

Convergence & Organisational Transformation

Internal media perspective

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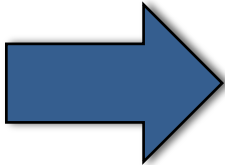
What are we trying to achieve?



**A
STRONG
BRAND**



RADIO | TÉLÉVISION | INTERNET



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

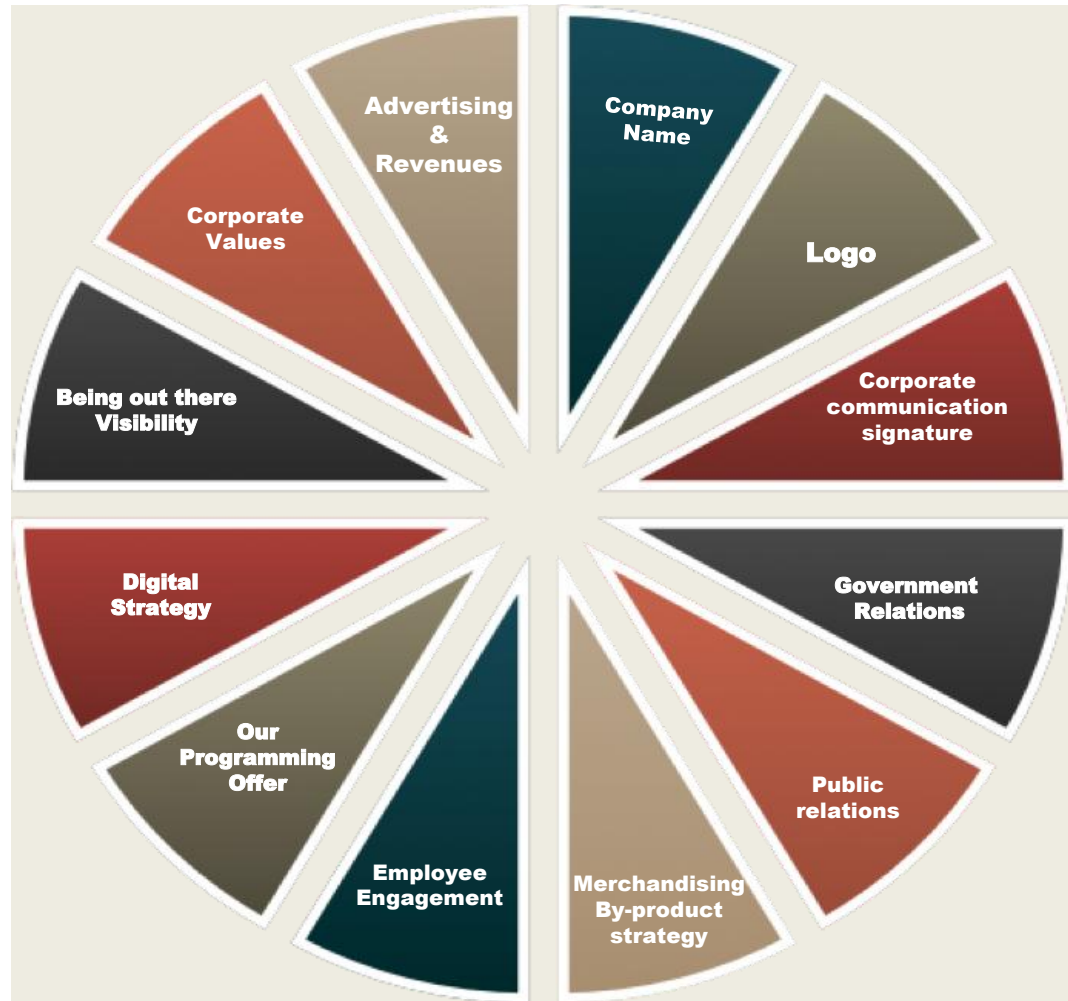
PROGRAMMES

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



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



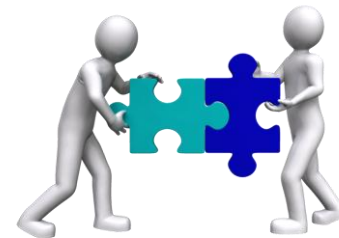
- They have to be on-board: understanding the vision
- «*What's in it for me*» in this new project based, functional structure, where teamwork is now required?
 - ✓ Perception of losing power
 - ✓ Perception of having to do more with less resources
 - ✓ Power struggle: easier to create a competitive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



Rang		Rang	
1	Cirque du Soleil	11	Canadian Tire
2	Honda	12	Cascades
3	Toyota	13	Radio-Canada
4	Jean Coutu	14	Johnson & Johnson
5	Bombardier	15	L'Oréal
6	Dove	16	Microsoft
7	Danone	17	Costco
8	Tim Hortons	18	IBM
9	Apple	19	Lise Watier
10	Yoplait	20	Postes Canada

Source : Crop, 2008

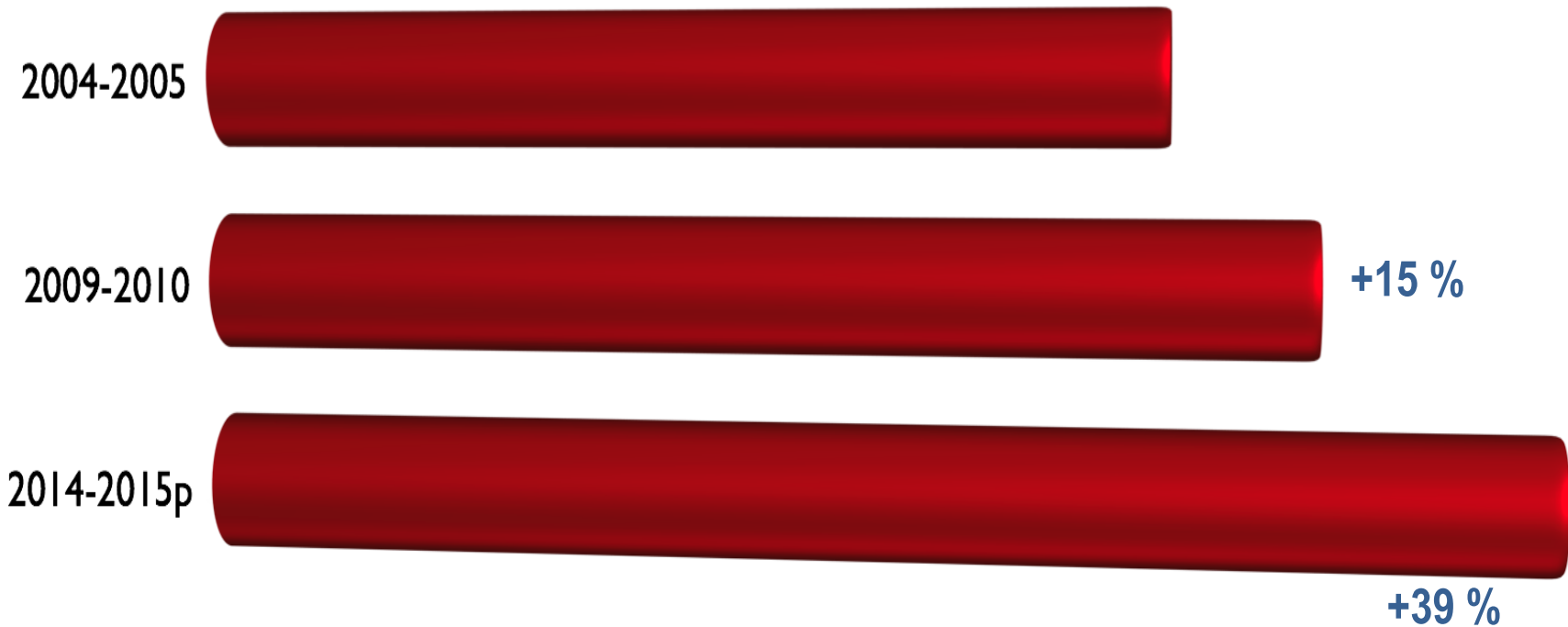
Increased results during Transition period

Rang		Score	Très bonne
13	Radio-Canada (2008)	78	40
	Radio-Canada (2005)	75	32



* Sur une échelle variant de 1 (très bonne) à 4 (très mauvaise).

Important progress on revenues



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 ?**

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