Fondation Médias et Société
Stiftung Medien und Gesellschaft
Media and Society Foundation

AIBD
Asia-Pacific Institute for Broadcasting Development

ISAS
INTERNATIONAL STANDARDIZATION & ACCREDITATION SERVICES

Pre-summit Regional Workshop on MEDIA QUALITY MANAGEMENT

Hanoï, May 23th, 2011

Louis Balme, ISAS
Yves Ménestrier, Media & Society Foundation

Let's get acquainted ….

Louis BALME

- Master's Degree in Political Science (1972), PhD Electronics (1976), "Habilitation à Diriger des Recherches" (1990)
- Professor at "Institut National Polytechnique", Grenoble, France
- Expert Consultant EFQM, EOQ
- Vice President ISAS (International Standardization & Accreditation Services, New York, Geneva, Tsukuba)
- Louis.Balme@isas.org

Let's get acquainted ….

Yves MENESTRIER

- Doctor of Laws LL.D.
- Former secretary general and program director of TSR, the French speaking national television of Switzerland
- Director of the Media and Society Foundation
- Yves@media-society.org

A quick tour of the table …

In a few words,
could you introduce yourself and tell us:

- Your background
- Your current domain of activity, your responsibilities
- Your level of experience in Media Quality Management
- Your expectations from this workshop

Pre-summit Regional Workshop on MEDIA QUALITY MANAGEMENT

Morning session:

1- Introduction: presentation of the Media & Society Foundation & ISAS
2- Current status and challenges of the media industry in the world
3- Benefits of quality management & feed-backs from medias already certified
4- Presentation of ISAS BCP 9001:2010
5- Presentation of the « Quality Management Starter Kit » (Part 1)

Afternoon session:

6- Presentation of the « Quality Management Starter Kit » (Part 2)
7- Presentation of Click-N-Manage management software
8- How to continuously master quality in digital workflows?
9- Discussion and exchange of experiences with attendees

The Media & Society Foundation ….

The Geneva-based Media & Society Foundation (MSF) is a Swiss not-for-profit organization whose mission is to encourage the development of quality standards in traditional medias (broadcasting and press and new medias (Internet, mobile TV, etc.). The foundation's initial funding was provided by the Swiss Agency for Development and Cooperation and now by the City of Geneva and the State of Geneva via Loterie Romande.

MSF created the BC-9001 standard for broadcasting in 2003 and P-9001 standard for the press in 2005. Both standards have merged in 2010 into one single standard referenced ISAS BCP 9001:2010

Its ongoing role consists in maintaining the standards and promoting the related certification systems worldwide.

www.media-society.org

International Standardization and Accreditation Services ….

ISAS is a private company that specializes in standardization and accreditation services.

Its mission is to assist private, public and governmental institutions that seek to establish and maintain quality standards and to accredit the certification bodies that verify compliance with these standards. All ISAS data are accessible online at **www.isas.org.**

ISAS is particularly active in voluntary certification. Its services complement those of official and governmental standardization and accreditation bodies such as ISO.

Pre-summit Regional Workshop on MEDIA QUALITY MANAGEMENT

Morning session:

1- Introduction: presentation of the Media & Society Foundation & ISAS
2- Current status and challenges of the media industry in the world
3- Benefits of quality management & feed-backs from medias already certified
4- Presentation of ISAS BCP 9001:2010
5- Presentation of the « Quality Management Starter Kit » (Part 1)

Afternoon session:

6- Presentation of the « Quality Management Starter Kit » (Part 2)
7- Presentation of Click-N-Manage management software
8- How to continuously master quality in digital workflows?
9- Discussion and exchange of experiences with attendees

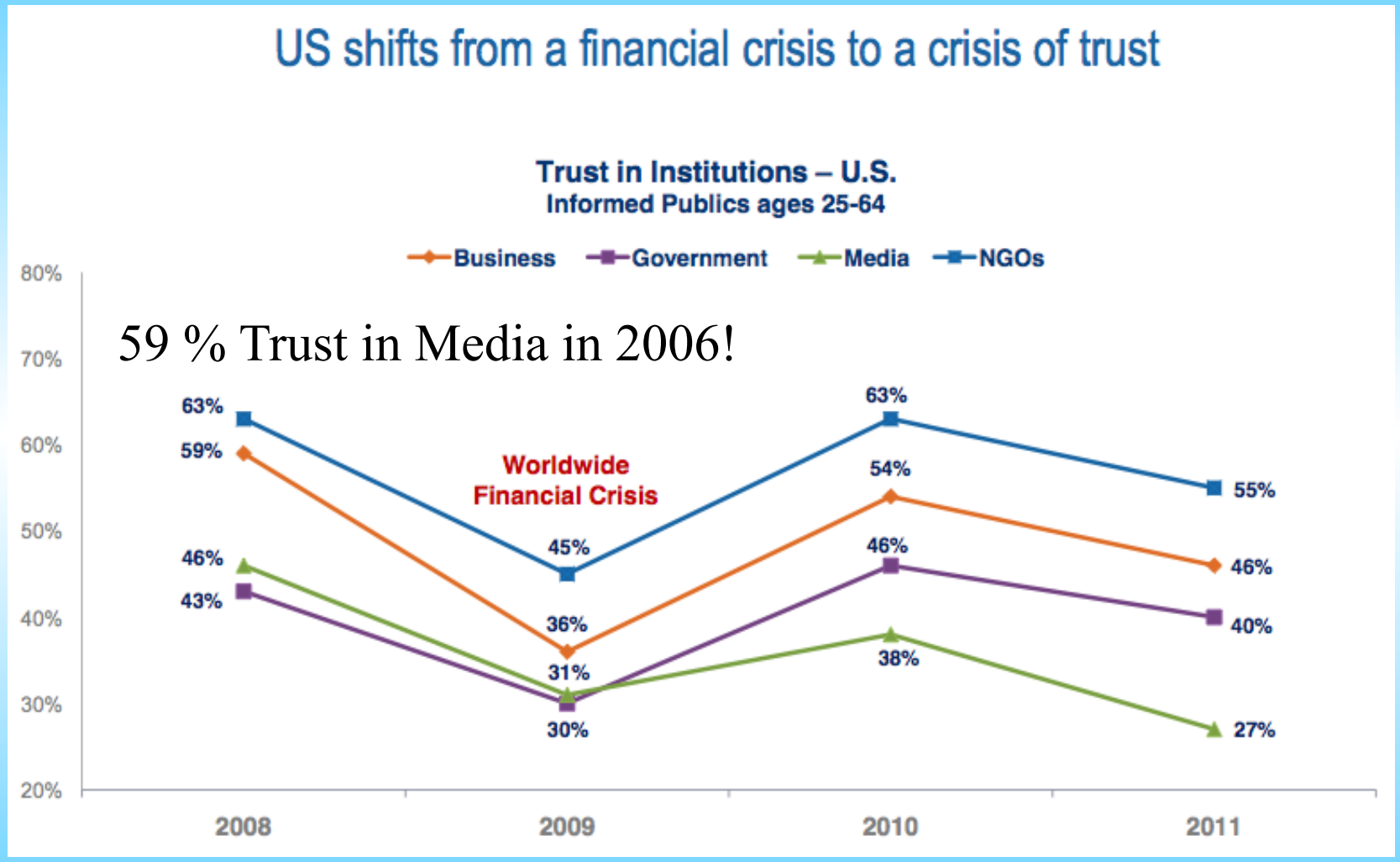
Current status and challenges of the media industry in the world…

MEDIA CRISIS

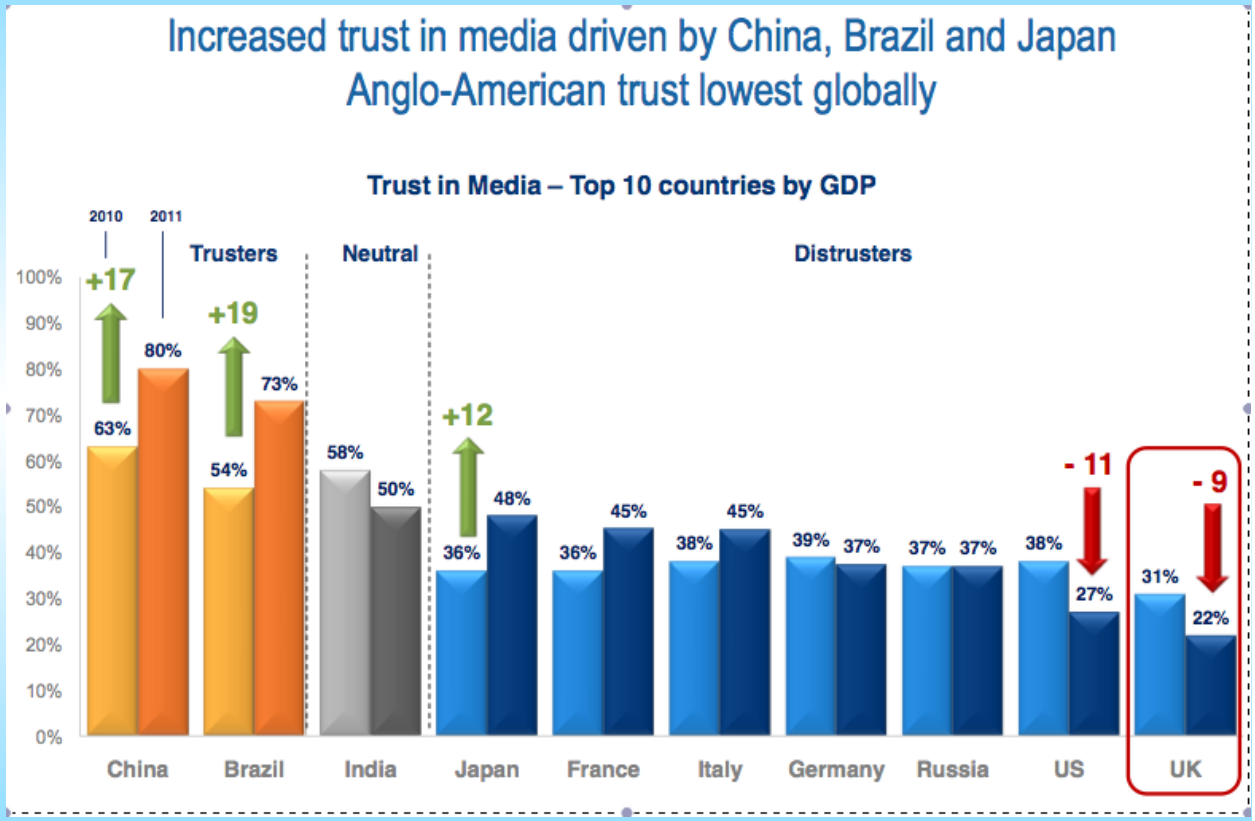
- Less credibility
- Less trust
- Manipulation by political, commercial and social forces
- Communication rather than information
- Competition from internet and other NTICs
- Market and other economic pressures

Current status and challenges of the media industry in the world…

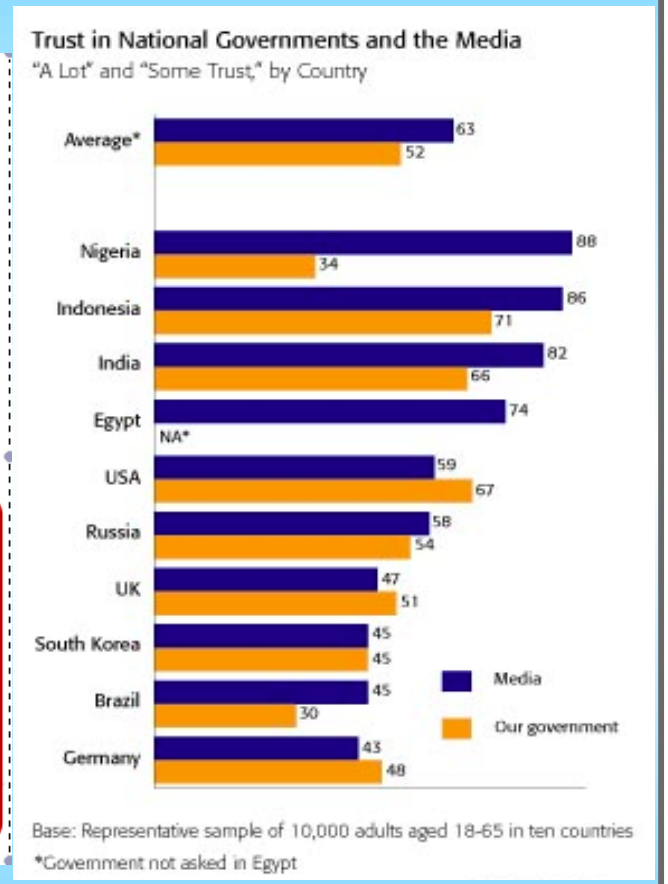
Source: Edelmann Trust Barometer 2011



Current status and challenges of the media industry in the world…



Source: Edelmann Trust Barometer 2011



Source: BBC/Reuters/Media Center Poll: Trust in the Media 2006

Current status and challenges of the media industry in the world…

Source: Edelmann Trust Barometer 2011

Most relied on source for company information (unaided)

U.S. Information Sources			U.K. Information Sources			China Information Sources			Brazil Information Sources		
1.	Google	31%	1.	Google	47%	1.	CCTV	30%	1.	Google	11%
2.	The Wall Street Journal	24%	2.	BBC	46%	2.	Baidu	18%	2.	Yahoo	10%
3.	The New York Times	16%	3.	The Financial Times	16%	3.	Sina	11%	3.	Globo	10%
4.	CNN	16%	4.	The Times	13%	4.	Sohu	10%	4.	Correio Braziliense	9%
5.	FOX News	14%	5.	The Guardian	11%	5.	`163.COM	8%	5.	O Globo	7%
6.	Yahoo!	10%	6.	The Economist	7%	6.	Google	7%	6.	Estadao.com	5%
7.	National Public Radio	7%	7.	The Telegraph	7%	7.	Phoenix Television	5%	7.	JB	4%
8.	The Economist	7%	8.	Sky News	6%	8.	Xinhua	4%	8.	Brazilian	3%
9.	Bloomberg	7%	9.	Yahoo!	5%	9.	The Wall Street Journal	1%	9.	Folha de São Paulo	3%
10.	MSNBC	6%	10.	The Independent	4%	10.	China Securities Journal	1%	10.	Terra	3%

Current status and challenges of the media industry in the world…

Most Trusted Media Brands

Unprompted, by Country, % Mentioning Each Brand

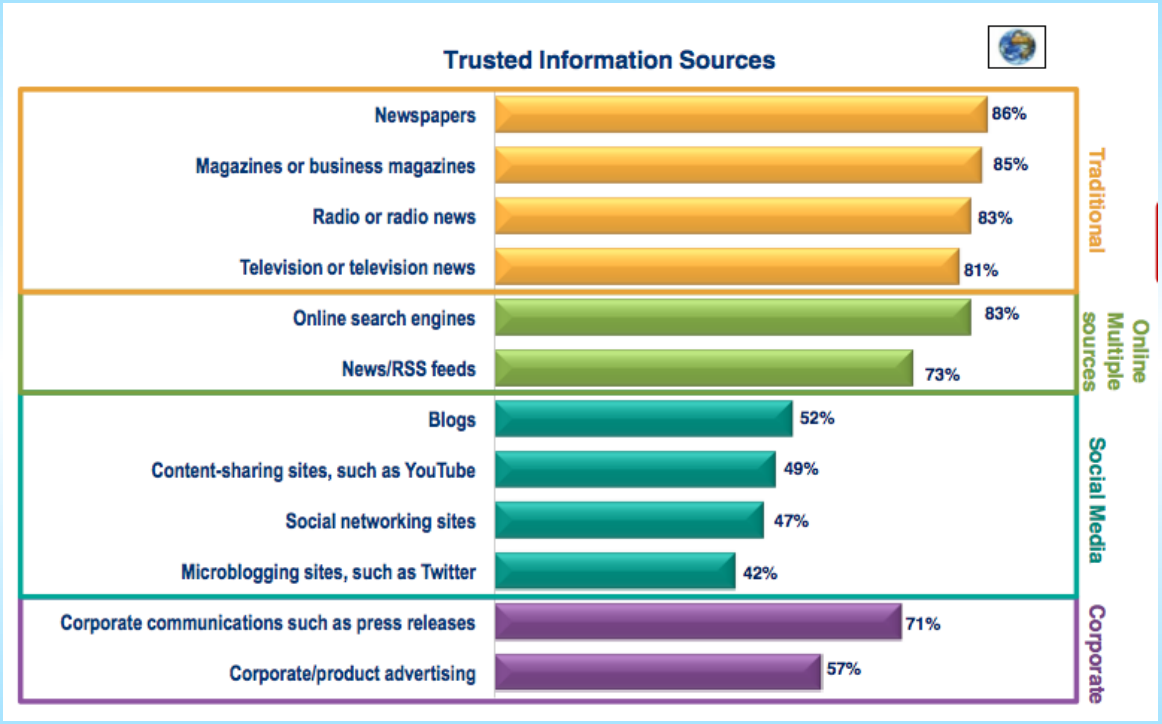
	Top mention	2nd mention	3rd mention
Brazil	Rede Globo (52)	O Globo (4)	TV Records (3)
Egypt	Al Jazeera (59)	Channel 1 Egypt TV (12)	Al Ahran (6)
Germany	ARD (22)	ZDF (7)	N-TV/N24 (6)
India	AAJ TAK (11)	DD (10)	Dainik Jagran (7)
Indonesia	RCTI (27)	SCTV (17)	Metro TV (14)
Nigeria	Channels TV (16)	NTA (16)	AIT (10)
South Korea	KBS (18)	NAVER (13)	Chosun (10)
Russia	ORT (36)	NTV (16)	RTR (15)
UK	BBC News (32)	ITV (8)	Sky News (7)
USA	FOX News (11)	CNN (11)	ABC (4)

Base: Representative sample of 10,000 adults aged 18-65 in ten countries

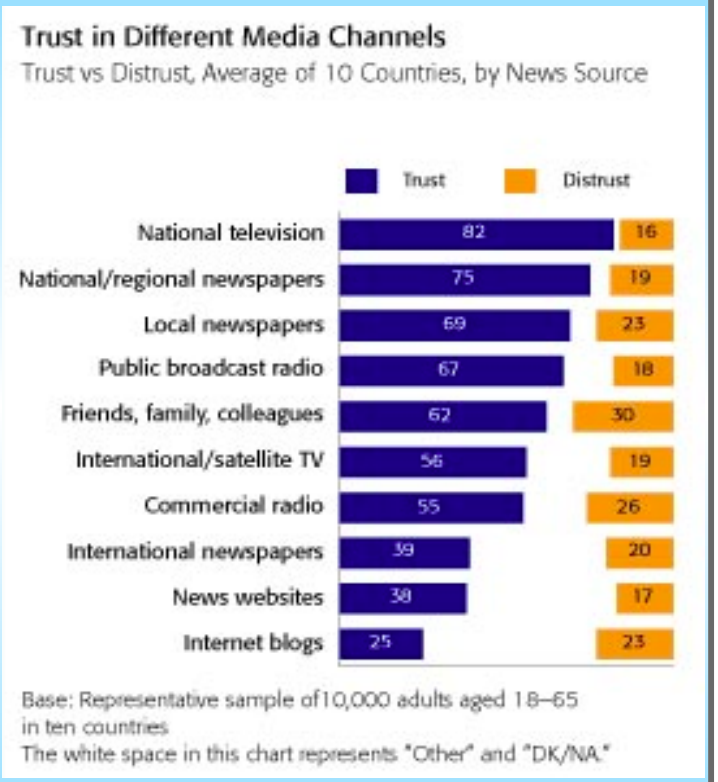
bbcreut_4_Top3

Source: BBC/Reuters/Media Center Poll: Trust in the Media 2006

Current status and challenges of the media industry in the world…



Source: Edelmann Trust Barometer 2011



Source: BBC/Reuters/Media Center Poll: Trust in the Media 2006

DEMOCRACY CRISIS

- Misuse of politically correct language
- Pseudo-democracy, pseudo-liberty, etc.
- Insufficient information and debate for citizens to participate in political decision process
- Decisions taken far away, untouched by democratic process
- Distrust in democracy's ability to solve society's problems

Current status and challenges of the media industry in the world…

The media industry is very specific

- Strict separation between editorial (contents) and administrative management

- Two different kinds of clients/ customers, with sometimes antagonist expectations
  - the advertisers
  - the public/ audience (readers, listeners)

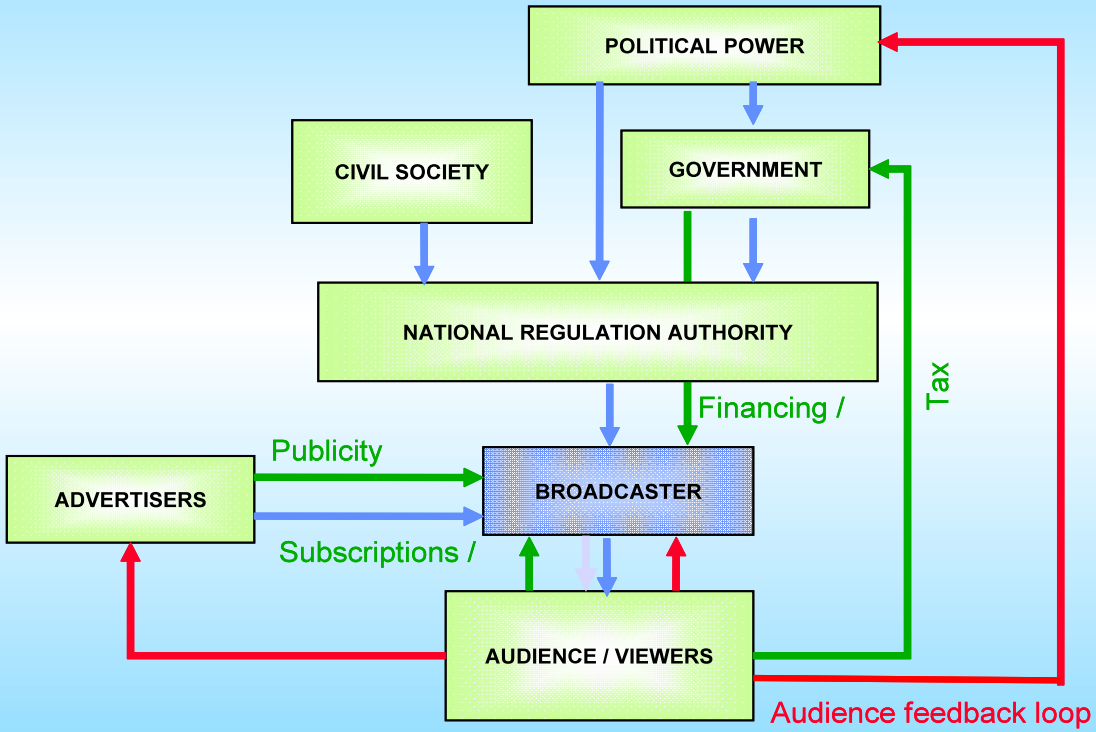
- Techniques and technologies proper to the profession and in never-ending evolution.

Current status and challenges of the media industry in the world…

The media industry is complex

- Strong influence on opinions and minds
- Huge economical interests at stake
  (above all because of advertising incomes)
- Separate goals between public service media and commercial media companies
- Pressure from political and economical powers
- Reference to article 19 of Human Rights Declaration
  ("freedom of expression")
- Multiplicity of stakeholders and interests

The broadcasting industry actors and interested parties



Financial flows

Information flows

Influence flows

Current status and challenges of the media industry in the world…

The media industry is facing major changes

- Traditional media are challenged by new media: blogs, free given newspapers, Internet, …
  (20 millions of blogs in 2006,156 millions in 2011)
- Reliability of information sources has become a matter of major concern (concentration, citizen journalism cost control)

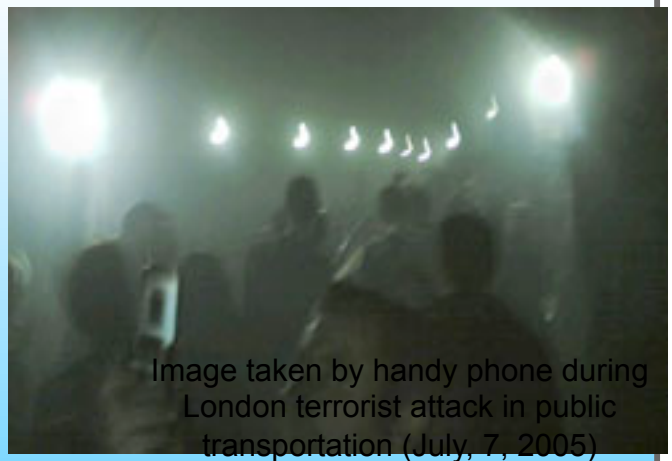


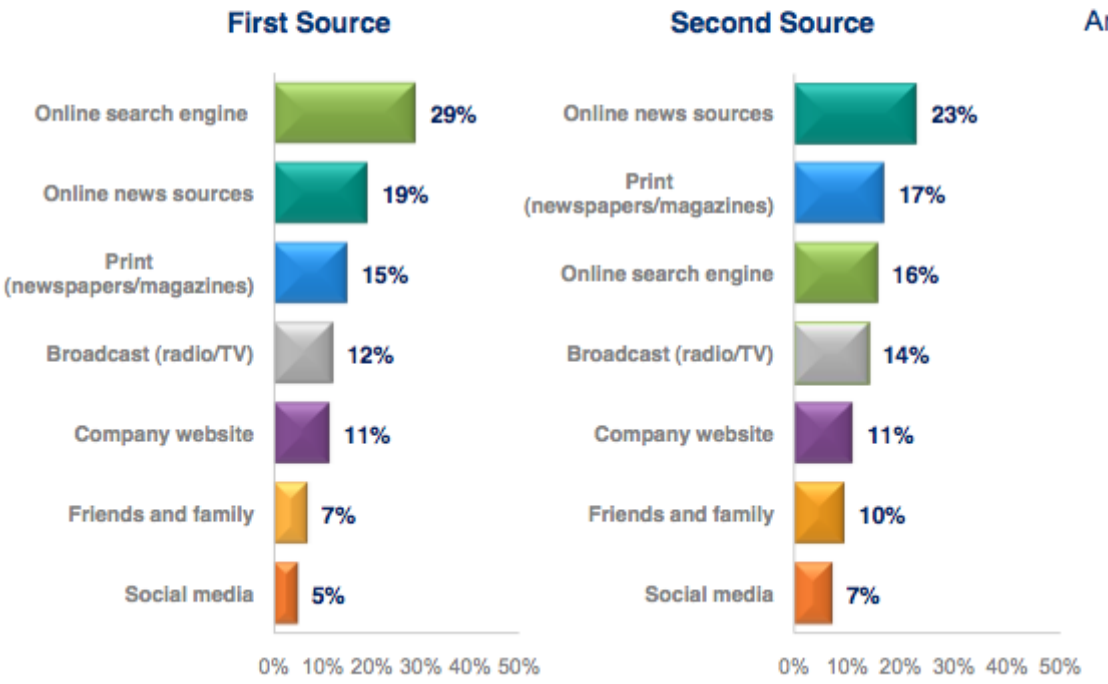
Image taken by handy phone during London terrorist attack in public transportation (July, 7, 2005)
Source : Beyond The Headlines e-newsletter

Current status and challenges of the media industry in the world…

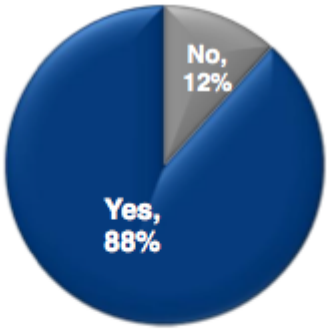
Source: Edelmann Trust Barometer 2011

Search engines first source people go for news about a company
Online news, including traditional outlets, second stop

Where Informed Publics go for company news and information

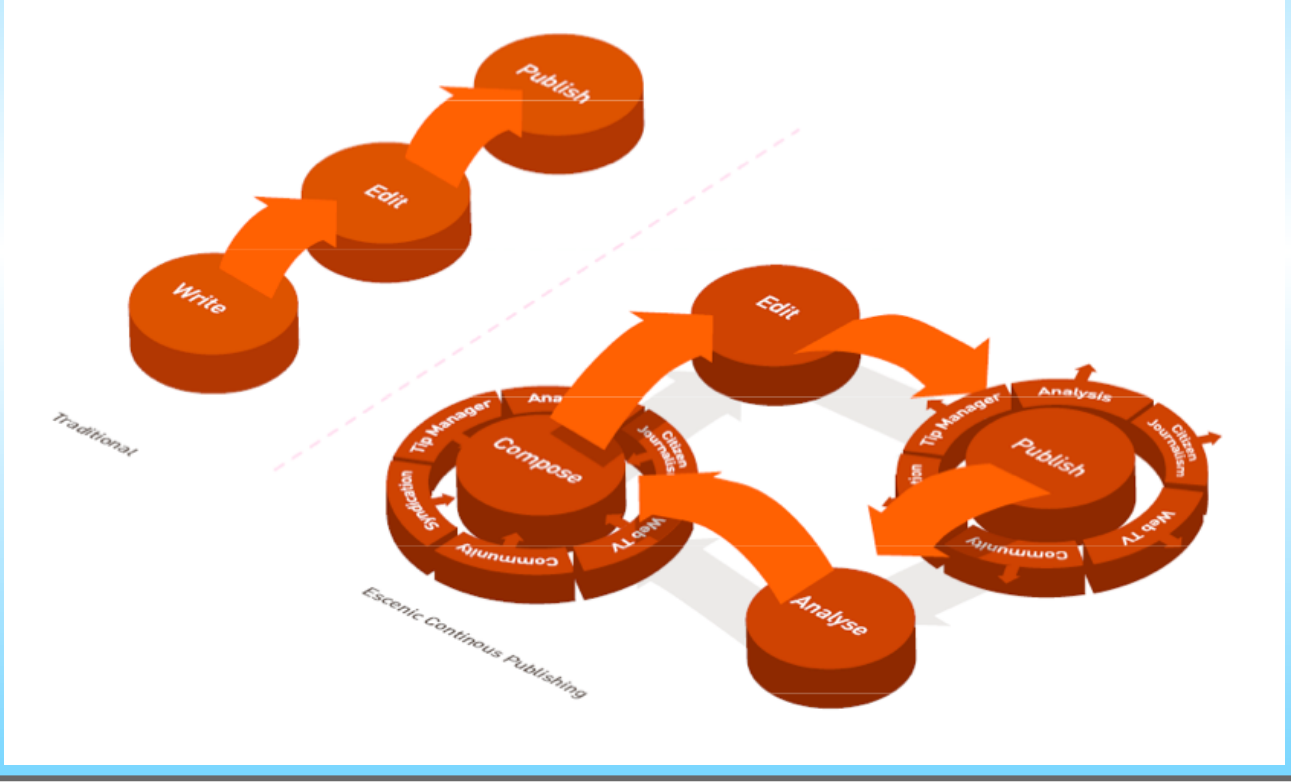


Are these the **same types of sources** you consult first for information about a **business crisis**?



Current status and challenges of the media industry in the world…

With the full content digitalization continuous publishing has become a reality ...



Courtesy of VIZRT

Current status and challenges of the media industry in the world…

THE HINDU

Online edition of India's National Newspaper
Wednesday, April 07, 2010
ePaper | Mobile/PDA Version

Google
Site Search

DTCP APPROVED PLOT NEAR CHENNAI
Wisdomproperties.com
Near Mahindra City SINGAPERUMAL KOIL
22384571, 99629 28725

Breaking News and Updates, at our beta website

News
ePaper
Front Page
National
States:
• Tamil Nadu
• Andhra Pradesh
• Karnataka
• Kerala
• New Delhi
• Other States
International
Opinion
Business
Sport
Miscellaneous
• Cartoons
Engagements

Sudoku
Today's Headlines

XML
RSS Feeds

Specials
In Focus
Photo Gallery
Events 2009
Know Your English

Features:
Magazine

beta website: beta.thehindu.com

From the Print Edition

MAOISTS MASSACRE 74 CRPF MEN
Armoured Personnel Carrier blown up, trapped forces come under heavy fire from hundreds of Naxals entrenched in hillock in Dantewada forest of Chhattisgarh; 'Operation Green Hunt' goes horribly wrong

Manmohan expresses shock and grief
They seem to have walked into a camp or a trap set by Naxalites: Chidambaram

Court asks Geeta Johri, Jha to keep off probe
Restraint until further orders, on plea for SIT reconstitution

No medical evacuation plan for paramilitary forces
"We are lucky if we get information about an attack within the golden hour, let alone evacuating people in 60 minutes"

Krishna seeks more Chinese support on U.N. Security Council seat
Willing to hold talks with New Delhi on the Council issue, says Beijing

Maoists from A.P. may have planned it

CII presents the Tamil Nadu emerging entrepreneurs awards in partnership with Business Line
Union Bank presents The Ad Club - Business Line QUIZ 2010
25 years of excellence in Journalism
The Chennai December Festival
THE HINDU

Resources
• David Headley's Plea Agreement New! [PDF]
• Full list of people considered for Padma Awards 2010 New! [PDF]
• New Seat of Power New!
• Text of 2010-11 Budget Speech New! [PDF]
• Speech of Mamata Banerjee introducing the Railway Budget 2010-11 New! [PDF]
• Bt Brinjal: Note by Ministry of Environment and Forests New!
• Writing and writing is my happiness New!
• Interview with Pakistan Prime Minister Syed Yousaf Raza Gilani New!
• 'Crime fiction is about social inequality' New!
• List of Padma Awardees New! [PDF]
• Joint Statement issued at the

Courtesy of VIZRT

Current status and challenges of the media industry in the world…

To address those challenges, media companies should ensure customer loyalty, financial stability, efficiency of their internal processes, etc.

This implies a global strategy, that takes into account and optimizes both management and production activities.

Pre-summit Regional Workshop on MEDIA QUALITY MANAGEMENT

Morning session:

1- Introduction: presentation of the Media & Society Foundation & ISAS
2- Current status and challenges of the media industry in the world
3- Benefits of quality management & feed-backs from medias already certified
4- Presentation of ISAS BCP 9001:2010
5- Presentation of the « Quality Management Starter Kit » (Part 1)

Afternoon session:

6- Presentation of the « Quality Management Starter Kit » (Part 2)
7- Presentation of Click-N-Manage management software
8- How to continuously master quality in digital workflows?
9- Discussion and exchange of experiences with attendees

Current status of the certified media

- At the moment, some 50 media around the world (mainly Radio and TV stations) are implementing or using the standards of the Media & Society Foundation.
- Out of 50, 6 (8) are certified after a process of levelling which took around 2 years

Trans TV Jakarta
Canal Once Mexico
Radio Latvja
BNJ Group Switzerland
Le Temps newspaper Switzerland
LCP AN French Parliament TV Channel
Radio Fribourg (in process)
Radio Romania (in process)

Why did they choose to implement ISAS BC 9001 and get certified?

LE TEMPS

Ivan Pictet: ce que signifierait pour Genève la fin du secret bancaire

UBS

CHANEL

Journal of reference in Switzerland

Their main motivation for certification:

"Get an independent recognition of our commitment to editorial quality"

Valérie Boagno, Managing Director, December 2010

CMRTV WRTVC

ISAS INTERNATIONAL STANDARDIZATION & ACCREDITATION SERVICES

AIBD

Media and Society Foundation ISAS BC+ 9001

Why did they choose to implement ISAS BC 9001 and get certified?

- TRANS TV Jakarta

1st commercial TV channel in Indonesia

"A wonderful tool to solve problems and prevent conflicts"

Conclusion by the CEO of the surveillance audit - August 2009

Why did they choose to implement ISAS BC 9001 and get certified?

Radio România

National Public Service Radio, 2600 employees, 450 musicians in their inhouse philharmonic orchestra

Their main motivation for certification:

"Facilitate the transition towards a modern and high quality public service radio"

Andras Demeter,
President Director General,
February 2011

What are the benefits of ISAS BCP 9001 certification?

1- Better efficiency:

- ✓ A common and shared vision of the organization
- ✓Written procedures for all critical activities
- ✓Systematic responses to problems and complaints
- ✓Systematic follow-up and evaluation of corrective actions
- ✓Better monitoring of performance through appropriate indicators, understood and accepted by the staff
- ✓A culture of continual improvement
- ✓Benchmarking among broadcasters
- ✓Identification and exchange of best practices
- ✓Better access to sources of information

What are the benefits of ISAS BCP 9001 certification?

2- Better image:

- ✓ Increased audience satisfaction
- ✓ Transparent relationship with all stakeholders
- ✓ Greater credibility with viewers, listeners and advertisers
- ✓ Independent recognition of contributions to social development and democracy

3- Better HR management:

- ✓ Better motivation of staff
- ✓ Clear job descriptions and responsibilities
- ✓ The ability to attract and motivate high quality journalists

4- Better cost control:

- ✓ Cost saving in production processes and less waste of resources
- ✓ Higher efficiency of investments in content

Pre-summit Regional Workshop on MEDIA QUALITY MANAGEMENT

Morning session:

1- Introduction: presentation of the Media & Society Foundation & ISAS
2- Current status and challenges of the media industry in the world
3- Benefits of quality management & feed-backs from medias already certified
4- Presentation of ISAS BCP 9001:2010
5- Presentation of the « Quality Management Starter Kit » (Part 1)

Afternoon session:

6- Presentation of the « Quality Management Starter Kit » (Part 2)
7- Presentation of Click-N-Manage management software
8- How to continuously master quality in digital workflows?
9- Discussion and exchange of experiences with attendees

To help respond media' challenges and foster credibility, efficiency, and quality of information and contents,

INTERNATIONAL STANDARD
NORME INTERNATIONALE

ISAS BCP 9001 | version 2 | June 15th, 2010

QUALITY MANAGEMENT SYSTEMS
Requirements for media organizations

SYSTEMES DE MANAGEMENT DE LA QUALITE
Exigences pour les médias

professionals of the media industry designed two quality management standards

ISAS BC 9001 in 2003 and ISAS P 9001 in 2005

which merged into one single standard in 2010

ISAS BCP 9001:2010

25 main requirements, 5 thematic chapters

- Quality management system - documentation (chap. 4)

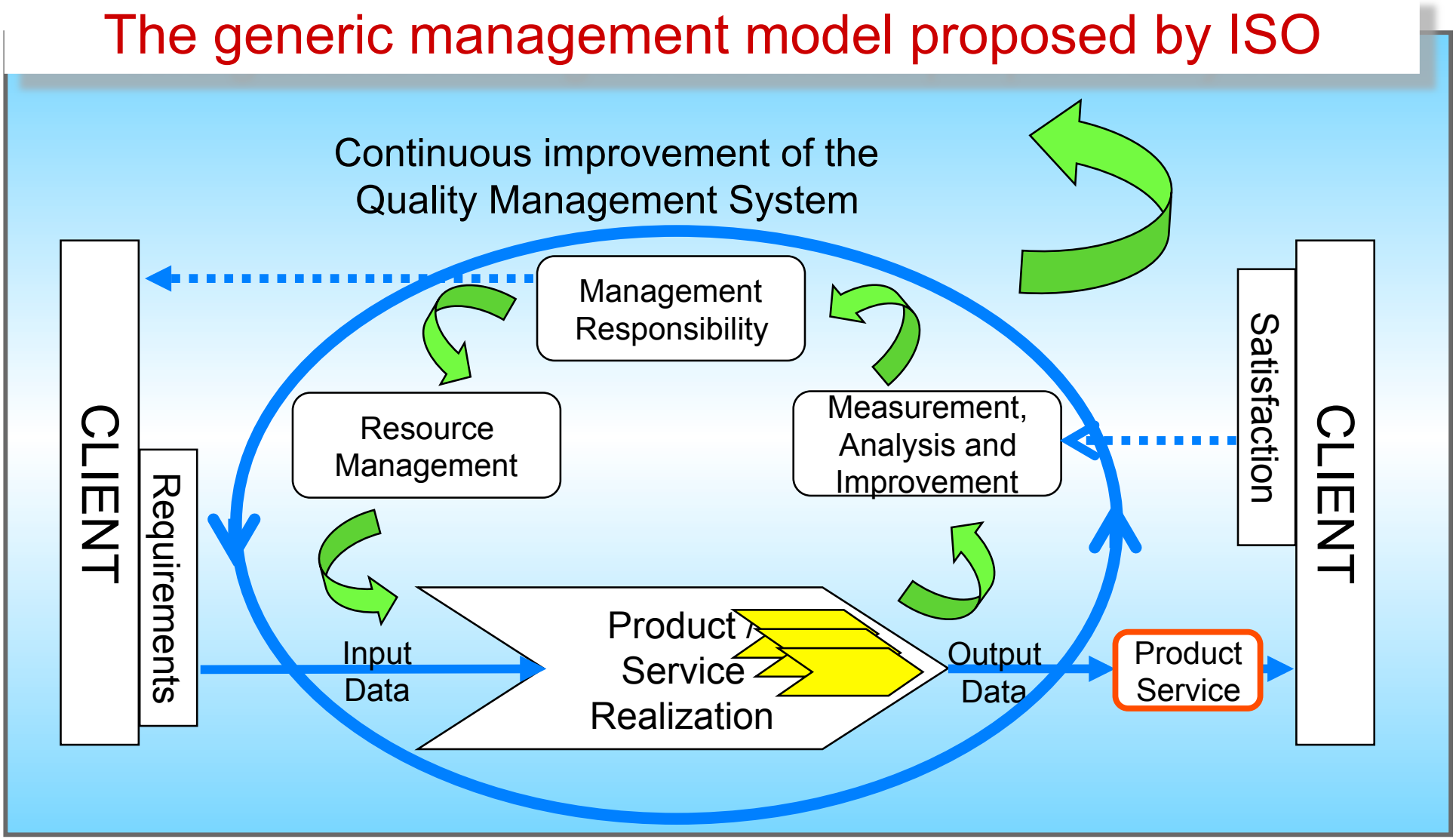
- Top management responsibility - commitment (chap.5)

- Resource management – human and material (chap.6)

- Product realization (chap. 7)

- Measurement, analysis and improvements (chap. 8)

The generic management model proposed by ISO



Example of a requirement

4-1- General requirements

This part refers directly to ISO 9001 norm

Section 4.1 of ISO 9001:2008 shall be applied.

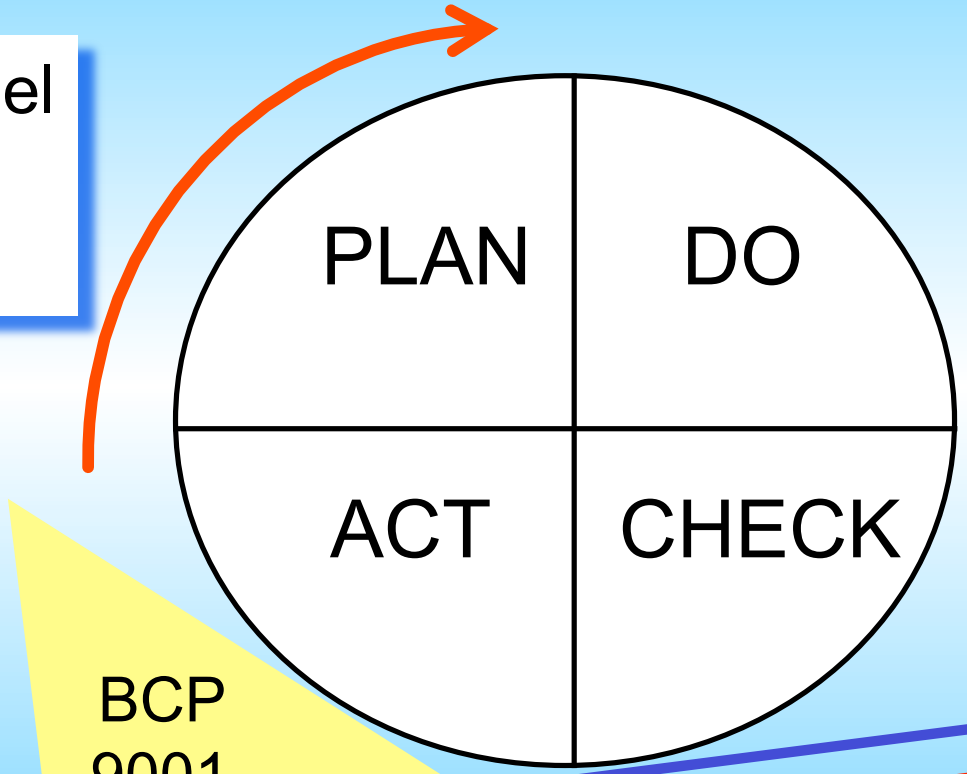
Specific requirements for media companies:

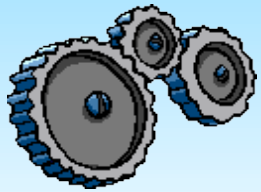
The media company shall identify and document all the critical processes* having a direct impact on:
The quality of the contents* (from design to audience*/ readers' feedback through content production and acquisition);
The relationship with an independent self-regulation body* (if any);
The relationship with public authorities*;
The relationship with the public
The relationship with advertisers*;
The relationship with external suppliers;
The measurement of audience/ readership* numbers and satisfaction.
Each of these critical processes* shall be fully determined in terms of sequences of activities, interactions, inputs and outputs with clear pre-defined criteria for measuring their effectiveness and efficiency.

N.B.: The Certification Body shall identify and document the media environment of the country in which the media company operates, with a specific focus on freedom of expression. It will document government involvement, regulatory conditions, self-regulation* mechanisms (if any), the ownership and control of broadcast/ publishing equipment and other factors that can influence the quality of the media organization. It will seek guidance from the Media and Society Foundation, as needed.

The concept of continual improvement …

Deming's wheel
(P.D.C.A.)





BCP
9001

Continuous Improvement

How to get certified?

- Certification is granted after a levelling process by an independent certification body.
- 75% compliance must be reached for each and every requirement.

4-1-a- Has the media organization a formalized description of its processes?

	Response Total	Response Percent
Not at all / No - Deloc / nu	2	6%
Weak / Some-times - Puncte slabe / Uneori	18	58%
Strong / Often - Pucte tari / Uneori	5	16%
Very strong / Yes - Puncte forte / Da	6	19%

4-1-b- Has the media organization a formalized description of its processes?

	Response Total	Response Percent
Not at all / No - Deloc / nu	2	6%
Weak / Some-times - Puncte slabe / Uneori	18	58%
Strong / Often - Pucte tari / Uneori	5	16%
Very strong / Yes - Puncte forte / Da	6	19%

4-1-c- Has the media clearly identified and formalized its relationships with its stakeholders?

	Response Total	Response Percent
Not at all / No - Deloc / nu	2	6%
Weak / Some-times - Puncte slabe / Uneori	15	48%
Strong / Often - Pucte tari / Uneori	11	35%
Very strong / Yes - Puncte forte / Da	3	10%

4-1-d- How are the processes understood by the staff?

	Response Total	Response Percent
Not at all / No - Deloc / nu	0	0%
Weak / Some-times - Puncte slabe / Uneori	20	67%
Strong / Often - Pucte tari / Uneori	9	30%
Very strong / Yes - Puncte forte / Da	1	3%

4-2-a- How are documents and records used to support effective and efficient operation of the media organization's processes?

	Response Total	Response Percent
Not at all / No - Deloc / nu	0	0%
Weak / Some-times - Puncte slabe / Uneori	15	56%
Strong / Often - Pucte tari / Uneori	11	41%
Very strong / Yes - Puncte forte / Da	2	7%

4-2-b- Is there a Quality Manual in place which covers all requirements of ISAS BCP 9001 international standard?

	Response Total	Response Percent
Not at all / No - Deloc / nu	26	100%
Weak / Some-times - Puncte slabe / Uneori	0	0%
Strong / Often - Pucte tari / Uneori	1	4%
Very strong / Yes - Puncte forte / Da	0	0%

4-2-c- Is there a Code of Ethics/Ethical guidelines in place?

	Response Total	Response Percent
Not at all / No - Deloc / nu	0	0%
Weak / Some-times - Puncte slabe / Uneori	4	14%
Strong / Often - Pucte tari / Uneori	11	39%
Very strong / Yes - Puncte forte / Da	14	50%

4-2-d- Is there an Editorial Charter (Code of Programs and/or Mission Statement) in place?

	Response Total	Response Percent
Not at all / No - Deloc / nu	3	11%
Weak / Some-times - Puncte slabe / Uneori	11	41%
Strong / Often - Pucte tari / Uneori	5	19%
Very strong / Yes - Puncte forte / Da	9	33%

4-2-e- Is there a Code of Advertising in place?

	Response Total	Response Percent
Not at all / No - Deloc / nu	4	15%
Weak / Some-times - Puncte slabe / Uneori	11	42%
Strong / Often - Pucte tari / Uneori	6	23%
Very strong / Yes - Puncte forte / Da	6	23%

4-2-f- How are those codes applied by the staff?

	Response Total	Response Percent
Not at all / No - Deloc / nu	2	7%
Weak / Some-times - Puncte slabe / Uneori	14	52%
Strong / Often - Pucte tari / Uneori	10	37%
Very strong / Yes - Puncte forte / Da	2	7%

5-1-a- How does top management demonstrate its leadership and involvement?

	Response Total	Response Percent
Not at all / No - Deloc / nu	0	0%
Weak / Some-times - Puncte slabe / Uneori	7	26%
Strong / Often - Pucte tari / Uneori	15	56%
Very strong / Yes - Puncte forte / Da	6	22%

5-1-b- Is there a separation between management and editorial responsibilities?

	Response Total	Response Percent
Not at all / No - Deloc / nu	1	4%
Weak / Some-times - Puncte slabe / Uneori	10	36%
Strong / Often - Pucte tari / Uneori	15	54%
Very strong / Yes - Puncte forte / Da	3	11%

160 QUESTIONS IN TOTAL AIMED AT EVALUATING THE MANAGEMENT SYSTEM OF A MEDIA WITH A DOUBLE VIEW:

MANAGEMENT + STAFF

SELF ASSESSEMENT QUESTIONNAIRE DOWNLOADABLE FROM

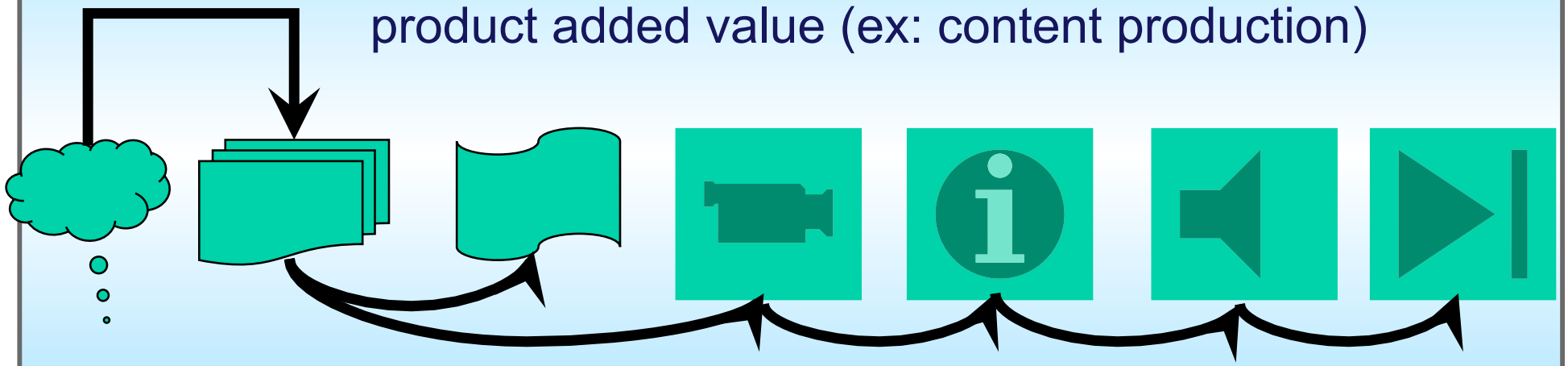
www.media-society.org

Required documentation as per ISAS BCP 9001 standards (chapter 4)

- Process diagram of the company's activities

(including processes related to relationship with regulation authority, announcers, providers as well as free-lancers)

→ A process is the combination of various activities to product added value (ex: content production)



Idea → Documentation → Script → Shooting → Editing → PP → Ingest

Required documentation as per ISAS BCP 9001 standard (chapter 4)

- Code of ethics (what can be done and not)
- Code of publicity (what can be diffused under what conditions)
- Editorial statement and principles (what are the values)
- Mission and vision statement (what is the company and what it will be)

Example Latvian Radio:

LATVIJAS radio

Mission Statement

"The public broadcaster Latvijas Radio delivers topical, impartial and comprehensive information to everyone; preserves cultural values for the future generations; encourages new ideas and supports pluralism of views; with the help of its professional and responsible journalists contributes to the quality of life".

Commitment of top management including newsroom managers (chapter 5)

ISAS BCP 9001 requires from top management to be committed with:

- Editorial independence
- Transparency in reporting within the organization
- Ethics in the management of human resources
- Risk management
- Women and minorities empowerment
- Innovation and creativity in information, entertainment, educational programs, etc.
- Diversity of viewpoints

Specific requirements (chapter 5)

- Establishment of a mediation mechanism, generally speaking a committee fully independent from the top-management of the media, who could act as mediator in case of conflict between the media and its stake holders (5.5.)

- Investment in favour of society or environment, without financial return expectation (5.7)

Examples: student grants, training courses for children, etc.

- Risk management

identification, evaluation and mitigation of strategic, operational and financial risks (5.8)

Human resources management (chapter 6)

- Annual evaluation of each employee
- Clear and transparent procedures related to appointment and resignation of employee
- Existence and of clear and communicated rules for salary and professional evolution
- No segregation in HR management

  This doesn't mean that "stars" cannot have a special status, but precise rules/ procedure should exist to tackle this specific management issue.

Infrastructure (chapter 6)

- Geographical coverage or distribution as broad as technically possible
- Control of the transmission quality (case of broadcasters) and distribution loops (print media)
- Technical quality of the products

Product (chapter 7)

- Conformity of each production, article, programme with ethical, editorial and other codes and legislations applicable in the media company
- Design of new product based of customer studies (audience research) and further test on their conformity with audience requirements / expectations
- Control of technical quality and content of each acquired outside

Product Realization (chapter 7)

- Necessity of a Programmes Committee (Electronic medias) or Editorial Committee (Press) for planning, evaluating the content, modifying the offer and products

- Inclusion in those committees (whatever the way) of representatives coming from the top management, announcers, audience and other stakeholders.

- Qualitative and quantitative measurement of audience and announcers satisfaction and consecutive decisions

Product (chapter 7)

- Clear rules for contracting with suppliers and sub -contractors
- Yearly evaluation of suppliers / sub-contractors and reporting during the management Review
- Verification of copyrights respect (material used by the company and external use of the company products)
- Verification that outside contents (especially regarding advertising material) are complying with internal requirements (codes, editorial rules, etc.)
- Good conditions of archives and product storage

Measurement and improvement (chapter 8)

- Internal auditing
- Feed-back monitoring from audience, announcers and other stakeholders on a continuous basis
- Performance measurement system with appropriate KPIs.

Pre-summit Regional Workshop on MEDIA QUALITY MANAGEMENT

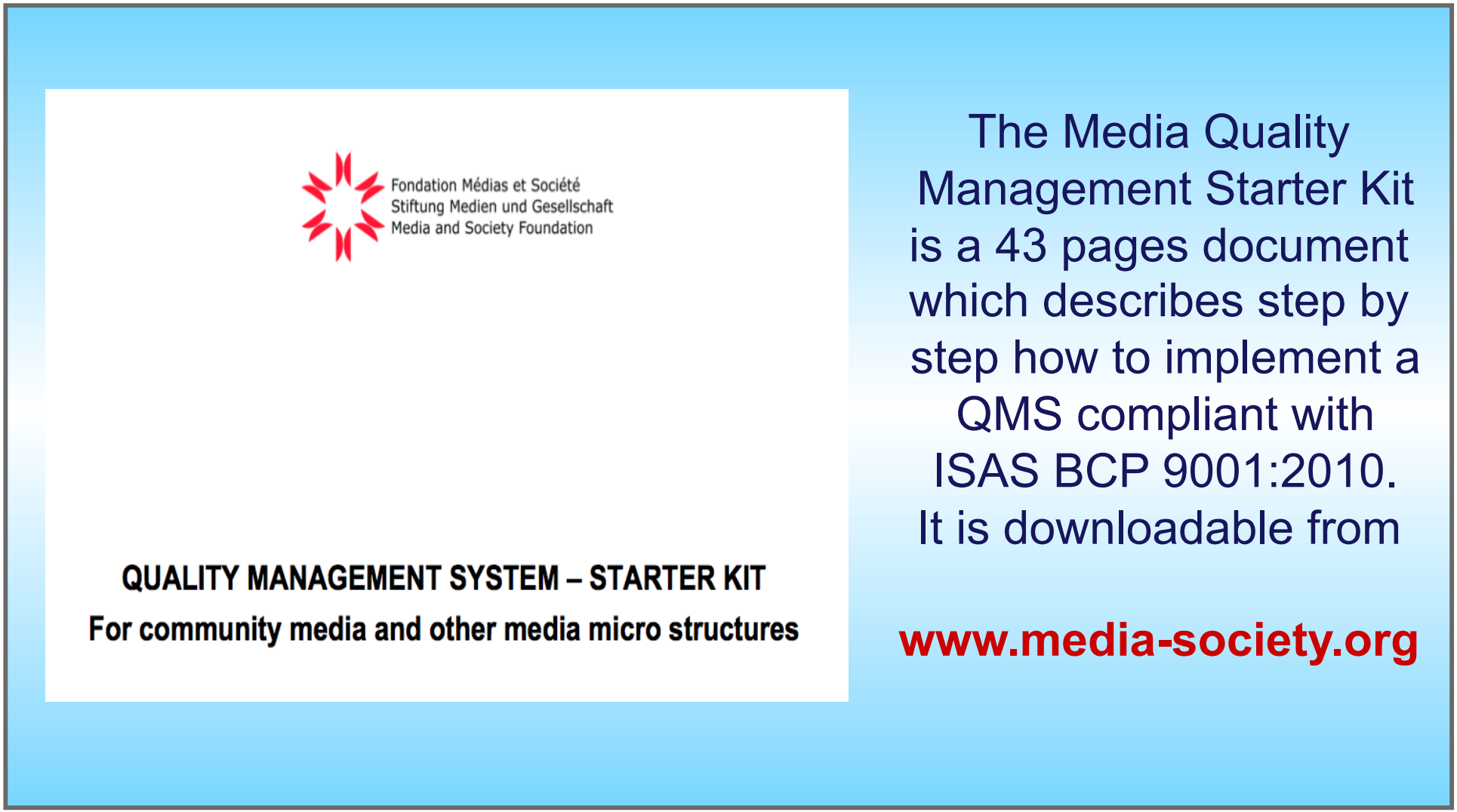
Morning session:

1- Introduction: presentation of the Media & Society Foundation & ISAS
2- Current status and challenges of the media industry in the world
3- Benefits of quality management & feed-backs from medias already certified
4- Presentation of ISAS BCP 9001:2010
5- Presentation of the « Quality Management Starter Kit » (Part 1)

Afternoon session:

6- Presentation of the « Quality Management Starter Kit » (Part 2)
7- Presentation of Click-N-Manage management software
8- How to continuously master quality in digital workflows?
9- Discussion and exchange of experiences with attendees

Quality Management Starter Kit...



The Media Quality Management Starter Kit is a 43 pages document which describes step by step how to implement a QMS compliant with ISAS BCP 9001:2010. It is downloadable from

www.media-society.org

Any change management project has 3 main phases

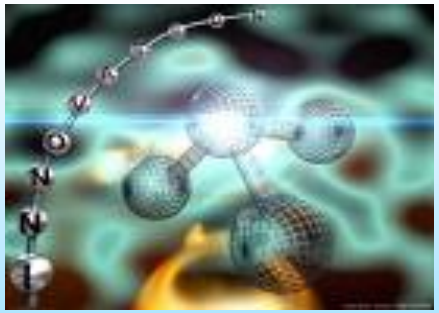
UNFREEZE
Evaluation

→

CHANGE
Creation

→

FREEZE
Checks



PLAN

DO

CHECK

Quality Management Starter Kit...

① PROCEED WITH A QUALITY CHECK UP

② DEFINE MISSION, VISION & STRATEGY

③ TRAIN TOP MANAGERS

④ ANALYSE ACTIVITIES AND WORKFLOWS

Quality Management Starter Kit...

⑤ TRAIN MIDDLE MANAGERS

⑥ BUILD THE QMS DOCUMENTATION

⑦ CREATE QUALITY MANUAL & CODES

⑧ OPERATE THE NEW SYSTEM

⑨ IMPROVE

⑩ GET ISAS BCP 9001 CERTIFIED

1st step: Proceed with an initial quality check-up

based on ISAS BCP 9001 standard and composed of
- interviews
- RISK analysis
- Functional Analysis

- It shows the starting point of the project
- It gives an opportunity to the employees to express their viewpoints on the organisation
- It gives the opportunity to the management to align their viewpoints in terms of risks and strategy

THE RISK ANALYSIS

WHAT ARE THE RISKS OF ALL NATURE (PROCESSES, TECHNICAL, COMMERCIAL, FINANCIAL, LEGAL HUMAN, ENVIRONMENTAL, POLITICAL, ETC.) THE TV IS CURRENTLY FACING OR WILL BE FACING IN THE NEXT 3-5 YEARS ?
Version 0.1

STRATEGIC RISKS

POLITICAL LANDSCAPE (26)

- NEGATIVE CAMPAIGN AGAINST PSB AT THE MOMENT IN ROMANIA
- GOVERMENTS DOESN'T PAY IN TIME SATTELITE AND COMMUNICATIONS
- POLITICAL CHANGE > TVR > PARL > ANNUAL REPORT AT THE BOARD LEVEL
- ACTUAL LEGAL FRAMEWORK RESULTS IN MANAGEMENT INSTABILITY

COMPETITION (18)

- UNFAIR COMPETITION FROM BIG DISTRIBUTION COMPANIES (SATELLITE, CABLE ETC…) SPECIALLY FOR SPORT EVENTS + OTHER CONTENT(MOVIES)
- COMPETITION STRONG > LOST RATING 6% ON AIR ONLY !
- INCREASE OF REMUNERATION FOR AUTHORS (COSTS OF ENTERTAINMENT PROGRAMS INCREASING A LOT)

NEW MEDIA LANDSCA (12)
(TECHNOLOGY, CONTENT, BUSINESS MODELS)

- CAPACITY TO ADAPT TO A NEW TV LANDSCAPE (HYBRID TV, HD/3D, INTERACTIVE MOBILE
- NO TRAINING USING ADVANCED TECHNOLOGIES THAT MEAN SOW EFFICIENCY AND INTERNATEN?????
- LACK OF LONG TERM VISION

LACK OF INVESTMENT IN TECHNICAL INFRASTRUCTURE (12)

- THE LACK OF INVESTMENT BUDGETS PREVENT TVR TO UPGRADE ITS TECHNICAL AND PRODUCTION FACILITY TO COMPLY WITH TODAY STANDARDS
- BECAUSE OF THE LACK OF FINANCIAL RESOURCES THE MAINTENANCE CAN'T BE DONE AS NECESSARY. MOREOVER SOMETIME EQUIPMENT ARE NOT REPAIRED FOR VERY LONG TIME
- BECAUSE THE LACK OF RESOURCES MOST PRODUCTION AND BROADCASTING PROCESSES HAVE NO BACKUP AND THEREFORE A DEFECTIVE EQUIPMENT CAN STOP THE PROCESS

LACK OF STRONG ORGANISATION CULTURE (8)

- LESS PROFESIONALITY IN GENERAL (ALL STAFF CATEGORIES CONCERNED)
- HR POLICIES CHANGES ! (SUCCESSION MANAGERIAL AT THE STAFF LEVEL)
- OUTGOING OF TRAINED WORKERS NO RETENTION POLICY

THE RISK ANALYSIS

OPERATIONAL RISKS

QUALITY OF CONTENT (22)

- MISSING DEADLINE IN THE EDITORIAL & NEWS DEPARTMENT
- TOO MANY PRODUCTIONS THAT MEAN LOW QUALITY FOR EACH PROGRAM
- INCREASE OF MISTAKES IN ALL PROGRAMS (ALREADY EXISTING AND TREND INCREASING)
- TOO MANY TIMES NEW PROGRAMS, MORE THAN 120 PER PER WEEK
- LACK OF METHOD FOR CALCULATION THE FINAL COST OF EACH PROGRAM BUT IMPROVING

LACK OF MANAGEMENT TOOLS (19)

- LACK OF ERP
- ACCES TO MANAGEMENT INFORMATION IN REAL TIME
- MANAGEMENT REPORTING SYSTEM TO BE REVIEWED
- TVR HAS NO DISASTER RECOVERY FACILITIES AND PLANS
  ABSENCE OF CONTINGENCY PLAN

HR POLICIES (10)

- LESS SUBJECTIVE APPRAISAL SYSTEM (CURRENT SITUATION)
- LESS CAREER PLANNING (CURRENT SITUATION)
- WORK ACCIDENTS HEALTH & SAFETY AT WORK
- ON CERTAIN AREA THERE ARE NOT ENOUGH PEOPLE FOR EXAMPLE AT INGEST DPT, ONLY ONE GUY SUPERVISE INGEST PROCESSES AND CANNOT DO PROPER QC CONTROL
- UNDERDIMENSIONED LEGAL DEPARTMENT

LEGAL FRAMEWORK (4)

- MODIFICATION TAXES (VAT + FISCAL IN THE MIDDLE OFTHE YEAR MOSTLY INCREASE OFTAXES TO BE PAID
- DISAPPEARING OR DIMINISHING OF THE MAIN INCOME (TV TAX)
- ADVERTISING REVENUE DECREASE OR CANCEL FOR TVR !!!
  8'/1HR FOR PSB
  12' FOR COMMECIAL TVs
- INCREASING DIFFICULTY RECOVERING DEBITS
  (SUBCONTRACTERS)
- TRADE UNION RELATIONSHIP VERY RESTRICTIVE & RIGID LABOR LAW AND COLLECTIVE AGREEMENT

FINANCIAL RISKS

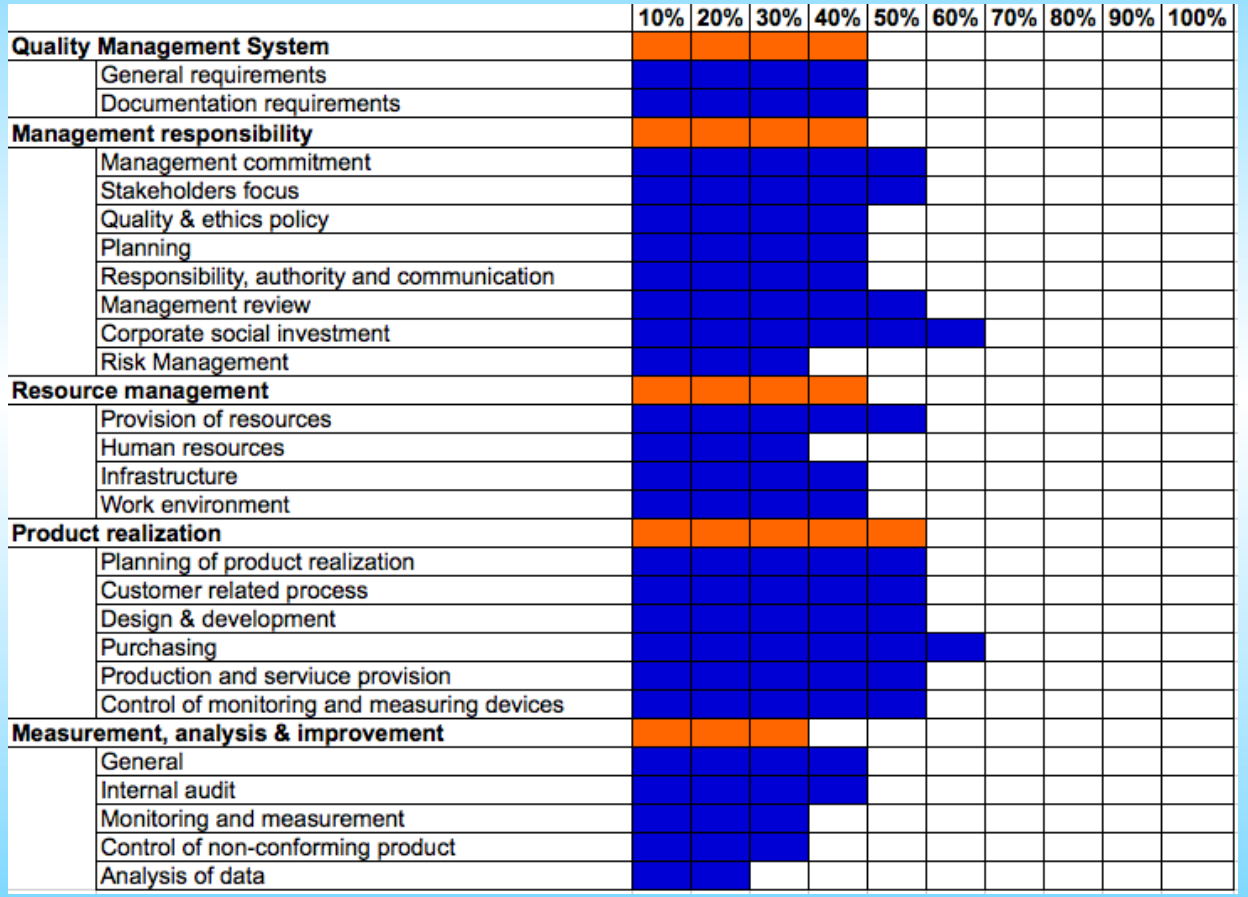
FINANCES (19)

- LEGAL OWNERSHIP PROBLEMS WITH THE LOCATION (LAND + BUILDING) TVR PAYS NOW A RENT
- BANCKUPTS OF THE CUSTOMERS
  ANNOUNCERS + BIG PAYERS OF THE TV TAX

Quality Management Starter Kit...

Evaluate the compliance level with ISAS BC 9001 by using the self-assessment questionnaire

160 questions to benchmark your management system



		10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Quality Management System											
	General requirements										
	Documentation requirements										
Management responsibility											
	Management commitment										
	Stakeholders focus										
	Quality & ethics policy										
	Planning										
	Responsibility, authority and communication										
	Management review										
	Corporate social investment										
	Risk Management										
Resource management											
	Provision of resources										
	Human resources										
	Infrastructure										
	Work environment										
Product realization											
	Planning of product realization										
	Customer related process										
	Design & development										
	Purchasing										
	Production and serviuce provision										
	Control of monitoring and measuring devices										
Measurement, analysis & improvement											
	General										
	Internal audit										
	Monitoring and measurement										
	Control of non-conforming product										
	Analysis of data										

CMRTV WRTVC

ISAS INTERNATIONAL STANDARDIZATION & ACCREDITATION SERVICES

AIBD

Media and Society Foundation ISAS BC9001

2nd step:

- Define mission, vision & strategy
- Establish a quality policy & promote it in the company

- Show to the personnel the vision of the company (where do we go?)
- Show to the personnel the importance of quality in this vision (why quality ?)
- Show the implication of the top management

MISSION VISION STRATEGY & QUALITY POLICY

Where we are

How do we go

Where we go

Example of BBC: between quality policy, mission and editorial statement

BBC VALUES

TRUST is the foundation of the BBC:
we are independent, impartial and honest.

AUDIENCES are at the heart of everyting we do.

We take pride in delivering **QUALITY** and value for money.

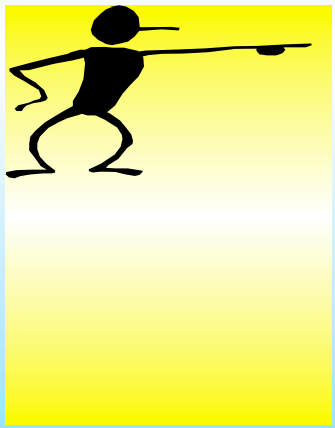
CREATIVITY is the lifeblood of our organisation

We **RESPECT** each other and celebrate our diversity
so that everyone can give their best.

We are **ONE BBC**:
great things happen when we work together.

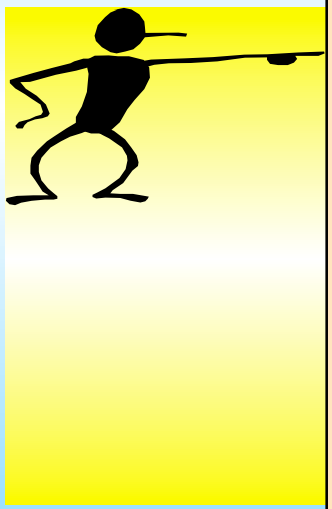
Values are the standards which people across the BBC share.
They represent the things we cherish and aspire to, they guide our
day to day decisions and shape our individual and collective behaviour.

3rd step: Train managers to quality management



- Create consensus on initial Quality Check-Up
- Train managers to quality tools (KJ, procedure, standards, …)
- Improve internal communication, horizontal & vertical by adopting a performing MCS (Manageurial Communication Software)

4th step: Analyze and start optimization of the Functional Organization Chart (activities) and the Process Diagrams (workflows)



"What are the crucial activities I'm regularly doing in my job, necessary and sufficient, that I absolutely need to master (CONTROL and DOCUMENT) in order to ensure the best quality in my processes."

Think in terms of :

1) What you are doing over a complete week or month
2) Problems that could have been avoided by an appropriate procedure over the last 3 years

THE FUNCTIONAL ANALYSIS

Quality Management Starter Kit...

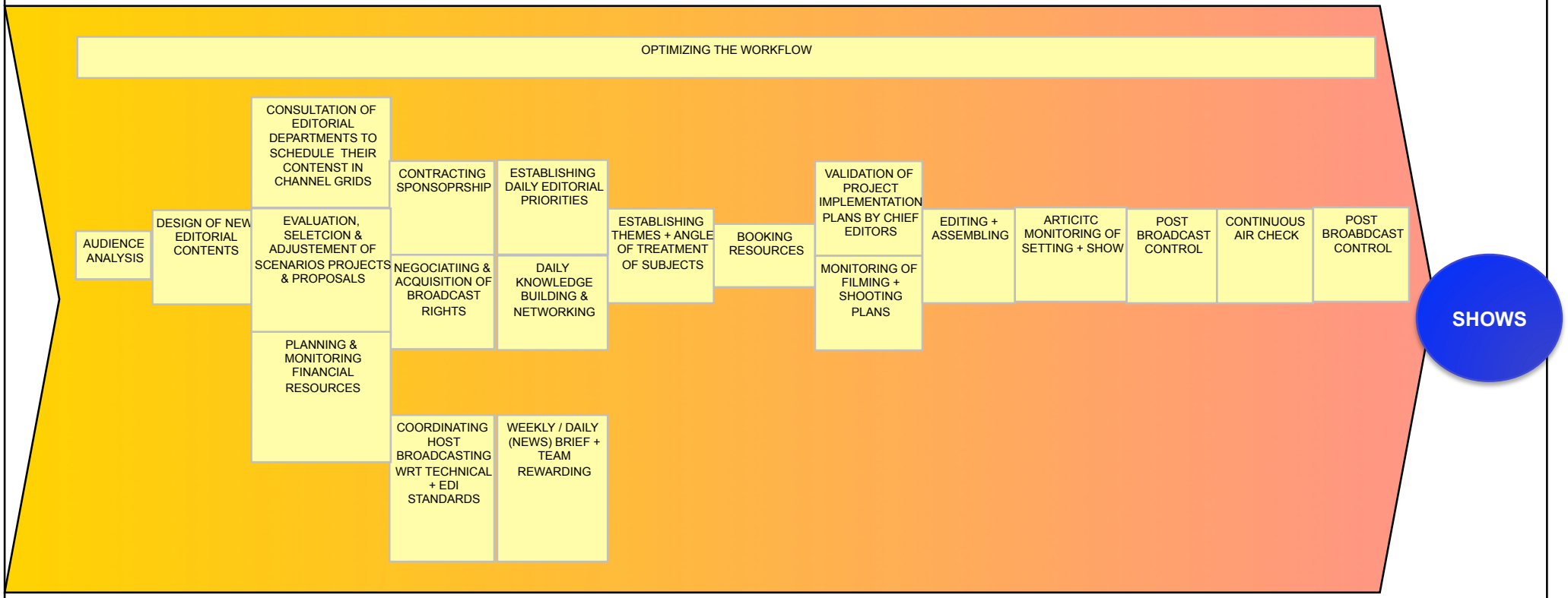
TVR FUNCTIONAL ORGANISATION CHART
Version 0.1, April 27th 2011

FINANCE / ACCOUNTING	RISK MANAGEMENT	HR MANAGEMENT	FACILITIES MANAGEMENT	MAINTENANCE	LEGAL CONFORMITY MANAGEMENT	PROJECTING	PLANNING	OPTIMIZING INTERNAL + EXTERNAL RELATIONSHIP CONTRACTING	PRODUCTION OF PROGRAMMES: EDITORIAL PRODUCTION	PRODUCTION OF PROGRAMMES: LOGISTICAL & ARTICTICAL PRODUCTION	EIDTORIAL PRODUCTION CHECKING	TRANSMISSION FOR NEWS	POST BROADCAST EVALUATION
FINANCIAL + PREVENTIVE CONTROL FOR ANY EXPENDITURE	INTERNAL AUDIT	RECRUITEMENT & SELECTION INTEGRATION TRAINING EVALUATION (APPRAISAL) RETENTION OF PERSONNEL	ENSURING THE MAXIMUM POWER SUED BY THE SRTV	PERIODIC MAINTENANCE OF TECHNICAL EQUIPMENT REV	COPYRIGHT MANAGEMENT	DESIGN OF NEW EDITORIAL CONTENTS	PLANNING & OPTIMIZING TV PRODUCTION INCLUDE POWER BACKUP	OPTIMIZING THE WORKFLOW	BOOKING RESOURCES	TV PRODUCTION FROM DESIGN TO SHOOTING	COORDINATING HOST BROADCASTING WRT TECHNICAL + EDI STANDARDS	LIVE NEWS EVENTS TRANSMISSION (WITH PROPER BACKUP)	POST BROADCAST CONTROL
PAYMENT OF : - SALARIES - VAT - MINIMAL PROFIT	MANAGEMENT OF INTERNAL + EXTERNAL CONFLICTS (INC. OMBUDSMAN)	POLITICS OF CARREER PLANNING & SUCCESSION POTENTIAL COMPS VS BENEFITS	BUILDING ADMINISTRATION	MANAGEMENT OF TECHNICAL CONTINUITY	NEGOCIATION OF REMUNERATION OF ARTISTS / AUTHORS	CONSULTATION OF EDITORIAL DEPARTMENTS TO SCHEDULE THEIR CONTENST IN CHANNEL GRIDS	SYNCHRONISATION BETWEEN SEASON SHEDULING AND PRODUCTION	CONTRACTING SPONSOPRSHIP	WEEKLY / DAILY (NEWS) BRIEF + TEAM REWARDING	GOOD PRACTICES & NORMS OF SHOOTING NEW	ARTICITC MONITORING OF SETTING + SHOW	TRANSMISSION WITH DSNG CARS REV	AUDIENCE ANALYSIS
ANALYTICAL ACCOUNTING	MONITORING THE BUDGET OF THE PROGRAMME	DATA COMMUNICATION TO : - ECONOMIC DEPARTMENT - LABOUR	MANAGING THE VENTILATION COOLING SYSTEM	REAL TIME REPORTING TO TECHNICAL DEPARTMENT THE DAMAGE OF EQUIPMENTS	INTERNAL TRAINING ON REGULATIONS AND PROCEDURES	EVALUATION, SELETCION & ADJUSTEMENT OF SCENARIOS PROJECTS & PROPOSALS		NEGOCIATIING & ACQUISITION OF BROADCAST RIGHTS	ESTABLISHING DAILY EDITORIAL PRIORITIES	FILE TRANSFER FOR INGEST REV	PRE-BROADCAST CONTROL	QUALITY CONTROL & INGEST REV	
MONITORING OF THE INCOME FROM: - TAX - BUDGET - ADVERSITING	DISASTER REOVERY MANAGEMENT	REGISTRATION OF EVIDENCES OF PERSONNEL PROFESSIONAL SKILLS	TRANSPORTATION MANAGEMENT		PUBLIC ACQUISITION ACCORDING TO LEGAL REQUIREMENTS	PLANNING & MONITORING FINANCIAL RESOURCES			VALIDATION OF PROJECT IMPLEMENTATION PLANS BY CHIEF EDITORS	FILE TRANSFER TERRITORIAL REV	CONTINUOUS AIR CHECK		
		HEALTH & SAFETY MANAGEMENT AT WORK	FIRE PREVENTION + RECOVERY		PRODUCING ADVERTISEMENT SPOTS + NEWS WITH RESPECT TO CNA + AUDIO -VISUAL LAW				DAILY KNOWLEDGE BUILDING & NETWORKING	MANAGEMENT OF DAILY FEEDBACKS FROM TV PRODUCTION PROCESS (FACILITIES CHANGES)			
									ESTABLISHING THEMES + ANGLE OF TREATMENT OF SUBJECTS				
									MONITORING OF FILMING + SHOOTING PLANS				
									EDITING + ASSEMBLING				

57 CRUCIAL ACTIVITIES & 14 FUNCTIONS LISTED BY THE MANAGEMENT

THE PROCESS OPTIMIZATION

TVR MAIN PROCESS OF REALIZATION



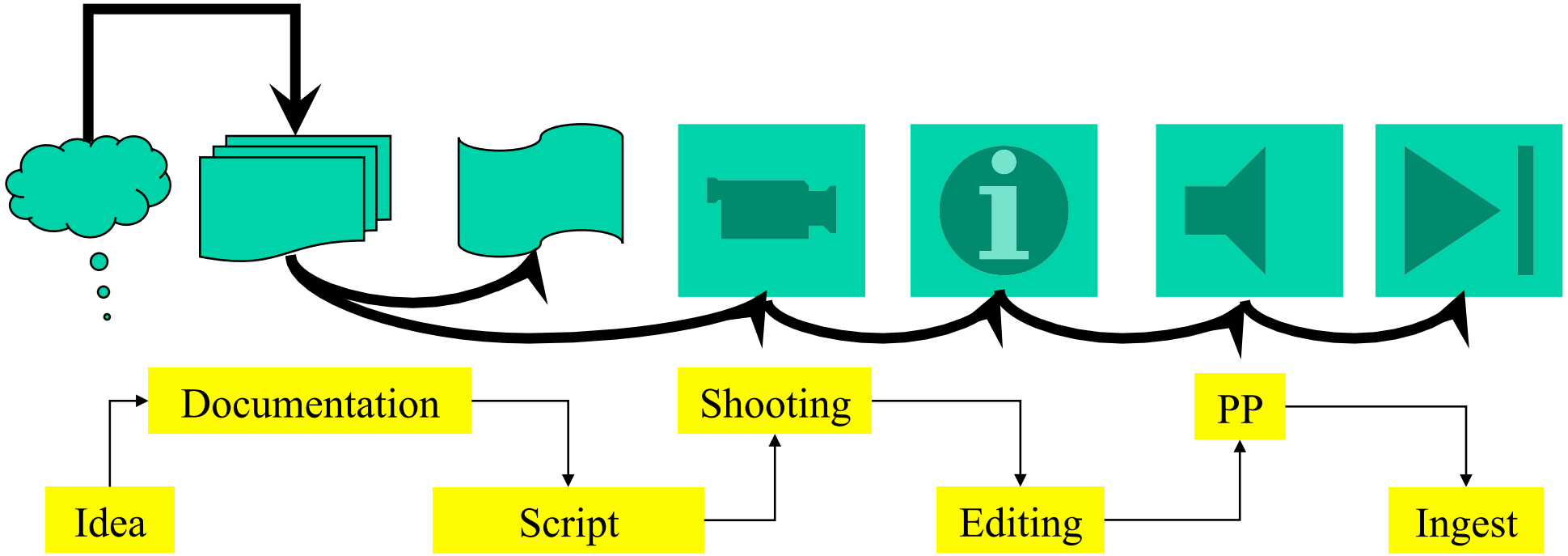
3 Types of processes:

1- Main processes of realization (Content production)

2- Support processes (Finances, HR, Purchasing, IT, etc.)

3- Steering processes (Management)

THE PROCESS OPTIMIZATION

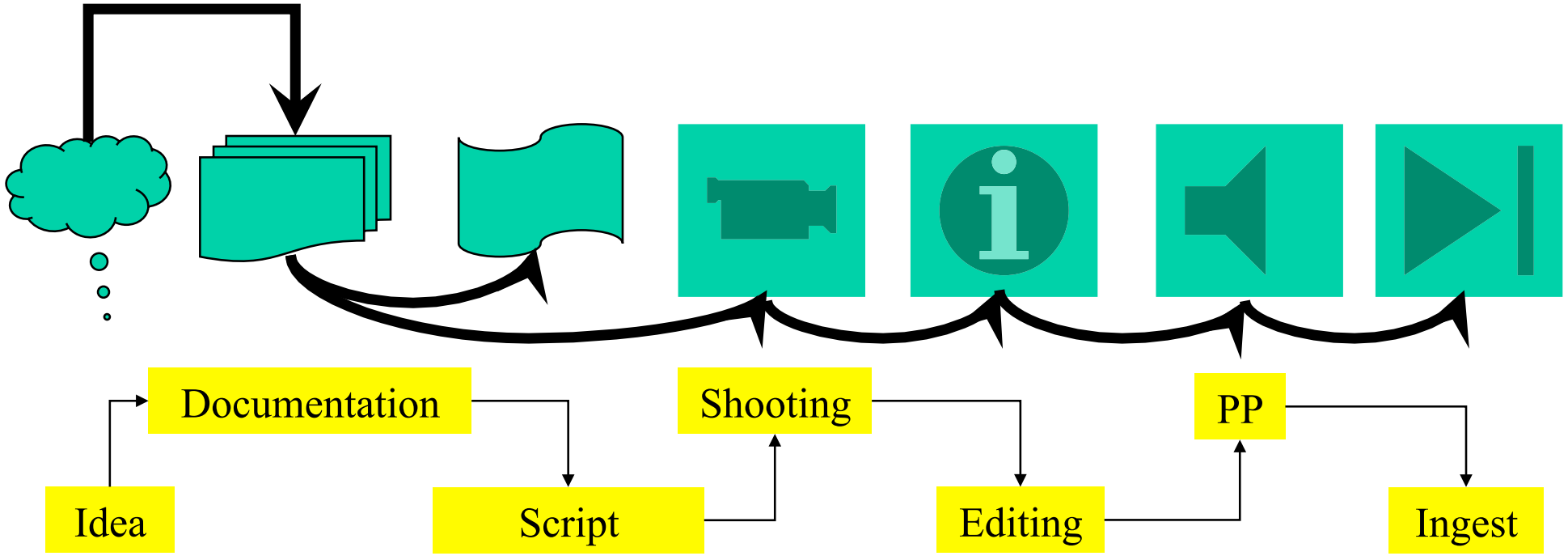


In this process , a detailed analysis has shown the following breakdown in time:

Total working time in minutes (lead time): 2588 (ie, 43 hours and 8 minutes) composed of:

Process Time 27 minutes / Travel time 82 minutes / Verification Time 40 minutes / Stand By 2439 minutes

THE PROCESS OPTIMIZATION

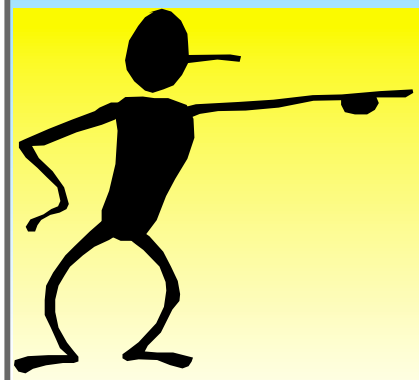


5,76% EFFICIENCY RATE

Main reasons of this counter performance:

bureaucracy + lack of coordination between departments involved in the process

5th step: Train middle management



- Ensure their commitment in the new management system
- Get their opinion on the « Functional Organization Chart » and the "Process Diagram"
- Train them on « How to write efficient procedures » and optimize existing processes
- Train them on the international management standard ISAS BCP 9001:2010
- Improve communication between middle and top management with MCS

6th step Build QMS documentation

Document the new organisational system with procedures, documents and softwares:

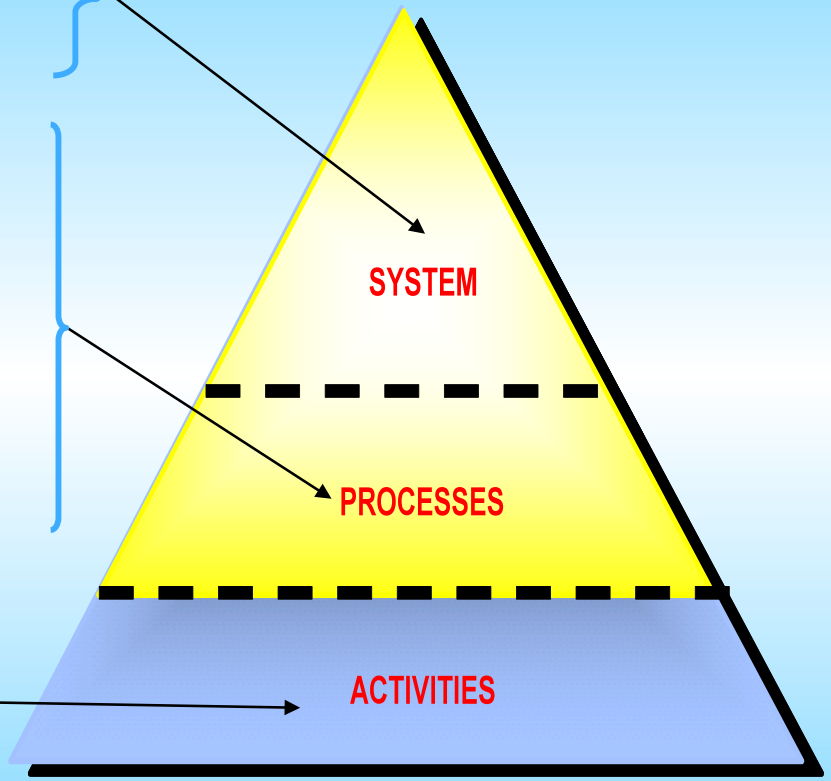
- Necessary and sufficient (limit documentation to 20% of crucial activities representing 80% of risks)
- Written by the users,
- Clear, logical and concise for the users.

Respond to the first QM criterion:

«Write what we do»
(NOT « what we should do »)

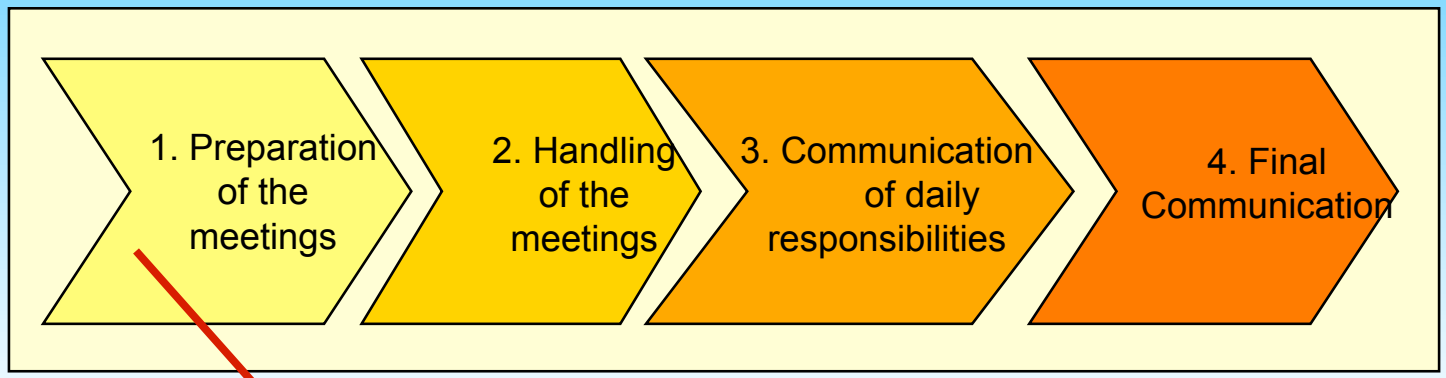
BUILD QMS DOCUMENTATION

- ISO 9001 & ISAS BCP 9001 standard
- Quality Manual
- Ethics Code, Editorial Chart,…
- Functional organization chart and process diagram
- Procedures and associated documents
- Quality records
- Reports
- Checklists



Example of procedure

PLANNING & HANDLING OF DAILY EDITORIAL MEETINGS



Ref :	Input Documents & Data:
	List of participants to editorial meetings
	List of invited guests
	Calendar of events

Phase :	1	Title :	Preparation of the meetings	Responsible :	PEM

Main editorial meeting takes place every day from 9 a.m. to 9:30 a.m. from Monday to Friday. Participants are the managers of the radio station and the newsroom, independent editorial compartments, producers and representatives of technical staff, according to official list of participants and eventual list of invited guests.
Prior to the meeting, each participant has to check the Calendar of Events from RADOR and update the Agenda of the Day.

Ref :	Output Documents & Data:	Type of control :	Result of the control :	Responsible for the control :
	Agenda of the day (Excel file)	Autocontrol	Visa	PEM

PEM = Participant to editorial meetings; HRRA = Head of Radio

7th step: Create the quality manual and update all necessary codes (ethics, editorial charter, code of advertising, …)

- Formalize the culture of the media
- Define for whom this manual is written
- Explain the system
- Establish the link between the standard and the media's culture

8th step: Operate the new system

Respond to the second QM criterion:

«Do what we have written»

9th step: Improve the system

Start the "continual improvement" loop:

- manage internal and external feed-backs
- organise internal quality audits
- measure performance / quality indicators

Respond to the third QM criterion:

«Check if what is written is done and well done»

Quality Loop

MANAGEMENT

OPERATIONS

Corrective & Preventive Actions

Action taken by Top management

Quality Policy

Yearly Quality Objectives

Operational Objectives

Management Review

Action taken by employees

Action taken by Quality Manager

Consolidation, Analysis

Quality Dashboard

Non-conformity Reports

Internal Quality Audit Reports

Quality/ performance Indicators

Processes and procedures of the media company

10th step: Get certified

by an independent accredited Certification Body

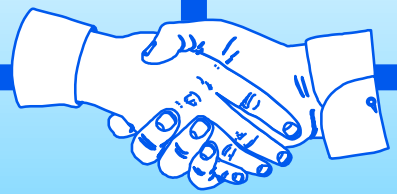
Get an independent recognition of the commitment of the media to quality

Generic organization of a certification system

Accreditation Body (4th party)

Certification Body (3rd party)

Standardization Body (4th party)



Media Company (1st party)

Audience & Announcers (2nd party)

Example of a Certificate of Conformity

ethics

Certificat N° FR_2010001_M

Nous attestons que

La Chaîne Parlementaire Assemblée nationale (LCP-An)

Sise 106, rue de l'Université
75007 Paris, France

A été auditée et certifiée conforme aux exigences de la norme

ISAS BCP 9001: 2010

Pour l'ensemble de ses activités, soit:

La direction administrative et financière de LCP-An, la conception, la programmation, la réalisation, la production et la diffusion (pour le web) de programmes audiovisuels, ainsi que les activités techniques y relatives.

La certification est valable du 17 février 2011 au 16 février 2014.

ISAS BCP 9001 certified – Media and Society Foundation Geneva

Certified by ethics

Marco Corelli
Président du Comité de certification

Brigitte Borel
Membre du Comité exécutif

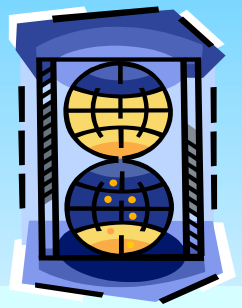
Aubonne, le 17 février 2011

Organisme accrédité ISO 17021: 2006 par ISAS

ETHICS - Ethical Integrity Corporate Standard SA,
En Clamogne 27, 1170 Aubonne, Suisse

Organisme agréé par

Timeframe



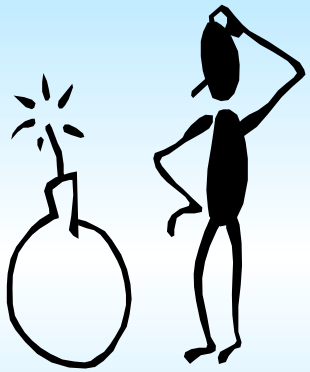
Example...

0	Choose the system	1st month	
1	Proceed with a gap analysis	1st month	
2	Define mission, vision & strategy	1st month	
3	Train the management	1st month	
4	Structure the project	1st month	
5	Train the personnel	2nd 3rd month	
6	Build the QMS	3rd-12th	month
7	Create the quality manual	12th	month
8	Operate the new system	13th	month
9	Improve the system	14th-18th	month
10	Get the system certified	18th	month

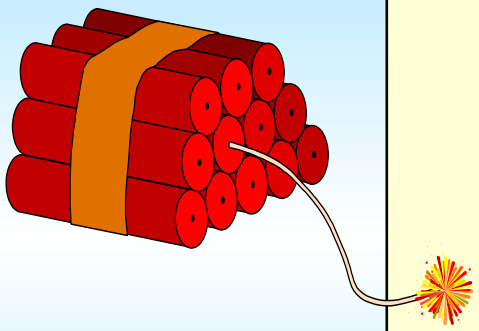
Pitfalls & Traps …

1- Start from a model or a norm and forget about the culture of the company

2- Procedures written by external consultants



Pitfalls & Traps …



3- Install over quality & bureaucracy

4- Forget to measure the ROI with reliable quality indicators

3 KEY SUCCESS FACTORS:

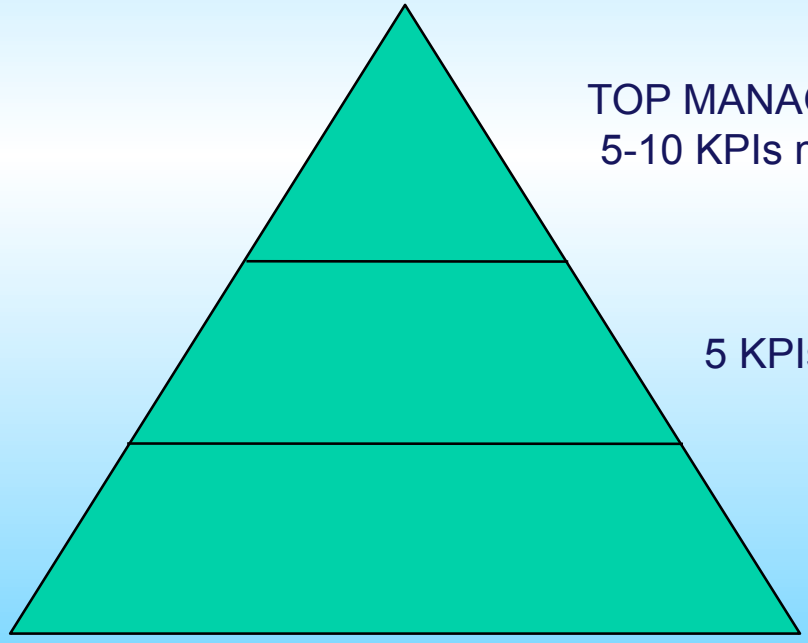
1- New management system supported by a performing MCS software (able to model and optimize your process, to distribute on a real time basis managerial documentation, job descriptions handled in a dynamic way, KPIs, automatic management of internal and external feedbacks, etc.)

3 KEY SUCCESS FACTORS:

2- Training and Internal Communication: all top and middle management to be trained in quality management and ISAS BCP 9001 standard. Breakthrough in internal communication by adopting an appropriate internal communication tool.

3 KEY SUCCESS FACTORS:

3- Create a good performance measurement system well understood and accepted at all levels.



TOP MANAGEMENT:
5-10 KPIs maximum

MID MANAGEMENT:
5 KPIs maximum per key process

OPERATIONAL LEVEL:
5 KPIs maximum per operational unit

To go further

You can very well implement by yourselves the "Management Starter Kit" developed by the media & Society Foundation. It is particularly adapted to small and medium size medias.

User-friendly, it is proposing a step by step approach based on the best management practices observed in the field.

It is free of charge and is downloadable from

www.media-society.org

Pre-summit Regional Workshop on MEDIA QUALITY MANAGEMENT

Morning session:

1- Introduction: presentation of the Media & Society Foundation & ISAS
2- Current status and challenges of the media industry in the world
3- Benefits of quality management & feed-backs from medias already certified
4- Presentation of ISAS BCP 9001:2010
5- Presentation of the « Quality Management Starter Kit » (Part 1)

Afternoon session:

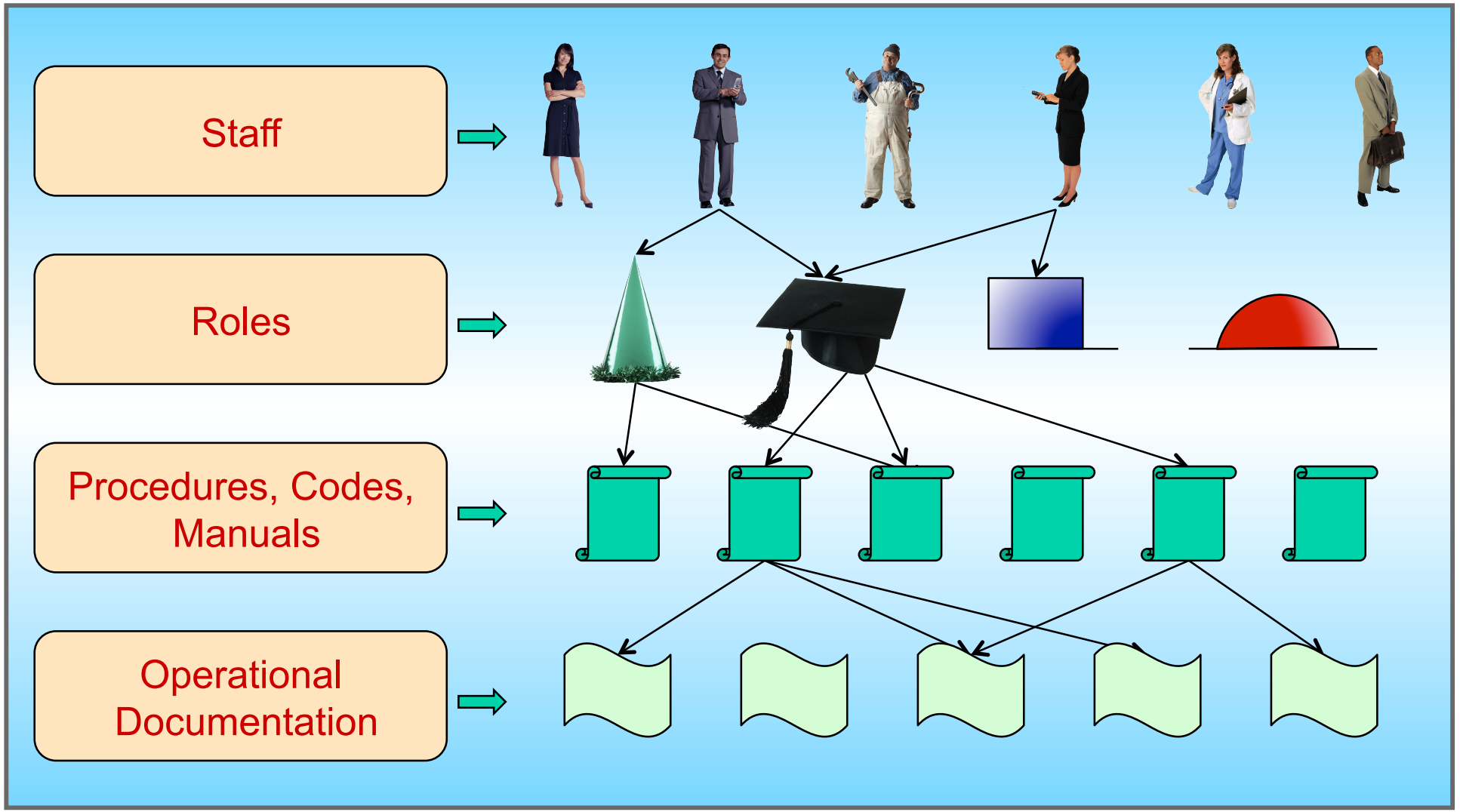
6- Presentation of the « Quality Management Starter Kit » (Part 2)
7- Presentation of Click-N-Manage management software
8- How to continuously master quality in digital workflows?
9- Discussion and exchange of experiences with attendees

Click-N-Manage software

4 Major Issues in Operational Management	Remedies
Internal Communication	Intranet Management Communication Tool
Staff Motivation	Clear and transparent job descriptions and rules
Efficiency in workflows	Process Approach (Documentation + Optimization)
Continual Improvement	3 tools: Internal auditing, feed-backs and KPIs

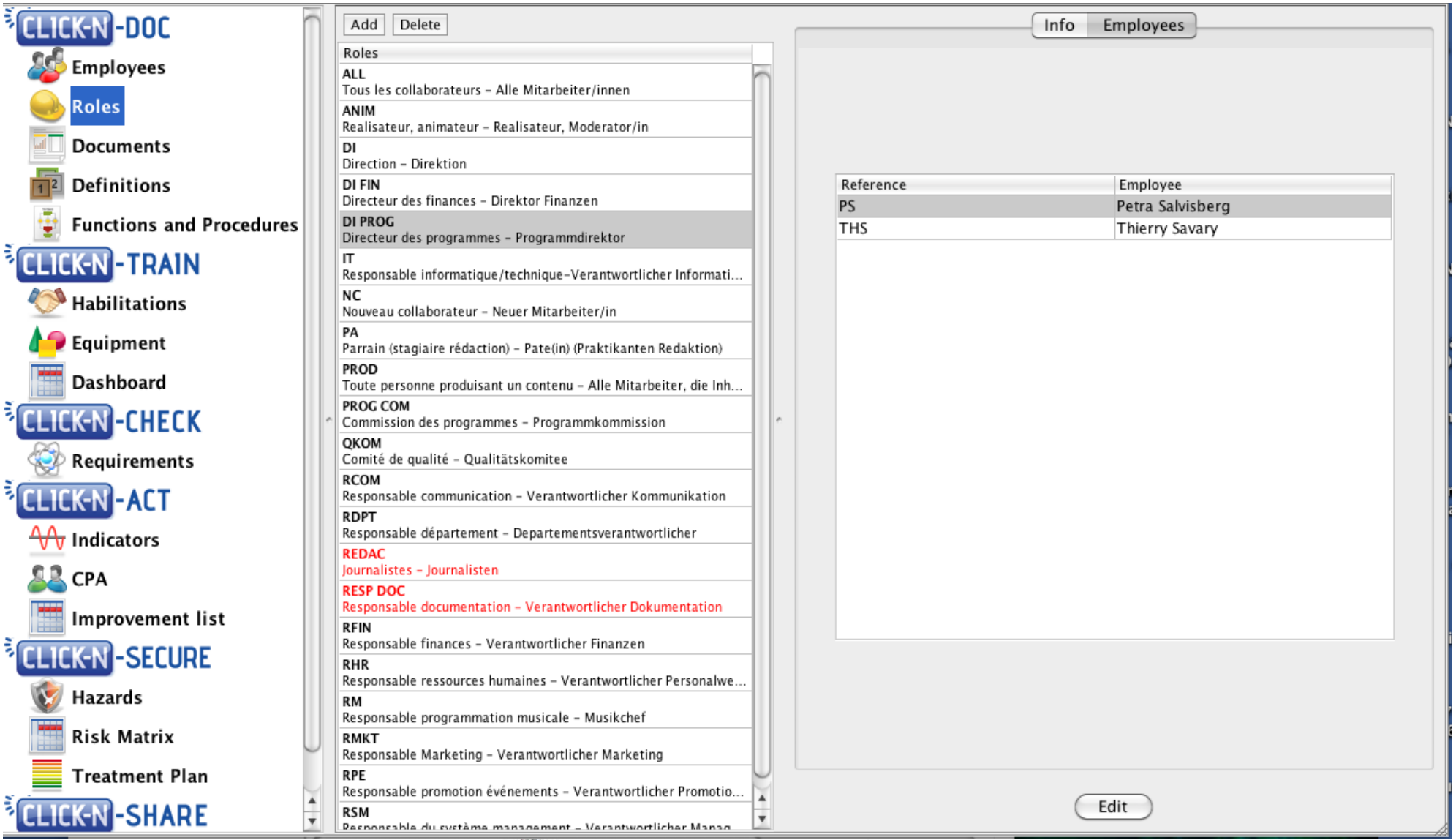
Courtesy of VIZRT

Click-N-Manage software



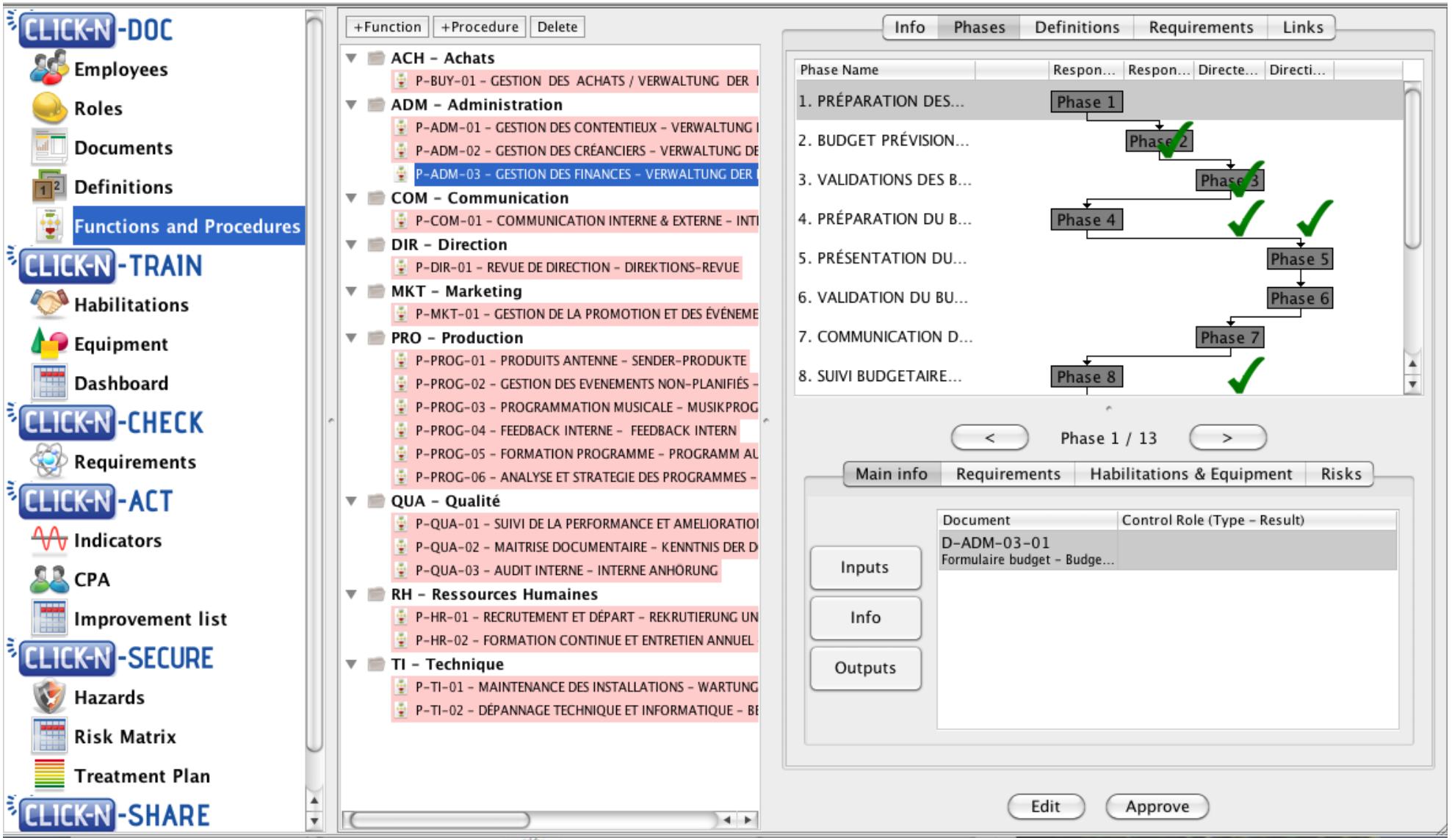
Courtesy of VIZRT

Click-N-Manage software



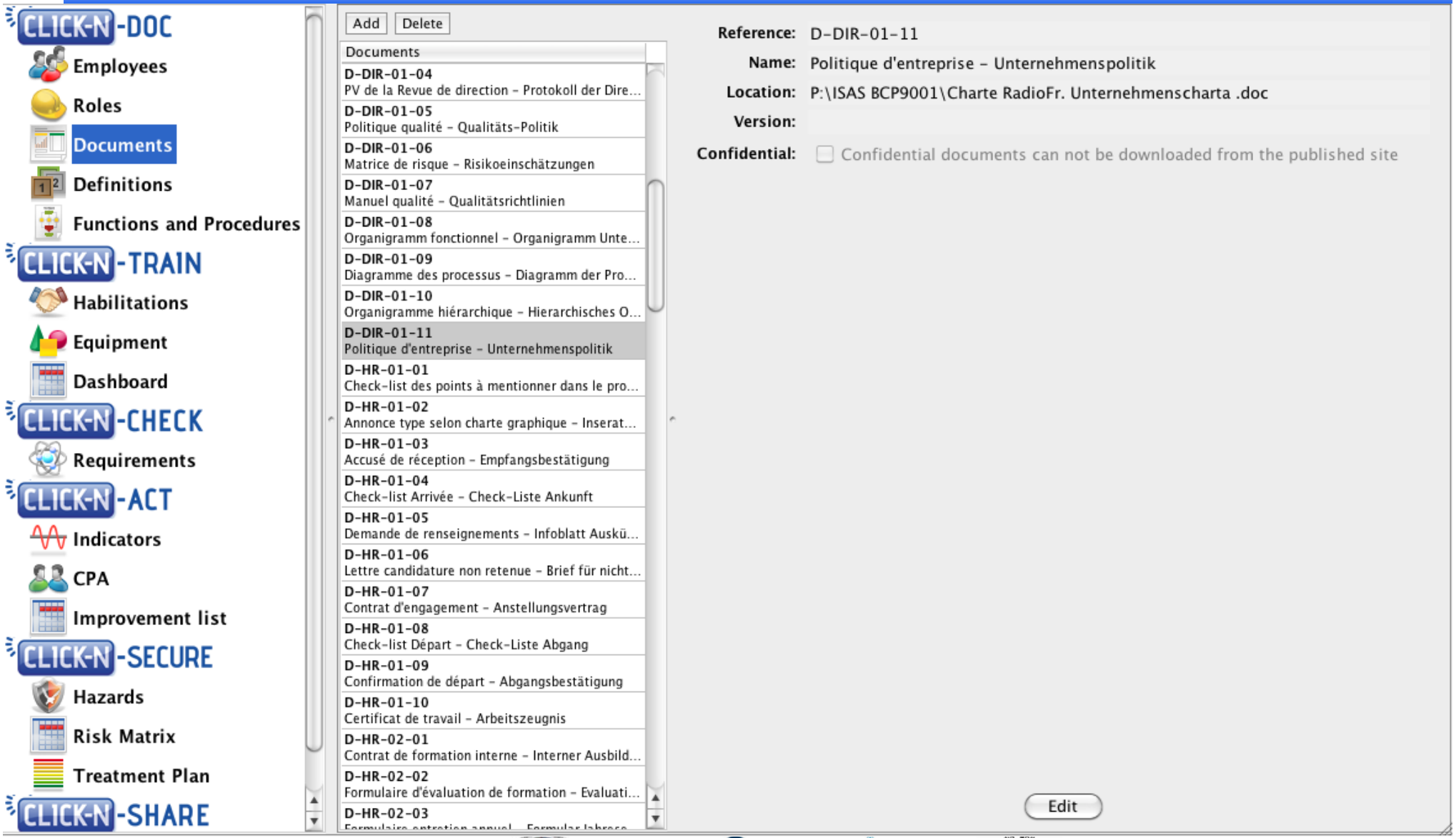
Courtesy of VIZRT

Click-N-Manage software



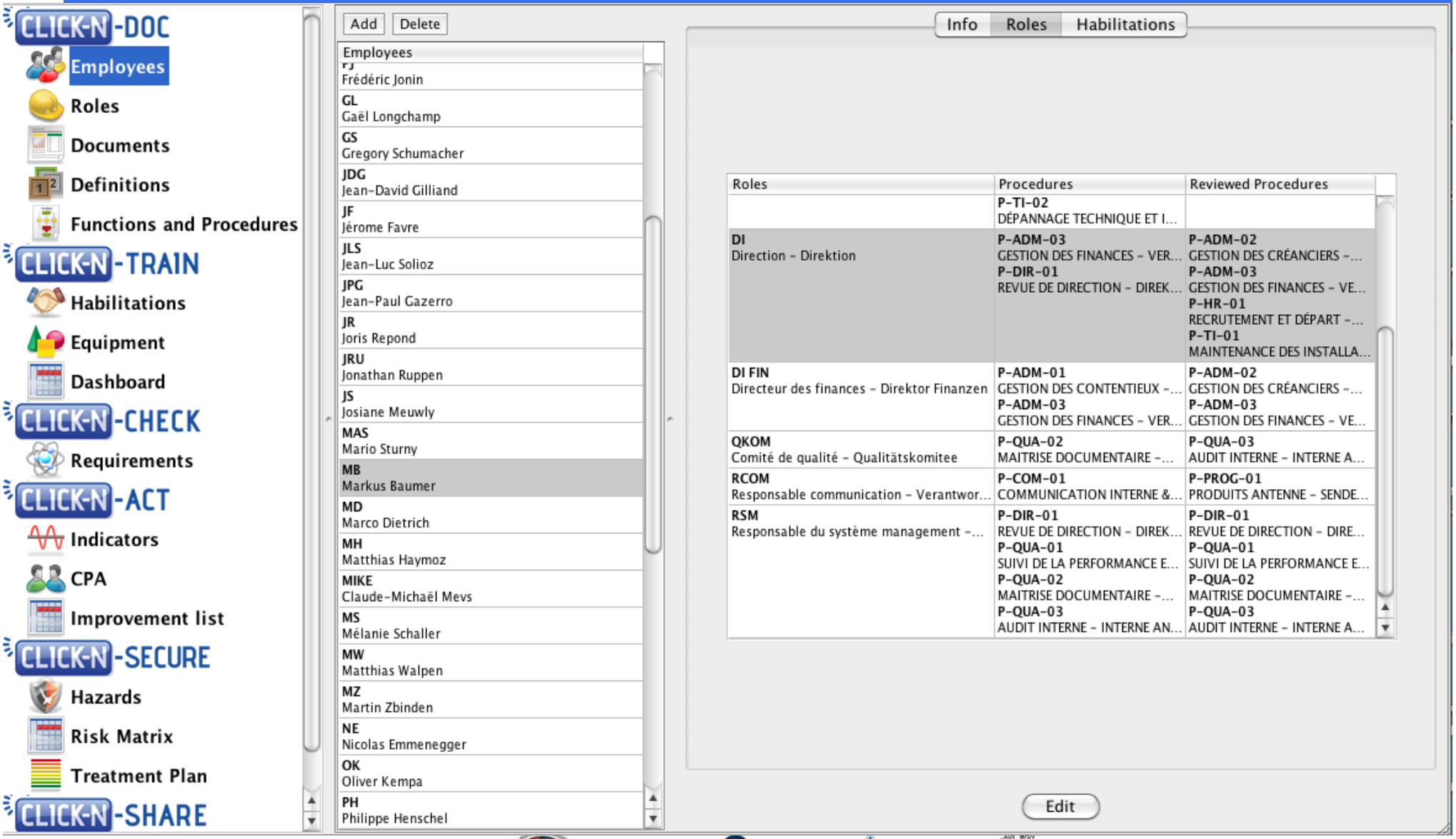
Courtesy of VIZRT

Click-N-Manage software



Courtesy of VIZRT

Click-N-Manage software



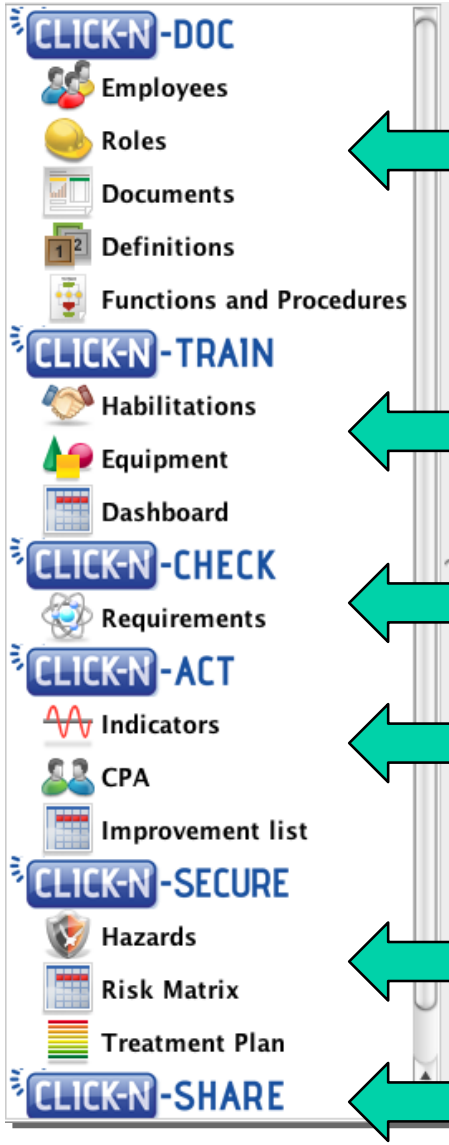
CMRTV WRTVC

ISAS INTERNATIONAL STANDARDIZATION & ACCREDITATION SERVICES

AIBD

Media and Society Foundation ISAS BCP 1008

Click-N-Manage software



This module covers all the management documentation in terms of creation, distribution and withdrawal

Click-N-Train module is dealing with habilitations, training records, yearly evaluation

Click-N-Check module is dealing with Internal Auditing

Click-N-Act module is dealing with quality indicators, follow -up of corrective actions and improvement projects

Click-N-Secure module covers all facets of risk management

Click-N-Share module ensures the publication of the Intranet

You can download a free trial version of Click-N-Manage software on:

www.click-n-manage.com

Pre-summit Regional Workshop on MEDIA QUALITY MANAGEMENT

Morning session:

1- Introduction: presentation of the Media & Society Foundation & ISAS
2- Current status and challenges of the media industry in the world
3- Benefits of quality management & feed-backs from medias already certified
4- Presentation of ISAS BCP 9001:2010
5- Presentation of the « Quality Management Starter Kit » (Part 1)

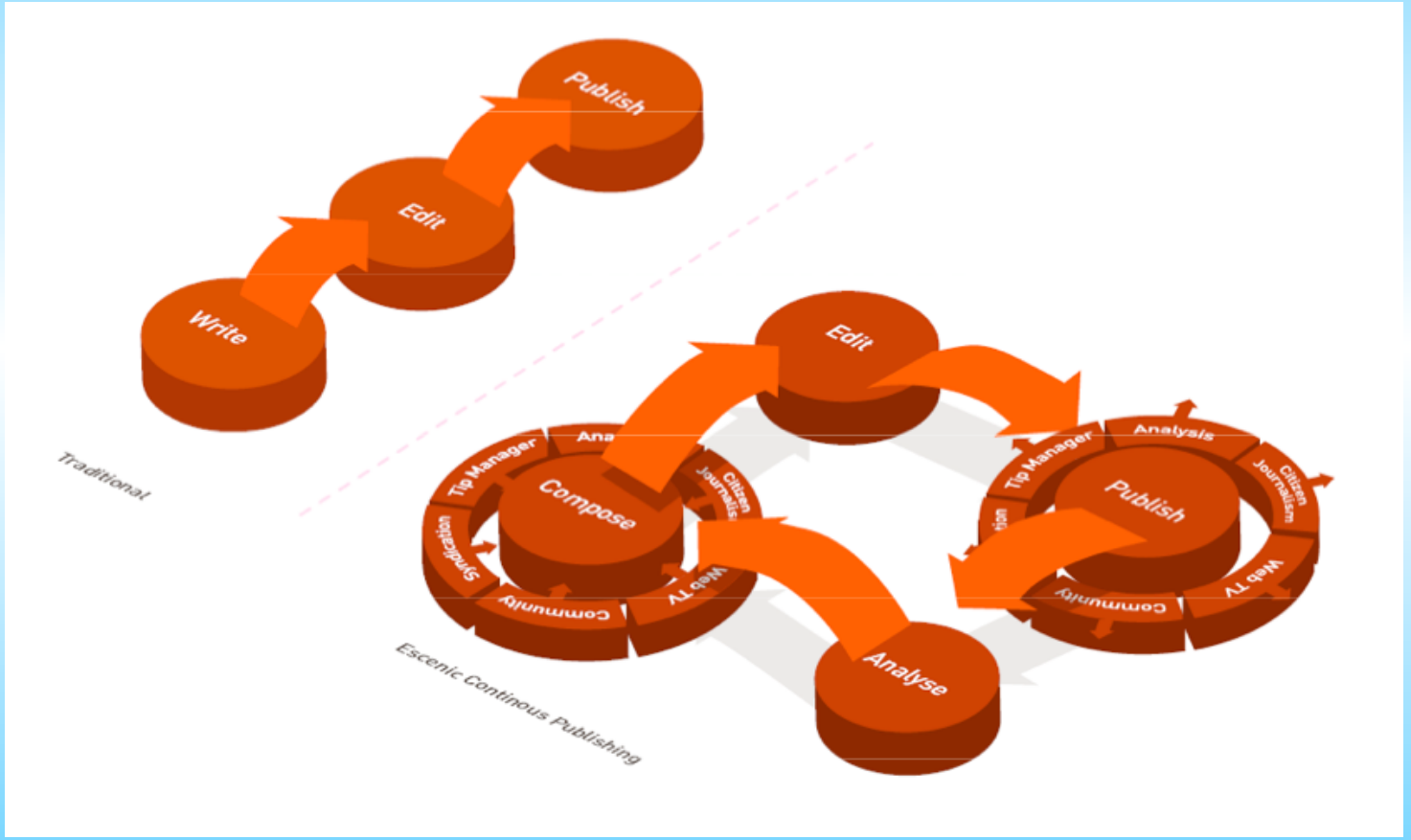
Afternoon session:

6- Presentation of the « Quality Management Starter Kit » (Part 2)
7- Presentation of Click-N-Manage management software
8- How to continuously master quality in digital workflows?
9- Discussion and exchange of experiences with attendees

How to continuously master quality in digital workflows?

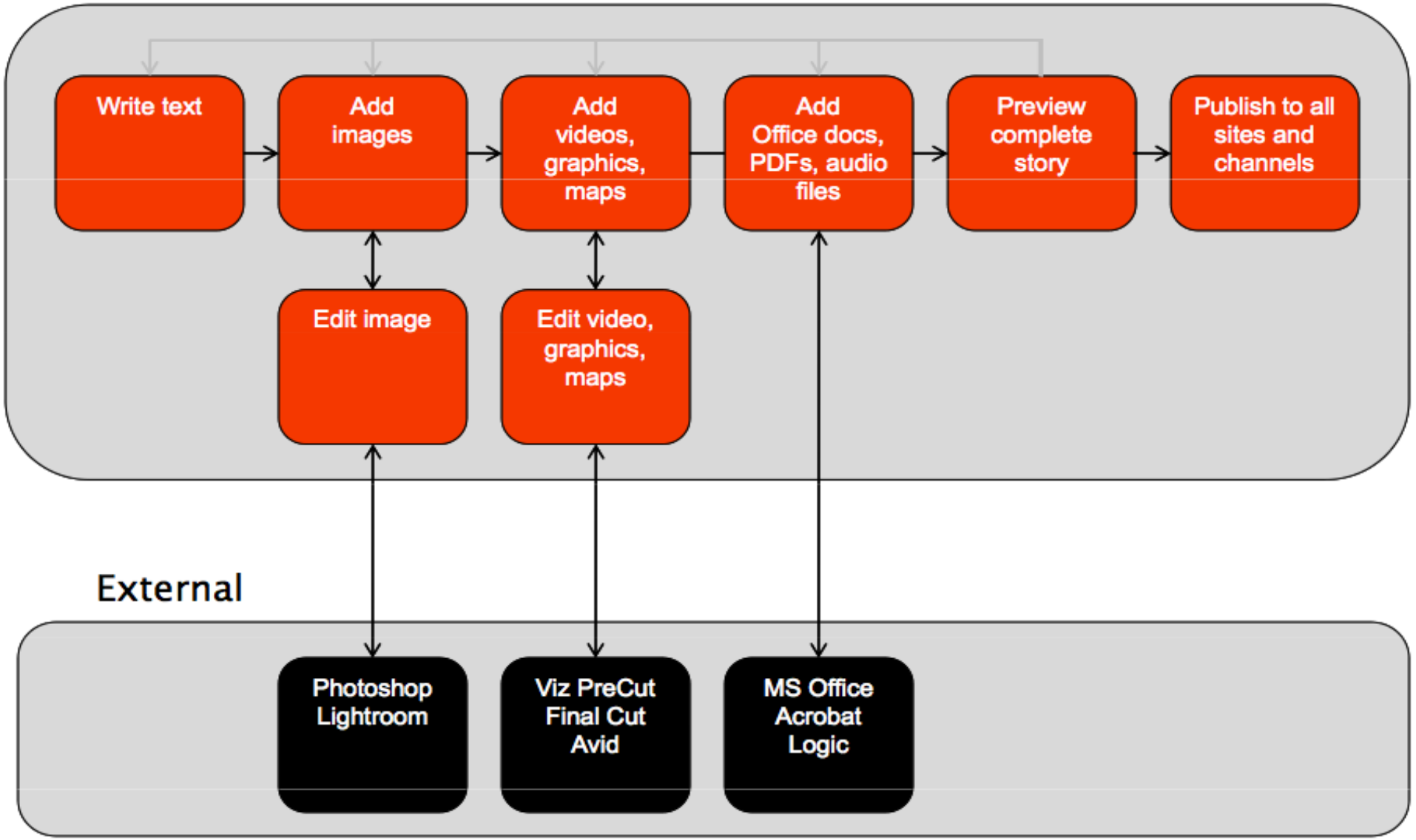
With the full content digitalization

continuous publishing has become a reality ...



Courtesy of VIZRT

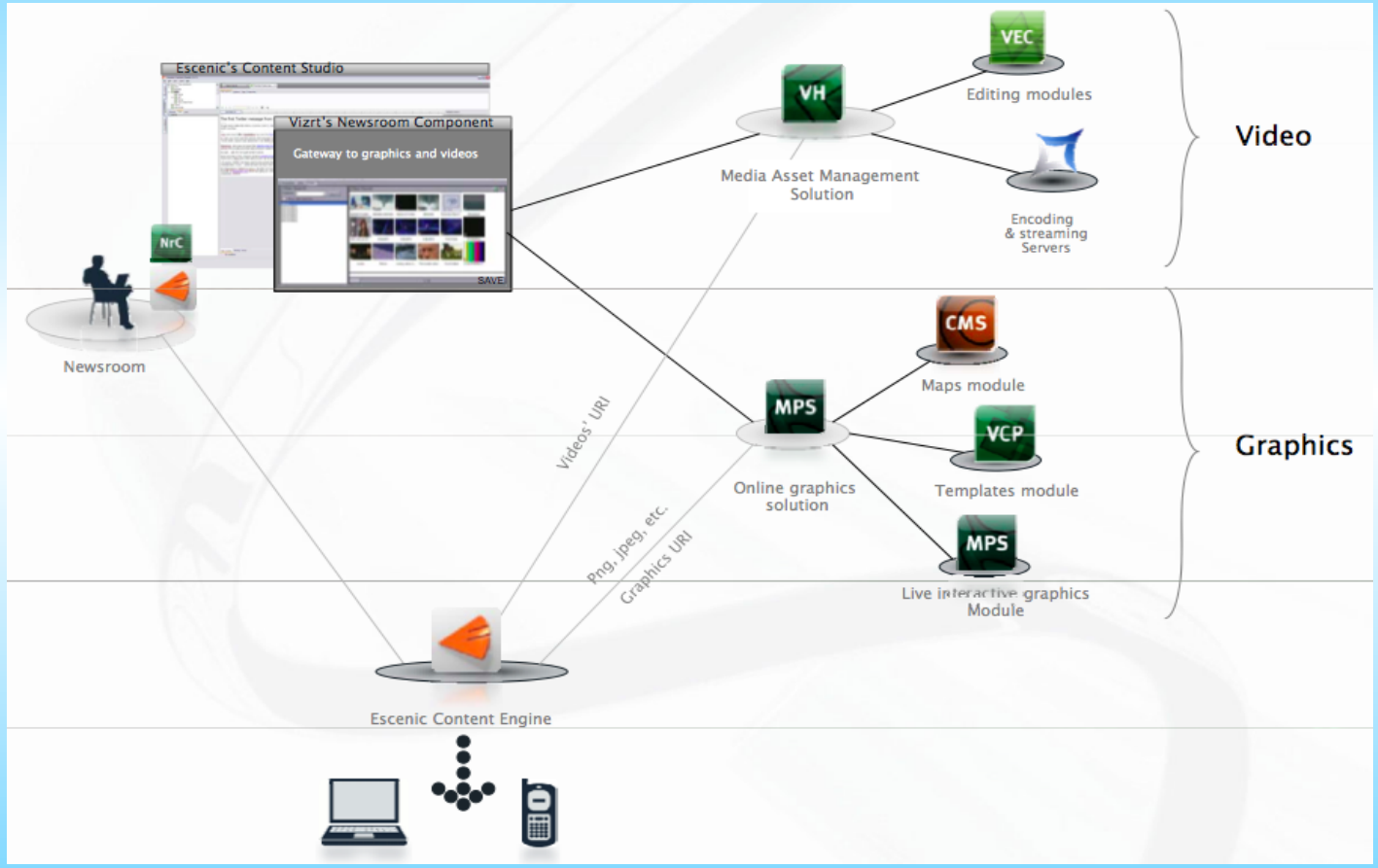
How to continuously master quality in digital workflows?



Courtesy of VIZRT

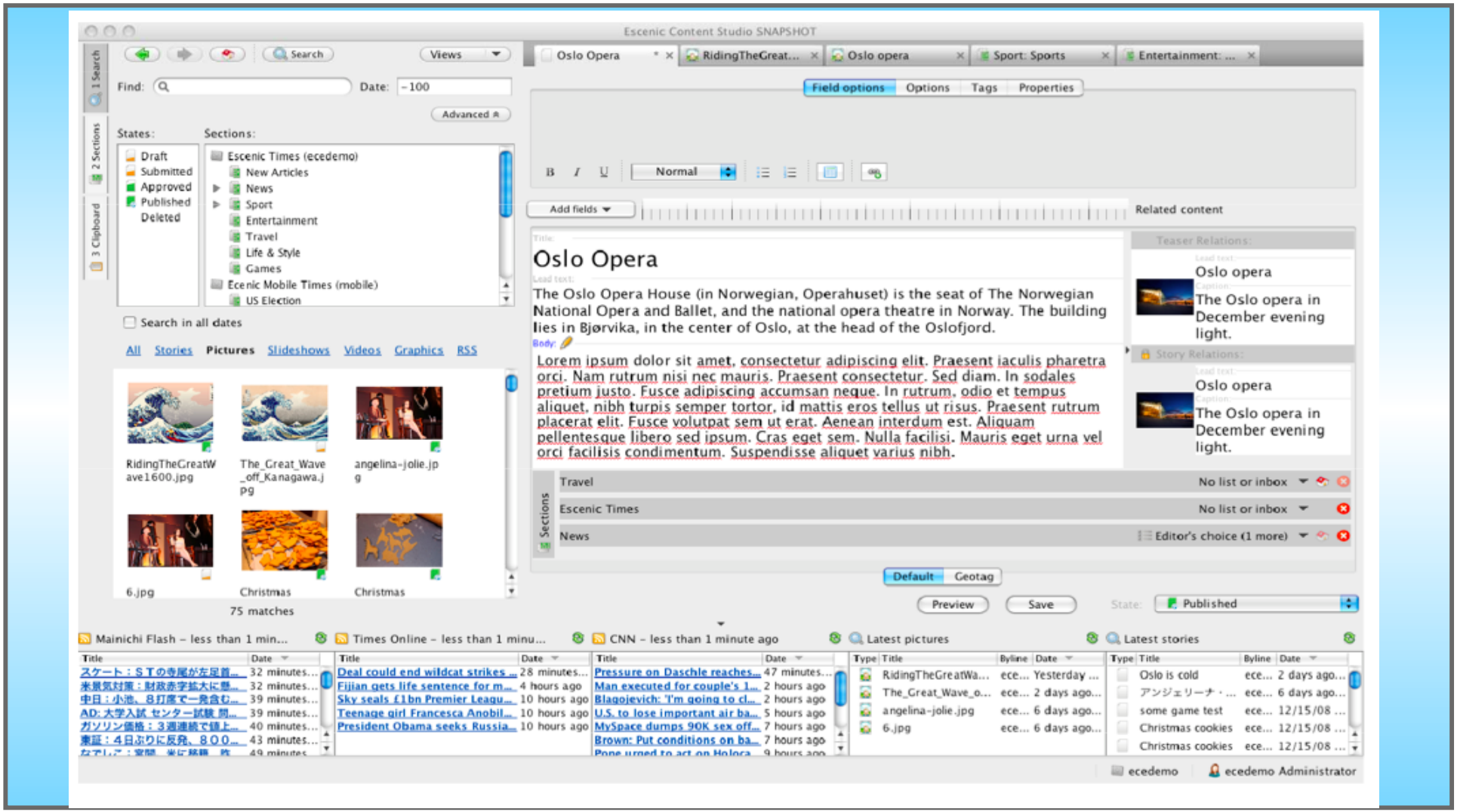
How to continuously master quality in digital workflows?

Thanks to powerful software, one single person can create multimedia contents...



Courtesy of VIZRT

How to continuously master quality in digital workflows?



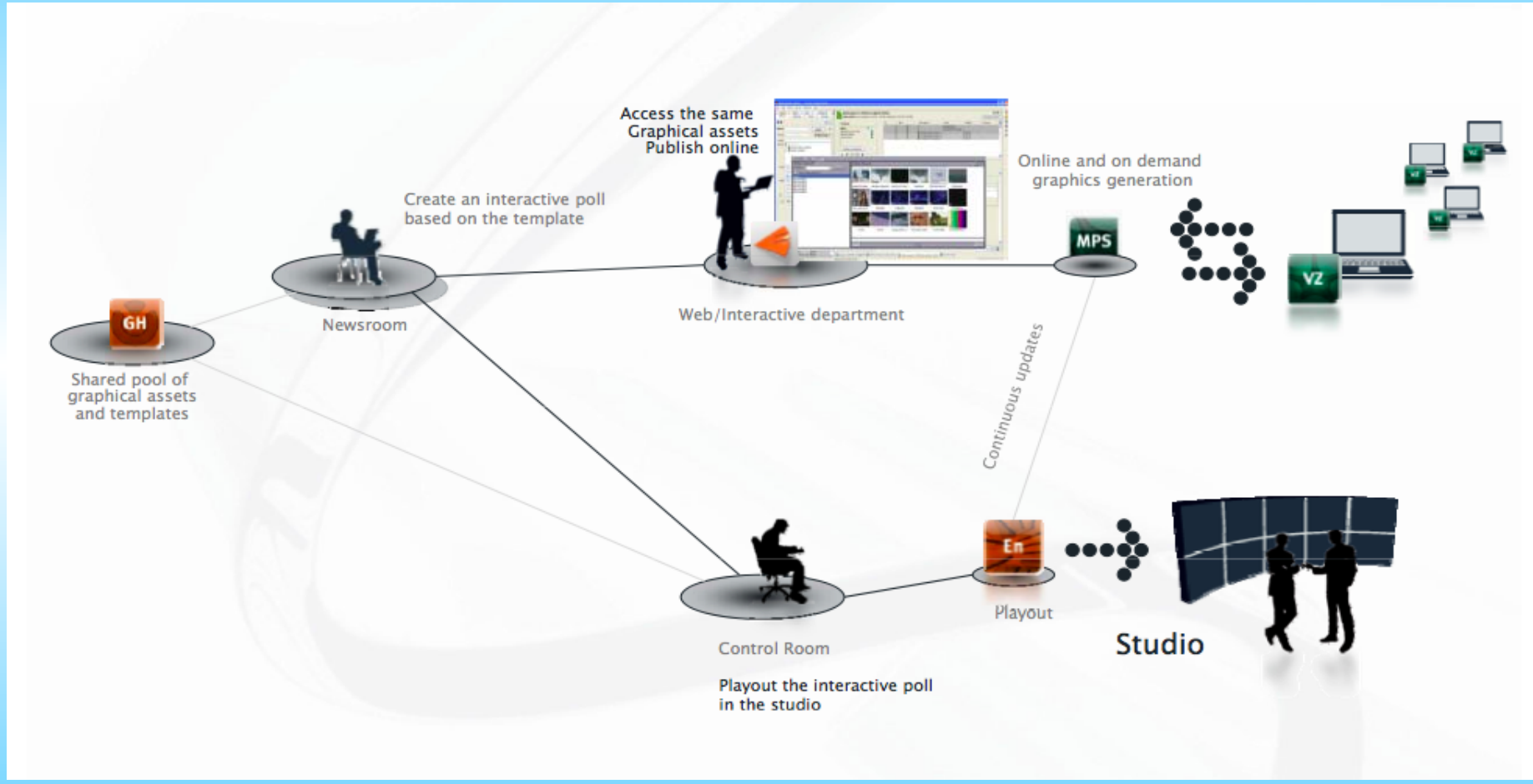
Courtesy of VIZRT

How to continuously master quality in digital workflows?

Courtesy of VIZRT

How to continuously master quality in digital workflows?

And put them directly on-air, on-paper or on-line...



Courtesy of VIZRT

How to continuously master quality in digital workflows?

Courtesy of VIZRT

How to continuously master quality in digital workflows?

THE HINDU

Online edition of India's National Newspaper
Wednesday, April 07, 2010
ePaper | Mobile/PDA Version

Google
Site Search

DTCP APPROVED PLOT NEAR CHENNAI
Wisdomproperties.com
Near Mahindra City SINGAPERUMAL KOIL
22384571, 99629 28725

Breaking News and Updates, at our beta website

News
ePaper
Front Page
National
States:
• Tamil Nadu
• Andhra Pradesh
• Karnataka
• Kerala
• New Delhi
• Other States
International
Opinion
Business
Sport
Miscellaneous
• Cartoons
Engagements

Sudoku
Today's Headlines

XML
RSS Feeds

Specials
In Focus
Photo Gallery
Events 2009
Know Your English

Features:
Magazine

beta website: beta.thehindu.com

From the Print Edition

MAOISTS MASSACRE 74 CRPF MEN
Armoured Personnel Carrier blown up, trapped forces come under heavy fire from hundreds of Naxals entrenched in hillock in Dantewada forest of Chhattisgarh; 'Operation Green Hunt' goes horribly wrong

Manmohan expresses shock and grief
They seem to have walked into a camp or a trap set by Naxalites: Chidambaram

Court asks Geeta Johri, Jha to keep off probe
Restraint until further orders, on plea for SIT reconstitution

No medical evacuation plan for paramilitary forces
"We are lucky if we get information about an attack within the golden hour, let alone evacuating people in 60 minutes"

Krishna seeks more Chinese support on U.N. Security Council seat
Willing to hold talks with New Delhi on the Council issue, says Beijing

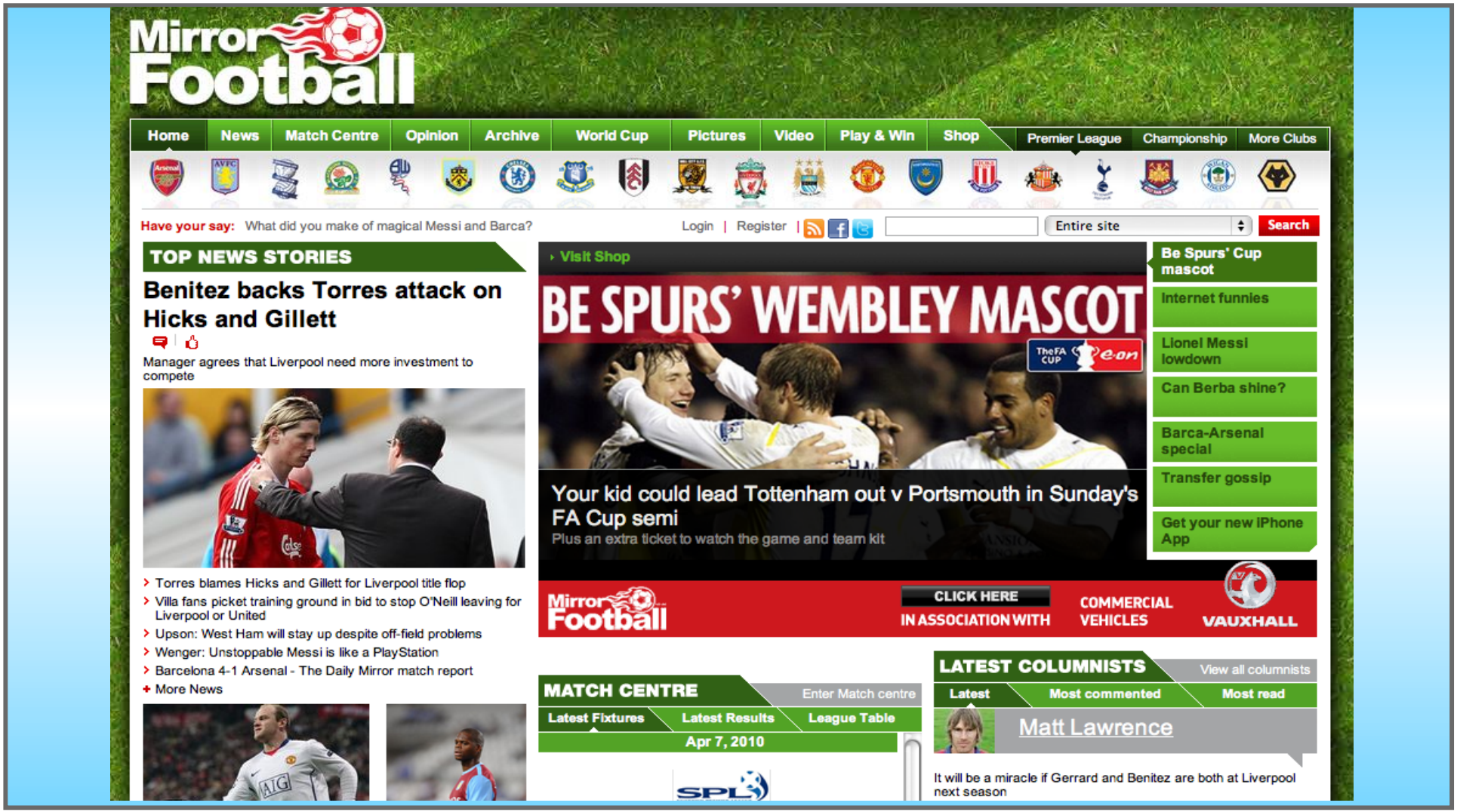
Maoists from A.P. may have planned it

CII presents the Tamil Nadu emerging entrepreneurs awards in partnership with Business Line
Union Bank presents The Ad Club - Business Line QUIZ 2010
25 years of excellence in Journalism
The Chennai December Festival
THE HINDU

Resources
• David Headley's Plea Agreement New! [PDF]
• Full list of people considered for Padma Awards 2010 New! [PDF]
• New Seat of Power New!
• Text of 2010-11 Budget Speech New! [PDF]
• Speech of Mamata Banerjee introducing the Railway Budget 2010-11 New! [PDF]
• Bt Brinjal: Note by Ministry of Environment and Forests New!
• Writing and writing is my happiness New!
• Interview with Pakistan Prime Minister Syed Yousaf Raza Gilani New!
• 'Crime fiction is about social inequality' New!
• List of Padma Awardees New! [PDF]
• Joint Statement issued at the

Courtesy of VIZRT

How to continuously master quality in digital workflows?



Courtesy of VIZRT

How to continuously master quality in digital workflows?

Login Newsletter Mobile RSS & Podcasts Sitemap NZZ-Sites

NZZ Online

Nachrichten | Finanzen | Magazin | Hintergrund | Blogs | Marktplätze | Shops | Abos & Services | NZZ Verlag | MyNZZ

Startseite · International · Wirtschaft · Schweiz · Kultur · Sport · Panorama · Wissenschaft · Zürich · Digital · Wetter

Mittwoch, 07. April 2010, 18:16:11 Uhr Suche: Stichwort

Panorama: 7. April 2010, 14:09

Solar Impulse hebt ab

Erstflug des Solar Flyers von Bertrand Piccard und André Borschberg

Am Mittwochvormittag ist das Solarflugzeug des Teams um Bertrand Piccard und André Borschberg in Payerne zu seinem ersten Testflug gestartet. Solar Impulse bestand die Prüfung problemlos und blieb knapp eineinhalb Stunden in der Luft. ... »

› **Payerne:** Basis der «Solar Impulse»

International: 7. April 2010, 17:48

Angeblich fast 100 Todesopfer in Kirgistan

Regierung dementiert Tod von Innenminister – Notstand ausgerufen

Bei gewaltsamen Zusammenstössen zwischen Demonstranten und Sicherheitskräften in Kirgistan sind möglicherweise fast 100 Personen ums Leben gekommen. Um den angeblichen Tod des Innenministers herrscht Unklarheit. Die Regierung rief den Notstand aus. ... »

› **Kirgistan:** Führung unter Druck

Neuste Artikel | Meistgelesen | Meistkommentiert

18:02 Neuer Grossaktionär bei Biella
17:54 Freigelassen statt ausgeschafft
17:48 Angeblich fast 100 Todesopfer in Kirgistan
17:31 Bancomat im Wallis gestohlen
17:20 Venedig sperrt sich gegen Plastik-Gondeln

WETTERAUSSICHTEN: ZÜRICH UND REGION

heute	Do	Fr	Sa
0|20°	5|17°	6|17°	6|15°

› Aktuelles Wetter
› Mittelfristprognosen
› Niederschlagsradar
› Windprognosen

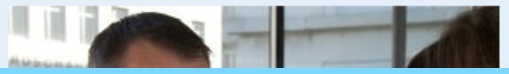
Anzeige

Südtirol: Dolomiten

Italiens Monumente, die nicht aus Marmor sind

In der nördlichsten Provinz Italiens erheben sich Dolomitengipfel wie die drei Zinnen über 3000 Meter ... »

IMPULSE: SENDUNG VOM 7. APRIL



NZZdomizil: Selection

Haus in Lachen, SZ
mehr ... »

Villa in Geroldswil
mehr ... »

Neue Wohnungen in Wädenswil, ZH
mehr ... »

Doppel-EFH in Bonstetten, ZH
mehr ... »

Terrassenwohnung in Wilen, SZ
mehr ... »

NZZexecutive: Top Jobs

Premium Position

C.M.S. AG **Wealth Planning Professional / C.M.S. AG**

Manager Glob. Systems & Process Integration
ALSTOM (Switzerland) Ltd
mehr ... »

Product Manager Pension Services
UBS AG
mehr ... »

Contract & Partner Relations Manager
Humanis AG
mehr ... »

Courtesy of VIZRT

How to continuously master quality in digital workflows?

The content can also be realtime adapted to the language: here is the english version...

Courtesy of VIZRT

How to continuously master quality in digital workflows?

... and the arabic version created simultaneously with different content!

Courtesy of VIZRT

How to continuously master quality in digital workflows?

2 major consequences:

\+

- A positive one:

Close follow-up of audience needs and expectations on a real time basis.

—

- A negative one:

Continuous publishing implies rapidity and risks of major mistakes in the contents.

How to continuously master quality in digital workflows?

2 ways of mastering quality in digital workflows:

1

- By applying ISAS BCP recommendations in the process.

For example:

✓ installation of critical control points in the process (CCP)

✓ quality dash-boards

✓ systematic recording of non-conformances (learn from mistakes!)

✓ regular management review meeting

✓ ....

How to continuously master quality in digital workflows?

2 ways of mastering quality in digital workflows:

2

- By meta-tagging all digital data likely to be published

For example:

✓ Quality information directly embedded into the digital data (videos, pictures, texts, sounds)

- Origin of the information
- Verification of the source
- Copyrights
- ....

Pre-summit Regional Workshop on MEDIA QUALITY MANAGEMENT

Morning session:

1- Introduction: presentation of the Media & Society Foundation & ISAS
2- Current status and challenges of the media industry in the world
3- Benefits of quality management & feed-backs from medias already certified
4- Presentation of ISAS BCP 9001:2010
5- Presentation of the « Quality Management Starter Kit » (Part 1)

Afternoon session:

6- Presentation of the « Quality Management Starter Kit » (Part 2)
7- Presentation of Click-N-Manage management software
8- How to continuously master quality in digital workflows?
9- Discussion and exchange of experiences with attendees

To what extent does the ISAS BCP 9001 certification influence the quality of content ?

Like ISO 9001, the ISAS BCP 9001 standard encourages companies to improve their internal organization and processes. This approach has a major impact on quality even if it is not directly linked to media's content. By streamlining processes, clarifying responsibilities, identifying shortcomings, listening to audience and stakeholders, the ISAS BCP 9001 certification process creates the conditions for improved performance, more ethical behavior and better content.

Are such procedures necessary for journalists?

Claude Monnier (Swiss columnist and author, and a member of the Board of the Media and Society Foundation):

“ As a print journalist for more than 30 years, I’ve always been reluctant to accept constraints in my job, including certification. That said, based on my years of experience, I also believe that the implementation of quality procedures is absolutely necessary in our profession. They are particularly useful for new journalists.”

Is the standard adapted to both public and private broadcasters ?

The standard definitely applies to both public and private medias. Some requirements of the standard are specific to the public sector and appear as such in the text.

The only medias excluded from certification are those who specialize in content that cannot meet the general aim of the standard, such as pornography or hate propaganda.

How long does it take to reach the level of the standard and to get certified?

It depends on the nature and history of the organisation, its size, and the complexity of its processes. In general, it takes from 9 to 18 months to comply with the standard's requirements and to be certified.

Is the certification adapted to small organisations and structures?

Yes the certification is adapted to small organisations and structures, just as it is for ISO 9001. Because the standard gathers best management practices, small and medium size organizations can benefit from the experience of larger ones.

Isn't it a bureaucratic exercice?

It can be if the company decides to document too many unnecessary activities. Our recommendation is to concentrate on critical activities, those that can damage a media's quality or image if they are handled poorly.

We are hesitating between the BSC Model and ISAS BC 9001 Certification. What are the comparative benefits of each model?

The Balanced Score Card Model is totally integrated into the ISAS BCP 9001 certification scheme. The two models are NOT in competition but complementary. The BSC Model is very effective for reporting the performance of the company through appropriate indicators and “dash-boards”. It brings a useful response to several, though not all, requirements of the ISAS BCP 9001 certification .

Can governments use ISAS BC 9001 to control content ?

No, there is no danger of governments using ISAS BCP 9001 as an instrument of control. On the contrary. The independent, professional audit which is essential to the certification process insures that the relation between a broadcaster and government is transparent. This guarantees a broadcaster the editorial independence that it needs to play a constructive role in society.

Is ISAS BC 9001 certification supported and encouraged by professional associations and official organizations?

Yes, the International Federation of Journalists and the Asia -Pacific Institute for Broadcasting Development officially support the ISAS BCP 9001 standard. Other leading professional organizations, such as the World Association of Newspapers, the European Broadcasting Union, and the International Press Institute have expressed their interest and we hope to be shortly able to add new names to the list of our official sponsors.

THANK YOU SO MUCH FOR YOUR ACTIVE AND FRUITFUL PARTICIPATION IN THIS WORKSHOP

and

GOOD LUCK!

Yves Ménestrier & Louis Balme