

EBU

NEW DIGITAL AGE: MEDIA TRENDS AND OPPORTUNITIES

DAVID LEWIS

EUROPEAN BROADCASTING UNION

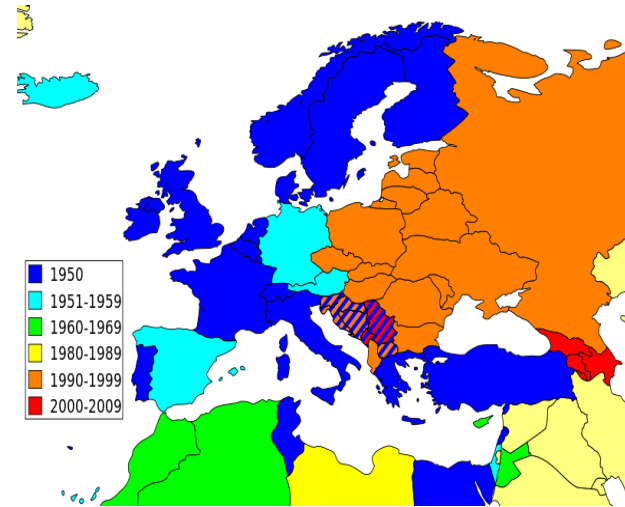
TBILISI, 10 NOVEMBER 2014

EBU

OPERATING EUROVISION AND EURORADIO

EUROPEAN BROADCASTING UNION: WHO WE ARE, WHAT WE DO

- World's foremost alliance of public service media, with **72 Active Members** and **36 Associate Members** in **76 countries**.
- Founded in **1950**, the EBU integrated the state broadcasters of the former Soviet bloc in 1993. Georgia, Armenia and Azerbaijan joined in 2000s.
- Operates **EUROVISION** and **EURORADIO**.
- We are based in Geneva and have a worldwide network (Brussels, Rome, Moscow, New York, Washington DC, Singapore, and Beijing). Total 370 employees.
- EBU Partnership Programme



- And the Partnership Programme is why Boris and I are here:
- Helping EBU Members to develop future-oriented strategies, and to transform from state broadcasters into being public service media ...

← → http://www.ebu.ch/contests/news/2014/10/european-commission-and-ebu-to-p.html

EBU/IER Intranet Home EBU - European Commission a... EBU - European Commissio... x

File Edit View Favorites Tools Help

Convert Select

Google Search Share More >>

Web Slice Gallery

EBU Eurovision.net Euroradio.net EUROVISION contests

FR EN

MEMBER SUPPORT MEDIA SERVICES LEARNING AND NETWORKING PRESS COMMUNITY

EBU NEWS published on 02 Oct 2014 • Department / Unit [Director General's Office](#) [European Affairs](#) [Advocacy area](#) [Media Freedom & Pluralism](#)
[PSM Funding & Governance](#)

EUROPEAN COMMISSION AND EBU TO PURSUE COLLABORATION IN THE EU NEIGHBOURHOOD REGION



The European Commission and the European Broadcasting Union (EBU) will work together to strengthen the independence of the media in the European Neighbourhood Region, following a meeting between Commissioner for Enlargement and European Neighbourhood Policy, Štefan Füle, and EBU President Jean-Paul Philippot and EBU Director General Ingrid Deltenre.

The organisations have signed and exchanged letters to cement their cooperation in the European Neighbourhood region, building on existing collaboration in the context of EU Enlargement policy.

RELEVANT LINKS

[Partnership Programme](#)

CONTACTS

David Lewis
 Head of Member Relations and Special Assistance
lewis@ebu.ch

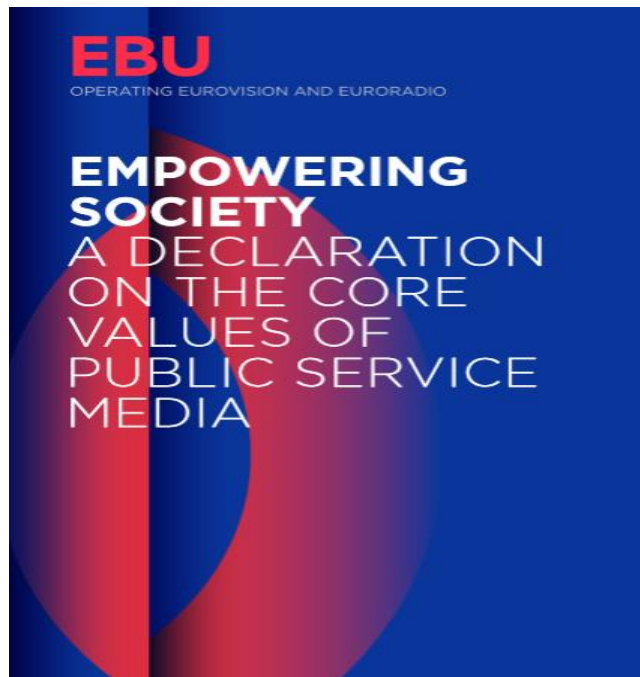
Radka Betcheva
 Senior Project Manager, Partnership Programme
betcheva@ebu.ch

Nicola Frank
 Head of European Affairs
frank@ebu.ch

DOWNLOADS

100%

EBU PUBLIC SERVICE MEDIA VALUES



UNIVERSALITY

INDEPENDENCE

EXCELLENCE

INNOVATION

DIVERSITY

ACCOUNTABILITY

LIST OF CONTENTS

1. Media revolution/trends
2. Competition and convergence
3. Relevance to the public service
broadcasters of the South Caucasus
4. How the EBU can help: « IMPS »
5. Vision 2020

SOCIETY IS CHANGING



THE MEDIA LANDSCAPE IS CHANGING

Mobile online applications
(e.g: podcasts, VoD ,etc.)
with iPhone, iPad, iPod:



Home network



Internet-Radio



HDTV UHDTV



HbbTV –
Connected TV Broadband & TV combine

DAB, DAB+



TECHNOLOGY INNOVATION HAS TURNED THE 'SIMPLE' BROADCASTING ENVIRONMENT INTO A COMPLEX MEDIA SCENARIO



AS AUDIENCES ARE CHANGING ...

Content needs to be immediate and:

- **accessible**
- **mobile**
- **tailored**
- **adapted to all screens**

... especially News & Sports

...importance of social media



MEDIA ORGANIZATIONS NEED TO REACT

The challenge for broadcasters:

Adapt to the converging media landscape and changing patterns of consumption while budgets remain challenged

- Reduce costs
- Become more efficient (more and better content, for all platforms)
- Stay relevant and be present wherever audiences are
- Provide perceptible quality improvement (Loudness, Access, UHDTV)

**ALL THIS IS VERY RELEVANT TO THE NATIONAL
BROADCASTERS OF GEORGIA, ARMENIA,
AZERBAIJAN ..**

A HUGE CHALLENGE ...

... OR INDEED HUGE MULTIPLE CHALLENGES

- * Merge separate companies (Armenia?)
- consolidate or complete transition from state to public service broadcasting (Armenia, Azerbaijan, Georgia ...)
- Address the digital revolution and the new ways of serving viewers, listeners, tableteers, smartphone addicts ... (Armenia, Azerbaijan, Georgia)

OR ARE THESE ENORMOUS CHALLENGES IN FACT OPPORTUNITIES IN DISGUISE?

- Leapfrog technologies to set up efficient, modern, digital, converged public service media organizations ?

EBU'S «IMPS*» PROJECT:

* INTEGRATED MEDIA PRODUCTION STRATEGIES

Assist in the planning and implementation of integrated production facilities

Address strategic, organisational, technical, editorial and other related issues

Help bring management, journalists, and technology **together**

Reveal best practices & practical solutions

Discuss needs & requirements vis-a-vis the industry with one voice



IMPS MEMBERSHIP

- Over 120 participants
- 29 EBU Member organisations
- incl. radio only Members
- Czech Radio
- Bulgarian National Radio
- Romanian Radio
- And newcomers: RTVE,
- RTR, Latvian Radio
- Next : Armenia, Georgia, Azerbaijan??



KEY FINDINGS

2. Tri-media, bi-media journalists ...

Not every journalist needs to be a one-(wo)man band...

But all journalists should be able to think tri-media and work for at least two media services



KEY FINDINGS

3. New job profiles are emerging

- media experts
- fast news generalists
- social media curators
- online graphic designers
- data journalists
- app developers
- coders?
- data wranglers



KEY FINDINGS

4. Quality is key...

...and exclusivity is a must !

- Use new workflows for the advantages they offer
- Smart phone reporting, visual radio
- Low-cost production tools.....



OVERALL OUTCOME

- More and better content on different platforms
- More creative work atmosphere
- More professional development opportunities for

- And for less money...



WILL RADIO BENEFIT?

Radio staff are afraid of “hostile takeover” by their TV colleagues



But radio has proven adaptable and successful, and TV staff are likely to be less hostile than feared.



SUMMARY

- Media Landscape and consumer behaviour changes
- Broadcasters have to be where the audiences are
- Integration of Radio, TV, Online is an editorial, organisational, technical task
- Digital Archives help to bridge the ‘content gap’

- **Need for agility and change**

CONNECTING TO A NETWORKED SOCIETY





TOP 10 RECOMMENDATIONS



CONTENT

R1 BETTER UNDERSTAND YOUR AUDIENCES

R2 INCREASE ENGAGEMENT AND DIVERSITY

R3 SET PRIORITIES IN YOUR PORTFOLIO

R4 BE THE MOST RELEVANT AND TRUSTED SOURCE OF INFORMATION

R5 BE MORE RELEVANT TO THE YOUNGER AUDIENCES

R6 EMPOWER, CURATE AND SHARE

R7 ACCELERATE INNOVATION AND DEVELOPMENT

R8 ENSURE PROMINENCE

R9 TRANSFORM ORGANIZATIONAL CULTURE AND LEADERSHIP

R10 MAKE THE CASE FOR PSM

AUDIENCE & STAKEHOLDERS

ORGANIZATION

1 BETTER UNDERSTAND YOUR AUDIENCES

- Expand audience research
- Access user data

2 INCREASE ENGAGEMENT AND DIVERSITY

- Innoversity
- Diversify staff
- Social radio and tv

3 SET PRIORITIES IN YOUR PORTFOLIO

- Fewer, Bigger, Better
- Outstanding local content
- Content innovation & talent scouting
- Learn, format labs
- Dual portfolio strategy

4

BE THE MOST RELEVANT AND TRUSTED SOURCE OF INFORMATION

- Internet-first strategy
- Quality journalism
- Open newsrooms, self-critical on air

5

BE MORE RELEVANT TO YOUNGER AUDIENCES

- Portfolio strategies per age group & lifestyle
- Specific online content and media brands

6 EMPOWER, CURATE AND SHARE

- Positive role in media ecosystem (newspapers, creative industry, etc)
- Structure empowerment of communities
- Partnerships with public institutions

7 ACCELERATE INNOVATION AND DEVELOPMENT

- Multiplatform production / delivery
- Frontrunner innovation specific areas
- Start-ups & prototyping
- Standards
- Cooperate in R&D

8

ENSURE PROMINENCE

- New distribution strategies (incl navigation, personalisation)
- Nationwide OTT services ? SVOD?
- European OTT player?
- Negotiate redistribution of revenues
- Regulations and copyrights

9 TRANSFORM ORGANISATIONAL CULTURE AND LEADERSHIP

- Trustworthiness
- Effectiveness and operational excellence
- Walk the talk

10 MAKE THE CASE FOR PSM

- Concept of RoS
- Soft advocacy
- Audience ownership



<http://vision2020.ebu.ch/home.html>

EBU

IF YOU HAVE BEEN ... THANK YOU FOR
LISTENING!

... AND MANY THANKS TO MY EBU COLLEAGUES
HAZEL MC CARTNEY, SIMON FELL AND HANS
HOFFMANN!