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DEVELOPING A TECHNOLOGY STRATEGY

Commonwealth Broadcasting Association Conference
Making a Difference in the Multi-Platform World
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Agenda

- Why a Technology Strategy
- Technology Strategy Budget
- Technology Strategy Human Resources Plan
- How to develop a Technology Strategy
- Typical Deliverables of a Technology Strategy
- How to Implement the Technology Strategy

(The SABC Case Study – The Development of a Technology Strategy using a business approach)

Why a Technology Strategy

- Medium to Long Term Plan
 - Envisioning the Technology and Programming and Content Goals
 - The development of Technology Standards
 - Prioritise and phase projects
 - Develop a Medium to Long Term Budget
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- Commence the budget approval processes
 - Commence the evaluation of systems and solutions

Main Components of the Technology Budget

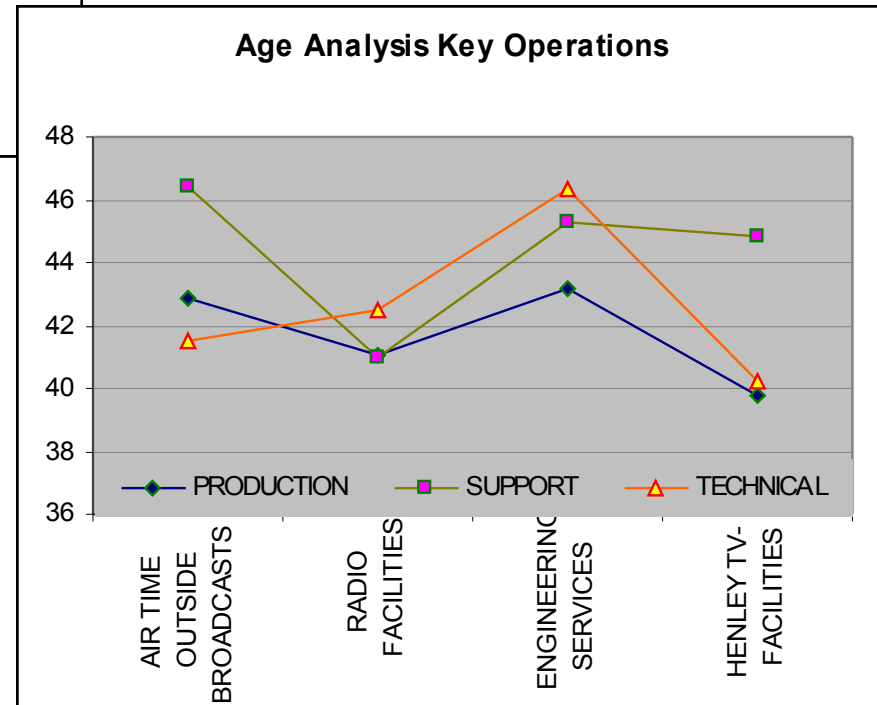
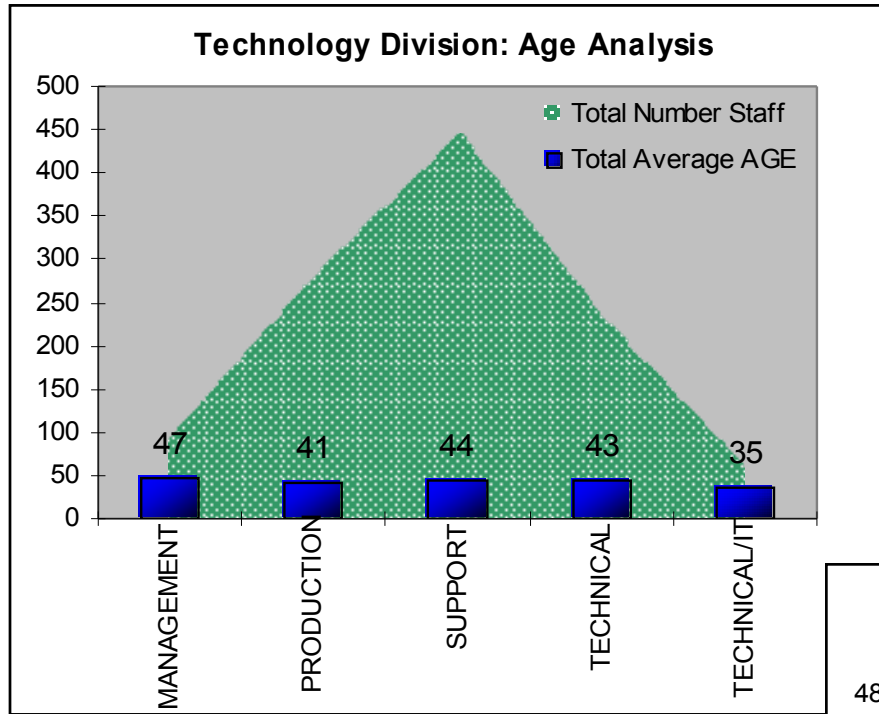
- Forex
- Capital Expenditure Budget
- Operational Expenditure Budget
- Staffing Costs
 - Recruitment
 - Training

Human Resources Capacity Planning

HR DIAGNOSTIC

- Average Age of Staff
- Skills Competencies to operate digital equipment
- User Base competency profile

DIVISIONAL STAFF AGE ANALYSIS



HOW TO DEVELOP A TECHNOLOGY STRATEGY

■ ASSESS BUSINESS DRIVERS

- Technology Obsolescence
- Start up Broadcasting Operations
- Expansion or Introduction of new services

■ APPOINT TECHNOLOGY STRATEGY DEVELOPMENT TEAM/CONSULTANTS

- Full Stakeholder Representation (spanning end-users, management counterparts to senior management)
- The advantages and disadvantages of external stakeholders (ownership and adoption)

■ COMMENCE WORK FOLLOWING METHODOLOGY

HIGH LEVEL METHODOLOGY

1. Assess and Investigate
 - Skills
 - Technology
 - Processes
 - Obtain a sound understanding of programming and content requirements
2. Develop and Evaluate
3. Report and Development of Roadmap

Technology Strategy: Typical Deliverables

1. Technology Roadmap
2. Project Prioritisation and Phasing Plan
where prioritisation is based on (eg):
 - Critical factors eg risk of going off-air
 - where there is strong evidence showing cost benefit
3. Costing Plan
4. Human Resources Capacity Plan

Current Applications (EAA)

Broadcasting	
DALET	News Star
Omni Bus	Selector
Team radio	Landmark
Enterprise	TV MIS
Radio MIS	

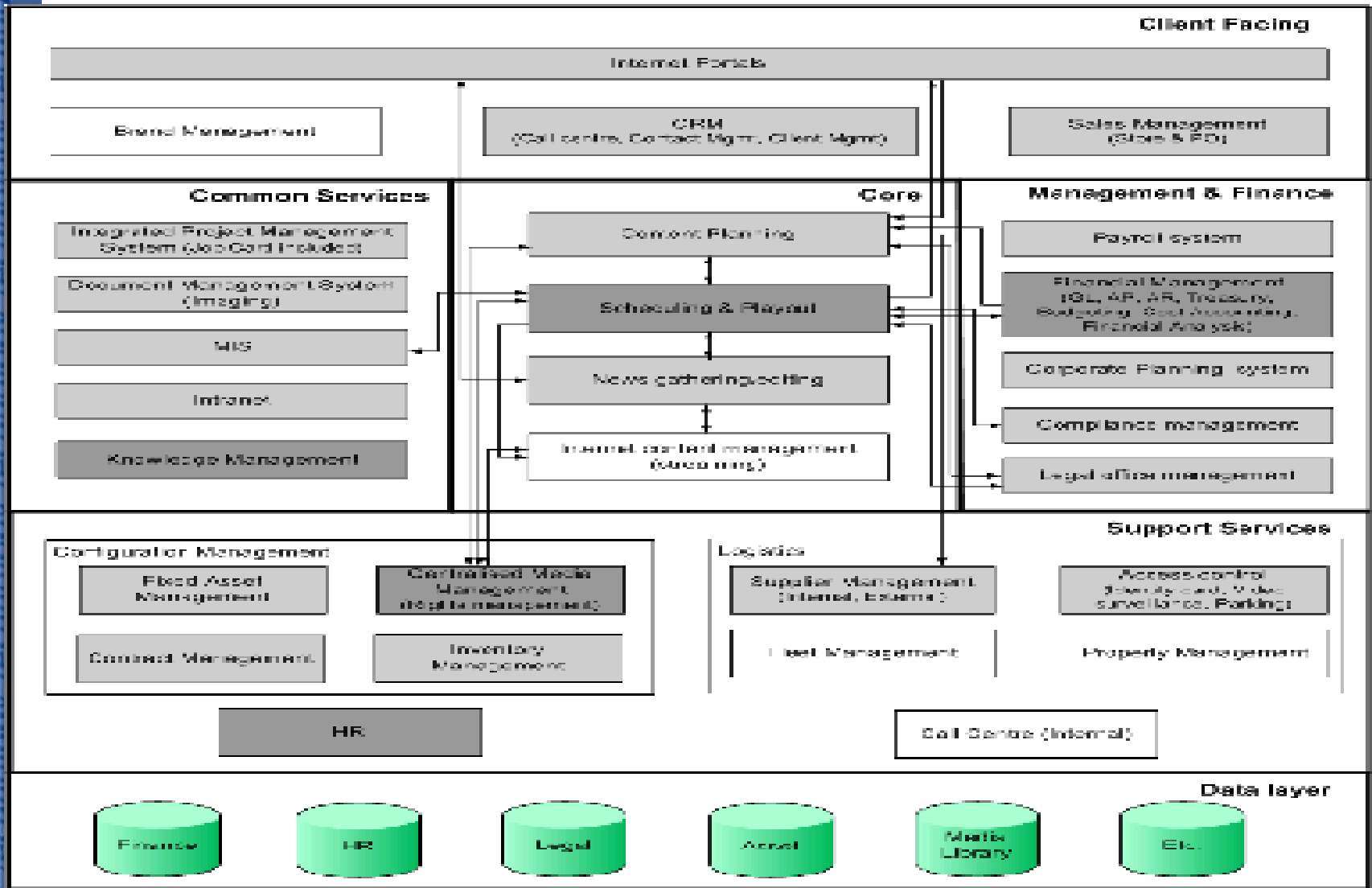
Finance	
ADS	AP: M, PO:M, CM:M
SDS	GL: Millenium
Forex	Fixed assets: M
Electronic Remittance	Timeline: M
ISBUCS: M	Program stocks: M
FCS	

Support Services	
ScheduleAll	Video Library
VIDP	MMS
NDM	Media Library
Mobius	New Base
HEAT	InMagic
DIP	Genesis
Business Man	MIS - Cognos
LOTS	Legal Contracts

Human Capital	
QPAC	FCS

Customer Facing
CRM
TELMAR
DALET
Landmark
MIS systems (TV, Radio, TV Licence etc)
TVDP
DIP
Mobius
POS

PROPOSED APPLICATION ARCHITECTURE : IT FOCUS



Note - The application components in each layer will be communicating to all other layers and have not been shown for the sake of presentation clarity. Only the interlinking for the application components of the core layer has been presented in this diagram.

Please refer to the Proposed Application Architecture table for the interlinks.

HOW TO IMPLEMENT THE TECHNOLOGY STRATEGY

- Develop Technology RoadMap into detailed system design and standards
- Commence with high priority projects
- Phase in dependency projects
- Focus operational teams on keeping existing technology stable whilst parallel team (internal and external stakeholders) focus on implementation of new systems
- Follow project methodology
- Develop communication plan

SABC: SOME LESSONS LEARNT

- Time taken to conclude Administrative Processes
- Multi-Vendor environment risks
- Training Planning
- The importance of Steering Committees
 - Change management
 - Budget management
- Project Communication

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