



## **Business Plan 2019-20 to 2021-22**

Date: February 8<sup>th</sup>, 2019 - updated on August 10<sup>th</sup>, 2021

**Groupe Média TFO**  
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TORONTO, ON M5G 2B3

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# 1. Executive Summary

*GMTFO: Digital, Educational and Francophone*

At the forefront of digital education globally, Groupe Média TFO (GMTFO) creates and distributes award-winning content in support of learners of all ages, their teachers, and families.

As a dynamic public digital media enterprise, GMTFO helps to prepare students to become enabled and productive 21<sup>st</sup> century citizens by facilitating their acquisition of the essential knowledge and competencies necessary for their personal development and future employability in a tumultuous new era.

GMTFO's programming and learner-centered initiatives enhance students' cognitive, intra and interpersonal development, while providing teachers and parents innovative digital tools and resources to further their own understanding and contributions to student excellence.

Innovation drives GMTFO's delivery of public French-language education content in Ontario, and fuels our passion to be a key player in the ongoing growth of a thriving, resilient, Francophone culture and economic force in this province and beyond.

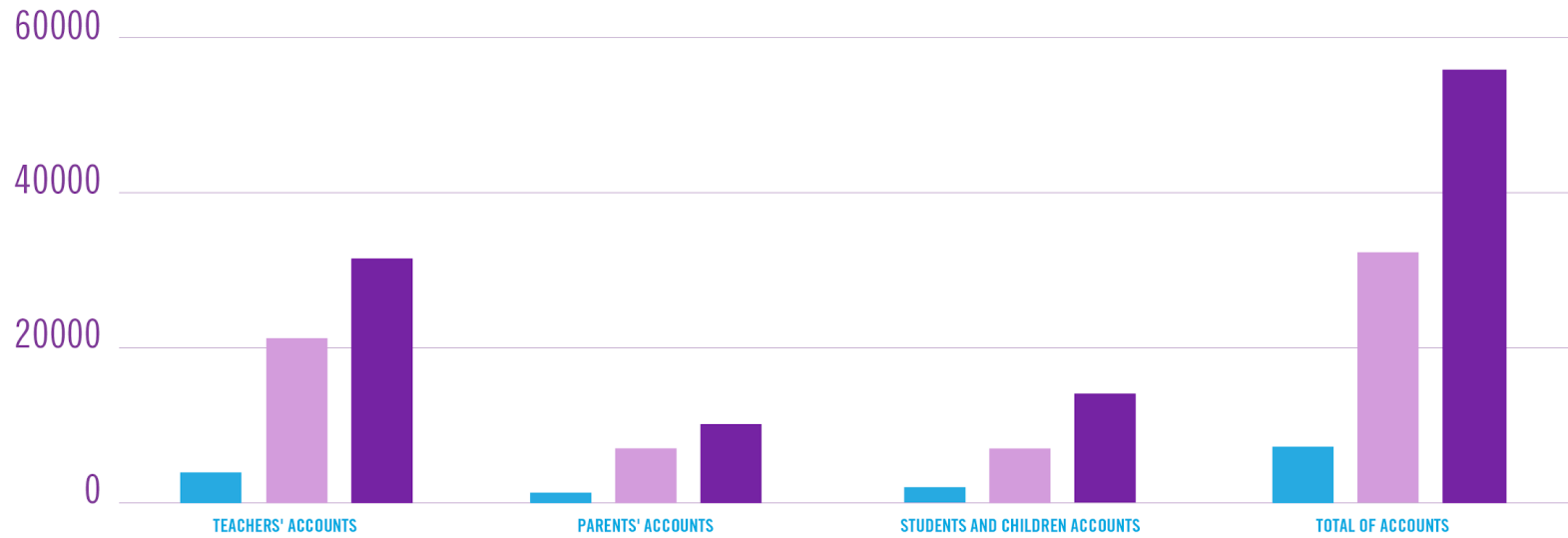
At a time of major technological disruption in content creation, internet-based media and new distribution models, we fundamentally transformed GMTFO, realigning to the new realities to best serve the cornerstone of our foundation: to deliver a trusted, efficient public service that exceeds the expectations of Ontario tax payers. Our ambition is to grow our impact, consistently improve our content offerings, lever GMTFO's unique production capabilities, broaden access for new audiences and diversify our revenue streams.

The 4<sup>th</sup> Industrial Revolution we are experiencing positions digital learning as one of the pillars of education in the 21<sup>st</sup> century. Automation, artificial intelligence, robotics and related achievements are profoundly impacting our individual lives, the operating system running through modern society and the broader economy as a whole. These technological advances give rise to serious challenges and integration risks: yet they also create new and exciting opportunities for those with the foresight to seize them.

It is essential at this juncture that we ask ourselves tough questions and think deeply how to adapt to the new realities of the Canadian labour market and the new types of work that these advances portend. We must re-examine how to meet the educational and training needs of French-language learners so they can take their rightful place as 21<sup>st</sup> century workers and thrive in this new era.

Groupe Média TFO's 2020-2022 Business Plan is the result of this careful examination, and details how we will seek to further Ontario's leadership position in education while reinforcing the ministry's priorities: the *politique d'aménagement linguistique*, development of a highly qualified workforce, mathematical numeracy, early childhood development, physical education and mental health.

## GRUPE MÉDIA TFO'S IMPACT ON EDUCATION IN ONTARIO NUMBER OF IDÉLLO ACCOUNTS' GROWTH



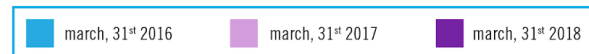
**12 000 EDUCATIONAL RESOURCES**



**30 000 TEACHERS AND EDUCATORS**



**55 000 ACCOUNTS**



## 1.1. 2017-2018 Accomplishments

Our accomplishments for the 2017-2018 year show our commitment to the priorities of the Ontario Minister of Education and the Franco-Ontarian community. They also demonstrate our awareness of the 4th industrial revolution's societal impact on the development and acquisition of global competencies. Among other things, we wish to draw attention to the following:

- Development of our strategic positioning centred on transforming learning and bringing it into the digital age, with the publication of the *Emergency for the World of Education: Adapting to the Digital Revolution* white paper
- Evolution of the IDÉLLO platform: in response to their needs and requests, it now includes specific, targeted content for FSL teachers
- Expansion of our ties to the Franco-Ontarian community through partnerships with La Cité collégiale and the Université de l'Ontario français
- Technological innovation and support of the production industry through the launch of the Blockchain prototype
- Birth of the second digital shift, with the organization structuring around artificial intelligence and data

## 1.2. 2018-2019 Annual Plan

Several factors will allow Groupe Média TFO to successfully reach its strategic goals. They also play a role in its ability to reinvent itself to better serve its target audiences, fulfill the Ontario Ministry of Education's expectations, and meet its own priorities.

### 1.2.1. Issues and challenges

- To become a key partner in transforming learning and bringing the educational system into the digital revolution era
- To establish itself as the reflection of a new Francophonie in Ontario and Canada
- To assert our expertise in technological innovation and educational effectiveness
- To rethink and increase our funding so that it better reflects our new reality as a multiplatform organization and better serves the growing educational needs of Ontarians and the Francophonie
- To have a human-focused business strategy to uphold our culture of innovation and the sustainable development of Francophones in minority settings
- Faced with the financial challenge represented by the lack of Franco-Ontarian and Francophone educational content available on the acquisitions market: GMTFO must produce and / or co-produce its own content to fulfill its mandate, unlike English-speaking broadcasters who have substantial educational content available in English

### 1.2.2. 2018-2019 Annual business priorities

1. To prioritize the development of content that integrates STEAM competencies, promotes well-being, and reflects an indigenous perspective in order to better align with the EDU's priorities

2. To increase awareness and consumption of the content on our two main platforms:
  - a. IDÉLLO, a monetizable central digital platform that continuously receives content from the other platforms
  - b. A linear platform (TV) that must continue generating revenue and new subscribers
3. To foster loyalty among our talent and attract top candidates:
  - Rework the integration program for newcomers and internal hires
  - Generalize the implementation of individual development plans
  - Increase employee engagement in the company's vision and culture
4. To accelerate the company's second transformative shift toward data-driven decision-making:
  - Train employees in statistical analysis, methods of inquiry, and critical thinking
  - Aggregate and analyze data in a new technical environment
  - Conduct predictive analyses (what could happen?) and prescriptive analyses (what should we do?) through the creation of algorithms
5. To identify streams of revenue (funds, marketing of goods and services, philanthropy, etc.) and assess their potential to increase our self-generated revenue

### 1.3. Base Funding for 2019-2020

	REQUESTED
Base operating grant	\$ 29 089 700
Renewal request	\$ -
Strategic initiative request	\$ -
<b>TOTAL BASE OPERATING GRANT</b>	<b>\$ 29 089 700</b>
	REQUESTED
Base capital grant	\$ 1 750 000
One-off request - End of equipment life	\$ -
<b>TOTAL BASE CAPITAL GRANT</b>	<b>\$ 1 750 000</b>
<b>OVERALL FUNDING REQUESTED</b>	<b>\$ 30 839 700</b>

## 2. Our Business Model

### 2.1. Mandate

The OFLECA mandate is to encourage permanent learning in Ontario by offering quality educational programming in the French language through television, new media and other communications technologies. Permanent learning implies the continued acquisition of knowledge and skills that are essential to professional and personal fulfillment.

In partnership with district school boards and other French-language education organizations and agencies, OFLECA has established and maintained a permanent centre of excellence in learning, thus contributing to enlarging the range of varied, high-quality programs accessible to learners of all ages. OFLECA may enter into agreements, including funding agreements with third parties, in accordance with Articles 6 and 10 of the *Ontario French-language Educational Communications Authority Act* of 2008.

### 2.2. Business model overview

This first section provides a glimpse of the business model Groupe Média TFO relies upon for the implementation of its strategic plan and annual action plan. The business model, shown on the following page, was created from a simple, dynamic canvas developed by Alexander Osterwalder and Yves Pigneur<sup>1</sup>. It gives a nine-part summary view of how GMTFO is organized so that it may create and deliver quality products and services to its clients. The diagram on page 9 answers the following questions:

1. What different client groups does GMTFO cater to? Who do we want to reach? (Customer Segments)
2. What added value does GMTFO bring to its clients? (Value Propositions)
3. How does GMTFO communicate and deliver its value proposition to its clients? (Channels)
4. What best defines the type of relationships GMTFO establishes with its clients? (Customer Relationships)
5. What are the primary revenue sources? (Revenue Streams)
6. What resources are needed to solidify its value proposition and services to customers? (Key Resources)
7. On which activities must GMTFO focus in order to carry out its operations in the most effective and innovative way possible? (Key Activities)
8. Who should GMTFO partner with in order to accomplish its mission and manage risk? (Key Partners)
9. What costs are inherent to implementing the business model? (Cost Structure)

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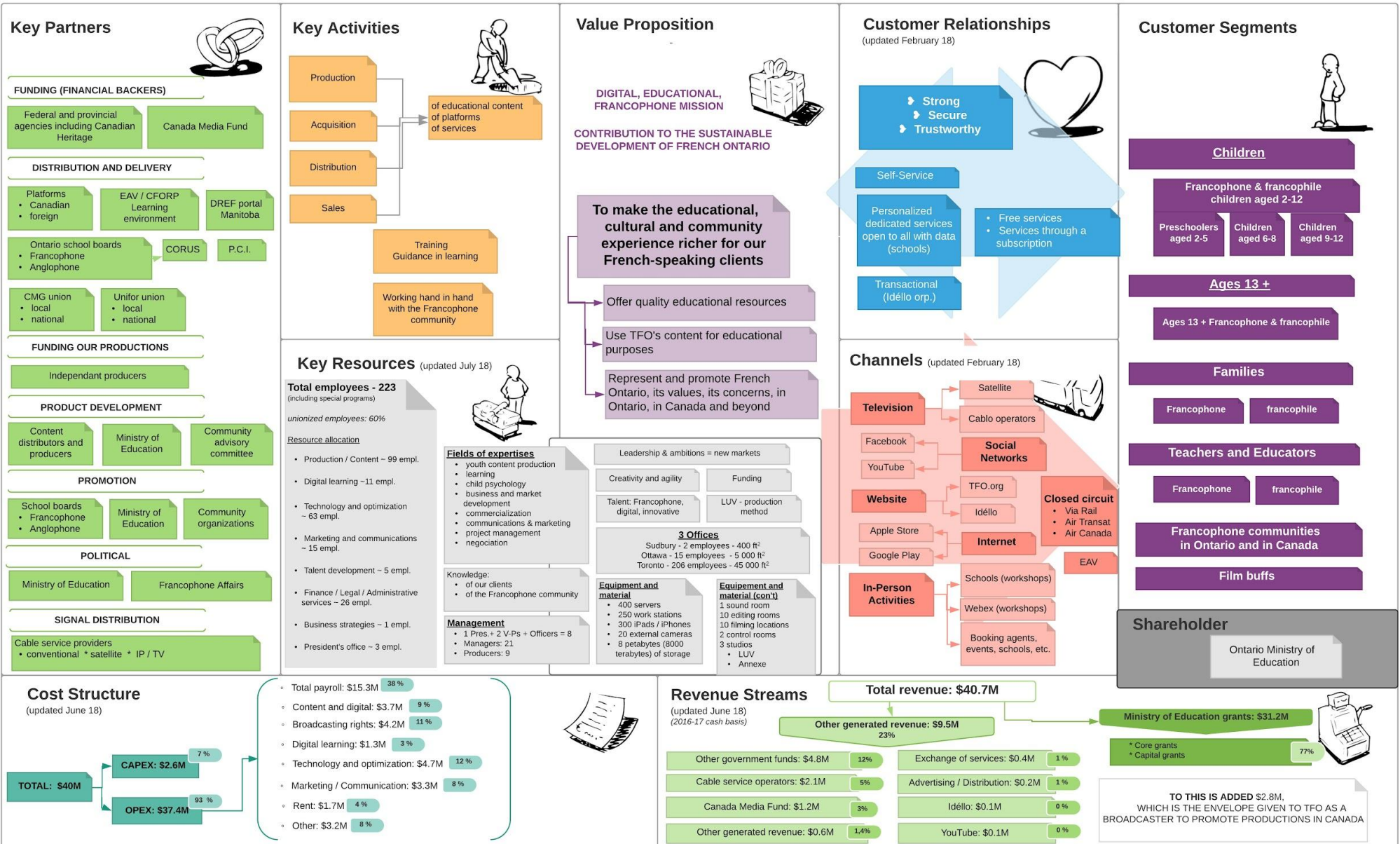
<sup>1</sup> Osterwalder, Alexander / Pigneur, Yves, *Business Model Generation*, Wiley, 2011



**A. BUSINESS MODEL\* - GROUPE MÉDIA TFO** (V. FEBRUARY 13, 2018)

\* ©Alex Osterwalder et Yves Pigneur, 2009

February 2018



## 2.3. An overview of the organization

This table presents a summary of the organization’s various sectors of activity. Section 6 gives a more detailed description of each sector, in addition to providing an organizational chart for each.

SECTOR	CONTENT AND DIGITAL MEDIA	DIGITAL LEARNING	MARKETING AND COMMUNICATIONS	TECHNOLOGY AND OPTIMISATION	TALENT DEVELOPMENT	FINANCIAL, LEGAL AND PROCUREMENT SERVICES	CORPORATE STRATEGIES
<b>SECTOR MANDATE</b>	To successfully aggregate, design, produce and disseminate multiplatform content	To help transform education in Ontario and Canada by bringing GMTFO’s work into the educational sector and instilling digital learning throughout the organization	To broaden the awareness and reach of GMTFO and to increase Francophone and Francophile consumption of and commitment to its products and brand in Canada	To develop an innovative technological environment while supporting operational activities	To hire and retain top talent in order to meet GMTFO’s strategic goals	To use critical analysis in our financial decision-making, thus ensuring sound management of funds and meeting government and regulatory requirements	To make sure GMTFO stays focused on its policies and strategies where both regulations and positioning are concerned, to develop revenue sources and contribute to its national and international visibility
<b>FIELDS OF EXPERTISE</b>	Multiplatform disruption and distribution  Multiplatform Content	Consumer strategy  Educational content  Digital learning platform	Marketing  Communications  Social media strategies	Solutions and projects  Infrastructure and user services  Virtual Universe Lab services  Digital products	Administration and management of activities associated with our talent  Talent recruitment and development  Management of legal framework requirements	Financial services  Procurement services  Legal services	Regulatory activities and government relations  Commercialization  Negotiation of strategic and business agreements

## 3. 2016-2019 Strategic Plan

### 3.1. Overview of the 2016-2019 strategic plan

#### MISSION

GMTFO is a premium destination for audiences seeking educational and cultural content in French. It offers stimulating experiences and award-winning content, always at the forefront of digital learning. GMTFO is proud of its public heritage and celebrates the French language in Ontario and elsewhere

#### VISION

Groupe Média TFO, a public catalyst for rich educational and cultural experiences in the French language, aims to offer meaningful solutions for the Francophone community

#### VALUES

Respect  
Leadership  
Creativity and Initiative  
Innovation  
Ambition

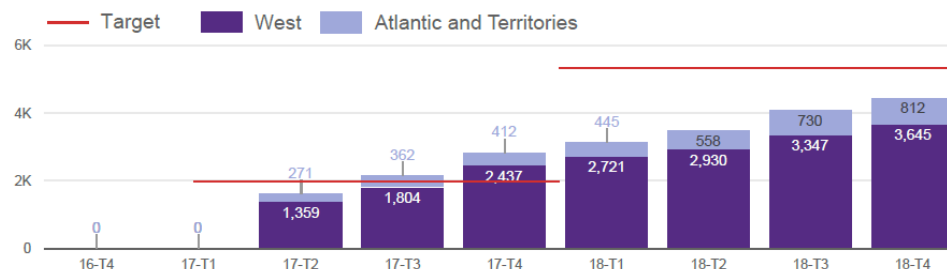
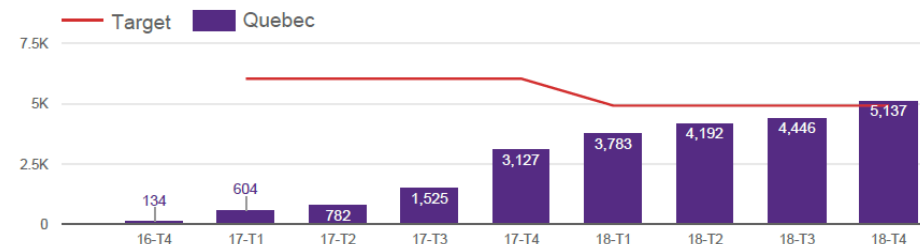
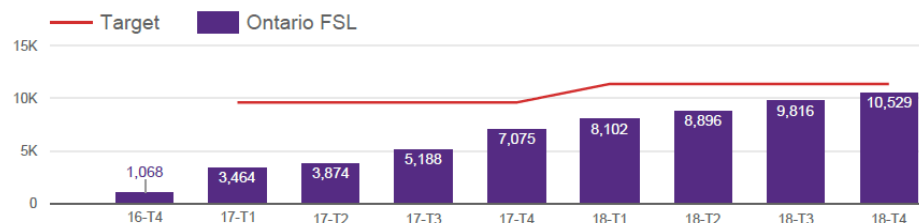
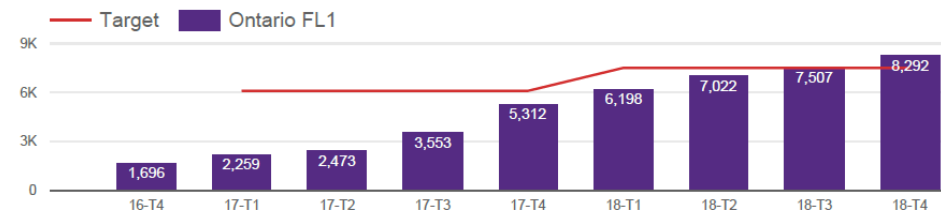
STRATEGIC GOALS AND GUIDELINES		INDICATORS	
1.	<b>Strategy involving stakeholders and students in school environments</b> <i>Become an indispensable resource for teachers and students, primarily in Ontario</i>	1.1	Number of active IDÉLLO teacher accounts in Ontario (FL1, FSL), in Quebec and in other Canadian provinces
		1.2	Allocation of IDÉLLO accounts per province / client
		1.3	Activities (workshops, presentations and events) organized in the education sector in Ontario (FL1, FSL), in Quebec and in other provinces
		1.4	IDÉLLO satisfaction and usage rate among teachers
2.	<b>Generating new sources of revenue (sustainable)</b> <i>Generating new sources of revenue while consolidating existing financing strategies</i>	2.1	Percentage of government funding vs. autonomous funds
		2.2	Rate of increase of government funding
		2.3	Rate of increase of self-generated revenue
3.	<b>Pan-Canadian and international strategy</b> <i>Seizing opportunities at international levels in order to reflect Ontario's Francophonie in the world and present other aspects of Canadian and international Francophonie to the Franco-Ontarian community</i>	3.1	Number of corporate market development projects in the exploration stage per year
		3.2	Number of corporate market development project agreements entered into per year
4.	<b>Relevance and quality of our content: assessing the impact of our organization</b> <i>Developing a process/tool to assess the impact of our organization, taking into account its digital, educational and Francophone mission to target audiences as well as its contribution to the sustainable development of French Ontario*</i> <i>*Goal revised during the 2016 Board of Directors retreat</i>	4.1	Creation of a tool to measure the impact of the organization (2016-2017)
		4.2	Launch of the tool (2017-2018)
		4.3	Collection and use of the first impact indicators (2017-2018)

## 3.2. Strategic goal performance measurement - March 31, 2018

### 3.2.1. GOAL 1 - Strategy involving stakeholders and students in school environments

#### 3.2.1.1. Number of active IDÉLLO teacher accounts in Ontario (FL1, FSL), in Quebec and in other Canadian provinces (cumulative data)

- Reached 85% of the annual target for 2017-18:
  - Ontario FL1: 131%
  - Ontario FSL: 81%
  - Quebec: 110%
  - Other provinces: 48%
  
- Increase in the number of subscriptions (FFL1, FSL) since Q4 2016-17:
  - + 56% of active teacher accounts - Ontario FL1
  - + 49% of active teacher accounts - Ontario FSL
  - + 64% of active teacher accounts - Quebec
  - + 56% of active teacher accounts in other Canadian provinces
  
- 89% of FL1 teachers in Ontario have an active account
  
- 65% of FSL teachers in Ontario have an active account:
  - development of specific, targeted content for FSL teachers, in response to their needs and requests, with the creation of two IDÉLLO educational kits



### 3.2.1.2. Allocation of new IDÉLLO accounts per province / client

- Reached 85% of the annual "Teacher" target for 2017-18

Allocation of accounts:

- Ontario: 98%
- Quebec: 110%
- Other provinces: 48%

- Reached 141% of the annual "Family" target for 2017-18

Allocation of accounts:

- Ontario: 232%
- Quebec: 82%
- Other provinces: 377%

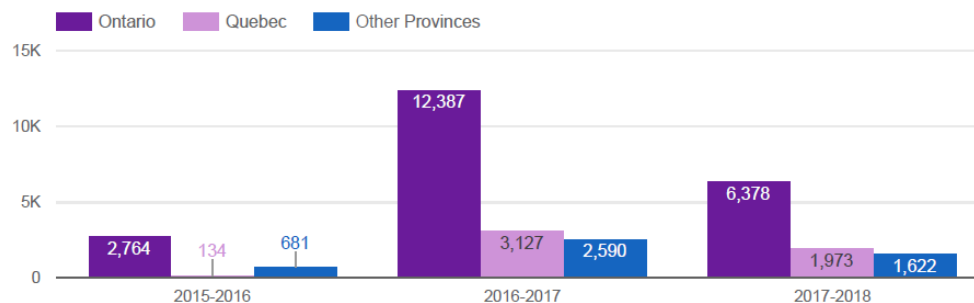
- Reached 61% of the annual "Student" target for 2017-18

Allocation of accounts:

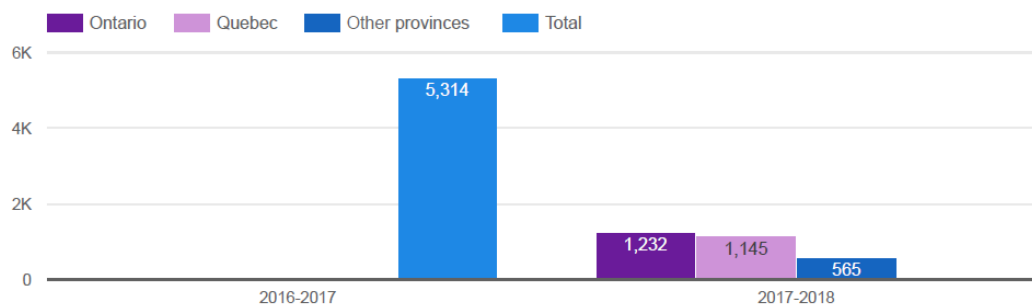
- Ontario: 59%
- Québec: 66500%
- Other provinces: 45%

- 54 682 IDÉLLO accounts as of March 31, 2018:
  - 72% increase since Q4 2016-17
  - 377% increase when compared to the last TFO Education report in Q3 2015-16

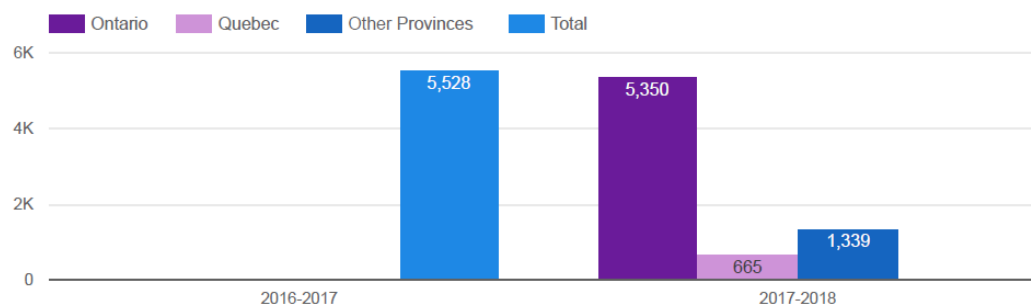
Teacher per zone



Family per zone



Student per zone



### 3.2.1.3. Activities (workshops, presentations and events) organized in the education sector in Ontario (FL1, FSL), in Quebec and in other provinces

➤ Reached 90% of the annual "Workshop" target for 2017-18:

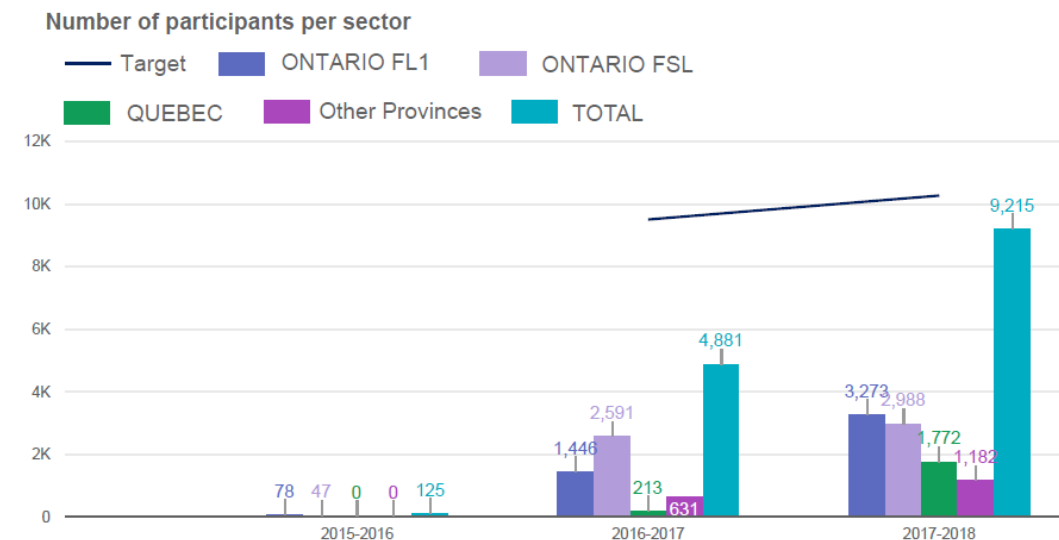
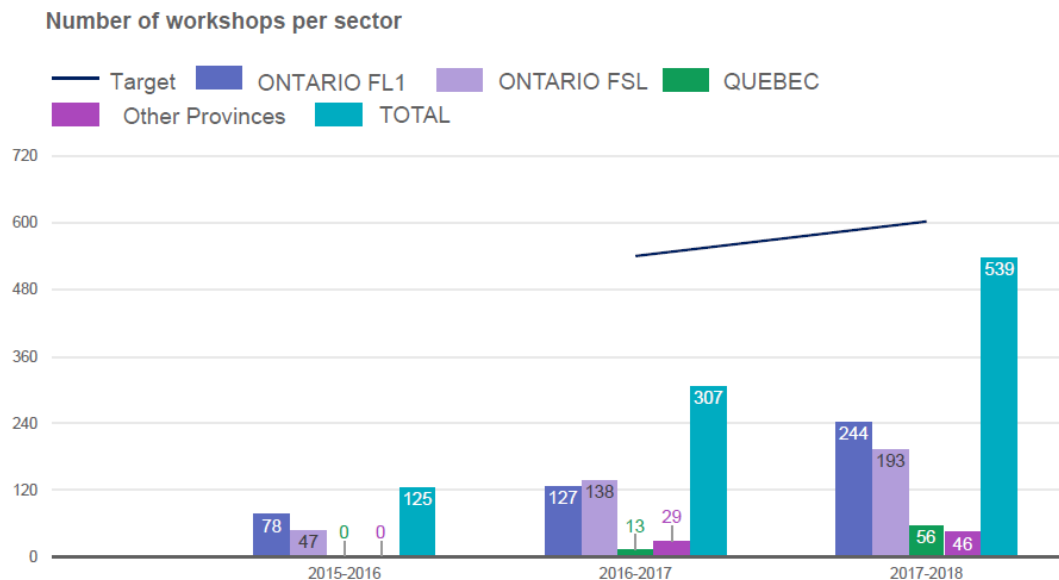
- Ontario FL1: 72%
- Ontario FSL: 148%
- Quebec: 108%
- Other provinces: 58%

➤ Reached 97% of the annual "Participant" target for 2017-18:

- Ontario FL1: 66%
- Ontario FSL: 153%
- Quebec: 148%
- Other provinces: 83%

➤ Increase of our presence in school environments:

- optimization of the work of the Consumer Strategy team
- increase of the activities carried out since Q4 2016-17:
  - + 75% activities
  - + 88% participants



## 3.2.1.4. IDÉLLO satisfaction and usage rate among teachers

	2016-2017	2017-2018
% of satisfied IDÉLLO users	74%	80%
% of IDÉLLO users who use the platform at least once a week	43%	35%
% of ON FL1 teachers who use IDÉLLO at least once a week	N/A	51%
% of survey respondents who are teachers	81%	75%
Number of respondents	3 992	1 288

### 3.2.2. GOAL 2 - Generating new sources of revenue

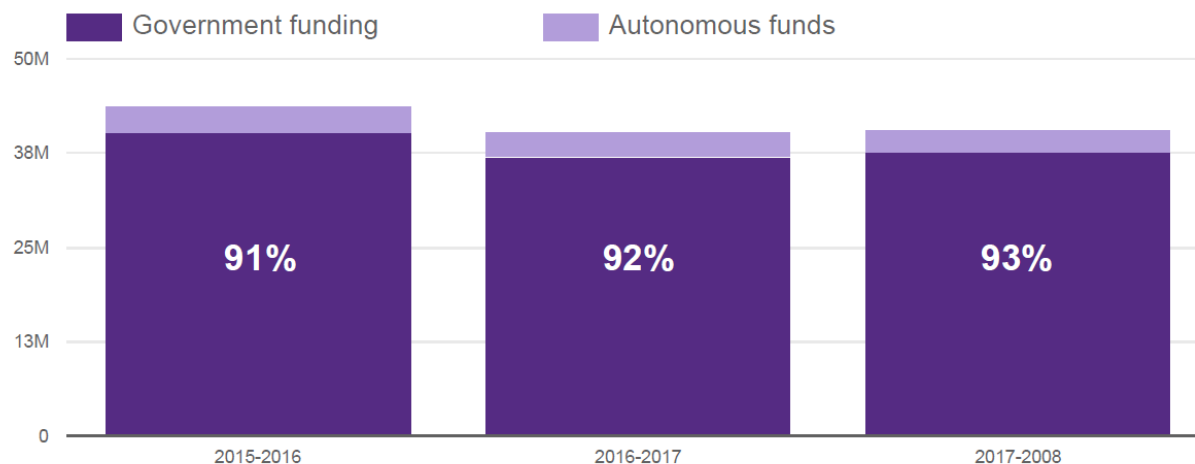
#### 3.2.2.1. Percentage of government funding vs. autonomous funds

➤ Slight variation in the ratio between government funding and autonomous funds:

- 91% vs 9% (2015-16)
- 92% vs 8% (2016-17)
- 93% vs 7% (2017-18)

➤ Decrease of GMTFO's overall budget (- 7.36% between 2015-16 and 2017-18)

Please note, however, a slight increase between 2016-17 and 2017-18: + 0.43%



#### Revenue streams

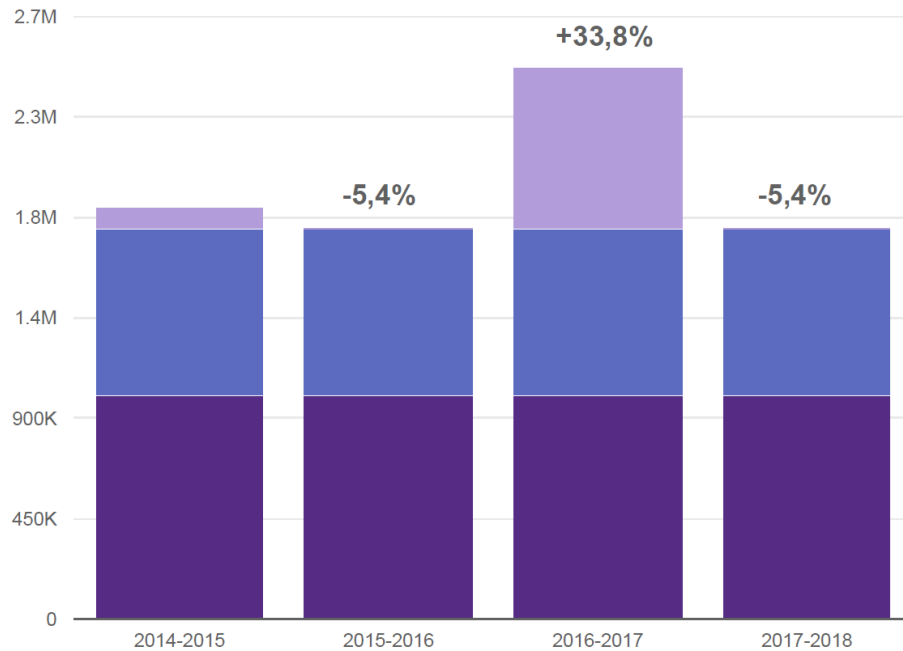
Results	2015-2016	% of total	2016-2017	% of total	2017-2018	% of total
EDU Grant	\$35,446,774	80.86%	\$30,944,950	77%	30,698,535	76%
Other funds (government and corporative)	\$3,352,119	7.65%	\$4,784,403	12%	5,816,653	14%
CMF	\$1,305,756	2.98%	\$1,203,982	3%	1,055,363	3%
Cable operators	\$2,521,551	5.75%	\$2,069,093	5%	1,664,436	4%
Advertising/Distribution	\$380,161	0.87%	\$163,161	0%	259,066	1%
IDÉLLO	\$116,600	0.27%	\$64,677	0%	165,075	0%
YouTube	\$105,724	0.24%	\$137,145	0%	139,740	0%
Exchange of services	\$295,263	0.67%	\$413,200	1%	277,191	1%
Others	\$314,408	0.72%	\$654,156	2%	534,430	1%
<b>TOTAL</b>	<b>\$43,838,356</b>	<b>100%</b>	<b>\$40,434,767</b>	<b>100%</b>	<b>40,610,489</b>	<b>100%</b>



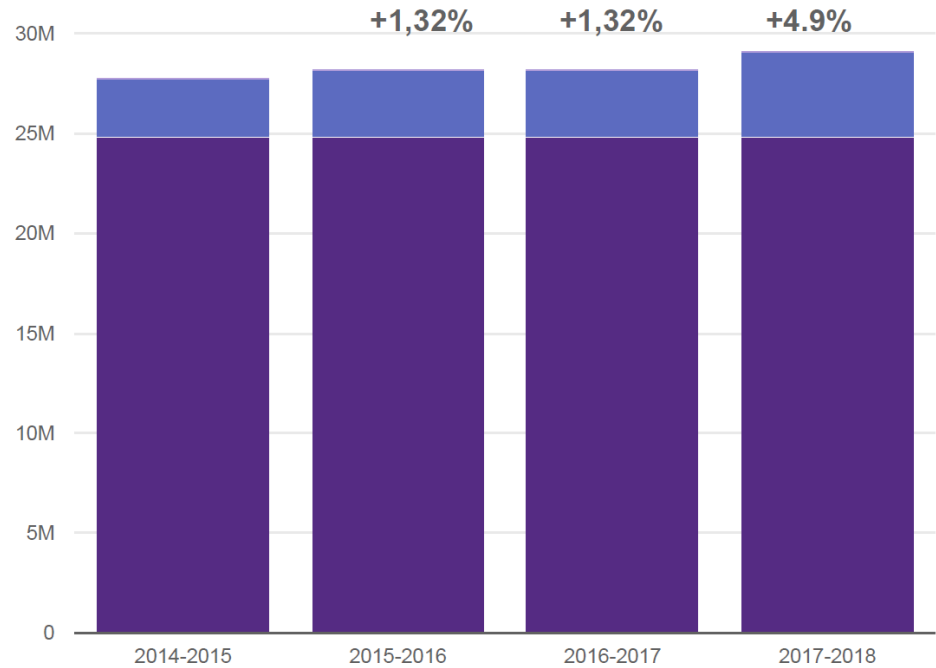
### 3.2.2.2. Rate of increase of government funding

- Grants from the Ministry of Education have been stagnating since 2015:
  - our base operating grant has remained stable (no budgetary cuts / no increase)
  - our recurring base CAPEX grants have remained stable since 2014-2015. Nevertheless, it is worth noting the significant variations in our occasional grants (between -5.4% and +33.8% depending on the year)

**Capital Grant**



**Operating grant**



- Occasional grants
- Recurring grants
- Base grant

### 3.2.2.3. Rate of increase of self-generated revenue

➤ Significant decrease in self-generated revenue (- 18.58% between 2015-16 and 2017-18) despite the increase in some, thus explaining the reduced share of self-generated revenue in the overall budget for 2017-18:

- cable operators: - 38% between 2014-15 and 2017-18
- distribution activities: + 236.52% since 2015-16
- advertising: + 201.95% since 2014-15
- IDÉLLO subscriptions: + 60.80% since 2014-15 (calculation with data for TFO Education)
- YouTube: + 112.74% since 2014-15

➤ It is worth noting, however, that on average we met our targets at 102% in 2017-18:

- YouTube: 70%
- distribution activities: 92%
- cable operators: 98%
- IDÉLLO subscriptions: 110%
- advertising: 137%
- production services: 473%

➤ Neither the creation of new revenue sources from production services (room and equipment rental, marketing the LUV to external production companies) nor the increase in certain self-generated revenue (distribution activities, advertising, YouTube, etc.) compensate for the loss of revenue from cable operators:

- as a whole, these funds represent only \$658 425, or 1.6% of GMTFO's overall budget
- \$1 025 431 in losses from cable operators was recorded as at March 31, 2018, in comparison to 2014-2015



### 3.2.3. GOAL 3 - Pan-Canadian and international strategy

#### ***Over 20 corporate market development projects in the exploration and development stage since 2015, including:***

- PAN-CANADIAN:
  - Quebec ministry of education / Télé-Québec: collaboration and exchange of educational content (potential pool of 89 000 teachers)
  - Shaw Cablesystems: pressure put on the CRTC to distribute TFO in western Canada and on satellite
- INTERNATIONAL:
  - Ministry of education (Haiti): discussions related to distributing IDÉLLO
  - American Council of the Teaching of Foreign Languages (United States): presentation and promotion of IDÉLLO
  - African Bank of Development (ADB): for the development and distribution of our content on the African market
  - Chinese market: distribution agreement regarding TFO content currently under negotiation

#### ***11 corporate market development project agreements entered into:***

- PAN-CANADIAN:
  - Manitoba ministry of education: renewal of the current agreement
  - Via Rail: agreement renewed for two years (2016–2018)
  - Bell: distribution agreement renegotiated, five years (2016–2021)
  - Vidéotron: distribution agreement renegotiated, three years (2016–2019)
  - Cogeco: distribution agreement renegotiated, three years (2015–2018)
  - Telus: distribution agreement renegotiated, two years (2017–2019)
  - Atedra: new business representation agreement, three years (2018–2021)
- INTERNATIONAL:
  - PBS Learning Media (United States): three-year agreement (2016–2019) entered into for distribution of our content in 55 US states and territories; this has the potential of reaching 1.8 million teachers
  - Louisiana Public Broadcasting (United States): 2016 agreement renewed for 2 years (2017–2019)
  - Beneylu (France): two-year distribution agreement (2018–2020) concluded; our content will be offered to 34 000 classes, including 1 million students
  - Qwant Junior (France): agreement signed in 2018 to promote our educational content on the search engine

### 3.2.4. GOAL 4 - Relevance and quality of our content: Assessing the impact of our organization

- Creation of the impact measurement tool in 2017:
  - implementation of an algorithm centred around 26 indicators divided into four categories: Education, Culture, Diversity, Influence
- Collection (per quarter) of the first impact indicators for the 2017-2018 fiscal year:
  - Q1 indicator: 100
  - Q2 indicator: +3.4%
    - increase due to the Education and Culture categories
    - decrease in the Influence category due to Franco-Ontarians' reduced consumption of our ONFR, 24.7, TFO.org and IDÉLLO content in the summer months
  - Q3 indicator: -5.4%
    - increase in the Diversity category due to a greater diversity in our productions and co-productions and to the number of First Nations productions / content featuring First Nations artists
    - decrease in the Education category: consumption of Zerby Derby fell significantly (45%) from July-September to October-December, which had a considerable impact on the indicator (consumption volume is 10% of the calculation for the indicator)
    - decrease in the Culture category due to a lack of public appearances from TFO talent and a slight decline in consumption of ONFR content on social media (4.35% in Q2 to 3.94% in Q3)
    - decrease in the Influence category as no events were organized in Q3
  - Q4 indicator: +49%
    - increase in all categories, including a significant rise in the Influence category due to the Tablettistes conference and its reach throughout the media

### 3.3. Overview of the 2017-2018 annual plan

In the digital world, change happens fast and has far-reaching implications, bringing about profound transformations in the expectations and needs of the public and forcing us all to quickly adjust to this new reality. It's with this in mind that Groupe Média TFO began an impressive digital shift in 2010, going from a television station to a veritable media group specializing in educational and edutainment content in French. Television is now just one asset in a suite of offerings focused on education, culture and the French language. With each technological change, GMTFO is committed to consolidating its leadership in the digital sector, contributing to the educational shift, and promoting its educational content in Ontario and beyond, always in service to the Francophonie and always through strategic positioning focused on the digital, educational and Francophone.

GMTFO has been able to reinvent itself to better serve its target audiences, fulfill the Ontario Ministry of Education's expectations, and meet its own mandate and strategic goals for the 2017-2018 year.

This year is a turning point when it comes to recognizing the societal impact the 4<sup>th</sup> industrial revolution has on global competency development and acquisition; it is also pivotal in positioning GMTFO as a key partner in Francophone and Francophile education in Ontario (due to our participation in the educational shift) and an important ally to help new generations acquire the skills of the 21<sup>st</sup> century.

#### ***GMTFO, an innovative force in transforming and guiding learning in Canada and beyond through:***

- a strong, recognized position as an expert in innovation and educational effectiveness:
  - the evolution of the IDÉLLO platform: in response to their needs and requests, it now includes specific, targeted content for FSL teachers:
    - first educational platform in Canada with over 11 600 resources in French and over 31 000 teachers subscribed
    - 89% of FL1 teachers in Ontario have an active account
    - 65% of FSL teachers in Ontario have an active account
  - publication of the *Emergency for the World of Education: Adapting to the Digital Revolution* white paper, which promotes a reevaluation of our partnerships with school boards and, more generally, the world of education
  - confirmation of the agreement with Ottawa's Cité collégiale:
    - joint effort in creating and developing content and new programming centred around experiential learning: introduction to the arts and creativity; digital arts
    - corporate partner in the multi-disciplinary curriculum: professional internships; work-study programs; incubators, etc.
  - annual Les Tablettistes conference - for an enlightened digital citizenry - focusing on young learners who are increasingly involved in the transformations of their learning environment as well as on education professionals' adaptation to this evolving approach
- a diverse, singular content offer, thanks to:
  - the promotion of emerging Pan-Canadian Francophone artists: launch of the Canadian YouTuber tour to seek out new Francophone talent living in minority settings
  - the production and co-production of new high-value-added intellectual property that is in line with the Ontario curriculum and that promotes children's cognitive, interpersonal and intrapersonal development:

- co-production of the MaXi series, designed initially for mobile devices
- production of seven internal series: Minivers, Le monde magique de Lorenzo, Did You Know, Joke of the Day, Mission: Fruits and Vegetables, Enquêtes pas bêtes, Mini Yoga
- evolution of the abilities of the Virtual Universe Lab (LUV): motion capture proof of concept in which actors can interact live with 3D animations
  - agreements entered into with government agencies and publishers/distributors in Canada, the United States and elsewhere, including a partnership with Vubble to increase educational content available on IDÉLLO

In the process, GMTFO has become the largest producer and aggregator of educational French-language content in Canada.

- established, relevant content and increasing consumption of in-house productions:
  - our YouTube Mini Mation channel received a Silver Play Button for reaching 100 000 subscribers
  - collectively, GMTFO's 20 YouTube channels garnered 500 million views

#### ***GMTFO, committed to sharing Ontario's Francophonie with the rest of Canada and the world:***

- promotion of our productions:
  - posting of the TFO Catalogue online
  - diversification of our distribution channels through various agreements (concluded or in the process of being concluded) with the United States and France and through prospecting efforts in Africa, Haiti, Romania and China, thus opening up distribution potential to millions of teachers and students:
    - GMTFO, top provider of educational French-language content on PBS LearningMedia
    - strategic agreement for the distribution of TFO content on the Beneylu (France) network, which counts 34 000 classes and one million students
- the expansion of our ties to the Franco-Ontarian community through partnerships with La Cité collégiale and the Université de l'Ontario français:
  - partner of choice of the future Université de l'Ontario français; out of this partnership comes the creation of a Toronto-based hub to bring Francophone institutions together under one roof to discuss shared projects
  - partner of the Ministry of Francophone Affairs and the Association des professionnels de la chanson et de la musique in the planning of the Fête Franco; the event, held in Ottawa on September 25, 2017, in celebration of Franco-Ontarian Day, brought together over 1 000 people
- participation in identity building projects to celebrate and raise awareness about Franco-Ontarian roots (the Notre Ontario series, IDÉLLO contest in Louisiana...)

#### ***GMTFO, proud of its technological and digital expertise and its capacity to innovate:***

- recognition of the LUV by the media industry - winner of two IBC Innovation Awards: Content Creation and the Judges' prize
- a strategic digital partnership with France's Qwant Junior is aimed at ensuring families' safety online: Qwant is a search engine that protects personal data and hides inappropriate content
- support of the production industry through the launch of the Blockchain prototype

- structuring of the organization around artificial intelligence and data: start of the second digital shift:
  - creation of impact indicators
  - improved knowledge of our audiences through the TFO and You community, which brings together 2 000 parents and teachers and represents 2 500 kids

To adapt to this constantly changing digital environment, GMTFO has learned to transform its internal organization and mobilize its teams:

***Service creation and/or transformation:***

- revamp of the Corporate Strategies department, reinforcing GMTFO's desire to generate new revenue sources and to be a reflection the Ontario Francophonie elsewhere in the world
- the Integration and Optimization department has become Solutions and Projects, and has implemented state-of-the-art enterprise systems to better meet the growing needs of the organization

***Commitment to a more collaborative work process, with the success of TACO and of our inclusive approach:***

- working more closely together and sharing expertise helped the Digital Learning and Production teams produce quality content
- launch and implementation of the Vélocité method, with use of the Smartsheet project management tool
- implementation of the employer brand:
  - activities aimed at recognizing GMTFO as an employer: participation in over 18 job fairs and 13 campus visits, leading to an increase in submitted applications, including an increase in unsolicited applications and regular talks with post-secondary institutions
  - improvement of the work environment with the launch of the workplace wellness project and partnerships with Kids and co. (daycare) and Venngo (group discount program) in order to obtain more advantageous rates
  - annual training plan met, with more equity exercised in training approval
  - managers receive better guidance and are better equipped to meet employee expectations: training on leadership, the Ontario legal framework (labour standards, and health and safety policy), and awareness raising about employee assistance programs, laws against harassment, accessibility...

## 4. 2018-2019 Annual Plan

The environmental assessment set out in [Appendix A](#) served to identify key challenges and helped the management team determine the annual priorities for 2018-2019.

### 4.1. Key challenges

Several factors affect Groupe Média TFO's success in reaching its strategic goals. They also play a role in its ability to reinvent itself to better serve its target audience, fulfill the Ontario Ministry of Education's expectations, and meet its priorities.

#### ***To adopt a leadership approach with a clearly asserted strategic positioning focused on the digital, educational, and Francophone (EPS)***

- to become a key partner in transforming learning and bringing the educational system into the digital revolution era
- to establish itself as the reflection of the new Francophonie in Ontario and Canada
- to assert our expertise in technological innovation and educational effectiveness

#### ***To rethink and increase our funding to reflect our new reality as a multiplatform organization and better serve the growing educational needs of Ontarians and the Francophonie***

- to adapt our financing model to technological changes, mainly by reviewing our OPEX/CAPEX ratio on account of cloud computing solutions
- to create new revenue sources:
  - formalize our pan-Canadian and international sales strategy to prioritize target markets and products
  - sign distribution agreements for our educational content with several national and international partners
  - harness the marketing potential of the LUV

#### ***To instill a human-focused business strategy as a means to uphold our culture of innovation and the sustainable development of the Francophonie in minority settings***

- to deploy the Employer brand:
  - attract a qualified Francophone workforce
  - engage and foster loyalty among our talent



## 4.2. 2018-2019 Annual business priorities

Groupe Média TFO's annual priorities represent areas of primary focus for the coming year. The management team defines these priorities by taking into account TFO's mandate and ambitions, the needs of the Ontario curriculum, and Ontario's linguistic and cultural development policy. We also refer to them as "catalysts." As they require significant human and financial capital, Groupe Média TFO must determine the resources needed to address these priorities. This also serves to define the scope of many other projects slated for the year.

ANNUAL PRIORITIES		GOALS	INDICATORS		TARGETS	
1.	<b>To prioritize the development of content that integrates STEAM competencies, promotes well-being, and reflects an indigenous perspective in order to better align with the Ontario Ministry of Education's priorities</b>	<b>1</b> --- <b>3</b>	1.1	To develop 2 STEAM-related series (7-minute vignettes) that showcase 21 <sup>st</sup> century global competencies	1.1.1	26 episodes
			1.2	To develop 5 STEAM-related series (3- to 5-minute vignettes)	1.2.1	+ 26 episodes
2.	<b>To increase awareness and consumption of content on our two main platforms:</b> <b>A. IDÉLLO, a monetizable central digital platform that continuously receives content from the other platforms</b> <b>B. TV, a linear platform that must continue generating revenue and new subscribers</b>	<b>1</b> --- <b>2</b> --- <b>3</b>	<b>A. IDÉLLO</b>		<b>A. IDÉLLO</b>	
			2.1	Brand awareness rate	2.1.1	0% threshold to be measured
			2.2	Number of pages viewed	2.2.1	2.3 million
			2.3	Number of views (the indicator will be refined by the end of Q1 once reliable data is available → in development)	2.3.1	To be determined
			<b>B. TV</b>		<b>B. TV</b>	
2.4	AMA for movies (9 pm+ broadcasting time)	2.4.1	7.5			
2.5	Weekly reach for movies (9 pm+)	2.5.1	138			
3.	<b>To foster loyalty among our talent and attract top candidates:</b> <ul style="list-style-type: none"> <li><b>To rework the integration program for newcomers and internal hires</b></li> <li><b>To generalize the implementation of individual development plans</b></li> <li><b>To increase employee engagement in the company's vision and culture</b></li> </ul>	<b>T</b> <b>A</b> <b>C</b> <b>O</b>	3.1	Satisfaction rate: integration of newcomers and people who have changed positions	3.1.1	At least 70% for new employees
					3.1.2	At least 65% for employees undergoing position changes
			3.2	Creation of individual development plans	3.2.1	50% of employees
			3.3	Employee engagement rate	3.3.1	Employee survey participation rate of at least 60%
			3.3.2	Engagement index: at least 60%		

4.	<b>To accelerate the company’s second transformative shift toward data-driven decision-making:</b> <ul style="list-style-type: none"> <li>To train employees in statistical analysis, methods of inquiry, and critical thinking</li> <li>To aggregate and analyze data in a new technical environment</li> <li>To conduct predictive analyses (what could happen?) and prescriptive analyses (what should we do?) through the creation of algorithms</li> </ul>	1	4.1	Employee training rate	4.1.1	10%
		---	4.2	Implementation of technological infrastructure	4.2.1	50%
		2	4.3	Implementation of data governance	4.3.1	50%
		---				
		3				
		---				
		4				
5.	<b>To identify streams of revenue (funds, marketing of goods and services, philanthropy, etc.) and assess their potential to increase our self-generated revenue</b>	2	5.1	Number of newly identified revenue streams	5.1.1	6 to 8 per year
			5.2	Potential revenue from new streams		
			5.3	Revenue earned from new streams		

→ Due to the discretionary spending freeze implemented by the Government of Ontario since June 18, 2018, some indicators and targets will have to be redefined once the freeze has been lifted to ensure they are in line with the company’s activities.

### 4.3. Summary table of funding allocated in 2018-2019

	ALLOCATED
Base operating grant	\$ 29 089 700
Renewal request	\$ -
Strategic initiative request	\$ -
<b>TOTAL BASE OPERATING GRANT</b>	<b>\$ 29 089 700</b>
	ALLOCATED
Base capital grant	\$ 1 750 000
One-off request - Ottawa	\$ 1 000 000
One-off request - End of equipment life	\$ -
<b>TOTAL BASE CAPITAL GRANT</b>	<b>\$ 2 750 000</b>
<b>OVERALL FUNDING REQUESTED</b>	<b>\$ 31 839 700</b>

## 5. 2019-2022 Forecast

In keeping with its mandate to encourage permanent learning in Ontario by offering quality educational programming in the French language through television, new media, and other communications technologies, GMTFO wishes to maintain its status as a key partner in ushering the Franco-Ontarian educational system's entry into the societal shift created by the fourth industrial revolution. This goal will be achieved chiefly through the ongoing acquisition of global knowledge and skills that are essential to professional and personal fulfillment.

With this in mind, GMTFO has provided below its new strategic plan for the period of April 1, 2019, to March 31, 2022, which addresses the following challenges:

### ***Sustainability of the organization's funding model allowing the company's medium- and long-term ability to fulfill its mission to meet the expectations and ambitions of learners, families, educators, and the community***

- Faced with the increase in fixed costs by expending current revenue while limiting the expenses to better meet the expectations and ambitions of our target audience in the coming years

### ***The shift in education and learning within the framework of the fourth industrial revolution, in order to foster professional development***

- Adopt experiential and digital learning approaches that frame education as a reconstruction of knowledge wherein learning is experiential and reflects a professional and social context

### ***The breakneck speed at which media consumption habits are changing within the context of the fourth industrial revolution***

- Gain a foothold in an ever-changing industry where consumers are faced with a growing number of choices - thanks to the proliferation of audiovisual content and broadcasting platforms - and where interconnection is increasingly ubiquitous
- Make informed data-driven decisions that will consistently set us apart and help us reinvent ourselves in order to improve and personalize the user experience

### ***The need to enrich the critical mass of French-language digital space and make it discoverable***

- Help Francophones gain access to high-quality educational content in an endless sea of English resources while encouraging the expansion of Francophone spaces

### ***Possible changes to priorities, policies and programs related to official languages and education***

- Make sure that our content and learning strategies align with the Ontario Ministry of Education's priorities and policies

## Presentation of Groupe Média TFO's Next Strategic Plan For the Period of April 1, 2019 to March 31, 2022

### MISSION

GMTFO is a key educational and cultural partner in the development of global competencies in French. It offers learners of all ages, families, and educators stimulating experiences and award-winning content, always at the forefront of digital learning. GMTFO is proud of its public heritage and celebrates the French language in Ontario and elsewhere.

### VISION

To be recognized as an integral Francophone partner in driving the transformation of education, thus giving Ontario and Canada a competitive edge in the fourth industrial revolution.

STRATEGIC GOALS	STRATEGIC GUIDELINES
<b>Education sector and Francophonie</b>	<ol style="list-style-type: none"> <li>1. To augment and enhance partnerships with school boards and other educational organizations through the implementation of PAL in order to foster the development of Franco-Ontarian cultural identity</li> <li>2. To be a driving agent in promoting French presence throughout society in Ontario, Canada, and worldwide through our content and services</li> </ol>
<b>Learning global competencies</b>	<ol style="list-style-type: none"> <li>3. To upraise our services and content to help more learners, educators, and families acquire global competencies</li> <li>4. To create creative collaborative spaces for Francophones and Francophiles that encourage the learning of global competencies</li> </ol>
<b>Organizational sustainability</b>	<ol style="list-style-type: none"> <li>5. To develop and advance a new business model that is both successful and sustainable</li> </ol>

## 5.1. Three-year fiscal projections

	2019-2020	2020-2021	2021-2022
Base operating grant	\$ 29 089 700	\$ 29 089 700	\$ 29 089 700
Renewal request	\$ -	\$ -	\$ -
Strategic initiative request	\$ -	\$ -	\$ -
<b>TOTAL BASE OPERATING GRANT</b>	<b>\$ 29 089 700</b>	<b>\$ 29 089 700</b>	<b>\$ 29 089 700</b>
	2019-2020	2020-2021	2021-2022
Base capital grant	\$ 1 750 000	\$ 1 750 000	\$ 1 750 000
One-off request - End of equipment life	\$ -	\$ -	\$ -
<b>TOTAL BASE CAPITAL GRANT</b>	<b>\$ 1 750 000</b>	<b>\$ 1 750 000</b>	<b>\$ 1 750 000</b>
<b>OVERALL FUNDING REQUESTED</b>	<b>\$ 30 839 700</b>	<b>\$ 30 839 700</b>	<b>\$ 30 839 700</b>

## 5.2. Ten-year projections for capital expenditures

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Base capital grant	\$ 1 750 000	\$ 1 750 000	\$ 1 750 000	\$ 1 750 000	\$ 1 750 000	\$ 1 750 000	\$ 1 750 000	\$ 1 750 000	\$ 1 750 000	\$ 1 750 000
End of equipment life: forecasted additional investments	\$ -	\$ 550 000	\$ 665 000	\$ 785 750	\$ 912 538	\$ 1 045 664	\$ 1 185 448	\$ 1 332 220	\$ 1 486 331	\$ 1 648 148
One-off request - relocation with the <i>Carrefour du savoir et de l'innovation</i> *	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20 000 000	\$ -	\$ -	\$ -	\$ -

\* A one-off request for an additional capital grant of \$20 000 000 has been made in anticipation of moving the Toronto offices to join the new *Université de l'Ontario français* (UOF) in the new *Carrefour du savoir et de l'innovation* in Toronto.

## 6. Detailed Description of the Organization as of December 31, 2018

### 6.1. Human resource analysis

As of December 31, 2018, Groupe Média TFO had 192 employees, including 155 permanent employees and 37 contractual workers.

The following is an employee breakdown by department:

	TOTAL	PERMANENT EMPLOYEES	CONTRACTUAL WORKERS
President's Office	3	3	0
Digital Learning	15	11	4
Content and Digital Media	71	60	11
Financial, Legal, and Procurement Services	21	17	4
Marketing and Communications	12	8	4
Talent Development	5	3	2
Corporate Strategies	2	1	1
Technology and Optimization	63	52	11
<b>TOTAL</b>	<b>192</b>	<b>155</b>	<b>37</b>

Employee salaries and benefits account for about 35% of GMTFO's budget, which constitutes its greatest expense.

#### **Freelancers**

GMTFO spends around 16% of its budget on freelancers. This allows the workforce to be adapted to the company's needs. Instead of hiring full-time technical staff (camera operator, makeup artist, etc.) and risk experiencing downtime (standby), GMTFO uses freelancers to cover for absent salaried employees (due to sick days and holidays) and to support teams during peak periods (e.g., multiple shootings on the same day).

As part of its endeavour to mobilize and validate its human capital through its Employer brand - which is chiefly concerned with improving the workplace (well-being project), providing a fair, structured annual training plan, and giving better coaching to management - the following points should be noted for 2017-2018:

- an employee turnover rate of 7% and an average seniority of 6 years for permanent employees and 2 years for contractual workers
- a total of 4 417 hours of external training was provided to 179 employees

## 6.2. Detailed description of departments

### 6.2.1. Digital Learning

*To help transform education in Ontario and Canada by bringing GMTFO's work into the educational sector and instilling digital learning throughout the organization*

Julie Caron, Chief Officer

#### Consumer Strategy

- Canvas and sell institutional subscriptions
- Provide educational and technical support to customers
- Facilitate liaison (workshops, presentations, attendance at events)
- Manage online communities (social media and IDÉLLO)
- Maintain relationships with the Ministry of Education, school boards, and other education bodies

#### Educational Content

- Produce companion educational material for our educational content (IDÉLLO and others)
- Evaluate and categorize IDÉLLO content
- Edit and draft content for the IDÉLLO website and magazine
- Provide GMTFO's educational expertise (consulting)
- Develop special educational projects

#### IDÉLLO Products

- Ensure the strategic development of the IDÉLLO digital learning platform
- Provide operational management to ensure the product's success
- Coordinate internal and external efforts and stakeholders



## 6.2.2. Content and Digital Media

### ***To successfully aggregate, design, produce and disseminate multiplatform content***

Nadine Dupont, Acting Chief Content Officer

#### **Disruption and Multiplatform Distribution Department**

- Handle acquisitions, co-productions, and pre-purchasing: negotiation, development and creative follow-through, verification, and delivery of content
- Sell content: catalogue maintenance, rights dealing
- Manage programming on all platforms

#### **Multiplatform Content Department**

- Develop and create educational content in French for broadcasting and promotion across multiple platforms

## 6.2.3. Financial, Legal, and Procurement Services

### ***To provide company-wide financial, legal, and administrative leadership in order to ensure that GMTFO meets its strategic objectives through the skillful management of its funds and by meeting government and regulatory requirements***

Lisa Larsen CPA, CA, Chief Officer

#### **Financial Services**

- Manage the organization's day-to-day transactional accounting (accounts payable, accounts receivable, payroll, treasury, etc.)
- Manage and optimize operations (funding requests, preparation of associated financial statements and reports, budgeting and forecasting processes, financial measures)
- Guarantee compliance with regulatory requirements (financial controls, statutory reports, etc.)

#### **Procurement Services**

- Manage GMTFO offices (Toronto, Ottawa, Sudbury)
- Manage the procurement process (tendering, repeat purchases, travel booking services)
- Manage the work environment (furnishing, ergonomics, relocation of personnel and related committees)
- Handle mail and archives

#### **Legal Services**

- Prepare and manage contracts (service, pre-purchase, and acquisition contracts)
- Review and approve contracts for artists and various content banks
- Review and approve partnership agreements

- Negotiate and acquire licences (e.g. synchronization licences) for in-house productions
- Provide legal advice and risk management services related to copyright, associated collective agreement negotiation, contest rules, etc.

## 6.2.4. Marketing and Communications

***To broaden the awareness and reach of GMTFO and to increase Francophone and Francophile consumption of and commitment to its products and brand in Canada***

Carole Nkoa, Acting Chief Officer

### **Marketing Department**

- Develop and implement a marketing strategy aimed at increasing product and brand awareness, consumption, and subscription among our B2C targets (trade shows, marketing campaigns, etc.)
- Implement a continuous monitoring program and the tools required (Salesforce) to better understand our markets and target audiences (studies, focus groups, etc.)
- Design and launch marketing plans
- Assist the Content Department to ensure product/market fit
- Develop partnerships
- Provide messages for cable provider call centres

### **Communications Department**

- Develop and implement communication strategies, public relations strategies, and promotional strategies for all franchises and special projects
- Manage the relationship with the Franco-Ontarian community (be present, engage them in our efforts, etc.)
- Implement a communication strategy that expands GMTFO's international reach
- Manage internal communications (newsletter, events, etc.)
- Create and coordinate corporate documents (annual report, business plan, presentations, etc.)
- Assist the Talent Development Department as part of the Employer brand project

### **Social Media Strategy Department**

- Implement a comprehensive strategy across social media
- Provide technical support and assistance to franchises and community managers
- Optimize how we perform and to set specific goals

## 6.2.5. Talent Development

***To hire and retain top talent in order to meet GMTFO's strategic goals***

Manuelita Chérizard, Chief Officer

### **Administration and Management of Talent-Related Activities**

- Develop and implement our compensation and benefits strategy
- Manage working relationships and the application of collective agreement provisions
- Plan employee development activities
- Draft organizational development and change management strategies

### **Management of Recruitment Processes and Practices**

### **Management of Legal Framework Requirements**

- Liaise with various regulatory agencies and departments related to employment status
- Guarantee the company's human resources comply with existing rules and regulations

## 6.2.6. Corporate Strategies

***To make sure GMTFO stays focused on its policies and strategies where both regulations and positioning are concerned, to develop revenue sources and contribute to its national and international visibility***

Michel Tremblay, Vice-President

**Supervise and implement all regulatory activities essential to the company**

**Implement the company's main marketing approaches**

**Negotiate strategic agreements aimed at developing national and international markets**

## 6.2.7. Technology and Optimization

***To develop an innovative technological environment while supporting operational activities***

Éric Minoli, Vice-President

### **Solutions and Projects Department**

- Implement new production and business solutions
- Maintain and advance production and business applications

- Integrate and maintain digital and Internet-of-Things solutions
- Manage technological projects
- Ensure applications security

### **Infrastructure and User Services Department**

- Implement new IT and OT infrastructure components
- Maintain and develop the IT and OT infrastructure
- Ensure IT and OT infrastructure security
- Provide user support
- Manage office automation and OT equipment

### **LUV (Virtual Universe Lab) Services Division**

#### **Production Operations and Innovation Department**

- Plan technical productions
- Handle 3D development
- Establish and facilitate technological innovation processes:
  - to facilitate the proposal and implementation of innovative technological ideas
  - to centralize such ideas and ensure their follow-through
  - to facilitate the materialization of compelling ideas

#### **Technical Production Services Department**

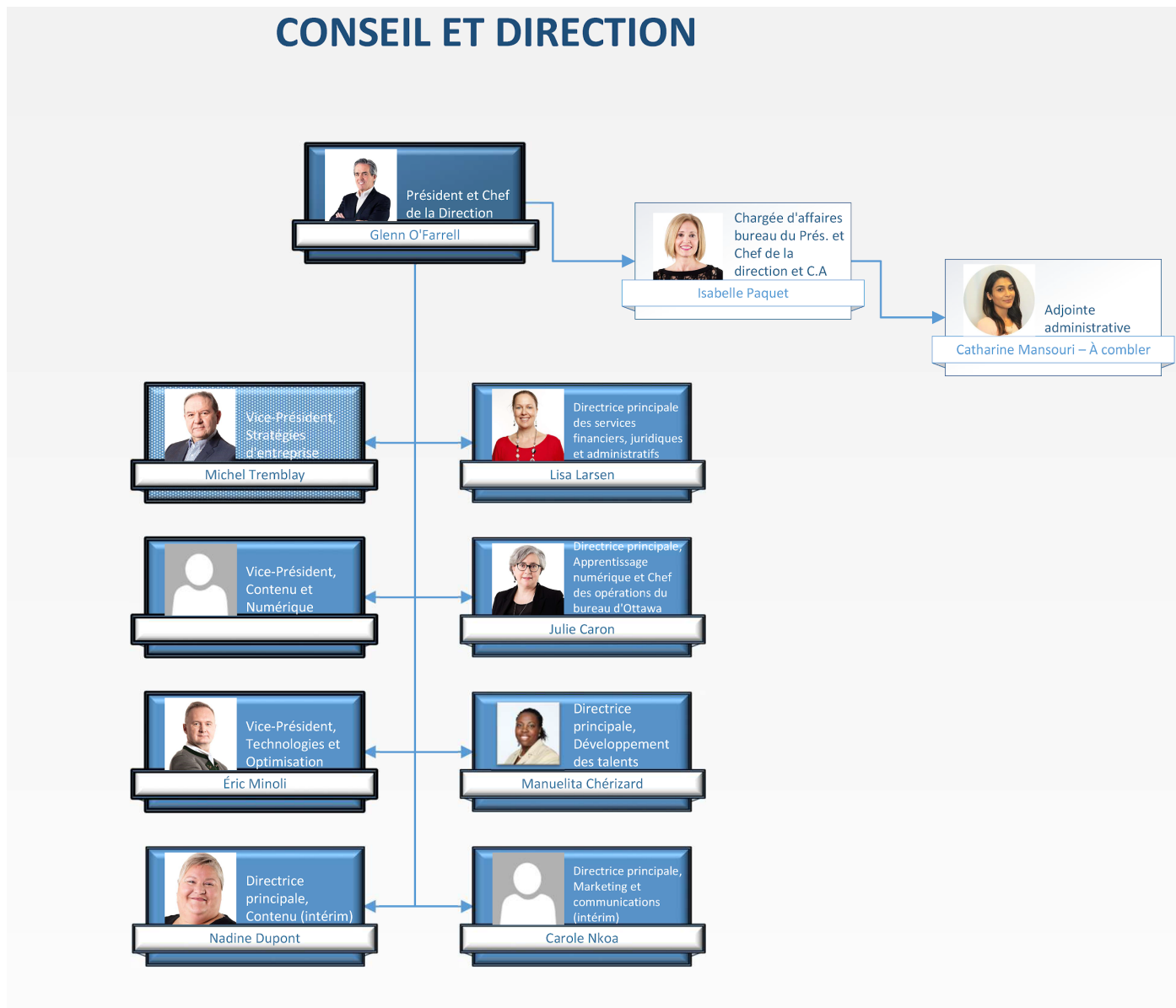
- Provide quality service to internal and external clients
- Develop the technical production team's expertise and versatility
- Ensure compliance with TFO's workflow and standards
- Maintain media product quality and accessibility

### **Digital Products Department**

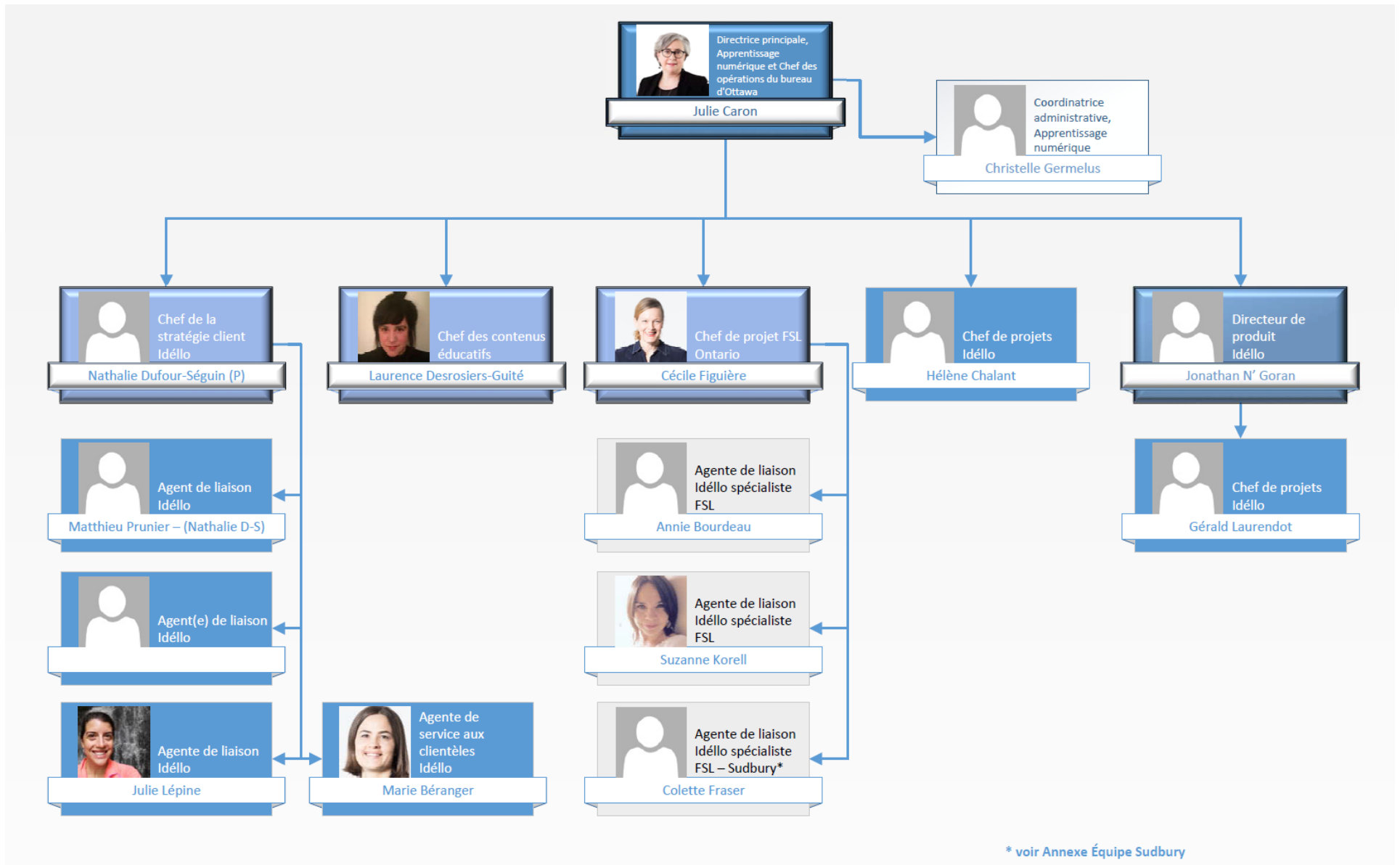
- Imagine, design, produce, and develop sustainable and profitable digital products for GMTFO
- Establish competitive and technological intelligence systems in order to follow market trends and assess consumer needs
- Manage TPAM (third-party application maintenance)

## 6.3. Organizational chart as of December 31, 2018

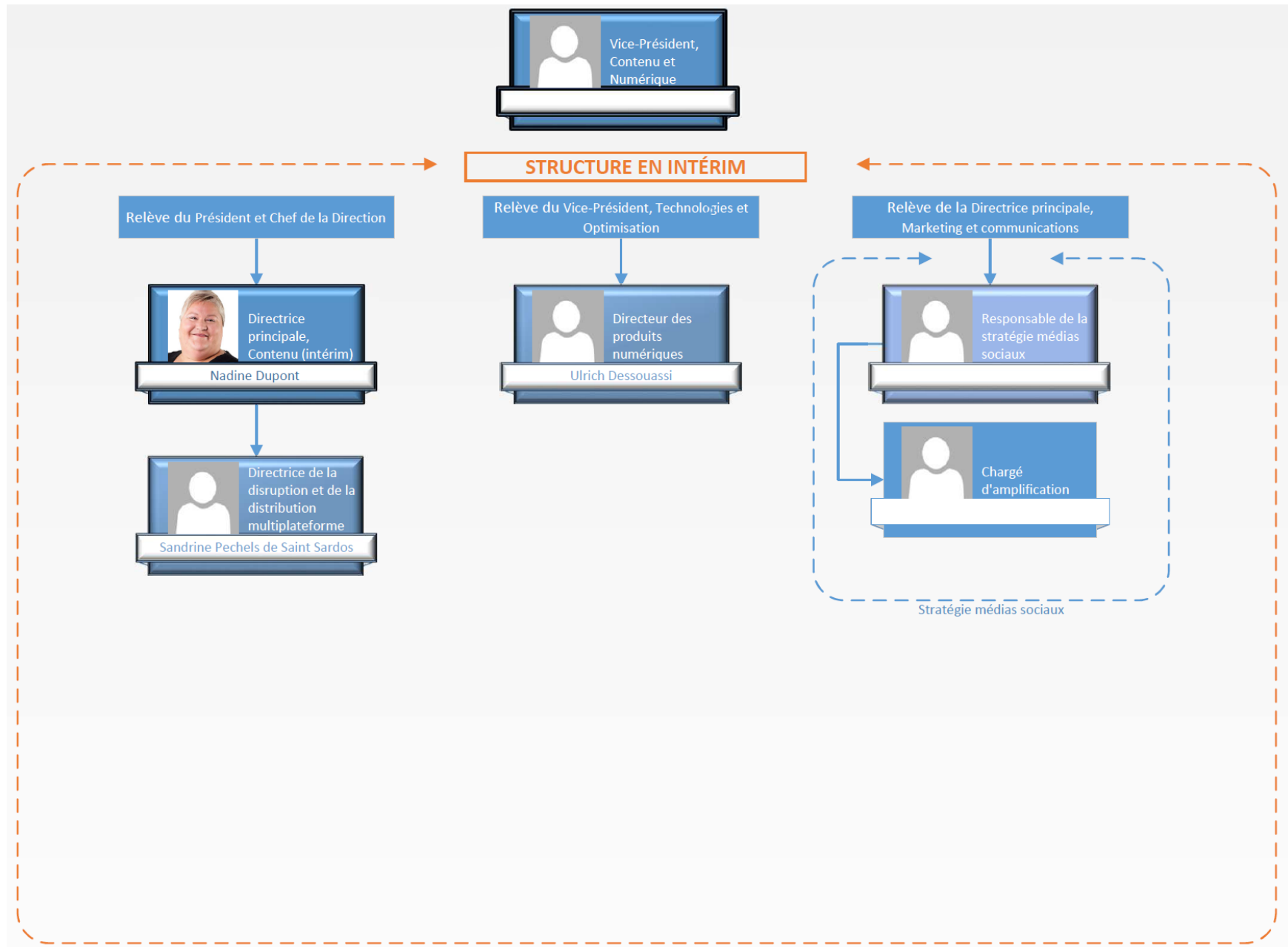
### 6.3.1. GMTFO



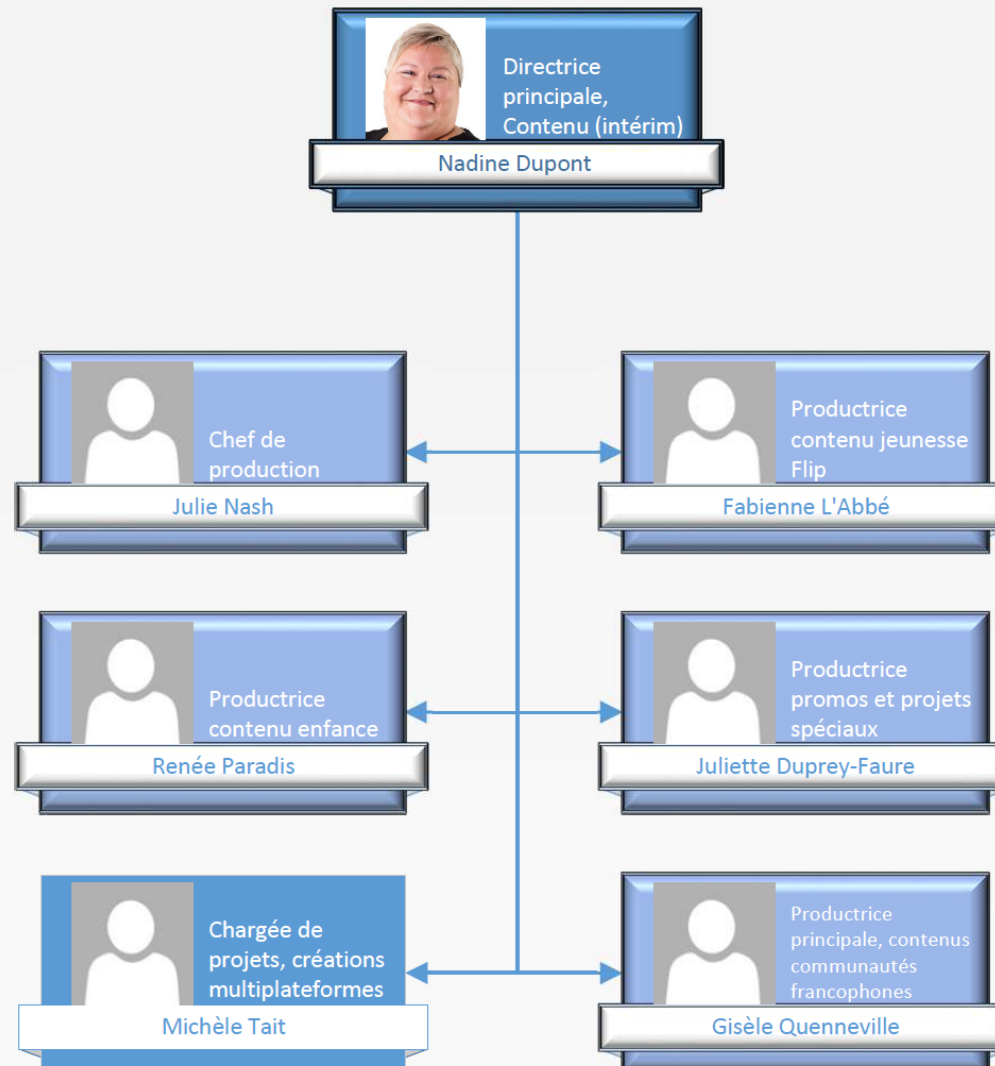
### 6.3.2. Digital Learning



### 6.3.3. Content and Digital Media



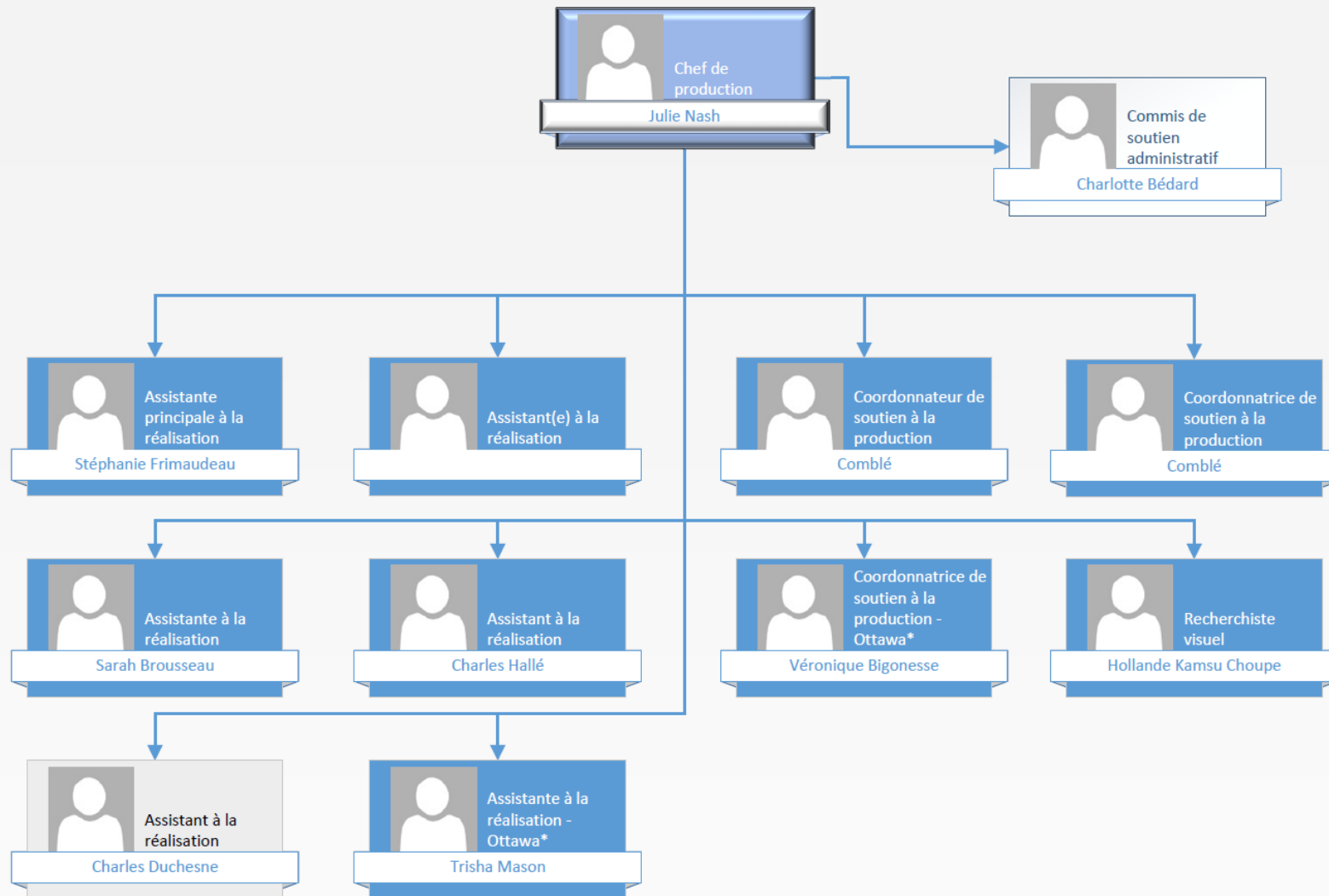
# CRÉATIONS TFO MULTIPLATEFORMES





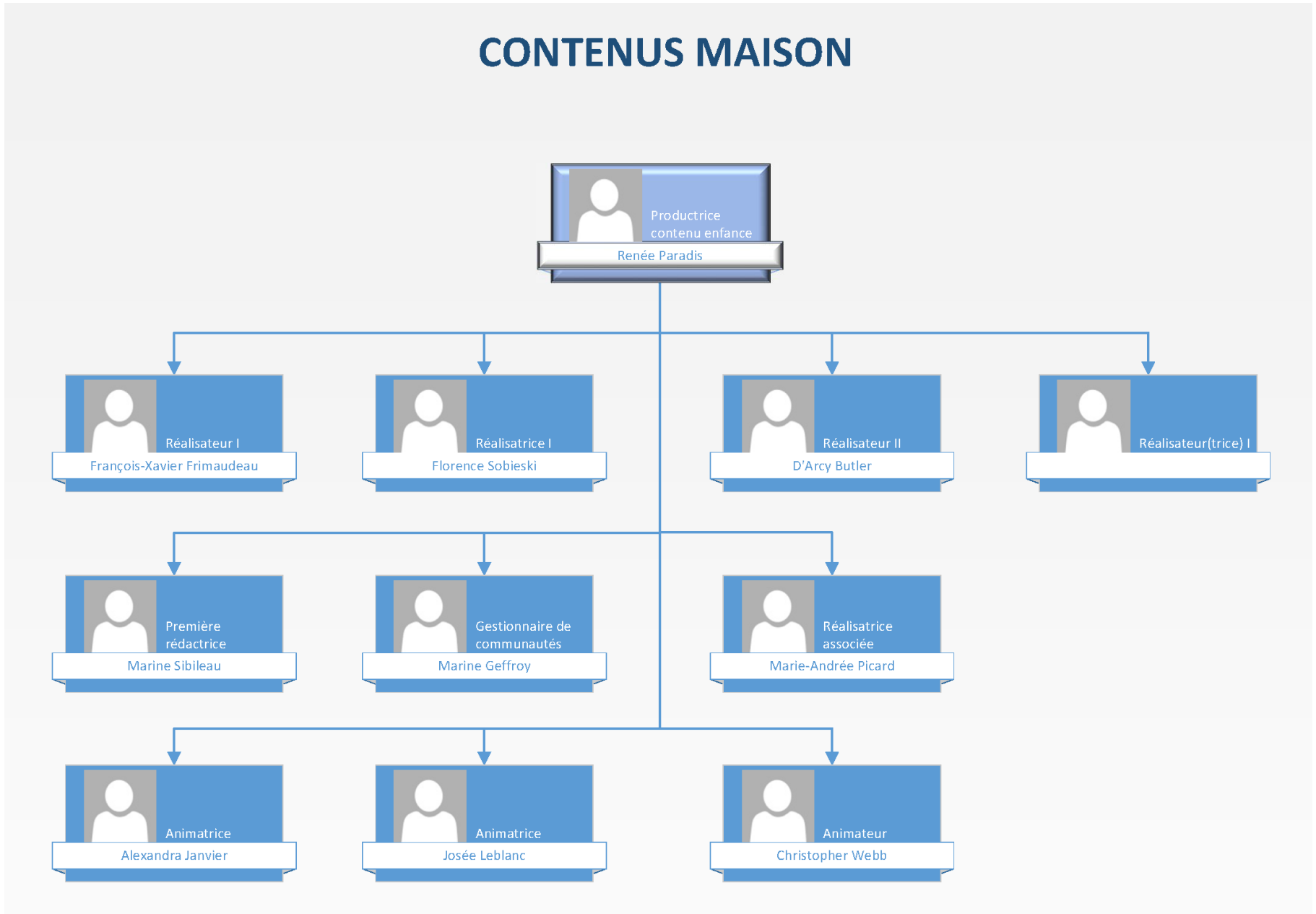
# CONTENUS MAISON

## PRODUCTION

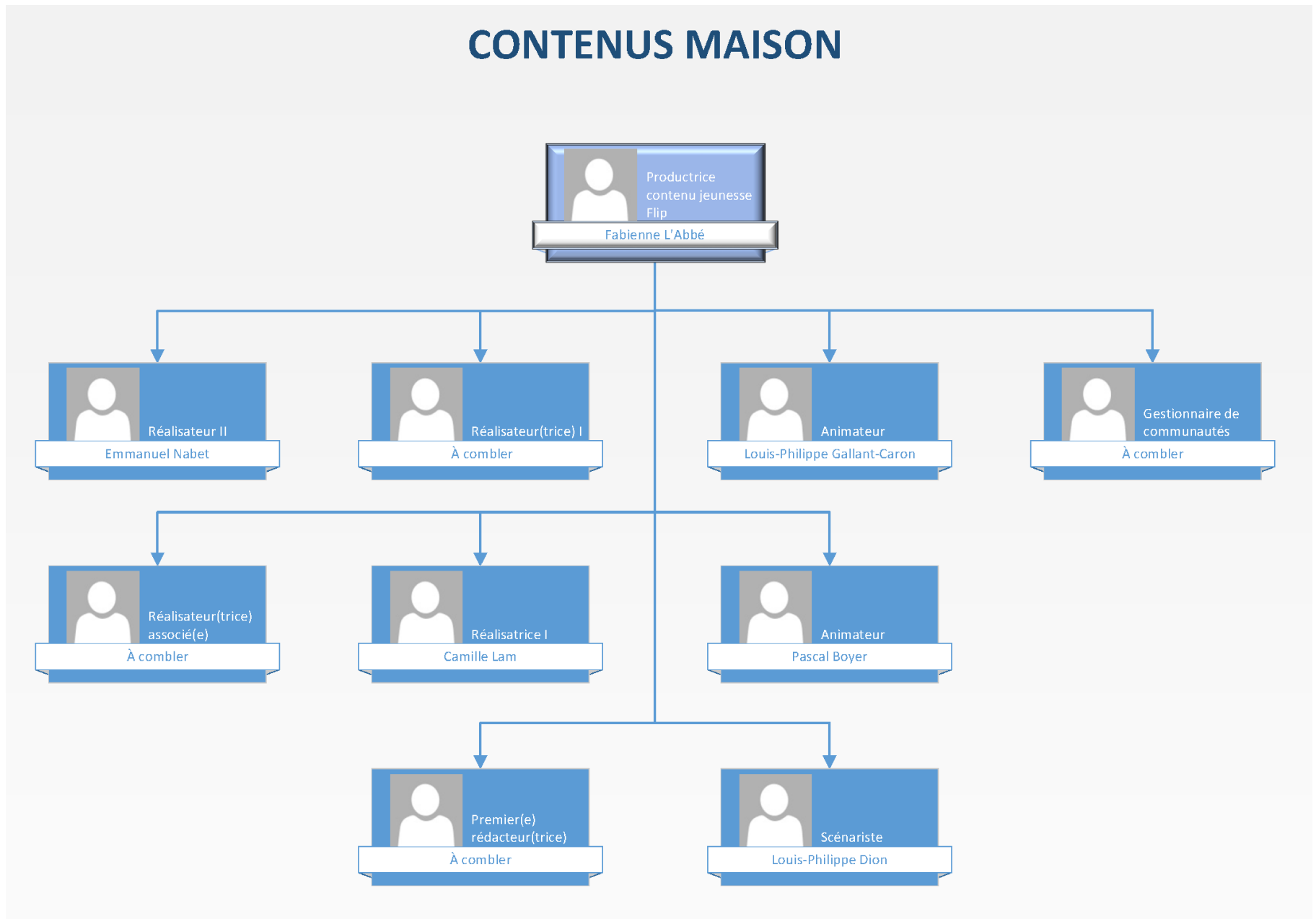


\* voir Annexe Équipe Ottawa - se rapporte également à Julie Caron

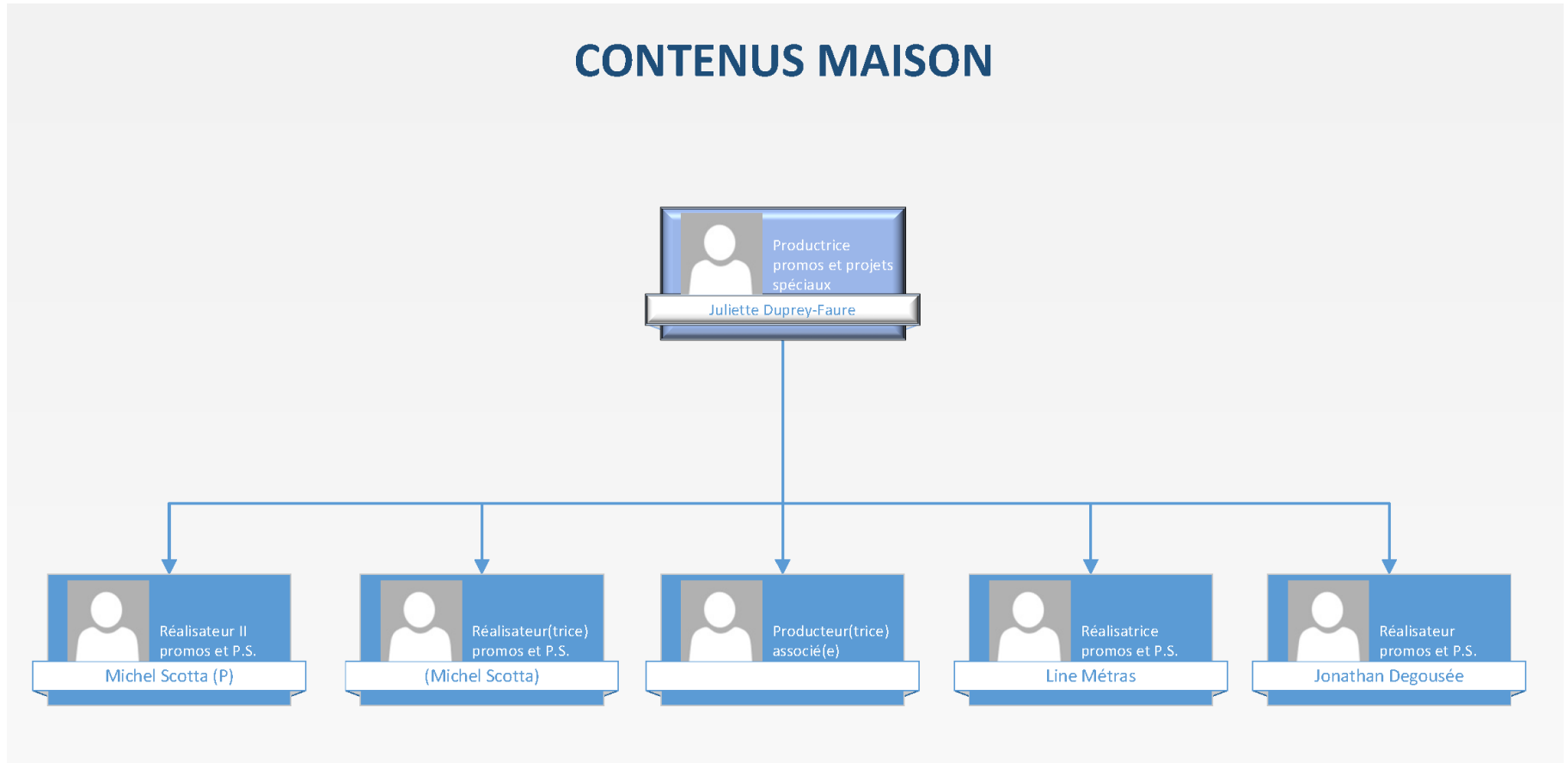
# CONTENUS MAISON



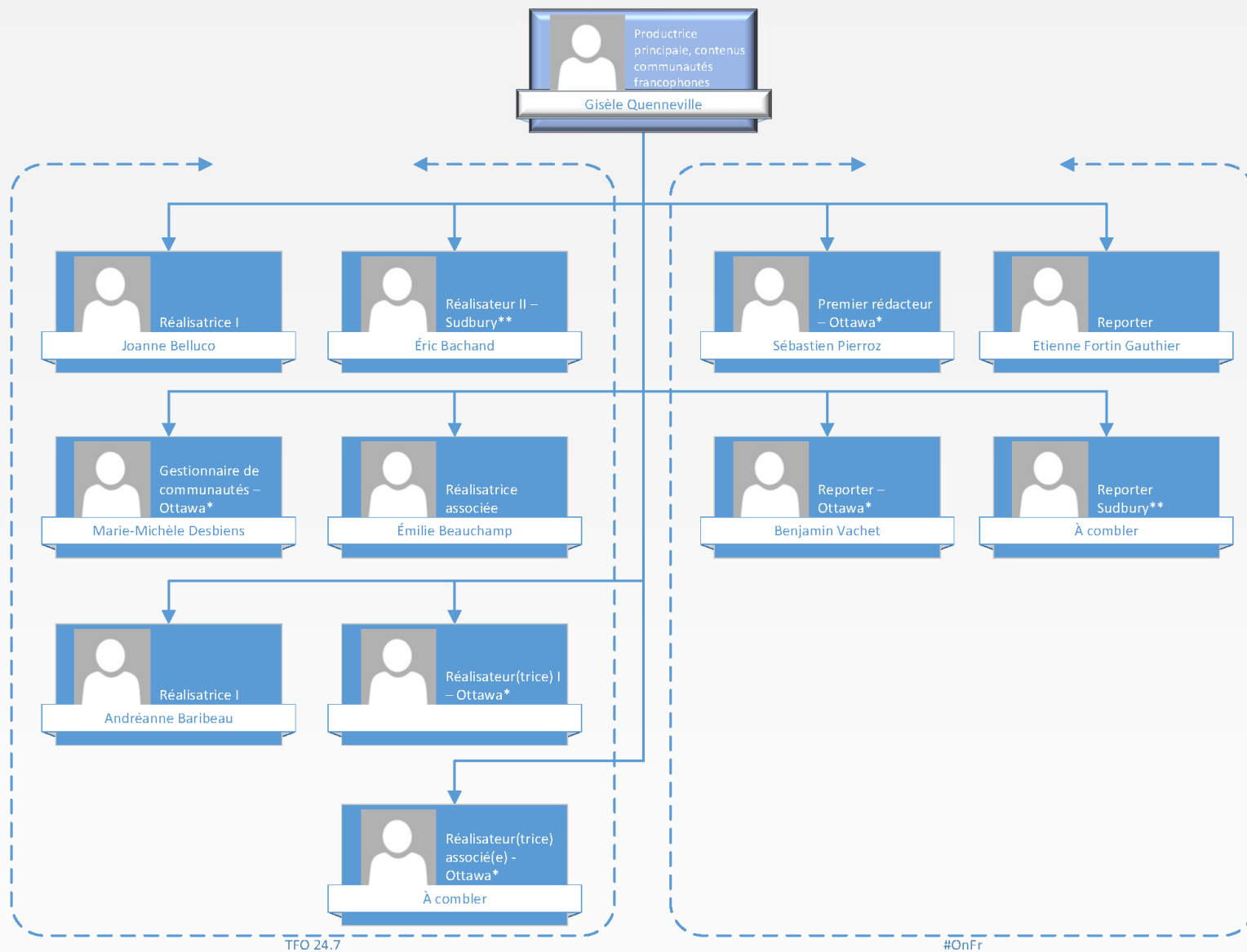
# CONTENUS MAISON



## CONTENUS MAISON

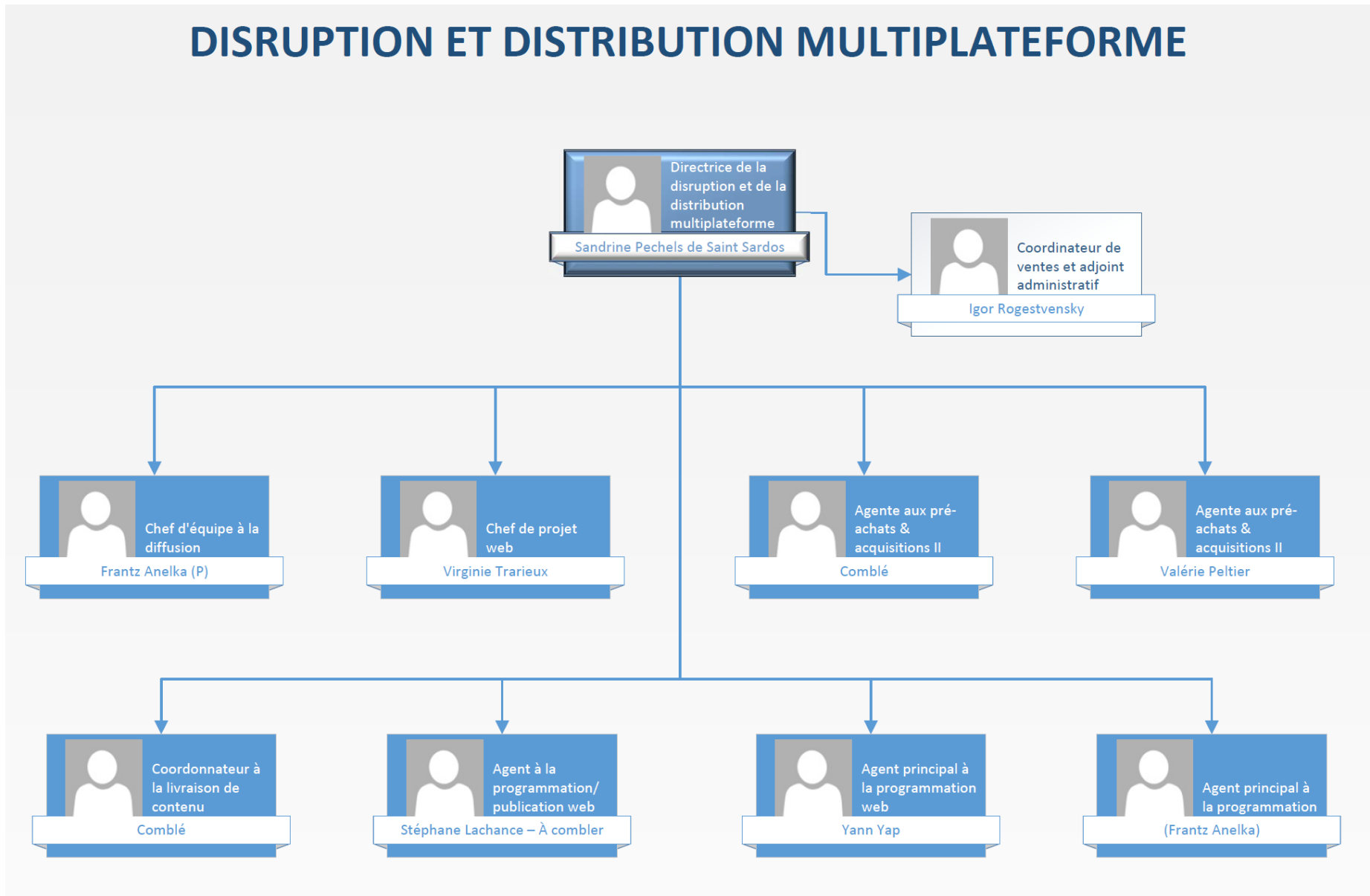


# CONTENUS COMMUNAUTÉS FRANCOPHONES

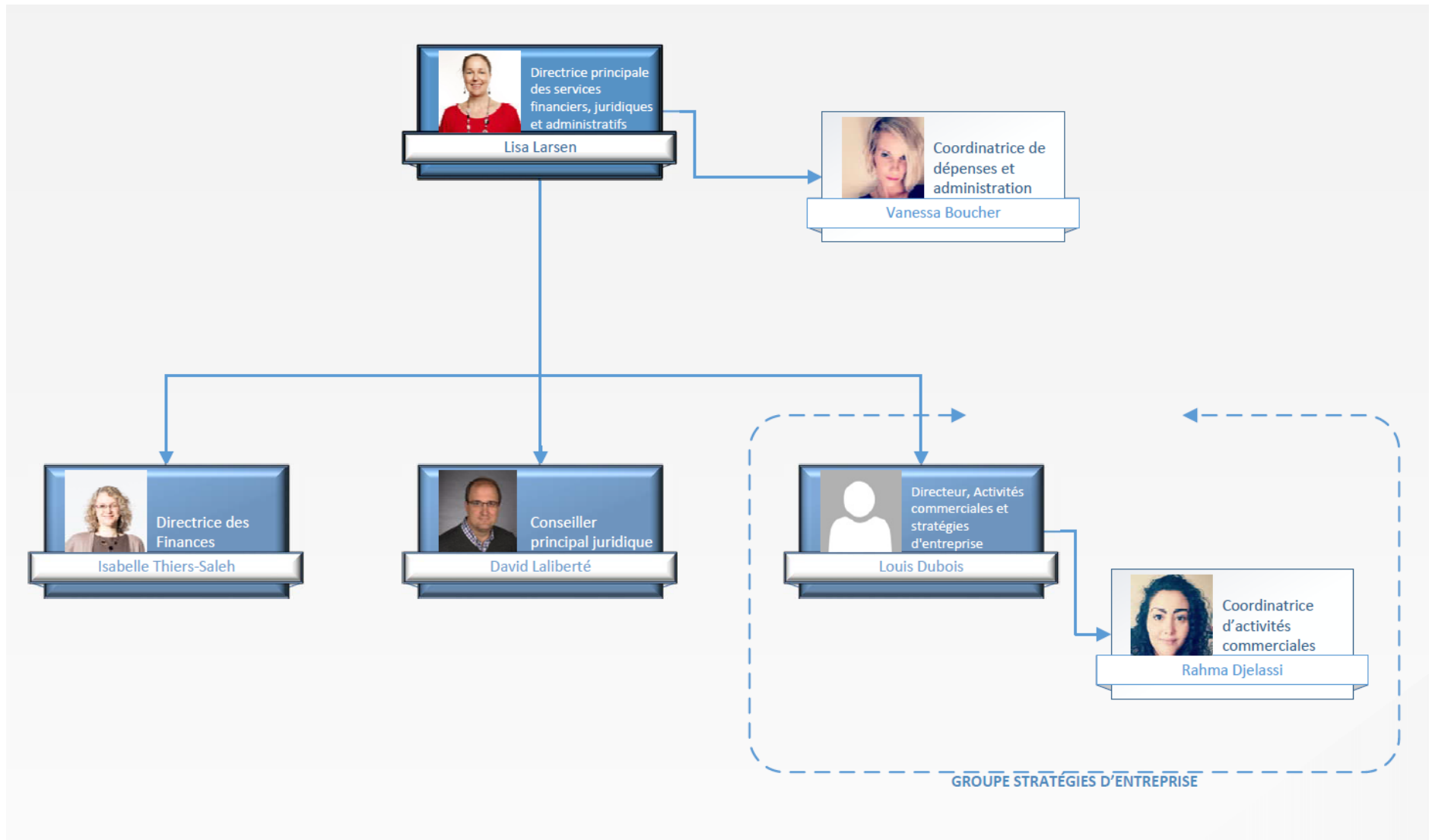


\* voir Annexe Équipe Ottawa - se rapporte également à Julie Caron  
\*\* voir Annexe Équipe Sudbury

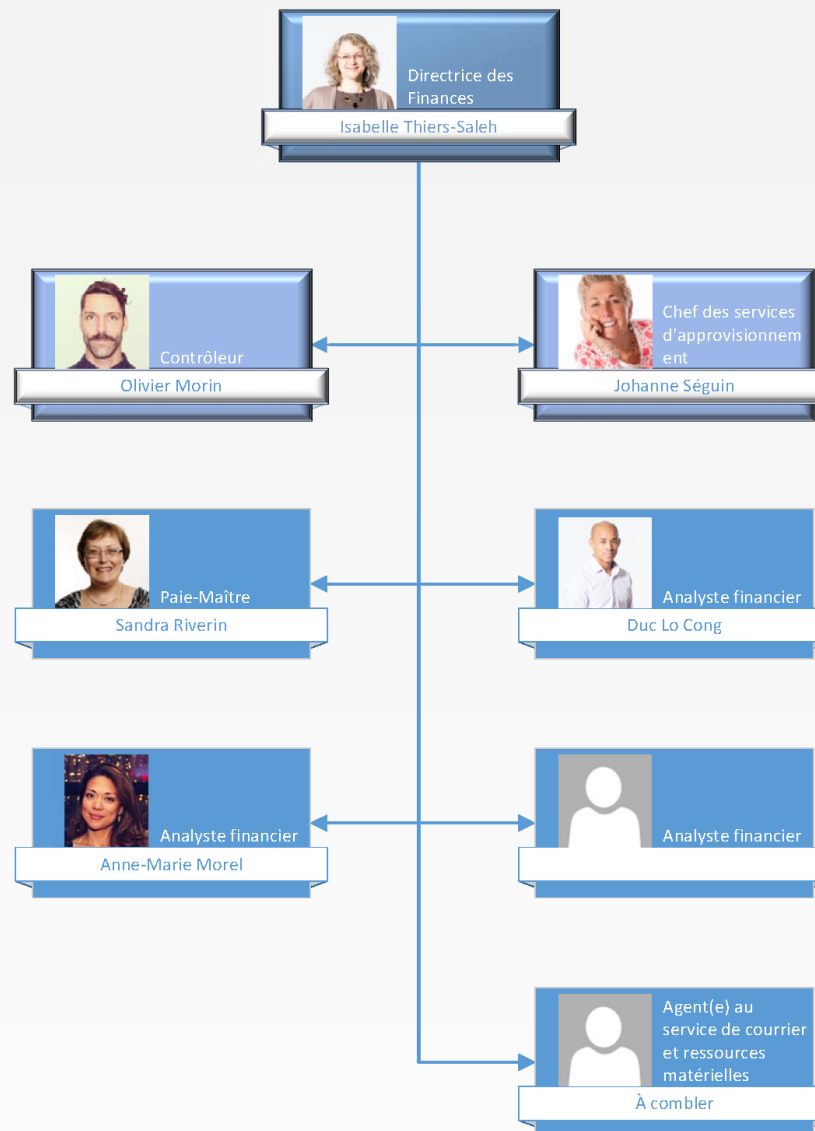
# DISRUPTION ET DISTRIBUTION MULTIPLATEFORME



### 6.3.4. Financial, Legal, and Procurement Services

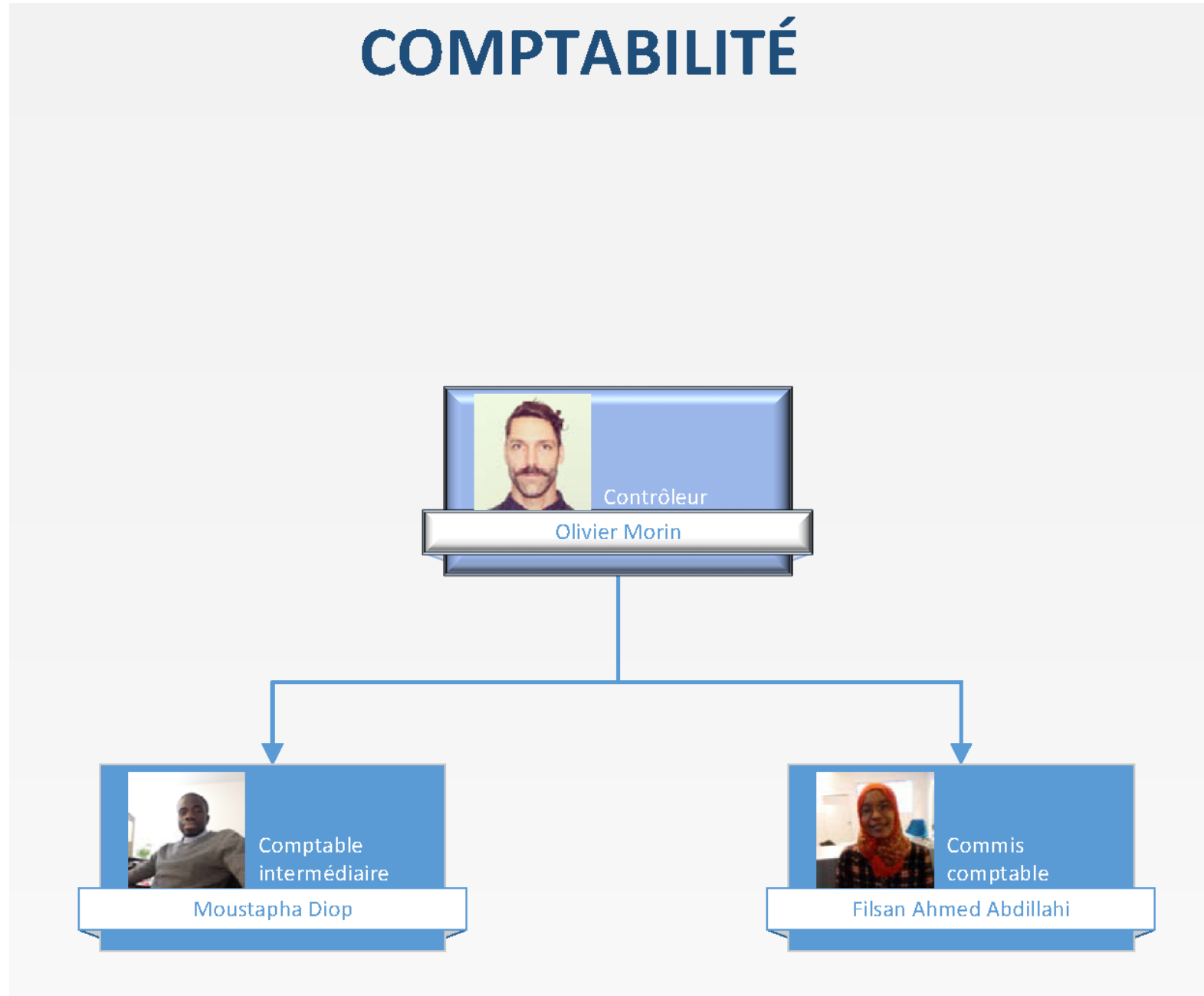


# SERVICES FINANCIERS

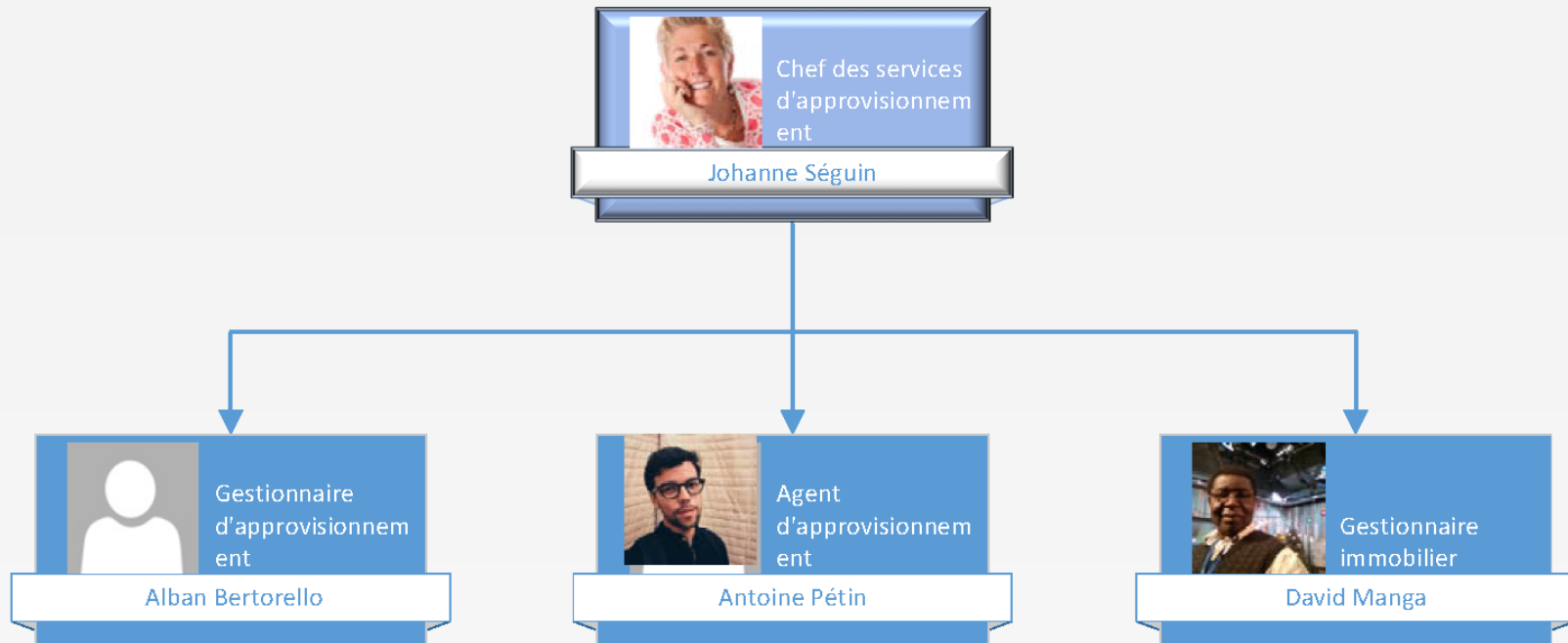




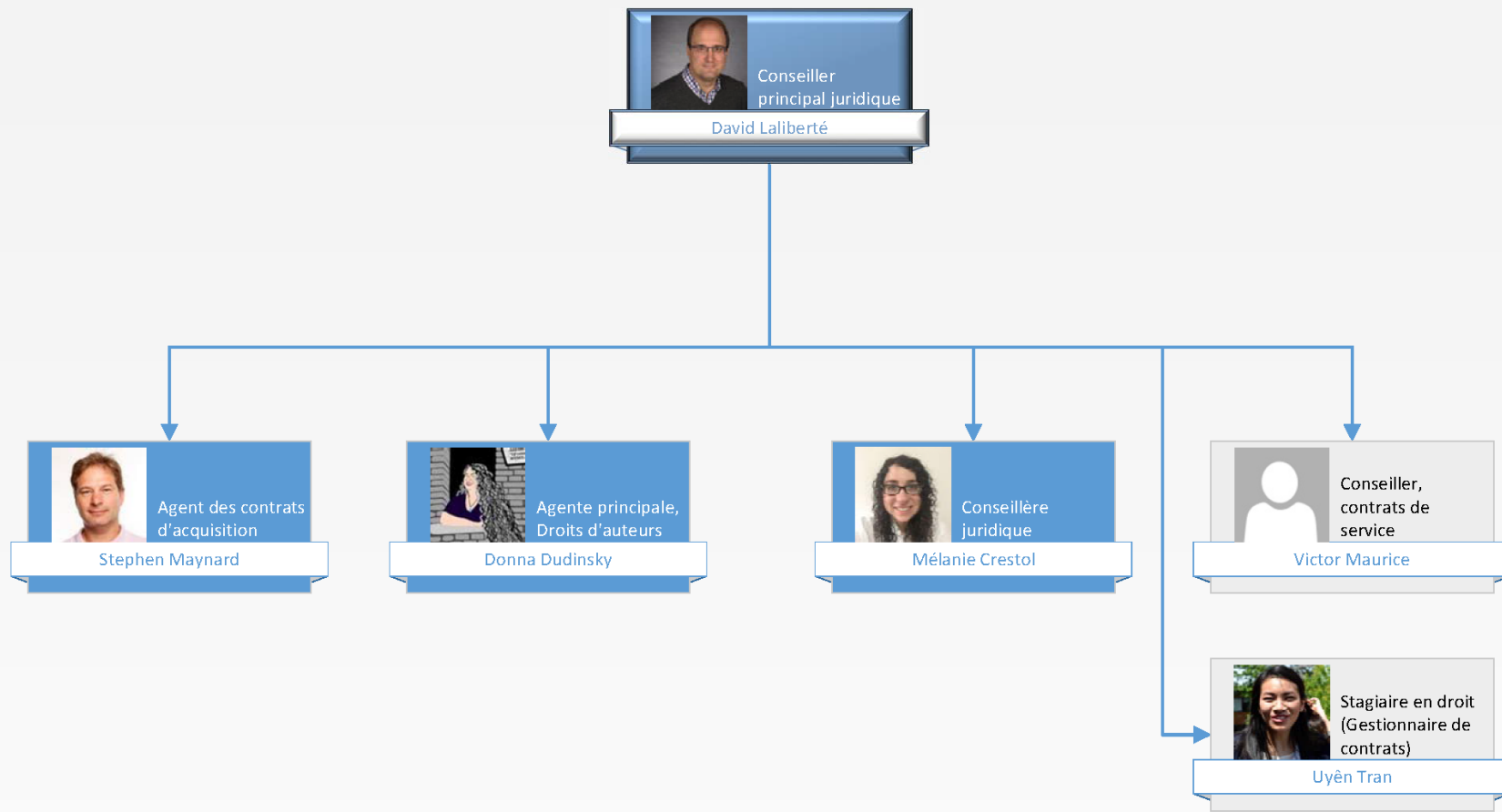
# COMPTABILITÉ



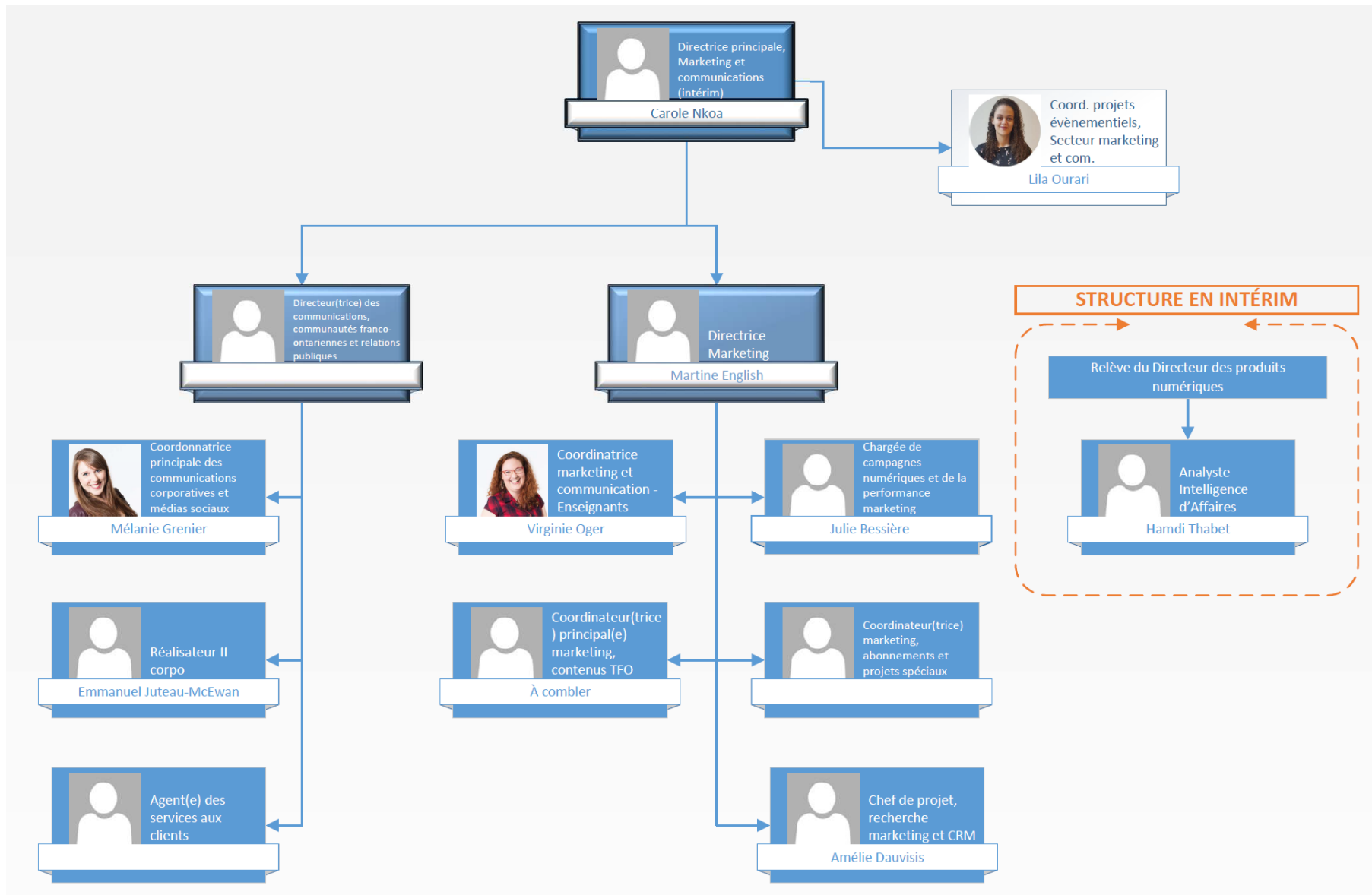
# SERVICES D'APPROVISIONNEMENT



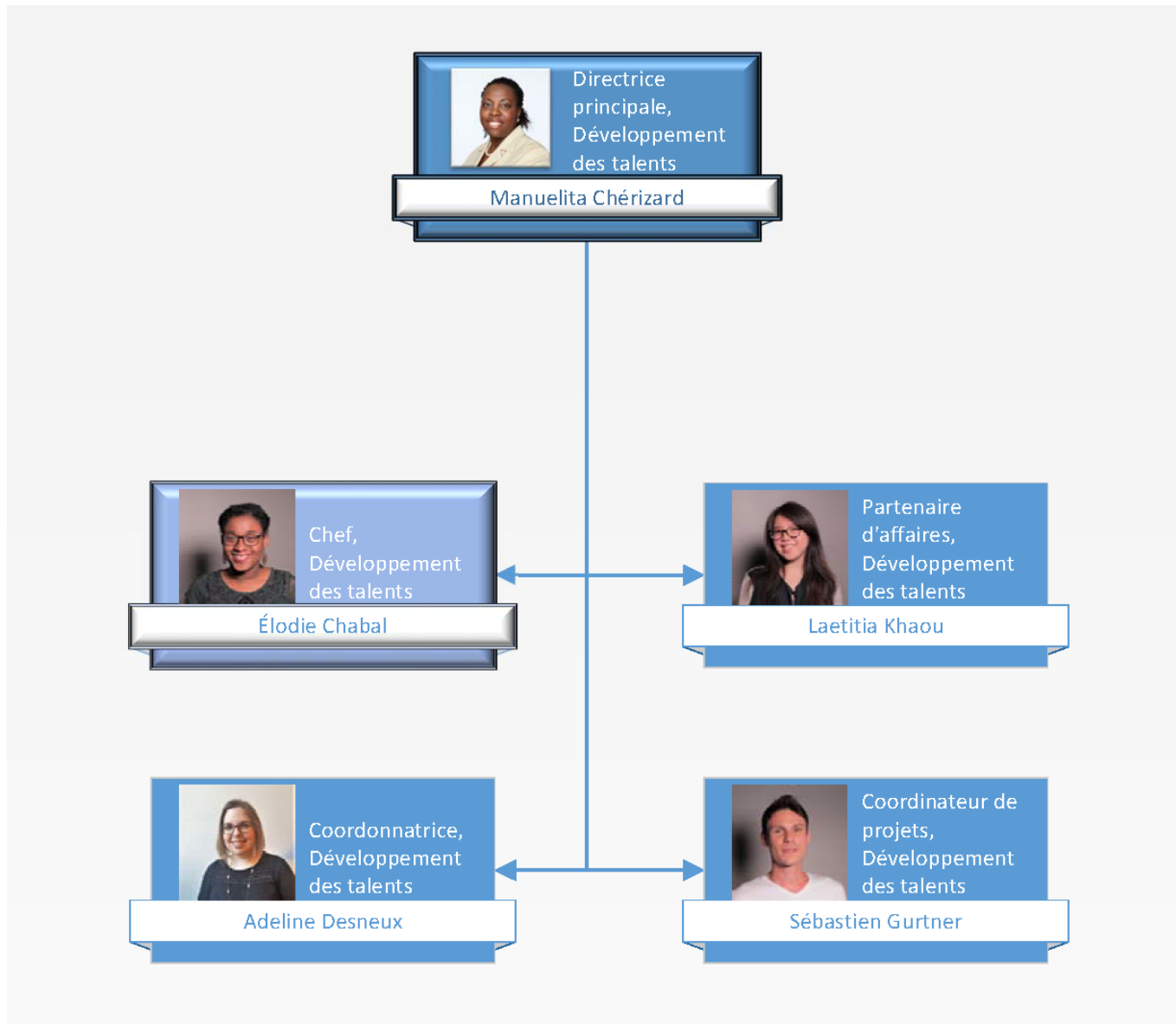
# SERVICES JURIDIQUES



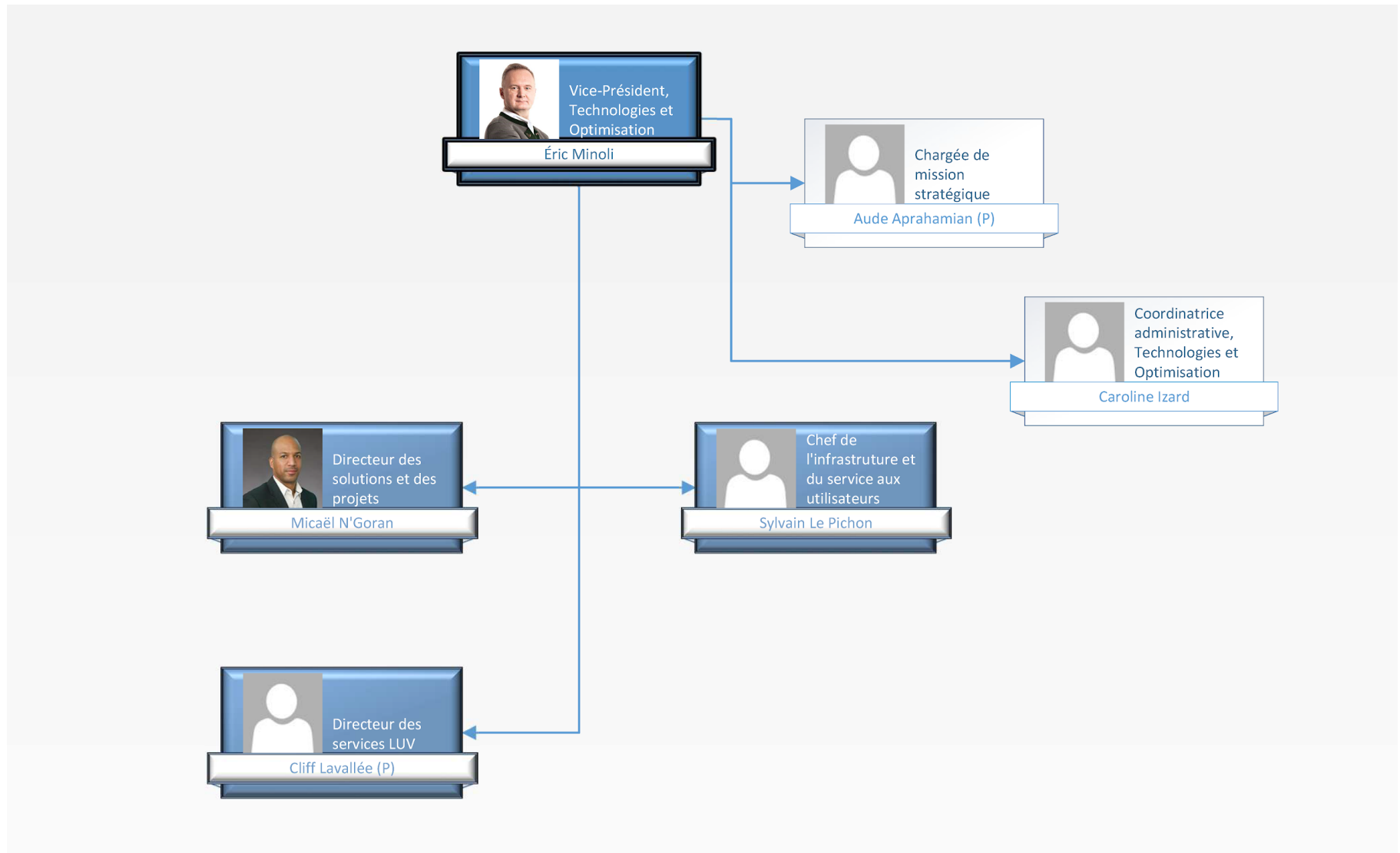
### 6.3.5. Marketing and Communications



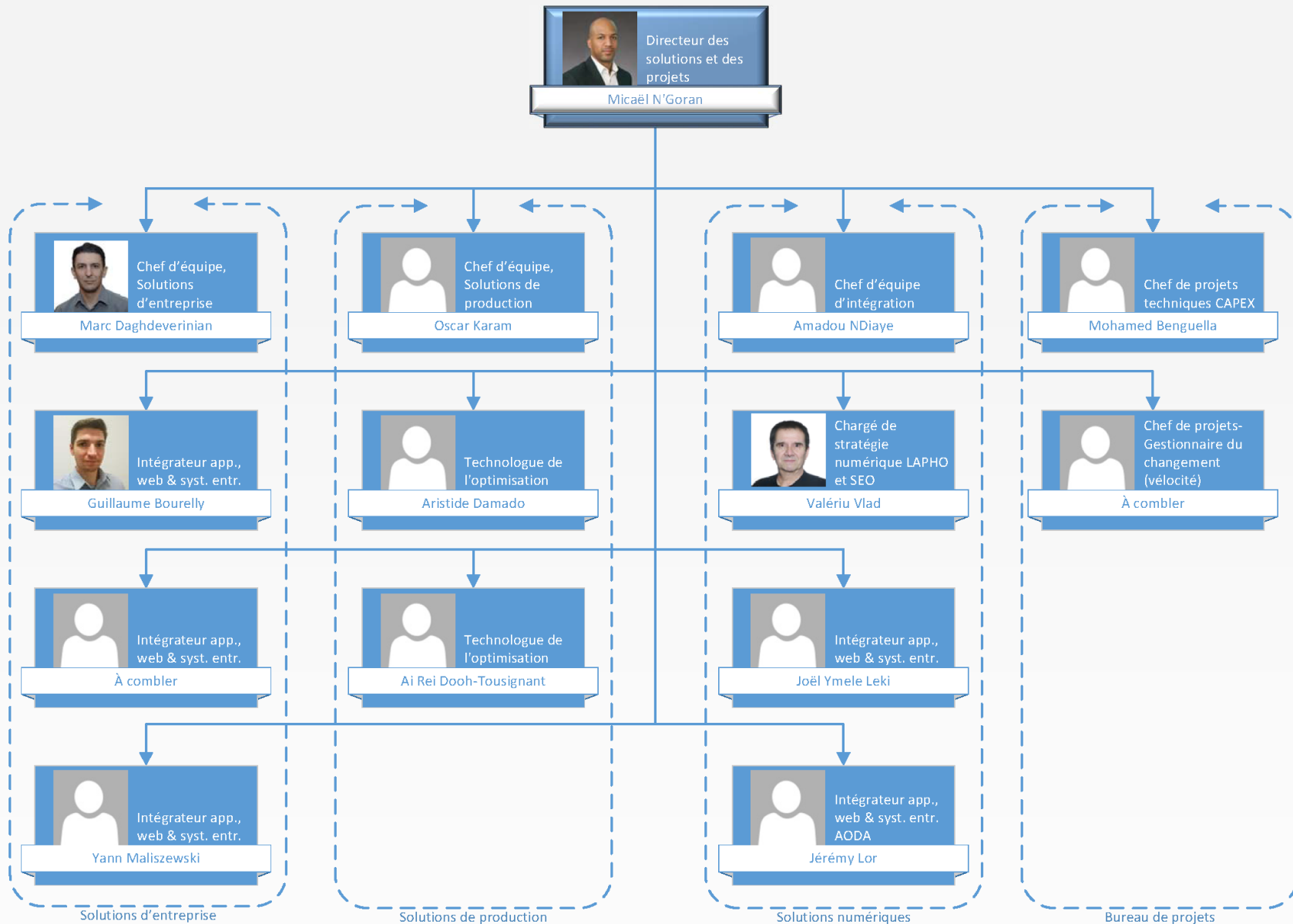
### 6.3.6. Talent Development



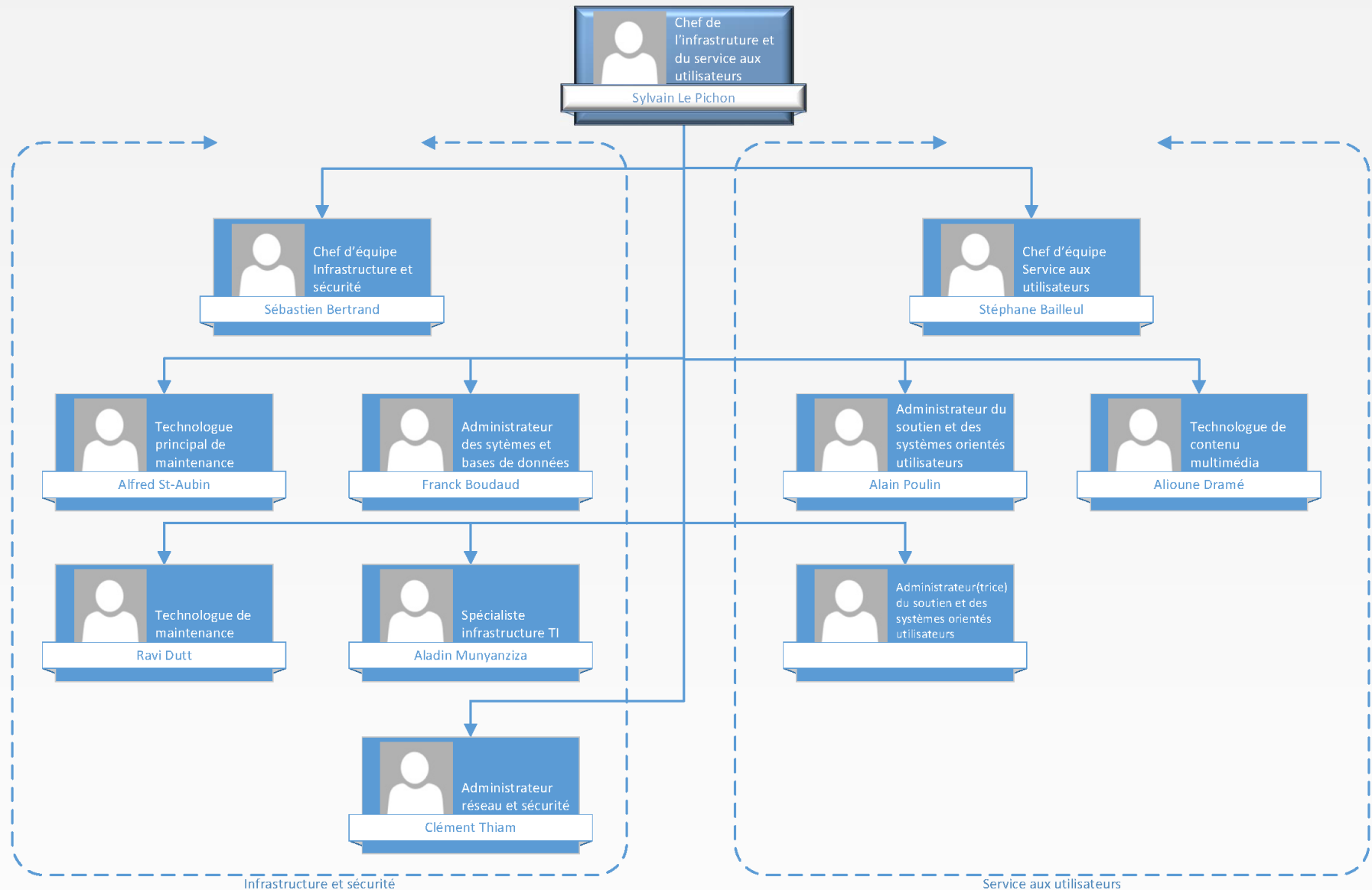
### 6.3.7. Technology and Optimization



# SOLUTIONS ET PROJETS

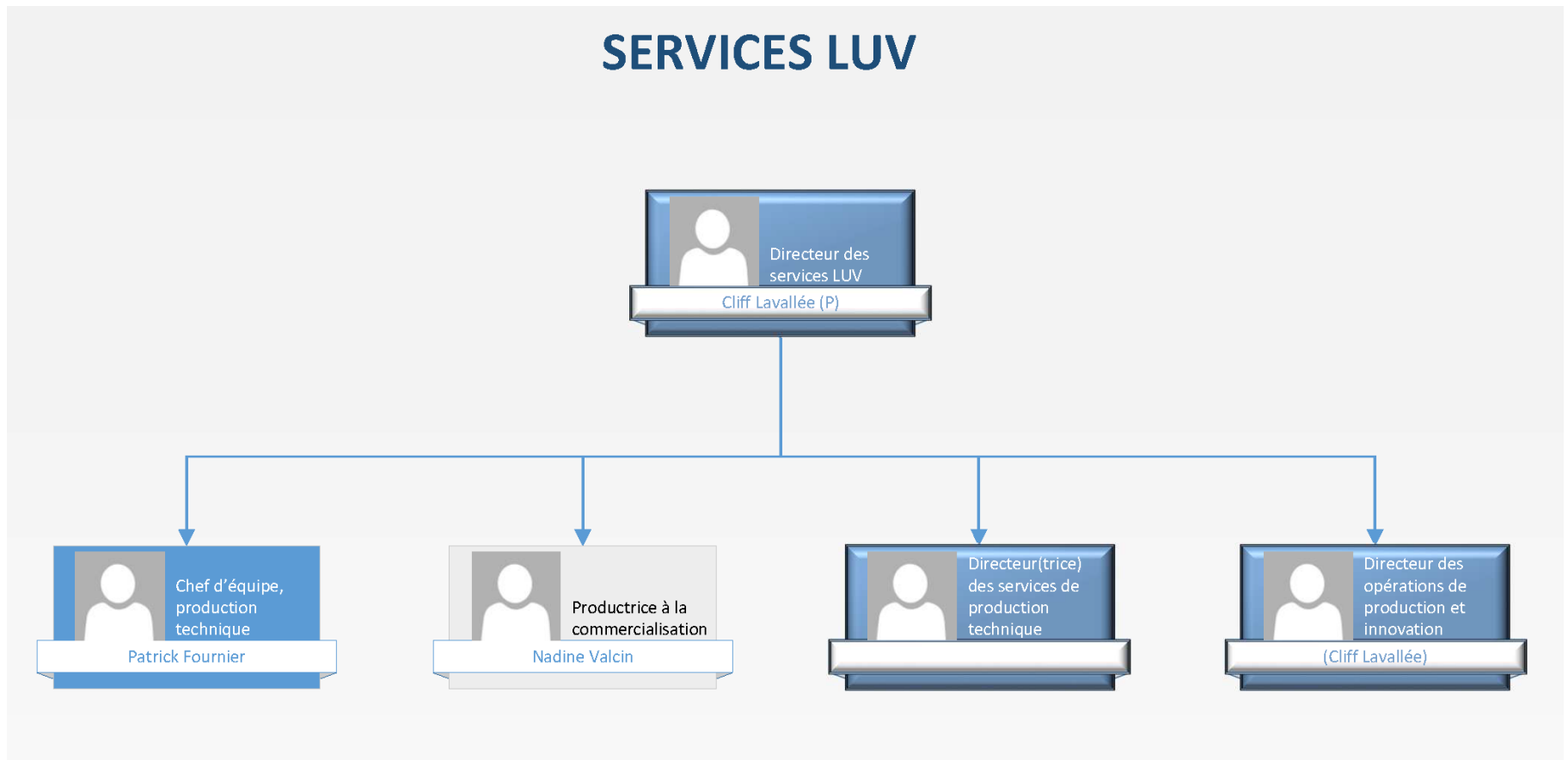


# INFRASTRUCTURE ET SERVICE AUX UTILISATEURS





## SERVICES LUV



# OPÉRATIONS DE PRODUCTION ET INNOVATION

Relève du Directeur des services LUV

Directeur des opérations de production et innovation  
(Cliff Lavallée)

Chef d'équipe 3D  
Maxyme Paiement

Modeleur 3D et concepteur de niveau  
Julien Jupille

Directeur artistique  
Martin Simard

Agente principale de contrôle des opérations de production  
Judy Laberge

Artiste technique  
Béatrice Ortiz

Graphiste multidisciplinaire

Graphiste multidisciplinaire  
Jaoued Sidali

Agent(e) de contrôle des opérations de production

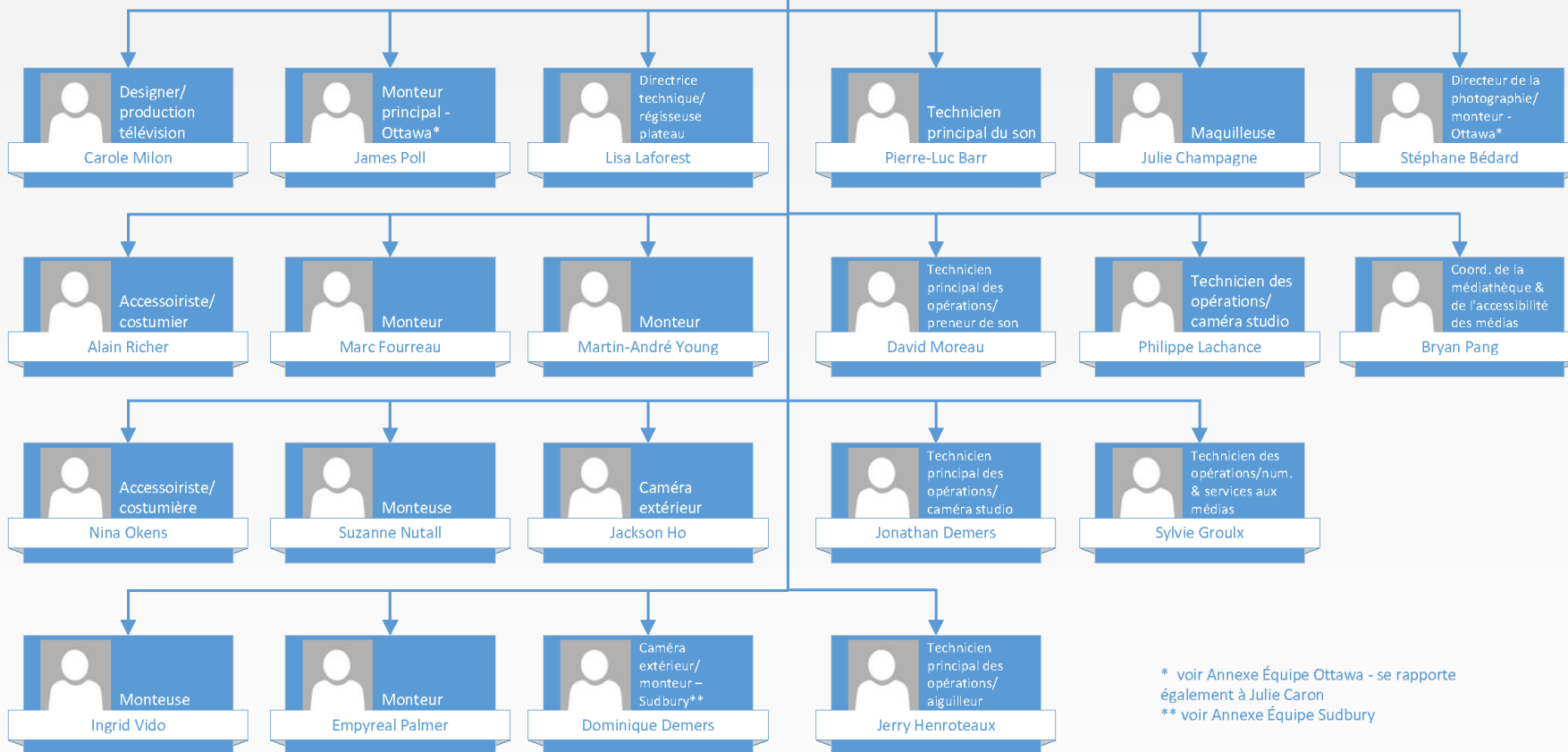
Graphiste multidisciplinaire  
Kennedy Zielke

3D et Graphisme

Contrôle des opérations de production

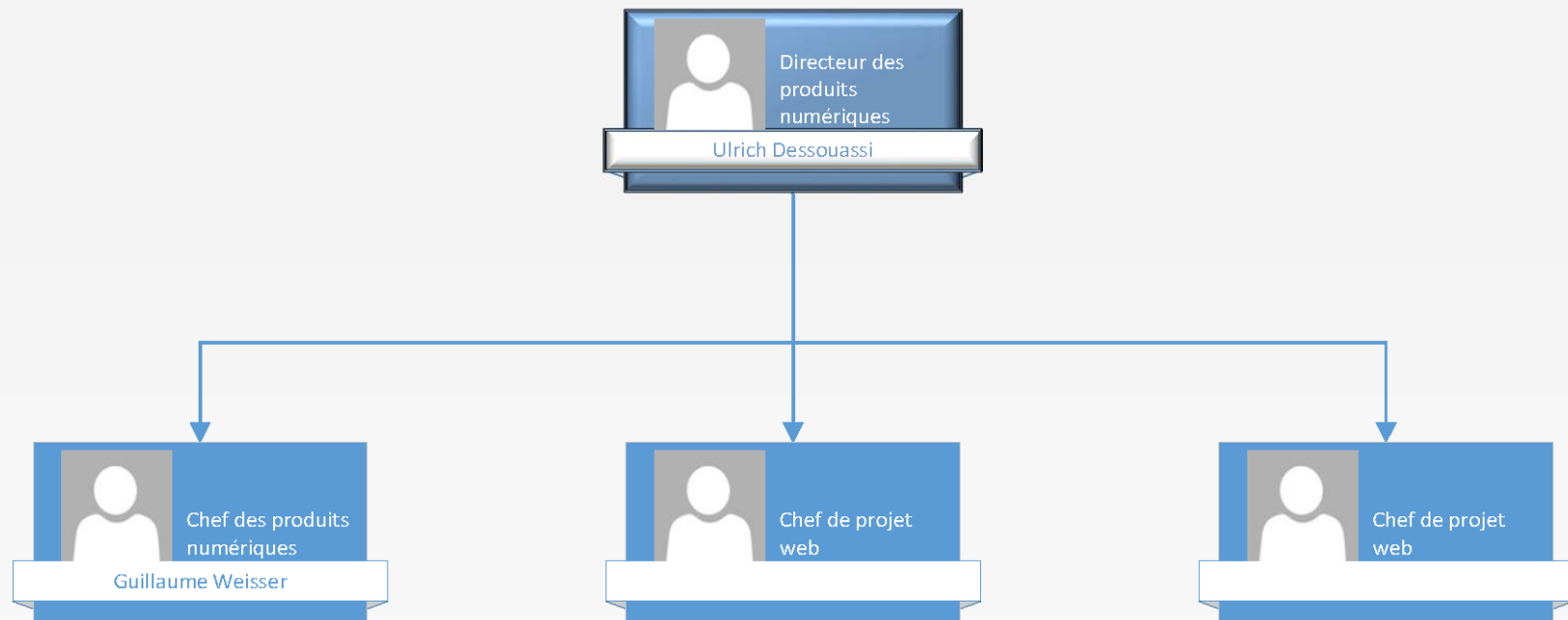
# PRODUCTION TECHNIQUE

Relève du Directeur des services LUV

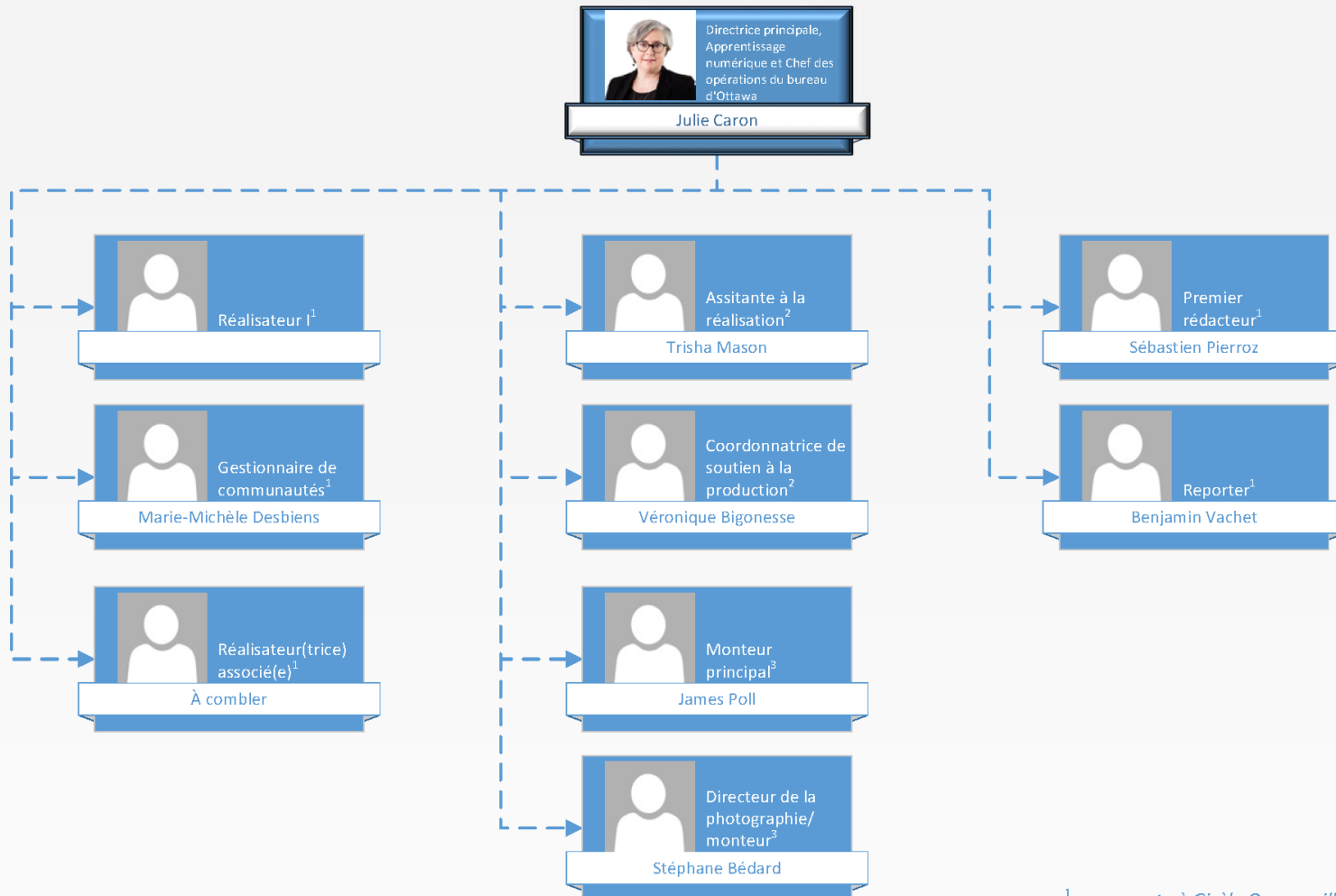


\* voir Annexe Équipe Ottawa - se rapporte également à Julie Caron  
 \*\* voir Annexe Équipe Sudbury

# PRODUITS NUMÉRIQUES

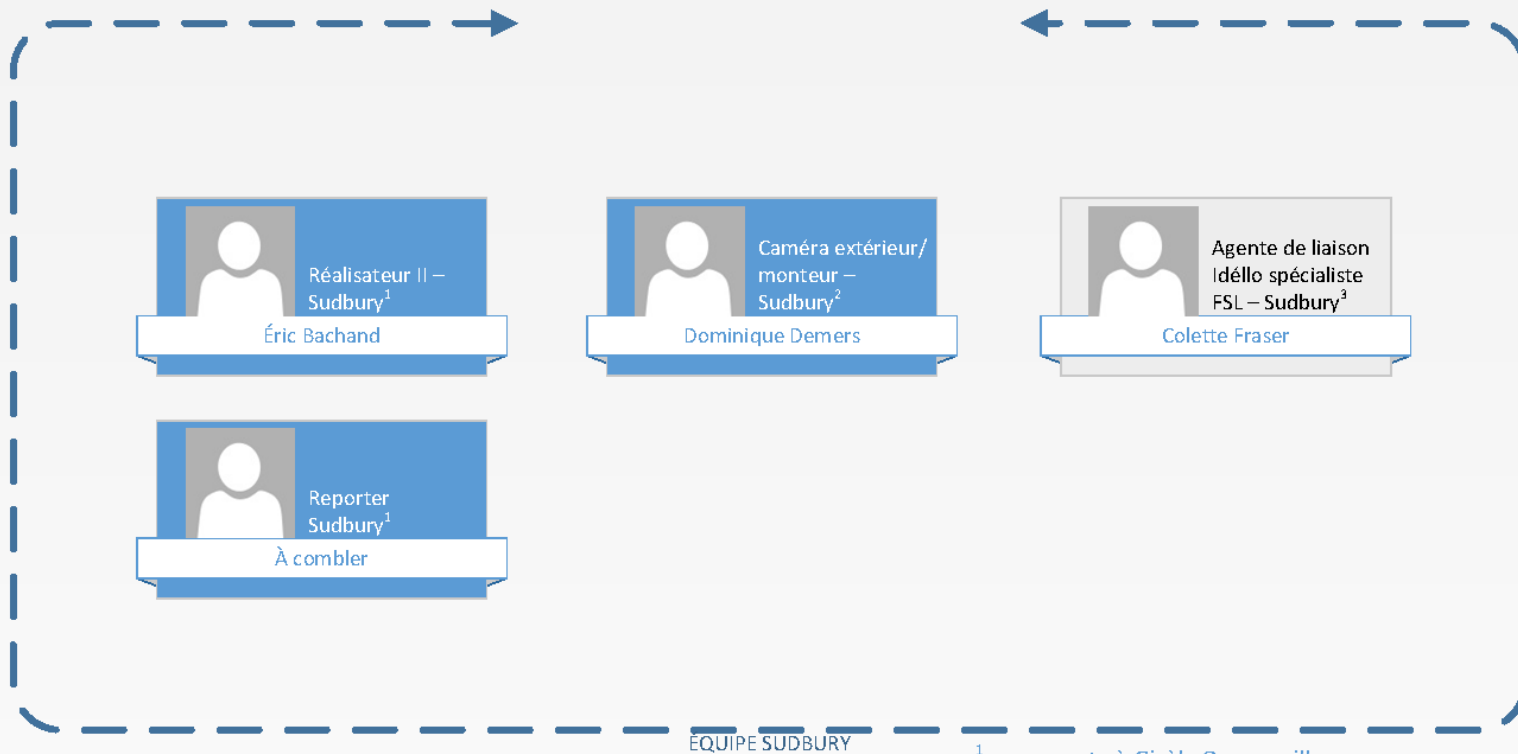


# \* ANNEXE : ÉQUIPE OTTAWA



<sup>1</sup> se rapporte à Gisèle Quenneville  
<sup>2</sup> se rapporte à Julie Nash  
<sup>3</sup> se rapporte à Cliff Lavallée

## \*\* ANNEXE : ÉQUIPE SUDBURY

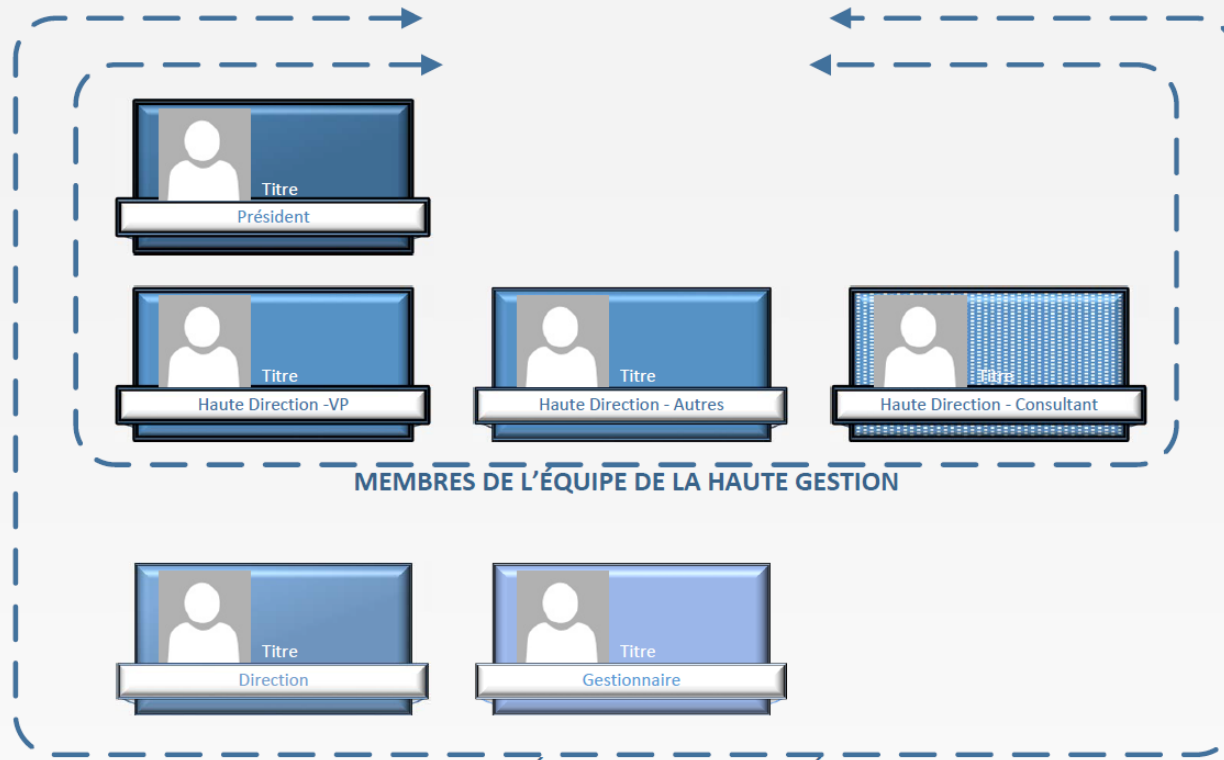


<sup>1</sup> se rapporte à Gisèle Quenneville

<sup>2</sup> se rapporte à Cliff Lavallée

<sup>3</sup> se rapporte à Cécile Figière

# LÉGENDE



## Appendix A - Environmental Scan

GMTFO operates in a constantly changing environment. We must therefore consider key trends and identify opportunities when they arise. They may not all warrant attention, but is important to be aware of them and take them into consideration when making strategic choices in the coming years (2020 to 2022).

### a. External environment highlights

#### i. Key trends

##### The Ontario Ministry of Education's main priorities

- the *Politique d'aménagement linguistique*
- the promotion of well-being
- mathematics
- early childhood
- a highly qualified workforce

##### The Fourth Industrial Revolution

*"Education and lifelong learning will be of vital importance to equip present and future generations to not only be a productive part of this new world but also to meet the societal challenges presented by the 4IR, and the existential challenges presented by climate change and population growth."<sup>2</sup>*

- Social transformation:
  - learning spaces chiefly geared toward skills development and well-being
  - project-focused learning
  - flexibility and mobility
  - new sought-after skills: creativity, communication, critical thinking, collaboration, self-awareness
  - new key fields: English, philosophy, and foreign languages + STEAM – Science, Technology, Engineering, Art, and Math
  - personalization of the employment experience and personal fulfillment and development for the employees of tomorrow
  - continuous learning
  - the disappearance of traditional, structured careers focused on advancement: an increase in the number and use of casual workers

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<sup>2</sup> Brown-Martin, Graham, *Education and the Fourth Industrial Revolution*, Groupe Média TFO, August 2017, p. 7



- Technological transformation:
  - the democratization of automation/robotics
  - an increased use of artificial intelligence in all fields
  - the dematerialization of technology and migration toward cloud computing
  - the Internet of Things, as connected objects become more powerful
  - the rise of a sharing economy (Airbnb, Uber, Blockchain)
  - the increasing importance of GAFAM
  - the ongoing expansion of OTT (over-the-top) media services
- Ideological and ethical transformation:
  - the governing of technological development and usage: how far are we willing to go?
  - the control and regulation of collected data usage: protection of personal data
  - data analysis education
  - the development of a green economy: green digital media?
  - the development of digital citizenship: young people are increasingly socially engaged and are urging adults to change the world and help build their future

### Privatization of education

- It is based on standardization and an educational model that rewards students who memorize and retain the same core curriculum. This system reflects a 20<sup>th</sup> century economy characterized by a factory model rather than an economy driven by human creativity. It is a system that pits humans against machines, and it is ill-suited to the foreseeable challenges of the 21<sup>st</sup> century.
- Commercial interests drive the development of educational technology and digital learning systems, thereby hastening the privatization of public education.

### Francophonie

- Francophone assimilation continues to be a major concern.
- Ontario's cities and regions reflect a very diverse Francophonie: out of 612 000 Franco-Ontarians, 60% are Canadian-born and 14% are foreign-born (Europe, Africa). In Toronto, almost 50% of Francophones are born outside of Canada.
- Cultural dropout: in the first grade, 6.2% of Franco-Ontarian students are enrolled in a French-language school; this drops to 3% by grade twelve due to students' own underappreciation of the French language.
- Francophone art and culture is at risk:
  - most Franco-Ontarian artists and singers are unable to make a living from their art
  - the ARC, APF, and FCFA wrote a report detailing seven measures to help save radio broadcasters and the press
- The federal government has adopted an action plan aimed at increasing Canada's bilingualism rate from 17.9% to 20% by 2036: the rate of bilingual English speakers outside Quebec should rise from 6.8% to 9%.

## Media

- There is a decrease in TV subscriptions due to a rise in mobile-device-based content consumption:
  - YouTube, Facebook, and Netflix want to become the television of the 21<sup>st</sup> century
  - the consumption of videos on Facebook (following in YouTube's footsteps)
  - young people have new digital consumption habits
- Content oversaturation:
  - the issue of "discoverability": how does one stand out amid a torrent of content?
  - citizens have lost trust in the media: issues with "fake news" and seeking out the truth
  - every citizen is a content creator

## Work environment

- The war for top talent:
  - a full-employment economy
  - Generation Y demands increased fluidity and transparency of information, mutual tolerance and support, and personal-performance accountability (Deloitte, 2018)
  - low retention and hiring rates
- The transformation of work spaces to better suit the task at hand:
  - spaces for concentration, collaboration, etc.
  - the concept of "hoteling," which allows employees to adopt a function-based use of work spaces
- The redefining of the concept of workplace organization by industry leaders to mobilize employees, improve productivity, and encourage efficiency
- Innovation through collaboration

## Politics

- The change in Ontario's government following the June 2018 elections

## ii. Opportunities

### Knowledge economy

*"Digital literacy [...] gives students the adaptive abilities they need to participate fully in the global digital society<sup>3</sup>. It guarantees they will benefit from the digital economy and derive new opportunities for employment, innovation, creative expression, and social inclusion<sup>4</sup>."*

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<sup>3</sup> *Digital Literacy in Canada: From Inclusion to Transformation*, MediaSmarts, July 2010

<sup>4</sup> *Digital Literacy Fundamentals*, MediaSmarts

- To play a larger role in the transformation of education:
  - increased integration of digital media in pedagogical practices
  - the development of 21<sup>st</sup> century competencies through experiential and digital learning to better prepare students for the careers of the future (according to a survey conducted by Media Technology Monitor in 2013, French Canadians have a harder time adopting new technology, possibly because they are using it in a different language and receive relevant services later than their English-speaking counterparts)
  - raising parents' awareness about educational transformation: how will these new competencies be evaluated? Why are they important?
  - assisting teachers in the acquisition of these competencies
  - growing demand for French-language content
  - conducting pilot projects with the Ontario Ministry of Education to review the programs
  - agreement with Ottawa's Cité collégiale: relocation of GMTFO's Ottawa offices
  - establishing partnerships with school boards to support student-led projects
  - integrating the concept of "meaningful play" to encourage the forming of connections and deeper learning
- To improve our client knowledge and our content through data analysis and artificial intelligence
- Continuous training needs:
  - increase in our content offer and clientele
  - steering change through the Employer brand
- To become a stalwart against the privatization of education:
  - in Canada, there are 130 000 French-language teachers (FL1 and FSL) and 2.7 million families with at least one child between the ages of 2 and 14 enrolled in a French-language school or a school offering French-as-a-second-language or French immersion classes.
  - according to Global Silicon Valley, the education market is the second largest market in the world after health, with an expected worth that is to attain USD 6.3 billion by 2020.

## Francophonie

- To position GMTFO as a key player in the global Francophonie:
  - launch of the Université de l'Ontario français with GMTFO as a partner of choice
  - Ontario's new OIF observer status
- To strengthen its roots within the community:
  - the creation of the Francophone Hub in Toronto, drawing French-language institutions together under one roof with shared projects
  - agreement with Ottawa's Cité collégiale: relocation of GMTFO's Ottawa offices
  - to help develop a more inclusive definition of the term Franco-Ontarian (Francophones, immigrants, Francophiles, etc.)
  - to promote the French language and Francophone culture in minority settings

- The renewal of the "Mobilité Francophone" visa:
  - to attract new talent to GMTFO
  - increase in Francophone immigration to Ontario (target of 5% for Francophone immigration in minority settings)
- The creation of the Francophone Community Grants Program (FCGP), which pledges to donate \$1 million yearly to support the implementation of cultural and community activities benefiting the Franco-Ontarian community (--> \$2 million for 2018-2019)
- The bilateral agreement between the province of Ontario and the federal government to grant \$435 million to make child care services more accessible and affordable and promote learning opportunities for young children (--> \$145 million for 2019-2020)
- The 2018–2023 Action Plan for Official Languages: \$2.7 billion allocated over five years for, among others, the hiring and training of teachers to meet the growing needs of immersion classes and French-language schools in minority settings (\$62.6 million), a new free online tool to learn English and French (\$12.6 million), and support for minority media outlets (\$14.5 million)

## Technology

- To explore what disintermediation (Blockchain) has to offer and what it encompasses: reduction in the role of intermediaries in favour of direct transactions between customers and suppliers, investors and debtors
- The democratization of analytics, big data, software development, open source, etc.
- The implementation of research and development projects with technology partners such as Element AI, Google, and various universities
- Technological advances, particularly in cloud computing, that help increase proactivity and speed, rely on external expertise, push GMTFO forward without additional staffing, and create applications
- The development of technology partners:
  - Toronto is shortlisted as Amazon's second North American headquarters.
  - the establishment of a "Google neighbourhood" in Toronto: can technology be a means to reinvent the modern city?

## Media

- The development of partnerships with key players in content delivery:
  - agreement between the government and Netflix: Netflix plans to invest at least \$500 million over the next five years on original Canadian productions
- To develop more productions related to the integration of immigrants (--> funds available from Immigration Canada)

## b. Internal environment highlights

### i. Our strengths

Which of our core strengths contribute to maintaining and furthering our ability to deliver quality projects and products and cultivate high-performing, motivated teams?

- "Our Francophonie":
  - Francophone "know-how" when it comes to producing targeted content

- deep roots in the francophone community
- the particularity of being a Francophone organization in a minority setting
- "Our creativity"
- "Our diversity": whether cultural, physical, or identity-based
- Our educational mission
- Clear, shared vision and values:
  - a strategic positioning statement jointly developed by management and the Board of Directors that is rooted in a clear-headed understanding of the economic, media, technological, demographic, political, and educational context in which GMTFO is evolving
  - a work environment based on collaboration (openness, mutual aid, engagement), professional fulfillment (training, versatility, mutual trust), and communication
  - a flexible business structure: the reorganization of teams and the creation of new departments and services in order to quickly adapt to new trends and needs
- An incubator of innovation and experimentation:
  - the recognition of our technological and digital expertise: received prestigious awards for the LUV
  - the use of technology to assist in operations through a strategy that ensures redundancy and the use of current, state-of-the-art equipment
  - skilled proactive employees: the launch of the second digital shift centred around data and artificial intelligence
  - risk-taking encouraged by open-mindedness and the freedom to experiment
- Expertise in educational television and digital learning
  - an understanding of Ontario's educational environment
  - a reputation for creating French-language edutainment content in Canada
  - a recognition of the quality of our productions
  - content that reflects the diversity of our clients
  - IDÉLLO, a platform tailored to the needs of teachers, student, and families, providing access to high-quality, varied content
  - content for teaching French as a second language (IDÉLLO adaptation and relationships with the relevant educational environment)
- A presence in Ontario, Canada, the United States, and around the world
  - widespread distribution of the TFO channel via cable operator networks in Canada and via PBS Learning Media and Louisiana Public Broadcasting outside of Canada
  - a marked interest for our educational content in international markets
  - a favourable opinion of GMTFO on the political scene

## ii. Our aspirations

Our aspirations reflect what we wish to correct, improve, reinforce, amplify, or even develop internally in order to boost performance and innovation.

- To re-establish GMTFO's position as a brand and with the Ministry:
  - set GMTFO up as a societal driver for the global Francophonie
  - become the reference for French-language learning for all ages:
    - produce and sell more targeted in-house content
    - ensure the educational quality of our productions
    - diversify our range of content for adults
    - be a creative force in guiding youth and in developing essential competencies catering to emerging occupations in order to fully contribute to future society
  - work on a brand platform
- To ensure the company's viability:
  - financial security:
    - increase existing revenue by improving CPM (Cost Per Thousand) (Youtube) and expertise (Facebook brand content)
    - further our content's reach in Canadian and international markets and generate sustainable revenue from it
    - maximize the commercial potential of our advertising sales without negatively affecting our audience
    - explore new funding avenues (e.g. philanthropy)
  - collective strategy:
    - increase GMTFO's visibility and build brand awareness by:
      - involving young people in our content creation
      - developing partnerships with the Francophone and educational community
      - increasing our presence in society (charity projects?)
      - developing a significant audience on digital platforms (Youtube, Facebook, tfo.org, and IDÉLLO, among others)
      - developing a real customer relationship management strategy (CRM) aimed at optimizing our relations with our customers and fostering loyalty
      - making more strategic use of market studies and data
      - getting more creative with our communication and marketing strategies
    - successfully carry out our innovation projects (e.g. LUV, Blockchain, etc.)
    - improve the way we integrate new projects and ensure sustained service to our partners
- To strengthen the corporate culture:
  - make data the driving force in our decision making, in order to:
    - better target our customers' needs and expectations and improve the user experience
    - develop employee experience

- have a human-focused business strategy to uphold our culture of innovation and the sustainable development of Francophones in minority settings:
  - establish a company structure built around accountability to ensure employee engagement
  - promote employee fulfillment and well-being
    - a workspace layout that encourages collaboration and creativity
    - flexibility
    - coaching and training
  - establish GMTFO as a first-rate employer: ensure GMTFO is certified as a "Great Place To Work" and/or as one of "Canada's Top 100 employers"
  - inspire daring (without fearing failure) and creativity
  - promote collaboration through cohesion and communication

### iii. Expected results

The expected results reflect the ambitions that drive us to assess our internal environment.

#### ➤ Increase:

- the sharing of our content across social media platforms, the number of videos viewed, applications downloaded, accounts created, and website visits, as well as the size of our DDB
- the use (viewing, sharing, downloading) of valued content
- the use (viewing, sharing, downloading) of our educational content and parent-child activities
- the number of grants and other contributions received for producing educational content
- the quality of our partnerships and the amount of requests received from external partners
- retention
- attendance rates (reduced absenteeism)
- recruitment speed
- employee engagement levels
- employee satisfaction levels
- service quality to internal clients through the use of implemented evaluation tools
- GMTFO influence on the federal and provincial budget cycle to effect positive change to the company's funding

#### ➤ Promote:

- interest in our digital educational content in French across the board (environment, media, etc.)
- pride in being a part of the TFO community
- greater distribution of TFO through Shaw Cable and Shaw Direct
- a broader scope for our agreement with PBS

- Develop:
  - our Canadian and international partners' appetites for our content
  - a partnership with Quebec for educational content – sell them on the use of the IDÉLLO platform
  - the interest of potential international partners (e.g. France's Réseau Canopé) in concluding agreements aimed at the technological transfer of the IDÉLLO platform
  - the Canadian version of Qwant Junior in Canada in partnership with Qwant
- Gain:
  - direct benefits from our actions in the field of digital learning (positive post-workshop surveys, increased use of the platform and specific content in and outside Ontario, conversion rate, increase in subscription sales outside Ontario)
  - positive returns on our partnerships in Europe and Asia
  - recognition for our Employer brand (e.g. Top 100, list of top innovative employers, list of best employers for diversity/youth/women, etc.)
- Optimize:
  - the robustness of our technological infrastructure
  - the technical production staff's time in studio and the modellers' time
  - the LUV marketing plan