

# reaching beyond

Strategic Agenda 2006





## TVO Strategic Agenda 2006

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# Reach Beyond

## TVO Strategic Agenda 2006

### 1. Reach Beyond Today: The case for change

- We are facing significant, increasing competition from other media organizations
- Technology is enabling an on-demand mobile world, where television is only one of many platforms for the delivery of content
- The market in which we operate is increasingly diverse
- We must align our content and activities with the priorities of the Ministry of Education
- Our annual provincial operating grant has not increased over the last ten years, and the organization has not been able to grow earned revenues sufficient to keep pace with operating cost increases. The current operating model and strategy do not even support the status quo, and do not permit the necessary re-positioning for the multi-platform digital world.

The time has come for us to reach beyond today and look to our future; to reach beyond our identity as a television station; to redefine ourselves as an accessible, multi-platform educational media organization that stimulates curiosity, discovery and engagement.

The time is now to harness our talent, our creativity and our ambition for this organization; to innovate, to revitalize, and to raise the bar of quality in public service ever further.

“This strategy is about making TVO a part of the digital media landscape, so that it can be more relevant to Ontario.”

The Honourable Sandra Pupatello  
Minister of Education

## 2. The Four Pillars of the Strategic Agenda

Our new Strategic Agenda addresses the competitive and fast-changing environment, leverages the powerful strengths of this organization, aligns our content and activities with the Ministry of Education's priorities, and begins to build a financially sustainable operating model for the future.

- I. **Customer + Content Strategy: Reach beyond the expected**
- II. **Going Digital Strategy: Reach beyond the broadcast**
- III. **Financial Strategy: Reach beyond the immediate**
- IV. **Organization Strategy: Reach beyond the surface**

“The best social program you can offer kids is literacy.”

Angus McBeath  
School Superintendent (Ret.)  
Edmonton, Alberta

# 3. The Strategic Agenda

## I. Reach beyond the expected

### Customer + Content Strategy

To deliver customer-focused educational content in a way that stimulates curiosity, discovery and engagement connected to Ministry of Education priorities

For the 21st century, TVO has a clear role to play as a public educational media organization and a clear definition of educational content. It is content that supports learning outside the classroom for preschool and school-aged children and their parents, and content that fosters citizenship by engaging people as active participants in the public issues defining our society.

All TVO content will address the following specific EDU priorities:

#### i. Contribute to school readiness and help kids to be successful learners

- Expand and strengthen our digital content offerings for kids aged 2-12
- Introduce continuous kids' programming on television throughout the daytime, for a weekly increase of 13 hours
- Create more exclusive content that defines TVOKids and makes us the unique destination for kids' digital content that is curriculum linked and fun
- Continuously innovate content to develop and maintain a unique position in the marketplace
- Reflect the diversity of today's Ontario
- Increase effort to license key content acquisitions on an exclusive basis
- Enhance TVOKids learning activities on all platforms
- Strengthen outreach campaigns around Ministry priorities
- Further develop alliances with cultural institutions for research and content integration opportunities
- Undertake regular research to promote continuous innovation and to inform parents about the best media to use in bringing educational content to kids, about the appropriate learning outcomes one should expect from interacting with our content, and about how to measure those outcomes
- Identify and promote the educational value and the continuous quality of our all-day kids' offerings so they are understood by all stakeholders

“Democratic institutions require an educated citizenry that is knowledgeable, reflective and able to embrace its civic responsibilities.”

Gates Foundation

## ii. Increase the involvement of parents in their children's education

- Shift focus from teachers to parents: focus on making an impact in the home environment so kids arrive at school ready to learn
- Build online community dedicated to parents and other caregivers

## iii. Citizenship and public engagement

Citizenship refers to the range of economic, political, environmental, social, and cultural issues that define who we are and how we live, as citizens, at the dawn of the 21st century.

- Roll out new prime time schedule on television by fall 2007 to reflect citizenship strand
- Evaluate all content to make sure it aligns with our definition of educational content, and replace content that is not educational
- In the fall of 2006 launch new flagship current affairs show, The Agenda with Steve Paikin, focused on debate and analysis
- Realign Person 2 Person with Paula Todd and Allan Gregg in Conversation with a focused mandate around citizenship
- Partner with independent producers to source and create documentaries that serve citizenship direction
- Realign films and series to reflect citizenship direction
- Introduce digital citizenry including user-generated content
- Reflect the diversity of today's Ontario
- Seek out a younger demographic than we currently reach
- Create in-house exclusive digital content for multiple platforms
- Continuously innovate to maintain unique position in the marketplace
- Increase effort to license key acquisitions on an exclusive basis and with multi-platform applications
- Strengthen strategic alliances with educational institutions and foundations for content integration and cross-promotion opportunities

Going forward, content, distribution and revenue strategies will go hand in hand.

- Focus on digital content creation rather than analog broadcast production
- Develop all content from concept through to production with a view to multi-platform distribution
- Leverage technology to create content with revenue potential
- Obtain multi-platform rights wherever possible
- Raise the profile of our content to all our stakeholders: be proud!

“The foundations of traditional media will be swept away, taking us beyond broadcasting.”

Mark Thompson  
Director General, BBC

“Whether we’re equipping kids to succeed in school or serving as a navigator that helps citizens to make sense of the world around them, TVO’s role is clearly defined.”

Lisa de Wilde, TVOntario

## II. Reach beyond the broadcast

### Going Digital Strategy

To become appropriately digital and multi-platform in content production and distribution

Television will continue as a primary but not the only distribution vehicle. We will make use of multi-platform distribution for our content.

- Build digital production facilities (studios, cameras, EFP units, control rooms) to enable digital multi-platform content creation and delivery by fall 2007. This includes replacement of tape-based analog facilities with integrated file-based systems
- Establish a framework for digital content production by automating the searching, retrieving, versioning, translating, organizing of all TVO content through the implementation of a Digital Asset Management system
- Through the DAM, establish the ability to open up access to our content from both inside TVO as well as to users outside the organization
- Automate the management of copyright information associated with all content delivery platforms
- Institute organizational development and training initiatives to equip employees with the necessary tools, processes and skills to be successful in the digital world
- Develop new cost-effective work processes that eliminate duplication and support digital content creation and multi-platform distribution
- Develop and realize synergies around new media technical production including technology standards and development processes. Introduce industry standard software development lifecycle practices

“Social entrepreneurs look at the world through rose-colored glasses, but they never forget the green eyeshades of the accountant – measuring return on investment, measuring results and finding new ways to scale up their sustainable social impact.”

Jeff Skoll  
Founder of eBay

“With the increasing integration of knowledge capital into work processes and outcomes, our economy is morphing in new ways every day into a creative economy bound only by the limits of human talent and imagination.”

Roger Martin  
Dean, Rotman School of Management

### III. Reach beyond the immediate

#### Financial Strategy

To become financially sustainable

We will begin immediately to transform our business model. In particular, there will be an emphasis on introducing new revenue streams and increasing net earned revenues. The cost base of the organization must also be reduced in order to re-position the organization for future success. We each have a role to play in revenue development.

##### i. Reinventing our revenue model

- Strengthen the Revenue, Development and Marketing team, adding product development capacity so that multiple net revenue streams can be built and the organization can become financially sustainable
- Test a model where enhanced content or services are exchanged for a fee
- Assess opportunities for subscriber fees, increased sponsorship, commercial advertising, VOD and national distribution on new platforms
- Establish an innovation capability (Idea Shaker) to develop and test new ideas and technologies for digital, multi-platform content distribution, to permit organizational learning, and to develop new revenue opportunities
- Assess revenue potential of new content projects at the inception stage by developing new processes that link the revenue team with the content creators
- Explore monetization of our content archive
- Seek out alliances and partnerships wherever possible to facilitate and accelerate access to new distribution platforms and to gain cross promotional opportunities
- Re-invent the current Membership plan to reflect the new customer + content and delivery strategies

##### ii. Reducing our cost base

- Reduce our leasehold costs by reducing the size of our premises
- Streamline in-house production using digital technology and improved work processes
- Reduce labour costs through retirement program and attrition management
- Seek efficiencies and cost reductions throughout our operations
- Wind up the TVOntario Foundation

##### iii. Value for money

- Demonstrate good value for money to stakeholders and partners

“Learning organizations are organizations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together.”

Peter Senge  
Massachusetts Institute of Technology

“High creativity is responding to situations without critical thought.”

John Cleese  
Comedian

“There are countless ways of achieving greatness, but any road to achieving one’s maximum potential must be built on a bedrock of respect for the individual, a commitment to excellence, and a rejection of mediocrity.”

Buck Rodgers  
Former Montreal Expos Manager

## IV. Reach beyond the surface

### Organizational Strategy

To develop a customer-focused learning culture

Opportunities for individual and organization-wide learning are an important part of this Strategic Agenda. It will leverage the commitment and creativity of our staff in a work environment in which we can develop skills and knowledge to be successful in the digital environment and to increase our impact in the multi-platform world.

To bring our new Strategic Agenda to life we will need the capacities to experiment, to innovate, to take risks, to measure our effectiveness, to change course, to understand our customers, to expand our vision, and to share learning.

- Build a culture of learning, sharing and collaboration, risk-taking and innovation
- Evaluate all organizational activities to identify what needs to start, what needs to stop and what should continue
- Create new roles and responsibilities (job descriptions) for each staff member
- Equip employees with the tools, skills and information necessary so that they can be successful in the new digital world
- Establish benchmarks and measures of success for each strategy
- Develop an organizational culture that actively recognizes outstanding employee performance and manages performance against the Strategic Agenda
- Communicate and share results





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