

# **Rainier Valley Radio/KVRU 105.7FM**

## **Marketing Plan**

## Marketing Plan

### Objectives

- Build an audience of loyal listeners who tune in to the station for programming that has meaning for them through strong institutional and program marketing.
- Engage the business community to understand the value and benefits of radio underwriting in order to earn sufficient revenue to be a sustainable program for the community.
- Develop an awareness in the community and beyond of the programs and services Rainier Valley Radio/KVRU offers.
- Be respected as a media center in the community and beyond.
- Expand the website and fully integrate digital content and interactivity to promote accessibility for all listeners.
- Create an informed internal community of station staff, volunteers, contracted employees and members that builds a cohesive and effective radio community.

### Market Position

Rainier Valley Radio/KVRU is the first and only community radio station in the Rainier Valley. The station has over 200 stakeholders, a core of 8 community partners, strong leadership expertise and creative on-air talent. Its mission of creating a media hub that offers residents meaningful programs, educational opportunities and digital technology aligns with the needs of the Southeast Seattle community. While Rainier Valley Radio/KVRU is currently a start-up with no listeners per se, the station is part of a 40-year old community organization with a regional reputation and a long history of service in arts and community development.

Meaningful programming created through community engagement creates loyal listeners. By involving different types of communities (social, economic, age, ethnic), the station will develop connections to diverse audiences. Through the terrestrial signal and digital platforms, Rainier Valley Radio/KVRU will aggressively market the station, promote our underwriters and sponsors and engage thousands of listeners.

In February 2016 the station confirmed eleven community programs ranging from social justice, music shows to talk shows; 10 more will be interviewed/confirmed in early March. Most of the programming artists are radio professionals and will attract supporters and listeners from various music genres, activist communities and social interest groups; others are community members representing an issue or constituency. Programmers will assist in securing listeners, sponsors and underwriters based on show popularity, previous history and new partnerships.

### Market Segmentation

Rainier Valley Radio/KVRU's primary marketing efforts are focused on developing listeners and supporters in the geographic area of Southeast Seattle, concentrating on the largest ethnic, age and educational segments of the population. Demographic information for Southeast Seattle shows that the

three largest ethnic populations are: white, black or African American, and Asian. The largest age group is 18-65 year olds, and the largest educational level of constituents is some college and college graduates. Within the Asian community there are up to 10 subgroups, so the station's outreach will focus on Vietnamese, Filipino and Chinese who make up the largest subgroups in the community. East African populations are a primary target for radio engagement.

The secondary focus of marketing will be on other ethnic groups in our community, such as Latino, the other Asian subgroups, Native American, Eastern European, Pacific Islanders and others. An equal focus will be on youth and senior populations.

The third focus will be the outer reach of the FM signal, i.e, the Greater Seattle area, Eastside communities and those areas beyond the southern City Limits of the signal.

## **Customer Profile**

Rainier Valley Radio/KVRU has two main customer groups to serve:

### **Listeners & Programmers**

A listener is anyone who tunes in to the station through the FM signal, listens over the internet, takes in content through digital media and attends an event. The station's strategy for attracting listeners is to have relevant, consistent and meaningful programming that serves the community. Listeners will tune in because of the specific format of the programming that is directed towards the immediate needs of the community. Programmers are our on-air and streaming program talent. The strategy for attracting programmers is to provide an excellent training and development base, a stimulating work environment and artistic freedom within the program criteria and guidelines.

### **Sponsors & Underwriters**

Underwriting and sponsorship customers are the business owners in the listening area and beyond. Sponsors and underwriters demand media platforms that offer more flexible and creative concepts, that offer genuine interaction and response. As a community radio station, Rainier Valley Radio/KVRU offers quick accommodation and flexibility. The station also will also do brand activations, sampling, store openings, push to mobile, competitions, interviews, call-ins and talk shows that are personalized to local customers. Underwriters will be able to get the measurability and response that they are looking for with underwriting tied to local promotions, particular shows, internet programs.

As a noncommercial radio station, Rainier Valley Radio/KVRU can't officially advertise. However, support for specific programming will be made in the form of underwriting. There will be a variety of sponsorship and underwriting opportunities for local and regional businesses, foundations and corporations. FCC regulations require stations to provide on-air acknowledgement of funders while stipulating that these credit announcements are strictly for identification; they cannot be promotional. All underwriting will adhere to existing, adopted policies.

### **Who are our listeners in Southeast Seattle?**

Rainier Valley Radio/KVRU's market is primarily the 84,000 people that make up Southeast Seattle, a 24 square mile area that includes ten neighborhoods and three zip codes. The population includes 40 ethnicities and 60 languages; 71% of SE Seattle's residents are nonwhite, 40%- 53% are immigrants. Our

per capita income is 60% of the Seattle per capita income of \$39,886. SE Seattle's unemployment rate is double the Seattle unemployment rate. Twenty-three percent of the population is under age 18; 82% of youth are students of color and 65%-85% are eligible for free or reduced lunch.

Southeast Seattle residents are proud of their community, actively engaged in making it a better place, and eager to market and promote SE as a live-able and dynamic community. The diversity of Southeast Seattle is a challenge but also its biggest asset; each community wants to express their assets (their local stories, cultural events, issues and events). Every community, whether its ethnic, lifestyle, economic or age, will support the effort to promote itself. This is a rich market for radio.

Southeast Seattle demographics are:

White 37.6%  
Black or African American 25%  
American Indian or Alaskan Native 0.7%  
Asian 26.3%  
Hispanic or Latino Ethnicity 7.8%

Median age, 38.1  
Under 18, 22.5%  
18-64, 65.4%  
65 and older, 12.2%

No High School, 7,581, 14%  
Some High School, 5,759, 10.7%  
Some College, 11,490, 21.3%  
Associate Degree, 4,433, 8.2%  
Bachelors Degree, 16,041, 29.7%  
Graduate Degree, 8,692, 16.1%

#### **Who are our listeners in Bellevue?**

White 62.6%  
Black 2.3%  
American Indian and Alaskan Native 0.4%  
Asian 27.6%  
Native Hawaiian/ Pacific Islander 0.2%  
Hispanic or Latino 7.0%

#### **Who are our listeners in Kirkland?**

White 79.3%  
African American 1.8%  
Native American 0.4%  
Asian 11.3%  
Pacific Islander 0.3%  
Hispanic or Latino 6.3%

## Goals & Implementation

### 1. Build an Audience that is supportive of the mission.

**Offer excellent programming that has meaning for the community through distinctive, original content in news, entertainment and public affairs by:**

- Publishing quarterly calls for content to the community to solicit ideas and talent.
- Partnering with other organizations to gather news, public affairs, event information
- Identify and contract with diverse on-air talent that represent our community, are creative and have local networks of support.

**Ensure a sense of community ownership through involvement, transparency of operations, leadership opportunities by:**

- Creating ample opportunities for participation by cultural, age and socio-economic groups.
- Marketing volunteer opportunities frequently and recruiting from diverse sectors.
- Providing youth internships with local educational institutions.
- Having well-trained and qualified volunteers, staff and interns to represent the station.
- Publishing operating policies, station handbook and meeting minutes on website and at the station.
- Ensuring wide community representation and skilled leaders on the Radio Leadership Council.

**Build the station's brand as "the source of all things Rainier Valley" by:**

- Developing brand identity with a station logo, call sign and audio station ID.
- Aggressively market Rainier Valley Radio/KVRU on social media, spending 4-6 hours per week to generate listener exposure, earn new business and increase website traffic.
- Encouraging radio programmers/personalities/volunteers to consistently blog and use their social media feeds to develop a following for their shows and Rainier Valley Radio/KVRU.
- Digitally offering regional programming to capture at least 25% (21,000) of listeners in the area in the first two years and increasingly more station visitors each year.
- Promoting content through all platforms, integrating the FM signal, internet, and digital media.
- Making the website experience robust and interactive with increased functionality that will include: podcasting and archiving programs, monthly giving options, event and information calendar, and aesthetic updates. The goal is to attract listeners locally and around the world.

### 2. Grow revenue to ensure sustainability

**Generate Individual Memberships as a viable revenue stream.**

Individual memberships have been the backbone of traditional radio operating support and will provide the station with another source of revenue. This is a key way everyone can support Rainier Valley Radio/KVRU and provides a built-in stretch for people who want to advance their support. Members will receive benefits of collateral, recognition and tickets to events. The station will need a volunteer or contracted staff to effectively market and sell memberships.

Support levels range from \$10 for low income or student supporters to \$360 or more, with monthly or annual options. Radio memberships will be aggressively marketed through the website, social media and e-newsletter with a goal of \$2000 in Year One. (See membership Levels and Benefits in Appendix).

### **Business Underwriting – An alternative to advertising**

Rainier Valley Radio/KVRU offers a unique and valuable opportunity for businesses to connect with the public in a positive and mutually beneficial way. The station offers one-year underwriting contracts, focusing on 15, 30 and 60 second messages. Rates are structured according to time of day and amount purchased. The first 6-month goal is to secure \$500 per week in underwriting contracts, totaling \$12,500, with a 15% annual increase.

Underwriting benefits will include:

- **Cost-effective Identification** - Underwriting will put local businesses in the spotlight with a strong, well-defined market segment of alternative radio listeners, at rates far below those of other promotions.
- **Image enhancement** - Underwriting acknowledgements will be concise and gimmick-free, linking the business or organization with the high-quality image of community radio.
- **Tax benefits** - Underwriting will offer businesses a tax-deductible, charitable contribution to SouthEast Effective Development, a 501 c 3 organization.
- **Key audience reach** - Businesses can position their announcements in a specific part of the day or near a specific program feature.
- **Enjoyable programming.** - Businesses can identify with a particular style of music or personality found only on KVRU.

### **Sponsorships**

Rainier Valley Radio/KVRU offers business sponsorships of particular programs and shows, based on matching the sponsors interests with a particular issue or program and/or support of a particular radio personality. Sponsors can choose to support a variety of KVRU programming: news, documentaries, music, entertainment, ethnic or cultural, youth, senior and/or public opinion programming. Messages acknowledging our sponsors are presented on-air in short announcements and through exposure on our various digital platforms. The station projects receiving \$30,000 in program, podcast, news and website sponsorships in Year 1.

### **Ad Agencies**

Ad agencies bundle packages together from major advertisers at discounted prices that serve the client by filling unused inventory with “name” advertisers. Automated ad sales systems have taken the online ad market by storm over the past ten years, but similar tools are now rapidly being applied to traditional media too. Rainier Valley Radio/KVRU will use the data and understanding of our diverse communities to more effectively assist advertisement agencies on behalf of its clients.

Selling KVRU underwriting to Ad Agencies will give Rainier Valley Radio/KVRU significant advantages by accessing a third online and FM sales channel, including sales cost savings, access to new customers, free marketing, customer research, and real-time radio buying trends.

Working with advertising agencies will help Rainier Valley Radio/KVRU's Sales Manager quickly react to market demands by changing prices, offering promotional packages, and offering discounts for unsold ad space. Rainier Valley Radio/KVRU can trace purchase histories of past clients and promote appropriate promotional packages to a much more targeted market.

### **Non-Traditional Revenue (NTR)**

By definition, NTR is any means by which a radio station brings in revenue through means other than on-air underwriting sales. The key means of NTR for Rainier Valley Radio/KVRU is its website. KVRU's website creates a number of NTR opportunities. Sales in Year One are projected at \$30,500.

Some ideas for creating NTR using the website are:

- selling banner ads or sponsoring sections of the website.
- selling entries in a business guide on the site that is regularly promoted on the air to drive traffic to the site. The guide will provide basic information for all on-air and online clients including the business's name, address, phone number, a link to the business's website, and a feature allowing site visitors to map the business's location and get directions from their current location or a specified address. additional features such as printable coupons can also be offered.
- Selling sponsorships on podcasts of popular shows, DJ's can simply record a segment of a well-liked show, insert a sponsorship message at the beginning, middle or end of the podcast and post it to the website.
- Podcasts of businesses that want to buy institutional marketing to promote their business and also show expertise and offer advice on the subject of their product or service. The podcast would consist of a few minutes delivering a tip or "did you know" type of information in the industry of the sponsor business.

### **Special Events/Fundraisers**

The station's goal is to conduct several annual fundraising events each year; one major event and several smaller events. Events will include, tours, concerts, speakers, presentations, etc. An anniversary party of the first broadcast or a signal launch fundraiser might be an annual event that will attract audiences. Events will attract a mix of audiences, including music fans, radio members and cohorts, dj fans, and curious local residents who want to support Rainier Valley Radio/KVRU.

Additionally, the station will partner with other community organizations to co-present annual events, minimizing staff and expenses for each organization. The station will continue to explore any and all effective methods to increase outreach efforts and improve awareness of KVRU through event opportunities, while being mindful of staff and volunteer time and energy. In Year One, the projected goal is \$28,500 in special event fundraisers.

### **Grants from Philanthropic Donors**

Rainier Valley Radio/KVRU's programs will be good candidates for grant support. Programs will come from the community and will focus on ideas and issues that philanthropic donors support, such as storytelling, music and public affairs from diverse culture or technological improvements. Grant support is projected at \$10,000 in 2016.

## Promotion Strategy

Promotions are a form of self advertisement. Rainier Valley Radio/KVRU will self-promote to keep listeners interested and tuned to the station, to increase the number of listeners and to attract business sponsorship. Components include:

**Community Outreach & Marketing:** The station will strengthen its commitment to community participation and support by:

- **Continual local promotion.** Rainier Valley Radio/KVRU will use its website, digital platforms and social media to consistently and inexpensively put out information about the station. The station will collaborate with its parent organization SEED and local partners to market the station through web subscriptions, email lists and e-newsletters to strengthen community contact and increase listenership.
- **Maintain content-management and membership systems.** Rainier Valley Radio/KVRU will continually add the names, addresses, email details and other information of listeners who enter competitions, send in requests or dedications, and join as members. Programmers and partners will be asked to submit constituent names so that the station will soon have a valuable resource which will enable it to build a strong relationship with core listeners.
- **Support local events.** The station will sponsor and collaborate with local events, participate in relevant meetings of community groups and partners, participate in parades and have booths at public events.
- **Maintain a high-quality web site** that includes the program schedule, mission statement, contact information, professional DJ photos and profiles, station history, an underwriters list, a community calendar, and web listenership statistics as well as links to other sites, archives of locally produced public affairs and news programs, and online commerce (pledging and promotional items).
- **Promote word-of-mouth marketing.** Encourage programmers, volunteers and listeners to spread the word about KVRU to help grow its market.

**Underwriting & Sponsorships:** Rainier Valley Radio/KVRU will create sales and financial support by employing the following strategies:

- **Create high quality audio commercials.** KVRU spots will have a professional tone and voice, along with sound effects and music. All of these things will blend together to form something audibly stimulating for the listener.
- **Employ a diverse sales staff to obtain underwriting and sponsorships.** The sales staff and volunteers will represent the community and have connections to various groups. It is critical that each community group support the station. KVRU will encourage programmers/producers to work with sales staff to bring in sponsorships from their communities. Youth shows should be supported by businesses that benefit from young customers and East African shows should be supported by businesses that are frequented by the East African community.
- **Create professional promotional materials and strategy.** Radio is like no other form of advertising. It cannot be seen or held. Once the time has passed, the airtime ceases to exist. Rainier Valley Radio/KVRU's sponsorship announcements will be fashioned to make a strong and lasting impression on the mind of the listener. The station will utilize printed rate cards, research

advertisers, provide testimonial material, written sponsorship proposals and provide excellent follow up with advertisers.

- **Develop a target list of businesses.** By working with its partners and sales volunteers, the station will develop a list of target businesses in all areas of its FM signal. The list will be tiered by most likely targets and by area. The goal is to obtain one quarter of all underwriting from small businesses.

Rainier Valley Radio/KVRU will utilize both on-air and off-air promotions to market the station.

- **On-Air/Internet Promotions**

Rainier Valley Radio's call sign, KVRU 105.7 FM, is an essential part of its image and evokes an association with its particular sound and program format. The call sign will create instant recognition. This recognition increases the attractiveness of the station to a potential sponsor. The call sign and station ID will be heard more than once during a half hour program and will be placed before and after all breaks between music. The call sign & station ID will be branded to the time, the weather report, the traffic report, the news or any other regular feature on the station. The more frequently this is done the greater the chance that listeners will remember it.

On-air competitions are another form of promotion. Promotions which include prizes keep the audience interested. Although only a small percentage of listeners directly participate, the others will hear and remember the promotion. Rainier Valley Radio/KVRU will start with low budget prizes which will maintain and increase audience interest. On-air promotions are also invaluable in informing the listener about what the station has to offer, who the personalities are, when they are on, when the news is on and which programs or special events are coming up in the future.

- **Off-Air Promotions**

Off-air promotions are designed to attract new listeners. Rainier Valley Radio/KVRU will employ various methods, including promoting its brand on all printed material, including an insert in the SEEDArt's brochure; professional letterhead and other station collateral and swag. Other strategies include personal appearances by station personalities and mobile broadcasts which all help get the station out into the public view. These events can be turned into fundraisers as well, with corporate sponsors supporting the costs.

Rainier Valley Radio/KVRU will promote its brand vigorously through social media, its website, SEED's website and email lists, and through on-air talent blogs and live broadcasts at community events. The station's affiliation and incorporation of diverse community groups into programmers, volunteers and leadership will assist in marketing efforts in diverse communities.

## **Marketing Evaluation Criteria**

Rainier Valley Radio/KVRU will evaluate and measure marketing success by the following criteria:

- Number of visitors to the station.
- Number of phone calls, letters, faxes, and emails received.
- Number of inquiries from prospective staff and volunteers.
- Audience data, specially the size and satisfaction of the audience (from surveys).
- Advertising revenue received each month.
- Number of inquiries from prospective advertisers