CBC/RADIO-CANADA

DRAFT STRATEGIC FRAMEWORK REVIEW
Board Check-In

DISCUSSION MATERIALS

MARCH 27, 2014

s.18(b)
s.21(1)(a)
s.21(1)(b)

INTRODUCTION

Draft Strategic Framework

Core Issues

Summary Strategic Framework

Mission

Vision

Draft Objectives

Draft Core Strategies

s.18(b)
s.21(1)(a)
s.21(1)(b)

CORE ISSUES

SUMMARY STRATEGIC FRAMEWORK

The following chart outlines the summary strategic framework. The details are explained on the following pages:.

MISSION
CBC/Radio-Canada expresses Canadian culture and enriches the life of all Canadians, through a wide range of content that informs, enlightens, and entertains.

VISION
In 2020, CBC/Radio-Canada will be the public space at the heart of our conversations and experiences as Canadians.

Draft Strategic Objectives	Core Strategy Themes
1. Increase and deepen our engagement with Canadians; *inspire them / move them to participate in the public space*	**1. CONTENT: Start with the audience and focus**
2. Migrate our infrastructure from "traditional broadcaster" to "public space activator" [host / promoter / facilitator ("*animateur*")]	**2. INFRASTRUCTURE: Reimagination and continuous improvement**
3. Build a culture of personal accountability, urgency, interdependence, inventiveness, and alignment	**3. CULTURE: Simplify, empower, and create urgency**
4. Achieve sustainable financial health, including ability to invest for the future	**4. FINANCIAL: Financial sustainability**

s.18(b)
s.21(1)(a)
s.21(1)(b)

MISSION

s.18(b)
s.21(1)(a)
s.21(1)(b)

VISION

s.18(b)
s.21(1)(a)
s.21(1)(b)

DRAFT OBJECTIVES

s.18(b)
s.21(1)(a)
s.21(1)(b)

DRAFT OBJECTIVES

Market / Audience

Draft Objective	Potential Primary Measures	2020 Target
Increase and deepen our engagement with Canadians; *inspire them / move them to participate in the public space*	• Depth of engagement • Brand equity / net promoter • Cross-platform/segment engagement • Social media measures	TBD

s.18(b)
s.21(1)(a)
s.21(1)(b)

DRAFT OBJECTIVES

Infrastructure

Draft Objective	Potential Primary Measures	2020 Target
Migrate our infrastructure from "traditional broadcaster" to "public space activator" [host/promoter/facilitator ("*animateur*")]	• Reduction in non-critical assets / activities (anything not aligned to vision) • ROI / ROC? • Decrease cost of content?	TBD

s.18(b)
s.21(1)(a)
s.21(1)(b)

DRAFT OBJECTIVES

People

Draft Objective	Potential Primary Measures	2020 Target
Build a culture of personal accountability, urgency, interdependence, inventiveness, and alignment	• Employee engagement indices • Diversity metrics • Innovation metrics	TBD

s.18(b)
s.21(1)(a)
s.21(1)(b)

DRAFT OBJECTIVES

Financial

Draft Objective	Potential Primary Measures	2020 Target
Achieve sustainable financial health, including ability to invest for the future	• Balanced budget (income/costs) with targets for diversification of revenue and defined "core" cost base • Percentage allocation for investment in priorities • Others TBD	TBD

s.18(b)
s.21(1)(a)
s.21(1)(b)

DRAFT CORE STRATEGIES

s.18(b)
s.21(1)(a)
s.21(1)(b)

DRAFT CORE STRATEGIES

1. CONTENT: START WITH THE AUDIENCE AND FOCUS

   Reduce and reposition our (remaining) services / programs against the audience in a more deliberate way to increase and deepen engagement in the public space.

s.18(b)
s.21(1)(a)
s.21(1)(b)

DRAFT CORE STRATEGIES

s.18(b)
s.21(1)(a)
s.21(1)(b)

DRAFT CORE STRATEGIES

3. CULTURE: SIMPLIFY, EMPOWER, AND CREATE URGENCY

Simplify every part of CBC/Radio-Canada to increase our responsiveness, agility, and empowerment

s.18(b)
s.21(1)(a)
s.21(1)(b)

DRAFT CORE STRATEGIES

4. FINANCIAL: FINANCIAL SUSTAINABILITY

Reduce cost base, and diversify and grow income streams.

Next Steps

Strategic Planning Approach

Board Deliverables

Updated Planning Process Timeline

s.18(b)
s.21(1)(a)
s.21(1)(b)

STRATEGIC PLANNING APPROACH

s.18(b)
s.21(1)(a)
s.21(1)(b)

BOARD DELIVERABLES (FOR DISCUSSION)

s.18(b)
s.21(1)(a)
s.21(1)(b)

UPDATED PLANNING PROCESS TIMEFRAME