



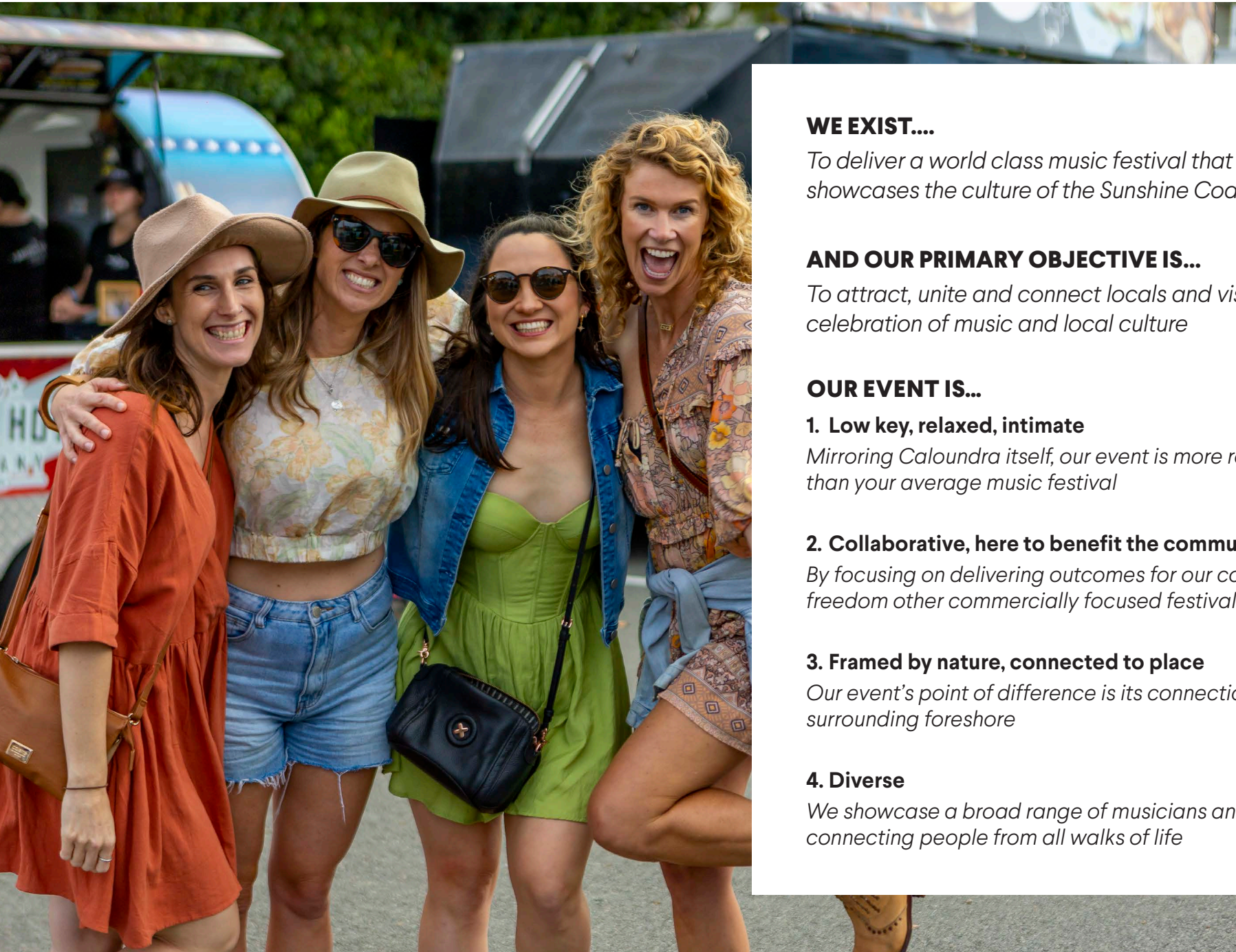
Business Plan - 2023-2025

The Caloundra Music Festival is an annual celebration of international quality music and local culture. First staged in 2007, the event celebrated its 15th year in 2022 as one of our region's most beloved events.

Created with the intent of delivering a range of social and economic benefits to the Sunshine Coast community, our event connects people and instills a sense of pride amongst locals like no other. Being created first and foremost to drive community benefit provides us with the financial and operational freedom to innovate and deliver a genuinely unique attendee experience.

As our event continues to rebound from the impacts of recent years, this Business Plan spells out our event's fundamental success factors, and provides an overarching direction for continued, ongoing success.





WE EXIST....

To deliver a world class music festival that celebrates and showcases the culture of the Sunshine Coast

AND OUR PRIMARY OBJECTIVE IS...

To attract, unite and connect locals and visitors alike in a celebration of music and local culture

OUR EVENT IS...

1. Low key, relaxed, intimate

Mirroring Caloundra itself, our event is more relaxed and laid-back than your average music festival

2. Collaborative, here to benefit the community

By focusing on delivering outcomes for our community, we have a freedom other commercially focused festivals simply don't have

3. Framed by nature, connected to place

Our event's point of difference is its connection to the beach and the surrounding foreshore

4. Diverse

We showcase a broad range of musicians and music genres, in turn connecting people from all walks of life

OUR EVENT'S VALUES

HOW WE DEFINE THEM AND WHY THEY ARE IMPORTANT TO US

Our values define our event. By ensuring they come through in how we run the event, we strengthen what has made us a success to date, and in turn, ensure the event's future.

We use these values to make decisions about our marketing and communications, the day's content, operational decisions, and who we choose as our event partners.

Before making key decisions we first ask; *Will this align with and enhance one or more of our values?*

1. Low-key, relaxed, intimate

Mirroring Caloundra itself, our event is more relaxed and laid back than your average festival.

The low-key spirit of our event provides an environment in which connection with others can flourish.

From impromptu gigs on the sand with John Butler, to Xavier Rudd singing amongst the crowd, this festival delivers moments of connection between artist and audience that few others can.

2. Collaborative, here to benefit the community

By focusing on delivering outcomes for our community, we have freedom other commercially focused festivals simply don't have

Created with the primary intent of delivering social and economic benefit to our community, we are collaborative, innovative and generous in spirit.

From being the first festival in Australia to ban single-use plastic water bottles, to our collaborations with local high-schools and TAFE, through to our ambition to be carbon net zero by 2027, the financial freedom we have means we can deliver on the "brand promise" of the Sunshine Coast being a place where collaboration, innovation and creativity thrive.

3. Framed by nature, connected to place

Our event's point of difference is its connection to the beach and surrounding foreshore

Our event is at its best when its connected to the nature that surrounds us. The way in which our event's various spaces and stages are interspersed across Kings Beach fosters a true sense of place.

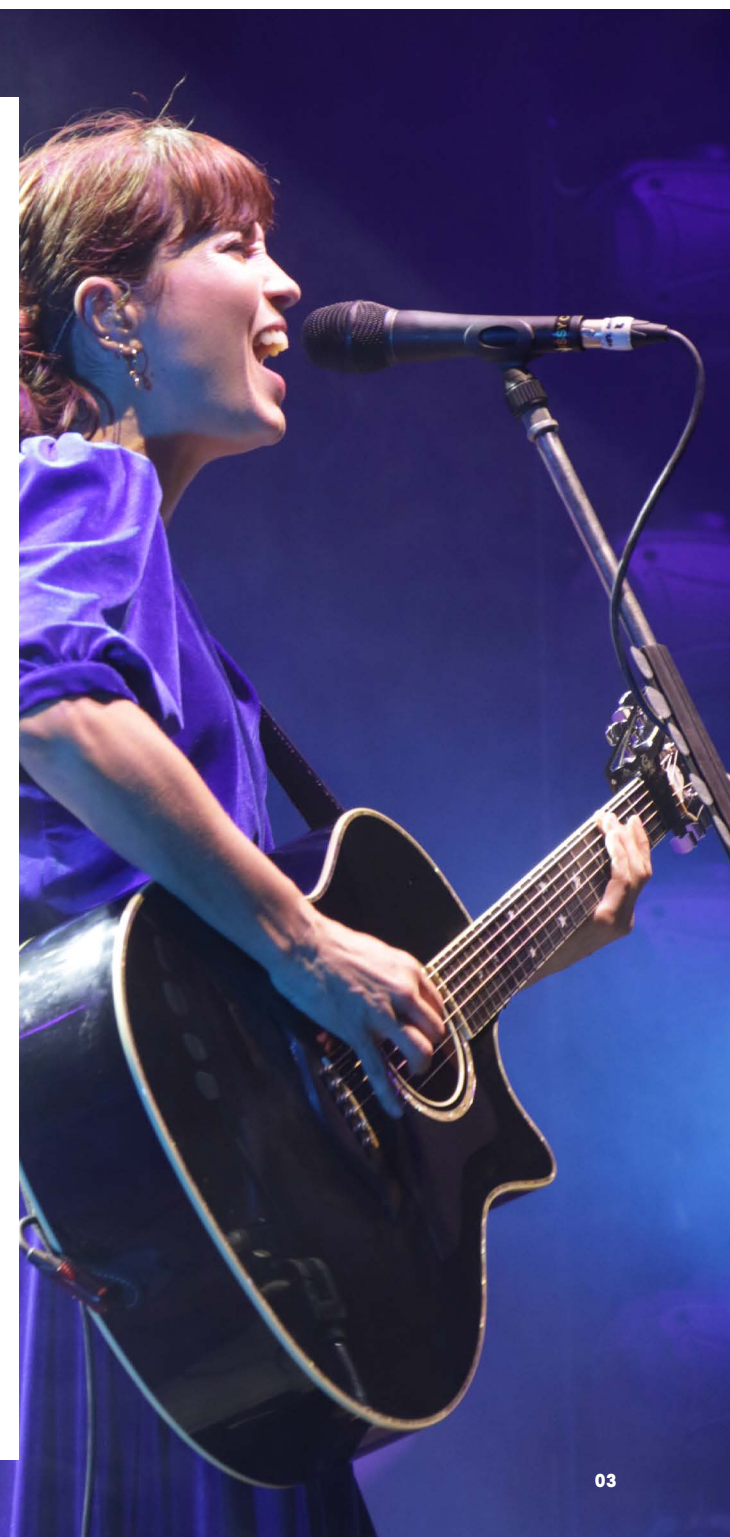
This connection to place leaves our attendees with a set of unique memories that transform them into our biggest advocates, and sees them return year after year.

4. Diverse

We showcase a broad range of musicians and music genres, in turn connecting people from all walks of life

By ensuring our programming is diverse and includes locally based artists, we broaden our appeal and open ourselves up to different audiences.

Coupled with our event's relaxed environment, this diversity of programming brings a wide range of people together to connect with each other in a space of collective celebration.





OUR STRATEGIC PRIORITIES

The three Strategic Priorities below have been identified as high level focus areas that will complement the recommendations in our existing strategic documentation.

By executing on these three priorities, we will;

1. Deepen the understanding of our attendees and build on their loyalty,
2. Expand on the range of local organisations we collaborate with, and
3. Raise awareness of the range of impacts and achievements our festival delivers amongst key stakeholders.

Strategic priority	Our actions	Desired outcomes
1. Grow our understanding of the benefits CMF delivers beyond economic impact, and how that impact contributes towards SCC objectives	<ol style="list-style-type: none"> i. Spend time to identify the precise metrics within relevant SCC plans and strategies that CMF contributes to ii. Continue to invest in research with our attendees and wider Sunshine Coast community to measure the extent to which it feeds in to the identified SCC plans and strategies 	<ol style="list-style-type: none"> i. As our underwriter, ensure Sunshine Coast Council executive and Councillors fully understand the range of benefits our festival delivers, and the extent to which it feeds directly into the defined objectives in SCC plans and strategies such as the Music Sector Plan, Arts Plan and Major Events Strategy
2. Continue to collaborate and innovate with locally based organisations, in turn expanding the event program and footprint	<ol style="list-style-type: none"> i. Collaborate, explore and implement more locally based ideas and initiatives within the event footprint that are aligned with one or more of our four values ii. Continue to pursue the goal of becoming the region's first net-zero carbon event by 2027 	<ol style="list-style-type: none"> i. Continue to be one of the community's most prominent examples of our region's place brand in action ii. Bring more Sunshine Coast based organisations in to our mix of festival stakeholders
3. Proactively tell our story back to attendees and key stakeholders	<ol style="list-style-type: none"> i. Openly communicate and share our event's history of innovation, giving back to and supporting the community, and the contribution we make to various locally based not-for-profit groups 	<ol style="list-style-type: none"> i. Raise awareness of our major achievements as a festival, and in turn deepen the relationships and loyalty we enjoy from our existing customer base ii. Continue to build the event's base of advocates within Council, our attendees and other key stakeholders

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

SWOT ANALYSIS

Our SWOT analysis is critical to our event's ongoing health.

Clarifying what they are and how to address them provides us with focus and direction on that which is fundamental to our event's sustainability.

Given our extensive existing strategic documentation, the single most important Strength, Weakness, Opportunity and Threat has been selected in the pages that follow. They have been identified as those that go to the heart of our event's fundamental health and ability to deliver a range of benefits to the community.

PRIORITY STRENGTH

Having the financial security to pursue innovative ideas and implement community friendly initiatives

From the outset, the primary outcome our event has been charged with delivering is community benefit, not profitability. This has provided us with the freedom to collaborate and implement ideas to an extent that commercially driven festivals aren't able to.

Our extensive waste management process, the banning of single-use plastic water bottles, the prioritisation of local vendors, free shuttle services, the Caloundra State Primary school generating revenue from camping fees, our collaboration with the local TAFE's electrical apprenticeships program, our mentoring of local school kids as part of the SURGE High School Rock Spectacular, Funky Forest (the dedicated, programmed kids space), limited alcohol licencing and highlighting of local businesses via the mobile app are just a few of the initiatives that help make our festival what it is, and simply wouldn't be possible if we were compelled to make a profit.

Our action

Extend our collaboration with local organisations, prioritising innovative, locally driven initiatives when adding to our program

Aligned strategic priorities

2 - Continue to collaborate and innovate with locally based organisations, in turn expanding the event program and footprint





SWOT ANALYSIS

PRIORITY WEAKNESS

A limited understanding of the benefits our event drives beyond economic impact

Thanks to our ongoing relationship with Tourism and Events Queensland, we have a robust understanding of the economic benefit our event drives to our region.

To that end, in any given year, our event drives up to \$3m of direct spend to the region, and in excess of \$0.5m of benefit to Queensland.

The impact our event has beyond that direct spend metric is less well understood. Whilst intuitively we know that we are loved by broad swathes of the community, we have not measured the various social and brand benefits we know our event helps to drive.

This has, in part, lead to discussion around the future of our event being focused on profitability. That focus largely ignores the significant impact we have beyond financial and economic outcomes.

Our actions

- i. Spend time identifying the metrics within aligned SCC plans and strategies that our festival contributes to,
- ii. Measure the impact our event has on those metrics,
- iii. Communicate that impact to key stakeholders within and external to SCC

Aligned strategy priorities

1- Grow our understanding of the benefits CMF delivers beyond economic impact, and how that impact contributes towards SCC objectives.

3 - Proactively tell our story back to attendees and key stakeholders



SWOT ANALYSIS - PRIORITY OPPORTUNITY

Leverage our existing platform/audience to collaborate and drive further brand, economic and social benefits

Recent research with previous attendees of the festival illustrates that our attendees see the Caloundra Music Festival as one of the things that epitomises the Sunshine Coast lifestyle and brand. Indeed, this research identified people that, after attending the festival, decided to move to the region.

To that end, we are one of the most high-profile examples of the Sunshine Coast's place brand in action.

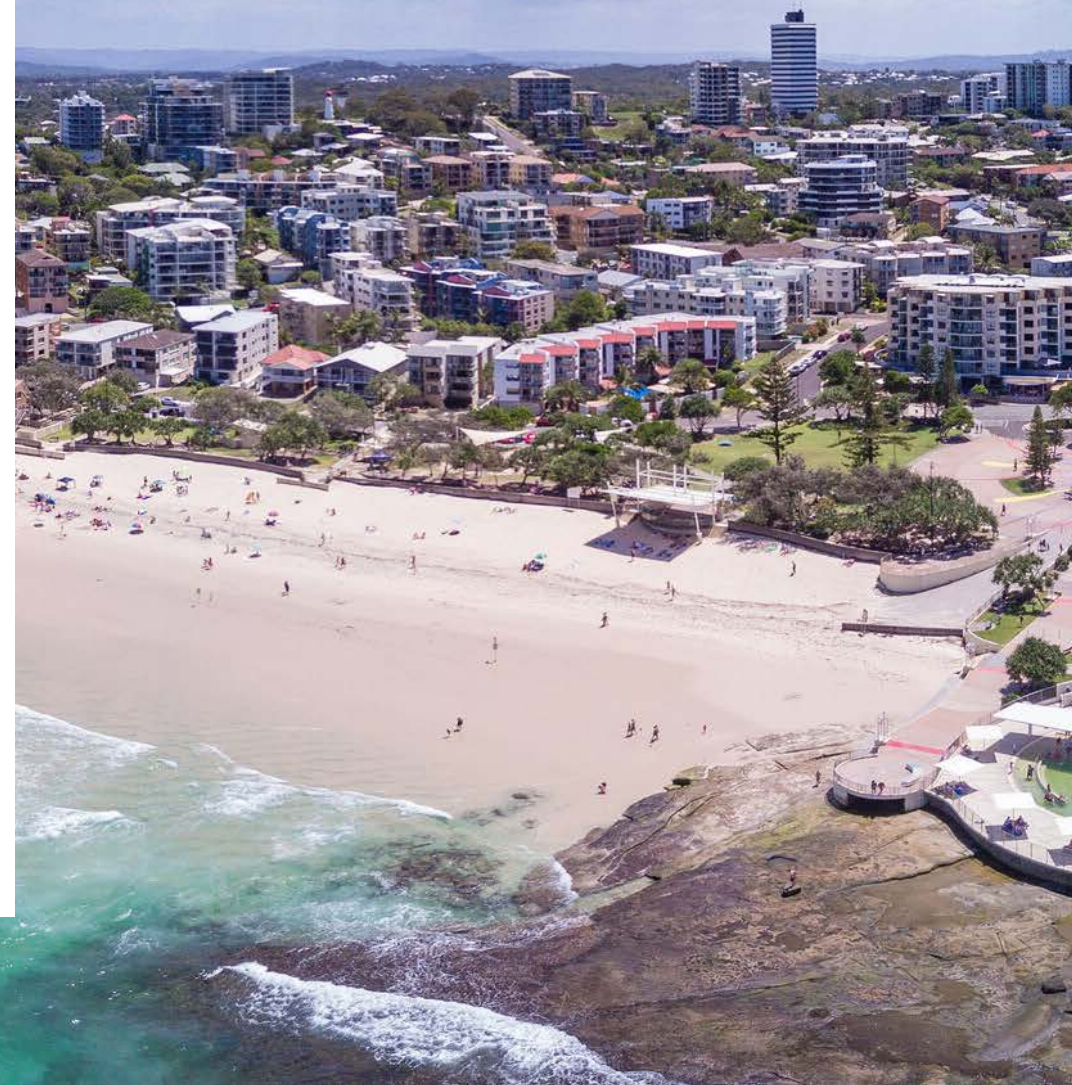
By extending who we collaborate with, we will continue to build on this legacy, helping to strengthen the Sunshine Coast's brand proposition and in turn drive a greater range of social, brand and economic benefits for our region.

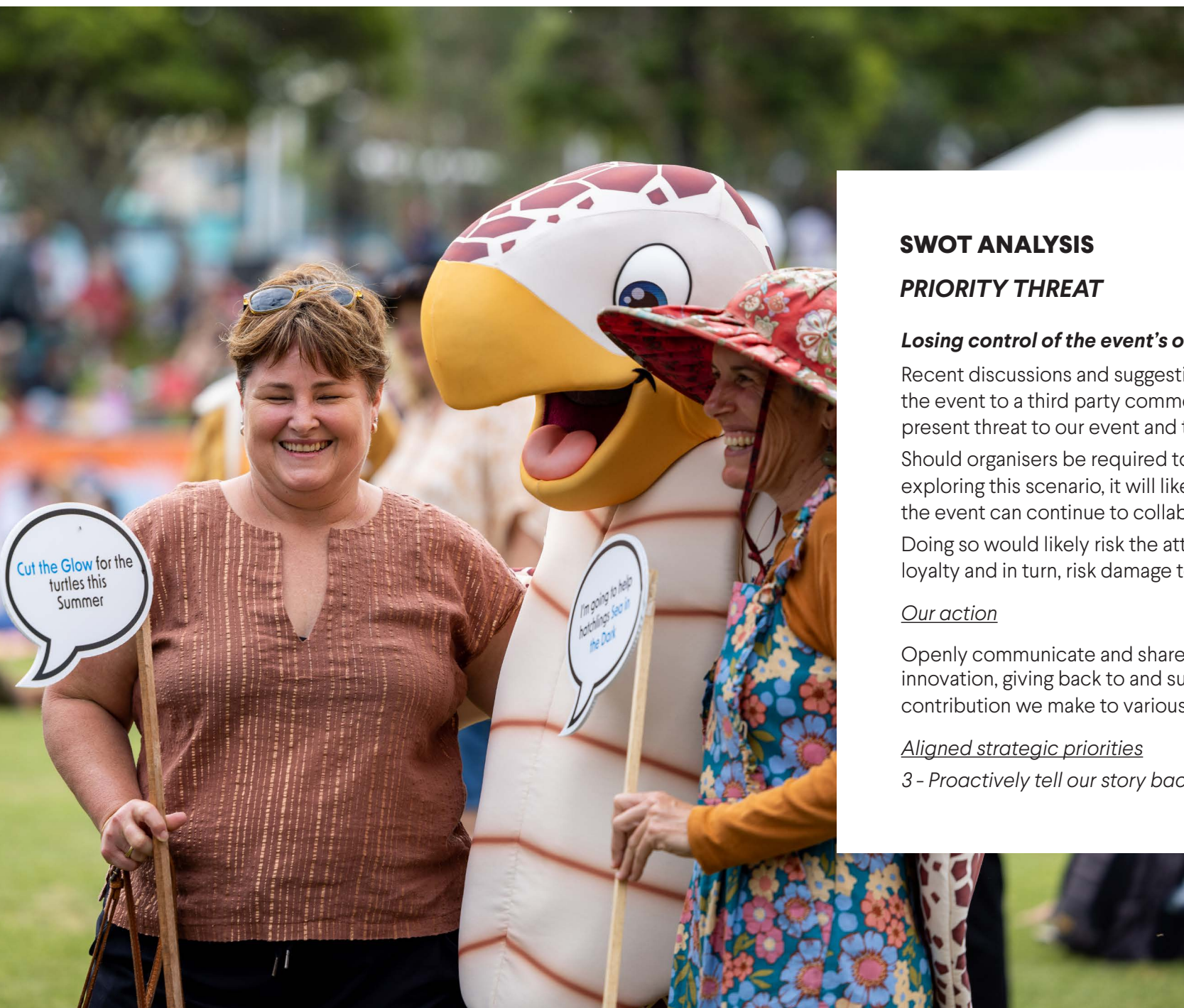
Our action

Collaborate, explore and implement more locally based ideas and initiatives within the event footprint that are aligned with one or more of our four values

Aligned strategic priority

2 - Continue to collaborate and innovate with locally based organisations, in turn expanding the event program and footprint





SWOT ANALYSIS

PRIORITY THREAT

Losing control of the event's ownership and direction

Recent discussions and suggestions of the potential handover of the event to a third party commercial operator present a real and present threat to our event and the legacy it continues to build.

Should organisers be required to spend time and resource on exploring this scenario, it will likely take their focus away from how the event can continue to collaborate, innovate and improve.

Doing so would likely risk the attendee experience, our customer loyalty and in turn, risk damage to our event reputation and brand.

Our action

Openly communicate and share our event's long history of innovation, giving back to and supporting the community and the contribution we make to various locally based not-for-profit groups

Aligned strategic priorities

3 - Proactively tell our story back to attendees and key stakeholders

MARKETING AND DRIVING OUT-OF-REGION VISITATION

Despite a drop in overall attendance in recent years, the visitation and subsequent economic impact delivered by our event remains robust with almost \$3m in direct spend delivered in to our region, and \$0.5m in to Queensland via interstate visitation. As such, in partnership with TEQ, we will continue to actively market our event to potential intra and interstate visitors.

As with previous years, the key messages in our communications will focus on the headline acts. In addition to that, and in line with our strategic priorities, we will also actively let our target audience know about the impacts CMF has that we're proudest of, and by extension, our value set.

In terms of audience profile, we will leverage the strength of the Sunshine Coast's brand and focus on marketing CMF to our target segments of:

- “Festival goer” women aged 25-64 in SE Queensland,
- Musicians and live music fans in SE Queensland and NSW population centres north of Sydney

In line with those two target segments, our marketing activity will focus on:

1. Above the line marketing

Our key planks include:

- Social media, focusing on Meta and TikTok – Skews female 25-64,
- Street press in SE Queensland, Sydney, Newcastle, Port Macquarie, Coffs Harbour and Byron Bay
- Outdoor including key sites across major highways in SE Queensland
- Co-operative marketing partnerships with radio and local television

2. VFR campaigns

Recent research indicated that our event enjoys a particularly high level of awareness locally. Leveraging that awareness, we will create a campaign that actively encourages locals to invite out-of-town friends and family to make the trip to CMF.

Doing so in parallel with an above the line campaign that includes significant out-of-region activity will fortify the significant economic impact our event delivers in the years ahead.



2023 - 2025

THREE-YEAR STRATEGY

The three overarching objectives of our three-year strategy are to:

1. Deepen the understanding of our attendees and build on their loyalty to us,
2. Expand on the range of local organisations we collaborate with, and
3. Raise awareness of the range of impacts and achievements our festival delivers amongst key stakeholders.

By focusing on achieving these three objectives we will provide key stakeholders – particularly within Sunshine Coast Council – with a more complete picture of the impact the festival delivers for the community.

By doing so, we aim understand how we can grow our impact and in turn fortify the Council's ongoing commitment to the event.



2023

COLLABORATE AND MEASURE

We will leverage our strong local awareness and sense of pride in the event to collaborate with more local groups across the Sunshine Coast.

In doing so, we will partner with the express extent of extending the impact of our event across the Sunshine Coast LGA.

This will be part of a highly localised approach designed to deepen our connection with the local audience and in turn stabilise the festival after impacts of the lower attendances in 2021 and 2022.

Targeted out-of-region marketing will complement a VFR campaign designed to fortify the visitation and economic impact delivered to the region's visitor economy.

2024

TELL OUR STORY

Taking the results from our focus on collaboration in 2023, we will actively and creatively tell the story about the impact our event has.

Looking back on our history, we will tell our attendees and the broader community what we're proudest of over the 16 years prior.

In doing so, we'll at once; deepen the sense of local pride and appreciation of the event, whilst also re-inforcing the Sunshine Coast place brand with visitors.

To ensure we build on the understanding we have of our event's impact, we will invest resource in to a dedicated research program that measures our impact in a more holistic manner than years gone by.

2025

INNOVATE AND EVOLVE

As we advance our progress towards carbon neutrality by 2027, we will introduce and test initiatives that reinforce our position as a leader amongst Australia's live music festivals.

Taking a imaginative and consultative approach, we'll create festival content that aims to address contemporary issues within our community and wider society.

We'll extend this approach to the manner in which we program and deliver the festival more generally. Taking in to account the SCC's Music Plan, this may include the likes of a "fringe" element of the festival, a "road to CMF" set of lead up events across the Sunshine Coast LGA, and a series of smaller, boutique concerts during the festival.