

A dramatic background image showing a lighthouse on a cliff at sunset. The sun is low on the horizon, creating a bright starburst effect with rays of light. The sky is filled with horizontal bands of orange, red, and blue. The lighthouse is silhouetted against the bright light, with its windows glowing. The foreground is a dark silhouette of the cliffside.

EITB 2030 STRATEGY

The future we want to share

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Our thanks go out to all those who send photos to eitb.eus day by day for the Comunidad Eguraldia weather forecast community, and especially to the following users, whose photos we have selected to appear in this report:

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1

EITB: 40 years of success at the service of Basque society

EITB TODAY

EITB is a publicly owned audiovisual group that operates broadcast media in the Basque Country.

EITB is a public service broadcaster answerable to the Basque Government whose remit is to respond to the needs of Basque society with a range of audiovisual products including news & current affairs, educational content and entertainment of a plural, attractive, high-quality nature, to promote the Basque language and culture and to help normalise and extend the use of Basque in the current audiovisual ecosystem.

It has three business units for creating and distributing content: TV, Radio and Online. The three are currently run jointly under the flagship company EITB Media. The broad range of content offered by EITB includes news and entertainment in both Basque and Spanish. The organisation currently has 5 TV channels (ETB1, ETB2, ETB3, ETB4 & EITB Basque), 6 radio stations (Euskadi Irratia, Gaztea, Radio Euskadi, Radio Vitoria, EITB Musika & EITB Euskal Kantak) and several digital products including a website (eitb.eus), a streaming service with live and on-demand content (EITB Nahieran) and apps for Smart TVs and mobile devices. It also distributes content via YouTube and social media.

The founding of EITB

On 20 May 1982 the Basque Parliament unanimously passed legislation to set up Euskal Irrati Telebista, in response to a clear demand in Basque society for a publicly owned Basque communication group, as envisaged under Article 19 of the Basque Statute of Autonomy.

Thanks to the commitment and determination of the many people who were involved in the long process of political negotiations, a balance between different criteria was reached and EITB was set up.

That same year, a team of specialists began work in Vitoria-Gasteiz to prepare the ground for the new Basque radio & TV broadcaster. In August some members of that team travelled to studios in Hamburg, Germany, to be trained to meet the challenges of this new project. EITB thus commenced operations as a public broadcaster in the Basque Country and a driving force for creation. A platform of creative talent was built up, comprising scriptwriters, performers, management staff, communication specialists and high-level teams that enjoyed widespread recognition both inside and outside the Basque Country.

Unlike other broadcasters, EITB is a cross-media organisation. It is highly regarded in all media types, and in terms of audience numbers it is the most influential audiovisual group broadcasting in the Basque Country.

In short EITB has been since the outset, and indeed still is, a unique public broadcaster that fulfils its remit as such by offering a broad range of TV, radio, online and cinema content in two languages.

Television

ETB1's first broadcast was a message from Basque Premier Carlos Garaikoetxea on 31 December 1982. It thus became the first devolved regional TV station in Spain. Regular broadcasting from ETB's headquarters in Iurreta commenced on 16 February the following year, with a staff of around 30 working to provide programmes in Basque and in Spanish.

At that time Euskaltzaindia (the Royal Academy of the Basque Language) was working to unify the various dialects of Basque in an effort to preserve the language. This involved structuring a unified written version of the language known as batua for use in literature. However there was as yet no consensus in regard to spoken Basque, which posed quite a challenge for EITB. Since then the broadcaster has made a decisive contribution to efforts to mainstream the language, setting socially accepted oral standards especially in formal registers.

Some years later **Euskal Telebista** expands from one general interest channels to two: **ETB1** in Basque & **ETB2** in Spanish. These makes it one of the few TV broadcasters around the world to broadcast in 2 languages.

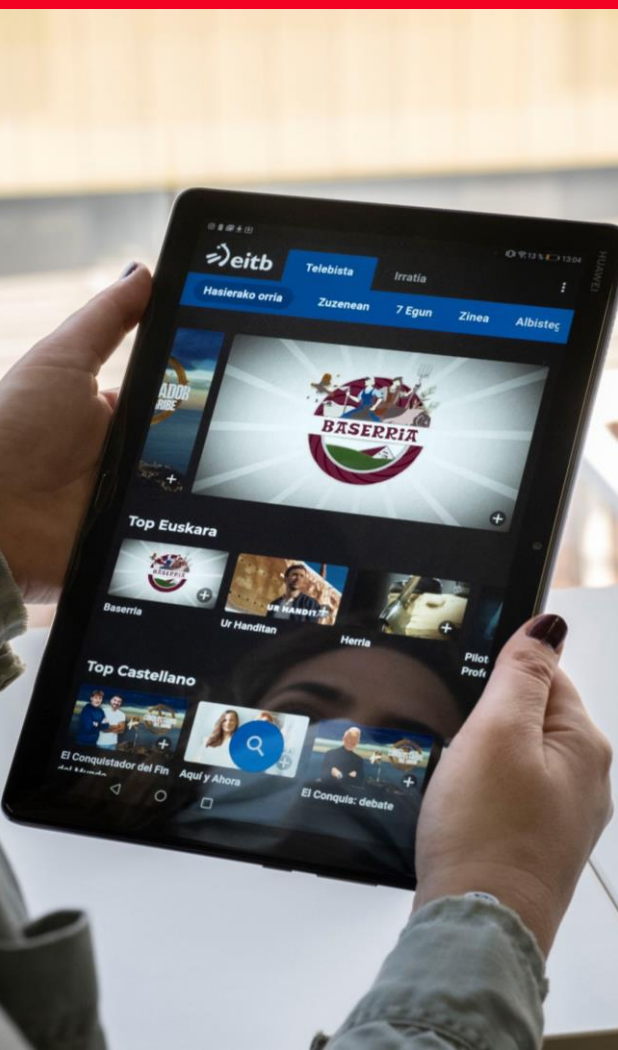
With the advent of cable TV, **EITB** was able to extend its reach and range with two further channels: **ETB3** features content entirely in Basque aimed mainly at children and young people; and **ETB4** broadcasts in both languages and focuses on home-produced entertainment programmes including series, films and sport.



Radio

Euskadi Irratia began broadcasting on 23 November 1982 in Donostia/San Sebastián, even before TV broadcasts started, with programmes entirely in Basque. **Radio Euskadi**, a general-interest station in Spanish, opened that same year. At about that time the Basque Government secured a radio licence to broadcast throughout Álava and purchased **Radio Vitoria**, which had been broadcasting since 1934.

1990 saw the creation of **Gaztea**, a music radio station aimed at younger listeners, the content and identity of which have evolved over time, making it a reference point for young Basques. The fifth radio station, **EITB Musika**, commenced operations in 2001, playing contemporary and classical music, broadcasting music festivals held in the Basque Country and offering other cultural content. Finally, the digital station **EITB Euskal Kantak** began broadcasting in 2019 to disseminate and promote music in Basque online. It can be accessed via the eitb.eus portal.



Online services & EITB Nahieran

EITB began operating online in December 1996 as eitb.com, making it a pioneer among broadcasters in establishing an online presence. After the initial period, and coinciding with EITB's first broadcasts in America online, in 2000 EITB took a major step forward and made its radio and TV content available via live streaming for viewers and listeners all over the world. In 2014 the website migrated to eitb.eus, under the domain name that identifies the community of Basque speakers and Basque culture online.

In 2011, EITB launched **EITB Nahieran**, a new online platform that ushered in major changes in the way in which TV content was consumed: it made all content accessible whenever and wherever users might wish, and was available on all devices.

Forty Years at the service of Basque Society

The history and the events that have made a difference.



The first radio stations
Euskadi Irratia, Radio Euskadi & Radio Vitoria become the first general-interest public radio stations to broadcast in Basque and Spanish.

1982

Creation of ETB
ETB began broadcasting on 31 December in both Basque and Spanish. It now broadcasts entirely in Basque.

20/05/1982

Founding of EITB
The Basque Parliament unanimously approves the legislation needed to set up Euskal Irrati Telebista.



- Budget €149M
- Value generated €149.2M
- 1178 employees
- 4 HQs in Bilbao, Miramon, Vitoria-Gasteiz & Pamplona, plus 3 delegations



Leading news provider in the Basque Country

2nd in the ranking of devolved regional broadcasters



EITB Media

2020

Integration into society
EITB has adapted to the new model of multimedia communications by unifying its TV, radio and online business units.



2019

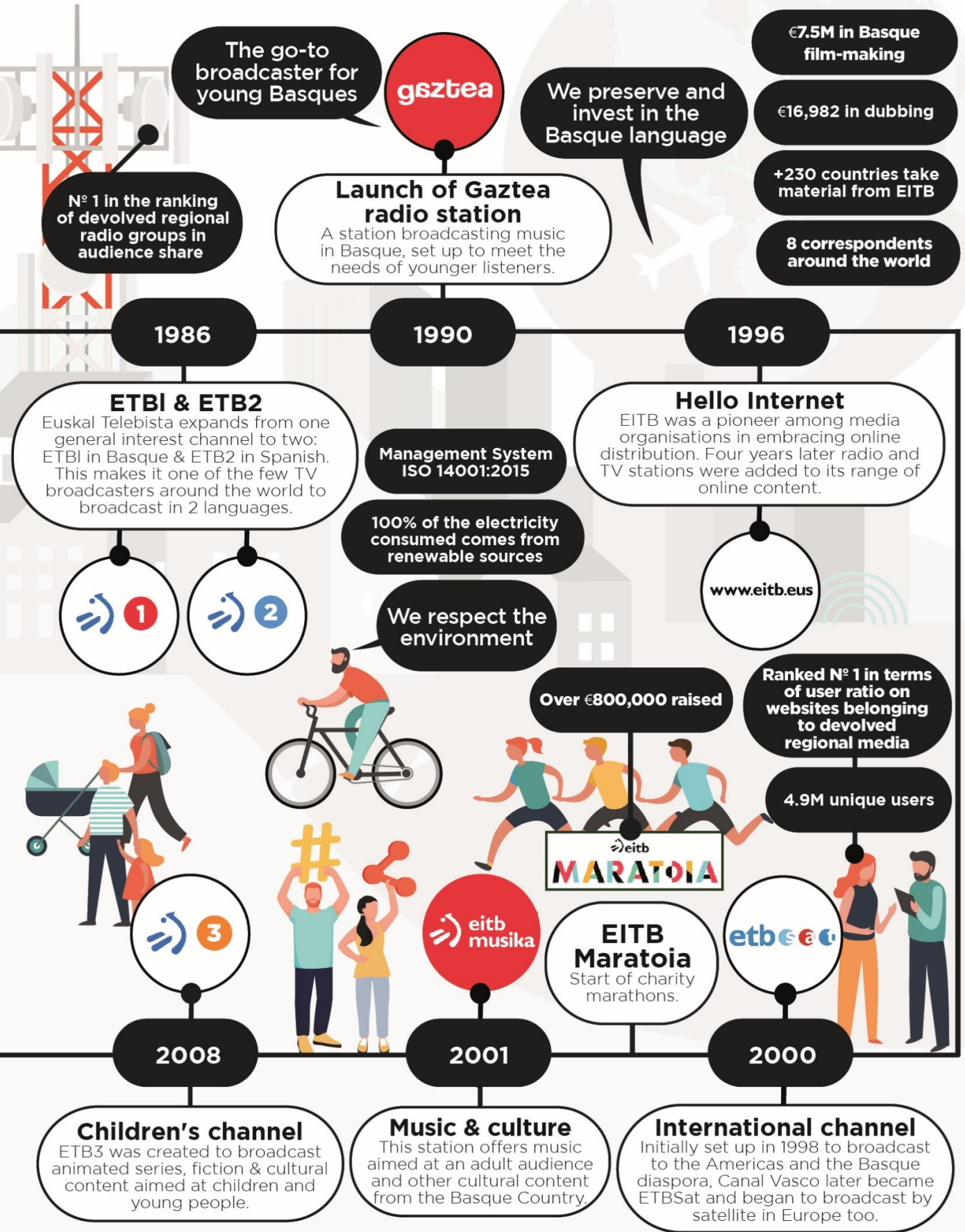
Online radio
EITB Euskal Kantak is a new, Basque-language music station that can be accessed via eitb.eus.



2014

Launch of ETB4
ETB4 has replaced ETBK/Sat, & broadcasts series, films and sport.

1. All data reported here outside the time line refer to 2020.



The keys to success

Since its creation, EITB has been through boom times and through recessions and crises. In line with its public service remit, it has managed to build up a sound structure that has enabled it to overcome and learn from the setbacks along the way. It has thus emerged stronger and more determined to fulfil its commitment to Basque society. Looking back on its forty-year history, there are four key elements of EITB's make-up which constitute the secret of its success:

1. Local information and quality entertainment

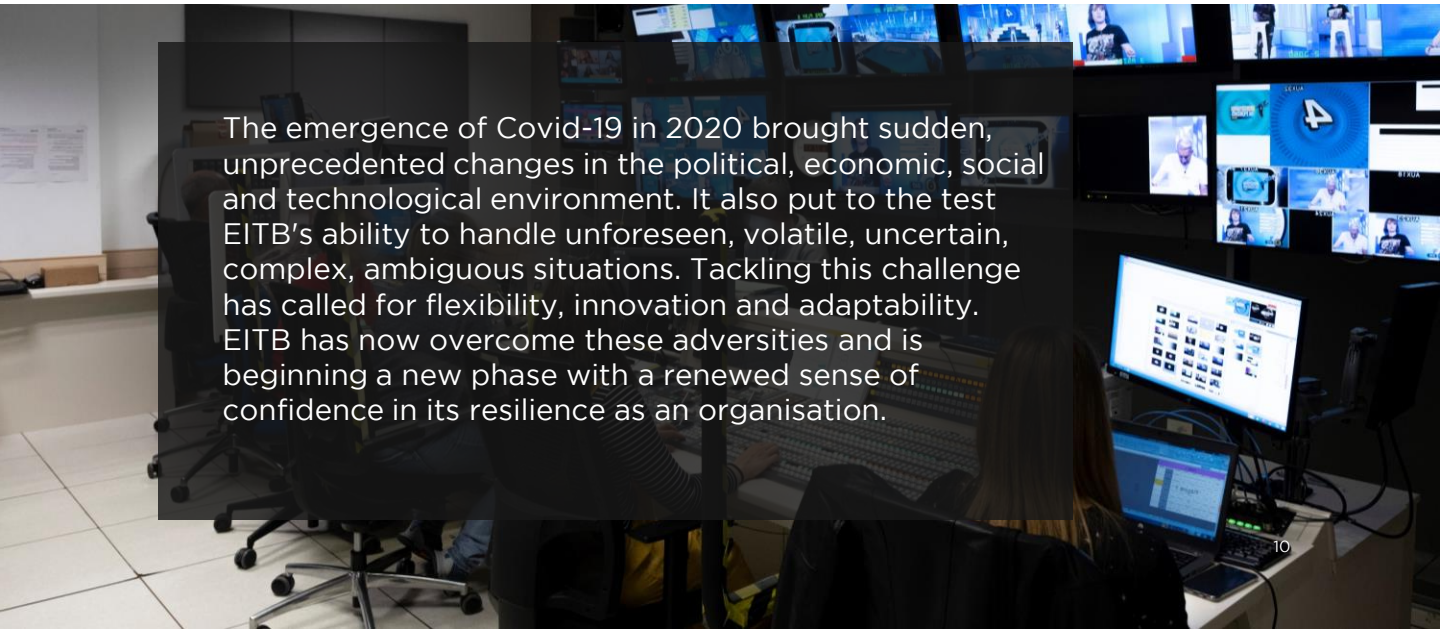
EITB's professionals are one of its greatest assets. They are experts in their respective specialist fields and in the Basque language and culture. This is evidenced by the organisation's content, which is characterised by its local interest and commitment and by a clear desire to provide a public service.

These attributes are recognised and appreciated by Basque society, which sees EITB as a benchmark for proximity and a source of trustworthy information and quality entertainment.

2. Professionalism and commitment

EITB maintains its firm commitment to offering a range of attractive, high-quality multimedia content based on truthfulness, objectivity and pluralism. An essential part of the organisation's remit is to maintain its position as the leading multimedia corporation in news programming by recruiting the best specialists to work in its media outlets.

Its ongoing commitment to training future generations of specialists, to excellence in the way in which the Basque language is treated and to a news-based approach influences the high perceived quality that characterises EITB in the eyes of audiences.



The emergence of Covid-19 in 2020 brought sudden, unprecedented changes in the political, economic, social and technological environment. It also put to the test EITB's ability to handle unforeseen, volatile, uncertain, complex, ambiguous situations. Tackling this challenge has called for flexibility, innovation and adaptability. EITB has now overcome these adversities and is beginning a new phase with a renewed sense of confidence in its resilience as an organisation.

3. Adaptation to technology

EITB has accompanied Basque society and its institutions as they have striven to adapt to technology to the extent required in the digital era. To that end it has deployed its full potential to adapt to new technologies and thus achieve continuous improvement that can be seen in its range of content and its internal management processes.

In regards to the range of content offered, the organisation has made a strong move towards the internet. EITB currently operates under a single brand (eitb.eus) and uses its own digital services to publish content, taking advantage of 3rd party platforms to generate online communities around its most popular brands. By providing all our content on one site (eitb.eus) we can analyse consumption trends and adjust our offering to our audiences needs.

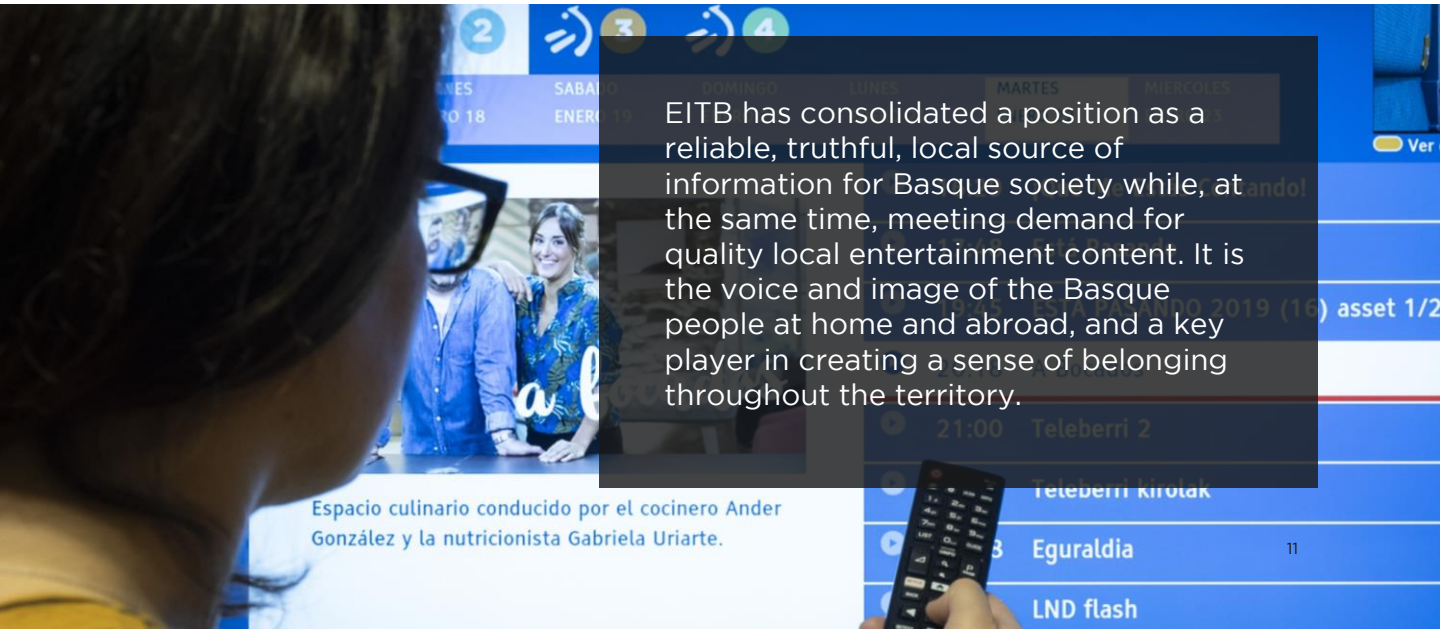
Incorporating ICTs into internal processes also enables EITB to simplify and streamline its day-to-day operations. For over twenty years now the organisation has had an efficient "zero paper" management system in place that facilitates the storage, retrieval and processing of data, ensures traceability in management and rationalises the use of paper.

4. Financial sustainability

EITB's annual operating budget is set based on a mixed financial system that combines public funding (as established in the Programme Contract) and funding generated internally, mainly in the form of advertising revenue. This public/private funding model is effective in that part of the cost to the public is covered by EITB's own revenues.

EITB has balanced its income and expenditure every year, maintaining first and foremost a zero-deficit, zero-indebtedness policy as an essential feature of its management. This point is written into the Programme Contract itself.

Its strategic approach therefore entails achieving a balance between fulfilling its remit as a public media service and offering top-quality content, but always under a framework of prudent, reasonable resource administration, with excellence as a management goal.



EITB has consolidated a position as a reliable, truthful, local source of information for Basque society while, at the same time, meeting demand for quality local entertainment content. It is the voice and image of the Basque people at home and abroad, and a key player in creating a sense of belonging throughout the territory.

Espacio culinario conducido por el cocinero Ander González y la nutricionista Gabriela Uriarte.



2

A new operating environment



The global environment in which we operate

EITB is a major player in the current audiovisual ecosystem and a key part of the Basque audiovisual sector. As such it shares characteristics with many other players that operate in that sector which face similar challenges and threats. They all operate in an environment where there are continual rapid changes. Those changes condition the options and strategic decisions of the EITB Group.

Continuous advances in technology, social changes and new consumer habits influence the mission, goals and activities of EITB as a public media group at the service of Basque society. Together with digitalisation, these factors enable content to be created and distributed in new ways, while conventional and new business models, both global and local, coexist in the same space.

The new ways of distributing and accessing digital content of all kinds for both news and entertainment are determinant in today's world. In this environment, EITB must adapt its activities, goals and actions to respond to this transformation.

Building a future means adapting EITB to changes in technology and society with an open mind, moving in line with global trends while maintaining its own identity and its public service role for the Basque population.

The media environment in Europe

Globalisation & digitalisation

Process of global expansion of content, generated mainly by global companies

Atomisation of the sector in Europe

Weak competitive position in the face of the financial concentration of corporate media & platforms

Rise of platforms

Exponential growth supported by funding that allows greater investment & development of services

Disinformation

Influence of AI in disseminating fake news

Disappearance of local media organisations

Limits on capital & late reaction by public service media (PSM) to the global socio-economic context



Globalisation & digitalisation

Advances in information technologies have made it possible to provide new audiovisual experiences and unprecedented levels of data transfer and accessibility. But their effects are not restricted to technology per se: they are also speeding up the pace of globalisation and increasing tension between global and local viewpoints.

In other words, the pace of innovation affects not just the adoption of technology but also many other aspects such as governance, transparency and the management of human and intellectual capital.

In reaction, public media organisations in Europe are striving to adapt in such a way as to maintain their public service role while increasing or maintaining their ability to engage with their audiences. This quest for relevance in the digital environment is one of the keys to the transformation of European public media organisations. The strategies of the BBC, YLE in Finland and RTÉ in Ireland are cases in point.

New paradigms such as the co-creation of content extend the challenge of digitalisation. This can be seen in cases such as the VRT Sandbox on Flemish TV and other hub-type models where several organisations come together to co-create and re-think their vision of the industry, outgrowing the idea of media organisations which exist in a bubble isolated from the outside world. In particular, a recent event such as the incorporation of EITB as a company evidences a clear movement in that direction.

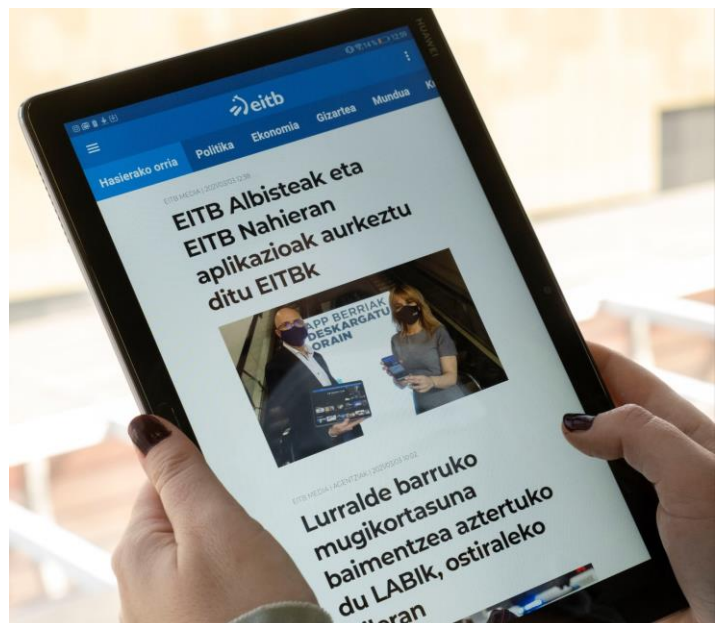
Accessibility is a noteworthy feature of this new digital world: all digital services and products seek to provide greater access for all audiences. The R&D needed to improve accessibility is clearly linked to investment capacity.

The European media system has suffered a decade of underinvestment, while platforms whose corporate owners have almost unlimited access to capital markets are growing exponentially. This raises a growing barrier to access to public media.

The business models that emerge from these circumstances create conditions in which rights to locally created intellectual property must sometimes be transferred for an indefinite period, thus defunding the creative sector and diverting the value that it generates elsewhere.

All these companies are competing in the new digital, globalised environment. In that context, it is vital to establish cooperation frameworks and partnerships with different players and at different levels and to combine the possibilities of broadcast and narrowcast (online) transmissions available to EITB as points to be strengthened with a view to evolving towards transmedia and cross media content.

Similarly, there is a need to manage the tension that arises between being a local benchmark and remaining open to the rest of the world in terms of offering a global view of reality.



The rise of platforms

New consumer habits have a decisive influence on EITB and pose challenges for attaining its goals as a public media organisation at the service of Basque society.

With the rapid adoption of information technologies, the distribution of content online has enabled new players to break into the market. Those players do not face the constraints entailed by the physical systems conventionally required for broadcasting (e.g. deployment of antennae, cabling & optical fibre). Large, technology-based companies can thus become major players in the sector.

The entry of these new companies into the media ecosystem and the reactions of conventional media organisations and the audiovisual sector are reconfiguring the dynamics of the sector in the short and medium term. In other words, the new ways of distributing and accessing digital news and entertainment content of all kinds are determinant in today's world.

The data is clear. The revenues per annum of the on-demand video sector in Europe increased by 332% from 2015 to 2019. The free-to-air television sector is largely stagnating due to the expansion of OTT (Over The Top) platforms.

Over 140 million European households currently subscribe to on-demand video services. The market is led by US platforms, particularly Netflix and Amazon. In the Basque Country 70% of those aged between 18 and 44 have one or two subscription services, according to a consumer survey conducted recently by EITB.



The strongest evidence of this change can be found in the fact that market growth for the US technology and Internet giants was 83.8% from 2015 to 2019, but in the same period Europe's commercial television companies grew by just 0.9% and public media organisations actually shrank by 0.1%.

In light of this situation, a slowdown is forecast for the whole industry, with compound growth of just 0.1% per annum expected in Europe up to 2024, even without considering the cyclical impact of events such as the Olympics and the European Cup.

In short, any reversal in the trend of rapid growth among these platforms seems unlikely. In terms of market forces, their influence on the competitive landscape is considerably greater among technology and Internet giants. However the solution is not to balance out market forces but to change the role of public media organisations in the audiovisual world.

Disappearance of local media organisations

Several regional media organisations in Europe have found it hard to remain financially sustainable, and public media have suffered budget cutbacks which have strained their finances even further. In terms of competition, the deck is stacked against local media, which are feeling pressure in terms of cash flow and need to respond to the threat posed by new digital replacements.

The changing landscape in the sector leaves smaller players in a more vulnerable position. This does not only increase the bargaining power of larger organisations but also causes increasing rivalry between players, making the sector even more turbulent.

The study *Situación y tendencias de los medios audiovisuales públicos europeos ante la sociedad digital*² [“Situation & Trends in European Public Service Media in the Face of the Digital Society”], finds that overall public funding of public media has decreased in the last ten years. Together with further losses in commercial revenues, this translates into a total loss of 30% in funding across the sector over that period.

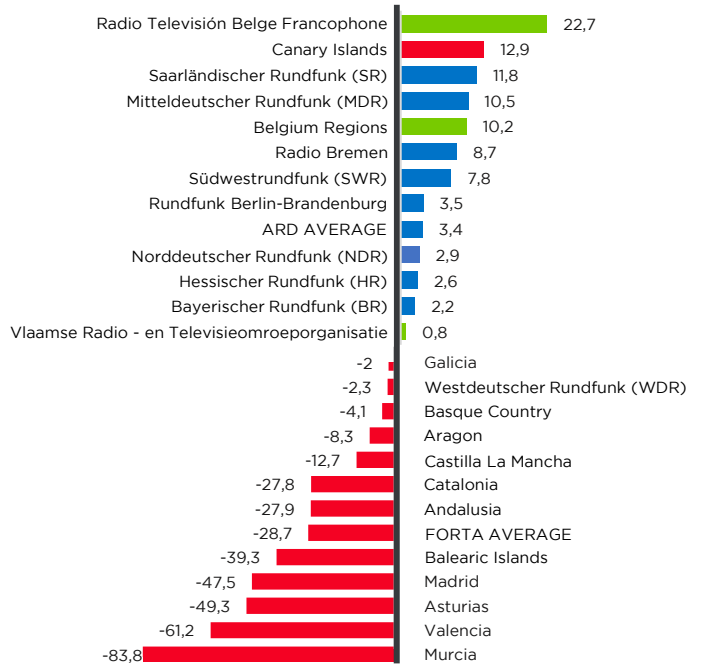
By quantifying this phenomenon, European PSM experienced a collective income loss of 500 million euros. This implies a size contraction of the industry that makes the survival chances of the smallest players difficult.

With a market valued at around €100M, 28.1% of funding comes from licences and the public purse. Subscriptions (33.7%) and advertising (38.2%) are the sources threatened by the digital replacements.

A more in-depth analysis reveals that per capita budgets are evolving differently. Although there is a general fall in budgets, it is clear that not all regional public media organisations have cut their budgets in per capita terms.

In general the organisations across Europe which have made cuts have been those whose territories have suffered the biggest budget cuts in the wake of the 2008 crisis.

Budget per person of European regional PSM. Evolution 2011-2019 (%)



Source: Own work based on data from FORTA, Eurostat & European Audiovisual Observatory

2. Source: University of Santiago de Compostela (USC), FORTA (Federation of Regional Radio & TV Organisations). Corporate Report 2020-2021: Situation & Trends in European Public Service Media in the Face of the Digital Society

Atomisation of the European audiovisual sector

Market fragmentation is a challenge. European audiovisual companies, particularly public media, focus on audiences in their immediate areas, which greatly reduces their bargaining power in a scenario of increasing rivalry.

Within the EU, for example, European films are exported to an average of 3 countries, compared to 10 for US films. US output accounts for 66% of box-office takings in the EU.

Including the private sector, European audiovisual groups account for 11% of the revenues of the 50 biggest groups in the world, while US groups account for over 70%. The path taken by the globalisation of content is clear, and a scattered group of players focused on local markets have only a weak response capability in this unequal struggle.

In response, the EU has recently modernised its regulatory framework with the Audiovisual Media Services Directive (AVMSD) and has reformed copyright law after broad-ranging debates on how to best ensure all facets of freedom of expression. These EU actions have the following goals:

- **Recovery:** This covers what the Commission intends to do to help audiovisual firms and media organisations to weather the current storm and provide liquidity and financial support;
- **Transformation:** This means tackling structural issues and helping the industry to cope with the twin transitions of the climate emergency and digitalisation in the context of fierce, global competition;
- **Enabling and empowerment:** This entails establishing conditions that permit greater innovation in the sector while at the same time assuring a level playing field and empowering citizens to access content more easily and make informed choices.



Disinformation

Events in past election processes, the disinformation encountered during the Covid-19 pandemic and ongoing exposure to misleading and fake news make this a core issue for the European Democracy Action Plan (EDAP).

Europe has an obligation to use public media as a prime tool for safeguarding free and fair elections and participation in democracy against the pernicious use of AI tools to assure media freedom and pluralism and to combat disinformation.

Accordingly, the EU and all its Member States need to take certain measures to counteract disinformation:

- Impose greater obligations and assure accountability of online platforms
- Take an approach based on joint regulation & stakeholder engagement.
- Strengthen the Code of Practice on Disinformation and engage in ongoing monitoring.

Other important measures include reducing the monetising of information, fostering collaboration between fact-checkers, limiting artificial amplification and distributing data for research. The empowering of citizens to make informed decisions, i.e. stressing the importance of media literacy, is also vital.

The European Commission stresses the importance of these issues in the context of its priorities for 2019-2024. Its analysis brings to light some surprising facts:

83% of people believe that disinformation is a threat to democracy.



51% of people in Europe believe that they have been exposed to disinformation online.

63% of younger people in Europe encounter fake news more than once a week.



What is going on with public service media?

What follows is an analysis of the challenges and strategic responses of media organisations with characteristics similar to those of EITB.

Challenges

- Exemplary media model under threat from digital competitors.
- Wales: media distribution problems.
- Scotland: unique nature of language & culture.
- Challenge of the “generational transition”.
- Small Screen, Big Debate – a social agenda including government, audiences, regulators & the industry



Strategies

- iPlayer as a response to the rise of platforms.
- Integration of content in Gaelic into iPlayer.
- MG Alba as a partnership with the Gaelic Media Service (with the name of Scotland in Gaelic).
- Prioritising quality, content, trust and accessibility to all. Reflecting the identity of the UK.
- Diverse, thought-provoking content with the focus on matters of local and regional importance.

Challenges

- Need for financial sustainability.
- Transparency.
- Unification of French as the main language.
- Digitalisation from the perspective of the availability of French-language platforms.



Strategies

- Consolidation of advertising revenues.
- Focus on quality and specificity of content.
- Multiplying exposure.
- Improving operational performance.

Challenges

- Highlighting social & educational roles.
- Combating disinformation.
- Mainstreaming of the Dutch language.



Strategies

- Business model based on the creation of financial value (€2.5 into the public coffers for every €1 invested).
- A broad offering of channels & services for a community numbering 7 million.
- Four lines of action: language, music, historical archives & ideological significance.

The public service media industry

Public media organisations are exploring potential solutions that reconcile their governing principles with reputation and user loyalty.

Challenges

- Drastic cutbacks & closure of 50% of TV channels.
- Need for trustworthy information processing (exacerbated by Covid-19).
- A fully digitalised society under threat of losing its identity and local output.
- Threat from multinationals that condition access to content.



Strategies

- Organisational restructuring in terms of staff and institutions.
- Adaptation to digital consumption.
- Reaching minorities via on-demand scenarios.
- Fostering the DRTV online service.
- Incorporating IA & data management to improve personalisation outside the segmentation of other offerings.

Challenges

- Complex structure & independence of different media.
- TV predominates over other media & receives much more funding.
- Public service fee model.
- Transparency in the eyes of the public.



Strategies

- Renovation to become an online option.
- Creative efficiency & learning.
- Adaptation to the new era.
- Becoming relevant to the whole of Sweden.
- Clear, quantitative, precise accountability.

Challenges

- Recognising where audiences make use of content.
- Anticipating how audiences are going to use media (particularly public media), with the conditioning imposed by prevailing forms of consumption.
- Identifying the key factors in distributing content & how and where competitors may impinge on NRK's "own space".



Strategies

- Becoming a global benchmark for content; preventing indifference & taking advantage of the global impact of the Nordic-noir genre.
- Strengthening & extending democracy in Norway.
- Uniting & involving all those who live in Norway.
- Gigantic-small Broadcaster. World-class output.
- Focus on young people & sport.

3

Challenges for the future: the dilemma facing EITB

The media environment and the general audiovisual ecosystem described above imply a redefinition of many terms, concepts and functions. The business model of public radio and TV as we know it is reaching the end of its lifetime. This means that public media organisations need to reinvent themselves to adapt to the needs and demands of society and to new forms of communication.

The task of reconciling the founding principles of EITB with the new trends in audiovisual communication involves certain key factors: those factors represent opportunities and threats that EITB must take into account in designing its strategy for the future.

EITB serves Basque society, so it has a duty to strengthen its public service role and its involvement as an agent for change while remaining true to its founding purpose.

Redefining its public service remit means a shift away from a model based on measuring audiences and towards one based on social value and impact. To make a significant contribution to society, EITB needs of society to see it as having value in itself. In other words, the goal is to maximise not audience numbers but rather impact on society. We need to be more than just a content provider: we must become a provider of values and emotions.

It is impossible nowadays to forego in any detail the trends in consumption of audiovisual content for the coming years, and the channels, formats, applications and media through which it will take place. But we must be prepared if EITB's content and media are to maintain their positions as benchmarks for consumption of news, current affairs, culture and entertainment, and if we are to respond effectively to the needs and demands of Basque society.

The 5 challenges faced by EITB

Based on our responsibility to generate impact and leave a mark on our society, we have identified five main challenges that we must address if we are to move forward along the path of public service to Basque society.

1

Global audiovisual competitiveness

With most content being produced in the US, the sector features substantial inequalities between public and private media. Local public media organisations do not compete with one another, but they do all compete for audience engagement with large, financially powerful groups: Sky has 24 million users; RTL has 68 TV and 30 radio channels; Mediaset leads the field in southern Europe with a share of over 30% in Spain and Italy; Vivendi has over 20 million subscribers.

4

Loss of emotional connection with young people

Digital media are the first choice for consumption of audiovisual content among 18-29 year-olds in the BAC. YouTube occupies the number one spot with 84.9%, followed by pay-per-view TV platforms with 76.3%, while conventional TV accounts for 67.1%. However, this situation is conditioned not just by the medium but also by the type and form of content: this is something that European regional media organisations are discovering by exploring their own genres in competition with prevailing trends.

2

Legitimacy of public media

18-29 year-olds are much more distrustful of traditional structures than the previous generation (aged 30-49). In turn, this intermediate generation is much more distrustful than the generation aged 50+. Consumption patterns in the BAC (Basque Autonomous Community) also show a strong increase in consumption via streaming services, which are expected soon to outstrip conventional TV. Increasing use (in terms of hours per day) of digital devices such as tablets, PCs and mobile phones accentuates this trend.

5

Need for investment and output

Netflix invested \$13 billion in content in 2018, and Amazon \$5 billion. Top US-based streaming services have budgets big enough to position themselves as mainstream media, targeting younger audiences in particular. Their size represents a challenge for those peoples that wish to tell their stories through audiovisual media.

3

A changing technological and social environment

The public value of a public media organisation cannot remain static: it must be continually renewed and adapted to new technologies, audiences and needs in today's society. If society and the constructs through which people communicate change then the offerings of media organisations must not remain the same.

How should we react to this challenge?

The main dilemma

We face a dilemma that is crucial in addressing and defining our future as an organisation. This is a key question that we must answer in order to choose the right path to follow. We have carried out a strategic reflection process focused on precisely this issue.

Our own dilemma

What is the role of a **public audiovisual group in a small country set in Europe**, with the goal of **preserving our local culture and minority language** in the era of **digitalisation and globalisation**?

Understanding who we are is the first step towards resolving the dilemma

Our essence: public service and an agent for change

As a public audiovisual media group, EITB is mandated to follow three essential founding principles: inform, educate and entertain.

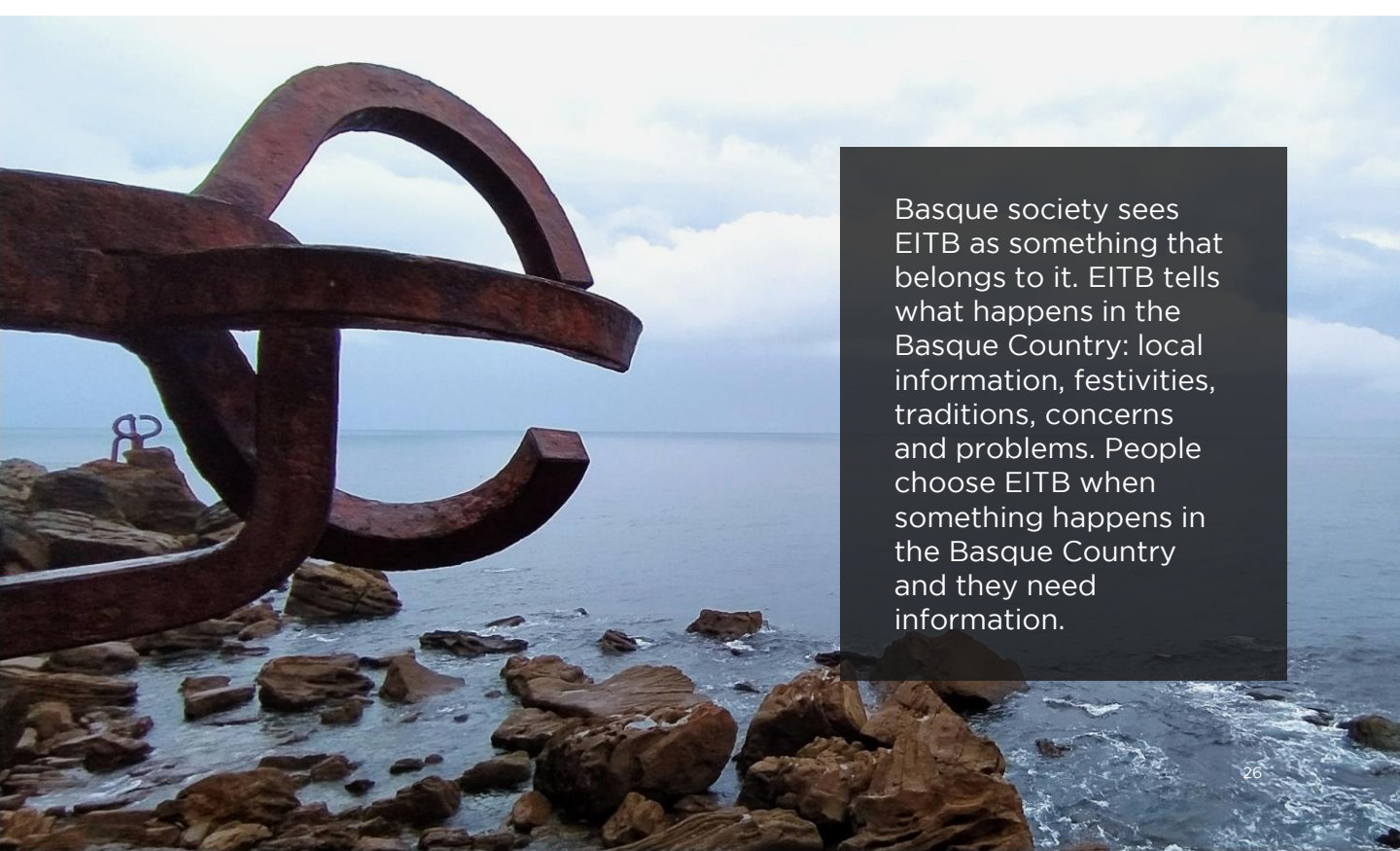
In addition to these principles, which are common to most public media organisations, EITB's founding principles set further goals, laid down in Law 5/1982 on the Founding of EITB. Those goals are linked to the development, promotion and dissemination of the Basque culture and language, and the defence of the principles of democracy and peaceful coexistence.

These founding concepts are our *raison d'être*. They give us an identity of our own that colours all our actions and reflections, and that we must bear in mind as we seek to resolve the dilemma facing us.

Any redefinition of the role of EITB as a public media group must focus particularly on the content that it produces and distributes, which is the main vehicle for fulfilling its mission, goals and purposes.

What EITB does is important, but so is how, for what and for whom it is done. EITB must take an interest in what happens to people and what concerns them and must take this into account in preparing and distributing content. In other words, they must think about people and work for and with them.

In short, to reinforce its public service role EITB must evolve along with and as part of Basque society. It must respond to the changes and commitments demanded by society and must help society to become what it seeks to be.



Basque society sees EITB as something that belongs to it. EITB tells what happens in the Basque Country: local information, festivities, traditions, concerns and problems. People choose EITB when something happens in the Basque Country and they need information.

***Nortasuna*: the four cross-sectoral areas that define our identity**

What EITB does is based on a public service mindset. That includes the obligation to preserve the Basque language and to act as a key player in disseminating and preserving Basque culture. The organisation also has a responsibility to portray a perspective and vision of the world that stems from our shared vision as a people.

1. BASQUE LANGUAGE: EITB's efforts to preserve and promote the Basque language have led us to focus on guaranteeing access to and consumption of content in Basque, bringing it closer to audiences in and outside the Basque Country via our various media and platforms and taking on a key role in consolidating the Basque audiovisual ecosystem.

2. CULTURE: helping to transform society in the Basque Country is a fundamental part of EITB's remit as a public service. We must preserve the music, films, sport, knowledge, customs and way of life that make up our culture by promoting and showcasing them at home and all over the world.

3. "EUSKAL FRAME": providing a public service and representing a country with its own unique language and culture means that we need a clear understanding of what distinguishes Basque society from the rest of the world. EITB not only has such an understanding but also shares it and broadcasts it by offering content and topics framed in a Basque context.

4. PUBLIC SERVICE: as a Basque public audiovisual group, EITB seeks to inform, educate and entertain, guaranteeing universal free access to all its content. To that end, it needs to be strengthened as a company so that it can contribute to and be a part of the development and transformation of Basque society through a successful project that all Basques can identify with, recognise and feel proud of.



EITB as an agent for change in society

As a benchmark for public audiovisual content, EITB must address the demands, needs and particularities of Basque society as regards social, cultural and language-related issues. That means maintaining an ongoing dialogue with the public, keeping an open mind and being willing to change.

Society today acts, fights and moves for causes. EITB wishes to become an agent for change in collective causes that can contribute to the development of the Basque Country and Basque society.

We are committed to providing access to a universal, open, free EITB that reaches everyone, with a broad, varied offering that covers all types of media and genres with quality and truthfulness, so that consumers can watch and listen to whatever they want, wherever, however and whenever they wish to, and the digital gap is minimised regardless of age, access to technology and expertise.

Its engagement can clearly be seen in the fact that over the years its agenda has broadened to incorporate new goals, including the following:

- the development of the Basque audiovisual sector;
- social cohesion (on matters of gender equality, coexistence and human rights);
- responsible governance;
- concern for the environment;
- transparency in business; and
- public participation.

If it is to fulfil all these goals, EITB needs to evolve in parallel to and as a part of society, responding both to the particularities that make up the current media context and to the changes that can be observed and foreseen in the audiovisual ecosystem.



In this sense, it is essential for society to feel that it is represented both individually and collectively by EITB and its content. It is just as important to ensure that this representative role reflects their actual circumstances as it is to perform the role in a way appropriate for present times, combining new formats and narrative forms with conventional ones and making use of the various possibilities offered by both scenarios.

This process also poses a major challenge, but only by meeting that challenge can EITB increase its ability to influence and impact on society and thus strengthen its role as an agent for change. This is the only way in which it can fully meet its public service goals and those more specific commitments made in response to the current context and for the immediate future.

One of the key issues for change in the Basque Country is the preservation of a minority language in the era of digitalisation and globalisation. This is also a key element for many other public media organisations in Europe, which have adopted a range of strategic options with greater or lesser success.

In 1981 it was estimated that 34% of the population understood Basque, i.e. were bilingual or passive bilingual. Today the figure is almost 60%, with around half that number stating that they watch series and films in Basque, especially on ETB1 and online.



4

EITB's vision for 2030

We must guarantee the availability of audiovisual content on Basque topics and in Basque in the context of new forms of consumption and digital media, with our media outlets as a benchmark for Basque society in terms of information and public service, connecting with young people and being a Basque window on the world if we are to guarantee the sustainability of the “EITB project”.



As evidenced by the analyses above, EITB is part of an evolving audiovisual ecosystem in which it is necessary to adapt to new demands and needs on the part of society. That adaptation also extends to emerging forms of communication as demanded by new technologies, in a context of preserving our founding values and principles.

We are aware that Basque society is changing, and EITB must change along with it. But we also have the mission of being part of the process, as a real agent for change. The future of the country is in the hands of the new generations, who deserve a benchmark media group that they can trust. One of the priorities of our new strategy is therefore to adapt to changes in the values and habits of younger people.

With this new phase comes a renewed vision that gives meaning to the strategy and values that reaffirm EITB's identity from new perspectives. Those values will enable us to open up to change, create partnerships, share media and content and continue our commitment to rigour in information and variety in entertainment while always maintaining EITB's distinctive identity.

EITB must update the content and media that it offers if it wishes to continue fulfilling its founding commitment to be a public media group that strengthens and extends the use of the Basque language and transmits Basque culture, guaranteeing content in the context of what we have called "Euskal Frame", while carrying out its essential role as a public service and information provider.

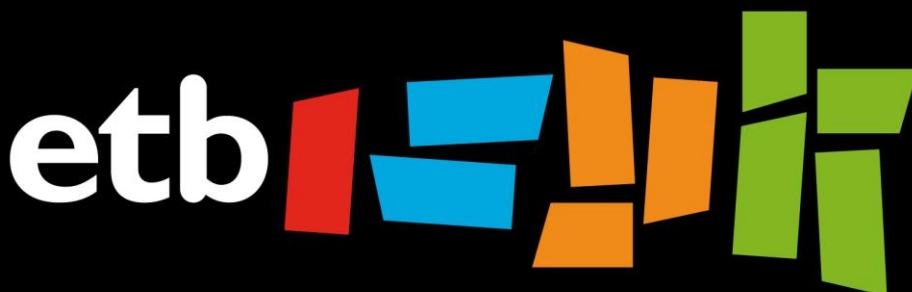
EITB must be the body that guarantees audiovisual content on Basque topics and in Basque in the context of new forms of consumption and digital media. In the new context of globalisation and digitalisation, the scope of conventional media organisations is still important, but is no longer sufficient. It fails to address the new reality of mass consumption of content online and new content platforms. The Basque language and culture cannot stand outside this new reality in consumer habits. They must find ways of being present in Basque society and adapting formats to new demands.

EITB seeks to become an audiovisual group, a broader concept than that traditionally attributed to conventional media organisations, so as to address extending its content and audiovisual output to new digital media as a specific public policy. It thus seeks to guarantee the presence of Basque content, prioritising the Basque language. That content needs to be attractive to Basque society, of high quality and easily accessible so as to guarantee digital consumption in the context of the wide range of products and media available. For this to be possible, EITB needs to change the way in which it produces content so that it is not limited to the group's own channels which can be extended to new digital forms of consumption.

We wish to strengthen the EITB group, **making our media outlets a benchmark for Basque society in terms of information and public service.** Radio, TV and online news channels, which are currently undergoing an extensive makeover, will continue to guarantee that the whole of Basque society can access news and entertainment produced locally, with local content that reflects their own social, cultural, sporting and political reality.

The media outlets in the EITB Group must strengthen their public service remit based on a commitment to pluralism and truthfulness, so as to strengthen democracy and involve themselves in the collective social development of the Basque people. This will require effort in all four dimensions of the public value of EITB: value for people, social value, cultural value and economic value.

The habits and values of new generations pose a challenge for EITB due to changes over time in their interests and forms of expression. They take part in the great global transformations and causes currently ongoing, and in the digital, online era they do so using new ways of relating and consuming. Just as the future of Basque society calls for the construction of a project that is attractive and sustainable for new generations, so the future of EITB calls for an audiovisual offering and a project capable of **connecting with young people.**



etb

etb

etb

etb

etb
basque



This means continually adapting our range of content in both news and entertainment to new trends, narrative forms and distribution channels. This is the only way for EITB to serve Basque society in all its diversity and connect with new generations. To that end, we need to strengthen our ability to listen to Basque society, update our information and prospecting systems and encourage innovation and creativity.

Collaboration with the audiovisual sector will be essential in achieving this. EITB can thus be a benchmark for our audience and **a window on the world** grounded in authenticity, promoting the Basque culture and language while not forgetting that ours is a competitive society that is open to the rest of the world. The internationalisation of the consumption of digital content is without doubt a major challenge for EITB, but it is also an opportunity because in our times a country's audiovisual output is its account of itself for the world.

To that end, we seek to develop a sound strategy and structure with which to address new challenges with a culture of change and the capability to adapt, while **guaranteeing the sustainability of the “EITB Project”**. Rigour must be an essential part of the work of everyone at EITB in both the content offered and the management criteria applied.

We must commit to public governance to attain the goals that we set ourselves now and to assure the future of the Group. An attitude of public service is essential in this, placing Basque society at the core of EITB's strategy and building up partnerships as an essential way of achieving our ends in a highly demanding sector and environment.

Strategic position

EITB, an audiovisual group which is more than the sum of its media outlets

To fulfil its social functions at a time such as the present, EITB needs to position itself as a public audiovisual group with media outlets rather than merely as a public media organisation. If we fail to take into account other windows and platforms for distribution apart from our own channels, there will be large gaps in our operations.

We firmly believe in an EITB that serves Basque society and is universal, open and free so that it can reach everyone, with a broad, diverse range of content that covers different media, genres and forms of distribution and is based on quality and truthfulness. We are committed to an EITB that enables the public to watch and listen to whatever they want, wherever, however and whenever they want.



Platforms

Platforms and apps that deliver audiovisual content have become key players in consumption patterns. The opportunity for EITB to distribute its content on such platforms is directly linked to the quality of that content and to its ability to generate interest. Failure to meet these standards will inevitably result in exclusion from these platforms and the loss of the opportunities that they provide for effective distribution to many types of audience.

Channels

EITB deploys its strategic value through its various radio, TV and online channels, the digital news service Albistek and the on-demand TV & Radio app Nahieran. These channels are the primary form of distribution and a space for the creation of audiovisual products.

Data + AI

As part of our adaptation to technology, at EITB we need to articulate our data&AI system with products, consumption and audiences so as to be able to offer personalised content recommendations in line with the habits and preferences of users.

Social

EITB believes that part of its social function involves also addressing new forms of access to the audiovisual world, which we call “windows”. These are major consumer spaces in the digital world such as YouTube, Instagram, Facebook, Tiktok and Telegram, among others, more of which are set to appear in the future. EITB needs to be present in these spaces, and in particular to offer content in Basque to ensure that young people have access to output in our language.

Content and the Basque audiovisual ecosystem

The strategic and conceptual core of EITB is the group of organisations and specialists that make up the Basque cultural and audiovisual sector. It is that core group that generates the content and intellectual capital which ultimately enables the Group to expand its economic and cultural impact. This is where we need to focus investment in specialist, technical, human skills if we are to be competitive globally while maintaining our roots in the Basque Country.



EITB aligned with Europe

As an influential public sector entity, EITB maintains links and cooperates with official institutions and other organisations involved in the project for the construction of Europe. In this context, six thematic areas can be identified on a level with the plans and lines of action of EITB, aligned with the values and directives of the European Union.

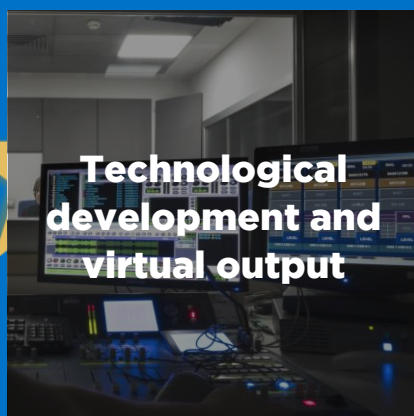
Areas in common with lines of action of the European Commission



These two aspects are included in the founding principles of EITB, so the Group integrates the three main areas of the European Democracy Action Plan into its lines of action: free and fair elections and participation in the democratic process; media freedom and pluralism; and the struggle against disinformation.



EITB's mission, goals and action plans coincide with European plans in fostering policies of equality and contributing to gender equality in front of and behind the camera, adapting these policies to circumstances in the Basque Country. They also share the desire to promote and raise the profile of LGBTIQ+ rights, the inclusion of persons with disability and ethnic and cultural diversity in content, in the organisation itself and in the sector in general.



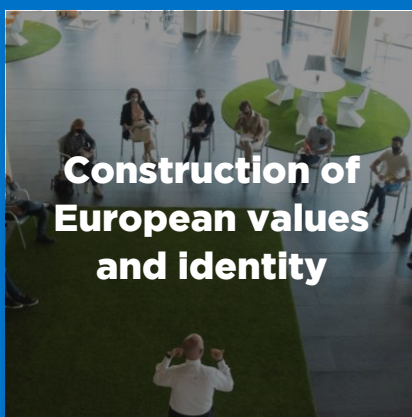
In its action plans, the European Commission sets out initiatives for driving technologies and projects related to Virtual Reality (VR) and Augmented Reality (AR), and for cooperation between sectors to ensure European leadership in this area. EITB sees new technologies as a structural component of its strategy. The development of 5G networks, Artificial Intelligence (AI) and Machine Learning (ML) also affect the potential for creation and forms of production, distribution and interaction. The Group therefore seeks to cooperate with firms in the Basque Country and promote projects on a European scale.



The European Green Deal sets out to reduce carbon footprints. Its requirements include plans to make the audiovisual sector carbon neutral in its impact on climate. To that end, actions are promoted to foster the structured sharing of best practices among European firms in the sector. Those plans affect the direct impact of activities themselves, so EITB has implemented sustainability projects concerned with the production and distribution of its audiovisual content.



In the current context, partnerships and cooperation at European level are seen as essential, given the scale of the challenges facing Europe, where firms in the sector (most of them SMEs) have to compete in a globalised market with much larger, hugely powerful corporations. EITB is a very small player compared to other state organisations in Europe and around the world, so it is essential to set up partnerships in the Basque Country and at European level with organisations with which common ground can be found, and to help the sector along similar lines.



As a public audiovisual group at the service of a society that is undergoing changes and has its sights set on Europe, EITB can and must influence the construction of the European identity, with which it shares values and goals. Its mission to preserve a minority language and culture and meet the demands of Basque society can be extended to the European project as a whole.

The participation of the EITB Group in initiatives concerned with these six areas will undoubtedly help to construct a European identity and values. These initiatives are aligned with the goals set out in EITB's strategy for 2030 and with the 12 priorities set for attaining that strategy.

Dimensions of the public value of EITB

EITB must add value to Basque society as a unifying agent that generates social impact. Its attributes and actions in different areas must reflect its public value.

- Closeness
- Trust
- Rigour
- Quality

- Representation
- Diversity
- Accessibility
- Visibility

Social value

Value for people

Cultural value

Economic value

- Creative industries
- Innovation
- Cutting edge technology
- Collaboration
- Generosity

- Basque language
- Knowledge
- Expressions of culture
- Unique social expressions

EITB Attitude

The “EITB Attitude” must be reflected in the behaviour of each and every person at the Group and in the nature of the contents and services provided to the Basque society.

EITB is the number one media group in the Basque Country. It has a fine track record and a great impact on society as a witness to and spokesperson for a society that is building. We have a great responsibility that we must exercise with generosity.

We must add value to the content and services that we provide, and foster creativity at EITB and in the Basque audiovisual ecosystem as a whole, promoting innovation so as to be constantly connected and able to respond to the needs and demands of Basque society.

Generosity

Creativity and innovation

Collaboration

Rigour

Large audiovisual media groups are becoming even larger and more globalised. In comparison, EITB is very small. We are at a decisive time for the future of the audiovisual sector, so we need to seek out collaborations and partnerships.

Rigour and the assurances that come with a job well done must be our watchwords in all that we do. That rigour must also be observable in the responsibility with which we manage the public resources made available to us.

Twelve priorities for moving forward

12 priorities have been identified to guide our strategies for action and the way in which EITB teams work, based on the trends in the environment in which public media organisations must operate and the challenges to be addressed in moving towards EITB's vision for 2030.



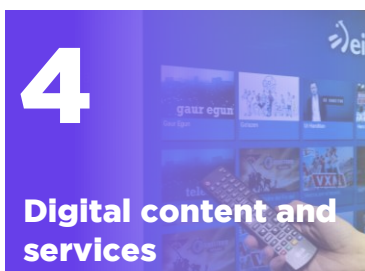
To strengthen EITB's benchmark status and position as a public media group that adds value to society and is committed to the reality of our country, we need to maintain our leadership in the eyes of Basque society by linking the EITB's brand and channels with new trends, with an innovative, open, international mindset.



ETB is one of EITB's main assets in its project to reflect Basque society as it currently stands and in its collective projects and desires for the future. This leads us to create content and formats that can help reposition it as an innovative, competitive Basque public service TV.



At EITB we are aware of the new forms of consumption, and see the radio of the future as a public service that provides local entertainment and as a benchmark for current affairs that transcends conventional broadcasts and combines with listen-again and on-demand services, based always on quality and innovation.



We want EITB to lead the field in digital output and the distribution of news and entertainment in the Basque Country, and to be able to guarantee the availability of content in Basque on new platforms and services, especially for children and young people.



To maintain our position as a leader for news, we must make the public service component the backbone of our news broadcasts. They must be supported by the public and based on proximity, rigour and the highest standards of quality. EITB is committed to diversification of information sources and to leadership in digital information content in the formats and on the media consumed by today's Basque society.



Sport is part of the culture and heritage of the Basque Country, where it sparks great passion and emotion. EITB's channels must seek to preserve and reflect this as an expression of society. That is why we seek to be a benchmark for Basque sport and to form part of the development and growth of clubs and sportsmen and women.



Seeking to contribute to the development of the Basque audiovisual ecosystem, EITB has set the goals of improving the ability of businesses and individuals to generate jobs and wealth and promoting the importance of output and content created in the Basque Country, thus enhancing knowledge of the area and promoting its image.



The audiovisual and media sector is one of those most affected by the ongoing evolution of technology. This spurs us to increase our resilience by providing EITB with a new technology management model that will enable it to tackle any future challenge in this area.



Ongoing investment in and planning for the future are crucial if EITB is to anticipate and adapt to the changes taking place in the audiovisual sector, both in the way in which content is consumed and produced and in the use and management of technologies and means of production.



EITB needs to assure its economic equilibrium by taking responsibility for extending the generation of in-house resources that can help improve the content offered to Basque society. Efficient commercial action will enable EITB to maintain the competitive spirit of the sector and to remain its main benchmark, thus assuring the position of Basque products and businesses in the Basque market.



The setting up of EITB Media as an audiovisual media group is a great opportunity to update the management model so as to assure greater unification of corporate services with business units, favour a cross-sectoral approach and guarantee financial sustainability.



EITB must consolidate its system of public governance by cooperating with the public control and management bodies set up in law to regulate Basque public radio and television. It must underline its legitimacy in dealings with institutions, stakeholders and Basque society, and must become a unifying project that assures a spirit of public service and support for initiatives taken by Basque society.

5

Action plan for 2021-2025



Progress towards the model defined in EITB's vision for 2030 entails specifying strategies under the framework of the 12 priorities identified that will permit us to configure and implement actions that will result in tangible change in our situation.

As a result of the work carried out by internal teams at EITB, the 12 priorities outlined have all been deployed in the form of lines of action. It is these lines that determine the strategy to be applied for attaining the goals set in those priorities.

In turn, the lines of action set have led the EITB teams to draw up a broad portfolio of projects, under which the change taking place is actually implemented.





1. EITB: benchmark and commitment to society

EITB wishes to contribute to the transformation of the Basque Country and involve itself in the causes of Basque society. To that end it seeks to reinforce its benchmark status and its position as a public media group, maintaining its leadership and consolidating its place by associating the EITB brand and that of its channels with equality, new trends, innovation and an open, international mindset.

EITB seeks to stress its public service remit by contributing to essential issues such as the reinforcing of Basque, and to remain a key player in mainstreaming and disseminating the language, supporting Basque culture and promoting the role of the media as social influencers.

The media have a role to play in forming and transforming society, and EITB needs to take an active part in issues of social progress both in front of and behind the screen. Equality and diversity must be cross-sectoral axes, and EITB must get involved in progress-related causes supported by the Basque population.

Actions must be taken to connect with children and young audiences through new content, formats and platforms, especially in Basque. The challenge of continually adapting to new trends, audiences and content and making use of digital trends requires an information and research system to be set up that is conducive to innovation and creativity at EITB.

Lines of action:

1. Intensifying the group's public service role by helping to strengthen the Basque language and culture, and enhancing the formative role of the media.
2. Helping to transform the Basque Country, promoting a society based on equality and diversity and getting involved in social causes.
3. Connecting with children and young people through new content, formats and platforms.
4. Taking EITB to a position as the Basque Country's benchmark public audiovisual group.
5. Developing an information and research system conducive to innovation and creativity at EITB.



2. The television of the future

ETB is one of EITB's main resources in its project to reflect Basque society, not just in its current configuration but also in its projects and collective desires for the future.

The content and formats used in Euskal Telebista must help it to reposition itself as an innovative public television network which is competitive and provides a public service. It must help Basque society to move forward from a position of authenticity but with a mindset open to the rest of the world, encouraging the use of Basque, reflecting the diversity of society in its content, providing information and entertainment and becoming an exemplary, quality-based public media network.

To that end competitive formats and content need to be generated under the framework of EITB's commitment to society, so it is important to attract talent and develop specialists who can become reference points for society.

There needs to be progress as regards collaboration between media within EITB to develop cross-media projects designed from the outset to strengthen the digital strategy, consolidate franchise agreements and create digital communities. The goal is to consolidate the ETB brand and at the same time to extend the personalisation of channels.

Lines of action:

1. Consolidating the ETB brand and personalising channels.
2. Generating new content and competitive formats based on a commitment to society.
3. Driving forward a digital strategy that can consolidate franchises and create digital communities.
4. Furthering collaboration between media within EITB to develop cross-media projects.
5. Attracting talent and encouraging the development of specialists who can act as reference points for society.



3. The radio of the future

EITB believes in the future of radio, but is aware that new forms of consumption are going beyond conventional broadcasts and combining with listen-again and on-demand services, podcasts, etc. They all form part of the radio of the future, which in the case of EITB needs to be based on quality and innovation if the group is to be a benchmark for current affairs and offer proximity-based public service and entertainment.

That is why EITB is working to digitise radio in order to improve the processes by which its products reach new platforms and digital windows.

But proximity undoubtedly calls for the presence of radio in society and commitment to Basque society, with boots on the ground and a presence in the rest of the group's media so as to enhance transversality and participation in cross-media products.

Voices are the soul of radio, so there is a need to invest in teams of specialists and attract talent to radio. New formats and contents must be developed that reflect EITB's commitment to society and to the future. EITB needs to broaden its position across Basque territory as a whole while maintaining the personality of each different EITB radio station.

Lines of action:

1. Strengthening the EITB Radio teams and innovating in new content and formats.
2. Broadening the territorial position and personalisation of each EITB radio station.
3. Digitalising radio and deploying cross-media projects at EITB.
4. Increasing presence in society and commitment to the transformation of Basque society.

Top Euskara

Top Castellano

Saioak

Dibulgazioa

Gastronomia

Kultura



4. Digital content and services

EITB seeks to lead the production and digital distribution of Basque news and entertainment content in the Basque Country and guarantee the availability of products in Basque on new services and platforms, especially those aimed at children and young audiences.

The predominance of content platforms at global level is a major challenge for the Basque language, so EITB has decided to develop the Primeran platform to bring together Basque audiovisual content, especially content in Basque.

EITB needs to guarantee the accessibility and technical quality of its digital services, so it needs to renew its systems and tools so as to manage technology in a new way.

EITB's cross-media strategy must play a fundamental role in digital content, with a view to strengthening the group's franchises, creating an EITB digital community and adopting Data & AI technologies.

Lines of action:

1. Supporting digital cross-media systems for EITB content and franchises.
2. Developing Primeran: a platform to bring together Basque content.
3. Creating the EITB digital community and applying Data & AI.
4. Promoting the Basque language in digital media consumption.
5. Assuring the accessibility and technical quality of our digital services.



5. Leadership in news

We must continue to be leaders in news and a benchmark for Basque society in terms of pluralism and truthfulness. The public service component must be the backbone of our new services, with support from the public because of our proximity, rigour and high standards of quality.

Faced with the diversification of information sources, EITB must strive for across-the-board coverage, seeking to attain leadership in digital news and in the search for new formats and media consumed by the new Basque society.

In the future, leadership in news will entail a cross-sectoral approach by all EITB's media with cross-media content and a commitment to an EITB agenda that reinforces us as a group, and to innovative news products that can increase the value that Basque public radio and TV brings to society.

Competition and new forms of consumption must spur EITB's teams into an attitude of constant innovation in news and new forms of expression, and an emphasis on specialist professionals as an assurance of credibility and rigour in information.

Lines of action:

1. Reinforcing benchmark status for news by consolidating pluralism and truthfulness.
2. Reinforcing EITB's public service ethos and commitment to news.
3. Implementing an "EITB agenda" to strengthen the cross-sectoral drafting of cross-media content.
4. Leadership in digital news and new media.
5. Driving innovation and adaptation to new forms of expression and innovative news products.



6. A benchmark for sport

EITB needs to be a benchmark for Basque sport with a view to preserving the sporting heritage of the Basque Country, and must support sport teams and sportspeople with their projects. Sport generates great passions and emotions, and EITB's channels need to reflect this as an expression of Basque society.

Sports content must be a distinguishing feature of EITB. We must be aware of the level of effort and technological development taking place in this field, and must encourage innovation in production and promote the digital sphere.

EITB is committed to gender equality in sport as part of its "in front of and behind the camera" concept. Support is provided for sportswomen and women are actively encouraged to join the EITB Kirolak sports unit.

The newly established cross-media nature of the 'EITB Kirolak' team will provide a great opportunity to increase the impact and operational capacity of the unit, while maintaining the particular identity of each outlet.

Lines of action:

1. Becoming a reference point for Basque sport and accompanying clubs and individual sportsmen and women.
2. Progressing towards gender equality in both in front and behind the camera.
3. Encouraging innovation and the digitalisation of content.
4. Committing to a cross-media approach among staff of EITB Kirolak.



7. Partnerships with the Basque audiovisual ecosystem

EITB seeks to contribute to the development of the Basque audiovisual ecosystem, so as to increase the ability of businesses and individuals that can create jobs and wealth and help productions and content made in the Basque Country to reach out further, thus enhancing knowledge of the area and its image abroad.

A transparent management model must be drawn up to govern links between EITB and audiovisual production companies, so as to increase EITB's library of content, particularly in the Basque language, and make productions more profitable.

Dynamics that can encourage innovation and creativity in audiovisual production must be sought, as must partnerships to help reach beyond content produced in the Basque Country.

EITB is set to launch "EITB Miramon Faktoria", a public/private partnership project aimed at consolidating the group as a benchmark for audiovisual production.

Lines of action:

1. Developing a transparent business management model for the contracting of audiovisual content by EITB.
2. Protecting EITB in audiovisual production and making its productions more profitable.
3. Going beyond content produced in the Basque Country.
4. Fostering innovation and creativity in audiovisual production in the Basque Country.
5. EITB Miramon Faktoria: audiovisual production centre.



8. New technology management

The audiovisual and media sectors are among those most affected by digitalisation and the ongoing evolution of technology. EITB therefore needs to increase its resilience and provide itself with a new model of technology management to help it address future challenges in this area.

The new technology management model must be based on guaranteeing EITB's own resources and staff capabilities and finding the optimal balance between the internal resources of core operations (in-house) and outsourced products and services, so as to meet the needs of the Group as regards the pace of consumers and the market. This will certainly entail setting up technology trend prospecting mechanisms.

Adaptation of organisational best practices and integrated process administration will make it easier for the range of content offered by EITB Media to evolve based on the highest standards of quality.

EITB must develop its Technology Projects Plan as a facilitator of change. The projects involved include adopting and applying Data & AI technologies to the organisation's in-house capabilities.

Lines of action:

1. Designing a new technology management model.
2. Developing the Technology Projects Plan.
3. Integrated process administration.
4. Incorporating Data & AI.
5. Providing EITB with technology trend prospecting mechanisms.

9. Investing in the future

The great changes taking place in the audiovisual sector both in how content is produced and consumed, also in how technology and means of production are used and managed, result in a constant need for investment and planning for the future at EITB.

Technologies such as augmented reality and the virtualisation of content are about to break into the audiovisual sector. This entails a need to intensify innovation and creativity based on new technological opportunities.

The need to be able to offer solutions more and more quickly forces us to plan and update our portfolio of projects as far in advance as possible, to improve our portfolio management capabilities and to set up scenarios of economic and financial needs.

With this in mind, we need an investment plan that covers the modernisation of EITB's premises and the preparation of a library of projects to enable us to adapt to the budget capacity of the organisation. We also need to improve EITB's investment capacity by setting up a technical projects office staffed by technical and legal specialists.

Lines of action:

1. Investment Plan and Library of Projects.
2. Setting up of a technical projects office to enhance investment capacity.
3. Plan for the modernisation of EITB's premises.
4. Promoting technological innovations by introducing the virtualisation of content and new lines of digital audiovisual production.



10. Cross-sectoral commitment to commercial action and securing resources

EITB must assure a financial balance and take responsibility for generating more internal resources with a view to improving the content offered to Basque society. Efficient commercial action must also serve to maintain EITB's competitive spirit in the media sector and be the main benchmark for guaranteeing the market position in the Basque Country of Basque products and companies.

We wish to cooperate actively with advertisers to provide them with advanced, commercial positions and make EITB a benchmark for them. To that end, a new commercial strategy is to be drawn up based on optimal alignment with external partners and a focus on special commercial proposals and improved revenues in other product fields. The idea is to promote a digital advertising strategy for our advertisers via competitive media and formats.

Commercial action and the securing of internal resources must be a watchword across-the-board for teams and generators of content at EITB, who must cooperate on strategies for increasing the joint funding of the Group's audiovisual products.

Lines of action:

1. New commercial strategy for EITB.
2. Promoting advertising in the digital environment.
3. Cooperating with advertisers as a benchmark and commercial partner.
4. Taking across-the-board commercial action in all EITB teams and content.
5. Increasing joint funding of EITB's audiovisual products.



11. Building up a business

Bringing together our media organisations into EITB Media must be seen as a major opportunity to update our management model based on greater integration between corporate services and business units, fostering cross sectoral actions and assuring the financial balance of the project.

EITB's strategy must be enacted through projects. To that end, it is fundamental to align resources through a project-based budget outlook. The idea is to contribute to environmental sustainability and net zero audiovisual production, introducing green management as an across-the-board feature of the organisation.

The Human Resources Plan must result in greater integration and stability in teams of specialists, and a commitment to setting up a model for recruitment and career development.

EITB must assure compliance with all legal requirements for public systems by providing itself with the resources needed to become more flexible and to support its business units better. This means giving the organisation a unified corporate information system that can help in the making and monitoring of management decisions, as an essential tool for a policy of public transparency.

Lines of action:

1. Human Resources Plan.
2. Financial stability and promoting of project-based budgets.
3. Consolidating the available information systems to make management more flexible.
4. A Compliance Plan to support business units and provide legal certainty.
5. Promoting sustainability in the management of EITB and contributing to green audiovisual production.



12. Public governance and creation of partnerships

EITB must consolidate its public governance system by collaborating with the public management and control bodies set up under the legislation regulating Basque public radio and television, enhancing its legitimacy in the face of institutions, stakeholders and Basque society and becoming a unifying project with a guaranteed public service ethos that provides support for initiatives in Basque society.

The newly-approved Programme Contract must include an update of the reporting system to bring it into line with the new services and goals set. To that end, the Public Transparency Plan must be the main mechanism for providing social and political monitoring of EITB's operations.

Lines of action:

1. Approving of the EITB Programme Contract and updating the reporting system.
2. Monitoring of EITB's strategy and prospecting in the audiovisual environment.
3. Public Transparency Plan.
4. Internal governance and alignment of the EITB project.
5. Strengthening the project through partnerships and internationalisation.

The EITB Strategy for 2030 sets priorities and projects, so it is essential to monitor it and set up a system that anticipates potential scenarios and conducts prospecting in the audiovisual environment.

Developing the EITB project entails making improvements in internal governance and the alignment of the project as a shared effort. It also calls for a strengthening of partnerships with stakeholders and other audiovisual groups, and for internationalisation as a way of opening up to the outside world so as to enhance capacities in a highly competitive environment.

Initial projects for moving forward

Projects are key in bringing about change and moving towards EITB's vision for 2030. Working sessions carried by internal teams across all areas of EITB have enabled a broad portfolio of projects to be drawn up. These projects are aligned with the lines of action for each of the 12 priorities, and are set to be the key for progress in the strategy set.

These projects are to be led and implemented by EITB teams with the cooperation of key external actors. They are classed according to their level of impact on the priorities and lines of action set out and in line with the timetables for their implementation. The 15 projects classed as key at this time for making progress towards EITB's model for 2030 are outlined below. This portfolio of projects will be updated from time to time in line with changes in our environment and context.

1

“Primeran” Platform

This digital platform will cover all audiovisual output generated in the Basque Country. It will offer not only content from EITB but also a full range of Basque films, series, documentaries, shows, concerts, etc. generated by the Basque audiovisual ecosystem. Not all its content will be in Basque but such content will be prioritised, as its basic remit includes promoting the language, bearing in mind that it currently has very little space on platforms.

2

EITB Miramon Faktoria

EITB's production centre at Miramon (Donostia/San Sebastián) needs to be consolidated as a “content factory” and a benchmark for production and technology. Miramon, which opened in 1987, is the group's oldest base and the intention is for it to become the audiovisual hub of the Basque Country. This will entail significant investment in renovation.

3

New policy on content

The main point in the rights to content in which EITB is involved will be the protection of broadcasts in Basque on the group's various channels, windows and platforms. We also aspire to obtain fiction products and dub them to make them available to Basque speakers.

4

Completing implementation of HD

The Royal Decree that regulates the Technical Plan for TDT (Terrestrial Digital Television) compels all channels to be broadcasting in HD (High Definition) by 1/1/2023. By that time we need to undertake the work and investment required for ETB3 and ETB4 to broadcast in HD. ETB's two main channels (ETB1 and ETB2) are already in HD. In 2022 EITB will take its first steps to produce content in UHD (Ultra-High Definition) with the acquisition of its first UHD mobile broadcast unit.

5

New management & implementation of technology

Production requirements and the rapid pace of change and short lifetime of technology tools mean that it is essential to rethink the way in which technology is managed and implemented at EITB, so as to detect the challenges that must be addressed and to progress towards flexible project management models and face each new change in due time and with the proper quality while remaining competitive.

6

EITB Casting

Behind every project there are people, and the success of projects is largely determined by the talent of people who work hard to attain their goals. This goes for both those who appear in front of the camera and those who are behind it. To locate, attract and train talented individuals, a macro-casting process is needed, so as to create our own talent hub.

7

Gaztea: targeting strategy

As a radio station in Basque, Gaztea is a reference point for young audiences. It has managed to adapt to new ways of relating to its audience via eitb.eus, YouTube, Instagram and Tiktok, going beyond the medium of radio per se. Gaztea is seen as a brand targeted at young people that covers radio, TV and digital content on EITB channels plus external windows and platforms, while not forgetting major content such as news presented in ways in which it is currently consumed by young people.

8

EITB Navarra

EITB is to expand its premises in Pamplona by 40%. This includes doubling the size of the TV set for current affairs programmes featuring guests. The editorial office area will be fully refurbished and, on the technical side, production control will migrate to HD, a new radio studio will be built and the production controls for radio and digital content will be thoroughly renovated.

9

Data & AI

The groundwork will be laid and initial steps will be taken towards organising and combining user data available from registration of our digital products to be fed to AI systems with the aim to increase the value-added of processes and contents such as automatic tagging and the management of social networks and communities.

10

EITB's social causes

EITB's role as a public service and an agent for change is fundamental. Our projects need to include contributions to causes likely to help in social development in the Basque Country. EITB must take an interest in involving itself in collective causes in the Basque Country and in Basque society

11

Partnership with Basque audiovisual sector

We will be working towards an agreement to support film production in the Basque Country and establish a new contracting framework for programmes and content. As indicated in the description of this priority, the idea is to develop a transparent management model for EITB's links with audiovisual production companies, thus protecting its rights and seeking to increase its library of content, especially in Basque, while at the same time making productions more profitable.

12

Programme Contract for 2022-2025

We will be drawing up a new Programme Contract that will enable us to tackle the priorities, lines of action and projects set out in EITB's new strategy for the coming years. The idea is to establish a regulatory framework covering the public service provided by EITB and the funding provided by the Basque Government, so as to assure stability and the level of effectiveness needed.

13

Setting up of a technical investment office

In view of the fast pace of change and ever shorter lifetimes of technologies and production requirements, we plan to set up a technical office staffed by external support teams and specialists from within the EITB group to help define and monitor each project.

14

EITB Lab projects

EITB Lab is a laboratory for experimenting with new formats for EITB, aimed at researching, analysing and starting up initiatives and formats adapted to the new realities of audiovisual consumption. The idea is to anticipate new formats and ways of telling stories, especially in Basque, and to develop a transmedia narrative to extend the reach of successful programmes already offered by EITB and produce more from start to finish.

15

Transparency portal

The Transparency Plan has three lines: transparency to Basque society, transparency to EITB's Board of Directors and transparency to EITB's workforce. In regard to the first of these lines, EITB's online Transparency Portal is to be completely remodelled. Work will also be done on internal communications with employees and with the Board of Directors.

6

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The list below references the many different sources of information consulted and analysed in preparing EITB's strategy to 2030 and in drawing up this document.

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EITB 2030 STRATEGY

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