



# Strategy and Priorities

MMF Board - 29<sup>th</sup> February 2016

# The Existential questions

- ▶ Who are we?
- ▶ Why are we here?

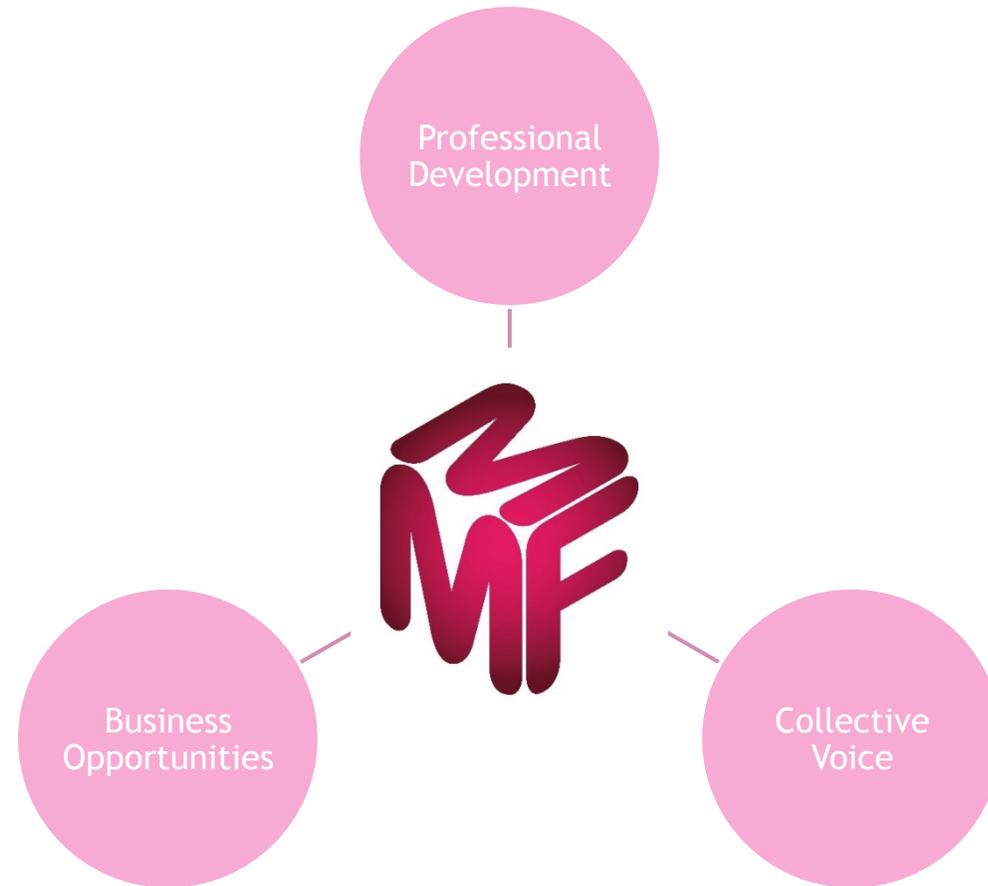
# Some attempts at an answer

"MMF is the world's largest professional community of music managers. We have 500 members based in the UK with global businesses and a wider network of 1700 managers in the USA.

We want a fairer, more transparent music industry which operates in the interests of artists and their fans.

We're independent, not for profit and all our income is reinvested in our work."

# From Who and Why to How?



# How?

## 1. We support managers' continuous professional development in an evolving music industry

- ▶ Based on our code of practice we inform, advise, educate, train and develop a manager's knowledge and skills throughout their career from student onwards through: JAMES accreditation of universities, MOOC content, student membership, MMF induction, evening courses (MPA + MMF), university lectures, evening seminars, regular training events with associates and start ups, guides, speakers on external panels, weekly newsletter, ICYMI, resources 101s and guides, articles, YouTube channel
- ▶ We support peer learning by connecting managers to each other - MMF Tribes, brunches, mentoring, socials, ad hoc networking, Twitter, Facebook group, our annual Artist and Manager Awards celebrate best in class.

# How?

## 2. We create opportunities to develop and grow artists' businesses

- ▶ We provide offers & discounts, connect managers to industry start ups and associates, organise USA network and events, showcase talent by playlists
- ▶ Unlock artist investment through Amplify
- ▶ MMF as professional standard of endorsement (legal advice/dispute resolution)

# How?

## 3. We provide a collective voice and leadership to effect change for a more transparent and fairer music industry

- ▶ We engage, advise and lobby industry associates and wider industry on issues relevant to managers.
- ▶ Campaigns: on air on sale, Dissecting the Digital Dollar, Secondary Ticketing, BUMA, represent members views in consultations & submissions to government UK/EU/US, comment and statements in media, membership of UK Music, research, AMP (template contract), IMMF, dialogue with collecting societies.
- ▶ We continue to recruit members and grow network so we are truly representative of the wider management community.

# (Y)our priorities

Dissecting Digital Dollar #2 Equity Networking Amplify  
Associate income Education/Induction EU Digital Single Market  
Independence of MMF Relationship with Major Labels/BPI Spotify Data

JAMES **Transparency** Diversity IMMF 'middle-tier'  
managers emerging managers UK Music Code of Conduct  
induction YouTube Advice US Visas Research **Secondary**

**Ticketing** US Radio Play **Blockchain** BUMA internal policies HR -  
role descriptions/contracts **FAC windowing**

# areas to review

- ▶ Membership & Governance
- ▶ Professional Development
- ▶ Commercial Strategy
- ▶ Advocacy & Campaigns

# 1. Membership & Governance

- ▶ What: review our strategy to growing our membership and how we engage them with MMF with the aim of representing as many managers in the UK as possible and expanding our network in the USA.
- ▶ How: define approach to recruitment through new research with BIMM (targeting those high profile managers who are not members, engaging young/emerging managers and continuously recruiting new managers). Review our Governance inc. policy development, composition of board and advisory board to ensure that we reflect the diversity of our membership and continue to remain relevant to new managers.
- ▶ Who: Annabella, Fiona, Charley (on data and recruitment), Jon, Diane, *Other Board members*
- ▶ Timeline: develop approach and milestones for activities by Summer Board.

## 2. Professional Development

- ▶ What: review our training and education offer to our members to ensure it meets their needs across all the knowledge and skills required by a professional manager
- ▶ How: review our code of practice to ensure still relevant, map our current offer (formal Induction, MPA, Manager courses, evening seminars etc) against framework to see where are the gaps, what else do we need to offer and where, in what format and by who.
- ▶ Who: Jim, Jon, Charley (member insights), Erik, Diane, *other Board members?*
- ▶ Timeline: strategy session on 7th April, draft plan to board by summer with short, medium, long-term actions and goals.

# 3. Commercial Strategy

- ▶ What: review to what degree we can grow our revenue to support our work and increase our impact
- ▶ How: Look at current income streams (membership fees, associates, events (inc. Awards), Amplify, Education). Identify which have greatest potential to grow focusing in on associates, aim to widen and diversify. Begin with segmenting the market, looking at gaps (e.g. Accountancy, DSPS) and reviewing offer for each; from tailored consultancy package to standard smaller offer and considering our pricing. Develop target list for each and agree who will approach.
- ▶ Who: James to lead mapping session, Jonny on large US ops, Carol and Jon to input, Fiona on smaller associates, *other Board members to help make connections?*
- ▶ Timeline: internal workshop by end April, draft plan with short, medium, long term actions by summer.

## 4. Advocacy & Campaigns

- ▶ What: we want a more transparent industry in the interest of artists and fans, ensure we focus on areas most likely to achieve change.
- ▶ How: Dissecting Digital Dollar top priority, develop manifesto and levers for change. Support new campaign on Secondary Ticketing and help use network to put pressure on govt/industry to reform. Engage with Blockchain debate and future data solutions for industry to determine what is our role and how do we best influence.
- ▶ Who: Jon/Annabella/Fiona - DDD, Adam/Ian/Annabella - Secondary, Paul C/Brian/Andy E - Data
- ▶ When: DDD manifesto by summer with timeline for change, secondary - influence review and recommendations due 26th May, Blockchain - tbc

# Your support:

- ▶ Send any feedback on the strategy. We will use this consistently to communicate externally to members/government/stakeholders what MMF is and what we stand for.
- ▶ Offer to contribute your time and expertise to the review areas where possible