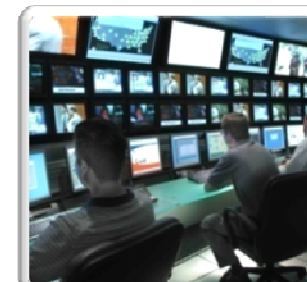




# Quality management requirements for the media companies

ISAS BC 9001 & ISAS P 9001 standards



Workshop on quality management implementing

Kuala Lumpur, May 25, 2008



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- I. Why media companies need quality?
- II. What does quality imply for a media company?
- III. ISAS BC 9001 & P 9001 requirements
- IV. How to implement a quality management system?
- V. How to ensure sustainable quality?





To help respond to the huge challenges faced by media organizations and foster credibility, efficiency and quality of information and contents,

## INTERNATIONAL STANDARD NORME INTERNATIONALE

**BC-9001** | version 1.0 | 15.Nov.03

### QUALITY MANAGEMENT SYSTEMS

Requirements for Radio, TV Broadcasters  
and Internet Content Producers

### SYSTEMES DE MANAGEMENT DE LA QUALITE

Exigences pour les Radiodiffuseurs  
(Radio, TV et sites internet associés)

**professionals of the media industry designed two quality management standards, based on ISO 9001**

**ISAS BC 9001 and ISAS P 9001**





## ISAS BC 9001 and ISAS P 9001

- ISAS BC 9001 (2003) is the quality management standard for **radio, television and Internet**, ISAS P 9001 (2005) is the standard for **print media**.
- They consist in a set of **necessary requirements to guaranty the quality and efficiency** of quality management within a media organization.
- Both were written by **professionals of the media industry** and experts of quality management, under the supervision of the *Media & Society Foundation* (Geneva)  
[www.media-society.org](http://www.media-society.org)







## Exercise

- 1) What kinds of problems/ non conformities are you facing in your daily work that impact on the quality and on the overall performance of your company?
- 2) Try to imagine how to address the stressed issues

Work by group, using KJ methodology. 1 hour  
(3 post-it per person)



## First group

### Exercise findings

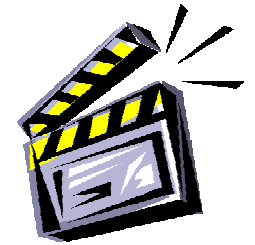
#### REGIONAL WORKSHOP ON MEDIA QUALITY MANAGEMENT KUALA LUMPUR, MAY 25, 2008

GOVERNMENT INFLUENCE	EXTERNAL FACTOR	MARKET	HR & SKILLS	WORK PROCESS	COMMUNICATION	LEADERSHIP & MANAGEMENT	FINANCE & FACILITIES
Insufficient gvt funding (public service media)	Irregularity of power/ electricity supply	Lack of competition	Lack of professionalism, training and manpower	Rework means additional cost	Lack of communication , coordination between central and local units	Bad investment decisions	Lack of resources (facilities, finance, human)
Politically influenced staff is recruited		Necessity of being more creative because of strong competition from other stations	High staff turnover/ adequacy	Non respect for deadline		Top-down leadership	Lack of modern facility
Too many regulatory constraints			Undertrained staff	Non compliance with company's policies and procedures by production team		Lack of budgetary transparency	Lack of reliability of infrastructure (transmission, signal, system, technique)
Civil service, bureaucratic + red tapes in processes			Unmotivated staff	Failure to comply with regulatory requirement that leads to penalty imposed by regulatory body		Urgency of production that leads to bad/ not at the best purchasing strategy of content and material	
			Fear of change			Risk of losing values and ethics because of competition	
			Staff without media skills				





## What do we mean by quality?



Set of organized tools (rules, checks, indicators, reference manuals and others) to ensure that:

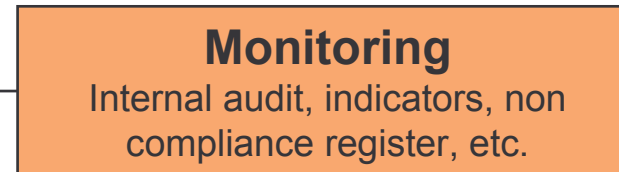
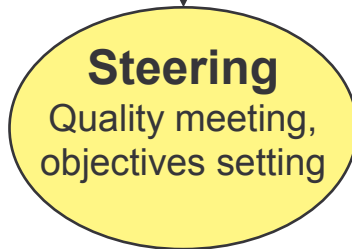
- the media **follows the rules** it is legally and voluntary (ISO-ISAS standards) **committed to follow**, including the rules it has itself designed (editorial guidelines, ethical rules, internal work procedures, etc.) ;
- **expectation** of customers are taken into account;
- the same things are done the same way, in order to guarantee the **same output product**;
- Errors, non conformities, problems are tackled with to **avoid their reproduction** in the future (continuous improvement).



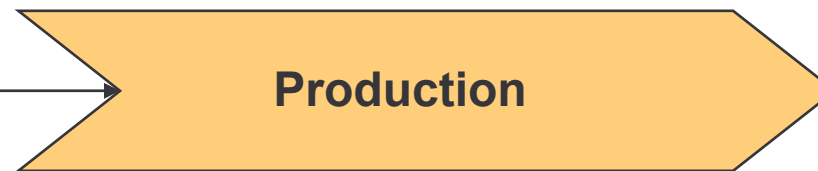
# Quality Loop



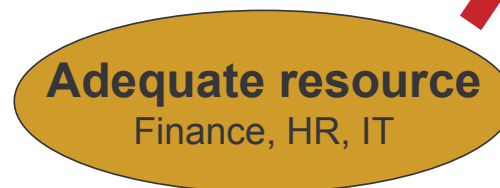
**ACT**



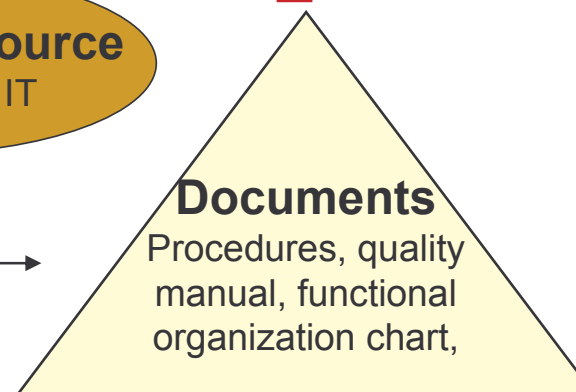
**CHECK**



**DO**



**PLAN**







## Perimeter taken into account by ISAS BC/ P 9001



- Quality in a media company has a twofold dimension:
  - the **content** (articles, programs)
  - the **way of managing** and organizing the activities.
- **ISAS BC and P 9001** only focus on the second one, i.e. on the used **mechanisms to structure, control and guide** the activities.
- Requirements focusing on the goals to reach (what), but letting media companies **free to find out the best fitted way** (tailor-made).
- Respect for national **legislation**.





## 23 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)





## Commitment of top management (chapter 5)

### Exercise

What does it mean?

How can you give the proof of such a commitment  
by what kind of concrete measures?

Work by two, 10min





## Commitment of top management (findings)

- **Editorial independence**

Clear editorial statement, separation between editorial and administrative responsibilities, adequate funding for Newsroom, ombudsman, protection of individual journalists by top management, etc.

- **Transparency of reporting within the organization**

Internal customer satisfaction, regular information to collaborators, external audit, diffusion of decision, team building with participation of top management

- **Ethics in the management of HR**

Transparency of salary and promotion rules, performance appraisal system, rules to tackle with "stars",

- **Women and minorities empowerment**

Programs in minorities languages (public service), information for disabled people (cf. website Canal Once, Mexico), policy of recruitment and advancement, % in program allocation, % in budget for empowerment



- **Innovation and creativity**

Audience studies, awards, internal competition, look for talents, brainstorming sessions, incentives, training on creative thinking

### **Pluralism of views**

Obligation to present different points of view, regular open debates, right to answer.







## Any change management project has 3 main phases

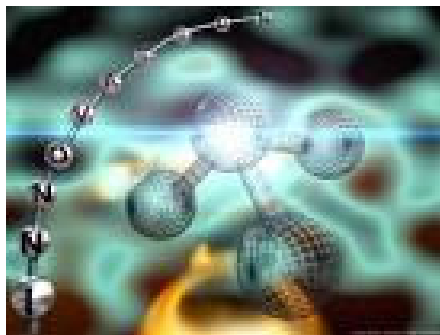
**UNFREEZE**  
Evaluation



**CHANGE**  
Creation



**FREEZE**  
Checks



PLAN



DO

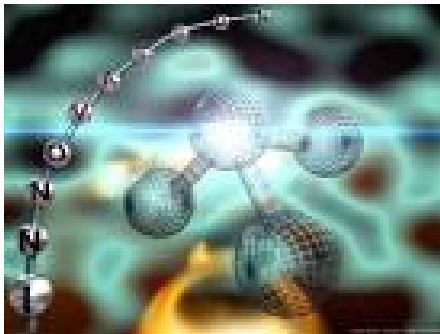


CHECK





## UNFREEZE



- ① PROCEED WITH A QUALITY CHECK UP
- ② DEFINE MISSION, VISION & STRATEGY
- ③ STRUCTURE THE PROJECT
- ④ TRAIN THE PERSONNEL





5

BUILD THE QMS

6

CREATE REQUIRED INDICATORS



7

OPERATE THE NEW SYSTEM

8

IMPROVE THE SYSTEM

9

GET THE SYSTEM CERTIFIED  
(recommended option)





## Exercise findings

**What are in your opinion the benefits of ISAS BC and ISAS P 9001?**

- International recognition and image
- Increased credibility
- Respect of the market
- Diminishing the costs → more efficiency
- Discover things in the own organization (+ and -)
- Trust among employees and stakeholders
- Better analysis of company's swots
- Long term sustainability
- Increased revenue and rating
- Continuous improvement
- Staff involvement

