Convergence & Organisational Transformation
Internal media perspective

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What are we trying to achieve?

A STRONG BRAND

Radio-Canada.ca

RDI

PREMIÈREplus

RADIO PREMIÈRE CHAÎNE

RCIplus

ESPACE MUSIQUE

artv

TÉLÉVISION

TOUT.V.

BANDEÀPART

RCI

RADIO CANADA INTERNATIONAL
2005: Case for change

- Media Fragmentation: Our brand is our pillar!
- Competition relies on different medias: they created a strong convergence strategy
- Convergence seems to be the stepping stone for digital technologies
- Credibility is everything:
  - Focus on being an integrated media organization
  - Integration = Efficiency
  - CBC/Radio-Canada is a public broadcaster; resources have to be leveraged and well managed
Radio-Canada: The challenges

- MARQUE (STRONG BRAND)
- PROGRAMMES (PROGRAMMING)
- MODÈLE D’AFFAIRES (BUSINESS MODEL)
Recipe for a « Strong Brand »
Key success factors

- Being consistent with the brand’s « Heritage »
- Integrated unionised workforce
- A positive attitude towards environment issues
- Strong and positive perception of brand management
- «Walk the Talk»
- Create a « sustainable » environment
- Strong support from different stakeholders

Need to feel the «Pressure» for change
Value chain
Converged organisation

From platform free to specific medias

Content generation
- Journalism
- Variety
- Documentary
- External or internal production

Digital content management
- Multimedia mgt
- Platform free
- Central desk

Editorial management
- Media specific
- Adapt to platform, regions, customers..etc.
- 3 different editorial calls

Distribution and delivery
- Radio
- Television
- Internet
- Mobile
- Partners
- Regions

Usage environment
- Consumer choice
- Any where, any time, any ways....
Driving forces

- Can’t rely on technology alone to drive change
- Driving forces are led by external issues:
  - Financial challenges
  - Brand distinctiveness in the multimedia environment
  - Content quality
  - Shared mission
  - Competitiveness
  - Digital medias penetration is a key player
Middle management: Change Agent

- They have to be on-board: understanding the vision
- «What’s in it for me» in this new project based, functional structure, where teamwork is now required?
  - Perception of loosing power
  - Perception of having to do more with less resources
  - Power struggle: easier to create a competitive environment instead of a collaborative one

- Management strategy:
  - Clear & consistent communication
  - Training and coaching on developing a «collaborative mindset»
  - Align performance management and total rewards programs
Risks - Convergence strategy

- Consistency of the global and overall message is a challenge
- Tendency to less focus on important details while managing the « mega-processes »
- « Over-killing » your own products
- Perception of complexity
- « Master brand » can elude the « Niche brands »
- Perception of unfairness in the resources’ distribution
Lessons learned

- Don’t confuse what real revolution is versus normal evolution
- Engage middle management in early stage
- Support, train & coach managers to engage in a collaborative approach
- Pay attention to push back
- Be consistent; adapted vocabulary
- Adapt your hiring practices to the new reality
- Communicate! Communicate! Communicate!

« Manage the intangible »
Radio-Canada : Success’ KPI’s
(Keep Performance Indicators)

- Increase or stable listenership statistics on all platforms
- Launch of new products (TOU.TV)
- Increase in revenues
- Better integration of the brand
- Increased positive perception of the brand by internal & external stakeholders
- Business as usual during transition period
Most important brands in Quebec

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Source: Crop, 2008
Increased results during Transition period

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<th>Score</th>
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</tbody>
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* Sur une échelle variant de 1 (très bonne) à 4 (très mauvaise).
Important progress on revenues

2004-2005

2009-2010 +15 %

2014-2015p +39 %
If we had to do it again?

- Maintain the same pace
- Increase internal communication
- Increase training on « collaborative mindset » especially for the middle management level
- Better articulate the benefits of changing
- Articulate a global and consistent strategy as well a specific one for each component
- Create a function of « champions » to support transition management and accelerate observables results
Conclusion

Technology is a driving force, a spark for change and a crucial part of the experience. But we should never forget the jugular role of the intangible assets in any major organisational change.

To a certain point …

Intangible is the invisible driving force!
THE END

Comments ?
Questions ?