

財團法人台北國際社區文化基金會

107 年度工作報告書

2018 年對台北國際社區電台 ICRT 是很重要的一年。電台主動出擊，提升國際展望，增加收入，並且為成立四十周年的慶祝活動預作準備。同時 ICRT 也加強內部管理，嚴格控制預算以確保電台的永續經營。

ICRT 有宏偉的目標—服務台灣生氣蓬勃的國際社區，在本國和外國社區之間搭建文化橋樑，同時建立在台灣的英語環境。電台每天都朝此方向努力，並精益求精。

我們電台也全力協助政府實施雄心壯志的計畫—讓台灣在 2030 年成為雙語國家。我們真心認為改善台灣的英語技能會帶來經濟繁榮，讓我們的勞動人口不但有活力，還富有競爭力和創意。

去年 2018 年仍然是台灣廣播事業艱困的一年。收聽率調查顯示整體收聽人口持續萎縮，廣告預算亦如此。不過 ICRT 還是站穩腳步，逆勢成長，收聽率去年也有進步。去年我們總算小有盈餘，能夠加碼員工的年終獎金。

為了增加營收，電台的業務部努力拓展直接客戶群，強化廣告附加價值，也舉辦更多活動。採取這些步驟之後，我們去年的營收得以維持跟前年相同的水準。同時去年也控制支出，擴大營運，增進內部效率，精簡人事，並且推動自動化。例如去年我們在偏遠地區的發射站加裝遙控監控設備，讓工程部可以更精確的檢查機器，減少當機的情形發生。

我們也發展新節目，著重資訊和英語教育。例如[台灣文化新視野]特別節目，每天播放一段藝文專業人士的訪問，接著是英文解說。這個節目不但幫助台灣民眾和旅居此地的外國朋友更加了解台灣文化，也充實了我們線上平台的內容，提供聽眾用英語介紹台灣文化的詞彙。

ICRT 也將業務部經理擢升為副總經理，分擔管理責任並強化內部溝通。

電台更持續投注精力在新媒體和社群網路上，雖然 ICRT 在台灣的廣播電台中一直佔有此方面的領先地位，但是我們決心更上一層樓。除了提供更多影片和播客內容之外，也隨時更新應用程式 App 和網頁，並且整點新聞報導文稿也已全部上線，還有電台自製自播的各種錄音內容。

我們的目標是把 ICRT 從單純的電台轉型為台灣的資訊和娛樂影音平台。為了符合我們的目標，所有這些內容都用英文，不但服務外國朋友，也協助本地聽眾增進英語程度。

這項政策已經看到了成果。我們持續改善網頁和 ICRT 應用程式 App，和高品質的播客(podcast)內容，我們自己製作的三、四個播客節目穩定高踞 iTunes 每周台灣播客節目前十名。去年底我們還與蘋果電腦達成協議，成為他們的智慧

音箱(HomePod)獨家內容供應商之一，智慧音箱訂於今年初要在台灣上市。我們的節目主播群(DJ)也推出精采的線上節目短片。不論何時何地，我們的多樣的節目都可用電腦，平板電腦和手機一天二十四小時收看收聽。

除了提升 ICRT 的廣播之外，電台也積極經營社群網站，以幫助我們更深入聽眾群，跟他們互動，並吸引更多粉絲。事實上因為 ICRT 活力十足的節目，我們已經擁有大批社群網站跟隨者，還利用這項優勢來接觸更多更廣的聽眾群。

工程技術方面，ICRT 繼續改善播音品質。去年我們擴充了四個發射站的遙控監測系統，讓位於台北的工程師可以同時監控四個轉播站，也跟當地工作人員密切合作，發現問題時可立即處理。這樣有效率的技術程序帶來了更好更穩定的廣播和線上播放品質。

ICRT 的節目越來越國際化。周末時段我們播放來自世界各地的 DJ 在本地製作的充滿特色的音樂。他們來自拉丁美洲，法國，澳大利亞，還有一位美國茱麗亞音樂學院培養的音樂家。他們的節目包括拉丁音樂，法國香頌，爵士樂和古典音樂。ICRT 也與外交部合作推出專訪，訪問對象都是來自拉丁美洲的外交人員或是重要人士，以增進聽眾對那些地方的了解，並參與他們在台灣舉辦的多彩多姿活動。

我們也經常播放選自世界各地的知性或是音樂節目，包括英國廣播公司 BBC，TED Talk, 每周亞洲西洋歌曲排行榜，熱門西洋老歌，和三個爵士樂節目(Jazz Trax, Anything Goes, Jamie Callum Show.) 所以收聽 ICRT，就是把耳朵和心靈打開，貼近全世界。

ICRT 新聞報導也是我們一大利器，讓整體服務更為突出。特別在應用程式 App 和我們的網頁持續改良之後，我們更能提供即時的本地新聞和國際新聞。我們目的不只是讓聽眾立即得到所需要的資訊，提高英語能力，也讓他們能夠用新學得的單字和片語跟外國朋友介紹台灣。

簡言之，ICRT 不但是以英語播送的廣播媒體，本身也是台灣國際社區的成員。我們主動參加許多國際團體的活動，例如美國商會，歐洲商會的論壇，加拿大國慶日以及美國學校、歐洲學校和高雄美國學校的年度慶典。為參與這些活動，我們電台不但提供空中廣告宣傳，甚至派遣 DJ 或是新聞主播實地到訪或是主持。

另外一個 ICRT 有所貢獻的領域是參與非政府組織(NGO)，和地方政府舉辦的會議或論壇，協助他們與聽眾溝通，傳達他們希望表達的願景，讓這些活動能夠達到更好的效果，同時也告訴這些組織一般人民所關心的事情。ICRT 希望所有這些做法都朝向我們的目標邁進：使生活環境更好，使台灣成為國際社會不可或缺的要角。

2018 was an important year for ICRT. First, the station took proactive steps to enhance its international outlook, shore up revenue, and prepare for our 40th anniversary. Next, ICRT took steps to enhance internal management, and strengthen fiscal accountability to ensure long-term sustainability.

International Community Radio Taipei is tasked with ambitious goals: serving

Taiwan's vibrant international community, building a cultural bridge with the local community, and creating an English-language environment for Taiwan. These are three missions the station is achieving on a daily basis, and improving.

As a matter of fact, the government introduced an ambitious project to make Taiwan bilingual by 2030, a goal ICRT is dedicated to helping Taiwan achieve. We wholeheartedly believe that improving Taiwan's English skills will lead to a stronger economy and create a more vibrant, competitive and creative workforce.

Although 2018 continued to be a difficult year for the broadcast industry, with no improvement in listenership or advertising budgets, ICRT still made progress at finding its footing and bucking the trend. ICRT's ratings improved last year, and for the first time in many years, we ended the year with a slight profit, and were able to increase the size of our annual bonus to staff.

For strengthening revenue, ICRT Sales focused more on bringing in direct clients, creating more value for advertising packages, and conducting more events. Through these steps, last year we were able to maintain revenue levels from 2017.

ICRT took several steps in 2018 to contain expenses, expand operations, and strengthen internal efficiency. Where possible we consolidated jobs and introduced automation to allow us to do more with our staff. For example, we installed remote monitoring equipment at our remote transmission sites to allow Engineering to better monitor equipment health, and minimize down-time.

ICRT developed new programming ideas which emphasized information and English, such as Tales and Treasures of Taiwan. This is a daily interview segment delving into the beauty of Taiwan culture. Not only does this help Taiwanese and international residents better understand Taiwan's culture and past, but also provides ICRT with more solid content we can leverage for on-line platforms, and give our listeners the vocabulary to discuss their culture in English.

ICRT also internally promoted our Sales Director to the position of Deputy General Manager. With this change, management is able to better delegate authority, and develop new processes to improve internal operations and communications.

ICRT continues with its focus on New Media and Social Media. Although ICRT has been a leader among Taiwan radio stations for online services and presence, we are committed to make this realm of even greater priority for the station. ICRT has introduced more video content and podcasts. In 2018 we updated our APP and web site to provide more news coverage, and provide more ICRT produced audio content.

Our goal is to transform ICRT from a "terrestrial radio station", to an audio and video information and entertainment platform for Taiwan. Consistent with our mission, content will be in English, and designed to be of service to both Taiwan's international community, and also serve our Taiwanese audience with programs to help them improve their English, entertain, and build global awareness.

This strategy is bearing fruit. We continue to improve our Web and APP presence and content. ICRT's repertoire of quality podcasts has grown, and 3-4 of our in-house

podcasts consistently appear in Apple's Podcast Top Ten list for Taiwan. In late 2018 we entered into conversations with Apple Computer to be one of their exclusive content providers when their HomePod, a "smart speaker", is released on the Taiwan market in early 2019. Our DJs are also doing other short programs which are available on-demand online, giving our listeners access to quality programming 24-hours a day, when and where they want to listen, and designed to fit a variety of listener tastes.

In addition to enhancing our offering of online audio content, we are also working to more actively utilize social media to reach out to our audience, and attract new listeners. Due to ICRT's dynamic and relevant programming, we have attracted a strong social media following, and we are effectively leveraging this base to reach farther and deeper.

For Engineering, ICRT continues to improve the quality of our broadcasts. In 2018 we expanded a remote monitoring system for our four transmitter sites. These allow engineers at our Taipei offices to monitor all four sites simultaneously, and work with staff to respond to local situations in real-time. More efficient engineering procedures equal better quality and dependable radio broadcasts both over the air and online.

ICRT's programming is growing more international. On the weekend, we feature locally produced programs with DJs from around the world, playing unique music. These include a DJ from Latin America, France, Australia and a Julliard-trained musician, focusing on Latin, French, Jazz and Classical music. We work with the Ministry of Foreign Affairs to promote Latin American culture, relations and music in Taiwan. We also interview diplomats and VIPs from the region to give our audience a taste of the vibrant events and activities of the region in Taiwan.

ICRT showcases other quality informational and music programming from around the world, including the BBC, TED Talks, Asia Pop 40, Jazz Trax, Greatest Hits of Music, Anything Goes, and the Jamie Callum Show. Listening to ICRT, on-air and online, is a opening your ears and your mind to the world.

ICRT News is leveraging its strengths to make our services more attractive and useful to our audience. With our improved APP and web site, ICRT is able to provide real-time summaries of the major news stories in Taiwan and around the world. Not only do we want to give our audience easy access to the information they need, but also help them improve their English, and give them the English vocabulary and know-how to discuss what's happening in Taiwan with friends and visitors.

ICRT is not just a radio station or English language media, but an active member of Taiwan, especially the international community. We take a proactive role in many activities of interest to the international community, such as business groups like AmCham and ECCT, the annual Canada D'eh celebration and annual fairs and festivals at the Taipei American School, Taipei European School and Kaohsiung American School. This participation has included on-air promotions, and in many cases, an on-site presence by ICRT and its DJs.

Another area ICRT serves its listenership is our expanded participation in local non-government organizations, and government conferences, helping to communicate

their activities with our listeners, and at the same time, communicating the interest and concerns of our audience with these organizations. All of this is designed to make ICRT a positive voice to improve the living environment in Taiwan, and make Taiwan an integral member of the international community.