

Board of Directors

November 23, 2011

Subject matter

CBC Sports Strategy presentation

Background

CBC Sports underwent a significant organizational change in March of 2011. With this change came a new team and new structure and a revised approach.

Jeffrey Orridge was appointed Executive Director of Sports Properties, responsible for the overall sports strategy and negotiating and licensing of all deals, both professional and amateur for English Services.

Information on the matter**For decision****For information****Prepared by**

Name: Jeffrey Orridge

Date: October 31, 2011

Management recommendation

N/A

Last discussed at the Board

Date: N/A

Decision made:

Next steps

***Presentation to the Board of Directors
November 23, 2011***

**“Playing to Win”:
A Strategic Framework for Sports
on CBC**



CBC

Why Sports?

Sports provides both *qualitative* and *quantitative* benefits to CBC:

- **Sport is part of Canada's DNA and CBC reflects Canadian communities and culture, binding people through aspiration and inspiration like no other broadcaster**
- **Draws large, loyal, and diverse audiences**
- **Maintains relevancy in the marketplace and retains competitive advantage**
- **Offers valuable revenue packaging and promotional opportunities for other CBC programming**
- **Builds the CBC brand**

How does Sports on CBC Support The “Driving Towards 2015” Strategy?

**CBC/Radio-Canada
Vision**

CBC Sports

Impact/Results

More Canadian

More Local

More Digital

More Accountable

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- Promotes Canadian culture, character, and values
- Serves the public interest
- Captures market share
- Connects Canadians through exciting, entertaining, inspirational events

- Reflects Canadian culture and values on a grassroots level
- Builds strong community engagement
- Provides outreach opportunities to strengthen brand loyalty and affinity

- Continues to attract younger, more frequently engaged audiences
- Creates an immersive environment, 24/7 for Brand
- Reaching everyone, everyway

- Increases efficiencies of sports content delivery
- Leverages the assets of others to maintain and grow, and create program opportunities while minimizing risk
- Creates cost effective programming

Who are we?

Mission Statement

CBC Sports will provide an **entertaining, engaging** and **nation-building** sports experience, that showcases **relevant** professional and amateur sports. It will meet the needs of the public, connect Canadians and be recognized as *the* premiere destination for **defining moments in Canadian Sports** through **best-of-class** multimedia platforms.

Strategic Priorities for CBC Sports

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- 4. Revenue**
- 5. Valuing Our People**
- 6. Programming & Content Development**
- 7. Communications**

Rights Retention and Acquisition: Keep and Acquire The “Right” Rights

1

**Partnership Strategy and
Business Relationship:
Maximize Opportunities, Minimize Costs**

Platform Expansion: “Everyone. Every Way.”

- **Leverage the CBC Sports brand on platforms to serve all sports enthusiasts and participants, all ages, and all skill levels increasing engagement and interactivity, and expanding presence on emerging platforms**
- **Review current inventory of technology offerings, in order to identify gaps, create efficiencies and level the playfield with competitors**
- **Investigate newly emerging technologies and recommend select technologies for adoption**
- **Identify and leverage other media partnerships to grow, reach, and create further audience engagement**

Revenue: Create Unique Selling and Value Propositions

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Beyond the Broadcast: CBC Sports

Storytelling of remarkable moments that resonate for generations

Properties that are inspirational, aspirational, engaging to Canadians

Outreach, community engagement, embedded in the fabric of Canada

Reflecting Canadian culture, communities, and individuals

Thoughtful, responsible, accountable decision-making

Supporting CBC's "Strategy 2015"

What about FIFA?

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Impact of DRAP?

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Appendix

CBC Sports: A Strategic Framework *(July 14, 2011)*

CBC SPORTS: A Strategic Framework

July 14, 2011

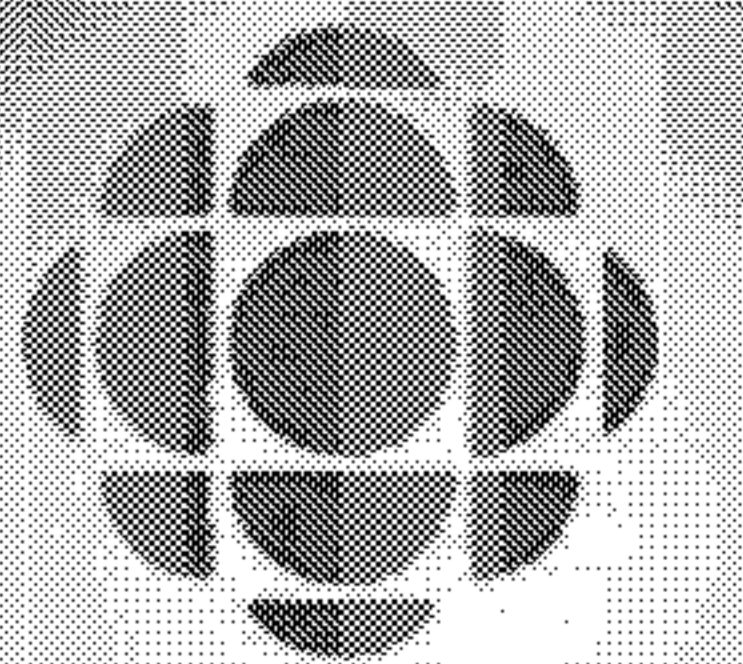
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PLAYING

TO

WIN



CBCSPORTS

CASE FOR CHANGE

Competitive	Business Model	Distribution Model
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Implications to CBC

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CBC/RADIO-CANADA: 2015

The Vision Statement

CBC/Radio-Canada will be the recognized leader in expressing Canadian culture and will enrich the democratic life of all Canadians

1. Creating and delivering original and innovative, quality Canadian content
2. Reflecting and drawing together all Canadians
3. Actively engaging audiences
4. Being cost effective and accountable



CBC SPORTS

Mission Statement

CBC Sports will provide an **entertaining, engaging** and **nation-building** sports experience, that showcases **relevant** professional and amateur sports. It will meet the needs of the public, connect Canadians and be recognized as *the* premiere destination for **defining moments in Canadian Sports** through **best-of-class** multimedia platforms.



CBC SPORTS STRATEGY

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- 4. Programming & Content Development
- 5. Platform Expansion
- 6. Communication Strategy – Internal / External
- 7. Revenue
- 8. Valuing Our People



CBC SPORTS STRATEGY

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5. Platform Expansion
6. Communication Strategy – Internal / External
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8. Valuing Our People

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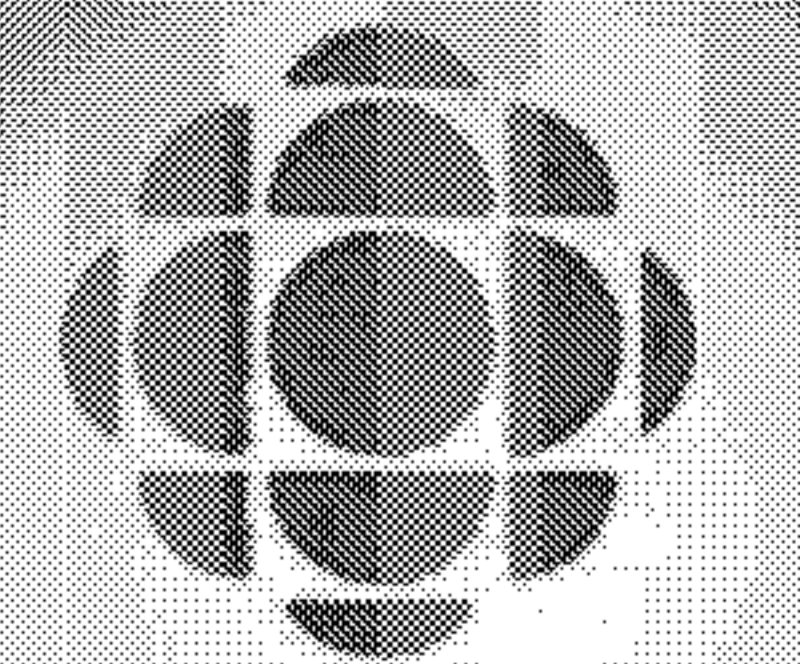
RIGHTS RETENTION

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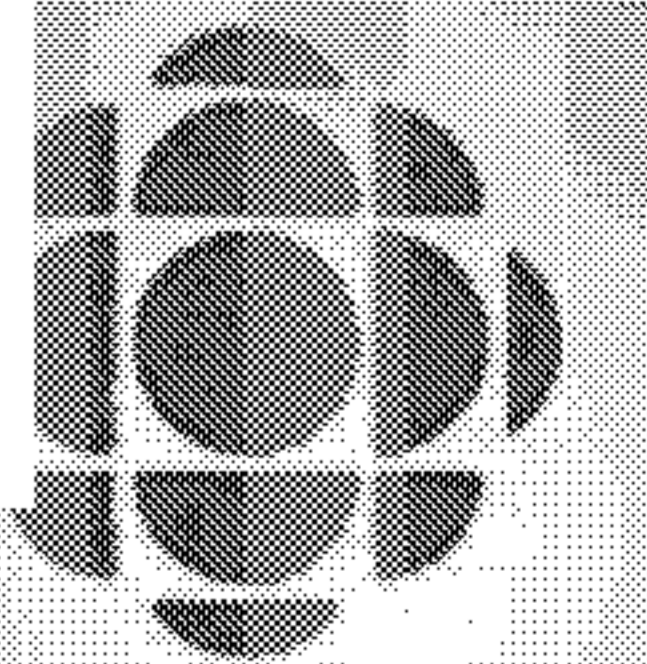
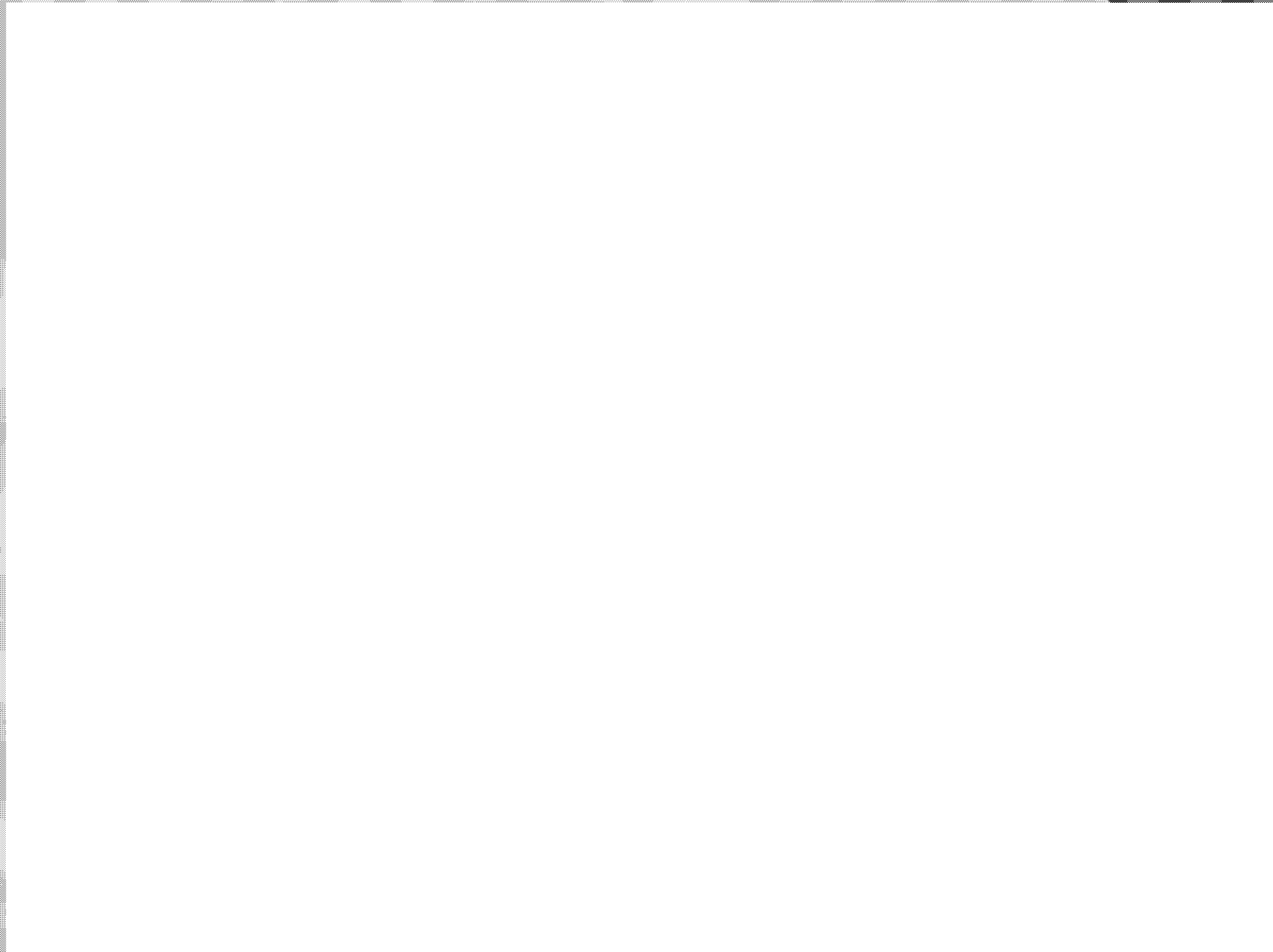
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CBCSPORTS

RIGHTS ACQUISITION

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PARTNERSHIP STRATEGY

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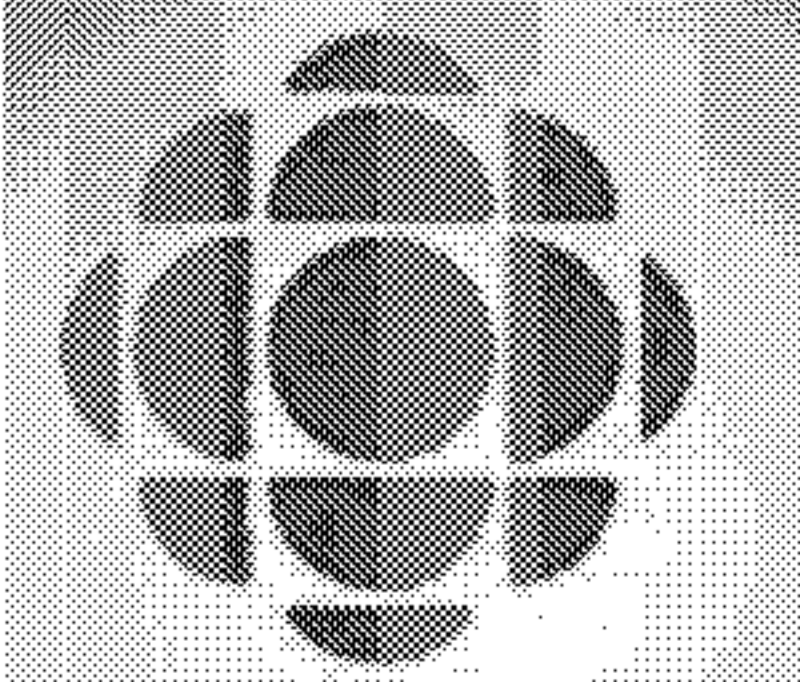
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CBCSPORTS

PROGRAM AND CONTENT DEVELOPMENT

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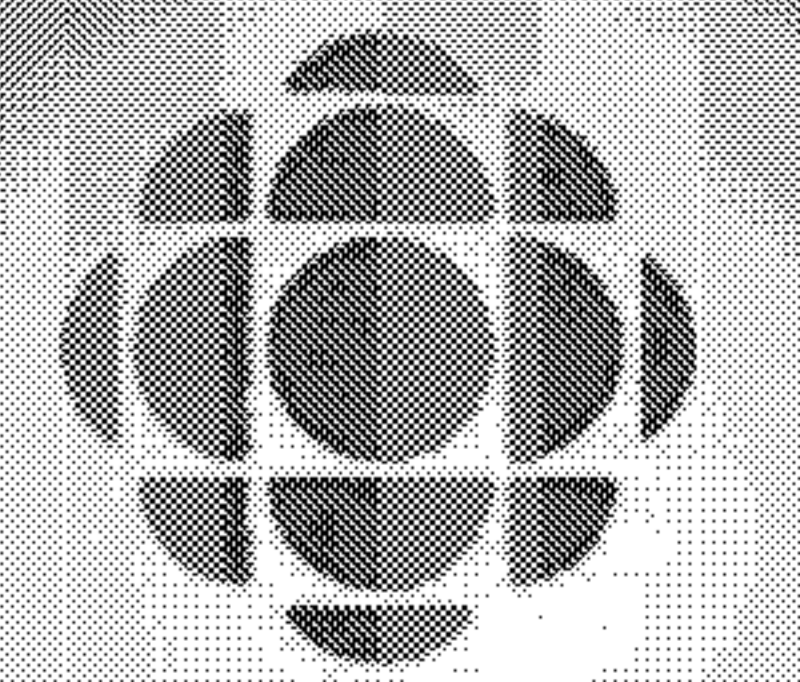
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CBCSPORTS

PROGRAM AND CONTENT DEVELOPMENT

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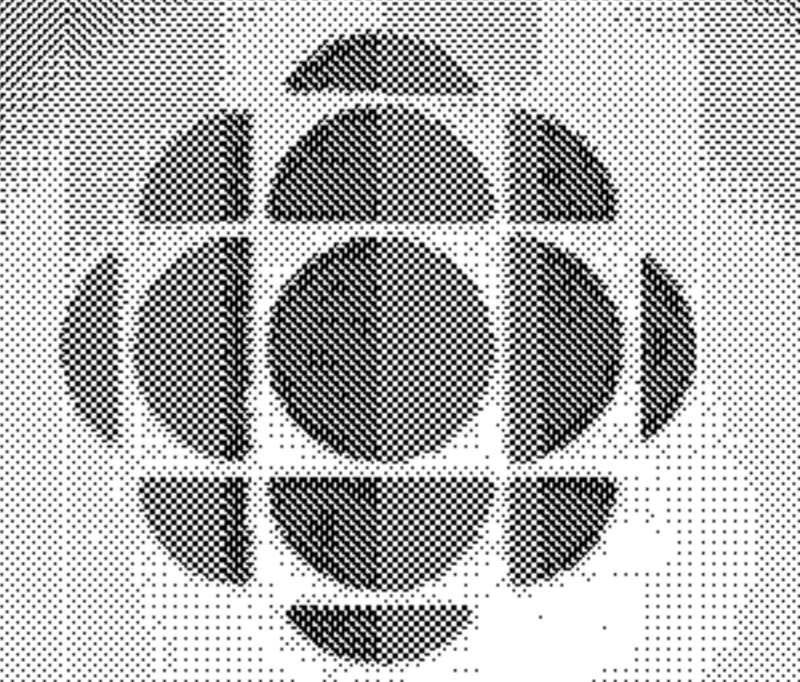
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CBCSPORTS

PLATFORM EXPANSION

Everyone, Every Way

1. Review current inventory of technology offerings, in order to identify gaps, create efficiencies and level the playfield with competitors
2. Investigate newly emerging technologies and recommend select technologies for adoption
3. Identify and leverage other media partnerships to grow reach and create further audience engagement
4. Leverage the CBC sports brand on platforms that access the audience at the Community level – all sports fans / all ages / all skill levels



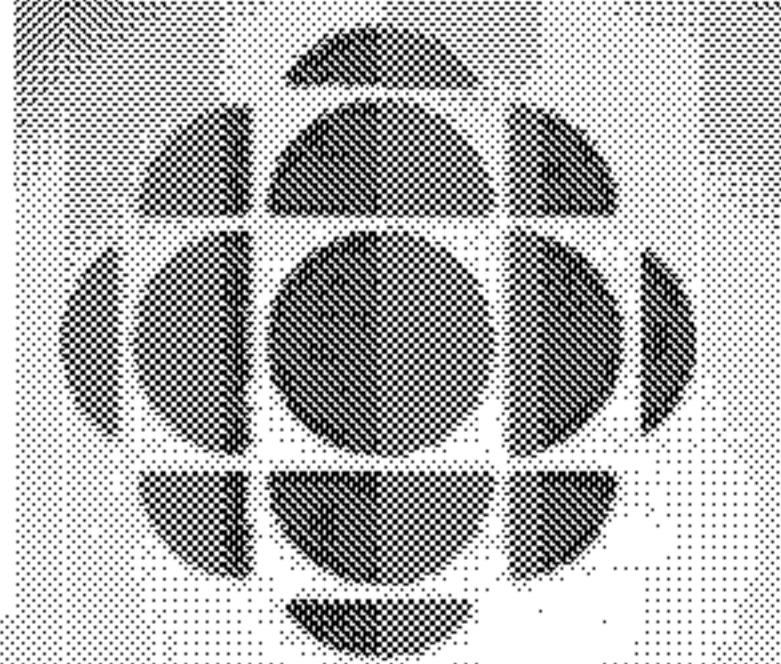
COMMUNICATION STRATEGY

Internal

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External

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CBCSPORTS

REVENUE

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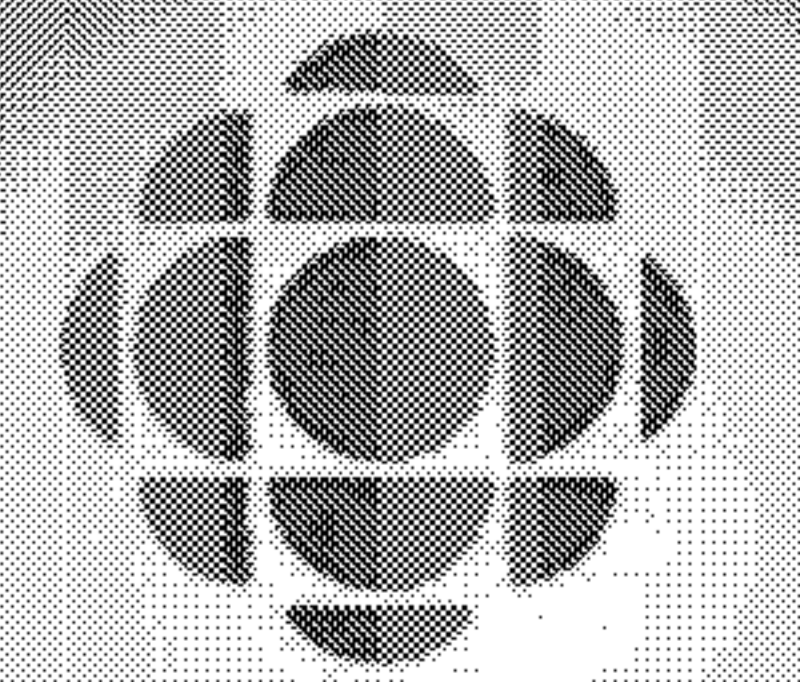


CBCSPORTS

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VALUING OUR PEOPLE

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CBCSPORTS

PLAYING

TO

WIN



CBCSPORTS