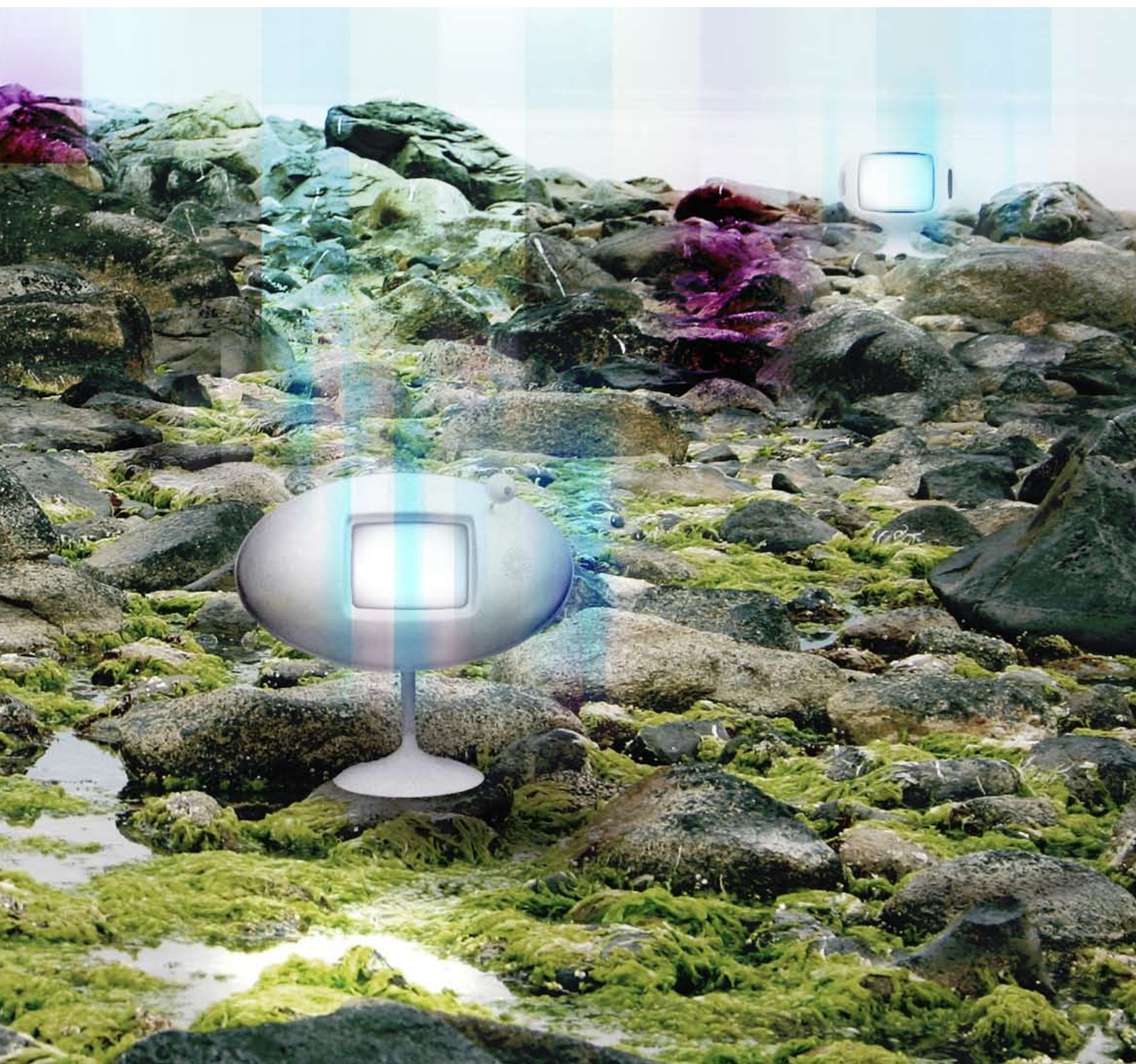


MORE OUT OF JOINT EFFORTS



Stronger public service in the Nordic countries

NORDIVISION



0/ FOREWORD

In 1969 the then head of the NRK Children & Youth Department, Lauritz Johnson, asked me to attend an NV meeting in Copenhagen. That was back in the days when the big bosses wanted a few younger employees to spice up the meetings. The meeting took place at the new DR TV Centre. And there would have been quite enough spice without me.

We had a lovely Danish lunch with special strength lager and schnapps. After lunch there were screenings in the new TV-Byen Kino. The lights went down and soon heads began to nod. Most of the bosses slept through the screening. But whenever the lights went on they woke up and said "We'll take it!"

Much has changed at Nordvision since then. In a media world under extremely rapid transformation, public service broadcasters are coming under pressure: the smaller the nation and language, the greater the challenge. The Nordic countries have many similar issues and cultural references; we need each other more than ever, but we need each other to be effective, not merely in continuation of established tradition.

The think tank is an attempt to find new ways of working together, hone what works, assess whether there are other types of partnership where the results of traditional Nordvision cooperation do not yield great numbers, and to get the bosses to take decisions and give some indication of what they want.

I am pleased I got the job of leading the work of the think tank as the last of my duties before concluding my efforts at Nordvision. Strengthening and rationalizing the partnership is the best way of securing Nordvision for the future.

I wish you all good luck!

Kalle Fürst

Head of Children & Youth Programmes at NRK, Chair of the Think Tank

1/ INTRODUCTION

At its best the Nordvision partnership is result-oriented, unbureaucratic, and driven by personal commitment. At its worst it is difficult, lacks links to national programme strategies and to viewer needs.

In spring 2007 five commissioners and ten producers from NV broadcasters met for a think-tank conference in Copenhagen. The aim was to come up with ways of improving cooperation in Nordic television and media. At the meeting there was thought-provoking agreement on the strengths, weakness and future needs of the Nordic partnership (see appendix 1).

At the Nordvision Meeting (the meeting of the Nordic television and media directors) at Gothenburg in June 2007 the Nordvision Secretariat was given a mandate to develop a new vision, goals and action plan for the Nordvision partnership. This report is the result of that work.

Over the last six months employees from all the broadcasters have been discussing the future of Nordvision. The ideas and concrete proposals received for improving the partnership have been collated and included in this report. Thank you to everybody who contributed!

The report should be regarded as a catalogue of ideas to inspire our efforts over the next couple of years as we develop the Nordvision partnership: a partnership that is at its best when concrete results are generated. Hence many of the suggestions are very specific. Some of them will be for the Nordvision Meeting to take on; others will be for the programme groups, commissioners, programme group spokespersons or the Nordvision Secretariat to put into practice, individually or working together.

There are several fundamental challenges within the partnership which cannot be resolved via decisions but through which we must navigate as we continue our work:

- _ The relationship between national sovereignty and Nordic joint focus
- _ The need for increased controls and the benefits of the decentralized structure
- _ The (different) interests of the producers and commissioners

There are also ways of taking our cooperation even farther than we have chosen to do in this report: more systematized efforts in purchasing, sales and a joint production company, for example. History has taught us that this kind of cooperation is not easy. The challenge facing anybody participating in the Nordvision partnership is that we must be prepared at all times to tailor our cooperation according to the needs that arise. This report focuses on strengthening the flexibility and preparedness for change in the organization of today. "Unless we stick together each of us will soon be stuck up a tree" in the words of the former DG for NRK, John Bernander, at the Nordic DG Meeting in Copenhagen in January 2007.

In my view his words provide a fine opening to Nordic television and media cooperation over the next few years.

We have attached and collated the proposals on which we would like the Nordic television and media directors to take a view.

Henrik Hartmann
Secretary General, Nordvision
15 November 2007

2/ NORDVISION COOPERATION - CURRENT STATUS

The results of Nordvision cooperation are impressive in many ways: almost 3000 hours of Nordic public service television a year speaks for itself! The partnership generates overall economic added value for all Nordvision broadcasters of at least DKK 250 million a year (see appendix 4) before each broadcaster's own contribution is deducted. In addition there is considerable knowledge sharing and valuable strategic cooperation.

Recent years have also seen the noticeable modernization of the Nordvision partnership by way of a new, improved database and website. More commissioners are now involved in the partnership, and we will hopefully soon see a digitized system for transferring television programmes etc.

Yet Nordvision cooperation is in a dilemma: in terms of hours (volume) it is better than ever, but quite a few programmes lack relevance or quality.

The Nordic partnership was originally motivated by the needs of producers for more, cheaper content. Today practically every Nordvision broadcaster has commissioner-driven programme commissioning, and so the commissioning organizations are equally interested in ensuring that the partnership develops in the right direction. The Achilles heel of the Nordic partnership is that national priorities always come first. Improved coordination is desirable but complete synchronization at the strategic level is unrealistic. Nordvision must - as always - rely on dedication on the part of producers and commissioners. Making visible and appreciating their efforts is thus more important than ever, internally within broadcasters and within the Nordic context.

One way of appreciating our cooperation is naturally by creating the best, most transparent framework to enable the implementation of co-production projects and exchanges. The partnership will only be assured the best conditions for survival if commitment to Nordic cooperation starts at executive level.

WHY CHANGES NOW?

The Nordvision partners (broadcasters) all currently face the same challenges: more public service content must be produced on more platforms without increases in the license fee. Competition from international commercial media producers and broadcasters is getting tougher. They already view the Nordic countries as a common market and are deliberately working on purchasing and concept development with this in mind.

In the last few years the Nordvision broadcasters have introduced commissioning systems and in general undergone considerable centralization. These changes have not had major consequences as regards the way Nordic television and media cooperation has been organized.

Internally the Nordvision broadcasters are working actively on these challenges. However, as regards the Nordic partnership the Nordvision broadcasters have adopted a laid-back, casual attitude: "things are going pretty well, really".

The conclusions of this report are that there is a potential for change which might mean that we could get more out of joint efforts and develop a valuable resource in times when the Nordvision broadcasters are under constant pressure from many angles.

3/ THE NEED FOR NORDVISION IN FUTURE

After discussions by the think tank and the programme groups the need of Nordvision broadcasters for the Nordic television and media partnership in future may be summarized thus:

- 1_ Increased volume
- 2_ Greater programme quality and relevance
- 3_ Greater cooperative efficiency and drive
- 4_ Clearer goals, vision and commitment to the partnership

These needs all involve making better use of the partnership: 1 and 2 involve the results and products the partnership generates, and 3 and 4 involve the conditions necessary for the generation of these results. We now review the central requirements, analyze the current state of affairs, and provide specific suggestions as to how we think the partnership may be reinforced in these areas.

Suggestions for adoption at the Nordvision Meeting are summarized in an attachment.

3.1/ INCREASED VOLUME

The annual yield of co productions and programme exchanges is reflected by the average of 1,5 hours a day of Nordic public service television shown by each Nordvision broadcaster. In the last decade Nordvision volume has doubled. This is no coincidence. The efforts made by Nordvision broadcasters in niche channels and web-sites means that greater benefits from the partnership are one of the most important future requirements.

PROGRAMME EXCHANGES

Programme exchanges are one of the most powerful cards of the Nordvision partnership. The yield from the recurrent triennial factual programme screenings is really great, and the degree to which programmes are utilized is high. But it appears that even more will be needed in future. Concomitant with increased need for content and general savings by Nordvision broadcasters, it would also appear that the status of "free Nordic programmes" is growing.

There would appear to be development potential in several areas not exploited today or which are not necessarily exchanged via the factual programme screenings. Apart from the factual programme screenings, for example, only the educational programme group now arranges regular free screenings. Greater awareness and organization regarding the identification of programmes and making them available to the Nordvision partnership would create a greater range of free programmes on offer.

The factual programme screeners say they almost always reject programmes for which rights must be paid even though the limit for free exchanges was raised to DKK 12000. We may therefore conclude that the Nordvision broadcasters probably lose quite a few "tasty morsels"/exchange programmes for this reason. There is a lack of awareness among employees and executives in Nordvision broadcaster production units as to the overall need of broadcasters for exchange programmes.

Moreover, production unit budgets are often so tight that they can't afford to clear the Nordic rights. There is a general dilemma here in that the production units have to pay for a gain that is credited to somebody else's/the commissioning organization's account if Nordic rights are acquired. Another issue is that the Nordvision broadcasters do not automatically secure the Nordic rights to external productions.

On-demand rights are usually secured for most programmes nationally, but seldom for distribution to other Nordic countries. This goes for exchange programmes and co-productions alike. With rights cleared for multi-platform use exchanged and co-produced Nordic programmes could be exploited more effectively. This would however require agreement by the Nordvision broadcasters on prioritizing these issues and finding a financial model for the costs such extra rights acquisitions would incur.

NEW DIGITAL PROCEDURES

The new digitized distribution system of the Nordvision partnership will provide the conditions for increasing and optimizing programme exchange by allowing more interested parties access virtual screenings. This will however require greater readiness on the part of Nordvision broadcasters to bid for and download programmes, and for a clear division of responsibilities. To ensure good utilization of the new digital system a broad user group must have access to digital screenings. Factual programme screeners will play an important part in this by developing the screening scheme, optimizing work procedures and drawing up a joint content marking scheme.

JOINT FORMAT DEVELOPMENT

The children's group set up a work group to develop volume formats.- the group has also developed the Amigo format together. Forms of cooperation like this with small workgroups with specific goals for developing more, cheaper public service formats could also be relevant to other programme areas.

DIGITAL SHARING CULTURE AND ARCHIVE EXCHANGES

We should promote a digital sharing culture within Nordvision, with each Nordvision broadcaster gaining access to greater volumes of content. This goes for the production of new content, where pools of special content for sharing must be ensured at the planning stage. It also applies to increased archive cooperation, where there is great potential for the exploitation of entire programmes and cuts if only we can resolve some of the many rights issues associated with this material.

WEB EXCHANGES

There is little experience of web content, web modules and games exchange. What there is has been favourable but such exchanges can be exploited further. Some technical issues need to be sorted out and web commissioners from KINKS will be vital in drawing up standards for facilitating these exchanges, as well as sharing content strategies and broadcaster priorities with each other and with the programme groups.

Volume – what can be done? Who is responsible?

To create the conditions for increased volume:

NORDVISION BROADCASTERS TOGETHER (NORDVISION MEETING) SHOULD

- _ Commit to making as many programmes as possible available for exchange and ensuring that they can always exchange their best programmes
- _ Actively seek to deal with Nordic rights issues and on-demand rights issues
- _ Ensure “first option” to purchase programmes and content from the Nordic broadcasters

NORDVISION BROADCASTERS NATIONALLY SHOULD

- _ Prepare and adapt programme exchange within their organizations for the digital distribution system.

THE PROGRAMME GROUPS SHOULD

- _ Introduce screenings or set up systems for exchanging programmes for all relevant programme groups and news divisions.
- _ Discuss the possibility of working on format development, production volume and “digital sharing culture”

FACTUAL PROGRAMME SCREENERS SHOULD

- _ work continually to optimize exchanges, including the preparation of success criteria, annual assessments of the results of exchanges, and electing a spokesman for the group.

KINKS SHOULD

- _ Draw up standards for exchanging web modules/games, and ensure that Nordvision broadcaster web strategies and priorities are accessible on the NVS website.

NGF SHOULD

- _ Agree on a standard formula ensuring Nordic rights in connection with Nordvision broadcaster contracts with external production companies.

NVS SHOULD

- _ Prepare an information campaign on the importance of ensuring that as far as possible, programmes produced in-house should be capable of exchange on the greatest number of platforms

PLUS

- _ The potential for increased archive exchange should be examined with a view to rights issues and how it could be achieved in practice.

3.2/ GREATER PROGRAMME QUALITY AND RELEVANCE

The greatest challenge to the Nordvision partners is to improve the quality and relevance of the programme partnership. Programme groups, commissioners and heads of television all want such high quality that more and more often co-productions will only appear in prime time.

SYSTEMATIC IDEA DEVELOPMENT

More original ideas are required for creating prime-time potential in programmes. This will require more systematic, continuous idea and programme development at and beyond programme group meetings, as well as deliberate efforts to develop methods and to innovate, in cooperation with Nordvision broadcaster developmental units and external producers, for example. Workshops for producers can be set up to create networks for new generations of Nordvision, these workshops will need clear frameworks and mandates from unit managers and commissioners.

To set this in train and to follow up on these wishes, the relevant managers and the programme group spokespersons should make themselves heard more. Producers should be better prepared for programme group meetings, with pitches and programme proposals capable of competing with the external proposals commissioners receive every day.

The programme groups should also allow time for continual assessments, post-mortems of completed co-productions, and discussions on the meaning of quality; the results should be apparent from the success criteria adopted by the groups.

We must banish the idea that the Nordvision partnership is restricted to in-house producers. We must discuss how idea development and co-production with these producers can be made more systematical.

COMMISSIONER PARTICIPATION AND PROGRAMME STRATEGY ACCESSIBILITY

To strengthen quality and relevance it is vital for commissioners to explain their programme strategies to the producers. Commissioners must therefore be encouraged/motivated to work with Nordvision. Commissioner attendance at programme group meetings today is far too haphazard. Experience shows that the commissioners say they benefit considerably from meeting each other and from the programme group meetings.

If programme development is to be strengthened the Nordvision broadcaster programme strategies must be accessible at genre level to Nordic producers. Commissioner strategies and priorities must be communicated to Nordic producers in such a way that ensures that idea development may take place within realistic frameworks.

To ensure good co-production proposals the programme group spokespersons and commissioners are very important to the future of the partnership. They should therefore be given greater responsibility and influence when it comes to ensuring that Nordvision develops in the right direction.

GREATER JOINT EFFORTS

Why is it not the Nordvision broadcasters who have got together to make the ultimate science documentary series on climate change; a joint Nordic Christmas advent calendar series; or a large-scale children's drama series? Together we have the potential to create something major and unique. A clear wish expressed by think tank participants was that it should be clearer to the programme groups that the Nordic media and television directors want Nordic cooperation. They could, for example, commit to an annual major joint effort.

NORDVISION FUND

This is the greatest motivating factor in the partnership, and Nordvision's strongest muscle. Neither research and development funds nor production support are used especially strategically today in connection with new media or any joint major efforts, for example. The Nordvision Fund could be an important tool for strengthening cooperation if there was a desire for coordination and joint debate on quality within the fund.

SPECIAL DEVELOPMENT AREAS

There are areas with considerable potential for cooperation which depend on "venture capital" to ensure long-

term work on innovation and idea development. Two examples are provided by the web and youth areas, which coincide to a certain extent. To strengthen these areas agreement/a declaration is required from the executive.

Quality – what can be done? Who is responsible?

To create the preconditions for improved quality and relevance:

NORDVISION BROADCASTERS TOGETHER (NORDVISION MEETING) SHOULD

- _ Initiate an investigation into the Nordvision Fund to ensure its future as a strategic tool for the partnership; including an investigation to whether it is possible to allocate an annual amount from national funds for a joint Nordic effort.

NORDVISION BROADCASTERS NATIONALLY SHOULD

- _ Ensure good commissioner participation at programme group meetings.
- _ Ensure systematic and continual programme development prior to the meetings. Responsibility lies with the national unit executives and heads of programmes.

THE PROGRAMME GROUP SPOKESPERSONS SHOULD

- _ Ensure systematic and continual programme development in the groups.

COMMISSIONERS SHOULD

- _ Make their own strategies and priorities apparent and actively seek out joint areas of interest and themes for co-productions with their Nordic colleagues.

NVS SHOULD

- _ Start a closed Nordic website like www.bbc.co.uk/commissioning where commissioner strategies are accessible.

PLUS

- _ A study should be made to identify the best ways of activating external production companies in relation to the Nordvision partnership
- _ Follow up and prioritize special development areas

3.3/ GREATER EFFICIENCY AND DRIVE IN NORDVISION

One of the greatest threats to commitment to Nordvision is if projects grind to a halt or are stopped too late. Complaints about Nordvision recurrently feature key words such as lack of tempo, mandate and commitment. These are naturally part of the fundamental problems involved in working across national boundaries, but the Nordvision partnership could be much more efficient and energetic, and organized more appropriately.

There are strategies in many areas for broadcaster professionalization. But we are not aware of any strategies for Nordic cooperation at any of the broadcasters. They should be developed and used by the Nordvision Meeting as instruments for managing this cooperation.

The “powerful” decentralized structure of the Nordvision partnership with personal commitment and productive programme groups focusing on good ideas is one of the most important strengths of Nordvision. But this structure is also its weak point: it is hard to lead the partnership in a common direction. We need to find the right governing organ capable of balancing the need for controls and the need to preserve the commitment-based decentralized structure.

THE NORDVISION MEETING AND THE MOST IMPORTANT PLAYERS WITHIN NORDVISION

“The Nordvision Meeting is responsible for ensuring that Nordvision is stimulated and developed”, our articles state. It can be a long way from Nordvision Meeting to the actual co-productions and concrete challenges inherent in getting the partnership to work better.

The obvious answer is to forge closer contacts between the Nordvision Meeting and representatives of the most important driving forces in Nordvision: the programme groups, the factual programme screeners and commissioners, in order to develop the partnership. The movers and shakers of Nordvision should be given a more central placing.

One way of doing so would be to set up a more operational interdisciplinary steering group reflecting the structure of the partnership and working to strengthen Nordvision and advise the Nordvision Meeting on practical matters. Such a group might consist of the spokespersons from the Nordvision programme and professional groups, selected commissioners/planning officers (referred to below as commissioner contacts), and the presidium. They would meet twice a year; ordinary presidium meetings would be abolished and the group would refer to the Nordvision Meeting.

Against this background the most important function of the Nordvision Meeting would be to decide on overall goals and ways of cooperating; and television and media directors might consider whether they should meet once a year instead of twice.

COMMISSIONER CONTACTS

A Nordvision commissioner contact from each Nordvision broadcaster or another centrally placed contact officer from the national commissioning organizations would be an important partner in future cooperation if we wanted a more commissioner-driven Nordvision. A commissioner contact would also create more clarity as to what we commission from one another, on the national programme strategies and priorities of each broadcasters and also identify possible areas for major efforts.

PROGRAMME GROUP MEETINGS AND THE SPOKESPERSONS

The programme groups are the most important pivots of Nordvision. They can be even more effective; and production time for co-productions ought to be increased. Via the proposed steering group the programme group spokespersons would have regular opportunities to meet, which would be a good platform from which to effectivize cooperation through best practice.

Today there are two programme group meetings a year. None of the programme groups want to change this. But several reacted favourably when asked if they could envisage meeting once a year across all genres, as at the EBU TV Summit in spring 2007. Trying this way of meeting might be an idea for the 50th Anniversary of Nordvision in autumn 2009.

PROFESSIONAL GROUPS, NETWORKS AND AD HOC GROUPS

Today the official professional and employee groups at Nordvision are the Nordic Negotiating Group (NFG), KINKS and NEM. Their tasks and relation to the programme groups vary and in some cases they are not clear to the organization. Moreover, there are a few network groups which started on their own initiative (Web-TV and Normob), and strategy groups (Youth-cooperation and Children's channels) started by the Nordvision Meeting.

Particularly in the web and new media area it is important to have flexible network groups, as requirements arise and change rapidly. Network and knowledge sharing are sometimes more important than actual production in the web area, as technical problems in developing and producing, plus recompense to external suppliers, make it easier to "borrow" good ideas from Nordvision broadcasters than to develop finished products. There should not be so many formalities attached to starting a new group, and groups should be allowed to start of their own accord without waiting for approval from a higher organ. However, there should be a clear understanding as to the contribution Nordvision expects of a professional group and how this is to be made, so that new groups can assess for themselves whether they want to be called professional groups (with a Nordvision mission) or to exist as a less formal network.

Ad hoc groups set up by the Nordvision Meeting or others should always have a clear assignment, goal and time frame.

THE NORVISION COORDINATORS AND EMPLOYEES

There is one or more Nordvision coordinator at every Nordvision broadcaster and employees who work on identifying programmes for screenings and selecting from screenings.

It would be appropriate for the employee meetings and coordinator meetings to be combined to utilize the synergy that might arise. This would reduce travel by the Nordvision Secretariat and Nordvision coordinators. Once the digital distribution system is fully developed, the factual programme screeners should join this group as there are several people with overlapping functions in these groups.

THE NORVISION SECRETARIAT

According to the current articles the Nordvision Secretariat has a number of specific duties to fulfill (see appendix 3). Some of these duties disappeared with the advent of new digital tools and the role of the Nordvision Secretariat has changed correspondingly.

As the Nordvision broadcasters are under constant pressure to produce media content in ever more efficient ways, while still wishing to develop the quality this content, the Nordvision Secretariat should also be able to meet these challenges. The role of the Nordvision Secretariat will increasingly involve the organization of our cooperation by:

- _ Providing tools for professionalizing Nordvision
- _ Standardizing and professionalizing Nordvision
- _ Sharing knowledge between programme and professional groups
- _ Promoting best practice
- _ Stimulating and initiating processes to improve Nordvision
- _ Solving problems arising in Nordvision
- _ Tabling programme and strategic challenges for decision by the right organs.

The Nordvision Secretariat thus works to provide the preconditions to enable Nordvision to meet its goals and visions. The Nordvision Secretariat must ensure that our cooperation is appropriate, result-oriented and visible within the broadcasters. The Nordvision Secretariat reports to the Nordvision Meeting.

Drive - what can be done? Who is responsible?

To create the preconditions for increasing the efficiency and drive of Nordvision cooperation

NORDVISION BROADCASTERS TOGETHER (NORDVISION MEETING) SHOULD

- _ Discuss the Nordvision organization with a view to increased efficiency and dynamism, including the possibility of a new steering group
- _ Discuss the role and duties of the Nordvision Secretariat

NORDVISION BROADCASTERS NATIONALLY SHOULD

- _ Appoint Nordic commissioner contacts
- _ Collate commissioner strategies for all programme areas
- _ Develop a strategy for Nordvision cooperation

THE PROGRAMME GROUPS SHOULD

- _ Work to make the form taken by meetings more efficient and to increase the pace at which co-productions are implemented

FACTUAL PROGRAMME SCREENERS SHOULD

- _ Define their own role in Nordvision and success criteria /aims of their efforts

3.4/ CLEARER GOALS, VISION AND COMMITMENT TO NORDVISION

Strengthening the Nordic cultural fellowship, as expressed in the overall Nordvision perspective in 1969 (see appendix 3), is a positive effect of Nordic television and media cooperation. However, it is no longer the most important goal of this cooperation.

In the last ten years the focus has changed to involve the need of Nordvision broadcasters for content and knowledge sharing, and their change of direction to respond to the desires of viewers and users. The time is therefore ripe to define the goal and vision for Nordic television and media cooperation today.

Efforts to strengthen and change Nordvision cooperation need to be anchored in senior Nordic television and media cooperation management. It is important for television and media executives to prioritize Nordic efforts and make them visible within their organizations, and to signal unequivocally together that these efforts matter.

NEW GOALS AND VISION

The idea of Nordvision is to create added value for Nordvision broadcasters. Its partners work together to obtain more, cheaper, and better public service content. Its focus should therefore be on improving the efficiency of the partnership: to utilize exchanges to the optimum and to work deliberately for improved quality and relevance of the products of our cooperation.

The public service commitment is and has been the basis of our broadcasting and 48 years of Nordic cooperation. It is also where the broadcasters are under the greatest pressure to balance political demands with viewer expectations.

The Nordvision broadcasters share public service content and knowledge, create added value and work together on tasks the broadcasters cannot manage alone. Nordvision seeks to strengthen public service in the Nordic countries by helping to improve competitiveness and by increasing the quality of Nordic co-productions.

PROPOSAL FOR A NEW GOAL AND VISION FOR NORDVISION

The overall goal of Nordvision is to strengthen public service in the Nordic countries. Nordvision partners work together to obtain better, more, and cheaper public service content.

DECLARATION ON STRENGTHENED COOPERATION

It must be the goal of Nordvision to ensure at all times that we can exchange our best content and that our co-productions are better than we could manage working alone.

At a time when Nordvision broadcasters are saving resources at all levels the fundamental principles of sharing what we have and displaying solidarity with each other may be under threat. There is therefore a need for the broadcasters to express in unison the renewed will to strengthen Nordvision cooperation, to increase the exchange of content and quality, and to make it apparent.

GUIDELINES FOR NORDVISION

The current guidelines are extensive and cover everything from the founding articles to its historical, detailed instructions on the processes governing Nordic cooperation.

The guidelines should be simplified to focus on:

- _ Legal conditions governing this cooperation
- _ Clearer descriptions of the mandate and decision-making processes in the organization
- _ The desired results and how these are to be reported

There should be a clear understanding as to what each group can decide on its own, and what must be referred to executive level and how this is done.

The reports to be submitted from one organizational level to another should thus focus concisely on results and proposals for decision.

Vision - what can be done? Who is responsible?

To create the preconditions for increased goal management and prioritization of Nordvision cooperation:

NORDVISION BROADCASTERS TOGETHER (NORDVISION MEETING) SHOULD

- _ Discuss and adopt a new vision and goals for Nordvision
- _ Discuss a joint declaration on strengthened cooperation
- _ Revise the guidelines for Nordvision

APPENDIX 1

PARTICIPANTS AND THE PROCESS OF THE THINK TANK

PHASE 1

The following group met at DR Byen, Copenhagen, on 23 03 07 to discuss Nordvision cooperation. The questions for the meeting were drawn up by the Nordvision Secretariat in cooperation with Kalle Fürst, the leader of the think tank, and implemented with the help of DR consultant Petter Åttingsberg:

From DR

Birgitte Fredsby, commissioner (Children & Youth)
Søren Mikael Rasmussen, producer (DR-perspektiv)
Stefan Samsøe-Petersen, producer (Faktual programmer)

From NRK

Kalle Fürst, producer (Children & Youth)
Nita Kapoor, producer (Culture)
Hans Rossiné, producer (Drama)

From SVT

Lena Glaser, commissioner SVT
Johan Grafström, producer (Children & Youth)
Helena Osvath, co-ordinator
Peter Nyrén, producer (Entertainment)

From UR

Mats Godé, producer (Education)

From YLE

Erik Bäckman, strategy
Jens Berg, commissioner
Ulla Martikainen-Florath, commissioner

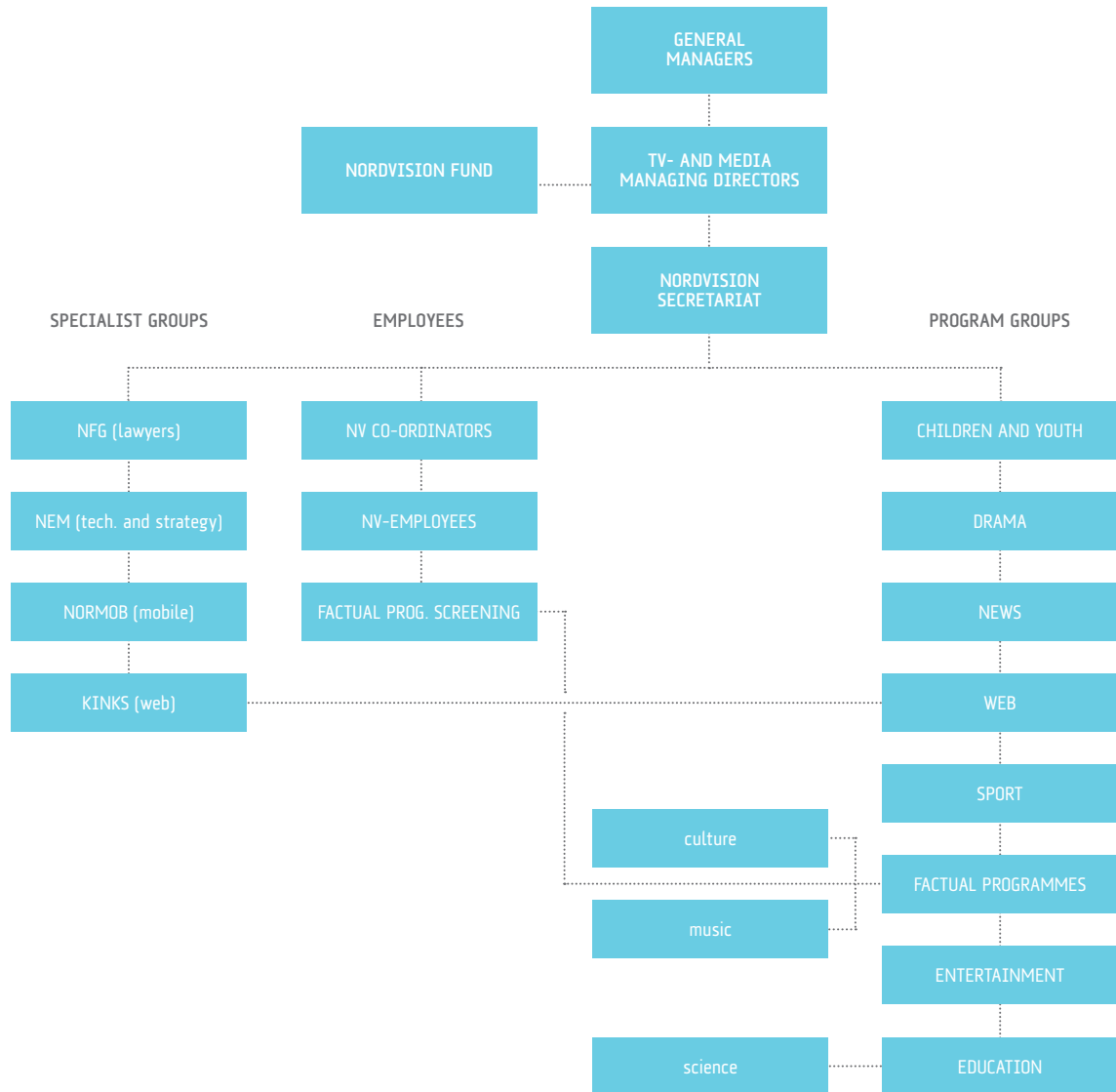
Then the Nordvision Secretariat and Kalle Fürst met Stefan Samsøe-Petersen and Erik Bäckmann to discuss what had emerged from the larger meeting and how to proceed from there.

Kalle Fürst presented an interim report to the Nordvision Meeting on 7 June. The Nordvision Secretariat received input from the heads of television and a mandate to draw up a report as the basis for decisions to be made at the meeting in the autumn.

PHASE II

The Nordvision Secretariat discussed the report with Nordvision programme groups, the factual programme screeners and some professional groups in autumn 2007 while the proposals for decisions were being drawn up. The report was then finally discussed with the programme group spokespersons at a meeting on 29 October before the final draft was submitted to the Nordvision Meeting.

APPENDIX 2 NORVISION ORGANIZATIONAL CHART



APPENDIX 3

THE NORDVISION GOALS AND MANDATE FOR THE NORDVISION GOALS AND MANDATE FOR NORDVISION COOPERATION TODAY (excerpts from existing guidelines)

1/ NORDVISION

"The goal and meaning of Nordvision is to develop and strengthen any form of cooperation between member broadcasters with particular weight on programme exchange, co productions and any form of professional assistance, while contributing to developing at strengthening the cooperation of Nordvision broadcasters with outside partners".

The more overall perspective was formulated by heads of radio at a meeting in Copenhagen on 7 and 8 November 1969: programme cooperation among the Nordisk broadcasters is an important element of Nordic cultural cooperation and in addition to the financial and practical aspects of this cooperation it may be regarded to be of independent cultural political value".

4.2/ THE NORDVISION SECRETARY GENERAL

The Secretary General is responsible to the Nordvision spokesman for the everyday running of Nordvision. In this regard the duties of the Secretary General are as follows:

- _ To stimulate, develop and initiate within all aspects of Nordvision cooperation, including programme development in particular.
- _ To disseminate information on Nordvision cooperation inside and outside the Nordic countries.
- _ To maintain links with external bodies such as the EBU, EU and Nordic Council.
- _ To prepare, attend and take minutes at Nordvision Meetings and meetings of the Nordisk TV Cooperation Fund.

4.3 THE NORDVISION SECRETARIAT

The secretariat is headed by the Secretary General and has the following primary duties:

- _ To attend programme group meetings and convey relevant information.
- _ Responsibility for the Nordvision website.
- _ To maintain the project diary and an overview of current co-productions.
- _ To manage the free exchanges.
- _ To keep statistics of Nordvision productions broadcast.
- _ To coordinate telephone conferences.
- _ To provide guidance on the formulation of co-production agreements.
- _ To report on and analyze various aspects of Nordvision cooperation.
- _ To serve as the secretariat for the Nordic TV Cooperation Fund.

APPENDIX 4 NORDVISION FIGURES 2006

THE VALUES GENERATED BY NORDVISION COOPERATION

An average calculation of the value of Nordvision cooperation based on 2006 figures gives an annual value of at least DKK 250 million.

This figure is derived from an average price per hour for programmes purchased externally of DKK 30 000 multiplied by the first-time-broadcast free exchange hours broadcast. Additionally: an average hourly price for in-house production of DKK 350 000 multiplied by the first-time-broadcast co-production hours broadcast plus the average price of a news story of DKK 10 000 multiplied by exchanged stories. Please also note that in 2006 225 hours of Nordic TV drama (first-time-broadcast) were co-produced. The considerably higher price per hour of producing TV drama has not been included in this calculation.

NORDVISION HOURS BROADCAST (CO-PRODUCTION, EXCHANGES OF NORDVISION PURCHASES) INCLUDING REPEATS

Broadcaster	Hours broadcast	% of total hours*
DR	793	7,1 %
NRK	545	3,7 %
SVT	656	7,3 %
YLE	519	5,8 %
RUV	173	3,9 %
UR	135	Not available
Total:	2821	5,6 %

FIRST-TIME-BROADCASTS AND REPEATS OF ALL BROADCAST NORDVISION HOURS

	First-time	Repeats
Co-production	530	833
Exchanges	581	747
Nordvision purchases	70	50
Total:	1181 (42 %)	1630 (58 %)

* Sources: DR and RUV Media Research, NRK Annual Report 2006, SVT public service report 2006, YLE Annual Report 2006, NWS Annual statistics 2006

COOPERATIVE PROJECTS BY PROGRAMME GROUP

	New programme proposals	Co-productions*	Web projects*
Children and Youth	33	94	11
Drama	19	49	-
Factual programmes	38	61	-
Culture	13	32	1
Entertainment	12	22	-
Education	26	50	5
Total:	141	308	17

* Projects in the project diary as at 31 12 2006

PROGRAMME EXCHANGES BY BROADCASTER

	Hours broadcast (including repeats)	Programmes offered	Programmes exchanged*
DR	380	153	136
NRK	295	78	67
RUV	32	6	6
SVT	411	69	63
UR	19	-	-
YLE	191	71	52
Total:	1328	377	324

* 86% of all programmes made available for exchange in 2006 were exchanged