

STRATEGIC PLAN 2022

MEM
MUSIC EXPORT
MEMPHIS



MISSION

Music Export Memphis (MEM) creates opportunities for Memphis musicians to showcase their music outside the city, driving tourism, talent attraction and economic development, and giving artists a needed engine and platform to grow their careers and elevate Memphis' profile as a contemporary music city.

VISION

**ELEVATE
MUSICIANS,
ELEVATE
MEMPHIS.**



WHAT WE DO

○ We leverage partnerships to create more opportunities for more Memphis artists—whether it's slotting a different emerging Memphis artist as an opener for each date of a national tour or sending a band to Sundance Film Festival, the Export Bank powers possibility for Memphis artists.

EXPORT BANK

○ We produce holistic Memphis experiences outside of Memphis (in conjunction with established festivals and as pop ups). With Memphis music performances as the centerpiece, we bring the city with us, featuring Memphis food, and drink and other culture assets, such as Memphis films, sports and makers.

EXPERIENCES

○ We resource Memphis musicians to tour and promote themselves, while Memphis musicians simultaneously promote Memphis—fueling Memphis tourism. We do this by providing grants for touring, merchandise, and professional development. We also equip under-resourced artists to take the leap into touring through education, mentorship, booking and marketing support, and cash grants.

AMBASSADORS

○ We work to strengthen the local ecosystem of support for Memphis musicians, seizing opportunities to step into the gap and be a voice for our musician community to city and regional leaders.

ADVOCATE

WHERE YOU SEE US



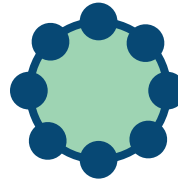
Memphis musicians on the road: touring, networking and learning, and showcasing at festivals



Memphis musicians in our Ambassador Access program are mentored by established musicians and industry experts



Memphis musicians selling their merchandise on the road



Tambourine Bash—MEM's multi-genre, collaborative annual fundraiser and showcase of Memphis musicians



Emergency funding for musicians when tough times (such as the COVID pandemic) keep them off the road



Our annual compensation study, where we are building a data set to better advocate for increased rates of pay for live performance

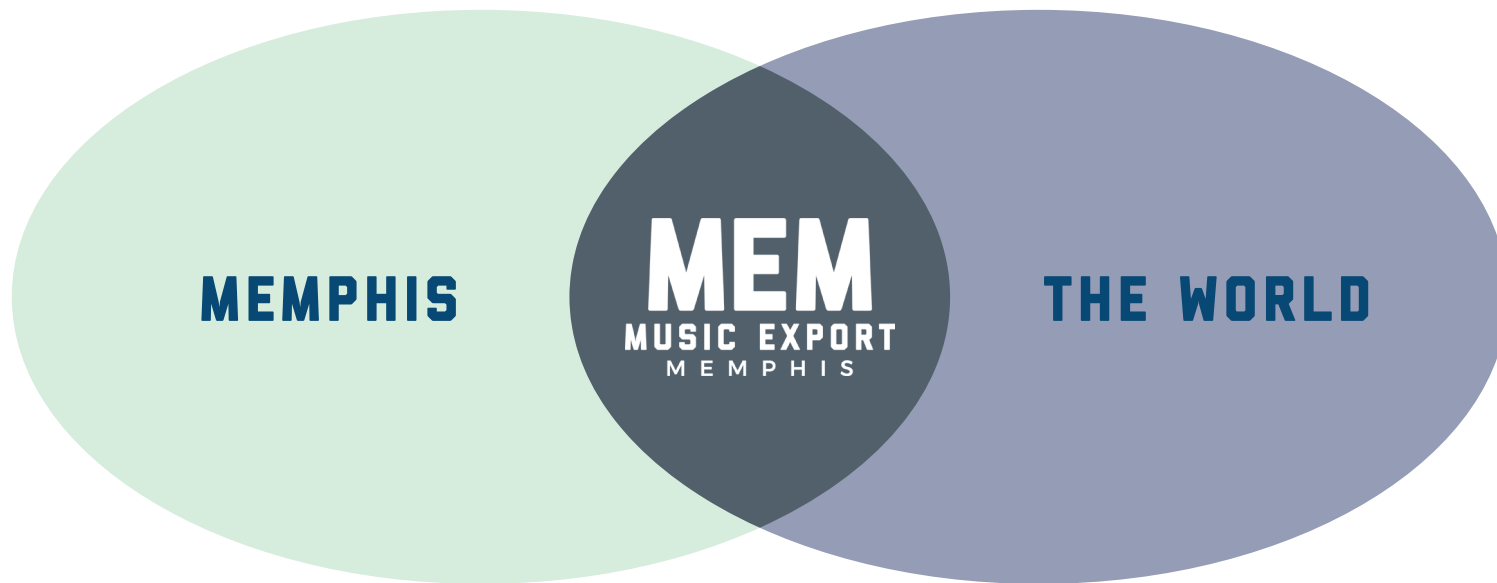


Intimate house shows introducing Memphians to MEM and to Memphis musicians



Representing our music community's interests to city and regional government, advocating for better wages, and providing a voice for our music-makers in the rooms where decisions are made

DUAL PURPOSES



SUPPORTING & STRENGTHENING

MEMPHIS MUSICIANS LOCALLY

1. Allows Memphis to live into what we say we are, the home of the best music on the planet
2. Creates an environment where musicians can continue to call Memphis home, not move elsewhere to have a musical career
3. Helps Memphis musicians create career sustainability; such as touring more profitably and growing their craft through professional development, enabling musicians to fully enter the economy as music professionals, not as part-time artists

PROMOTING & SENDING

MEMPHIS MUSICIANS TO THE WORLD

1. Re-introduces Memphis, cementing our reputation as a contemporary, living and breathing music city—showcasing the evolution of Memphis music
2. Motivates people to book a trip to Memphis and inspires people to consider Memphis in their next job search
3. Increases sales of Memphis music and builds national and international fanbases for Memphis artists

LONG TERM IMPACTS

OPPORTUNITY

Opportunities make Memphis a city of choice for musicians.

ECONOMY

Musicians who receive subsidy grow revenue, take risks, and invest locally.

TOURISM & TALENT

Thriving music and culture make Memphis a city of choice for tourists, and nationally competitive for talent.

CULTURE

Musicians are culture-bearers, educators, and conveners at the center of our city's social fabric.

THE PLAN

STABILIZE & GROW FISCAL YEAR 2023

Stabilize internal infrastructure to match program growth. Slightly expand existing programs (through more funding in current program categories) and by engaging industry influencers to bring more resources to Memphis musicians.

EXPAND FISCAL YEAR 2024

Expand programming (in resource amount and content) and create further increases to internal capacity (including fund development).

SUSTAIN FISCAL YEAR 2025

Sustain the growth through developing secure pathways to earned revenue and mapping the next growth plan.

What follows is a topline plan for achieving MEM's long-term outcomes. The outcomes are the same for each year, with different annual objectives that highlight the planned growth of MEM.

STABILIZE & GROW FISCAL YEAR 2023

OUTCOME

HOW WE MEET THE OUTCOME

1. Internal capacity is increased to match programming.
 - A. Move from two part-time staff members to two full-time staff.
2. MEM is well-known in Memphis circles and beyond.
 - A. Implement a local awareness campaign that supports fund development.
 1. Leverage other Memphis cheerleading organizations
 2. Rely on social media and more traditional communication channels.
 - B. Evaluate our digital presence (including website) and make needed adjustments.
 - C. Increase the number of social media posts.
3. Programming is continually evaluated, refined, and expanded as needed.
 - A. Understand and tell stories about how our work drives talent attraction by measuring trends in awareness and sentiment in key markets where we produce MEM Experiences and where our Ambassador artists tour regularly.
 - B. Ensure robust promotion of Memphis by revisiting artist grant deliverables.
 - C. Add PR and marketing support for touring Memphis musicians to our Ambassador program.
 - D. Transition COVID relief funding to an ongoing emergency fund.
 - E. Create slight increases in amount of support to musicians and in the number of musicians supported.
 - F. Improve our evaluation of results and communicate broad impact by coding outcomes for artists who participate in experiences (showcases) (i.e. artist is now opening for an artist they met at a showcase).

4. Engaged industry influencers inside and outside of Memphis actively bring resources to Memphis musicians.

- A. Recruit industry experts with a national reach (musicians and others) who are passionate about Memphis and Memphis music, creating the Memphis Music Industry Council.
- B. Develop intentional relationships with each Industry Council member, developing plans to deploy their influence and resources in service to Memphis musicians.

5. MEM is resourced well to do this work.

- A. Begin implementation of a formal fund development plan—put projections once we have established.
- B. Invest in bespoke communications with a select group of high net worth individuals and civic leaders with high social or political capital, culminating in an exclusive event.
- C. Align annual campaign with the Tambourine Bash in October.
- D. Add board members well-equipped to help with individual donor fundraising.
- E. Prioritize a focus on individual donors by the executive director.
- F. Ensure 12 house concerts annually through intentional work on the pipeline of hosts.
- G. Increase the number of donor preview parties (3-4 annually).

6. MEM advocates for Memphis musicians.

- A. Represent Memphis musicians at decision-making tables (such as, the Shelby County Music Advisory Board and other non-profit and government-created tables).
- B. Continue the annual compensation report.
- C. Work to develop an established pay scale for local vendors.

EXPAND FISCAL YEAR 2024

OUTCOME

HOW WE MEET THE OUTCOME

- | | | |
|----|--|--|
| 1. | Internal capacity is increased to match programming. | A. Add a staff position to reflect the growth in programming and to increase the capacity for fund development and communications.

B. Adjust board roles and composition related to increase in staff capacity—adding civic, community, and corporate leaders who can help build awareness and fundraise; add people with needed skills (such as legal and HR). |
| 2. | MEM is well-known in Memphis circles and beyond. | A. Implement an awareness and musician attraction campaign in key cities. |
| 3. | Programming is continually evaluated, refined, and expanded as needed. | A. Create meaningful increases in the amount of support to musicians and number of musicians supported.

B. Consider expanding the showcase evaluation method to other artist grant programs.

C. Work with other cities to do musician exchanges. |

4. Engaged industry influencers inside and outside of Memphis actively bring resources to Memphis musicians.
- A. Continue relational and individually tailored approach to engaging the Memphis Music Industry Council members in resourcing Memphis musicians.
 - B. Evaluate through tracking the number of opportunities created for Memphis musicians.

5. MEM is resourced well to do this work.
- A. Continue activities from the previous year and begin the following.
 - B. Raise funds from individual donors who live outside of Memphis, including from fans of artists we support.
 - C. Create significant growth in corporate giving through additional sponsorships and grants.
 - D. Create a focus on gaining additional monthly donors.

6. MEM advocates for Memphis musicians.
- A. Continue to represent Memphis musicians at decision-making tables
 - B. Continue the annual compensation report.

SUSTAIN FISCAL YEAR 2025

OUTCOME

HOW WE MEET THE OUTCOME

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|----|--|---|
| 1. | Internal capacity is increased to match programming. | <ul style="list-style-type: none">A. Explore bringing on more staff members—exploring the balance of being a grant-maker and a program delivery agency.B. Fully transition the board from a working board to a fundraising and governance board. |
| 2. | MEM is well-known in Memphis circles and beyond. | <ul style="list-style-type: none">A. Evaluate previous two-years awareness activities and adjust.B. Gain higher profile champions outside of Memphis. |
| 3. | Programming is continually evaluated, refined, and expanded as needed. | <ul style="list-style-type: none">A. Begin mapping new organizational and program growth, developing the next strategic plan.B. Consider broadening the mission to act as an intermediary non-profit, convening and resourcing all the non-profits focused on Memphis music. |

4. Engaged industry influencers inside and outside of Memphis actively bring resources to Memphis musicians.

A. Create a focus on the Memphis Music Industry Council so that this is a key transformative piece of MEM's work for Memphis musicians.

5. MEM is resourced well to do this work.

A. Continue activities from the previous year and begin the following.

B. Explore the feasibility of an endowment campaign.

C. Create a formal reserve fund, inclusive of reserve policies.

D. Explore the feasibility of a dedicated public revenue source to resource Memphis musicians and the organizations that support them.

6. MEM advocates for Memphis musicians.

A. Continue representing Memphis musicians at decision-making tables.

B. Continue the annual compensation report.

METRICS

The impact of all of our programs over the course of this 3-year plan can be measured using the metrics below.

Increase in the number of individual stories of impact

Increase in the dollar amounts expended for the Merch Fund (which are always spent with local vendors)

Increase number of opportunities for artists resourced by MEM

Increase in social media metrics (hashtag usage, total followers, engagement on posts, etc.) by our Ambassador artists

Ensure the majority of artist funds go to artists of color

Increase in social media “impressions” (the number of feeds that MEM social posts show up in feeds)