South 180

Communications Strategy for TeleRadio Moldova

South 180

✦ South 180 is an international consulting company specialized in foresight, strategy design and impact assessment. We enable leaders to turn great ideas into strategies that work.

Contact: 180@south-180.com

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INTRODUCTION

The Council of Europe is currently implementing the project on *"Promoting European standards in the audiovisual regulation of the Republic of Moldova"* which aims to offer media-related legislative assistance.

The support provided to the national public broadcaster, Teleradio-Moldova (TRM), involves assisting in the diversification of its content, the creation of a digital radio platform for children, support to strengthening the Audience Ombudsman Service, as well as assisting the institution with its transition to digital.

As part of this action plan, it was considered pertinent to design and develop a comprehensive communications strategy for Teleradio-Moldova. Such a strategy should contribute not only to the corporate development the company needs for its sustainability but also to improve the way TRM connects with its audiences and stakeholders.

The project was assigned to Dr. Roberto Suárez Candel and Dr. David Fernández Quijada, co-founders of South 180, an international consulting company specialized in foresight, strategy design and impact assessment based in Geneva (Switzerland). Additionally, Mrs. Ludmila Andronic contributed to the project as national expert in public relations, public communication, crisis communication and communication strategies.

On TRM's side, the project was sponsored by Director General Olga Bordeianu and managed by Dr. Natalia Beregoi, manager of the Communication & International Relations Service.

The main goals of the project were:

- Analysing the context in which TRM operates and its positioning in the Moldovan society and media market to define its communication goals.

- Assessing the current situation of TRM regarding its external and internal communication processes, practices and results to determine its needs and development paths in this area.

- Providing TRM with a framework and variety of recommendations that would enable the company to design and implement its own communications action plan in a realistic and effective manner according to its circumstances.

Consequently, this strategy aims to become a capacity building tool, helping TRM's management and staff make the right decisions and take the necessary steps to achieve a very important goal: ensuring that the Moldovan society understands the value of TRM.

ABOUT THIS STRATEGY

Given the societal context in Moldova, the state of its media industry and, specifically, the characteristics and operational situation of TRM, this is not a traditional communications strategy. It does not focus on providing designing a detailed action plan about the messages to share, the media-mix to use or the budget to allocate to implement a traditional corporate communication or reputation-building campaign.

When analysing the contextual circumstances faced by TRM, and as a result of the on-site visit and the interviews conducted, we realized that, before launching any communications strategy, TRM required some corporate development. Otherwise, our recommendations would neither deliver the expected results nor their implementation would be feasible.

Therefore, this report first focuses on indicating several goals, steps and recommendations for TRM to achieve a level of corporate readiness that should enable the organization to launch and effectively manage its communication strategy. Without achieving such a corporate readiness, our assessment is that any action plan may fail or underdeliver.

Secondly, it was determined that, before communicating to the public, the authorities, or any other stakeholder, TRM needs a thorough narrative about itself. Currently, such a narrative does not exist, at least in a coherent, structured and acknowledged way.

Third, our analysis also revealed that there was a need to define a clear and strong purpose for the strategy.

While these initial remarks could be regarded as obstacles, spotting them was crucial to design the solution TRM needs. Moreover, this allowed us to approach the project in a way that matches our understanding of what a good strategy is: a framework to enable and facilitate decision-making, the definition of commitments and the articulation of action plans to efficiently achieve a purpose.

In fact, many corporate strategies fail because they have a stronger focus on the action plan rather than on the basic premises and assumptions, the definition of a purpose and the set of decisions and commitments that are required to succeed. When this occurs, as action plans tend to be easily impacted by contextual changes, the strategy quickly derails. Instead, when the focus is on the purpose, the goals, the decisions to be made, their implications and the resulting commitments, then strategies function as overarching frameworks that effectively guide management and staff also in changing environments. In short: strategies are not action plans but a set of coherent decisions that define and guide a course of action.

Consequently, this document provides TRM's management and staff with a context analysis that allows identifying the main needs of the organization regarding its external and internal communication. According to this, a purpose and a series of goals are defined for both, the external and internal communication. Afterwards, and for each of them, series of actions that would contribute to achieve the mentioned corporate readiness and define TRM's narrative are proposed. Finally, recommendations and international cases that aim to guide and inspire TRM's management when designing an action plan are provided.

Finally, it is important to mention that, while this strategy does not aim to solve the situation of overall stagnation that TRM suffers from, its implementation and the attainment of the recommended goals and key development achievements should result in a stronger connection between TRM and the Moldovan society and media industry. In our opinion, this is essential to bring the organization to a better position and condition in its quest for a more sustainable future and to become a valuable asset for Moldova.

PROJECT TEAM

International Experts

Dr Roberto Suárez Candel

Co-founder & Managing Director

South 180

Roberto Suárez advises corporate boards, CEOs and management teams on how to envision the future, redesign their strategies and operate with a greater focus on value and impact. From 2012 to 2020, Roberto was the Head of Strategy & Media Intelligence of the European Broadcasting Union (EBU). Previously. he worked as a Marie Curie post-doc Fellow at the Hans-Bredow-Institut für Medienforschung in Germany.

Dr David Fernández Quijada

Co-founder & Research Director

South 180

David Fernández is passionate about trends and the future, with the ability to imagine uncommon scenarios. From 2013 to 2021, David worked as manager and analyst of the Media Intelligence Service of the European Broadcasting Union (EBU), where he was in charge of the Public Service Media Contribution to Society strategic initiative. Previously, he worked as Lecturer at the Autonomous University of Barcelona in Spain.

National Expert

Ludmila Andronic

Expert in Public Relations, Public Communication, Crisis Communication and Communication Strategies

Licensed in journalism (USM) and master's in public communication (SNSPA), Ludmila has a 27-year career in public communication. She works both in the field of business communication and as a communication expert for international organizations (UN, UNDP, WB, UN Women, UNFPA, Council of Europe, Konrad Adenauer and Thompson foundations). Ludmila is the author of two university textbooks: "Social communication in crisis situations" and "Statistics in communication".

INTERVIEWS

During the implementation of this project, an on-site visit to TRM's headquarters in Chisinau took place from September 6th to 9th. The objective of the visit was to conduct semi-structured interviews with selected members of TRM's management and staff to gather further evidence and input for the design of this report.

The project team wants to thank all the interviewees for their time and contribution. Their input has been crucial to obtain a full picture of the political and socio-economic situation in Moldova, the particularities of its media market, and the conditions in which TRM operates. This has enabled us to adequate our proposals to a reality that can certainly be qualified as challenging.

Besides their valuable contribution during the interviews, the people listed below could also play a crucial role during the implementation of the proposed strategies. Their involvement in their deployment, their public endorsement and their engagement will be a key success factor for the success of TRM's development regarding its external and internal communication.

We therefore thank them in advance for their continued support.

TRM STAFF

✦ Olga Bordeianu, Director General

✦ Veaceslav Gheoghișenco, Deputy Director General (Radio)

✦ Cornelia Stefoglu, Deputy Director General (Multimedia)

✦ Ecaterina Stratan, Deputy Director General (TV)

✦ Natalia Beregoi, Head of the Communication & International Relations Department

✦ Vitalie Cojocaru, Head of Marketing Department

✦ Mihai Scoartă, Strategic Department

EXTERNAL INTERVIEWEES

✦ Violeta Cojocaru, President of TRM Supervisory Board

✦ Dumitru Tîra, Independent expert

Context Analysis

CONTEXT ANALYSIS

The main findings about Moldova, its media market and TRM provide an understanding of the current situation in the country and of the status of the organization as well as of the challenges ahead.

Conducted during the first phase of this project, this analysis identified a series of contextual premisses and implications for TRM that condition the design of the new communication strategies (external/internal) for the broadcaster and will shape its implementation and condition the probability of success.

MOLDOVA

✦ Significant recent changes in the political landscape, with pro-European parties taking over pro-Russian parties in the Presidency and the Parliament of the country.

✦ The country is subjected to very strong geopolitical influences: the Russian Federation on one side, Romania (and the European Union) on the other, plus Ukraine.

✦ As a result, the country is also the stage for frequent information wars, with Russian propaganda playing a relevant role on public opinion.

✦ Romanian is the national language although Russian is the main language for around 15% of the population and is broadly understood and used.

✦ The country has several minorities, notably Gagauzians – traditionally pro-Russian and with high levels of autonomy –, but also Ukrainians, Bulgarians, and Roma. As a result, Moldova presents a linguistic and social fragmentation that must be considered.

✦ There is a concentration of economic and political power in the hands of a small group of people exercising influence over Parliament, political parties, the state administration, the police, the judiciary, and the media.

✦ The Moldovan population is decreasing and aging due to decreasing birth rates and a large-scale out-migration rate, one of the highest in the world. Population projections expect further decline, up to 8.5% by 2025 (IMF, 2021).

✦ Most population still lives in rural areas.

✦ Moldova is one of the European countries with a lowest GDP per capita, just at 3,834 EUR (IMF, 2021), despite notable progress in wealth in the last two decades, which has translated into less poverty and an improvement in the macro-economic indicators.

What does all this mean for TRM and its communication strategy?

Premisses:

- TRM addresses a heavily polarized and fragmented society due to political, cultural, identity, linguistic, geographical and social factors.
- TRM must serve a society facing significant economic and demographic challenges.

> Implications:
> - TRM's communication strategy should consider the multiplicity of target groups to be addressed, considering their different needs, attitudes and access to / use of information.
> - This may require a broad variety of both messages and distribution channels to ensure the adequate reach and effectiveness.
> - Creating a compelling and meaningful narrative across all societal groups is a real challenge.
> - TRM might consider targeting the Moldovan diaspora as an investment in relevance, public service delivery and its own sustainability.

MEDIA INDUSTRY

✦ The Moldovan media industry and consumption reflect the social and linguistic fragmentation that characterizes the country, with national media highly polarized between pro-European and pro-Russian reporting.

✦ Moldovan media are seen as partisan given their direct or indirect connection with politicians (BBC Monitoring, 2019; IREX, 2019).

✦ The Moldovan media industry is heavily influenced by foreign media, notably Russian but also Romanian and Ukrainian. While this allows all the communities to be served, it also fragments the national public sphere.

✦ All minorities have access to media in their own languages.

✦ Freedom of expression via external pluralism is guaranteed, but hardly through internal pluralism.

✦ Media regulation is formally in line with international standards, but its application is seen as flawed by international bodies (IREX, 2019).

✦ National media suffer from management and technological precarity. As a result, they are perceived by the audience as offering a lower technical quality compared to the vastly available foreign media.

✦ TV (58% daily use), and increasingly social networks (42%), are the most used media sources for news, also reflected in the trust levels in the different types of media outlets, with TV being the most trusted for 46% of population and social networks for 19% (Magenta Consulting, 2020).

✦ The radio market in Moldova presents a situation of stagnation, with a limited consumption compared to other European markets. Only 3% of citizens listen to radio as their main source of news (Magenta Consulting, 2020).

✦ Many radio stations, including some of the most popular ones, are Russian (Magenta Consulting, 2020).

- ✦ While well established for TV and the Internet, there is no consumption measurement system for radio in Moldova.

What does all this mean for TRM and its communication strategy?

Premisses:

- - The Moldovan media market replicates the societal fragmentation that characterizes the country.
- - All media players seem to play a polarizing role in Moldovan society.
- - While Moldovan media understand the tastes of local audiences and have their trust, they are clearly behind foreign media regarding content quality, technology and management.
- - The Moldovan media market is strongly influenced and constrained by its stronger neighbouring markets.

Implications:

- - TRM has a great opportunity that must capitalize: playing a cohesion and unifying role for the Moldovan society.
- - Societal fragmentation is a major challenge for TRM when trying to achieve a universal reach regarding its portfolio of services.
- - Given the strong competition that it faces, TRM needs to find a way to define and effectively communicate its uniqueness and value for the Moldovan people and therefore strengthen its relevance. This must be a priority in the communication strategy.

TELERADIO MOLDOVA

- ✦ TRM holds a very competitive position in TV news (35% weekly reach, third player in the market), which constitutes its main offer, its main contact with audiences and where it holds a greater share of trust (13% mention it as their most trusted source for political news and events) (Magenta Consulting, 2020).

- ✦ The second channel programming strategy is not well defined, as it mostly relies on re-broadcasting content from the first channel.

- ✦ TRM is not competitive beyond news, with low capability to invest in in-house programs, commissioned productions or acquisitions from third parties.

- ✦ While TRM's radio has a competitive position in the market, its Internet operations perform badly, with a 1% weekly reach (Magenta Consulting, 2020).

- ✦ TRM's audience mostly includes older groups located in rural areas. Paradoxically, those audiences may be under-served, as news focus heavily on political discussions at national level, with low coverage of local news (EBU, 2020).

- Young audiences are under-served by TRM despite its youth radio channel, which cannot be heard terrestrially in the capital city, where its main target lives.

- Currently, TRM does not make use of audience data available to improve its content production and distribution strategies.

- TRM is well-managed financially. In the last few years, it has been able to generate a continuous surplus.

- As 95% of TRM's funding comes from the state budget, it is relatively stable. However, the approximately 7 million EUR it receives are clearly insufficient to perform its role adequately (internal data).

- TRM's workforce has been reduced by 12% in the last 5 years (internal data).

- Most of TRM's expenditure is allocated to programming, and it is distributed as follows: TV 55%, radio 28%, others 17%, including the online offering (internal data).

- The company has a corporate strategy in place, but its implementation has been delayed due to managerial and organizational issues (TeleRadio-Moldova, 2017).

- TRM's TV, radio and Internet departments operate independently, with no synergies among their management or production teams.

- Within the news division, processes are far from optimal, with potential for synergies still untapped. This has resulted in the launch of a project to create a joint newsroom across the TV, radio and multimedia departments.

- TRM suffers from significant structural, organizational, corporate culture and management legacy issues that prevent the organization from developing according to the evolution of the market and the citizens' needs (EBU, 2020).

- Procurement and hiring processes seem to be quite burdensome and limit TRM's competitiveness.

What does all this mean for TRM and its communication strategy?

Premisses:
- TRM plays a leading role in the provision of TV news and radio services, but its performance in other areas is weak due to its limitations to offer attractive content.
- TRM suffers from legacy, management and cultural issues that undermine its ability to develop. As a result, the organization currently experiences a situation of stagnation.

Implications:
- As a core function of public service media, TRM's strength in news must have a significant position in the new narrative about the company.
- TRM must urgently address a process of corporate development. Otherwise, the implementation of the recommendations proposed in this strategy will be neither possible nor deliver the expected results. Achieving a status of 'corporate readiness' is the first step to be taken by TRM.

External Communication Strategy

EXTERNAL COMMUNICATION STRATEGY

SITUATION ANALYSIS

✦ In recent years, TRM's activities in the field of external communication have been rather limited. Mostly, they included:

  o Press releases.

  o Promotion of content / programming.

  o A few public relations events connected to content

✦ These activities were frequently carried out by either the television or the radio department, mostly in isolation and in connection only with their own activities and content.

✦ External communication was rarely focused on corporate issues or aimed at promoting TRM as a corporation.

✦ When it occurs, TRM's external corporate communication is mainly focused on administrative and reporting issues related to the public nature of the organization. Public institutions such as TRM's Supervisory Board, the Broadcasting Council or the Moldovan Parliament are the usual targets.

✦ There has been a notable effort to improve TRM's approach to transparency, and relevant documents are systematically made available online to the public and stakeholders, including the minutes of the board meetings. However, from a communications and public relations point of view, this is not delivering significant positive results.

✦ TRM does not have a spokesperson responsible for leading its public communications and representing the company.

✦ While the responsibility for external communication is attributed to the Communication & International Relations Service, the latter does not have the adequate resources and workload capacity to develop and implement a coherent communication strategy in a sustained way.

✦ It is acknowledged that the lack of internal communication and coordination among departments negatively impacts TRM's ability to communicate publicly.

✦ Currently, there are neither internal decision-making protocols nor working processes in place that enable TRM's management to articulate and implement a coherent, efficient and effective external communication strategy.

✦ TRM does not have a well-defined narrative as a company, including clear messages about its purpose, activities, successes or the value it delivers to the Moldovan society. As a result, when it occurs, public communication by TRM is fragmented regarding its purpose and objectives. Messages are not always adequately aligned in their content and style.

✦ Most of TRM's external communications have a reactive approach, as they mostly occur following another media or political player's action. Usually, TRM's external communication actions try to counterbalance the frequent criticism the organization receives.

✦ TRM has very limited access to research, data and insights that could enable well-informed decision-making and planning about its communications needs, objectives, priorities and actions.

✦ TRM has not developed internal protocols or formal guidelines for the management of its activities and communications on social media. As a result, the company faces difficulties to manage its online properties. This has a negative impact on how TRM is portrayed online and therefore on its reputation and public perception.

INTERVIEWS

Among the people interviewed during the on-site phase of this project, there is a generalized agreement on the following aspects:

✦ An external communications strategy is urgently needed, and it is perceived as a key tool to manage TRM's public perception, reputation and positioning in the media market as well as the political arena.

✦ Most of TRM's stakeholders, including the citizens, do not understand what the company's purpose or value are. As a result, TRM's role as an organization and its output are not well perceived and appreciated.

✦ TRM needs a public face to represent the organization, promote its value and contribution to society and manage the situations in which the company's reputation is challenged.

✦ TRM must adopt a proactive attitude that results in a better control and/or influence of the public debate about the organization and its activities.

✦ TRM needs a clear internal distribution of responsibilities regarding public communications as well as well-structured working processes.

✦ Research and data are needed to make better-informed decisions regarding the communication activities of TRM.

✦ The company suffers from a lack of ideas, skills and resources in the field of external communication. Beyond this strategy, such a situation will require decisions on resources allocation, capacity building through training and acquisition of knowledge via third parties. This has important implications for resource allocation.

STRATEGIC RECOMMENDATIONS FOR TRM'S EXTERNAL COMMUNICATIONS

- **PURPOSE**

  Position TRM as a well appreciated and valuable public organization for Moldova and its citizens.

- **GOALS**

GOAL	SUCCESS MEASUREMENT
1. CORPORATE READINESS Achieve the required level of corporate readiness to launch and manage the proposed external communication strategy.	Completion of the corporate development action plan and satisfactory attainment of the Key Development Achievements (KDAs)
2. TRM'S NEW NARRATIVE Create a new corporate narrative for TRM, emphasizing its relevance and value for the Moldovan society and citizens as well as the company's main successes.	Completion of a creative process followed by delivery and approval of TRM's new corporate narrative.
3. PUBLIC PERCEPTION BOOST Improve the perception of TRM by Moldovan citizens	Design and conduction of a perception and positioning analysis research project. To capture 'improvement of perception' or 'reinforcement of positioning', evolution targets for the selected indicators can only be defined once the first operational phase of the strategy and this research will deliver both a baseline performance and conclusions on what factors affect the performance of the indicators. This will enable TRM to then define an improvement action plan according to the learnings and the available resources.
4. STRENGTHEN TRM'S MARKET POSITION Reinforce the position of TRM in the Moldovan media and political ecosystem.	

It is very important to consider that the **achievement of goals 1 and 2 is a requirement** to initiate any action plan connected to goals 3 and 4. Without the suggested corporate readiness and TRM's new narrative, any activity aiming to improve the perception of TRM or its positioning will most probably be conducted inefficiently and fail.

- **ACTIONS**

Given the particularities related to decision-making, resources allocation, structural changes or even recruitment processes that characterize TRM as a public company, it is not possible to define either an exact timing or a calendar for the actions recommended. This would be a task for TRM's management once they have assessed the feasibility of the recommendations provided in this strategy and prioritized them according to the resources available and their internal processes.

1. CORPORATE READINESS

GOAL	SUCCESS MEASUREMENT
Achieve the required level of corporate readiness to launch and manage the external communication strategy proposed.	Completion of the corporate development action plan and satisfactory attainment of the identified Key Development Achievements (KDAs)

ACTION	OUTCOME / BENEFIT	KEY DEVELOPMENT ACHIEVEMENTS	RECOMMENDATIONS
1.1. Conduct a review of the Communication & International Relations Service to assess its responsibilities, structure, skills and resources.	- Secure a competent and efficient implementation of the communications strategy that results in the achievement of the goals.	- Service review completed and proposal of recommendations / action plan for changes delivered. - Decisions on changes and resources allocation made. - New structure in place and operational. - Headcount adequation completed. - Training plan launched.	- Consider potential split of the service in two different operational units (communications / international relations) to achieve operational clarity and effectiveness. - Adequate headcount and budget according to needs and requirements resulting from the communication strategy. - Address training issues from a double perspective: first tackling urgent needs, and then investing in continuous development of staff.

			- Consider seeking support by EBU Academy, DW Akademie, BBC Media Action and CoE for advice on the selection of training, trainers and financial support.
1.2. Appoint a spokesperson for TRM, who should be part / could lead the communication team.	- Equip the company with a well-known face for the audience and a single point of reference for different stakeholders. - Create trust and achieve communication effectiveness. - Provide the adequate leadership and expertise for the implementation of the last mile of the communication strategy.	- Define role's responsibilities and goals in a precise manner, and draft job description. - Recruitment and onboarding successfully completed.	- Obtain support from the EBU group 'The Voice of PSM' to define job profile and description.
1.3. Define and establish internal management and working processes for the Communications Service and for the implementation of the external communication of TRM.	- Efficient performance of the unit and effective implementation of the external communication strategy.	- New management and working processes in place.	- Obtain support from the EBU group 'The Voice of PSM'. - Obtain support from external partners for quicker project design and implementation.
1.4. Assess TRM's research and data needs and define an action plan to launch the required project and data collection / analysis processes.	- Enable a well-informed and effective decision-making regarding external communication.	- Research action plan and calendar defined, and budget allocation completed. - Priority research projects completed. - Results communicated to TRM's management and integrated in the communication strategy.	- Obtain advice/support from EBU Media Intelligence Service or another external partner. - Outsource research for a quicker implementation.

1.5. Design and conduct a stakeholder analysis.	- Enable TRM's management to understand the position of the organization in the Moldovan society as well as the media industry regarding relations, influence and partnerships. - Identify partners and opponents and use this information to improve the effectiveness of the communication strategy.	- Stakeholder analysis project designed, and budget allocation completed. - Project completed. - Results communicated to TRM's management and integrated in the communication strategy.	- Obtain support from external partners for quicker project design and implementation. - Secure sponsorship and involvement of relevant management within TRM to obtain adequate information.
1.6. Assess TRM's online / social media properties, footprint and output, and define clear rules and guidelines about their use within the company's communication strategy and by all employees.	- Creation of a solid and coherent online presence, aligned with the communication strategy and contributing to its success. - Prevent reputation risks. - Enable and support TRM's staff to use social media according to TRM's corporate goals.	- Online assessment completed and recommendations communicated to TRM's management. - Action plan designed and budget allocated. - Outcome and guidelines communicated to TRM's staff.	- Obtain advice from EBU regarding practices in other European PSM. - Centralize editorial and decision-making power regarding online and social media issues.
1.7. Review and harmonize the visual identity of the organization, ensuring that it embodies the new communication strategy and contributes to its success.	- TRM's public image is coherent with its communication strategy and contributes to improve the public's perception and support. - Coherent visual identity across departments, services and corporate output, creating a single and unique identity.	- Review completed and action plan proposal presented. - Decision on action plan and allocation of resources. - TRM's visual identity review and harmonization completed.	- Obtain support from external partners with the right expertise. - Consider seeking financial support from EBU or CoE.

SOCIAL MEDIA	VISUAL IDENTITY
Aligning use of social media across the company In 2013, Swedish Radio published its social media guidelines for its employees to understand how to act professionally when using what at that moment was a very recent addition to its portfolio of services. The document focuses on the use of social media in journalism, for dialoguing with the audiences, for networking, and for research. In corporate terms, the guidelines aim to secure the integrity of the public image of the company. They also provide advice and rules about how to use social media to interact with the audience. This is a dynamic document, and it has been updated by a team of development editors several times since its release. The document shows Swedish Radio's commitment to a responsible use of media and, thus, contributes to position the company and the brand in the media market.	***Building a strong brand*** Despite being public companies and regardless of whether they compete on a commercial basis, public broadcasters must consider their own brands as valuable assets. This is the case of the BBC, which acknowledges its brand as its most valuable asset, sustaining the worldwide recognition of the corporation. Consequently, the BBC has defined strict guidelines on how to use its brand. Across Europe, other examples of solid PSM brands are: ✦ Lithuania's public broadcaster LRT was recently recognised as the country's most loved media brand and most humane brand at the Baltic Brand Forum 2021. ✦ In Finland, a legacy public broadcaster such as Yle has been able to build a strong online brand, Yle Areena, which appears at the top of the annual Internet brands ranking. ✦ In Switzerland, the regional brands of the public broadcaster SRG SSR are perceived by the audience as the biggest contributors to public value in the media industry.

2. TRM'S NEW NARRATIVE

GOAL	SUCCESS MEASUREMENT
Create a new corporate narrative for TRM, emphasizing its relevance and value for the Moldovan society and citizens as well as the company's main successes.	Completion of creative process followed by delivery and approval of TRM's new corporate narrative briefing.

ACTION	OUTCOME / BENEFIT	KEY DEVELOPMENT ACHIEVEMENTS	RECOMMENDATIONS

2.1. Launch and complete a creative process to define a new narrative about TRM as a public service corporation and a value provider for Moldova, its media industry and all the citizens.	- A coherent, unique and effective collection of messages that sets clarity about TRM's purpose, value and activities.
	- Better understanding of TRM's activities and value by the public and among stakeholders, which should result in a more positive perception by the public as well as stronger positioning in the market.
		- New narrative briefing completed and approved by TRM's management.	- Obtain support from external partners with the right expertise to speed up the process.
			- Ensure management and staff involvement during the creative process to secure their buy-in.
			- Narrative components:
			  o Purpose
			  o Values
			  o What we care about (strategic themes shaping TRM's operations, content and services)
			  o The value we deliver (value / impact on citizens)
			  o What we do (activities)
			  o Our future (next developments)
			- The value part of the narrative might have to be developed in a second phase, once TRM can measure it.

NEW PSM NARRATIVE

Re-creating a narrative to fit in society

In Switzerland, public broadcaster SRG SSR decided to rewrite its own narrative after the company avoided being defunded in a popular referendum in March 2018, the so-called No-Billag initiative.

SRG SSR's top management decided to use the public value of the organization and its contribution to Swiss society as the core element of the new narrative. A person with a dedicated role to secure the success of the narrative building process was appointed.

The new narrative has shaped SRG SSR's annual report, which showcases the work of the company by using the value delivered to audiences as starting point.

3 & 4. PUBLIC PERCEPTION BOOST + STRENGTHEN TRM's MARKET POSITIONING

GOAL 3	SUCCESS MEASUREMENT
Improve the perception of TRM by the Moldovan citizens.	Conduct perception assessment.

GOAL 4	SUCCESS MEASUREMENT
Reinforce TRM's position in the Moldovan media and political ecosystem.	Conduct positioning assessment.

ACTION: Design and launch a communication, public relations and advocacy action plan

Goal 3 – Public Perception Boost	Goal 4 – Strengthen TRM's market positioning
EXTERNAL COMMUNICATION	

- Change the focus / direction of TRM's communication: do not talk about the company and its virtues, but let others, such as citizens and stakeholders, talk about why TRM is relevant in their lives.
 	
- Adopt a proactive approach:
   o Always identify and communicate the value of TRM's content as well as any of your services / activities.
   o Share TRM's success with the audience without hesitation or delay, but do not overclaim. Be quicker than those criticizing TRM.
 	
- Use audience / public intelligence and data to understand the characteristics of each audience group and develop targeted messages and customized reach out paths.
 	
- Focus on depoliticizing the discussion about TRM and redirect it towards its value and future.
	- Publicly share TRM's ambitions and plans to drive the development of Moldova's media industry and be explicit about how TRM can support other market players.
	
	- Promote any partnership you develop, focusing not on what is done but what on what is achieved and the value for the citizens.

PUBLIC RELATIONS	
- Design and actively promote a new annual report, focused on the value delivered to citizens and stakeholders. - Organize in-house events for the audience. Use these events not only to promote TRM but also to obtain information from the participants, such as what they think and expect from TRM. - Create the 'citizen corner' in your premises, a physical space displaying all kind of information about what TRM does for Moldovan people. Do not forget to include testimonials from the participants in your events. - Organize a national tour to explain TRM's value to the citizens using the new narrative, bringing TRM's to squares and markets across Moldova. Involve your main public faces and even external supporters. - Design and launch an engagement plan to reach out to children and young people with tangible value. Try to use physical events. - Consider the possibility to address the Moldovan diaspora to explain what you have for them and to collect their value testimonials. - When covering public events, always have a 'citizens corner' on-site and engage with the participants.	- Launch a stakeholders' roadshow, focusing on activating those that could become ambassadors for TRM. - Organize exclusive in-house events for stakeholders. Use these events not only to promote TRM but also to obtain information from the participants, like what they think and expect from TRM. - Actively look for having TRM's DG or spokesperson invited to relevant public or media industry events in Moldova and internationally. Use the opportunity to communicate about your value for the Moldovan society. - Open up to Moldovan universities in relevant fields (media and journalism, sociology, political science, etc.) and try to establish partnership: give scholars and students access to TRM for their research and lecturing work in exchange of their support and expertise. - Create a dedicated channel for market stakeholders and potential partners to share their ideas with you. - Launch a stakeholder account management action plan to ensure constant, effective and two-ways communication with them.
ADVOCACY	
- Consider involving civic groups or associations in brainstorming / discussion sessions to collect their opinions about the future of TRM, the media industry, or other national issues with the objective to give visibility to these issues and share this information with the authorities. Become the Moldovan people's platform to reach out to the government. - Actively promote media literacy activities with dedicated events and / or partnering with relevant institutions.	- Launch a 'pedagogical' campaign targeting public institutions and their members with the support of the EBU and the CoE. - Launch a 'media trends training' for public institutions and market players with the support of the EBU and the CoE. - Use your international network, notably the EBU and its Members, to support your position in front of key national decision-makers. - Activate a network of supportive stakeholders and enable them to be TRM's ambassadors: provide them with arguments, a narrative, supporting materials and occasions to step up for TRM. Help them understand that your success is their success and vice versa.

International Cases

CHANGE YOUR ANNUAL REPORT	DIALOGUE WITH STAKEHOLDERS
Using the annual report beyond mandatory reporting Several public broadcasters across Europe have understood that their annual report is not just a legal requirement but also a great opportunity to communicate with stakeholders, including policymakers, regulators, competitors, civil society groups, social scientists and international organizations, to name a few. LRT's annual report in Lithuania is a good example of how a small public broadcaster can use this publication in a powerful way. In 2018, for the first time, LRT created an annual report that targeted not only the national parliament but also the entire society. They clearly understood that the messages included in the report should not exclusively focus on whether their legal duties were fulfilled but must create a consistent and engaging narrative about the company, its activities and services and the value it delivers. The goal is that stakeholders feel proud about it as well as being a supporting partner for LRT. As a result of this new approach, LRT not only was able to improve the results of its citizen perception survey but also received a price at the Lithuania PR Impact Awards.	*Finding time to meet audiences* Fika is a very Swedish concept, which can be translated as 'coffee and cake break'. Beyond its culinary aspect, fika is culturally important in Sweden because it refers to the act of making time to stay with friends and colleagues and share not just a coffee and cake but a good conversation. It is about socialising. Fika is even institutionalised in some Swedish companies. Public broadcaster Swedish Television (SVT) took this concept and deployed it to get in touch with its audiences across the country through its 'Fika with SVT' project, launched in autumn 2017. Originally focused on the news work done by SVT journalists, the concept has broadened to encompass all types of output delivered by SVT. It even took place during the most restrictive moments of the COVID-19 pandemic via video calls. The outcome was not only bringing SVT as a brand and its employees closer to audiences but also receiving very valuable feedback from the public, which has then resulted in content changes.

PUBLIC PERCEPTION BOOST	ROAD SHOW
Asking citizens about their views on public service media In August 2021, Spanish public broadcaster RTVE launched a public consultation online, 'La gran consulta' (The big enquiry), asking for citizens' opinion on the roles to be played by the public corporation across a broad range of areas. Available until January 2022, the results of this campaign will inform a White Paper on Public Service that RTVE could use during the definition of its next contract with the state. This action was inspired by a similar citizen consultation undertaken by Radio France and France Télévisions in late 2018, which collected answers from more than 127,000 citizens in just four weeks.	***Touring the country*** As part of the preliminary works to design its 2020 Strategy, Swedish Radio (SR) organized a public relations tour around the country. Two teams driving an SR-branded camper visited 100 different cities and towns across Sweden between 6 March and 17 April 2019. One team started from the north of the country and the other one from the south. The tour made Swedish Radio visible for many people across the territory, also generating coverage in the local press. It was used to collect the citizens' opinions, with more than 3,500 people surveyed on topics such as listening habits, content, turn-off factor, log in, classic radio, SR Play app, 3rd party platforms, etc. On SR's view, one of the main results of the process was the strong message sent to the audience in terms of 'We are listening to you'. Inspired by this action, the Flemish public broadcaster did the same in summer 2021. The tour named 'Your VRT' visited 60 locations across Flanders to ask people about how to create a better VRT.

DRIVE THE CONVERSATION	KNOWLEDGE TRANSFER
Opening a dialogue with stakeholders	***Making PSM understandable for policymakers***
Austrian public broadcaster ORF runs an initiative called [DialogForum](), which aims to publicly address and discuss topics of relevance related to media quality (English version [here]).	Several public broadcasters across Europe have realized that those in decision-making positions do not always have the best and most up-to-date knowledge about the media system in the country, the international trends or the role played and the value delivered by public service media.
The DialogForum events include keynotes and panel discussions with representatives of science, civil society, media and the public. The participants debate and share their expectations and criticism regarding what they expect from the media system and the role to be played by public service media organizations.	Consequently, developing a pedagogic role and providing public institutions and officials with relevant knowledge becomes essential, and a way to shape or influence policy and regulation.
Broadcasted on the TV channel ORF III, livestreamed and made available on demand, DialogForum enables ORF to generate a dialogue with the audience, the Austrian institutions and civil society groups.	This is the approach taken by France Télévisions, Czech TV, Czech Radio and Yle, among others.
This turns ORF into a platform for public discussion and delivering public value. Additionally, it enables the public broadcaster to set or influence the public agenda or steer the conversation in a certain direction.	In the last years, these organizations have organized a broad variety of events and actions to transfer media-related knowledge to relevant stakeholders. These activities took place either in their respective parliament or the broadcaster's premises. Their focus was not exclusively public service but included other media-related subjects of interest for the participants, such as market trends.
	In some cases, such as Finland, this has been done in partnership with commercial broadcasters. This approach also creates a great opportunity to create or reinforce partnerships with other stakeholders.
	In these occasions, national broadcasters can also leverage their EBU membership, their relations with other European PSM organizations or their international partnerships.

Development of a success measuring system / indicators

To demonstrate its effectiveness, any strategy must include a system to measure whether the outlined goals have been fulfilled. However, it is important to notice how many strategies excessively focus on performance indicators – which measure what has been done – and neglect the development of success indicators – which assess to what extent the desired outcome was materialized.

Consequently, and considering TRM's current operational limitations, our first recommendation would be to rather invest time in thinking how success would look like and how this could be documented than devoting resources and efforts to design and deploy a complex performance assessment system.

It is also very important to take into consideration that TRM's priority goal, at least in a first phase of this strategy, should be to achieve its corporate readiness and to develop its corporate narrative. As indicated in page 14, without attaining these goals, aiming to obtain results in terms of public perception and market positioning is simply not realistic.

According to these premises, the success measurement of TRM's external communication strategy should include:

✦ Reporting on the completion of the Key Development Achievements (KDAs) connected to goal 1 against planning and calendar.

✦ Reporting on the completion of the creative and approval processes to craft TRM's corporate narrative against planning and calendar.

✦ Public Perception:

   o The main mechanism to assess the effectiveness of the strategy in this area would be a perception survey.

   o Our recommendation is that TRM obtains external support for the design, implementation and analysis of the survey, which requires specific skills.

   o Before engaging with an external provider, TRM should define what the concept perception means for the organization: is it about being useful, valuable, meaningful, essential for culture, for democracy, about value for money…?

   o Initially, it is not worth to set performance targets. A first iteration of the survey will set a baseline. Following that, the objective should of course be to improve the results. But that requires analysing what factors affect the results connected to each indicator, which requires research. Only once the functioning of the indicators has been clarified and there are historical data series, evolution targets could be defined. Rushing into setting targets is usually counterproductive as results might come short and that has a negative impact on the morale and on the public perception of those results and the organization.

✦ Market and political positioning:

   o TRM could use a broad series of quantitative indicators to track the evolution of its market positioning, including investment in content, number of coproductions, number of partnerships, traditional audience measurement, investment in technology, economic impact, etc. – TRM management must decide what indicators will best reflect what a strong position means for the organization.

   o In the political area, TRM could resort to public perception surveys targeting the population or even stakeholders and obtain data regarding how essential the organization is for the functioning of democracy in Moldova.

Internal Communication Strategy
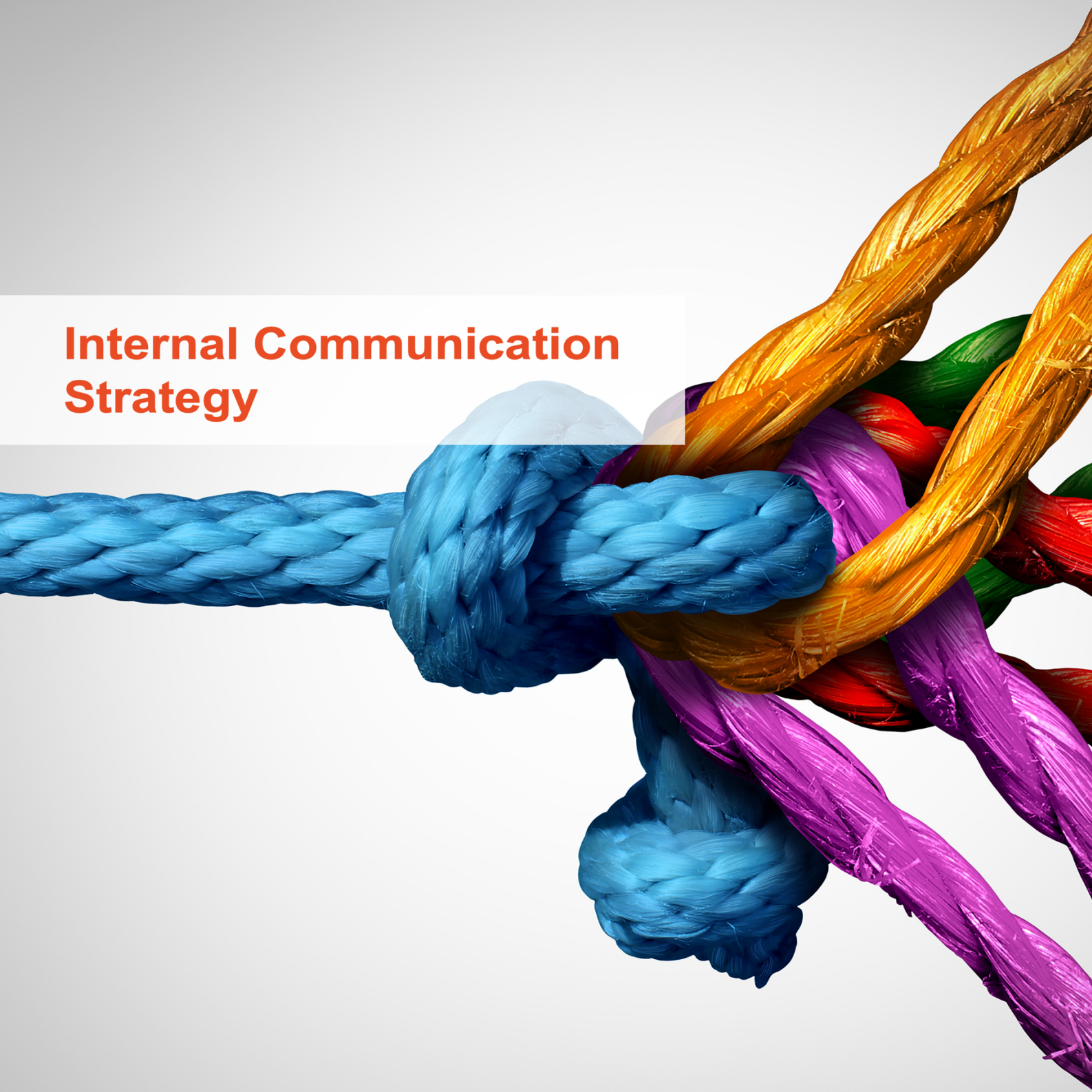
INTERNAL COMMUNICATION STRATEGY

SITUATION ANALYSIS

✦ Some internal communication activities were carried out in the past, including the publication of a newsletter and occasional events for the staff.

✦ Frequently, the implemented actions did not achieve their goals due to a low acceptance / use / participation by TRM's staff. This has been attributed to an internal culture characterized by a low engagement on the employees' side. Besides, internal distribution of information about employees – birthdays, promotions, participation in projects, arrivals, departures, etc. – was seen by some employees as a violation of their privacy and therefore contested.

✦ Currently, there is no clear attribution of neither responsibilities nor duties about this issue. The Communication & International Relations Service does not have the adequate resources and workload capacity to tackle this issue.

✦ TRM suffers from an internal fragmentation caused by:

   o Its facilities and departments are in two different locations. This drastically reduces the opportunities for personal interaction, communication and exchange between employees.

   o The structure and maintenance situation of TRM's locations and buildings do not favour interpersonal or group communication beyond immediate colleagues. While some efforts to adequate certain areas like meeting rooms or the training centre have been conducted, TRM's current facilities are far from ideal to foster corporate internal communication and collaboration.

   o Departments operate in a siloed way, which results in a limited exchange of ideas and information between employees. This prevents collaboration and synergies.

✦ TRM experiences a generational gap. The company's staff structure is characterized by the scarcity of employees in the age group from 35 to 50. This is partly result of the inability of the company to retain talent due to its operating conditions and budget limitations. Once they are well trained and receive a more appealing offer by other media organizations, the employees in which TRM invested for their development tend to abandon the organization.

✦ TRM's legacy corporate culture is characterized by:

   o Low cross-department collaboration.

   o Presentism vs effectiveness.

   o Scarce information flows both top-down and bottom-up.

   o Lack of a well-defined and explicit company culture and values that are promoted and developed among employees.

   o Strong influence of legacy professional practices, attitudes and mentality that do not contribute to the organization's needed development.

✦ The need to implement working from home during the COVID-19 pandemic has increased the difficulties to keep fluent and effective communication and collaborations within and among teams and departments. Its consequences are not clear yet.

INTERVIEWS

✦ More frequent, fluent and effective communication between departments is a must to improve TRM corporate performance, use of resources and its service to the citizens.

✦ There is a need to reduce the generational gap between employees.

✦ TRM must urgently work on developing the engagement, sense of belonging and positive attitude of its employees towards the organization.

✦ TRM must urgently work on developing a collaboration, exchange and can-do attitude among its employees in order to improve performance and maximize its limited resources.

✦ TRM is constantly a subject of negative criticism. This has an evident impact on TRM's staff morale and attitude. Developing an internal communication strategy capable of counterbalancing these negative effects is urgent. Such an internal communications plan could include frequent positive information about the company, celebration of successes and teams' achievements, and the transformation of criticism into learnings and opportunities to learn and improve TRM's operations and value.

✦ New internal communications processes should be established to improve the circulation of information and the positive development of TRM's culture.

STRATEGIC RECOMMENDATIONS FOR TRM'S INTERNAL COMMUNICATIONS

- **PURPOSE**

  Bring people together

- **GOALS**

GOAL	SUCCESS MEASUREMENT
1. CORPORATE READINESS Achieve the required level of corporate readiness to launch and manage the proposed internal communication strategy.	Completion of the corporate development action plan and satisfactory attainment of its Key Development Achievements (KDAs)
2. TRM'S NEW CORPORATE CULTURE & NARRATIVE Launch de development of a new corporate culture and create a narrative about it.	Completion of creative process followed by delivery and approval/acceptance of TRM's new corporate culture & narrative.
3. RELAUNCH TRM'S INTERNAL COMMUNICATION Design and implement a new internal communication action plan for TRM.	Completion of planning process and effective launch of an internal communication action plan. Measurement of the evolution of staff's cohesion, sense of community and belonging to TRM, and satisfaction.

- **ACTIONS**

1. CORPORATE READINESS

GOAL	SUCCESS MEASUREMENT
Achieve the required level of corporate readiness to launch and manage the internal communication strategy proposed.	Completion of the corporate development action plan and satisfactory attainment of the identified Key Development Achievements (KDAs)

ACTION	OUTCOME / BENEFIT	KEY DEVELOPMENT ACHIEVEMENTS	RECOMMENDATIONS
1.1. Creation of a position of internal communication and corporate culture officer within the service responsible for communications.	- Provide the company with a single point of reference for internal communication, creating trust and ensuring coherence. - Secure the adequate leadership and expertise for the effective implementation of the internal communication action plan.	- Define role's responsibilities and goals in a precise manner, and draft job description. - Recruitment and onboarding successfully completed.	- Obtain support from the EBU group 'The Voice of PSM' to define job profile and description. - Look for advice / examples in other media companies or public organizations in Moldova.
1.2. Conduct an internal stakeholder and network analysis.	- Obtain knowledge and understanding of the current communication flows within the organization, identifying nodes, influencers, connectors and bottlenecks. This information will be crucial for the definition of targets and tactics to be used in the internal communication action plan.	- Completion of analysis and presentation of conclusions to management. - Creation of a network of suitable employees that would support the dissemination of internal communication in each department.	- Obtain support from external partners with the right expertise to speed up the process.

1.3. Review and redefinition of processes for internal dissemination of information.	- Ensure that relevant information adequately flows top-down and bottom-up. - Increase efficiency and effectiveness of management and production processes, achieving better results. - Create clarity, certainty and transparency, increasing employee trust, understanding and engagement / compliance. - Avoid loss of information or circulation of misinformation that have a negative impact on performance and attitude. - Increase exchange of information and collaborations between departments. - Improve staff's awareness, understanding, support and engagement with managerial decisions and corporate activities.	- Completion of processes review and proposal for changes submitted for management evaluation. - Action plan approved. - Implementation of new internal communication processes.	- Obtain support from external partners with the right expertise to speed up the process. - Ensure management and staff involvement during the creative process to secure their buy-in.
1.4. Inclusion of Internal Communication as a recurrent agenda item in management meetings.	- Increase in the circulation of information regarding management decisions. - Improve staff's awareness, understanding, support and engagement with managerial decisions and corporate activities.	- Systematic generation and dissemination of internal communication messages as a result of management meetings.	- Involve the internal communication and corporate culture officer in management meetings to enable/support the creation of messages.

2. TRM'S NEW CORPORATE CULTURE & NARRATIVE

GOAL	SUCCESS MEASUREMENT
Develop a corporate culture and create a narrative about it.	Completion of creative process followed by delivery and approval / acceptance of TRM's new corporate culture & narrative.

As it has been proposed for the external communication strategy, before launching any internal communication action plan, TRM needs to clarify what messages it aims to share with its employees. Furthermore, in this case, the narrative should reflect the corporate culture that the organization aims to build. Consequently, TRM should also work in the definition and development of its corporate culture. While the corporate culture of any organization is the result of complex and multi-layered processes along an extensive period time, TRM management has now the opportunity to review and redefine some of its core elements. By doing this, it can set an inflection point and create the right conditions for a gradual transition or evolution of TRM's corporate culture towards the desired future.

ACTION	OUTCOME / BENEFIT	KEY DEVELOPMENT ACHIEVEMENTS	RECOMMENDATIONS

2.1. Definition of key elements of TRM corporate culture	- A renewed and reinvigorated identity for the organization that positions it as modern, forward-looking and value oriented.
	- A stronger feeling of belonging, commitment and engagement by TRM's staff.
	- More efficient and coherent operations.
		- Approval of new TRM's corporate culture by management team.
		- Acceptance of new TRM's corporate culture by TRM's staff.
			- Focus on defining:
			  o Purpose of the company
			  o A vision of TRM's future
			  o Corporate Values
			  o Working Principles
			  o Corporate goals
			  o Desired value and impact
			- Obtain support from external partners with the right expertise to speed up the process.
			- Ensure management and staff involvement during the creative process to secure their buy-in.
			- Once the process is completed, communicate publicly about it to create a positive external outcome / perception about it.

2.2. **Define a new internal narrative about TRM.**	- A coherent, unique and effective collection of messages that sets clarity about TRM's purpose, value and activities.
	
	- Better understanding of TRM's purpose, corporate culture and goals among employees.
		- New narrative briefing completed and approved by TRM's management.	- Obtain support from external partners with the right expertise to speed up the process.
			
			- Ensure management and staff involvement during the creative process to secure their buy-in.
			
			- Consider the following narrative components:
			  o Purpose of the company
			  o Who we are: our values, how we work, etc.
			  o Our goals
			  o Our value and impact
			  o Our successes
			  o Our way to the future

3. RELAUNCH TRM'S INTERNAL COMMUNICATION

GOAL	SUCCESS MEASUREMENT
Design and implement a new internal communication action plan for TRM.	Completion of planning process and effective launch of an internal communication action plan. Measurement of the evolution of staff's cohesion, sense of community and belonging to TRM, and satisfaction.

Once TRM would have completed the process of corporate readiness, including the appointment of a person responsible for the corporate culture and the internal communication, and would have reviewed and redefined the basic elements of its corporate culture and the narrative about it, it will be in the position to design and launch a new internal communication action plan. To succeed. the person in charge of this task will need to secure the involvement and contribution of management and staff across the organization. Furthermore, once designed, the internal communication action plan will need management endorsement, which should result in the allocation of the adequate budget as well as other types of resources. Depending on the results of the actions conducted to fulfil the previous goals, and depending on the allocated resources, a specific action plan will be designed. Below, we outline several suggestions that aim to inspire TRM management and staff.

ACTION: Design and launch an internal communication action plan

INFORMATION FLOW	PERSONAL RELATIONS	CULTURE DEVELOPMENT

- Organize regular town-hall meetings and management-department sessions to communicate about the relevant and important decisions, issues, project, expectations, while also offering staff the possibility to make questions or share ideas.
 	
- Create a physical space to make the internal corporate narrative tangible and bring employees together during dedicated events: Space 'We are TRM', where ideas, success cases, strategy and plans are showcased and shared among employees.
 	
- Re-launch internal communication by using information emails and then, depending on reach/use/perception, evolve to corporate newsletter.
 	
- Enable and promote a bottom-up communication system and culture.
	- Create events to enable contact and development of relations among employees:
	   o Cross-department team-building exercises
	   o Staff's children / family day
	   o Job shadowing
	   o Who we are: our values, how we work, etc.
	   o Eurovision Song Contest together
	
	- Create events to enable contact and development of relations between management and employees
	   o Breakfasts management – employees
		- Develop onboarding process for new employees with a substantial role for corporate culture.
		
		- Create 'Proud to present' meetings, offering staff to share success cases with their colleagues.
		
		- Implement internal satisfaction survey on a regular basis, with debrief of results to employees and an action plan based on those results.

Development of a success measuring system / indicators

As it has been recommended for the external communication strategy, achieving corporate readiness and developing its corporate culture and narrative must be TRM's top priorities when launching its internal communication strategy.

This can be assessed by means of:

✦ Reporting on the completion of the Key Development Achievements (KDAs) connected to goal 1 against planning and calendar.

✦ Reporting on the completion of the creative and approval processes to craft TRM's corporate culture and narrative against planning and calendar.

Regarding the measurement of goal 3 of the strategy, we would recommend going beyond the reporting of the achievements and actions completed, and start to measure and analyse the effects of the strategy.

As the purpose of the strategy is bringing people together, we recommend launching an internal perception survey that gathers quantitative and qualitative information related to such a purpose. Here again, it will be very important to define how success should look like. Among other aspects, the survey could ask about:

  o Overall satisfaction with the flow of communication within TRM.

  o Awareness about and understanding of management decisions.

  o Sense of belonging, level of engagement, personal commitment.

  o Satisfaction with the quality and amount of information circulated.

As suggested for the perception survey connected to the external communication strategy, rather than setting performance targets, initially the survey should be a tool to collect information, test indicators and understand what factors shape the effectiveness of the internal communication actions put in place.

Furthermore, it is important to consider that, beyond collecting quantitative data that reflects TRM's staff perception and satisfaction with the internal communication, the survey could also be a mechanism to encourage staff to share their own ideas and proposals. In this way, it may become an internal communication tool too.

To implement this survey in a diligent and effective way, we recommend TRM to look for an external partner with the right skills and that could provide the workload and analysis capacity that this job will require.

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