

TECHNICAL SPECIFICATION FOR THE CONTRACTING OF ANALYSIS AND CONSULTANCY SERVICES FOR THE TRANSFORMATION OF 3CAT

- NEGOTIATED PROCEDURE WITHOUT PUBLICATION-

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1. CONTEXT

As the public media organization of Catalonia, the Corporació Catalana de Mitjans Audiovisuals (3Cat) plays a vital role in informing citizens, preserving Catalan language and identity, and strengthening democratic discourse through high-quality, trusted journalism. In an increasingly fragmented media landscape shaped by shifting audience behaviours and digital disruption, 3Cat has launched one of the most ambitious transformation efforts in its 41-year history.

Building on its position of strength, as TV3 has been the most-watched television channel in Catalonia for 15 consecutive years and remains one of the most trusted news sources, the organization has taken decisive steps toward transformation. In 2023, it unified its two historic brands, TV3 and Catalunya Ràdio, under a single identity: 3Cat. This rebranding was accompanied by the launch of a comprehensive multi-platform digital service offering over 280,000 hours of on-demand content, marking a clear shift from traditional broadcasting to an integrated, user-oriented public service model.

However, despite these advances, 3Cat acknowledges that the underlying organizational structure remains largely unchanged since the Corporation's foundation. It is still organized around platform-based departments (radio, television, and digital) supported by transversal corporate functions such as technology, HR, administration, and strategy. This legacy setup no longer reflects the strategic need to place content and users at the centre of the operation.

Under its 2024–2027 Strategic Plan, 3Cat is pursuing a fundamental realignment of its operating model. Its vision is to transition from a media-centric structure to a content-driven, public-focused organization capable of adapting to rapidly evolving audience demands and distribution windows. This includes developing a unified content strategy, optimizing production workflows through sustainable, case-by-case models (internal, associated, co-produced), and adopting an omnichannel distribution approach tailored to target audiences and formats.

Culturally, 3Cat is also undergoing significant transformation. While the strategic direction is well-defined, traditional mindsets and inherited professional roles continue to limit the agility needed for modern content production and audience engagement. Building digital capabilities, fostering internal collaboration, and enabling more fluid, cross-media roles will be critical for sustainable change.

A central initiative is the Convergence Project, which aims to unify the currently separate news and sports operations of TV3 and Catalunya Ràdio. While integration is underway, it remains constrained by physical separation (teams are still split across two sites, seven kilometres apart) and by operational silos that limit efficiency and cross-platform collaboration. A broader redefinition of the organizational chart is required to align responsibilities, decision-making, and production around content value chains rather than media type.

Externally, the media landscape is becoming more competitive. Spain's national broadcaster RTVE is preparing to launch a new Catalan-language channel (2CAT) in

autumn 2025, intensifying the competition for audience engagement and raising the stakes for distinctiveness and visibility within the regional media ecosystem.

By initiating this peer review, 3Cat is seeking strategic insight, independent analysis, and peer-driven benchmarking for its next phase of transformation. The review will help uncover structural barriers, highlight opportunities for innovation, and support the organization's goal of becoming a flexible, audience-driven, digital-first organization.

2. SCOPE AND OBJECTIVES

The purpose of this project is to support 3Cat's transformation into a fully integrated, digital-first public media organization that effectively serves audiences across all platforms. Building on the momentum of its 2024 - 2027 Strategic Plan, the peer review will also provide a comparative perspective on 3Cat's transformation process against other European public service media, offering strategic insights, actionable recommendations, and best practices in organizational, cultural, and content models to accelerate implementation and long-term sustainability.

Objectives:

1. Organizational Models and Structures

Objective: Evaluate how 3Cat's organizational model can evolve from legacy, platform-based structures toward content- and audience-centered operations, exploring how other European public service media have implemented similar transitions and benchmarking governance, convergence, and workflow approaches that have proven most effective in enabling agile and integrated production models.

This includes:

- Comparing governance models, convergence processes, and team integration approaches from other European public broadcasters to review the current alignment of the organizational structure across editorial, production, and support functions.
- Providing examples and references of "content factory" models implemented in other public service media (PSM) organizations to identify structural and decision-making gaps that impact cross-functional collaboration and agility.

2. Content and Distribution Strategies

Objective: Assess the alignment and integration of content planning, commissioning, and distribution across TV, radio, and digital platforms, with particular focus on the strategic role of the 3Cat platform in developing a unified, audience-centric content offer, while benchmarking how other PSMs integrate planning, production, and omnichannel distribution to balance in-house, partnership-based, and co-produced models for greater sustainability and audience reach.

This includes:

- Present examples and case studies from other public media organizations that illustrate how they balance creativity and audience reach.
- Establish comparisons of omnichannel content strategies and sustainable production models in other European PSM organizations to enable a review of current content planning, commissioning, and distribution processes, identifying overlaps and areas for improvement, as well as analyzing editorial decisions and digital workflows that ensure consistency across all platforms.

3. Cultural Transformation and Change Management

Objective: Analyze 3Cat’s internal culture, leadership alignment, and change readiness to determine how effectively the transformation vision is embedded across teams, while drawing on best practices from other European broadcasters to understand how traditional professional cultures have been reshaped to promote cross-functional collaboration, innovation, and digital skills development.

This includes:

- Highlight good practices in change management, leadership visibility, and talent development observed in other European public service media (PSM) organizations, to identify enablers and barriers to interdepartmental collaboration and innovation.
- Provide examples of cultural transformation programs that have strengthened digital mindsets and internal collaboration, enabling a review of internal communication, leadership engagement, and staff participation in transformation initiatives.

4. Innovation and Sustainability

Objective: Identify opportunities for 3Cat to strengthen the long-term sustainability of its transformation by benchmarking scalable and efficient production ecosystems (“content factories”) across European PSMs, exploring how peers balance their public service mission with innovation, resource efficiency, and adaptation to evolving audience habits.

This includes:

- Establish innovation and efficiency benchmarks that align creative ambition with sustainability. These benchmarks should serve to review innovation mechanisms, current production processes, and their connection to strategic objectives.
- Provide references and insights from other PSM organizations on how they integrate innovation into their governance and content production, in order to analyze resource management and operational models that support continuous improvement.

3. TRANSFORMATION CONSULTANCY FRAMEWORK

The EBU Transformation Services framework is structured around three interconnected dimensions that represent the foundation of a successful transformation: Offer, Organization, and Culture. Each dimension addresses a distinct yet interrelated element of change, helping PSMs transition from legacy models to integrated, digital-first institutions.

1. Offer (Content, Distribution, Services)

This dimension covers the development of a unified content strategy across all platforms and distribution windows. It includes editorial planning, commissioning approaches, and format design tailored to different audiences and consumption behaviours. It also addresses platform integration, with a particular focus on the positioning and growth of owned platforms, alongside content delivery through third-party platforms, social networks, and emerging screens. Special emphasis is placed on reaching younger and underserved audiences, expanding international presence, and ensuring the overall offer reflects public service values while remaining competitive and discoverable.

To advance this dimension, the peer review will also:

- Compare how other European PSMs have developed integrated, audience-centered content strategies combining linear and digital platforms.
- Benchmark strategies for reaching younger and underserved audiences.
- Identify best practices in omnichannel planning and distribution, balancing proprietary and third-party ecosystems.
- Highlight sustainable production models, including in-house, partnership-based, and co-produced approaches.

2. Organization (Technology, Structures, Physical Environment)

This dimension examines the internal architecture that enables or hinders transformation. This includes the formal structures, roles, workflows, technologies, and physical environment that support daily operations. It involves the transition from platform-based departments to more integrated, flexible teams organized around content value chains. It includes the implementation of sustainable and scalable production models, as well as the optimization of end-to-end processes. The physical configuration of teams, particularly where operations are split across multiple sites, is also assessed in terms of its impact on coordination and performance.

To advance this dimension, the peer review will also:

- Analyze and compare organizational models that have successfully enabled the shift from media-based structures to integrated, content-driven teams.
- Highlight best practices in newsroom convergence and cross-location team management, relevant to 3Cat's ongoing integration of TV3 and Catalunya Ràdio operations.
- Present experiences from other broadcasters in optimizing digital workflows and aligning technology with editorial strategy.
- Provide references and peer examples of scalable "content factories" and operational models that link creative output with sustainable resource management.

3. Culture (Leadership, Processes, Talent)

This dimension focuses on the organizational mindset, leadership behaviour, and talent development practices that underpin transformation. While strategy and structure are critical, it is the internal culture that often determines the success or failure of long-term change. This dimension explores the extent to which leadership is aligned and visible in driving transformation, how well the strategic vision is communicated and internalized, and whether there is an environment that supports experimentation, collaboration, and learning. It also looks at the organization's capacity to adapt through upskilling, the openness of teams to innovation and new responsibilities, and the systems in place to reinforce digital-first practices.

To advance this dimension, the peer review will also:

- Identify how other public service media have successfully managed cultural transformation to ensure its sustainability over time.

- Highlight leadership and governance strategies that visibly support change and empower teams.
- Benchmark best practices in talent management, digital training, and professional development that foster long-term adaptability.
- Present peer experiences in building cultures of collaboration, innovation, and flexibility within complex media organizations.

4. THE TRANSFORMATION REVIEW PROCESS

The peer review for 3CAT will follow a structured and focused three-stage process, designed to deliver strategic insights, identify practical opportunities for transformation, and provide actionable recommendations aligned with 3CAT's strategic ambitions.

1. Intake and research

The first stage focuses on gathering key information to build a comprehensive understanding of 3CAT's current position. The EBU team will review documentation provided by 3CAT, including the corporate strategy, organizational structure, news and sport convergence plans, and digital initiatives.

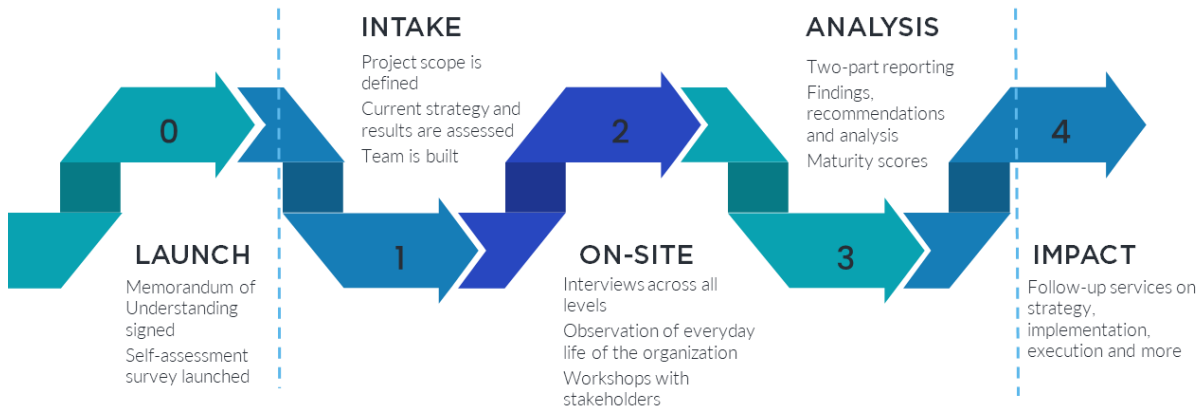
An internal self-assessment survey will be conducted across key teams to capture a broad view of the organization's structures, workflows, culture, and readiness for cross-platform integration. Based on this intake phase, the review team will be tailored to ensure the right mix of expertise and peer experience.

2. On-site review

The second stage consists of an intensive three-day on-site review. During this visit, the EBU and peer experts will conduct structured interviews with leadership and teams across editorial, production, distribution, and support functions. Observation sessions will provide a direct understanding of workflows, team dynamics, and collaboration challenges across departments and physical locations.

3. Analysis and reporting

Following the on-site review, the EBU team will deliver a comprehensive report that includes a clear assessment of strengths, challenges, and opportunities, benchmarked against best practices in other public service media organizations. It will provide prioritized recommendations and practical steps to support 3CAT in accelerating its transformation.

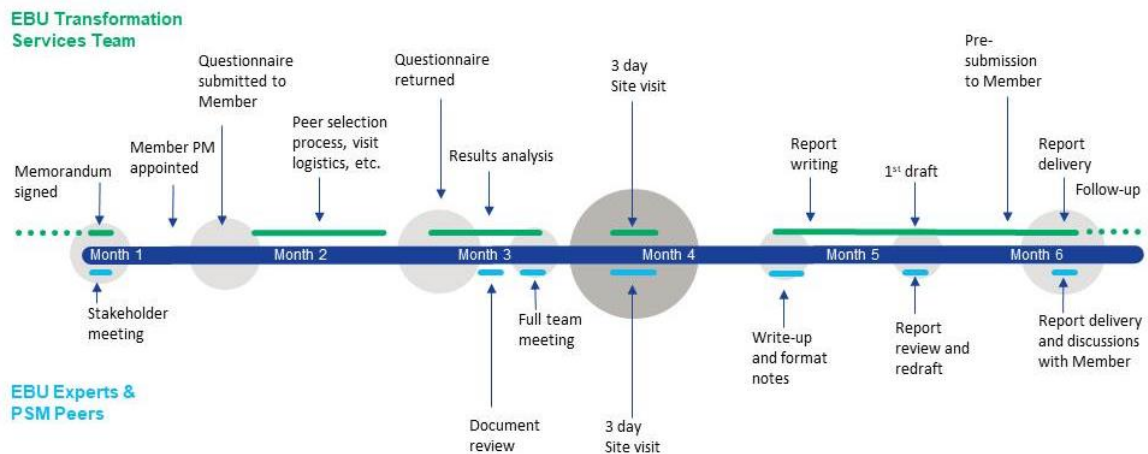


An on-site presentation of key findings and recommendations will be organized to facilitate discussion with 3CAT's leadership and wider teams.

The EBU Transformation Services team remains available to provide follow-up consultancy for the next stages of implementation, if requested. This may include support in areas such as strategy execution, organizational design, workflow optimization, or change management, under separate agreement.

5. PROJECT RESOURCES AND TIMELINE

We expect the full project to last six months, dependent on operational factors.



5.1 Team

We will be working with a team of approximately seven people who will be engaged at different points across the project, made up of:

- Project Lead
- Project Manager
- EBU Subject Matter Experts (up to 2)

- PSM Peer Subject Matter Experts (up to 3)

3CAT will be invited to give feedback on the proposed peers, but final selection will be determined by EBU.

Sant Joan Despí, December 2025