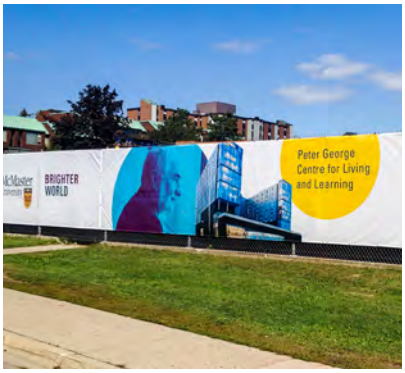
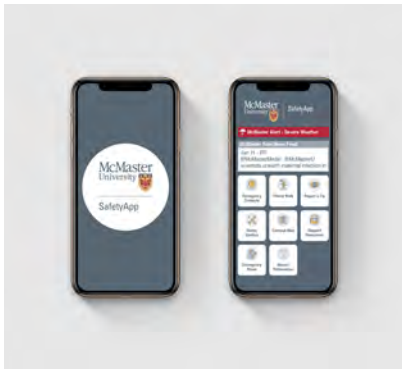
Media Production Services
Strategic Plan

2021/22 to 2025/26





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Executive Summary

- The MPS Strategic Plan process has redefined the MPS vision, mission, values, and slogan/taglines. This process has also identified the capabilities and strategies MPS will need to address to thrive in the future, particularly in response to the changes inspired by the COVID-19 pandemic.

  Vision: Creativity. Innovation. Excellence. The MPS Experience.

  Mission: Our mission is to harness creativity, embrace innovation and attain operational excellence so that we can continue to provide exceptional customer service to McMaster's faculty, staff, students, and community partners, and implement innovative solutions that deliver a consistent brand experience across diverse media platforms.

  Values: We value our relationships above all else. We build our relationships by acting with integrity, committing to collaboration, and delivering innovative solutions and quality products.

  Slogan/Taglines: Unleash the potential of design. Rediscover the power of print. The MPS Experience. Go2MPS.

- A SWOT analysis identified department strengths as: a newly implemented MIS, flexibility, customer service, client awareness, new equipment, expertise and quality, turnaround times, convenience, brand alignment, vendors, security, competitive pricing and reputation.
- MPS identified weaknesses in the areas of competency, quality control, efficiency, location, staffing constraints and pandemic-related debt.
- MPS reviewed the trends post pandemic which include a rapidly changing industry, lower demand for print, paper pricing increases, increased competition, the threat of outsourcing and increasing sophistication and

personalization resulting from advances in technology. The two biggest threats to success have been identified as the difficulty in hiring the right people with the required competencies and the damage to Fleet revenues, both short and long term. MPS must develop strategies for turning these potential threats into opportunities.

- The print market is extremely mature and market volumes have been declining for years. Growth is being driven post pandemic by economic expansion, new technologies, specialty printing and new products and services. Broad areas of opportunity for MPS exist through a host of new products and services.
- MPS is highly involved in Accessibility at McMaster as we make fully accessible websites, create fully compliant publications, help develop Braille guidelines, design accessible wayfinding and building signage, and contribute to accessibility related committees. MPS has identified creative design as an avenue to promote inclusivity and will be actively looking for further opportunities.
- Print is, in fact, a highly sustainable format. MPS can educate customers on the highly renewable nature of print and provide digital alternatives. MPS is working directly with students as a Community Project Champion with Academic Sustainability and has re-sourced CCW to use 100% PCW recycled paper.
- The MPS customer base, comprised largely of faculty and staff of the University, is mature and finite. While MPS will continue to work to develop that market more fully, new revenue is more likely to come from external customers, ideally one or more institutional customers, which is why MPS will sustain marketing efforts to the Faculty of Health Sciences and area hospitals.
- MPS has a competitive advantage over off-campus services: McMaster University is its dominant client. This means that MPS has a better understanding of McMaster projects and is better positioned to anticipate the needs of its McMaster partners, provide niche services, and embrace extreme flexibility in delivering work to McMaster clients.
- Financial Objectives:
  - To maintain an annual contribution to the University of 4.5%
  - To satisfy any debt obligations in a timely manner
  - To maintain stable pricing in support of a cost recovery business model

  In order to achieve these objectives post pandemic, MPS needs to continue to increase and diversify revenue by:
  - Growing the customer base
  - Expanding its product and service lines
  - Achieving production efficiencies
  - Developing new external revenue sources
- Strategic Objectives
  - To achieve customer satisfaction ratings of excellent.
  - To support our partners with a seamless, secure experience in managing their communications across digital and physical platforms.
  - To champion the McMaster brand.
  - To build relationships with new and existing partners.
  - To contribute to McMaster's sustainability, inclusivity, and accessibility goals in support of the teaching, research and service mission of the University.
- The MPS Strategic Intent is:
  - To position MPS as the McMaster experts for the design, media, and delivery of communications.
  - Print and digital formats are proving to be complementary and mutually supportive. MPS' ability to tie various elements of a project together, from design to the media (print or digital), to project execution makes us a valuable partner at the planning stage.
- MPS identified 5 strategies that will allow it to meet its objectives.
  1. Build Operational Excellence
  2. Diversity Product and Service Offerings
  3. Broaden Revenue Base
  4. Expand Digital Capabilities
  5. Enhance Community Partnerships, Sustainability, Inclusivity and Accessibility

- The implementation plan will focus on fleet revenues, an institutional customer, critical hires, production CI and service, outsourcers and the changing needs of customers post pandemic.
- MPS is confident that it has the resilience, creativity, and solid business management skills to recuperate from the pandemic setback and emerge even stronger.

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Creativity. Innovation. Excellence.

The MPS Experience.