INTRODUCTION

TG4 is a free-to-air channel, available across all the viewing platforms, with a strong viewer base throughout the island of Ireland. An average of 1.27m people a week watch TG4 in the Republic of Ireland. TG4 is the 6th most popular channel in Ireland with an average share of 1.83% (1.92% in peak-time).

TG4 is a creative and adventurous business. It's built on a culture of non-stop experimentation when it comes to commissioning new programmes and seeking to push creative boundaries. The leadership wants to bring this type of creative and innovative mindset to help modernise the business.

The channel is experiencing change in terms of how viewers wish to watch, share and engage with their content as well as there being a greater availability of data and metrics.

The strategic planning within the organisation is based on traditional methods. The business looks at the landscape and navigates around the ever-changing industry pressures. It is the ambition of the business to digitally transform.

1. To be relevant to the TikTok generation.
2. To use data to help create and repurpose some of its existing assets.
3. To reposition technology as being at the centre of innovation rather than a cost centre
4. To create more efficiency in operations leveraging emerging tech

From a communications perspective the business has not yet defined its digital transformation pathway. As a result it is unable to tell staff how change is likely to impact them. As a result, this typically leads to inertia.

"PEOPLE ARE NOT AFRAID OF CHANGE. THEY ARE AFRAID OF THE UNKNOWN"

While the business is creative in its programme making, it doesn't have sufficient capacity to experiment in the same way when it comes to technology and data. It lacks proven process to allow

the leadership to decide where they should invest and where they should be a follower in terms of technology driven change.

The technology department are burdened (like most other businesses) to deliver business-as-usual. Often seen as an essential cost centre, they are not equipped under their current operating model to lead digital innovation cycles.

There are mounting data silos. Their true value is yet to be understood and how to best to utilise this asset in decision is unknown.

DIAGNOSIS

Using the 5 Change Blocks of Digital Transformation we measured TG4 readiness for digital transformation. Each of the 5 change blocks, if not addressed, has an impact on how the business can transform.

What Happens If Left Unattended TG4 Actual Diagnostic Score
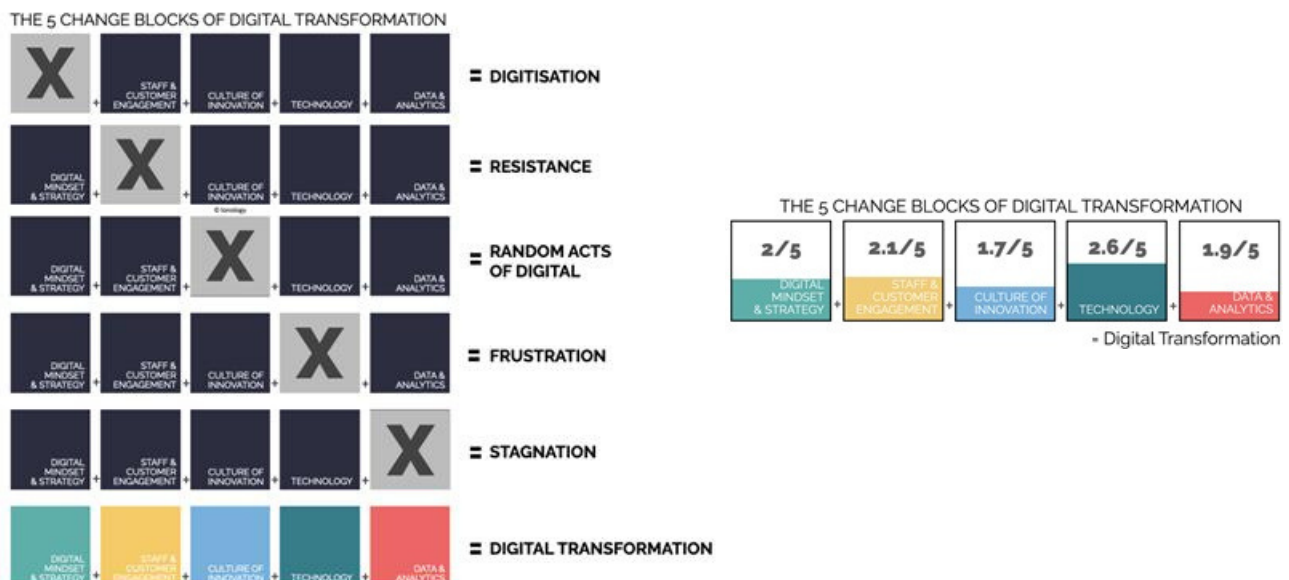
The results show that TG4 is some-way off being ready to digitally transform.
The mindset and strategy need to shift to data-driven metrics. Communications on the journey of digital transformation need to improve. The culture of innovation that exists in programme making needs to extend to technology enabled experimentation. The technology department is good but doesn't yet have the direction or capabilities to experiment with emerging technology such as Machine Learning. And while data is collected, it is under utilised.

TECHNOLOGY IRELAND ICT SKILLNET INTERVENTION

Technology Ireland ICT Skillnet is co-funded by Skillnet Ireland and network companies. Skillnet Ireland is funded from the National Training Fund through the Department of Further and Higher Education, Research, Innovation and Science. As such, the intervention curated was done through a fully funded model meaning no cost to TG4.

In collaboration with a digital transformation consultancy, Ionology; the ICT Skillnet created 4 days of custom workshops to help educate the leaders in how they could best set about digitally transforming their organisation. In addition to this an all company 1 hour Demystifying Digital Transformation workshop was held online with a robust Q&A session at the end.

4 DAYS OF DEEP LEARNING FOR LEADERS, MANAGERS, DECISION MAKERS + IT

The leadership workshop intervention started by helping the leaders, managers and decision makers to understand the difference between digitising and transforming. That everything that requires technology is not transformational. That transformation requires strategic repositioning, innovation and the creation of new products, services and business models that impact the customer.
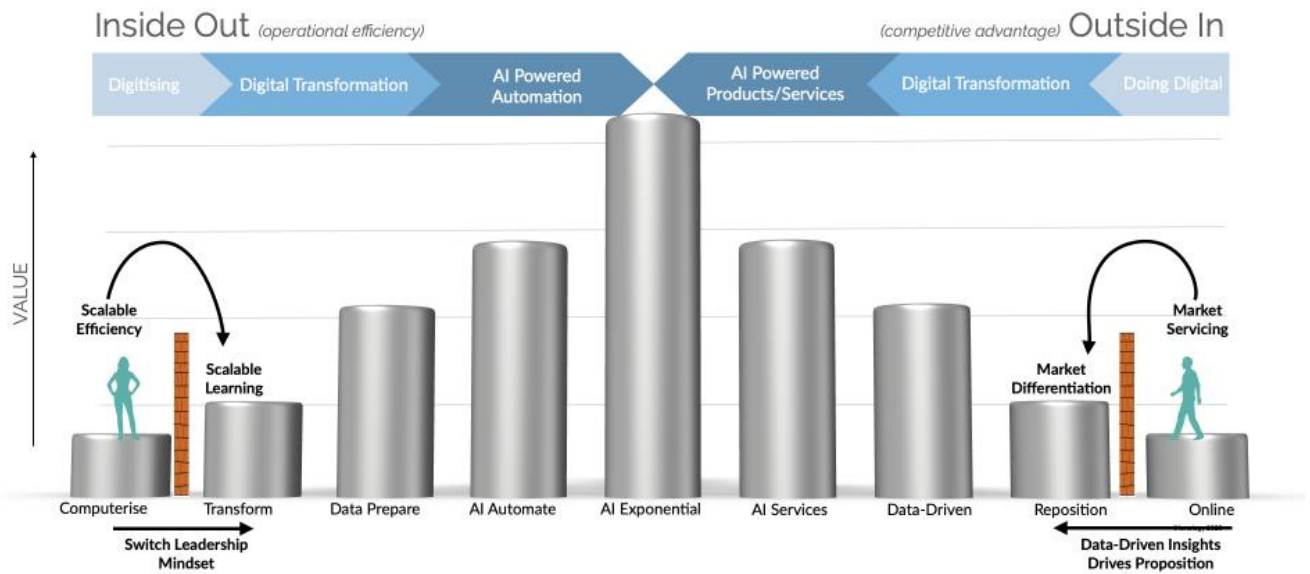
On day 2 we looked at how TG4 can reposition itself in the digital economy. The journey it has to undertake and the challenges it will face in doing so. This allows the leadership to understand the commitment that is needed from their perspective before they even start.

ON DAY 3

On the third day we examined the operating models, examining how best to structure teams if we are to properly resource digital transformation.
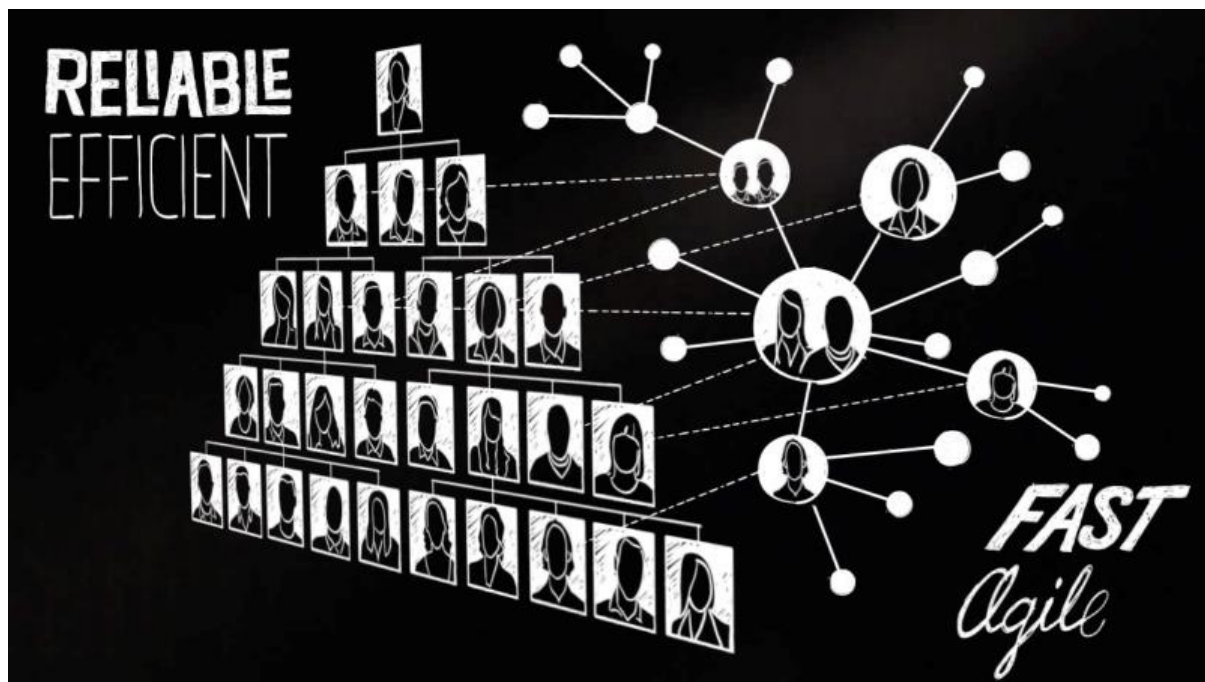
ON DAY 4

On the 4th day, non-technical business leaders were shown the business capabilities of emerging technologies such as Machine Learning. The objective was to allow the business to understand how they can leverage these emerging technologies into their own strategic planning and work practices.
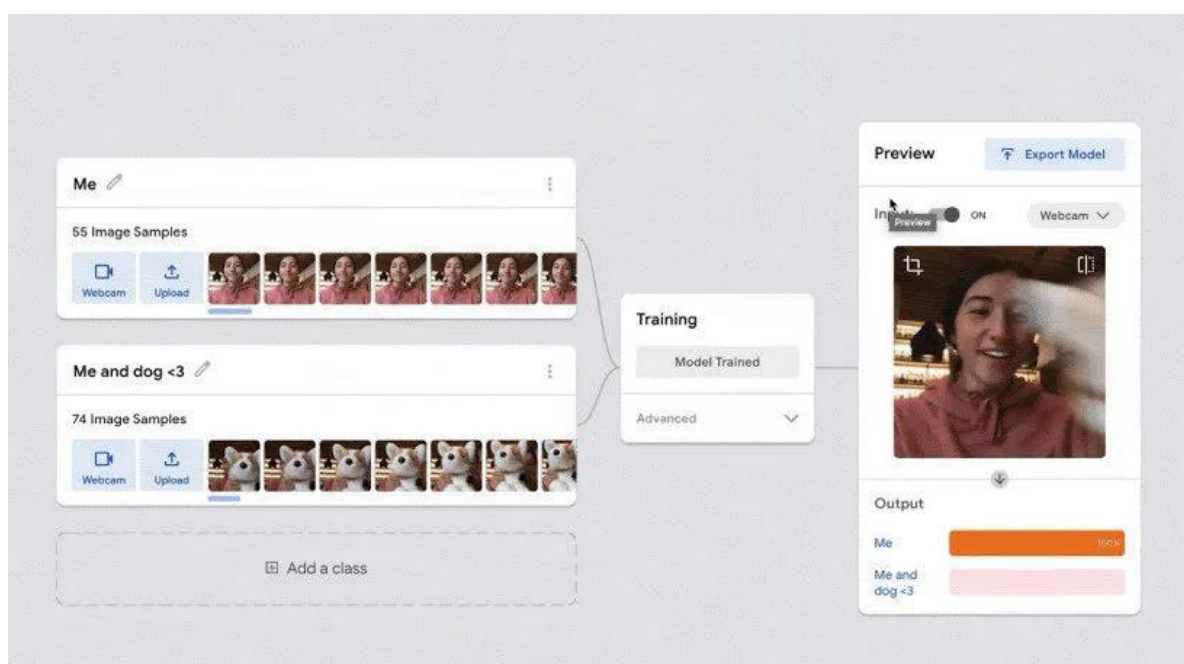
OUTCOME

- The leadership can now distinguish between digitising, operational effectiveness and strategic transformation. They are able to understand the perspective of digital transformation from a creative perspective, technical perspective and management perspective.

- TG4 is equipped with purpose built digital transformation frameworks for public administrations. It gives them the tools to strategise with regards to transformation without getting into heavy debate around technology/tools.

- TG4 has a clear understanding of the impact of how to arrange people and investments with regards to their strategic objectives while still maintaining business-as-usual.

- The non-technical leaders, managers and decision makers now understand the critical functions and business value that comes from emerging technology, especially Machine Learning/Deep Learning.

NEXT STEPS

This is only the beginning for TG4 and ICT Skillnet. ICT Skillnet has many pathways to help enable the business to activate its strategy and build capabilities right across the organisation.

As TG4 continues with digital transformation, ICT Skillnet contains a broad set of learning pathways which can help with this journey.

TG4 have started the journey of digital transformation which does of course, begin with upgrading the digital mindset of leaders, managers and decision makers.
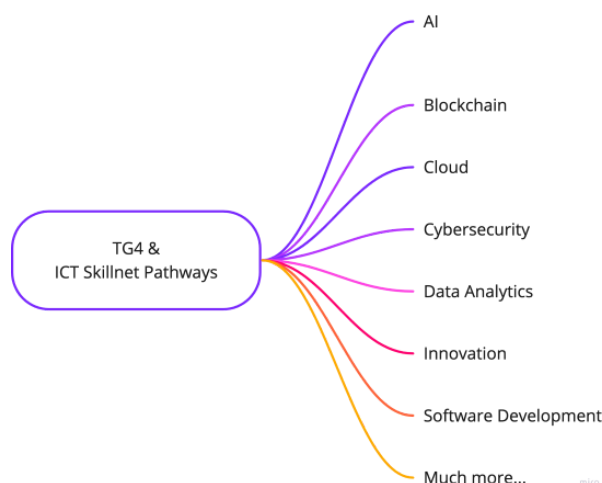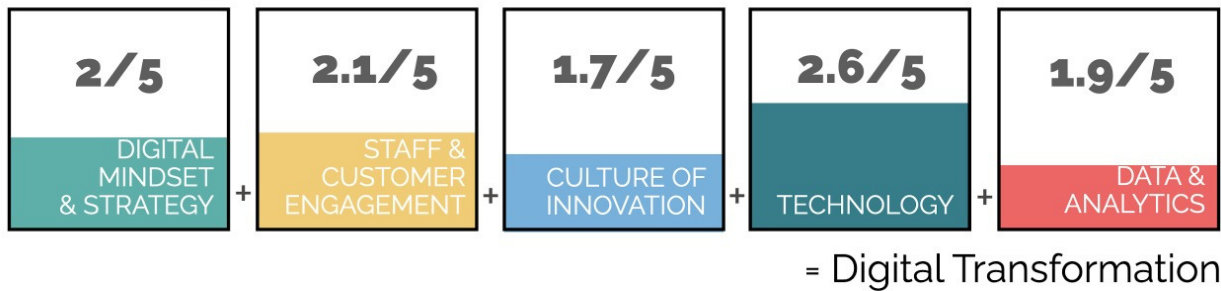
ALTERNATIVE CLOSURE

To keep the momentum going there are 3 key, fundamental questions the leadership need to answer before ICT Skillnet can continue assisting the digital transformation of TG4.

1. Taking what has been learned, does TG4 want to resource an incremental digital transformation?
2. Is there adequate manpower and budget for enhanced soft and hard skills to help with both 'digital enhancement' and 'transformation'?
3. Work also needs to be carried out to create a digital transformation strategy, enhance internal communications, creating a formal process of innovation and enhance knowledge around data.

Digital		Transformation
Platforms		People adopting to change
Implementing emerging technology		Understanding how to leverage emerging tech
Cyber security		Security governance and best practice
Enterprise architecture		How to leverage emerging tech
Big data		Strategic planning leveraging data
Analytics		Project prioritisation
Operational efficacy		Creating new value proposition for customers
Mobility enablement		Making data-enriched decisions
Predictive modelling		Project prioritisation
New apps		New skills and job rolls

THE 5 CHANGE BLOCKS OF DIGITAL TRANSFORMATION

2/5		2.1/5		1.7/5		2.6/5		1.9/5
DIGITAL MINDSET & STRATEGY	+	STAFF & CUSTOMER ENGAGEMENT	+	CULTURE OF INNOVATION	+	TECHNOLOGY	+	DATA & ANALYTICS

= Digital Transformation

TG4 and Technology Ireland ICT Skillnet

TG4 and Technology Ireland ICT Skillnet have engaged directly regarding the supports available within our portfolio and beyond for the organisation and their employees as they progress on their digital transformation journey.