

EBU

OPERATING EUROVISION AND EURORADIO

VISION2020
INVOLVE, INSPIRE
AND INNOVATE

DECEMBER / 2014

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INTRODUCTION

The VISION2020 project, launched in October 2012, developed a set of shared strategic recommendations for PSM, now published in a report and a mobile application. Phase Two of the project included the strategic analysis of services for Members. The June 2014 General Assembly approved the general outline of the vision, mission and general direction of the organization.

Phase Three of the project was dedicated to defining strategic objectives, and identifying the major initiatives to achieve them. It also assessed the impact on existing services and EBU staff. This review has involved staff, all committees, assemblies and the Executive Board.



SUMMARY OF VISION2020

AND WHAT HAS BEEN APPROVED

One year ago, we launched Phase Two of VISION2020 to assess our services against the major developments impacting the membership. The objective was to evaluate whether the organization and the services we offer meet current needs and expectations and if we are properly prepared to embrace what is still to come. During the process, the Executive Board and the committees developed a set of guiding principles. These principles set the stage for our objectives and future services:

- Facilitate a network of Members, based on solidarity and common values
- Create a stimulating intellectual environment to exchange ideas, knowledge and best practice capitalizing on our collective expertise
- Provide strategic guidance by understanding and anticipating trends and developments
- Be the focal point of fast, decisive action on behalf of PSM
- Increase productivity and effectiveness
- Be a reliable, creative service provider and a facilitator of exchanges and co-development

The first phase of VISION2020 defined a set of recommendations and focus areas for Members. Based on the focus areas, the Executive Board, with input from the committees and EBU management, defined its expectations of the EBU. We assessed these expectations against the current services and decided to increase focus in five areas as shown in figure 3.

In June 2014 the General Assembly approved the new focus areas and all EBU services must contribute to achieving these priorities. The EBU is adapting its governance and organization to enable us to meet the new expectations.

Based on feedback from Members, staff and customers, we developed a new Vision & Mission Statement, which the Assembly also approved in June 2014 (Fig. 2).

These statements reflect our purpose and intentions, and should help our staff to understand not only the purpose of the EBU but to make consistent everyday decisions. In parallel we have also defined a new set of EBU internal values for staff and managers (Respect & Recognition, Accountability & Responsibility, Team Spirit & Achievement, Service & Solutions, Creativity & Innovation). These values form part of the EBU performance appraisal system. The Vision, Mission and Values drive the EBU.

From the outset this has been a collaborative process with our Members and our staff. We have been in close cooperation with Members through specialized workshops with the Executive Board, dedicated joint committee chair workshops and meetings, and a series of presentations and workshops as part of our regular Statutory Group meetings throughout the year. Staff were very much involved, with breakfast meetings and workshops. Together with the directors a dedicated Values Group is driving the implementation of various activities to promote the new Vision, Mission and Values within the organization.

FIG. 1: INVOLVEMENT OF MEMBERS AND COMMITTEES IN THE VISION2020 PROCESS

JANUARY

- Sports Committee

FEBRUARY

- Legal & Policy Committee
- Technical Committee
- Executive Board

MARCH

- Technical Committee
- Sports Committee and Assembly
- Human Resources Assembly
- Executive Board
- Committee chairs meeting

APRIL

- Legal & Policy Committee
- Legal & Public Affairs Assembly
- Technical Committee and Assembly

MAY

- Committee chairs meeting
- Radio Committee and Assembly
- TV Committee and Assembly
- Executive Board

JUNE

- Executive Board
- General Assembly
- Technical Committee

AUGUST

- Technical Committee

SEPTEMBER

- Radio Assembly
- Sports Committee
- News Committee
- TV Committee
- Legal & Policy Committee
- Executive Board

OCTOBER

- Sports Committee and Assembly
- Legal & Policy Committee
- Legal & Public Affairs Assembly

NOVEMBER

- ESC Reference Group
- News Committee and Assembly
- Executive Board

DECEMBER

- Executive Board
- General Assembly
- TV Committee

FIG. 2: VISION AND MISSION

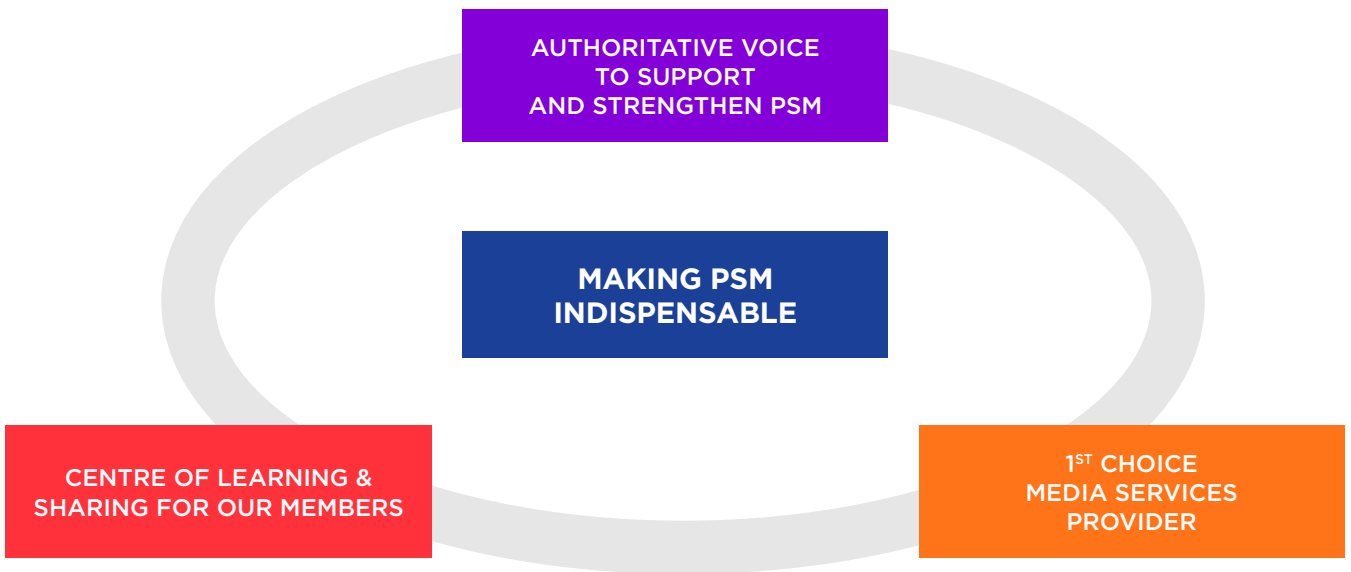
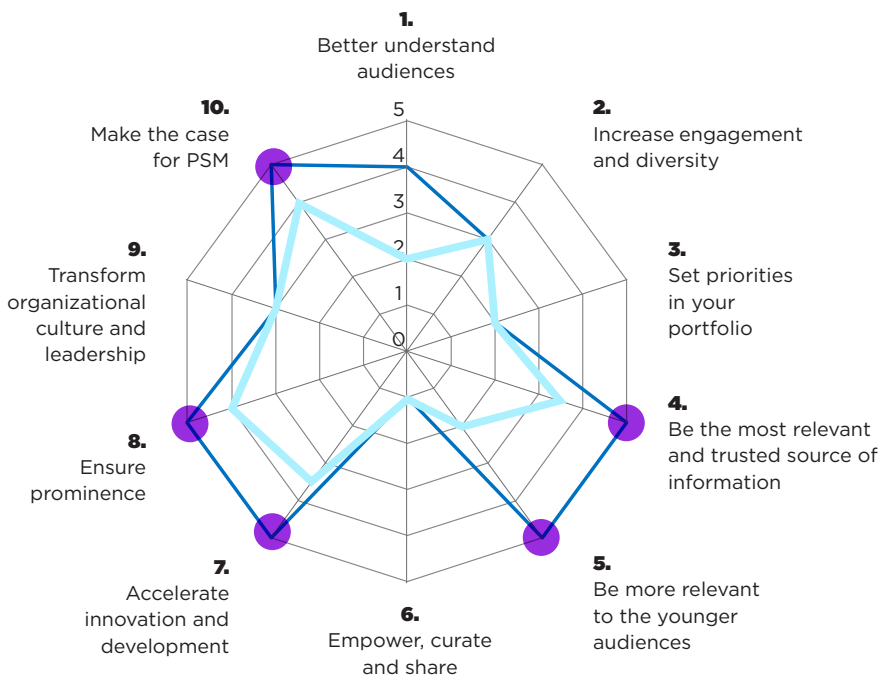


FIG. 3: MAIN NEW FOCUS AREAS FOR THE EBU
(BASED ON THE TEN VISION2020 RECOMMENDATIONS FOR PSM)



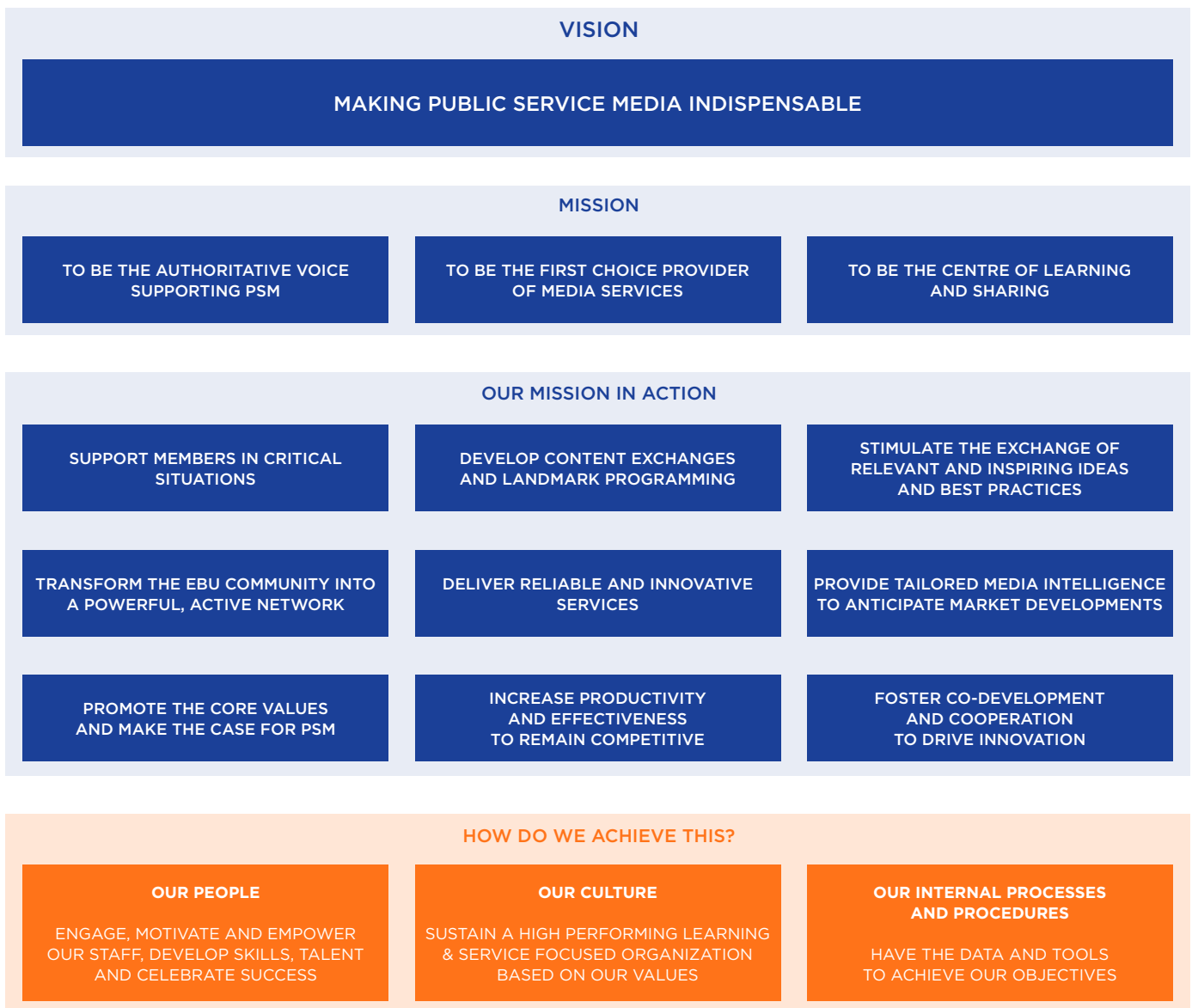
Pale blue line = EBU self-assessment of current services
 Blue line = Executive Board & Committee Chairs' assessment of future needs
 Purple circle = key focus areas for EBU service provision

As the following chart illustrates, we have linked our services and our ambition to the mission statements. We

are committed to adapting our skills, organization and internal processes to meet the new expectations.

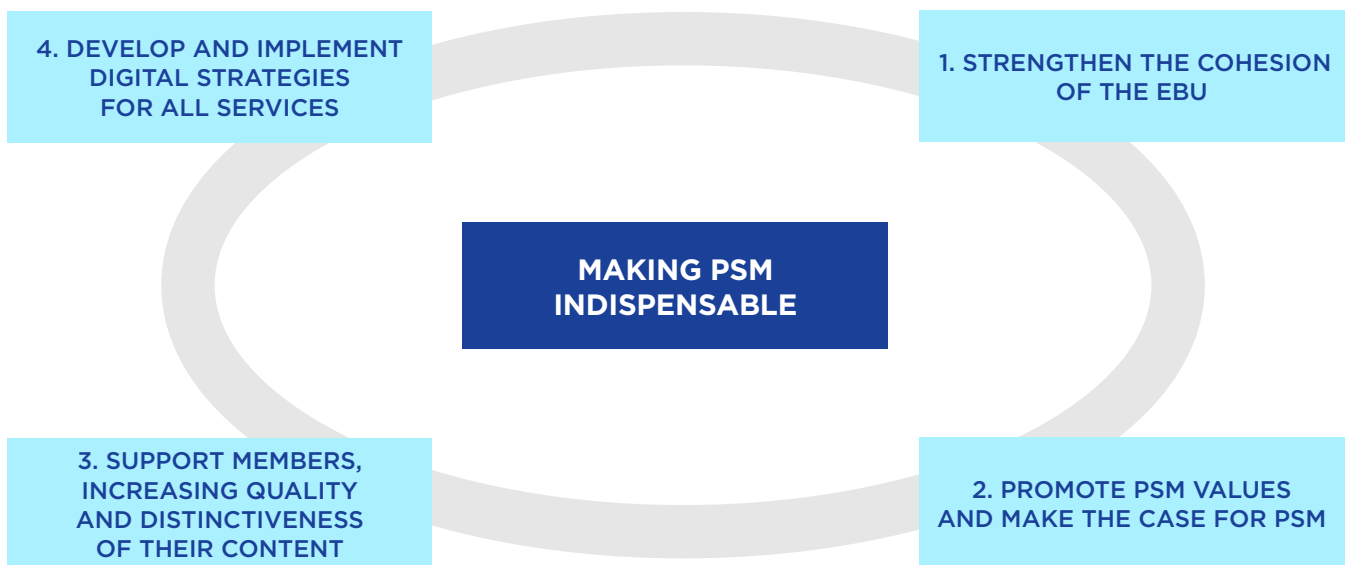
This transformation needs time and will be done under the guidance of the Executive Board.

FIG. 4: OUR MISSION IN ACTION



OUR FOUR PRIORITIES 2015-2017

FIG. 5: OUR STRATEGIC OBJECTIVES 2015-2017



As part of VISION2020, specific committees reviewed the work plan, services and quality of output at the EBU Permanent Services. In the case of the Media Department, we commissioned a report from external consultant Clare Duignan (former director of Radio & TV at RTE) who shared her report with the various assemblies and the Executive Board.

This led us to understand that we needed to respond better to Members' changing needs and wishes. There is mounting pressure on funding, funding models, and the scope and remit of PSM. We should be providing you with the tools to help you make the case for PSM, and provide you with support at national level, when you need it.

Members want more ad hoc exchange platforms in all areas, to share views, know-how and best practice on issues of strategic relevance. These can be related to strategic developments within the media environment, innovation in content, personalization of content, social media, choice of technology, new workflows and production solutions, change management, new distribution platforms, etc.

Members do not expect us to drive coproductions, but we should provide expert networks that facilitate coproductions between Members. For example, there is an increasing demand to share or co-develop software-driven solutions for internet-based services. The EBU should be stronger in facilitating this process.

The report also identified a need to adapt our services according to the slightly differing needs and demands of Members, derived from their national and cultural contexts.

We also became aware that we need to improve our information and communication platforms. Far too many employees within the membership are not aware of what we could and should be doing for them to facilitate and enrich their work.

This analysis, combined with the contributions of the committees and our staff, allowed us to define four strategic objectives for the next planning period 2015-2017.

1. STRENGTHEN THE COHESION OF THE EBU

We can only remain a strong and influential association if our Members are successful and want to work together, joined by the principle of 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. Our ambition is to strengthen

the cohesion of our network of Members by providing first-class services and supporting each and every Member to help them remain successful in their country. In the years to come, we will focus on three major initiatives to strengthen the cohesion of the EBU, as follows.

RENEW THE PARTNERSHIP PROGRAMME

Four years ago, the Partnership Programme started with the solidarity package, a catalogue of films, series and documentaries offered free of rights by Members to other Members in critical situations. We then began to provide management training and workshops to improve editorial quality and help those Member to embrace new technologies in newsrooms. The programme was intensified by working closely together with Members such as the BBC, Deutsche Welle, France Télévisions, RAI, and the Nordic broadcasters. We are evaluating whether to renew the film catalogue or create a new programme collection for the solidarity package. We have teamed up with the European Union to provide a dedicated media development programme for Members in the EU accession countries. We are in the process of renewing our agreement with the EU, which will be signed by the Council of Europe and the EBU. The aim is to expand the framework of cooperation to the EU neighbourhood countries. The programme is designed to improve the legal framework and editorial capacity of EBU Members in these specific countries.

ADAPT SERVICES TO REGIONAL NEEDS

Members operate in a diverse political and cultural context. We believe that we need to adapt our services more to the regional needs of the EBU membership in order to reinforce our relevance to all. This is why we will assess these needs so that we can respond with improved services.

NEW COMMUNICATION AND WORKING PLATFORM

The digital age is transforming learning and sharing. With high-quality communication and collaboration tools embedded in our revamped website, we will offer an efficient online environment that is available anywhere, anytime, to increase the reach and use of EBU services within the membership. For instance, by providing on-line courses through EUROVISION ACADEMY, on-line access to Media Intelligence Services, and exchange facilities for broadcast quality content. This will help Members that can no longer travel to meetings and assemblies owing to financial constraints. While boosting the on-line engagement of the community at large and the network of experts, we will strengthen the cohesion of the EBU.



2. PROMOTE PSM VALUES AND MAKE THE CASE FOR PSM

PSM funding has decreased over the last five years. And there is increasing pressure to reduce the scope of PSM, especially with regard to sports and popular entertainment. Furthermore, the freedom to develop and innovate is restricted or hindered by certain processes. 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 media system. We will focus on four initiatives in this area, as follows.

EXPLAIN PSM CONTRIBUTION TO SOCIETY

We, the EBU and the Members, need to communicate and better explain the contribution that PSM make to society. In order to do this we are developing a toolkit to help Members assess their contribution. It will include a set of indicators related to economy, culture, education and welfare, and will include case studies and a collection of best practices. In doing so, we aim to help Members develop a new narrative that will help build a stronger case for PSM. This toolkit will include best practices for communication about PSM and will be developed in close cooperation with Members.

INCREASE EFFECTIVENESS OF LOBBYING

The legal and technical framework for PSM is defined at national and international levels. To increase our effectiveness in achieving our public affairs priorities, it is essential that we, the EBU and the Members, work collaboratively and follow a coordinated action plan. We have defined the strategic priorities with the Legal & Policy Committee, the Legal & Public Affairs Assembly and the Executive Board. These will be regularly reviewed by these bodies. Detailed campaign plans have been complete and KPIs will be defined and submitted to the Executive Board for approval in February so that it can measure delivery. The action plan will include tactical approaches, key

milestones, deliverables and KPIs. We will continue to provide support at national level, when asked to do so by individual Members.

BECOME MORE FORWARD-LOOKING

To have a greater impact on the national and international digital agendas and determine our own future development, we need to become a more forward-looking organization. We need to improve the quality of debate and analysis of major trends and developments in the media environment. We have allocated additional resources to MIS, but this alone will not be enough. We will facilitate more ad hoc platforms to discuss topics of strategic relevance, inviting input from industry experts as well as Members, and we will increase the time allotted to discussion of strategy in the Executive Board, committees and ad hoc experts groups.

EVALUATE NEW STRATEGIC ALLIANCES TO INCREASE OUR IMPACT

To increase our influence and improve the quality of our services, we will evaluate potential new alliances and, whenever relevant, potential new Members in various categories. We need to ensure that we strengthen our reputation and power and are seen as a strong and respected voice at European and global levels. We will also work with our global network of sister unions.



3. SUPPORT MEMBERS, INCREASING QUALITY AND DISTINCTIVENESS OF THEIR CONTENT

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 do this by:

- offering Members a centre for shared services (for example of sports rights acquisition, news event production, host broadcasting, transmission services, etc.)

- operating content exchanges for music, news and sport
- facilitating networking platforms to allow Members to share and learn from peers and experts (Creative Forum, Connect, NewsXchange, etc.)
- providing Member training services through our Academy
- coordinating the PSM Values Check (peer-to-peer review)

Our mantra is: if it's better done together, it's done by us.

Whatever we have, is for sharing with you. We are adapting to the changing needs and workflows of our Members by modernizing our technical platforms and developing new services.

Above all, we want to increase the enthusiasm within the membership of belonging to an international network of experts that co-develop and cooperate in order to accelerate innovation and expertise within their organizations. This is why we will focus on the following four initiatives in this area:

NEW SPORTS STRATEGY TO REMAIN COMPETITIVE

We (along with our Members with their national reach) are still the natural partner for national team sports. But the competitive landscape is constantly changing and the cost of acquiring sports properties has increased substantially. The Members have given strong support to our initiatives to develop services that keep us competitive, and strengthen our attractiveness for sports federations. We are the one-stop-shop service provider for federations, able to handle rights acquisitions on behalf of Members and non-members, event coordination, host broadcasting solutions, transmission and streaming services. In October 2014 the Sports Committee and Sports Assembly approved our new Sports Strategy, which envisages increased and closer cooperation between the EBU and its Members at national and international levels.

FOCUSED TECHNOLOGY & INNOVATION WORK PLAN

Our vision is for the EBU to act as a unique incubator for media innovation. The technical community has reviewed and streamlined the strategic work plan, reducing it from 14 to 11 projects. The objective is to focus on the long-term development of the distribution and production environment, shifting more towards IP-based technology. We want to embrace the new opportunities to increase efficiency and interoperability, while still offering services relevant to everyday needs in production and technology.

INCREASED FOCUS ON YOUNGER AUDIENCES

Many PSM organizations struggle to retain and attract younger audiences, and our internal review told us that we must support Members better in this field.

This can be done by expanding existing exchanges and collections, facilitating more coproduction of children's content, co-developing white-label applications for internet-related services, exchanging best practices (for example on how best to integrate social media, or

how to become more customer-driven). We are creating a start-up group for young audiences, targeting young adults. This will support Members by creating a network for young professionals to share best practices and know-how on reaching this target group and developing new workflows and structures for a multimedia approach. We will host and organize the World Summit on Media for Children, in Davos in 2017.

DEVELOP A NEW LANDMARK EVENT

The Eurovision Song Contest is the EBU's prime event and a major cultural asset that will celebrate its 60th anniversary in 2015. It is now the most watched and longest-running entertainment show in the world and a true showcase of European diversity. Over the last few years we have developed successful spin-off events, such as the Junior Eurovision Song Contest, the Eurovision Young Dancers Contest and the Eurovision Young Musicians Contest. The Television Committee has launched a tender process to develop a new European entertainment event. We will work hard to make this a landmark event as successful as the Eurovision Song Contest is today.

4. DEVELOP AND IMPLEMENT DIGITAL STRATEGIES FOR ALL SERVICES

A solid financial position is essential if we are to provide sustainable services for the Members. Owing to increasing revenues from our commercial activities and internal efficiencies, membership fees have remained at the same level for nearly 20 years and we have been able to reduce mandatory

fees. To maintain this trend, while developing new services that meet Members' needs, we must continue to grow our commercial revenues and look for further improvements in efficiency and cost-effectiveness. We want to achieve the anticipated net profit margins in order to be able to continue to invest in the

modernization of our services. We will invest more money in communication, especially in the development of our website. We will evaluate new services for Members as described in this chapter and if possible we will continue to reduce the mandatory fees. We will focus on the following three initiatives in order to sustain growth.

DEVELOP A DIGITAL STRATEGY FOR EUROVISION NETWORK-RELATED SERVICES

We operate the world's largest network that connects international broadcasters. We also know the needs of broadcasters and federations better than anyone else, which is why we are the world's leading distributor of premier live sports, news and music events. This achievement is thanks to our continuous development of innovative services in order to remain competitive and meet the expectations of our Members, which are also our most important customers. Thanks to the support of the membership and our highly skilled staff, we will continue to progress by: developing next-generation services to meet the demand for attractive content for second screens and mobile devices

- improving the accessibility of the network for customers seeking 'commodity' transmission services
- modernizing network management with our updated network planning tool (NEOS) and automated systems that improve network efficiency
- assessing and building new partnerships to drive innovation and growth

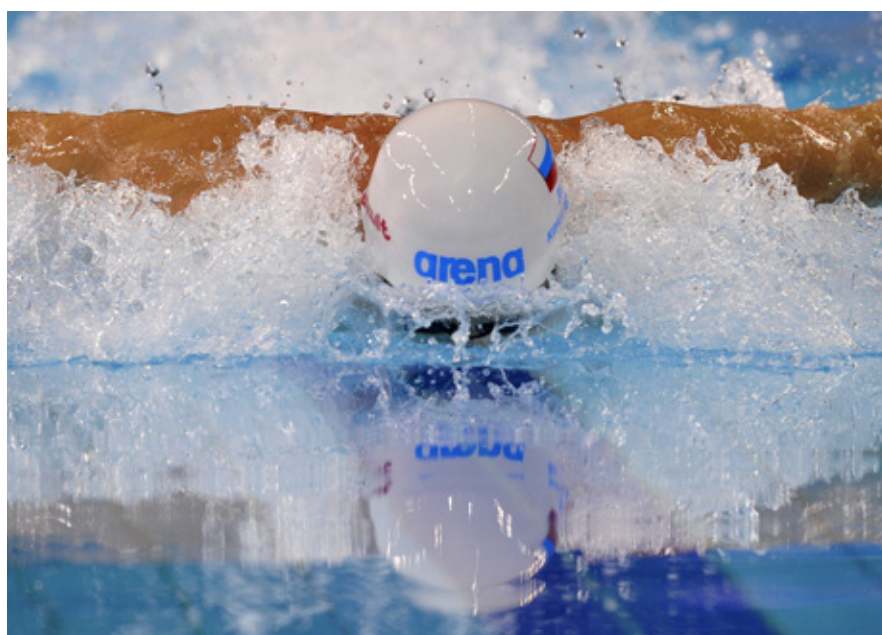
DEVELOP NEW SERVICES

The Executive Board has asked us to review existing services and commercial activities, and evaluate attractive new services that either help Members save money or increase the reach of Members' content. We are currently evaluating the business case related to launching a European OTT platform on behalf of Members. We will provide a high-level evaluation of market potential and a business case for discussion when the Executive Board meets in February.

The Executive Board has also asked us to evaluate a shared service centre for procurement and acquisition.

GROW SPONSORSHIP REVENUES

We believe we can generate revenues in addition to those generated by the network, for example by seeking sponsorship of our platforms, events and websites, and optimizing the commercialization of existing events such as the Eurovision Song Contest, its spin-offs and the Rose d'Or. We are also assessing the business potential of the .radio top-level domain (www.XXXX.radio).



IMPACT ON EXISTING SERVICES AND STAFF

Our strategic objectives and initiatives have an impact on the existing services and on the organization and staffing of the EBU. The internal organization is adapted to facilitate the delivery of these services. We know that, despite the increasing technical convergence of processes, the needs of Radio Members and TV Members remain very specific. We will continue to make sure that both Radio and TV Members are well served.

We do not foresee an increase in membership fees over the planned period, and we have decided the overall headcount should remain stable. As a result of VISION2020, there has been a small shift in headcount from the Media Department to MIS. We have re-aligned the legal expertise with regard to media regulation, anticipating EU regulations from 2015 onwards.

The former Radio and Television Departments merged into the Media Department just over two years ago, and we commissioned a review of the department and its services. This has been shared with the committees and assemblies and the Executive Board. The results encouraged us to improve services and structures, as needed.

The Media Department's mission is to create great programmes, facilitate the exchange of premium content and be the centre of learning and sharing. We must continue to provide services that contribute to Members' quality and distinctiveness. But since the media environment is undergoing fundamental changes, we want to build up a network with experts to exchange media intelligence, strategic insight and best practice.

We want to create ways to discuss the burning strategic topics affecting us all. These debates will take place in the experts groups, committees, assemblies and in dedicated events.

We want to increase our focus on addressing younger audiences. This can be done by exchanging best practices, facilitating coproductions in drama, documentaries (also with partners such as CERN), animation, and games, understanding the potential of social media to increase reach, and sharing white label applications to improve our search and recommendation systems. This is why we are currently creating a new dedicated unit within the Media Department to focus on these topics.

We will build and expand our expertise with regard to social media to help Members embrace the opportunities that the internet provides to improve the relationship between producers and viewers of media services.

All these developments have an impact on the Media Department. We need to ensure we have the right skills and work more in partnerships. We will re-organize the department slightly to focus on key priorities. We will ensure that the expectations of the Radio and TV communities will be met. Above all, we want to be measured on the quality of services we deliver.

As a guiding principle we will organize the team into the genres news, music, entertainment, young audiences, and the Academy. The secretaries of the Radio and TV Committees will each have a special responsibility to facilitate

a great network of experts to learn and share and provide the platforms to discuss major trends and developments that will have an impact on content and the way Radio and TV connect with their audiences. A dedicated Social Media Unit will support not only us but also Members to help them better connect with customers.

In order to limit the number of managers for very small teams, but also to avoid too many direct reports to the Media Director, we will combine some responsibilities. Needless to say, we have been inspired by committees and Members in organizing the department. We are currently setting up a structure that fits the purpose and took into account all recommendations from Members based on their own experiences.

For the experts groups, all this means that we will link meetings and cluster them around events and festivals, such as the Creative Forum, Prix Europa and Prix Italia in order to optimize travel costs and promote stronger links between them. For financial reasons, we will also look for alternatives to connect and, if Members agree, reduce the number of physical meetings.



OBJECTIVES 2015

To meet the four strategic objectives described in the previous chapters, we have defined a set of annual objectives, based on our strategy map and described in the balanced scorecard.



STRENGTHEN THE UNION

- Re-format the Executive Board meetings and organize an annual strategy workshop with EBU committee chairs and EBU directors
- Review and assess EBU services to meet regional expectations
- Conclude new agreements with the Council of Europe and the EU for the EBU Partnership Programme

PROMOTE PSM

- Develop and roll out a new communication toolkit on the PSM Contribution to Society
- Implement a Public Affairs Roadmap, priorities include
 - secure distribution and prominence of PSM content in a converging market place; (*radio spectrum, net neutrality, prominence and findability, data policy*)
 - create opportunities for innovation and the development of new PSM services: remit and competition rules; copyright; digital radio; broadcast radio on all mobile devices (*smart radio*)
 - ensure sustainable PSM: recognition of PSM's important role to society, regulators and legislators
 - maintain and develop the European audiovisual model: audiovisual media regulation, international trade policy
- Create a PSM-led coalition to accompany society into the digital age and stimulate innovation
- Develop an approach to beneficial and secure data usage



CONTRIBUTE TO QUALITY AND DISTINCTIVENESS

- Acquire the media rights for the Olympic Games 2018/20
- Deliver the Technology & Innovation work plan
- Develop a new common entertainment format
- Assist in at least five peer-to-peer reviews
- Develop the EBU website into a hub of inspiration and a tool for learning and sharing

DEVELOP DIGITAL STRATEGIES FOR ALL SERVICES AND GROW PROFIT MARGIN

- Develop Executive Board-approved initiatives (OTT platform, shared service centres)
- Define and launch the digital strategy for all services
- Launch the Next Generation Service (NGS) box
- Modernize the News Events service portfolio
- Make Rose d'Or a landmark prize in entertainment
- Evaluate sponsorship revenues for existing EBU platforms, conferences and publications
- Continue to grow EPC revenues
- Break even with the Media Executive Programme

IMPROVE ORGANIZATIONAL EFFECTIVENESS

- Roll out the new transmission planning tool (NEOS replacing EOS/EOC)
- Modernize the Music Platform (MUS)
- Centralize procurement and events management to provide consistent and reliable services
- Establish quarterly reporting (business, finance, HR, project management and KPIs) and accurate monthly updates
- Improve cost-monitoring at all levels (adapt procedures where necessary)
- Adapt EBU internal governance (processes, planning, compliance)
- Start building and implementing CRM and contract database tool

ADAPT KNOWLEDGE AND SKILLS

- Provide IP-based/broadcast Master Class for staff and Members
- Strengthen leadership through new leadership principles and adapt the annual performance appraisal process and training based on EBU values
- Optimize existing communication platforms for both external and internal communications

ENSURE FINANCIAL SUSTAINABILITY OF EBU

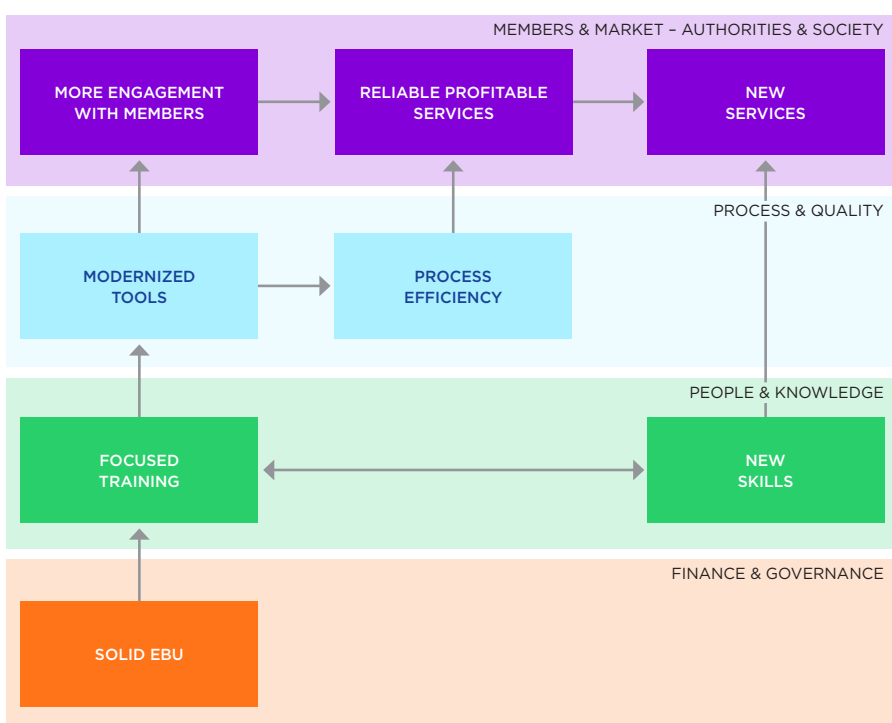
- Maintain financial integrity and safeguard EBU assets through sound internal control environment and transparent governance.
- Continue enhancing our services at the same or lower cost to Members and, from 2017, achieve a profit margin of CHF 5m to 7m in odd years and CHF 8m to 10m in even years.
- Reduce past due-beyond-90-days debtors below CHF 30m by 2016 and contain exposure from high sovereign risk countries.
- Maintain cash and equity reserves at or above policy requirements.

EBU BALANCED SCORECARD 2015-2017

FIG. 6: KEY DIMENSIONS OF THE EBU SCORECARD



FIG. 7: EBU STRATEGY MAP



To align the vision, mission and business activities of the EBU, a balanced scorecard (BSC) was introduced in 2010. This is a framework that we use to monitor organizational performance against the strategic objectives. It serves as a dashboard for EBU management, focusing on the key areas to succeed. Figure 6 illustrates the key dimensions of our scorecard.

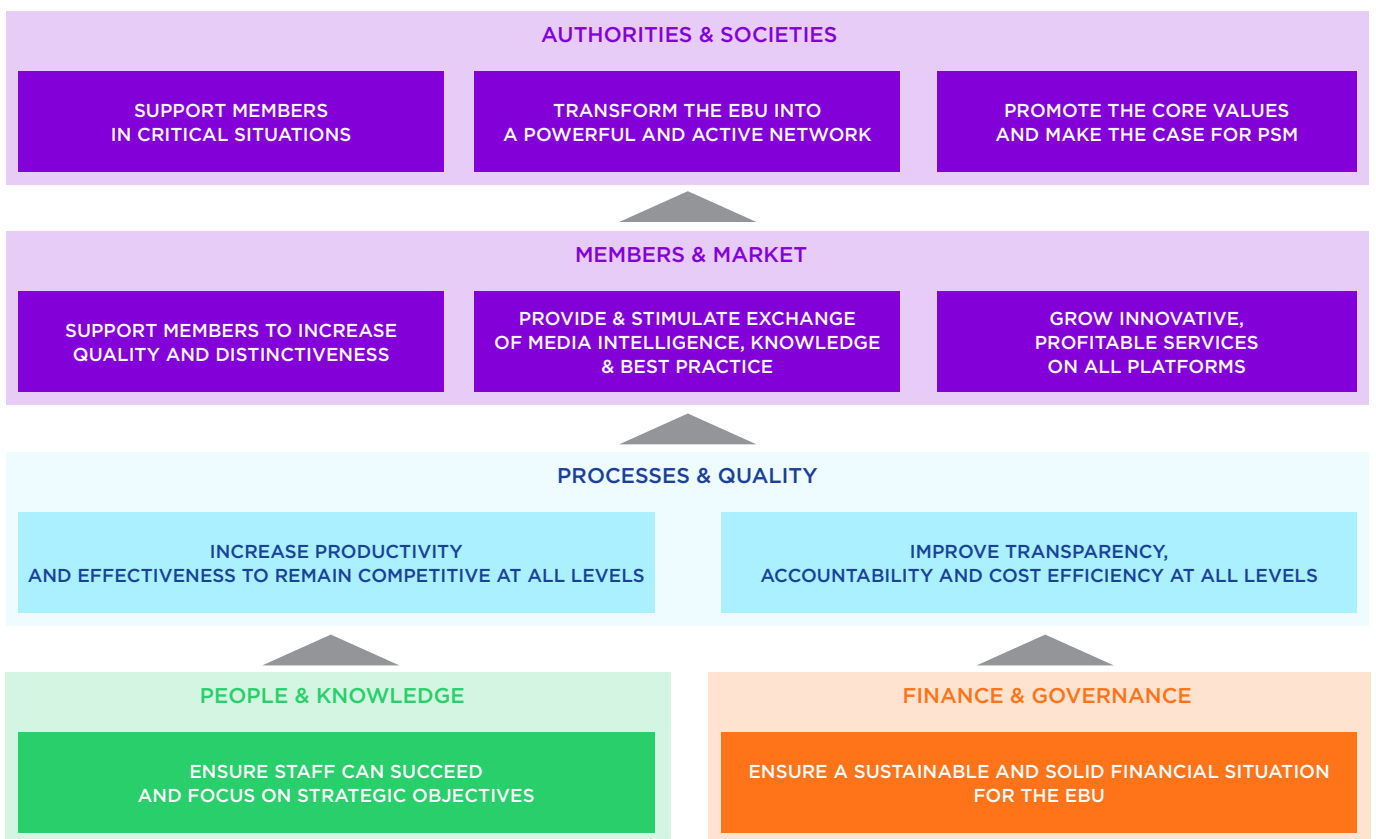
Our strategy map (fig. 7) provides a very simple visual representation of the underlying relation between major issues and how they contribute to our strategic objectives. It is a useful tool in defining the EBU's annual objectives and highlighting the areas in which we need to define key performance indicators.

The traditional balanced scorecard normally uses four perspectives (financial, people, process, customers). 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. For each perspective we have formulated a set of objectives. The strategic objectives as defined before have been included. But in order

to meet the strategic objectives we must also achieve a range of other objectives, especially with regard to processes and human resources.

FIG. 8: EBU BALANCED SCORECARD 2015-2017



KEY PERFORMANCE INDICATORS 2015–2017

The EBU's key performance indicators are based on the underlying relation of strategic issues as visualized in the EBU strategy map. They need to be specific, measurable, achievable and time-bound. The EBU's annual performance is measured against these KPIs. The KPIs are assessed by the Executive Board every year in February based on a report by the Director General. We obviously aim for quantitative indicators that are meaningful and set the right incentives. But we are fully aware that some KPIs should be used as a rough guide rather than a precise benchmark.

AUTHORITIES AND SOCIETY

- Public affairs KPIs: deliverables according to Public Affairs Roadmap
- Satisfaction surveys of Legal & Policy Affairs and Technical Committee
- EBU website: Grow unique-visitor statistics year on year by 10% to 2017

MEMBERS AND MARKET

- EBU Member engagement: Member Engagement Index
- Grow margin for Network business (47%) and News business (40%)
- Satisfaction surveys for Radio, TV and News Committees

PROCESS AND QUALITY

- Overhead running cost: decrease existing (2014) structural costs – 14% by 2017
- Organizational effectiveness, based on staff survey results – improve to 60% over period
- Project control index

PEOPLE AND KNOWLEDGE

- Communication index based on staff survey results: 60% until end of 2017
- Leadership index based on staff survey results: 60% at the end of 2017
- Staff turnover: 8-10% until the end of 2017
- Average training days until the end of period: 3.5 days

FINANCE & GOVERNANCE

- Outstanding debts: reduced to CHF 28m by the end of the period
- Maintain minimum cash levels of CHF 20m throughout period
- Maintain adequate equity reserves of CHF 120m throughout period

TO NOTE:

EBU profit margin: in uneven years: CHF 5–7m; even years: CHF 8–10m, from 2017

Membership fee to remain at current level

The KPIs for 2015 will be submitted to the Executive Board for approval in its meeting in February 2015. Four KPIs still need to be developed: the Member Engagement Index, the Public Affairs Index, the Committee Satisfaction Index and the Project Control Index.

CONCLUSION

The EBU is committed to these ambitious objectives and we look forward to achieving them with confidence.

We are in a good position, thanks to the support of Members and customers and thanks to our staff who are open to change and want to embrace future challenges.



EBU Executive Board

From left to right: Alexander Wrabetz (ORF), Cilla Benkő (SR), Petr Fedorov (RTR), Anna-Maria Tarantola (RAI), Jean-Paul Philippot (RTBF), Andrzej Siezieniewski (PR), Peter Dvorak (CT), Ulrich Wilhelm (ARD) and Peter Salmon (BBC)
Absent: Remy Pflimlin (FT) and Faïçal Rachid Laraïchi (SNRT)



EBU Management Committee

From left to right: Stefan Kürten, Jane Vizard, Annika Nyberg-Frankenhauser, Graham Warren, Guillaume Klossa, Ingrid Deltenre, Emmanuel Frantz and Simon Fell

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