From Foresight to Action



Founded in 1987 as a traditional Belgian broadcaster

Started with regional television in Wallonia, expanded to Flanders in the 1990s

Originally focused on local news, variety shows, and European football

Owned by the Bergmans family

Pre-transformation: 3 TV channels, 2 radio stations, weekly magazine "Vista"

650 employees across Brussels, Ghent, and Liège offices

2024 revenue: €180M

Strategic Position & Crisis:

Caught in no-man's land: Too small to compete with DPG. Media (€1,2B+), too

traditional for streaming-first startups

Lost key rights: Belgian football league broadcasting rights to Streamz in 2023 (-30%

viewership)

Aging demographic: Average viewer age 51, while target is 25-45 Financial pressure: EBITDA dropped from 15% to 8% in two years

Family ownership: Bergmans family (68% stake) facing buyout offers from private

equity vultures

The Transformation Catalyst:

Q3 2024: Streaming competitor launched with 100K subscribers in 3 months Internal revolt: Digital team presented "Platform or Perish" manifesto to board Market research shocking: 78% of under-35s had never heard of MediaVista Group Wake-up call: Lost €15M government contract for EU institutional broadcasting to Netflix

DISCLAIMER:

MediaVista does not refer to any real company
All figures have been created to simulate the corporate scenario



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STRATEGY AS ANALYSIS

STRATEGY AS INNOVATION



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1. What are industry shifts?

Industry shifts are deep, structural changes to an industry, industry norms or how an industry operates. Often, these take place over 10+ years before they fully materialilze. By industry leades and experts, these shifts are rarely taken seriously as they are << not how things are done in our industry>>. Industry shifts frequently represent significant disruption to incumbents. Often, they are only really understood in retrospect. Examples include the internet in the media industry, digital and social in the photo industry, low-cost airlines, distributed energy paradigms, Uber in transportation, clean energy and electric cars in oil & gas.

Future-thinking, innovative firms can identify weak signals, invest to learn and develop new business models on major industry shifts.

- 2. List the top 3 5 industry shifts your industry is facing or expect to be facing in the future
 - #1 Streaming dominance
 - Al-generated news
 - #3 **EU Digital Services Act**
 - Gen Z abandoning linear media
 - Creator economy boom



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COMPANY: MediaVista

DATE: 20/02/2025

TOTAL: 12*/30

MASSIVE NEED TO TRANSFORM LITTLE NEED TO TRANSFORM INNOVATION SERIES STRATEGYTOOLS.IO

Advances in Al-driven recommendation engines promised 25% higher viewer engagement. Edge-computing and 5G made 4K streaming on mobile viable. Blockchain trials for secure rights management were underway at VUB

Mediavista's in-house data team had prototyped a "Viewer Voice" tool that collects instant feedback during live broadcasts. Archives included rich, untapped intellectual property. The tech team has a proof-ofconcept for Al-generated multilingual subtitles, critical for cross-border reach

"Mediavista Now" Al-powered, privacy-first streaming service offering hyper-local European content.

Featuring real-time interactive documentaries, live sports microshows, and EU affairs deep dives. Platform promises to retain 70% of new subscribers beyond six months, tapping into the 500 million European viewers underserved by US giants

The EU's Digital Europe Programme pledged €7.5 billion to support homegrown streaming services, and regulators were drafting new quotas for European content on OTT platforms. There was political momentum for digital sovereignty

Focus groups revealed 82% of under-45 Belgians felt European stories were underrepresented on global platforms. Audiences craved regionspecific drama, investigative journalism on EU policy, and bitesized local sports analysis, delivered on mobile and smart TVs



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BUILDING A MINIMUM INNOVATION STRATEGY

1. INDUSTRY SHIFTS OUTLOOK

2. MARKET OPPORTUNITIES

3. RESOURCE ALLOCATION

Al-Powered Content Generation (15)7-5-3

Podcast Network Expansion (20) 6-6-8

European Streaming Platform (23)

9-8-6











3. InHouse

Content creation

Ignite Video
Hosting (GER)

Streaming Tech

4. Mave.io (NED)

With French and German public broadcasters

2. KU Leuven (BEL)

Al personalization

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& MARKETING Innovation of the design or the marketing mix

2. PRODUCTS



The creation of new products These can be natural extension of existing products or radically new products. For service firms, the ability to innovate productify skills or knowledge can be crucial.



New services introduced These can be services added to products, they can be expansion of existing services or completly new services. Service innovation requires us to think differently about how we deliver value. Today, digital business models are making services out of former physical products

4. MARKETS, CUSTOMERS, AND CHANNELS

What markets, which customers and how we reach them; these are the questions in "MCC" Most companies adopt an unconcious incremental approach, while others explore the infinite possibilities of innovative thinking. Should we attack new markets? Should we identify segments we've never marketed to? S hould we introduce new channels never-before seen in our industry? How can we seize the white space of unexplored markets and customers'

revamped UX, multi-language UI, Belgian creator social campaigns

interactive documentaries, personalized news feeds, community features

direct-to-consumer, telecom bundling, **Content Exchange licensing**



5. TECHNOLOGY

Technology alone only gets you so far. Technology can be highly advanced. History tells us that it is not having the technology in the first place, but how you put it to use, that create value. To succeed, innovation of technology needs to be coupled with new usage, new areas, new products, services or business models. But the innovation of technology is an important starting point.



Process innovation changes how companies run. From supply chain improvements, to reorganization of curre dramatic reduction of bureaucracy or a reorganization around BSC (Balanced Scorecard) or BB (Beyond Process innovation can be both incremental and radical.

Fast track projects, lean startups, GE Workout are all ways of building speed into the work processes.

reorganized into content verticals, established AI Ethics Board, on-demand culture



7. MANAGEMENT

Management innovation is considered the most recent level of innovation.

Innovating how we lead, organize and build organizations can be demanding, but rewarding. Historically, little attention field of management innovation. Today an increasing number of organizations start asking, 'can we dramatically incre

can we change how we manage our workforce?', 'how can we become management innovators?' Little bets, experiments and trials are ways to get started.



8. BUSINESS MODEL

Choice of business model(s) is at the core of strategy. Mapping out, understanding and improving your business model is crucial. But business model innovation also opens the possibilities for radical innovation, for business model experiments, for new ways of crefor managers to truly understand and master. Opening questions can be How can we change our income streams? How can we chan How can we double our revenue streams without adding costs?

hybrid subscription + microtransactions, 50/50 creator revenue share, B2B licensing



9. INDUSTRY

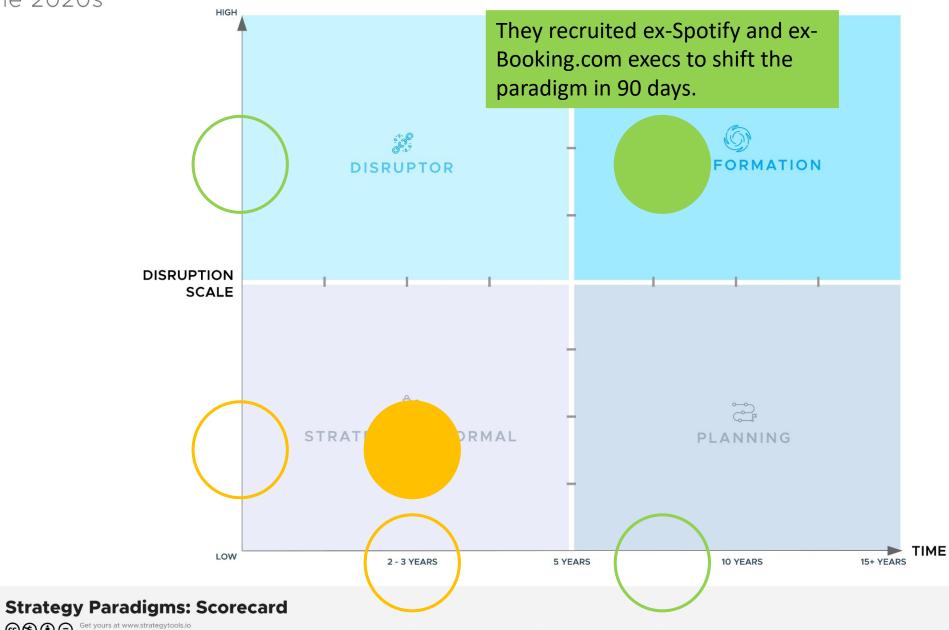


The Innovation Pyramid: Intro

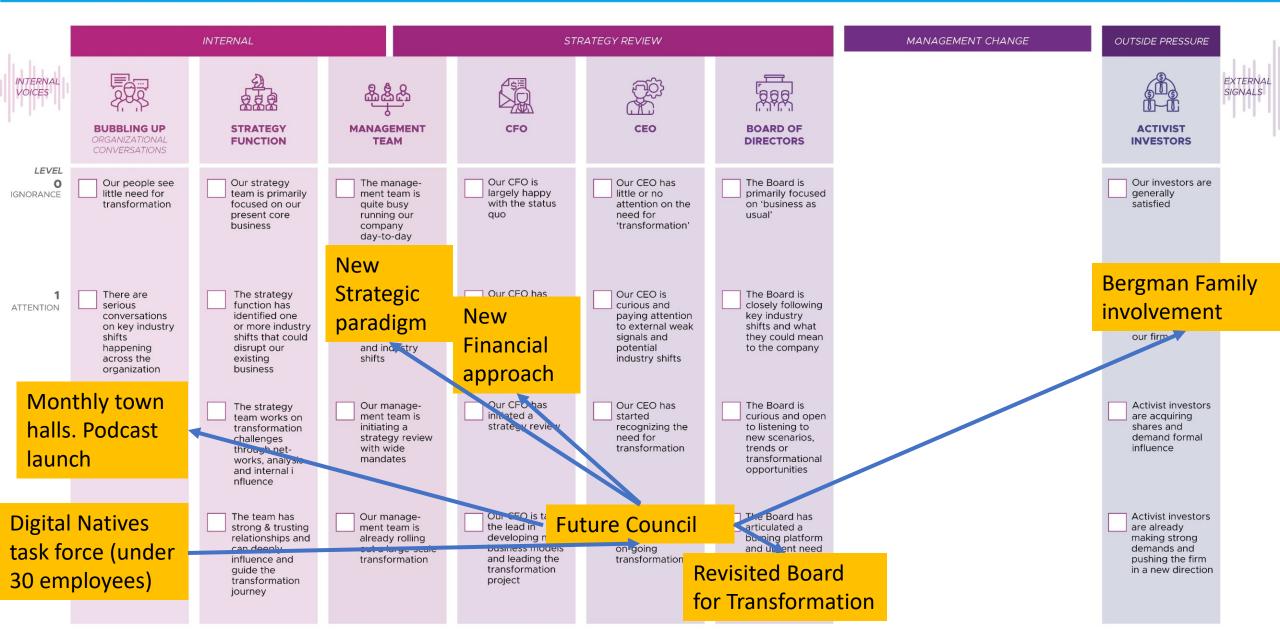
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What is Strategy?

in the 2020s



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Mediavista Now

	#1 CORE BUSINESS ①	#2 GROWTH AREAS M	#3 EXPLORE
Q1	Cut Costs -20%	Launch Podcast	Build AI LAB (3 experiments)
Q2/3		Beta streaming (10K users, 70% engagement)	10 AI-assisted productions
Q4		100K subscribers (40% under-35)	License AI tools to 2 partners
Y2	1 M subscribers; expand to five EU markets		



Mediavista Group Transformation Results

- 1.2 M streaming subs (vs 500K linear viewers)
- 40% under-35 demographic (vs 15%)
- €50 M EU funding secured
- Licensed platform to five broadcasters





YOUR CHALLENGE:

pick one canvas this week, apply it to your top challenge, share on LinkedIn #IntersectionStrategy.

The question isn't whether you transform, it's whether you lead the transformation or become its casualty



Enrico Maset Doing early things

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