

EBU

OPERATING EUROVISION AND EURORADIO

VISION & VISIBILITY STRATEGY 2013 - 2016



VISION & VISIBILITY



The UEFA EURO™ football championship, the London Olympic Games, the Helsinki European Athletics Championship showed the world that PSM are unbeatable at producing live sports and delivering them to audiences.

History has shown that major competitions are ideal to showcase broadcasting innovation, and London 2012 in particular was no exception. Here was a master class in how much can be achieved by fully exploiting the potential of multiplatform technologies. There was greater variety, more interactivity, and the most individualized viewing experience ever offered.

We want our Members to maximize their potential and give their audiences exceptional service. So we have taken strategic steps to enable us to provide Members with more and better content on all platforms, and the expertise they need to succeed. We will increase and impart knowledge of emerging technologies in programme production and delivery, in news and on the network, online and in the field.

We want to start a new conversation, using new tools to create a framework for our activities and innovations that will shape the EBU in the years to come.

And our up-to-date, consolidated structure means we are better placed to help Members face the challenges of a fully converged, technically challenging media industry. Our Media Department has streamlined its structure in step with the evolving programming needs of Members, a move that will bear fruit in the coming year.

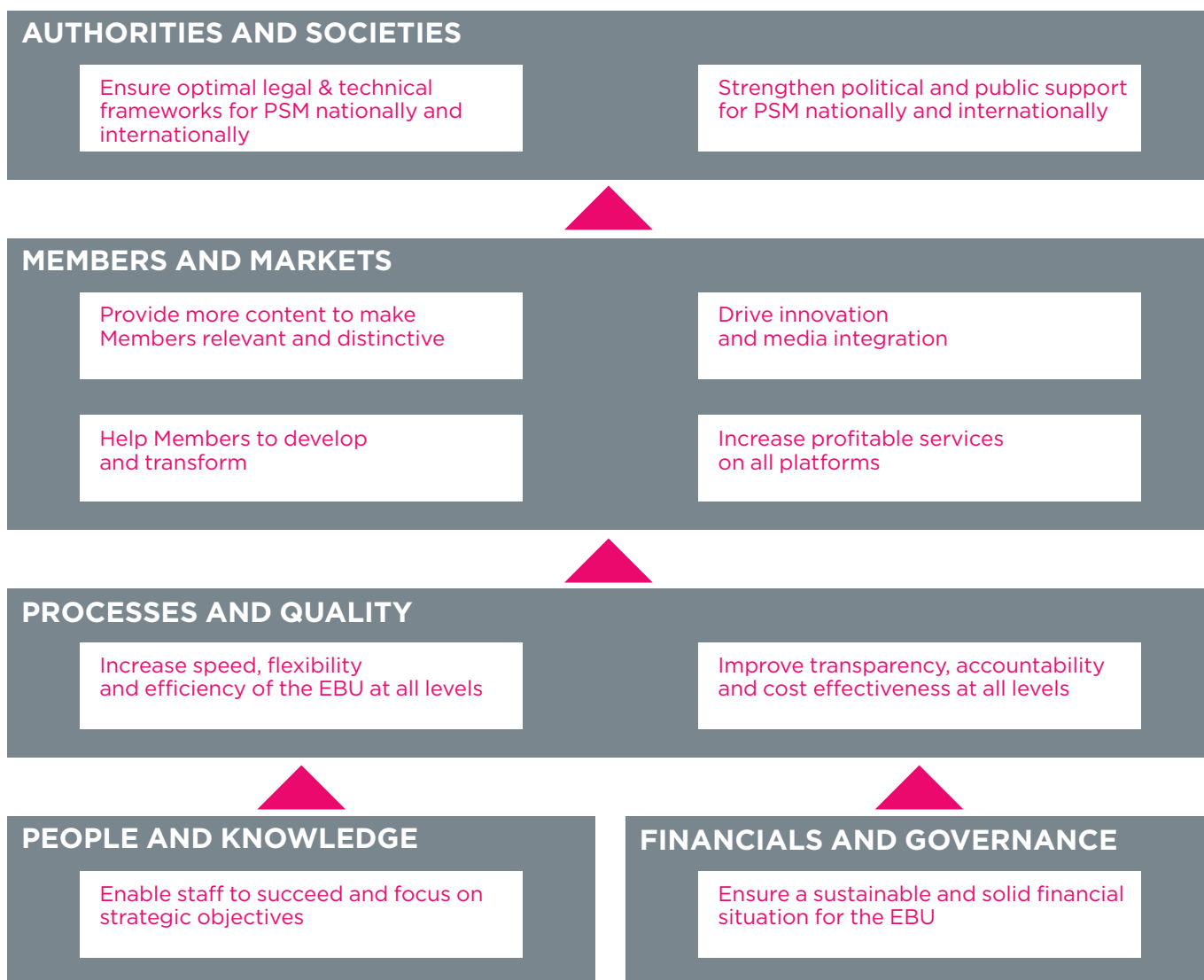
We will push through the flagship PSM Values and Vision 2020 projects, which will respectively promote and protect our Members, and together strengthen their supporting arguments at national and EU levels.

The financial outlook of the EBU is solid, so we can move forwards with confidence and imagination. Our business successes in 2012 provide a firm footing on which to win new contracts and develop the booming network services that have already earned us market-leader status the world over.

As we move into 2013, we will be an EBU of ideas and their implementation; of efficiency and effectiveness; of creativity and content.

Ingrid Deltenre
EBU Director General

OBJECTIVES 2013



The EBU's core mission remains to make public service broadcasting indispensable:

- Increase political and public support for public service media
- Provide Members with high-quality content to increase their relevance and distinctiveness
- Drive innovation and media integration by generating ideas and setting standards
- Operate a flexible and reliable network with an EBIT margin of 5%

To do this, we are implementing the following strategy:

- Strengthen public affairs, media intelligence and communications
- Enhance and expand existing news and programme exchanges
- Better exploit new technologies to improve existing services and develop new services
- Increase service efficiency and focus on growth opportunities

AUTHORITIES & SOCIETY



Vision 2020 will establish the actions that EBU Members will need to take over the coming years to thrive in a changing world. We will build on our sharpened Brussels focus on the key policy issues facing PSM, and intensify lobbying efforts to bolster the position of European public service media. We will keep pressing decision-makers for optimal legislative and technical frameworks, as well as sustainable funding models to enable EBU Members to provide outstanding service on all platforms. The EBU's new approach to research will ensure that Members have access to the right data to formulate successful strategies.

Ensure optimal legal and technical frameworks

Actions

- Deliver Project Vision 2020
- Support and promote stable, sustainable funding for PSM
- Protect PSM in the online environment
- Ensure that broadcasters retain sufficient spectrum for their future needs
- Coordinate the rollout of the Euro-Chip campaign
- Ensure a legal framework for efficient copyright clearance
- Establish a lobby for listed sports events

Strengthen political and public support

Actions

- Build the new Public Affairs & Communication Department
- Work with Members to update the raison d'être of PSM (studies, arguments)
- Communicate and push the EBU/PSM Values
- Strengthen our research so that the EBU becomes a reference for media intelligence
- Increase the quality and consistency of marketing and communications within the EBU
- Launch a greener broadcasting initiative to reduce CO2 footprint

MEMBERS & MARKETS



Making public service indispensable means ensuring they can meet their audiences' needs. Content is paramount, and in 2013 we will further sharpen our focus on bringing more must-have news, sport and entertainment to Members. It is top-quality, free-to-air programming that sets PSM apart – a quality that we will seek to optimize at every point on the chain, from production to delivery. Through the application of new technology and by closely nurturing the EBU community, we will strive to give Members every support to drive them towards a better public service performance on all platforms.

Provide more content for Members to remain relevant and distinctive

Actions

- Successfully implement sports strategy
- Acquire relevant sports rights
- Implement News Exchange for Radio Members
- Increase programme exchanges (audio/video) – including in new genres
- Increase our portfolio of non-classical concerts
- Develop one new landmark TV coproduction (2012–2014)
- Develop a new strategy for coproductions
- Coordinate and promote the Week of European Cinema
- Establish Showcase as the foremost European format exchange platform



Drive innovation and media integration

Actions

- Build a point of reference for journalism/media knowledge on the internet
- Renew the TV Development Fund and increase funding
- Establish the Media Xchange and Rose d'Or
- Develop a concept for remote production of major sports events
- Conduct a market test for the expanded Common Broadband Platform
- Facilitate high production quality with recommendations on performance standards of IT-production infrastructure
- Focus programme: Integrated Media Production Strategies
- Focus programme: Evolution of media (second screen, delivery, POC software)

Help Members develop and transform

Actions

- Establish the Leadership for Media Executives Programme (IMD/INSEAD)
- Provide indispensable services (legal, technical advice, training, twinning, scholarships, consulting, train the trainer) for Members
- Increase effectiveness of the EBU Partnership Programme and cooperation with EU and other institutions

Increase profitable services on all platforms

Actions

- Implement the business strategy for network-related services – transmission, contribution, production (2012–2013)
- Implement new marketing strategy: pricing, customer relations, sales strategy (2012–2013)
- Protect margin 1 and margin 2 of existing and new services
- Evaluate new web-related services including content aggregation (Olympic Games, music, fiction)
- Exploit successful ancillary sports rights within budget

PROCESSES & SERVICES



The service-orientated model embarked upon in recent years has attracted keen interest from the transmissions industry, eager to exploit the huge potential of the EUROVISION network. Several top-tier sports distribution deals in 2012 are testimony to that fact. As we push through the FUNA programme and TTF programmes this will evolve, bringing more potential business and smarter workflows with benefits for the EBU and Members. In addition, our production services are experiencing new demand, and we will deliver several key contracts in 2013 that will further raise our profile on the market.

Increase speed, flexibility and efficiency

Actions

- Implementation of future network architecture, FUNA (2012–2014)
- Implement file-based workflows and services (2011–2013)
- Upgrade our fibre network (2012–2013)
- Launch a pilot project to modernize the EOS/EOC planning system (2013–2014)
- Successful delivery of host broadcasting services (Moscow)
- Implementation of business continuity plan (2012–2013)
- Implement a coherent EBU-wide web strategy
- Successfully transfer event services across the EBU
- Modernize and update EBU and Eurovision facilities (2013–2014)
- Replace Member database/knowledge database

Improve transparency, accountability and cost-effectiveness at all levels

Actions

- Implement first phase of purchase order system (2012–2014)
- Improve management reporting at all levels
- Review archiving policy and processes
- Oracle 12 upgrade
- Budgeting system revision

PEOPLE & KNOWLEDGE



Part of the corporate identity change in 2012 was the introduction of a fresh ethos of pulling together as one organization. Now it is time to consolidate this change, both by actively breaking down the knowledge silos of the past and by ensuring all newcomers contribute to the interdisciplinary culture. We will push up standards and raise the recruitment bar to ensure all new staff are the very best the market can offer. At the same time, we will ensure that established staff receive every guidance to enable them to play a better role in the overall mission.

Enable all staff to be successful and deliver on strategic objectives

Actions

- Improve recruitment and succession – aim for the best
- Increase interdisciplinary teamwork at all levels
- Strengthen the corporate culture (2012-2014)
- Implement new staff regulations
- Establish systematic management of internships
- Better align training with strategic demands

FINANCE & GOVERNANCE



We continue to modernize our financial processes and structures to provide better information and support for managers, enhancing operational effectiveness and accountability, and to increase transparency and responsiveness to Members. At the same time, application and rollout of the revised Risk Register as well as constructive engagement on overdue debtors, assisted by the Code of Finance revision, will serve to reduce risk exposures.

Ensure a sustainable and solid financial situation of the EBU

Actions

- Reduce outstanding debts by implementing new Code of Finance
- Introduce new department controllers
- Centralize inventory management

The EBU is the world's foremost alliance of public service media (PSM) organizations, with Members in 56 countries in Europe and beyond, along with 37 Associate Members and 8 approved participants.

Its Geneva-based workforce comprises more than 40 nationalities, who communicate in more than 25 languages; 370 technicians, journalists, engineers, lawyers and support staff, who view PSM from the same perspective. Their mission is to defend the interests of PSM and promote their indispensable contribution to modern society.

The EBU is the point of reference for industry knowledge and expertise and operates EUROVISION and EURORADIO, the media industry's premier distributors and producers of top-quality live sport and news, as well as entertainment, culture and music content. Its satellite and fibre network is the largest and most reliable in the world, directly plugged in to public service media everywhere.

Ours is a unique mindset, a way of thinking that comes of shared experience.

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