



**RALLYING SUPPORT THROUGH OPEN  
DIALOGUE AND ENGAGEMENT  
HILDUR HARDARDOTTIR, RÚV**



# AGENDA

- **The market context**
- **Personal background/experience**
- **RÚV's new vision and priorities**
- **Implementing change**
  - Open dialogue and audience ownership





**THE MARKET CONTEXT**  
**- SNAPSHOT OF ICELAND**  
**- THE MEDIA MARKET**

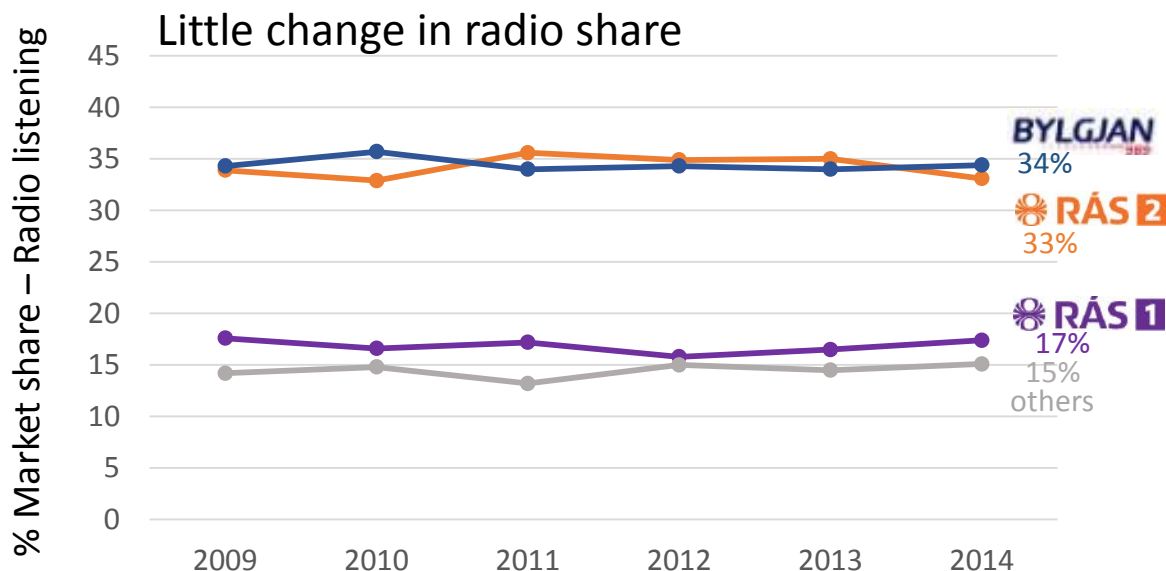
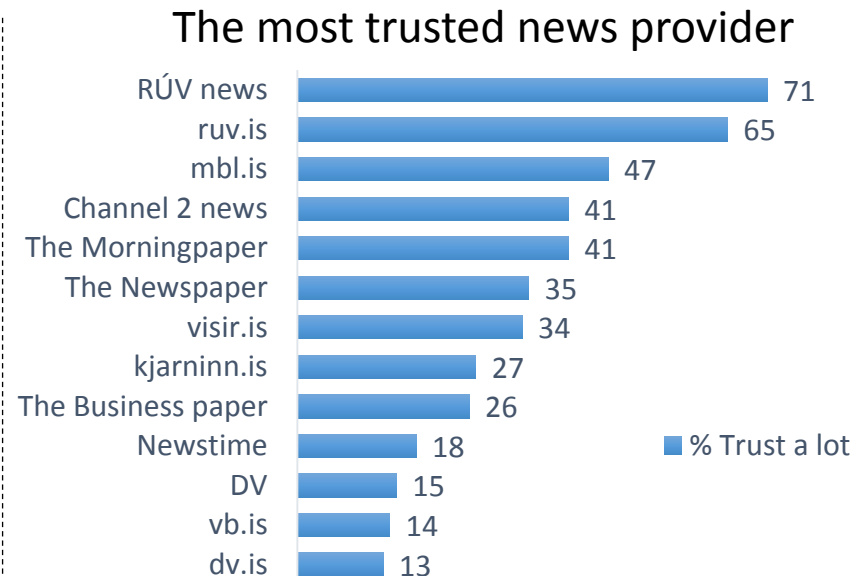
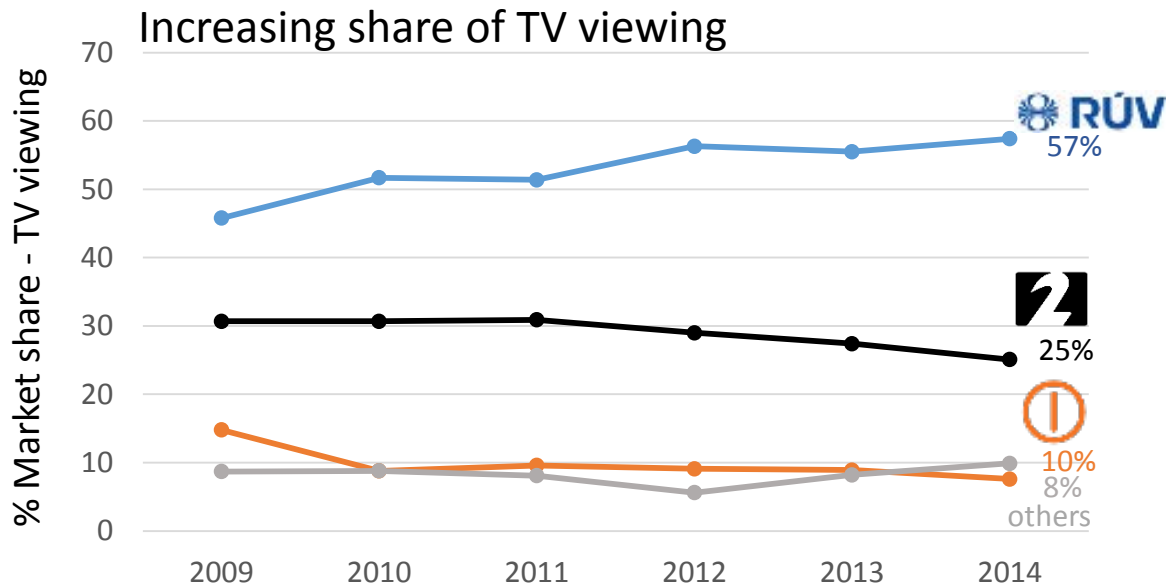
# ICELAND AT A GLANCE

A topographic map of Iceland, showing its rugged terrain and coastline. The map is rendered in shades of white and light blue, highlighting the mountainous interior and the surrounding sea. The title 'ICELAND AT A GLANCE' is positioned in the top left corner.

## **Population: 333.000**

- **Avid users of technology and social media**
- **High gender equality**
- **Economic recovery from collapse in 2007**
- **Right wing political parties in power**
- **Clean air, clear water and natural energy**
- **Second happiest nation in the world!**

# THE MEDIA MARKET AND RÚV'S POSITION



## Attitude

- 68% RÚV - **most important media** for the nation
- 68% are **positive** towards RÚV (was 80% in 2006)
- 85% don't want the **licence fee** used for other things

## The **most important role** for RÚV...

- 62% - its **news** role
- 40% - its **security** role
- 26% - its **educational/cultural** role



# PERSONAL CONTEXT

# THE FUTURES COMPANY - LONDON

A strategic planning, insight and innovation consultancy with global expertise in trends, foresight and futures



- Exploration and monitoring of **consumer trends**
- Helps companies understand the **external factors** that will influence their **future** and advise them on how to build this **insight into their strategy**
- Part of the **WPP group of companies**

## Relevant experience gained

- **Awareness** of key global consumer trends
- The importance of **starting with the consumer**
- **Marketing strategy = company strategy**
- Experience in helping „**institutionalized**“ **companies** change to align with consumer needs
- **Some sector experience** – BBC, ITV, Guardian, Capital Radio, Discovery channel
- Dynamic, vibrant, inspiring **workplace** where **curiosity and creativity** were rewarded

# THE REYKJAVÍK CITY THEATRE



- The **most popular** theatre in Iceland
- **Magnús Geir** artistic director
- **Great success story**
  - Record audience numbers
  - Marketing company of the year

## Relevant experience gained

- Importance of **PR, WOM, positive buzz**
- Building **collective ownership** and **company ambassadors**
- Reconfiguring and „institutionalised“ workplace
- **Saying yes!** – fostering trial and creativity
- **Creative marketing** – thining out of the box!





# ENTERING RÚV: FIRST IMPRESSIONS



- **Very different** atmosphere
  - Recent mass redundancies
  - Hierarchical
  - Institutional
  - Conservative Closed
  - Siloed, divided

# RÚV A WIDE VARIETY OF STAKEHOLDERS





# RÚV – NEW VISION AND PRIORITIES



## HOW

**OPEN RÚV**  
(OPEN DIALOGUE)

**OUR RÚV**  
(COLLECTIVE OWNERSHIP)

**YES**  
(POSITIVE OUTLOOK)

## WHAT



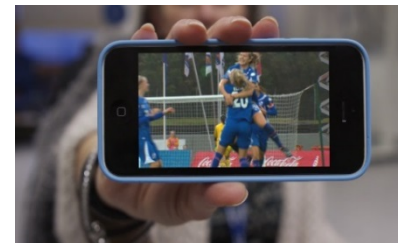
ICELANDIC PROGRAMS  
AND CULTURE



CHILDREN'S  
PROGRAMS



REGIONAL  
SERVICES



NEW MEDIA



SAVING THE  
ARCHIVES



GENDER  
EQUALITY



**RALLYING THE CASE FOR PSM  
THROUGH FOSTERING OPEN DIALOGUE  
AND COLLECTIVE OWNERSHIP**



# OPEN DYNAMIC WORKPLACE

# ENHANCED INTERNAL DIALOGUE



*„I have met 3 people on the Plaza this morning which I haven't met before during these 12 years that I've worked at RÚV“*

## FUNDARHERBERGI



**Áætlun flutninga í Efstaleiti sumaríð 2014**

Vika 23 (1. - 7. júní)	Hönnunardeild og Íþróttir
Vika 26 (22. - 28. júní)	Fréttir
Vika 27 (29. júní - 5. júlí)	Rás 1 og Rás 2
Vika 28 (6. - 12. júlí)	Auglýsingadéild, Innheimta, gjaklári og söludéild
Vika 29 (13. - 19. júlí)	IDD, Þýlingadéild, Nýmiðlar og vírfrjórjör
Vika 33 (10. - 16. ágúst)	Fjármál, rekstur og tækní



**Líður betur eftir að ég flutti af lúxuskrifstofunni**

Léna Magnúsdóttir er sýnt á myndinni. Hún hefur verið starfandi í RÚV í tæknisviðinu í fjórum árum og hefur verið á lúxuskrifstofunni í þessum tíðum. Hún hefur verið sýnt á myndinni og hefur verið sýnt á myndinni.



**OKKAR RÚV**  
Fréttabrot varðlaust

1. nóvember 2014

RÚV er hluti af fjárhagslegri og stjórnsýslu RÚV og hefur verið hluti af RÚV síðan 2008. RÚV er hluti af fjárhagslegri og stjórnsýslu RÚV og hefur verið hluti af RÚV síðan 2008.



# ENGAGED WITH AUDIENCES IN A LARGE SCALE AUTUMN CAMPAIGN



## Objective

- Openness and transparency
- The ownership of the nation in RÚV
- RÚV's winter season in all its glory
- Inform audiences of changes, new vision, priorities and services
- Enhance RÚV's image

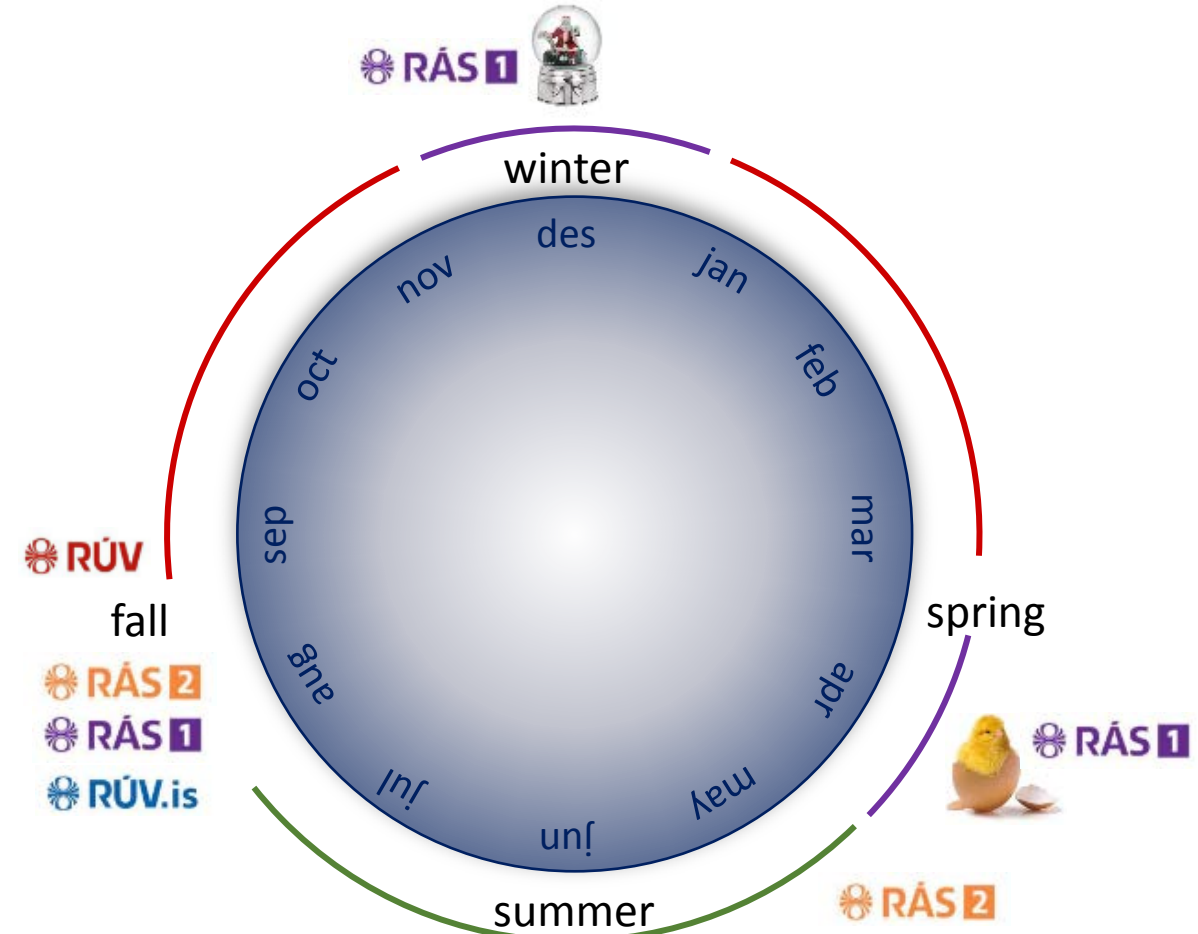
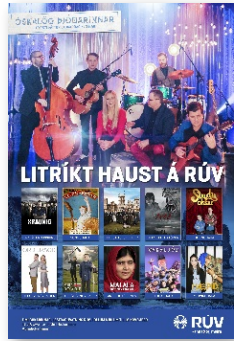
## Key message and emphasis

- Our RÚV - slogan
- Icelandic culture
- Reliable, quality
- Diversity
- Social responsibility
- Imagination





# GREATER COMMUNICATION THROUGHOUT THE YEAR/SYNCRONISED PROMOTIONS







# NEW AND SOCIAL MEDIA TO CONNECT WITH AUDIENCES, GAIN FEEDBACK

## OUR RÚV: WEB, NEWSLETTER, FACEBOOK, TWITTER



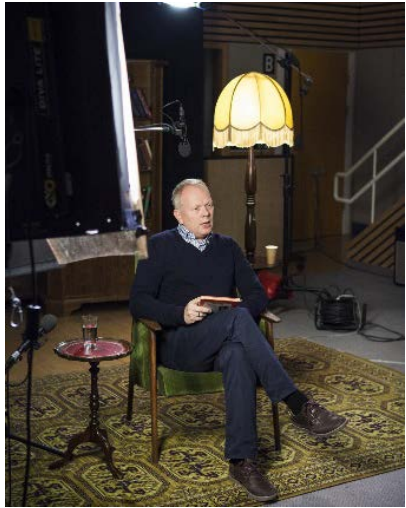
The screenshot shows the RÚV website homepage with a navigation bar at the top containing 'RÚV', 'Sjónvarp', 'Útvarp', 'Sarpurinn', 'Krakkar', and 'RÚV okkar allra'. The main content area features several news tiles, including one about 'RÚV auglýsir til sölu byggingarrétt' and another about 'RÚV er mikilvægur þáttur í lífi landsmanna'. A sidebar on the right contains icons for 'LÖG OG REGLUGERDIR', 'STJÓRN OG STJÓRNENDUR', 'STARFSEMI OG STEFNA', 'ÚTVARPSGJALOID OG FIJARMÁL', 'GULLKISTAN OG VERSLUN', 'AUGLÝSINGAR', 'DREIFIKERFI', and 'ABOUT RÚV'. Below the main content is a 'SAMTALID' section with icons for 'ÞJÓNUSTU-TILKYNNINGAR', 'Í UMRÆÐUNNI', and 'BLOGGIÐ'.

The screenshot shows the 'RÚV OKKAR ALLRA' page, dated 'Miðvikudagurinn 22. apríl 2015'. The main headline reads 'RÚV OKKAR ALLRA FRÉTTABRÉF'. Below the headline is a section titled 'ÚTSVAR' with the text 'SPILAÐU MEÐ Í SÍMANUM' and 'ÚTSVAR Í FYRSTA SÆTI'. The page includes a 'AFSKRÁ' section and a 'ÁFRAMSENDI' section.

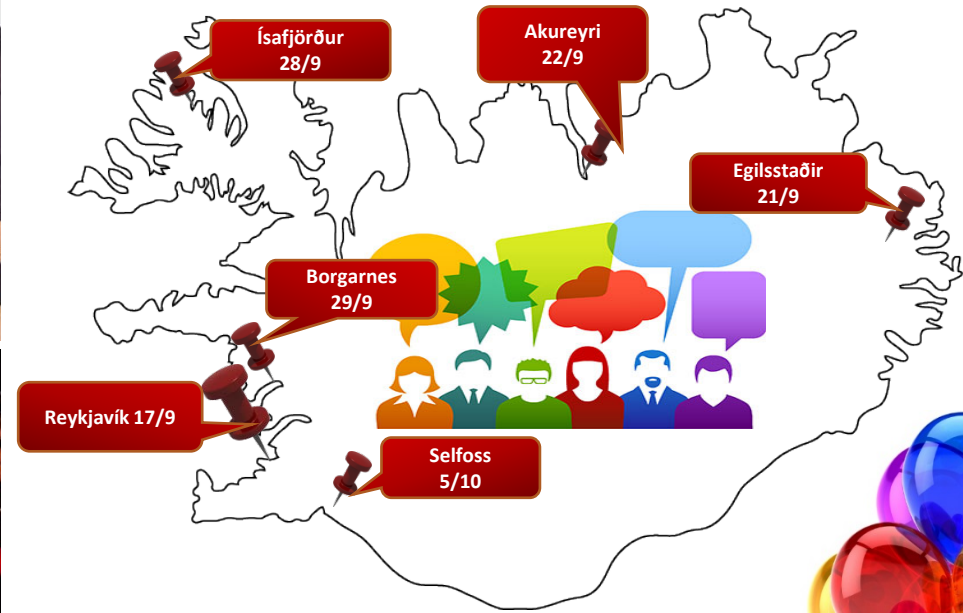
The screenshot shows the RÚV Facebook page. The page header includes the RÚV logo and the text 'RÚV Broadcasting & Media Production'. The page has 6,380 likes and a post from 13 hours ago. The post text reads: 'RÚV bætir þjónustu við börn með KrakkarÚV og eflir starfsemi á landsbyggðinni. Þetta var meðal þess sem kom fram í vöðali Slóðegisútvarpsins við Magnús Geir, útvarpsstjóra. Einnig kom fram að mikilvægir áfangar hafa náðst á undanföllum mánuðum við fjármagslega endurskipulagningu RÚV, m.a. með sölu byggingarréttar og útleigu á hluta Útvarps húsnæðis.' Below the post is a photo of a group of children.



# INVITE PEOPLE IN: VISITS/TOURS, EVENTS, TRAINING ALIGNED WITH PRIORITIES AND CSR



## Public Service Broadcasting Assembly



**OPEN HOUSE!**

# IMPORTANT ADVOCATS EQUIP STAKEHOLDERS TO FIGHT THE CASE



**Popp bjargar mann**  
14. október 2014  
Það er búið að skera mikið niður  
Magna Ger Hólmason útrýgðar og er á fluglagi byggðingartíðni á milli RÚV og  
útlendingsráðs á 5,5 milljarða áskuldbindingu. Hólmason er sýslingur og sýslingur á  
RÚV er sýslingur.

**Almannaútlarp  
aldrei mikilvegara**  
RÚV er sýslingur.

**Á að selja Óla Palla?**  
Ólafur Páll Guðmundsson sýslingur og sýslingur á milli RÚV og  
útlendingsráðs á 5,5 milljarða áskuldbindingu. Hólmason er sýslingur og sýslingur á  
RÚV er sýslingur.

**Á að lækka framlög til RÚV?**  
86.2% Nei  
8.0% Já  
4.9% Við eigum ekki að reka  
ríkismiða.

**Margrét Indrið**  
Fyrirverandi fréttastjóri  
Brautryjandi í fjölmið

**RÚV OKKAR ALLRA**  
RÚV OKKAR ALLRA  
RÚV OKKAR ALLRA

**ÚTSVAR Í FYRSTA SÆTI**  
ÚTSVAR Í FYRSTA SÆTI  
ÚTSVAR Í FYRSTA SÆTI

**THANK YOU!**

 **RÚV**  
okkar allra