

The SABC Transforms to Strengthen Public Service Broadcasting for Total Citizen Empowerment!

Capgemini drives strategy and transformation to help galvanize the business and build a value proposition for the future

The Situation

In a culturally rich and diverse country, the South African Broadcasting Corporation (SABC) reaches over 24 million people every day through its 18 radio stations and three free TV channels. The SABC's ambition is to play an important role in nation building and secure a stable funding base for a sustainable future.

South Africa presents unique challenges to a public service broadcaster due to cultural and lingual diversity, and wide economic disparity among a population of 48 million. The SABC is charged by the Government to serve South Africa with content that reflects and promotes that rich cultural diversity.

As wealth grows, more households can afford multi-channel TV. Greater channel choice eats into the SABC's audience share. SABC's share of radio listening is also falling as competitor commercial stations launch. These multiple threats prompted the Corporation to

review the way it served audiences and plan for a digital future in which a growing proportion of media consumption takes place online and via mobile devices. Also, as market leader, the SABC is expected to drive the launch of Digital Terrestrial TV (DTT) in South Africa. Together, these aspirations and increased competitive threats mean that the SABC also needs to adjust its funding base and cut costs to deliver its public service ambitions.

The Solution

Capgemini in partnership with its South African associate, Gemini Consulting, was invited to help with the program to turn vision to reality. In collaboration, joint teams:

- developed a new audience segmentation as a tool to improve the provision of public service broadcasting to all South Africans

“The work that has been carried out by Capgemini has given the SABC new impetus and resilience in its continued endeavor of being the leading African Broadcaster and leader in digital broadcasting.”

Sipho Sithole,
Head of Strategy and Risk Management,
SABC



- positioned new channels and services across TV, radio and new media
- refreshed the public service vision and measured the public value that the SABC creates through its services
- drove savings and efficiencies from core processes to contribute to financial sustainability
- enhanced people capabilities and mobilized the organization around the transformation agenda.

The Result

The Corporation testifies to positive benefits of the partnership. A clear strategy roadmap has been defined with agreed tasks, activities and priorities. Tracked milestones and deliverables have involved management at all times, ensuring strong buy-in to program goals. It has also mobilized the organization to adopt change as it ripples through the corporation.

The new audience segmentation model developed by Capgemini has helped the SABC to understand its audiences better and target more clearly its radio and TV services to South Africa's diverse population, including new media distribution platforms. The advertising industry has responded positively to the segmentation and it is now being adopted widely in the industry.

Detailed market research to ask people about the value they attach to the SABC has revealed that the public value created by the SABC substantially exceeds the monies received via the licence fee and direct Government funding. This finding provides a strong base for the SABC to engage with the Government and other stakeholders to identify a future, more sustainable funding solution.

How The SABC and Capgemini Worked Together

The SABC identified a need to build a strategy and value proposition to place its audience and their needs at the heart of the organization. Management wanted to accelerate execution by aligning the organization

and business initiatives to the new strategy. Capgemini was called upon to help with the next stage in that transformation. The team adopted an aggressive engagement strategy to deliver operational transformation so that the Corporation was positioned as the broadcaster of the future.

The team, comprising over 30 executives from various parts of the SABC, some 8 consultants from Capgemini and about 12 from Gemini Consulting, worked in unison to deliver results. An 8-week Analysis & Design stage was followed by a series of workshops in Cape Town and Johannesburg. The latter helped sharpen the strategy and develop the implementation roadmap. In the

subsequent stage, the team worked towards procurement options, HR alignment and organizational governance. The workshops helped define priorities, mobilize the team and secure business buy-in.

The final stage—implementation—allows the team to drive real savings from operational efficiencies. Bringing the Collaborative Business Experience to life, it includes effective knowledge transfer of methods and approaches to help the SABC drive business goals forward. Transfer of accountability and ownership to SABC is critical to success. The SABC is now geared up to deliver its commitment to “Public Service Plus” to the people of South Africa.



About Capgemini

Capgemini, one of the world's foremost providers of consulting, technology and outsourcing services, enables its clients to transform and perform through technologies. Capgemini provides its clients with insights and capabilities that boost their freedom to achieve superior results through a unique way of working, the Collaborative Business Experience™. The Group relies on its global delivery model called Rightshore®, which aims to get the right balance of the best talent from multiple locations, working as one team to create and deliver the optimum solution for clients. Present in more than 30 countries, Capgemini reported 2008 global revenues of EUR 8.7 billion and employs over 92,000 people worldwide.

Capgemini Consulting is the strategy and transformation consulting division of the Capgemini Group, with a team of over 4,000 consultants worldwide. Leveraging its deep sector and business expertise, Capgemini Consulting advises and supports organizations in transforming their business, from strategy through to execution. Working side by side with its clients, Capgemini Consulting crafts innovative strategies and transformation roadmaps to deliver sustainable performance improvement.

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In collaboration with



The SABC is South Africa's national public broadcaster. Almost 24.6 million people tune in to a network of 18 radio stations every day and 24.2 million South Africans watch three free-to-air television channels. The SABC reaches every home in the country to people

of all walks of life, using available media platforms. The SABC primarily creates and broadcasts television and radio content, but is also involved in a myriad of other entertainment—and education—related pursuits. It creates some of the most sought-after content in the continent through its specialist companies: SABC News, SABC Sport, SABC Education, and SABC Religion.

For more information, please visit:
www.sabc.co.za