

The Giving Credit Crunch

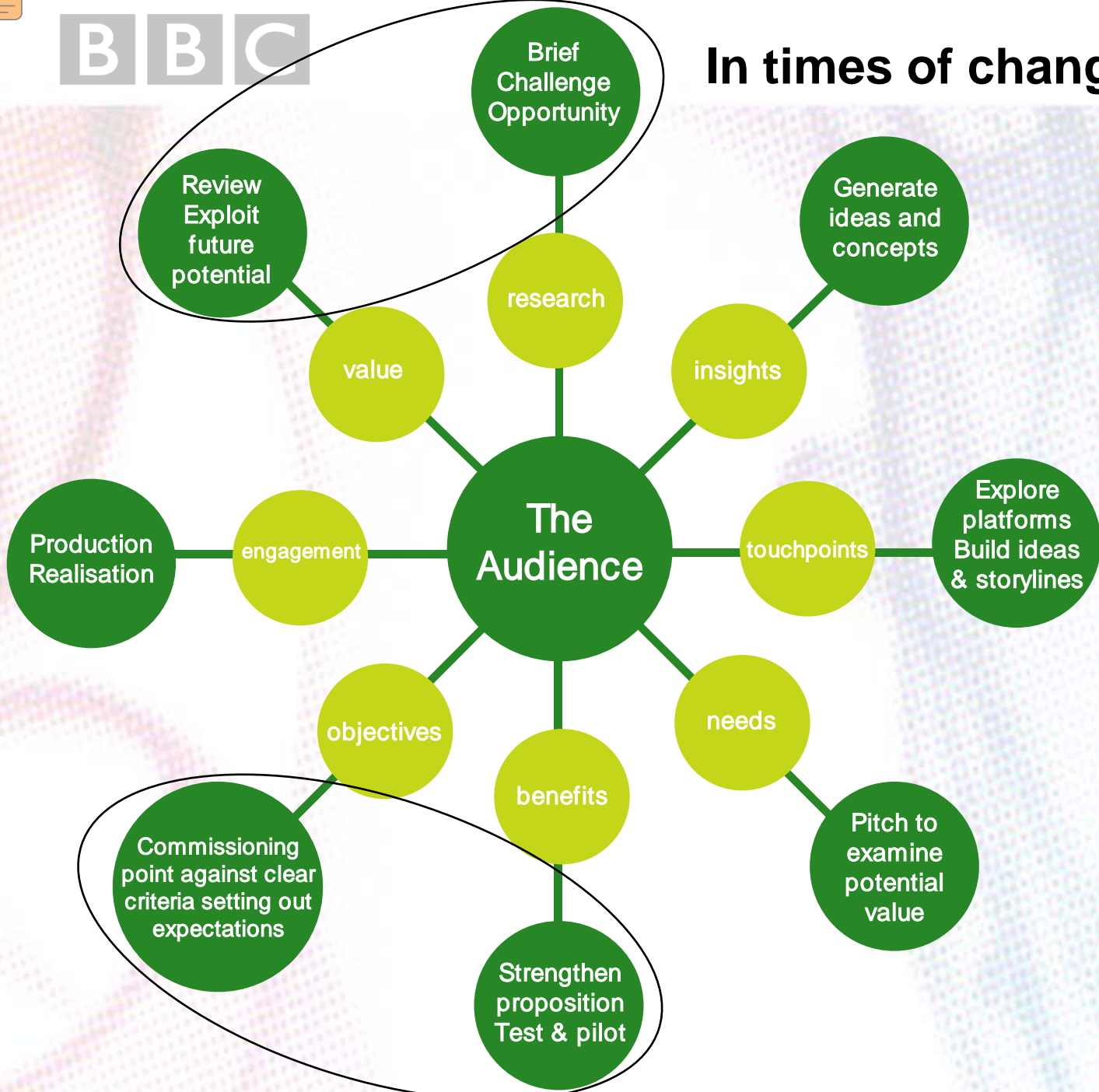
How to recognise and recognise
innovation in hard times

Hannah McBain – BBC Change Consultant



In times of change – we need focus

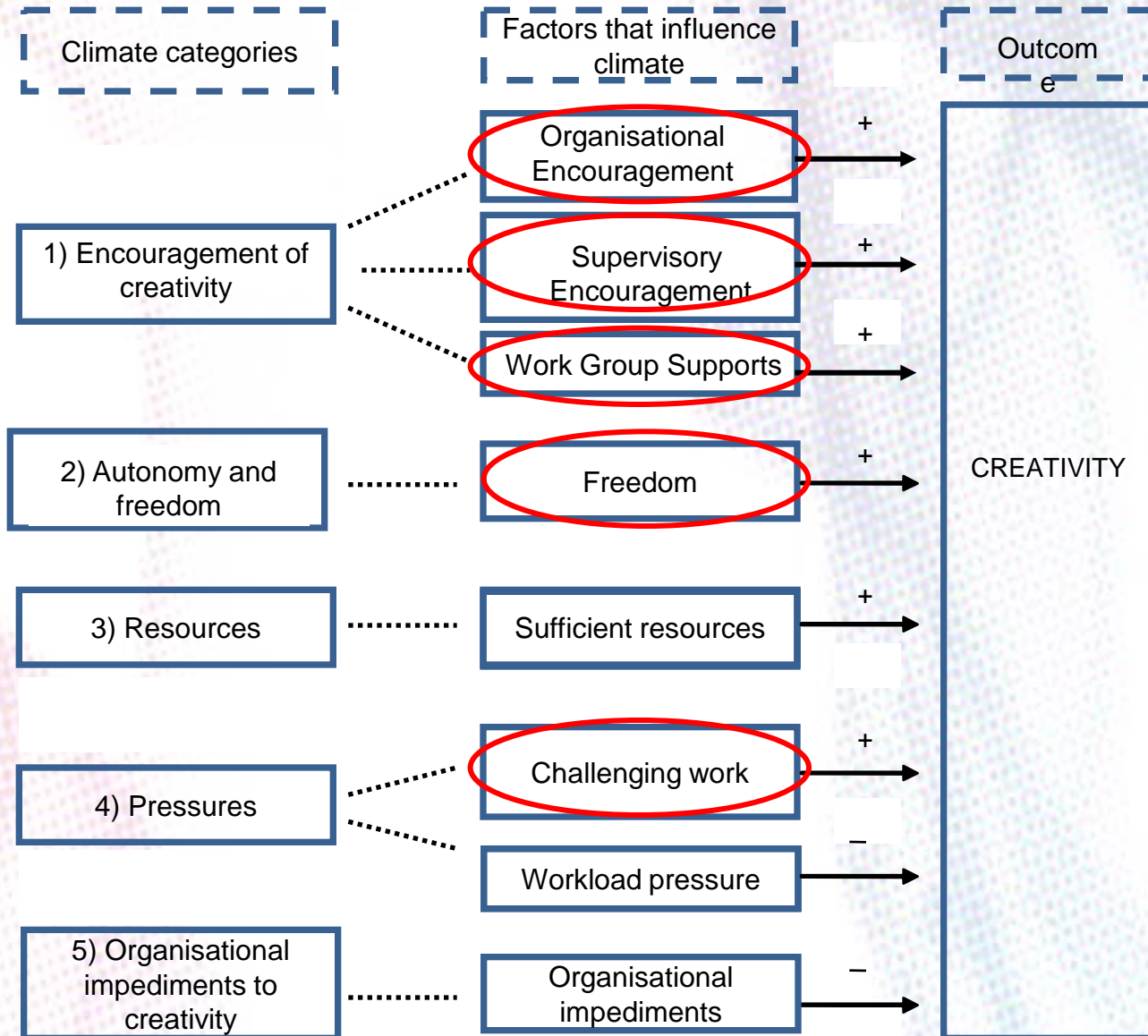
Creativity Cycle™



Creativity Cycle is a Trade Mark of the BBC 2007



A Climate for Creativity



Climate Mapping

★ Where we are now

| | | | |
|---|--|---|---|
| Organizational Encouragement of creativity: | fair, constructive judgment of ideas | | |
| | reward and recognition | | |
| | mechanisms for developing new ideas | | |
| | active flow of ideas | | |
| | shared vision | ★ | |
| Managerial Encouragement of Creativity: | managers serve as good role models for creativity | | |
| | set goals appropriately | ★ | |
| | support the work group | | |
| | value individual contributions | | |
| | show confidence in the work group | | |
| Work Group Supports: | diversely skilled | | |
| | people communicate well | | |
| | openness to new ideas | | |
| | constructive challenge | ★ | |
| | trust | | |
| | commitment | | |
| Freedom: | what work to do ; how to do it ; control over one's work | | ★ |
| Challenging Work | | | ★ |
| Sufficient Resources: | people | | |
| | funds | | |
| | facilities | | |
| | information | | |
| Organizational Impediments: | internal political | | |
| | criticism of new ideas | | |
| | destructive internal competition | | |
| | risk avoidance | | |
| | overemphasis on the status quo. | | |
| Work Pressure: | Time pressures & expectations for productivity | | |



Organizational Encouragement of creativity:

A shared Vision of what the organisation is trying to do

Active Flow of ideas

Recognition for creative work

Mechanisms for developing new ideas

Fair judgement of Ideas

- Work that is already helping**
- Commissioning pack updates
 - Development inbox
 - Celebrating success
 - Development holidays
 - Creative clusters
 - Digital Pioneers
 - Creative partnerships



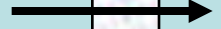
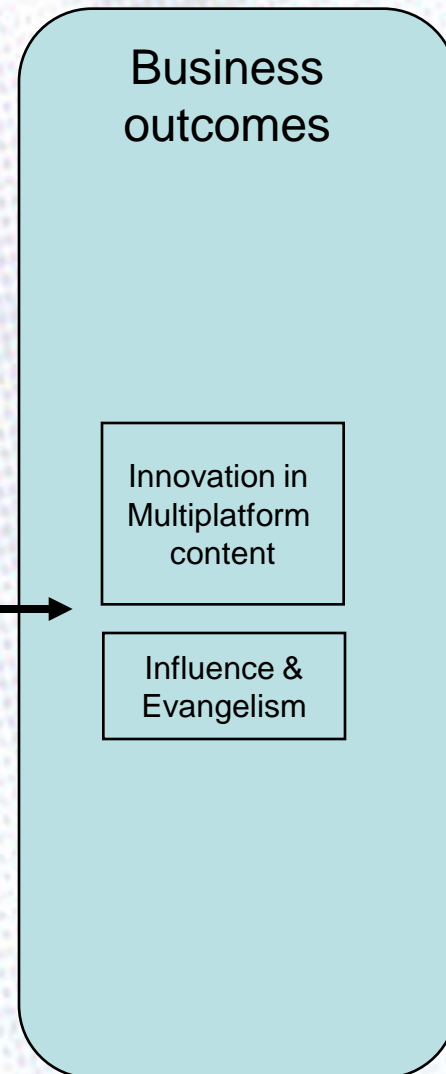
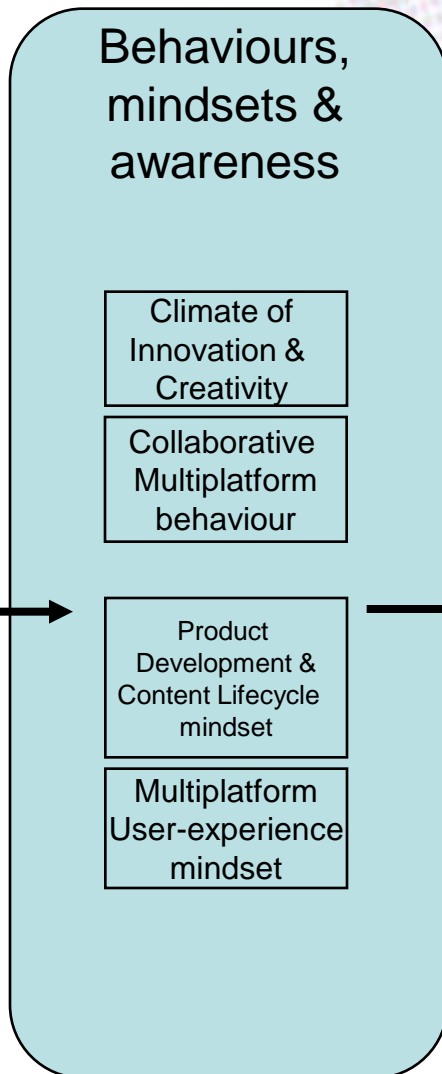
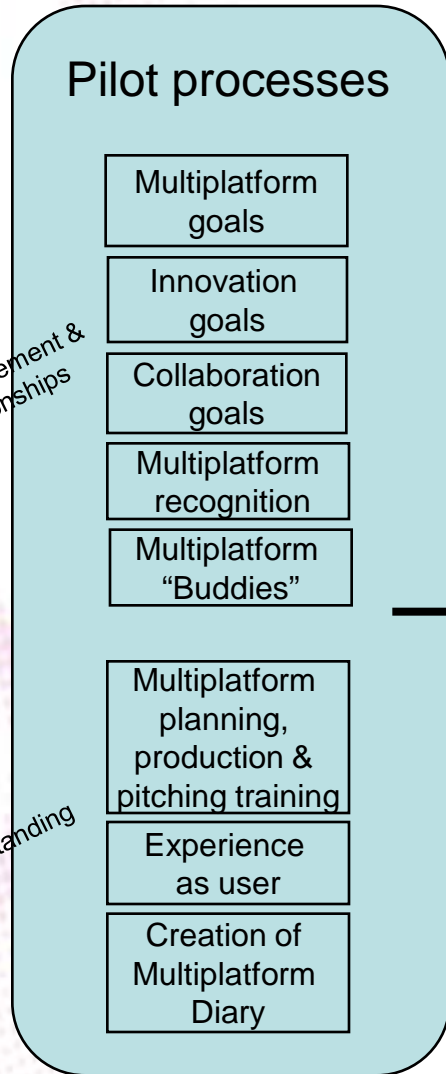


Multiplatform Working Pilot

Things we can affect during the pilots

Attributes directly affected by the pilots

Business Outcomes



Measuring Innovation

Innovation in Multiplatform content in Lab pitches

Expert panel score these factors based on the lab pitch Evidence of each factor (1-5 scale)

- Quality / Distinctiveness of ideas
- Novel application of existing ideas
- Critique of user experience
- Consideration of different platforms
- Consideration of possibilities of chosen medium / media
- Fit with existing Multiplatform genre strategy
- Feasibility of delivery of the concept within stated timeframe
- Evangelism - Use of MP language and passion of delivery

Increase in MP Innovation over time

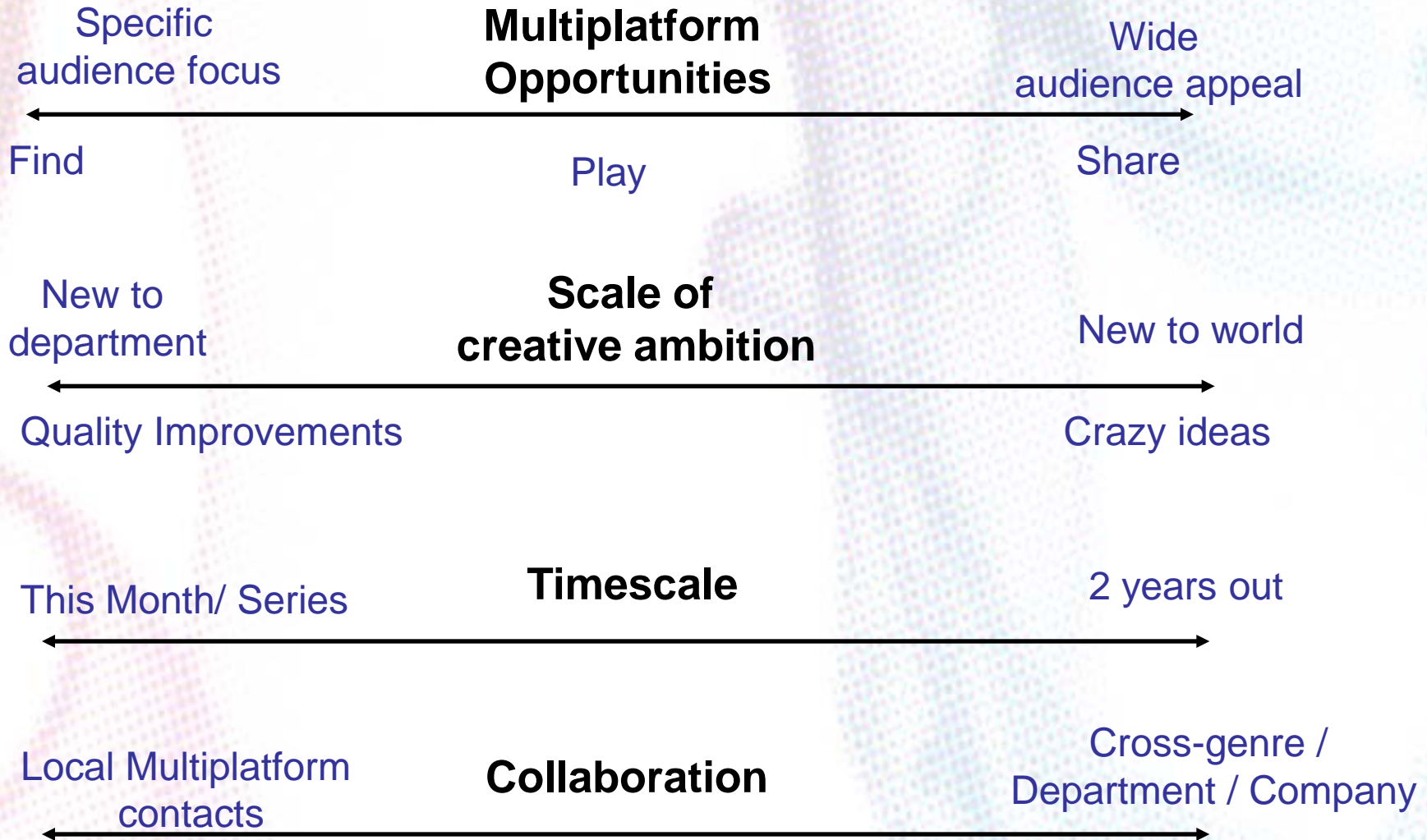
MP experience and learning diary Evidence of (1-5 scale)

- Novel application of existing ideas
- Critique of user experience
- Consideration of different platforms
- Consideration of possibilities of chosen medium / media
- Evangelism - Encouraging MP collaboration in others



Goal Setting

Where on these scales do your multiplatform ideas need to be?





MULTIPLATFORM GOAL SETTING

After you have created a list of priorities and goals, use this worksheet to discuss and test the goals.
 Tomorrow - refine and share with your APs etc. (You may need a separate work sheet for each AP etc.)
 Name:

Multiplatform Opportunities - What do you want to help the audience do?

Number of ideas
How often?

Briefly explain WHO are the audience you want to focus on - young families, men etc
 and explain WHAT you want to enable the audience to do, Find, Play or Share on which platforms etc

How do you want the ideas - email / f2f meet.!

| | | | | | | |
|---|-------------------------|-------------------|-------------------------|---------------------------------|------------------------|---|
|  | Comment on something | Collect | See clips | Take part in an event | Be a critic |  |
| | | Rate something | Help research the show | Discover your show in a new way | Find out about | |
|  | Get an alert | Share pictures | | | | |
| | | Read a blog | Build their reputation | Feel part of something bigger | Search a database |  |
|  | Vote | Browse a playlist | Have conversations | Take a different journey | | |
| | Support viral marketing | | Change the show | Find out more | Share video. |  |
|  | Enroll in an activity | Be challenged | See another perspective | Play a game | See your show anytime. |  |
| | Write stories | Get a local view | Mash-up your video | | | |
|  | | | | | |  |
|  | | | | | | |

What is the scale of ambition for ideas?

All or % of ideas

Briefly describe what you are looking for, money saving / better information / mainstream appeal / better & space-hop or different relationships with the audience / niche appeal / radical / a moon-walk! Or some and some!

How many of each kind!
All the same!



Timescale priorities?

All or % of ideas

Describe how quickly will you want the new ideas to be turned around? Turnaround from concept to delivery. Can they be ideas for this series or audiences of the future? Or some and some?

How many of each kind!
All the same!



Multiplatform collaboration priorities?

Number contacts
How often?

What kind of partnership would you like to see? Who with? (Buddies / Vision multiplatform / FM&T or others)

How many! How often!



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