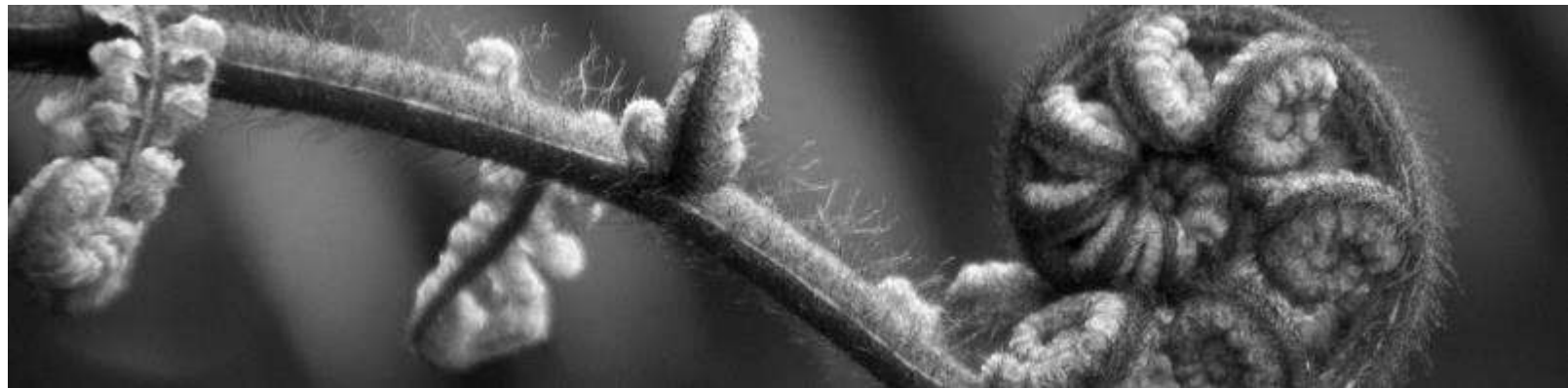


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Content Strategy

2015 - 2018

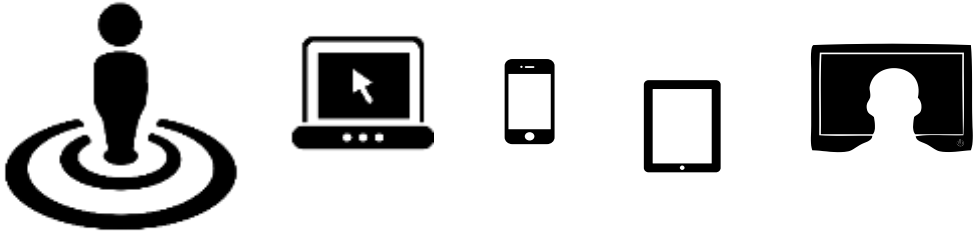
Challenges

Broadcast television offerings are under pressure as new competitors and platforms emerge rapidly



Our Key Role

Is to take the language to Aotearoa and the world via television and multiplatform devices

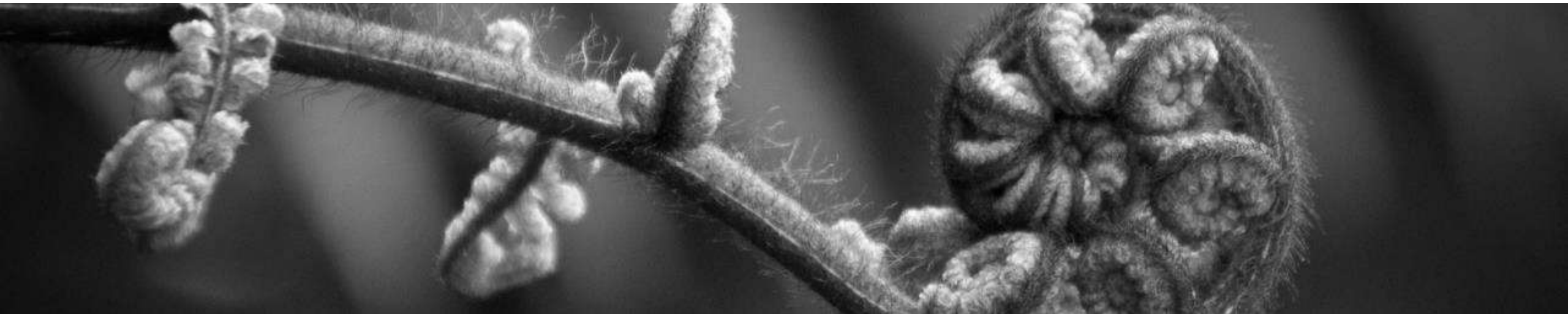




Setting the Scene



Assumptions



The protection and promotion of te reo Māori me ngā tikanga

Partnerships & Alliances



\$5m in annual revenue from commercial partners and crown agencies driven by advertising, sponsorship, product placement and content delivery

Increase in crown funding support

Extended audience reach for clients

People



Performance-based culture
Improved staff engagement and collaboration

Role outcomes connected to vision

Communications and Brand



Corporate reputation protected and enhanced

Audience growth

Favourable media coverage

Third party endorsement

Employment brand of choice

Multi Platform



Connecting with target audiences, where they live and how they live

Content



To showcase engaging content that connects audiences with Māori language and culture

Increased multi-platform engagement

Business Measurements

The other parameters relate to our *Business Measurements*. We have statutory obligations in the *Māori Television Act*:



1

In primetime we must broadcast mainly in te reo

2

At other times we must broadcast a substantial proportion of our programmes in te reo

3

We must make shows for fluent and highly proficient te reo Māori speakers, learners of te reo Māori, tamariki in immersion and youth

4

We may provide a range of functions and services on a choice of platforms

Business Measurements

*We have targets and settings in our annual **Statement of Intent**. The SOI is where we lay out contextual information about MTS, the medium term intentions and commitments set by the Board. This is done to promote the accountability of MTS to the New Zealand House of Representatives. The SOI is a negotiable document for every Financial Year and as part of an on-going Strategic approach we will look to review our SOI parameters. For the Financial Year 2015/16 we have committed to the following:*

- 1** We must broadcast 7700 hours of content per year. 5700 on MTS and 2000 on Te Reo Channel
- 2** We must present a language level of 70% across our broadcast platforms. 51% on MTS and 95% on Te Reo Channel
- 3** We undertake to have a bi-lingual website with at least 1250 hours of content at any time
- 4** We undertake to produce certain hours of content for language learners and young people
- 5** We have quality control tests on our te reo content



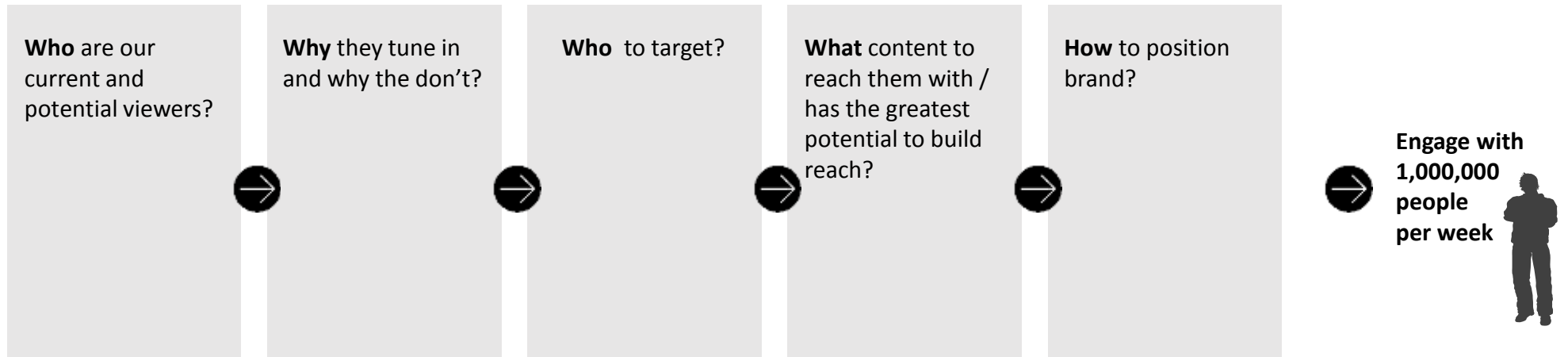
Setting the Scene



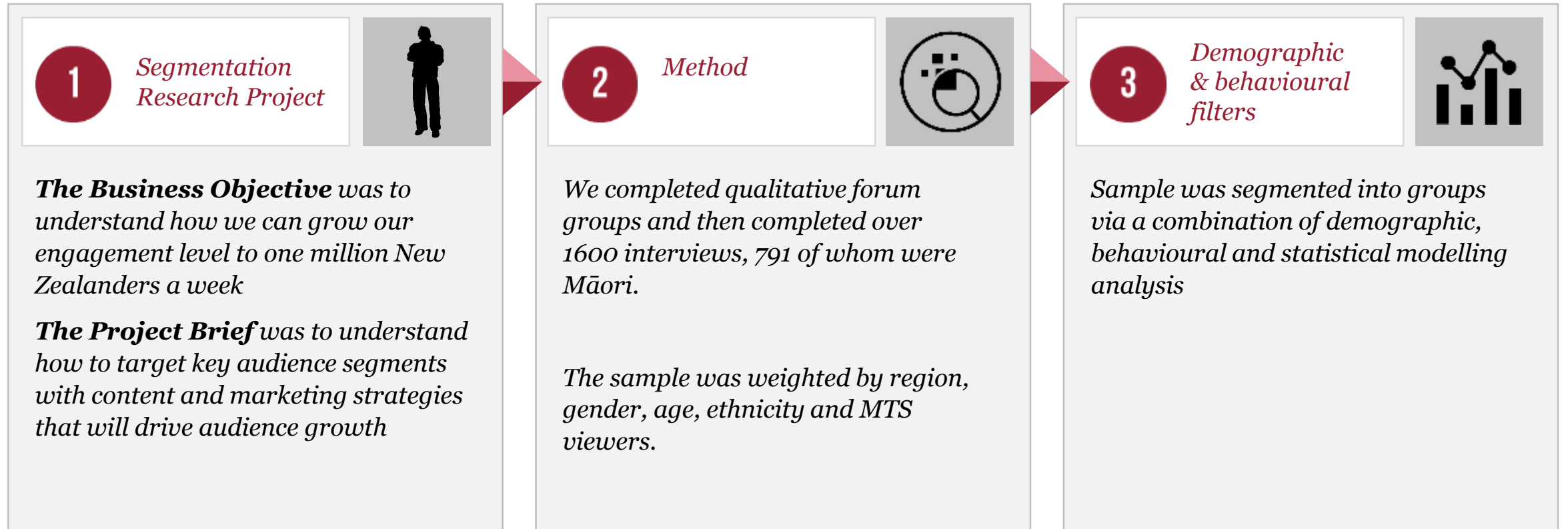
Summary of Segmentation Research







*In this landscape of digital and traditional viewing usage and preferences, understanding and meeting the needs of the **target groups and segments** that are important to **Māori Television**, has never been more important*



Objectives of Research Project





<p>1</p> <p><i>People know Māori Television – or think they do – but we need more to think of the channel when looking for something to watch.</i></p>	<p>2</p> <p><i>Many don't realise we are as broad and entertaining as we are</i></p>	<p>3</p> <p><i>The immediate priority to drive audience growth is picking & promoting winners</i></p>	<p>4</p> <p><i>Unless we catch their eye, our content will not change behavior</i></p>
			

The aim of the Content Strategy is to stay true to our kaupapa, achieve our cultural imperatives and target key segments and drive more weekly viewers → 1m

So with 10 segments in total, the next stage is to craft a Statement of Strategy and select and expand the most important segments for Māori Television Service in terms of growth.



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Statement of Content Strategy



“

To showcase content that **connects audiences with Māori** language and culture and motivates them to increase their engagement across multiple platforms.

”

We have formulated pillars on the next page specifically for our Content department. These pillars will enable MTS and our stakeholders implement the Strategic document, and aid our planning, creation, delivery and governance of content



Breakdown of Strategy

*With the essence of the Statement of Strategy, traditional audience targets and key growth personas at the centre we can then embrace the core with the four important elements of **SUBSTANCE** **STRUCTURE** **WORKFLOW** and **GOVERNANCE** that will aid our execution of the Content Strategy*

- Tone and Values
- Genres
- Language
- MTS Stars
- Platforms
- Schedule



- Timelines including:
- *Development*
 - *External Stakeholders*
 - *Internal Stakeholders*

- Plan – Create – Deliver – Audit
- Guidelines and Policies
- Stakeholder Engagement
- Budget Considerations
- Promotional and Marketing Priorities

At MTS we take our obligations under the Māori Television Service Act 2003 very seriously. We understand the priority for our Content Strategy is to make shows for fluent speakers of te reo, people who learn the language, tamariki in immersion education and youth.

1

Fluent Speakers

Grow entertaining content for younger fluent viewers

We continue to create the majority of our content in fluent te reo Māori.

We will continue providing shows that offer a high level of fluency and technical excellence.

We want to be THE home of Māori news that people consume on all platforms.

We want to craft more entertaining content for Rangatahi fluent speakers.

We want to continue to archive kaumatua to record the nuances of the language from the older generation.

2

Language Learners

Grow promotion and pathways of language learning

We will set out a strategy to promote speaking te reo that aligns to the growth segments and the content we make for them.

We will create compelling second screen and interactive material to make language learning more compelling.

We want build stake holder relationships in the language learning sector to improve our promotion and pathways.

3

Tamariki

Maintain, concentrate on transition from tamariki to rangatahi content

We want to concentrate on entertaining, fluent content for tamariki.

We will develop a non-commercial zone in peak time viewing for our tamariki.

We want to build tamariki characters/stars who are synonymous with MTS.

We want to build stake holder relationships in the education sector to ensure alignment with the kaupapa.

4

Rangatahi

See Growth personas

Rangatahi personas are included in our growth personas.

This group are particularly important as we know half the Māori population is under 23 years old. We also acknowledge this group is the pioneer generation who are leading the growth in non-linear engagement.

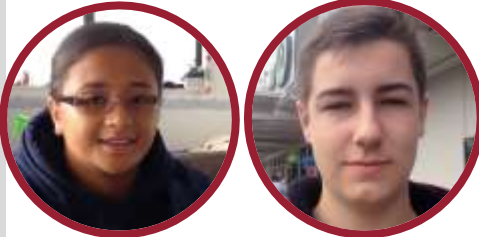
Five Segments to Target Growth

Rangatahi Viewers



Learn how to use this passion to grow the audience

Youth Potentials



Scope for growth → online. Disconnect to MTS

Loyals



Scope for growth in frequency of viewing

Lapsed



Scope to rebuild audience

Urban Professionals



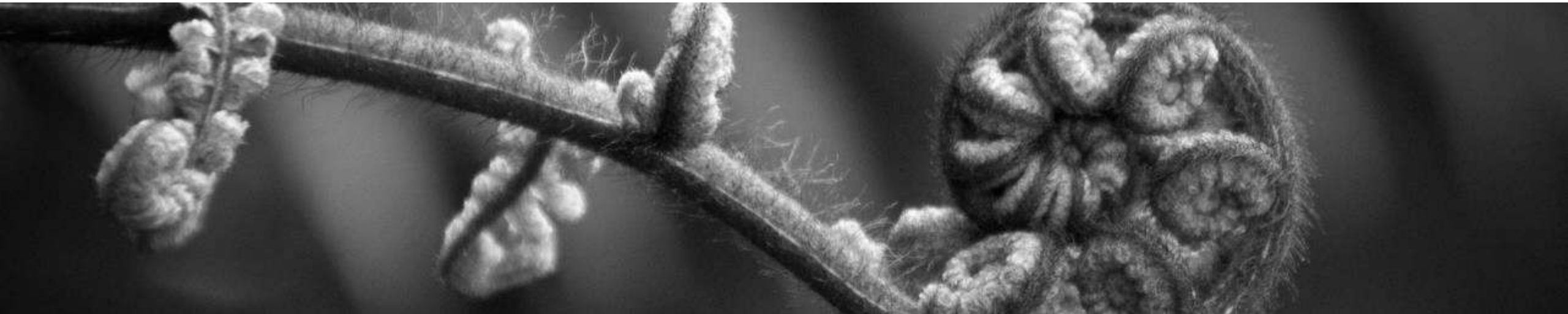
Scope for growth in frequency of viewing



Breakdown of Māori Television Service Content Strategy

.....

A closer look at Growth Segments



Rangatahi Viewers

1.4% of 15+ Population (52,322)

Rangatahi Viewers

- More than a third (36%) of **all** rangatahi frequently tune in to Māori Television
- As our biggest fans, they feel strongly connected to Māori Television – it is one of their favourite channels to watch!
- 1 in 4 are fluent in te reo and most are still hungry to learn more
- And whilst rangatahi already provide a strong audience base for us, we want more!
- Online platforms will be important to reach this young and technically savvy group
- Challenge reality, obs docs and music is what they love to watch
- Highly entertaining and engaging content is their thing



The most culturally connected by a substantial margin

- 26% speak te reo Māori very well
- 26% use te reo Māori all/most of the time
- 84% open to learning more

Our biggest fans

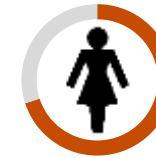


Learn how to use this passion to grow the audience?

Māori TV Viewing



20-29 females in big families, outside Akl



Females	70%
20-29	77%
Big families (3+ kids)	22%
Provincial North Is., less Auckland	23%

Heavy viewers on air & online

- Heavy TV viewers (33%)
- Watch Ondemand (47% each week)
- Watch MTS Ondemand (23%)
- SKY TV (59%)

Base: All Rangatahi Viewers (n=98)

15-29 Youth Potentials (Māori & Non-Māori)

12% of 15+ Population (439,130)

15-29 Youth Potentials

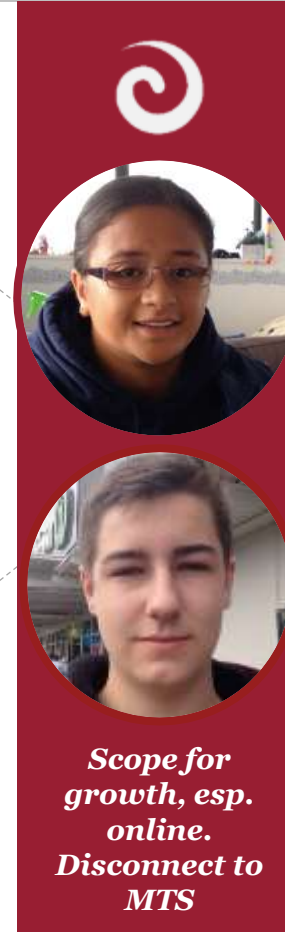
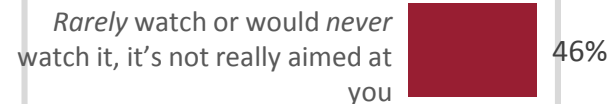
- A mix of 15-29 year old Māori non-viewers and 15-29 year old non-Māori 'receptives' who are open to learning more te reo
- Less te reo overall but with a sub-group of speakers ... and most in this segment are open to learning more
- Typically light TV viewers, our greatest chance to reach this segment is via online (it's the space this segment are most active)
- They're after a broad range of entertaining and engaging content including movies, comedy, cooking shows, reality TV, game shows, music & concerts



Less te reo Māori overall but with a sub-group of speakers and very open to learning more

- 13% fluent / 2nd language learners
- 87% speak words only or not at all
- 94% open to learning more

Not positively disposed to Māori TV



Scope for growth, esp. online. Disconnect to MTS

Māori TV Viewing



Independent 20-somethings

Female	68%
20-29	83%
No kids	68%
Flatting/DINKS	47%
More metro (particularly Auckland)	41%

Light TV Viewers

- Light TV viewers
- Average ondemand use
- Watch TV/movies on Youtube (42%)
- Online TV sub (34%)
- Playstaion / Xbox (40%)

Base: All Rangatahi Viewers (n=98)

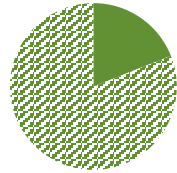
Loyals | Grow frequency of viewing from occasion → weekly

13% of 15+ Population (485,846)

Loyals

Our biggest (30+) Fans

- 30+ years old who watch Māori Television weekly / occasionally – in particular, busy mums aged 30-49 years
- 36% of all Māori aged 30+ fall into this segment
- The most culturally connected of all the 30+ segments and very open to learning more te reo
- Māori Television is a favourite for this group, and we want them to watch more frequently
- They love watching documentaries, drama and music – they want engaging and entertaining content for the whole family



19%

Māori (highest of 30+ segments)

The most culturally connected 30+ segment:

- Only 13% do not speak te reo Māori at all
- 6% use te reo Māori all/most of the time
- 76% open to learning more

The most positive disposition (30+)

A favourite / watch MTS a lot 16%



Scope for growth in frequency of viewing

Māori TV Viewing



Middle aged females with kids



Females	59%
30-49	59%
With kids	43%



Light media users

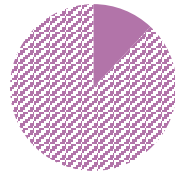
- Average TV viewing
- Less likely to watch online
- No devices more than average

Base: All Core Viewers (n=384)

14% of 15+ Population (523,219)

Lapsed

- 30+ years old who no longer watch Māori Television regularly – largely non-viewers
- 25% of all Māori aged 30+ fall into this segment
- Mixture of te reo ability (some high some low)
- They like that Māori Television offers something different to other channels and think it has good doco's and movies... but they don't watch as often anymore because they think it has too many repeats and is just not as good as it used to be
- Broad and entertaining content is what this segment are after – they're into doco's, drama, home and lifestyle, game shows and news and current affairs
- Ultimately, the key to attracting this segment back to weekly+ viewing of MTS is for new / refreshed content and to make them aware of it



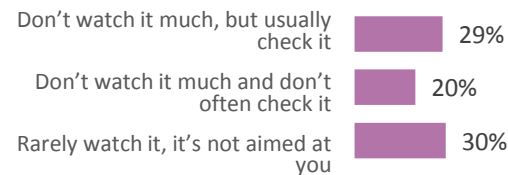
12%

Māori (2nd highest of 30+ segments)

Less te reo Māori overall, but with a subgroup of speakers

- 44% do not speak te reo Māori at all
- 67% never use it
- BUT 14% use it sometimes / most / all the time (3rd highest)

A range of dispositions...

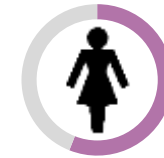


Scope to rebuild audience size

Māori TV Viewing



50+ female empty nesters with money



Females	56%
50+	62%
No kids	67%
White collar	56%
High income (\$100k)	25%

Tech enabled

- SKY TV (55%)
- PVR (73%)
- Apple TV (13% - highest)
- Smart TV (37%)



Base: All Lapsing (n=247)

Urban Professionals | Grow frequency of viewing from occasional → weekly

13% of 15+ Population (485,846)

Urban Professionals

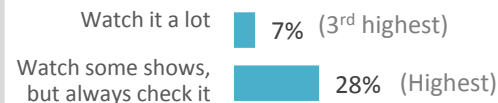
- 30+ years old largely non-Māori segment of regular MTS viewers
- They tend to be older females, with no kids, living in high income households who like that the channel has shows about New Zealand and New Zealanders
- They tune in to MTS for one or two specific shows – largely our doco’s and movies – and would tune in more frequently if they could understand the titles of the shows on the EPG and if they were more aware about the types of shows we have on and when they will be on.
- UPs speak highly of MTS and add to a positive perception for MTS but we need to ensure this group get on a language pathway. Many are open to learning so we must motivate them.



Less te reo Māori, but open to learning

- 53% only speak some words
- But 50% are open to learning more (2nd highest)

Positively disposed to Māori TV

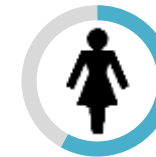


Scope for growth in frequency of viewing

Māori TV Viewing



40+ females, no kids & high income



Females	58%
50+	67%
No kids	83%
High income \$100k+	25%
Upper white collar	33%
Retirees	27%

Not “tech enabled”

- Moderate TV viewers
- Low weekly online viewing
- No devices more than average



Base: All Polo Necks (n=240)

Persona Overview



Personas	<i>Rangatahi Viewers</i>	<i>15-29 Youth Potentials</i>	<i>Loyals</i>	<i>Urban Professionals</i>	<i>Lapsed</i>	<i>Not on Radar</i>	<i>Warriors Fans</i>	<i>Rejectors</i>	<i>Not for them</i>	<i>Youth rejectors</i>
<i>Grow audience</i>	●	●	●	●	●					
<i>Increase visits</i>	●		●	●						
<i>Hold</i>						●	●			
<i>No focus</i>								●	●	●

As mentioned on the individual pages, for **Rangatahi viewers** the focus is on growing the regularity of their engagements. For the **15-29 Youth Potentials** we want to attract them to our platforms with content they love. **Loyals** and **Urban Professionals** are our fans but if we can attract them more often this will grow our share.



Substance

The first part of our four quarters is Substance. In this section we will cover Tone and Values, Genres, Language and MTS Stars.

One very important finding came out of the Segmentation research that we must put the forefront of our mind in terms of Substance:

- We are perceived as being a ‘serious’ broadcaster and that we are “less entertaining”.*

Tone and Treatment offering something different to the other TV channels

Māori TV is very strongly associated with

Q: Please now think about what would make Māori TV really appealing to you. Regardless of what you think Māori TV is like at the moment, please indicate which of the following words and phrases would describe the best Māori TV channel for you.

Base: Watched Māori TV in last 3 months (n=1,072)

The “best Māori TV channel” has broader appeal through increased perceptions of **entertainment, variety and talkability**

Dial up



- *Entertaining*
- *Offers broad variety*
- *Family orientated*
- *Informative*

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Dial Down



- *Traditional*
- *Older*
- *Serious*

Genres




A look at genres we need to grow, hold and review.

The research showed that one of the strengths of Māori Television is the fact that we show local content and we offer something different from the other channels.

The major barrier we face is that we are perceived to be too serious. Our quest is to find a balance between offering content that informs but entertains as well.

This holds a big sway in which genres we want to grow, hold and review.

KEY

Priority	Grow 	Hold 	Review 		
Personas	Rangatahi Viewers	15-29 Youth Potentials	Lapsed	Urban Professionals	Loyals
Language	Fluent 2 nd Language Receptive				
Major Platforms	Māori TV Te Reo Digital Interactive				
Challenges					

Genres Overview



Genres	<i>Drama</i>	<i>Comedy</i>	<i>Popular Format</i>	<i>Factual</i>	<i>Documentary</i>	<i>Lifestyle</i>	<i>Tamariki</i>	<i>Special Events</i>	<i>Kapa Haka</i>	<i>Language Acquisition</i>	<i>Light Entertainment</i>	<i>Sport</i>	<i>News and Current Affairs</i>
<i>Grow</i>	●	●	●			●			●				
<i>Review</i>				●	●						●	●	●
<i>Hold</i>							●	●		●			

KEY | ● Grow

● Review

● Hold



The beauty of having the insight into segmentation of our audience personas is we can accurately pick stars that will align with their aspirations and admiration.

We will select a dozen people to represent MTS that cross language and age demographic spectrums. These people will endorse our channel in off-programme time and be prioritised to present our shows.

*We will align our **Māori Language Plan** together with **Content Strategy**. Our prime objective is based on language and it's prominent in all thoughts we put into content crafting. Main points:*

1

We need to push the te reo channel more on MTS to create a twin-pronged approach.

2

We need to cover the breadth of te reo quality from high level to colloquial.

3

We need to provide for the wave of younger te reo speakers and produce entertaining, relevant entertaining content on their most used platforms.

4

We need to become more effective in our 2nd language content.

We need to create genuine 2nd language shows where the mix of te reo and English flows.

We need to create a bridge from beginner level to where users can jump into immersion and mid-acquisition areas.

5

We need to push interactivity for our language learning content.

Our aim is to be innovative and entertaining.

6

There is no free ride on MTS platforms. If you are a documentary or French rugby fan you will be exposed to simple kupu and suggestions of how you can learn more te reo. Also we will lay out pathways for language learning.



Structure

- *The second of our quadrants is **STRUCTURE**. This relates to where, when and how our content is consumed by our audience.*
- *Our linear platform is still our largest and most important but the industry is losing viewers quickly as young digital natives grow into our Rangatahi and adult demographics.*
- *One of our biggest challenges is discoverability for our TV content.*
- *One of the examples is the misperception NZ population wide that our content is only in te reo and only for Māori.*

In our quest to make MTS more entertaining to our viewers, we are looking to change the Schedule for 2016. We need to assess in our Internal Commissioning the following -

1

aligning the te reo and MTS channel schedules so they offer complementary material and they are cross promoted the Sky and Freeview platform number

2

Moving the Tuesday documentary to Monday

3

Status quo or changing Native Affairs to a 30 minute feature based show?

4

Tuesday will be a male-skewed sports and outdoors night

5

Wednesday will change from language to lifestyle

6

Entertainment could move from a Friday to Thursday.

7

Friday, Saturday and Sunday are movie nights. Friday for teens/whanau, Saturday for younger kids and whanau and Sunday remains our Film Festival slot.

8

We will move the kapa haka slot from 7.30 to 5 and/or 10pm as it exacerbates the 'for Māori only in Māori' perception. We know from the segmentation that 7.30pm is one of the biggest junctions to place some receptive programming to challenge that perception.



Māori Television Channel

Available: Satellite and terrestrial digital transmission. On Freeview and Sky Platforms.

- A bi-lingual channel broadcasting programmes in both the Māori and English languages.
- Targeted at Māori language speakers of all fluency levels and non-speakers to encourage as many people as possible to value Māori language and culture, and increase their own language fluency.

Te Reo Channel

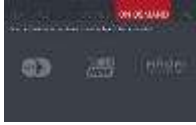
Available: Satellite and terrestrial digital transmission. On Freeview and Sky Platforms.

- The aim of this channel is to broadcast 100% te reo Māori.
- Established expressly for those with higher levels of Māori language fluency, including advanced learners of the language.
- We will programme complementary content to MTS in primetime.
- We plan to add more syllabus based educational content with partners.

Maoritelevision.com

Available: Globally

- The Māori Television website is a dual-language website and is available for users utilising a wide range of devices and operating systems to read, listen and watch in user selected levels of te reo Māori and/or English.
- The website provides an important platform with which to establish relationships with traditionally hard to reach audiences and it provides multiple interactive content features to support te reo language engagement and learning.
- As a digital platform that complements Māori Television's broadcast content on free to air television, the website provides comprehensive On Demand access to discover and view our programmes where and when our audience want them, and to connect with a comprehensive and up to date on-line Māori news service.
- The majority of Māori Television programmes available On Demand are accessible by international audiences, allowing Māori Television to provide access to te reo Māori me ona tikanga throughout the world.



Freeview Plus

Available: Terrestrial digital transmission coverage areas for the enhanced Electronic Programme Guide (EPG) and companion internet connection for On Demand services. The standard (original) Freeview service remains available via satellite and terrestrial transmission.

- This new service allows viewers on Freeview Plus enabled smart TV's (or via a Freeview Plus set-top box) to easily shift between 17 linear TV channels through an enhanced Freeview Plus Electronic Programme Guide (EPG) and to directly access the available On Demand programmes of Māori Television, Television New Zealand and MediaWorks.
- As a shareholder of Freeview, the launch of Freeview Plus will enable Māori Television to consider the further expansion of the distribution of current and future forms of content via this platform.

Māori TV Connect Smartphone App

Available: For free on smartphones in the Apple iTunes App store and Google Play App store.

The App was launched to respond to the high demand and growth of smart phone enabled content users, in a manner that;

- Increases the number of people engaging with a range of Māori Television produced, branded and curated content on the device and mobile means of access of their preference.
- Increases measurable audience engagement with Māori Television content and events.
- Increase awareness and visibility of Māori Television Channel and Te Reo Television Channel scheduled programmes.

Social Media Channels.

Available: Globally. Māori Television has active strategies to pursue brand and content value creation provided by social media channels.

- Māori Television is establishing new roles that will work with senior management, producers (internal and external), the News department and third parties to drive social media integration and innovation across Māori Television and māoritv.com
- We have begun to establish a target audience and brand specific Māori Television presence within key social media channels including Facebook, Google, and Twitter. This has been done to enhance and develop effective and engaged communities around Māori Television programmes and brands. The current set of social media channels utilised by Māori Television is planned to expand over time.



Gamification

Available: The goal is for global access.

- Gamification of content is the use of game based thinking and game play to engage participants in solving problems and learning new skills (in our case, te reo Māori me ona tikanga) while having fun through the interactive use of ritual, role play and repetition.
- Māori Television is actively exploring the content, platform and cost requirements associated with this potentially high-value area of importance.

Audio Podcasting

Available: Globally

We are soon to deploy the technical means by which we will be able to produce and publish audio versions of selected Māori Television programmes. These will be available on both the maoritelevision.com website and in the iTunes store (and other similar outlets over time), as audio podcasts.

Tamariki Platform Ecosystem

Available: TBC/Various. We are currently considering the case to create a branded “Platform Ecosystem” to support and deliver content to our Tamariki target audience.

It would complement, consolidate and extend our existing (TV commissioned) content and provide for new interactive forms of Tamariki valued content, along with the supporting forms of platform distribution. i.e. create, curate and deliver branded content to a Tamariki scheduled block of TV time, a website and App in a seamless cross device and location experience.

Publically accessible archive of Māori broadcast content

Available: TBC

As a logical extension of the growing amount of content available via Māori Television On Demand services, thought is being given to the role that Māori Television might helpfully provide in creating and delivering a Māori centric equivalent to NZ On Screen.

Syndication and dissemination on collaborative platforms.

- With the number of platforms screaming out for content MTS sees opportunities in disseminating our material onto other platforms.
- If we seek the title as ‘leader of Māori news’ we should be making our strong content available on iwi radio websites, newspaper sites and other media outlets. This could be for revenue or promotion and marketing but signalling a change in mindset for MTS.



Governance

- *This section provides a framework for content systems, processes and responsibilities.*
- *We need to maintain and improve systems that help us to produce top grade content.*
- *Governance dictates workflow and we need to strongly align ourselves to the cycle of planning, creating, delivering and auditing.*
- *Our priorities for improving our Governance are maintaining our stakeholder relationships, budget considerations and promotional prioritisation.*



Workflow

- *With these major changes in Content Strategy and the critical climate the New Zealand media is immersed in we will need to adjust our workflows to be digital first, more efficient and aligned to a future-proof strategy.*
- *Also on a macro level we need to illustrate a timeline to anticipate the mahi that needs to be done in the next years to execute our strategy. As with any long term plan we need to be flexible to adjust in changing environments.*





1

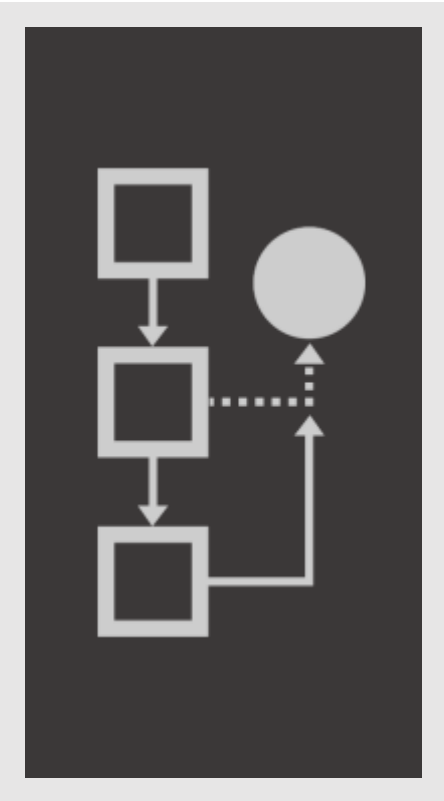
.....• *At the moment MTS is set up in a very traditional model of television production while pushing forward with digital initiatives. We need to align to our future strategy so that we can allow for being a 'digital first' environment.*

2

.....• *We need to work with Operations to ensure that we are aligned in terms of resources matching workflow.*

The bottom line is our digital efforts need to be woven into the fabric of the Content Department, not an extension to what we do.

Workflows – Potential Realignment



1

We need to define the workflow to anticipate a 'digital first' environment.

2

We need ensure our digital initiatives are woven into the department wide workflow

3

Training and future appointments need to be future-proofed digitally orientated roles.

4

We need to attract digital natives to key roles throughout the department.



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In Summary



The MTS Content Strategy

- > **An audience-centric focus**
- > **A multi-platform offering**
- > **Content that entertains and engages targeted audiences**
- > **A marketing and brand strategy that is reinforced by content**

Key Growth Personas and Genres

Growth Personas



Rangatahi Viewers



15-29 Youth Potentials



Loyals



Lapsed



Urban Professionals

Growth Genres



Drama



Comedy



Popular Format



Lifestyle



Kapa Haka

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