

Adding Value through Flexible Working

Responding to Generational Change
in Broadcasting and New Media

Chris Alcock
Workspace Logic

Adding Value through Flexible Working

Traditional working vs New working

Traditional work

- Clearly defined market and established services
- Low competition and established demand
- Low cost environment
- Stable workforce & plentiful labour supply
- Institutionalised systems and processes
- Known technology

Business Stability

“New” work

- Emerging / changing markets and services
- High competition
- Unpredictable demand
- Unpredictable workflows
- Highly competitive labour market
- New systems and processes
- New technologies

Business Agility

Flexible working

Flexible working....

Choice in *when* people work

- Part-time / job share
- Variable hours / days
- Early / late working

people

Choice in *where* people work

- Mobility
- Activity based working
- Flexible environments

space
+
technology

Flexible working....

Mobility is being able to work anywhere,
anytime.

Flexible working....

Activity-based working is a workplace in which people choose worksettings to suit the tasks they are doing.

Flexible working....

Flexible environments accommodate rapid changes in the number of people and teams in the workplace.

Flexible working....

Uses less space

Is cheaper to run

More responsive to change

So why isn't everyone doing it???

Generational Change in Broadcasting and New Media

Broadcasting and New Media

The generational change...

- what, how and to whom
- audience interface – the shift from “push” to “pull”
- exchange of control
- convergence – acquisition, production, output
- emerging and powerful competition – social media

Video inserted from

<http://www.youtube.com/watch?v=6ILQrUrEWe8>

BLUEBIRD [AR]

unlock the drama

PREVIEW

Unlock the drama

Convergence

> News



Thorpe sinks comeback rumours

3 May 2010. 15:34:35 (AEST)
Five-time Olympic swimming champion Ian Thorpe has shot down reports he will make a comeback to the sport in time for the 2012 London Olympics. >more

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> TV



Q&A

Monday 9.35pm, 03/05/2010 on ABC1
Joining Tony Jones on the panel this week are Penny Wong, Nick Minchin, John Symond, Paul Howes and Christine Milne. >more



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Convergence means...

- Increased competition = revenue challenge
- Increased competition = content challenge
- Pressure on costs
- Shift to 24/7
- Structural change from output-based to genre-based
- “Reality broadcasting” – a different relationship with the audience

Workplace implications...

- Genre-based structures an organisational quantum leap from the status quo
- Multi-tasking requires new skills and new worksettings
- Collaboration the new imperative
- Importance of place in engaging the public
- Pressure to shift funding from fixed overheads to content generation = flexible working

Case Study: Workplace at the BBC

The BBC Workplace Journey

- Focus on three major projects
 - Glasgow: Pacific Quay
 - Salford: mediacity
 - London: Broadcast House
- The BBC 2020 Property Vision
 - Flexibility: “elastic buildings”
 - Technology: adapting to change
 - Talent: inspiring workplaces
 - Audience: engaging the public
 - Cost: saving money, not consuming it

Case Study: Pacific Quay



Pacific Quay, Glasgow

- Opened in 2007
- 34,000 sq.m. (GFA)
- Drivers:
 - Growth
 - Cost savings
 - Digital broadcasting
- Project organised as a change programme – an enabler of change in working practices



The Prime Minister said
"I believe that this building will become a design classic and reflect the heritage of this country. Most of all we can applaud here in Glasgow the UK's most advanced broadcasting studio. The biggest TV recording space ever built in Scotland and the first high definition facility of its kind in the European Union. I know that with this new building and the commitment to investment north of the border...the BBC's commitment to Scottish talent is going to be undiminished in the future."



Case Study: mediacity



mediacity:uk, Salford

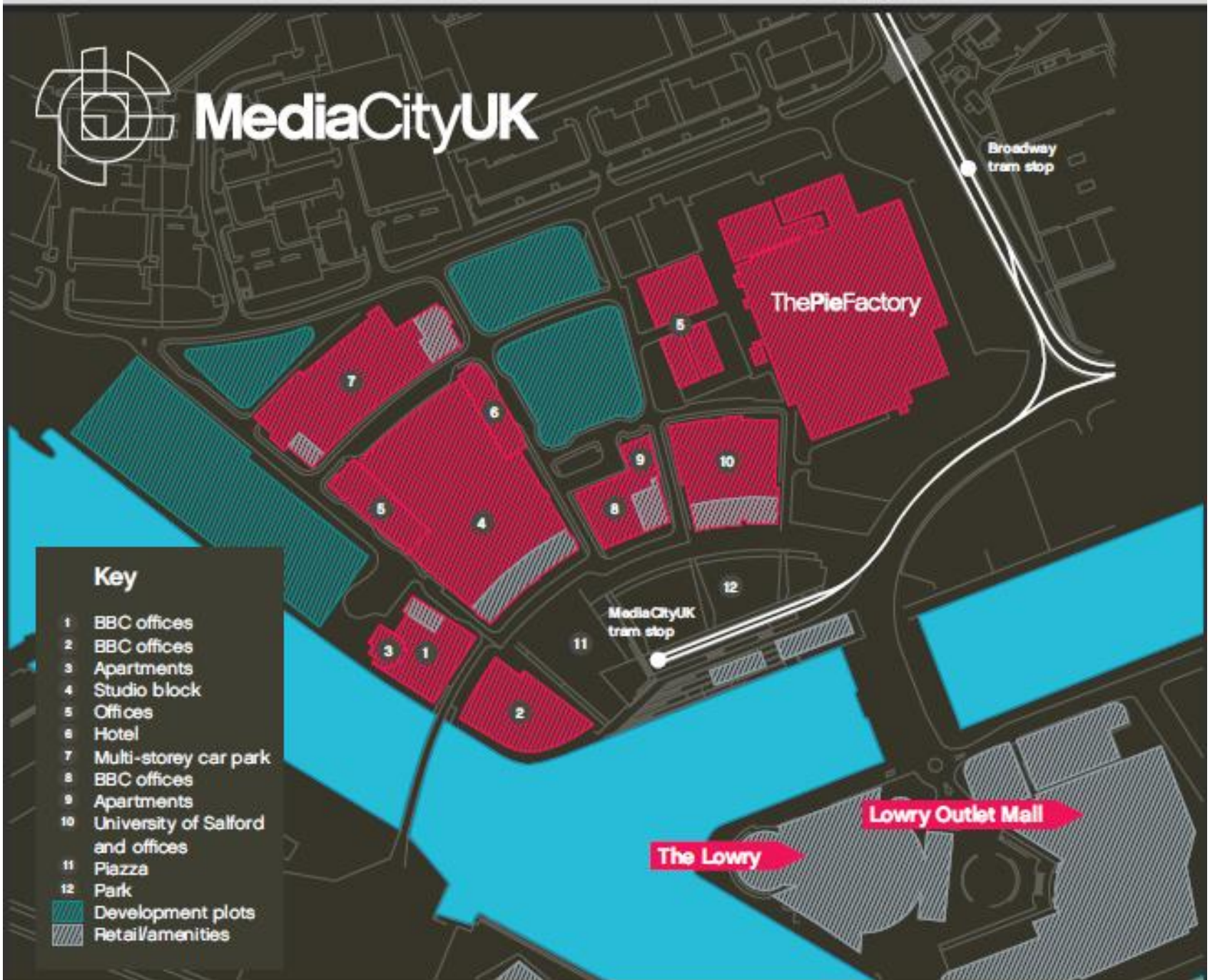
- an “out of London” initiative
- 2500 staff – 1500 from London
- 34,000 sq.m. + studios
- substantially delivered by private enterprise
- a creative community with a total floor area of 700,000 sq.m.
- flexible workplace



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MediaCityUK





Case Study: BBC “W1”



Broadcast House

- Consolidation of inner London operations
- Disposal of existing property not viable due to heritage issues
- architecturally sensitive project includes renovation of existing facilities
- 80,000 sq.m. on completion
- flexible working imperative
- bringing together of distinct cultures



The change agenda for broadcasting

- Location
- Organisational
restructure
- Flexible working



Flexible working



Flexible working....

Uses less space

Is cheaper to run

More responsive to change

So why isn't everyone doing it???

The challenge

Issues....

My space

My team

My stuff

My systems

My family

Drivers....

Cost

Content

Culture

Collaboration

CHANGE

Supporting change

- Leadership
- Appropriate resources
- Establish the need
- Establish the inevitability
- Create the communication forum
- Trials and prototypes... the workplace journey
- Learn from mistakes
- Be prepared for casualties

Supporting change

There is no substitute for communication



Adding value.... the role of CRE

- Understand the needs and the challenges
 - engage the users
 - analysis of needs
 - research the opportunities
- Nurture the customer base (at all levels)
- Educate and advocate
- Connect space, people, technology, process
- Lead by example