

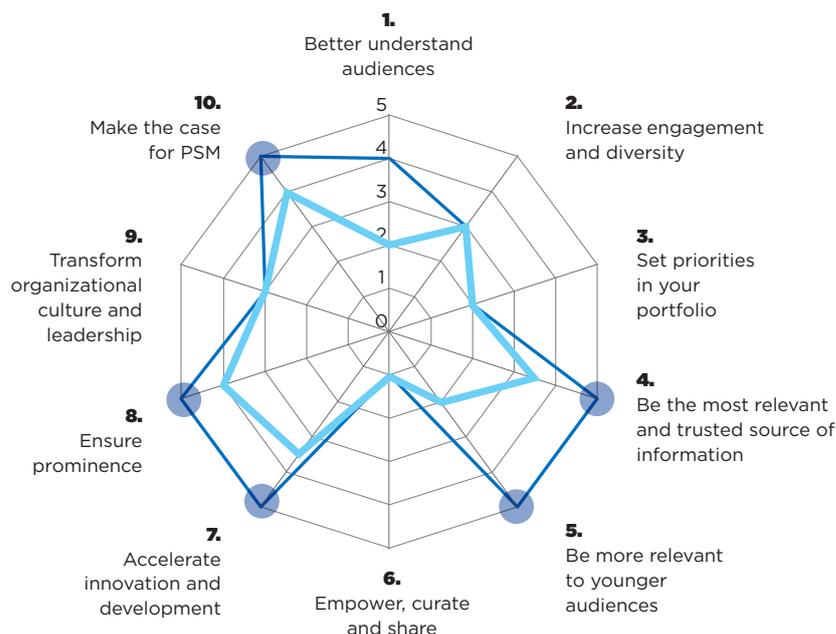
VISION2020: REDESIGNING OUR FUTURE

The VISION2020 project was launched in the wake of the EBU declaration in Strasbourg 2012 that identified the Core Values of public service media (PSM) and also in response to fundamental and on-going changes in audience behaviour, technologies, media markets and societies that impact how PSM can remain indispensable to audiences and stakeholders in the years ahead.

Phase I of this project resulted in the publication of **Top 10 Recommendations** for the PSM community and the report also contains ideas, other recommendations, and examples to inspire and support Members .

Phase II is the strategic analysis, based on these recommendations, of the development of the EBU itself as a service organization for its Members. It has involved Members, specifically through workshops with the Executive Board and committee chairs, and has been communicated to Members via the assemblies, committees and working groups, as well as internally through staff breakfasts held throughout March and early April. This intensive strategic planning exercise has resulted in the development of a clearer and more focused strategic direction that we share with you here.

ENSURING THE RIGHT FOCUS



Members have identified five focus areas in which the EBU could provide enhanced support, as shown by the dark blue line and dots. A self-assessment of the EBU's current activities is highlighted by the pale blue line.

STRATEGIC GUIDANCE FROM OUR MEMBERS

The following seven guiding principles were devised in workshops with our Executive Board, the committee chairs, and staff.

- Coordinate a network based on **solidarity and common values**
- Create a stimulating **intellectual environment** to exchange ideas and best practice while capitalizing on our collective expertise
- Provide **strategic guidance** by understanding & anticipating trends and developments
- Take **fast, decisive action on behalf of PSM**
Increase productivity and efficiency
- Be a reliable and innovative **provider of services** and **facilitator of exchanges and joint development**
- Remain a centralized EBU and maintain the existing funding structure

The guidance above has highlighted a need to change what we do and how we achieve our goals within three key areas:

1. Our **strategic focus** and how this links to a continuous change to the service portfolio
2. **Relationships**, joint partnerships and ways of working with our Members
3. **Re-aligning the EBU culture**

1. STRATEGIC FOCUS

VISION What do we aspire to do?	Making Public Service Media indispensable
MISSION What do we want to be famous for?	To be the authoritative voice supporting PSM <i>(via advocacy for regulation, governance and funding)</i> To be the first choice provider of media services <i>(in particular music, sports and news services)</i> To be the centre of learning and sharing <i>(within emerging technologies, media strategy, programme content, exchanging best practices, and legal advice)</i>
STRATEGIC OBJECTIVES How do we get there?	<ul style="list-style-type: none"> - Secure public and political support for PSM nationally and internationally - Foster development and innovation - Leverage critical mass and economies of scale - Provide relevant, reliable, cost-effective services

WE HAVE BROKEN DOWN OUR MISSION STATEMENTS INTO KEY SERVICE AREAS

Authoritative voice supporting PSM	<ul style="list-style-type: none"> - Support Members in critical situations - Develop joint positions and advocate agreed priorities - Promote the Core Values and strengthen the supporting arguments
First choice provider of media services	<ul style="list-style-type: none"> - Develop content exchanges and landmark programming - Deliver reliable and innovation-driven services - Increase productivity and effectiveness
Centre of learning and sharing	<ul style="list-style-type: none"> - Maximize the impact of expertise and inspiration by anticipating media trends - Transform the EBU community into a powerful and active network - Foster co-development and cooperation to drive innovation

Strategic focus: Mission

2. RELATIONSHIPS

Through various workshops with Members and staff, we developed key areas that are seen as essential in driving new joint partnerships.

WHAT MEMBERS CAN EXPECT FROM US

Strengthen the EBU Centre	<ul style="list-style-type: none"> - Ensure continuous change is integrated into everything we do - Focus programmes, departments and committees on one common strategy - Work in a new interdisciplinary and collaborative way
New ways of working	<ul style="list-style-type: none"> - Think broader - Strengthen leadership and project management skills - Implement a culture that incentivizes ambition by linking objectives to KPIs
Create value for Members	<ul style="list-style-type: none"> - Act as an authoritative voice to support and strengthen PSM - Increase productivity and effectiveness to become your first choice provider of media services - Provide a centre of learning and sharing for our Members

COMMITMENT FROM MEMBERS

Be part of your strategy	<ul style="list-style-type: none"> - See yourself as part of a larger European PSM community - Make us your first choice provider - Commit to transformation based on the PSM values
Commitment to a real partnership	<ul style="list-style-type: none"> - Involve the right people - Support a constructive mindset to create value - Invest energy and engage with the EBU community - Share and disseminate what the EBU is doing
New ways of working	<ul style="list-style-type: none"> - Work collaboratively and play your part - Provide and share your information and data - Agree on fewer, more productive, project-based meetings - Be open to communicating efficiently

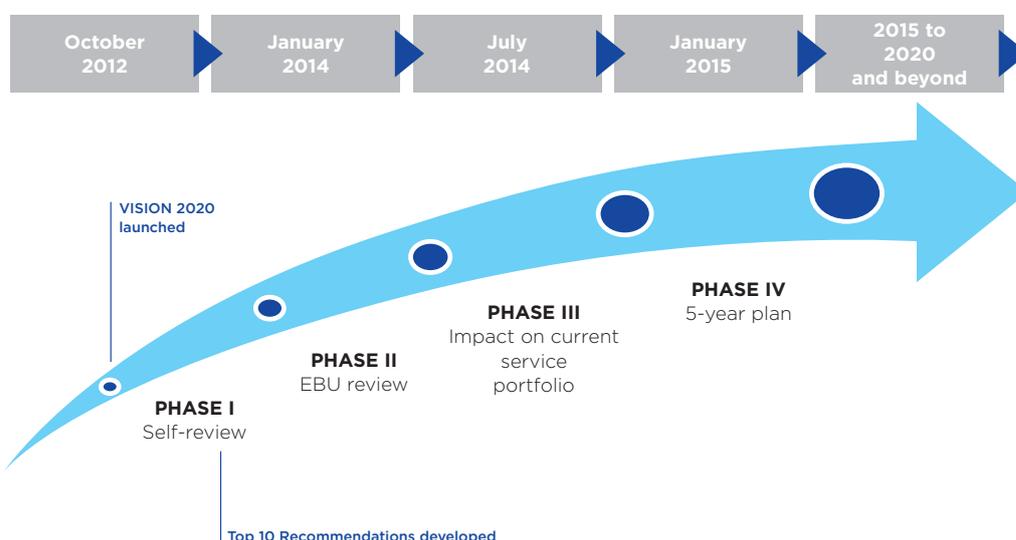
3. RE-ALIGNING THE EBU CULTURE

So that we can react more quickly to external factors and ensure a more strategic and focused service provision for our Members, we will launch a new Media Strategy Group that will provide a broad view of the shared PSM challenges ahead and drive subsequent changes necessary to the EBU portfolio. We will use these strategic trends to make continuous changes to the organizational, operational and funding structures.

VISION2020 TIMELINE

The high-level changes defined in Phase II are to be presented at the June General Assembly.

From July 2014 two more phases will be conducted.



Phase III will assess the proposed modifications against current EBU operational, organizational and funding structures which will be presented to the December 2014 General Assembly. There will also be a piloted Media Strategy Group initiative which will be for Members and the EBU to exchange and agree future emerging media trends, thus continuing the VISION2020 work into the future.

Phase IV will adjust the 5-year strategy and funding plan and start to run the implementation programmes. Supported by analysis, feasibility and development studies, the new services will be developed under the supervision of the Executive Board while keeping the relevant Committees informed.

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Download a free electronic version of the report as well as a handy app, which includes detailed information on the trends analysis and recommendations as well as concrete examples from across the EBU community.

<http://vision2020.ebu.ch/the-report>