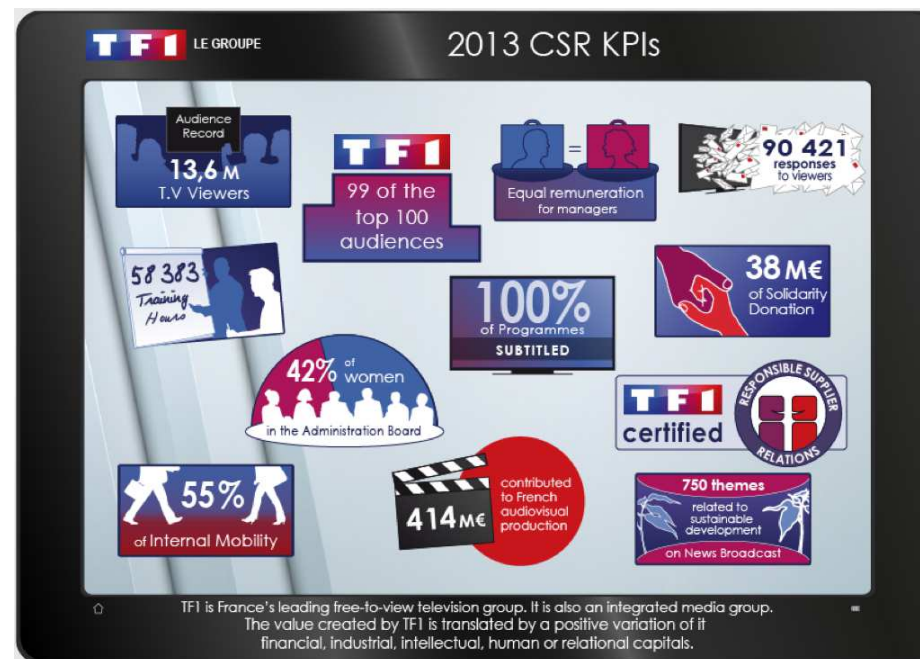


# ***Rol of quality & CSR management : Lessons learnt from Thai PBS & TF1***



## A - Case study of



Special thanks to Khun **Anothai Udomsilp**, Director,  
Thai PBS Academic Institute of Public Media

## B - Case study of



# Why Thai PBS has decided to implement a quality management system ?

- 1) Conform with the requirements of **Thai PBS Act, B.E. 2551**
- 2) Implement a **collaborative reporting mechanism** to build the annual report for the Parliament
- 3) make **responsibly** and **most efficient** use of **tax funds**
- 4) Benchmark Thai PBS internal management system with **international best practices in TV quality management**



# Correspondence table between Thai PBS Act, B.E. 2551 & ISAS BCP 9001

## ✓ Chap II : Administration & operation

- ✓ program production plans § 29.3
- ✓ personnel development plans § 29.4

## ✓ Chap III : Rule and professional ethics

- ✓ Rule on professional ethics § 42

## ✓ Chap IV : Broadcasting

- ✓ Broadcasting § 43
- ✓ control the production ( § 29.1)
- ✓ network development § 29.5

## ✓ Chap V : Audience council & Complaint

- ✓ Audience council & complaint § 5

## ✓ Chap VI : Accounting, audit and evaluation

- ✓ quality evaluation of broadcasted programs § 29.6
- ✓ corrective and preventive actions § 46
- ✓ Accounting audit & evaluation

## ✓ Chap VII : Inspection & control

- ✓ annual report to the Council of Ministers § 52
- ✓ performance of the Organisation § 52

## 5 Management responsibility

- 5.1 Management commitment
- 5.2 Stakeholder focus
- 5.3 Quality & ethics policy
- 5.4 Planning
- 5.5 Responsibility, authority and communication
- 5.6 Management review
- 5.7 Corporate social investment, community services
- 5.8 Risk management

## 6 Resource management

- 6.1 Provision of resources
- 6.2 Human resources
- 6.3 Infrastructure
- 6.4 Work environment

## 7 Product realization

- 7.1 Planning of product realization
- 7.2 Customer related processes
- 7.3 Design and development
- 7.4 Purchasing
- 7.5 Production and service provision
- 7.6 Control of monitoring and measuring devices

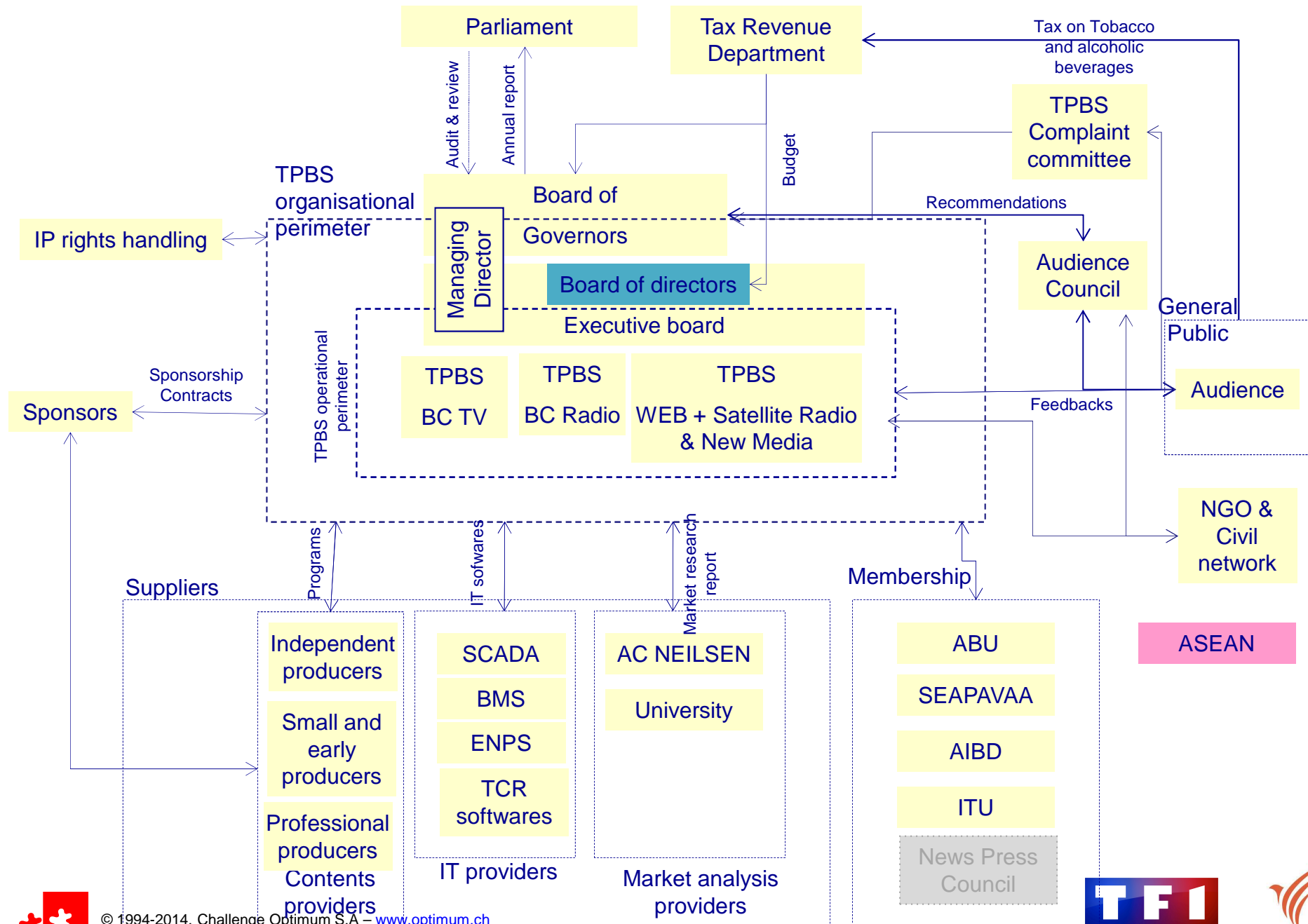
## 8 Measurement, analysis and improvement

- 8.1 General
- 8.2 Monitoring and measurement
- 8.3 Control of non-conforming product
- 8.4 Analysis of data
- 8.5 Improvement

**>70%  
correspondence !**



## Who are Thai PBS stakeholders ?

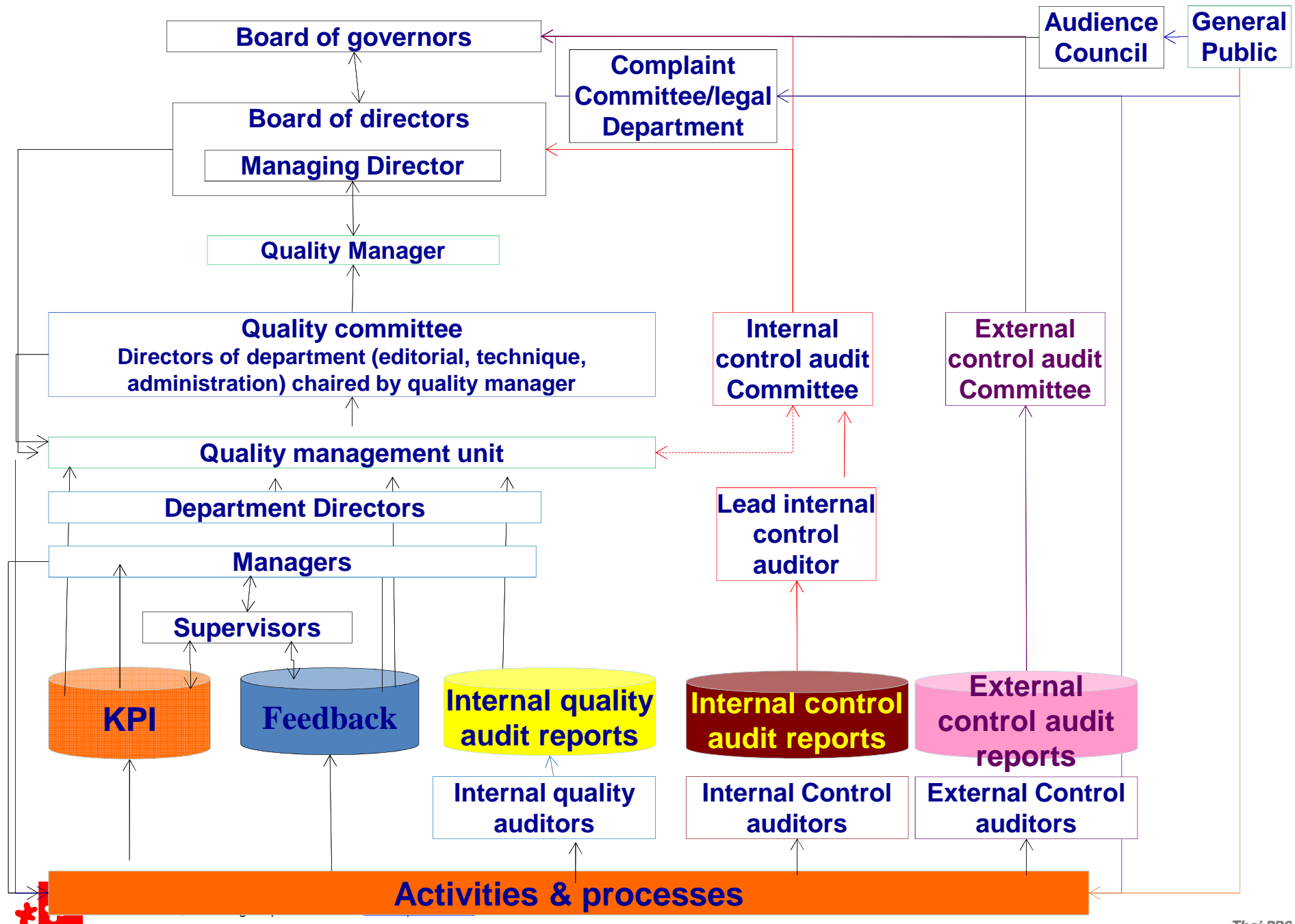


# What are Thai PBS main objectives with each of those main stakeholders?

- 1 - Transparency with the parliament
- 2 - Independence with the government
- 3 - Ethics with advertisers
- 4 – Accountability to the public
- 5 - Motivation of staff members
- 6 - Partnership with suppliers
- 7 – Promoting public participation
  - Citizen Journalists*
  - Promoting Independent producers*
  - Friends of Thai PBS*
  - Public Media Institute*
- 8 - Preservation of audio, video & written patrimony



## What is Thai PBS reporting structure ?

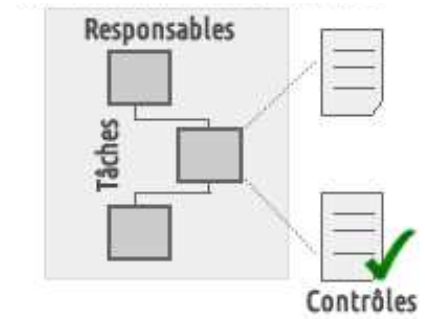


# What does the system look like ?

Job descriptions

Know-how

Procedures &  
documents



Hierarchical chart

Risks

Processes

Severity

Action plans

Training plan

Conformance





# Which know-how must be kept under control?

Management 01-MA	Quality management 02-QM	Increase Public 03-IPA	Compliance 04-CO	Thai PBS Social 04-SI	R&D 05-RD	Content planning 06-CP	Planning of operations 07-PO	Production of programs 08-PP	Quality control 09-QC	Technology Management 10-TECH		Support resources 11-FM	Finance 12-FI	HR management 13-HR	Legal 14-LEG
Risk Management P.MA.01	Documentatic & Record P.QM.01	Promote PSB across P.IPA.01	Contracting Sub P.CO.01	Training Citizen P.SI.01	R&D on PBS Program & P.RD.01	Procurement of Quality P.CP.01	Budgeting P.PO.01	Selection of editorial P.PP.01	Pre-On Air -Post P.QC.01	Broadcast Management BM	New Media NM	Controlling of P.FM.01	Financial Control P.FI.01	Staff Appraisal P.HR.01	Contracting LEG-01
Managemen review P.MA.02	Internal Quality Audit P.QM.02	Branding of Thai PBS P.IPA.02	IP Rights Management P.CO.02	Social Capital P.SI.02	TV Programs qualitative & P.RD.02	Social Network P.CP.04	Efficient Resource P.PO.02	Shooting P.PP.02	Program Approval P.QC.02	Network transmission P.BM.01	WEB site + On-line P.NM.02	IT Management P.FM.02	Cash Management P.FI.02	Training P.HR.02	
Fostering Academic P.MA.03	Continuous Improvement P.QM.03	Reporting Social P.IPA.03	Internal Control Audit P.CO.03		Develop Presentation P.RD.03	Annual program P.CP.05	Correct Timing Time P.PO.03	News Editing & Assembling P.PP.03	Evaluation of programs P.QC.03	Live broadcasting P.BM.02		Content Archiving P.FM.03	Budget/Expes Approval P.FI.03	Salary and benefit P.HR.03	
Corporate strategy & P.MA.04	Audience Feedback P.QM.04	Ensuring Corporate P.IPA.04			Developing Media P.RD.04			Promotion of programme P.PP.04		Technical Broadcast P.BM.03		Website TV P.FM.04	Fundraising P.FI.04		
	TQM Software P.QM.05				Training on Media P.RD.05			Programme assembling P.PP.05				Inventory & procurement P.FM.05			

= What Thai PBS MUST DO

= GPS of management system

TAWARAK TIGABHERN

TIME CHVASTAPANASIRI

TAVESAG COMCHOI

ANOTHAI UDOMSILP

WATTANIN THAIPOEMPOOL

YOTHIN SITTIBADEEKUL

*Ignatius*

*Chivastapanasiri*

*Thavee Chai*

*ANOTHAI*

*WATTANIN T.*

*YOTHIN*

NAXORN S.

THAKSINA

NIDA MORYADEE

SUCHADA PHUTHONGKAM

RANAD PAKANAM

WARASIT SEANGTHANG

VIESANOPHAD ASAVARUKS

D. CH. JAMRI

*Naxorn S.*

*Thaksina*

*Nida M.*

*Suchada*

*Ranad*

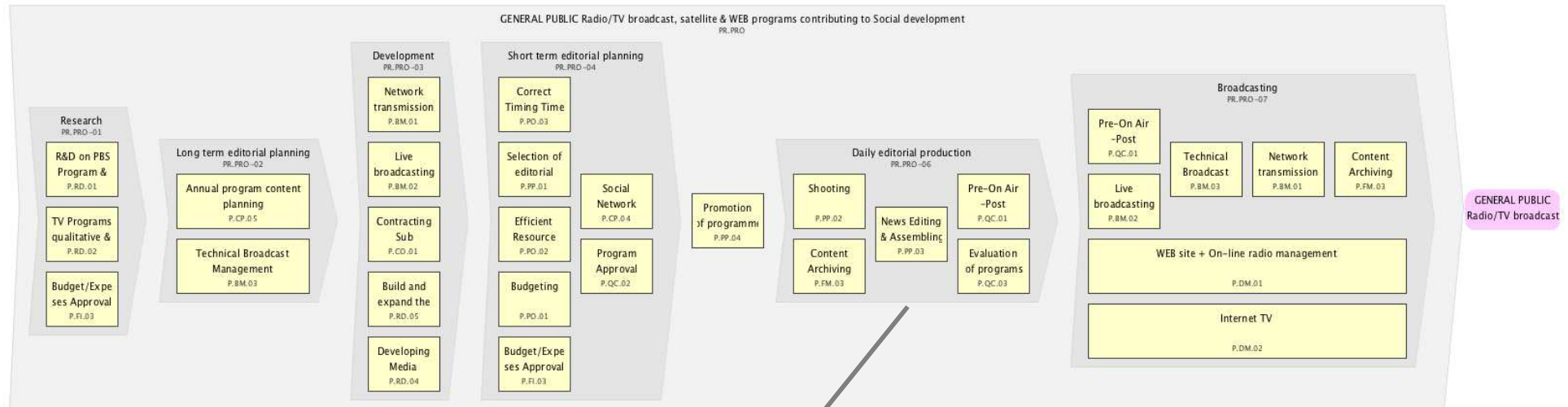
*Warasit*

*Viesanophad*

*D. Ch. Jamri*



# HOW do we deliver our programs ?



# Heart of the system : the procedures

Who ? does What ? according to Which rules ?

CLICKN MANAGE

another OK

Employees

Roles

Documents

Procedures

01-MA - Management

02-QM - Quality management

03-IPA - Increase Public Awareness

04-CO - Compliance

04-SI - Thai PBS Social involvement

05-RD - R&D

06-CP - Content planning

07-PO - Planning of operations

08-PP - Production of program

09-QC - Quality control

10-TECH - Technology Management

11-FM - Support resources

12-FI - Finance

13-HR - HR management

Processes

Requirements

Habilitations

Equipment

Trainings

Definitions

Risks

Actions

Indicators

Info Definitions Requirements History Roles Employees Documents Print

P.PP.04 - Promotion of programme (Version 0.1 - Draft)

To ensure that :

- Thai PBS broadcast programmes are known to the public before, during and after broadcast
- the audience is involved in the programme activities (elections, kids programs, edutainment programmes)
- Thai PBS programmes ratings are continuously increasing
- Thai PBS programmes have a clear positioning on the market

According to :

- Thai PBS act
- Promotional plan
- Quarterly programme plan
- Production guidelines

Manager of strategic department

Manager of programs promotion

Director of Programmes Department

Assistant director of programme department on strategy and planning

Director General

Promotional Material Internal Client

1. Instructing the promotion department

2. Collecting & featuring the programs

3. Production of promotional materials

4. Selecting the time slots for promotion spots

P.QM.04,Ph 1

P.CP.05,Ph 4

P.DM.02,Ph 3

P.PP.05,Ph 3

P.PP.05,Ph 3

2. Collecting & featuring the programs

Info

D.CP.05.001 - Annual Programming Plan

D.QM.04.001 - Report on audience feedback

Who: PRM - Manager of programs promotion

What: S/he shares each department's promotional plan and coordinate their respective plans (PR for corporate promotional plan and Programmes for its dedicated plan). In some cases, the programmes promotion division helps produce TV promotional spots to promote Thai PBS corporate image and branding. Promotional text and images concept is designed during the meeting (call for participation in talk-shows, invitation to take part in specific events, ...). These are to be inserted in the promotional material produced in phase 2.

D.PP.05.001 - Promotion Programme Plan (2) ✓

D.PP.05.002 - PR promotion plan (1) ✓

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## Anothai Udomsilp (ANUD)

### HIERARCHICAL LEVEL

Manager:	Academic Institute of Public Media (AIPM)
9 Subordinate(s):	Wattananin Thaipoompool (00538), Tawapak Tiyabhorn (00191), Suchada Phuthongkham (SUPH), Taksina Chalittipornwong (TCH), Kothchakorn Bhutrakul (B2021), Nida Moryadee (00851), Patraporn Suwanachot (00876), Parida Kocheh (PAKO), Time Chuastapanasiri (00945)

### MY AREA(S) OF ACTIVITY

R&D (05-RD), Management (01-MA), Quality management (02-QM), HR management (13-HR)

### MY PROCESSES

Research (PR.PRO-01), HR Management (PR.SUP-04), Steering of TPBS operation to ensure corporate: integrity transparency accuracy (1) (PR.CORPO-01), Development (PR.PRO-03), Steering of TPBS operation to ensure corporate: integrity transparency accuracy (2) (PR.CORPO-02)

### MY ROLES

Staff Member (STM)  
Director of Institute of Public Media (DAI)  
Member of corporate strategy & planning working group (MEM-CSP-WG)

### MY RESPONSIBILITIES

Staff Member (STM), Director of Institute of Public Media (DAI), Member of corporate strategy & planning working group (MEM-CSP-WG)

### MY TASKS

**Staff Appraisal** (P.HR.01)  
- Self evaluation (Phase 6)

**Corporate strategy & planning** (P.MA.04)  
- Build the corporate strategy (Phase 2)

**Documentation & Record Management** (P.QM.01)  
- Document change request (Phase 1)

**Continuous Improvement** (P.QM.03)  
- Feedback from Staff Member (Phase 2)

**R&D on PBS Program & Publications** (P.RD.01)  
- Selection of Research & Development topics (Phase 2)  
- Briefing of the Research professional (Phase 5)

**TV Programs qualitative & quantitative ratings** (P.RD.02)  
- Purchase of data on quantitative rating (Phase 1)  
- Analysis of qualitative data (Phase 4)

**Developing Media Guidelines and Standards** (P.RD.04)  
- Review of the existing guidelines (Phase 1)

**Build and expand the cooperation between Academic Media Institutes** (P.RD.05)  
- Reviewing policies/strategies/current Media situations and needs (Phase 1)

### MY RISKS

	3 Exposed	3 Controlled	3 Owned
Not being recognized as a PBS (R.AUCD.03)	X	X	
Not increasing audience share (R.AUD.02)	X	X	
Not enough creativity (R.MAN.06)	X	X	X
Not enough command of English language (R.MAN.07)			X
Procedures are not followed by staff (R.PRL.03)			X

The quality  
system also  
manages the  
**job**  
descriptions of  
everyone!



# How does it work ?

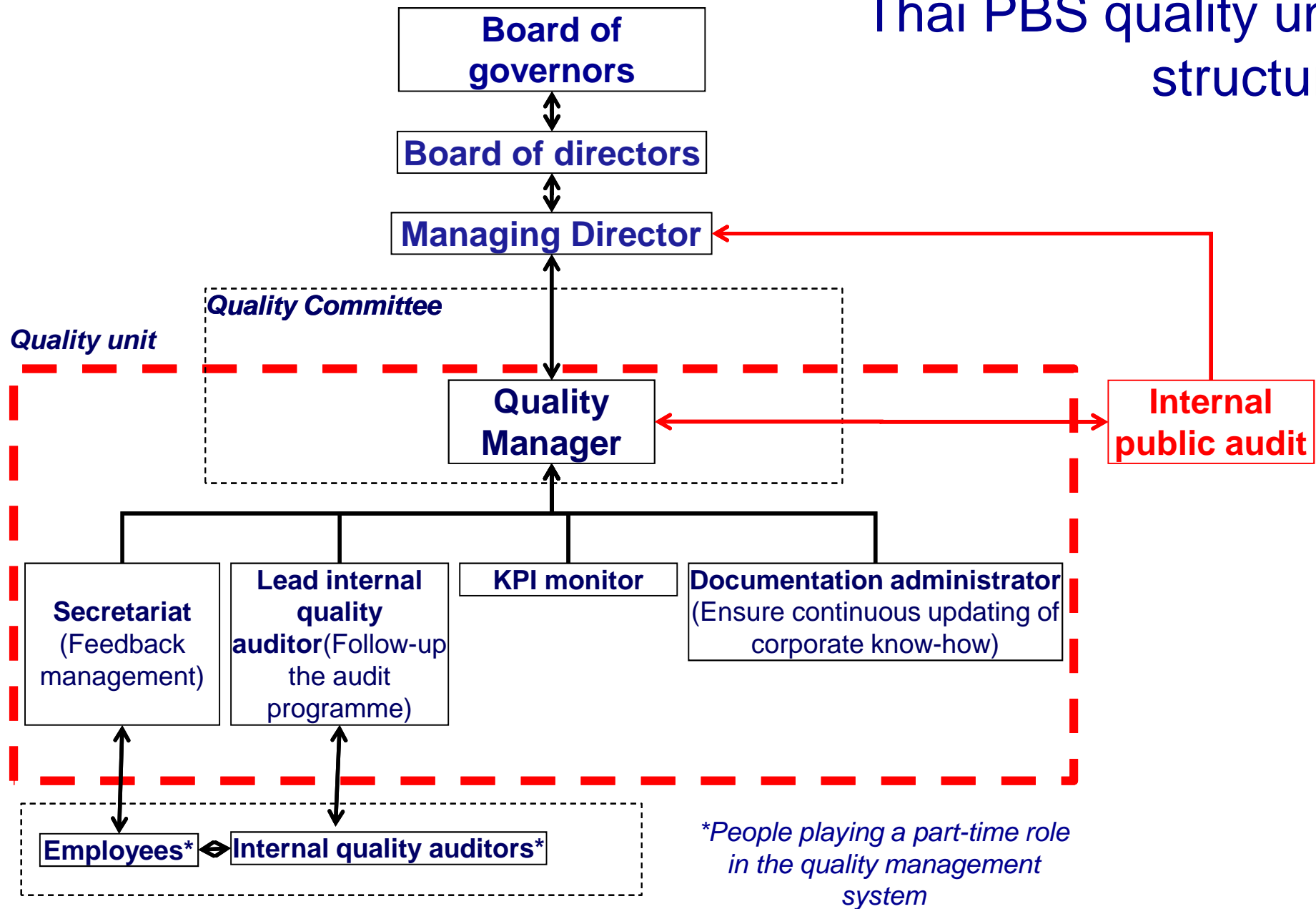


# Examples of internal quality audit findings

- 1) Social Content Network Development is done out of any rules, based on the manager's experience
- 2) Under usage of Arina's software
- 3) Low renewal of the video clips – under usage of MEM
- 4) Missing justification documents in financial control
- 5) Risk of running similar research projects in parallel in various departments



# Thai PBS quality unit structure



## A - Case study of



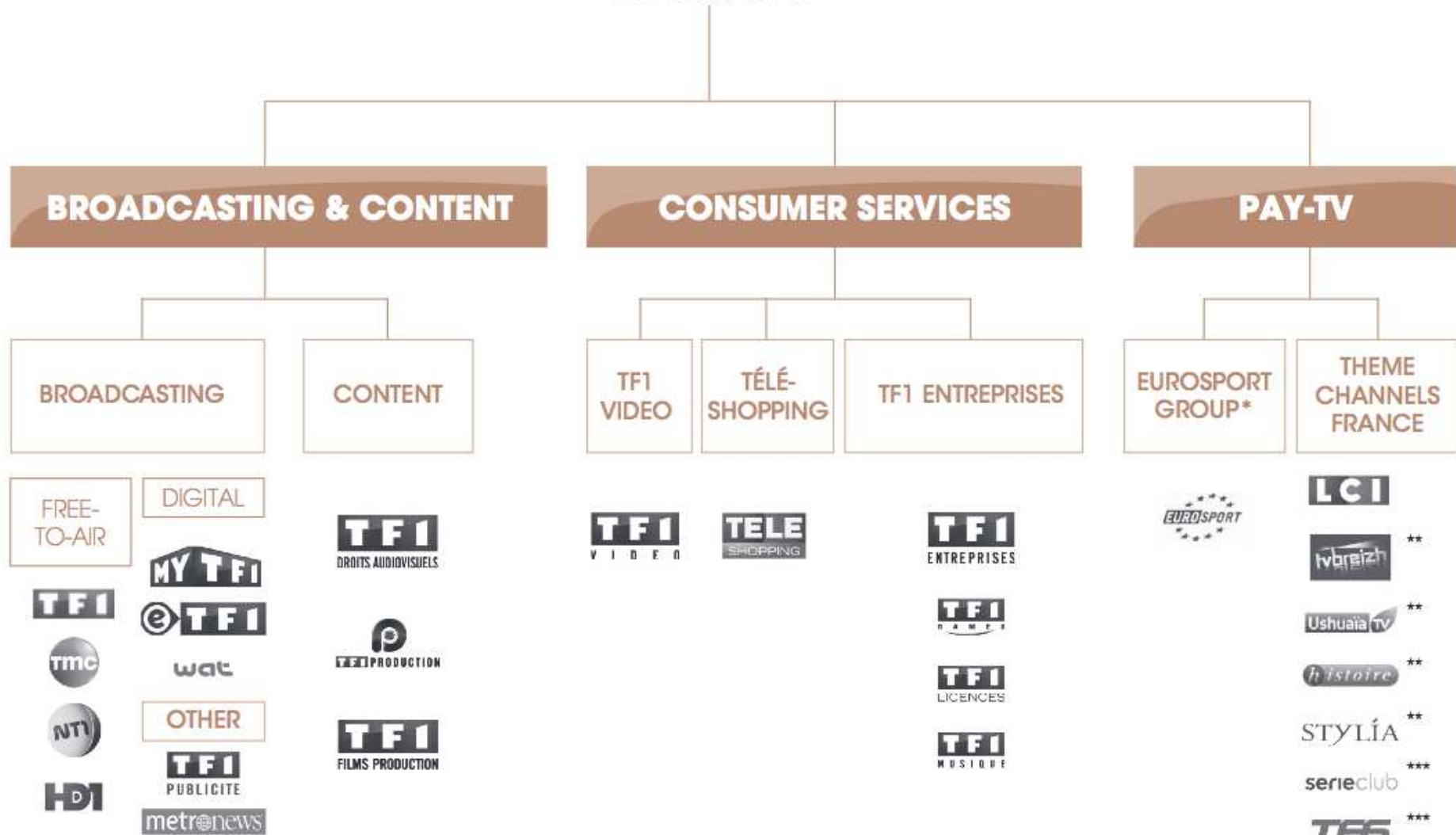
## B - Case study of







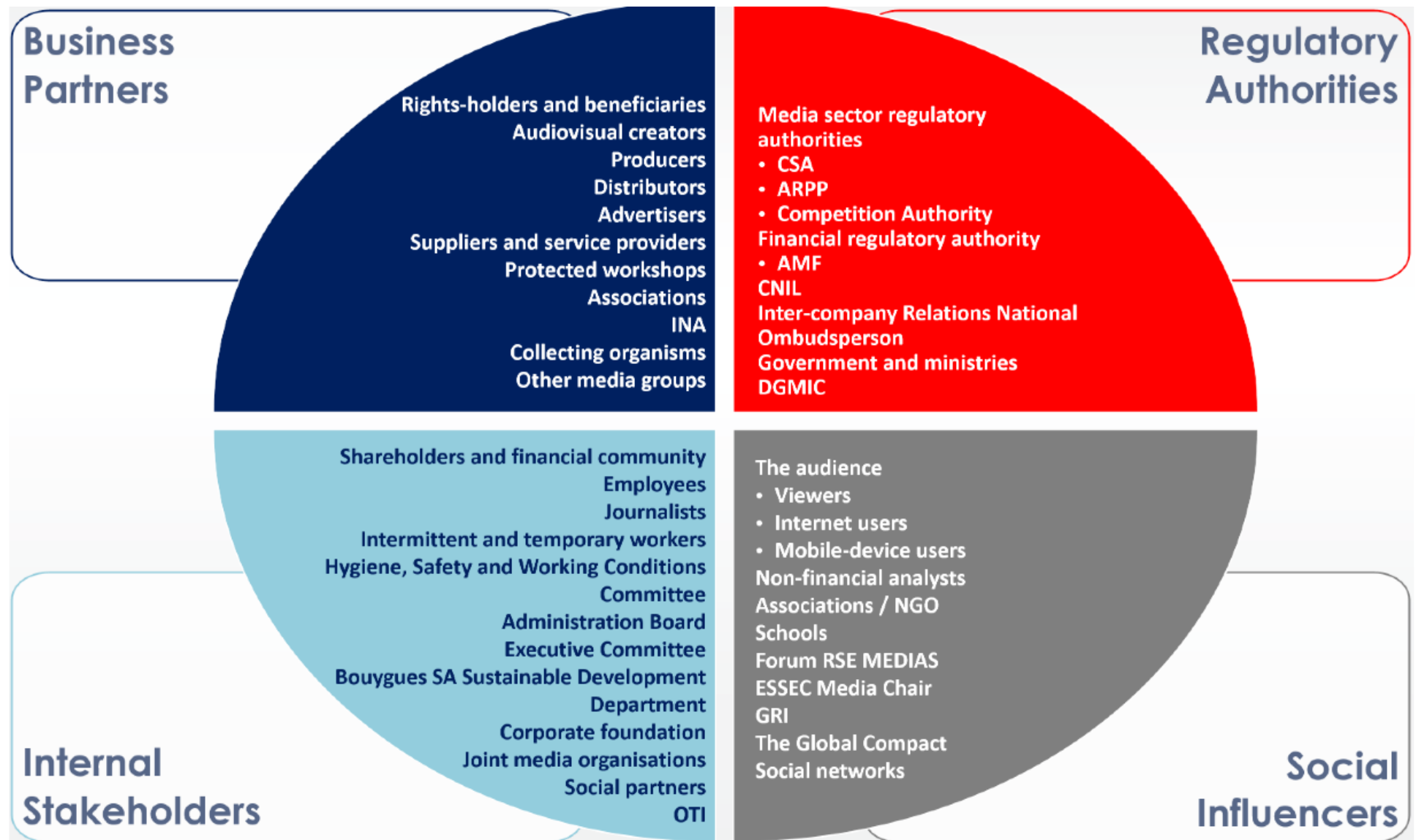
## LE GROUPE



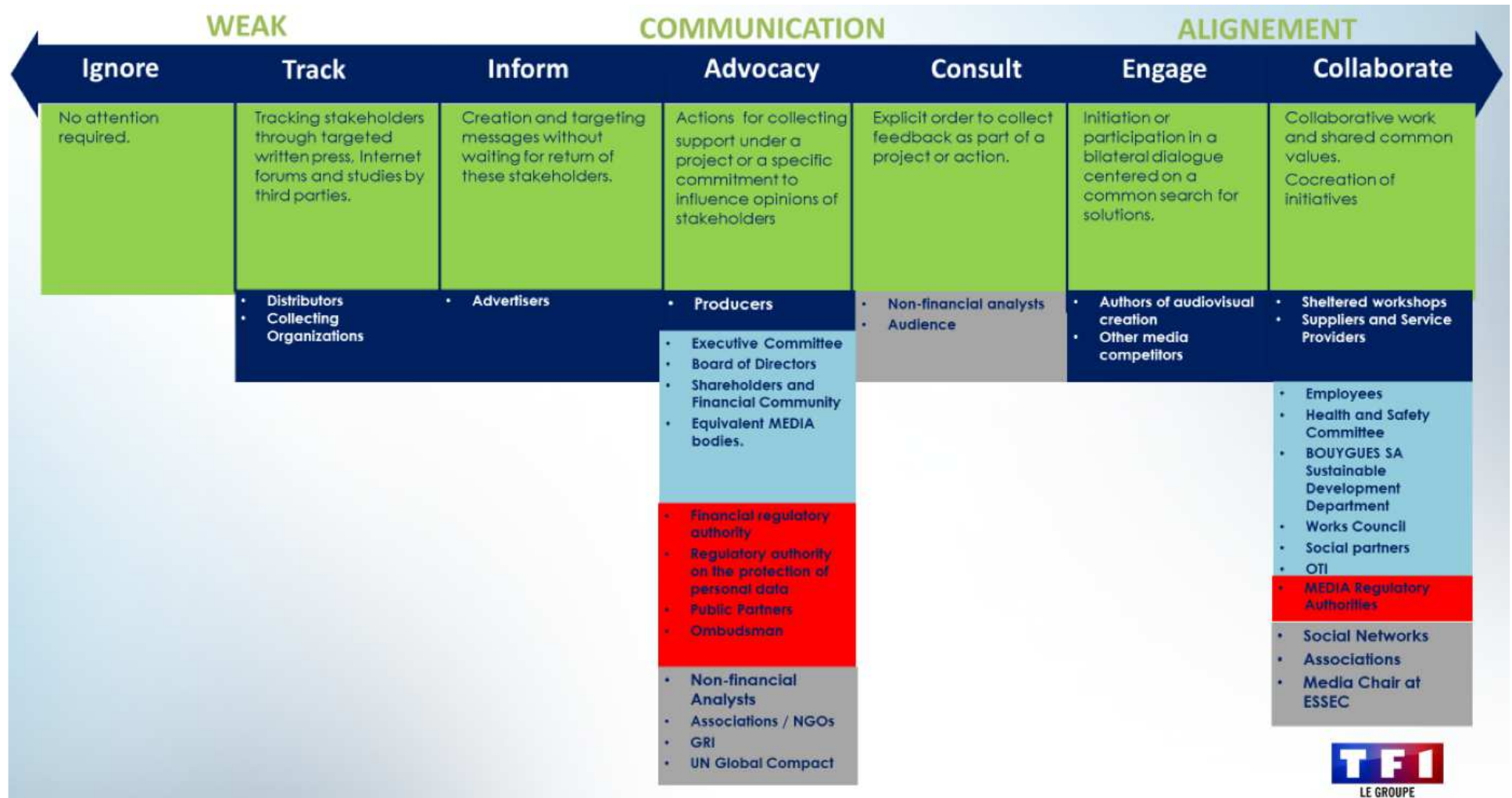


TF1 is France's leading free-to-view television group. It is also an integrated media group. The value created by TF1 is translated by a positive variation of its financial, industrial, intellectual, human or relational capitals.

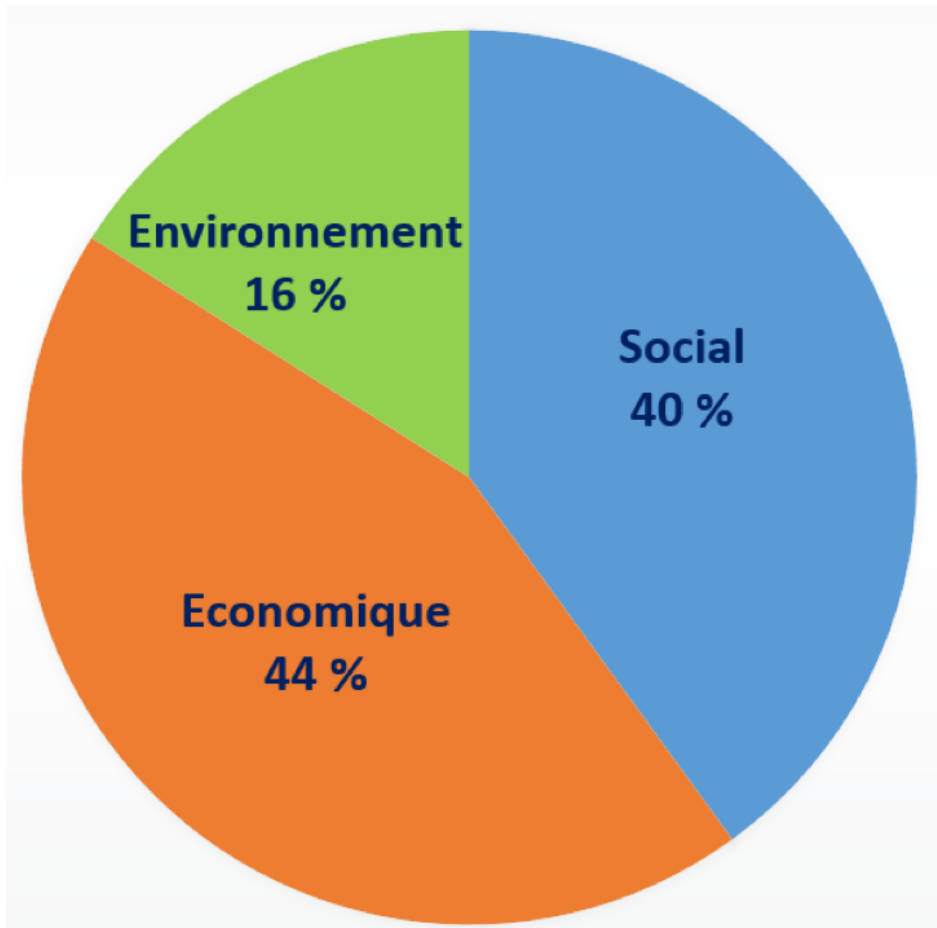
# TF1 stakeholders groups



# TF1 stakeholder engagement : a continuum of relations



## TF1 : Key topics raised through stakeholder engagement



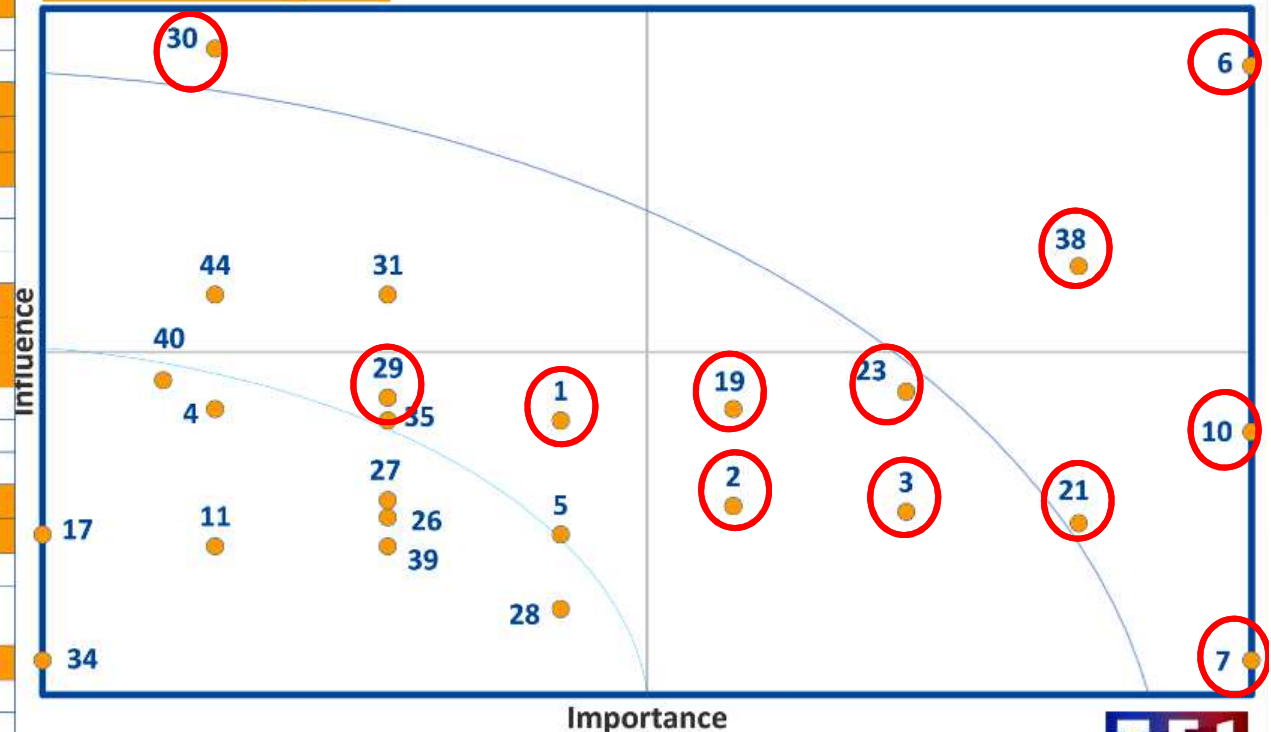
84 % of aspects in the MEDIA sector are of economic and social nature according to RobecoSAM, Sustainability Rating Agency



# TF1 : Identified Material Aspects and Boundaries Relevant aspect

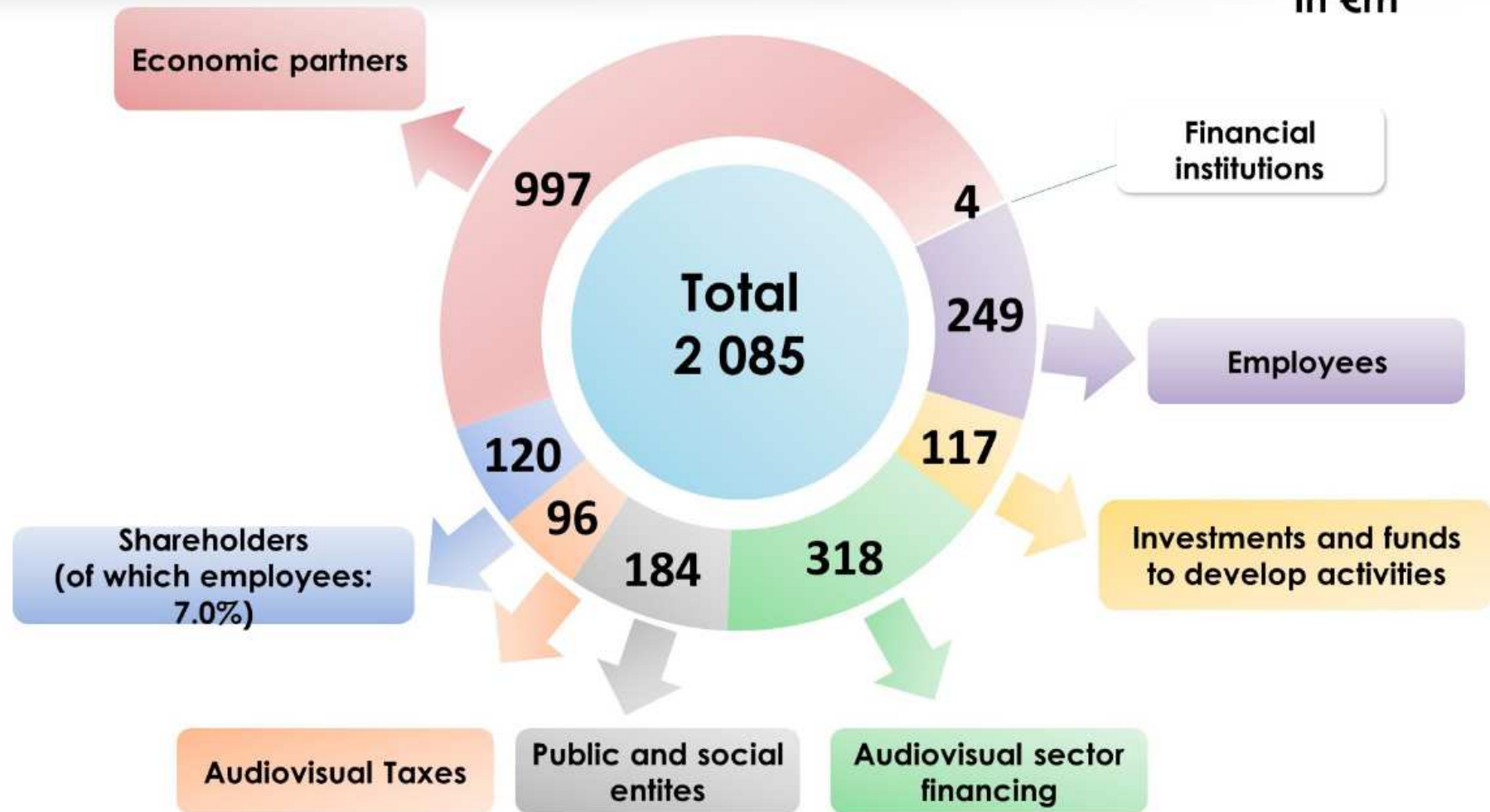
N°	ASPECT
1	Stakeholder relations
2	Protection of young audience
3	Diversity and Society
4	Compliance of programmes
5	Responsible advertising
6	Ethics of journalism
7	Digitalisation and technologic innovations
10	Compliance of programmes
11	Economic contribution to communities
14	Financial participation to employees from TF1 growth
17	Sustainable media production (including ECOPROD)
19	Employee diversity
21	Employee preparation to technologic evolutions
23	Equal wages and work opportunities Men and Women
26	Social dialogue
27	Health and occupational Safety
28	Wellness at the workplace
29	Accessibility of programs for disabled people
30	Protection of personal data
31	Respect of intellectual property
35	Awareness of audiences on sustainable development issues
38	Honesty of practices
39	Media literacy
40	Feedback and complaints of consumers
42	Interactivity of programs
44	Sustainable marketing

## 12 material aspects



# TF1 : ECONOMIC CONTRIBUTION OF THE COMPANY in 2013

In €m



**REGULATION AND TAXATION = €598m**



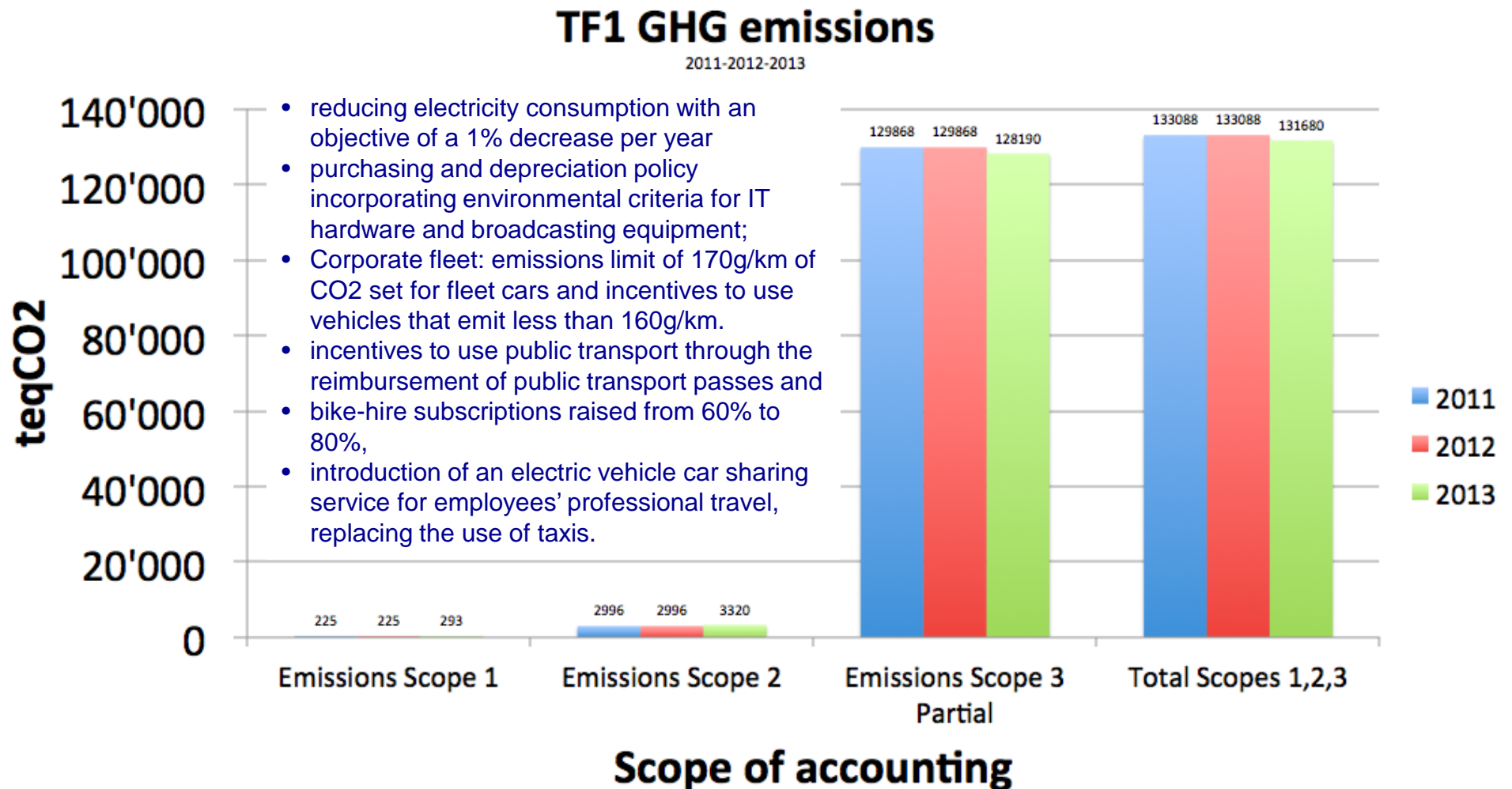


More than 120 other non profit organisations of all times and other goals are given free air time or other kinds of help

Unité de valeur	2013	2012	2011
Number	131	168	125
M€	2,2	2,5	2,9
M€	34,5	26,4	18,4
M€	1,5	1,6	1,55
M€	38	30,4	22,9



# TF1 : GHG emissions management



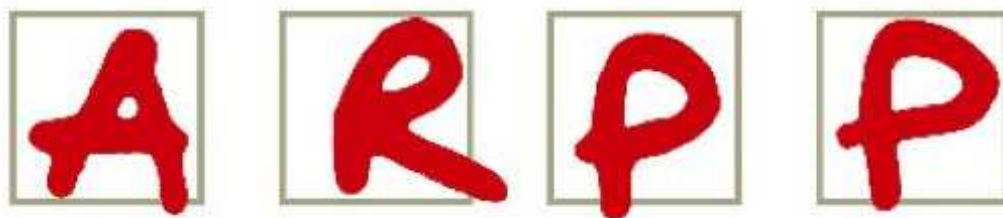


PERFORMANCE	Unité de valeur	2013	2012	2011
Proportional Payroll spent on Training	%	3	2,6	2,6
Training Hours	Number	58 383	61 186	69 426
Training on development of technological skills	%	54,6	-	-



PERFORMANCE	Unité de valeur	2013	2012	2011
Employees having benefited from an annual performance appraisal	%	84	84,3	89,6
Internal mobility rate among recruitments	%	55	37,5	44





## Advertisement Monitoring Authority

PERFORMANCE	Unité de valeur	2013	2012	2011
Incident of non respect of responsible communication	Number	0	0	0



## Example of report from the content monitoring authority

Theme	Program	Nonconforming subject	Actions
Information deontology	Elections	<i>Lack in political pluralism</i> Under exposure of the Parliament representatives of the opposition, majority and parties not represented in the Parliament	<b>Reminder</b>
		<i>Legal non conformance :</i> disclosure of the election results prior to 20:00	<b>Warning</b>

Extract from TF1 annual report (2013)







PERFORMANCE	Unité de valeur	2013	2012	2011
Suppliers assessed by Ecovadis or in the process of assessment	Number	169	214	148
Expenses addressed by CSR criteria	M€	671,2	-	-
Outsourcing value	M€	1 623,8	1 702,9	1 604,9
Revenue of the Purchasing Department covered by an assessment by Ecovadis or in the process of assessment	M€	115,6	150	139





PERFORMANCE	Unité de valeur	2013	2012	2011
Themes related to sustainable development and positive economy in the News Broadcast	Number	750		

<http://www.materiality-reporting.com/reporting/tf1/index.php>



# TF1 Top Management CSR-based incentive

« From 2014, the Compensation Committee decided to include in the qualitative criteria, a criterion on the Corporate Social Responsibility Company (continued presence of TF1 in at least three extra-financial ratings ) »







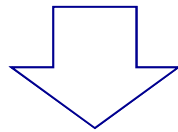
For more information regarding TF1  
CSR reporting, please go to :

<http://www.materiality-reporting.com/reporting/tf1/index.php>



# Conclusion

- **Quality** management ensures that the **economic stakeholders** are satisfied (audience, advertisers and shareholders)
- **CSR** management ensures that **any stakeholder** is satisfied individually AND collectively.



- Quality & CSR management ensure that the Media corporation is **sustainable**.



# References

- All presentations are available at :

[www.certimedia.org](http://www.certimedia.org)

- The Media quality management toolkit is available at :

[www.media-society.org](http://www.media-society.org)



**Thanks** for your attention !



For any remark, please contact :

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