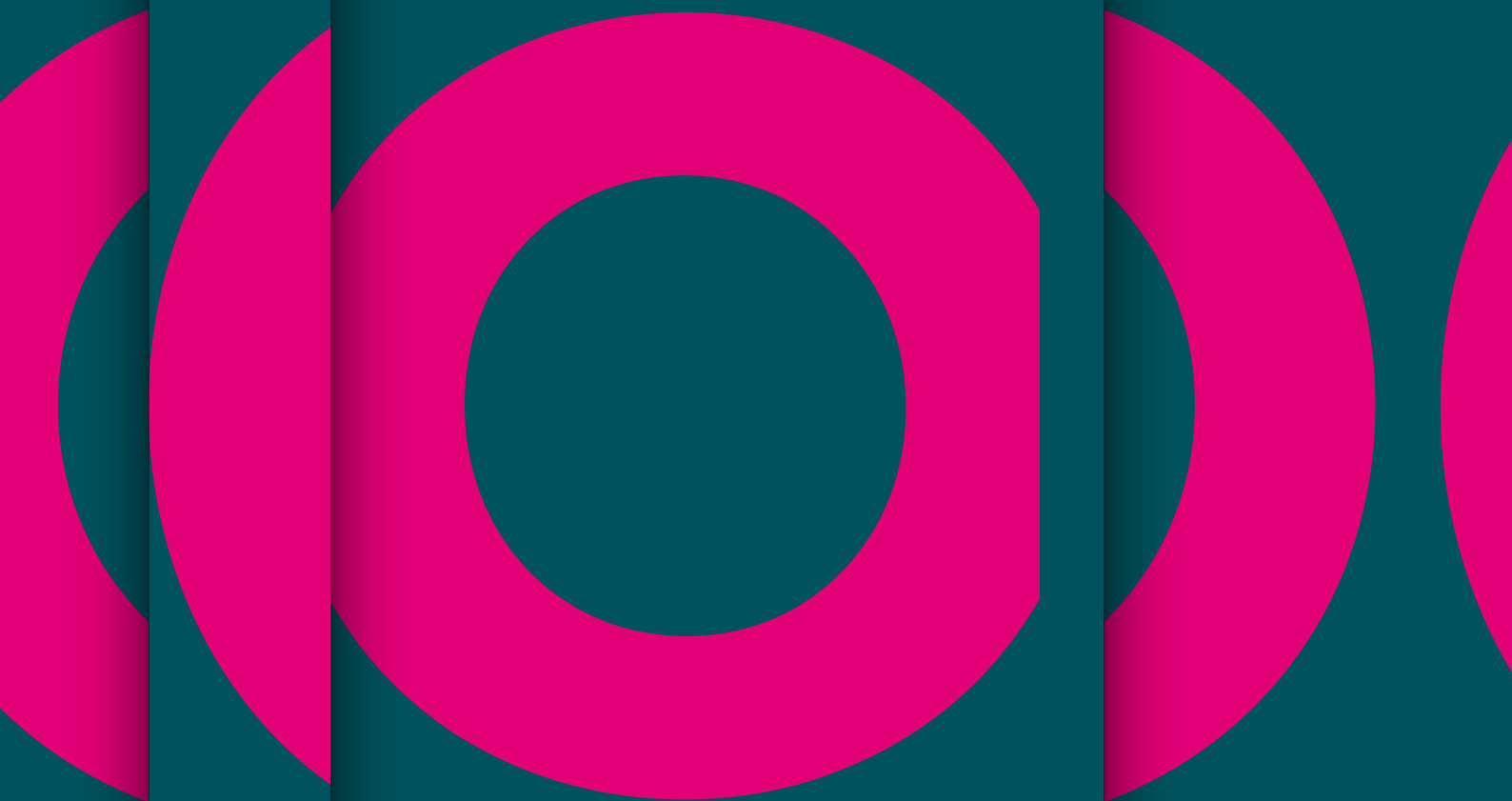


EUROVISION ACADEMY

OPERATED BY EBU

ANNUAL REPORT 2011-2012



CONTENTS

| | | |
|----------|--|---------|
| 1 | INTRODUCTION | PAGE 4 |
| 2 | COURSES CALENDAR ANALYSIS BY PILLAR | PAGE 6 |
| 3 | PERFORMANCE MEASURES | PAGE 10 |
| 4 | CUSTOMER SATISFACTION - KPI 1 ALL COURSES & PILLARS PILLAR 1 - B TO C PILLAR 2 - B TO B PILLAR 3 - C TO B | PAGE 11 |
| 5 | OCCUPANCY RATE - KPI 2 PILLAR 1 PARTICIPANTS TO COURSES BY PORTFOLIO | PAGE 16 |
| 6 | CUSTOMER LOYALTY - KPI 3 TOTAL PARTICIPANTS PARTICIPANTS BY TOP 15 COUNTRIES PARTICIPANTS BY TOP 16 BROADCASTERS PARTICIPANTS BY TOP SPONSORED COUNTRIES | PAGE 18 |
| 7 | FINANCIAL TARGET - KPI 4 REVENUE SHARE PER PILLAR REVENUE SHARE PER PORTFOLIO | PAGE 21 |

INTRODUCTION

On 1 September 2012 EBU TRAINING became EUROVISION ACADEMY.

What has changed?

1. MORE VISIBILITY AND BETTER POSITIONING WITHIN THE EBU/EUROVISION

On 01.02.2012, EBU TRAINING moved from the HR/CFAO Department to the newly formed Media Department headed by Annika Nyberg Frankenhaeuser. The EUROVISION Media Department consolidates the activities of TV, Radio, News and Training. Through this move, training has gained visibility and importance within EUROVISION.

2. TRANSFORMATION OF EBU TRAINING INTO EUROVISION ACADEMY

At the end of 2011, EBU TRAINING adopted a comprehensive 3-pillar business strategy that was approved by the Steering Committee in December 2011, and by Annika Nyberg in February 2012.

This strategy:

- allows us to build an agile system and modus operandi i.e., the ability to quickly and swiftly provide adapted answers to the constant professional and structural changes affecting our EBU communities;
- details the full range of services provided to EBU Members;
- abides by the demands of today's market. It acts as a full service able to meet the various training and capacity building needs of EBU Members;
- demonstrates flexibility and gives a good impetus to our development.

Our reference and values "Excellence" and "Relevance" remain at the core of our activity within the EBU.

This strategy allowed the transformation of EBU TRAINING into EUROVISION ACADEMY.

3. A 3-PILLAR STRATEGY

PILLAR 1: MARKET LEADER - B TO C

1. **Aim:** to foster Talent development for EBU Members' individuals. EUROVISION ACADEMY positions itself as a leader on the international training market for broadcast professionals.
2. **What:** high-end quality courses with exclusive content.
3. **Format:** Master Classes and Master Courses are the core training formats.

These formats facilitate the development of strong relationships between participants from different Members, thus creating communities of practice.

4. **Monitoring:** This pillar is monitored by 4 Key Performance Indicators (KPIs):
- KPI 1 : Customer satisfaction \geq 70%
 - KPI 2: Full courses (attendance \geq 90% of the seats available)
 - KPI 3: Customer loyalty (by Member and recommendation)
 - KPI 4: Financial target

PILLAR 2: PARTNERSHIPS FOR CAPACITY-BUILDING - B TO B

1. **Aim:** Building upon the strong ties that EUROVISION ACADEMY has developed with EBU Members, Pillar 2 aims to foster business development in line with each EBU Members' corporate strategy.
2. **What:** EUROVISION ACADEMY develops corporate strategy programmes for EBU Members' by:
 - Tailor-making the content of a Master Class for EBU Members through "on-site workshops"
 - Developing partnerships with selected international media training bodies such as CFI (France) and German Foundations,
 - Allocating financial assistance to Members eligible for the "EBU Partnership Programme".
 - Partnering with other EBU departments or units, e.g. EBU Technical or EUROVISION News.
3. **Format:** Workshops, Thematic Visits and Train the Trainers are the core training formats.
4. **Monitoring:** This pillar is monitored by KPI 1 + external satisfaction and assessment of the commissioning manager.

PILLAR 3: SHARE KNOWLEDGE AND UNDERSTANDING - C TO B

1. **Aim:** Pillar 3 aims to encourage the long-term involvement of EBU and EUROVISION ACADEMY alumni Communities.
2. **What:** EUROVISION ACADEMY creates and nurtures its pool of Alumni. It also enables EUROVISION ACADEMY to identify new trainers and monitor trends and best practices.
4. **Format:** "Network & Learn" is the core training format.
5. **Monitoring:** This pillar is monitored by KPI 1 + Alumni commitment and involvement.

COURSES

FROM OCT 2011 TO SEP 2012

CALENDAR

AUTHORING & PROGRAMMING

| | | | | |
|---------------|--|---------------|-------|-------------------------------|
| Master Class | Transmedia Storytelling | November 2011 | 22-23 | EBU, Geneva, Switzerland |
| Workshop | Creative Production for visual media content | January 2012 | 25-27 | TRT, Istanbul, Turkey |
| Master Course | Master School on Radio Features 2012-2013 | February 2012 | 4-7 | RBB, Berlin, Germany |
| Workshop | Transmedia Storytelling | February 2012 | 16 | VRT, Brussels, Belgium |
| Master Class | Transmedia Storytelling | February 2012 | 21-22 | EBU, Geneva, Switzerland |
| Workshop | Transmedia Storytelling | March 2012 | 6-7 | TRT, Ankara, Turkey |
| Master Course | INSIGHT OUT | March 2012 | 19-23 | HFF Academy, Potsdam, Germany |
| Workshop | Transmedia Storytelling | March 2012 | 20 | RTBF, Brussels, Belgium |
| Workshop | Documentaries for the market | May 2012 | 29-31 | GPB, Tbilisi, Georgia |
| Master Course | Master School on Radio Features 2012-2013 | June 2012 | 23-25 | VRT, Brussels, Belgium |

DIGITAL CULTURE & TECHNOLOGIES

| | | | | |
|----------------|---|---------------|---------------|-----------------------------|
| Master Course | F.R.A.M.E. | October 2011 | 17-21 | INA, France, Paris |
| Workshop | News and Social Media | November 2011 | 14-16 | MTV, Budapest, Hungary |
| Master Class | Building a Social Media Strategy | December 2011 | 5-6 | EBU, Geneva, Switzerland |
| Master Class | MXF | December 2011 | 13-14 | EBU, Geneva, Switzerland |
| Workshop | Social Media | February 2012 | 20-21 | TRT, Ankara, Turkey |
| Open Enrolment | Production Technology Seminar Co-brand: EBU TECHNICAL | February 2012 | 31.01 to 3.02 | EBU, Geneva, Switzerland |
| Workshop | Social Media | March 2012 | 5-6 | CyBC, Nicosia, Cyprus |
| Master Class | Building a Social Media Strategy | March 2012 | 12-13 | EBU, Geneva, Switzerland |
| Network&Learn | Social Media | March 2012 | 22 | LSE, London, United Kingdom |
| Master Class | MXF | April 2012 | 26-27 | EBU, Geneva, Switzerland |
| Workshop | Social Media | May 2012 | 28-29 | BNR, Sofia, Bulgaria |
| Theme Visit | Integrated Media Production Strategies | June 2012 | 4-5 | RB, Bremen, Germany |
| Workshop | Social Media for Radio Programmes | June 2012 | 10-11 | TRT, Ankara, Turkey |
| Open Enrolment | Networks Technology Seminar - Co-brand: EBU TECHNICAL | June 2012 | 26-27 | EBU, Geneva, Switzerland |

| | | | | |
|---------------|--|----------------|-------|--------------------------|
| Master Class | Building a Social Media Strategy | July 2012 | 9-10 | EBU, Geneva, Switzerland |
| Network&Learn | Social Media | September 2012 | 14 | RTS, Geneva, Switzerland |
| Workshop | Social Media for TV Programmes | September 2012 | 17-18 | TRT, Ankara, Turkey |
| Theme Visit | Integrated Media Production Strategies | September 2012 | 17-18 | YLE, Helsinki, Finland |

SAFETY & SECURITY

| | | | | |
|---------------|------|----------------|-------|-------------------------------------|
| Roadshow | HEST | February 2012 | 9-10 | ARD, Tel Aviv, Israel |
| Master Course | HEST | April 2012 | 16-20 | Hexenagger Schloss, Munich, Germany |
| Master Course | HEST | June 2012 | 11-15 | Hexenagger Schloss, Munich, Germany |
| Master Course | HEST | September 2012 | 17-21 | Hexenagger Schloss, Munich, Germany |

NEWS

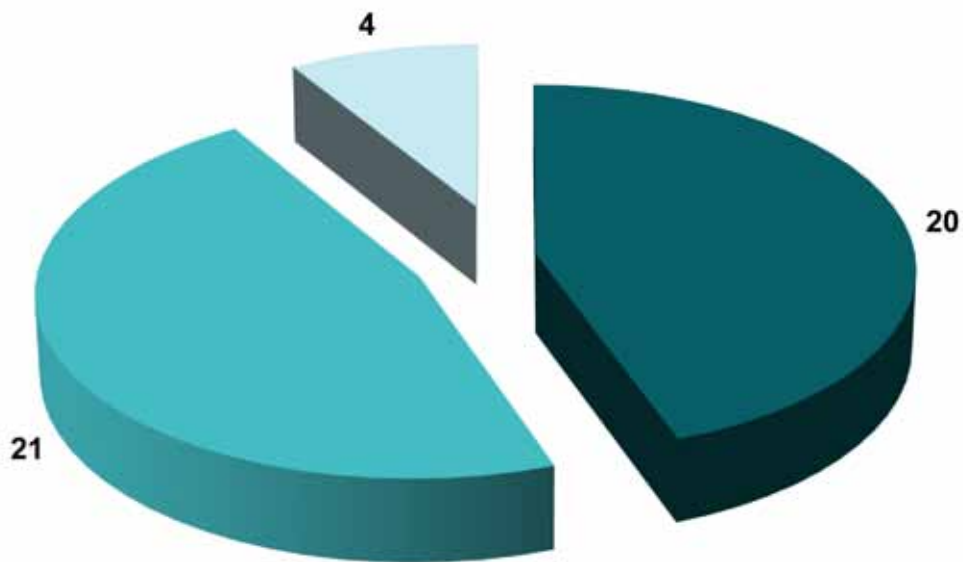
| | | | | |
|---|--------------------------------|-----------------|-------|--------------------------------------|
| Master Course | Off-the-Record | October 2011 | 27-28 | Europol, The Hague, Netherlands |
| Master Class | Public Service News | November 2011 | 7-8 | BBC, London, United Kingdom |
| Workshop | Public Service News | February 2012 | 15-16 | TRT, Ankara, Turkey |
| Workshop | London Olympics 2012 | February 2012 | 20-24 | Nice, France |
| Master Course | Off-the-Record | March 2012 | 29-30 | Europol, Potsdam, Germany |
| SEE Programme | Consultant & Pula Conference | March-June 2012 | | Zagreb, Croatia / Bucharest, Romania |
| ROR Partnership: Regional Master Class | Investigative Journalism | April 2012 | 24-26 | ROR, Bucharest, Romania |
| Master Class | Data Journalism | May 2012 | 7-8 | EBU, Geneva, Switzerland |
| Master Class | Public Service News | May 2012 | 23-24 | BBC, London, United Kingdom |
| AIBD Partnership: Regional Master Class | Leading Change in the Newsroom | May 2012 | 27-28 | AIBD, Bangkok, Thailand |
| Master Course | Off-the-Record | June 2012 | 18-19 | Ministry of Health, Roma, Italy |
| Master Course | Off-the-Record | July 2012 | 23-27 | Pentagon, Washington, USA |
| Workshop | Train the Trainers | September 2012 | 23-26 | ENRS, Tipaza, Algeria |

BRANDS & VALUES

| | | | | |
|--------------------------|--|---------------|-------|--------------------------|
| EBU TRAINING Assembly | How do Public Media remain relevant and distinctive in the digital age? | October 2011 | 20-21 | TRT, Istanbul, Turkey |
| Network & Learn | Corporate Communications | November 2011 | 24-25 | EBU, Geneva, Switzerland |
| Workshop | TRT Branding & Branding Strategies | April 2012 | 10-11 | TRT, Ankara, Turkey |
| Workshop | Promotion | April 2012 | 12-13 | TRT, Istanbul, Turkey |

ANALYSIS BY PILLAR (1 OCT 2011 - 30 SEP 2012)

| | | 2011 - 2012 | | 2010 - 2011 | |
|----------------------------------|---|-------------|------|-------------|------|
| Total EUROVISION ACADEMY courses | | 45 | 100% | 52 | 100% |
| Pillars | Pillar 1: Master Class / Master Course | 20 | 44% | 32 | 62% |
| | Pillar 2: Workshop / Roadshow / Theme Visit | 21 | 47% | 15 | 29% |
| | Pillar 3: Network & Learn / Assembly | 4 | 9% | 5 | 10% |



- Pillar 1: Master Class / Master Course
- Pillar 2: Workshop / Roadshow / Theme Visit
- Pillar 3: Network & Learn / Assembly

PERFORMANCE MEASURES

INTRODUCTION TO THE PERFORMANCE MEASURES (© DAVID PERMENTER 2009)

The role and benefits of performance measurements include:

- Link daily actions to the strategies
- Give a direction to a Company/Organisation
- Ensure a more balanced performance
- Create wider ownership and empowerment
- Gain behavioural alignment

KEY PERFORMANCE INDICATORS (KPIs)

- Tell staff and management what to do to increase performance;
- Represent a set of measurement focusing on those aspects of organisational performance that are most critical for the current and future success of EUROVISION ACADEMY.

EUROVISION ACADEMY KPIs

- KPI 1 - Customer satisfaction ($\geq 70\%$)
- KPI 2 - Occupancy rate ($\geq 90\%$)
- KPI 3 - Customer loyalty
- KPI 4 - Financial target

CUSTOMER SATISFACTION – KPI 1

FROM 1 JAN 2012 TO 30 SEP 2012

FOR ALL PILLARS

| | | |
|-------------|------------------|-----|
| All Pillars | Results for 2012 | 92% |
|-------------|------------------|-----|

PILLAR 1 - B TO C

| Average satisfaction | | | | | | 96% |
|---|---|-----------|-------|-------------------------------------|--|-----------|
| Authoring & Programming | | | | | | |
| Master Course | Master School on Radio Features 2012-2013 | February | 4-7 | RBB, Berlin, Germany | | 92% |
| Master Class | Transmedia Storytelling | February | 21-22 | EBU, Geneva, Switzerland | | 100% |
| Master Course | INSIGHT OUT | March | 19-23 | HFF Academy, Potsdam, Germany | | No figure |
| Master Course | Master School on Radio Features 2012-2013 | June | 23-25 | VRT, Brussels, Belgium | | 100% |
| Digital Culture & Technologies | | | | | | |
| Master Class | Building a Social Media Strategy | March | 12-13 | EBU, Geneva, Switzerland | | 100% |
| Master Class | MXF | April | 26-27 | EBU, Geneva, Switzerland | | 100% |
| Master Class | Building a Social Media Strategy | July | 9-10 | EBU, Geneva, Switzerland | | 100% |
| Safety & Security | | | | | | |
| Master Course | Hostile Environment Safety Training | April | 16-20 | Hexenagger Schloss, Munich, Germany | | 100% |
| Master Course | Hostile Environment Safety Training | June | 11-15 | Hexenagger Schloss, Munich, Germany | | 100% |
| Master Course | Hostile Environment Safety Training | September | 17-21 | Hexenagger Schloss, Munich, Germany | | 100% |
| News | | | | | | |
| Master Course | Off-the-Record | March | 29-30 | Europol, Potsdam, Germany | | 100% |
| Master Class | Data Journalism | May | 7-8 | EBU, Geneva, Switzerland | | 89% |
| Master Class | Public Service News | May | 23-24 | BBC, London, UK | | 72% |
| Master Course | Off-the-Record | June | 18-19 | Ministry of Health, Roma, Italy | | 100% |
| Master Course | Off-the-Record | July | 23-27 | Pentagon, Washington, USA | | 100% |

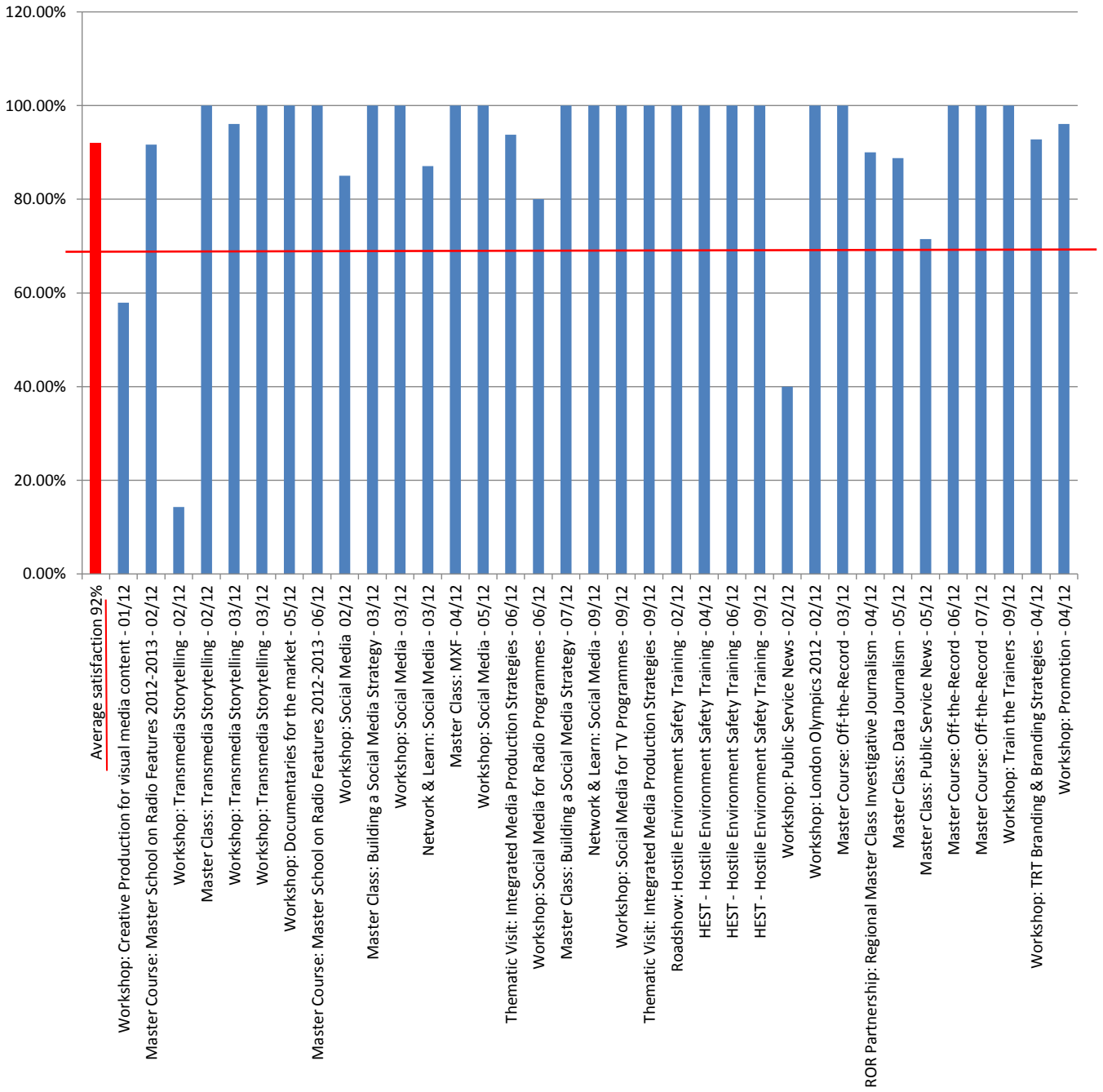
PILLAR 2 – B TO B

| | | | | | |
|---|--|------------|-------|--------------------------------------|------------|
| Average satisfaction | | | | | 87% |
| Authoring & Programming | | | | | |
| Workshop | Creative Production for visual media content | January | 25-27 | TRT, Istanbul, Turkey | 58% |
| Workshop | Transmedia Storytelling | February | 16 | VRT, Brussels, Belgium | 14% |
| Workshop | Transmedia Storytelling | March | 6-7 | TRT, Ankara, Turkey | 96% |
| Workshop | Transmedia Storytelling | March | 20 | RTBF, Brussels, Belgium | 100% |
| Workshop | Documentaries for the market | May | 29-31 | GPB, Tbilisi, Georgia | 100% |
| Digital Culture & Technologies | | | | | |
| Workshop | Social Media | February | 20-21 | TRT, Ankara, Turkey | 85% |
| Workshop | Social Media | March | 5-6 | CyBC, Nicosia, Cyprus | 100% |
| Workshop | Social Media | May | 28-29 | BNR, Sofia, Bulgaria | 100% |
| Thematic Visit | Integrated Media Production Strategies | June | 4-5 | RB, Bremen, Germany | 94% |
| Workshop | Social Media for Radio Programmes | June | 10-11 | TRT, Ankara, Turkey | 80% |
| Workshop | Social Media for TV Programmes | September | 17-18 | TRT, Ankara, Turkey | 100% |
| Theme Visit | Integrated Media Production Strategies | September | 17-18 | YLE, Helsinki, Finland | 100% |
| Safety & Security | | | | | |
| Roadshow | Hostile Environment Safety Training | February | 9-10 | ARD, Tel Aviv, Israel | 100% |
| Workshop | Public Service News | February | 15-16 | TRT, Ankara, Turkey | 40% |
| Workshop | London Olympics 2012 | February | 20-24 | Nice, France | 100% |
| ROR Partnership: Regional Master Class | Investigative Journalism | April | 24-26 | ROR, Bucharest, Romania | 90% |
| SEE Programme | Consultant & Pula Conference | March-June | | Zagreb, Croatia / Bucharest, Romania | No figure |
| AIBD Partnership: Regional Master Class | Leading Change in the Newsroom | May | 27-28 | AIBD, Bangkok, Thailand | No figure |
| Workshop | Train the Trainers | September | 23-26 | ENRS, Tipaza, Algeria | 100% |
| Brands & Values | | | | | |
| Workshop | TRT Branding & Branding Strategies | April | 10-11 | TRT, Ankara, Turkey | 93% |
| Workshop | Promotion | April | 12-13 | TRT, Istanbul, Turkey | 96% |

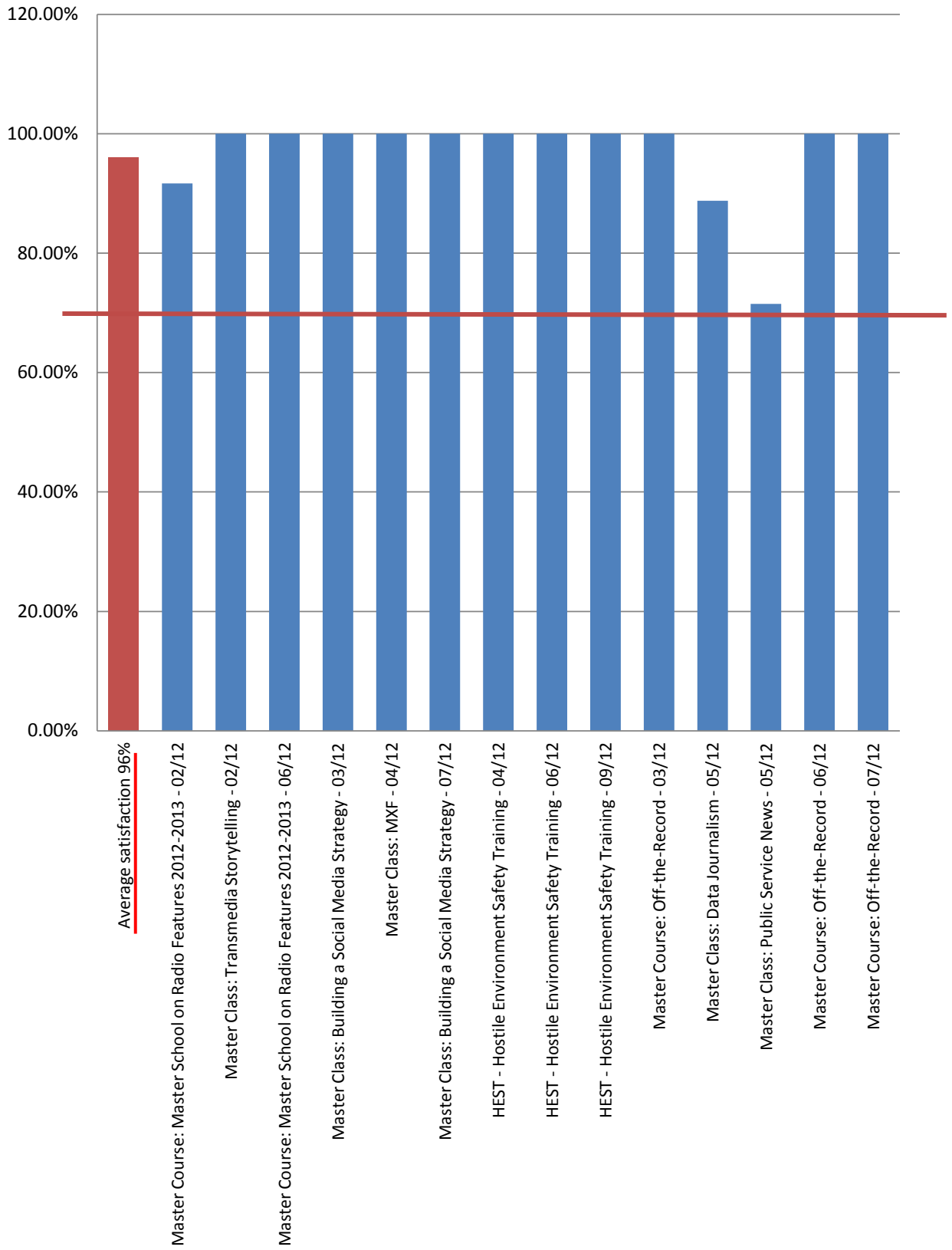
PILLAR 3 – C TO B

| | | | | | |
|---|--------------|-----------|----|-----------------------------|------------|
| Average satisfaction | | | | | 94% |
| Digital Culture & Technologies | | | | | |
| Network & Learn | Social Media | March | 22 | LSE, London, United Kingdom | 87% |
| Network & Learn | Social Media | September | 14 | RTS, Geneva, Switzerland | 100% |

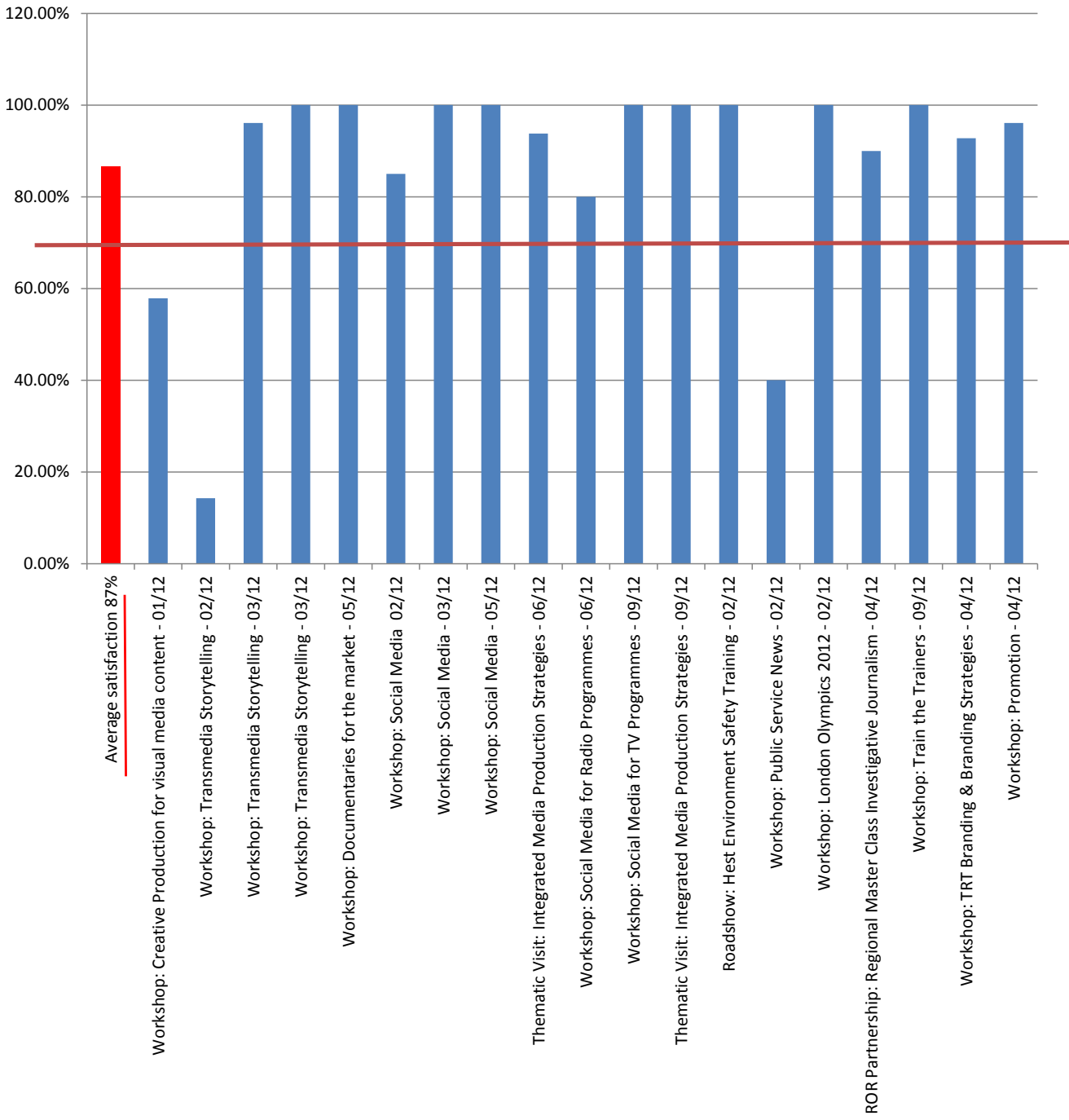
FOR ALL COURSES



FOR PILLAR 1 - B TO C



FOR PILLAR 2 / B TO B



OCCUPANCY RATE KPI 2

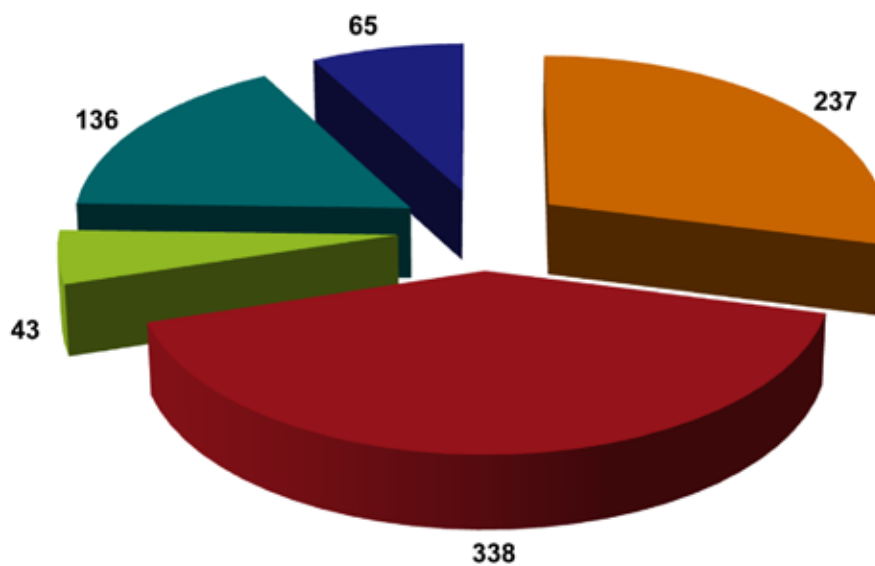
FROM 1 JAN 2012 TO 30 SEP 2012

RELEVANT FOR PILLAR 1 ONLY

| | | | | | | Max Part | Final Part | |
|---|---|-----------|-------|-------------------------------------|--------|------------|------------|------------|
| Overall Occupancy | | | | | | 85% | 162 | 139 |
| Authoring & Programming | | | | | | | | |
| Master Course | Master School on Radio Features 2012-2013 | February | 4-7 | RBB, Berlin, Germany | 108.0% | 12 | 13 | |
| Master Class | Transmedia Storytelling | February | 21-22 | EBU, Geneva, Switzerland | 40.0% | 10 | 4 | |
| Master Course | INSIGHT OUT | March | 19-23 | HFF Academy, Potsdam, Germany | 100.0% | 6 | 6 | |
| Master Course | Master School on Radio Features 2012-2013 | June | 23-25 | VRT, Brussels, Belgium | 108.0% | 12 | 13 | |
| Digital Culture & Technologies | | | | | | | | |
| Master Class | Building a Social Media Strategy | March | 12-13 | EBU, Geneva, Switzerland | 100.0% | 10 | 10 | |
| Master Class | MXF | April | 26-27 | EBU, Geneva, Switzerland | 50.0% | 10 | 5 | |
| Master Class | Building a Social Media Strategy | July | 9-10 | EBU, Geneva, Switzerland | 40.0% | 10 | 4 | |
| Safety & Security | | | | | | | | |
| Master Course | HEST | April | 16-20 | Hexenagger Schloss, Munich, Germany | 100.0% | 12 | 12 | |
| Master Course | HEST | June | 11-15 | Hexenagger Schloss, Munich, Germany | 91.7% | 12 | 11 | |
| Master Course | HEST | September | 17-21 | Hexenagger Schloss, Munich, Germany | 67.0% | 12 | 8 | |
| News | | | | | | | | |
| Master Course | Off-the-Record | March | 29-30 | Europol, Potsdam, Germany | 108.0% | 12 | 13 | |
| Master Class | Data Journalism | May | 7-8 | EBU, Geneva, Switzerland | 90.0% | 10 | 9 | |
| Master Class | Public Service News | May | 23-24 | BBC, London, United Kingdom | 110.0% | 10 | 11 | |
| Master Course | Off-the-Record | June | 18-19 | Ministry of Health, Roma, Italy | 100.0% | 12 | 12 | |
| Master Course | Off-the-Record | July | 23-27 | Pentagon, Washington, USA | 67.0% | 12 | 8 | |

PARTICIPANTS TO COURSES BY PORTFOLIO

| Total EUROVISION ACADEMY participants | | 2012 | | 2011 | |
|---------------------------------------|---------------------------------|------|------|------|------|
| | | 819 | 100% | 586 | 100% |
| Portfolios | Authoring & Programming | 237 | 29% | 139 | 24% |
| | Digital Cultures & Technologies | 338 | 41% | 264 | 45% |
| | Safety & Security | 43 | 5% | 64 | 11% |
| | News | 136 | 17% | 75 | 13% |
| | Brands & Values | 65 | 8% | 44 | 8% |



- Authoring & Programming
- Digital Cultures & Technologies
- Safety & Security
- News
- Brands & Values

CUSTOMER LOYALTY KPI 3

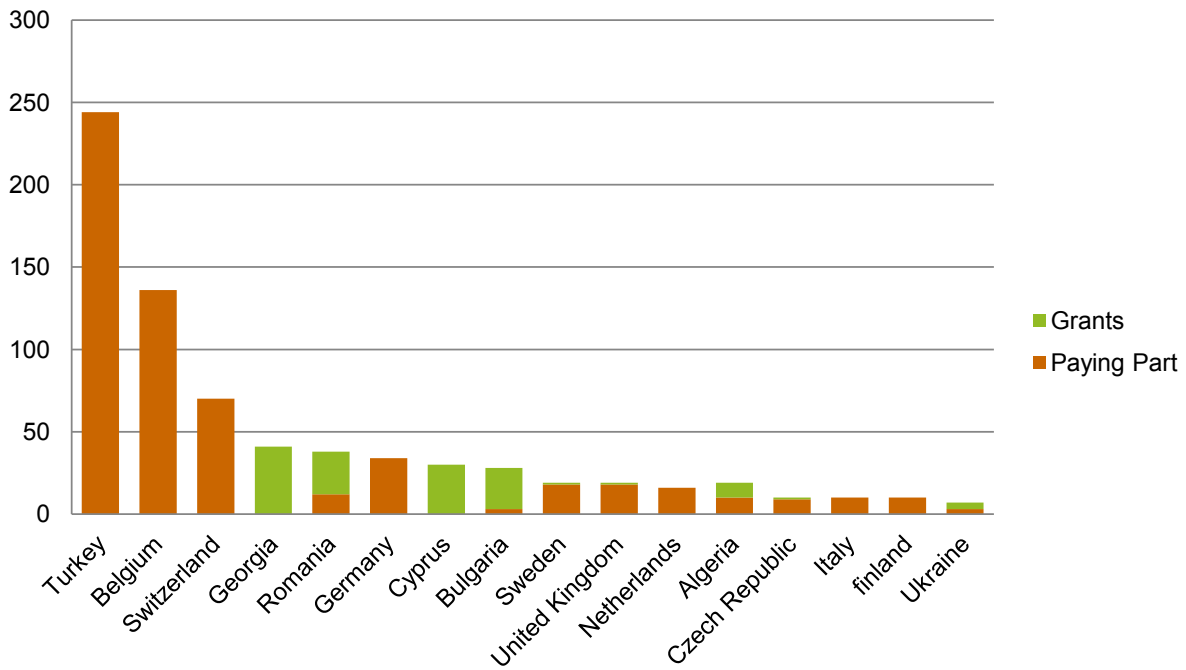
FROM 1 JAN 2012 TO 30 SEP 2012

Participants come from: 48 countries
106 Broadcasters/Companies,
except EBU/EUROVISION

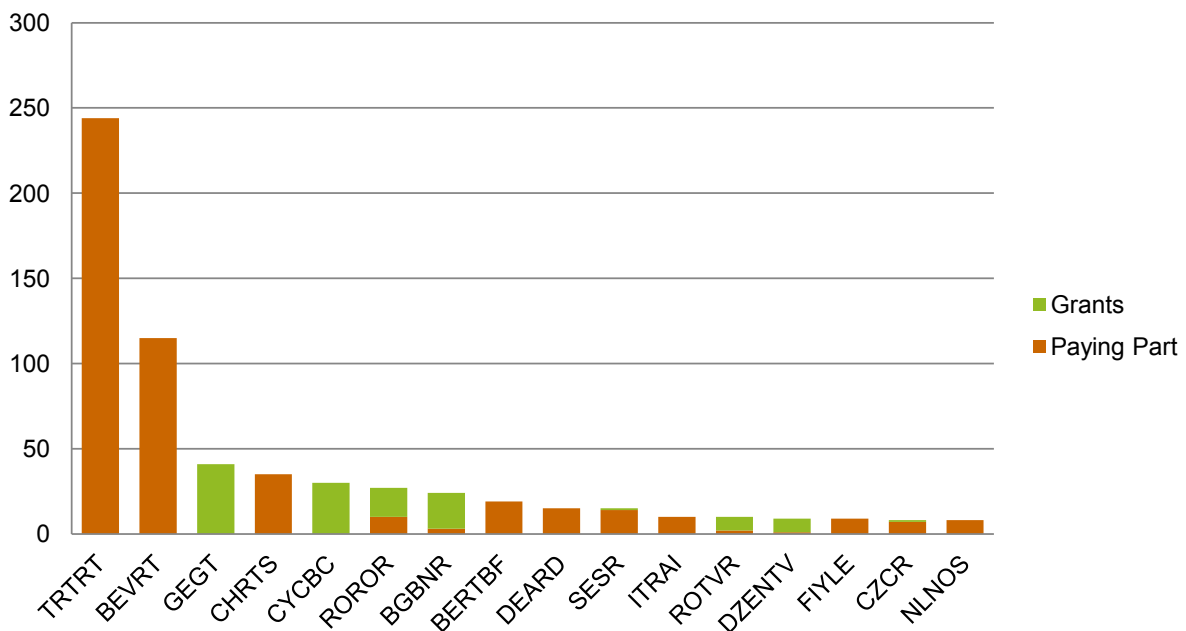
Grants are defined as: Scholarships for participants in Master Classes as
well as support for on-site workshops

| | Top Members | Countries | Participants | Paying Part | Grants | Percentage |
|---------------------|-------------|----------------|--------------|-------------|--------|------------|
| Broadcasters | TRTRT | Turkey | 244 | 244 | | 29.79% |
| | BEVRT | Belgium | 115 | 115 | | 14.04% |
| | GEGT | Georgia | 41 | | 41 | 5.01% |
| | CHRTS | Switzerland | 35 | 35 | | 4.27% |
| | CYCBC | Cyprus | 30 | | 30 | 3.66% |
| | ROROR | Romania | 27 | 10 | 17 | 3.30% |
| | BGBNR | Bulgaria | 24 | 3 | 21 | 2.93% |
| | BERTBF | Belgium | 19 | 19 | | 2.32% |
| | DEARD | Germany | 15 | 15 | | 1.83% |
| | SESR | Sweden | 15 | 14 | 1 | 1.83% |
| | ITRAI | Italy | 10 | 10 | | 1.22% |
| | ROTVR | Romania | 10 | 2 | 8 | 1.22% |
| | DZENTV | Algeria | 9 | 1 | 8 | 1.10% |
| | FIYLE | finland | 9 | 9 | | 1.10% |
| | CZCR | Czech Republic | 8 | 7 | 1 | 0.98% |
| | NLNOS | Netherlands | 8 | 8 | | 0.98% |
| | CHSRF | Switzerland | 6 | 6 | | 0.73% |
| | GBBBC | United Kingdom | 6 | 6 | | 0.73% |
| | HRHRTV | Croatia | 6 | 4 | 2 | 0.73% |
| | SIRTVSLO | Slovenia | 6 | 5 | 1 | 0.73% |
| | ATORF | Austria | 5 | 5 | | 0.61% |
| | DEZDF | Germany | 5 | 5 | | 0.61% |
| | NLRNW | Netherlands | 5 | 5 | | 0.61% |
| | UANTU | Ukraine | 5 | 1 | 4 | 0.61% |

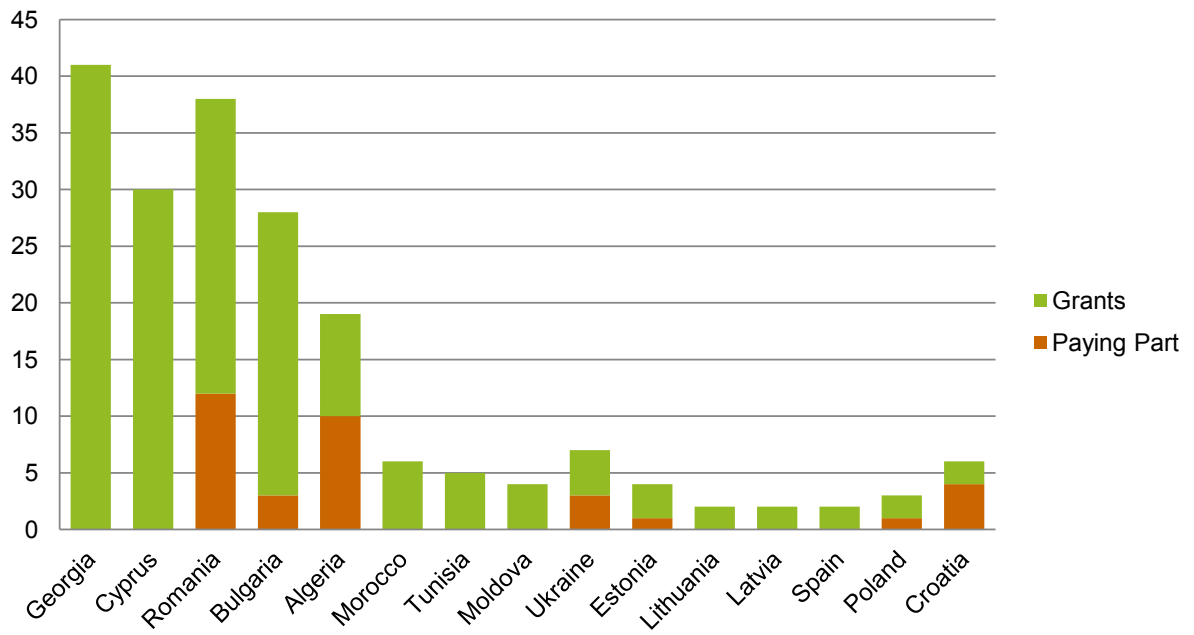
PARTICIPANTS BY TOP 15 COUNTRIES



PARTICIPANTS BY TOP 16 BROADCASTERS



PARTICIPANTS BY TOP SPONSORED COUNTRIES



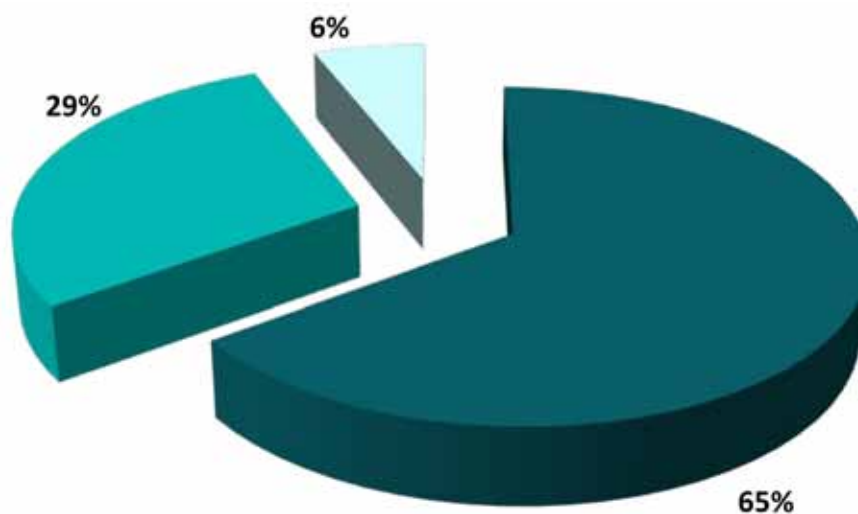
FINANCIAL TARGET

KPI 4

FROM 1 JAN 2012 TO 30 SEP 2012

REVENUE SHARE PER PILLAR

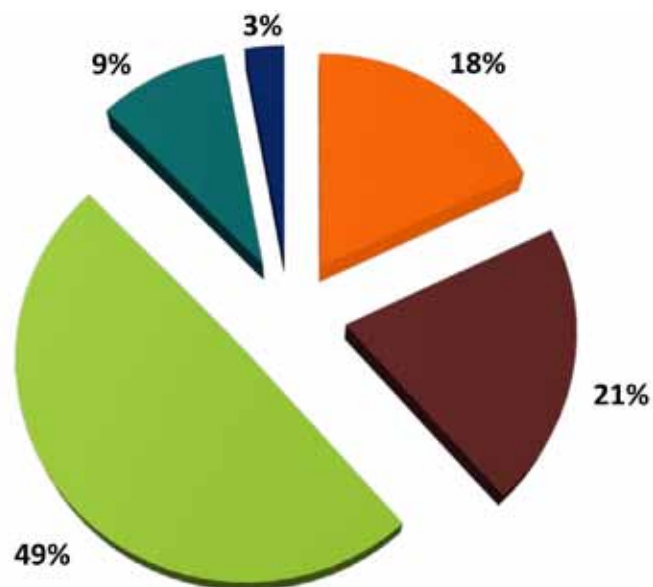
| Total EUROVISION ACADEMY courses | | |
|----------------------------------|---|-----|
| Pillars | Pillar 1: Master Class / Master Course | 65% |
| | Pillar 2: Workshop / Roadshow / Theme Visit | 29% |
| | Pillar 3: Network & Learn / Assembly | 6% |



- Pillar 1: Master Class / Master Course
- Pillar 2: Workshop / Roadshow / Theme Visit
- Pillar 3: Network & Learn / Assembly

REVENUES SHARE BY PORTFOLIO

| Total EUROVISION ACADEMY courses | | |
|----------------------------------|---------------------------------|-----|
| Portfolios | Authoring & Programming | 18% |
| | Digital Cultures & Technologies | 21% |
| | Safety & Security | 49% |
| | News | 9% |
| | Brands & Values | 3% |



EUROPEAN BROADCASTING UNION

L'Ancienne-Route 17A T +41 (0) 22 717 21 11
1218 Le Grand-Saconnex www.eurovision.com
Geneva, Switzerland

OPERATING EUROVISION