

Board of Directors

(November 23, 2011)

Subject matter

French Services sports strategy presentation

Background

Given the constantly evolving media landscape, and to support the 2015 *Everyone, Every way*, Radio-Canada has reviewed its sports service's mission and positioning.

Louis Lalande and François Messier will present French Services' sports strategy.

Information on the matter

For decision

For information

Prepared by

Names: François Messier and Marie-Philippe Bouchard
Date: August 31, 2011

Management recommendation

N/A

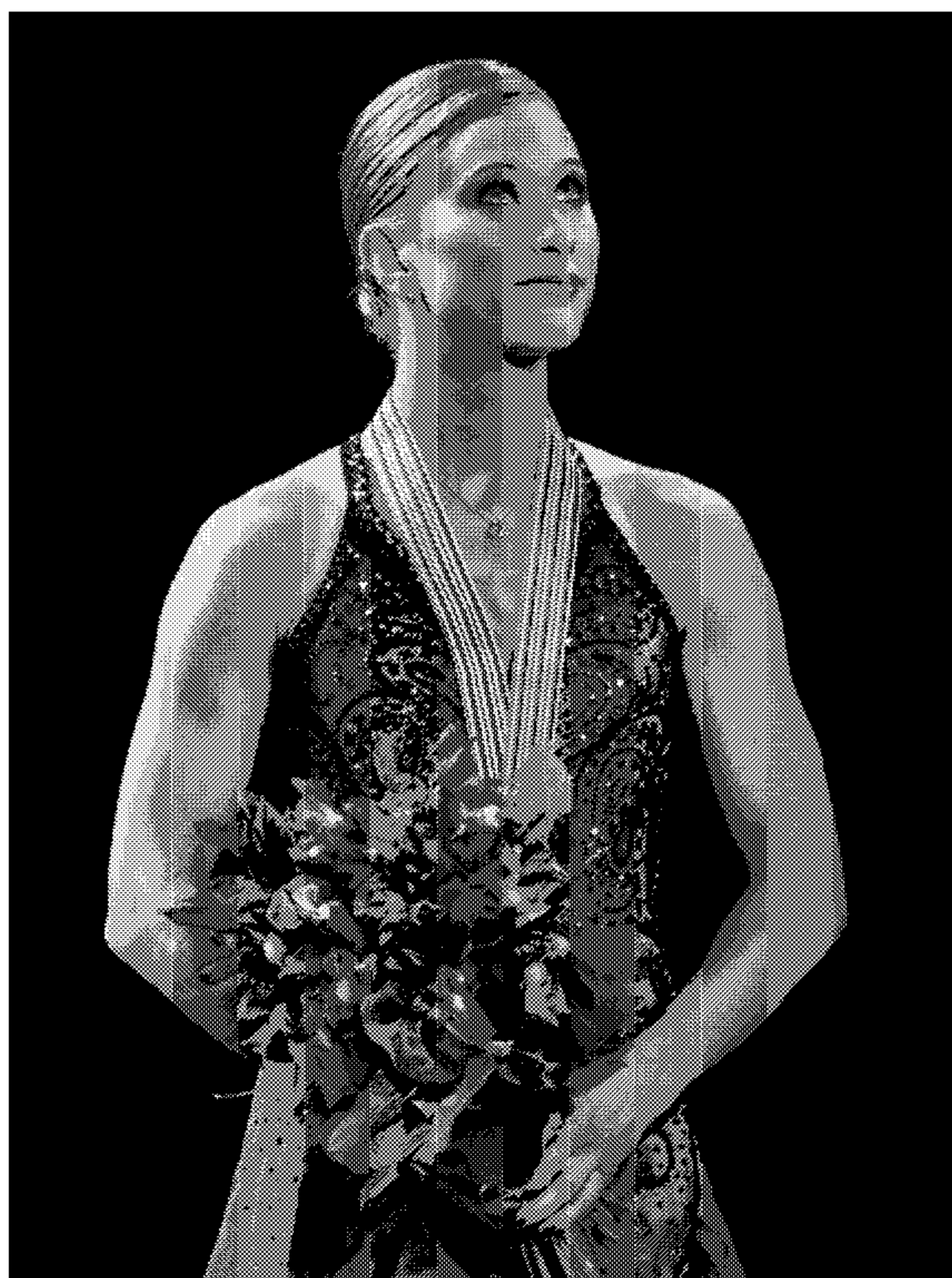
Last discussed at the Board

Date: N/A
Decision made:

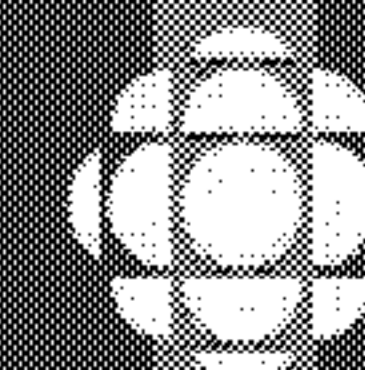
Next steps

Anticipated project completion date: _____
(If contract, indicate date of expiry): _____

RADIO-CANADA SPORTS



*Everyone,
Every way*



FOREWORD

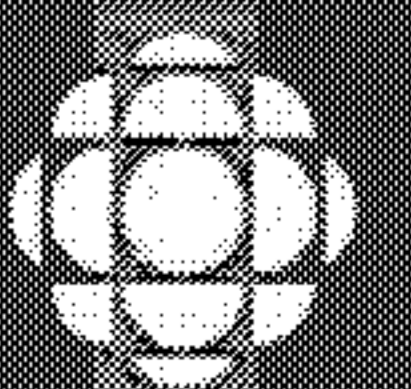
In 2006, Sports became the testing ground for integrating French Services. Today, that integration is complete.

The current model:

- A single organizational hub
- Optimal utilization of resources
- Editorial consistency
- Nearly two dozen reporters and production teams working for all units, whether regional or network-wide, on every platform
- Content focusing on
 - Sports news, and
 - Coverage of sports properties and major events

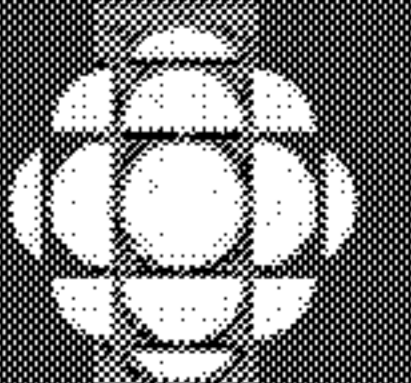
With its *Everyone, Every way* five-year strategic plan, CBC/Radio-Canada is reaffirming its commitment to create and deliver original and innovative high-quality Canadian content, reflect and bring together all Canadians, and actively engage with audiences. To make that vision a reality, we will focus on maximizing productivity and efficiency in light of available resources.

Radio-Canada sports is an ideal arena in which to make good on that commitment.



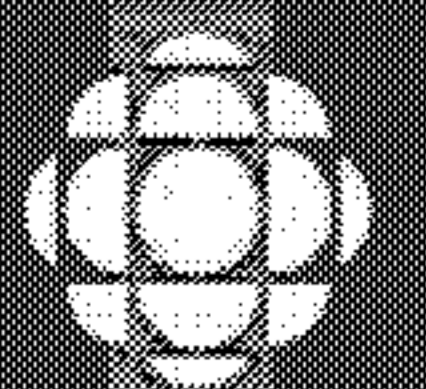
VISION

- Sports and physical activity are important for personal fulfillment and are a means of expressing Canadians' personal, cultural and social values.
- Radio-Canada's sports coverage is characterized by:
 - its openness to all forms of sports and physical activity;
 - its values of excellence, team spirit and life balance;
 - its ability to be rooted in the life of Canada's cultural and regional communities, in all their diversity;
 - the desire to share with a vast audience the stories, challenges and accomplishments of Canadian athletes.
- By positioning its cross-platform sports presence as an essential part of its overall offering, Radio-Canada will reflect the Canadian experience, bring communities together and create closer ties with them.



MISSION

- Deliver Canadian-wide, credible and inclusive journalistic coverage of sports from every discipline.
- Provide cross-platform exposure, unparalleled in the French-language market, of amateur sports performances by top Canadian athletes in the regional, national and international arenas.

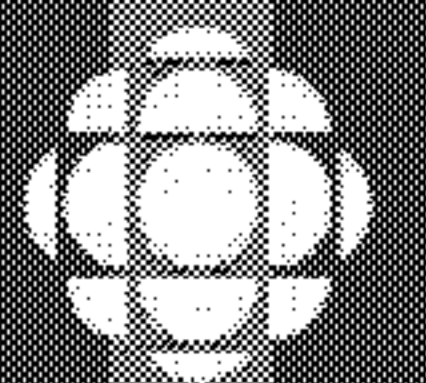


The Environment in 2011: Competition

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Competition

Implications for Radio-Canada

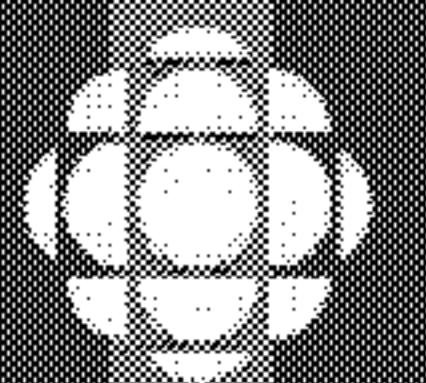


The Environment in 2011: Business Models

Business Models

•Implications for Radio-Canada

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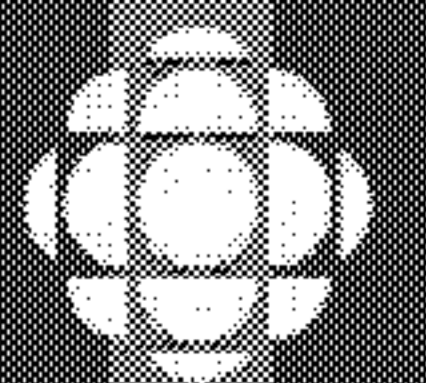
The Environment in 2011: Distribution

Distribution

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Implications for Radio-Canada



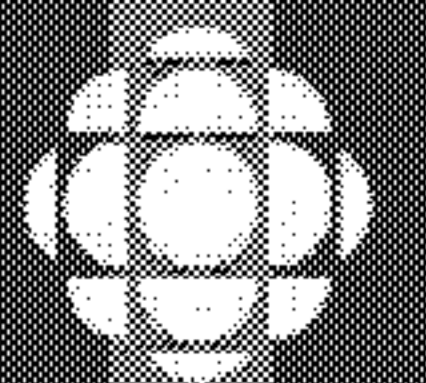
Strategic Framework Content

Sports properties that draw people together:

Aligned with Radio-Canada's values and personality and the public service's mandate and strategic directions (2015 plan)

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Strategic Framework Content

Original sports programs:

Original sports programs that turn the spotlight on our athletes and give commentators, experts and fans a voice

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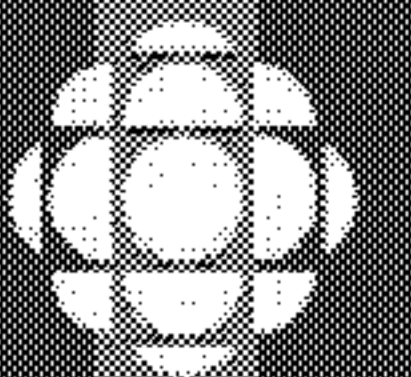
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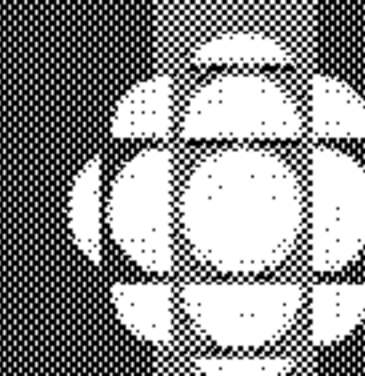


Strategic Framework Content

Sportscasts that make audiences think:

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Strategic Framework

Cross-Platform Deployment

On Télévision de Radio-Canada and Première Chaîne:

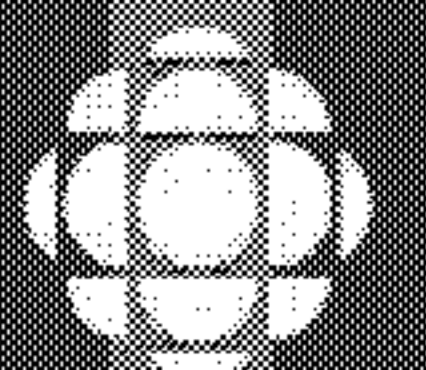
- Make programs and sportscasts the leading regular offerings with a view to enhancing the credibility of sports reporters and commentators associated with Radio-Canada and promoting Canadian athletes from all disciplines and regions. These regular offerings capture the excitement of sports and physical activity as a lifestyle. They are open to the sports-related passions of every community that makes up modern-day Canada.
- Ensure that sports fit within a balanced broadcast schedule while accommodating major sports happenings (Olympics, FIFA, world championships, etc.) as they arise.
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On our digital platforms

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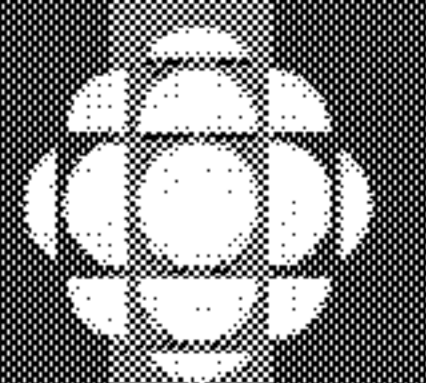


Strategic Framework Cross-Platform Deployment

Priorities:

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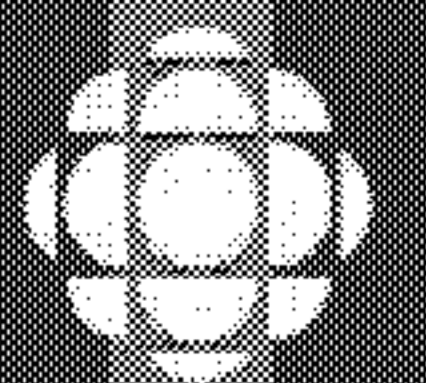
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Strategic Framework Partnerships

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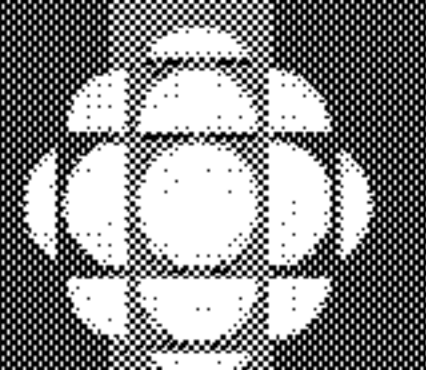
Strategic Framework Resources

Technical Resources

- As part of partnerships with other broadcasters (CBC or others), allocate our production resources so as to cover recurring annual needs while retaining the ability to adapt the infrastructure for the purpose of broadcasting major events.
- Assess and promptly adopt promising new production methods (Tricaster, remote production).

Human Resources

- Maintain and enhance the exchange of information and in-house cooperation with scheduling, sales, communications, news and current affairs, radio, ISN and production teams.
- Leverage the department's established success as a French Services integration test lab to achieve a more nimble and flexible work environment.
- Promptly communicate the renewed strategic framework to Sports employees to stimulate their enthusiasm, pride and feeling of ownership in the Corporation's successes.



Strategic Framework Next Steps

By the end of 2011, we will have:

- finished our budget analysis and determined the funding level required to implement the strategy within the limits of foreseeable financial constraints;
- developed the evaluation grid and decision tree for renewing and acquiring sports event rights;
- pursued our comprehensive review of the objectives and business models of our current and potential leading partners and identified commonalities with our own strategic objectives;
- developed internal and external communications plans to support the implementation of the strategy.

