

Income

	WIA 2015	The future	Notes
AGM	\$5,610	\$5,610	To remain break even
Advertising	\$0	\$30,000	New income stream picking up ~\$20k from existing adverts in AR plus additional \$10k
Amateur Radio Magazine	\$39,903	\$0	Paper AR sales and advertising in the paper issue to cease
Book Shop	\$29,010	\$2,901	Outsource - WIA earns a 10% commission
Callbook	\$11,521	\$11,521	Assume no change
Examinations (ACMA Contract)	\$66,133	\$66,133	Assume no change
Foundation Licence Manual	\$13,403	\$13,403	Assume no change
WIA Owned Factory rental income	\$0	\$29,400	Rent out the factory and move into a more suitable office space
Interest	\$10,713	\$10,713	Assume no change
Members Subs	\$321,240	\$192,744	Move to \$50 per year and assume 20% more members
Merchandise	\$706	\$706	Assume no change
Callsign Management (ACMA Contract)	\$15,909	\$15,909	Assume no change
Sundry	\$3,421	\$3,421	Assume no change
Total	\$517,569	\$382,461	

Cost of Sales

	WIA 2015	The future	Notes
Amateur Radio Magazine	\$175,943	\$70,000	Migrate to a digital magazine - this would also attract more advertising
Bookshop	\$18,234	\$0	Outsource - no cost and no staff time, office space or management overhead
Callbook	\$3,162	\$3,162	Assume no change
Foundation Licence Manual	\$4,728	\$4,728	Assume no change
Merchandise	\$392	\$392	Assume no change
Callsign Management (ACMA Contract)	\$180	\$180	Assume no change
Examinations (ACMA Contract)	\$5,311	\$5,311	Mainly insurance, but also some office costs
Total Cost of Sales	\$207,950	\$83,773	
GROSS PROFIT	\$309,619	\$298,688	

Expenses

	WIA 2015	The future	Notes
ACMA Licence fees	\$2,723	\$2,723	Assume no change
Audit & Accounting	\$12,227	\$5,000	Better management oversight
Awards & Contests	\$1,000	\$1,000	Assume no change
Bank Charges	\$6,421	\$6,421	Assume no change
Communications	\$7,798	\$3,000	Move to Cloud technologies
Convention & Meeting Expenses	\$9,397	\$5,000	Move to Cloud technologies

D-Star	\$1,448	\$1,448	Assume no change
Depreciation	\$1,949	\$1,949	Assume no change
Directors Expenses	\$8,531	\$8,531	Assume no change
Employment Expenses	\$173,909	\$120,000	Drive down by ~30% by improving the efficiency of all services
General Expenses	\$14,377	\$6,000	Move to Cloud technologies
IARU	\$3,000	\$3,000	Assume no change
Insurance	\$18,163	\$14,000	Further analysis required but due to changed business model, insurance needs would be less
International Representation	\$0	\$10,000	Assume no change
Membership printing	\$686	\$686	Assume no change
Office Supplies	\$12,627	\$5,000	Move to Cloud technologies
Postage & Freight	\$12,745	\$5,000	Move to Cloud technologies
Professional Expenses	\$8,091	\$5,000	Better management oversight
Property Outgoings	\$11,752	\$3,000	By renting out the factory and moving to a more suitable premises these costs reduce significantly
QSL Bureaux	\$3,724	\$3,724	Assume no change
Office Rent	\$0	\$15,000	New expense with new office. Net difference about \$20k reduction too outgoings
Software Maintenance	\$10,470	\$5,000	Better management oversight
Travel	\$606	\$606	
Total Expenses	\$321,644	\$231,088	
NET PROFIT	-\$12,025	\$67,600	

Note: Big ticket items are high-lighted

Note: A number of well reasoned assumptions have been made in performing this analysis by a former Treasurer of the WIA and members with professional experience in technology and organisational change.

Note: A more detailed analysis and business case would be considered by the new Board prior to any actions being implemented

Note: This scenario is presented to show an example of what can be done with a forward-thinking leadership approach to managing the WIA

Note: The transformation to move to the model proposed would require a one-off investment of approximately \$50k-\$70k. The payback would be 12 months.