attract listeners and therefore sponsors. Listeners who can actively engage with the radio station posts builds a lasting relationship and loyalty with the consumer.

Social media profiles run by 2MCR

- 2MCR 100.3 FM Heart (51 likes) last post was September 2013.
- Wednesday Night Coffee Morning (906 likes) this account is very active
- Rare Traxx & Electric (166 likes) (active)
- Greg Bryant on 100.3 (175 likes) (active)
- 100.3FM Sounds of Macarthur (1,300 likes) (active)

The start of creating a positive response in online awareness and accessibility would have to consist of new social media accounts. 2MCR mainly operates on Facebook, although this isn't a bad thing, new platforms can also help attract more listeners. The introduction of new platforms such as Instagram, Soundcloud, Twitter and Apple Podcasts. Although this may sound like a lot to handle, programs such as 'HootSuite'

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[58] Forbes, A Smarter Way to Reduce Customer Churn 2013.

make it possible to run multiple social media platforms at the time with planned and automatic posting.

The main goal we hope to achieve through having active social media pages is to increase online presence by:

- Reaching 3000 Likes on the Facebook page within the first two years of the marketing plan
- Reaching over 2000 followers on the station Instagram page
- Having regular viewers on the station Youtube page
- Making the website a lot more user friendly to encourage listener and sponsor communication
- Double the amount of subscriptions and sponsors

Creating a positive brand image was also a major objective we were wanting to tackle through our marketing strategies. What we hoped 2MCR will take on board was the rebranding of the online presence of the station. Renovating the stations platforms to a contemporary standard will help attract the target market as well as resonate a positive image in the listeners and sponsors mind.

17.0 Contingency Plan

Contingency plans are strategies that can be implemented by the organisation when new opportunities or threats emerge within the business environment.[59]It is a systematic approach to identify how things can go wrong and what we can do to prepare for it. The $20,000 proposed budget for changes has had a contingency aspect included. Due to the planning for un-controllable circumstances, there will be $800 allocated over the two years. Although this isn't a large amount of money, it will be helpful for when unplanned events occur. Events may include 2MCR being vacated at short notice, staff leaving, inadequate sponsorship and budget cuts.

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[59] Planning Skills 2016

17.1 Best Case Scenario

Under this scenario, 2MCR will be at the end of their first year of implementation to achieving the set out objectives. Since the radio industry is evolving a three year best case scenario plan can't be done. Therefore in one year, MCR will have achieved

- Double the amount of sponsors
- A increase in awareness amongst the community
- A increase in subscriptions by 50%

As 2MCR will be achieving their objectives under this scenario, they can change and evolve with the industry they are in. The Macarthur community will respond positively and be proud of their radio stations, local sport and community clubs will look to get involved as 2MCR states its claim as Macarthur's leading radio station.

17.2 Worst Case Scenario

If objectives are not being met, a way to counter act this would be to go on the lookout for new volunteers to reduce the stress and workload for the current volunteers. Putting advertisements on social media and job websites may help bring extra dedicated members to the business. If the sponsorship hasn't increased in a year, it may be ideal to change focus and approach to attracting businesses. A way to do this would be changing focus to direct brochures and newsletters to the businesses.

18.0 Recommendations/ Conclusion

In conclusion, the recommendations we have set for 2MCR, in order to reach our set objectives and goals within the 2 year mark, are almost solely based around increasing brand awareness of the station to improve the current environment of 2MCR. We have recommended the use of social media platforms as they are a cheap and effective way to market the nature and attitude of 2MCR whilst also creating a heightened awareness of the brand. An important recommendation we hope to implement is the renewal of the stations website, this is to help create long term brand loyalty, as well as being used as a tool to help influence the mind of possible sponsors and subscribers to the station.

Tangiblising the services of 2MCR in order to give the station a more contemporary feel as well as encourage brand loyalty, as well as introducing merchandising in order to deliberate brand recall, are also means we would endorse to the station, as they are cheap and effective, which is of priority when discussing community radio marketing strategies, due to the nature of funding.

Furthermore, the extension of radio services into podcasting is an important aspect to consider as it will help 2MCR widen their current market spectrum at a minimal cost, whilst allowing them to influence and increase brand repeat. Lastly, the inclusion of community events and billboard and newspaper advertisements will help specify the community aspect of the radio station by further connecting with the people and local businesses of the Macarthur region. Through these recommendations we plan on achieving an increase in brand awareness, a positive brand image, and more sponsorships and subscribers in order to help with the funding and continuation of the station.

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20.0 Appendix

20.1 Appendix 1 - Macarthur Community Radio Balance Sheet

Macarthur Community Radio
Association Incorporated

Balance sheet

Macarthur Community Radio Association

As at 30 June 2016

Asset

Current Assets

Cheque account - CUA	7,981
CBA Business	32,894
CBA Saver	30,066
Petty cash	644
Term Deposit	80,000
Accounts receivable	35,850
Deposits Paid	1,000
Credit Union Shares	10
	188,445

Fixed Assets

Equipment at cost	202,648
Accumulated Depreciation	-147,638
Furniture & Fittings	1,323
	56,333

Total Assets	244,778

Liability

Current Liabilities

GST collected	3,663
GST paid	-1,652
	2,011

Total Liabilities	2,011

Net Assets	242,767

Equity

Retained earnings	206,985
Current year earnings	35,782

Total Equity	242,767

20.2 Appendix 2 - Macarthur Community Radio Income Statement

Profit and loss

Macarthur Community Radio Association

Accrual mode
01 Apr 2016 - 30 Jun 2016
Generated 04 Jul 2016

		Total
Income		
4-1200	Membership Fees	530.92
4-1300	Donations Received	1,500.00
4-1700	Sponsorship Sales	16,016.36
Total Income		**18,047.28**
Gross Profit		**18,047.28**
Less Expenses		
6-1200	Advertising	2,530.00
6-1400	Bank charges	52.00
6-1450	Broadcasting costs	1,371.86
6-1500	Computer Expenses	233.64
6-2000	Electricity & gas	336.97
6-2150	Equipment Purchases - Studio	59.31
6-2160	Event Expenses	426.73
6-2300	Grants - Ethnic Grants	914.23
6-3300	Membership - CBAA	768.00
6-3400	Motor vehicle - Fuel	708.44
6-3420	Motor vehicle - Repairs & Maintenance	190.91
6-3500	National Radio News	963.00
6-3600	Office supplies	178.64
6-4000	Postage & courier	43.62
6-4200	Printing & stationery	773.80
6-4800	Repairs & maintenance	99.05
6-5000	Sub contractors	1,996.79
6-5200	Sundry expenses	63.64
6-5500	Tea & Coffee	16.00
6-5600	Telephone	2,172.00
6-5700	Transmission Tower Expenses	5,000.00
Total Expenses		**18,898.63**
Operating Profit		**-851.35**

20.3 Appendix 3 - Membership Costs to Join Macarthur Community Radio

Membership Costs

Membership Category	Annual Fee
Concession Members	$27.00
Full Member	$44.00
Group (up to 5 people)	$110.00

Joining Fee $5.50

20.4 Appendix 4 - An Overall Radio Listening Demographic Provided by the CBAA

OVERALL RADIO LISTENING
SYDNEY

	2015 Wave #1 In An Average Week		2015 Wave #2 In An Average Week	
	'000	%	'000	%
All people aged 15+	3,862	100	3,862	100
Listeners to radio	3,190	83	3,197	83
Listeners to community radio	**915**	**24**	**991**	**26**
Listeners to commercial radio	2,709	70	2,744	71
Listeners to ABC and/or SBS radio	1,337	35	1,364	35
Listeners to community radio who:				
do not listen to commercial radio	211	5	250	6
do not listen to ABC/SBS radio	360	9	376	10
do not listen to commercial radio or ABC/SBS radio	125	3	133	3

How to Read:

In an average week, of all people aged 15+ throughout Sydney (3,862,000 people):

- ⇨ 991,000 people, or 26%, listen to community radio
- ⇨ 250,000 people, or 6%, listen to community radio but not commercial radio
- ⇨ 376,000 people, or 10%, listen to community radio but not ABC/SBS radio
- ⇨ 133,000 people, or 3%, listen to community radio exclusively, that is, listen to community radio but not commercial radio or ABC/SBS radio

Base: An estimated 991,000 people aged 15+ who listened to community radio in the last seven days.

Community Radio Listening by Day Part

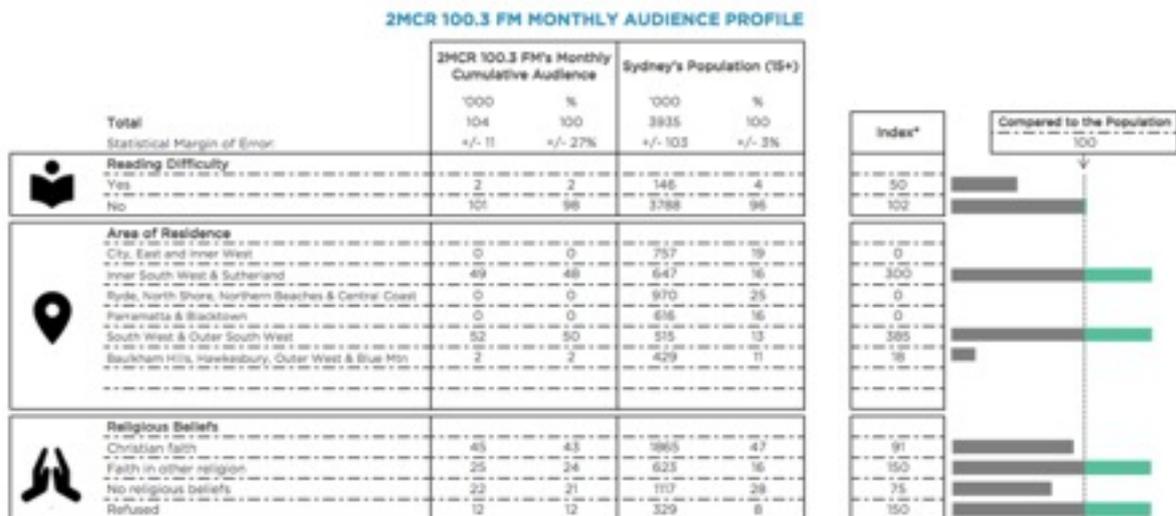|	'000	%
Average week community radio listeners	991	100
Breakfast (5am-9am)	625	63
Mid-morning (9am-12 noon)	550	55
Afternoon (12 noon - 3pm)	509	51
Drive Time (3pm-7pm)	571	57
Evening (7pm-12 midnight)	409	41
Late Night (12 midnight - 5am)	217	22

Hours Spend Listening to Community Radio in a Week

	'000	%
Average week community radio listeners	991	100
Up to 5 hours	339	34
5 to 10 hours	210	21
11 to 20 hours	164	16
Over 20 hours	236	24

	2015 Wave #1	2015 Wave #2
Average no. of hours listened to community radio in an average week	18.2	13.2

2015 Wave #1: Aug-Nov 2014 & March-June 2015 / 2015 Wave #2: March-June 2015 & Aug-Nov 2015

Representative sample of people 15+ throughout Sydney - Base: Sydney n=646 - Weekly n=160

Source: McNair Ingenuity Research Pty Ltd - January 2016 - www.mcnairingenuity.com - Job No.: 1505R

20.5 Appendix 5 - Macarthur Community Radio's Monthly Audience Profile (2016)

2MCR 100.3 FM MONTHLY AUDIENCE PROFILE

20.6 Appendix 6 - Sydney Surveyed Area

SYDNEY SURVEY AREA

Area of Residence

1	City, East and Inner West	4	Parramatta & Blacktown
2	Inner South West & Sutherland	5	South West & Outer South West
3	Ryde, North Shore, Northern Beaches & Central Coast	6	Baulkham Hills, Hawkesbury, Outer West & Blue Mtn

20.7 appendix 7 - A preview and quote of a small newspaper advertisement in the Campbelltown Macarthur Advertiser

Currently selected ad package	
▼ Newspaper ad	$88.64
Total (incl. GST)	**$88.64**

Ad Preview

Update Preview and Quote

The Sounds of Macarthur - 100.3FM

A radio station for the community, by the community. Tune in to keep updated with news in the Macarthur Region and listen to good music

Actual print size: 3.07cm x 4.07cm

20.8 appendix 8 - Example of prepaid advertising on Facebook

Appendix 9 Appeal to the listeners
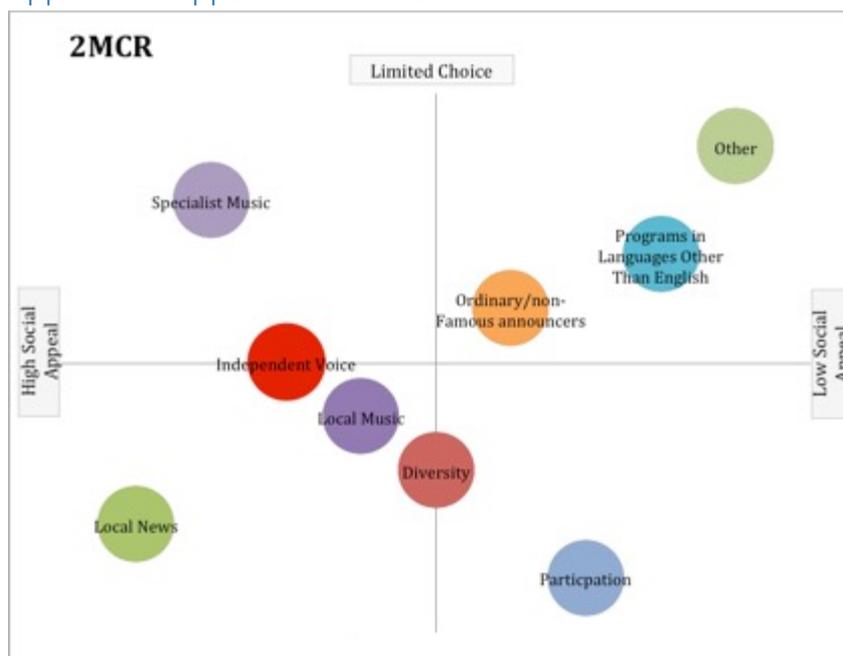
Appendix 10 Business Life Cycle
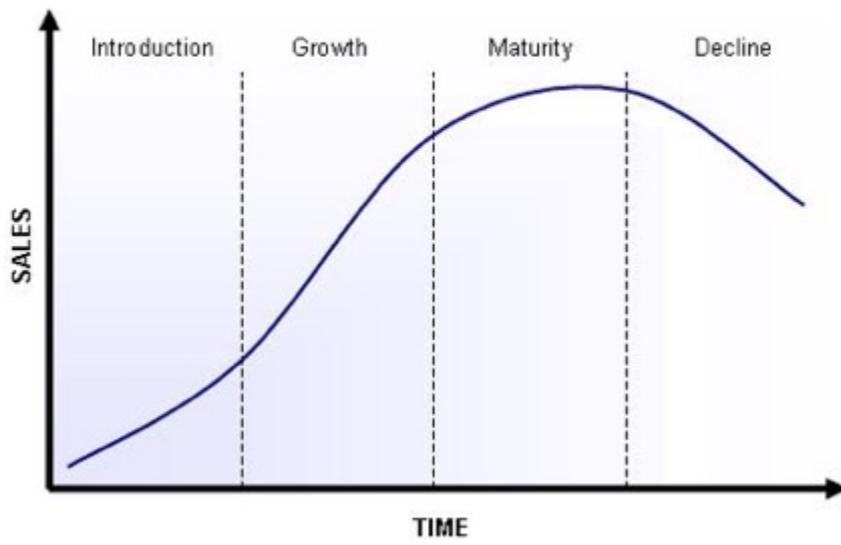
MARKETING BUDGET PLAN

Projected Subtotal to date: $ 18,226.00

CAMPAIGN TYPE	QTY	PROJECTED COST PER UNIT	PROJECTED SUBTOTAL	
National Marketing			SUBTOTAL	$ 7,200.00
Billboard advertising	4	$ 1,800.00	$	7,200.00
Local Marketing			SUBTOTAL	$ 4,756.00
Newspaper	52	$ 88.00	$	4,576.00
Public Relations			SUBTOTAL	$ 4,000.00
Public Events		$ 1,200.00	$	1,200.00
Sponsorships		$ 2,000.00	$	2,000.00
Press Releases		$ 100.00	$	100.00
Webinars				
Conferences		$ 200.00	$	200.00
Client Events		$ 500.00	$	500.00
Social Media			SUBTOTAL	$ 1,000.00
Facebook prepaid advertising	2	$ 500.00		
Online			SUBTOTAL	$ 70.00
Podcast equipment	1	$ 70.00	$	70.00
Website			$	-
Mobile App			$	-
Mobile Alerts			$	-
Email Newsletter			$	-
Web			SUBTOTAL	$ 500.00
Development	2	$ 250.00	$	500.00
Other			SUBTOTAL	$ 700.00
Corporate Branding	1	$ 700.00	$	700.00

Q14

Please indicate on the scale below, how likely are you to use 2MCR to promote your business?

Answered: 8   Skipped: 0

- 1 (Highly unlikely)
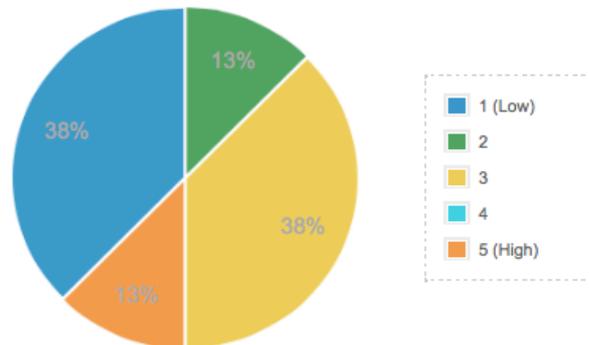- 2
- 3
- 4
- 5 (Highly likely)
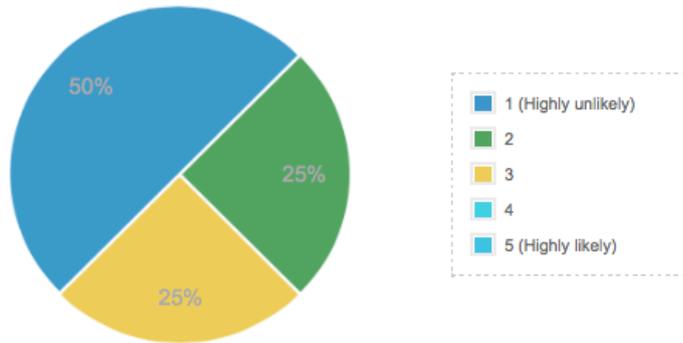
Appendix 12 Survey Question

Q6

What would you say your level of knowledge of community radio is?

Answered: 8   Skipped: 0

- 1 (Low)
- 2
- 3
- 4
- 5 (High)

Have you heard of Macarthur community radio station (2MCR, The sounds of MacArthur)?

Answered: 8   Skipped: 0

100%

- ☐ Yes
- ☐ No