

ICRT 2024 Operations Plan

Overall Operations

2023 finally saw COVID moving into the rearview mirror, with some business activity picking up. But, the market for broadcasting, especially advertising, is still struggling.

With sponsors more willing to hold events in 2023, event-related revenue increased significantly, with the most remote broadcasts since the pandemic hit. Building on this momentum, in 2024 we plan to devise more events for our sponsors, as well organize our own events which sponsors can join. Not only will these create new revenue streams for ICRT, but also provide opportunities for us to promote ICRT, communicate directly with our audience, and expand our reach.

But, all is not rosy. Traditional radio advertising is expected to continue to be weak and even slip, meaning we can't guarantee that overall revenue will increase, or by very much. This equals another difficult year for the broadcast media, including ICRT.

On the content side, ICRT continues to play a positive and crucial role in improving Taiwan's its bilingual environment. We will continue to leverage our position as one of Taiwan's most well-established English-language media, to implement more programs and projects promoting a bilingual Taiwan, and also develop products and programs to help our audience learn and improve their English.

For on-air programming our theme and goal in 2024 will be local and relevant content. Content which speaks to a Taiwan-based audience, meeting their needs for information, news, and entertainment, which will also keep them tuned-in and listening. The Programming Department plans to produce more content featuring local artists and news-makers to provide the audience with information relevant to them, and also unavailable anywhere else. For News, ICRT will continue to increase the depth and frequency of interviews with relevant commentators and analysts who can help explain and put important news stories in perspective. Expanding non-linear content will also be a focus, including more lifestyle and women's issues podcasts, videos and events to attract a more diverse and young audience. Only by providing meaningful and relevant information to our audience, will they value ICRT programming.

Finally, as the government continues to promote Taiwan as a destination for young entrepreneurs, ICRT will look for new areas where we can assist in this goal, both for the benefit of our stakeholders, and also to create new business opportunities.

整體營運計畫

隨著商業活動回暖，新冠疫情終於在 2023 年進入尾聲。然而廣播的市場，尤其是廣告仍處於困境。

2023 年廠商較願意舉辦活動，遠程廣播的數量也是自新冠疫情衝擊以來最多的一次，這些讓活動相關的收益大幅增加。在這個基礎上我們計畫在 2024 年為贊助商設計更多的活動，也設計活動讓廠商參與。這不僅為 ICRT 創造更多收益

來源，也增加更多宣傳 ICRT 的機會，還可以直接與我們的聽眾交流，擴大我們的影響力。

然而整體看來並不樂觀。傳統的電台廣告預期會持續低迷甚至下滑，我們無法確保整體收益增加或大幅提升。這對包含 ICRT 在內的傳統廣播媒體而言，又將迎來艱難的一年。

針對內容的部分，ICRT 持續在改善台灣雙語環境當中扮演正面且重要的角色。我們也會持續發揮我們作為台灣家喻戶曉英語電台的影響力，實施更多計劃來推廣台灣成為雙語國家。同時也設計和開發產品，來幫助台灣聽眾增進英語實力。

2024 年的廣播節目主軸和目標是從本土視角製作相關內容。這些內容將針對台灣聽眾，滿足他們對於資訊、新聞、和娛樂的需求，保持聽眾對電台的黏著度。節目部門計畫製播更多以國內藝人和新聞人物為主的節目，提供聽眾更貼近生活的獨家資訊。ICRT 會持續增加採訪的頻率和深度，聚焦並解釋重要的新聞事件。我們也會拓展多樣化的內容，例如製作更多生活及女性議題相關之播客節目、影片和活動，以吸引年輕且多元的聽眾族群。只有提供有意義且切身相關的資訊給聽眾，他們才會重視 ICRT 的節目。

最後，隨著政府持續為台灣吸引更多的年輕創業人才，ICRT 會尋找能夠協助實現這個目標的新領域，這不僅有利於我們服務的對象，同時也能創造新的商業機會。

Programing Goals

Local and relevant programming is ICRT's programming focus. In today's media environment, audiences can access radio station streams and podcasts from around the world, or use services like AppleMusic or Spotify, to listen to personalized music feeds whenever they want. In light of these realities, we need to leverage our strengths to maintain our audience, and attract new listeners.

Keeping it local. When listeners can listen to radio stations and podcasts for around the world on their smartphone, ICRT needs to distinguish its programming, and one of the most effective ways is by creating content which speaks to the local audience. This includes music attuned to local tastes. Whenever we open the mic, we try to present the information and content from an angle which makes more sense to a Taiwan-based audience. For example, when discussing a new song featured in a major Hollywood blockbuster, we'll remind the audience when this movie will be opening in Taiwan theaters. By keeping a local focus in our content, we provide information broadcasters or podcasters overseas can't provide, and add value and usefulness for listeners. The same goes for the music we play.

Keeping it relevant. In many ways, this is an extension of keeping it local. It's not good enough that we feature local content, or present the content with a local angle, it's

also essential to choose content which is relevant to our audience. By knowing their likes and dislikes, we can select content that reflects their tastes and needs.

In other words, if the content is unique by making it local, and useful by making it relevant, we expect to distinguish our programming, and grow our audience who will rely on us more.

Keeping international. Serving the international community is part of our mission, which we never forget. For 2023 we plan to provide a friendly forum for the audience to better understand the events, activities and concerns of the international community in Taiwan.

We are pursuing these directions while still working to provide programming which serves the international audience in Taiwan, and works to promote English, as part of the government's Bilingual Nation 2030 campaign.

節目整體目標

從本土視角製作相關節目內容是 ICRT 節目的重點。當今的媒體環境中，聽眾可以從世界各個角落收聽廣播節目和播客，也可以隨時透過 Apple Music 或 Spotify 聆聽個人化的音樂內容。有鑑於此，我們需要盡力維持現有聽眾的黏著度，並進一步吸引新聽眾。

保持內容本土化。如今聽眾可以透過智慧型手機收聽世界各地的廣播電台和播客，所以 ICRT 的節目需要有其獨特性。而最有效的方法之一即是製作針對國內聽眾的內容，其中包含符合國內聽眾口味的音樂。無論何時打開麥克風，我們都希望能提供符合國內聽眾需求的資訊和內容。舉例來說，當我們討論好萊塢熱門電影中播放的新歌時，我們會提醒聽眾該電影何時會在台灣戲院上映。這些從本土聽眾角度出發的內容，讓我們能夠提供海外電台和播客節目無法提供的資訊，為我們的節目內容創造價值以及用途。我們播放的音樂也都遵循此原則。

保持內容的相關性。這許多方面都是從本土視角為目標的延伸。僅僅提供在地化的節目，或是以本土角度呈現節目仍然不足。必須為聽眾篩選與他們切身相關的內容。我們依據聽眾的喜好，選擇符合他們口味和需求的節目內容。

換言之，若我們能夠提供在地化並切身相關的內容，使節目更加突出，並且有益於聽眾，我們便可為我們的節目創造出獨特性，並且增加我們忠實聽眾的人數。

保持國際化。我們始終不會忘記服務國際社群是我們的任務之一。2023 年我們計畫為聽眾提供更友善的論壇，以了解在台國際社群發生的事件、活動和關切的事項。

我們將朝著這些目標邁進，同時提供符合在台國際聽眾需求的節目，並且依循政府的 2030 雙語國家政策持續推廣英文。

News Department

Keeping it International. News and events in the international community is always a focus of ICRT News. But at the same time, we keeping working to expand the reach and breadth of this international community. In addition to our traditional stakeholders, we've recently reached out to the Arab community, with an interview with the Saudi representative on the event of World Arabic Day, and Crossroads Taiwan, an NGO working to improve services for disabled persons, including members of the international community.

Podcasts: ICRT was a pioneer for podcasts in Taiwan. No longer limited to radio programs being made available as a convenient download, today's podcasts are growing more diverse and entertaining. Responding to these changes, in addition to the news and English learning podcast we already offer, in 2023 we already launched Sweet and Sour, which looks at topical issues from a women's point of view. Moving into 2024, we are expanding our repertoire with Formosa Files. A podcast discussing interesting historical stories from Taiwan, and spanning the last four centuries since the arrival of the Dutch and Portuguese, and moving up to the modern day.

Local updates. Building on the above, we will also focus more on telling more of the everyday stories of Taiwan, so our audience can better understand and appreciate Taiwan. We are expanding our profiles of persons, companies and organizations working to build a better and more vibrant Taiwan.

Our goal is to be Taiwan's premier source for real-time news in English on Taiwan, while also being an active player in building a modern Taiwan. This will include greater use of our web and app, real-time notifications via social media, plus the addition of more audio and video content.

新聞部

保持國際化。ICRT 新聞部一直專注在國際社群的新聞和活動，同時我們也致力於拓展國際聽眾群。除了我們一直以來的服務對象，我們最近接觸到阿拉伯社群，採訪沙烏地阿拉伯代表，好慶祝聯合國的阿拉伯語日。此外，我們也採訪到致力於改善身障人士服務的非政府組織「Crossroads 台灣全球連結發展協會」，他們的服務對象也包含國際社群的成員。

播客 Podcast：ICRT 為台灣播客的先驅。播客不再受傳統電台節目的限制，可以隨時隨地下載，使其在娛樂性和多元性上都獲得大幅提升。因應這些改變，我們除了目前已製播的新聞和英語教學播客節目之外，在 2023 年我們推出以女性視角討論時事議題的節目《Sweet and Sour》。2024 年，我們將推出節目《Formosa Files》，討論台灣從荷蘭和葡萄牙人來台到現代四世紀以來有趣的歷史故事。

國內新聞：除了上述內容，我們也將致力於播報更多的台灣國內新聞，使我們的聽眾可以更了解並珍愛這片土地。我們將擴大報導，介紹致力為台灣注入活力、使台灣變得更好的人物、企業，以及組織。

我們的目標是成為台灣即時英語新聞的首要來源，同時積極參與建立台灣現代化。我們將加強利用我們的網站、應用程式、社群媒體的即時通知，並製作更多影音內容。

Programming Department

Assisting New Immigrants and Workers from Overseas: For over two-decades, AsianNation has been reaching out to serve the new immigrant listeners from southeast-Asian nations. In 2024, we will continue to strengthen the quality of the show, to better serve both new immigrants, but also members overseas labor force. New format includes weekly headline reports from Thailand, Vietnam, Indonesia, Philippines, Malaysia and Myanmar.

New media: Short format videos are growing in popularity with all audiences today, looking for informative content which doesn't waste a lot of time. For 2024 we will increase our output of short videos, to promote ICRT programming and personalities, provide information on international recording artists, Taiwan news and events in the international community. This increased exposure will help to grow our fan base and broaden our appeal.

Keeping it International. We never forget the "I" in ICRT. Traditionally ICRT has focused most international community interviews in the morning, focusing more on the "business" audience. But over the last half year we've developed a more conversational approach too, with hour-long conversations with leaders of the international community, featuring chats about their journey to Taiwan and activities here, and music which has shaped their career. These interviews have been conducted by our afternoon DJ, Caitlin Magee, and well received. Recent guests have included the AIT's Sandra Oudkirk and British Office's John Dennis, with a representative from the German Institute on the schedule for later this month.

DJs: More diverse voices and sounds is our goal again for 2024. DJs from different backgrounds add a new perspective to the topics they discuss and the music they play, making our programming more interesting and relevant to our audience.

節目部

幫助新移民和外籍移工：過去二十多年來，AsianNation 是個致力於服務東南亞國家新移民聽眾的節目。2024 年，我們會持續加強節目的品質，服務新移民和外籍移工。節目新增每周報導泰國、越南、印尼、菲律賓、馬來西亞，以及緬甸的頭條新聞。

新媒體：短影音在現今社會越來越受歡迎，滿足人們想要尋找資訊卻不想花太多時間的習慣。2024 年我們會增加短影音的製作，宣傳 ICRT 的節目和特色，也提供國際藝人、台灣新聞、國際社群活動的相關資訊。這能增加 ICRT 的曝光度，幫助我們擴大粉絲團，吸引更多的關注。

保持國際化。我們不會忘記 ICRT 服務國際社群的使命。ICRT 通常將國際社群的訪談集中在早上針對從事商業的聽眾。然而過去半年來，我們採取更像朋友聊天的方式，和國際社群的領導者交談長達多個小時。談話內容包含他們來台灣的歷程、在台的活動和影響他們職業生涯的音樂。這些訪談都交由下午時段的 DJ Caitlin Magee 進行，這些訪談都受到觀眾的歡迎。近期的來賓包含美國在台協會處長孫曉雅和英國在台辦事處代表鄧元翰 John Dennis。本月下旬將邀請德國在台協會代表。

DJs: 提供更多元的聲音是我們 2024 年的目標。來自不同背景的主持人可為音樂和討論主題帶來更多觀點，也讓我們的主播更有趣、更能使聽眾產生共鳴。

Marketing/Sales

The impact of the epidemic finally came to an end in 2023, and we achieved our best performance in five years in 2023, with three consecutive years of positive growth in both direct advertising and government programs. It is worth noting that due to the difficulties in the broadcasting market, many advertising agencies switched to other platforms, resulting in a severe decline of 20% in 2023 for advertising agency income. In 2024, in addition to strengthening the development of direct customers, the business objectives will also focus on how to improve the implementation of government programs.

In addition to broadcasting channels, how to expand and utilize other multi-faceted social media platforms such as FB, podcasts, and IG will be one of the key directions for the promotion of the radio station in 2024. At the same time, as the only English language radio station in Taiwan, ICRT will be able to capitalize on its strengths by developing a wide range of English language learning products and organizing different English language learning activities, which will not only highlight ICRT's positioning, but also provide an opportunity for the station to increase its sources of income.

市場行銷與業務

疫情的影響終於在 2023 年劃下句點，我們也在 2023 年達到了 5 年以來最好的業績表現，不論在直接廣告或政府專案，連續 3 年都保持著正成長。值得注意的是，由於廣播市場的經營困難，許多廣告代理商轉而經營其他平台，造成了 2023 年廣告代理商的業績嚴重下滑 2 成。2024 年的業務目標除了加強直客的開發外，如何提高政府專案的執行也將是業務重點目標。

除了廣播頻道之外，如何擴大且善用其他的多元社群平台，如 FB, podcast, IG 將是 2024 年推廣電台的重要方向之一。同時把握身為全國唯一英文廣播電台的優勢，開發多元英文學習的產品，舉辦不同的英文學習活動，不但能凸顯 ICRT 的定位，也有機會讓電台增加收入來源。

Other Developments

Big things come in little packages. Creating short videos has proven to be a good choice for ICRT's social media, helping us reach a wider audience. By doing more of these short-format videos, we discovered our audience on social media has grown

substantially. The most successful video garnered more than 400,000 views. Moving forward, we plan to upload a short video at least weekly to further expand our fan base.

Enhance relations with our stakeholders. Strong community relations are a top priority for ICRT. We will continue our efforts to build more robust connections with the international community, and be more responsive to our Taiwan audience as well.

Sustainability. Sustainability is a key to Taiwan's future development, including green energy, circular economy, and environmentally friendly industry. ICRT continues to work with various government agencies, foreign representative offices and private industry to offer a series of programs to delve into the challenges of building Taiwan's long-term development.

其它發展

短影音帶來的效益。製作短影音對 ICRT 社群平台而言是個明智的選擇，短影音幫助我們拓展觀眾群。我們發現製作更多的短影音能使 ICRT 社群平台的觀眾人數穩定成長。我們觀看次數最多的影片超過 40 萬人次觀看。為了擴展我們的粉絲群，我們未來計畫每周上傳至少一支短影音。

加強與我們服務對象的關係。緊密的社區連結是 ICRT 的首要事務。我們會持續努力加強與國際社區的關係，並且更迅速回應台灣聽眾。

永續性。永續性是台灣未來發展的關鍵，包括綠色能源、循環經濟和環保產業。ICRT 持續與各政府機構、外國代表處和民營企業合作，提供一系列節目，探討台灣長期發展所面臨的挑戰。

ICRT 2024 Budget Plan

台北國際社區廣播電台 2024 年經費預算

2023 Financial Projections

The TICC Board of Directors approved ICRT's proposed budget for 2024 on January 17th, 2024.

For 2024, ICRT is proposing a slight increase in our projected year-end surplus compared to 2023's budget, but significantly below our actual results for last year. This projected drop in revenue is two fold: first, our Sales staff is currently short-handed, and second, we expect agency revenues to continue to drop. As the radio advertising market has shrunk, agencies have diverted more of their attention and advertising budgets to online platforms and other new business opportunities.

Luckily, this loss is somewhat tempered by the end of COVID, which should witness continued strength for events, plus continued demand for ICRT's advertising and services due to the government push toward bilingualism, with ICRT being Taiwan's only English language broadcaster.

Meanwhile, through careful planning ICRT has been able to maintain expenses at similar levels.

2024 年財務預估

財團法人台北國際社區文化基金會董事會於 113 年 1 月 17 日通過 2024 年之預算。

ICRT 提議 2024 年的預計年終盈餘與 2023 年的預算相比略有增加，但明顯低於去年的實際結果。預計收入下降有兩方面之因素：首先，我們的銷售人員目前人手短缺，其次，我們預估代理商方面的收入也會持續減少。隨著廣播廣告市場的萎縮，代理商已將更多注意力及廣告預算轉移至網路平台和其他新的業務機會上。幸運的是，新冠疫情的結束，在一定程度上緩解了這一方面的損失，我們可預見相關活動將持續走強，由於政府推動雙語政策，ICRT 身為全台唯一的英語廣播電台，將對 ICRT 廣告和服務的需求亦會持續下去。

同時，經過精心規劃，ICRT 能夠將營運成本維持相同的水平。

財團法人台北國際社區文化基金會		
廣播電視事業營業收支概況(無線廣播)		
		單位: 仟元
	營業收支概況	
收入總計(1)=(2)+(3)	70,359	
營業收入(2)	69,417	
廣告收入	60,922	廣告收入
其他營業收入	8,495	
營業外收入及利益(3)	942	
利息收入	942	
支出總計(4)=(5)+(6)	69,525	
營業成本及費用(5)	69,525	
營業成本	6,631	營業成本
人事費用	36,640	營業費用
捐贈及會員	0	
稅捐	70	
折舊	4,239	
呆帳	50	
其他支出	21,895	
營業外費用及損失(6)	0	
什項支出	0	
所得稅費用	0	