

EBU

OPERATING EUROVISION AND EURORADIO

VISION2020

CONNECT, GROW
AND INFLUENCE

OUR STRATEGIC OBJECTIVES 2017

DECEMBER 2016

INTRODUCTION

This is an executive summary of the EBU's priorities and objectives for 2017-2018. We have included some information to help you understand our 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 and we have added our 2017 action plans for both Member Services and Business Services.

Members or customers who would like a deeper understanding of the activities for each objective, together with the related KPIs, can find this information on www.ebu.ch.

Public service media (PSM) plays a vital role in any vibrant and inclusive society; providing high-quality, credible, creative, fast, unbiased, original and compelling news and entertainment to a growing, ever more sophisticated and interactive global population. There has never been so much great content available anytime anywhere. At the same time, the quality of the political conversation is dropping, while populism and extremism are increasingly nurtured through web communities. This means PSM has an even more important role to play in the national discourse.

Yet many of our Members and customers continue to face increasing pressure and uncertainty. Securing adequate funding and political independence are growing challenges for PSM. The transition to becoming a media organization successfully offering a more personalized service in a globalized marketplace is an additional challenge.

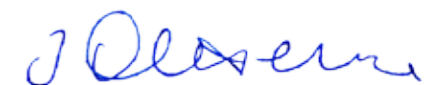
To serve Members' increasing needs while remaining a competitive service provider, we must also adapt. The EBU is one organization providing services in two distinct areas: association services for Members and business services for Members and other customers. To provide better focus on these and ensure good governance and leadership in both areas, we are currently reviewing our operating model. The current plan as presented here does not reflect the outcome of this.

The *vision2020* initiative continues to be the driver of our strategic plan:

- Pinpointing major external trends and their impact on public service media
- Highlighting the EBU's strategic priorities, setting out our strategic objectives for 2017
- Continuing to be our vision and inspiration in service to our Members

Whether you are a Member broadcaster, business customer, board executive, member of the management team, or valued employee, I am grateful for your loyalty and commitment to helping us build a stronger EBU – and stronger public service media.

I look forward to continuing our work together on achieving this crucial mission.



Ingrid Deltenre
EBU Director General



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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 proliferation of operators, channels and platforms, PSM continue to be the most relevant and most trusted source of information.

Behind the screens, however, the media industry is undergoing a fundamental evolution. Driven by technology, new business models are evolving and media consumption patterns are changing, albeit less rapidly than might have been anticipated.

Four trends that have an impact on PSM, on our customers and on the EBU stand out:

- 1.** Connected society and industry
- 2.** Globalization of the media industry
- 3.** Personalization of services
- 4.** Competition for talent and creativity

In the following pages we explain how these trends affect PSM, and how we adapt our strategic focus and working practices to take account of them.



CONNECTEDNESS

AN INCREASINGLY CONNECTED SOCIETY



TREND

WORLD IS BECOMING DIGITAL

70% of the owners of connected devices actively use social networks, opening apps on average 14 times a day. Around 8 connected devices per broadband household in 2017.

In 2020, 95% of all cars will be connected to the internet.

Network capacity and security are driving the digital economy.

IMPACT

CONNECTED SOCIETY

The lives of audiences are changing in the way they use multiple devices and consume and share content. This will continue to change.

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.

COMPETITION

NEW PLAYERS ARE GAINING POWER



TREND

GLOBALIZATION

Consolidation of the media industry to build 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 acquired strong positions in the European audiovisual markets (Apple, YouTube, Netflix, Amazon, Spotify).

Major players are inventing new approaches to 'Glocal', using local resources for globally used series.

IMPACT

NEW NON-TRADITIONAL PLAYERS GAIN POWER

Weaker market position for PSM. PSM legitimacy is challenged.

Business models of the sports, film and music industries are changing. PSM are not necessarily the preferred partners (e.g. Olympic Games).

Existing media regulations do not meet new realities.

The best industry talent prefers to work with the new global players.

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 home 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 stay informed or entertained while on the move.

The connected society cannot exist without the network and this comes with associated benefits and risks. We are all vulnerable to cyber-attacks.

Though there are new opportunities too. For example, consumers' internet activity can be measured more easily.

This allows service providers to adapt to the customers' needs and monetize their services. But access to great knowledge comes with great responsibility. PSM need to balance their ambition to gain a better understanding of their audiences with respect for the individual's privacy.

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 integrating vertically and horizontally, building economies of scale to exploit expensive

copyrights and ensure their prominence on 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 EBU Members' commitment to joining forces in creative endeavours is the driving force behind our success.

CREATIVITY

BETTER PERSONALIZATION TO REFLECT DIVERSITY



TREND

CHANGING DEMOGRAPHICS

More than 150 million senior citizens by 2020 (16.5% population).

Almost 20% of population will have a foreign background (people with both parents born abroad).

Almost 3/4 of total population will live in urban areas (equivalent share for world population will only be 56% in 2020).

IMPACT

MORE COMPLEX TO REMAIN RELEVANT FOR A FRAGMENTED SOCIETY

Traditional distribution channels are still essential but the online platform will grow to a similar position.

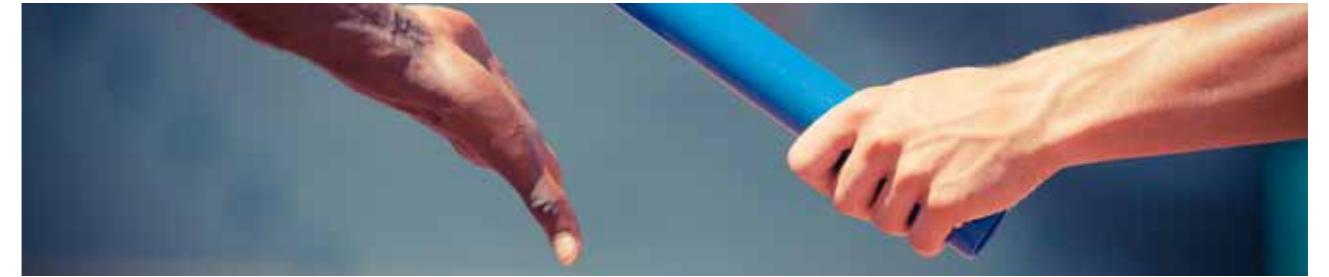
Greater need for multicultural, targeted and diverse programming.

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

More creativity needed to remain relevant to fragmented audiences.

COOPERATION

NEW SKILLS REQUIRED TO DRIVE CHANGE



TREND

INTERNET IS A DISRUPTIVE FORCE

Internet obeys new rules on 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

NEW TALENT WILL MAKE A DIFFERENCE

Traditional approach to PSM content promotion and transmission distribution is challenged: on-demand media and social media is growing.

Challenges to data protection laws: existing data analysis techniques no longer able to keep up.

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

The role of PSM changes for more quality content, creativity and curation.

WHAT THIS MEANS FOR PSM AND THE EBU

We continue to watch live television but also use the internet as a source of content. 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, old and young, and contribute to social cohesion. Societies are changing with the increase in migration from south to north and from east to west, and the internet provides an opportunity for PSM

to live up to their core values, such as universality and diversity, and supply 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.

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 audiences' wishes 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

- 1.** We are the voice of public service media and promote PSM values in Europe and across the globe.
- 2.** We aim to be the cutting-edge centre of learning and sharing in support of change and innovation.
- 3.** We want to stand out as the first-choice provider of media solutions in sport, entertainment and news.

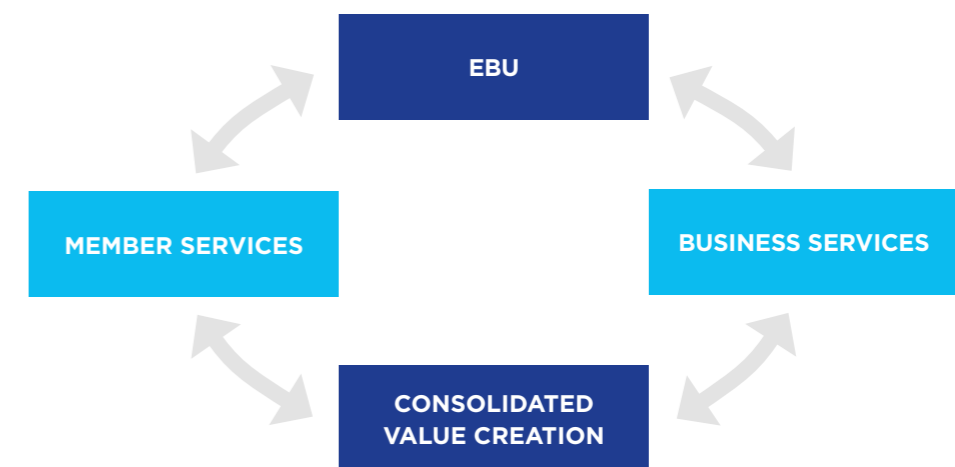
FIG 1. OUR VISION AND MISSION



ONE EBU, TWO ACTIVITIES

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

FIG 2. OUR STRUCTURE



MEMBER SERVICES

Member Services are the core of the EBU community and are financed from the membership fee or mandatory fees. They include:

- | | | | |
|--|--|--|---|
| <p>1. CONTENT
Sports rights, news and music exchanges, live events.</p> | <p>2. RESEARCH AND DEVELOPMENT
Testing, promotion and joint development of future technologies.</p> | <p>3. EXPERTISE
Learning, sharing and networking, Academy, MIS.</p> | <p>4. ADVOCACY
Influencing authorities to secure the best possible legal and technical frameworks for PSM.</p> |
|--|--|--|---|

BUSINESS SERVICES

Business Services are charged for according to rate cards. They include:

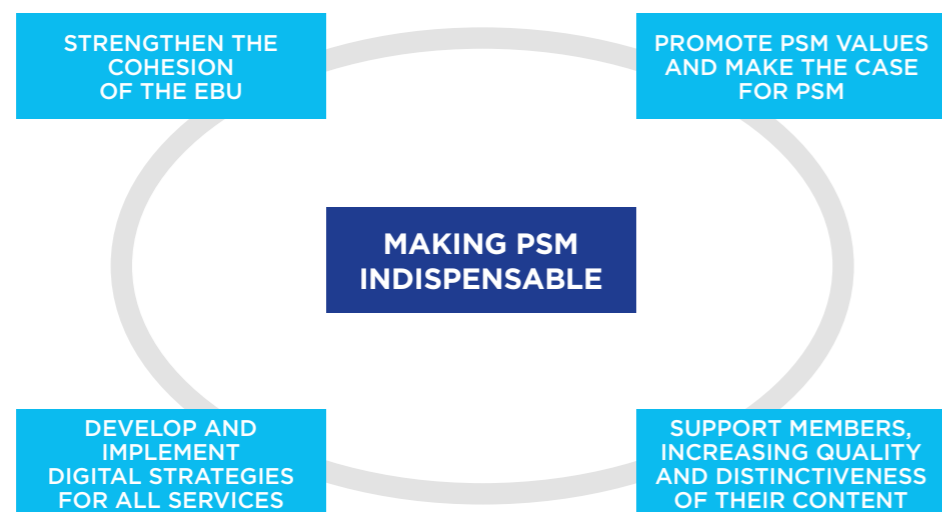
- | | | | |
|--|--|--|---|
| <p>1. CONTENT PRODUCTION
From host broadcasting to magazines and clip production.</p> | <p>2. BROADCAST SERVICES
Providing facilities to transmit content from events to media organizations.</p> | <p>3. CONTENT DISTRIBUTION
Transmitting content from stadiums and fan zones to media organizations.</p> | <p>4. PERMANENT CIRCUITS
Providing permanent connections between bureaus and their head offices.</p> |
|--|--|--|---|

The two sets of activities are mutually beneficial. Member Services operate on a break-even budget. Business Services generate surpluses that are also used to offset membership fees.

OUR OBJECTIVES 2017-2018

EBU Members approved our strategic objectives set out in the vision2020 project at the General Assembly in December 2014. Each year we review our objectives and priorities to ensure they focus on the needs of Members and customers so that we provide continued good value. Our strategic objectives remain the same and continue to guide the action plan for 2017.

FIG 3. STRATEGIC OBJECTIVES 2017-2018



STRENGTHEN COHESION

The cohesion and solidarity of the EBU is vital for the future of PSM in a globalized media environment. We can only remain influential if our Members are successful and committed to working together, bound by solidarity and the shared ambition of a common purpose.

PROMOTE PSM VALUES AND MAKE THE CASE FOR PSM

Independent PSM remain one of society's most effective assets for strong democracy and social cohesion. Yet funding has shrunk over the last five years and political support for PSM is weakening. Furthermore; the freedom to develop and innovate

is sometimes restricted by pressure from competitors. If no action is taken, PSM will become smaller and less relevant. This is why we must raise our profile to secure a sustainable future for PSM within a successful dual (public/private) media system.

INCREASE QUALITY AND DISTINCTIVENESS

The most convincing argument for PSM is good content. This is why one of our core objectives is to contribute actively to the quality and distinctiveness of Members' content. We want to increase the membership's enthusiasm at belonging to an international network of experts that develop ideas together to

boost innovation and expertise within their organizations.

DEVELOP DIGITAL STRATEGIES

Most of our services were launched many years ago. We have adapted them over time, and they remain successful today. The internet, however, now offers completely new opportunities so we are assessing the potential for new, shared services that help Members by either saving them money, driving innovation or achieving economies of scale that improve their buying power. Technology provides many new opportunities for Members and the EBU to connect and provide better, more customized services. We need to embrace these opportunities.

MEMBER SERVICES OUR PRIORITIES

The vision2020 project gave rise to our four strategic objectives that continue to shape our activities up to 2018. For each objective we have a dedicated action plan as set out here. And, as every year, we have identified KPIs to measure our performance against the objectives.

Member Services include:

1. CONTENT

Sports rights, news and music exchanges, live events.

2. RESEARCH AND DEVELOPMENT

Testing, promotion and joint development of future technologies.













3. EXPERTISE

Learning, sharing and networking, Academy, MIS.

4. ADVOCACY

Influencing authorities to secure the best possible legal and technical frameworks for PSM.

MEMBER SERVICES: PRIORITIES AND OBJECTIVES 2017

STRENGTHEN COHESION OF EBU	PROMOTE PSM	INCREASE QUALITY AND DISTINCTIVENESS	EMBRACE DIGITAL
Put Members and customers at the heart of everything we do 	Raise PSM profile to secure a sustainable future 	Ensure great sports rights and enhance content exchanges 	Best practice for big data and personalisation 
Adapt services to regional needs 	Implement public affairs roadmap 	Explore new areas of cooperation, joint development 	Develop best practices for IP/OTT related services 
Provide high-quality platforms and develop strategic events 	Raise EBU profile to defend PSM 	Focus on younger audiences 	Drive innovation to enhance user experience 

MEMBER SERVICES ACTION PLAN 2017

STRENGTHEN OUR COHESION

We ensure that Members are at the heart of everything we do. We want to improve relevant and targeted services to meet the expectations of diverse Members that operate in very dissimilar circumstances. Our aim is to improve our communication and demonstrate the EBU's contribution to our membership's goals.

PROMOTE PSM

Almost all directives relevant to public service media are currently being revised at EU level. A lot is at stake and we will do our utmost to achieve the best legal framework for PSM. Together with our Members' specialists we will work hard to achieve the key objectives set out in our [Public Affairs Roadmap](#).

Through our [Partnership Programme](#), we continue to support our Members in transition. Our main objective is to secure editorial independence and sustainable funding so that PSM content is high-quality and contributes to a better informed and more cohesive society. Together with the Eurovision Academy we provide dedicated train-the-trainer programmes to pass it forward and ensure a long-term impact.

There is increasing pressure on Members to demonstrate their value to society. We believe that a new narrative and better arguments are indispensable

to making the case for PSM in a connected society. The purpose of the [Contribution to Society project](#) is to provide Members with the tools for them to identify, assess and communicate the benefits of PSM better.

We will continue to provide Members with arguments, facts and figures to support the case for independent and sustainably funded PSM. With comparative and reliable analysis we can help them understand the changing behaviour of media consumers and provide market analysis of the major developments in the global media industry.

With our Members we are currently developing an [innovative PSM promotion campaign](#) that can be adopted to the specific needs of each organization. The campaign is scheduled to be rolled out in 2017.

INCREASE QUALITY AND DISTINCTIVENESS

In response to the game-changing developments on the sports rights market, we are currently reviewing the [sports rights strategy](#). We have agreed with Members what our main stumbling blocks are. We will now make every effort to overcome them. This will result in a new sports rights strategy followed by revised sports rights rules.

The [European Championships](#) will be held in 2018. This is the first time that six different sports

federations will coordinate their European championships in two cities, Berlin and Glasgow. We have acquired the sports rights on behalf of our Members and will act as the host broadcaster to deliver all the services along the traditional value chain. The preparatory work is already under way. The European Championships is expected to become a flagship event to demonstrate an innovative, high-quality production, engaging in new ways with the audience. We are currently also looking into how we can provide 5G distribution services to showcase the potential of 5G.

We continue to enhance the [quality and diversity of our news, sports and music exchanges](#) to ensure they meet Members' expectations. We have set up a team to verify user-generated content, provide Members with increased efficiency and ensure the reliability of news items in the exchanges. We are currently also assessing whether there is demand among Members for us to expand the exchanges to other formats for other programmes.

The [music exchange](#) will celebrate its 50th anniversary in 2017. This will be a special year for Euroradio, which continues to contribute to the quality and diversity of our Members' radio music programmes.

The [Generation What?](#) project will be finalized in 2017. It provides young people with a platform to share their ideas and ambitions with the widest possible audience. It is an ideal

project for understanding more about young citizens of Europe. We will make the results available to major stakeholders as they have already expressed a keen interest.

At the request of the TV Committee we are currently evaluating new shared services for the Members' community. They range from new forms of cooperation to the collective acquisition of rights for drama, documentaries and other core PSM genres.

If all goes well, we will be launching a new entertainment format called the Eurovision Super Games.

We will continue to build on our successes with the Eurovision Song Contest as well as with its spin-offs.

We provide platforms to share expertise and know-how about new entertainment formats (e-gaming/e-sports) as well as the production of virtual reality/immersive content.

EMBRACE DIGITAL

[Eurovision Academy](#) is developing Master Classes to help media organizations increase the cultural and professional skills needed to drive the transition from being a broadcaster to becoming a media organization providing personalized services.

The launch of the [Big Data Initiative](#) this year has already provided valued guidance for Members working on their own big data strategies. We will continue to identify best practices and provide concrete recommendations in four specific areas:

1. Improving audience measurement techniques
2. Developing cutting-edge recommendation systems in line with PSM values
3. Developing new content strategies tailored to audience behaviour and preferences
4. Developing shared EBU principles for meeting data protection and privacy requirements

After many years of negotiation we have, at last, secured the [top-level domain .radio](#) on behalf of Members. We want to develop a strong community platform for radio professionals and amateurs alike.

As all Members are operating on multiple platforms using the most sophisticated technologies to produce and distribute their content, we are currently assessing whether there is a need for new shared services. The [OTT initiative](#) has identified potential services that will be piloted in 2017. In association with our Members, we will develop EBU Flow - improving access and utilisation of content-delivery networks (CDNs) for

OTT delivery, and the Content Vault, a platform to exchange versioning and archive content, using a universal master format.

[IP-based production and distribution solutions](#) will have a fundamental impact on the future workflows and technical facilities of media organizations. Technology & Innovation is working with Members and international standards bodies, ensuring that these emerging standards meet broadcasters' requirements. This will enable flexible scalable architectures for our Members' future studios. The Flexible Content Production Group will look at these developments from a content-production perspective.

The next generation of mobile technologies is [5G](#). It is promoted as a generator of financial and technological benefits. We have yet to see how this will impact and serve media companies best. This is why we are addressing both the policy and technology issues in this field.

[Cyber security](#) is a key concern for all our Members as well as for the EBU's own operations. We will work with Members to define long-term, operational best practices specific to the information security needs of broadcast companies. For this purpose we will interact with governmental security agencies and partner with national cybersecurity initiatives to provide lessons learnt, share knowledge, produce guidelines and develop new tools and techniques.

BUSINESS SERVICES

OUR PRIORITIES

Our Business Services are available both to Members and customers. Our mission in this field is to provide cutting-edge business solutions for bringing live events to the largest possible audiences around the globe.

Business Services are charged for according to rate cards and include:

1. CONTENT PRODUCTION

From host broadcasting to magazines and clip production.

2. BROADCAST SERVICES

Providing facilities to transmit content from events to media organizations.

3. CONTENT DISTRIBUTION









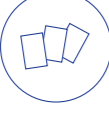



Transmitting content from stadiums and fan zones to media organizations.

4. PERMANENT CIRCUITS

Providing permanent connections between bureaus and their head offices.

Our objectives for Business Services derive from vision2020, just as for Member Services. However, Business Services have the additional requirement of generating a profit.

BUSINESS SERVICES: PRIORITIES AND OBJECTIVES 2017

GROW REVENUES AND MARGIN	INCREASE QUALITY AND DISTINCTIVENESS	EMBRACE DIGITAL	IMPROVE EFFECTIVENESS
<p>Grow with existing customers by cross-selling</p> 	<p>Deliver with excellence</p> 	<p>Provide new digital/host broadcasting services</p> 	<p>Streamline and standardize tools and techniques</p> 
<p>Acquire new customers in growth markets</p> 	<p>Implement new service line development plan</p> 	<p>Transfer the network to IP</p> 	<p>Modernize cost monitoring and reporting</p> 
<p>Provide & sell new services</p> 	<p>Establish strategic partnerships to drive innovation</p> 	<p>Develop the plan for remote production services</p> 	<p>Streamline internal services</p> 

ACTION PLAN 2017

GROW REVENUE AND MARGIN

Our ambition is to grow revenues by cross-selling services to existing customers and expanding our footprint in Asia-Pacific and the Middle East. Through our new office in Dubai, with a new regional sales manager, we will improve the engagement with existing and potential customers.

We will review our services for news events and increase our efforts to gain new customers.

Through new and existing partnerships we want to develop our services along the value chain of live sports events.

INCREASE QUALITY AND DISTINCTIVENESS

For UEFA Euro 2016 we launched a new content-delivery solution to provide cost-effective additional data feeds to complement the traditional live content. This allows our customers to enrich their sports coverage on all appropriate platforms. Together with our partners, we want to provide similar services for other federations.

We want to boost customer relations, strengthen our marketing and enhance our product development. We are reorganizing our sales support, marketing and operational units. This should make us more efficient so we can invest more in other areas. This process will be finalized in 2017.

We intend to launch a dedicated customer engagement programme, involving other EBU units, to improve our understanding of the market, anticipate customers' needs and provide them with inside knowledge.

We will continue to position Eurovision as a reliable, innovative one-stop-shop service provider. For this, we will increase our skills with digital services.

EMBRACE DIGITAL

We have launched a digital services strategy that also sets out the roadmap for new services to facilitate remote production and provide customized solutions for delivering major events to countries with specific legal requirements.

Streamlining our existing digital services will enable us to focus on providing services where we can generate more profitable growth.

We also intend to modernize our internet tools to provide an up-to-date and comprehensive tool for customers who want to engage with the EBU.

We will launch our three-year plan to transform the fibre network into an IP-based delivery network.

Last year we started developing a cost-effective delivery solution called FLEX. It provides journalists with an easy solution for sending their files home, regardless of the devices they use. The same technology is also used to connect the foreign bureaus of media organizations.

We will continue to adapt and increase marketing support for this service.

We are implementing our IT strategy. First of all, we want to increase the IT security and protection level and secondly we must boost cost-effectiveness through increased near-shoring and by using cloud-based solutions wherever this makes sense.

Information security is at the heart of all our activities. We intend to obtain ISO27001/2 accreditation for our information management. In 2017 an audit will determine the gaps between our current position and the ISO standard. We will then establish a plan to achieve certification within two years.

IMPROVE EFFECTIVENESS

After modernizing our network architecture, we are now focusing on various modules of our IT applications to increase automation and efficiency and better support workflows. We started with the booking and planning system (the core application), our logistics system and we will now include a modern up-to-date customer relations management tool. The process to fundamentally modernize our tools should be completed by the end of 2017.

The new systems will allow us to improve our service quality and delivery while monitoring our overall performance in a highly competitive and consolidating market.





CORPORATE SERVICES

OUR PRIORITIES

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

We must remain flexible in aligning staff skills, knowledge and experience, and we must deliver this in a financial environment that makes us sustainable without increasing the Membership fees.

CORPORATE SERVICES: PRIORITIES AND OBJECTIVES 2017

IMPROVE EFFECTIVENESS	ADAPTABLE KNOWLEDGE AND SKILLS	ENSURE FINANCIAL SUSTAINABILITY
<p>Streamline and standardize tools and techniques</p> 	<p>Strengthen leadership skills in the EBU</p> 	<p>Increase value for Members</p> 
<p>Modernize cost monitoring & reporting</p> 	<p>Adapt skills to meet changing requirements</p> 	<p>Ensure our financial integrity</p> 
<p>Streamline internal services</p> 	<p>Optimize communication platforms</p> 	<p>Protect cash and equity reserves</p> 

ACTION PLAN 2017

IMPROVE EFFECTIVENESS

We continue to provide support to help staff and managers apply new digital tools that are essential for their day-to-day operations.

We are introducing better internal reporting mechanisms for our managers and directors to ensure tailored visibility of their units' performance.

We have further developed our project management process and related tools that are now mandatory for all strategic projects. We also provide specific project management training in exchanging best practices.

Our aim is to establish the EBU website as a community platform to share and exchange expertise and best practices.

ADAPT KNOWLEDGE AND SKILLS

We will continue to enhance our staff skills, offering tailored training to help adapt their abilities to changing requirements, particularly in digital and social media.

We are in a transition phase. The demands of Members are increasing and Business Services need to provide new digital services. Some staff feel uncertain about the changes going on. Good leadership is essential to mitigate any feeling of uncertainty. This is why we invest in leadership training and change-management with dedicated programmes adapted to leadership skills and professional experience.

ENSURE FINANCIAL SUSTAINABILITY

This is crucial to our balanced scorecard. We continue to follow up closely on payment plans, future sports rights obligations and sub-licensing opportunities in order to mitigate the EBU's risks. The new systems we have introduced should improve the controlling and monitoring of our performance and help us remain successful in all fields of activity.

BALANCED SCORE CARD

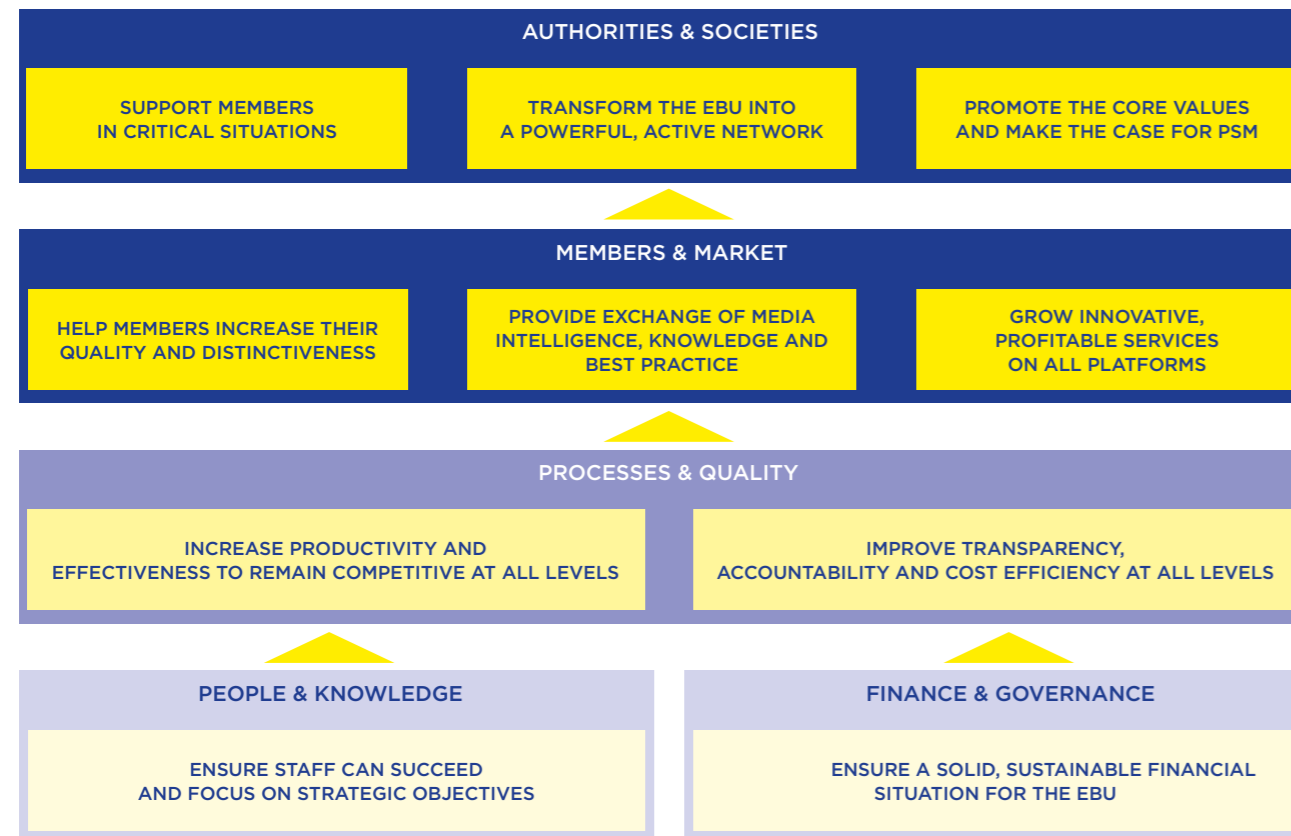
A balanced score card (BSC) was introduced in 2010 to align the EBU's vision, mission and objectives. We use it to monitor organizational performance against strategic objectives and as a dashboard for EBU management, focusing on the key dimensions of EBU activities.

The traditional BSC uses four perspectives (Financial, People, Process, Customers). As the EBU is a not-for-profit organization with a strong focus on advocacy, we have added a fifth perspective, Authorities & Societies.

We introduced the BSC to provide us with a balanced approach to performance management and assessment: we monitor our performance against the more quantitative KPIs developed with our strategic objectives in mind and we use other more qualitative elements that refer to the underlying strategy as expressed in the BSC to remain successful in all our fields of activities.

FOR A DEEPER UNDERSTANDING OF THE ACTIVITIES FOR EACH OBJECTIVE TOGETHER WITH THE RELATED KPI: WWW.EBU.CH

FIG 4. EBU BALANCED SCORECARD 2017-2018



Our key performance indicators need to be specific, measurable, achievable and time-bound. The KPIs are approved by the Executive Board at its meeting at the end of the year, for the upcoming year.

The Executive Board evaluates our performance over the past year against the KPIs in its February meeting. The evaluation is based on a report by the Director General and audited by internal audit.

We aim for quantitative indicators that are meaningful but we are equally aware that some KPIs include qualitative measures. This is why the KPIs are used as a rough guide rather than a precise benchmark.



THE EBU IS COMMITTED TO THESE
AMBITIOUS OBJECTIVES AND WE
LOOK FORWARD WITH CONFIDENCE
TO ACHIEVING THEM.



EBU Management Committee (from left to right)

Graham Warren (Director of Network), Simon Fell (Director of Technology & Innovation), Richard Burnley (Director of Legal), Ingrid Deltre (Director General), Stefan Kurten (Director of Eurovision Services & Sports Rights), Guillaume Klossa (Director of Public Affairs & Communications), Emmanuel Frantz (CFAO) and Jean-Philip De Tender (Director of Media)

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 Members in 56 countries in Europe, and an additional 33 Associates in Asia, Africa and the Americas.

Our Members operate nearly 2,000 television and radio channels, together with numerous online platforms, broadcasting in more than 120 different languages. They reach audiences of more than one billion people around the world.

We are one EBU with two distinct fields of activity: Member Services and Business Services.

Our Member Services strive to secure a sustainable future for public service media, provide our Members with a centre for learning and sharing and build on our founding ethos of solidarity and cooperation to provide an exchange of world-class news, sports news and music.

Our Business Services – operating under the Eurovision brand – are the media industry's premier distributor and producer of high-quality live news, sport and entertainment, with over 70,000 transmissions and 100,000 hours of news and sport every year.

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

Discover more about the EBU on www.ebu.ch

EUROPEAN BROADCASTING UNION

L'Ancienne-Route 17A
1218 Le Grand-Saconnex
Switzerland

T +41 (0)22 717 21 11
F +41 (0)22 747 40 00
ebu@ebu.ch
www.ebu.ch

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