**Mzansi FM Business Plan**

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| **Item No** | **Sub-Item No** | **Topics** | **Pages** |
| 1 |  | Mission and Vision Statement | 2 |
| 2 |  | Executive Summary | 2 |
| 3 |  | Purpose of the Funding Required | 2 |
| 4 |  | Objectives of Mzansi C. Radio | 2-3 |
|  | 4.1 | Primary Objectives of the Station | 2-3 |
|  | 4.2 | Secondary Objectives of the Station | 3 |
| 5 |  | Registration Information | 3 |
| 6 |  | Location | 3 |
| 7 |  | Organisational Structure | 3-4 |
|  | 7.1 | Board Members | 4 |
|  | 7.2 | Management | 4 |
|  | 7.3 | Other Human Resource Layout | 4 |
| 8 |  | Market Environment | 4-7 |
|  | 8.1 | Market Research | 4-5 |
|  | 8.2 | Marketing Growth Strategy | 5-6 |
|  | 8.3 | Market Share | 6 |
|  | 8.4 | Products and Services | 6 |
|  | 8.5 | Advertising | 6-7 |
|  | 8.6 | Sources of Income | 7 |
| 9 |  | SWOT Analysis | 7 |
|  | 9.1 | Strengths | 7-8 |
|  | 9.2 | Weaknesses | 8 |
|  | 9.3 | Opportunities | 8 |
|  | 9.4 | Threats | 9 |
| 10 |  | Future Planning as per Consultant’s recommendations | 9 |
|  | 10.1 | Short-Term Planning | 9 |
|  | 10.2 | Medium-Term Planning | 9 |
|  | 10.3 | Long-term Planning | 9 |

1. **Mission and Vision Statement**

**Vision**

To be a vibrant and vital part to our listeners lives by giving innovative entertainment in the form of education, information and news coverage. Lead by example as professional radio station.

**Mission**

To be a voice of the voiceless and be a platform for expressing opinions. To give the listener value for listening by providing superior broadcast content.

1. **Executive Summary**

Mzansi Community Radio is registered as a NPO. It was initiated on 2016. The registration reference is **142 – 422**. It is registered as a non-profit making organisation. The station’s Frequency Modulation is 105.5 HMz.

Mzansi Community Radio was conceived as a result of a need to address various avenues of development within the Vryheid Community. Energies are directed at tackling the demand of awakening programmes to address cultural development, poverty alleviation, education, community development, socio-economic awareness, political awareness, economic development and issues related to health, human rights-in particular HIV-AIDS pandemic, children and women abuse-or any other issue that can enhance the welfare of people in the area.

This radio proposes to offer an assertive, impartial platform that shall aid the development of communities, project human rights, be beyond reproach in its integrity, and in upholding human dignity.

1. **Purpose of the funding required**

Funds are needed to purchase the outstanding equipment and properly establish the enabling working environment for the execution of the strategy. Funds are also required to capacitate the personnel involved in running the programmes of the station.

Funds will also enable to gain a credible status to sustain itself. Funds required will enable the station to operate on its own after one year period.

The total amount required for the project is **R1 552 970.00**

4. **Objectives of Mzansi Community Radio**

4.1 The primary objectives of the station are:

* To develop, produce and provide ethical programming and development media aimed at educating, informing, empowering and uplifting the community.
* Increase our listenership base and become the largest and most successful community radio station in South Africa by giving good sound programming and journalistic excellence.
* To participate in the rebuilding and strengthening of civil society and to support and help the impact of other civil society organisations working in the interests of the community.
* Encourage the participation of the community in the activities of the station.
* To promote the provision and development of a diverse range of sound broadcasting services on a national, provincial, regional, local level center for all language and cultural groups and provide entertainment, education and information.

**4.2. The secondary objectives of the station are:**

\* Quality service

\* Financial discipline

\* Value addition

\* Competitiveness

\* Innovation

\* Efficiency

\* Effectiveness

\* Communications

\* Brand loyalty

\* Respect and dignity

1. **Registration Information**

\* Registered as a Non-Profit Organisation and for non-profit gain purposes

\* Registration number is (ref. no. 142 – 422)

\* It will broadcasts on 105.5 FM – Mzansi Community Radio

\* Licence area is Vryheid area under Zululand and outskirts

1. **Location**

Mzansi Community Radio is located in Vryheid – KZN Province. It covers the whole of Vryheid area that is Vryheid Township, Ulundi, Paulpietersburg, and outskirts. These areas are located around Vryheid and outskirts. This area is approximately 3000 kilometres square.

**7. Organisation Structure**

The Organisational Design of Mzansi Community Radio comprises the following departments:

- Programming & Production

- News

- Technical & Library;

- Finance, Administration & Human Resources

- Marketing & Sales

* 1. **Board members:**

**MV Nkosi (Chairperson), S Mkhonza (Deputy Chairperson), NJ Xaba**

**(Secretary), L Gamede (Treasurer) SN Mdlalose ( Deputy Secretary ) M Ndaba (Additional Member)**

**The Boards responsibilities are to:**

* Govern the vision, mission and the values of the Mzansi Community Radio.
* Raise funds in partnership with the station management.
* Serve on different portfolio committee i.e. technical matters, personal matters, programming matters etc.
* Plan and convene Annual General Meetings.
* Submit report to the community.
* Serves as a custodian of the constitution.
* Draft and approve policies.
* Approves budgets.
* Appoints the station manager

**7.2. Management**

**The management of the Mzansi Community Radio shall comprise of the following positions:**

1. Station Manager (Head of Management) – Mr BE Mkhonza

2. Finance & Administration Head

3. Programming & Production Head

4. Marketing & Sales Head

5. News Head

6. Technical & Library Head

**7.3. Other HR Layout**

* Full time staff 17
* 6 In-service Training
* Total Staff Members 23

8**. Market environment**

8.1 Market research

The Vryheid community is a pre-dominantly Zulu speaking area, although it is partly influenced by Isiswati and English. Zulu is approximately 90% and the rest is English and bit of English & Afrikaans. The population of this area ranges between **500 000** people. The population is a mixture of Zulus and English speaking people.

Since Vryheid is area in the peri-urban, it is highly influenced by urban life given the fact that people there do most of the shopping activities and work related activities in Vryheid town, Durban and Johannesburg.

Big public and commercial radios do have frequency in this area, but they are focused on developed communities mostly as most of their revenues are generated by corporate advertising which is spent on reaching their target markets and increasing their sales revenue. As a result of targeted advertising, the have-nots are usually ignored. As a community based radio there is a potential to entrench the gap.

It is a proven fact that HIV-AIDS pandemic is rife in SA. It spreads like wild fire due lack of adequate facilities such as preventative information, a culture that denounce the discussion of sex in the families, polygamy, poverty, and lack of information on constitutional rights.

As a community radio, the station has identified gaps in community that shall be addressed. Emphasis will be on health, housing, environmental awareness, cultural awareness, education, politics and all community issues related to alleviating poverty and crime. In the past violence was rife in these areas as a result of political intolerance. Although violence is currently on the decline, there is still a lot of groundwork to be covered before people can fully comprehend what politics is all about. The radio will play a huge role in educating communities about political difference and tolerance. Radio as a medium of communication is an excellent tool to tackle socio-economic imbalances and is an accessible voice to everyone.

Unemployment is estimated at 50% in the Vryheid area. Structural unemployment and seasonal unemployment are dominant factors in the area. There is a huge potential for job creation and self-development provided people are equipped with self-sustaining skills to create job for themselves. Community based projects have become the order of the day in an economy that has been growing at not less than 5% for the past ten years. A community radio station has a critical role to play in such instances.

Services such as clean water, roads, post office, library service, electricity supply, and transport are paramount to community development. Although there is a service delivery shown by the leadership structures but there are still some gaps that need attention. Radio is a voice that can raise these issues effectively to everyone’s attention and that will obviously contribute positively to address these issues.

Most of the stations covering this area are commercial driven. They do not have programmes that target the plight of this area specifically. Our programmes as Mzansi Community Radio station are driven towards mobilisation of society towards a common purpose of creating a society that is self-reliant and self-confident, empowered and capacitated, informed and knowledgeable, dignified and aware of its rights, united towards a common purpose of sharing ideas, skills, and knowledge.

**8.2. Marketing growth strategy**

The following strategies for the market are potential ones to be used to market the station presently and in the future:

* Hosting live-streets broadcast in different locations covering areas with corporate companies like Coca-Cola, South African Brewery, etc.
* Road shows where there could be interaction with people on the roads, gathering centres, and shopping centres.
* Conducting drive shows with cars that have posters and banners that will create image and brand awareness to listeners.
* Running competitions such as beauty contests to promote the station to the communities.
* Supplying T- Shirts to the communities.
* Encouraging presenters to shout the station frequency on shows.
* Having jingles that will promote the station brand.
* Selling stickers to car owners as an advertising campaign.
* Engaging in community debates.
* Providing suggestion and dedication boxes to shops and community gathering centres.
* Using billboards on strategic points of the area to create awareness about the existence of the station.
* Visiting Community Churches and give them Flyers and T-shits

**8.3. Market share**

Other service stations do have coverage in the area but their main focus is provincial and national based issues. Our stand is solid because we deal with community issues that affect Zululand area. We have a better opportunity to sell ourselves to the local businesses because we are locally based and we target the market that has a direct bearing and impact on their sales. In the past, community based events around Vryheid were promoted a national radio stations at exorbitant fees. We have provided a much-needed financial relief on the matter by designing the special tailor-made rates for our potential clients.

* 1. **Products and services**

The station will offer programmes on the following:

* Children and Youth
* HIV/AIDS
* Crime
* Disability
* Women
* Environment
* Social issues
* News
* Politics
* Labour and economy
* Community related issues
* Religion
* Music
  1. **Advertising**

The following methods will be used for advertising:

* Events
* Promotions
* T-shirts
* Word of mouth
* Signage Boards
* Membership to media association
* Referencing
* Stickers and banners
* Website
* Social Media
  1. **Sources of income**

The station currently relies on donor funding since it is still off-air. Once it goes on-air it will generate money from government, business, media sales agencies, NPO as well as donor agencies. The expenses to keep the station operating are R130500.00 per month. From the beginning the station has a potential to generate at least up to R100 000.00 which is less than the required expenses, that’s why donor funding support intervention is required for the first year. After the first year the station would have established and well marketed to generated funds required for running. This exclude the fixed assets but a template from the consultant’s recommendations shows clear what is required to take the Mzansi Community radio off ground.

**9. Mzansi Community Radio Swot analysis**

1. **Strengths**

* At least 70% of team spirit in executing the activities was identified. Team working as opposed to group working within an organization is crucial and it must always prevail for the benefit of the organization. This was identified by conducting an activity where one was told to draw a picture that she/he did not know but known by a partner. Activities for advancing a team spirit within the organization was advised by the facilitator like going out together and organizing the social games etc.
* A high level of commitment has been identified with diverse interests from the group involved.
* There has been a strong intervention from the well experienced consultant from the beginning to put issues into proper perspective.
* Involved initiating group is from almost all the sectors ranging from business, government and NGO.
* The Municipality promised an office space for equipment to be installed.
* The station is registered with almost all legal bodies to run the organization.
* There are skilful and experienced staff members and board members with relevant skills and experience to run the station.
* At least some signs of community involvement were identified to mobilize the community about the projects since the signature campaign has proved that. This was the only activity of community involvement that was identified. The programme advisory committee is sought to be a structure from the community to assist in the development of the relevant programming.
* There were some evidences mentioned by participants showing uniqueness of the Mzansi Community Radio, unfortunately this was not well understood by the all the participants which might destroy the working of a group towards one goal. A consultant advised the participants to make sure that there is a proper flow of information from the board, management and staff.
* Time management amongst the other strength factors identified, although not all participants were time consciousness. Facilitator exposed the dangers of managing time as a challenge that a station must put forward since almost all the radio activities are much more governed by time management. 80% was a level in which this was gauged for Mzansi Community Radio.
* All the participants were from the whole coverage areas. This was commended. The only challenge for Mzansi Community Radio is to balance the spread of participants to all the levels i.e. board, management and staff that representation could be meaningful and come from all the coverage areas.
* Mzansi Community Radio has been exposed by appearing on a number of occasions from the Local newspapers which is a very good way of marketing since newspapers has got very high number of people accessing and reading that. Other forms of marketing the station in community forums should be used at local level to enhance and strengthen marketing of a station.

1. **Weaknesses**

* Marketing of the station has not been done to maximum potential given the fact that only few newspaper articles have been mentioned as marketing indications of the station. Other avenues of marketing the coming Mzansi Community Radio has not been explored like community activities. Perhaps a proper marketing plan needs to be developed which will serve as a guide and keep the community as well as potential investors posted about Mzansi Community Radio. Once the station is up and running this challenge will be alleviated.
* Staffing is the one challenging process that is not yet finalized. This exercise needs to be conducted within the labour law framework in order to avoid the human resource challenges in future.
* The following trainings are not yet conducted: Programmes Production, Marketing and Sales, Journalism. But this is a pipeline and once the licence is secured this will be effected.

**c) Opportunities**

* A high level of positive community response by a word of mouth as a community support has been identified and noted. Activities that go with evidence around advertising and marketing the station should be opted rather than unfounded mechanism of advertising.
* Coverage of Mzansi Community Radio lies in a nodal point area where a government has a strong mandate to develop. For sure the government campaigns are likely to use Mzansi FM when conducting these campaigns. But these need to come with relevant strategy to attract the potential government departments.
* The project lies in a nodal point where all potential funders have willingness to invest.
* KZN is one of the areas that is hosting Big different yearly events. This will bring more opportunities for the station to make lot of money from event related activities since Zululand is one of the cultural heritages.
* The area lies next to “INCOME” which is one of the tourist’s destinations.
* There is a willingness shown by the Abaqulusi Municipality to support the project by running the activities with the station.
* MDDA has a role to fund the organization once it takes off-ground.

1. **Threats**

* The station role players does not have a clear understanding about the licence conditions since they don’t have it yet.
* Mzansi FM should be carefully of some competitors although few existing within the coverage areas who render similar services that Mzansi Community Radio offers. Mzansi Community Radio therefore needs a strong strategy especially in those areas with a competition to directly deal with the competitors by advancing their activities.
* Mzansi Community Radio needs to be very much strategic by using the community involvement to help in feeding the station with the required information. The use of the stringers for feeding the news could be one strategy of saving the costs and travelling inconveniences. Building a sense of ownership of the station by the community would enhance donations whether in kind or in monetary terms for the station.
* Most of the listeners might be the youth, unfortunately without the buying power.

**10. Future planning**

**10.1. Short-term planning (1-2 years)**

* Financial independence.
* Skills development.
* Self-sustainability.
* Job creation.
* To offer a 24 hour broadcasting service.
* To empower the community through education, knowledge and information.
* To open community programmes that will encourage youth skills development, youth entrepreneurial and involvement in self upliftment programmes.
* To implement health pilot projects that shall raise awareness about diseases like HIV-AIDS, TB, Cancer, etc and equip them to deal effectively in combating them.
* To link up with education programmes facilitators such as Takalani Sesame etc to offer education broadcasting to entertain the young.

**10.2. Medium-term planning (2-4 years)**

* To increase our coverage by establishing links with national and international world of broadcasting.
* Finance the tertiary education of the best-disadvantaged matriculants within the Vryheid area.
* To develop an advice centre to tackle community development issues.

**10.3. Long-term planning (5 years and more)**

* To support small entrepreneurs by offering researched information about investment opportunities in the Vryheid area.
* Build and fund a youth centre within the Vryheid area.