

SRG SSR

For everyone

What we stand for.

How we act.

What we pledge.



Contents

Contents

| | |
|---|-----------|
| Foreword | 4 |
| 1. Who we are and what we stand for | 5 |
| 1.1 Free shaping of opinion – an attribute of democracy | 8 |
| 1.2 Supportive and federal | 10 |
| 1.3 Precision Swiss craftsmanship | 10 |
| 1.4 Active diversity | 11 |
| 1.5 Building bridges in multicultural Switzerland | 12 |
| 1.6 Promoting and maintaining Swiss culture | 12 |
| 1.7 Accessibility for people with visual and hearing impairments | 14 |
| 1.8 Championing Swiss research | 15 |
| 2. What we guard against | 17 |
| 2.1 A weakening of the Swiss media | 17 |
| 2.2 Purely commercial business models | 19 |
| 3. What the public think | 21 |
| 3.1 An everyday companion for the Swiss people | 21 |
| 3.2 Why we need series and entertainment shows | 23 |
| 3.3 Live broadcasts – bringing Switzerland closer together | 24 |
| 4. What we are working towards | 27 |
| 4.1 Purposefully investing funding in the future | 27 |
| 4.2 Focussing on a digital society | 29 |
| 4.3 Giving a face to our multicultural society | 29 |
| 4.4 Reaching a sophisticated young audience | 29 |
| 4.5 Dissolving traditional categories | 30 |
| 5. Our ideas for the future | 31 |
| 5.1 Focussing on the general public and society | 31 |
| 5.2 Ongoing learning and self-renewal | 31 |
| 5.3 Quality as a waymarker | 32 |
| 5.4 Education and training as an investment in journalistic quality | 36 |
| 5.5 Transparency and fairness | 37 |
| 5.6 Joint initiatives in the Swiss media | 37 |
| 5.7 More public-private partnerships | 38 |
| Closing words | 41 |
| Bibliography | 42 |

Foreword

Here at SRG, we see our task as providing services for everyone in Switzerland and creating added value for them. As a public audio-visual media company, our values should benefit society and democracy – both today and in the digital future.

In a media world that is drifting apart, we, as an independent public media company, are a politically and economically impartial hub. We ensure a varied range of opinions and a dialogue between different interest groups, as well as between minorities and majorities. And we are committed to ensuring that political discussion remains democratic and differentiated.

The format of our mandate is the subject of lively discussion by the general public and policy-makers. This is a good thing, because a public media company's job is to serve society. Society is its customer. It has a right to accountability and is obliged to question it repeatedly and critically. These review processes have existed since the inception of the public media system. They are an expression of the relevance that the public attaches to a public media company.

We want to make our contribution to the political and public debate. Day in, day out at SRG, we address the question of how we can put our values, which are reflected in the SRG charter, into practice even better and more sustainably. Our aim is to find answers to this question – for this generation and the generations to come.

We firmly stand by our belief in what we do.

This is our contribution to the discussion.

1. Who we are and what we stand for

“We” – that's the four language regions within the common framework of SRG. Minorities that alone would not have the strength to stand up to international competition. “We” – that's the 6,100 employees of the Swiss Broadcasting Corporation SRG and its enterprise units RSI Radiotelevisione Svizzera, RTR Radiotelevision Suisse, SRF Schweizer Radio und Fernsehen and SWI swissinfo.ch. With professionalism and passion, we champion the free shaping of opinion. Day after day, we roll up our sleeves to portray our nation in all its diversity and create moments of collective experience in order to bridge linguistic, cultural and generational boundaries anew.

An achievement spanning decades

We belong solely to the people of this country, and are obligated to them alone. Although this feature is common to all public media companies, the Swiss system is very special in one respect: SRG is an association. Over 23,500 association members across the four language regions together form SRG's ownership structure. Every citizen can become a member and have their say. Thanks to its association structure, SRG journalists are able to operate completely independently, far removed from any specific political or business interests.

A pillar of direct democracy

An independent public media company is indispensable for open dialogue and

the formation of well-founded opinions. This idea – the core remit of public media – has become firmly established in our democratic system of government over recent decades. And it is more relevant and endangered than ever. In many countries, we can see attempts to influence and control the formation of opinions via the media for the purposes of power or money. And we can see this in Switzerland too.

Radio, television and online services for everyone

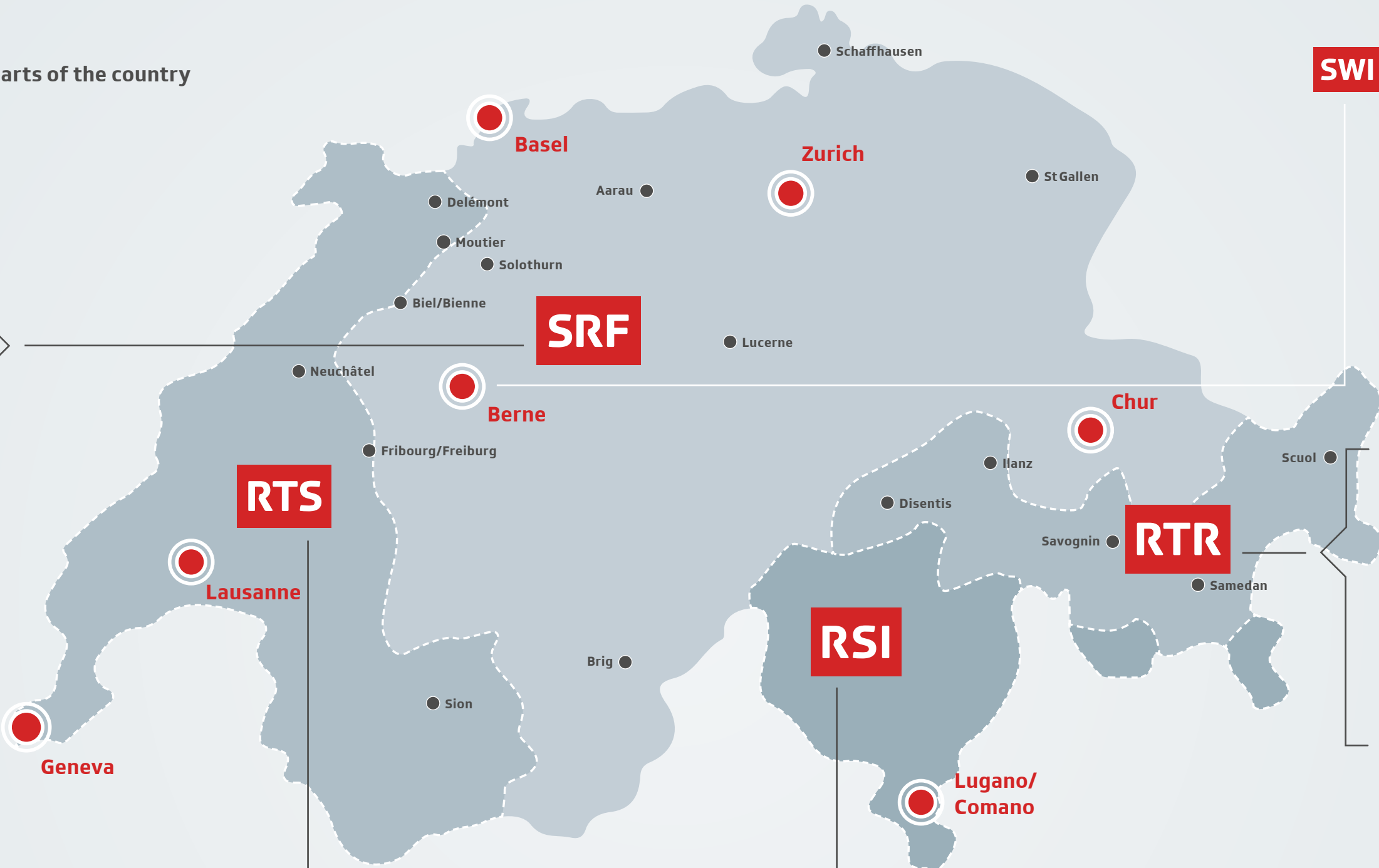
All regions of Switzerland, with their four national languages, are entitled to good radio, television and online services – to be informed, reflect, participate, laugh and learn. SRG endorses this democratic idea. For this reason, we divide our revenue in such a way that the minorities benefit from the majority. So French and Italian-speaking Switzerland have a similar service to that of German-speaking Switzerland, irrespective of their size. The smallest Swiss linguistic minority benefits in particular from this equalization within SRG: without financial solidarity between large and small, there would be no Radiotelevision Svizra Rumantscha for the Romansh-speaking population.

Vital and valued

The Swiss people are unanimous in their view that our public service is needed. 84 per cent of the population feel it is important that there is a TV, radio and online service in Switzerland that is economically and politically independent.

SRG: a presence in all parts of the country

- Main studios
- Regional studios/offices



SWI swissinfo.ch

| | | |
|----|--|------------|
| EN | | ENGLISH |
| DE | | GERMAN |
| FR | | FRENCH |
| IT | | ITALIAN |
| ES | | SPANISH |
| PT | | PORTUGUESE |
| JA | | JAPANESE |
| AR | | ARABIC |
| ZH | | CHINESE |
| RU | | RUSSIAN |



SRG SSR



The Link Institut comes to this conclusion in a representative study (Link, 2016) on the image of SRG. For 79 per cent of those questioned, well-functioning public TV, radio and online services are important for democracy. Two out of three people think that SRG and its enterprise units fulfil their mandate well.

More important than ever in a digital world

The digital revolution has hugely advanced globalization, not least in terms of communication. Media services have never been as easy to access as they are today. New digital business models aim at meeting individual needs to the greatest possible extent. The down side to this is that social groupings that were once large are splitting up into countless small fragments. SRG is working to counter this by communicating shared experiences in an individualized world and creating a common public and a common identity.

In the service of upcoming generations

We want to involve all generations in the debate on current social issues, particularly young people. They are growing up in a totally digitized world and increasingly come from a migration background. They are focussing on new communication platforms, including social media. The upcoming generations are our future. As a public media company, we must therefore be even more flexible and closer to the public. This is of fundamental importance, so that we can continue to fulfil our mandate to the satisfaction of the general public

and for the benefit of a robust direct democracy.

1.1 Free shaping of opinion – an attribute of democracy

The discussion on the meaning of and necessity for public media is becoming ever broader. One reason for this is the recent restrictions on media freedom in European countries such as Hungary, Poland, Turkey and Russia – developments that are of concern not only in professional circles. People in Switzerland are aware that an independent media company is a valuable asset worth cultivating.

The Swiss population is discerning. This is apparent from the annual national public survey on media quality commissioned by OFCOM (Fretwurst et al., 2015). SRG stations are generally perceived as more credible, professional and balanced than those of other commercial providers. Those surveyed also corroborated that SRG stations had a higher information content.

This finding is no coincidence. Several studies attest the important role played by public media for democracy and the common good. For example, a study by the European Broadcasting Union (EBU, 2016) shows that well-functioning democracies usually go hand in hand with strong public media. Countries with strong public broadcasters tend to be less extreme and have corruption better under control. Another



Professionalism Credibility Information content Balance

SRG's strengths from the public's point of view

Source: Final report from OFCOM project "The usage and evaluation of Swiss radio and TV programmes 2015" (Fretwurst et al., 2015).



correlation is that the higher the public broadcaster's market share is, the greater the media freedom and the greater the population's trust in the media.

A well-functioning independent media system makes a significant contribution to a country's common good. The people of Switzerland recognize and value the contribution made by SRG, as is shown by the "Gemeinwohlstudie" public value study (St Gallen University, 2016), which has been conducted by the University of St Gallen in German-speaking Switzerland since 2014. In 2014 and 2015, SRF ranked highly in the study's list of companies.

Not just Swiss citizens but everyone with connections to our country should have the opportunity to form a substantiated opinion of direct democracy and political events in Switzerland. The SWI swissinfo.ch corporate unit is carrying out valuable educational work in this area and is making a substantial contribution to the quality of democratic debate both in Switzerland and abroad. Using a virtual direct democracy platform launched in May 2015, SWI swissinfo.ch conveys the key elements of the Swiss political system to interested citizens.

1.2 Supportive and federal

SRG is the only media company that produces audio-visual programmes in all four language regions and in all national

languages. Swiss values such as solidarity and federalism make this possible – it is upon these that our self-image is based and towards these that we focus our work. It is only thanks to the solidarity of the German-speaking Swiss that we can provide a wide variety of high quality radio, TV and online services every day in the other language regions too.

With its solidarity-based revenue sharing, SRG makes an important contribution to national cohesion, mutual understanding and dialogue between the language regions. Although German speakers make up around 70 per cent of the Swiss population, SRF receives only 43 cents of each Swiss franc paid in licence fees. If the people in Italian-speaking Switzerland had to fund RSI programmes on their own, they would have to pay 2,300 francs a year in licence fees instead of 451 francs.

1.3 Precision Swiss craftsmanship

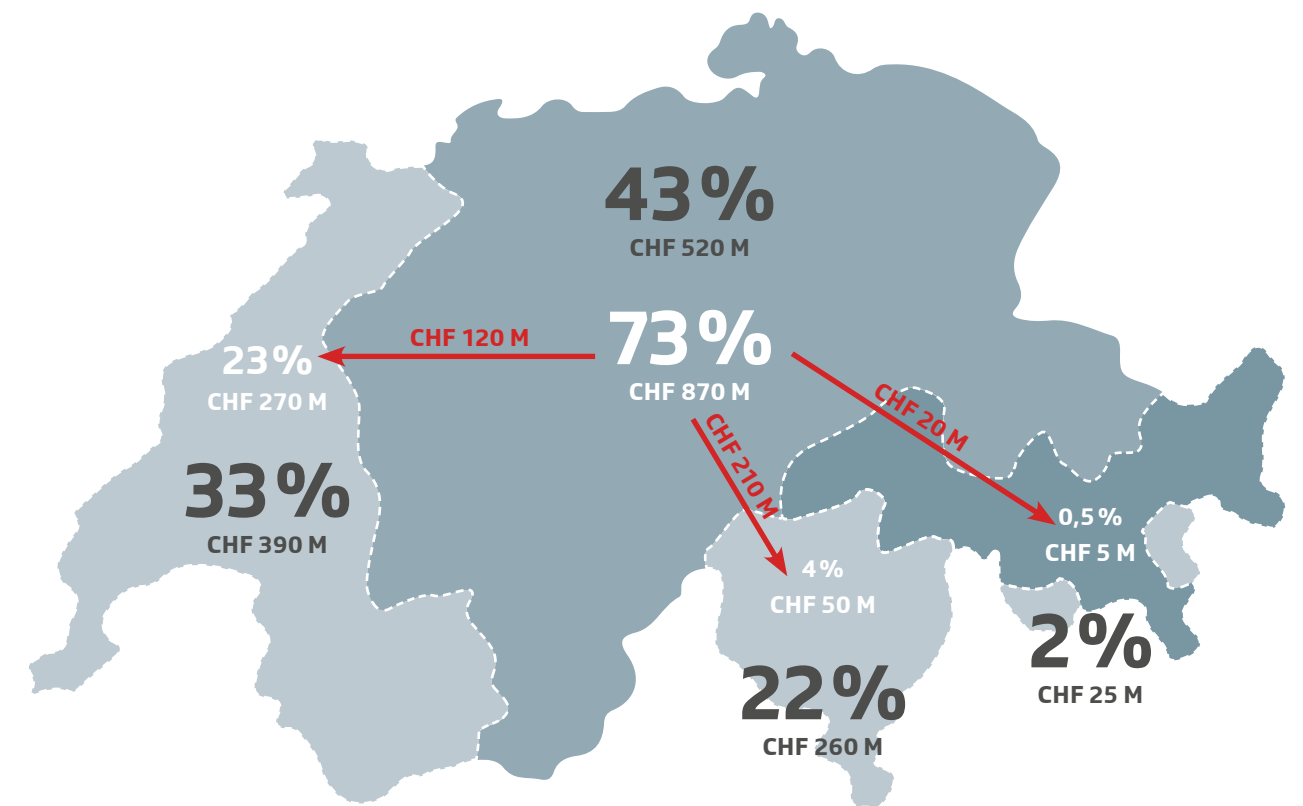
In-house productions embody quality Swiss craftsmanship in four national languages. No commercial media company today finances such a service.

On the radio, almost all the spoken word programmes are produced in house. These include formats such as "Echo der Zeit" (SRF), "Forum" (RTS), "Mille voci" (RSI) and "La marella" (RTR). On TV, programmes include "SRF bi de Lüt" (SRF), "Temps

Solidarity with the smaller language regions

Regional revenue sharing of licence fee income (1.2 billion francs). A large proportion of licence fee income from German-speaking Switzerland is allocated to other language regions (including redistribution of central services; rounding differences possible).

- The region collects this much licence fee money
- This much licence fee money is redistributed to the region
- This much licence fee money is available to the region



présent" (RTS), "Patti chiari" (RSI) and "Cuntrasts" (RTR). In 2015, 58 per cent of TV programme expenditure went on in-house productions. At peak viewing times on SRF 1 in 2015, a full 90 per cent of programmes were produced in house.

culture, society and education to music and programmes for young people. On the radio, where music plays a central role, we take a clear stance against the mainstream with a wide variety of music tracks, concert recordings and performances.

1.4 Active diversity

SRG makes programmes for the entire population. Its offerings are correspondingly diverse and balanced, ranging from information, sport, entertainment, films,

The annual programme analyses carried out by Publicom AG on behalf of OFCOM (source: Publicom AG, "Die Radioprogramme der SRG SSR 2014 – Deutschschweiz", 2015) confirm that the content of SRG's radio programmes is balanced. A variety of opinions and stakeholders are taken into

account, as required by the mandate and journalistic principles. SRG radio programmes cover a wide variety of different genres, and the spoken and information content covers a broad range of issues.

SRG itself is a linguistic and cultural reflection of Switzerland: 46 per cent of our staff speak (Swiss) German, 32 per cent speak French, around 19 per cent speak Italian and three per cent speak Romansh. In addition to our four national languages, 18 further languages are represented. Overall, people of 39 different nationalities work at SRG. SWI swissinfo.ch alone, the smallest SRG enterprise unit, employs people from 15 different nations.

1.5 Building bridges in multicultural Switzerland

Cultural diversity is enriching and challenging – in our programmes, we address both its positive and negative aspects. Our mandate also includes portraying the lives of foreigners who live in Switzerland. We make a conscious effort to do this within our existing broadcasting vehicles rather than in special programmes. This part of our service mandate is becoming increasingly important given the global prevalence of migration. The views of migrants tend to get overlooked in programmes. People from a migrant background should be given the chance to speak more often in our programmes.

In May 2016, SRF’s “Neuland” production won the Information category of the European Civis media prize. The Civis Media Foundation recognizes radio and television programmes that promote the peaceful coexistence of people from different backgrounds. As part of its international mandate, the SWI swissinfo.ch enterprise unit also makes a significant contribution towards integrating foreigners. The platform reports daily on Swiss politics, business, culture, society and academia. In addition to publishing German, French, Italian and English articles, SWI swissinfo.ch is the only Swiss website to provide top multimedia stories and analyses in Spanish, Portuguese, Chinese, Arabic, Japanese and Russian.

1.6 Promoting and maintaining Swiss culture

We endorse Switzerland’s cultural heritage by maintaining it, actively shaping it and advancing it. Virtually no other institution in the country promotes Swiss artists, literature, music and film productions to the extent that we do.

Promoting Swiss films

In 1996, SRG got together with partners from the film industry to create the “Pacte de l’audiovisuel”. Since the creation of this pact, SRG has invested over 400 million francs in domestic film-making and co-produced over 2,000 cinema and television films, documentaries, short films and

animated films. With the extension of the pact until 2019 and an increase in involvement from 22.3 million francs to 27.5 million francs per year, this valuable collaboration has recently been given an extended lease of life. SRG also supports numerous film festivals. In 2015 these included: Festival del Film Locarno, Festival International de Films de Fribourg (FIFF), Visions du Réel Nyon, Neuchâtel International Fantastic Film Festival (NIFFF), Festival Tous Écrans Geneva, Internationales Festival für Animationsfilm Baden (Fantoche), Internationales Kurzfilmfestival Shnit Bern, Solothurner Filmtage, Internationale Kurzfilmtage Winterthur and the Zurich Film Festival.

Promoting Swiss music

With the Swiss Music Charter, which was signed in 2004, SRG confirmed its intention to promote Swiss music and all forms of new talent, and broadcast editorial articles and special programmes on Swiss music. The charter was renewed in April 2016. In the context of media convergence, we are now promoting domestic music-making on television and the Internet as well. SRG is committed to broadcasting an appropriate percentage of Swiss productions on its radio programmes. And it is standing by its word – at 20 to 50 per cent, the proportion of Swiss music on SRG radio programmes in 2015 was significantly higher than it was ten years ago. On SRF 3 it was 21.5 per cent (2005: 13 per cent), and on SRF Virus it was 51.6 per cent (2005: 13 per cent). There are currently around 20 radio programmes that

are exclusively devoted to Swiss music. SRG awards advancement prizes for Swiss newcomer bands, broadcasts over 200 hours of concerts by Swiss bands each year and records over 500 classical concerts annually. Every week, Swiss bands are invited to make live appearances on the radio. Numerous pop, rock, jazz, folk and classical festivals can count on media partnerships with SRG. In 2015, these included the Swiss Music Awards, Paléo Festival, Verbier Festival, Festival Archipel, Cully Jazz, Festa da chant districtuala, Montreux Jazz Festival, Lucerne Festival, Menuhin Festival Gstaad, Progetto Martha Argerich, Settimane musicali Ascona, Musica nel Mendrisiotto, Montebello Festival, Estival Jazz Lugano, Open Air Lumnezia and Alpentöne.

Promoting Swiss literature

As well as films and music, SRG also promotes literature. Programmes such as the following encourage people to read, and also invigorate the Swiss book market: “BuchZeichen”, “52 beste Bücher”, “Schnabelweid” and “Literaturclub” (SRF), “Entre les lignes”, “La librairie francophone”, “Lire délire”, “Vertigo” and “La puce à l’oreille” (RTS), “Geronimo letteratura”, “Blu come un’arancia”, “Il Segnalibro” and “Librintasca” (RSI) as well as “Magazin da cultura”, “Impuls” and “Il Tavulin litterar” (RTR). Since 2007, SRG has been promoting Swiss literature within a media partnership with the Solothurn Literaturtagen festival. At the “Salon du livre” in Geneva, RTS has since the mid-1980s been awarding the

“Prix des auditeurs”. Added to this in 2005 was the “Prix RTS Littérature Ados”, the only French-language literature prize for young people aged 14 to 16.

The SRG archives – a valuable cultural asset

SRG’s audiovisual archives are an identity-forging cultural asset. Old television and radio articles recreate the sights and sounds of shared experiences. They encourage expatriate Swiss citizens to maintain their roots. They give migrants an insight into the background of their new homeland. The archives enable each and every one of us to contextualize our own bibliographies within contemporary history. And they encourage the general public to revisit political and cultural trends, events and people over time.

The SRG audiovisual archives are actively used by the public, by teachers and researchers – and by programme creators. Digitization has simplified access to this valuable cornucopia that is a reflection of Switzerland and its people. Our archives contain no less than a million hours of broadcasts – radio productions from 85 years ago and television productions from 60 years ago. Each year, our archives grow by 10,000 video hours and 20,000 audio hours. In addition to the actual radio and television broadcasts, associated documentation, scripts and promotional articles are stored. Over the last decade, we have invested 40 million francs in digitizing and documenting our analogue resources. By

2020, we want to convert all analogue archive content to a digital system – a truly Herculean task.

Public archives are desirable in a number of respects. But there are challenging technical, financial and legal hurdles to be overcome before full archive access via the Internet is possible. Full access will only be possible once all the performing rights associations with whom SRG is in discussion support the project.

1.7 Accessibility for people with visual and hearing impairments

People with visual or hearing impairments need subtitles, programmes in sign language and audio description to be able to use our services on an equal footing. In 2012, SRG pledged to expand its services over and above the legal mandate. In 2015, half of all the broadcasting time for SRF, RTS and RSI was already subtitled, with all broadcasts on the major channels during prime time between 7pm and 10pm being subtitled. And all articles that have previously been broadcast on television with subtitles are also available on the Internet. The main output of SRF’s “Tagesschau” and RTS’s “19h30” programme is broadcast simultaneously in sign language on an additional channel. On RSI, the 6pm edition of “Telegiornale” is subtitled. In 2015, SRG broadcast 412 programmes with audio description (SRF 136, RTS 196 and RSI 80).

SRG is making itself accessible

SRG provides services for people with visual and hearing disabilities. SRG services for 2015 in figures.

| | SRF | RTS | RSI |
|-----------------------------------|---|---|---|
| Broadcasts with subtitles | 49.8 per cent of broadcasting time or 12,181 hours | 50.4 per cent of broadcasting time or 8,346 hours | 49.8 per cent of broadcasting time or 8,457 hours |
| Broadcasts with sign language | Daily Main edition of Tagesschau plus repeat of Kassensturz | Daily Journal 19h30 | Daily Telegiornale ore 18 |
| Broadcasts with audio description | 136 Broadcasts (incl. repeats) | 196 Broadcasts (incl. repeats) | 80 Broadcasts (incl. repeats) |

Per year and language region, 24 programmes with audio description are mandated, with the number being dependent on exchange options with other countries.

Access services are also being transformed thanks to new digital technology. In future, for example, we will be able to offer people with sensory impairments even better access to our services using interactive HbbTV. But there's still a lot to be done before all services can be accessed on all devices. We are working towards this objective together with sensory impairment associations.

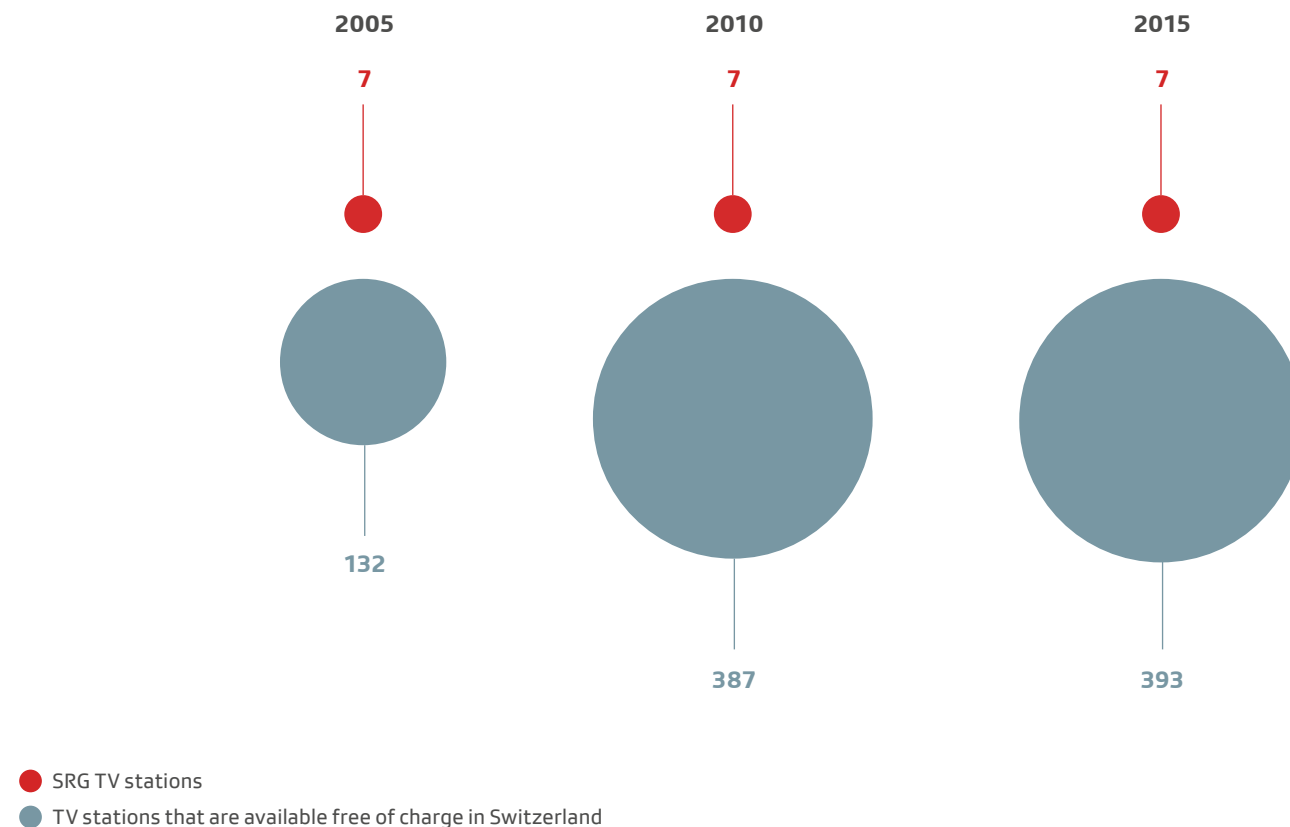
1.8 Championing Swiss research

Innovation is the essence and power house of every media company. For this reason, we collaborate closely with Swiss universities. In French-speaking Switzerland, RTS maintains a close partnership with Geneva, Neuchatel and Lausanne universities and also with ETH Lausanne (EPFL). The new RTS site in Lausanne will form part of the EPFL campus. There are plans for joint innovation laboratories. RSI collaborates with the Università della Svizzera italiana (USI) in service provision matters and with placements for masters students, and with the

Growth in Swiss broadcasters 2005 to 2015

SRG embodies continuity and remains streamlined. While the number of SRG TV stations has remained constant for ten years, the number of competing stations that are available free of charge has increased exponentially.

Source: Mediapulse AG, 2016.



Scuola Universitaria Professionale della Svizzera Italiana (Supsi) for management training and the technological development of archiving platforms. In Chur, RTR and the University of Applied Sciences (HTW) are working together to develop survey and measuring methods for small media companies. SRF works regularly with the Swiss Federal Institute of Technology (ETH), the Institute of Mass Communication and Media Research at Zurich University (IPMZ) the Zurich University of Applied Sciences (ZHAW) and HTW. SRG subsidiary TPC also maintains an active dialogue with HTW.

SRG regularly commissions studies – and also contributes its practical experience in the form of lectures and seminars. Our research departments offer media and communication science students the opportunity to write practically-based theses. We find working together with universities to be valuable and enriching since in these partnerships we learn to look into the future. At the same time, we make a contribution towards transferring theory into practice.

2. What we guard against

2.1 A weakening of the Swiss media

The political climate has changed. The “Service public im internationalen Vergleich” (International comparison of public service) study (Puppis, 2012) shows that public media systems are under pressure transnationally. Society’s expectations are high. Some private media companies want to strengthen their own position by increasing the hurdles for public providers. However, the winners won’t be private media companies in Switzerland, but primarily the major foreign private broadcasters and international media corporations such as Facebook and Google.

Currently, foreign providers already have 65 per cent of the Swiss TV market (source: Mediapulse, 2015). In 2015, 45 per cent of the money spent on Swiss advertising slots for private broadcasters ended up abroad (Swiss Advertising Statistics Foundation, 2016). And in 2015, the five global players Google, Facebook, Yahoo, Microsoft and Twitter posted 65 per cent of online advertising revenue in the US for themselves (eMarketer U.S. Ad Spending Estimates, 2016). No exact figures are available for individual providers in Switzerland. Nevertheless, it is possible to say that, with a market share of one third and volumes that have increased almost six-fold since 2007, search engines – primarily Google – are becoming very important in the online advertising market in

Switzerland as well (Research Institute for the Public Sphere and Society/University of Zurich, 2015).

Contextualizing is more important than ever

Serious efforts are being made to restrict publicly funded radio and television broadcasters in Switzerland, or even do away with them altogether. In December 2015, the “No Billag” initiative to scrap the licence fee was submitted. At the same time, studies show that companies in the digital media industry need disproportionately more independent information than previously. The media system is becoming increasingly commercialized and transnational.

Due to cost-cutting exercises and restructuring, many media companies, in particular print media, are no longer in a position to ensure consistently high quality. The Yearbook of the Research Institute for the Public Sphere and Society at the University of Zurich (fög, 2015) maintains that “the significance of low-quality media” in Switzerland is on the increase and the “amount of contextualization” has decreased since 2010. With regard to the surfeit of information, the German sociologist and futurologist Matthias Horx has for a long time stressed the great importance of integrity and credibility: “The crucial question is, who is structuring reality for us in a meaningful manner.” His Swiss colleague Dr Joël Luc Cachelin sees one of the media’s key remits as monitoring and critically scruti-

nizing digitization. “The media should promote self-reflection and ultimately self-determination in its consumers.” SRG can and must play an important role in this debate.

Public media companies provide guidance

SRG acts within our media system as a “flagship brand” that offers information and guidance. This is attested by the regularly conducted independent OFCOM study on programme quality in private and public media (Fretwurst et al., 2015). It is based on public ratings and concludes that SRG programmes score particularly highly in terms of professionalism, information content and credibility. The study shows that the public are satisfied with SRG’s radio and television programmes, and generally rate them as being more credible and informative than the programmes of private broadcasters. In other words, people value SRG’s independent and objectively contextualized reporting.

A healthy mix of public and private media

The digital revolution is intensifying competition between private suppliers and public media companies. There is a widespread notion that public media companies are directly or indirectly responsible for the economic difficulties being experienced by the private media. This is incorrect, as numerous international investigations show. Private suppliers have to contend with economic problems even in markets with no public media companies. This applies even to countries such as the United

States, whose public media system is financed not through licence fees but via donations and government subsidies, amongst other things. The public media systems there are of comparatively low importance.

A study commissioned by the BBC (BBC, 2013) shows that public media have a positive influence on the revenue of commercial broadcasters. They generally lead to greater investment in in-house productions and to greater diversity, thereby increasing the perceived quality of media production overall in the country. Markets with a good mix of public and private media companies are therefore healthier.

The triumphant march of the digital industry

A McKinsey study (2015) on the global media revolution shows that print advertising is under massive pressure. In just five years, its share of global advertising income slumped from 84 billion dollars (2009) to 73 billion dollars (2014).

But it is not TV advertising that is benefiting from this revolution. Its market share has remained steady at around 38 per cent, with a slight downward trend (forecast for 2019: 36 per cent). The biggest winner is the digital industry. In just five years, new Internet suppliers have increased their share of the advertising cake by two thirds – from 17 per cent (2009) to 28 per cent (2014). By 2019, they are forecast to have

the largest single share of the revenue – around 39 per cent.

Working together to support the Swiss advertising market

The irreversible structural transformation of the advertising market is affecting SRG and private media companies alike. So it is all the more important to find joint solutions. We see much potential in constructive collaboration between SRG and private Swiss suppliers. To survive long term in the increasingly digitized advertising market, it will be important to consolidate technology, data, marketing expertise and exclusive access to quality content. With this in mind, SRG has jointly founded the marketing company Admeira with Swisscom and Ringier. Admeira’s services are available to all advertising clients, agencies and other advertising inventory suppliers.

2.2 Purely commercial business models

The Internet is the infrastructure of the 21st century. The digital age has fundamentally changed how we think, communicate with each other, make decisions, organize our work and distribute power. At the same time, viewers, listeners and users are increasingly becoming producers in their own right. They are consuming media and producing it at the same time. They share and comment, thereby becoming broadcasters themselves. Social media

such as Facebook, Twitter, Instagram and Snapchat are playing an important role in this process. Conventional media companies ceased to have a monopoly on content a long time ago.

At the same time, the media market is splitting up even further, with new radio and television broadcasters and online services constantly being added to the mix. As a result, the digital revolution is also calling into question the existing business models of public media companies.

Global players such as YouTube, Google, Amazon, Facebook, Apple and Microsoft are turning the new opportunities to their advantage. They are much more familiar with users’ habits than conventional media companies ever could be. With every click, users reveal something about their interests. Intelligent algorithms ensure that they will receive more and more customized content – and less of the rest.

Combating isolation, promoting openness and dialogue

Though this might seem advantageous, as a media company that is supposed to contribute towards the free shaping of opinion, we are committed to countering these principles. Because what’s happening here has nothing to do with the free shaping of opinion – at best, it’s the shaping of sentiments. Algorithms predict the information that is relevant for the user. So the content displayed is largely that which

conforms with previous usage patterns. Users therefore become very effectively isolated and kept away from information that conflicts with their previous behaviour. The study published in 2016 by the Gottlieb Duttweiler Institut (GDI, 2016) on the future of SRG in the digital ecosystem refers in this context to filter bubbles.

Promoting a respectful attitude towards privacy

SRG cannot and will not turn its back on these new opportunities. We too want to constantly improve our services and reach our public better on the Internet. However, we are doing this with respect for our users' privacy, in accordance with our mandate to serve society.

Promoting balanced journalism in a digital age

We are emphatically opposed to the use of data-driven business models solely to encourage users to consume more and generate profits. Not infrequently, this occurs under the guise of supposed quality journalism. Journalism must not be misused to optimize purely money-driven business. We will not relinquish the formation of opinions in Switzerland to algorithms. The digital era needs balanced journalism more than ever before.

Promoting a diversity of opinions, democracy and dialogue

In a media industry that is drifting apart, we want to act as a politically and financially independent hub that ensures a diver-

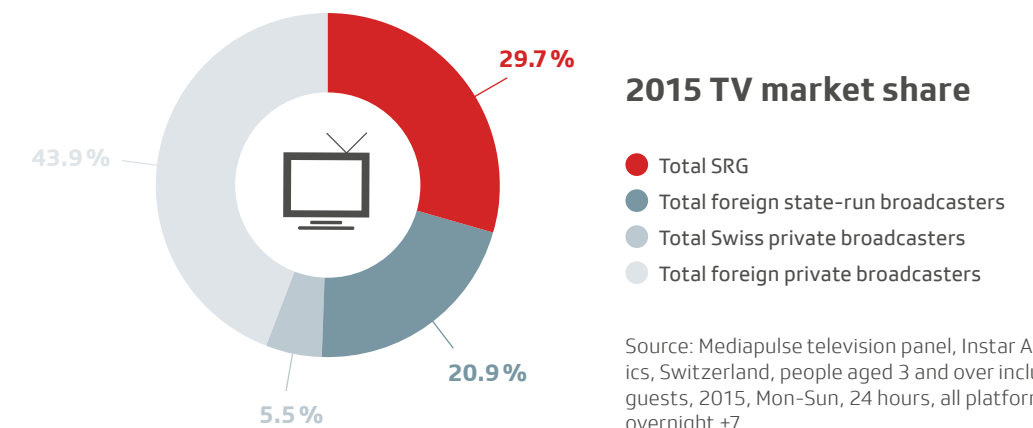
sity of opinions and a dialogue between interest groups. We guarantee that political discussion will remain democratic. This is one of the main reasons why the people in our productions are constantly discovering new and unexpected things. We believe that people like to see and hear new things – even things that do not match their algorithm-generated profiles.

3. What the public think

3.1 An everyday companion for the Swiss people

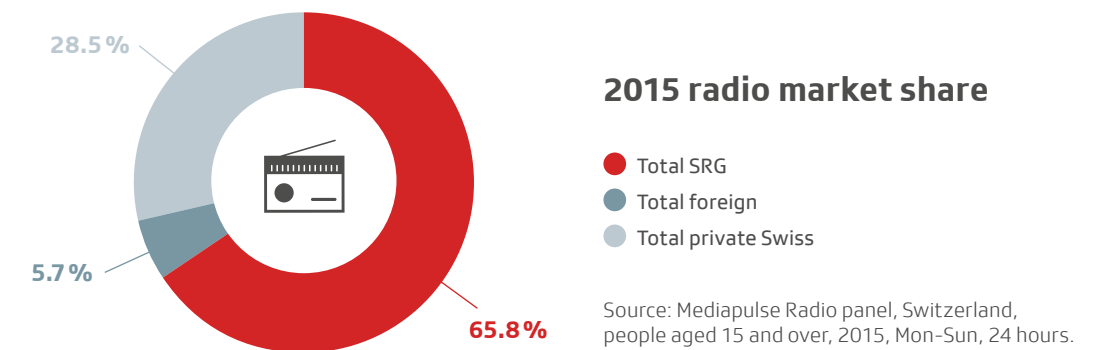
Each week, SRG's radio, television and online services reach over 94 per cent of the population. If you ask the Swiss about media they regularly use, 19 out of 20 people mention at least one SRG station (DemoScope, 2014).

Around 4.2 million people – 62 per cent of the population – listen to one of our radio stations every day (Mediapulse, 2015). SRG radio stations reach almost half of 15 to 24 year-olds (45.4 per cent). For TV, the market share of SRG stations throughout the entire day averages 29.7 per cent of all viewers; during the peak evening period between 6pm and 11pm, this figure



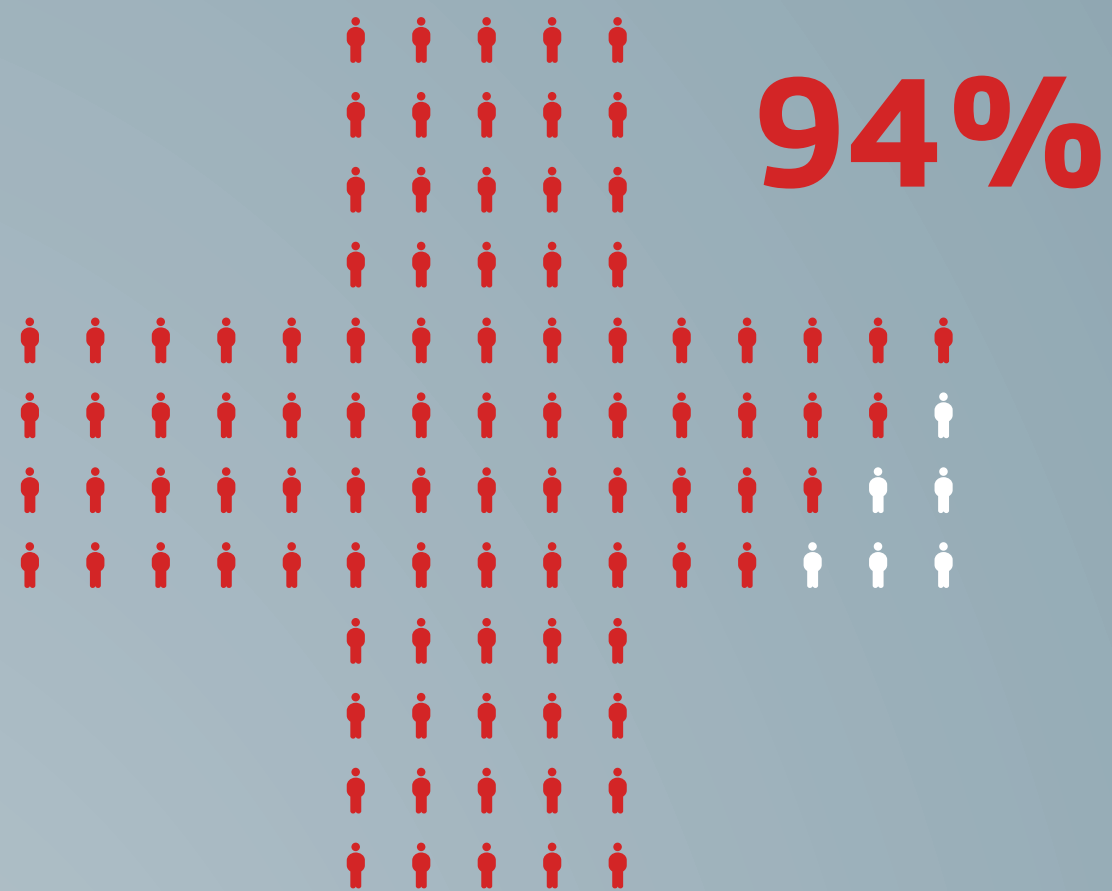
2015 TV market share

- Total SRG
- Total foreign state-run broadcasters
- Total Swiss private broadcasters
- Total foreign private broadcasters



2015 radio market share

- Total SRG
- Total foreign
- Total private Swiss



Coverage of SRG radio and TV stations

In 2015, SRG stations (radio and TV) reached 94 per cent of the Swiss population each week.
Source: Mediapulse AG, Analysis of infrequent and non-users of SRG TV and SRG radio, 2016.

rises to over a third (36.6 per cent). In total, SRG TV stations reach on average almost half (48 per cent) of the language-assimilated Swiss population (3,511,000 people).

In 2015, the websites of SRG stations recorded an average of 45 million visits per month (with 2.9 million unique users each month). On average, seven live streaming sessions or on-demand requests were initiated each second in 2015. This equates to over 15.5 million requests for SRG video content and 3.2 million requests for SRG radio content per month on the Internet (ComSore Digital Analytix, 2016).

The people of Switzerland live with our programmes every day. They keep themselves informed, laugh, share in the excitement, discover new things and have their thought processes stimulated. They come across us in towns and villages, and communicate with us via the radio, TV, telephone or Internet.

- **News:** The news broadcasts “Echo der Zeit”, “Le 12h30”, “Le Journal du matin”, “Radiogiornale”, “Tagesschau”, “10vor10”, “Le 19h30”, “Mise au point” and “Telegiornale” deal with national and international issues in an objective, in-depth manner.
- **Regional news:** The regional news programmes “Schweiz aktuell”, “Couleurs locales”, “Il Quotidiano”, “Cronache della Svizzera italiana”, “Voci del Grigioni ital-

iano” and “Telesguard” report on issues affecting people in German, French, Italian and Romansh-speaking Switzerland.

- **Talks, debates and magazines:** Formats such as “Samstagsrundschau”, “Der Club”, “Forum”, “Arena”, “Infrarouge”, “60 minuti”, “Democrazia Diretta” and “Controvers” inspire people with their fascinating and controversial debates. Magazine programmes such as “Kassensturz”, “A bon entendeur”, “Patti chiari”, “Reporter” and “Falò” explain, expose and sometimes even provoke. In parallel with radio and TV broadcasts, issues are also given appropriate space online.
- **Films, shows, series and documentaries:** Programmes such as “Persönlich”, “Via col venti”, “26 minutes”, “Cuntrasts”, “Storie”, “Der Bestatter”, “1 gegen 100”, “Happy Day”, “SRF bi de Lüt”, “Un air de famille” and “Le Kiosque à musiques” captivate and entertain the public. They bring people, values and issues from all language regions to the fore. They illustrate the cultural characteristics of our nation and help to promote mutual understanding.

3.2 Why we need series and entertainment shows

We want to have something good in our schedule for as many different interests as possible – entertainment forms part

of SRG's overall social mandate. And the public agree with us. In the representative study on SRG's image, 70 per cent of those questioned were in favour of having entertainment programmes in SRG schedules (Link, 2016).

Our in-house entertainment broadcasts and bought-in series differ from those of private suppliers – not so much in the “what”, but above all in the “how”. We treat the people in our programmes fairly and with respect. Well-made entertainment and fiction open up a new, perhaps unexpected view of the world. Particularly in this respect, well-made fiction can offer a lot – for example the series that are currently extremely successful and popular with our young audiences. Their success is no coincidence. They often address topical and highly relevant issues in an accessible and humorous manner.

When selecting formats and issues, we will in the future be guided even more closely by our fundamental journalistic approach. Quality and added social value will be our benchmark.

3.3. Live broadcasts – bringing Switzerland closer together

When SRG stations report on events, stories and destinies, millions watch and listen. Shared moments are an important cohesive element in multilingual Switzerland with its diverse cultures.

On 19 June 2016, over 2.2 million viewers in Switzerland cheered on the Swiss national football team as it battled to get into the last 16 of the European Championships. Over a million viewers followed the conclusion of the Swiss National Wrestling and Alpine Festival on 1 September 2013. They watched Matthias Sempach triumph over Christian Stucki – and then chuckled as Stucki affectionately kissed Sempach's head. An equally large number of viewers witnessed the Austrian Hannes Reichelt spoil the party at the Lauberhorn downhill ski race in Wengen on 18 January 2015, beating the Swiss contingent of Beat Feuz, Carlo Janka and Patrick Küng (Mediapulse).

We regularly broadcast around 25 different sports live, from ice hockey and show jumping through to wrestling. In Olympic years, this figure is significantly higher. Without SRG, there would currently be no Swiss platform for at least half of these sports. There would be very few opportunities, if any, to view them on Swiss stations. Many highlights of the sporting year would move to pay TV.

On the morning of 9 December 2015, over half of the Swiss viewing public tuned in to an SRG station to discover the results of the parliamentary elections. On 18 October 2015, around 1.7 million people in German-speaking Switzerland listened to coverage of the general election on Radio SRF 1. During the Zurich Film Festival, 627,000 listeners followed the live reports on Radio SRF 3 direct from Sechseläutenplatz each



Sources: SRF market and audience research, Mediapulse TV and radio panels, ComScore Analytix (app usage). Unless otherwise specified, the average figures relate to 2015 and the German-speaking population of Switzerland aged three and over (TV) or aged 15 and over (radio). The dimension for TV usage is “overnight +7” (live and deferred viewing within seven days of transmission).



day. On 15 October 2010, 42 per cent of the Italian-speaking population watched the historic breakthrough of the Gotthard Base Tunnel on RSI LA1. Each Saturday at 8.15pm, an average of 38 per cent of the French-speaking population watch the “26 minutes” programme on RTS Un, with over 117,000 following this comic review of the week on Facebook. Thanks to live-streaming technology, people in Romansh-speaking Switzerland have since 2015 been able to watch and listen to full coverage of political, sporting, cultural and social events.

Regardless of new digital opportunities, Swiss people still predominantly consume their media “live”. For example, in the first half of 2016, live TV accounted for 87 per cent of total usage time. We must not neglect conventional transmission paths, as that is where a large majority of our audience is still to be found.

However, on-demand TV usage is also increasing at breakneck speed in Switzerland. 12.8 per cent of viewing each day currently takes place “on demand”, and in households with smart TVs this figure is 22.1 percent; in the first six months of 2013 these figures were just 5.6 per cent of all households and 12.7 per cent of households with smart TVs. As a public media company, our mandate includes serving users independently of time and location. This is where the future lies – and we are committed to it.

4. What we are working towards

4.1 Purposefully investing funding in the future

Media are increasingly being consumed via laptops, smartphones and tablets. The availability of these devices increases the challenges we face. Users constantly expect new services, higher speeds and technical quality standards that are better than those of just a few years ago. Public media companies are having to adapt their structures to the new digital world and continuously enhance their digital platforms.

In conventional radio and television production and also in signal transmission, technology costs are falling as older equipment is being replaced by a modern, standardized infrastructure. At the same time, the costs for new Internet services are increasing. Technology costs are therefore remaining at a high yet stable level. In addition to the conventional linear dissemination of radio and TV, parallel new, online-based dissemination channels are emerging. SRG is mandated to reach all citizens; for this reason, there will be an overlap in dissemination technologies for a good while to come.

With an annual budget of 1.6 billion francs, we produce 17 radio stations and 7 television channels in four language regions. Three-quarters of our income currently comes from licence fees, and almost a quarter from commercial and other revenue such as the sale of programmes to other

radio and television broadcasters. This mixed financing model has two benefits: thanks to being largely funded via licence fees, SRG remains journalistically independent, while the commercial revenue reduces pressure on the level of the licence fee. Due to its high fixed costs, audiovisual production in a small market with four languages remains an expensive undertaking, even with digital technology. We are constantly adapting our organization and our procedures. We have already taken the first few steps. In 2016, for example, SRF brought together its online services under a single umbrella (“SRF Online”), so as to manage all its online projects in a one-stop shop. “SRF News Lab” produces news content especially for social media and mobile devices. At RTS, the “Cellule réseaux sociaux” governs the broadcaster’s social media strategy. RSI is undergoing a restructuring and consolidating its young talent in the “LAB DPN” project (digital audience proximity).

We use our resources economically. An expert report by the federal government concludes that SRG has suitable modern monitoring and control processes, and it uses its licence revenue carefully (OFCOM, 2016). Over recent years, we have cut our administrative and infrastructure costs by around twelve per cent, and channelled this money into programming. We want to pursue this path systematically. The Federal Council also targets this approach in the public service report it published in June 2016.

Return on investment. Licence fees and how they are used – a comparison of European public broadcasters

SRG produces radio and TV programmes in four languages with just one sixth of the licence fees available to ARD. ORF, ARD and the BBC produce output almost exclusively in a single language.

● TV stations
● Radio stations

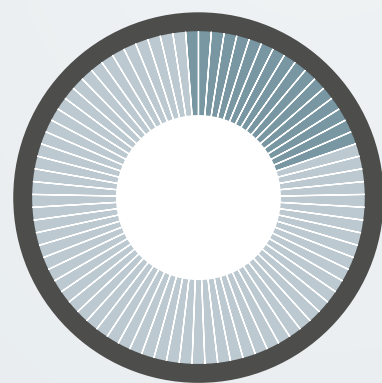
■ German
■ French
■ Italian
■ Romansh
■ No presenter
■ English
■ Scottish Gaelic
■ Welsh

SRG SSR

Licence fees in CHF/year: **1.2 billion**

Stations: **24** (7 TV and 17 radio)

Languages: German, French, Italian and Romansh



ARD^①

Licence fees in CHF/year: **7.1 billion**

Stations: **81** (17 TV and 64 radio)

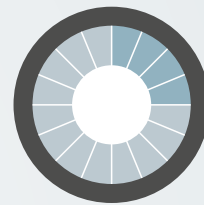
Languages: German

ORF

Licence fees in CHF/year: **0.7 billion**

Stations: **16** (4 TV and 12 radio)

Languages: German

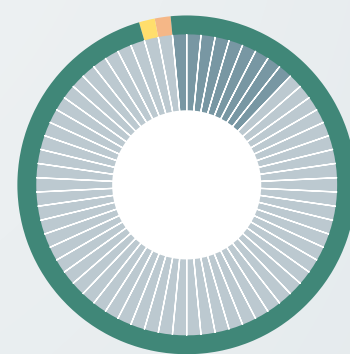


BBC

Licence fees in CHF/year: **5.6 billion**

Stations: **66** (9 TV and 57 radio)

Languages: English, Scottish Gaelic and Welsh



4.2 Focussing on a digital society

Digitization is revolutionizing society. Smartphones are our constant companions. Systems communicate intelligently with each other and process huge quantities of data faster and faster. New professions are constantly springing up, while at the same time we are seeing the disappearance of individual tasks and even entire professional groups.

Bodily metrics are being continuously measured, steps are being counted and locations tracked. Mere voice instructions and gestures are increasingly superseding physical commands.

In today's world, social media have become an integral part of our lives. "Likes" and "shares" decide the relevance of issues – and trends can change abruptly. In the digital world, waiting is an alien concept. This development that has taken us by storm is undeniably fascinating. But sometimes it also threatens to overwhelm us, since it is changing culture and society rapidly and irreversibly.

We want and need to keep pace with this acceleration. However, part of SRG's remit is to shape developments, critically question them and publicly debate them. Because even in the future, we want to assess the newsworthiness of events carefully and observe and contextualize global affairs with prudence.

4.3 Giving a face to our multicultural society

SRG's integration mandate is more relevant than ever – a quarter of the Swiss population do not possess Swiss passports. In view of the ongoing crisis in Syria and other countries, refugees will continue to head for our country. So SRG's integration efforts must not be restricted to merely depicting the diverse cultures in Switzerland. Our programmes should encourage people to get to know each other and thus improve their mutual understanding. Foreigners therefore have a fixed place in our programme schedules. SRF's new comedy format "Müslüm Television" shows that integration can be really rather colourful and amusing. Müslüm, a Berne comedian with Turkish roots, takes his audience on an action-packed tour of migrant life and, in so doing, delves deep into Swiss traditions.

Alongside the young urban population, people with a migrant background are a group we want to pay particular attention to in our programmes in future. This objective is also enshrined in SRG's corporate strategy.

4.4 Reaching a sophisticated young audience

Young people are growing up with new media, and are making significantly less use of public service broadcasting than older people. It is much harder for conven-

tional media to reach them than it is to reach their parents. We need to work at this, since the coming generations are our future. This also means that we need to be present with our services where our young audience is – on the Internet. This objective is also mentioned in the Federal Council's June 2016 report.

In all language regions, we are developing web-based video and radio services, promoting new talent and bringing together content from different channels and stations for young people. For example, at SRF the editorial teams for “Zambo”, “MySchool” and “SRF Virus” have since early 2016 been consolidated within the “Young Target Group” unit. In RTR's online format “Battaporta”, young editors discuss current issues with young people and publish content, primarily via Facebook, Instagram, YouTube, Snapchat and WhatsApp.

Web services are an important development area. In 2015, SRG stations launched a total of eight web series. In 2016, RTR embarked upon live streaming with the production of five events spanning sport, culture, politics and society. Ten transmissions per year are planned from 2017. Since October 2015, the Nouvo editorial team at RTS has been producing eight to ten current affairs videos per week, which are disseminated via Twitter and Facebook. And RTS programmes such as “26 minutes” are getting large audiences online and on social media. With “Cult+”,

RSI is offering young people a website that uses modern language, and this autumn RSI is also launching a new infotainment offering named “Spam”, which will be published on social networks. We will be pursuing this path systematically and with a maximum of openness since, for young people, tomorrow's media landscape will already be completely different to today's.

4.5 Dissolving traditional categories

In the digital media landscape, traditional terms such as radio and TV are becoming blurred. Today, television sets can easily be used to surf the Internet, and smartphones are also televisions and radios – amongst many other things. The same applies to classification by genre. The allegedly razor-sharp boundaries between information, entertainment, culture, education and sport are becoming much vaguer. What is decisive is the attractiveness and relevance of content. Affinity with a particular genre is taking a back seat. If we want to reach the public, we need to increasingly think with this new logic when developing programmes.

It is up to us to make this move towards the public, even if it means taking leave of familiar terms and categories. With this in mind, we welcome the Federal Council's intention to replace existing radio and television legislation with state-of-the-art media legislation.

5. Our ideas for the future

5.1 Focussing on the general public and society

We see SRG as an audiovisual service provider for the people of Switzerland. Together with the public, we are reviewing and enhancing our services. To this end, we are involving our users, listeners and viewers even more closely in journalistic processes – we are giving the public a voice and, wherever possible, making our broadcasts as interactive as possible.

Around-the-clock dialogue

On social media platforms such as Facebook, Google+, Twitter, Instagram and WhatsApp, we are talking to the general public around the clock. We are posting on YouTube and experimenting with platforms such as Snapchat and Periscope in order to discover what motivates and interests Switzerland. SRG stations currently have over 200 social media profiles on the Internet. Four or five times every minute, posts from SRF and RTS are commented on, liked or shared. Every other second, somebody visits rsi.ch or uses the RSI app. In Romansch-speaking Switzerland, RTR more than tripled the rate at which it communicates with the public between September 2015 and February 2016 (Quintly, 2016). Even more important are direct, personal on-site dialogues, for example during live productions, broadcasts with an audience, discussions with the public (for example “Hallo SRF”), or one of our numerous studio tours.

5.2 Ongoing learning and self-renewal

SRG's online services are increasingly being consumed via mobile devices. At the end of 2015, two out of every three accesses were from smartphones or tablets. SRG's 30 or so apps were downloaded over 1.3 million times last year (ComScore Digital Analytix, 2016). Young people in particular are consuming media from mobile devices: 60 per cent of 15 to 29-year-olds consider the smartphone to be an absolutely indispensable source of current news – more than the radio (17 per cent), daily newspapers (8 per cent), or television, at just 4 per cent (Link, 2016). In future, we will therefore be focusing even more closely on our basic principle of “mobile first”.

Developing apps is an ongoing process, which often calls for experimentation. The “RTS Lab” app, for example, involves users in the testing of innovative video clip layouts. In “Dans Ton Quiz” on Couleur 3, viewers can test their musical knowledge and play with presenters' voices and playlists. In 2016, a year of sporting events including the European Football Championships and the Olympic Games, RSI, RTS and SRF are launching new sport apps that give users up-to-date information on highlights.

Here in Switzerland, we want to be technological trailblazers. After the introduction of HD quality, matches at the European Football Championships were transmitted in four times as much detail (UHD/4K quali-

ty) for the first time. This enabled redistributors to conduct large-scale testing on the new technology. The platform that SRG supports for HbbTV interactive television (Hybrid broadcast broadband TV) will in future also be available to private channels. We are currently using HbbTV to test live subtitling technology for people with sensory disabilities.

From November 2016, we will be broadcasting all radio programmes using the new DAB+ digital standard, which enables up to twice as many programmes to be transmitted in even better quality. It will also be possible to receive most private radio stations with DAB+ for the first time. In south and south-east Switzerland, we are optimizing the bandwidth of our own radio programmes, thereby creating capacity for further private stations.

In RTS's "Labo numérique", web experts are working with editors to develop novel web services such as the "360 degree videos" and "virtual reality" projects. RTR is enabling reporters to submit their contributions even more directly and quickly via smartphone in video format using the "Mobile Reporting" service. As part of the "LAB DPN" project, digital natives from various departments within RSI are producing pilot Internet formats that are being published via YouTube and social media.

We need to continue systematically and transparently with the technological re-

organization as part of advancing digitization – together with private partners and tailored to fit in with the government's terms of reference. For SRG to restrict itself – either to just digital or just conventional channels – would be counter-productive. Some of the public would be excluded from our services, with generations and sections of the population being split by a media divide. SRG would no longer be able to fulfil its social mandate.

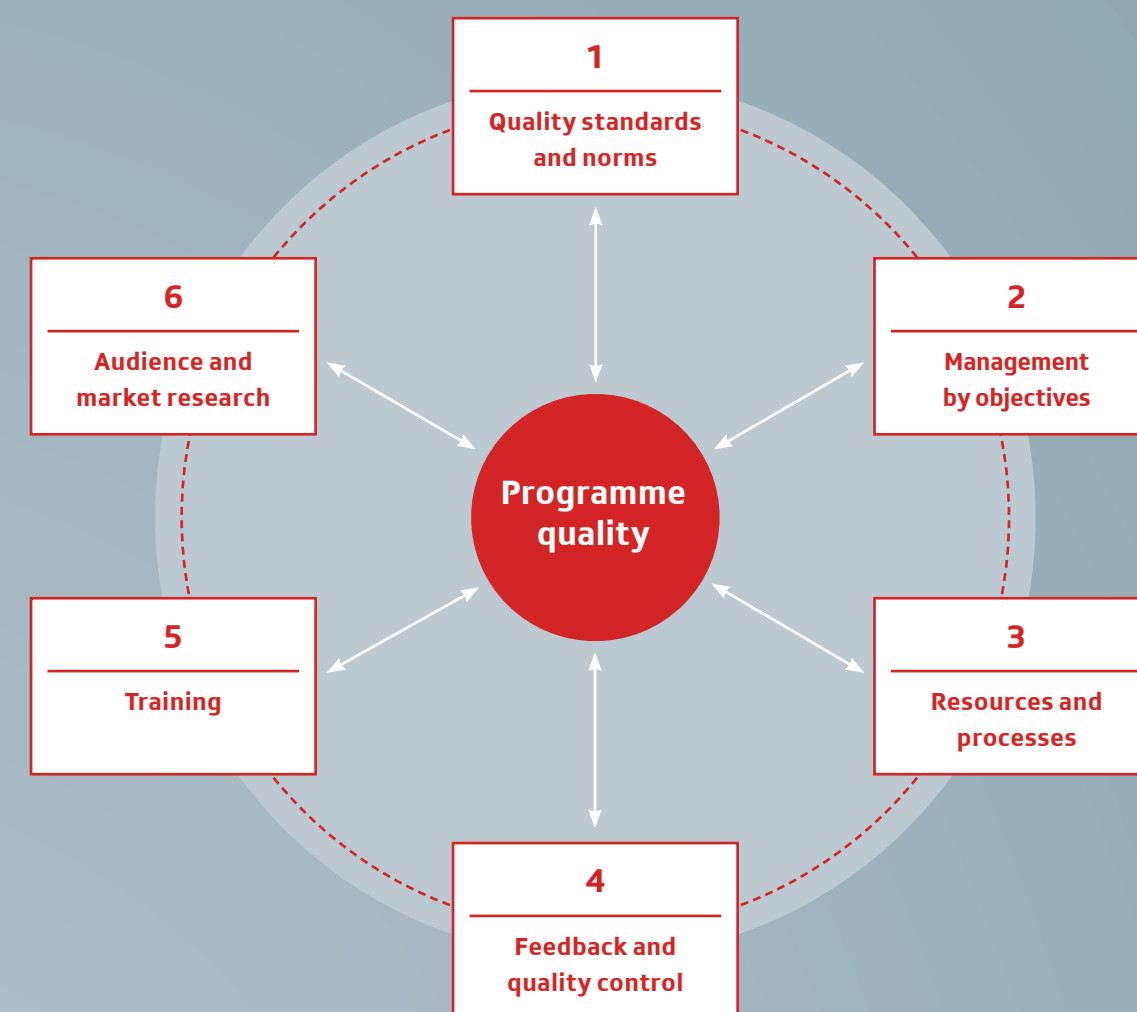
Technological development goes hand in hand with programming innovations: the latest additions include web-first series such as "Güsel" (SRF), "Bipèdes" (RTS) and "Arthur" (RSI). Numerous new formats have been launched on TV and on radio over recent months. SRG is also promoting innovation events with external guests, such as the "Hackathon" on the subject of migration that took place at RTS in Geneva in March 2016.

Within programme development, we are focusing even more closely on Swiss productions. In all these new developments, the standards for journalistic care, programme diversity and uniqueness will remain high.

5.3 Quality as a waymarker

Information is spreading around the globe faster and faster – increasingly unchecked. SRG's Corporate Principles, with their five central values – "credible", "independent",

The six pillars of programme quality



1 Key rules and standards are defined and can be referenced in manuals or guidelines.

2 Targets are defined, agreed and monitored for staff as well as for programmes.

3 Processes for recruitment and appointment are clearly defined.

4 Systematic feedback and quality checks exist. The findings are incorporated into editorial processes.

5 The training available includes solid education and training, individual training programmes and specific programmes for managers.

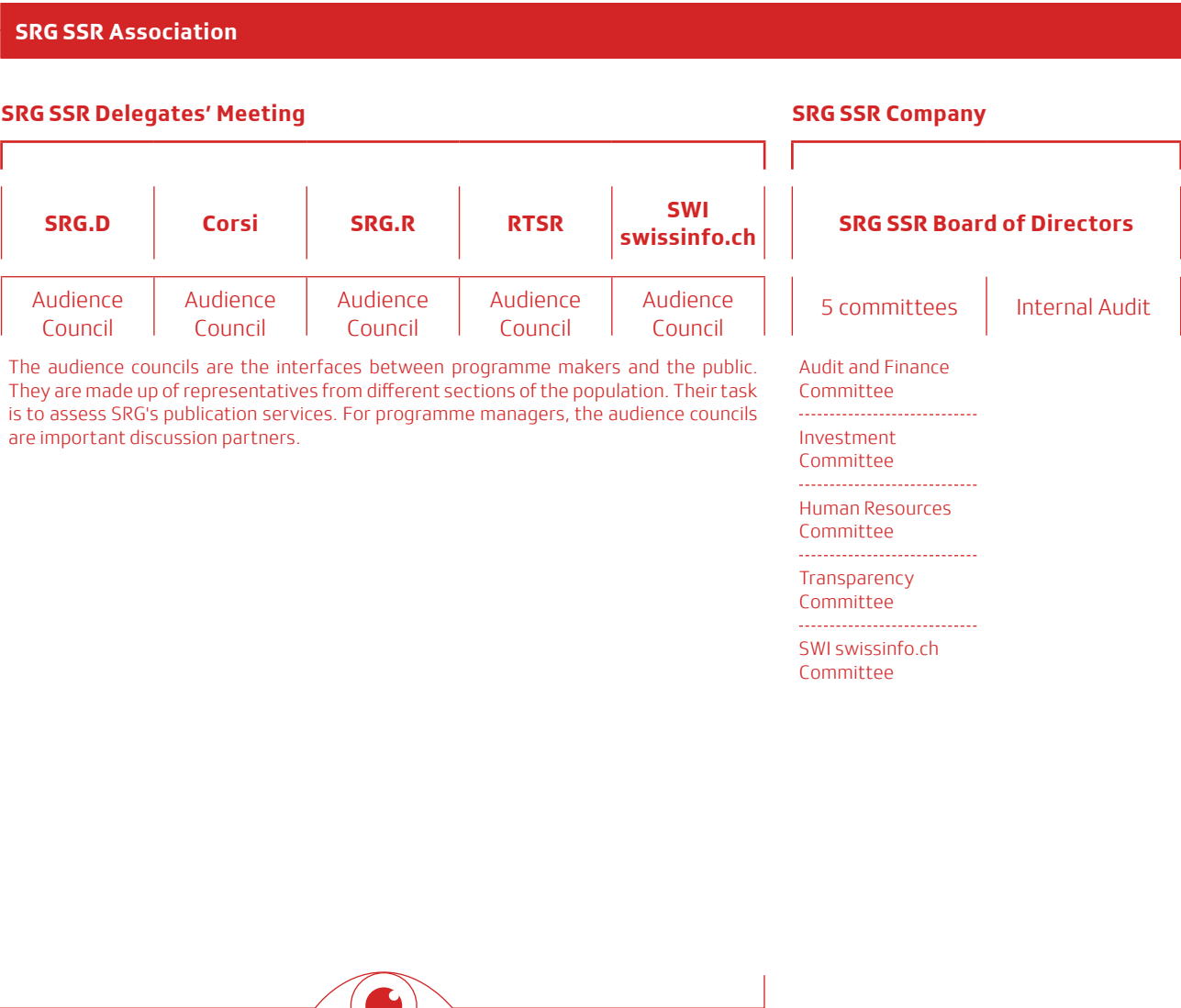
6 Records are kept of how large audiences are for particular offerings, and how these figures are arrived at. Feedback from surveys is passed to editorial teams so they can continuously improve their planning.

SRG’s internal and external supervisory bodies

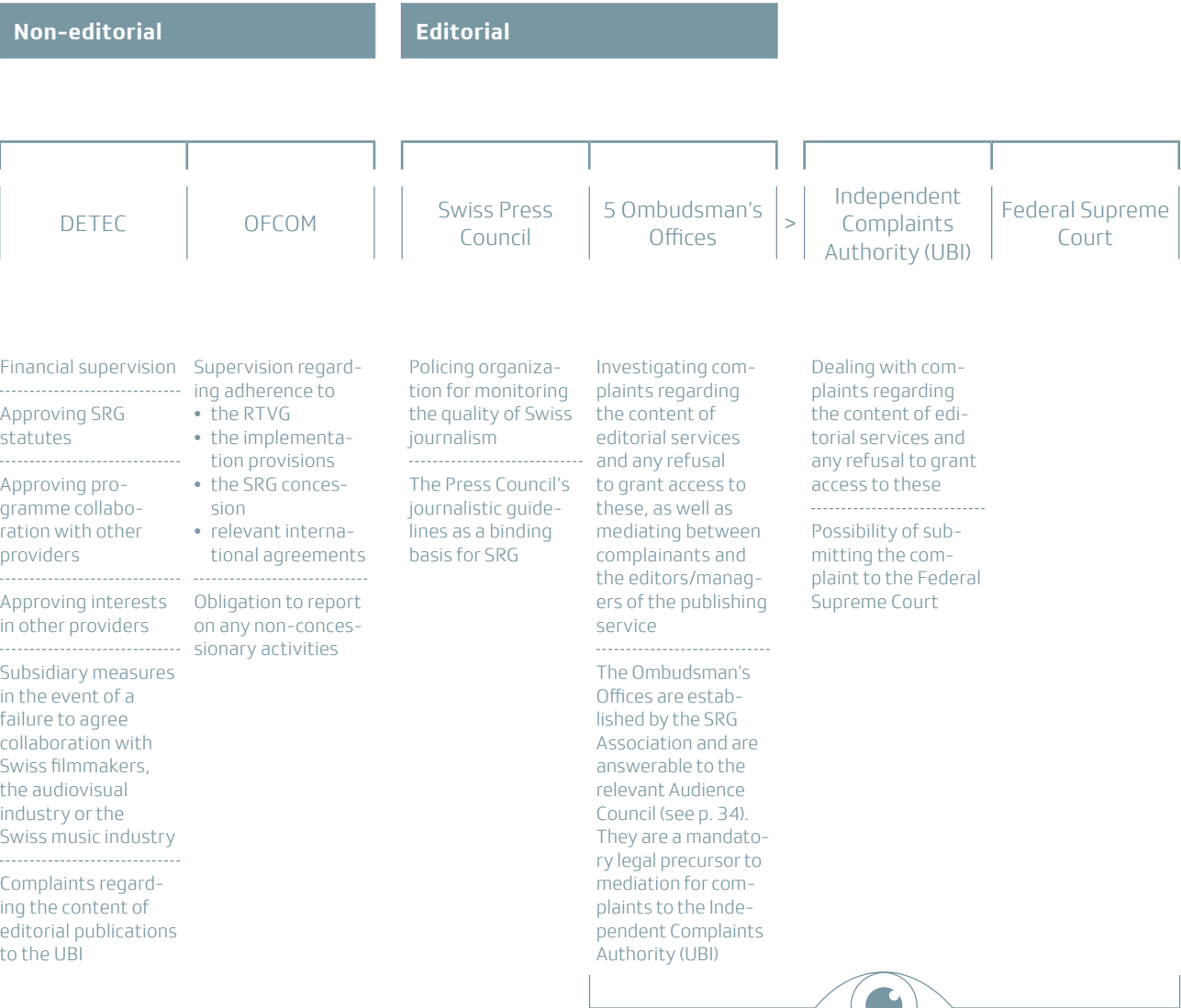
We are systematically supervised by many instances, and the public have opportunities to have their say, via internal monitoring bodies with access to the ownership structure or via external monitoring bodies such as the five SRG Ombudsman’s Offices and the Independent Complaints Authority (UBI).

SRG SSR supervision

Internal monitoring



External monitoring



“diverse”, “creative” and “fair” – set a counterpoint to this trend. Founded upon these guiding principles are its Programming Charter and journalistic guidelines, which act as a guide for the work of all SRG’s media representatives.

Quality as a process

Quality is not a state; it has to be constantly regenerated. SRG has developed tools to measure, control and monitor its programme quality. Staff suggestions and proposals help us to enhance quality management in practical terms. We maintain a close dialogue with colleagues from other countries and from the research community. And the public are also an important yardstick – the five Audience Councils monitor programmes critically and independently. The public’s opinion is sought even outside these councils, for example in group discussions on programme development.

There are also numerous external control bodies that oversee our work and make suggestions for improvements: OFCOM and DETEC check whether legal principles are being fulfilled. As a policing body, the Swiss Press Council supervises the quality of public radio and Swiss journalism. The five Ombudsman’s Offices mediate in the case of all complaints from the general public regarding SRG’s news, information and entertainment services. If someone is not satisfied, they can then submit a complaint to the Independent Complaints Authority (UBI), which will conduct legal proceedings.

The SRG annual report provides information on the efforts made regarding journalistic quality. In terms of quality management, we want to increasingly measure ourselves against others and report on the outcome.

5.4 Education and training as an investment in journalistic quality

Each year we invest around eight million francs in internal and external education and training for our employees. Internships enable young journalists to get a foot on the professional ladder. 60 to 70 interns undergo a 12 to 24-month trainee programme focussing on “on-the-job” journalistic training. Since 2010, this training has had a three-pronged approach. As well as regular internships, we also offer short-term internships lasting between one and six months, from which 250 young professionals benefited in 2015. In comparison, the number of apprentices at SRG is somewhat lower. This is because Switzerland has many apprenticeships for technical trades and support functions, but not for journalism or publishing activities.

A solid journalistic training is essential for Swiss journalism. For this reason, we support journalism courses in German-speaking and French-speaking Switzerland. SRG is a co-founder of the Lucerne-based Swiss School of Journalism (MAZ), which was founded in 1984. Via an annual

contribution to the MAZ Foundation, SRG is also supporting the training of prospective journalists financially. In western Switzerland, we offer short-term internships to prospective journalists from the “Académie du journalisme et des médias de l’Université de Neuchâtel” (AJM) and the “Centre de Formation au Journalisme et aux Médias” (CFJM). RSI maintains partnerships with cantonal and federal institutions and also with local publishers, for example to organize the “Corso di giornalismo della Svizzera italiana”.

5.5 Transparency and fairness

As the Swiss Broadcasting Corporation, we are accountable to our licence payers. We want to be more transparent than the law requires, and will continuously investigate where we can expand our transparency. For this reason, we publish our transmission costs each year. After SRF’s publication of its TV transmission costs last autumn, the TV broadcasters in French, Italian and Romansch-speaking Switzerland followed suit in May 2016. All regions report on their radio stations’ costs as well. SRG also publishes facts and figures on pay and its workforce each year.

SRG wants to be a good and fair employer. With around 6,100 employees equating to 5,000 full-time staff (excluding subsidiaries) it offers skilled jobs in all of Switzerland’s language regions in the fields of journalism, media production and support

(finance, human resources, communication, etc.).

Since 2013, SRG has participated in the government’s equal pay dialogue. The Logib tool is used to measure annual pay differences between men and women. According to this tool, women’s wages at SRG are 3.7 per cent lower than men’s. Compared to the Swiss economy as a whole, this is a good result (the government’s tolerance threshold is 5 per cent), but it is not enough. Together with our social partner the Swiss Syndicate of Media Professionals (SSM), we are taking steps to further reduce the difference.

With women accounting for 43 per cent of the workforce, the gender ratio at SRG is relatively balanced. For staff (including trainees) employed under the collective bargaining agreement (GAV), the proportion of women is 45 per cent, and for managers it is 27 per cent. We have set ourselves the goal of increasing the share of women in management to 30 per cent by 2020. 52.2 per cent of GAV employees work part time (managers: 14.5 per cent). To increase the number of part-time managers, we are encouraging part-time contracts for all new appointments.

5.6 Joint initiatives in the Swiss media

SRG is the only large media company in Switzerland that is not concentrated

around economically strong regions such as Zurich and Geneva. We are thereby setting a countertrend to the media concentration that is primarily apparent in the print industry. In 2001, 80 per cent of the press market in French-speaking Switzerland was run by western Swiss publishers that have since ceased to exist. The remaining private media companies Tamedia AG and Ringier AG control almost 80 per cent of the press market in French-speaking Switzerland and 60 per cent in German-speaking Switzerland (fög, 2015).

But the biggest competitors are not domestic media companies but rich media companies from neighbouring Germany, France and Italy – particularly in the case of television. Almost half of advertising income (45 per cent) ends up in the Swiss advertising slots of foreign channels (Swiss Advertising Statistics Foundation).

Google and Facebook have more users than all the websites of Swiss media companies together. The advertising power of these global players is continuing to increase. Only by joining forces will Swiss companies be able to put a stop to this trend. With strategic partnerships and shared advertising marketing, we can stem the flow of advertising money to other countries. For this reason, SRG has jointly founded the marketing company Admeira with Swisscom and Ringier. Admeira's services are available to all advertising clients, agencies and other advertising inventory suppliers.

5.7 More public-private partnerships

SRG has for many years cultivated a wide variety of partnerships, for example with the Swiss film and music industry, with festivals and archives, with cultural, sporting and sensory disability associations, with churches and the education system, with training establishments and research institutions, with network operators and technology partners, with performing rights societies, with 3+ for distribution via Sat-Access, with private radio stations for the changeover to DAB+ and with individual publishing companies.

Together with publishers, SRG also operates the Swiss Press Agency (SDA) and the Swiss Media Database (SMD).

We are actively seeking public-private partnerships that will benefit the Swiss media and advertising industry – at a regional, national and international level. The Federal Media Commission is backing SRG in this undertaking. In January 2016, SRG therefore published eleven proposals for cooperation:

- **Videos:** SRG will provide publishers with newsworthy videos, either on the publisher's Internet player, embedded in the publisher's website or for playback on SRG's video player.
- **Sport:** SRG is proposing joint ventures in the field of sport in order to gain common

experiences. These might involve Formula 1, athletics, indoor sports or tennis.

- **Training:** SRG is prepared to systematically open up its training programmes to journalists from private media companies.
- **HbbTV technology:** SRG has developed technology for interactive television – Hybrid Broadcast Broadband TV or SmartTV. It is now making this available to private television channels.
- **Swiss TXT:** SRG's technology subsidiary has a wealth of technological expertise, for example relating to video platforms and media hubs. Swiss TXT is also open to collaborative undertakings or even joint ventures.
- **Web player:** SRG is offering to distribute selected content to private broadcasters on its web player (Play SRG). This will increase their visibility, even though 20 million contributions are already accessed each month.
- **Shared apps:** SRG is proposing to private media companies, educational establishments and third parties that they jointly develop or enhance applications for mobile devices and collaborate on app content.
- **Swiss channel on YouTube:** SRG is proposing to private media companies that they jointly investigate the feasibility of

launching a multilingual “Swiss channel” on YouTube to showcase private productions as well.

- **DAB+:** SRG is making space for private radio stations to broadcast digitally (DAB+) in south and south-east Switzerland by reducing the bandwidth of its own channels and also reducing the sound quality slightly.
- **SRG news bulletins:** SRG is reiterating its offer to private radio stations that want to concentrate their resources in their own regions – in return for a small payment, they can broadcast up to 24 SRG news bulletins daily, in full and simultaneously.
- **Transregional windows for regional television:** As part of SRG's public-private partnership with “PresseTV”, NZZ, Basler Zeitung, Handelszeitung and Bilanz already broadcast programmes on SRF. SRG is now additionally opening up the channels SRF info, RTS deux (French-speaking Switzerland) and RSI LA 2 (Italian-speaking Switzerland) for suitable programmes by television channels with regional concessions if they wish to gain transregional visibility.

Greater collaboration between private and public media brings benefits on both sides. Digital technology calls for high investments, and joint ventures reduce the infrastructure costs for all partners. Cooperation between several media companies can also

lead to more efficient advertising marketing, since many advertising clients target their audiences across a variety of different media. Collaboration therefore also offers economic benefits. And finally, partnerships also provide a fresh journalistic impetus.

SRG is currently holding numerous talks and negotiations with associations and individual media companies. The first steps have already been taken. For example, RTS provided private radio broadcasters in French-speaking Switzerland with interview recordings during the 2016 European Football Championships. SRG is going to work together with Radio Südostschweiz to broadcast radio programmes in the Grisons DAB+ layer. And the west Switzerland regional television station “La Télé” is going to include live indoor sports coverage from SRG in its schedules free of charge.

Closing words

SRG is for everyone. We belong to the people of this country – it was they who created us almost ninety years ago. The balanced journalism in which we engage is needed today and in the future more than ever. We personify prudent, growth-critical journalism that delves into information, categorizes content and reveals backgrounds. We do not want to surrender opinion forming in this digital age to algorithms and filtered information from news platforms.

We want to build bridges that link multilingual, multicultural Switzerland. We represent cohesion in diversity. We bring diversity to the fore. With attractive formats, we promote and shape Swiss culture and instil identity. As a corporation funded by licence fees, we can, must and wish to serve all target groups without simply striving to achieve quotas or commercial success. In this way, we can also address the concerns of minorities and make ourselves accessible to people with visual and hearing disabilities.

We want to get closer to our audiences. We are in dialogue with our viewers, listeners and users, and communicate with them on social media platforms. To reach young people better, we want to listen more closely to what they think and need, and to what they have to say. And we want to develop more attractive online formats and have a more definite presence where our young audience is.

We want to use our funding even more efficiently and continue to play our part in shaping Switzerland’s media landscape. As a company with a digital core business, we are a front-runner when it comes to using new technology. For this reason, we are investing extensively in training our staff, and are entering into new, mutually beneficial partnerships with other businesses. We are using the opportunities presented by digitization for our public and for everyone in our country.

These are the values by which we stand. This is our pledge.

Bibliography

A comparison between broadcasters: ORF (<http://der.orf.at/unternehmen/der-orf100.html>), ARD (<http://programm.ard.de/tv>; http://www.ard.de/home/radio/ARD_Radios_im_Ueberblick/109996/index.html), BBC (BBC Annual Report and Accounts 2015/16)

BBC (2013), Public and private broadcasting across the world. BBC, London

comScore Digital Analytix (2016), Web Analytics Tool for SRG Multimedia Offer. SRG, Berne

DemoScope (2014), Relevant Set Study. Internal study commissioned by SRG, Berne

EBU Media Intelligence Service (2016), PSM Correlations, Links between public service media and societal well-being. EBU, Geneva

eMarketer U.S. Ad Spending Estimates, State of the News Media 2016, PEW Research Center, <http://www.journalism.org/2016/06/15/digital-news-revenue-fact-sheet>

Federal Media Commission (2015) Public-service media in Switzerland, Discussion papers and structural proposals, http://www.emek.admin.ch/fileadmin/dateien/dokumentation/Service_public_11.12.15/D_EMEK_Beitrag_zum_Service_public_2015-Dez.pdf, dated 30 June 2016

Federal Office of Communications (OFCOM 2016), SRG Federal Performance Audit, <https://www.news.admin.ch/message/index.html?lang=en&msg-id=62093>. Commissioned by the Federal Department of the Environment, Transport, Energy and Communications (DETEC), Berne

Fretwurst, Benjamin; Fischer, Siri; Frey, Tobias; Friemel, Thomas; Bonfadelli, Heinz (2015), Nutzung und Bewertung der Schweizer Radio- und TV-Programme. IPMZ – Institute of Mass Communication and Media Research, University of Zurich, commissioned by the Federal Office of Communications (OFCOM), Biel/Bienne

Frick, Karin; Samochowiec, Jakub; Gürtler, Detlef (2016), Öffentlichkeit 4.0 – Die Zukunft der SRG im digitalen Ökosystem, Gottlieb Duttweiler Institute (GDI), commissioned by SRG, Berne

Grubenmann, Stephanie; Russ-Mohl, Stephan (2015), Zusammenarbeit statt Konkurrenz. Kooperationsmöglichkeiten zwischen der SRG SSR und privaten Medienunternehmen in der Schweiz. Study by the Università della Svizzera italiana on behalf of the Swiss Media Association (VSM), http://www.schweizermedien.ch/getattachment/Artikel/Medienmitteilung/Private-Medienunternehmen-und-SRG-Zusammenarbeit-ist-moglich/160422_Studie_ZusammenarbeitstattKonkurrenz.pdf.aspx, date: 30 June 2016

Ideli, Mustafa; Bonfadelli, Heinz (2014), SRF Migration Study. Internal publication. IPMZ – Institute of Mass Communication and Media Research, University of Zurich, commissioned by SRF, Zurich

Link Institut (2016), Study on the image of SRG. Internal publication commissioned by SRG, Berne

Link Institut (2016), Study on news, commissioned by SRF Zurich

McKinsey (2015), Global Media Report 2015. McKinsey & Company, London

McKinsey (1999), Public Service Broadcasters around the World. McKinsey & Company, London
Mediapulse AG (2016), Analysis of infrequent and non-users of SRG TV and SRG radio. Internal study commissioned by SRG, Berne

Mediapulse AG, Television Panel: Basis: Switzerland or (when specified) German, French or Italian-speaking Switzerland, people aged three and over including guests (or as specified), all platforms, dimension: Live, overnight or overnight +7

Mediapulse AG, Radio Panel: Basis: Switzerland or (when specified) German, French or Italian-speaking Switzerland, people aged 15 and over (or as specified)

Mediapulse AG, Wemf, SRG (2016), Time Use Study, Mediapulse AG, Wemf, SRG, Berne

Net-Metrix (2016), NET-Audit, <http://www.net-metrix.ch/>, date: 30 June 2016

Net-Metrix (2016), NET-Profile, <http://www.net-metrix.ch/>, date: 30 June 2016

Publicom (2015), Analysis of SRG SSR radio programmes 2014 (German-speaking Switzerland), commissioned by OFCOM, Biel/Bienne

Puppis, Manuel; Schweizer, Corinne (2012), Service public im internationalen Vergleich. Federal Office of Communications (OFCOM), Biel/Bienne

Quintly (2016), Social Media Analytics Tool, SRG, Berne

Research Institute for the Public Sphere and Society (fög), University of Zurich (2015), Qualität der Medien – Jahrbuch 2015, University of Zurich

SRG (2015), Annual Report, <http://gb.srgssr.ch/de/2015/>, date: 30 June 2016, SRG, Berne

Swiss Foundation for Advertising Statistics, <http://www.werbestatistik.ch>

University of St Gallen, Center for Leadership and Values in Society (CLVS-HSG, 2016), Public Value Atlas, <http://www.gemeinwohl.ch/en/>, date: 30 June 2016, HSG St Gallen

Photo credits: Page 2: Freshfocus, Massimo Pedrazzini (www.pardo.ch), RTS/Laurent Bleuze, RTS/Philippe Christin, SRG/Christian Baeriswyl
Page 43: SRF/Roger Reist, SRF/Ueli Christoffel, SRG/Pablo Faccinetto, RTS/Marie-Dominique Schenk, SRF/Oscar Alessio

Published by
SRG SSR, Corporate Communications, Berne
srgssr.ch, info@srgssr.ch

Publication date
September 2016



