

**EBU**

OPERATING EUROVISION AND EURORADIO

**VISION 2020**  
CONNECT, GROW  
AND INFLUENCE

DECEMBER / 2015



# INTRODUCTION

These are exciting times for public service media (PSM). At the top of our game, public service media plays a vital role in any vibrant and inclusive society – by providing quality, credible, creative, fast, unbiased, original, compelling news and entertainment through a range of media to a growing, ever more sophisticated and interactive global population.

Yet many of our Members and stakeholders still face increasing pressure and uncertainty. Securing adequate funding and political independence are constant challenges for Members. Stakeholders need to make larger profit margins for their shareholders. And sports federations must choose between supportive PSM and growing revenues.

This is why we must adapt swiftly to changing markets, constantly reviewing the services we provide accordingly. We have already streamlined our own operating model, better emphasizing the distinction between our membership and business wings – to help us provide faster, better-defined services, more relevant to your needs.

## VISION2020

- Pinpoints major external trends and impacts on public service media
- Highlights the EBU's strategic priorities, and we show how we will react to these challenges and opportunities in the years to come to best serve our Members and stakeholders alike
- Sets out our strategic objectives for 2016

Whether you are a Member broadcaster, commercial customer, board executive, member of the management committee or valued employee, I am grateful for your loyalty and commitment to helping us build an ever stronger EBU – and stronger public service media. I look forward to continuing our work together on achieving this critical mission.



**Ingrid Deltenre**  
EBU Director General

This is an executive summary of the EBU's priorities and objectives for 2016-2018. After a short description of the major trends and their impact both on Members and the EBU, we include some information to help you understand the EBU corporate structure and reporting lines along with a brief description of the EBU's services. The strategic objectives adopted by the General Assembly in 2014 have not changed. The annual objectives for 2016 have been added. Members that would like a deeper understanding of the activities for each objective together with the related KPIs will find this additional information on [EBU.ch](http://EBU.ch).

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# A FAST-CHANGING WORLD

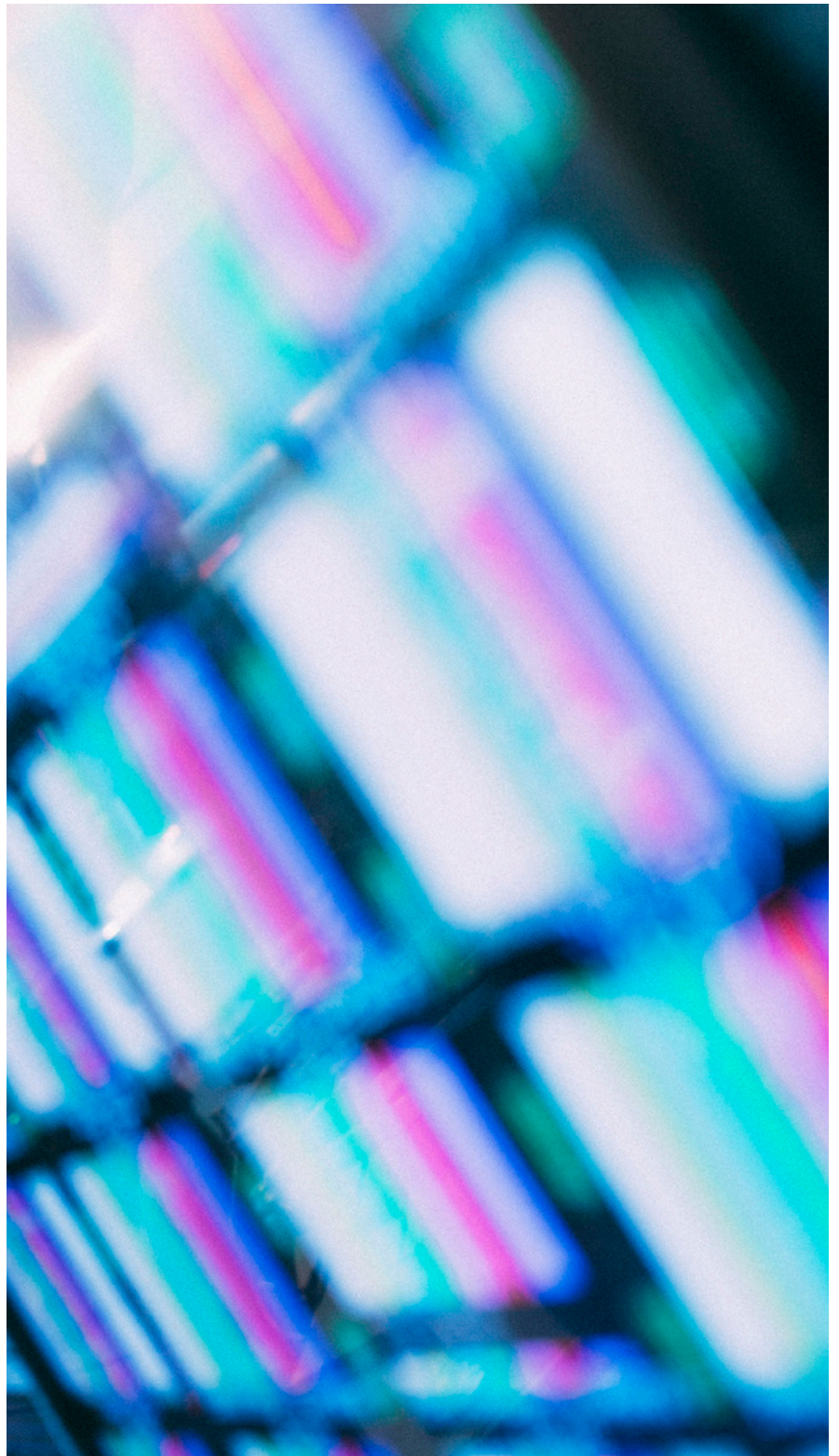
We are living in the golden age of radio and television. Never before have audiences had access to such a wide range of high-quality information and entertainment programmes. Despite the many new operators, channels and platforms, PSM continue to be the most relevant and the most trusted source of information.

But behind the screens the media industry is undergoing a fundamental change. Driven by technology and new business models, media consumption patterns are changing, albeit less rapidly than one might anticipate.

We observe four trends that have an impact on PSM, on our stakeholders and on the EBU:

1. The world is becoming digital
2. Globalization
3. Social demographics are changing
4. Internet is a disruptive force

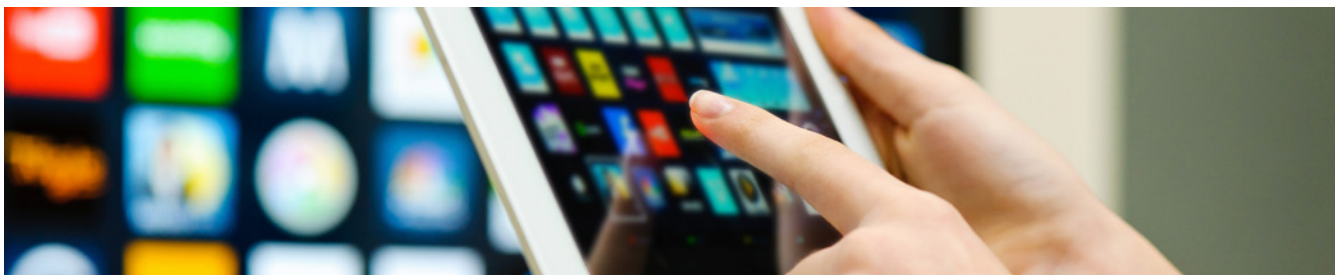
In the next few pages we will explain how these trends affect PSM, and how we adapt our strategic focus and working practices in response.





# CONNECTEDNESS

## AN INCREASINGLY CONNECTED SOCIETY



### TREND

#### WORLD IS BECOMING DIGITAL

70% of people with connected devices are active users of social networks, opening apps on average 14 times a day, with around eight connected devices per broadband household in 2017

10% of cars sold in Europe in 2013 had built-in internet connectivity – by 2020 this will rise to 90%

Network capacity and security is driving the digital economy



### IMPACT

#### CONNECTED SOCIETY

Audiences are changing the way they consume, produce and share content, using multiple devices

Traditional forms of content are no longer enough – new forms of content must be provided

Connecting with the individual user to promote, share and interact is software(big data)-driven and essential

Increased need for a trusted space and source of information; cyber security and data privacy are a common concern

## WHAT THIS MEANS FOR PSM AND THE EBU

Media consumers all around the world have a dazzling range of easy options to access content. Devices, whether in the living room or mobile, are becoming more and more sophisticated. And soon all new cars will be connected to the internet, opening up a whole new range

of options for us to be informed and entertained while driving.

Obviously content is king but only if it is delivered properly. The connected society cannot exist without the network. Yet this same network also makes us all vulnerable to cyber-attacks.

There are of course new opportunities too. For example, consumers' internet activity can be measured more easily. But access to greater knowledge comes with great responsibility. PSM need to balance their desire for a better understanding of their audiences with a respect for individuals' privacy.

# COMPETITION

## NEW PLAYERS ARE GAINING POWER



### TREND

#### GLOBALIZATION

Consolidation of the media industry to create economies of scale and grow market share

Vertical integration of media players (platforms, media, producers) – major media platforms controlled by pay-TV operators

New entrants have built strong positions in European audiovisual markets (Apple, Youtube, Netflix, Amazon, Spotify)

Major players bring inventive approaches to being 'glocal', using local resources for globally used content



### IMPACT

#### NEW NON-TRADITIONAL PLAYERS GAIN POWER

Weaker PSM market position, legitimacy of PSM is increasingly challenged

Business models of the sports, film and music industry are changing. PSM no longer necessarily the preferred partners (e.g. Olympic Games)

Existing media regulations do not take account of new realities

The best talent prefers to work with the new global players

## WHAT THIS MEANS FOR PSM AND THE EBU

Companies such as Apple, YouTube, Amazon, Netflix or Spotify are truly inspirational when it comes to exploiting the many opportunities the internet offers. Broadcasters are vertically and horizontally integrating, building economies of scale to exploit

expensive copyrights and to ensure their prominence on the distribution platforms. In the media industry business models are changing and with them the willingness and ability to invest greater and greater sums in attractive sports rights and film productions.

At EU level existing media regulations are no longer fit for purpose and need to be updated in response to the new realities of the globalized industry. We feel confident that the commitment of EBU Members to join forces in creative endeavours is the driving force behind our success.

# CREATIVITY

## MORE CREATIVITY TO REMAIN RELEVANT



### TREND

#### CHANGING DEMOGRAPHICS IN EUROPE

More than 150 million senior citizens (65+) in Europe by 2020, equivalent to 16.5% of total population (UN)

Almost 20% of population will have a foreign background, defined as both parents born abroad (Eurostat)

By 2020, almost 75% of European population will live in urban areas, compared with 56% for world population (UN)

### IMPACT

#### REMAINING RELEVANT FOR AN INCREASINGLY FRAGMENTED AUDIENCE IS MORE COMPLEX

Traditional distribution channels are still essential but online platforms will grow and become equally popular

Greater need for multicultural, targeted and diverse programming

More personalized programming on multiple devices, also addressing the needs of communities

More creativity needed to remain relevant to fragmented audiences

## WHAT THIS MEANS FOR PSM AND THE EBU

We continue to watch live television but we also use the internet to meet our needs. A wide range of different channels and platforms offer great content. This makes it more complex for PSM to provide a truly universal service, reach out to the whole

of society, both minorities and majorities, the old and the young, and contribute to social cohesion. Societies are changing because of increasing migration from south to north and from east to west, and the internet offers a unique opportunity for PSM to live

up to their core values, such as universality and diversity, and to provide a true and unique public service. The EBU makes it easier for platforms to share best practices and knowledge to increase the PSM contribution to society.



# COOPERATION

## NEW SKILLS REQUIRED TO DRIVE CHANGE



### TREND

#### INTERNET IS A DISRUPTIVE FORCE

Internet follows new rules for how to promote and distribute content - new personalized methods (Netflix, YouTube)

Internet is a democratic force, more information available but also more propaganda

New predators after new services without enormous investment - economies of scale (Uber, Airbnb)

### IMPACT

#### PSM CURRENT BUSINESS MODELS AFFECTED

Challenges to traditional PSM approach to content promotion and distribution. On-demand and social media growing

Challenges to data protection laws. Current data analysis techniques no longer 'keeping up'

Traditional 'newsroom' approach and media company structures no longer fit for purpose

The role of PSM is changing - need for more quality content, creativity and curation

## WHAT THIS MEANS FOR PSM AND THE EBU

Better, faster networks and new mobile applications are pushing the boundaries of how we search for, verify, produce, visualize, promote and distribute content. We develop new forms of digital storytelling, adapted to the platforms and expectations of the audiences throughout the

day. But the internet has also changed audience expectations: they expect more information, more involvement, more engagement. To cope with this, workflows need to be adapted, especially within newsrooms. But we have to learn new skills as well and we may need to work more in partnerships to

embrace the opportunities of the internet. Above all, this requires a change in our organizational culture, which is the hardest thing to achieve. Sharing best practices and learning from the mistakes of others is one of the invaluable benefits of being part of the non-competitive environment of the EBU network.

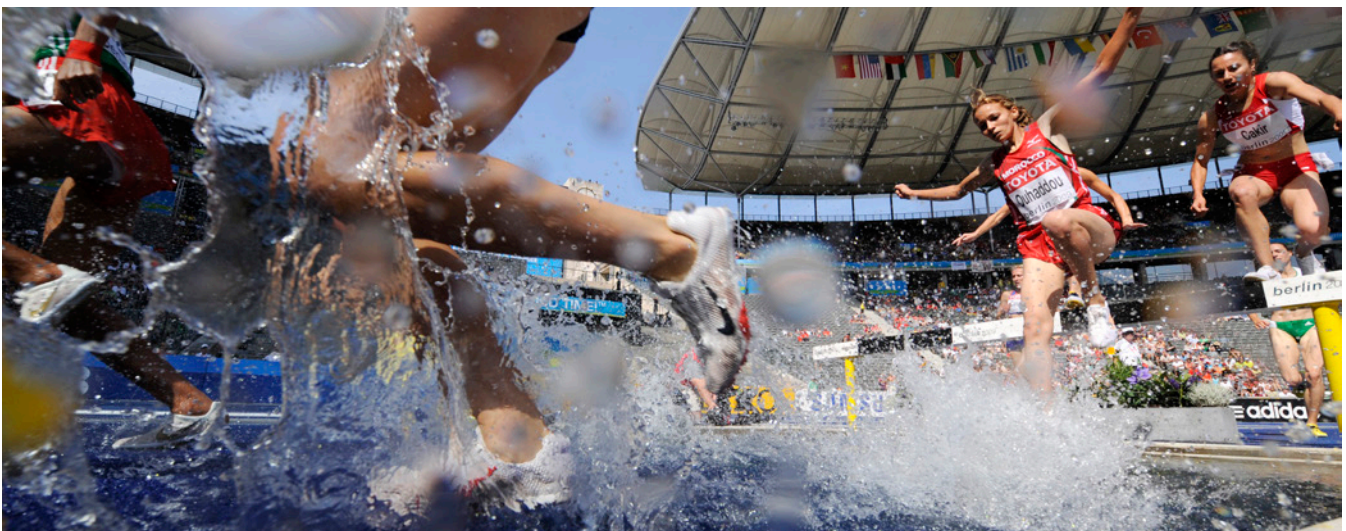
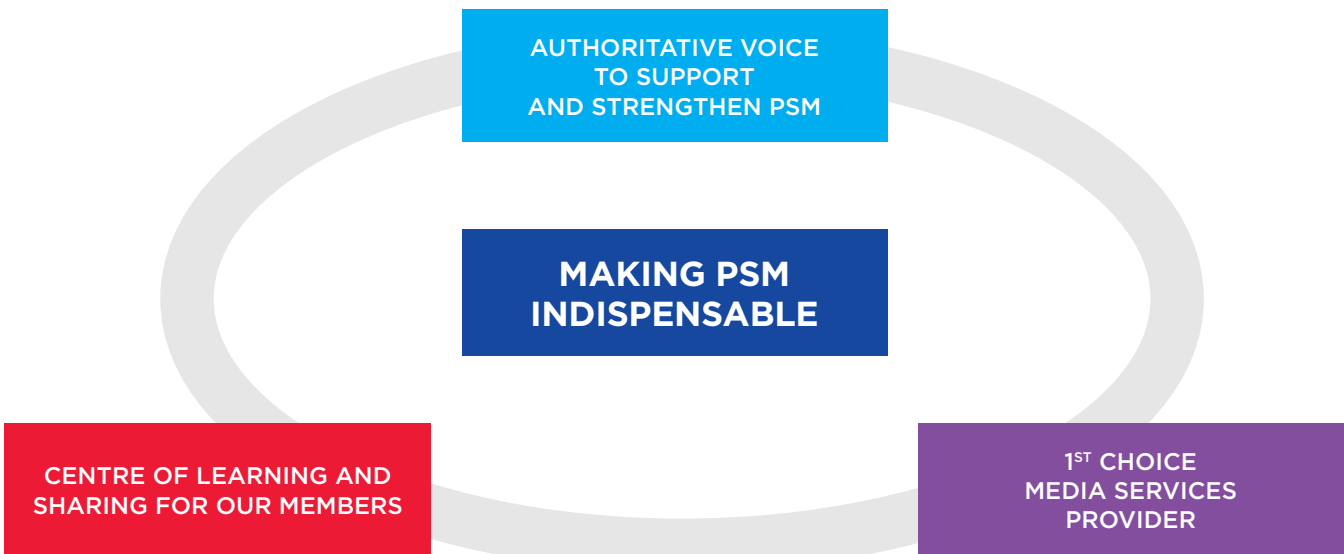
# OUR VISION AND MISSION

True to our core values, we will continue to set ourselves ambitious stretch goals that ensure we focus our energies and resources on keeping public service media indispensable.

## OUR THREEFOLD MISSION PRIORITIZES

1. Speaking on behalf of Members and stakeholders to strengthen public service media in Europe and across the globe
2. Providing a cutting-edge centre of learning and sharing that supports change adapted to a shifting environment
3. Standing out as the first-choice provider of quality media services in sport, entertainment and news

FIG 1. OUR VISION AND MISSION



# ONE EBU, TWO FIELDS OF ACTIVITY

We are one EBU. But we have two distinct fields of activity: Member services and business services.

## MEMBER SERVICES

Member services are at the core of the EBU community and are financed from the membership fee or mandatory fees. These include:

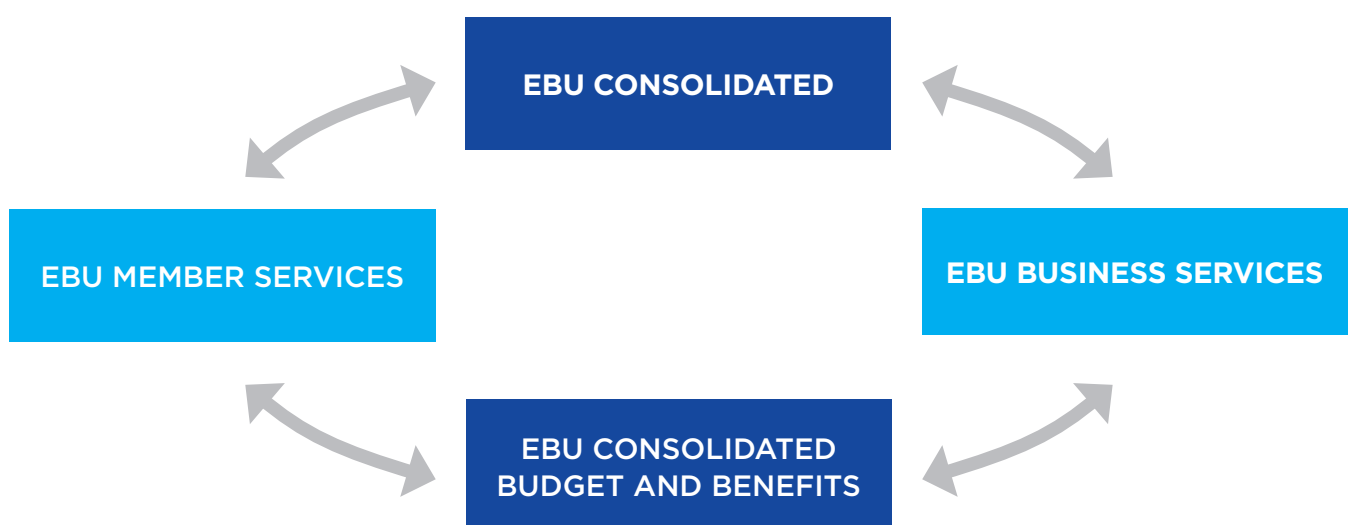
- |   |  |   |
|---|--|---|
| <ol style="list-style-type: none"> <li>1. Content exchanges, coproductions, and sports and music rights acquisitions</li> </ol> | <ol style="list-style-type: none"> <li>2. Expertise and best practices provided through our MIS, Academy, legal and technology teams, in conferences, assemblies and experts groups</li> </ol> | <ol style="list-style-type: none"> <li>3. Influencing authorities to secure the best possible legal and technical frameworks for PSM, and promoting the value and contribution of PSM to society</li> </ol> |
|---|--|---|

## BUSINESS SERVICES

Our business services are charged for according to rate cards and focus on the following main product lines:

- |   |  |
|---|--|
| <ol style="list-style-type: none"> <li>1. Host broadcasting and venue services</li> </ol> | <ol style="list-style-type: none"> <li>3. Video and audio platform services</li> </ol> |
| <ol style="list-style-type: none"> <li>2. Transmission and streaming services</li> </ol>  | <ol style="list-style-type: none"> <li>4. Ancillary sports rights</li> </ol>           |

**FIG 2. EBU REPORTING STRUCTURE**

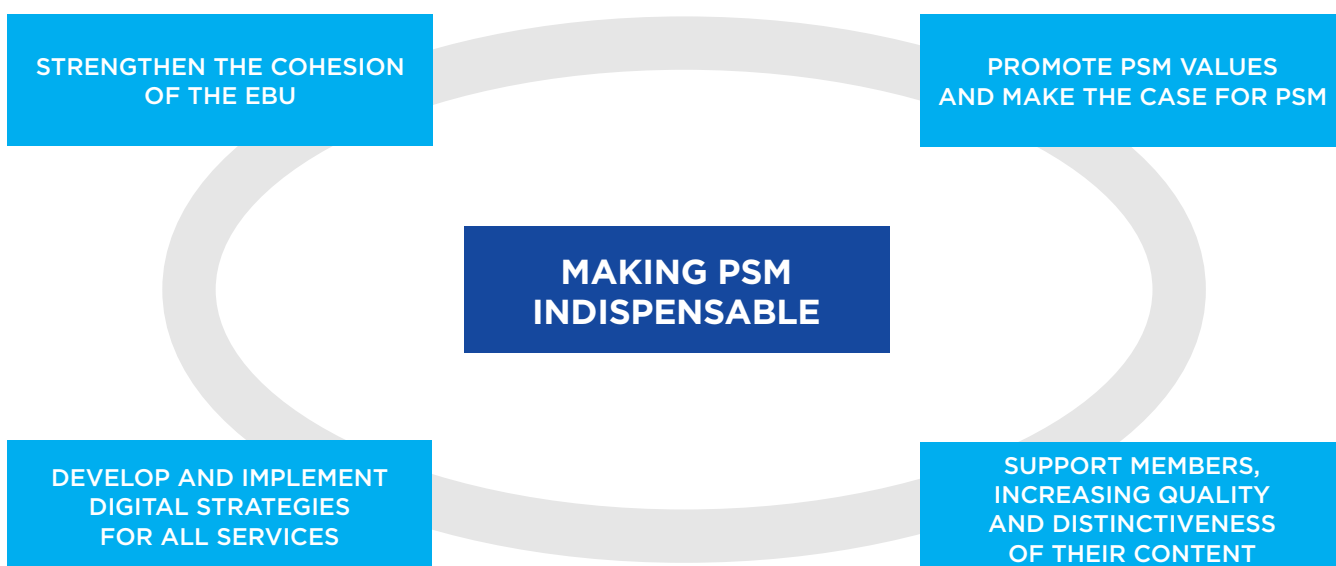


The two sets of activities are mutually beneficial. Member services operate on a break-even budget. Business services generate surpluses that are then used to offset membership fees and invest in innovation. Our constant effort to increase efficiency and effectiveness has allowed us to reduce the mandatory fees significantly over time.

# OBJECTIVES 2016-2018

The 2014 winter General Assembly approved our multi-year strategic plan and objectives, which are driven directly by the Vision2020 project. In the next few pages, we set out these objectives, our action plan and our focus for 2016-2018.

**FIG 3. OUR STRATEGIC OBJECTIVES 2016-2018**



## **STRENGTHEN THE COHESION**

We can only remain a strong and influential association if our Members are successful and committed to working together, bound by solidarity and the shared ambition to serve a common purpose for society. This is why our Members are at the core of everything we do.

## **PROMOTE VALUES AND MAKE THE CASE FOR PSM**

PSM funding has shrunk over the last five years. And there is increasing pressure to reduce the latitude of the PSM remit. Furthermore, the freedom to develop and innovate is restricted by changing market forces. If no

action is taken, PSM will become smaller and less relevant in the years to come. This is why we must raise our profile to secure a sustainable future for PSM within a dual (public and private) media system.

## **SUPPORT MEMBERS INCREASE QUALITY AND DISTINCTIVENESS**

The strongest and most convincing argument for PSM is content. This is why it remains one of our core objectives to contribute actively to the quality and distinctiveness of Members' content. We want to increase the enthusiasm within the membership of belonging to an international network of

experts that work and develop ideas together in order to boost innovation and expertise within their organizations.

## **DEVELOP DIGITAL STRATEGIES**

Most of our main services were launched many years ago. We have adapted them over time, which is why they remain so successful today. But the internet now offers completely new opportunities. This is why we are assessing the potential for new, shared services that help Members by either saving them money, driving innovation or achieving the necessary economies of scale that improve their buying power.

# OUR PRIORITIES

The EBU provides a broad range of activities and services.

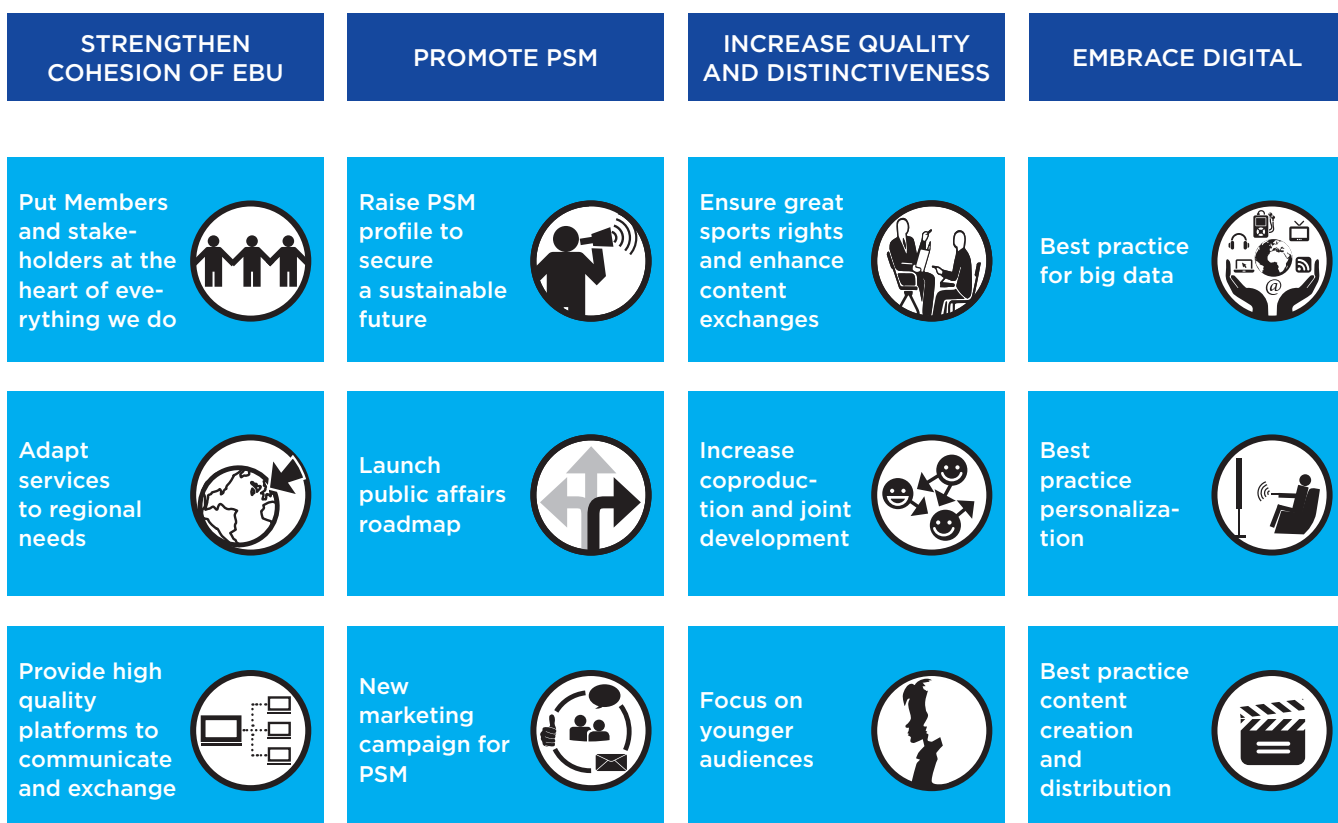
The priorities and objectives for 2016 are structured as follows.



## MEMBER SERVICES

Vision2020 led to our defining the four strategic priorities that shape our activities up to 2017. Each priority has a set of objectives to ensure we attain our goals, and these are reviewed and adapted annually to reflect changing Member and business needs. The more detailed action plan can be consulted on [www.ebu.ch](http://www.ebu.ch).

### STRATEGIC PRIORITIES AND OBJECTIVES FOR MEMBER SERVICES





# MEMBER SERVICES

## ACTION PLAN 2016

### STRENGTHEN COHESION

The cohesion and solidarity of the union is vital for safeguarding the future of PSM. The Members' combined strength is greater than the sum of its parts.

We work according to the principle of solidarity and shared ambition, and we put our **Members and stakeholders** at the heart of everything we do.

We recognize that we need to adapt our services to **meet regional needs** by building regional communities and facilitating regional exchanges.

We will continuously strive to improve networking opportunities, by creating **online environments** and events that allow us to **communicate and exchange** information.

We will create an EBU Summit, bringing the General Assembly together with the assemblies for Radio, Television, News and Technology & Innovation in a single umbrella event in June 2017. This will be an unprecedented chance to showcase the innovation and distinctiveness of PSM, and will create an unparalleled networking and learning opportunity for Members.

### PROMOTE PSM

Multiple pressures threaten to overwhelm the voice of PSM, as new and global players compete for content and consumer market share.

We will continue striving to secure a sustainable future for PSM. We do this by promoting and increasing our influence at EU level in accordance with the objectives of the **public affairs roadmap**. These objectives are to:

- deliver easy, universal access to PSM services
- ensure PSM continues to drive and enable innovation
- secure the well-being of PSM with the necessary legal and technical frameworks
- Maintain and develop the European audiovisual model

We will help Members put the case for PSM directly to their most influential supporters – the public – to raise the debate about PSM above the level of interest groups and political discussion. To do so, we will develop a new, shared **PSM marketing campaign**, that gives Members the most attractive, effective and creative support in putting the case for PSM directly to their public.

In support of both these initiatives, we will launch a fact-based set of criteria that allows Members to put forward specific, clear and proven arguments to clarify PSM's value to society. The **Contribution to Society Register**, due to be rolled out in 2016, is based on four areas of PSM impact and demonstrable value to society:

- democracy and politics
- culture and education
- economy
- technology

### INCREASE QUALITY AND DISTINCTIVENESS

In this highly competitive and crowded market, content across the genres is PSM's strongest card.

We understand our Members and will support them so they can attract and retain **young adult and children's audiences**. We have created the new position of Head of Youth to develop crossmedia production formats and **coproduction concepts** to help attract these vital audiences. To assist in this, we have created the Members' Social Media Group and the SkillsXchange Group to share knowledge, experience and best practices.

In response to the current environment where major, international and wealthy competitors are powerful players, we will review the sports rights acquisition strategy to ensure we continue to provide Members with the **valued sports rights properties** they need.

In the fast-paced and highly competitive **news** arena, we have developed a **strategy** to ensure we do our utmost to help Members meet the challenges they face. There are three areas of focus:

- Content (improve quality, add new genres, and set up a social media verification network as a new service)
- the exclusive Member network (enhance this unique quality, improve how it reacts with our editorial structure)
- Digital news (help Members to gain online audiences).

Under each of these, we have a set of actions intended to improve the current service, optimize its potential, and provide real added value.

## EMBRACE DIGITAL

Internet is a disruptive force in the media environment. PSM face particular challenges with regard to the potential of big data, and the personalization, creation and distribution of content services. Underlying all these is the relationship between PSM and audience, and the trust on which that is founded.

Big data is the driver that can help PSM:

- Better understand audiences' expectations through calibrated audience measurement
- Develop recommendations and personalized offers
- Enrich editorial content and storytelling, and make informed programming choices

As a result we have launched a **Big Data Initiative**. This will involve sharing best practices, exploring how best to manage, extract, index and retrieve information across the value chain, and studying, shaping and sharing best legal practices.

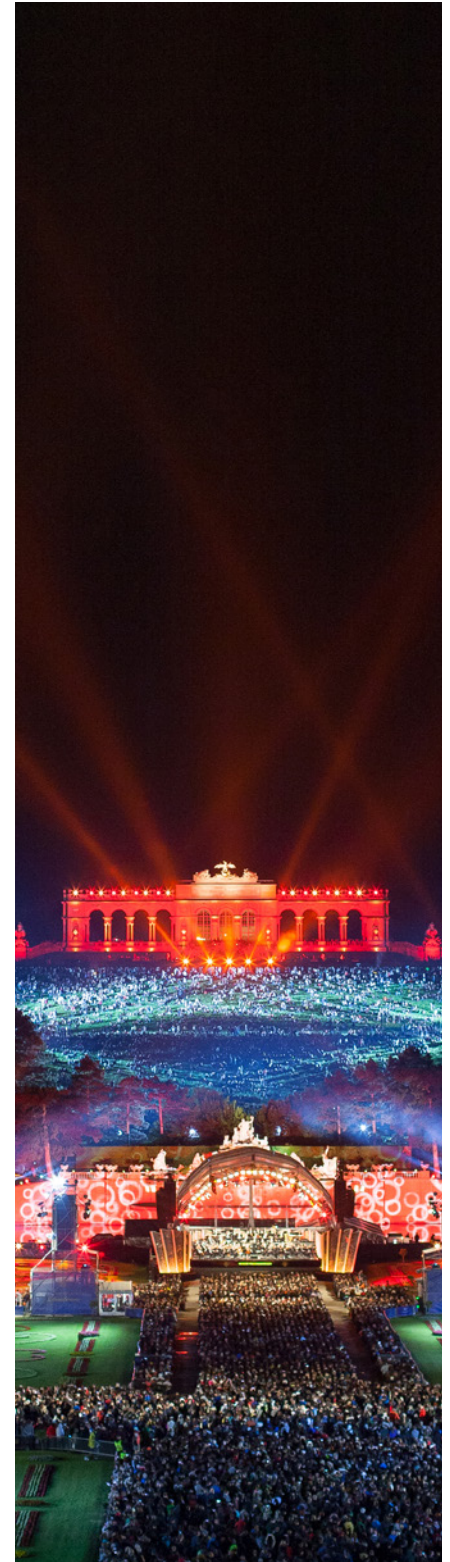
As part of this ongoing initiative, we will be holding a Big Data Conference in Geneva in March 2016, and we are expanding our Academy training courses to include the various issues.

We address the challenges of **personalization** at home and with the Members. For the EBU, we will update the [www.ebu.ch](http://www.ebu.ch) site to give visitors a personalized experience, and we will strive to improve the effectiveness of our communication when addressing Members and other influential stakeholders.

Our Technology & Innovation Department is working closely with Members' research and development experts on a **recommendation system** together with shared personalization tools.

It is also coordinating a number of **distribution** projects that include analogue-hybrid radio migration, impacts of IP on production workflows and practices, automated quality control systems, and OTT services.

Our Media Department is working with Members to develop new **formats and content**, and our Sports & Business Department is building and sharing Member experiences of developing innovative sports coverage and production methods.



# BUSINESS SERVICES

## STRATEGIC PRIORITIES AND OBJECTIVES

### BUSINESS SERVICES

Our business services are available to both Members and non-members.










The business services include:

- Host broadcasting and venue services
- Transmission and streaming services
- Video and audio platform services
- Ancillary sports rights sales

In accordance with the General Assembly decision, surplus proceeds from business services offset the cost of Member services.

Our business service objectives derive from Vision2020, just as those for Member services do. The distinction is that business services have the additional requirement to grow the profit margin. We do this by targeting new geographical areas for expansion, maximizing the potential in existing markets, and constantly reviewing our product portfolio.

### STRATEGIC PRIORITIES AND OBJECTIVES FOR BUSINESS SERVICES

GROW MARGIN	INCREASE QUALITY AND DISTINCTIVENESS	EMBRACE DIGITAL
<p>Grow with existing stakeholders</p> 	<p>Deliver with excellence</p> 	<p>Enrich live sports services</p> 
<p>Expand footprint in growth markets</p> 	<p>Implement new service line development plan</p> 	<p>Build new ecosystem for journalists</p> 
<p>Develop strategic events, conferences</p> 	<p>Establish strategic partnerships to drive innovation</p> 	<p>Develop innovative service solutions</p> 

# ACTION PLAN 2016

## GROW MARGIN

We face competition from major global players, and from niche competitors able to accurately target profitable sectors. We must remain open to change, agile and alert.

We aim to grow our margin by developing **core services for key stakeholders** or adapting them to changes in technology and the market. As an example, we have greatly enhanced our live sports transmission services and can now carry huge quantities of additional data on our network, simultaneously to the video signal. This means that broadcasters and federations will be able to satisfy demand for additional 'red button' content on first screens, as well as second screen and online outlets. This creates a greatly improved user experience, and we will roll out this premium service to as many federations and stakeholders as we can.

We are identifying and moving into **geographical regions** where we see more and new opportunities. The Middle East already forms part of our strategic focus.

We will develop our activities in **strategic events and conferences**, ensuring they represent an opportunity to position the organization as a centre of learning and sharing and to promote the case for PSM.

We will continue to develop the Rose d'Or and the News Xchange as flagship events in their fields, and ensure their financial independence by studying the potential of outsourcing and sponsorship.

## INCREASE QUALITY AND DISTINCTIVENESS

We strive to meet the constant challenge of delivering **top-quality and distinctive services** by continuously developing innovative, relevant and cost-effective products.

We enrich live sports coverage by creating additional content, offering new delivery systems and by constantly expanding the range of premium broadcast solutions. We also offer white-label online content platforms for sports federations to allow them to reach fans directly.

We will continue to work closely with host broadcasters and other stakeholders to deliver major sports events such as UEFA EURO 2016™ and the Rio 2016 Summer Olympic Games, along with regular annual events like Roland Garros and Wimbledon, Formula 1®, UEFA Champions League™ and UEFA Europa League™, NBA basketball, and many others.

We will review the business **service lines** of broadcast services, content distribution and content production to optimize our activities. The review will result in a development plan with a clearly defined roadmap and objectives.

We continue to seek **strategic partnerships** and joint ventures to drive innovation and lower costs. One example is our new agreement with news agency AFP. The MyWorldReporter service offers instant access to a global network of reporters and technical specialists to help broadcasters get on-the-ground coverage of any news, anytime, anywhere.

## EMBRACE DIGITAL

We align our product portfolio with constantly evolving technologies, the growth of IP solutions and market demand.

We will help broadcasters further develop the **live sport** user experience with enhanced second screen products, including live streaming, video clips and highlights.

We are currently developing a **low-cost**, low-bitrate **newsgathering tool**. This meets the need for fast, inexpensive and simple-to-use backhaul of news content, and complements our news products.

We will evaluate potential new business opportunities in the **OTT environment**. These may include Member-content delivery (to third-party OTT platforms, such as Netflix or Amazon) a Member archive and content storage and exchange platform, and VoD (video-on-demand technical platforms).

# EBU INTERNAL










## STRATEGIC PRIORITIES AND OBJECTIVES

### EBU INTERNAL

As we adapt our services to meet the strategic priorities and objectives of coming years, we must continue to improve the effectiveness of internal support. This is the oil in the engine of the EBU. It needs monitoring, keeping up to standard, and occasionally changing.

We must be adaptable in aligning staff skills, knowledge and experience. And we must deliver this in a financial environment that makes us sustainable without increasing the cost of membership.

### EBU INTERNAL STRATEGIC PRIORITIES AND OBJECTIVES

IMPROVE EFFECTIVENESS	ADAPTABLE KNOWLEDGE AND SKILLS	ENSURE FINANCIAL SUSTAINABILITY
Improve existing tools and techniques 	Strengthen leadership skills 	Lower cost of services to Members 
Modernise cost monitoring and reporting 	Adapt skills to changing requirements 	Ensure the EBU's financial integrity 
Streamline internal services 	Optimize communication platforms 	Protect the EBU's cash and equity reserves 



# ACTION PLAN 2016

## IMPROVE EFFECTIVENESS

Working efficiently and effectively is fundamental to delivering great value for money to Members, and underscoring the value of what membership brings.

We will continue to **upgrade our working tools** whenever there is a clear advantage to doing so. We will:

- Finalize our new automated, centralized booking system, making it simpler and more efficient for stakeholders to buy core network services
- Deploy new IT-based network management and inventory control systems
- Continue to improve our network security to minimize the risk of cyber-attack

As we **modernize our cost-control**, monitoring and reporting tools, we will:

- Continue our rigorous procurement review of supplier contracts
- Establish regular market and customer analytics, using our updated CRM systems
- Develop post-project analysis and reporting processes
- Monitor KPI performance against milestones

Our third focus is on **streamlining in-house services**, including:

- Implementing a new centralized customer service team to create a single point of entry for stakeholders
- Developing a customer-facing marketing strategy
- Harmonizing and simplifying our catalogue of streaming services

## ADAPT KNOWLEDGE AND SKILLS

Distinguishing between Member and business services means we need different skillsets and diverse experience. We embrace this by encouraging the sharing of knowledge, know-how and cross-department exchange.

In the drive to make the organization truly digital, we have training programmes to ensure we have **skills**, business models and products fit for this rapidly changing environment. This includes a focus on change-management skills, customer service, and marketing and communications.

Communication is a priority and we continuously seek to improve our website and intranet in terms of relevance, content appeal and personalization. We will continue to hold staff training on digital skills and social media.

## ENSURE FINANCIAL SUSTAINABILITY

The financial sustainability of the organization is critical to our ability to deliver on our objectives, support the mission of making PSM indispensable, and show the real value that membership brings.

We understand that this sustainability must also mean **reduced membership costs**, and to deliver these we are actively examining how we can best:

- Reduce our exposure to CHF-based costs, shifting costs into the eurozone
- Increase our margin by focusing on value-added Member services
- Optimize the use of Geneva office space

**Financial integrity** is a cornerstone of our sustainability and we will remain diligent in our assessment and anticipation of business risks. We will continue to manage debts, monitor our obligations in sports rights and pinpoint opportunities for sub-licensing.

To **protect our cash and equity reserves**, we systematically monitor our capex exposure, as well as our commitments in terms of tax, insurance and other financial risks.

# BALANCED SCORECARD

A balanced scorecard (BSC) was introduced in 2010 to align the vision, mission and objectives of the EBU.

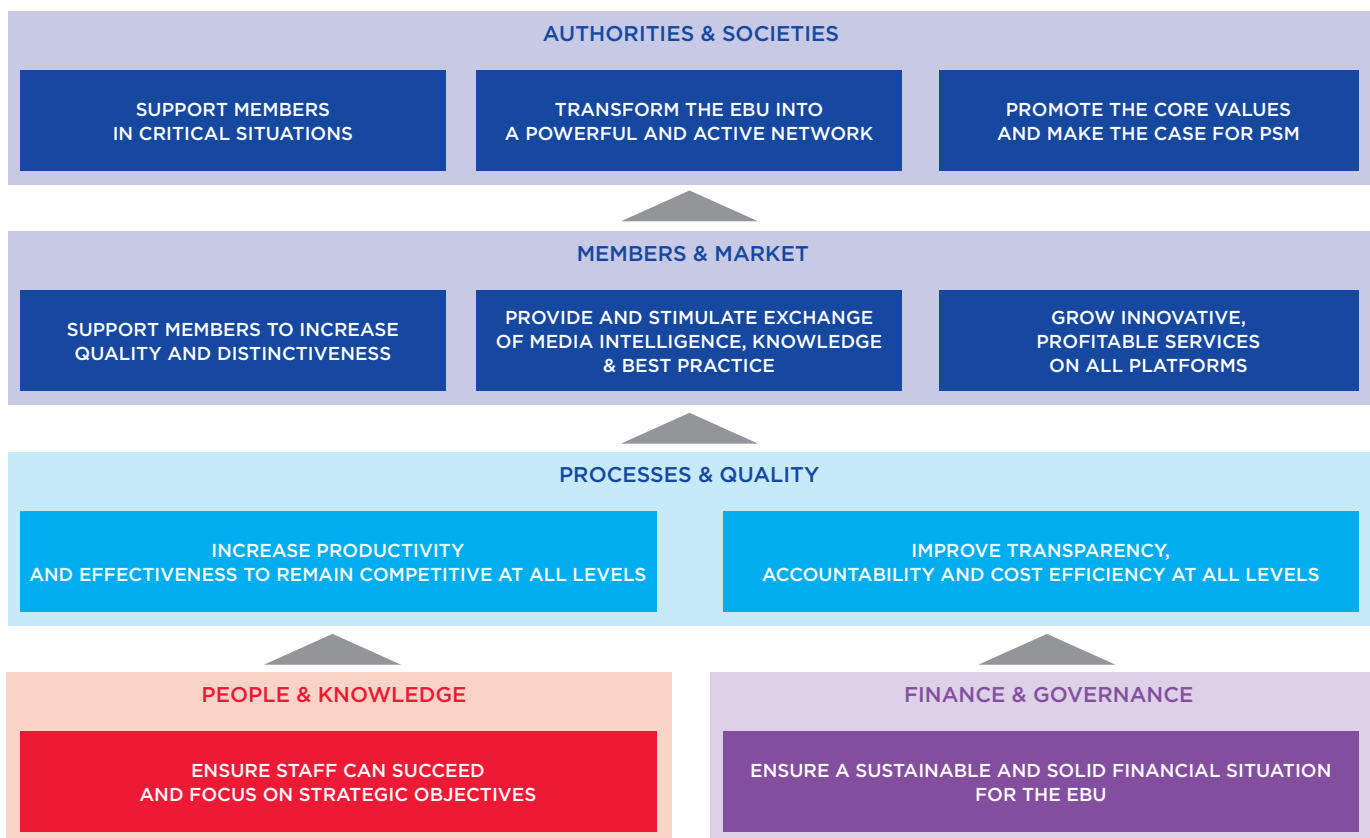
This is a benchmark that we use to monitor organizational performance against strategic objectives.

It serves as a dashboard for EBU management, focusing on the key dimensions of EBU activities.

The traditional BSC uses four perspectives (financial, people, process, stakeholders). As the EBU is a not-for-profit

organization with a strong focus on public affairs, we have added a fifth perspective, authorities and societies. All our objectives (member services, business services, EBU internal) can now be allocated within the existing BSC.

**FIG 4. EBU BALANCED SCORECARD 2016-2018**



The EBU's key performance indicators need to be specific, measurable, achievable and time-bound. The EBU's annual performance is measured against these KPIs. The Executive Board approves the

KPIs at the end of the year and evaluates the EBU's performance against the KPIs every February based on a report by the Director General. We aim for quantitative indicators that are meaningful but we are equally aware that

some KPIs include qualitative measures as well and should therefore be used as a rough guide rather than a precise benchmark. The detailed KPIs are available on [www.ebu.ch](http://www.ebu.ch).

# ANNEXES

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**ANNEXE 1 : MEMBER SERVICE OBJECTIVES 2016**

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**ANNEXE 2 : BUSINESS SERVICE OBJECTIVES 2016**

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**ANNEXE 3 : EBU INTERNAL SERVICE OBJECTIVES 2016**

# ANNEXE 1

## MEMBER SERVICE OBJECTIVES 2016

### STRENGTHEN COHESION OF THE EBU

#### PUT MEMBERS AT THE HEART OF EVERYTHING WE DO

- Turn EBU into a Member-driven organization
- Increase our assistance to Members by enhanced European and national lobbying and strategy support
- Develop a tool to demonstrate the value of membership (Contribution to Membership Project)

#### ADAPT SERVICES TO REGIONAL NEEDS

- Build communities (using a member-to-member platform exchange) to develop regional coproductions and exchanges
- Develop a dedicated action plan to support our North African Members

#### PROVIDE HIGH-QUALITY PLATFORMS TO COMMUNICATE AND EXCHANGE

- Provide a PSM-specific branding and marketing course and online learning platform for Members
- Develop the Creative Forum and Rose d'Or events - making them transversal and cross-platform using external expertise and support
- Continuously enhance our methods to communicate to our Members through internet platforms and communities

### PROMOTE PSM

#### RAISE PSM PROFILE TO SECURE A SUSTAINABLE FUTURE

- Be inspirational and strong in implementing projects to achieve EBU objectives
- Provide support at national and EU level with regard to state aid, competition law, funding, governance and remit
- Promote the tool for demonstrating PSM Contribution to Society and help Members make the case for PSM at national level
- Promote R&D cooperation and increase level of EU funding for shared projects

#### IMPLEMENT PUBLIC AFFAIRS ROADMAP

- Deliver on the public affairs roadmap objectives to achieve the best possible legal framework
- Re-launch stakeholder discussions to advance digital radio adoption
- Promote digital radio on the move, in smartphones and vehicles, together with hybrid solutions

#### NEW MARKETING CAMPAIGN FOR PSM

- Develop a marketing campaign for PSM together with the Voice of PSM Group, to be launched in 2017

### INCREASE QUALITY AND DISTINCTIVENESS

#### ENSURE GREAT SPORTS RIGHTS AND ENHANCE CONTENT EXCHANGES

- Improve our live news and sports exchanges by increasing genres and adapting them to multiple platforms
- Secure and deliver existing sports rights contracts and deliver existing contracts
- Implement the Sports Rights Strategy

#### INCREASE COPRODUCTION AND JOINT DEVELOPMENT

- Create a new global entertainment brand with Members
- Develop two new content projects that reflect diversity in Europe and across the globe and deliver the project to support "Generation Y".
- Set up a new coproduction fund for Members

#### FOCUS ON YOUNGER AUDIENCES

- Coproduce a new format with Members to attract younger audiences
- Develop the SkillsXchange

## **EMBRACE DIGITAL**

### **BEST PRACTICE BIG DATA**

- Sponsor and coordinate a big data initiative to share information and best practice
- Explore options to efficiently manage, extract, index and retrieve information through the value chain
- Share information and best practice regarding legal advice

### **BEST PRACTICE PERSONALIZATION**

- Maximize EBU website potential by using new sign-in approach to provide Members with better services
- Improve digital campaigning and associated skills and capacity
- Reach out to more Members and influencers with better communication
- Deliver software personalization tools for Members and investigate impact for PSMs. Identify types of services Members can develop in the OTT sector.

## **BEST PRACTICE CONTENT CREATION AND DISTRIBUTION**

- Build up and share expertise in innovative sports coverage and production
- Investigate new OTT services in: content delivery, content vault, SVoD and VoD technical platforms
- Provide Members with a platform to facilitate the move from analogue to digital and hybrid radio platforms, by prototyping and testing
- Support advanced technologies on integrated platforms
- Examine the impact of new IP technologies on production practices and workflows
- Provide guidance to help broadcasters move to new IP-based audio systems
- Help Members optimize the use of automated quality control systems and explore options for future TV image quality



# ANNEXE 2

## SPECIFIC BUSINESS OBJECTIVES FOR 2016

### GROW MARGIN

#### GROW WITH EXISTING STAKEHOLDERS

- Finalize concept and roll out enhanced live sports first and second screen services
- Deliver Rio 2016 Summer Olympic Games and UEFA EURO 2016™
- Improve margins through efficient capacity utilization, procurement and cost management

#### EXPAND FOOTPRINT IN GROWTH MARKETS

- Explore potential business opportunities in the Middle East, develop Dubai office
- Review partnerships and alliances
- Expand business activities in North America
- Implement strategy to maximize the use of our subsidiary office resources outside of normal business hours
- Develop services to make use of existing network capacities during non-peak hours

#### DEVELOP STRATEGIC EVENTS, CONFERENCES

- Develop major events, e.g. ESC, NewsXchange, Rose d'Or and EBU Summit

### INCREASE QUALITY AND DISTINCTIVENESS

#### DELIVER WITH EXCELLENCE

- Launch new customer service team (harmonization project), develop and implement a customer-focused marketing strategy
- Streamline and simplify B2B streaming services
- Deliver appropriate service reliability according to customer needs and expectations
- Deliver all major and contractual events

#### IMPLEMENT SERVICE LINE DEVELOPMENT PLAN

- Establish strong marketing and service line development expertise
- Establish strategic technology/service workshops with key high-value stakeholders

#### ESTABLISH STRATEGIC PARTNERSHIPS TO DRIVE INNOVATION

- Identify potential partners and create structured implementation plan

### EMBRACE DIGITAL

#### ENRICH LIVE SPORTS SERVICES

- Finalize technical development of enhanced first and second screen live sports services.
- Develop and implement approved business development plan, securing at least 25 new contracts with federations and event management partners
- Optimize for tablets, connected TVs, smartphones
- Finalize development and rollout of IP low-latency services for Euro16. Sell to other federations

#### BUILD NEW ECOSYSTEM FOR JOURNALISTS

- Roll out low-cost, low-bitrate newsgathering tool and meet sales expectations in the business plan
- Develop and roll out at least one additional news/event-related service

#### DEVELOP NEW SERVICE SOLUTIONS

- Evaluate impact of remote production on service portfolio based on low-latency networked IP solution
- Launch new white-label online platform product (BEST replacement)

# ANNEXE 3

## EBU INTERNAL SERVICE OBJECTIVES 2016

### IMPROVE EFFECTIVENESS

#### IMPROVE EXISTING TOOLS AND TECHNIQUES

- Finalize automated booking system to support new centralized customer service desk
- Develop existing CRM system according to plan
- Develop and deploy new IT-based systems for network control, automation and equipment management (NEOS, EEM, ACES, EVC)
- Improve security of network systems against cyber-attack
- Develop current reporting suite and associated financial tools

#### MODERNIZE COST MONITORING AND REPORTING

- Introduce post-project analysis and reporting, and KPI monitoring
- Introduce regular market and customer analysis reporting

#### STREAMLINE IN-HOUSE SERVICES

- Further develop Manager's Manual for staff
- Centralize customer services for all commercial activities
- Introduce new product/service line managers by reorganizing existing team

### ADAPT KNOWLEDGE AND SKILLS

#### STRENGTHEN LEADERSHIP SKILLS

- Continue to work with directors to enhance leadership skills
- Develop 'ambassador group' of senior managers to support management team

#### ADAPT SKILLS TO MEET CHANGING REQUIREMENTS

- Turn the EBU into a digital-driven company, with the necessary skills, business model and products to adapt to the changing media environment
- Provide organizational change management support
- Enhance current and develop new skills sets within customer service, marketing, management and IT-related services

#### OPTIMIZE COMMUNICATION PLATFORMS

- Continue to develop intranet and website maturity
- Enhance understanding of social media and digital skills
- Implement video-conferencing to reduce costs and increase efficiency

### ENSURE FINANCIAL SUSTAINABILITY

#### LOWER COST OF SERVICES TO MEMBERS

- Reduce CHF cost base, shift cost to eurozone
- Grow margin; focus on value-added services to Members
- Capitalize on Geneva office space

#### ENSURE FINANCIAL INTEGRITY OF EBU

- Ensure business risks are anticipated and well managed
- Monitor blacklisted Members and closely follow up on payment plans
- Monitor sports rights obligations and sub-licensing possibilities

#### PROTECT THE EBU'S CASH AND EQUITY RESERVES

- Protect and monitor capex (leasing)
- Tax exposure, insurance and risk

The European Broadcasting Union (EBU) is the world's foremost alliance of public service media (PSM). Our mission is to make PSM indispensable.

We have 73 Active Members in 56 countries in Europe, and an additional 21 Associate Members in Asia, Africa and the Americas.

Our Members operate over 1,800 television and radio channels, broadcasting in more than 120 different languages. They reach audiences of more than one billion people around the world.

Our television and radio services operate under the trademarks of Eurovision and Euroradio.

Eurovision is the media industry's premier distributor and producer of top-quality live news, sport, entertainment, culture and music content.

Euroradio enhances public service radio with music and news exchanges, professional networking, and by promoting digital and hybrid radio.

We have offices in Brussels, Rome, Moscow, New York, Washington DC, Dubai, Singapore and Beijing. Our headquarters are in Geneva.

Discover more about the EBU on [www.ebu.ch](http://www.ebu.ch)

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