Strategy SRG 2030 – Enavant

Switzerland needs a strong media. However, the media industry is changing fundamentally. Global platforms continue to grow in importance. Artificial intelligence is changing how information is found, used and disseminated. People's attention is spread across an increasing number of services. Target audiences are fragmenting; media needs are changing. At the same time, there is a growing need for orientation, trust and social cohesion.

SRG plays a significant role in this context in particular. What differentiates us from global platforms is not size or reach. It is our Swiss perspectives. Our roots in all language regions. Our proximity to the population. Our independent journalism. Our ability to connect people, opinions and regions – independent of commercial and political interests.

SRG accompanies people in Switzerland in their everyday lives: with podcasts while commuting, news on their smartphones, radio at work, streaming in the evening, major live moments, sport, culture and entertainment.

This variety makes SRG a home base in the media landscape for Switzerland – a place that informs, connects and creates shared experiences. As part of a strong Swiss media, we contribute to ensuring Swiss content, culture and perspectives will also continue to be visible, audible and relevant in the future.

This is the foundation we are building on.

At the same time, we must continue developing. Because a public service is only effective when it is present where people engage with media and the public sphere emerges. We are therefore continuing to consistently develop SRG – into a modern, digital public service in terms of services, technology and organisation.

The Corporate and services strategy 2027–2030 stands for a modern public service,

- **with a "Digital First" mindset**, in its thinking and actions, in order to reach people on the relevant platforms and in suitable formats;
- **that consistently focuses on the needs of people in Switzerland**; strengthens proximity, relevance and user experience; and ensures a connection to new, younger audiences – while maintaining high quality standards;
- **that focuses and effectively applies its strengths** in order to have financial scope to act and achieve an impact where Switzerland needs it most;
- **that is perceptible as "One SRG"** – with roots in the regions, connected across language regions and stronger together in developing content, technologies and expertise.

What does SRG stand for?

The strategy is based on its vision, mission and values. These guide our decisions, our collaboration and our contribution to Switzerland.

Our vision
Switzerland at heart. We bring people, opinions and regions together, for diversity and unity.

Our mission
Our content inspires, captivates and makes audible and visible what moves Switzerland. Our independent journalism strengthens orientation and trust. In doing so, we align ourselves with the needs of our audiences and society.

Our values
Proximity – Responsibility – Independence – Openness – Courage – Transparency

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Why does SRG need to change?

In essence, four developments are shaping our future and making further development of the public service necessary.

Media consumption is becoming digital
By 2030, the majority of media will be consumed on digital platforms. The Swiss population already spends an average of 5.7 hours a day online, digital news reaches 97 percent of the population and two-thirds of people use social media daily. If SRG wants to continue to reach people in the future, it must be present where the public sphere is increasingly emerging: in the digital space.

Younger target audiences consume media and SRG differently
SRG still reaches 57 percent of 15 to 29-year-olds. Young people are increasingly obtaining information, discovering content and spending time consuming media on digital and global platforms. To remain relevant in the future, SRG must significantly increase its presence and impact among younger target audiences.

New technologies are changing the media landscape
Artificial intelligence is fundamentally changing the media industry. It influences how content is produced, found, disseminated and consumed. At the same time, new expectations are emerging as regards personalisation, discoverability and user experience. For SRG, this means not only embedding AI as a tool but also as a strategic key competence with respect to journalism, technology and organisation.

Financial leeway is shrinking
The agreed reduction in the licence fee means that SRG's financial resources will fall by around 270 million francs per year until 2029. Commercial revenue throughout the media market is also under pressure. SRG therefore needs to prioritise its funds more consistently, increase its efficiency and deploy its resources where they create the greatest editorial and social value.

Our mandate remains the same. But the way that we fulfil it needs to evolve. It is crucial that people find and consume reliable information, Swiss perspectives and relevant content in their digital daily lives and consider these valuable.

What does SRG want to achieve?

The strategic ambition outlines SRG's vision. It illustrates SRG's strategic direction in one sentence and the standard by which it measures itself.

SRG is the home base in the media landscape for Switzerland.

Our objective for the future: Everyone in Switzerland uses our digital services and supports SRG based on personal or social value.

A home base in the media landscape is a reliable, accessible place of orientation, information and collective experience. It connects people across regions, languages and generations, and makes visible what moves Switzerland. It accompanies people in their everyday lives – digitally, live and locally.

SRG wants to continue to be relevant and essential for everyone in the future. To this end, it is strengthening its presence in digital daily life, creating trustworthy content and user experiences, and making a visible contribution to diversity, cohesion and democracy in Switzerland.

We have set **interim targets for 2030**:

- **6 out of 10 people use digital services** from SRG several times a week and would miss them if they no longer existed
- **7 out of 10 people support SRG** based on personal or social value

How will SRG achieve this?

To achieve our ambition, we are focusing on six strategic directions.

1. SRG becomes a digitally focused home base – focusing on its own platforms with Play+ at the heart
The future of media consumption is digital. SRG is therefore further developing its digital products for centralised access to information, culture, sport and entertainment. It is also using the strengths of its linear and digital services, own and third-party platforms, and networked content, products and channels to form an integrated ecosystem that accompanies people in their everyday lives and provides them with a common home base in the media landscape.

2. SRG consistently manages its services in a data-based and user-oriented manner, creating innovative, distinctive services, particularly for young target audiences. It promotes content exchange across regions
SRG consistently aligns development, content and distribution to user needs. Data are systematically used to constantly improve relevance, impact and user experience and reach new audiences. Increased content exchange across regions means SRG makes an active contribution to constructing the Swiss identity.

3. SRG strengthens the information genre and establishes itself digitally as the essential key offering in Switzerland
SRG consistently carries its journalistic strengths in the information genre over into the digital media landscape. It responds to changing information needs and new usage habits with

innovative formats, differentiated access and target audience-appropriate dissemination of information. In doing so, it strengthens orientation and trust in an increasingly complex society.

4. SRG embeds AI as a journalistic, technological and organisational key competence
Artificial intelligence becomes an integral part of SRG. It is used responsibly to strengthen quality, innovation, efficiency and social impact for the long term.

5. SRG strengthens its financial capacity to act and operational efficiency throughout the value chain
SRG focuses its resources where they create the greatest journalistic and social value. Simplified processes, clear priorities and focused investments create scope for the transformation and services of the future.

6. SRG develops a "One SRG" culture and promotes leadership, collaboration, diversity, sustainability and drive to implement
SRG utilises the strengths of its regions and language communities while increasingly acting as a joint venture. SRG is therefore experienced as "One SRG": with regional roots, connected across all language regions and more effective together for the whole of Switzerland.