

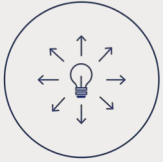
The background of the slide is a dense, repeating pattern of butterflies. The butterflies are primarily a vibrant green color with black outlines and markings on their wings. They are scattered across the entire frame, creating a textured, organic background.

THE DIGITAL TRANSFORMATION INITIATIVE

HELPING MEMBERS BUILD STRONGER ORGANIZATIONS

Dr. Sasha Scott
scotts@ebu.ch

DTI OBJECTIVES



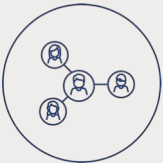
To establish a practical **common framework** of goals and enablers **for the digital transformation of PSM**



To provide Members with a **portfolio of tailored services, resources and expert advice** to address digital transformation



To act as an **access point to EBU permanent services**, working together from a multidisciplinary perspective to maximize efficiency and impact



To build a **community of peers** reflecting the full spectrum of our Membership



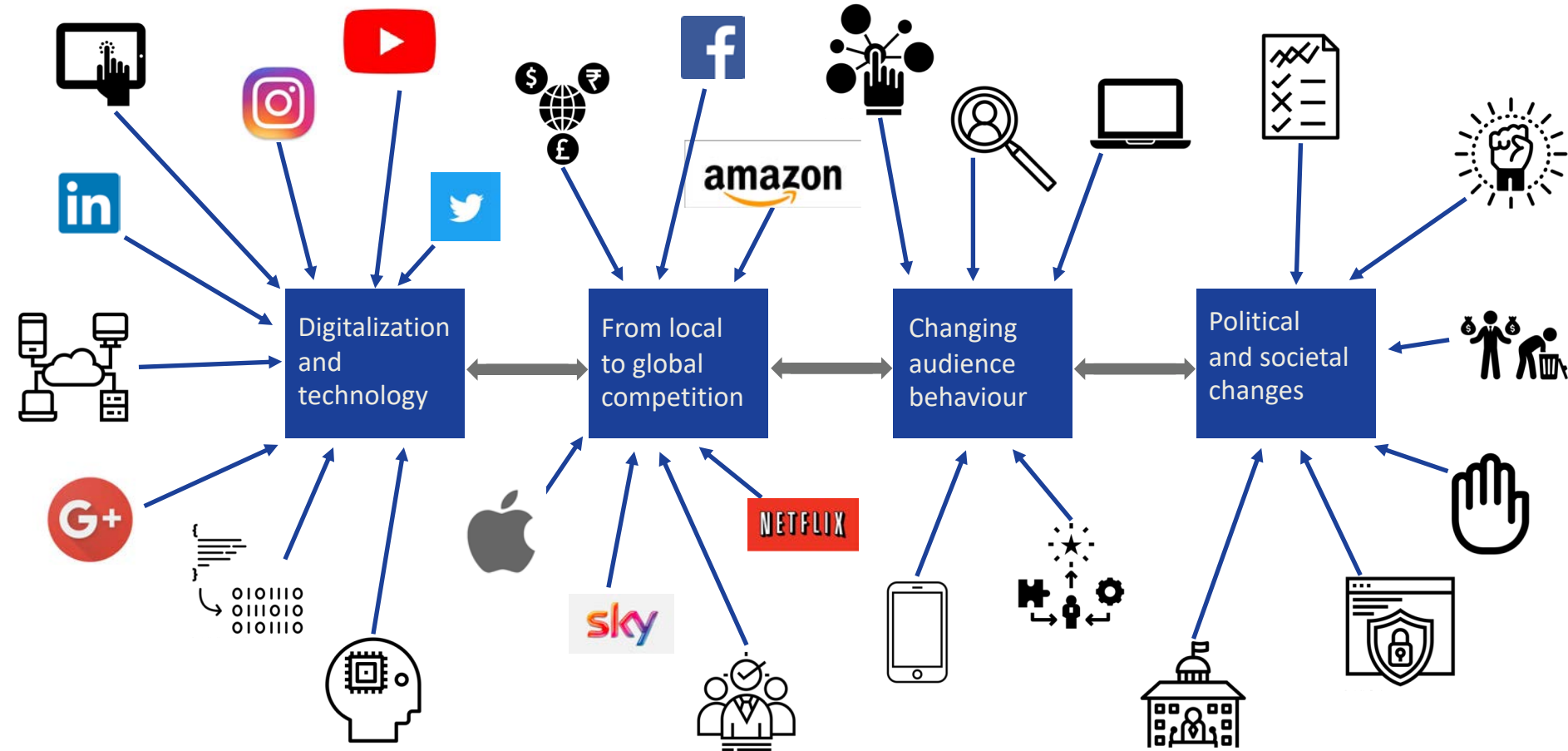
DTI PREMISE

- Digital transformation ≠ digitization
- DT is about holistic organizational and cultural change
- Change is the new normal





TRANSFORMATION DRIVERS



ONLINE CONTENT LANDSCAPE...IT'S COMPLICATED



HOW CAN BUSINESSES RESPOND?



DEFENSE: Withdraw from failing or threatened areas and/or move into niche markets

Retreat

OFFENSE: Win competition for new market through innovation and new value propositions

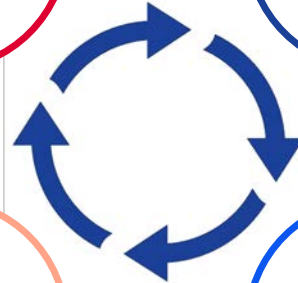
Disrupt

DEFENSE: Block disruptive threats through aggressive moves in market to protect core business

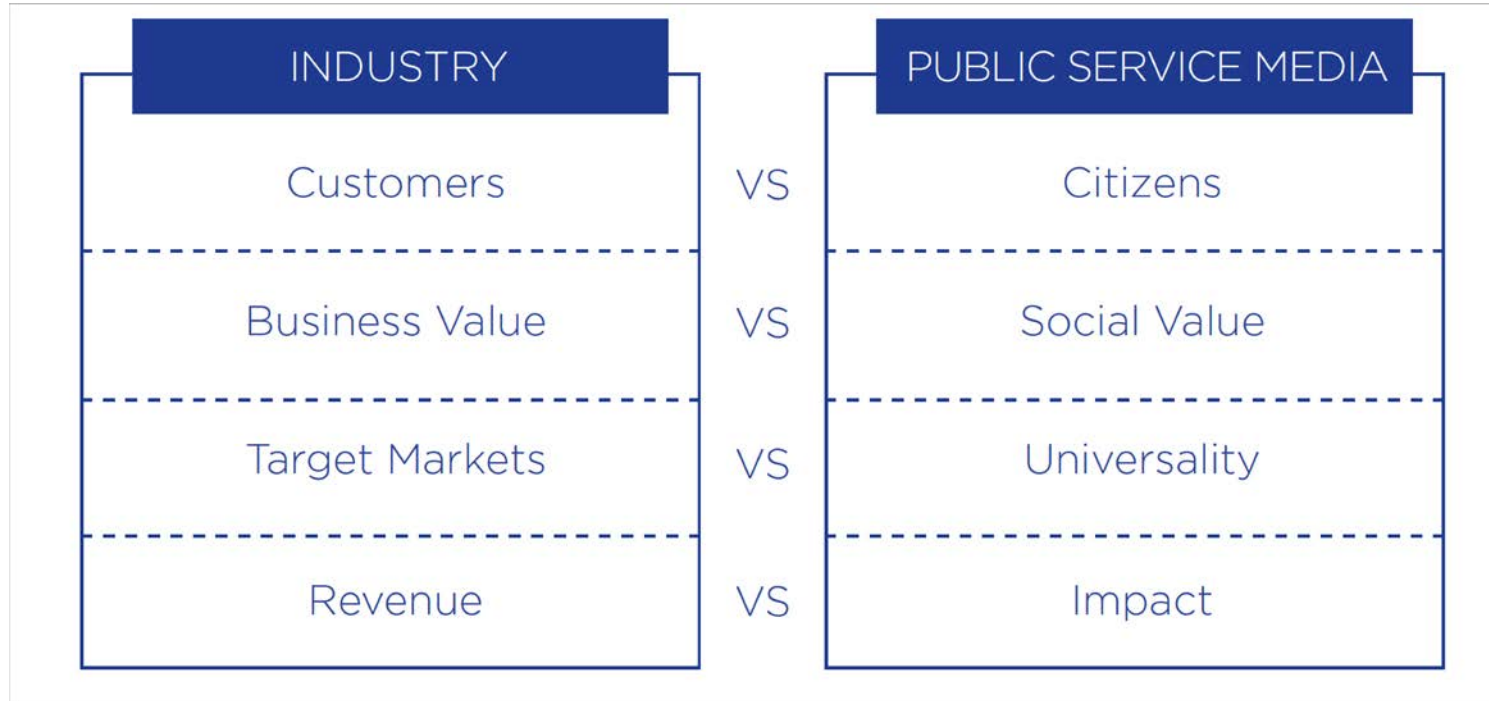
Block

OFFENSE: Transform the core business operation model to a more agile, efficient and robust player in the market

Evolve



PSM OPERATE WITHIN A DIFFERENT FRAME OF REFERENCE



Traditional TV and radio are declining but still take the lead

EBU

OPERATING EUROVISION AND EURORADIO

Media Intelligence Service
Media Consumption Trends 2018

FREQUENT AND REGULAR USERS BY MEDIA

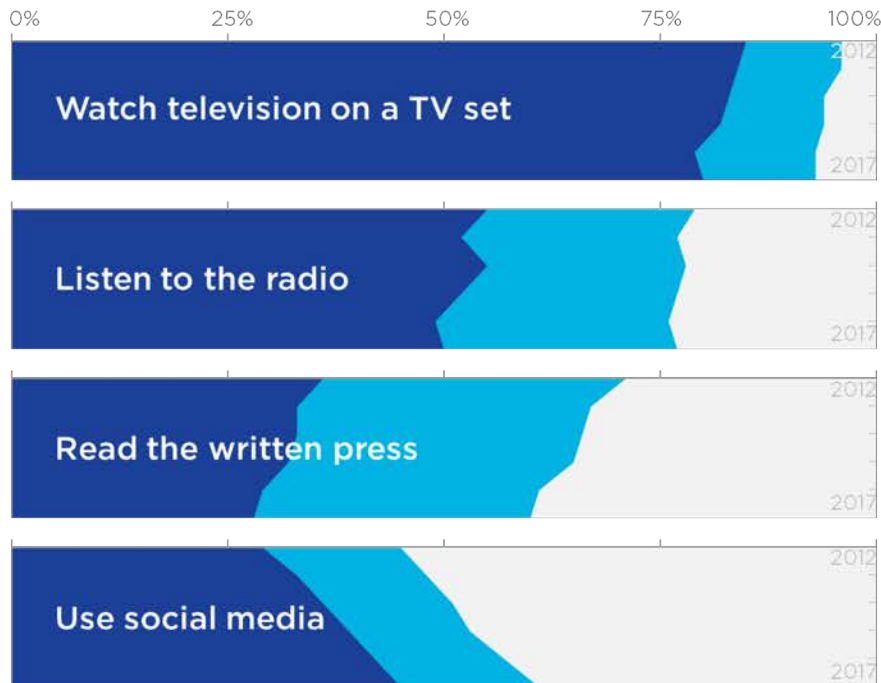
EVOLUTION 2012 - 2017

EUROPE

15+

● FREQUENT USERS
(EVERYDAY / ALMOST EVERYDAY)

● REGULAR USERS
(AT LEAST ONCE A WEEK)



Source: Eurobarometer, based on EU 28

Online television viewing is fast growing

EBU

OPERATING EUROVISION AND EURORADIO

Media Intelligence Service
Media Consumption Trends 2018

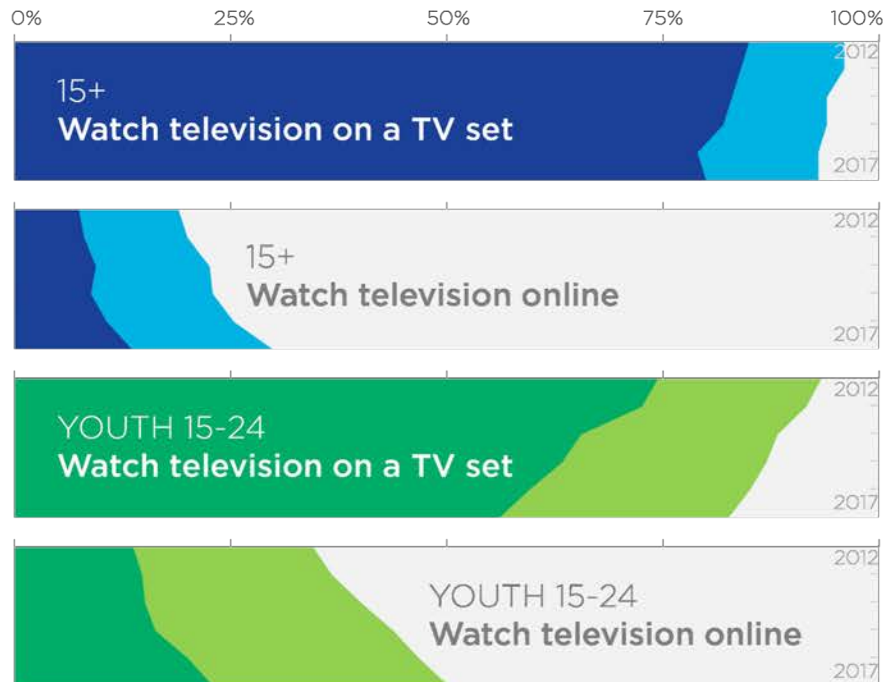
FREQUENT AND REGULAR TV VIEWERS

EVOLUTION 2012 - 2017

EUROPE

 FREQUENT USERS
(EVERYDAY / ALMOST EVERYDAY)

 REGULAR USERS
(AT LEAST ONCE A WEEK)



Source: Eurobarometer, based on EU 28

Smartphones are prominent in people's lives

DEVICES: FREQUENCY vs TIME SPENT

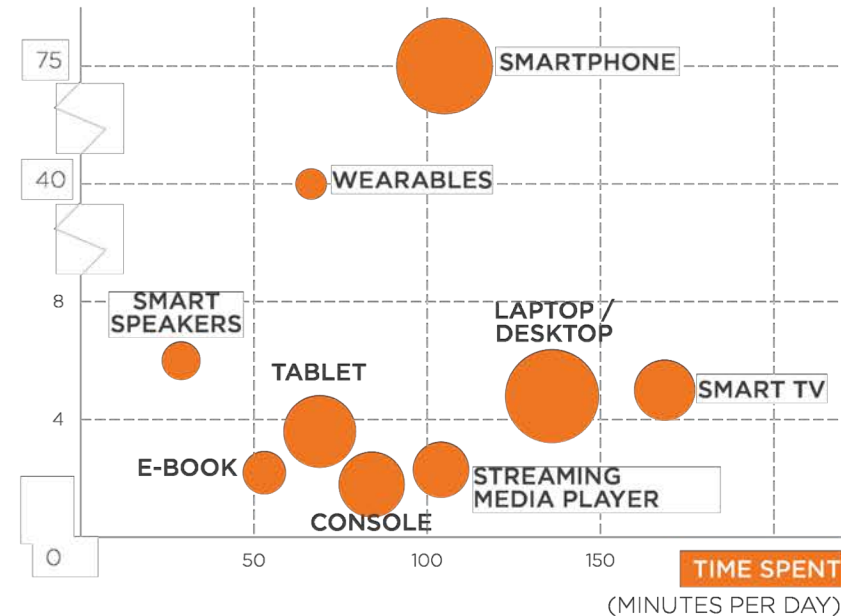
BASED ON USERS OF EACH DEVICE

USA

ONLINE
ADULTS

FREQUENCY

(SESSIONS PER DAY)



SIZE

OF THE BUBBLE REPRESENTS DEVICE PENETRATION

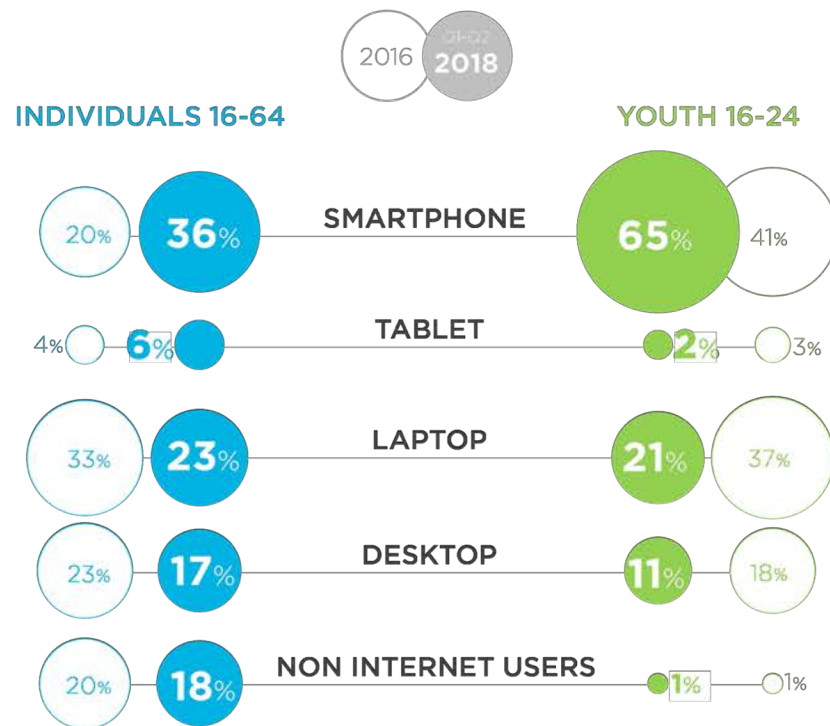
MAIN DEVICE TO ACCESS THE INTERNET

BASED ON PERCEIVED IMPORTANCE

Smartphones are the main device to go online

EBU

OPERATING EUROVISION AND EURORADIO

Media Intelligence Service
Media Consumption Trends 2018

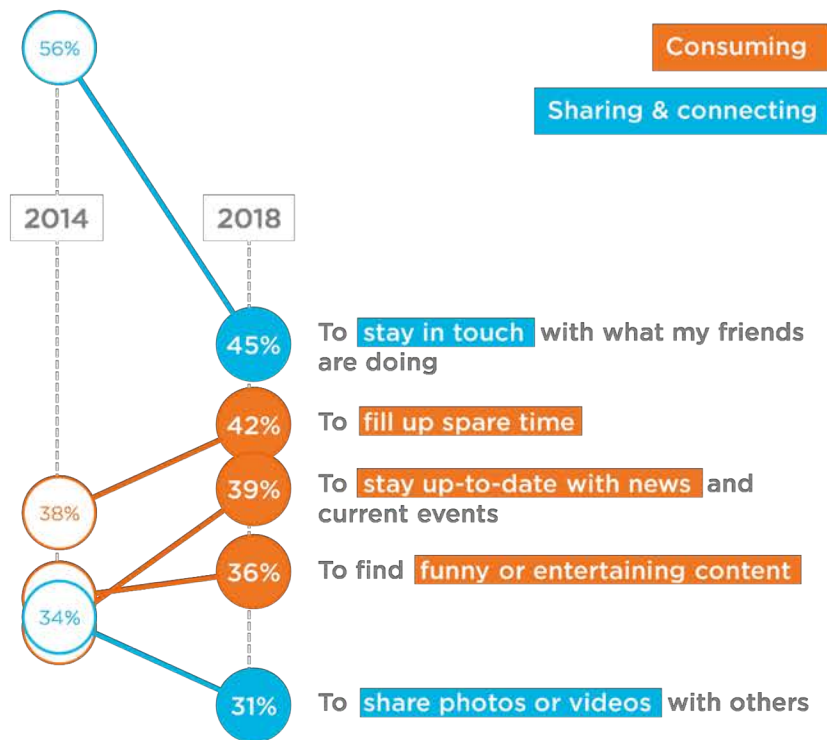
Source: GlobalWebIndex (device usage) / Eurobarometer (internet penetration). Based on 11 European countries. Question: "Which of these would you say is the most important device you use to access the internet, whether at home or elsewhere?"

5 TOP REASONS FOR USING SOCIAL MEDIA IN % OF SOCIAL MEDIA USERS AGED 16-64

Social media usage is shifting from sharing to consuming

EBU

OPERATING EUROVISION AND EURORADIO

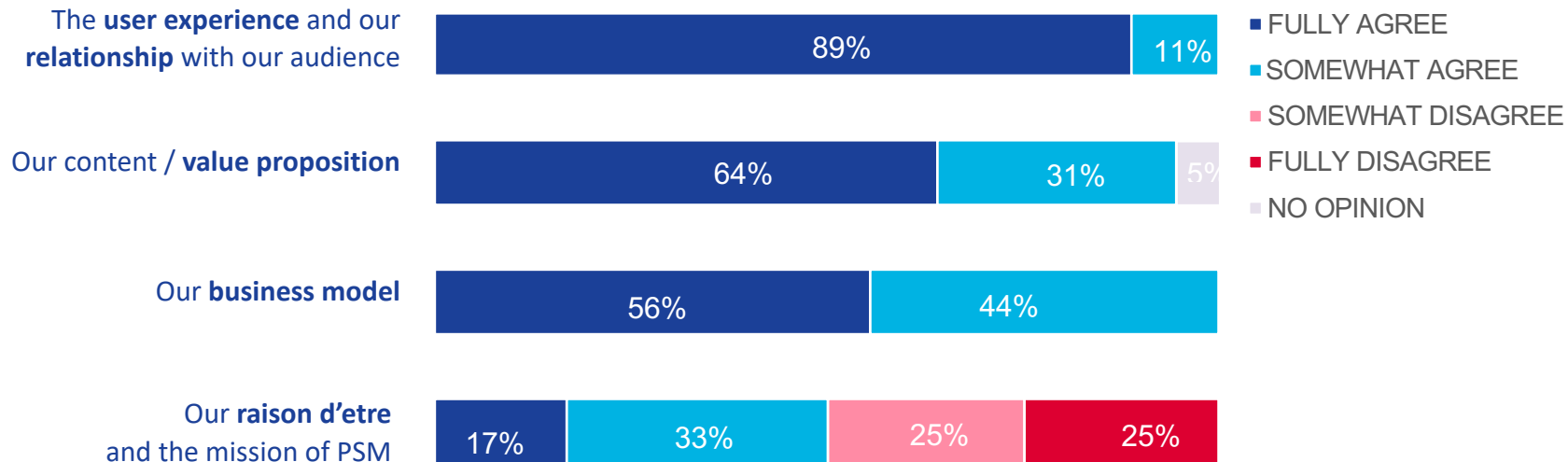
Media Intelligence Service
Media Consumption Trends 2018

Question: What are your main reasons for using social media?

Source: GlobalWebIndex. Based on 16 European countries in Q1-Q2 2018, 11 countries in 2014.

THE IMPLICATIONS FOR PSM

Q: DIGITAL TRANSFORMATION WILL CHANGE...?



If more than one respondent per organization, answers are averaged

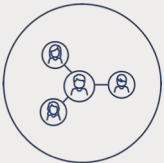
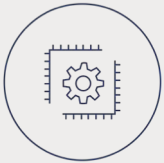
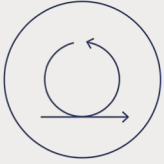
Source: Digital Transformation Member survey, 2018

A close-up photograph of a person's hand holding a black pen, pointing at a detailed road map spread out on a table. The map shows various roads, cities, and geographical features. In the bottom right corner, a white coffee cup filled with dark liquid is visible. The entire image has a semi-transparent blue overlay on the left side.

LEARNING FROM PSM IN TRANSFORMATION

A person is sitting in a chair, with their hands resting on their lap. They are wearing a light-colored long-sleeved shirt and khaki pants. The background is a bright, out-of-focus indoor space. The text "EBU" is overlaid in the center of the image in a bold, blue, sans-serif font.

EBU



TRANSFORMATION GOALS FOR PUBLIC SERVICE MEDIA

A large, diverse crowd of people is shown at a night concert. Many individuals have their hands raised in the air, and the background is filled with numerous small, warm-toned lights, creating a bokeh effect. The overall atmosphere is one of excitement and collective enjoyment.

AUDIENCES FIRST

- Personalized offer
- Seamless user experience
- Connecting communities
- Leading in diversity and inclusion

The background image shows a group of people in a modern, bright office or co-working space. They are seated at wooden tables, working on laptops and tablets. The scene is blurred, focusing attention on the text overlay. The text is in a bold, white, sans-serif font.

DIGITAL CULTURE BUILT ON PSM VALUES

- Digital leadership, vision and strategy
- Creative and effective knowledge
- Integrated, inclusive workforce
- Adaptive processes and governance
- Trustworthy and principled

A photograph of two young women sitting on a concrete curb. The woman on the left is wearing a dark baseball cap with a smiley face and a striped long-sleeved shirt. The woman on the right is wearing a denim jacket. They are both looking at a smartphone held by the woman on the right. Two orange bags are on the ground in front of them. In the background, a dark-colored car is parked on a street.

IMPACTFUL CONTENT & SERVICES

- Best-in-class offering
- Relevant and trustworthy
- Contribute to society
- Innovative content, services and experiences



MASTERY OF DATA & DIGITAL TECHNOLOGY

- Operational excellence
- Continuous innovation
- Data-driven decision making
- Safeguarding autonomy
- Respect privacy and build trust



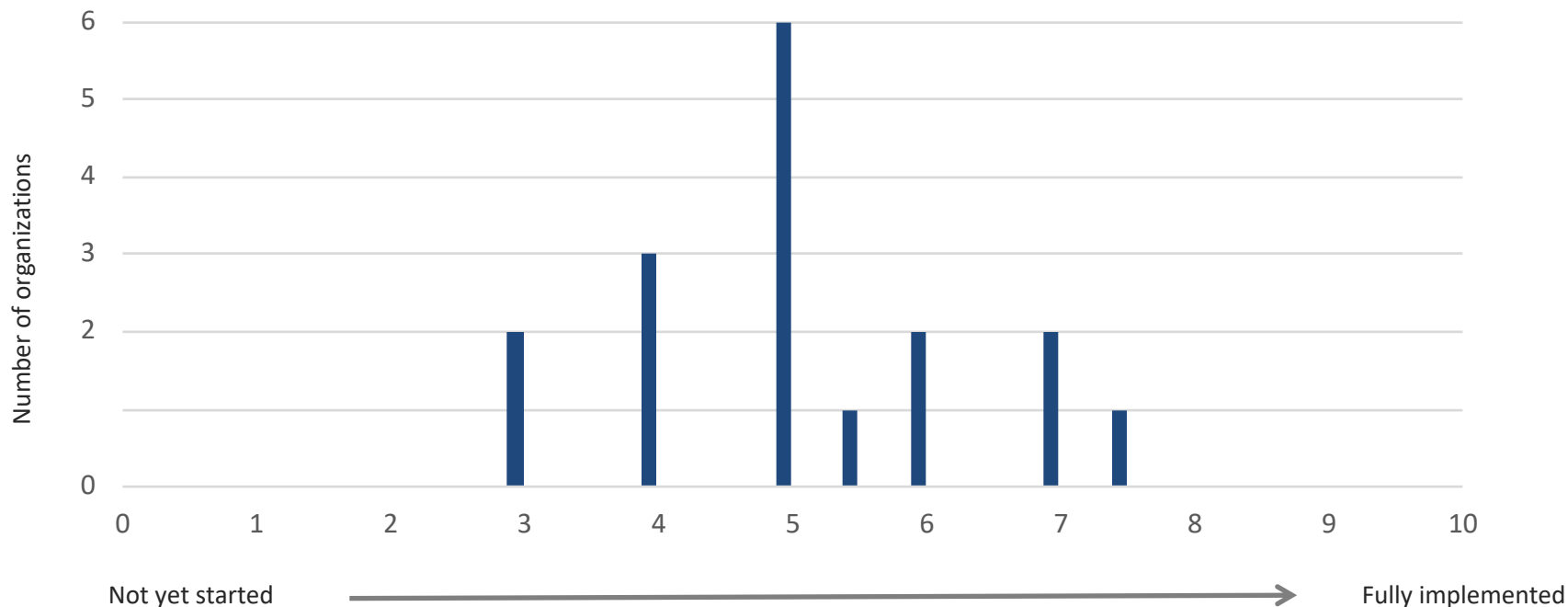
NETWORKED ORGANIZATION

- Optimal sharing and collaboration
- Team up in new ways with new partners
- Essential node in the digital ecosystem
- Drive conversations and set the agenda

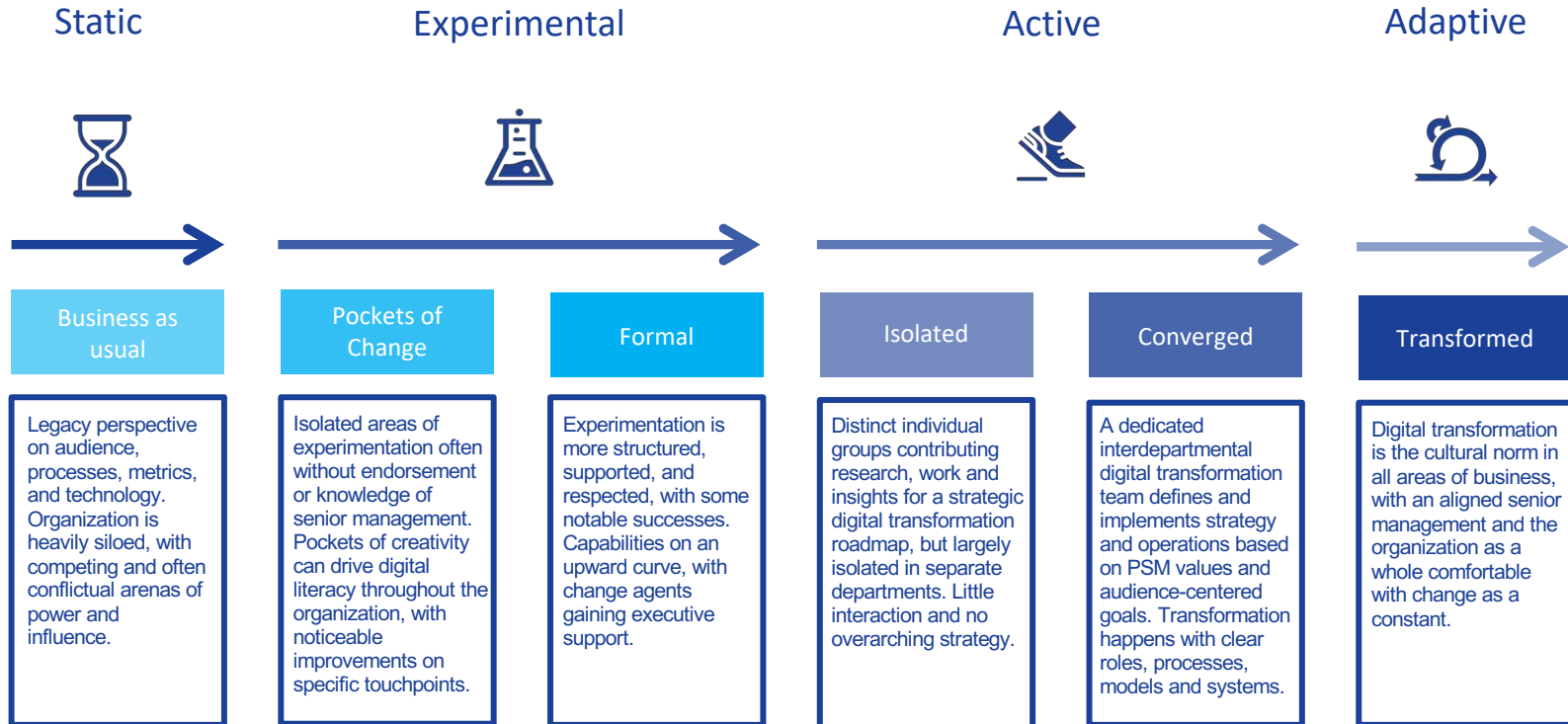
A close-up photograph of a hand holding a black pen, pointing at a detailed road map spread out on a table. The map shows various roads, cities, and geographical features. In the bottom right corner, a white coffee cup filled with dark liquid is visible. The entire image has a blue gradient overlay on the left side.

BENCHMARKING

Where does your company stand in its digital transformation?



TRANSFORMATION CLASSIFIERS FOR PSM



DIGITAL TRANSFORMATION: A PSM-FRIENDLY DEFINITION

A continuous, systematic process whereby PSM organizations redefine themselves on all levels in response to the disruptive changes in both society and the media industry, in order to increase their contribution to society according to their core values, while addressing the challenges and opportunities of the digital revolution, and do so in dialogue with their audiences and stakeholders.

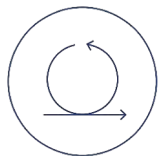
IN ESSENCE...

Digital transformation means *adopting digital processes and practices* to improve the core business proposition and operating model.

A close-up photograph of a hand holding a black pen, pointing at a detailed road map spread out on a table. The map shows a network of roads in red, orange, and yellow, with blue lines representing water bodies. The word "HOW?" is superimposed in large, white, bold, sans-serif capital letters over the center of the map. In the bottom right corner, a white ceramic coffee cup filled with dark liquid sits on a matching saucer. The background is slightly blurred, showing a blue object on the left and a dark object on the right.

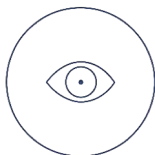
HOW?

DIGITAL TRANSFORMATION ENABLER MATRIX



ORGANIZATIONAL CHANGE

- Breaking down the silos
- Agile and cross-functional teams
- Change management
- Bottom-up engagement



DIGITAL LEADERSHIP

- Top-down digital vision
- Aligned Leadership
- Sense of urgency
- Substantial budget for digital



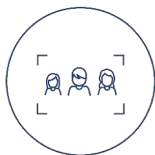
LEVERAGING DATA

- Capture and distribute data organization-wide
- Harness audience insights
- Personalization and contextualization
- Embed trust principles



EMBRACING TECHNOLOGY

- Investment in technology and connectivity
- Modern buildings and facilities
- End to end digital processes
- New digital ways to deliver value



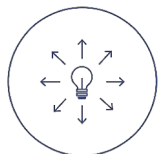
FOCUS ON CULTURE

- Audience first mindset
- Open and adaptive ethos
- Forward-thinking culture
- Dynamic work environments



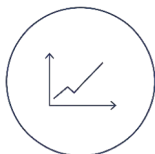
SKILLS & TALENT MANAGEMENT

- Attract, retain and develop digital talent
- Up-training and re-skilling existing staff
- Future-skills planning
- Diverse and integrated workforce



CONTINUOUS INNOVATION

- Innovation as a mindset
- Labs and innovation vehicles
- Iterative product and service development
- API-based approach and integration thinking



MEASURING VALUE

- Appropriate metrics for digital transformation
- Evaluating contribution to society
- Documenting digital success stories



STRATEGIC PARTNERSHIPS

- Establish collaborative alliances
- Engage in co-creation
- Open organization
- Sustain the wider ecosystem

INSIGHTS TO SUCCESS

- Digital transformation must be driven from the top
- Change must have a clear strategy and vision
- Flexibility, adaptability, and optionality
- Holistic – change the entire organization
- Think big, start small



**PSM ARE
REINVENTING
THEMSELVES**

THE VISION

“To champion Irish culture by captivating audiences with trusted, engaging content, celebrating the nation’s rich diversity and cultivating Ireland’s talent”

THE STRATEGY

- Have content at the heart of everything we do
- Put audiences first
- Work together
- Invest in our people
- Deliver our public service mandate
- Maximise commercial opportunities

Moving from a ‘push mode’ of communication,

To a ‘network mode’

ONE TO MANY



MANY TO ONE



RTÉ – AUDIENCE SEGMENTS

2 THESE ARE OUR AUDIENCE SEGMENTS - GET TO KNOW THEM!



TECHNO LADS

No Dep kids in household.
Under 45.
Male

SOCIAL GIRLS

No Dep kids in household.
Under 45.
Female

STARTER FAMILIES

Dependent children in household.
Oldest under 6

TWEEN FAMILIES

Dependent children in household.
Oldest 6-12

OLDER FAMILY PROTECTORS

Dependent children in household.
Oldest 13+

CULTURED COUPLES

No Dep kids in household. Over 45.
Married/Living as.
Higher S/C

BLUE SETTLED

No Dep kids in household. Over 45.
Married/Living as.
Lower S/C

GREY COMPANION SEEKERS

No Dep kids in h/hold.
Over 45. Widowed/
Single/Divorced.

MEASURE WHAT MATTERS



New KPIs for BBC Online



RUBEx stands for Reach, Use, Breadth and Experience

Setting targets for and tracking the outcomes that are proven to be related to the long-term use and approval of the BBC

CONTEXT



“We need to create an online portfolio serving all of our audiences. Digital can no longer be the sister service...it’s our shared future.

We are going to re-build BBC online to deliver powerful new audience experiences that brings the best content to each one of us.

To keep us on track, **we have set ambitious growth targets – reaching 90% of under 35s weekly and doubling their time spent with us to two hours per week by 2022.”**

Tony Hall, 2018

RUBEx IN ACTION



REACH

Number of weekly signed-in users who are under the age of 35

BBC Online TARGET

Convert the number under 35s who come to us every month (90%), to be signed-in and using us every week by 2022

USE

Number of minutes an under 35 year old BBC Online signed-in user spends within our service every week

BBC Online TARGET

Double the amount of time every young person spends with BBC Online, from 1 hour per week today to 2 hours per week by 2022

BREADTH

% of our products signed-in user who visit two or more of our services every week.

BBC Online TARGET

100% of our under 35 signed-in users using two or more of our services every week by 2022

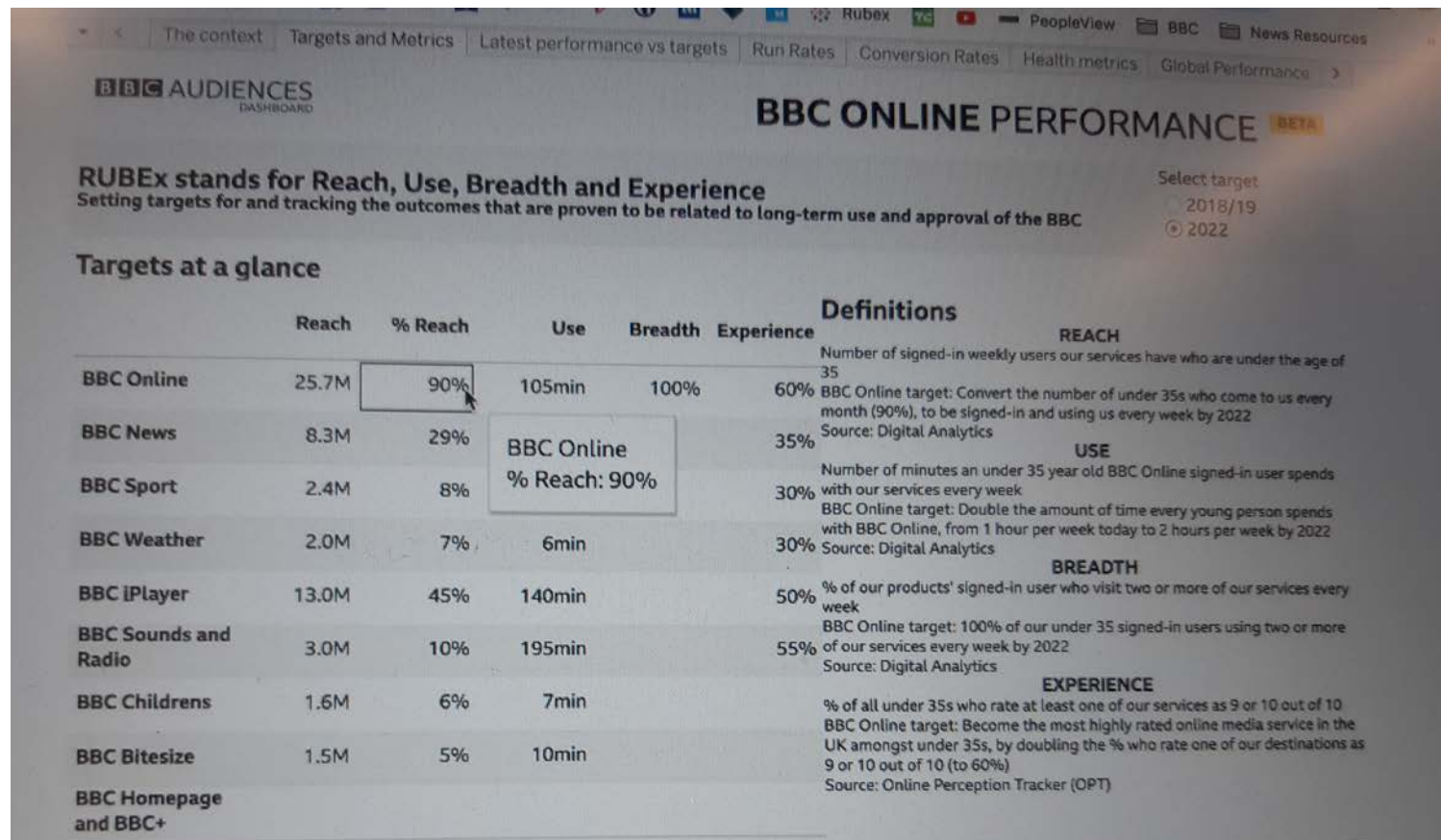
EXPERIENCE

% of all under 35s who rate at least one of our services as 9 or 10 out of 10

BBC Online TARGET

Become the most highly rated online media service in the UK by under 35s, by doubling the % who rate one of our destinations as 9 or 10 out of 10 (to 60%)

RUBEx IN ACTION

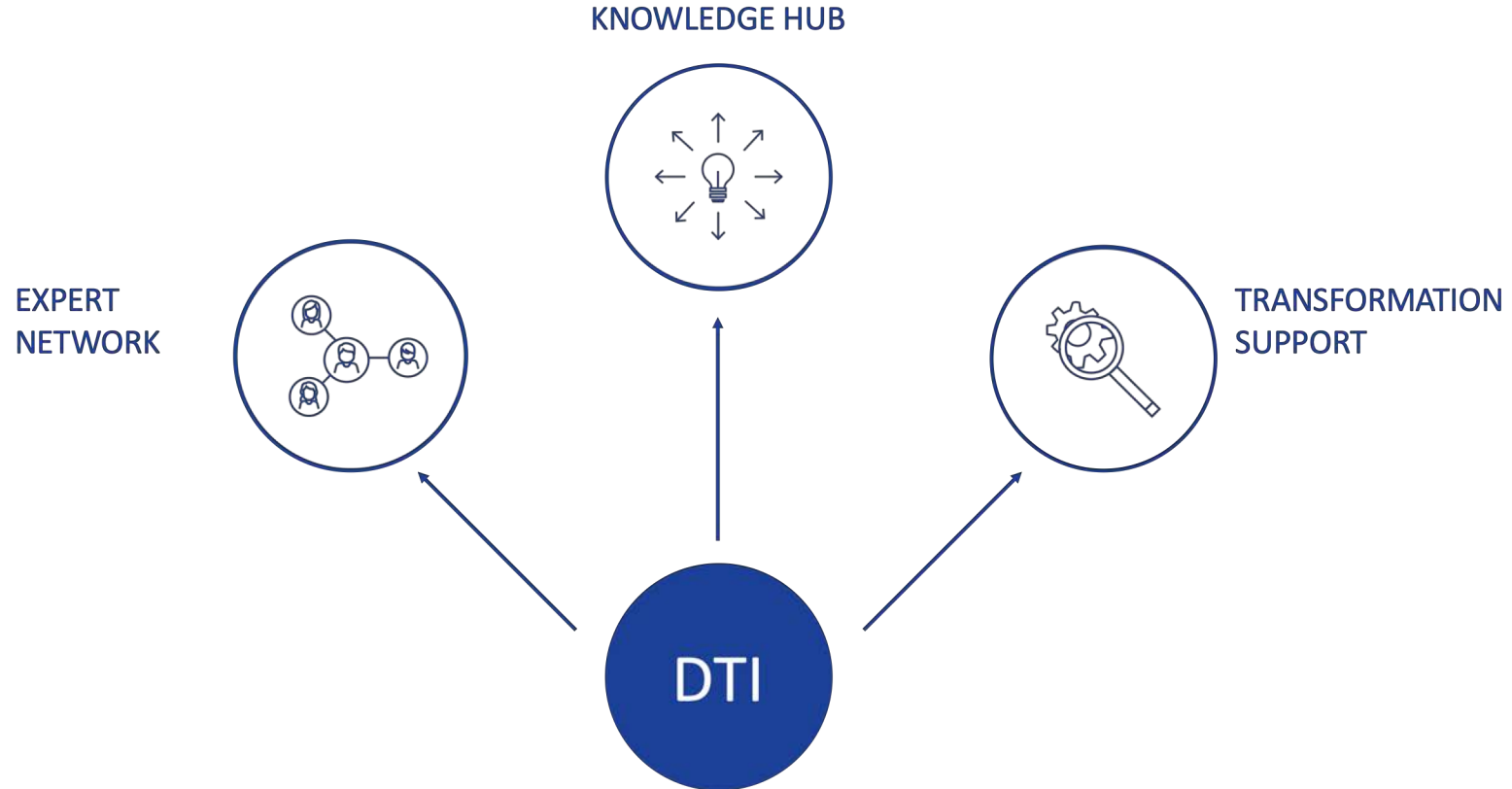


The background of the entire image is a dense, repeating pattern of butterflies. The butterflies are primarily a vibrant green color with black outlines and markings on their wings. They are scattered across the frame in various orientations, creating a textured, organic background.

HOW WE ARE HELPING MEMBERS

DTI SUPPORT SERVICES

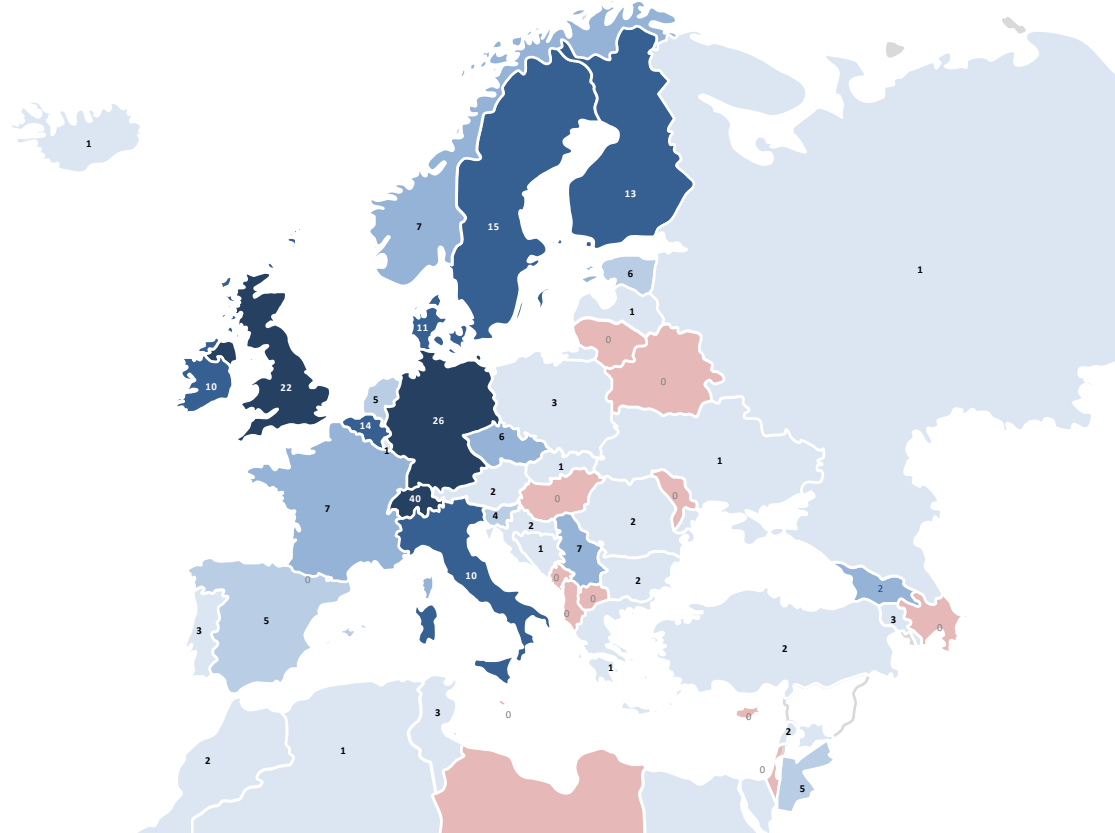
DTI APPROACH



February 13/14th
Tbilisi

Central Europe

April 4/5TH 2019
Warsaw



EBU DIGITAL TRANSFORMATION SERVICES



Creating Awareness

- Presentation of PSM transformation framework
 - Open discussion
 - Identify and connect with complimentary EBU services
 - Conclusions & next steps
-
- **½ day on site**

Building a Shared Vision

- Customized presentation of PSM transformation framework
 - Hands-on workshop with DTI toolbox (challenges, goals, enablers)
 - Summary report
 - Post-workshop planning
-
- **1 or 2 days on site**

DTI Situation Analysis & Peer Review

- Remote assessment toolkit and support
 - Benchmark report
-
- Peer review visit
 - Collaborative situation analysis
 - Participatory workshop
 - Peer review report
 - Legacy support
-
- **2-3 day on site + remote monitoring**

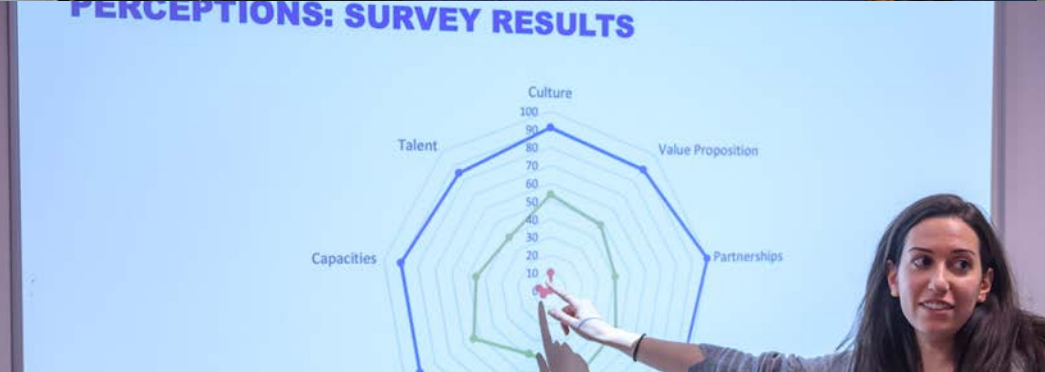
Customized Support

- Tailored solutions based on Member's needs and objectives
 - Range from small-scale interventions to long-term support
 - Can include peer-2-peer exchanges, custom workshops, Train the Trainer, EBU visits, research trips, etc.
-
- **Defined by Member requirements**

Continuous Remote Support

- DTI Knowledge Hub
- Peer-to-peer skills and expertise exchanges
- Virtual Meetings
- EBU Transformation Service & Activities Mapping
- Expert Community: Host and Exchange Facilitation
- Remote Support Requests

TAILORED MEMBER WORKSHOPS



scotts@ebu.ch

<https://www.ebu.ch/digital-transformation>