


ANNEX 3 : MALAWI BROADCASTING CORPORATION PRESENTATION

Slide 1

BRINGING A DYING BRAND BACK TO LIFE

MBC PRESENTATION
JOINT MANAGEMENT MEETING




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Slide 2

TABLE OF CONTENTS


- ORGANISATION AND REPORTING STRUCTURE OF MBC
- THE 2010/2011 PLANNED ACTIVITIES SUCCESSFULLY IMPLEMENTED
- CHALLENGES FACED DURING THE 2010/2011 FINANCIAL YEAR
- THE APPROVED 2011/12 BUDGET
- THE PLANNED 2011/12 ACTIVITIES



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Introduction




- On 1st July 2010, the Government of Malawi merged the Malawi Broadcasting Corporation(MBC) and Television Malawi Limited into one entity in order to improve service delivery effectiveness and efficiency.
- MBC is repositioning to operate on 'best business practice' philosophy and 'create a world of possibilities'.
- MBC is a market leader with over 72% listenership in a market with over 22 radio stations and 95% viewership for those with television sets.
- For the first time in our history, we would like to generate K1 billion in revenue an increase of 41% over previous year.
- The operating expenditure is pegged at K1.6 billion.
- The Capital and Development Budget is planned at K1.5 billion.

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Background

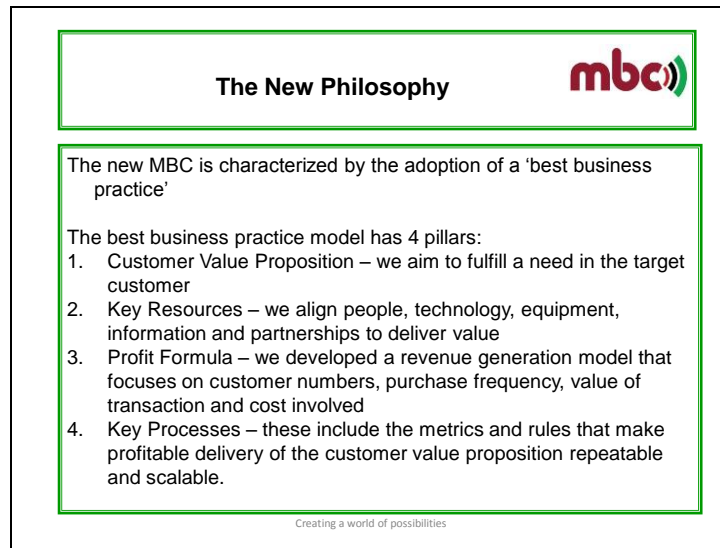


The Old MBC had the following characteristics:

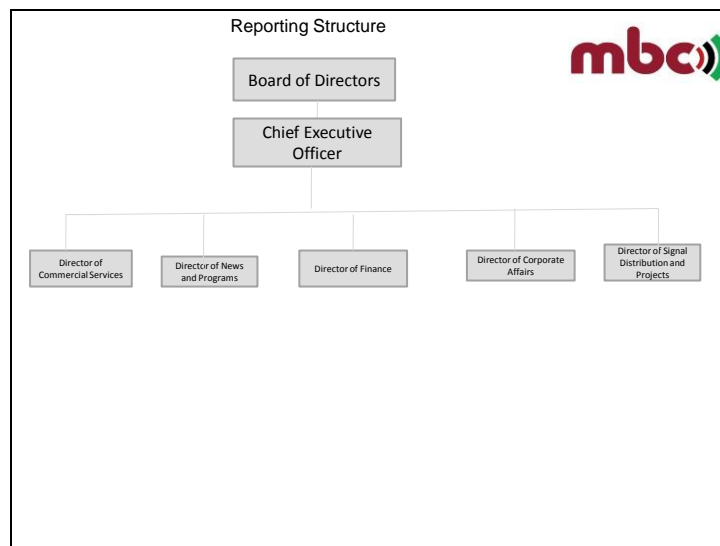
- A culture of poor planning
- Prevalence of business as usual attitude
- A serious lack of innovation
- Lack of staff empowerment
- There was no sense of business culture

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Slide 5



Slide 6



Slide 7



Vision 

“Creating a world of possibilities”

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Mission 

To provide quality broadcasting services to the nation through programs that entertain, educate and inform with a view to empower the Malawian public and enhance their social economic development.

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The Pay Offline

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Slide 10

Core Values

- Building a common future
- Viewers and listeners are kings
- Transparent
- Honest
- Professional
- Impartial

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2010/11 Planned Activities Successfully Implemented 

Highlights of Major Achievements in 2010/11:

1. Introduction of 24 Hours Radio Service on MBC Radio 1 and Radio 2 in July 2010 in line with the new philosophy to meet stakeholders' expectations.
2. Execution of Our People Our Pride TV Awards to International Standards. It was attended by representatives from over 40 countries and has been rebroadcast in over 15 countries and on DSTV.
3. Introduction of Reach Out and Touch Program – Cultivation of Culture of Giving with a view to empower the underprivileged.
4. Live International Outside Broadcasting: The corporation was able to broadcast live from many countries including China, Iran, Uganda, Ethiopia, Zambia among other countries.

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2010/11 Planned Activities Successfully Implemented 


Highlights of Major Achievements in 2010/11:

5. Adoption of Best Business Practice Philosophy: New Malawi Broadcasting Corporation (MBC) has adopted best business practice philosophy on all its operations. This implies that the corporation is inculcating a result oriented culture in all its employees with emphasis on efficient and effective use of resources.
6. Introduction of Business Units: Creation of business units namely MBC Radio 1, Radio 2, TV and Development Broadcasting Unit as independent business units with a view to create competition and improve quality and revenue.
7. MBC Rebranding: Successful rebranding of the Corporation that included coming up with a new logo that symbolizes positive change, freshness and makes a new promise to all stakeholders especially listeners and viewers.

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Challenges Faced in 2010/11




Internal Factors:

1. Low morale due to a prolonged merger process i.e. anxiety and uncertainty
2. Continued use of costly obsolete worn out equipment resulting in huge maintenance costs
3. Logistical and transport problems now hitting critical departments such as Programs and News and Business
4. Lack of controls, structured planning, and systems in many operational areas.
5. Skills gap in economic growth programming, public mobilization and other areas of broadcasting.
6. Huge debt burden due to past commitments negatively affecting cash flow

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Slide 14

Challenges Faced in 2010/11



External Factors

1. Competition is increasing every day. There is a proliferation of private radios totaling 23 and yet there are over 3 other nation radio stations scheduled to rollout in 2011.
2. DSTV and Free-to-air decoders remain competition for MBC TV and competition is set to increase with the probable roll out of 2 more nation TV stations in 2011.
3. All For Jesus and Calvary Church TV are improving every day and offering some of our clients free airtime.
4. There is also rapid growth of private production studios that are also vying for the same market yet our production unit is very ineffective.
5. Forex shortages affected some companies hence advertising suffered

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Corporate Goals 2011/12



The MBC's core business is to deliver a variety of high quality programmes and services through television and radio that informs, educates, entertains and empowers the public at large.

Corporate goals:

Content and Programming
Ensure that we promote nation building and empowerment through news, current affairs and innovative programming, which is informative, educational and entertaining.

Stakeholders:
Create a corporation that enjoys the support and respect of its viewers, listeners, and other stakeholders such as the Government of Malawi

Financial:
Create a financially sound Corporation built on a sustainable business model by 2013, and ensure the efficient and effective utilisation of our assets. .


People:
Creating a motivating environment that attract , retain and nurture talent .

Technology
Put in place an innovative technology platform and infrastructure that will enable us deliver on our mandate.

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2011/12 Approved Budget



Revenues	MK ' 000
Advertising Revenue	1,010,000
Government Funding	420,000
Other income	50,000
Grand Total	1,480,000

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2011/12 Approved Budget 

Costs for the Year	MK ' 000
Operating Costs	1,626,718
Capital and Development Budget	1,500,000

N/B - Capital and Development Budget includes MK 250million for the purchase of French Cultural Centre

- Capital and Development Budget is yet to be approved.

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Planned Activities for 2011/12 

1. Generation of K 1 billion in sales revenue through solid growth strategies that will include activation of the SMS Platform.
2. Introduction of MBC Retail Shops.
3. Continued Rebranding of MBC Offices across the country.
4. Activation of word class events such as Our People Our Pride Awards.
5. Development and Implementation of Customer Loyalty Program to fight competition.
6. Expansion of prime on both the radio and television platforms
7. Introduction of MBC Movies
8. Introduction of MBC Knowledge through documentaries
9. Introduction of MBC Radio 3 to focus on economic policy analysis and business issues to target decision makers in the country.
10. Studios Refurbishment
11. Implementation of transmitters maintenance program
12. Introduction of digital migration

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Planned Activities for 2011/12




1. Development of cultural change program
2. Development of talent program
3. Introduction of fleet management system
4. Development and implementation of training and succession plans
5. Introduction of budget control and compliance measures
6. Acquisition of new accounting package to replace an old one
7. Development of effective internal control systems across all departments
8. Aggressive debt collection
9. Introduction of IT based workflow studios facilities
10. Improvement of Outside Broadcasting service delivery
11. Introduction of internet and intranet services to improve workflow

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Conclusion



- Public service broadcasters help build society in many ways including through news broadcasting.
- The 2011/12 financial year is likely to be very challenging, but MBC management is determined to continue with its repositioning strategy through among other things the introduction of best business practice.
- To effectively implement the 2011/12 planned activities MBC management will require the support of all the stakeholders more importantly Ministry of Information and Civic Education.
- Under the guidance of the board of directors and leadership of the CEO, through hard work and team work we are geared to attain the objectives set out for 2011/12.

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