MEDIA ASSET MANAGEMENT (MAM)

TO:	Board of Directors – Infrastructure Committee
MEETING:	November 25, 2013
FROM:	Fred Mattocks, Chair, Technology Strategy Board; and General Manager, Media Operations and Technology, English Services.
DECISION SOUGHT:	Approval of a Project to implement an Enterprise Media Asset Management system for joint use by CBC and Radio-Canada to consolidate Audio, Video and Digital content management.
NEXT STEPS:	Negotiating a contract s.18(a)
DATE:	November 8, 2013 s.18(b) s.20(1)(b) s.20(1)(c) s.20(1)(d)

CBC Radio-Canada

A1. CONTEXT

- **What is a Media Asset Management (MAM) system?**

  – A MAM system consists of computer software and hardware that helps our staff catalogue, store, search, retrieve, share, and distribute video and audio files, including animations, graphics, music, etc.

  – A MAM system provides a way for our content creators to quickly and easily find, retrieve and share content – both past and present – throughout the whole company: across French and English services, between departments, and on all platforms. Integration with production systems allows content to be manipulated with the ease of “dragging-and-dropping”.

A1. CONTEXT

- **Why is MAM important?**

  - Broadcasting is changing quickly. In just over a decade, the industry has moved from a traditional tape-based production and linear delivery model into a new digital, multi-platform, non-linear era. Digital files are the new currency of the modern broadcasting system.

  - Given the evolution of platforms and devices and the quickly changing consumer needs, successful broadcasters must answer the imperative of production flexibility and short time to market.

  - The importance of adequately managing, tracking and handling video clips, audio files and digital content generally is vital to a modern broadcaster.

A1. CONTEXT

- **Why does CBC/Radio-Canada need a MAM system?**
  - To create **simple and common production processes** that can be used by both French and English networks, by different departments (news, current affairs, sports, etc.), and for radio, TV and digital production.
  - To **consolidate 10 distinct and obsolete systems** with one comprehensive, Corporate-wide solution.
  - To make the **most of the investments** we've made in our digital media infrastructure: Next Generation Converged Network (NGCN), desktop TV and radio editing systems, XD cameras, etc.
  - To enhance our **disaster recovery capacity** (a new system would permit English and French Services to back up each other's content).

A2. KEY DECISION ELEMENTS

- The MAM project is currently included in the Board Approved Capital Plan as item 15.1 Enterprise Wide Production infrastructure:

  - Media Asset Management Software
  - Infrastructure
  - Internal Labour

  s.18(a)
  s.18(b)

  – Total Capital Commitment $M 12.0

- Vendor selection was subject to a lengthy and rigorous **vendor selection process** (details provided later in presentation).

A2. KEY DECISION ELEMENTS

- **The selected vendor**
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s.18(a)
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s.20(1)(c)
s.20(1)(d)

A3. KEY BENEFITS, IMPACTS & RISKS

- **Benefits**
  - All creative workers will have ready desktop access to all content, both past and present: increasing the value of our old content and the quality of our new content.
  - Our systems will talk to one another. This will simplify our overall production processes.
    - A common classification system to describe all of our content, be it radio, television or digital, English or French will facilitate sharing of content between different business units and increase organizational agility.
  - Regional archives will be consolidated in Toronto and Montreal and included in disaster recovery processes.
  - Keeping pace with the media industry. A modern efficient classification and management system is now central to broadcast operations, to preserving archived content, and to exchanging content with partners.

A3. KEY BENEFITS, IMPACTS & RISKS

- **Impacts**
  - MAM will replace ten systems that have reached the end of their economic and operational life. It will reduce support and maintenance costs. It will eliminate redundant processes.
  - Better access, better sharing, better programming.
    - MAM will harmonize our work processes across media types and between French and English Services. Content will be easier to find, retrieve and share.

A3. KEY BENEFITS, IMPACTS & RISKS

- **Risks - Operational**

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  – The MAM configuration and desired workflows may be adjusted during deployment to reflect changes to other core broadcast systems.

s.18(a)

s.18(b)

A3. KEY BENEFITS, IMPACTS & RISKS

s.18(a)
s.18(b)
s.20(1)(b)
s.20(1)(c)
s.20(1)(d)

- **Risks -**
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A3. KEY BENEFITS, IMPACTS & RISKS

s.18(a)
s.18(b)
s.20(1)(b)
s.20(1)(c)
s.20(1)(d)

- **Risks -**

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A3. KEY BENEFITS, IMPACTS & RISKS

- **Risks -**

s.18(a)
s.18(b)

  - Magnitude of Exposure

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A3. KEY BENEFITS, IMPACTS & RISKS

s.18(a)
s.18(b)
s.20(1)(b)
s.20(1)(c)
s.20(1)(d)

- **Risks -**

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A4. OTHER OPTIONS CONSIDERED

s.18(a)
s.18(b)
s.20(1)(b)
s.20(1)(c)
s.20(1)(d)

- Status Quo
  - Rejected – System upgrades have already been deferred longer than operationally and competitively warranted in order to align replacement cycles. Some platforms reaching vendor "end of life" status.
- Replacement of individual systems
  - Rejected – Loss of opportunity to harmonize operational workflows between Audio, Video and Digital Media and between English and French Services. Window of opportunity of synchronized replacement cycles will not be easily recovered.
- Other MAM suppliers
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A5. SUCCESS MEASURES

- Success Milestones
  - Decommissioning of legacy systems
    - Radiola, Prolog, Disco2, RLMS, VML, TVNLS, iNews Archive, PCDS, Cumulus,Medoc/Eureka.

- Success Factors
  - Maintaining commitment to common suppliers, technology, classification systems, and production processes.

A6. RESOLUTION

- That the Infrastructure Committee recommend to the Board that the Corporate-wide Media Asset Management project be approved as presented.

APPENDIX A
VENDOR SELECTION PROCESS

CBC Radio-Canada

APPENDIX - MAM – RFQ PROCESS

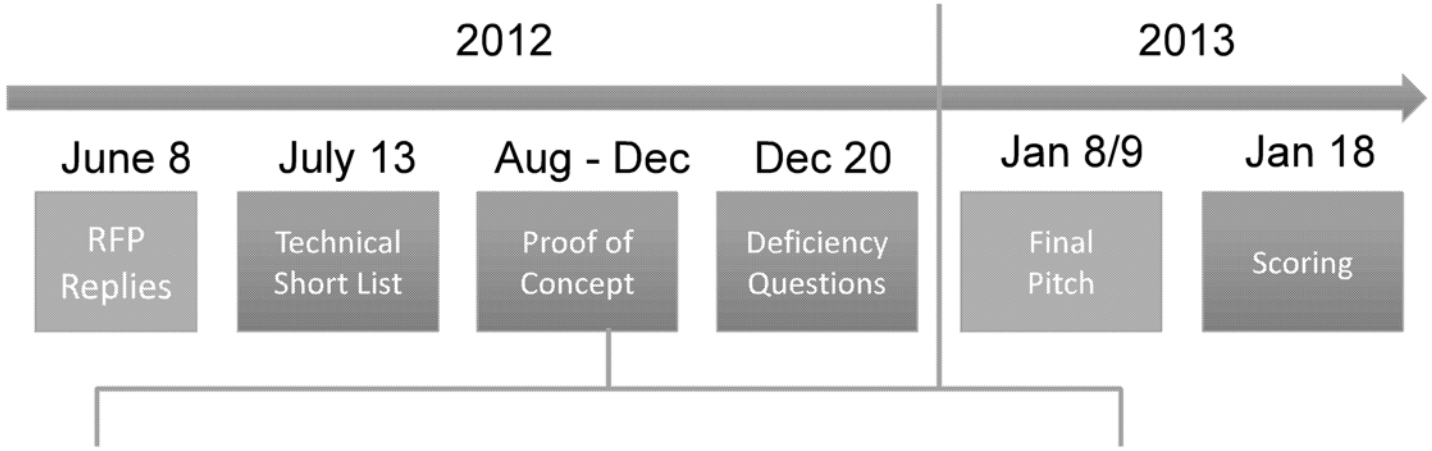
s.18(a)
s.18(b)
s.20(1)(b)
s.20(1)(c)
s.20(1)(d)

Media Asset Management System

CBC Radio/Canada
RFP: MOT20120301
Proponent List

	Key Dates										
#	Supplier Request to Qualify	Language (English/ French)	Qualified	NDA Sent to Proponent	Signed NDA received	RFSO docs sent	Receipt Confirmation Obtained	Confirmation of Participation	Supplier	Submitted Bid	POC Test	Recommendation
QUALIFIED SUPPLIERS												
1	5-Apr	English	10-Apr	11-Apr	13-Apr	23-Apr	24-Apr			Yes		
2	16-Apr	English	16-Apr	16-Apr	18-Apr	23-Apr	23-Apr			Yes	Yes	Yes
3	19-Apr	English	19-Apr	19-Apr	20-Apr	23-Apr	23-Apr			Yes		
4	19-Apr	English	19-Apr	19-Apr	19-Apr	23-Apr				Yes		
5	20-Apr	English	20-Apr	20-Apr	23-Apr	24-Apr	24-Apr			Yes	Withdrew	
6	20-Apr	English	20-Apr	20-Apr	20-Apr	23-Apr	23-Apr			Yes		
7	20-Apr	English	20-Apr	22-Apr	23-Apr	23-Apr	23-Apr			No	Yes	
8	18-Apr	English	23-Apr	23-Apr	26-Apr	26-Apr	26-Apr			No		
9	20-Apr	English	23-Apr	23-Apr	25-Apr	25-Apr	26-Apr			No		
10	23-Apr	English	23-Apr	25-Apr	25-Apr	25-Apr	25-Apr			Yes		
11	23-Apr	English	24-Apr	24-Apr						Yes		
12	23-Apr	English	25-Apr	25-Apr	26-Apr	26-Apr	26-Apr			No		
PENDING QUALIFICATION												
1	24-Apr	English								No		
2	24-Apr	English								No		
UNABLE TO MEET QUALIFICATION REQUIREMENTS												
1	20-Apr	English								No		
2	24-Apr	English								No		
HAVE NOT REQUESTED TO QUALIFY												

SELECTION PROCESS



CBC/SCR RFP RESPONSES FROM MAJOR MAM VENDORS

	Recommended Vendor (Unanimous)
	Second in Proof of Concept trials
s.18(a) s.18(b)	Withdrew from Proof of Concept trials
s.20(1)(b) s.20(1)(c)	Not selected for Proof of Concept trial
s.20(1)(d)	Withdrew after reviewing specification
	Did not bid

CRITERIA AND WEIGHT

	Integration	Operations	0ther	Total
Compliance and Quality of Responses	15%	5%		20%
Price/Financial Value	15%	5%		20%
Fit to Operating Environment	10%	20%		30%
Legacy Data Transfer	*5%*			*5%*
Taxonomy Management		*5%*		*5%*
System Interfaces	*5%*			*5%*
Journalist Interface		*10%*		*10%*
Workflow Engine		*5%*		*5%*
Experience in Similar Mandates	5%	*5%*	5%	15%
Related Business Field			5%	5%
Financial Strength of the proponent		10%		10%
Totals	45%	45%	10%	100%

SCORING -

s.18(a)
s.18(b)
s.20(1)(b)
s.20(1)(c)
s.20(1)(d)

	Integration	Operations	0ther	Total
Totals				84.59

SCORING –

s.18(a)
s.18(b)
s.20(1)(b)
s.20(1)(c)
s.20(1)(d)

	Integration	Operations	0ther	Total
Totals				76.60

APPENDIX B
PROJECT COSTS

CBC Radio-Canada

CAPITAL COST SUMMARY

External Costs		
MAM Software Licenses		
MAM Installation		
Computing Infrastructure		s.18(a)
Computing Licenses		s.18(b)
Storage Infrastructure		
Communications Infrastructure		
Total - External	*$6,541,448*	
Internal Costs		
MAM Configuration		
Legacy Data Migration		
Engineering and Project Mgmt.		
Maintenance		
Travel		
Real Estate		
Telecommunication internal labour		
Total - Internal	*$4,243,485*	
Sub-Total	**$10,784,933**	
Training		
First Year Support		
Contingencies		
Total	**$11,989,468**	

DETAILED COST ESTIMATE

s.18(a)
s.18(b)

SUMMARY OF ESTIMATE PROJECT COSTS

NUMBER : K002598
LOCATION : VARIOUS
TITLE : MEDIA ASSET MANAGEMENT (MAM)
INVESTMENT PLAN : 15.1 EW PRODUCTION INFRASTRUCTURE
MEDIA : ENTERPRISE WIDE

DATE: 16-May-13
ISSUE: 1
BUS CASE: 2014-xxxx
EST. COST: $11,989,468

	DESCRIPTION	TECHNICAL ($)	TRAINING & SUPPORT ($)	IT ($)	TELECOM ($)	RED ($)	TOTAL ($)
	GRAND TOTAL	10,148,726	457,375	974,313	387,904	21,150	11,989,468

CONTINGENCY COSTS

s.18(a)
s.18(b)
s.20(1)(b)
s.20(1)(c)
s.20(1)(d)

Category	Cost	Contingency	Total	% Contingency
Total	11,233,040	756,428	11,989,468	6.7%

APPENDIX C:
PROJECT DELIVERABLES AND ROLLOUT SCHEDULE

CBC Radio-Canada

s.18(a)
s.18(b)

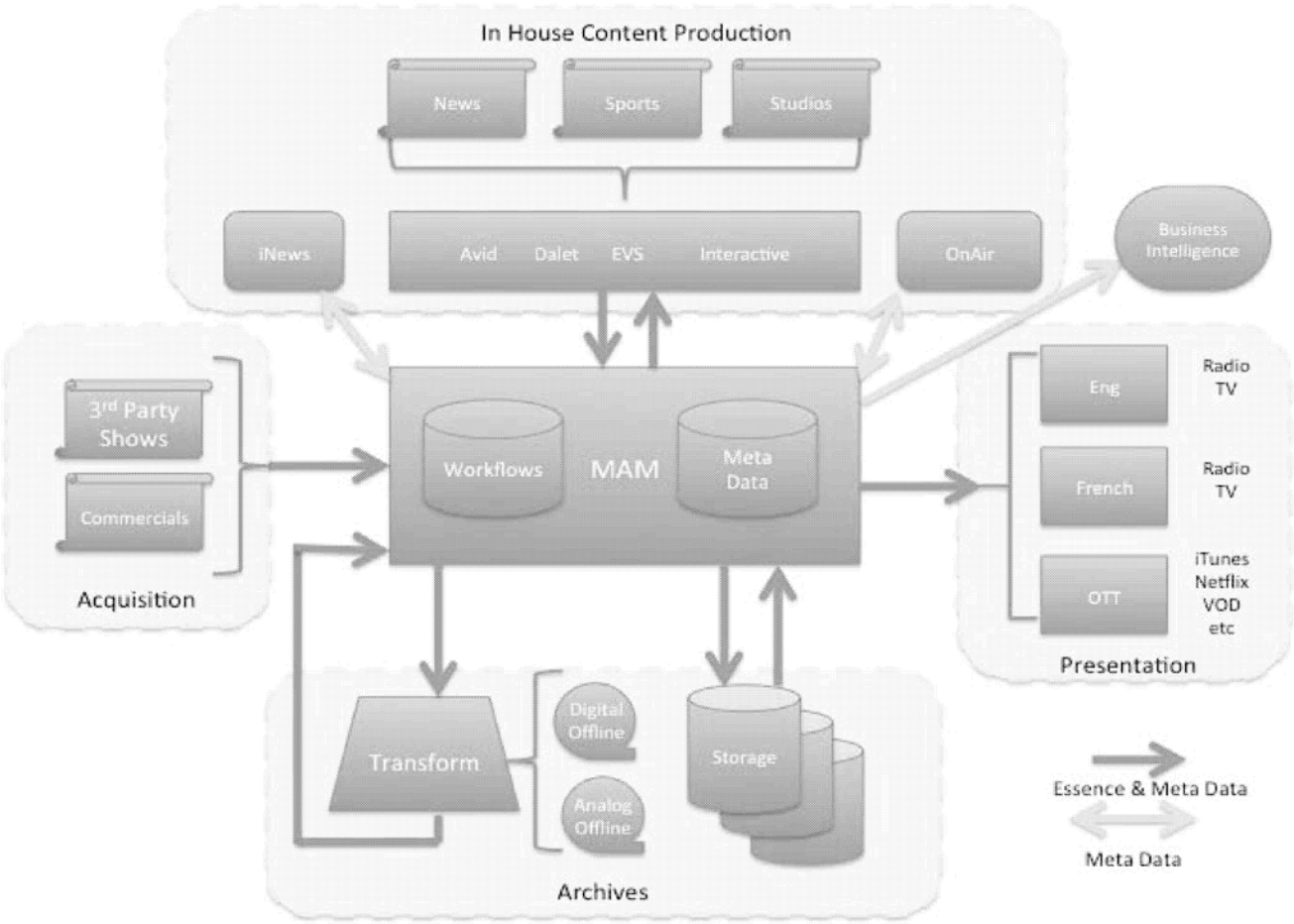
PROJECT TIMELINES

Phase	Deliverables	Estimated Start Date	Estimated End Dates
Phase 0			
Phase 1a			
Phase 1b			
Phase 1c			
Phase 2a			
Phase 2b			
Phase 2c			
Phase 2d			
Phase 3			

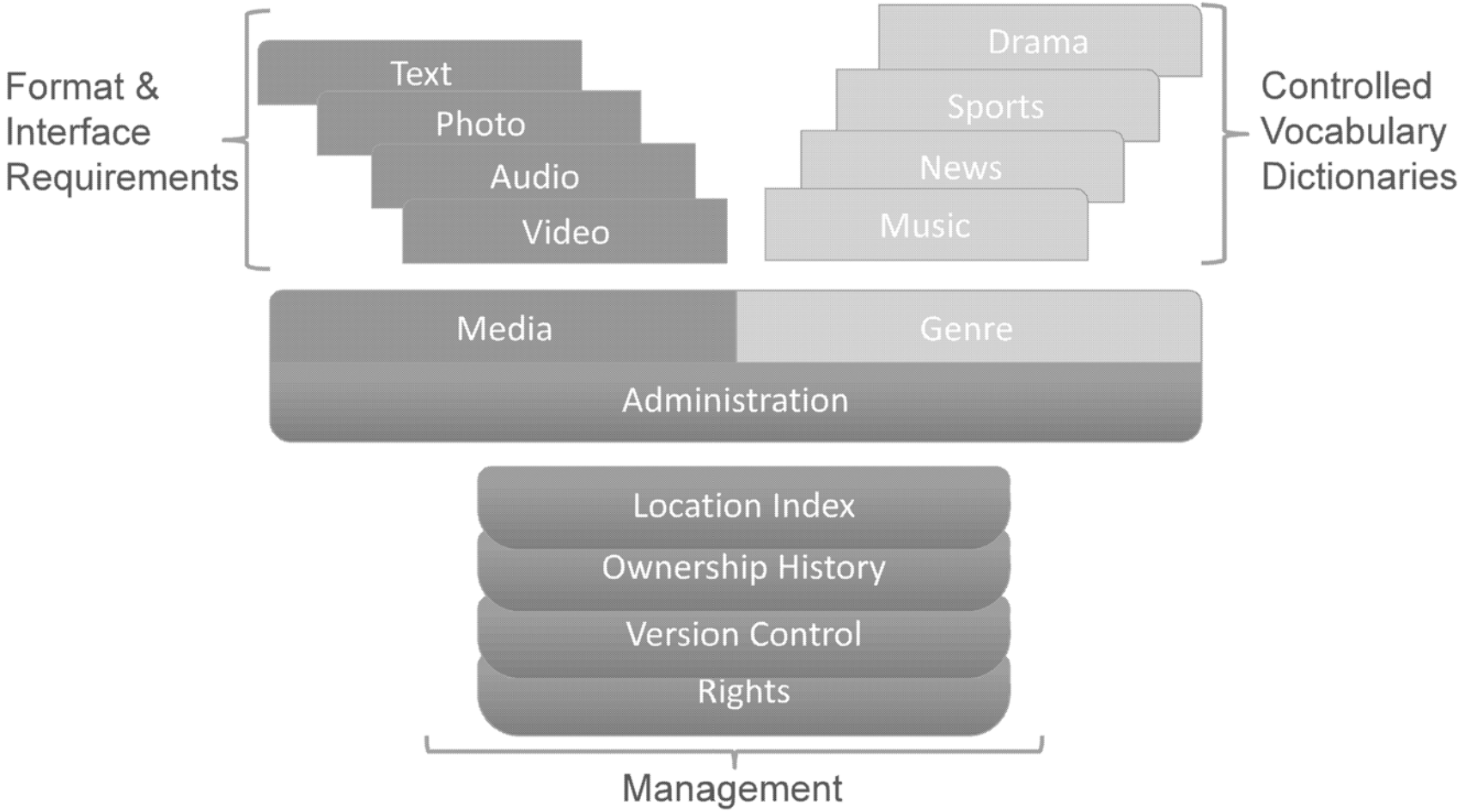
APPENDIX D:
A GRAPHIC REPRESENTATION OF THE MAM SYSTEM

CBC Radio-Canada

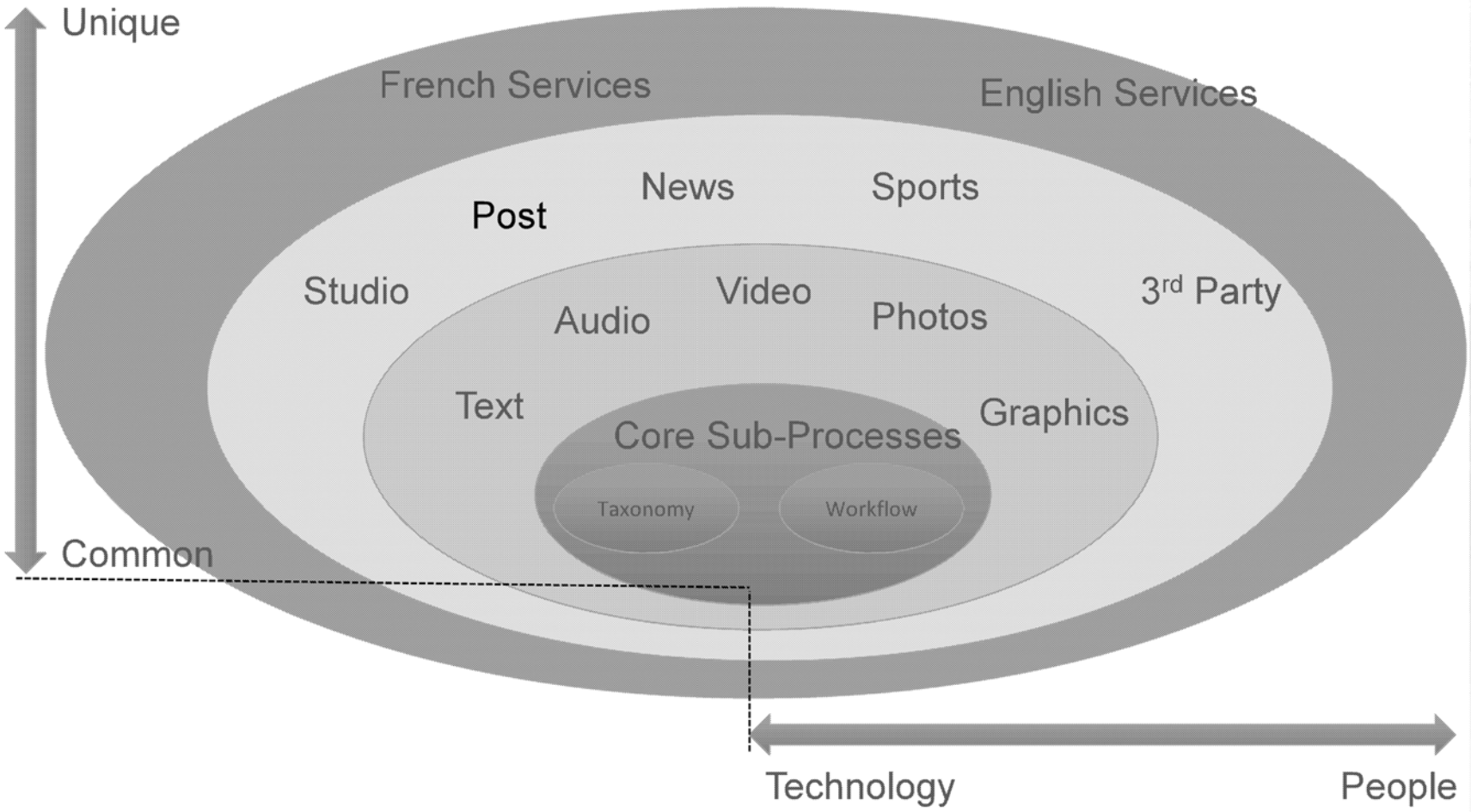
MAM STAR ARCHITECTURE



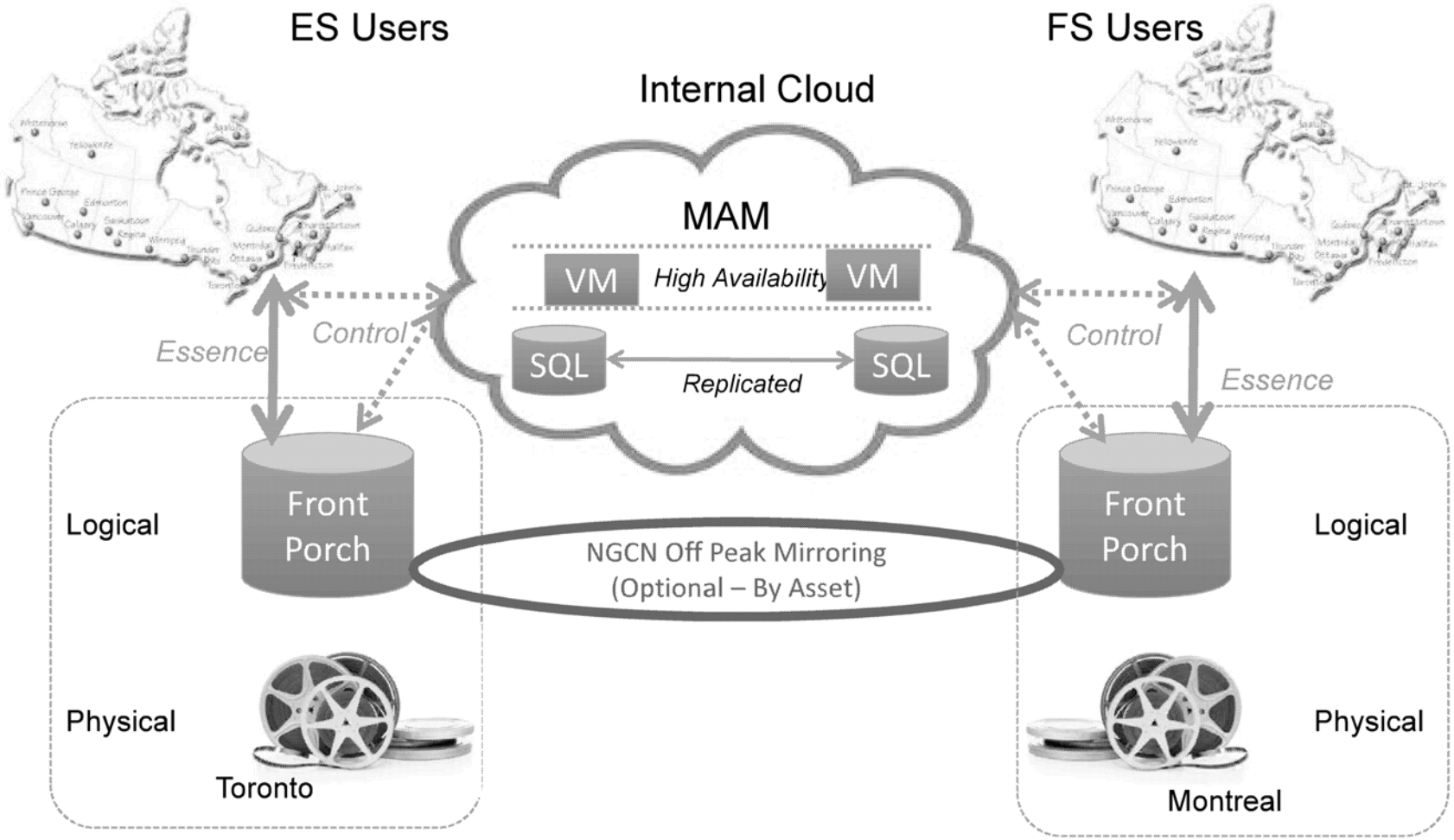
TAXONOMY APPROACH



WORKFLOW APPROACH



ARCHITECTURE – DEPLOYMENT MODEL



MAM – KEYSTONE SYSTEM