



# BBC Technology Strategy

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# TECHNOLOGY STRATEGY

## Introduction

This paper defines the BBC's Technology Strategy in

January to 250 million in July. The BBC can thus no longer



Development of innovative ideas should also be made easier by ensuring there are mechanisms and support in place to be able to advance the nucleus of an idea into a fully formed proposition. Developments like BBC iPlayer should be made easier and more common.

## Delivering value

Technology is both a key enabler for new services, but also a means to ensure efficiencies in delivery and value for money.

The BBC must strive for further standardisation in the technology solutions it employs to minimise the overall costs and maximise re-use. The use of commercial off the shelf (COTS) technologies and solutions should be the preferred option. Whilst specific customisation is necessary it must be done consciously and when commercial off the shelf offerings have been evaluated.

## 4 Responding to the BBC's needs

The BBC has a wide range of current and future goals which have varying degrees of dependency on technology.

Taken from the BBC's corporate and divisional objectives 6 key business requirements have been identified:

- **Integrated and tapeless content production tools:** Acquisition to distribution production tools and the migration to fully tapeless and digital solutions. Digital and connected solutions will improve production efficiency and sharing of content
- **Collaboration and sharing solutions:** Technologies and solutions which enable collaboration and knowledge sharing amongst people both inside and outside the BBC
- **Core business systems and services:** Providing a future proof core infrastructure and business systems to enable corporate efficiency and the development of existing and new audience facing solutions
- **Secure Data Management:** Ensuring that BBC data is kept secure to protect the information and assets generated and managed by the BBC
- **Scalable Platforms:** A delivery and distribution infrastructure which can support the changing demands of audience services, i.e. Growth in HD and digital radio services.
- **Promote research and innovation:** Technology innovation which can enhance the creative output or production efficiency of the BBC

Three common approaches to working:

- **Flexible Ways of working:** Appropriate talent and skills in place and an integrated engagement model between production and technology which increases relevance and maximises creativity and innovation
- **Adaptable and flexible:** Technology and structures in place to make the BBC adaptable to change and enable short time to technology deployment both for internal and audience facing solutions
- **Value:** Enable efficiency savings through cost effective solutions – e.g. low unit cost of technology and commodity solutions

The technology strategy framework proposes how these divisionally led objectives drive technology behaviours and plans.



In more detail:

### **Unified Teams**

Close working relationships between commissioning, production and technology increase accuracy and relevance as well as maximise creativity and innovation. Therefore, the engagement model between production and technology teams should be in place as early as possible in the creative workflow to realise these benefits.

### **Be open and Leverage the Market**

External partnerships can deliver benefits to the BBC through access to appropriate expertise, technical services and commercial models. The BBC will be open, sharing its technology strategy and appropriate technologies with the industry and setting technology in the context of the wider UK media market. The BBC will champion open source technology wherever possible.

By working closely with partners, that BBC will be in a better position to influence developments and allow partners to develop more appropriate solutions for the BBC. The BBC will ensure it works with the right partners for the task. It will enable flexible and agile organisations to supply the BBC. The barriers to entry for smaller organisations will be removed and structures put in place to mitigate the risk to the BBC of working with less financially secure organisations. This marks a major change from current tendency to agree mostly large, inflexible contracts.

### **In-source and Outsource**

The decision to in-source or outsource technology projects should be based on individual circumstances for each project. For example, where technologies have a high degree of intellectual value or where agility, innovation and control is required then the BBC should look to in-source the project as a preferred option. Outsourcing is applicable where there is a proven product, faster to deliver and cheaper.

### **Agile and Re-Usable**

Move to a services based architectures which includes utilising 'Cloud' based architectures where applicable. Services based architectures and solutions deliver re-usable software components, which allows the BBC to be agile and more easily adapt to changes in demand. By delivering common components, used across the BBC, as-reusable services efficiencies in software development, investment and speed to deployment can be achieved.

Adoption of open and modular systems and architectural frameworks will allow more rapid and cost effective integration between existing and new systems. Traditional systems can be accused of being 'closed' and therefore difficult to integrate with. As a principle, open and modular architectures and solutions will facilitate a more connected BBC.

The convergence between traditional broadcast environments and enterprise IT is well known. Adopting an IP based infrastructure will enable convergence of all elements of technology which hD0r eactionsil-xolTJ-28.

The importance of metadata to enable connected and efficient workflows cannot be underestimated. Any new technology introduced into the BBC must be able to capture and pass through metadata. In conjunction with the technology the BBC divisions must redevelop working processes and policies to leverage the wealth of information generated throughout the content production lifecycle.



## 7 Appendix

The appendix provides the detail where currently completed of the framework



Strategy framework diagram

### Complete Principles



Strategy framework diagram with Principles highlighted

Strategic Principles	
Unified teams	Excellence and innovation in the BBC's output through an alliance of technology and business
Be open & Leverage the market	External partnerships can deliver benefits to the BBC through appropriate expertise, technical services, commercial models
Driving efficiencies	Best value for the BBC over lifetime of assets, representing the appropriate level of investment for the benefit (or opportunity) being delivered
Living and practical	Living and practical strategies, updated to reflect changes in the BBC, our audiences and the technology market, as well as deliverable, supportable and fit for purpose
Pan BBC	Support BBC goals across the business with pan-BBC solutions
In-source and Outsource	

## Individual Strategies



Strategy Framework diagram with Individual strategies highlighted

