



Navigating Change

Managing Resistance and Implementation in Prime Time Television

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| <p>Abstract:</p> <p>This thesis explores the challenges and strategies involved in transitioning the production environment of the prime-time television show Puoli Seitsemän within Yle, Finland's national public broadcasting company. The focus is on adapting to a new production structure, reinventing work identities, and implementing significant changes in job descriptions and production methods. The research employs established change management models such as Lewin's Change Management Model, Kotter's 8-Step Change Model, and the ADKAR Model to ensure a smooth transition. Qualitative methodologies, including case studies and interviews, are used to gather insights into the experiences and attitudes of the editorial and technical staff. The findings highlight the importance of adapting multiple skills, where employees are trained to handle various tasks across traditional professional boundaries, increasing operational efficiency and reducing redundancy. The study also emphasizes the role of continuous communication and inclusive planning in mitigating resistance to change. Resistance to change often stems from entrenched company culture and attitudes towards new practices. Workers more accustomed to technological advancements adapt more readily, while others face greater challenges. To address these issues, tailored training programs and workshops were implemented to foster an adaptive and collaborative team environment. The thesis concludes with strategic recommendations for managing organizational change in the broadcasting industry. It emphasizes the need for a holistic and adaptive approach, suggesting that successful change management relies on clear communication, empathy, and continuous support for all employees. These recommendations aim to help Yle and similar organizations navigate the complexities of technological adaptation and workforce transformation effectively. The ultimate goal is to create a streamlined production model where redundancies are minimized, and efficiency is maximized, paving the way for a more dynamic and versatile production environment.</p> | |
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1 INTRODUCTION

1.1 Background information

The field of Public service media (PSM) is ever changing and right now in a continuous effort to cut expenses new technologies are being created and tested that enables broadcasting companies to do so. Also the need to re-allocate resources as the technological advancements, climate change, geopolitical developments, and changes in consumer behavior can introduce new disruptions that rapidly and significantly alter the competitive landscape of the media industry. PSM faces the challenge of staying relevant and cost-efficient amidst increasing competition from commercial actors who often cherry-pick the most lucrative opportunities. Lessons from critical national infrastructure (CNI) sectors, such as healthcare (NHS England, NHS Scotland) and transport (airports and railway networks), offer valuable insights for PSM. These sectors share a mixed ownership model, blending publicly owned elements with regulated private providers, which helps in producing and disseminating 'merit goods' that the market alone might fail to deliver adequately. Interviews with decision-makers from these CNI sectors reveal strategies to enhance resilience and adapt to changing conditions. These sectors manage to balance public ownership with private provision, avoiding excessive fragmentation that could result from commercial operators focusing solely on profitable components. This balance is crucial for maintaining a coherent and resilient system. In practical terms, media managers in PSM need to focus on delivering public value through robust and resilient media infrastructure. This involves integrating lessons from CNI sectors to develop sustainable models that can withstand scrutiny and continue to meet public needs effectively. As PSM navigates these challenges, the goal remains to provide comprehensive and high-quality content without compromising on cost efficiency or relevance. By applying these strategies, PSM can better position itself against commercial competitors, ensuring that it continues to fulfill its public mandate while adapting to the dynamic media landscape.

Daily media usage is increasing across almost all age groups. For individuals aged 15-29, social media is the most used medium, with an average usage time of over 1.5 hours per day. Among young people, particularly those aged 13-18, TikTok usage has surged and is now the primary news source, with nearly half of this age group getting

their news from TikTok. Additionally, almost half of them state that they would not see news media content if it weren't on TikTok, according to the report published by Media-alan Säätiö in 2024 (MEDIA 2035, 13).

YLE, or Yleisradio Oy, founded in 1926, is Finland's national public broadcasting company, established to provide impartial and diverse programming for the Finnish public. Its primary task is to offer comprehensive, high-quality content across television, radio, and digital platforms, reflecting Finnish culture, language, and societal issues. YLE aims to promote democracy, education, and cultural understanding while fostering national identity and cohesion. Through its wide range of programming, including news, documentaries, entertainment, and educational content, YLE serves as a vital source of information and entertainment for Finnish citizens, contributing to a well-informed and engaged society (Yle Yhtiönä). Yle is in the field of media in Finland the biggest individual actor. It needs to fulfill its purpose, as described above and defined by the Finnish parliament as it decides the responsibilities of Yle (Yle yhtiönä).

As a PSM organization, Yle needs to stay relevant and readjust its operations to meet market demands. Yle's strategies focus on enhancing efficiency while ensuring the organization can still focus on markets and content areas that commercial actors do not embrace, the 'merit goods', thereby fulfilling its public service mandate. Furthermore, the overall economic situation is challenging, and Yle's funding may be reduced, potentially leading to a decrease in its entertainment content production (MEDIA 2035, 45).

These factors need to be addressed, as the goal for media companies is to achieve expense cuts without compromising the viewing or user experience. The content should remain relevant to the audience regardless of the publishing platform.

Production of any live or multi camera production has traditionally been personnel heavy as every one function needs a designated operator. New technologies have made it possible to cut down on personnel as the job descriptions can be re-written according to the individual needs of each show. This can free up resources to produce more social media oriented content as this is seen as a way to reach local communities. According to the Report 2035, Community emphasis is becoming more evident in the development of the media industry. Consumers are increasingly using media that is specialized in

content and hyper-local community media. People are generally interested in a few subject areas and local events (MEDIA 2035, 21.) This puts pressure on all actors in the field of media to re-think how resources are utilized and what being local means to them.

As the field of media in general also Yle is familiar with constant change and has undergone several reforms during its existence. As Yle employs 2,967 permanent employees and the total labor needed is 3,343 person-years in various employment types in total (Yles's year 2023), it is understandable that any big reforms are not rapidly done, as it tends to be in large organizations.

Some of the major competing actors in Finland have renewed their production facilities enabling them to implement new methods of production and hence also making it possible to shave off the needed amount of personnel when so desired. MTV3 in their new facilities in Vallila (MTV Uutiset.) and NEP (Tv Tools.) in Pasila are prime examples of major actors having done just that, they have new facilities based on the latest technologies that are more versatile in terms of personnel needed for any given production. They also rely heavily on hiring personnel possessing multiple skills in production. The personnel being hired need to have competences in several aspects of the production in order to be able to handle any needed role or task of the production.

Also Yle has experience in streamlining studios and production models in the past. The department of Current affairs (UA) underwent a reform during the period of 2009-2012 when many parts of the production were automated to standards of that time. The technologies have however evolved a great deal since the last reform at Yle and the experiences of similar solutions as at NEP or MTV are only a few. The new technologies enable further streamlining and enables to re-think the entire production processes in ways not possible earlier. Units similar to those at NEP and MTV do exist at Yle but have mainly been founded for testing purposes and for production of shows of minor size and scale. The biggest unit could be argued to be located at Svenska Yle in Pasila for Breaking News and Svenska Yle specific needs. Live- and live on tape kind of productions are characteristic for the unit and are produced with staff compositions unlike traditional broadcast productions. This unit is in many ways in a benchmarking position for future reforms at Yle. The unit has many user cases that have

taught Yle a lot about the technology and given the company operational insights about future possibilities.

At the moment disruption of one broadcast product at Yle is in motion as the live talk show Puoli Seitsemän (PS) is undergoing a reform in both technological and editorial terms of how the show is being produced. This thesis is going to discuss models for change beneficiary for the transition to the new way of production and also discusses how the expected opposition should be handled.

1.2 Puoli Seitsemän

Yle offers a diverse selection of television content, curated to serve the varied interests and needs of the Finnish population. The selection of Yles content can be found on three broadcasting channels, TV1, TV2, Yle Teema/ Yle Fem, and on the on-demand platform Areena. Yle's programming reaches multiple segments, including news, entertainment, culture, sports, and specialized content for minorities. This ensures that all viewers, regardless of their background or preferences, can find relevant and engaging content.

Yle Puoli Seitsemän is a live show that has been running since 2009. The show airs during prime time five days a week at 6:30 pm on channel TV1. Every episode is 28 minutes long. The show consists of two hosts with guests in the studio. The show sometimes includes activities like live acoustic music. It is essentially a multi camera studio-production also consisting of edited pre-recorded material. The live show is produced on site at the Yle campus in Pasila in Helsinki but outside live connections to different parts of the country are common. At times the show goes on the road and is being produced from different locations around the country. Typical ratings for PS range between 400,000 and 500,000 viewers per day, which is considered strong by Finnish standards. For instance, during week 13 of 2024, the show ranked as the 13th most-watched program. It was surpassed only by TV1 news, which had 839,000 viewers, sports news, MTV3 news and other news-related broadcasts. The only non-news-related program that outperformed PS that week was The Voice of Finland at channel Nelonen (Finnpanel.) The viewer demographic of PS is predominantly women over 45 years old (Yle Oodi). The largest age group watching the show is men and women over 65.

PS has been following traditional broadcasting practices, which means each task requires a dedicated operator. Running a single show involves a team of 11-14 people. On the studio floor, there are three camera operators, a sound technician, and a floor manager. In the control room, also known as the gallery, the team includes a technical operations manager (TOM), a vision mixer, a sound engineer, a color grader, a production coordinator, a director, and a producer. Additional camera crew and video editors work on pre-recorded feature material for the live show and for social media. The editorial staff, including the hosts, also contribute to the personnel count. While this might seem like a lot, it's quite typical in the industry for traditional broadcasting.

PS has until the reform been a part of the Department of Current Affairs, Uutiset ja ajankohtaisohjelmat (UA). The separation of the production PS from UA has been done in two faces. The first face was already in 2022 when the editorial staff was detached from UA. This transition was less dramatic as no changes in personnel or job descriptions were done at that time.

The second transition, the one that this paper is discussing, is significant as it affects everyone involved in the production, including the editorial staff. Everyone is going to need to adjust their job identity in relation to the new routines of how the show will be produced in the future. The aim is to create new descriptions for everyone in the production. What else can the journalist do besides think about the content? Can one of the journalists be assigned to one of the technical tasks during live broadcasting or can a camera operator or a video editor produce pre-recorded journalistic content independently, in other words do editorial decisions by themselves? The idea is to create a producing family where as many of the members adapt new skills besides the ones they previously identified as in their professional profile. As many in the crew as possible should cross the boundaries of traditional job descriptions adapting new skills and hence becoming adapting multiple skills or as I call it become multi-skilled. The timeframe for the reform is such that when the season after the summer break starts 16th of august 2024 it should be run according to a new production model.

1.3 Motivation for Choice of Research Topic

The motivation behind selecting the transition of PS within Yle as the research topic is multifaceted, rooted in both personal interest and the broader implications for the media

industry. Several key factors influenced this decision, reflecting a blend of professional, academic, and industry-specific considerations.

As a professional working in the media and broadcasting industry, I have witnessed firsthand the challenges that arise from technological advancements and the evolving nature of content production. As I am leading the technical reform as a member of the project leading team, the decision to focus on the transition comes from a wish to address these challenges in a real-world context, offering practical solutions that can be applied within my professional area and contributing to my professional development and ability to manage similar transitions in the future.

From an academic perspective, the study of change management within an environment like prime time television production presents a rich area for exploration. Those affected are under great pressure as they need to adopt new skills and work philosophies whilst still being tied up in their current positions and tasks. The complexities involved in the change from an established production unit to an independent production entity within a larger organization offer valuable insights into organizational behavior, resistance to change, and the effectiveness of various management strategies.

Ensuring a smooth transition and continued success within Yle is not just an organizational concern but also a public interest issue. By addressing the challenges and providing solutions for effective change management, this research contributes to the sustainability and improvement of public service broadcasting, ultimately benefiting the wider community.

1.4 Aim of the study

The primary purpose of this thesis is to explore and analyze the implementation of significant changes in the production environment of the prime time television show PS within Yle. The study aims to provide a comprehensive understanding of the challenges and resistance encountered during the transition of PS to an independent production unit from UA to the Sports and Live Events department, Urheilun ja Tapahtumat (UT). This shift is driven by the need to adapt to new technologies, streamline operations, and achieve cost efficiencies without compromising the quality of the product PS. By examining this case, the thesis seeks to contribute to the broader field of change

management in the media industry, offering insights and strategies for effectively managing organizational change.

1.5 Research question

My claim in this thesis is that the resistance to change, a common occurrence in organizational transitions, can be met and handled through proactive engagement and training, ultimately leading to a more efficient and adaptive production team. My interest lies specifically in the attempt to break the boundaries between different working categories, such as broadening the job descriptions among the technicians working with the show and ultimately fade out the boundaries between the editorial and the technical staff.

My aim in this thesis is to set an example of how a change can be managed taking different aspects of the transition into account in order to achieve a positive outcome.

1.6 Methodology

I have as a method in order to answer my research question for this thesis a qualitative approach, combining case study analysis with practical implementation and observational research. I look at established change management models, including Lewin's Change Management Model, Kotter's 8-Step Change Model, and the ADKAR Model, to provide a theoretical framework for the analysis. Data collection methods include workshops with staff and document analysis of internal reports and strategic plans from Yle. I also look at case studies of similar transitions in other organizations, such as IBM and Microsoft in order to draw parallels and extract best practices to the case PS. This multi-faceted approach allows a thorough understanding of the dynamics at play and the development of strategies tailored for individual needs in order to manage the transition effectively.

The need for the reform of PS was first identified in early 2021, following the reforms decided at UA. It became clear that PS would become an independent production unit and would require its own reform since the current equipment was outdated and unable to support advancements in production practices. I was recruited in January 2022 to lead the overhaul of the technical equipment and to shape the job descriptions related to

technical tasks. I joined a change management project team consisting of two people: myself, focusing on technical equipment, and another person responsible for recruiting new personnel and acting as an extension of the editorial staff. From spring 2022 onward, our timeline included specifying the technical setup, putting it out to tender, and developing team and job descriptions. The tendering process, while crucial, is not covered in this thesis as it is not directly relevant to the topics of change management and addressing opposition.

At the time of writing this thesis, the entire staff has been hired but has not yet started their roles due to notice periods. However, the key players are fully on board and actively engaged with the reform, showing genuine ownership and promising chances for a successful transition. This thesis does not extend beyond this point, as the installation of the new unit is scheduled for July 15th.

The material regarding Yle and PS consists of documents and guidelines addressing strategies for future Yle. Documents addressing the technological- and production vision of future Yle are drafted as early as 2020 and updated in the form as I use them in 2022. Other general information regarding Yle is publicly available at the website Yle.fi. The team participated in two workshops during the autumn of 2023 and spring 2024 to discuss and constitute outlines for the future PS. The intention with the workshops were also to include the team in the process and create a sense of ownership. The workshops addressed questions concerning how the individuals and different work categories see themselves and their role in the unavoidable change. Topics addressed during the workshops were “What does the future and the job descriptions of the future PS look like?”, “What does the show look like on the 1st of august 2024?”, “What is changing?”, “What are the possibilities?”, “What skills are essential for the show?”, “What does it take to achieve the goal?”, “What does an average day for the team look like?”.

Since autumn 2023, the team has actively participated in bi-monthly meetings. These gatherings serve as platforms for receiving updates on the reform's progress and addressing any concerns team members may have. The aim is to foster a deeper understanding of new technical solutions and potential shifts in job roles. Additionally, project managers got the chance to get the team's feelings towards the changes. Furthermore, individual discussions have been encouraged to allow team members to

raise any concerns they may have toward the change. Moreover, a test unit has been established, providing the team with an opportunity to familiarize themselves with the production tool.

For this thesis I've minted the expression Multi-skilling. It is a term invented to describe someone possessing several skills or multiple skills, crossing traditional job description boundaries. It is not a synonym to multitasking that suggests doing many things at once.

I have in my thesis utilized ChatGPT for research and formulation purposes, leveraging its capabilities to assist in gathering information, generating content ideas, and refining the language and structure of my work.

2 THEORETICAL FRAMEWORK

2.1 A definition of change management

Change management is a crucial aspect of organizational development, aiming to facilitate smooth transitions from current states to desired future states within an organization.

One of the primary drivers of this change is the integration of digital technologies into all aspects of media production and distribution. Traditional roles in journalism, broadcasting, and content creation now require proficiency in digital tools and platforms. Employees are expected to be adept at using content management systems, social media, video editing software, and data analytics tools. This shift has led to a growing demand for multi-skilled professionals who can navigate the complexities of digital media. "Change management models emphasize the need for continuous learning and adaptability, particularly in industries undergoing rapid technological change" (Galli 2018.) This highlights the importance of ongoing training and professional development to keep pace with industry advancements.

A definition of change management is according to Prosci change management methodology "the application of a structured process and set of tools for leading the people's side of change to achieve a desired business outcome; it is both a process and a competency". (McCarthy & al. 2023, 4.)

For a change to be managed it by definition needs an “organization, project team, or individual to notice a need for change. Furthermore, it seeks to evolve from their current state to implement change/s to reach a desired state. Calling it a process means that once it is implemented, it can be used repeatedly, but calling it a competency means that it should generate an effective outcome for the majority of the time”. (Galli 2018, 124.)

The establishment of the concept of Change Management took place in the beginning of the 21st century. In 2003 an integrated approach to Change Management was introduced as the first one of its kind, focusing on individual and organizational change tools. A model called ADKAR, which I present in the following chapter was brought in to provide a structure for businesses to incorporate into their workplace. Also, Change Management specific job roles were created, and organizations began to devote resources for change purposes. All of this contributed to the mass evolution and growth of Change Management (The Knowledge Academy.)

As mentioned, there are various models and theories proposed to guide change management processes effectively. In the following I'll discuss five prominent models, namely Lewin, Kotter, Hiatt, Prosci and Lauer.

2.1.1 Lewin's Change Management Model

The German-born American social psychologist Kurt Lewin's model, a model developed as early as in the 1940s, emphasizes the importance of unfreezing the existing state, implementing change, and then refreezing the new state to make it permanent within the organization.

Lewin, in his seminal paper "Frontiers in Group Dynamics: Concept, Method and Reality in Social Science; Social Equilibria and Social Change" (1947) discusses the process of change in group dynamics. He outlines how social equilibrium can be disrupted and changed within groups. His model emphasizes the importance of understanding the current state, implementing change, and then stabilizing the new state. It consists of three stages.

1. **Unfreezing:** In this stage, the status quo is disrupted, and employees are prepared for change by creating awareness about the need for change and overcoming resistance.

2. **Change:** Here, the actual change is implemented. Strategies and interventions are applied to transition the organization from the old state to the new one.
3. **Refreezing:** This stage involves stabilizing the change by reinforcing new behaviors, systems, and processes. It aims to make the change permanent within the organization. In order for this step to be efficient, the refreezing involves reinforcement and institutionalizing the change in order to ensure its long-term effectiveness and integration into the organizational culture.

2.1.2 Kotter's 8-Step Change Model

John Kotter's book *Leading Change* (1996) introduces a model that provides a structured approach to managing change by breaking it down into eight sequential steps.

1. **Establishing a Sense of Urgency:** This step involves creating awareness within the organization about the need for change. It's about highlighting the risks of maintaining the status quo and emphasizing the benefits of embracing change. Leaders often use data, market trends, and competitive analysis to convey the urgency effectively.
2. **Creating a Guiding Coalition:** Change is more likely to succeed when it has the support of key stakeholders. In this step, leaders identify and assemble a coalition of influential individuals from different levels and departments within the organization. This coalition acts as a driving force behind the change effort, providing guidance, support, and momentum.
3. **Developing a Vision and Strategy:** A clear vision outlines the desired future state of the organization after the change has been implemented. It provides a sense of direction and purpose, motivating employees to commit to the change. Alongside the vision, leaders develop a strategy that outlines the steps needed to achieve the vision, including specific goals, timelines, and resource allocation.
4. **Communicating the Change Vision:** Effective communication is crucial for gaining buy-in and alignment across the organization. Leaders must communicate the change vision in a compelling and consistent manner, addressing concerns, clarifying doubts, and inspiring employees to embrace the

change. Communication channels may include town hall meetings, emails, workshops, and one-on-one discussions.

5. **Empowering Broad-Based Action:** To enact change, employees need the authority, resources, and support to take action. Leaders empower individuals and teams to contribute to the change effort by removing barriers, providing training, delegating decision-making authority, and fostering a culture of innovation and experimentation.
6. **Generating Short-Term Wins:** Celebrating small victories along the way helps maintain momentum and build confidence in the change process. Leaders identify and prioritize quick wins—achievements that demonstrate progress toward the vision and provide tangible evidence of success. These wins boost morale, reinforce commitment, and counter resistance.
7. **Consolidating Gains and Producing More Change:** After achieving initial successes, it's essential to build on them and make further progress toward the ultimate goal. Leaders consolidate gains by reinforcing changes, embedding new practices into daily operations, and addressing any remaining challenges or resistance. This step ensures that the organization continues to evolve and adapt to the changing environment.
8. **Anchoring New Approaches in the Culture:** Lasting change requires embedding new behaviors, processes, and norms into the organization's culture. Leaders work to institutionalize the change by aligning systems, structures, policies, and incentives with the new way of operating. They also promote a culture of continuous improvement, learning, and adaptation to sustain the change over the long term.

Kotter emphasizes the importance of anchoring change in the organizational culture to ensure its sustainability. According to Kotter, one of the reasons for failed change initiatives is the lack of embedding the change deeply into the organizational culture, making it vulnerable to reverting back to old ways.

2.1.3 ADKAR Model

The ADKAR model is developed by Jeff Hiatt (2006), founder of the Change Management Learning Center and CEO of Prosci. His model focuses on individual change management by identifying the key stages individuals go through during the change process. The steps are identified with the acronym ADKAR.

1. **Awareness:** Understanding the Need for Change

This stage involves creating awareness among individuals about the reasons behind the change. It's about ensuring that employees comprehend the rationale, context, and potential benefits of the change. Leaders communicate the urgency and significance of the change through various channels, such as meetings, emails, presentations, and workshops, to ensure everyone understands why the change is necessary.

2. **Desire:** Developing the Desire to Participate and Support the Change

Once individuals are aware of the need for change, the next step is to cultivate their willingness and enthusiasm to embrace it. Leaders focus on addressing concerns, addressing fears, and inspiring a sense of ownership and commitment among employees. This may involve engaging in two-way communication, soliciting feedback, involving employees in decision-making, and highlighting the personal and collective benefits of the change.

3. **Knowledge:** Acquiring the Knowledge and Skills Necessary to Implement the Change

In this stage, individuals need to acquire the knowledge, skills, and resources required to successfully implement the change. Leaders provide training, education, and resources to equip employees with the necessary capabilities. This may involve conducting training sessions, workshops, mentoring programs, job aids, and access to relevant information and tools. The goal is to ensure that individuals feel confident and competent in their ability to contribute to the change.

4. **Ability:** Demonstrating the Ability to Implement the Change Effectively

Having acquired the necessary knowledge and skills, individuals must now demonstrate their ability to apply them effectively in real-world situations.

Leaders provide support, guidance, and opportunities for employees to practice and refine their skills. This may involve coaching, mentoring, providing feedback, and creating a supportive environment that encourages experimentation and learning. The focus is on building competence and confidence to implement the change successfully.

5. **Reinforcement:** Ensuring that the Change is Sustained Over Time

Even after the change has been implemented, it's essential to reinforce and sustain it over the long term. Leaders establish mechanisms to monitor progress, celebrate successes, and address any barriers or challenges that may arise. This may involve providing ongoing support, recognition, rewards, and incentives to maintain momentum and commitment. Additionally, leaders embed the change into the organization's culture, processes, and systems to ensure its long-term sustainability.

By addressing each component of the ADKAR model — awareness, desire, knowledge, ability, and reinforcement — organizations can effectively manage individual change and increase the likelihood of successful change initiatives.

2.1.4 Prosci's 3-Phase Process

Prosci is a change management organization founded by Jeff Hiatt in 1994. Prosci's change management methodology (2021) involves three phases: preparing for change, managing change, and reinforcing change.

1. Preparing for Change

- **Conducting Assessments:** Before initiating any change effort, it's crucial to assess the organization's current state, identify areas that will be impacted by the change, and understand the readiness and receptiveness of employees. This may involve conducting surveys, interviews, focus groups, or other diagnostic tools to gather insights and data.
- **Building a Change Management Team:** Establishing a dedicated change management team is essential for driving the change initiative

forward effectively. This team is responsible for developing and executing the change management plan, coordinating activities, and providing support and guidance to stakeholders throughout the process.

- **Creating a Change Management Plan:** A comprehensive change management plan outlines the strategies, activities, and timelines for managing the change. It includes elements such as communication plans, training programs, stakeholder engagement strategies, resistance management approaches, and metrics for measuring success. The plan serves as a roadmap for guiding the organization through the change process.

2. Managing Change

- **Executing Change Management Strategies:** Once the change management plan is in place, the focus shifts to executing the strategies and tactics outlined within it. This may include communicating the change vision and objectives, engaging stakeholders at all levels, providing training and development opportunities, and addressing resistance and barriers to change.
- **Communication Plans:** Effective communication is key to keeping stakeholders informed, engaged, and aligned throughout the change process. Communication plans outline the messages, channels, timing, and audience segmentation strategies to ensure that the right information reaches the right people at the right time.
- **Training Programs:** Providing employees with the knowledge, skills, and resources they need to adapt to the change is critical for success. Training programs are designed to equip individuals with the competencies required to perform their roles effectively in the new environment. This may involve classroom training, e-learning modules, on-the-job coaching, or other learning interventions.
- **Resistance Management:** Resistance to change is natural and can arise for various reasons, such as fear of the unknown, loss of control, or perceived threats to job security. Proactively identifying and addressing

resistance is essential for minimizing disruptions and increasing acceptance of the change. Strategies for managing resistance may include open communication, active listening, addressing concerns, involving employees in decision-making, and providing support and incentives.

3. Reinforcing Change

- **Celebrating Successes:** Recognizing and celebrating milestones and achievements is important for maintaining momentum and morale during the change process. This can involve acknowledging individual and team contributions, highlighting successes, and publicly thanking employees for their efforts.
- **Recognizing Employees' Efforts:** Acknowledging and rewarding employees for their commitment, resilience, and adaptability during the change process reinforces positive behaviors and encourages continued engagement. This may include performance incentives, bonuses, promotions, or other forms of recognition and appreciation.
- **Making Adjustments:** Change is an iterative process, and it's essential to monitor progress, gather feedback, and make adjustments as needed to ensure the change is on track and aligned with organizational goals. This may involve revisiting the change management plan, refining strategies, addressing emerging issues, and incorporating lessons learned for future initiatives.

2.1.5 The human factor

The combining factor to all models described above is the human factor as change management primarily refers to the management of change by taking the human factor into account. Thomas Lauer, professor at the Aschaffenburg University of Applied Sciences in Germany, cooks down the associated methods to three points, structural, cultural and individual (Fig 1). Thomas Lauer, Change Management Fundamentals and Success Factors (2019).

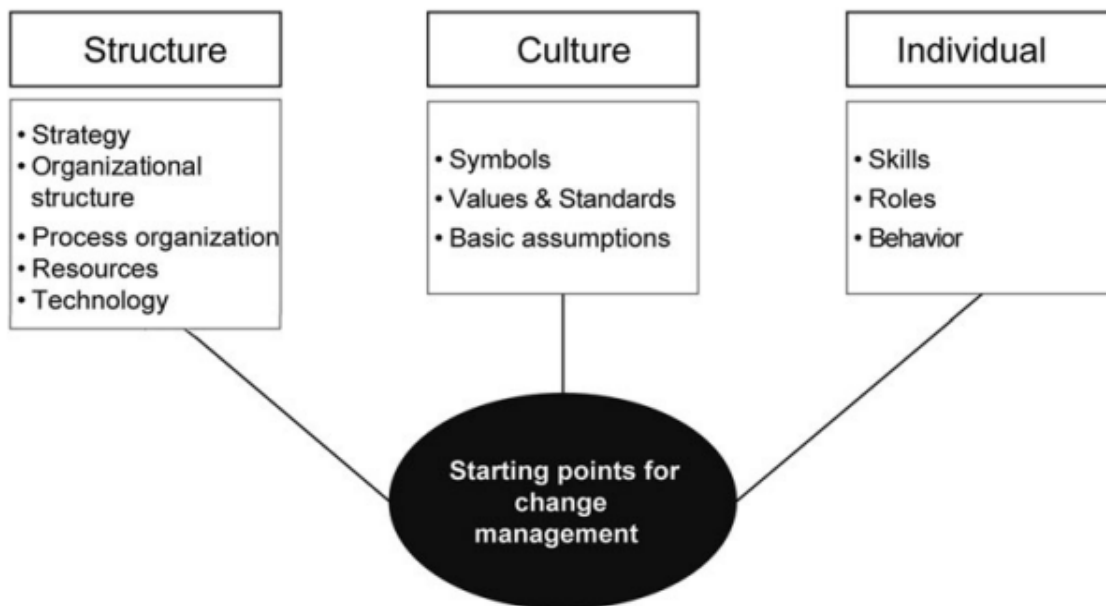


Fig 1. Starting points for change management, Source: Based on Staehle (1999, p. 934) and Kostka and Mönch, (2002, p. 16)

1. **Individuals:** Change management in relation to individuals means not only adapting skills to new challenges, but also promoting the necessary positive attitude toward the goals of change and participation in it.
2. **Corporate structures:** They include the formal structural and process organization as well as strategies and resources. Their change is basically simple on paper, but the informal structures, which tend to develop over the long term and through evolution, often resist these changes.
3. **Corporate culture:** These permanent, rather informal structures, which are responsible for attitudes, values, and informal rules of behavior, are called corporate culture and are largely independent of the individual. A change only on an individual and structural level without the involvement of the corporate culture is often fraught with considerable problems or even doomed to complete failure.

The models described above are general and can not be seen as any individual model that would specifically be designed for any specific field of industry. The example of a corporate change made at Microsoft that I discuss later in my paper shows that in change management it is not uncommon to combine philosophies from different

models. In my opinion the different models are interchangeable and can be combined to fit the individual needs.

2.2 Change opposition

Addressing opposition from those affected by changes is a critical aspect of effective change management. The models discussed above also recognize opposition as a part of change and suggest proactive strategies such as communication, involvement of key stakeholders, and addressing concerns openly to tackle resistance effectively.

2.2.1 Lewin's Change Management Model

Lewin's model acknowledges the presence of resistance to change during the "Unfreezing" stage (1947). He emphasizes the importance of creating awareness and overcoming resistance to prepare individuals for change. Lewin suggests that resistance arises because people are comfortable with the status quo, and change disrupts their equilibrium.

During the Unfreezing stage, several forms of resistance can according to Lewin be expected. Individuals may resist change due to uncertainty about what the future holds. This fear can be mitigated through transparent communication and providing a clear vision of the benefits of change. Employees may also feel that change threatens their autonomy or control over their work. Involving them in the change process can help address this concern. If the change is perceived as being poorly timed, it can lead to resistance. Ensuring that the change is implemented at an appropriate time can help reduce opposition.

Some individuals are naturally more resistant to change than others. Understanding and addressing individual concerns can help in managing this resistance. A strong existing culture can be a significant barrier to change. Aligning the change with the organization's values and involving cultural influencers can help mitigate this resistance.

2.2.2 Kotter's 8-Step Change Model

Kotter's model explicitly addresses opposition by emphasizing the need to establish a sense of urgency and communicate the change vision effectively (1996). It recommends

involving key stakeholders in the change process to mitigate resistance and generate support. Kotter emphasizes the importance of proactive communication and addressing concerns openly.

Similar to Lewin, Kotter points out reasons for opposition as example the fact that employees may fear the uncertainty that comes with change. Change can make employees feel like they are losing control over their work, or if the timing is poorly timed, it can lead to resistance. Also Kotter emphasizes the individual tendencies to oppose change and that can be tackled by empathy and listening. The organizational Culture exists also in Kotter's model as a source of resistance. The means to address this are the same as in Lewin's model.

2.2.3 ADKAR Model

The ADKAR model recognizes resistance as a natural reaction to change, particularly during stages 2 and 4 "Desire" and "Ability". (Hiatt 2006) Hiatt suggests that addressing resistance requires providing individuals with the knowledge and skills necessary to adapt to the change. The model advocates for clear communication and targeted training to overcome resistance effectively.

Throughout the ADKAR model, different kinds of resistance can be expected. When people are uncertain about the change, they can feel anxious and resist it. Providing clear information and talking openly can help ease these fears. Employees who are used to the current way of doing things might push back against change. Showing them the benefits and offering support can make it easier for them to accept it. If people think the change will negatively affect their jobs, they're likely to resist. Addressing their concerns directly and highlighting how the change can benefit them personally can help reduce this opposition. Lack of trust in those leading the change can also cause resistance. Building trust through being transparent, involving employees, and keeping communication consistent is crucial. Finally, if employees feel unprepared or incapable of handling the new changes, they may resist. Providing enough training and resources is essential to help them adapt and overcome this barrier

2.2.4 Prosci's 3-Phase Process

Prosci's methodology acknowledges that resistance to change can arise at any stage of the change process (2021). It recommends proactive strategies such as stakeholder engagement, communication plans, and addressing concerns promptly. Prosci emphasizes the importance of change management strategies tailored to the specific needs and concerns of stakeholders.

Prosci's 3-step model for change management, consisting of Prepare for Change, Manage Change, and Reinforce Change, recognizes that resistance can occur at any stage of the process.

1. **Prepare for Change:** In this initial stage, resistance might stem from uncertainty and fear of the unknown. To counter this, Prosci advocates for thorough stakeholder engagement. This involves identifying key stakeholders early on, understanding their concerns, and developing a communication plan to address those concerns proactively. It's important to establish a clear vision for the change and articulate the benefits to create buy-in and reduce initial resistance.
2. **Manage Change:** During the implementation phase, resistance can arise as people begin to experience the change firsthand. Prosci suggests implementing comprehensive communication plans to keep stakeholders informed and involved. Regular updates, feedback loops, and addressing concerns promptly are crucial. Providing adequate training and resources to help employees adapt to new processes or tools is essential in minimizing resistance. Involving employees in the change process by soliciting their input and feedback can also help in managing opposition.
3. **Reinforce Change:** In the final stage, resistance can occur if the change is not fully adopted or if old habits resurface. Prosci emphasizes the importance of reinforcement strategies to solidify the change. This includes monitoring progress, celebrating early successes, and addressing any lingering concerns. Providing continuous support and recognizing and rewarding adoption can help sustain the change. Ensuring that the change is integrated into the organizational culture and practices is key to overcoming long-term resistance.

Overall, Prosci's methodology highlights the need for tailored change management strategies that address the specific needs and concerns of stakeholders at each stage. By engaging stakeholders, maintaining open communication, providing necessary resources, and reinforcing the change, organizations can effectively manage and mitigate resistance throughout the change process.

2.3 Case studies

I will now mention two real life cases where resistance to change was met. They can shed light on how resistance can affect a change and what kind of learnings could be taken from those. In both cases, effective change management strategies, including clear communication, stakeholder involvement, and investment in employee development, helped to overcome resistance and drive successful transformations.

2.3.1 IBM change in company strategies

In the early 1990s, IBM faced significant challenges due to a rapidly changing technology landscape and internal inefficiencies. When Lou Gerstner took over as CEO in 1993, he initiated a massive transformation to reposition IBM as a leading technology and services company (Gerstner 2002, 15-90).

Gerstner encountered substantial resistance from within IBM's culture, which was deeply entrenched in its traditional ways of doing business. He addressed this resistance with the following three points.

- Communicating a clear vision for change, emphasizing the need for IBM to adapt to market realities.
- Involving key stakeholders in the decision-making process to build buy-in and ownership of the transformation.
- Implementing a customer-centric approach to drive cultural change and align the organization's focus with market demands.

2.3.2 Microsoft's shift to cloud computing

A more recent example comes from Microsoft when it in the early 2010s embarked on a strategic shift towards cloud computing and subscription-based services, moving away from its traditional software licensing model. This transition was led by CEO Satya Nadella, who aimed to reposition Microsoft as a leader in the cloud computing industry (Nadella 2017. 125-200).

While specific change management models used by Microsoft are not explicitly mentioned, much of their strategies point to methodologies such as Kotter's 8-Step Change Model and Prosci's 3-Phase Process. These models would have provided frameworks for communication, stakeholder engagement, and addressing resistance.

Satya Nadella and his leadership team implemented several strategies to address resistance where communication and training were in key roles.

- Nadella communicated a compelling vision for Microsoft's future as a cloud-first company, emphasizing the benefits of cloud computing for both customers and employees. He ensured that the rationale behind the shift to cloud computing was effectively communicated across the organization.
- Microsoft invested in employee training and development programs to equip its workforce with the skills and knowledge needed to succeed in the cloud-centric environment. Employees were encouraged to embrace learning and experimentation, fostering a culture of continuous improvement.
- Microsoft provided extensive support and resources to educate customers about the benefits of cloud computing and address their concerns regarding security, privacy, and reliability. This included robust customer support services, documentation, and case studies highlighting successful cloud implementations.

The Microsoft case brought several valuable insights to leaders navigating significant organizational transformations, particularly in the technology sector. Nadella also demonstrated adaptive leadership by actively listening to feedback from employees and customers, adjusting strategies as needed, and leading by example through his own commitment to the transformation.

- The case highlighted the importance of embracing continuous innovation and adaptation to stay relevant in a rapidly evolving industry. Leaders must be willing to challenge the status quo, experiment with new ideas, and pivot when necessary to meet changing market demands.
- Microsoft's shift to cloud computing emphasized the importance of prioritizing customer needs and delivering solutions that provide tangible value. Leaders should maintain a customer-centric focus, actively listen to customer feedback, and iterate on products and services to ensure they meet evolving customer expectations.
- The case underscored the significance of empowering employees to drive organizational change and innovation. Leaders should invest in employee development, foster a culture of learning and experimentation, and provide opportunities for employees to contribute ideas and initiatives that advance the organization's goals.
- Effective communication of vision and purpose is essential for rallying employees around a common goal and inspiring commitment to organizational change. Leaders should articulate a clear vision for the future, communicate it consistently across the organization, and align individual efforts with the broader strategic objectives.
- Resistance to change is natural, and leaders must approach it with empathy and understanding. Acknowledging employees' concerns, addressing their fears, and providing support and resources to facilitate the transition can help mitigate resistance and foster a culture of collaboration and trust.
- Successful leaders demonstrate humility, openness to feedback, and a willingness to learn from both successes and failures. Satya Nadella's leadership exemplifies the importance of adaptive leadership, where leaders continuously evolve and adapt their approaches in response to changing circumstances and feedback.

Overall, the Microsoft case underlines the importance of visionary leadership, collaboration, employee empowerment, effective communication, empathy, and adaptability in driving successful organizational transformations. These insights can

guide leaders in navigating complex challenges and driving sustainable growth and innovation within their organizations.

I draw from the various models and examples discussed above a few combined steps to apply on the change at PS. The chosen steps represent a comprehensive approach to managing change within organizations and as I see it, crucial for a successful change.

1. A need for change is identified

Identifying the need for change serves as the foundation of any change management initiative. This step aligns with Kotter's "Establishing a Sense of Urgency" and Prosci's "Preparing for Change." It involves recognizing internal or external factors prompting the need for organizational transformation. Whether it's market trends, technological advancements, or internal inefficiencies, acknowledging the necessity for change sets the stage for subsequent actions.

2. Formulating a roadmap for the change: How the change will be executed

Once the need for change is established, formulating a roadmap becomes imperative. This step corresponds to Kotter's "Developing a Vision and Strategy" and Prosci's "Managing Change." It entails crafting a clear vision for the desired future state and delineating the strategic initiatives required to achieve it. The roadmap outlines specific goals, timelines, resources, and responsibilities, providing a structured approach to executing the change.

3. The change is communicated for those affected

Communication is central to change management, as emphasized in both Kotter's and Prosci's models. Communicating the change vision and rationale ensures that all stakeholders understand the purpose, benefits, and implications of the change. This aligns with Kotter's "Communicating the Change Vision" and Prosci's emphasis on communication plans. Clear and transparent communication fosters buy-in, minimizes resistance, and promotes collaboration throughout the change process.

4. The implementation of the change

Implementation is the operationalization of the change roadmap. This step corresponds to both models' execution phases, where strategies and tactics are

deployed to bring about the desired changes. Implementation involves deploying resources, realigning processes, and engaging stakeholders to execute the planned initiatives. It requires effective coordination, monitoring, and adaptation to ensure smooth progress toward the envisioned state.

5. To Meet the Expected Opposition with Empathy and Understanding

Resistance to change is a common phenomenon in organizational transitions. Acknowledging and addressing resistance with empathy and understanding is essential for overcoming barriers and fostering acceptance. This step aligns with Prosci's emphasis on resistance management and Kotter's recognition of the importance of addressing opposition. By actively listening to concerns, providing support, and involving stakeholders in the change process, organizations can mitigate resistance and facilitate smoother transitions.

Satya Nadella demonstrated adaptive leadership by actively listening to feedback from employees and customers and adjusting strategies as needed. This highlights the importance of approaching resistance to change with empathy and understanding, acknowledging concerns, and providing support and resources to facilitate the transition. I feel that these insights are vital for a successful transition for PS.

3 ANALYSIS

In this chapter, I will analyze Yle's change management strategies during its reform process, focusing on restructuring its production units, particularly transforming the PS show. Yle's reform is driven by its Production Vision (Yle 2021) and Technology Vision (Yle 2022), emphasizing eliminating redundancies, adopting new technologies, and engaging audiences effectively.

First, I'll provide an overview of Yle's shift towards new technologies, setting the stage for organizational reforms to enhance efficiency and meet audience needs. Then, I'll explore specific initiatives, focusing on the transition of PS to an independent production entity, motivated by the need for streamlined production, technological leverage, and resource optimization.

Drawing insights from Microsoft's case, I'll analyze strategies used by Satya Nadella to address resistance and foster innovation, benefiting Yle. Aligning theoretical change

management steps with PS's reform, I'll evaluate the chosen change strategies, including identifying needs, roadmap formulation, effective communication, implementation, and opposition handling.

Examining PS's reform within evolving audience demands and organizational goals, I'll assess how Yle balances company culture preservation and innovation. Analyzing the roadmap construction, I'll evaluate plans for transitioning to a new production model, redefining roles, and cultural adaptation.

I will also explore the change management project teams communication strategies for reform rationale conveyance, stakeholder support, and fostering open communication. Drawing parallels with Nadella's leadership principles, I'll assess the adaptive approach to change management, including stakeholder engagement and innovation encouragement taken at PS.

3.1 The Yle strategy

The long term strategies of Yle are stating the guidelines to how the company reforms should be shaped and what should be strived for. The strategies are set up in two main categories, the Production Vision from 2021 (Yle 2021) and the Technology vision from 2022 (Yle 2022). The essence in both Production- and Technology visions are to rid redundancies and to implement new and cost effective technologies. It also states that the content and the technology should embrace bringing the audience closer to the content.

UA at Yle is in the middle of constructing new studios and thus reforming their production models. Job descriptions are being re-written and as a consequence of that some are losing their jobs as the shows can after the reform is finished be operated by fewer workers. Automation of many of the elements in production will be a key factor in the reform at UA.

Because of the changes in UA, PS is transiting to an independent production unit. This is due to the fact that the UA can not in the future support the production needs of PS as the production methods are more manual to its nature and can not benefit from automations implemented at UA. UA can in other terms not provide the personnel needed to run PS as they are streamlining their staff line-up. Hence the decision was

made at a higher managerial level that the needs of PS are going to be solved by developing an independent production unit. This is in many ways a groundbreaking solution as totally independent production entities for just one show of this magnitude have not existed before at Yle during modern times. PS is a Prime time show within the ballpark of 500 000 viewers every night making this undertaking unprecedented at Yle.

The producing entity of PS will in the future be under UT but as said, as an independent entity. PS will be a unique production in the sense that it is going to be fully self-sufficient operated by integrated editorial and technical staff. Everyone's contribution is solely for the benefit of PS. This is not the case at any of the other departments at Yle where at least the technical staff serves several productions under a given time (Fig 2).



Figure 2. Yle's organization is divided into six units and three departments, Yle 2024.

PS is transitioning from the department of News and Current Affairs (UA) to the department of Sports and Events (UT).

As a part of the reform the vital parts of the production technology is going to be upgraded as the Yle strategy suggests. The key factors for the reform of PS are encapsulated by the then proprietor of the change, Lise-Lottie Ek, to a one slide illustration (Fig. 3.) to underline the specific goals for that production. The defining factors for the reform of PS are:

1. Re-shaping the job descriptions

2. Redundancy in the production methods
3. Cloud Based production solutions
4. Buy-in services and constant upgrade
5. Closer to the audience physically and digitally
6. Initiate events and react to what is going on
7. Cost efficient

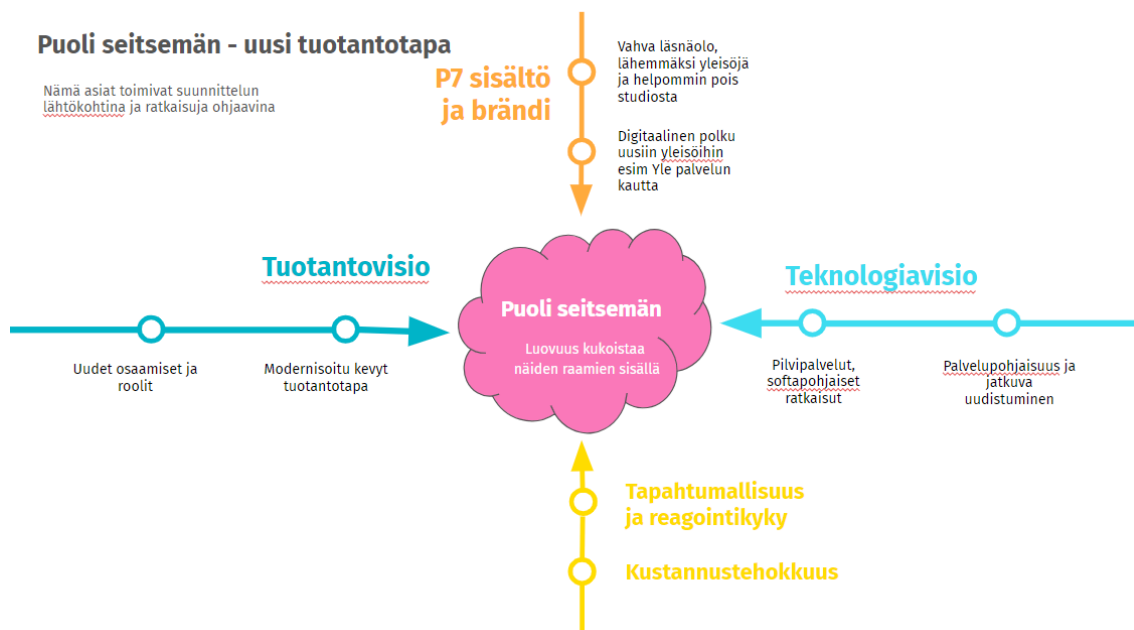


Figure 3. Puoli Seitsemän - New method of production. Lise-Lottie Ek, Yle 2023

The strategy behind the PS reform draws from various sources: the Yle Production Vision (Yle 2021), Yle Technology Vision (Yle 2022), and redefined editorial values shaping the show's identity. Editorial values for content are always evolving and have been continually fine-tuned internally by the PS editorial department since the show started. Balancing cost efficiency has been an ongoing challenge for the editorial team, given the constant demand for more content without proportional growth in staffing resources.

The values guiding the restructuring of job descriptions and production methods reflect Yle's broader effort to streamline production sensibly, as outlined in the Yle Production

Vision (Yle 2021). While certain large-scale productions like sports events and grand galas will continue to require substantial staffing and follow more conventional production methods, smaller and medium-sized productions have more flexibility to rethink traditional broadcasting models. In this context, PS falls into the category of medium-sized productions.

The technical strategy, which includes cloud-based production solutions, buy-in services, and constant upgrades, originates from Yle's Technology Vision (2022). The core idea is to transition traditional physical production tools to software-based solutions. This approach aims to outsource production solutions, reducing hardware maintenance costs by purchasing these services instead. The ultimate goal in terms of technical solutions is to relocate as many production solutions as possible to cloud based services. Utilizing cloud services would offer numerous possibilities, as many production tasks would no longer be tied to a specific location and real estate resources could be utilized for other purposes.

The editorial strategic values have evolved over the years through the ongoing production of PS, with the editorial staff continually revising their content goals. The values, to get closer to the audience, both physically and digitally, by initiating events and reacting to current events, appeared time and again in the workshops and during numerous discussions held during the PS change processes. These goals significantly influenced the selection of new production tools for the reform, ensuring they support the editorial team's efforts to achieve these engagements. Cost efficiency is a common factor for all of the values concluded in the PS strategy and is a factor present also in the day to day activity of the editorial department. Creative solutions are needed in order to meet the demand for more content with a fixed number of staff.

From initially having the task to fulfill all of the seven goals four of those became later relevant for the reform.

1. Re-shaping the job descriptions
2. Redundancy in the production methods
5. Closer to the audience physically and digitally
7. Cost efficient

Re-shaping the job descriptions is expected to be one of the biggest challenges of the PS show reform, as it aims to disrupt traditional broadcast practices at YLE. The goal is to create a multi-skilled production team where both editorial and technical staff can handle a variety of tasks, crossing traditional professional boundaries. This multi-skilling approach will enhance efficiency and allow the unit to be self-sufficient and reduce redundancy in production methods. By leveraging new technologies, the reform aims to eliminate overlapping tasks and enable one person to manage roles that previously required multiple individuals. Once a significant portion of the crew has achieved multi-skilling it will offer added value to the team by enabling personnel to be rotated within production, reinforcing areas that require sudden attention. For instance, if there's a sudden surge in demand for social media content, personnel can step in to meet that need as required.

The transition to a self-sufficient production entity involves restructuring daily tasks to ensure that the workforce can meet needed requirements. Under the UA model, labor could be optimized with a flexible pool of workers, allowing momentary spikes in staff needed. In the new model, careful planning is essential to ensure that staff can execute all necessary tasks without relying on an external pool. Multi-skilling will ensure the flexibility needed to answer sudden changes in the workforce, such as sick leaves.

In order to enable this transition, job descriptions must be updated for both technical and editorial staff to include task-based roles that emphasize learning new skills. The upgraded production technology will support this shift, allowing the show to maintain continuity from the audience's perspective.

The primary reasons for adopting new production methods include the growing demand for content, the ability to approach the audience digitally and physically and the need for cost efficiency. By multi-skilling resources can be reallocated to content creation. This approach also helps to erase the traditional boundaries between technical and editorial staff, fostering a more integrated and flexible work environment.

3.1.1 The motivating factor for Yle

The leading reasons for the transition to new methods of production are several. As the demand for more content is ever growing but human resources are not, actions need to

be taken. As the younger audiences prefer to get their content from social media channels, as reported by Media-alan Säätiö in 2024 (MEDIA 2035), it is paramount for PS to produce social media optimized PS content in order to stay relevant also among that demographic. By allowing productions to operate with fewer technical staff, resources can be shifted to content creation. With more staff able to work in both technical and editorial roles, there will be more capacity for creating content. At the same time, the lines between technical and editorial staff are blurring. Traditionally, productions have had a clear division between the editorial side and the technical side, with each person having specific tasks and work identities tied to their role or team. To generalize, journalists have typically focused only on content without worrying about filming, sound, lighting, or editing. Similarly, technicians have concentrated solely on their specialties: the sound engineer on audio, the camera operator on filming, and the editor on editing.

Although the media industry has always been evolving and the boundaries between different job categories have somewhat dissolved, there is still progress to be made. For example, journalists started filming and editing their own material a few decades ago, breaking down traditional barriers. Similarly, Yle's technical staff has experienced a blurring of roles. These boundaries have been possible to remove as the equipment has evolved supporting new ways of working.

As technology evolves constantly, it enables the field of media to re-think how things could be streamlined further. It is paramount for Yle to do so in order to reallocate resources to meet the demand for more content. One person can learn to do several tasks and hence be more useful in the long chain of production from script to filming to editing pre-produced content to the final live show. Also social media requires more attention and needs content makers. These tasks are also included in the new task based pool of skills that the workers need to learn.

Meanwhile, the current broadcasting equipment is aging and needs replacement. During this renewal process, it is more cost-effective to explore new, less expensive technologies rather than investing in traditional, pricier broadcasting equipment when lighter solutions are available. These new technologies also enable PS to engage more closely with the audience. Excessive personnel and bulky equipment are no longer necessary to achieve public interaction. As an example, a single field operator can now

contribute to the live show from almost anywhere, if desired. Also, guests can be included in the show as simply as from their home computer without any additional personnel needed.

As PS is from a technical standpoint a semi-light production (in comparison to big sport events or music concerts) it is sensible to explore solutions that can meet the specifications for that. The renewal of PS is also going to act as a benchmark for future references for Yle in terms of new solutions for productions of similar magnitude, in terms of personnel and equipment. In the case PS the aim is to reduce the amount of personnel needed for the live show from the now 11-14 persons to 6-8 persons. The following is a draft of how the task-based show could be run and subject to change as the final task-based formation is up to the team itself to formulate.

- Studio floor: One camera operator operating one of the studio cameras.
- The gallery: The director who directs and also does the video mixing and playing out video tracks
- The gallery: Robotic camera operator operating 4 cameras in the studio and doing the color grading
- The gallery: Audio engineer who also interconnects external contributions and acts as the TOM
- The gallery: The producer oversees the show and runs the teleprompter for the hosts and the graphics for the show
- A “Jack of all trades” for hosting guests and helping out wherever needed

Utilizing the possibilities of the new technologies the production can shift to lighter crew sizes in the studio. The numerical reduction from the previously needed 11 persons for each show to the planned 6 persons does not mean that there are five extra people to be reassigned elsewhere. The reason being that when the show ran under UA, staff could be provided on an as-needed basis, making their hours highly efficient. As an independent unit, this efficient staffing model is no longer available. Consequently, the workforce has been adjusted to a permanent team of 11 technical staff members. The push to break down barriers between technical and editorial staff is driven by the need

to engage all personnel to maintain production efficiency and meet the increasing demand of content , as PS can no longer rely on UA's flexible staffing.

3.2 Addressing opposition to change

My focus in this paper is on the expected opposition for the changes that involve adapting to the new production environment and re-inventing work identities. As the key factor for most of the change management models is to guarantee as smooth a transition to the desired change as possible, it is interesting for me to put this element to the test at PS. The key is to involve the persons affected in the process so that the transition to new practices and job roles is done in collaboration and goes as easy as possible.

The models discussed in the theoretical framework of this paper offer valuable frameworks for understanding and implementing change within organizations. However, it is essential to adapt these models to fit the specific context and needs of each organization undergoing change.

As a conclusion of the described models, five key points are common for those and as I see it, relevant for the case PS. Those combined features are as follows.

1. A need for change is identified
2. Formulating a roadmap for the change: How the change will be executed
3. The change is communicated for those affected
4. The implementation of the change
5. To meet the expected opposition with empathy and understanding

3.2.1 Identification of needed change

As Galli (2018) states, a need for change needs to be identified. PS has a clear initial and target state, and the project steering group leading the change knows what the production model needs to evolve to. The production model of PS needs to evolve from its current form to a modern, streamlined production model where redundancies and efficiency are the key elements. Also the concept of multi-skilling is a guiding star for

the transformation. The expectation is that once the process is finished, new competencies have been stipulated and a new state of multi-skilling is achieved. The aim is that with the new competencies in mind it should be possible to re-create similar reforms in other production environments as well.

The biggest change, apart from the fact that the production team is going to decrease in size, is that competencies need to evolve in order to compensate for loss of personnel. Everyone in the team needs to learn and adapt new skills in order for the show to continue running.

In short, the change is about producing the same show with fewer people. Yle is focusing on building a team at PS that can handle both technical tasks and content creation to keep up with the increasing demand for content.

The need for change for PS has already been identified by the board of directors at Yle as it was evident due to the cooperation negotiations that PS will be detached from the department of UA and be affiliated with UT. From there on it is up to the project team to plan and implement the change, as described by (Galli 2018).

3.2.2 Roadmapping the change

As the change is deviating from a Yle company culture the project team needs to keep this in mind when planning for the change. The human factor is a key element to take into consideration as the changes affect all those factors described by Lauer, company cultural, structural and individual aspects of the change (Lauer 2019.)

The corporate structural norm at Yle has been that the technical staff is separate from the editorial office and co-operate only on demand and usually on need to know bases. Although the abolishment of administration taking care of supplying technical staff on demand, it should make it more efficient as no introduction for sporadic staffers are needed, the change is still expected to be strained and will probably raise opposition at least in the new routines and day to day schedules.

The corporate culture at Yle is traditionally quite formal. The custom is that the editorial and technical staff rarely socialize. This can be observed for instance during lunch breaks. They seldomly mix and seek company only among their own kind. Partition of this kind is understandably an effect of the corporate structure. Apart from some of the

departments for youths, the traditional hierarchy has been such where the distinction between editorial and technical workers is sharp.

The individual aspect in the case PS is about the willingness to reinvent job identities, learn new skills and adopt new aspects of the production.

As the change at PS could easily affect how the workers identify themselves as a professional media professional, the subject is highly delicate and needs to be communicated carefully and with respect.

It's crucial to highlight the high expectations set for this change. The already overworked editorial department is expected to embrace and adapt to new technologies within just a few weeks. On the flip side, it will take time for the technically oriented staff to become proficient in content-related tasks. The easiest transition is anticipated to be among the technical team, as they learn new tools and expand their multi-skilling within their field. Anticipating opposition, it's crucial to factor it into the early stages of devising the change strategy. Kotter (1996) highlights the importance of empathy, urging to carefully listen to and address concerns as a key measure in preventing opposition. Valuable lessons in this regard can also be learned from Microsoft's transformation under Nadella (2017).

3.2.3 Communication

A lesson learned from the Case Microsoft (Nadella 2017) the key is to evolve the team affected by the change so that they can feel ownership of how the actual change evolves. It is paramount for a successful change that the reasons behind the need for change is clear for everyone. An open communication where both benefits and possible drawbacks of the change can be addressed are essential factors for underlining the culture of open communication.

It's imperative that the crew actively participates in shaping the new production entity and has a voice in defining their job roles. Any suggestions for enhancing planned changes should be seriously considered. To facilitate this, the change management team arranged two workshops and several meetings for exchanging ideas and providing updates on the renewal process. Throughout these discussions, several key points were repeatedly raised by the team. Many, particularly members among the technical staff,

expressed concerns about the show's quality, fearing that multi-skilling could result in inferior results as operators are required to focus on multiple things at once. This perception seems to root from traditional broadcast thinking. Communication efforts in these discussions aim to highlight how the technologies in the renewed unit will render some traditional tasks obsolete. The foremost concern among the editorial staff was receiving adequate training as they are anxious about not being able to adopt new technological skills. They often expressed the need for technical skills training and emphasized the importance of proper training for any new tasks. Additionally, workload emerged as a major concern among editorial staff, many of whom already experience being strained. However, these concerns could be countered by arguing that an expanded pool of content creators would ultimately alleviate burdens. Furthermore, assurances were given that training would be provided and support personnel would be available at all times during production. Planning of the training of the new production unit should be done in collaboration with the staff, or at least so that it is represented in the planning. The TOM is in a key position in the planning phase of the training.

Hiatt (2006) discusses as the second point in his model, ADKAR, to try to develop a desire among those affected to participate and support the change. My interpretation of this is in the case PS to underline the good in the change and in that way get support for it. One of the biggest benefits with the change is that the production is not anymore restricted by UA organizational boundaries. PS could, if needed, make swift changes benefiting its own needs, without being restricted by a big organization such as UA, with only small or no capabilities and interests to make quick changes to accommodate individual production needs.

3.2.4 Implementing change

The situation overview has been discussed with those involved at several meetings, and workshops have been arranged on two occasions where the structure of the production family of future PS has started to take shape. In the lines of what the Kotter's model (Kotter 1996) states and proven in the case IBM (Gerstner 2002) the key stakeholders have been involved in the process. The aim has been to let everyone affected get to have their say and the possibility to influence the outcome. The inevitable should by this time

be clear to everyone, job roles are being re-written, multi-tasking is endorsed, and the energy should now be aimed at making the best of the change.

Also the timeline is clear, the deployment is to be dated in sync with the production break of PS. The old unit will be demolished and the construction of the new one takes place right after the season finale before the summer break in 2024. Testing of the new unit and training for the personnel takes place right after the holidays before the season starts in the autumn, on the 16th of September 2024.

As Nadella (2017) observes in the case Microsoft, user support will be provided during training and also after the season has started. 1-3 technical support persons, or superusers, will be a part of the team and have the training in order to be able to give the best possible support available at all times. The superusers will be a part of the production team and be multi-skilled in all technical parts of the production.

3.2.5 Welcoming the opposition

The tools for handling opposition encompass all the strategies discussed in the previous subchapters. An additional crucial value is empathy and understanding towards the opposition, as highlighted by CEO Satya Nadella of Microsoft, who emphasized its importance in addressing resistance (Nadella, 2017). Our change management team believes that opposition often contains valuable insights, indicating areas where our planning might need re-evaluation or further development. Nadella also underscores the importance of nurturing any innovation that emerges during the process (Nadella, 2017). Similarly, our project team hopes that as the new concept is adopted, innovative ideas for improvement will surface from the team.

4 DISCUSSION

The key as already mentioned is to involve all key players in an early stage, already in the planning phase of the change. In the case PS the managing editor, the planning director and project leading team were among the first to be involved in the early stages of the planning of the new concept. Later also the rest of the crew was involved as soon as the main guidelines were clear and ready to be presented.

As the main challenges for the change is to get acceptance for disrupting the boundaries between different work roles and get everyone to embrace the idea of learning new skills, several meetings and workshops were set up with the aim to collectively sketch up versions of multi-skilling. Two workshops were organized during two different occasions, two months apart. Also bi-monthly meetings were held approximately every second where the change managing team gave updates on the project and answered any questions regarding the reform.

Different topics were addressed in the workshops with the aim that the crew got to brainstorm in the field of their own job descriptions with the cross boundary goal in mind. The project leading team's agenda was to be curious of the findings from the workshops and also hope for a feeling of ownership among the team members for the reform. As part of their daily routine, participants were asked to write down their ideas on how they envision the future workplace, the skills they believe will be essential, and where they see themselves fitting into that picture. They also had to sketch out a hypothetical plan detailing the steps they'd need to take to skillfully transition into that envisioned future.

The workshops produced several valuable improvements for how the show could be produced. Here are a few examples:

- Be brave and accept the challenge of embracing the new
- Adjust the way of thinking regarding the entire production
- Broadening skills to achieve multiple skill sets - all skills are needed
- A diverse staff democracy to enhance inspiration and learning
- One team, one goal - do everything together from start to end as a family
- Achieving the benefit of doing as the production please - free from the big organization
- A unified light organization enables quick adjustments
- Creating events even on short notices possible - physically be near the audience
- Requires long term commitment and proper training

- Outlines for an refined PS regarding content in broadcast and the social media

The workshops were regarded by the project leading team as a great success. The brainstorming fulfilled all the expectations that the project team could ever have dreamt of and the prospects for a successful reform were promising. However, not every member in the team was happy about the idea of broadening their skillset. The opposition of this kind was as expected. The editorial staff showed an admirable open mind toward learning new skills and forming their job descriptions to include some technical tasks. Although only a few technical persons were recruited by this time and were poorly represented in the workshops, the resistance seemed initially to be greater among them as their thought process was maybe still aligned with traditional broadcasting. The technical operators fear multi-skilling in terms of that leading to depreciation of quality.

The TOM selected for the production brings a fresh perspective and extensive technical expertise in broadcast production. With a mandate to leverage new technologies effectively, the TOM plays a crucial role in promoting the adoption of new job descriptions within the team. Despite not participating in the initial workshops due to being recruited afterward, the TOM's influence has been evident in advocating for new tools and multi-skilling among team members. It's likely that the TOM would have positively impacted the forums, fostering collective ownership of the reform. From the outset of employment, the TOM has been actively promoting multi-skilling and new technologies, conducting demonstrations for interested staff members in the test unit. While the extent of multi-skilling remains to be seen as the reform progresses, the TOM remains committed to advocating for its implementation. The TOM plays a crucial role as he effectively bridges the gap between both work categories: the technical staff and the editorial staff. With credibility established in the eyes of the teams, it's clear that recruiting the TOM should have been the initial priority of the reform.

Sadly, the editorial staff has over time lost interest in implementing new cross boundary skills as provisionally agreed in the workshops. Reasons for this are several of which the main one is the editorial workload which is perceived to add to the already strained team too much as the demand for more content is too great. My sense is that a contributing factor to the hesitation lies in company structures, as described by Thomas Lauer (2019). People still wish to identify themselves according to traditional

departments. I sense that also the fear of not learning new skills quickly- and well enough and not managing new tasks is a factor adding to the resistance. Kotter (1996) underlines the importance of anchoring change in the organizational culture to ensure sustainability and it is apparent that the change managing team has not managed to do that with a strong enough impact. On the other hand I also have to be open to the fact that the idea of tearing the barrier between the content makers and the technical staff is ambitious. Many of the skills on both sides need special skills and it does require exceptional curiosity and open mindedness to be able to embrace the idea of fully mastering both sides of the production. The reasons among those hesitant among the technical staff align with the anxiety of the editorial one. Some members of the technical team fear that the new multi-skilled task-based work environment will be too demanding and result in a lower-quality product. In my opinion, this concern arises from their unfamiliarity with the potential of themselves and the new technologies and how it can significantly ease the production process.

In both the editorial and technical staff, opposition to change often follows a pattern. Those who have previously worked in roles involving a variety of tasks and evolving tools tend to adjust more easily to new ways of working. Whereas individuals in less varied roles find adaptation more challenging.

Hope however is not completely lost as the producers are still open to shoulder some technical tasks during the live show. Multi-skilling among the technical staff is inevitable but will mainly be restricted to tasks of technical nature. Guidelines for how new skills for the technical staff will be defined are in the making and will be done in collaboration with the operators available, the TOM and the project leading team. As some of the new technical staff have not been able to collaborate, they are not going to have the same chances to influence the job descriptions as those that have been aboard from the beginning. The plan is, though, to make it possible for everyone to evolve at their own pace and in areas that feel natural for everyone. The workshops showed that the idea of disrupting work identities already exists and can perhaps be put to realization over time.

Training plays a crucial role in expanding skills, and it's set to kick off right after the unit installation, alongside the production of pilot shows. The tendered integrator will train the Technical Operations Manager (TOM) and select key operators. Subsequently,

the TOM and these operators, also called superusers, will further train users and provide ongoing support to the entire crew. As part of the training, the integrator will also oversee pilot shows, providing an opportunity for everyone to familiarize themselves with the tools and task-based job roles. The TOM and the superusers will play pivotal roles in supporting those learning new tools, ensuring a smooth learning process. There are at this time no immediate plans to transition technical staff into content production roles, as discussions on this front have been paused. This decision stems from the belief that disrupting boundaries isn't currently beneficial, especially since the editorial staff will largely continue to focus on creating content.

Nevertheless, the reform can still be deemed successful, as the original objective of streamlining the crew lineup to just six individuals for the live show will be achieved through the fulfillment of task-based job roles in the control room.

As the technical solutions of the new unit are such that it can accommodate several kinds of operating setups, it can be molded as attitudes and circumstances towards multi-skilling evolves. Every expansion in skills will show the way for the skeptical ones. Hopefully attitudes over time will change and multi-skilling will be welcomed on larger scales.

5 CONCLUSIONS

Despite the reform of PS is still in process and things can still evolve, it is quite evident that the goal of creating a production family without evident borders between the editorial and technical staff is not going to be fulfilled as originally planned. Perhaps it is the company's cultural and structural constructions that affect attitudes in such a way that any attempts or discussions toward that direction are not embraced. The time, as it seems, for that is still not ripe. My sense is that the greatest obstacles at Yle are embedded in its culture; the prevailing attitudes and resistance to new thinking need to evolve radically.

Although workshops were held and plans discussed specially together with the editorial staff, as the opposition was expected to be greater there, it is evident that not enough has been done to overcome the mentioned obstacles. My perception is that the idea of multi-tasking was appealing among the editorial staff at first and the enthusiasm

towards it was high but as it became more clear what that involves, the notion of adopting new skills in addition to managing the current work loads became a burden. The fear of exhaustion overshadowed the excitement. Perhaps the workshops were too few, there should have been more of those so that the dialogue between the two working categories would have been more active and a sense of ownership would have arisen. In hindsight, it would have been beneficial to recruit the TOM at the outset of the reform. The TOM has proven invaluable, not only in defining the specifications for the technical unit but also as a leading advocate for the potential of the new tools. In essence, the TOM could have played a game-changing role, particularly in fostering a more positive attitude towards multi-skilling among the editorial staff.

As time passes, any opposition is likely to encounter challenges as it inadvertently undermines itself. Operating with minimal flexibility within the unit could pose difficulties, particularly in scenarios where replacements are needed due to illness or unforeseen circumstances. With a limited number of workers capable of multi-skilling, such situations may present obstacles.

One of the main reasons for opposition, in my view, stems from the fact that a majority of the technical staff recruited comes from backgrounds of job descriptions involving only a small variety of tasks in their previous roles. Individuals with less varied roles find adaptation more challenging and add to the experienced opposition. As a thought experiment, if the entire PS staff would have been recruited from scratch, what kind of opposition would have arisen? The thought is intriguing as that would have enabled job descriptions tailored to foster a truly integrated production team. However, the notion of starting from scratch and handpicking a team presents challenges from a Human Resources perspective. The reform at PS is intertwined with cooperation negotiations held at Yle at the time which legally grants precedence to that personnel.

The transition toward multi-skilling among the technical staff will however go more smoothly as attitudes are becoming thanks to the valuable work of the TOM and the superusers more receptive. As they are open to multi-skilling, they are also the best possible advocate for the rest of the team. As already mentioned, I would still call this transition a success as the crew lineup of six individuals for the live show is achieved and as it looks so far, the new tools can be utilized to its full extent.

Hope is not lost as the goal of multi-skilling is not going to go away even if it is not reached at the very beginning. Examples set by those open to change and embracing multi-skilling will act as an example for others. Over time these individuals will help to change attitudes.

Having been working at Yle for over 20 years myself, I was anticipating opposition as I can relate to some of the arguments especially from the technical operators. I however feel from personal experience that change is inevitable and life is made easier if it is embraced and not opposed. I have learned that by being a part of the discussions I can make an impact on how the change is as practical as possible

5.1 Learnings from this thesis

This thesis highlights the dynamic and rapidly changing landscape of the broadcasting media industry, emphasizing the importance of technological advancements and resource reallocation. Key learnings include:

1. Adaptation to Technological Changes

New technologies enable more efficient production processes, allowing for smaller crew sizes and more versatile roles. This can lead to significant cost savings and a more agile production environment.

2. Operational Efficiency

The case of Yle demonstrates the benefits of integrating new technologies to streamline operations and reduce redundancy, which is crucial for maintaining competitiveness.

3. Organizational Change Management

Effective handling of opposition and fostering a culture of innovation are essential for successful implementation of new technologies and workflows.

This thesis offers valuable insights for Yle and potentially the broader media industry. Company cultural and structural barriers are universal and play a crucial role when new strategies are discussed. The way things have traditionally been conducted within a company and how individuals perceive their roles are the primary contributors to any resistance to change. Although models and theories for change management have been around for decades and many have probably been applied at Yle, this thesis provides

specific insights relevant to Yle, serving as a benchmark for future changes that can benefit the organization.

Exploring the concept of multi-skilling has sparked my curiosity about the long-term effects of technological integration on workforce skills and employment patterns within the media industry. Additionally, understanding the impacts on mental and physical well-being in such environments would be valuable.

Further research could also investigate sustainable economic models that enable public service media to remain financially viable while fulfilling their public mandate amidst funding cuts and market competition.

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