

DEVELOPMENT STRATEGY OF THE **RADIO AND TELEVISION OF MONTENEGRO**

2023-2027.

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GENERAL DIRECTOR OF RTCG'S INTRODUCTORY ADDRESS



I immediately understood the importance of creating a strategic document for the advancement of the public service after being appointed general director, the components of which I had previously planned out before I applied for this pivotal position. Along with a group of associates, I concentrated my efforts on removing pressing challenges and obstacles in order to stabilize the overall operation.

As a comprehensive plan that will direct RTCG's progress and modernization over the course of the following five years, we incorporated our ideas and goals into the Development Strategy. The results of the second round of the Brand Strength Research, conducted in November 2022, confirmed that we are on the right track. The findings demonstrated that the RTCG assumed a leadership position based on public trust, which we wish to reinforce going forward by encouraging independence, ethics, and professionalism. The perception of a significant political influence on the public service has been significantly diminished, and we work to make

the RTCG an institution immune to pressure from any sources of power.

Our actions are driven by the ideals and principles of public service, which also forms the foundation of our corporate culture and image. They are the cornerstones of both our vision to serve the public interest and our mission to be the most trusted media.

We thank the OSCE Mission in Montenegro for its ongoing support and active participation in the overall and digital transformation of the RTCG, as well as the external consultant, prof. Dr. Mirjana Nikolić, for helping us on making our full contribution to the development of democracy.

The Strategy offers a clear path for the RTCG's development as an independent, innovative, sustainable and inclusive public media service with a focus on each individual and society as a whole...

Boris Raonić,
general director of RTCG



DEVELOPMENT STRATEGY SCOPE OF THE PUBLIC MEDIA SERVICE OF RADIO AND TELEVISION OF MONTENEGRO (RTCG)

The creation of a strategic document demonstrates the RTCG's level of commitment and readiness to perceive its development through a clear perspective, anticipate strategic and operational goals, and engage in activities that allow for the flexible adaptation of the planned development in response to the influence of rapidly shifting trends.

As a public media service, RTCG is preparing and adopting its Development Strategy at a time when we are resolutely committed to laying a professional and practical foundation for growth over the upcoming five years. The development of the Strategy is a component of the OSCE Mission's project, "Strengthening of Capacity in the Media Landscape in Montenegro", which allowed for the collection of important data regarding public attitudes and perceptions of the RTCG brand and its programme activities. Together with information about the current situation, the findings of this research were used to define the starting point for the Strategy.

This methodological technique was crucial for mapping institutional strengths and weaknesses, or possibilities and challenges emanating from the physical and social environment, guided by the idea that the public interest of citizens is the core strategic determinant. In the light of the above, the RTCG's programming and operations as a public media service for Montenegrin citizens are focused on nurturing the highest standards of media and ideals.

The Strategy's primary goal is to articulate the future growth of the public media service's top niche programme production and technology requirements with the aim of promoting and

safeguarding the public interest, democratic and European values, professional and ethical norms.

The goal of developing the Strategy is to make its vision, mission, and strategic commitments transparently available to all relevant social actors, among whom citizens are undoubtedly the most significant, as well as to all employees and engaged individuals in the realization of the RTCG's core activities, in the function of action synergy on the plan of their implementation.

The RTCG did not consistently pass and adopt above documents throughout the previous time period. The determination of the new management to create the Development Strategy is highly motivated by the desire for strategic planning to be a continuous process, for there to be clear frameworks for the operation and development of the public service and to ensure continuity in the implementation of the vision, mission, strategic and operational goals. Even though the current management is aware of the public media service's unique position, it is still important to articulate the Strategy, particularly in light of the threats posed by political and economic instability and technological advancements that are reflected in all areas of its operations, including programming, content production and placement, work organization, technique, personnel, finance and marketing, and internal and external communications..

A multi-sector working team was established at the RTCG level in addition to an external expert recruited by the OSCE Mission to ensure transparency, expertise, and inclusivity. This allowed for the creation of a pyramidal

structure with functional capacities, which provided an overview of the current state of play and was crucial for determining the course of RTCG's future development.

The Law on the National Public Broadcaster, the RTCG, the Law on Electronic Media, internal acts of the RTCG, available research, and internal reports of the management bodies of this institution all served as the foundation for the formulation of the Strategy.

In terms of terminology, the RTCG Strategy employs the phrase "public media service," which is still undefined in the country's media laws but has been the subject of a proposal. The RTCG pursued major programming and organizational connections of all media, including radio, television, and portals, into an unified and useful multimedia service throughout the previous period. The establishment of a distinctive media system with the suggestion of an avant-garde organizational structure, the integration of program segments, and a concentration on cooperative production of thematically linked content served as the foundation for this media convergence.

In 2020 and in two cycles in 2022, Damar Agency and the OSCE Mission in Montenegro conducted research to identify trends in the public's perceptions of the RTCG .

Goals of Development Strategy

The primary goals of the Strategy for the five-year period 2023-2027 are to:

- Create a culture of continuity in the strategy document creation process as a precondition for transparent, long-lasting, ethical, and skilled production activities and operations of the public media service RTCG.
- Organize the RTCG public media service in accordance with social and economic development, and start reforming Montenegro's public and media policies.
- Increase communication and collaboration between RTCG's public media service and pertinent domestic and international media outlets and topics.
- Pay attention to changes brought on by technological advancements and react to them.
- Create a commercial and finance strategy for Montenegro's public media service that is practical, ethical, and long-lasting.
- Estimate on how the circumstances required for the Strategy's execution and evaluation will be met.

Methodology for creating Development Strategy

In the creation of the Strategy, the standard procedure and methodology was used¹.

The background involved extensive monitoring, analysis and evaluation, being as follows:

- context, which includes Montenegro's current social and media situation, media market and legislation, and the function and positioning of public media services;
- internal, internal factors, including management bodies, technical-technological processes, internal acts, rulebooks and procedures



¹ All terms used in this document for masculine gender shall apply to feminine gender.

BACKGROUND



While preparing the Development Strategy, one of the important activities was the analysis of the media market of Montenegro with an emphasis on the capacities of advertisers, the electronic media market and competition.

With around 640,000 inhabitants, Montenegro represents a small market exposed to the trend of multiplying the number of traditional and then digital media, media platforms, social networks and production firms. Another trend to which the media in Montenegro is exposed is the existence of competition outside the state borders due to media that broadcast programs in neighboring countries, which can be followed on the territory of Montenegro without a language barrier.

The above circumstances result in numerous threats to sustainability, to which must be added the polarization of the media towards those close to the government or the opposition, hidden connections between the media and

political structures, non-transparent ownership of the media, trading in influence, directed and agreed advertising of institutions from the public sector on certain media.

The RTCG public media service in terms of financial operations is featured by a high level of achieved transparency, given that sources of funding are publicly available, as well as the financial reports that can be the subject of analysis by any citizen or state authority.

Finally, the media market is strongly modeled by the impact of technological changes, media convergence and overall digital transformation. The aforementioned changes were reflected in the habits and expectations of the public, the way of accessing media content, and therefore also in the financial allocations and financial position of the media.

The current Law on the National Public Broadcaster RTCG (2020) sets forth that the public broadcaster shall carry out public interest services; act independently,

without elements of discrimination and independently; fosters pluralism; affirm European AV production through 51% of content with 10% of European independent production.

The national public broadcaster RTCG is accountable to the public, which is guaranteed by the Council and the Ombudsman. Members of the Council, of which there are 9 (nine) and from among whom the president is elected, are appointed by the Parliament at the proposal of the Administrative Board. The Council is responsible to the public and makes available for inspection the activity reports, financing report, and the auditor's report. The Council appoints an ombudsman, under the competition, to whom citizens can submit objections and complaints about the work of the public broadcaster.

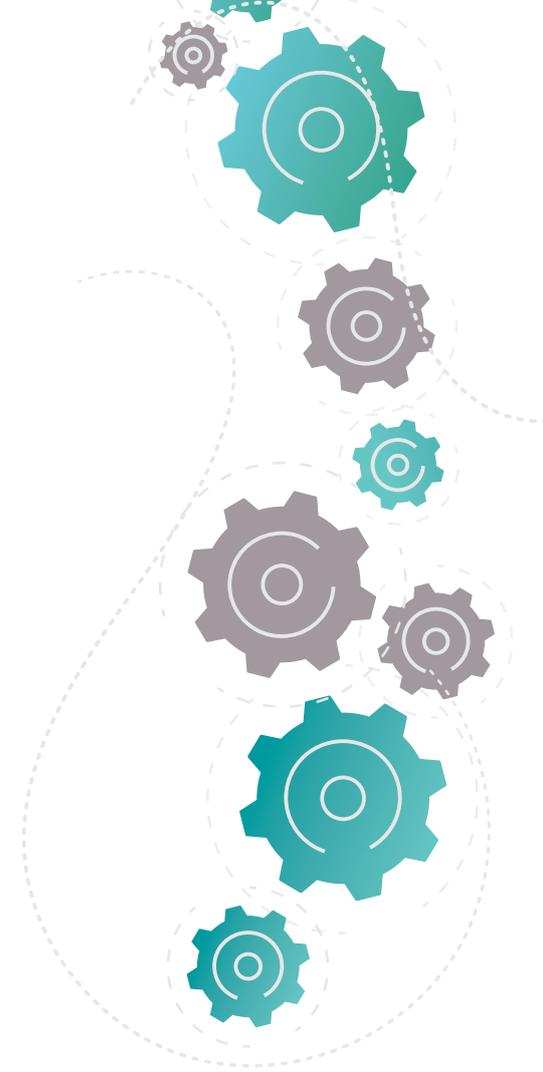
Under the Law, the public broadcaster RTCG is financed from the budget of Montenegro, i.e. 0.3% of the gross domestic product (GDP), but also through the provision of commercial services. Although the general opinion is that the current RTCG financing model ensures stability, there are possible risks in the event of major disruptions to the national economy. In the light of the above, one should keep in mind the solution that will ensure financial stability. Although RTCG is partly financed by commercial services, its competitiveness is reduced due to the prohibition of advertising and teleshopping for Television of Montenegro in the prime time slot from 8-10 p.m. This restriction must be re-examined, given that it is unique in the European practice of public service operations and works in favor of the interests of commercial media actors.

The Law defines the RTCG as a public broadcaster, which does not fully reflect its strategic determination and vision of its role in the future. With its programming and business transformation, RTCG is already becoming a public media service, which must be recognized in the legal context.

In order to keep up with modern developments, the legal framework governing Montenegro's media sector has undergone extensive changes and been brought into compliance with European norms and requirements. The assessment is that substantial, but insufficient progress has been made in the direction of transformation, which is why it is required to continue with the arrangement of strategic and operational media documents through:

- adoption of the first Media Strategy of Montenegro, which sets a roadmap for defining the framework of public service activities in the social environment and on the media market;
- adoption of the Law on Public Media Service, in accordance with the best international practices and expertise of relevant international entities;
- more comprehensive regulation of non-linear AV media services through the Law on Audio-Visual Media Services;
- creation of legal solutions as democratic mechanisms that will ensure adequate protection and safety of journalists and media workers, prevention of media concentration and selective provision of state aid in the media.

Recognizing the importance of amendments to legal regulations in the media sphere, we also point out the fact that frequent changes can be the cause of instability and risks for the sustainable and predictable development of public media services. It is necessary that all media laws are mutually compatible and harmonized with valid regulations from other fields (finance, culture, cinematography, copyright and related rights, education, science...)



FROM A NATIONAL BROADCASTER TO PUBLIC MEDIA SERVICE

Although it's often highlighted in the public that the RTCG has not made the final transformation into a public service, we can unequivocally say that significant steps have been taken in this regard and are being made every day.

RTCG will continue its dedicated commitment to modernization and development into a public media service that is primarily responsible to the Montenegrin public and that actively represents and implements professional standards, as well as the standards arising from the Directive on Audiovisual Media Services.

In the conditions of convergence, thanks to which linear placement of content is increasingly giving way to digital, production costs are rising, global services are creating unfair competition, which all sets the media, and especially public services, the task of programmatic, organizational and technical transformation. and adoption of new business models.

The writing and adoption of the Strategy is positioned in conditions where the global and local media landscape is rapidly changing. The changes are most explicit in terms of technology, ways of accessing media content and changes in communication models where the focus is on interaction, an active audience, satisfying the media habits of the audience/users, regardless of the model by which this is done.

The Development Strategy is aligned with the democratic principles of a pluralistic society set by European institutions, which includes the obligation of an appropriate quota of independent domestic and European production. It also provides a framework for organizational restructuring innovation of business processes.

A special place in the comprehensive overview of RTCG's position in this transition process was provided by the "Brand Strength" Research carried out in June and November 2022 as a joint project of the OSCE Mission in Montenegro and Damar Agency. These research's, published in two publications, are of great importance not only in terms of recording the current state and position of traditional electronic media in Montenegro, but also because they show changes in the audience's habits and their attitude towards new media platforms, social networks, and especially the position of RTCG as a public media service.

The results of the first research from June 2022 are very affirmative and encouraging. According to the views of the respondents, the TVCG is a synonym for television and the most loved TV station, whose programs are followed by 16% more viewers compared to 2020. RTCG is well-known as a standard of quality and a medium in which citizens have more and more trust. However, the respondents expressed their critical attitude stating that TVCG programs lack entertainment shows, film and music content..

The RTCG portal has seen a big change, with a 3.5% increase in visitors due to the fact that on this site users can find a variety of content, an objective presentation of events in which citizens trust. The underutilization of the YouTube channel is one of the opportunities for development, given that it is a platform that the media in Montenegro are insufficiently used to reach audiences, especially youth.

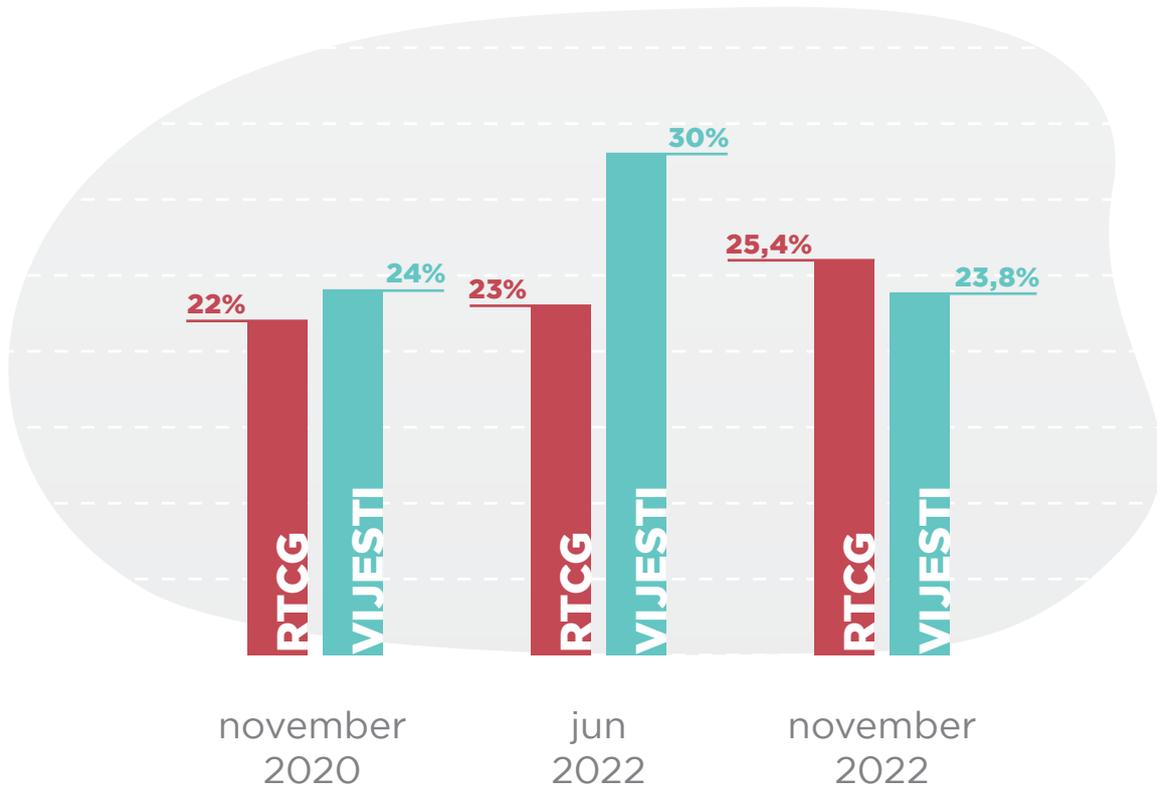
A positive trend can also be observed on the basis of the data obtained by research from November 2022. According to the results of this research, RTCG

is still the synonym of television for the majority of citizens and is in first place in terms of frequency and popularity/favorite with the audience, but a slight decline, by about 3%, of citizens who follow the TVCG program on a daily basis has been accounted for. The fact that there has been a decline in the perception that RTCG is under political influence is particularly pleasing, bearing in mind that in the previous research, every fourth respondent (24.9%) thought that there was political pressure. According to the new research, this attitude is characteristic of only 8.9% of respondents. Simultaneously, only 9.3% of respondents believe that RTCG shows events in a dominantly one-sided manner (previously, this opinion was shared by 16.2 respondents). RTCG is seen as objective by 17.4%, while in the previous one this was the opinion of only 13.4% of respondents.

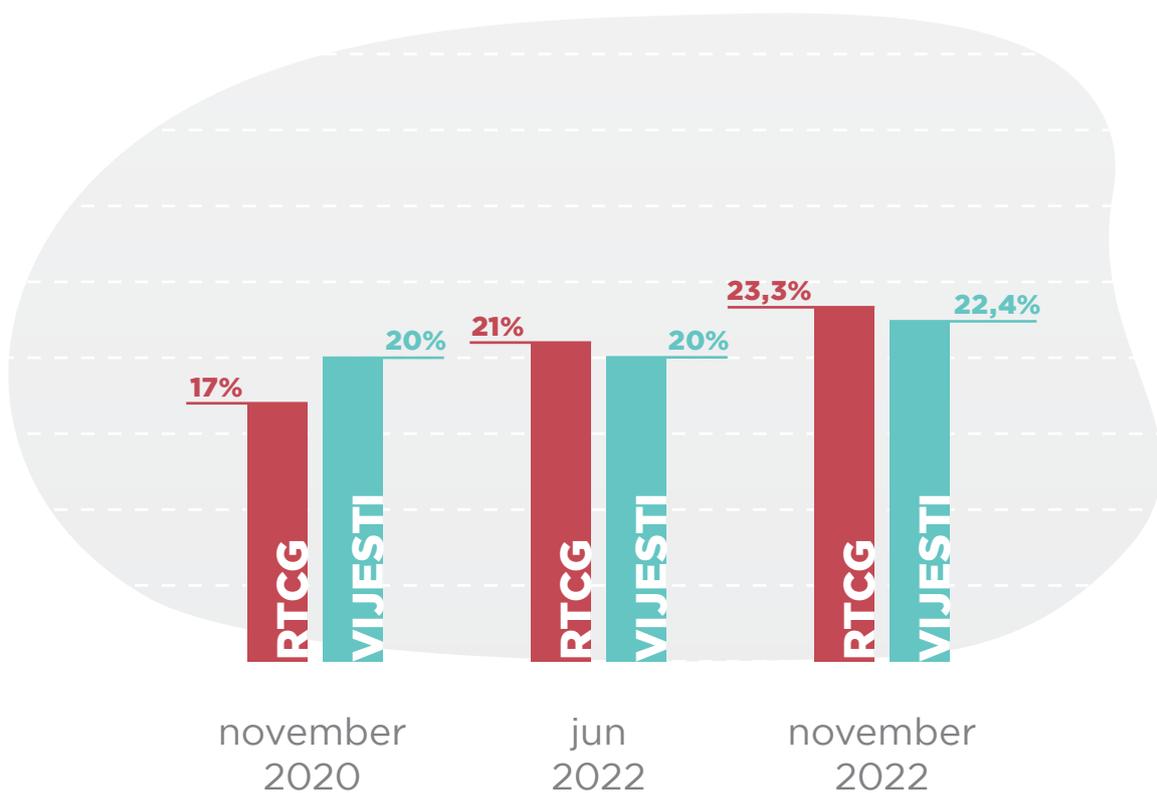
The key finding is that according to the results of the research from November 2022, RTCG and TV Vijesti are tied in terms of the perception of trust with 27%. It is important to point out that there has been an increase in the percentage of individuals who follow the Parliamentary Program, as well as its influence on a better exchange of political opportunities by citizens.

Radio Montenegro is fifth in terms of listening and popularity, and the intensity of visits to the RTCG portal is increasing and now with 14% it is third in terms of citizens' trust, which is an increase of 3% compared to June 2022.

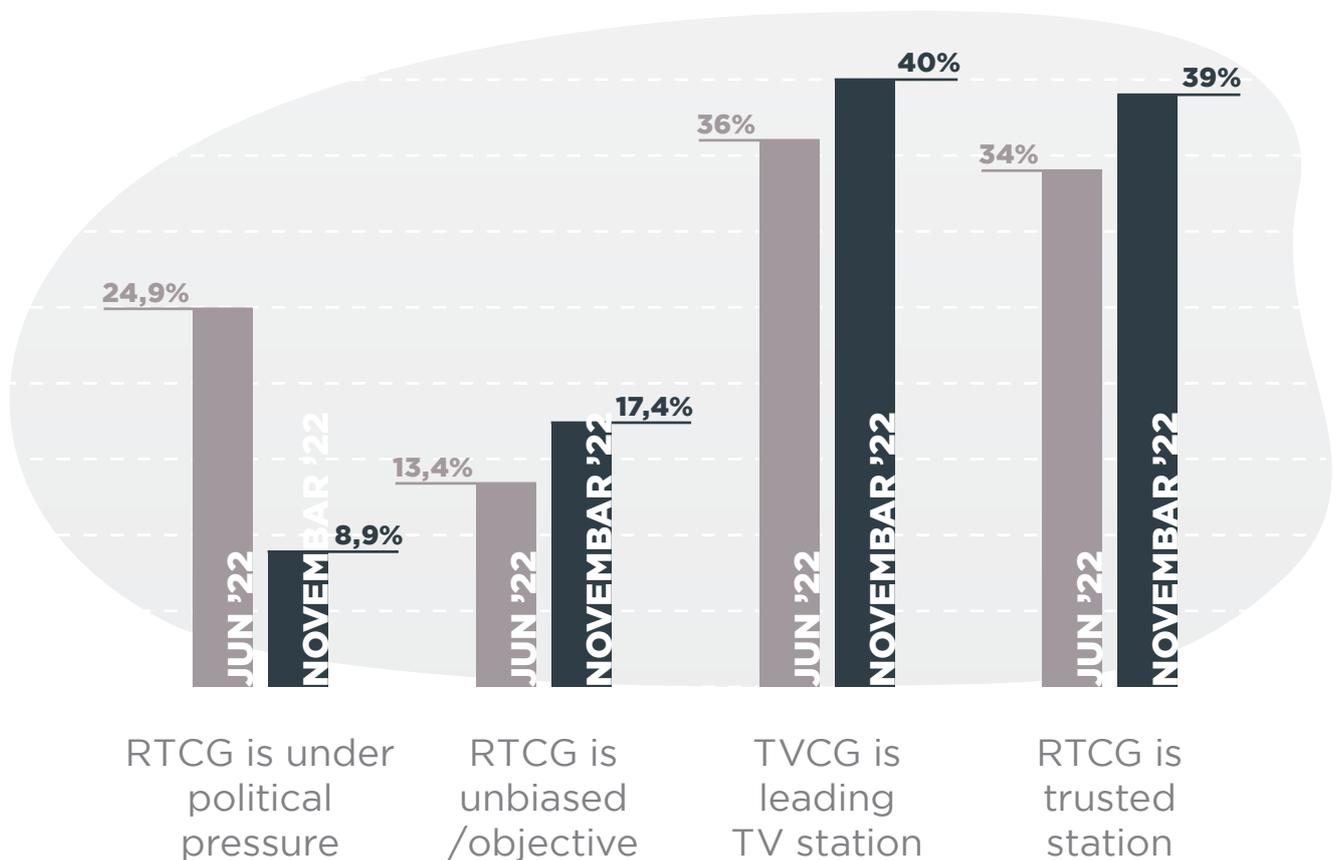
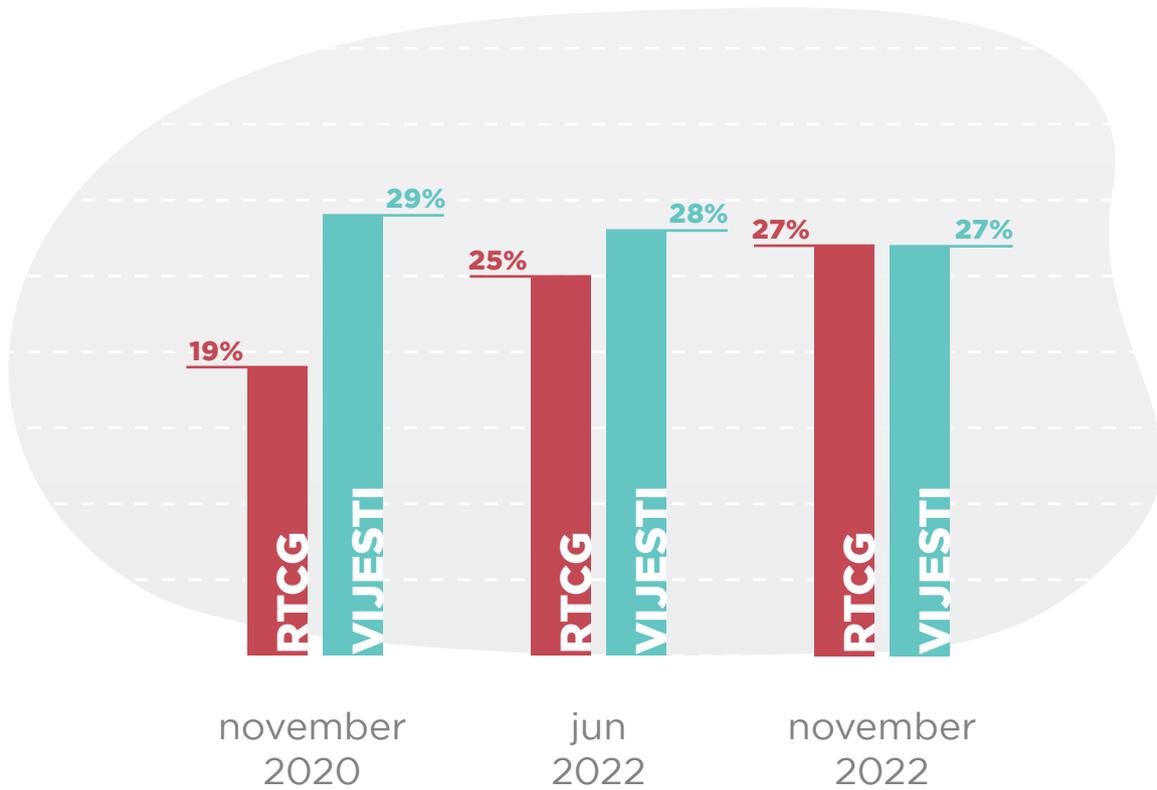
WHICH NATIONAL TV STATION DO YOU FOLLOW?



FAVORITE TV



I HAVE THE MOST CONFIDENCE IN...



RTCG'S MISSION AND VISION

Our mission serves as the focal point of our work. What is RTCG's purpose in society, and what part does it play? What do we aim to accomplish each day? What should not be overlooked, and on what should all efforts be concentrated? Our goal is to promote understanding between people. It serves as the cornerstone of a developed society. We do our mission on our own since we are trustworthy and responsible.

In addition to developing new partnerships and friendships, RTCG seeks to improve its relationships with the general public and its constituents. It also wants to invest in user experiences, education, ideas, creativity, innovation, and development.

Mission

Our mission is to discover and disseminate reliable information experiences, to produce content that is accessible to everybody, and to nurture values of the European and Montenegrin democratic society.

Vision

Our mission is to be the most dependable media and a pioneer in ethical, inventive, and professional endeavors.



RTCG'S VALUES

Our Development Strategy is built on values. The values describe what is crucial for RTCG and our employees to carry out their jobs. The foundation of our company's culture, as well as the way we present ourselves, behave, and perform as a whole, is set by our core values at RTCG. In addition to what we do, we also pay attention to how we do it and why we do it..

Tradition

With its long tradition and active social role, RTCG has been and still is the most respectable part of society. It documents and takes part in all significant political, social, cultural, and media events, bearing testimony to the passage of time and all the changes that were reflected in its work. We are Montenegro's most well-known media because of our longevity, perseverance and tradition.

Excellence

We offer authentic and recognizable programme content that are the synonymous with quality and top values. The quality and excellence of the national public media service is a benchmark for the success, quality and level of development and achievements of society as a whole. We achieve excellence through the synergy of people - the greatest value of any organization, content and audience as users.

Inclusivity

We continually strive to be inclusive by creating content that is accessible to all members of a society. The fact that RTCG offers ongoing news to minorities demonstrates how inclusive it is as a public media service in terms of programming. We take care of the needs and interests of every member of society, regardless of how different they may be on any given parameter.

Trust

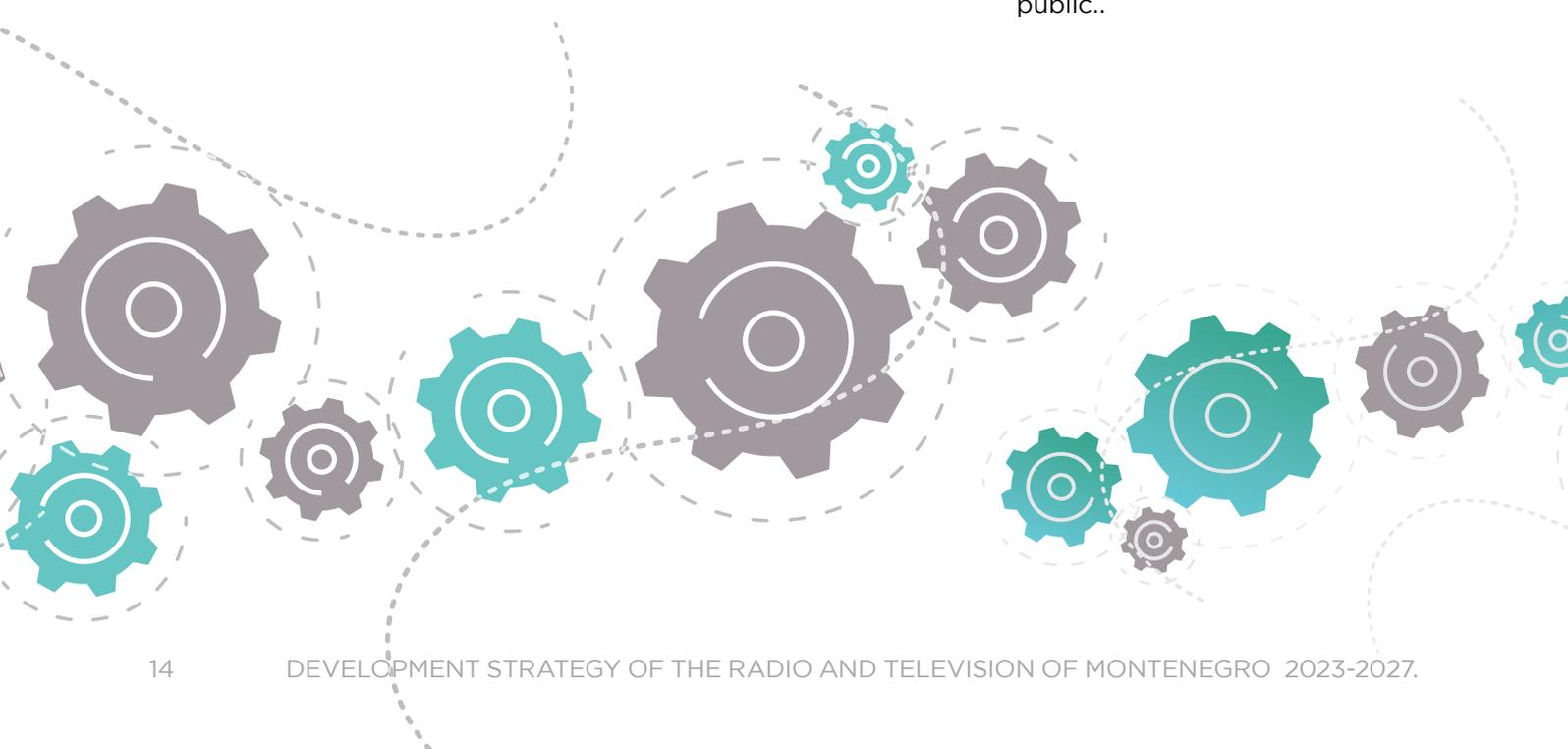
Trust is our imperative. According to the perception of trust, RTCG shares a leading position, which naturally belongs to it, bearing in mind its role and obligation to nurture this value as the most important.

Diversity

Through the synergy of traditional and digital communication channels, we strive to produce and market contents that are thematically diverse, recognizable by form and overall production expression, referential, reliable and with the capacity to open dialogue and build trust, representing different aspects of all issues of interest to the community.

Transparency

Transparency is a necessity that has the potential to be the starting point in assessing the level of responsibility achieved in our actions and operations. We strive for transparency in all aspects of our work. We place the improvement of this issue high on the list of our priorities, considering that the principle of transparency is inseparable from the mission and vision of a public service that serves and is accountable to the public..



RTCG'S PRINCIPLES

Pursuant to defined values of the RTCG as a public media service, we established principles as a framework in the formulation of strategic and operational goals and key activities.

Independence

The guiding principle of a public media service is political, financial and editorial independence. We are firmly committed to bolstering our autonomy and safeguard mechanism against pressures and attempts to subordinate the public service to the control of political elites and other sources of power. Impartiality and balance are our guiding principles in all aspects of work.

Universality and general availability

RTCG will continue to offer equal chances and the equal opportunities in terms of information, education and entertainment to all citizens of Montenegrin society, and will go even farther in terms of specialized content aimed at the diaspora. We will serve as a tool for fostering social cohesion and a source of knowledge and information that is a prerequisite for the inclusion of citizens in all democratic processes.

Citizens in focus

Connection with the public is one of the fundamental principles that is extremely important for the effective implementation of our mission and vision. Using the potential of interactivity and digital services, we are building a more open and accessible RTCG.

Actuality

Although upholding tradition, RTCG is steadily evolving, thoughtfully following trends and modifying them according to its specificities and the needs of Montenegrin society. We will be more agile, flexible and current, because our audience/users expect us to be in the right place, at the right time.

Professionalism and ethics

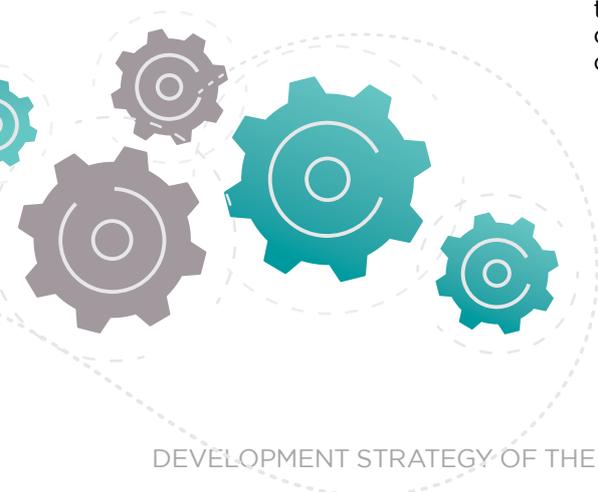
We firmly believe that respect for ethical standards and professionalism are two of the guiding concepts that guide how we conduct ourselves. To keep up with the needs of technology modernization and the spirit of the times, new technical developments and duties necessitate ongoing training for personnel.

Accountability

Public media service RTCG fosters accountability and openness. The most important topics must always be present on the agenda of the public service, which has the obligation to be responsible towards those who finance and control it, namely the citizens of Montenegro. The public media service is under the constant control of the public, which is why it is necessary for them to be familiar with, and even educated about, the principles of functioning and business of the public media service so that citizens can fully evaluate, value and model our work.

Sustainability

The fact that RTCG has a lengthy history and has overcome many obstacles throughout the course of its decades-long existence suggests that sustainability is the guiding concept for our strategic development. The social environment, environmental dangers, and environmental opportunities are all directly tied to the issue of sustainability. By public policies and the diligent efforts of the RTCG administration, we can assure sustainability while depending on best practices from around the world.



RTCG'S STRATEGIC GOALS

WE STRENGTHEN THE POSITION OF RTCG AS AN INDEPENDENT AND SUSTAINABLE PUBLIC MEDIA SERVICE

1.

WE PRODUCE AND MARKET VARIOUS, RECOGNIZED AND OF QUALITY AV MEDIA LINEAR AND NON-LINEAR SERVICES AND CONTENTS

4.

WE CREATE AN ATTRACTIVE AND RECOGNIZED AV IDENTITY

7.

WE ARE CONSISTENTLY DEVELOPING A MEDIA BRAND IN THE SERVICE OF THE PUBLIC INTEREST AND IN WHICH CITIZENS TRUST THE MOST

2.

WE ARE DIGITALLY TRANSFORMING AS A MODERN, ACCESSIBLE AND AGILE PUBLIC MEDIA SERVICE

5.

WE PURSUE CORPORATE RESPONSIBLY, BY FOSTERING EXISTING AND BUILDING NEW PARTNERSHIPS AND FRIENDSHIPS

8.

WE INNOVATE THE INTERNAL ORGANIZATIONAL STRUCTURE AND BUSINESS MODELS IN ACCORDANCE WITH THE DIGITAL AGE

3.

WE ARE MODERNIZING LOGISTICS, PRODUCTION AND TECHNICAL CAPACITIES

6.

WE CREATE SYNERGY BETWEEN OUR AUDIENCE AND OUR CONTENT

9.

1. We are strengthening the position of RTCG as an independent and sustainable public media service

RTCG's basic commitment is to continuously and through a series of diverse activities improve its standing as an independent and stable public media service in the digital environment. We actively participate and make a constructive contribution in all processes of creating media legislation and other strategic documents important for the harmonization of the position of the public media service, bearing in mind its unique role. In these activities, it is essential to be guided by the best international practices that lead to the professionalization and establishment of a modern, politically and financially independent public service in democratic and European Montenegro. In particular, public services in small countries and the fact that RTCG is the only media with a national frequency owned by the state, that is, by all its citizens, should be taken into account..

OPERATIONAL GOALS:

Fostering editorial policy that promotes the public's interests

Offering high-quality audiovisual media services to everyone and implementing all programme functions of the public media service in line with the highest standards is a way to achieve trust and fulfill our mission and vision.

Ensuring financial independence, sustainability and predictability

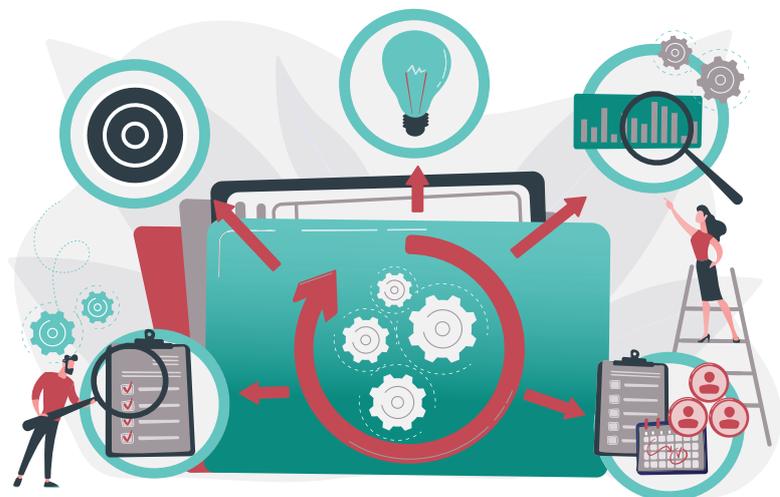
The national public broadcaster Radio and Television of Montenegro uses a mixed approach of funding that includes both public funds and commercial earnings. The public service must be a competitive and well-liked media due to the growth of media pluralism and commercial media. In order to maintain the public sector's essential and unifying function in society, it is important to provide steady financing that shields it from market pressures. The current, as well as the proposed legal solution, implying prohibition of advertising and teleshopping in prime time for the Television of Montenegro, needs to be reviewed, bearing in mind the negative consequences for the viability and full competitiveness of RTCG.

Implementation of RTCG's core activity through channels for broadcasting and content distribution

In order to distinguish between the channel as a platform for the distribution and broadcasting of content and the program itself, i.e. the content, we advocate that, within the bounds of legal regulations, RTCG performs its primary activity by broadcasting content through the channel, as opposed to the previous programs.

Systematic parity between conventional and new media within the public broadcasting service

It is necessary to strengthen the public media service in a rapidly changing environment. A key step towards innovating the internal organization in accordance with the requirements of the digital age and with the needs and habits of the audience is the formation of an ONLINE media business unit, which will fall under the same umbrella as the Radio and Television of Montenegro. We consider this step as an essential and formal prerequisite for the development of RTCG.



2. We continually create a media brand that serves the public interest and that the majority of citizens trust the most

The fundamental requirements of RTCG's editorial policy are to be at the service of the public, to serve the public interest, and to create a trusting relationship with its citizens. The public media service is a comprehensive system that, through audio-visual services, critically examines, presents, and creates a forum for discussion on all significant social topics. Our operations are centered on the needs of all citizens, without discrimination and with a high level of sensitivity for vulnerable and various groups on any grounds. The RTCG's entire content and AVM services must be closely linked with this goal.

OPERATIONAL GOALS:

Respect for the freedom of speech and safety of journalists

Given the fact that the public service should be a standard of European values, ethics and professionalism, it is an imperative to ensure freedom of speech and the safety of journalists and all media employees. By creating internal and public policies that will strengthen the role of independent media, first and foremost as a public service, a firm commitment to true reforms will be confirmed.

Strengthening the mechanism of self-regulation and safeguarding editorial independence

Only independent media that uphold high professional standards are a relevant embodiment of social opportunities and the authentic voice of civil society.

In this context, we must not ignore the responsibility of the media in the fight against fake news, hate speech and all forms of discrimination and manipulation. We must stand together to defend human dignity as a fundamental right and to strengthen media self- and co-regulation.

Realization of public interest through program activities

Internal and external evaluation of content is of key importance for the fulfillment of the mission and vision of the public service, which will continue to be our guide for responsible journalism and action. We engage in dialogue with the public in order to understand what they expect from us and what they think of us. Reliable facts serve as our guide while we do study. The citizen is the focus of our attention, and public trust is our imperative goal.



3. We innovate the internal organizational structure and business models in accordance with the digital age

The entire corpus of programming and production activities of RTCG in a strategic sense must be supported by the transformation of the overall organizational structure and business model. The alignment of all processes with the development strategy and technological tasks, which are closely tied to the process of digital transformation and digital business culture, is an essential component of the strategic aim established in this way. One of the most demanding processes that we will carry out includes the creation of a series of new and innovation of existing internal norms, as well as the introduction of a system of integrated newsrooms that will lead to a unique, economical and multimedia connection of all segments involved in the production of related content..

OPERATIONAL GOALS:

Formal and legal innovation of the organizational model

The first step toward the intended organizational reforms, which comprise a number of activities and amendments to the current internal processes and actions, is to satisfy the formal requirements for innovating the internal organization and systematization of employees posts.

Implementation of the new organizational structure

The application of the innovative organizational model is a process that will last, with continuous education and improvement of the skills, knowledge and competences of employees in relation to the digital age and business needs. Expertise, knowledge, professionalism and ethics are the key criteria for performing work duties, in accordance with the strategic determination.

Improvement of organizational culture and development of human resources

We aspire to integrate the vision, mission, values, and principles that form the foundation of our corporate culture across all business sectors, with a focus on raising knowledge of business ethics, gender equality, human rights, media literacy, digital culture, and workplace safety.

Media Hub Creation

The special value of this strategic goal is the creation of the HUB-LAB as a hub that will serve as a factor of internal cohesion and improvement of the knowledge, skills and competences of the employees, while also serving as a platform for fostering contact with the public, especially children. his crucial educational process will be guided by reliable internal and external mentors, as well as horizontal multi-sector collaboration in the direction of development and creation of unique contents, AVM services, and services.



4. We produce and market various, recognizable and high-quality AV media linear and non-linear services and contents

RTCG promotes a strategic commitment to the creation and distribution of genuine and top-quality content that fulfills all the basic functions of a public media service - informative, educational, entertaining and cultural and artistic. This process is based on multimedia and cross-media linkage of production, placement and promotion of the mentioned content, linearly and non-linearly, while respecting all available technological possibilities. The creation of specialist media services aimed towards minorities and sensitive groups, as well as the diaspora, is a crucial activity in accomplishing this goal.

OPERATIONAL GOALS:

Capturing attention of young audience

A significant obstacle that RTCG must overcome is the growth of the young audience. Young people are becoming more involved in media life as a result of the growth of international distribution platforms, live-streaming, mobile journalism, new media, especially social networks. Our goal is to provide interactive content that young people may take part in. One technique to get young people's attention is to promote and place material on platforms they use, as well as by hiring well-known influencers and artists they admire, taking an educational approach, and promoting media literacy.

Investing in culture, art, science, education, ecology, sports and entertainment

The rich cultural heritage of the diversity of Montenegro compels us to nurture tradition with special attention, but also to deal with current topics in culture, art, science and education. We will be the hub of cultural and artistic production and affirmation of authors, performers and talents. Renowned and recognizable sports events will be broadcasted on RTCG, and we will show top quality series and films.

Our top priority will be producing an entertaining programme in compliance with the professional programming and production standards. We will strength-

en the ecology editorial office and participate in all significant national and international ecological projects and events.

Launching RTCG's music production

We are currently setting up a music production department within Radio Montenegro. With modern technical capabilities and established authors and experts in this field, we aim to create musical works of lasting value and be the driving force behind music production in Montenegro.

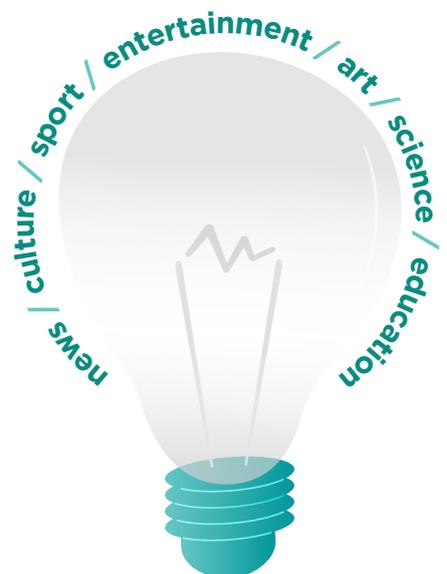
Design and development of OTT platform, social networks editorial and online radio channels

Digital progress goes hand in hand with innovations in the content that is offered and made available. The current audience requires non-linear AV services. With the goal of kicking off modernization in the production and distribution of information and services, we will be a pioneer in digital first reporting and digital services. Through this project and creative flywheel, we will increase everyone's access to our content offering.

In accordance with the ideals and ideas that guide our work, we think that this sort of distribution is the way of the future and should be encouraged.

Strengthening inclusivity

Specialized programme services are part of the diversity of our program. RTCG will use technology to improve the accessibility of content and services for people with sensory disorders. Radio and Television of Montenegro is deeply committed to inclusivity through content for minorities and vulnerable groups. RTCG wants to gain a recognizable position as a favorite service by offering quality programs and unforgettable encounters for all citizens and the diaspora..



5. We are digitally transforming as a modern, accessible and agile public media service

Digitization and convergence are the imperatives of the contemporary media system. The effects of global technical development on a global scale on RTCG is no exception. Society is also evolving. The demand for customized and on-demand media conflicts with the basic concepts of public media. We are now facing the same challenges and opportunities as other public services and mass media in general, which are looking for optimal means to respond to the fundamental changes that are taking place and that can be expected in the behavior of the audience, the media market and society. The European Broadcasting Union (EBU) divides these changes in European society and culture into two main trends - fragmentation and digitization..

OPERATIONAL GOALS:

Adoption of the Digital Transformation Strategy for the period 2023-2027

The goal of RTCG is to establish the foundation for the growth of digital business through the adoption and operationalization of the Digital Transformation Strategy for the period 2023-2027. We plan to make the way of working and doing business more flexible and operational, digitizing administration and organizational processes. We pay special attention to the digitization of the program AV and phono archive.

Establishing digital business and digital culture

Digital transformation is built on digital solutions, but humans are its creators and carriers. The ultimate goal is not to replace people with technology, but to use digital solutions in the best way to make their work more efficient. Automation of administrative processes, efficient flow of information, electronic archive, strengthening of general digital literacy of employees and the IT sector are our goals. Digital technologies in the function of innovation of programme services

Integrated and joint production and broadcasting of all AV media services through terrestrial and online channels and digital services

Management reforms include structural and organizational changes. Modern public media services focus on content, with the merging of radio, television, Internet and multimedia production teams. Digitalization sets new requirements and challenges and creates a need for specialized skills and competencies, which requires the modernization of business pro-



cesses, organizational models and workplaces. Guided by the principle of integration of three media, the proposed innovative organizational structure gives priority to the content we produce, instead of the previous model set up in accordance with the channels of program distribution. We are beginning the transition to non-linear programming services and communications.

Creation and development of non-linear programming services

Modern users demand more and more diverse program content and services in terms of television, radio, electronic publications and other platforms. Faced with the above circumstances, RTCG as a public media service sees it as its duty to adapt to the needs of the modern audience. The OTT platform and online radio channel development project is our response to digital trends, creating more accessible and open RTCG.

Digitization of the RTCG programme audiovisual and phono archive

Digitization is an investment that implies continuity and support in terms of logistics and finance. Comparative experiences of the region confirm the special attention and financial support of the state in the implementation of this process of national importance for the entire society. We believe that the financing of the digitization of the program AV and phono archive RTCG must be included in the Action Plan of the Media Strategy of Montenegro.





6. We are modernizing logistics, production and technical capacities

The growth of media pluralism and the program offerings of regional and global distributors also conditions the public service to be a competitive and watched media. Continuous modernization of studios, technical and production equipment are prerequisites for innovation and the offer of various contents and AVM services.

OPERATIONAL GOALS:

Continuous logistic and investment and maintenance

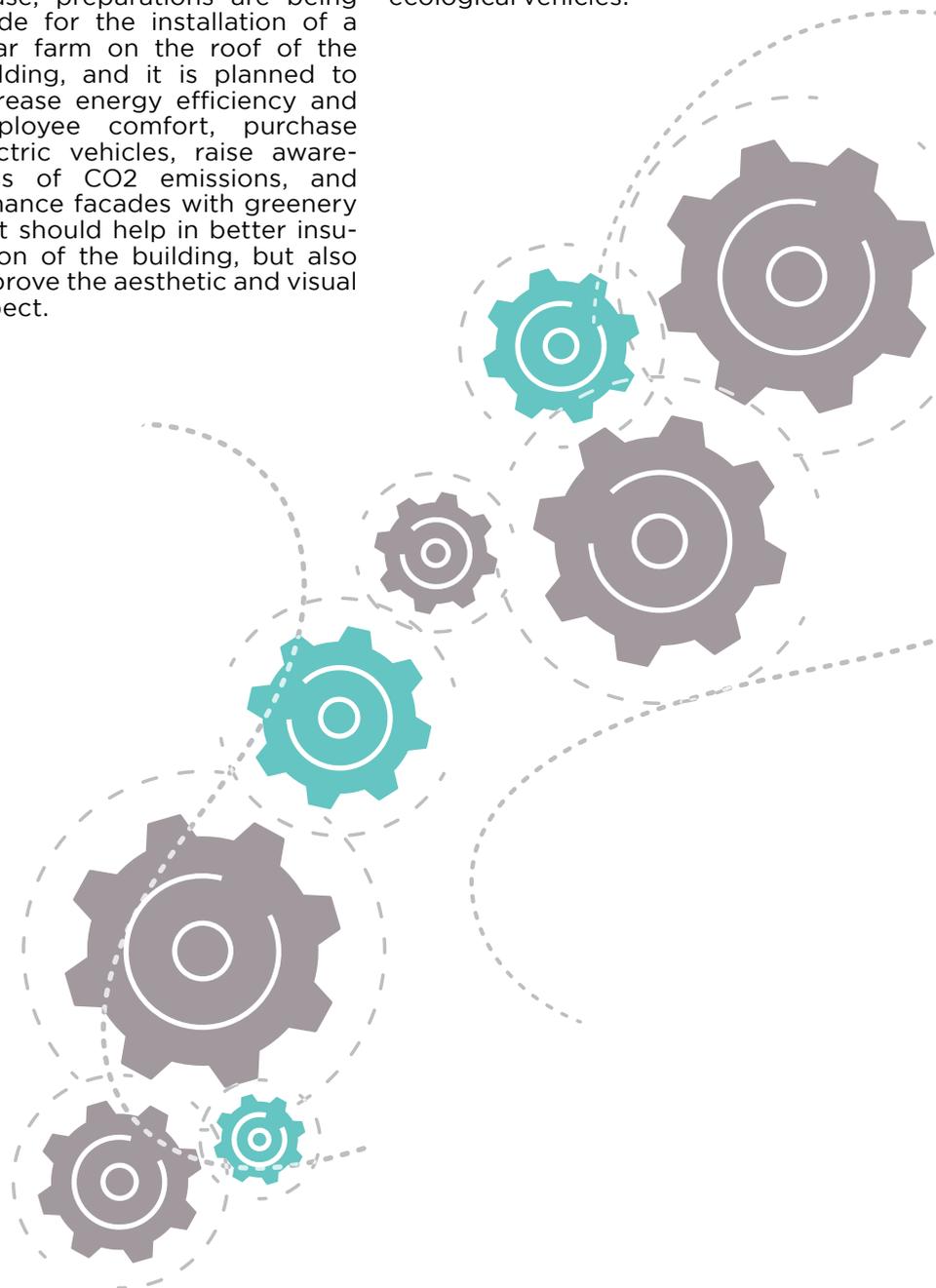
Through logistic and investment, we will ensure production, technical and logistic capacities to fulfill our mission - to inform, educate and entertain according to the highest quality standards. With this goal in mind, we will develop and adopt a plan for logistic and investment, which includes the construction of new and adaptation of existing studio spaces, the purchase of studio and mobile equipment (video wall, LED lighting, robotic cameras). We are waiting for the implementation of the open space concept of the work space, which encourages teamwork and synergy of employees, adaptation of the space for the work of new organizational units (portal editorial office, RCG desk, press center), reconstruction and new look of the entrance hall and RCTG application form. , the organization of a multipurpose space for promotions, presentations, receptions and strengthening openness to the public. It is necessary to consider renaming the Museum into an exhibition space for exhibits and memorabilia. We especially emphasize that we will actively work on adapting the area accessible to people with disabilities.

Adoption of the eco agenda and application of green business policy

Our business orientation is based on the green agenda. We reduced the consumption of paper and provided eco-friendly electric vehicles. In the final phase, preparations are being made for the installation of a solar farm on the roof of the building, and it is planned to increase energy efficiency and employee comfort, purchase electric vehicles, raise awareness of CO2 emissions, and enhance facades with greenery that should help in better insulation of the building, but also improve the aesthetic and visual aspect.

Increasing the operability, equipment and safety of the vehicle fleet

Our commitment is to improve the operability, equipment and safety of the fleet. We are planning to purchase our own bus for the transport of teams and ecological vehicles.



7. We develop a distinctive and recognizable AV identity

The RTCG is increasing the brand's strength through visual communications. The plan is to design a unique AV expression based on the slogan "One for all."

OPERATIONAL GOALS:

(Re)branding AV identity

The new design should be highly compatible with our mission and vision and correspond to the times we live in, based on rich tradition. Our intention is to fulfill the expectations of the contemporary audience and to dedicate and carefully build the visual identity of RTCG for the new era.

AV identity standardization

We are dedicated to the implementation of the overall design concept based on adopted visual aesthetics. The creation of a modern image and the creation of a book of graphic and production standards as a starting point in the creation of AV identity and aesthetics are on the list of our strategic priorities.

Introducing a protocol for approving new design solutions for all audio- visual identifications

The introduction of a protocol on the process of approving and implementing new solutions is one of the important formal prerequisites for the consistency of this strategic goal.

ONE FOR ALL



8. We pursue corporate responsibility through fostering current partnerships and establishing new friendships

For the growth and enhancement of the operation of the public media service, integration processes and international media cooperation are essential. Knowledge, experience, and practice exchange are essential for success and determining the course of progress. Public Media Service RTCG actively engages in socially responsible behavior in order to achieve this strategic aim, developing and supporting initiatives and projects that uphold the previously stated commitment.

OPERATIONAL GOALS:

Establishing stronger and more functional cooperation with all relevant international institutions and organizations

The role of the public service is to build and create a new network of national and international partners. We will continue cooperation with relevant international and regional public services and institutions through memorandums of understanding, content exchange and projects.

Launching and supporting socially responsible campaigns, actions, individuals

We will devote our efforts to pursuing socially responsible and humanitarian activities. We will participate in all significant Montenegrin public events, preserve tradition and culture, and contribute to the country's common identity and legacy for upcoming generations.

One of the core activities under the aforementioned strategic commitment is the pursuit of ecological awareness, environmental conservation, and proactive action in this regard.

Investing in the development of art and cultural diplomacy

investing in the development of art and cultural diplomacy

Our goal is to serve as a hub for both local and international artistic and cultural production as well as a resource for writers, performers, and other creative people. Being a cornerstone of emancipation and a bridge linking difference, we pay particular attention to culture, science, and the creative sector



9. We create synergy between our audience and our content

The purpose of RTCG's content creation is to satisfy the demands of our audience, viewers, listeners, content consumers, and the general public. Our audience communication is constantly being improved and developed. Both offline and online, we are making a bigger effort to be more visible to and present for our audience. We are building trust and openness

OPERATIONAL GOALS:

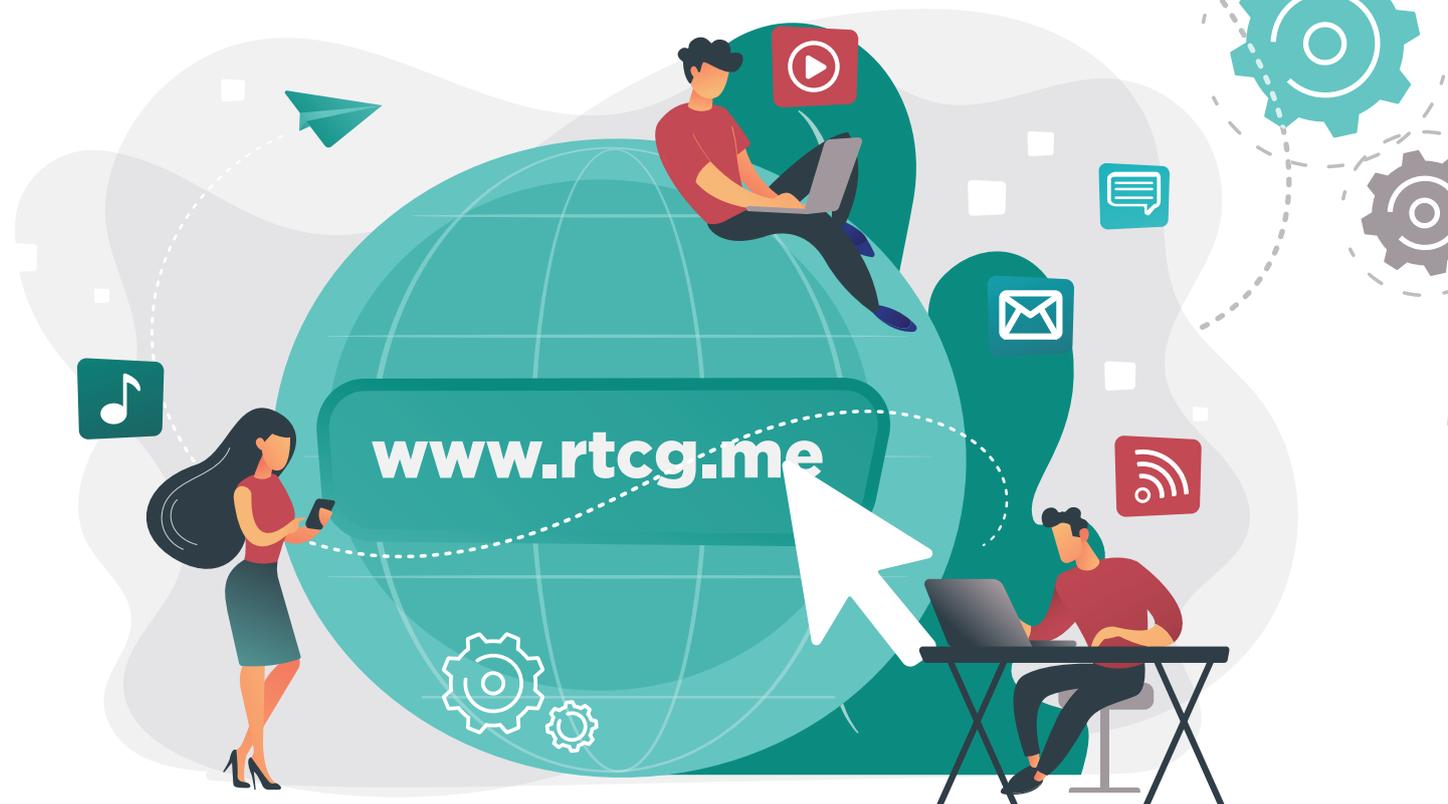
Innovating access and communication with audience/users

In order to increase audience/user suggestions and recommendations, more contact shows, increase accessibility, and enable equitable possibilities for everyone interested in actively participating in the creation of RTCG content and services, we intend to develop interactive models and user services.

Creating communication methods to make the availability of linear and non-linear media services more well-known and to better inform the public

One of the most crucial elements of improving our interaction with residents, audiences, and users is the plan for creating a communication strategy and marketing the benefits, information, and services provided by the public service. Creating the

models that will encourage comprehension, toleration, dialogue and openness of the public service are the prerequisites for transparency and trust.



WE INVEST IN THE FUTURE

We shall put a special emphasis on fostering team culture and collective spirit in order to meet strategic commitments. This is why our company's operations and both internal and external communication are guided by professionalism, accountability, and promptness. Digital business, built on effective practices, helps us improve work processes. Our reform thinking is built on an openness and trust.

The goals outlined in this Strategy are supported by all projects and tasks we are implementing,

The quality of the idea and adherence to the RTCG development policy are the criteria for new initiatives. The RTCG encourages creative initiative and critical thinking.

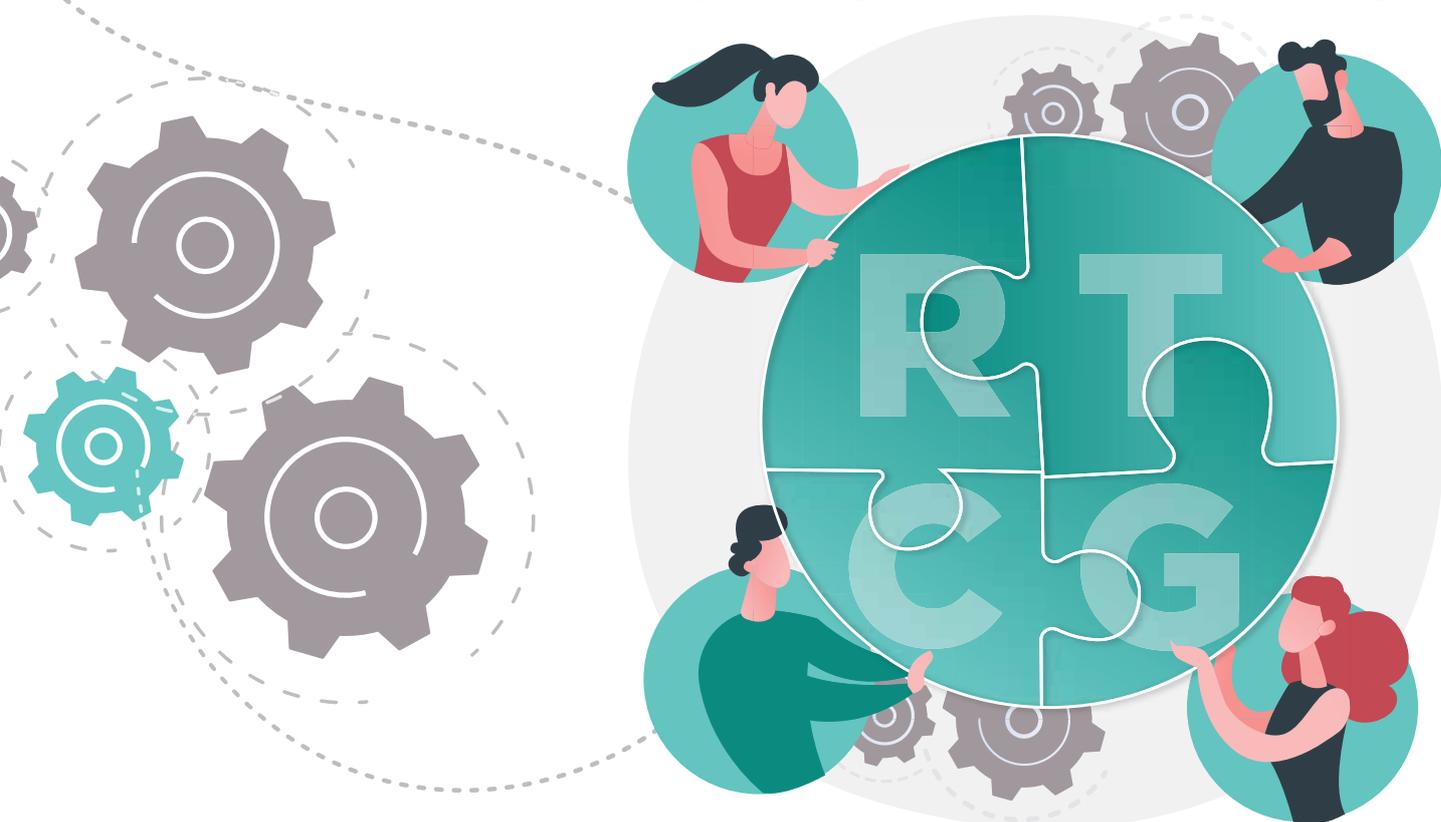
This strategy should make sure that the goals set forth for the development vision are achieved. Human resources and organizational procedures are directly impacted by this. Our personnel's diversity is both a strength and a problem for us as we work to ensure that everyone has access to the same opportunities. Where necessary, RTCG works with independent producers and other collaborators.

The development plan serves as both a roadmap for the next five years and a commitment to society. It also serves as a foundation for setting operational goals, and performance standards.

The public will have even more faith in and satisfaction with all the services, contents, and general activities of RTCG as a result of the busy, innovative, prosperous, and exciting five years ahead, to the pride of the entire society.

We keep educating our audience by sharing significant events, pertinent data, and enduring principles.

PUBLIC MEDIA SERVICE



Managing the process and creating the RTCG Development Strategy for the period 2023-2027 with the support of the RTCG working team:

External consultant of the OSCE Mission in Montenegro: prof. Dr. Mirjana Nikolić

Advisor for strategic development: Aleksandra Sekulić Vojvodić, MSc



Organization for Security and
Co-operation in Europe
Mission to Montenegro