

Business Development Strategy 2017-18**Evidence or Supposition of Need**

- Customers need primarily web-based, interactive information, resources and points of sale.
 - The internet was used daily or almost daily by 82% of adults (41.8 million) in Great Britain in 2016, compared with 78% (39.3 million) in 2015 and 35% (16.2 million) in 2006. In 2016, 70% of adults accessed the internet 'on the go' using a mobile phone or smartphone, up from 66% in 2015 and nearly double the 2011 estimate of 36%. 21% of adults used smart TVs to connect to the internet in 2016. In 2016, 77% of adults bought goods or services online, up from 53% in 2008, but only up 1 percentage point from 2015. (source: ONS 08/16)
- Cambridgeshire Music needs to increase its financial resilience by diversifying its business model and spreading its financial risk across new value propositions and sectors. Potential individual donors seek opportunities to financially support the arts, wellbeing and social justice in their communities. Potential corporate sponsors seek opportunities to support and develop quality of life for their employees and customers.
 - Charitable giving to DCMS-funded directly and indirectly organisations is holding steady at £444m 2014/15 compared to £455m in 2013/14 and after a significant rise from £292m in 2012/13
 - Over four years (2010/11-2014/15) the turnover of Cambridge companies has grown by 31%, employment by 26% and the number of companies by 24%. To put this into an international context, over the same four years' total employment grew in China by 1.5%, in the USA by 7.4%, and in the UK as a whole by 6.4%. (Source Cambridge Ahead Feb16)
- Cambridgeshire Music needs high quality, consistent evidence of its reach, quality, engagement, impact and resilience to inform performance management, strategy development and business development
 - Quantifying the benefits [of arts and culture] and expressing them in terms of facts and figures that can evidence the contribution made to our collective and individual lives has always presented a problem, but it is something that arts and culture organisations will always have to do in order to secure funding from both public and private sources. (Arts Council England 03/14)
- Cambridgeshire Music needs to mobilise its staff to advocate and promote its activities
 - 60% of CM staff lack confidence in engaging with business development (primary research 01/17)

Core Services/Activities to be provided 2016/17

- Financial management
 - Budget planning, forecasting and monitoring
 - Risk analysis & cost control
 - Hub support for learning
- Business model diversification
 - Sponsorship development
 - Room hire
 - Trust/grant funding development
 - Loan finance
- Public engagement
 - Evidence gathering and analysis
 - Web development and analytics
 - Direct marketing inc. e-newsletter
 - PR
 - Social media

Success Criteria by end March 2018

- 20 funding partners (15/16 actual – 4; 16/17 target – 6)
- 3500 active direct customers (15/16 actual 3000)
- 200 active school customers (15/16 actual 200)
- 2000 social media followers (15/16 actual 600; 16/17 target 1200)
- Baseline web analytics established
- 12 new value propositions launched
- Evidence bank grown to include 30 images, 6 videos, 30 endorsements, 30 case studies and 12 KPIs.
- 50% of staff confident about and engaging effectively in business development

- 8 hub partners working collaboratively with CM on business development

Inclusion, Projects and Events

- Public engagement (Lead Manager JI)
- Business model diversification (Lead Manager JI)
- Young Promoters (Lead Manager LH)
- Cambridge Live Outreach (Lead Manager LH)
- Support for learning through Hub bursary scheme (programme H) (Lead Manager LH)

Partnerships and Collaborations

- Academy of Ancient Music
- Aldeburgh Music
- Anglia Ruskin University
- Arts Council England
- Britten Sinfonia
- Cambridge City Council
- Cambridge University
- CCC Transformation
- Greater Cambridge Greater Peterborough Enterprise Partnership (LEP)
- NNF Bridge

Resources, Support, Links relating to the strategy

- Cultural shift
 - Deliver training and mentoring to project managers
 - Involve staff and hub partners in business development research, planning, review, advocacy through Business Development Group (BDG)
- People
 - Head of Business Development
 - Heads of Service/Departments and Project Managers
 - Business Development Officer
 - Business Support Officer
 - Business Support Administrators
 - Web Developer
 - Business Development Group (staff and hub board representation)
 - All staff
- Key suppliers
 - Cream Ink – design and print
 - Creative United - loan finance brokerage
 - Creative Warehouse – PR, audiovisual media, web graphic/interface design & content development
 - Local World (Cambridge News) - media coverage
 - Mailchimp – software subscription
 - Netbanx – finance platform
 - Realnet – web development
 - TBC - CREATE fundraising
 - TBC – third party web analytics
 - TBC – customer data analysis

Training

- Videography and photography (all staff)
- Fundraising (BDG)
- Social media (all staff)
- Developing young tutors and project managers ‘on the job’
- Placement opportunities for university students and/or interns

Owner: Julia Ient

Budget Proposed: tbc

Date of next review: November 2018