

COMMUNITY RADIO

COLLECTIVE MARKETING STRATEGY

BIKRAM SUBBA
YADAV CHAPAGAIN
RAGHU MAINALI

**COMMUNITY RADIO
COLLECTIVE
MARKETING
STRATEGY**

**BIKRAM SUBBA
YADAV CHAPAGAIN
RAGHU MAINALI**

**CRSC/NEFEJ
KATHMANDU**

AUTHORS

**BIKRAM SUBBA
YADAV CHAPAGAIN
RAGHU MAINALI**

**DAMARU LAL BHANDARI
TRANSLATOR**

PUBLISHER

**RADIO KNOWLEDGE CENTRE/COMMUNITY RADIO
SUPPORT CENTER (CRSC)
NEPAL FORUM OF ENVIRONMENTAL JOURNALISTS
(NEFEJ) WITH SUPPORT FROM FREE VOICE, THE
NETHERLANDS.**

PO. BOX NO. 5143 KATHMANDU, NEPAL

E-mail : crsc@nefej.org.np

Website : www.nefej.org.np/www.crscnepal.org

First Edition (Nepali)

2006

First Edition (English)

2008

ISBN: 978-99946-856-2-2

This book has been published with the assistance from Free Voice, the Netherlands while the views and analyses discussed in this book are that of the writers themselves and do not necessarily reflect that of the publisher.

ACKNOWLEDGEMENT

(As it appeared in the first Nepali edition of the book.)

Every new campaign starts with a commitment. The birth of community radios in Nepal and their proliferation, too, was a part of a commitment. There are as of now 24 community radio stations already on air and 50 additional promoters have secured broadcasting licenses. There has been a rise in the number of commercial radio stations as well. Things have come to such a stage where mere commitment does not serve much purpose. One should be able to institutionalize the campaign. That imparts stability.

Going by traditional marketing techniques alone will not be enough when it comes to forge the community radio ahead and improve their financial standing. The promoters of community radio will have to go by both creative and constructive concepts. This will incidentally demand study and researches in the Nepalese context. The Community Radio Support Center (CRSC) under Nepal Forum of Environmental Journalists (NEFEJ) has been involved in producing and publishing reference materials concerning community radio. The “Community Radio Collective Marketing Strategy” has been produced and published after identifying new sources of resources for community radio and how the same can be implemented in practical terms. We are of the view that community radio can be firmly established if the strategy outlined in this book is followed to the minutest detail. The book in question can be milestone in the annals of community radio.

Experts comprising Bikram Subba, Yadav Chapagain and Raghu Mainali stand thanked for shouldering the responsibility of compiling this book in the light of the rising competition and evolution of community radio. We are also thankful to Free Voice of the Netherlands for extending support. We would like to reassure that we will be active in future too when it comes to consolidate community radio through CRSC.

Om Khadka
Executive Director
Nepal Forum of Environmental Journalists (NEFEJ)
Kathmandu
June 20, 2006

Foreword

Hindu classic says: “Power lies in unity.” There are plenty of examples of how social institutions have worked together to achieve collective objectives. The strategies which pivot on unity have been adopted by even business enterprises which may be competitors of each other. In spite of all this, they are found to have explored collective ground with certain objectives in mind. Collective marketing is one of such areas.

Embarking on collective marketing minimizes operational cost, enhances deeper reach into the market and apart from ensuring desirable exchange of information, technology and management skills boosts expertise leading to conducive atmosphere for the consolidation of solidarity. But just in the event the agenda is not approached with definite strategy in place this can lead to animosity, mistrust and split beginning with unhealthy atmosphere. Collective marketing strategy is essential to stop things from going that way.

There are greater chances of collective marketing throwing up desired result in the context of community radio. Just because the community radio stations have relatively smaller geographical area covered by them due to technical and institutional reasons they do not have to compete for listeners, have collective targets and objectives something which also ensures similarity in programs and resources. This shows there is more chance of collective efforts throwing up better results than competition.

Nepalese community radio stations are working to a mission, have worked together through adversity and are forging ahead with similar business policy. Moreover they are also picking up the experience of sharing resources among them by embarking on collective marketing here and there. The strategy of collective marketing is the need of the time with a view to encourage collective approach and warding off negative trend. The strategy of collective marketing is mandatory for community radio stations based outside Kathmandu. That is because the resources are centered in Kathmandu and most of those radio stations have no access to the resources in question owing to geographical divide even as it is also true that the overhead cost is simply too high to throw up any benefit. Just in the event a system of collective marketing and mechanism for the same is evolved it would not only consolidate solidarity between community radio stations but would also address the risks. This book should go a long way in guiding the process. The book has been divided into six chapters. While the first chapter deals with the concept of marketing, finance and universal strategies in the context of the community

radio stations, second chapter sheds light on the current status of community radio in Nepal, potential for collective marketing and challenges apart from also enumerating success stories. The chapter has included tips which can serve as alerts and guidance while implementing the collective marketing strategy. Subsequent chapters have recommended collective marketing strategies while also shedding light on desired atmosphere and mechanism.

Chapter three deals with the special arrangement between community radio stations in the light of the collective marketing strategy. Basically strategies which do not in any way adversely affect the self-respect, independence and aspirations of any community radio have been spelt out. In chapter four the effort has been made to discuss various aspects of collective marketing before shedding light on roles and responsibility and sharing of resources. Chapter five delves deep into the type of mechanism, the nature of tasks which it must be able to see through and how can the same be continually improved if the community radio stations decide to stick to collective marketing in the long run. We have included templates of some umbrella agreements for ready reference in chapter six.inHind

We have made a point to also include implementation aspect of the strategy and have not restricted the purview of the book to marketing strategies alone. The book can be a good guide for those community radio stations which are committed to the implementation of collective marketing strategies. The community radio stations can come to mutual understanding and agreement after addressing various aspects of the collective marketing strategies and elements.

It is believed that the book will inspire the community radio stations in consolidating and systematizing the effort of collective marketing marching ahead in their mission before coming out successful in garnering financial resources which happens to be the main challenge for community radio stations in Nepal which is crucial when it comes to play effective role for greater interest of society.

We are indebted to Community Radio Support Center (CRSC) and Nepal Forum of Environmental Journalists (NEFEJ) for awarding us the responsibility of writing this book for them.

BIKRAM SUBBA
YADAV CHAPAGAIN
RAGHU MAINALI

CONTENTS

Chapter 1 : Social Marketing: Meaning & Concept

- Radio & Poverty Reduction
- Marketing Of Community Radio
- Main Elements Of Marketing
- Focus Of Marketing
- Social Marketing Strategy

Chapter 2: Appraisal Of Community Radio

- Positive Aspects & Impact: Rationale Behind Collective Marketing
- Weaknesses & Risks: Challenges Of Collective Marketing
- Desired Features Of Collective Marketing

Chapter 3: Desired Features Of Collective Marketing

- Strategies In Collective Marketing
- Scope Of Collective Marketing
- Income As Basis
- Chasing Separate Agenda
- Possibility of Working With Commercial Radio
- Criteria Governing Advertisement

Chapter 4 : Roles & Responsibility

- Responsibility & Accountability In Collective Marketing
- Pricing
- Incentive
- Outsourcing program production
- Sharing Of Resources
- Information Sharing
- Accounting & Fund Flow
- Roles, Responsibility & Rights
- Handling Disputes & Dissatisfaction
- Monitoring, Review & Quality Control

Chapter 5 : Implementation Mechanism

- Implementation Of Collective Marketing Strategy
- Separate Structure For Every Stations

- Pass On Responsibility To Radio Stations Themselves
- Additional Role For Proposed Focal Point
- Adopting Collective Marketing
- Action Planning
- Management Of Collective Marketing Strategy
- Decision-making Process & Legitimacy
- Reporting
- Communication
- Monitoring & Evaluation
- Capacity Strengthening
- Information Management
- Exchange Of Information
- Information On Collective Marketing
- Conflict Management

Chapter 6: Templates of agreement

- Authorization letter template
- Umbrella deal template
- Modular agreement template

1
**Collective Marketing
Economics & Concept**

Radio & Poverty Reduction

The objective of all development endeavors in Nepal is poverty reduction. Information per se plays an important role in this connection. Rather than ill-informed people, it is the informed section of society which plays a desired role. Incidentally radio is one of such media which can make men and women “informed” by keeping them posted. FM radio very much serves to disseminate desired information down to the villages in a presentable manner indeed. Hence FM radio as such can serve as additional vehicle of spreading awareness to empower the people.

Community Radio In Nepal

Community radio stations came into operation with the restoration of multiparty polity in 1990. There have been simply many radio stations — both commercial and community — going into operation following the establishment of Radio Sagarmatha. While donors have funded some community radios appreciating the excitement they bring, and willingness demonstrated by the community, while there are other radio stations, which have been set up by communities themselves. None of the radio stations however have any business and marketing plan. Belligerent and active group set up community radio stations with emotional commitment too playing its part while they tend to have their own efforts to stay aloft. Although the governing laws have classified radios as “community” “profit-oriented”, the National Broadcasting Act has not classified radio along “profit-making” and “commercial “ line. Inferentially the definitions of community radio and commercial radio are not free from ambiguity. The government is receiving revenue from all radios in uniform manner. However as a matter of principle, radio stations run by Non-Governmental Organizations (NGOs), local bodies and cooperatives are deemed to be community radios while

those established under Company Act are defined as commercial radio stations.

Radio stations are left to garner their own operation fund even if donors have funded them at the start up stage. Hence the question as to how can community radio stations become financially self-dependence is staring at the promoters. Consequently the time has come when the community radio stations should not only come up with attractive programs but also sell air time by arranging sponsorship with a view to be financially sound. This incidentally is what is meant by marketing the air-time.

The community radios will have to be guided along by basic tenets of marketing just in the event they are aspiring to keep on making progress even as they become institutionally strong. But it is easier said than done in the case of community radio stations. Central to the marketing of the radio is identification of those who are served in its wake. When it comes to radio, what is true is what we call “buyers” and “consumers” may not be the same. Therefore what we must concede is there are two types of “consumers” when talking about radio. While the first served is the listener, the second served is the sponsor. The first served cannot be expected to pay for listening radio programs. While the second served who may be an advertiser or sponsor can be expected to pay up but what follows is he may have some conditions and vested interest. This incidentally marks the beginning of the biggest dilemma for radio stations. Citizens are sovereign when it comes to have access to information and freedom of expression. It is the first job of the radio stations to secure freedom of expression and right to information for them. But radio depends on the sponsors for financial self-dependence. Hence it is imperative for radio stations to come up with a desired marketing strategy while shouldering its responsibility towards the people. However the marketing strategy of the community radios

should apart from taking care of the interests of the two sides should also identify sides active in nation-building while the chances of participation too are analyzed accordingly. This book has in its first group identified people or listeners as stakeholders, advertisers or sponsors in the second group as customers and side which is active for development as partner in the third group. Meanwhile the word customer has been used uniformly to address all the three sides involved.

Conversely, marketing strategy from the viewpoint of community radio can be effective only in the event when the policy governing strategy is useful to the first and the third side concerned or when the same is drawn up tailored to their respective needs. The main objective of the marketing strategy should be strong unity of purpose between the sides involved in the best interest of the stakeholders while customers receive complete satisfaction. Marketing team should be able to establish that the investment coming from the moneyed section of society should be used in meeting social responsibility rather than in boosting the profit alone. There will have to be intense market research and promotional activities. The efforts concerning marketing in community radio stations in Nepal are in initial phase. For example, while some radio stations are found conducting programs to garner fund, others can be found looking up to potential source for assistance. Similarly, still others are found taking recourse to partnership while still others look for sponsors to boost budget. This suggests that a large number of radio stations are barely afloat from financial assistance coming to them from their well-wishers. These community radio stations are also found competing among themselves in the advertisement market to a certain extent. Going by this, community radio stations are currently passing through a phase when much will depend on how they fare in the market given their product.

There are also examples of how the community radio stations have been trying to have access to potential sponsors by switching over to what is a collective approach. Things have come to such a stage whereby one and all concerned have realized that much can be achieved in the marketing front by going in a collective way than singly. The objectives and targets of community radio stations are similar.

Evolving progressive culture favoring justice and democracy, working to promote language, literature, art and craft, identifying and promoting traditional wisdom, knowledge and skill, prioritizing the concerns and voice of the backward communities across genders, evolving a culture of entrepreneurship by encouraging domestic industry and market and ensuring the access of the people to what science has to offer while people are suitably informed have become the objectives of all the community radio stations in Nepal.

The need to forge ahead after switching over to collective approach in marketing has become the need of the time since the ground reality is one has to produce programs and also run them while a collective battle is waged to effect a policy change leading to collective marketing. The strategy of collective marketing can be instrumental in paving way for self-dependency. Much before the issues surrounding marketing are described and analyzed, this strategic write up will shed light on main elements of marketing as craft.

Marketing Community Radio Stations

Since the community radio stations are involved in social transformation, the marketing strategy too should have social marketing as its very basis. The concept of social marketing was propounded by Philip Kotler and Gerald Zaltman in 1971. Kotler and Zaltman had in their thesis argued that the causes of social change can be advanced

more successfully by working on the strength of market analysis, planning, and principles of control". (Kotler, Philip and Gerald Zaltman, Social Marketing: An Approach to Planned Social Change", Journal of Marketing, Vol.35, July 1971, pp.3-12).

The collective marketing strategy of community radio stations can also be comprehensively developed following the broader frame of social marketing.

Four P's and Four C's

The core aspects of social marketing are ability to "produce" programs in tune with the demand, ability to "promote" the same in the market at the desired "place" and at the desired "price." Achieving all this is a challenge by itself.

The product offered by community radio per se is time. This product is processed and packaged, with programs contents ranging from those highlighting social priorities, and messages. Seemingly it appears that programs aired by community radios are none other than those directly processed and packaged "products."

There are many strategies governing production. Product line is one of the many we know about. Much like consumer market which produces products, a radio station too produces a variety of programs which are its products. In the context of community radio, the term "product line" denotes programs produced and aired by it, and the process involved. Community radios are also found producing programs after securing "production and agency broadcasting cost" from other organization and agency. This, too, is one of the techniques of "line production." Talking about its other form, the phenomena whereby some organization produces the program and passes on the same to the other to merely "broadcast" is also a "product" of its own nature. Under this arrangement, a

radio station merely broadcasts produced by others by selling air-time. Adverts which attract customers are other types of products. Under this arrangement, radio stations sell air-time to advertisers.

Products	Types of products
Own program	Sponsored/Un-sponsored
Co-production	Produced/aired for a price Airing others' program for a price
Advertisements	Product promotion Image promotion Airing importance notices

Taking decisions to market any “product” or a mix of products — own or others’ programs and advertisements — is important from the perspective of the marketing strategies. Regular market research and nature of packaging can be the guiding principles for the concerned radio. What should also be taken into account is the multiplier cost.

“Price” is often considered as an important determinant in marketing. Theoretically “price” denotes time taken by program while going on air. Conversely, “price” can be determined by dividing total operation time (direct and indirect) by total radio time. But speaking in practical terms, not all “product” generate equal amount of revenue. That is because community radios should not calculate their success based on “income” recorded through sales of products. The main determinant of successes and failures should be whether one has come out successful in meeting social obligations or not. One cannot simply compare success with “amount” generated from

“business” as “income.” This demands cross-subsidisation of program. Which is to say that “price” be fixed by basing the same on certain factors. For example it can be done after taking into account program slot, volume of business (substantial or insubstantial), certainty of business, and whether or not message carried by program is centered on social transformation or not. It may be noted that broadcasting advertisement of certain product and broadcasting program of certain organizations are important in two different ways altogether. Similarly, sponsors who go away after guaranteeing long-term business, can be considered for offering special price. When talking even in the context of social marketing what can be a determinant is the reach of the community radio stations. In that case, the “price” can be high if the listeners’ number is high. As to how far the radio reaches can be determined by technical capacity of radio and how popular it is among the listeners.

The term “promotion” indicates at a type of communication that is adopted to attract others towards one’s views, concepts and things. This explains why “promotion” should be construed to mean “communication” in marketing context. Community radio should be involved in such a type of communication in which it can influence potential sponsors and advertisers while being in sync with campaign of social transformation. Looked at in this light, the strategy of collective marketing is all about “promoting” the image of the community radio among listeners and sponsors. Said differently, community radio stations should be jointly able to reassure both listeners and sponsors by drawing their attention at their reach, by highlighting as to why are community radios different from commercial radios and by describing how community radios were committed to work in effective manner for social aggrandizement by working to a commitment.

When talking in the backdrop of marketing, “place” indicates a point which attracts both sellers and buyers. When talking in the backdrop of community radio, the term “place” would denote a mechanism that ensures sync between sponsors and advertisers. Looked at in this light, collective marketing could be the mechanism that could work with sponsors on behalf of community radio stations. What’s more, the mechanism could be a collective forum for sponsors as well. This will, among others, rule out complications those that generally issue out of working with different radio stations singly.

The elements, which are identified with the domain of marketing, are finding growing usage in the social sector. Those who are involved in this sector have been found to be analyzing marketing in terms of (4 c’s): customer value, change, convenience and communication. Out of it, customer is given the prime importance. What this means is customers be given quality service at right price. In the same connection, point is made to effect timely and qualitative changes in products and programs. This explains why the marketing staff should keep the customers apprised about the new and added features of his/her products, and what all changes have been effected to render them more useful. Moreover, the marketer should reassure the customers that “(service) available is easily availed” by informing as to where and how the product/program can be bought/and listened to. Marketers should be able to win over the hearts of the customers by explaining them about the program/product and to what extent the service and product can be important for them in the course of conducting the campaign.

Focus Of Marketing

The task starts with the basic question of what should be the focus of marketing efforts. This very task goes on to create the desired basis for marketing strategies. What

should be the focus of the marketing strategies is something that can be identified based on available “market” and the nature of one’s products/ programs. Going by what the marketing gurus have said, two concepts should be specially paid attention to after pushing forth one’s product and programs. Here while the first concept is market penetration, the second is market development.

Market Penetration

The concept of market penetration implies establishing one’s share in the market by mixing four elements like product/program, with appropriate promotion and desired place/time and at a right price before selling/ airing the service to customers/listeners. One can adopt various measures to achieve it. One of the options is under-cutting on prices, implying sell one’s service/product cheaper than the rest while making it available comfortably too. The other measures could be conducting regular personal meetings with customers, extending service in a customer-friendly mechanism that ensures convenience to customers and convincing the customers to effect a rise in the volume of business with community radio et cetera could be the additional moves. This is to say that one should see to it that both the customers and community radio stations exchange the service in a comfortable manner through a desirable mechanism that is customer-friendly.

Another aspect that must be paid attention to while a product is being marketed is “market development.” “Market development” implies moving out into new market and/or reaching out to new customers in the existing market. While it is not generally possible for community radios to move into new physical areas for market, but they can certainly attract those groups that are not yet their customers.

If we are to go back to history of community radio in Nepal, there are instances of community radio stations

launching a collective movement to defend their existence when crises had caught up with them. The community radio stations should apply the momentum gained from unity in the past to consolidate their financial standing. The people involved in community radio stations are already of the belief that the solidarity among community radio stations will be further reinforced if they can go ahead united in consolidating their financial status. There is possibility of community radio stations gaining uniformity of purpose if they could be partners in collective marketing strategy amidst competition. If they come out successful in this endeavor, what will also come up is the ready “one window” mechanism to extend service. That will be beneficial to both radio and customers. Just in the event community radio stations with diverse background and spread out in different geographical regions settle down for collective marketing strategy they will be able to extend diverse service meeting diverse needs in tune with the diverse demands. This is one of the strengths of the concept of collective marketing. There are examples of how community radio stations have picked up good experiences of collective marketing strategies. Radio Sagarmatha 102.4 MHZ has on and off worked with sponsors as an informal representative of community radio stations stationed outside the capital. If this arrangement is to be given a formal touch then there must be an arrangement to ensure remuneration for working as an representative agency. Otherwise there is a possibility of the “representative” agency evolving as a “lord and master” while other radio stations end up being subservient fully depending on their “representative.” Hence the aspect which must be taken into account while drawing up the strategy for collective marketing strategy for community radio stations is no community radio station depends solely on the other even as no one has to consider the other as superior to it.

Given the need and challenge in the path of stability, situation is such that community radio stations are ready to join the collective marketing strategy bandwagon. Looking into it from the viewpoint of target and geographical distribution, radio stations and their customers are not only far apart physically but also think differently. There is a lack of formal mechanism among the community radio stations that can be instrumental in generating resources functioning well within the contours of social responsibility. Often, sponsors are concentrated in Kathmandu. Talking about community radio stations stationed outside the capital and that too which are relatively new the task of establishing contacts with sponsors and advertising agencies is relatively tough and expensive undertaking in comparison. It is not only the case of advertisers being restricted to the capital; it is the case of business establishment outside the capital looking to enter into agreement with advertising agencies in the capital or in their region. It has been found that the radio stations with limited reach have comparatively less capacity to attract commercial advertisers. This explains why the private sector media agencies (advertisement agencies, for example) have been found to be taking advantage of it. This is to say that agencies involved prepare publicity materials required for diverse purpose, have that disseminated through radio at much lower rate, while reaping huge profit in its wake. If the community radio stations do not do something or the other in a joint manner anomalies like these could spill unto the last. This is a challenge for community radio in general. This is also a means to generate resources to provide satisfactory service to potential customers. Quotable in this connection (see box) are the joint initiatives coming from three commercial FM radio stations. The three FM radio stations had braced up to work jointly inspired by the need to strike out solidarity among them for collective marketing.

Before the community radios adopt this strategy in practical terms they should first of all conduct a latest analysis of the market looking for what all opportunities have not yet been tapped as part of the bid to identify their market. Once the potential market has been identified what must be taken up next is the task of drawing up a strategy based on elements of marketing like production/program, desired promotion and desired place/time and right price and importance of customers, change, convenience and communication. The community radios can undertake the following to achieve just this:

1. Improvement in programs
2. Desired changes in program, presentation style and content
3. Improvement in business style and condition of contract
4. Commitment to the idea of serving in group and going to the customers in planned manner

Social Marketing Strategy

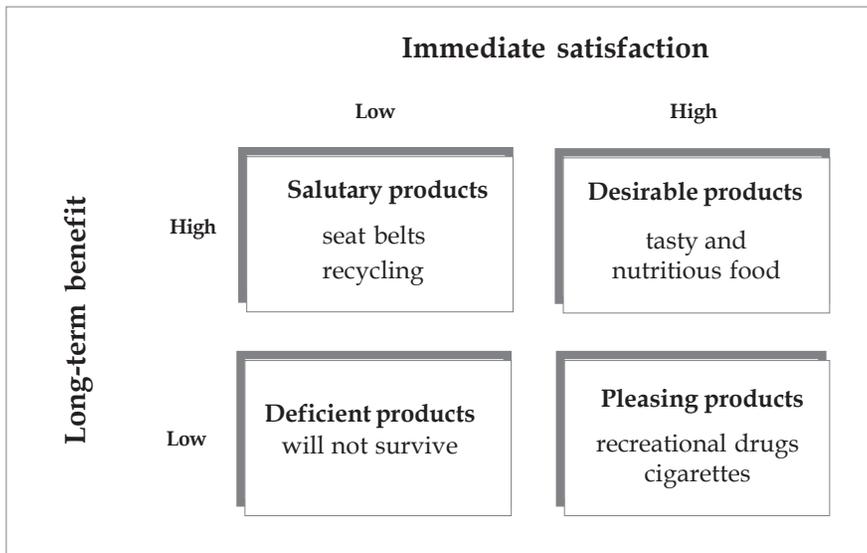
The campaign undertaken by community radio has got to do with social transformation. The community radio should consider it their responsibility when it comes to assist in produce/broadcast program which can be expected to contribute towards social progress or those which can contribute in empowerment of the masses. What this means is they should come to an announced and collective stance that the community radios should not accept sponsored programs and advertisements regardless of the nature of content. The community radio has been successful in carving out distinct identify from commercial radios based on these distinctions. This incidentally explains why community radio must come up with directive

principles outlining what should be acceptable and what should not be acceptable for it. The differences inherent in community and commercial radio can be outlined as below:

Distinction Between Social & Commercial Marketing

Social marketing manager	Commercial marketing manager
<ol style="list-style-type: none"> 1. Believes in social improvement. 2. Is accountable to the public. 3. Performance is difficult to be measured. 4. Often target controversial behaviors, with long term goals. 5. Often choose high risk targets. 6. Relationship is based on trust. 	<ol style="list-style-type: none"> 1. Believes in boosting profit 2. Is privately accountable to the share holders 3. Performance is measured in profit and market share 4. Serves goods and services free from controversy and often has short term targets 5. Choose accessible targets 6. Relationship is often competitive.

Going by the concepts of social marketing, products can be classified as salutary, desirable, pleasing and deficient. The table given below can be expected to be helpful in classifying products from short-term and long term satisfaction drawn from it. Community radio which works for social transformation cannot stop by not only pleasing products. It should be able to offer salutary products. Desirable programs give both high immediate satisfaction and high long term benefits. Pleasing programs give instant satisfaction but it casts damaging impact on customers/consumers in the long run. Salutary products may not be attractive but serve the interests of the customers/consumers in the long run But deficient program neither give any satisfaction to customers/consumers nor are desirable from in the long run.



It is essential for community radios to decide in collective manner as to what kind of advertisements should be accepted and what kind of advertisements should not be accepted when it comes to air them. Advertisements of salutary and desirable products and services should be acceptable to community radio. The issue of whether or not to accept advertisements of pleasing products or services can land community radio in dilemma. That is because while advertisement of such products can often mean high profit but the product can have adverse impact in the long run. Given the complications involved, it is always good for community radio stations to arrive at a collective marketing strategy after analyzing the issues involved.

2 Community Radio: An Appraisal

Positive Aspects & Impact: Rationale Behind Collective Marketing

How best to penetrate the market is the predominant question surrounding Nepalese community radio stations. Unity is strength and this incidentally is inherent in the concept of collective marketing. But marketing sets in competition when there are more than one producers and service providers. This is a natural phenomenon too. Providers of service include commercial radio stations when talking about marketing among community radio stations. Product is air time sold by radio stations. Here the question that comes up is why should the community radios settle down to collective marketing ?

"Collective marketing strategy" denotes a mechanism put together by community radio stations with a view to market their products and services in effective manner. Beside this community radio stations can go the collective market way for emotional and historical reasons.

Since community radio stations are part of the selfsame social transformation campaign they are left to go together on most of the occasions. Marketing is one of them. Looking into it from historical perspectives, there are examples of community radio coming together for self-defense when they had come under crisis. This explains why the community radios, which had gained strength from the unity struck in the past, should now make use of that in empowering them in financial terms. The people behind community radio stations have realized that community radio stations could further consolidate themselves if they switch over to collective marketing strategies. The joint initiatives could be instrumental in helping them stand the test of time amid growing competition. If they adopt collective marketing strategies, the community radios would be in a better position to evolve a mechanism to extend service through "one window". That will be in the best interest of radio stations and customers. The community radio stations which have their own

quintessential features and are different since located as they are in different geographical regions will be in a position to extend service as demanded by customers if they switch over to collective marketing strategy. This will be a strong aspect of collective marketing strategy. There are encouraging experiences shown up by instances of community radio stations embarking on collective marketing strategy in the past. Radio Sagarmatha 102.4 has on and off worked on behalf of the community radio stations located outside the capital as their informal representative when dealing with sponsors in Kathmandu. Just in the event this has to be given a formal shape provisions will have to be worked out to ensure remuneration for the representative. However if not much thought is given before working out this, a situation can arrive whereby the "representative" may evolve as the "Master" while the rest end up as its dependents. This illustrates why the point must be made to ensure that no organization depends on the other and that no organization has to play second fiddle to the other while drawing up the collective marketing strategy for community radio stations. Given the need for stability there are instances of community radio getting ready for collective marketing strategy. Given the geographical location and their objectives, the radio stations in questions and their customers are far afar and also thinking differently. What is lacking meanwhile among the community radio stations is a formal mechanism to generate resources, which can be done even after meeting social demands expected of the community radio stations under the circumstances. A large number of sponsors are based in Kathmandu. Talking about new and upcoming radio stations outside the capital what is true is their access to Kathmandu sponsors and advertisement agencies is not only a difficult proposition but also expensive. It is not only a situation of advertisers found concentrated to

Kathmandu but it is a situation in which business entities situated outside the capital too rely on regional or Kathmandu based advertising agencies for making their advertisement deals. Moreover, radio stations with limited reach are found stranded when it comes to attract advertisers in comparison. This is playing in favor of the private sector media organizations like advertising agencies. This is to say that organizations like these are often known to arrange publicity materials often demanded by sponsors before getting the same

SMS Network: A Success Story

The three commercial radio stations Saptakoshi, Machhapuchhre and Synergy (SMS) saw the opportunity of working in a joint manner and went on to work to a collective marketing strategy three years ago. This resulted in the formation of SMS Network. The mechanism of the network has a board comprising of Executive Director of the stations which is assisted by a three person management team. While a minimum establishment cost is borne by members stations, 10 percent of the income is earmarked for the operation of the network and the office which came to Rs. 1,00,000 a month. The remainder of the income is shared equally by all radio stations (based outside the capital).

All member radio stations are handed out seal of the concerned member stations, letter head, program grid and a formal letter of appointment as representative. The network has come out successful in working to achieve collective marketing objectives. The efforts have culminated in each radio station obtained as much as one/two lakh rupees a month. Noting the encouraging results, other radio stations are excited to work to a collective strategy. the members of SMS say other radio stations can also join the network, because the market is unlimited and so is the prospect.

The operation cost tends to be lower if the efforts are centered on joint marketing. That is because the radio stations do not have to produce their own advertisements and programs if working in unison with others. This also ensures cheaper service to the customers involved.

disseminated through radio and television at cheaper rate while they take a bigger cut. This can be expected to continue well into future if the community radio stations do not do anything about it. This is a challenge for community radio stations. At the same time it can be considered as an opportunity to record an income after providing satisfactory service to customers. The collective initiative (see box below) coming from three commercial FM stations could be inspirational in this context.

Apart from throwing up commercial benefits, collective marketing strategy also culminates in encouraging local community radio station given the number of programs

Why partnerships?

- To enhance access to human and economic resources
- To cut down the cost of establishing business
- To enhance access to new market
- To imbibe new knowledge and skill
- To arrive with new identity
- To reap mutual benefits from others' and own image

produced as part of a partnership of its own kind. This often throws up opportunities to learn while local community radio stations adapt their programs accordingly, if need be. This shows how collective marketing strategy often leads to learning opportunity for local radio stations.

The collective partnership of social organizations is more often for long term needs than any specific event. Often, partnerships as these benefit the weaker link in the chain than otherwise. Hence this could be in the interest of weaker and

struggling radio stations located in the far-off nooks and corners of the country.

Community radio stations have carved their own identity in Nepal. The listeners have meanwhile accepted the fact that community radio stations are meant for kicking off debates on issues of social importance than air purely entertainment based programs. One can impress a section of customers by stressing on this particular fact while embarking on marketing campaign.

Weakness & Risks As Challenges

As argued above, the concept of collective marketing has plenty of benefits. However it would be difficult to penetrate the market and stay there if the challenges are not isolated and addressed accordingly. It is not very easy to strike an unity of purpose with others. The necessary momentum to achieve the objectives is created only in the event when the unity of purpose is achieved in ideal terms.

Bones Of Contention

1. Volume of business of the organization
2. Expertise of the organization
3. Objectives and parameters of evaluation
4. Value related differences of the organization

Differences based on under 1 and 2 will pave way for relationship based on power. That is to say that power could be misused under it. Differences based on 3 and 4 pave way for opportunism, setting in mutual suspicion.

There is no clear marketing strategy or plan of any community radio so far. This is the biggest challenge for community radio. The task of evolving a collective marketing strategy could be a tough undertaking given the lack of any marketing strategy so far. There is unanimity among community radio on social responsibility though. But there is nothing clear when it comes elucidate their position vis-à-vis commercial perspective. Customers can be said to have not yet found any difference across commercial and community radio. Those which are identifying themselves as community radio have not yet come out clear on what kind of advertisements they

should accept and what kind of advertisements they should not accept in what is a lack of code of conduct governing advertisements. This has set in bigger confusion and ambiguity. Consequently there have been cases when community radio stations have indulged in unhealthy competition. This has been found to have created unwanted bitterness among community radio stations. There is always a need to evolve a crystal clear mechanism to regulate the activities when more than one organizations come together to achieve stated objectives. It can be tantamount to create another "Master" if one ends up creating a situation whereby other radio stations end up as "subordinates". The tradition in question is unhealthy one in itself and can dent the independence and autonomy of the remainder of the community radio stations. It could entail huge costs even if one were to evolve a separate mechanism to embark on marketing drive. A large chunk of the money raised through collective marketing can be spent merely for the continued management of the mechanism.

While some community radio stations might be barely operating, a large number of them are running merely on the commitment to keep them afloat. Given the conditions community radio stations can have differing priorities under collective marketing strategy. For some community radio stations collective marketing can be a tool to demonstrate their strength and power while the same can be a tool in self-perpetuation for some. Financially weaker entities can expect to sail out of crisis through collective marketing strategy. It can be a challenging task in the long run when it comes to bring disparate entities together and keep them so.

All members can look for their share in profit earned out of collective marketing strategies. While some may not

feel satisfied with the "income" so generated, it is also possible that they may not remain together if the management is not desirable. What will have to be done to avoid this is the development of system that becomes instrumental in distributing the income in equitable manner. What is important than the rest of the things is the system followed in sharing the earning. The system adopted when distributing profit can be a complicated one if there are community radios of differing reach in the same area. Collective marketing strategy will have to look into it in a very subtle manner and address them accordingly.

Often, community radio stations have demonstrated lack of desirable skill concerning marketing. Worse one can say there is virtually no skill required when launching social and collective marketing strategies. The earning recorded from collective marketing can result in all round dissatisfaction if not sufficient attention is paid to weaknesses cited here and elsewhere.

3

Desired Features & Strategies

Desired Features Of Collective Marketing

While chasing the objectives of collective marketing community radio stations concerned will have to fulfill certain conditions. Which is to say element of creativity, innovation and professionalism will have to be stressed following they follow a flexible approach. There should be provisions whereby any community radio station can join or walk out of the collective marketing strategy.

Elements Of Collective Marketing Strategy

- Sense of belongingness among all partners and their control over the mechanism
- Local sway and national reach : A guaranteed communication between the two.
- Desired equilibrium between the market and program content.
- Regular market research
- Feeling of equity.

What must to be clearly spelt out is what kind of market has to be reached out under collective marketing and what kind of market should be left out for individual community radio stations. The strategy concerning collective marketing has to be drawn up leaving room for community radio stations with collective interests to embark on collective marketing drive if they feel the move can pay off.

The strategy of collective marketing should be shunned if the same is to be undertaken by a single community radio. That is because this will culminate in other radio

stations depending on a single radio station, thus fostering a parasitic culture. Moreover, this can also set in negative tendencies whereby a certain radio station tends to dominate the others. There should be an independent board that represents all while there is a committee under it. This can be expected to culminate in a scenario in which trained management personnel are hired and things taken care of.

Collective Marketing Strategies

There is a need for identification of the right time and also carrying out desired analysis before drawing up the collective marketing strategies for community radio stations in Nepal. Meanwhile the collective marketing strategies for community radio stations has been suggested after establishing main fundamental basis before taking up the same with people behind community radio stations in Nepal.

Positioning

In marketing parlance, positioning is all about carving out one's distinct image and projecting it in the market. It is deeply related to formulation of the marketing strategy and implementing it. It is the positioning which paves the way for the joint implementation of the desired strategies (target selection and choice of creative platform) after putting the necessary data together. Ultimately, the integrated and coordinated strategic remedies will play an important role something that leads to the establishment of a good image in the market segment so identified.

Community radio stations have been established in Nepal with the long-term objective of effecting social transformation. The main objective of the community

radio in Nepal is to change society by disseminating desired information.

Financial independence comes only as the second objective vis-à-vis the Nepalese community radio stations. For community radio stations, financial aspect is the first objective only as an input. Quite in contrast, it is the first and last objective when talking about commercial radio stations.

Much like the community radio stations, television and newspapers can also claim that they are working for social transformation. Looked at from this perspective, newspapers, national radio, television channels and commercial radio stations are competitors of the community radio stations. The latter will have to position themselves in the market by disseminating clear message as to what is the difference between their competitors and them. A distinct image of community radio has to be worked out. Or else it would be difficult proposition to attract customers.

The first strategy related to collective marketing is defining the differences between community radio stations and commercial radio stations, Radio Nepal, Nepal Television, television channels and the newspapers.

Community radio stations have to carve out their distinct image only after giving due thought to what are the demands of the customers now and what could be their demands in the future. It is not necessary that customers agree with community radio stations, but what is true is they must listen to what the customers have to say in their bid to find out opportunities for them and their customers. This explains why it is desirable to disseminate that community radio stations are different from other media. One of the ways to do that could be grasping the unique advantages of community radio and behaving accordingly. That has been outlined below:

Collective Marketing Strategy Strategy No: 1

Broadcasting and producing messages that underline the quintessential features of community radio after informing the listeners and users about the fact that community radio is a better option available than other media in comparison.

1. Local Element

Community radio stations are competent when it comes to beam out necessary local information. The products prepared by community radio stations are enjoyed by large number of heterogeneous population at the same time. Community radio can achieve the objective of beaming the message at the targeted body of listeners. Community radio stations are quintessentially special in certain matter. This is useful to advertisers and sponsors. The capacity demonstrated by community radio stations is missing in national television, newspapers and national radio.

2. Cost-effectiveness

Community radio stations are cost-effective in comparison given their advertisement rates. This attracts advertisers, sponsors and users towards community radio since the message goes to targeted section of society in a cost effective way.

3. Portability

Radio is one of such media that can be tuned in while one may be mobile or working. Since this is the feature of radio, the message can go out to the nook and corners of the country something which is not possible in the case of television and newspapers.

4. No Lead Time

Radio can air the news as it breaks, regardless of whether there is a different program going on air at the time. Compare this with newspapers and television which require certain lead time to come up with any new news.

5. Greater Exposure

Researches have found listeners to be more attentive while tuned in to community radio than they are while listening to commercial radio stations. The listeners of community radio stations are found to be serious, responsible and those who are in the decision-making positions. This increases the possibility of the message going out to the

targeted listeners if aired on community radio in comparison.

The identification of the features cited in the last section can throw up four possibilities and can help community radio stations in four aspects:

1. Identification of potential clients It is easier to identify the like-minded customers once one is clear about one's objective

2. Convincing customers for business It is easier to win over the customers once one has clarified one's position and come up with positioning statement. This helps customers to prepare themselves to place advertisements.

3. Developing the product Community radio stations which are clear about format, content and composition of their product alone know how to offer air time.

4. Formulating a joint policy The community radio stations can expect to draw up more than one policy only in the event when they have carved out their place in the market. How should the relationship be between the market and the community radio stations, how to determine the price of the service rendered, on what should the production of products based, what are the determiners of the advertisements, what should be the ethical code when serving the customers as a matter of general practices are the main policy related issues. The radio that is clear about it can determine the policy fairly quickly.

Scope Of Collective Marketing

The fact that collective marketing can be useful for community radio stations has been reinforced earlier on. But it does not mean that community radio stations should

do every thing else in a collective manner. The following has to be taken note of in this connection:

Local Issues

The community radio stations are spread across the country. Many issues are of local nature. Illustratively, the social tensions, for example, which set in between higher and lower caste community is bound to erupt more in Siraha than in Kathmandu in comparison. This shows how the issue of tension between higher caste and lower caste is bound to be more important for community radio station based in Siraha than the one based in Kathmandu.

Regional Biases And Opportunities

There are regional biases evident in the country spread out from east to west. For example, the issue of freed Kamaiyas is of more interest in the five districts of the Mid- and Far Western Regions than elsewhere. This can be dismissed as a regional issue. That cannot be relevant for community radio stations in the eastern part of the country. Since issues like these are natural happenings, what follows is one has to look into the issues involved surrounding organizations after classifying them accordingly. For examples organizations like Action Aid Nepal and International Labor Organization (ILO) that are working in the area of freed Kamaiya emancipation can be interested in launching campaign in partnership with community radio stations after striking a partnership. Similarly, since many towns across the country have developed as regional hubs there are prospects of one reaping regional level opportunities on the strength of the collective marketing strategy. Those community radio stations which are located in the periphery of the regional business and manufacturing hubs can expect to mobilize resources by embarking on collective marketing campaign at the regional level.

Independence And Autonomy As Mantra

Local community radio stations could be left to forego with their locally drawn up plan and strategy just in the event there is selfsame collective marketing strategies at all places. Apart from this, they will be restricted from their autonomy. This can often lead to a situation whereby local radio stations end up depending on others or feeling content with whatever they have. In the final analysis, both the tendencies are detrimental for the development of community radio as a whole.

Diverse Resource

Community radio stations are known to mobilize resources from a number of avenues. For example, they can raise money through minor advertisements and from schemes that involve listeners raising the fund. One should not depend on collective marketing strategies to mop up resources in this manner.

Another important aspect is how to draw up the collective marketing strategy after taking into account diverse features and aspirations of the community radio stations. The strategy can be implemented only in the event when the same is so drawn up that it addresses the differing features and aspirations. What has been also found in the course of conducting study to draw up a collective marketing strategy is community radio stations with similar geographical basis can also draw up a supporting collective marketing strategy if that can serve better purpose from the view point of sharing "income."

Income As Basis

Resources mopped up from listeners, local advertisements and sponsors available locally are sources of income for community radio stations. Activities like mopping up resources are activities that are best when undertaken singly. There is no need to go by the strategy of collective

Collective Marketing Strategy 2

- (A) Leave options like listeners raising fund to local radio.
- (B) Determine criteria spelling out joint standards, norms and principles that serve as guidelines when accepting or rejecting loose advertisements.
- (C) Try to go along guided along by collective marketing strategy in bid to attract sponsors.

marketing. Community radio stations can learn the ways adopted by other community radio stations when it comes to mopping up resources. But what they do by themselves should not be incorporated as part of collective marketing strategy. There is no need for community radio stations to evolve a collective strategy to attract miscellaneous advertisements. What is good thing to see is miscellaneous advertisements are best if the community radio stations concerned mop them up at the local level. There will have to be different strategy when it comes to attract miscellaneous advertisements at the local level.

There is another way when it comes to attract advertisements by following collective marketing strategy. A large number of commercial houses award the job of carrying out publicity of their products to advertising agencies in Kathmandu and other cities. It is these agencies that distribute advertisements to radio and other media organizations. The strategy of collective marketing can be of use in these kinds of situations. Conversely, advertisements can be distributed among community radio stations after securing them from advertising agencies. However the community radio stations concerned will have to be guided along by code of conduct when it comes to the issue of what kind of advertisements should be accepted and what not.

Chasing Separate Agenda

All community radio stations need not work to collective strategy in the light of what transpired during interaction with community radio stations, conditions surrounding community radio stations, aspirations of customers and principles of marketing and from practical standpoint. That is to say that collective marketing strategy cannot be unitary in nature. Productions of community radio stations

Collaborative Marketing Strategy 3

Come up with and pursue a strategy that is customized.

and some of their customers appear to be collective. For example, messages concerning immunization of children, messages inspiring parents to register births, similar messages aimed at encouraging school enrolment, messages which have got to do with fostering social harmony and messages which encourage inclusiveness are collective issues for community radio stations across the country. Similarly section of clientele and products could be in context only in the cases of certain community radio stations only. For example the issue of freed Kamaiyas could be of interests to community radio stations in Mid- and Far Western Region just as the taboo attached to menses could be of interest to community radio stations in hilly districts of the Far Western Region. Similarly, the issue of tourism can be of interest to community radio stations in Kathmandu, Chitwan, Pokhara, Solukhumbu and Rupandehi. The strategy of collective marketing should be able to address the realities of the market and interests of the community radio in a balanced manner. Community radio stations can have differing interest and capacity in correspondingly differing issues. What this indicates at is while community radio stations may be able to work together on certain issues they may not be able to do so on other issues. This means the strategy that envisions that all community radio stations should be able to work to a collective strategy is not very much practical.

A marketing strategy that expects to address differing interests and scenario should be guided along by the following tips:

1. Community radio stations from all over the country should work to a collective strategy on collective concerns.

Collective Marketing Strategy 4

Community radio stations and commercial radio stations should work to collective marketing strategies when they think they could do well if they work to a collective strategy.

2. Regional community radio stations should work to a collective strategy to achieve collective regional issues.
3. Radio stations which share something between them could work to a collective strategy.

Possibility of working with commercial radio stations

A large number of commercial radio stations have programs much like those of the community radio stations if one were to scrutinize their program grid. A large number of commercial radio stations too aver that it is not a good idea to undermine social responsibility.

There are instances of the reach of the community radio stations and that of the commercial radio stations differing between them. That is to say that the social issues as reported by community radio stations and social issues as reported by commercial radio stations are not different in nature. Given the scenario commercial and community radio stations can work to a collective marketing strategy depending on similarities of interests on issues. This can be a good opportunity for both the varieties.

Principles governing collective marketing strategy

To talk about collective marketing strategy in the context of community radio in Nepal is to refer to a partnership. It is essential to agree to a collective set of principles if one is aspiring to come out successful by adopting the collective marketing strategy. The partnership struck will be strong and long-lasting depending on to what extent the partnership struck has benefited the partners involved. This appears to be important for community radio stations in Nepal. That is because here no one is big or small in relation to others. Abiding by the following principles would go a long way in rendering the collective marketing strategy a success:

Honesty Inspire confidence in others and go by the rules.

Transparency All aspects of transaction should be based on facts. Openness of partners too should be deemed as basic demand.

Sincerity The strategy of collective marketing will be successful only in the event of a behavior free from deception. The act of coming together after assuming that they will be benefiting only if they work to collective objective is the basis of a behavior which is free from deception.

Mutual respect Mutual respect, reward and appreciation for commendable efforts are a must when it comes to perpetuating partnership.

Unity Risks and profit must be equally shared while each partner pursues the joint initiatives.

Leverage through cooperation Big tasks can be accomplished with relative ease when the wisdom and strength of all involved is tapped.

The tips enumerated above do not form an exhaustive list. What has been enumerated is the basic minimum required. One can add to the list by inventing new tips.

Criteria Governing Advertisement

The concept of collective marketing strategy is all about mobilization of resources. Community radio should however be choosy when it comes to tap the resources. Going by the accepted principles of community radio stations, they must accept and air only those messages that can be expected to contribute to social process. This explains why it is important for community radio to ensure that only desirable messages are accepted.

As mentioned in the preceding paragraphs, the marketing of radio stations implies securing sponsorships and

Collective Marketing Strategy 5

Define and agree on the guiding principles of the collective marketing strategy by consulting with member community radio stations.

advertisements. Those offering sponsorship and advertisements comprise government (central and local) agencies, development projects and programs, donor agencies, civil society and the private sector. Sponsorship and advertisements tend to promote some underlying issue, a product, a cause, an issue or a theory. All these are motivated by the objective of bringing about change in human behavior. Commercial radio stations are not found to give a thought to the nature of the message once they are paid for it. Compare this with community radio stations that must vet the message that comes to them in advertisements and sponsorships.

Community radio stations often land in soup when it comes to accepting advertisements from the private sector. According to the principles guiding the community radio stations, they cannot promote any "brand product". But it is also the responsibility of the community radio to inform the people. There are instances when the community radio stations have been left with no option but to promote such "brands." For example advertisement like: please buy this particular biscuit from that particular shop has both element of information and persuasion. Here one is obliged to differentiate between what are "persuasive" and "information-oriented" materials. That is to argue that the independent "information-oriented message" merely informs. For example it gives the message that a particular biscuit is available in a particular shop. But it does not say that the particular biscuit is available at a particular shop. While an advertisement which borders on persuasion explicitly says "please contact the Nepalgunj based Gupta Stores to buy Pashupati biscuit", literally guiding the listeners to the shop with attached enticement. The word here is advertisement should be accepted only of "desirable" or "salutary" products and that too if they are "information-oriented."

4 Responsibility & Accountability

Responsibility & Accountability In Collective Marketing

The success and failure of the collective marketing strategy would be decided by whether or not the operational terms and responsibilities of all involved have been clearly spelled out or not. The main objective of it is to create safeguards in the implementation of the collective marketing strategy and to avert a possible breakdown of partnership. What has to be kept in mind is partnership is sustained by the faith that partners repose on each other. The faith is based on the belief that collective marketing could be the instrument of welfare of one and all. But the concepts and faith alone do not make all the conditions. They have to be reinforced by continued honesty in action apart from maintaining mutual self-respect and equality while the working environment is just while one and all fulfill the responsibility entrusted on each under the arrangement.

It is a challenging task to keep the collective marketing strategy intact in the long run. Dissatisfaction that sets in among partners could render the collective marketing efforts as unsuccessful. The members who have come together could be disheartened if the collective marketing strategy does not throw up the desired result. The sadness can set in when the expected resources have failed to be mobilized, when the stipulated principles have been violated or proved to be discouraging or the behavior towards each other has failed to be of the desired order.

That is to say that the partnership can be strong and long-lasting only in the event when the involved partners have agreed on a path outlining the procedure to be adopted on important issues. This is to say that issues (pricing, rights of the members and regular review of the collective marketing strategy) which will be important in the implementation stage must be clearly spelled. In practical terms, collective efforts tend to be guided along by agreements. But strategic efforts of collective marketing in community radio are guided along by partnership. It is better for community radio stations if such clarity is worked out by involved promoters themselves.

Effort has been made in the ensuing section to clarify on certain useful mechanism:

(a) **Pricing** The important determinant of the price is the cost price. The operational cost of community radio stations differs. While some community radio stations are

Collective Marketing
Strategy 6

Accept welfare advertisements and advertisement of desirable products and services. But make it a point to broadcast the same only after knocking away elements of pampering/fooling from the messages so that what remains is the information.

running at the cost of Rs. 100,000 per month others are spending Rs.200,000 per month to stay afloat. Meanwhile community radio stations are found to be basing their cost on cost price per unit. For example, factors like policy adopted, technical capacity and place of operation can be taken into account. What is also a determinant is the competition

thrown up commercial broadcasters. If one is to go ahead as guided along by these factors, pricing will have to be based on what has been established in the market. That also means that different market could have different pricing policy. The collective marketing strategy has been facing a crisis of its own just because no one can bring about uniformity in pricing. Meanwhile it is much more difficult to fix the price of advertisements than that of sponsored programs. That is because price of sponsored programs can be worked out based on agreement and the budget earmarked. But there is no such basis for advertisements. It was found in the course of the research that many a community radio stations were charging abysmally low rates while soliciting advertisements. Meanwhile three different ways have been adopted when setting the price of sponsored programs. (1) Community radios were found signing agreements based on program and budget earmarked, (2) a community radio station was found entering into an agreement with sponsor/s, producing a program and later claiming payment based on air time, (3) a Non-Governmental Organization (NGO) or a company --- working as an intermediary --- was found entering an agreement with the sponsors, producing a program and paying out peanuts to other community radio stations for broadcasting the same while taking a huge cut. The third option is considered as inadmissible. But community radio stations are compelled to go with the arrangement anyway.

(b) **Incentives** There must be a provision to give incentives when someone contributes to collective marketing. The reward can be monetary and non-monetary. So far no community radio has been found awarding monetary incentives. When asked as to why had some other entity marketed the community radio in question the answer was "the marketing was done free of charge and that this can be expected to reinforce the bond between community radio stations." The officials associated with community radio stations who had come into touch in course of the study for this book were also found to be saying that the practice should continue further. It appears to be the right thing to do in short term, though. But it could invite danger for community radio stations if it is allowed to continue in the long run since it could hamper the continued unity. The issues which must be taken due note of are (a) unity and commitment emanating from emotion are bound to weaken in the long run, (b) the one who is marketing all for free could someday acquire the status of a "father figure" leading to superior-subordinate relationship, (c) anyone who is conducting marketing for others can suffer loss himself.

(c) **Outsourcing program production** Collective marketing strategy has two components: program production and broadcasting. Production cost is often high and cannot be divided among all involved. The one who is entrusted with the responsibility of production along with the authority to mobilize the budget could find partners are not satisfied with him in the long run. Those involved in it expressed the view that it cannot be a problem early on. Again not all the community radio stations have the capacity to produce programs just yet. Hence if any community radio station is given the responsibility of production, this could invite complication in the long run if other radio stations pick up competence in program production.

Collective Marketing Strategy 7

Clear policy arrangement and mechanism must be evolved after taking note of the following (a) provision to give concession (both in cost price and air time) when conducting business negotiations with sponsors (b) remuneration for activities undertaken in the implementation of collective marketing strategy --- reimbursement of the expenses incurred while on marketing stint, (c) concerning entrusting the responsibility of program production, (d) concerning distribution of sponsored air time and amount among concerned community radio stations, (e) concerning informing all the concerned about what has been agreed with different sponsors (transparency), (f) maintaining the accounts and budgetary details, (g) concerning the function, responsibility and right of the partner community radio stations, (h) concerning reconciling the conflict (among partners) and (i) concerning monitoring, review and standardization of collective marketing strategy.

Collective Marketing Strategy 8

(a) It would be better to stipulate minimum rate in the case of advertisements so there is a basis to reach an agreement, (b) switch over to the second alternative cited in the case of sponsors. That is to say that any community radio enters a deal with sponsors, produces programs and pays other community radio stations after calculating the amount based on airtime.

Collective Marketing Strategy No 9

Have cash reward for carrying out marketing drive while consolidating the current system which does not entail cash reward.

Collective Marketing Strategy 10

To arrive at a clear policy concerning who should be entrusted the responsibility to produce programs. While holding talks with sponsors point should be made to reach consensus on including local issues by chasing the agenda of courting the local issues to the extent possible.

(d) Sharing of resources What can emerge as a question in itself is how to share the proceeds generated by the implementation of the collective marketing strategy. This explains why there should be a clear policy on how to share the proceeds. Currently community radio stations are sharing the proceeds equally something that is not a "scientific way to share it." Therefore there is a need to come up with the formulaic approach to distribute the resources generated in equitable manner.

As a matter of principle, resources ought to be shared based on effectiveness of the community radio stations in question. Technically speaking, "geographical reach" and "popularity" among listeners are considered as enough ground to gauge effectiveness. Talking in the context of community radio stations in Nepal there is no clear indicator to gauge the effectiveness (owing to the mountainous terrain which rules out radio frequency reaching even the nearest village). What is also possible is all the radio stations operating from the same location can have overlapping reach. Looked at from other aspect what is also possible is effectiveness of a radio may decline in proportion to geographical reach. That is because the community of listeners tends to become diverse in proportional to the wider reach of any particular radio station something which demands variety in programs removed from a policy of catering to the need of the particular community of listeners spread out much closer by. It rules out the possibility of any radio catering to the need of particular community something which again culminates in losing the devoted cluster of listeners altogether. To sum up what has been discussed in this section, what is true is it is difficult proposition to evolve a formulaic approach when it comes to sharing the resources.

(e) Information Sharing Open communication lines and practice in which information is allowed to be exchanged freely and regularly has been considered as one of the winning strategies of collective marketing. That is to say every community radio stations should be in the know about the program structure of other community radio stations. Others must be informed about pricing of miscellaneous advertisements (meant for general air time, prime time and slack duration, amount generated by advertisements and the time slot booked by concerned sponsors/advertisers at all times). Radio time is perishable and hence there should not be lag time in the flow of information. Moreover what is essential is transparency into transactions.

(f) Accounting & Fund Flow No matter how many community radio stations may be involved in collective marketing strategy, customers are known for their preference for one-door service system when signing deals, seeking information about the status of accounts and when extending and seeking services. A mechanism of this nature should be evolved to meet the aspirations of customers when embarking on collective marketing strategy for community radio stations. It is not practical for any community radio station to undertake all this. That is because what is also involved is the need to pay revenue and other forms of taxes that must be paid to the government. Setting up separate office is an expensive affair. There must also be a clear policy on how to release the fund and have it routed to member community radio stations. Since accounts and budget imply transaction of cash money there will have to be special safeguard for the security of money.

Collective Marketing Strategy 11

Retain the current practice in vogue while sharing the resources. That is to say that the resources must be shared among member community radio stations in equal amounts. Simultaneously, they must also keep on exploring a systematic way to share resources.

Collective Marketing Strategy 12

A strong mechanism should be built up and consolidated for the flow of information. Transparency should be fostered in the context of collective marketing. What is good thing to do is to link all through computer connectivity.

Collective Marketing Strategy 13

The accounts maintained by any community radio should be distinct from the books of account of collective marketing strategy. A suitable mechanism should be identified for it. Additional need is to evolve a suitable system, forms and guidelines before they are circulated to all community radio stations.

Collective Marketing Strategy 14

It would be better to have roles and rights of all involved in collective marketing strategy of the community radio stations mentioned in an agreement in succinct manner. It would not serve any purpose if all the members are not given any orientation about the agreement outlining their roles responsibilities and rights in a serious manner.

Collective Marketing Strategy 15

Arrangement must be in place at the very outset to ensure that the community radio stations involved in collective marketing strategy get to ventilate their dissatisfaction/differences at the very outset while there is a forum in this connection too. What must also be stipulated is who and how should take up the task of taking the issues raised in that forum to its logical conclusion.

(g) Roles, responsibilities and rights The success will depend on to what extent the community radio stations have been brought together and to what extent one is clear about all that which one can do over and above what a member should of the collective marketing strategy should do while having fully imbibed their duties, responsibilities and rights. Role and responsibilities can vary with over time and situation. That is to say while one may at some point of time may be working as coordinator and signing deals with customers, there may be time when one may be merely a partner just looking forward to profit. If community radio stations are not clear about their responsibility, duties and rights linked with collective marketing strategy, the same may set in suspicions while it may so happen that one who has not contributed much may ask for profit. Similarly who gets how much and who does what in the context of collective marketing strategy should be clearly spelt out and consensus reached in right earnest.

(h) Handling disputes and dissatisfaction There should invariably be a mechanism to sort out disputes and dissatisfactions that set in among partners. Given the experience from the past disputes set in from three fronts: (1) from the achievements recorded from collective efforts, (2) from the procedure which should be adopted while implementing an idea, (3) from the behavior of the partners. So far not many differences have cropped up from among partners when talking about partners in community radio stations in Nepal, but it is always good to be cautious. A time may come when there may be sudden explosion if minor disputes accumulated over time. This explains why there should be a wing of the collective marketing strategy that can address minor disputes in right earnest.

(I) Monitoring, review and quality control Regular monitoring, review and quality control are important preconditions for the success of collective marketing strategy. Things which must be paid attention in this context are effectiveness of the strategy, inter-relations among achievement of the strategy and radio stations involved in collective marketing strategy, and satisfaction of the customers.



5
Implementation Mechanism

Implementation Mechanism Of Collective Marketing Strategy

Collective marketing is a network of community radio stations which have evolved a horizontal network based on equality. All the members of the network which are peers to each other should work towards achieving marketing objectives without harboring any prejudices towards each others. Since the relation among them is that of peers and partners it would be counter-productive if any one among them tries to establish control over others. This indicates that traditional system based on "control" cannot be expected to suit the purpose. Mutual trust and relatively easy flow of information is the key. There should be independent, vibrant and self-disciplined people who have come together to achieve collective objectives. The following factors should be considered when it comes to put a collective marketing strategy together.

Management structure

It requires an effective mechanism to manage the collective marketing strategy. The interaction sessions with representatives of community radio stations have thrown up mainly three types of mechanism. All the three have been discussed in the subsequent section:

A. Separate structure for every station

Under this mechanism, there should be a board comprising of representatives of the community radio stations with a management team under it. The management team will take initiatives to operationalize the strategy. The same team should institute regional branch offices. Outsourcing the management functions to an independent marketing agency or a private sector player can be one of the additional options.

Collective Marketing Strategy 16

Desired reforms must be pushed forth after an annual review of strategy. A mechanism must be evolved to find out whether the implementation aspect has been effective. The quality aspect must be brought under control by enhancing the capacity of the community radio station/s at regular intervals.

Since all know and have seen this type of management it is easy to understand and implement. Moreover the control over the community radio is also ensured. But the management cost could be higher in comparison to income if this particular strategy is adopted. Hence there are lesser chances of community radio stations benefiting to a larger extent if they go by this strategy. Example of the position of the marketing officer finally withdrawn has come to the fore after a certain community radio station appointed one after learning that the exercise was not cost effective. The idea to appoint a contractor too does not appear to be attractive since it is not possible to pay attractive remuneration. If the intermediary agency of this type is allowed to strike bargains with community radio stations this would culminate in the former taking huge cut, the way it is happening. This shows it cannot be an appropriate alternative.

B. Pass on the responsibility to radio stations themselves

Under this alternative, community radio stations themselves are entrusted the responsibility of carrying out marketing stint in certain areas. Any one community radio in Kathmandu and any one community radio from among commercial hubs (Biratnagar, Birgunj, Pokhara, Butwal and Nepalgunj) can function as nodal representatives in community marketing drive.

There can be different options of this alternative. If there are two radio stations at any given place, each can be given different type of responsibility. For example, while Radio Sagarmatha which is in Kathmandu can be entrusted the responsibility of conducting marketing stint buoying on the goodwill generated by reporting political and social

issues, another community radio Paryavaran Chakra, for example, can be entrusted the responsibility of conducting marketing on the strength of covering health and education related issues, thus giving thematic finish to the mission. Another alternative is to allow certain community radio station to take charge of marketing in areas where it can do well.

Under this arrangement, the investment that goes into the marketing efforts may appear justified given the volume of profit since no extra staff may be required over the existing number. But there are some inherent weaknesses in it, too. Under this arrangement, there are chances of whoever has been entrusted the responsibility of representing others turning into a "lord and master." Alternately, the stipulated community radio may not find time and incentive in attending its additional duties despite best efforts, leading to a situation whereby the task becomes onerous. Just in the event the responsibility is taken away the same could affect its relationship with the rest in the group, whittling away the feeling of collectiveness. While this can be a better alternative than the previous one, it cannot, however, be considered as the best and satisfactory one.

C. Additional role for proposed focal points

The regional and central focal points (service centers) set up by community radio stations under the assistance of Community Radio Support Centre (CRSC)/NEFEJ and Free Voice the Netherlands have started functioning. Their structure has become clear by now. Under the arrangement, there shall be a board comprising representatives of the regional community radio stations that will be assisted by

focal stations as operation wing. Many participants during the course of the survey conducted before writing this book said that these focal centers could be entrusted with the additional responsibility of conducting collective marketing.

Since the alternative is relatively free from weaknesses inherent in (A) and (B), it can be considered as the best of all alternatives. Apart from ensuring participation of all concerned, there will be no room for someone or the other emerging as "the lord" since it will be functioning under the current arrangement. But what cannot be said is the staff working with focal points will have necessary skill collective marketing.

Since the alternative in question is least infested with inherent weaknesses, it can be considered as the best mechanism from among those analyzed earlier on. If this is to be adopted as the mechanism, the central and regional focal points will have to co-ordinate in the implementation of the collective marketing strategy.

Adopting collective marketing

Settling in favor of collective marketing in formal manner is useful in the light of the following:

1. The involved community radio stations will be clear as to how much will come their way. They will be clear about the achievements of collective marketing and what are its merits and demerits. The community radio stations will be able to implement the objectives and plans only after they are clear about it all.
2. The community radio stations will be acquiring legitimacy of embarking on marketing for others only after there is a formal written document

Given the issues involved, an agreement among community radio stations is a must to formalize the partnership. The agreement so reached should have the following elements:

- Main objectives of the partnership;
- Dos and don'ts governing partners in collective marketing
- How should a partner present himself vis-a-vis community radio stations and sponsors
- Role and responsibility of the partners
- Duration/termination of partnership
- Modality of budget and resource transfers
- Update and review process
- Can the name or logo of the partner be used when communicating under collective marketing strategy
- Disclosure mechanism and conflict resolution process
- Opt-out terms, termination and exit strategy

As indicated above, the umbrella deal reached must be circulated among community radio stations for necessary signature. The same umbrella agreement should clearly stipulate that one or more than one community radio stations can enter deals of partnership among them before they work to collective objectives. To extend this further, the deal should stipulate the fact that community radio stations can enter deals with commercial radio stations when it comes to work to their collective objectives.

Collective Marketing Strategy 17

Principle of triage was evolved by the French to identify the injured during the time of Napoleon war with a view to treat those injured in the war. Which is to say that hospitals are overcrowded during the war while the number of those injured fall under three categories: (1) Those who cannot be saved at any cost (2) Those who can be expected to survive even with any assistance and (3) those injured who can survive only under assistance. Which means special attention must be paid in attending those under third category.

Action Planning

The action planning starts after identifying what kind of collective marketing strategy is being chased. Certain principles can be taken as basis when formulating the action plan. The principles evolved by Pareto and Triaz can be more useful when it comes to drawing up the collective marketing strategy.

The principle of Pareto says that most organizations usually generate "most" of the revenue from "very small" of clients. That is to say they are known to earn 80 percent of the income from 20 percent of the customers. Pareto principle emphasizes the fact that the action plan must be drawn up concentrating on the clients which fall in that 20 percent. This is called as Principle of Pareto or "80-20". This principle can be taken as the basis of the marketing action planning. That is to say that it would be wise to invest in marketing drive targeted at those who are the main source of income. This underlines the importance of evolution of processes and conditions which benefit the customers who are the source of income.

A target group needs to be identified under conditions when this kind of scenario is not yet in place. The identified groups can be transformed into sponsors only after they are identified. How and who should be transformed into sponsors is something that can be achieved through principle evolved by Triage.

Going by the Principle of Triage, customers can be classified into three categories such as (1) customers who are already sponsors, (2) those who cannot be sponsors under any circumstances and (3) those who can be sponsors given the efforts. In practical terms, what has been found is efforts are taken to retain the one who is already a

sponsor and the one who can be a sponsor given some efforts. This is not a right thing to happen.

The action planning aimed at increasing the number of sponsors must be evolved only after taking note of the two principles cited here. Speaking in the light of the principle in this connection, an action plan must be based on strategy that ensures maximum resources.

Management of collective marketing strategy

Even the perfectly planned collective marketing strategy can fail in the absence of the desired implementation or management. Agreements and code of conduct, principles and other conditions so cited play an important role in the management of partnerships. A two-tiered mechanism appears desirable in the management of the collective marketing strategy. At the top is the board that plays an important role in policy related issues, issues related to strategy and new efforts. It is also called the steering committee. This committee should define the need for partnership with those which are not community radio stations as such. There should be a secretariat under the steering committee at the operational level that implements decisions. Management mechanism so evolved should forge ahead in the implementation task after reaching special deals as required to foster collective marketing spirit. Secretariat of this nature should take up mainly three tasks as below:

Decision taking process and legitimacy: Often, deals reached are explicit in spelling out the decision-making process and its legitimacy. If need be, they should be able to define the same in conclusive manner.

Focal point All (customers, board, and secretariat members and other community radio stations) must be

informed about who is the lead person and who should be contacted in the absence of the lead person so named.

Reporting The secretariat must come up with regular about the progress being recorded under the collective marketing strategy and forward it to the concerned authority. The progress report should include physical progress report, procedural activities and financial standing. There should be separate account that tabulates transaction recorded under collective marketing. The report should incorporate the problems faced in the course of dispensing the duty and fulfilling one's responsibility, and lessons learned.

Communication It is important to keep customers and others involved informed to ensure the best management of collective marketing strategy. This explains why the secretariat should come in contact regularly with customers, members and stakeholders. Websites can be crucial to keep all concerned informed. If the website is to be maintained, the same should be maintained under a central mechanism.

Monitoring and evaluation Accountability, transparency and good governance should be the cornerstone of efforts related to collective marketing. Monitoring and review is essential to know what is unfolding on issues at hand. This explains why there should be monitoring tools. Action plan, detailed action plan, basis of success and objectives can be good tools in monitoring. Those who are involved in monitoring should assess the progress based on tools like objectives and activities undertaken as part of the implementation process. Board and secretariat should enumerate the way the decision should be taken in future after analyzing the issues figuring in the monitoring and other periodic reports. The activities like regular and

periodic review of marketing strategies should be developed as part of the institutional mechanism.

Capacity strengthening

Collective marketing is more than just marketing in the traditional sense. Successfully marketing ones radio station does not necessarily imply an individual can successful market all community radio stations. This explains why there should be efforts to strengthen the capacity. The following should be taken note of while trying to strengthen the capacity:

- Orientation sessions for the benefit of marketing staff on issues ranging from objectives, targets, guiding principles, strong points, weak points, opportunities and risks
- On-job coaching and mentoring
- Developing formats and necessary stationery to record efforts

Meanwhile the need concerning enhancing competence can be assessed by the competence demonstrated by any team. But the efforts concerning boosting the performance level should not be assessed based on competence of a single target group. Instead there should be regular efforts to enhance the strength of the collective marketing board members, employees involved in marketing and in community radio stations. Following are the areas in which competence must be enhanced:

- Communication and negotiation skills
- Skill to fight out and manage conflict

-
- Skill to market community radio stations
 - Skill concerning strategic management

The task of enhancing competence is not a one-time formality. This has to be repeated depending on the need.

Information management

Information is power and popularity of community radio stations lies in it. Information which is not independently confirmed leads to tension and throws up doubts.

There can be two aspects of information management in the context of collective marketing of community radio stations: (A) Be abreast of what is happening in the market and (B) inform the members involved in collective marketing about what is happening in the marketing front. The following provisions are deemed essential for information management.

Market information

Those involved in marketing should have information related to preferences of potential customers, attitude, priorities, their relationship with media and their resources. What is also desirable in this connection is the interests of the listeners, their new preferences, the new issues which have reshaped the market and changing social preferences. Since the popularity of the community radio stations is determined by programs which are popular among listeners, it is always desirable to have up date information about programs which are particularly popular.

Exchange of information

When it comes to conduct collective marketing for community radio stations one has to have information

about them. This suggests that any one particular radio station should have information about other radio stations. To say the very least, one should have information about program grid, listeners, special programs and air-time going rate. Or else it is impossible to market them.

Information on collective marketing

It is essential to be familiar with ground realities surrounding collective marketing if one expects to go for it. Or else it will be impossible to maintain certain standard of collective marketing while there may not be desired transparency apart from likelihood of duplication of jobs and everything playing out in just the opposite way. This requires accomplishing the following:

- Establish Intranet information system
- Conduct periodic market research
- Establish information generation system

Conflict Management

Conflicts are bound to set in while one may be working to meet collective objectives over a period of time. This explains why conflict management is inalienable part of collective marketing management. Conflict management means managing things by taking "precaution" at the outset and "settlement" while it occurs. That is to say that precautionary means must be taken to ward off any conflict while at the same time the conflicts that set in are managed accordingly. It is always good for all partners to know what they can do and what they cannot do. There can mainly be three kinds of remedies to ward off conflict and are as follows:

1. Symbolic remedies

2. Educational remedies

3. Procedural remedies

1. Symbolic remedies The first thing that must be in place while implementing collective marketing strategy is to have the code of conduct. The code of conduct must have the following elements:

- Community radio stations should refrain from undertaking anything that can be expected to dent the collective objectives or anything that can set in conflict while they respect the concept of collective marketing and remain true to initial consensus;
- The members of collective marketing should carry out their responsibilities in good faith;
- The members of the collective marketing should carry out their tasks within the stipulated timeframe,
- The members of the collective marketing should refrain from demanding anything from anyone in illegitimate manner even as they refrain from wielding pressure on anyone and encourage anyone to wield such pressure on anyone or go for unlawful gain.
- The members of the collective marketing should refrain from undertaking anything which is detrimental to other members or undertaking anything which benefits one or indulge in any wrongdoing or conspiracy,
- The members involved in collective marketing should refrain from indulging in unhealthy competition for pecuniary gain.

2. Educational remedies Deals legally reached establish certain basic things as standard concerning "do's" and "don'ts." Deal documents themselves do not guarantee compliance to the rules mentioned in the deals. It so happens that code of conduct is not adhered to due to ignorance just as clauses of code of conduct are wrongly interpreted as frequently as the same is violated altogether. The responsible persons must see to it that these weaknesses are minimized by conducting trainings ensuring stipulated standards are understood and adhered to while the positive aspects related to it are also promoted.

3. Procedural remedies One cannot assume that conflict will have no room under condition when there are clear and desired code of conduct, legal deals and tough regulation mentioned therein apart from the presence of trained personnel. The system evolved to deal with conflict must be clearly spelled out when it comes to keep the partnership concerning collective marketing as intact and also when it comes to ensure effective continuity of the same. The following can lead to conflict:

- What are the "don't's" associated with collective marketing?
- What kind of policy concerning expending of resources will be inadmissible?
- What kind of customers and customer groups should be dropped based on investment-effectiveness?
- When to go by the principles of marketing and when to go to meet social objectives by prioritizing them?

Conclusion

The community radio stations are in possession of certain equipment and skill that they put to use at the command

of the clients on agreed rent. This is to say that radio stations are involved in a profession of selling a certain kind of service that records economic gain by selling the services. This incidentally is the importance of collective marketing that links them with potential customers. That is to say that marketing links radio with customers to the benefit of the both. But community radio stations much unlike commercial radio stations are guided along with the objectives of contributing to social progress rather than working to achieve financial objectives of the organizations. That is to reinforce the view that community radio stations cannot be expected to go for collective marketing for the sake of it. The collective marketing from the perspective of community radio stations implies a special type of marketing that is deemed suitable to achieve social targets.

The community radio stations established in the wake of 1990 have faced government intimidation and suppression from time to time even as they had to fight for their continued existence. What came to the fore as their strength is the mutual unity that bound them together and the support that came their way from the people. It is essential for community radio stations to buoy on public support and mutual unity when it comes to record financial progress since legal fight alone is not enough when it comes to pull on. This incidentally forms subtle challenge for community radio stations. That is because it is essential to come together to confront self-same risks before there are policy changes in favor of community radio stations following united pressure for the same. The task of coming together to attain financial objectives is much more insurmountable. It does not take much time before the relationships are snapped if the financial transactions are not managed professionally enough.

The concept of collective marketing strategy is a must when it comes to enhance the access of the relatively weaker community radio stations stationed outside the capital to resources. The concept of collective marketing will have to be given continuity in future if they are to be evolved along strong financial line. That is to say that collective marketing alone is suitable and dependable for community radio stations. Looked at in this light what is essential is collective marketing strategy as tool be evolved along systematic lines before the same is further institutionalized. The exercise of collective marketing is relevant under the given context when the need to generate resources and ensure its desirable distribution is as burning as issue as the need to evolve suitable strategies.

The main attraction why the community radio stations can be expected to come together is the optimism that "there will be definite financial gains." But along with this what has to be paid attention is certain radio stations could be joining up thinking that they may be entitled to some gain even without putting in any efforts. While on one hand it throws up opportunities to many a community radio stations at local level and thus encourages them to work on their own and in their own chosen ways when it comes to mobilize resources, on the other hand it fights out element of laziness which sets in when one knows that financial resources will come on its own under collective marketing arrangement. Given the analysis of the current situation what is suggested is the domain of collective marketing should not be expansive. Instead it should be centered on some collective issues and collective customers. Moreover the community radio stations should keep the option of generating resources on their own as additional option.

It is found in other nations that community radio stations function smoothly by making use of volunteers, thus keeping the operational cost low. But the nature of community radio in Nepal is different (while they retain some element of commercial radio stations.) Some radio stations prefer to identify them as "popular/public radios" rather than community radio stations per se. They could be introducing themselves the way they are doing just because the operation cost is high and they themselves have to arrange it. This is being seen as risk factor when it comes to foresee the future of community radio stations in Nepal. This explains why it is essential to look for ways those that can contribute towards operation of community radio stations at the lowest operational cost.

The community radio stations can survive only on the strength of the diversity of programs and the popularity they enjoy among the listeners. This explains why production and broadcast of effective programs (presentation of issues in context in presentable style) is the suitable strategy. But often a large number of community radio stations are found weak here. Many community radio stations have no mechanism and resources to do well. There is no independent agency in Nepal that could conduct a study that would in turn reflect the views and opinions of the listeners about the effectiveness of the program. As of now what serves as the basis of the programs is the telephone calls and letters received from listeners in the form of suggestion or advice. This can at best be considered as the indication of the preferences of the listeners coming by way of a survey of its own kind. Given the context collective marketing strategy alone may not serve the purpose when it comes to impart stability to community radio stations.

6 Templates Of Agreements

LETTERHEAD

Date:.....

Sub: Authorisation

Messrs.....

.....

Pursuant to the modular agreement reached between (name of the community radio station) and (identify the community radio) authorization is hereby issued to (identify the community radio) to conduct marketing activities for (identify the community radio). It is deemed that you will conduct the marketing activities adhering to the provision of the modular agreement and conditions outlined below.

1. We shall have to be informed about any marketing deals reached on behalf of us within seven days
2. Payment received from marketing and its extension shall be paid out to us
3. Other conditions shall be adopted as required, if any.

Station Manager

Templates of the umbrella agreement suggested for community radio stations for collaborative marketing

We the undersigned official representatives of the undersigned community radio stations have reached this umbrella agreement with the objective of conducting collaborative marketing for community radio stations adhering to the following conditions and restrictions.

Conditions and restrictions:

1. Frequency Modulation (FM) radio stations (identified and community radio stations) established under the governing law will conduct collaborative marketing adhering to this agreement

(NB: Here the term collaborative marketing shall imply the task whereby the community radio stations take their products to the market or the customers in collaborative manner.)
2. Community radio stations shall adhering to stipulation 1 protect their share after promoting their product in the desired manner and selling the same at the right price and right place while providing the service extended by community radio stations.
3. While embarking on collaborative marketing as mentioned in this deal, the community radio stations shall pay attention to the geographical area

of the market and extension among customers in the said regions. The community radio stations shall undertake the following to achieve the same:

- (A) The community radio stations should bring about improvement in the quality of the program,
 - (B) The structure of the programs broadcast by community radio stations, the inherent admixture, and broadcasting style must be improved over time
 - (C) In tune with the principles of marketing, there should be improvement in the way the business is conducted while conditions and restrictions are improved over time.
 - (D) Customers must be extended collaborative service and if need be presentation be made in front of customers after thorough preparation in a planned way,
4. Community radio stations shall enforce the desired directives related to the programs carried by them and the conditions attached to them as part of the effort to present themselves as distinct from commercial radio stations while such principles shall be deemed as inalienable part of this agreement.
 5. Community radio stations shall under this agreement adopt a policy of encouraging others to provide collaborative marketing services through one-window as far as possible.
 6. While extending their services or embarking on collaborative marketing the community radio

stations shall as demanded by the agreement work as the representatives of the others between them.

7. Radio stations functioning as under stipulation 6 shall be entitled to definite percentage as commission or remuneration calculated on the proceeds in lieu of the service provided in the capacity of the representative of the community radio station in question. Concerned community radio stations shall fix such commission and remuneration.
8. There shall be Collaborative Marketing Council formed as part of the collective mechanism comprising representative of each and every community radio stations with a view to implement the collaborative marketing strategy under this agreement.
9. The council in question shall draw up the conditions related to collaborative marketing under stipulation 8 even as it shall also draw up and enforce the code of conduct for community radio stations.
10. The conditions drawn up under stipulation 9 shall be deemed as integral part of the agreement and shall go into enforcement accordingly
11. Any community radio station shall be in a position to pass on the experience they have gained related to technology and collaborative marketing locally to other community radio stations.
12. Going by this agreement, the community radio stations shall be determining the tasks,

responsibility and rights of the community radio stations enjoyed in the course of conducting the collaborative marketing by discussing the same among them. The rights, responsibilities and tasks so arrived at shall be deemed to have been arrived at under this agreement.

13. Under this agreement every community radio stations shall open and operate separate account for the income generated through collaborative marketing. percent of the net profit from the income generated by community radio stations in questions after extending services shall be earmarked for the extension of the network of the council envisioned in stipulation 8.
14. Regardless of what has been mentioned in this agreement concerning collaborative marketing, it will not be creating any hurdles in the path if any community radio station wants to extend definite services singly.
15. The representative/s of any community radio stations who has/have not signed this agreement while it was being signed shall be signing this agreement in future and the conditions of agreement and restrictions shall be applicable to the concerned community radio stations from the day the agreement is signed.
16. The differences that surface among the concerned sides in the course of conducting collaborative marketing shall be resolved through talks and consensus among concerned sides. Just in the event any issue remains unresolved ever after 45 days, efforts to sort out the same shall be undertaken by

third party that is not involved in the conflict as part of the mediation efforts. The solution presented by the mediation team shall be admissible to the contending parties.

17. The community radio stations shall be free to found a separate body after conducting an evaluation of the collaborative marketing and its strategy and the experience gained from it.

Official signatories

1. Name of the community radio stations: Name
2. Radio and official representative : Name
- 3.
- 4.
- 5.

TEMPLATE OF THE DRAFT OF THE MODULAR AGREEMENT FOR COMMUNITY RADIO STATIONS

We the undersigned representatives of the undersigned community radio stations have signed this modular agreement for collaborative marketing adhering the conditions and restrictions inherent in it.

Conditions and restrictions

1. All the community radio stations party to this agreement shall as guided along by collaborative marketing strategy manage, make use of and explore the market while purveying their services to the customers.
2. Going by stipulation 1 every community radio stations that are party to this agreement shall work as the principal and agent of each others.
3. While embarking on collaborative marketing under this agreement a community radio station shall refrain from casting adverse impact on the market extension of the other community radio stations.
4. While embarking on collaborative marketing under this agreement a community radio station shall refrain from casting adverse impact on the market extension of the other community radio stations.
5. Every community radio station shall be entitled to percent on the income recorded from

marketing as remuneration for conducting marketing for other community radio station under this agreement.

6. Every community radio stations that embark on collaborative marketing based on mutual consensus shall be earmarking percent of the amount received against service rendered to fund the activities of the marketing extension network.
7. Managing director, executive director and chief executive officer of every community radio stations that are party to the agreement shall form an management team to operate the network as envisioned under stipulation 6 while there shall be necessary number of staff under the same.
18. Just in case differences surface among community radio stations that are signatory to this agreement in the course of its implementation the same shall be sorted out by talks among concerned sides. Just in the event any issue remains unresolved ever after 45 days, efforts to sort out the same shall be undertaken by third party approved by both the contending sides. The solution presented by the mediation team shall be admissible to the contending parties.

Signatures
(Official representatives of the community radio stations party to the agreement.)

Radio Publications of CRSC/NEFEJ

- **Samaj Paribartan Ka Lagi Samudayik Radio (2000)**
(Community Radio For Social Transformation)
- **Samudayik Radio Prasaran Nirdeshika (2001)**
Community Radio Broadcasting Guideline
- **Radio Bachan (2002)**
Radio Pledge
- **Nepalma Samudayik Radio (2002)**
Community Radio In Nepal
- **Samudayik Prasaran : Prastavit Kanun Tatha Sarvochha Adalatka Failsala (2002)**
Draft Laws On Community Broadcasting And Vedicts of Supreme Court
- **Radio Karyakram (2003)**
Radio Program
- **Nepalma Samudayik Radio Itibritanta (2004)**
Profile Of Community Radio In Nepal
- **Samudayik Radio : Samasya Ra Samadhan (2004)**
Community Radio In Nepal : Problems and Solutions
- **Samudayik Radio : Rananitik Yojana Tarjuma Nirdeshika (2004)**
Community Radio Strategic Planning Manual
- **Samudayik Radio : Samuhik Bajarikaran Rananiti (2006)**
Community Radio Collective Marketing Strategy
- **A Proposed Bill on Community and Non-Commercial Broadcasting (2002)**
- **Community Radio Strategic Planning Manual 2008 (First English edition)**
- **Radio Directory (2004)**



