

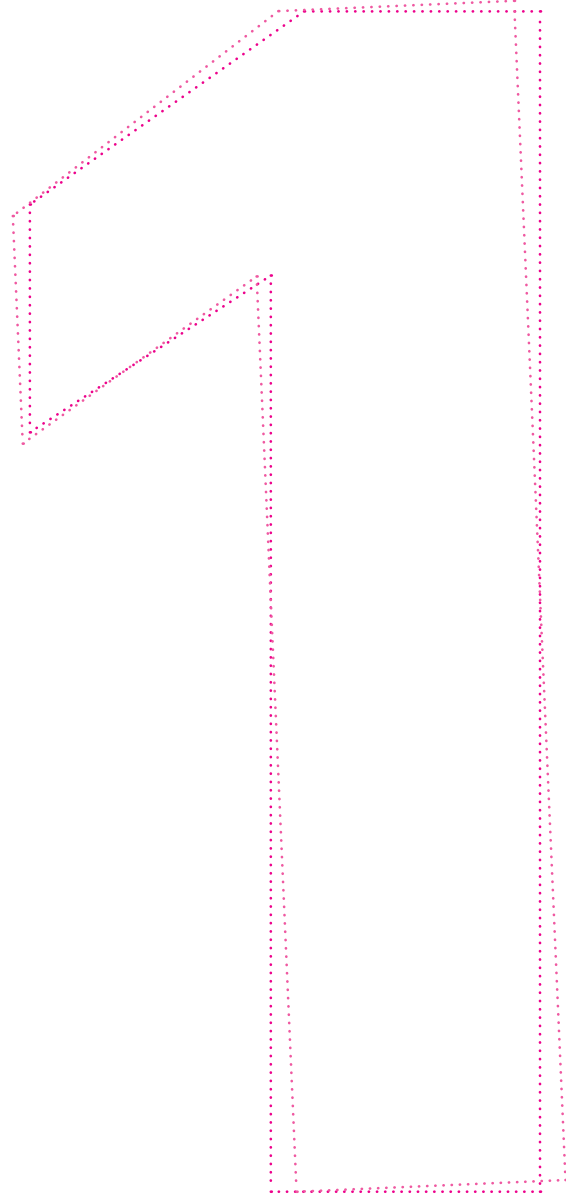
# Working for our audience

— Enabling Success



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**Getting The Best  
From RTÉ Digital**



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**What we do**

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## Remember

RTÉ creates, publishes and archives content. Our job is to help the user to access and consume this content in the best way possible. It is RTÉ Digital's role to help RTÉ get the best out of this content by guiding product owners using our combined expertise. Our aim is to think clearly, provide considered solutions to ideas and problems, and constantly strive to improve. In order for RTÉ to work to the best of its ability, the following points should be considered and placed at the heart of all digital projects.

- **The User**
- **Enhancement**
- **Design Centred**
- **Think. Learn. Improve**

# 1

## The User

We work for the user and we are always on their side. Before company, department, system or strategy, the focus of all projects undertaken is the user and how we can make clear, concise, responsible decisions to benefit them. This is done by analysing the tasks or project, thinking clearly about solutions, and helping the product owner to reach the best result for the user.

# 2

## Enhancement

We are here to help the organisation clearly deliver content to the user in the best and most efficient way possible. We help refine and develop the tools that are used by the content makers, build agile and refined solutions, and create simple systems that are both adaptable and practical. We work with the product owner as a partner, not a service, to consider what is needed, what can be achieved and what can be managed.

# 3

## Design Centred

In order to maximise the potential of RTÉ Digital, we must fully understand the problem/idea before we can communicate a considered solution to the benefit of the user. Involving Design and UX early in the product-development process will allow us to reach a better outcome. The benefit will be a clearly understood project goal, focused solutions that allow clear thinking to be made visual, and quicker resolutions based on refined decisions. It will save both time and money.

# 4

## Think. Learn. Improve

The way we work is as important as the end solution. Simple processes solve difficult problems. Work with us to shape problems/ideas into considered solutions. Trust us to use our expertise to listen, think, learn and communicate the best options, not opinions. We will explore, educate and take responsibility, together.

Idea-Generation

User Environment

Archives Business

Entertainment

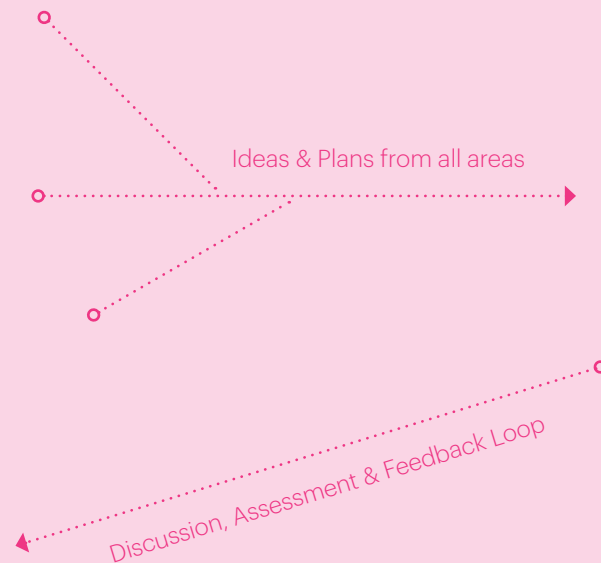
News Orchestras

Player Radio

RTÉ Digital RTÉ Jr

Sport TV ... etc

Idea-Enabling



# How it works

Engaging with thinking through, understanding and defining the project with RTÉ Digital



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## How it works

Think  
Understand  
Define  
Design  
Build  
Launch  
Run



# 1

## Think

### What:

Before we begin the design and development process, some very simple questions need to be answered in order to gain a topline understanding of the project and to help prioritise effort across RTÉ's portfolio of digital work.

### Who:

Product Owner  
Digital Production & Operations  
Audience Insight

### Outcome:

Project brief template completed by Product Owner .

- What is...?
- Who's the audience?
- Who's involved?
- What's the deadline?
- What's the budget?
- Deliverables?
- Platform & Format?
- Product Environment?
- Operations Considerations
- Idea Identification
- Idea Consolidation
- Portfolio & Priority Check
- Technology Concerns?
- Content Available?
- Time Available?



# 2

## Understand

### What:

The aim of this stage is to make sense of the project (*how it fits together and makes sense to the product owner, user and world*) by gathering info through conversation and research.

### Who:

Product Owner  
Digital Production & Operations  
(*Sub Team*)  
Brand Representative \*  
Commercial Representative \*  
Audience Insight

### Outcome:

Feasibility template to be completed by Digital Production & Operations and signed off by Product Owner.

\* *Where appropriate*

- **What are we doing?**
- **Why are we doing it?**
- **What are we saying?**
- **When? Where? How?**
- **What's Unique?  
Different? Important?**
- **Analyse Reports, Stats,  
Heatmaps, User Tests**
- **Purpose, Identity,  
Context, Challenges  
Tone & Opportunities**
- **Competitors & Trends**
- **Content Exploration**

# 3

## Define

### What:

With the information from steps 1 & 2, a document that outlines the single intention of the project, and the core idea to be communicated, is created. Based on this document, clear design, tech and development documents can be created for sign-off by the product owner and production teams.

### Who:

Product Owner \*  
Digital Production & Operations  
Enterprise Architect  
Brand Representative \*  
Commercial Representative \*  
Communications \*

### Outcome:

Project Charter completed by Digital Production & Operations and signed off by Product Owner.

\* *Where appropriate*

- **Overview Document**
- **Technical Specification**
- **Goals & KPI's to  
measure success**
- **Resource Identification**
- **Functional Requirements**
- **Financial Sign Off**
- **Project plan to  
include governance and  
communication**

# 4

## Design

### What:

The core idea is brought to life. Multiple routes are explored by the design team. The development team is consulted and then a single, considered solution is presented to the product owner to ensure momentum of the project isn't lost. Sign-off by the product owner and production teams on the solution is needed.

### Who:

Product Owner \*  
Digital Production & Operations  
Brand Representative \*  
Commercial Representative \*

### Outcome:

Design submitted and approved by Product Owner and Build Manager.

*\* Where appropriate*

- **User Journeys**
- **Wireframes**
- **Content Plans**
- **Sketches**
- **Concept Visualisation**
- **Prototyping**
- **Concept Testing**
- **User Testing**
- **Feedback Loops**
- **Technical Agreement**
- **System Design Sign Off**

# 5

## Build

### What:

The agreed solution can now be applied and the development phase begins.

### Who:

Product Owner \*  
Digital Production & Operations  
External \*

### Outcome:

Working solution, signed off by Product Owner, Project Manager, Testing, Design and UX, and Build Manager.

*\* Where appropriate*

- **Front-End Dev**
- **CMS Dev**
- **Back-End Dev**
- **Integration Dev**
- **Database**
- **Staging Environments**
- **Testing**
- **QA**
- **UAT**

# 6

## — Launch

### **What:**

A solution now lives in the users' environment. It is only at this stage that we can start to gather direct feedback from users. This feedback can now be managed, monitored and live in a continual development cycle to meet the changing needs of the user.

### **Who:**

Product Owner  
Product Operations Owner  
Communications  
Digital Production & Operations

### **Outcome:**

Post launch performance reviews.

- **Analytics**
- **Feedback Loop**
- **Iterate & Refine**
- **Training & Maintenance**
- **Review**

# 7

## — Run

### **What:**

After an agreed period of time, the project moves to day-to-day operations.

### **Who:**

Product Owner  
Product Operations Owner

### **Outcome:**

Project closure & learnings report completed by agreed nominee not involved in the project.

- **Project Closure**
- **Operational Handover**



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## Clarification of Roles

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## Clarification of Roles

### **Product Owner**

Main representative for the project who is responsible for the sign off at all stages. Any changes and associated impacts, post 'Define' stage, must be approved by the Product Owner before being implemented.

### **Audience Insight**

Input from RTÉ audience sources to help shape any proposed ideas.

### **UX**

User Experience. The design and UX team are responsible for keeping the user at the centre of all thinking throughout a project.

### **Project Manager**

Responsible for ensuring all parties know their responsibilities throughout the process and for co-ordinating the project to a successful outcome for RTÉ.

### **Digital Productions & Operations**

This is the function in RTÉ Digital responsible for the delivery and operational support of all of RTÉ's Digital output.

### **Project Idea Template**

This an overview document which is the responsibility of the Product Owner as part of the 'Think' stage of the process. The Product Owner will need to complete this as the basis for a proposed project.

### **Brand Representative**

A member of the brand team may be involved to input and review the proposal to ensure it remains within the RTÉ brand guidelines. The brand representative will be involved in stages 3-6 of the project as appropriate.

### **Commercial Representative**

A member of the commercial team may be involved to input and review the proposal. If a commercial opportunity exists as part of the project the commercial representative will be involved in stages 3-6 of the project.

### **Enterprise Architect**

This is a role in RTÉ Technology which ensures any new technology developments are implemented in line with the RTÉ technology roadmap. It is also to steer decision making towards a more considered RTÉ technology architecture.

**Communications  
Representative**

A member of the communications & PR team may be involved to become aware of proposed project outcomes. The communications & PR representative can be involved in stages 3-6 of the project as appropriate.

**Build Manager**

A lead in the development team responsible for the complete build cycle of the project.

**Test Lead**

A member of the Production and Operations team responsible for test planning and execution.

**Product Operations  
Owner**

The person responsible for the day-to-day running of the completed product/service.

**Think**

**Understand**

**Define**

**Design**

**Build**

**Launch**

**Run**

