



M E R C U R Y C X

Strategic Plan 2020 - 2023

M E R C U R Y C X

VISION

A national centre of excellence dedicated to:

Talent escalation and story development for the screen industry and;

Cultivating an understanding and appreciation of screen culture in all its forms.



MISSION

Mercury CX discovers, nurtures and promotes authentic and diverse voices from across Australia, fosters collaborations and forges pathways to audience.



AIMS

We aim for excellence!

Credibility

Mercury CX is internationally recognised as a centre of excellence for creative talent and story development.

Sustainability

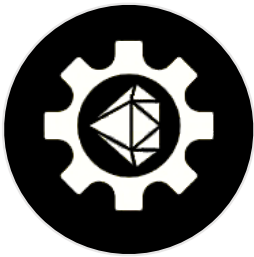
Mercury CX operates on a sound commercial basis ensuring the growth and sustainability of the organisation.

Innovation

Mercury CX promotes a culture of innovation both within the organisation and the industry it serves.

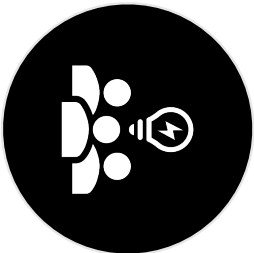
Inspiration

Mercury CX inspires and emboldens critical thinking and artistic risk taking, to enrich our shared experiences.



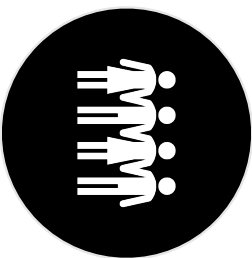
EXCELLENCE

Pride, passion and professionalism in all we do



CURIOSITY

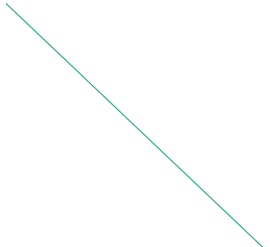
We cultivate courage, creativity and rigour



COLLABORATION

We act with respect, value difference and foster inclusivity

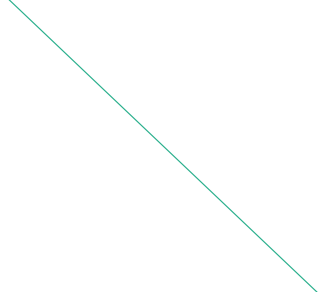
VALUES



STORY

WHO WE ARE

Mercury CX is a place to engage and immerse in story. Established in 1974 as the Media Resource Centre, today Mercury CX is transforming into an organisation of the future, dedicated to contributing to the continued growth and success of the Australian screen industry.



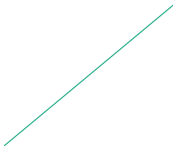
STORY

WHAT WE DO

- Connect talent to industry
- Deliver high level quality programs
- Support content creation for the global market
- Foster industry networks
- Facilitating pathways to audience
- Connect audiences with content

Home to MCX Screenmakers Conference, Mercury LAB's, Quicksilver Production Fund, South Australian Screen Awards, Mercury Cinema Complex Specialist Screening Programs and soon themercury.tv





STORY

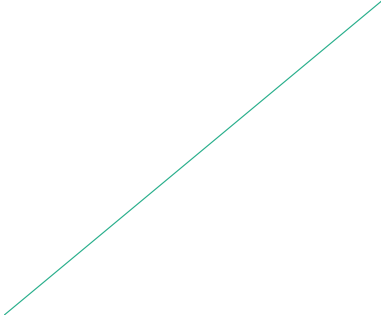
HOW WE DO IT

Our approach is real world applied professional development,
ie: we grow skills by doing!

Our ethos is to offer the best environment for development, in order for
Australian talent to be competitive in the global marketplace.

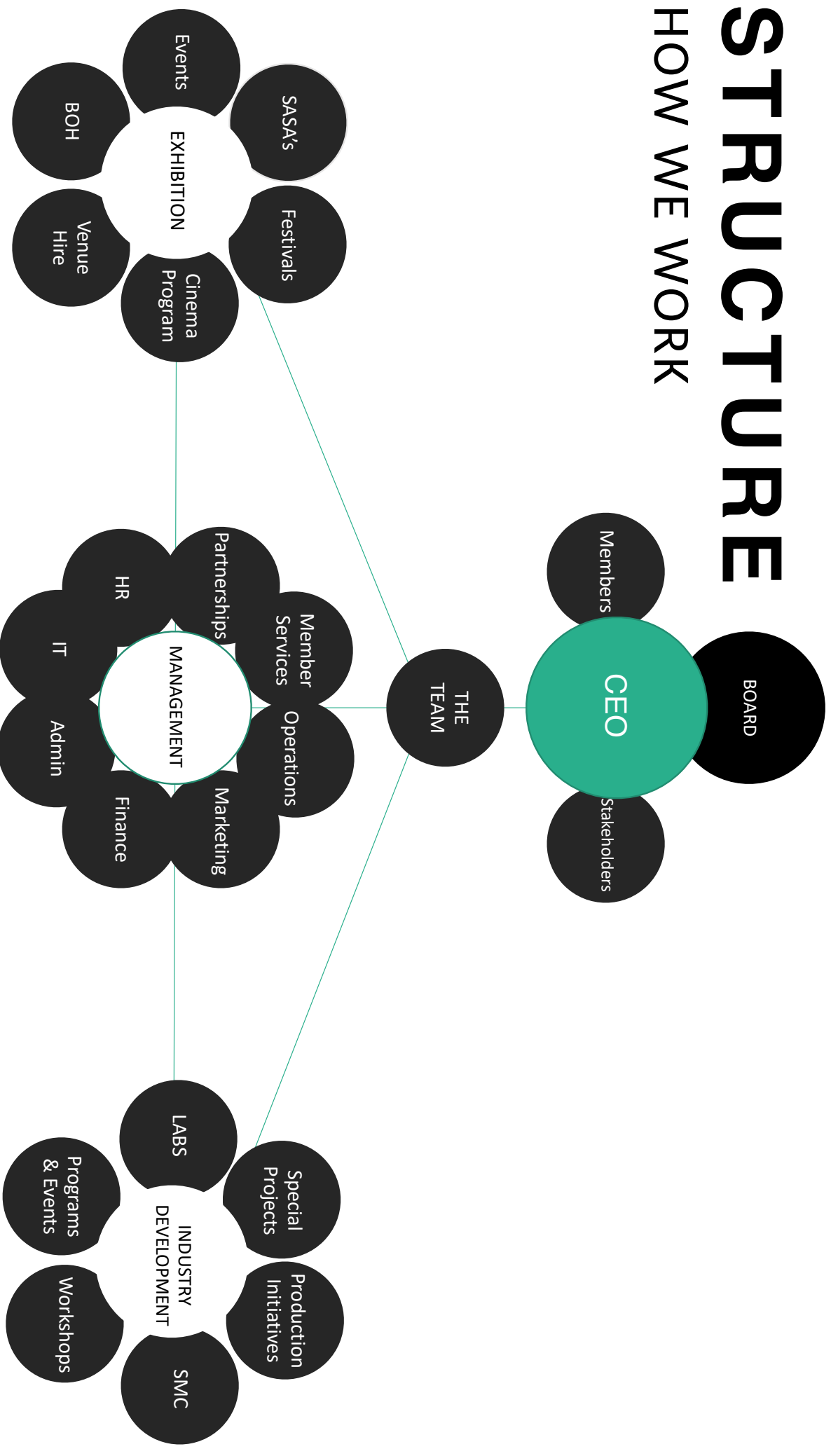
Everyone has a good idea, Mercury CX is a centre of excellence that supports
the high-level execution of that good idea.

We do this always with the market in mind.



STRUCTURE

HOW WE WORK



THE PLAN

STRENGTHS

Highly skilled staff
Board Expertise stakeholder relationships
Cinema Patrons
Membership Network
Premium Cinema Experience (4K Silver Screen)
Film projection (35mm/16mm)
Specialised capacity for screenings
Exclusive curated programs
Unique national conference & market
Leading industry development programs
Accessibility of programs
Brand value (The Mercury is beloved)
Responsive, nimble, agile organisation
Corporate Memory

OPPORTUNITIES

Differentiate revenue stream
Streamline costs
Develop unique offerings
Specific products for niche audiences
Partnerships (Guilds, Industry, Edu)
Philanthropic & market place funding channels
Increase member engagement
Become a premium brand
Update outdated equipment
Sustainable growth
Invest in staff development
Increase technology & efficiency
Create a networking Hub
streaming platform
themercury.tv

SWOT

WEAKNESSES

Cashflow
Uncertain funding futures
Lack of exploiting assets
Poor marketing
Brand image
Public perception
Member engagement
Unclear value proposition
Competitors
Ageing Equipment
Part time staff continuity
Poor systems, processes, technology
Accessibility
Succession Planning

THREATS


High risk revenue streams
Force Majeure ie COVID19
Competitors
Technology failure
Operational reliance on key people
Loss of staff
No succession plan
Changes in content consumption
Geographical location
Facility venue lease



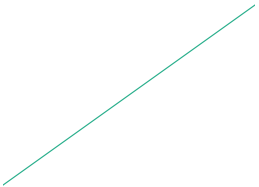
MANAGEMENT



INDUSTRY DEVELOPMENT

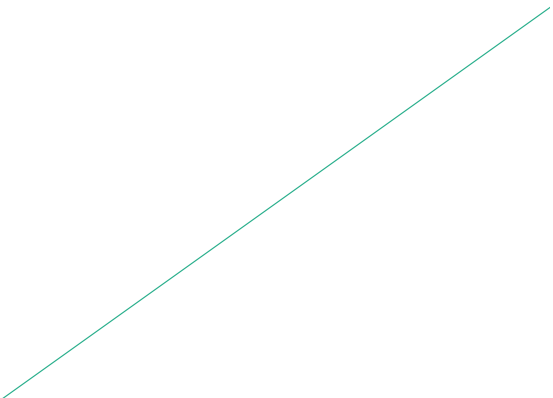


EXHIBITION



OBJECTIVES

KEY FOCUS AREAS



ACTIONS

MANAGEMENT

SHORT TERM (next 6 months)

- Unify the brand and build new website
- Establish HR and operational systems and processes
- Clarify organisational structure, staff roles and identify skill gaps
- Streamline workflows and identify cost efficiencies
- Implement robust financial systems
- Improve board and governance processes
- Review our membership structure/price points/package/names

MID TERM (next 6-12 months)

- Fill the positions identified in the skills gaps
- Plan the improvement of facilities, services and equipment
- Build new strategy for partners and revenue streams
- Explore video transfers business case
- Pursue Ambassadors for the organisation

LONG RANGE (next 12 - 24 months)

- Explore business and building expansion opportunities
- Asses equipment hire business case
- Investigate & set up a world class conferencing and live streaming infrastructure
- Succession planning for the CEO
- Staff development and career planning

ACTIONS

EXHIBITION

● SHORT TERM (next 6 months)

- Strengthen and expand relationships with distributors
- Review existing screening programs to increase engagement and make them more financially viable
- Deliver for existing funding relationships
- Conduct cost analysis of exhibition services
- Identify ways to enhance the value proposition ie podcasting, vlogging, curation, Q&A's and membership events
- Deliver an [online exhibition program in response to COVID-19](#)

● MID TERM (next 6-12 months)

- Explore ways to increase cinema revenue
- Increase screening programs and sessions
- Increase membership of exhibition programs
- Develop and implement a marketing and outreach program to promote screening programs
- Identifying potential screening partners/sponsors - ie Adelaide Fringe, Corporate, Adelaide Festival, AFF etc

● LONG RANGE (next 12 - 24 months)

- Establish an online streaming platform - [mercury.tv](#)
- Explore streaming rights

ACTIONS

INDUSTRY DEVELOPMENT

SHORT TERM (next 6 months)

- Conduct an audit of competitors price points and offerings
- Review existing offerings and conduct industry focus groups
- Develop new suite of programs and initiatives to meet industry needs
- Develop a response strategy for existing offerings in response to COVID-19
- Deliver initiatives to support industry in response to COVID-19

MID TERM (next 6-12 months)

- Release new suite of programs, initiatives and membership levels/services
- Strengthen marketplace engagement and participation nationally
- Develop a major TV Development LAB with industry participation
- Identifying and engage new financial partners/sponsors
- Explore enhanced member services

LONG RANGE (next 12 - 24 months)

- Explore philanthropic channels
- Produce a major TV Development LAB with industry participation
- Deliver enhanced member services
- Strengthen marketplace engagement and participation globally

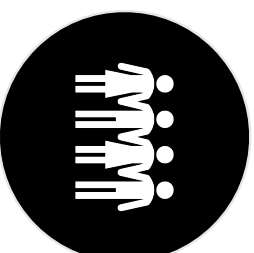
TIME LINE

MARKETING & COMMS



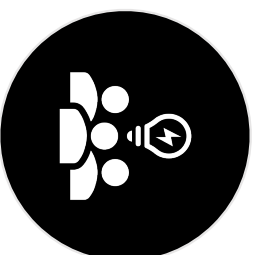
STAGE 5

Announce the Major TV Lab and 2021 offering across exhibition and industry development. Roll out of consistent and wide reaching marketing campaigns nationally.



STAGE 4

Soft web launch. Full launch of The Mercury new vision, value proposition and strategic plan to wider industry (Centre of Excellence). Announce new membership structures/offerings.



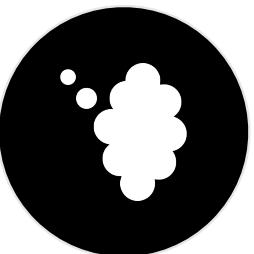
STAGE 3

Soft launch of new brand image at AGM announcement of revised program timings. Implementation of communications plan.



STAGE 2

Research and test product offerings through industry/member/patron focus groups. Develop strategic marketing and communications plans, assets and content.



STAGE 1

Communicate new vision, CEO and business strategy to key stakeholders. Build awareness of new things coming. Creative agency appointed for brand and website.