# Quality certification : a cornerstone of Medias for the Future ?

ISAS BCP 9001 Asia-Pacific Broadcasting Union - Kuala-Lumpur

**ABU 53rd General Assembly**

**Media Quality Management Workshop**

**Bali, October 22nd 2016**

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# Thank you !

RRI

ABU

ipseite

Thai PBS

MTV

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## Let's get acquainted

## David BALME

- M. Eng. in aeronautical engineering (McGill University)
- M. Eng. In telecommunication systems (Telecom Paris Tech)
- Former electrical design engineer at Texas Instruments (design of 3G digital baseband modem)
- Founder of an association promoting the combined use of alternate modes of transportation to individual urban car transportation
- Managing Director of Challenge Optimum S.A.
- Designer of the quality management software Click-N-Manage®
- Lead Auditor ISAS MEDIA 9001 and for the Swiss Government
- Consultant in Quality Management Systems in Public and Private Media companies (Radio Romania, Thai PBS, Swiss subsidized radio stations, Canal Once, …)
- David.balme@optimum.ch

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## *Challenge Optimum S.A.*

- ✓ Member of Worms & Co (Safety management)
- ✓Consulting, Training, Softwares
- ✓Quality Management Systems
- ✓ 700+ customers
- ✓40 fields of activities
- ✓from 2 et 80'000 employees
- ✓Swiss and international customers

EDUQUA ISAS EFQM SGS

# Practical issues

- **All presentations are available at :**

**www.certimedia.org**

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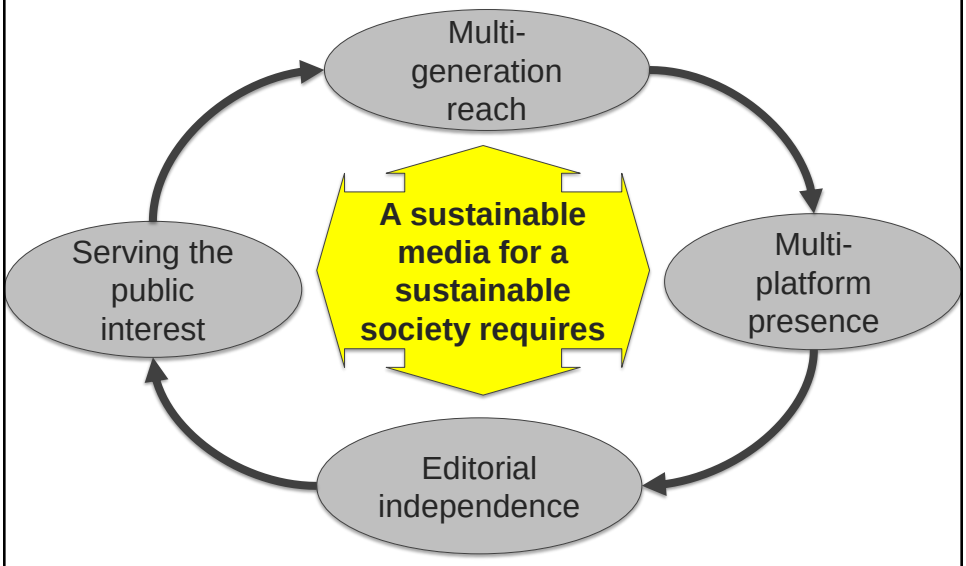
# Medias for the future : Key Challenges

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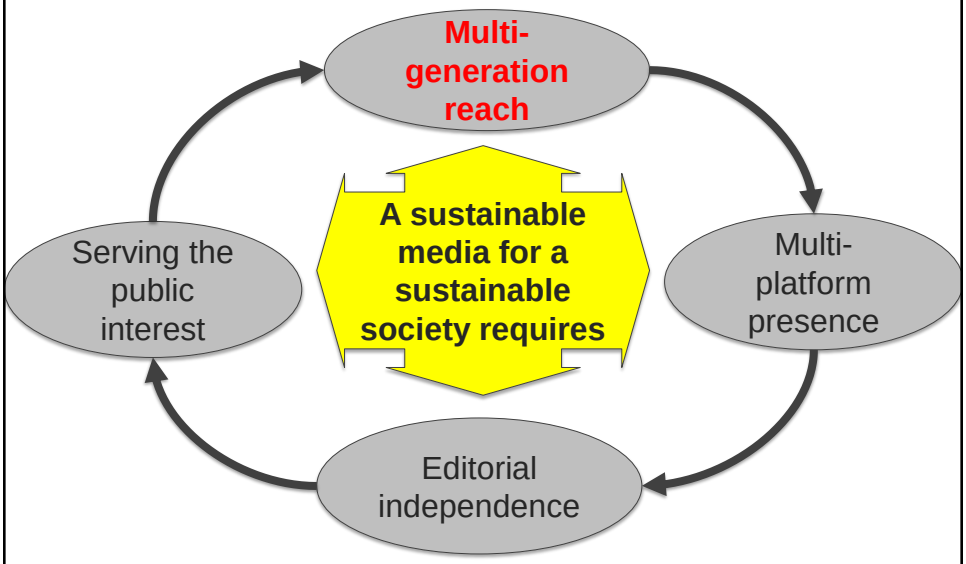
# Medias for the future : Key Challenges

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**Vote by Age**

| TOTAL | OBAMA | ROMNEY | OTHER / NA |
|---|---|---|---|
| 18-29:19% | 60% | 37% | 3% |
| 30-44:27% | 52% | 45% | 3% |
| 45-64:38% | 47% | 51% | 2% |
| 65 and older:16% | 44% | 56% | N/A |

How can Media solve the inter-generational dilemna ?

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Societies from all times have implemented inter-generational mutual support.

Modern societies have chosen to outsource the care for the youngers and elders increasing the gap between their insights into common subjects.

General interest decision making requires that all generations be aware of the main society's stakes.

**Media companies should therefore have a clear purpose to reach multiple generations**

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# Multi-generation reach

**Media consumption habits strongly depends on generations.**

Brosdahl and Carpenter's (2011) categorization of generations:

- Silent Generation (1925-1945)
- Baby Boomers (1946-1960)
- Generation X (1961-1981)
- Generation Y (born after 1981)

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## GLOBAL MOBILE MEDIA CONSUMPTION REACHING MILLENNIALS
## A survey by InMobi Insights, 2013

Survey distributed via InMobi's global mobile ad network between August and November 2012.

7,403 respondents (Aged 20-34 years old) across 14 key markets: China, India, Japan, Korea Singapore, Australia, New Zealand, UK, US, France, Germany, Kenya, Nigeria, and South Africa.

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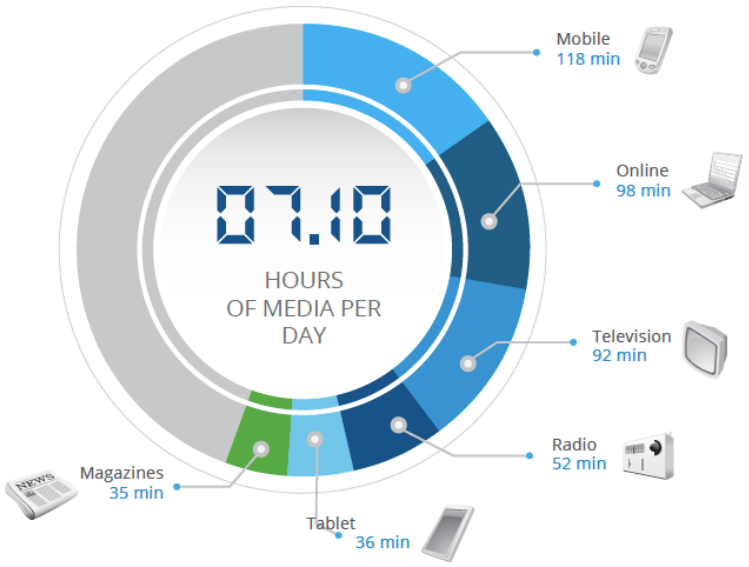
*Q1:In a typical day, approximately how much time do you spend on Media*




*N = 6,668*
*Note: Data excludes UK & US as options are not asked in these markets*

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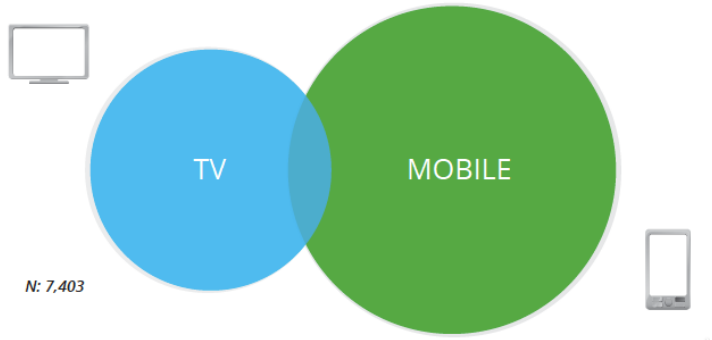
*Q2: For mobile activities like surfing the web (excludes calls and SMS), do you typically use your mobile when? While watching TV*




*N: 7,403*

54% : mobile device = primary or exclusive means of going online.

64% : multi-task while watching TV, mainly engaged in social activities followed by search, music and shopping.

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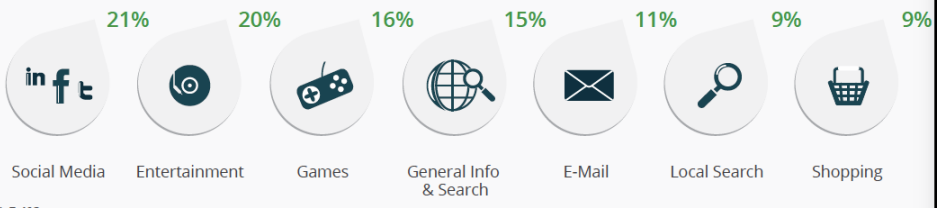
# Multi-generation reach therefore requires to be present over any type of platform

*Q6: In a typical day, approximately how much time did you spend on your mobile doing the following:*




*N: 7,403*

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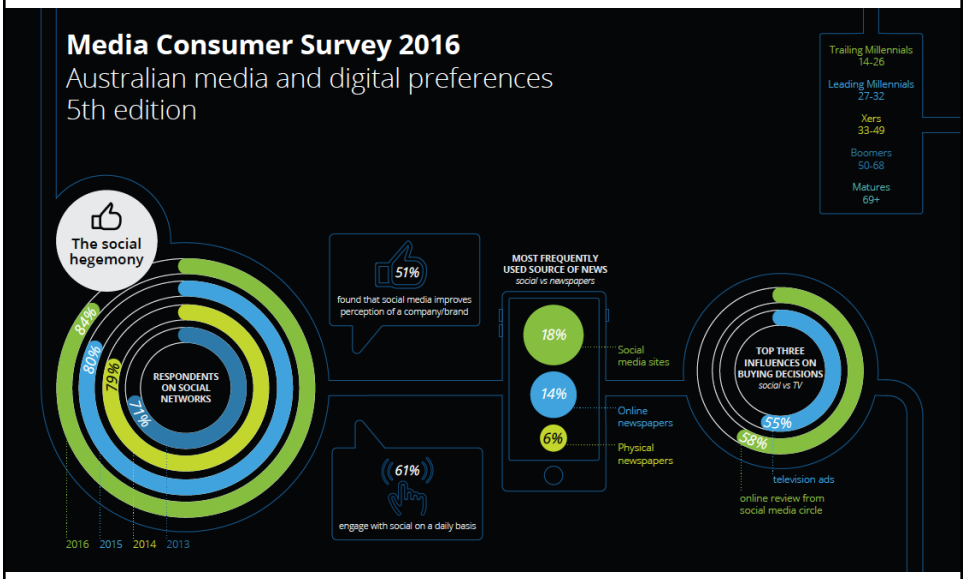


Source : Deloitte Media Consumption Survey
http://www2.deloitte.com/au/en/pages/technology-media-and-telecommunications/articles/media-consumer-survey-2016.html

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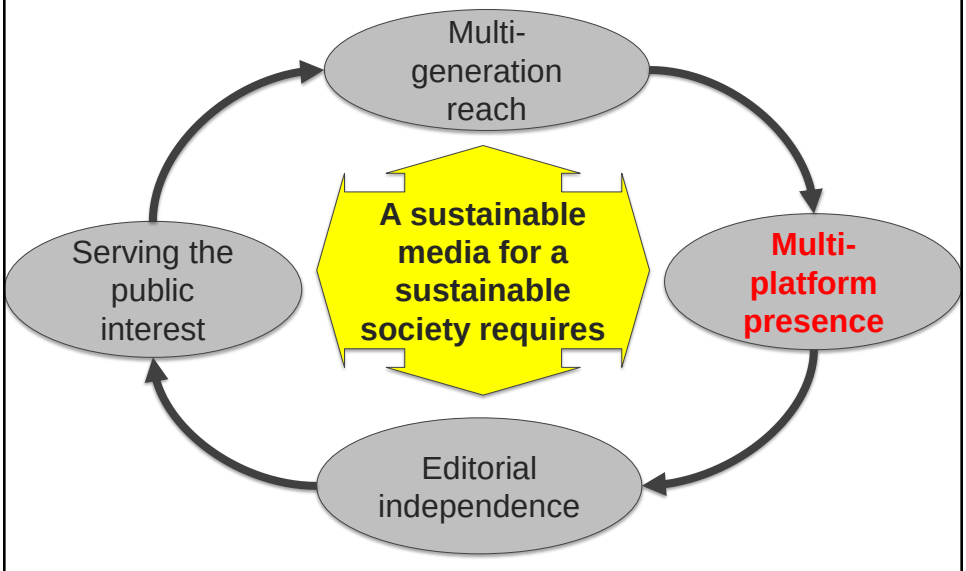
# Medias for the future : Key Challenges

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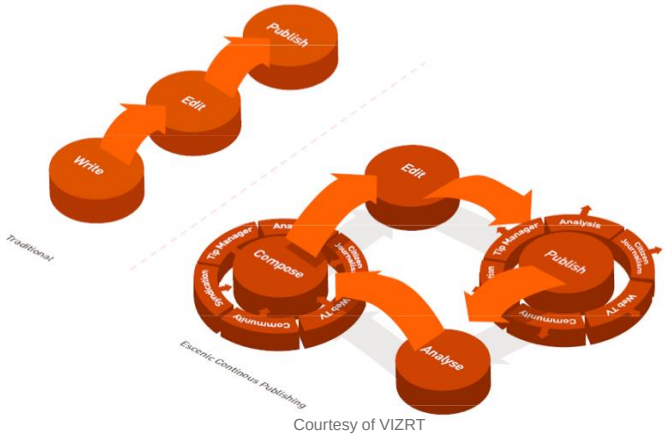
## Quality Management Systems facilitate the adoption of new technologies

With the full content digitalization
continuous publishing has become a reality ...




Courtesy of VIZRT

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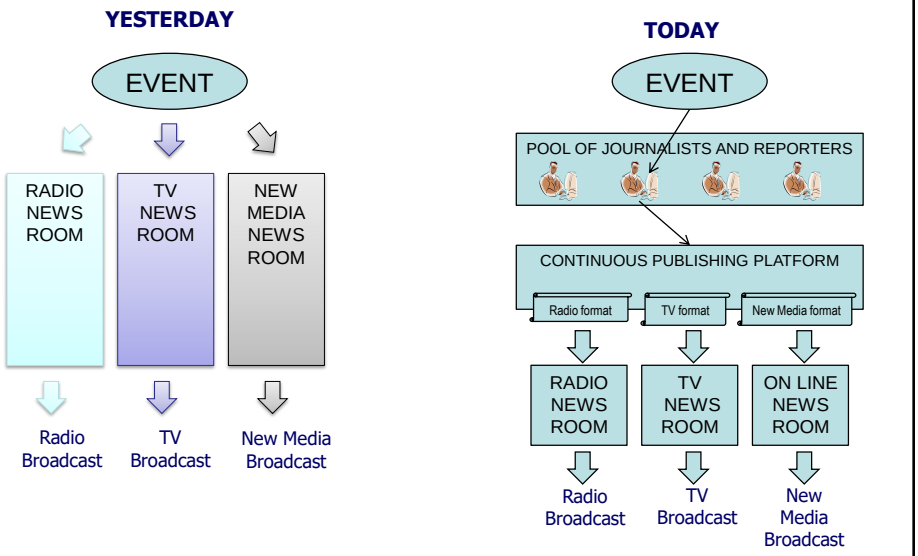
## Example of potential change in the editorial pro

Example of optimization in the editorial process by the introduction of continuous publishing

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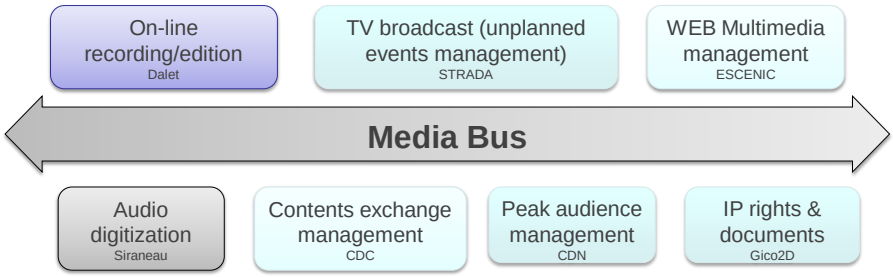
Example : Implementation of Multimedia Asset Management

How to retrieve pre/post broadcast media contents to make them available on any end-user platform ?

Challenge : manage

- peak seasonal demands from the audience for specific contents mixing audio, video and data.
- manifold of end-user equipment
- demands from journalists to document their subjects
- input from external contents producers
- operational efficiency




Key success factor : track the **journalists' requirements**

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Swiss Regional TV journalists now do everything by motorbike and smartphone

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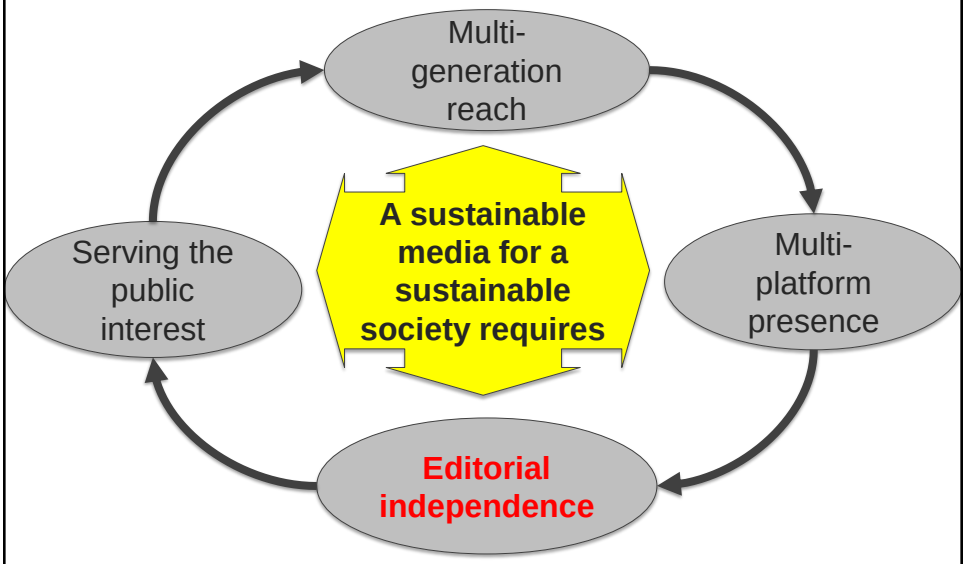
# Medias for the future : Key Challenges

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## Worldwide press freedom ?

By Reporters without borders

World Press Freedom Index

Ranks the performance of 180 countries according to a range of criteria that include :

- → media pluralism and independence,
- → respect for the safety and freedom of journalists,
- → and the legislative, institutional and infrastructural environment in which the media operate.

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## Worldwide press freedom ?

By Reporters without borders

### Evaluation criteria :

- number of journalists, media workers **imprisoned and/or killed** while on duty,
- number of journalists **kidnapped** and journalists **in exile**,
- number of **attacks** and **arrests**,
- number of media **censored** over the given period
- **self-censorship** affecting information producers
- **political interference** in the editorial content
- **transparency** of government schemes
- **economic** concentration,
- **favoritism** in awarding grants and allocation of public advertising.
- **discrimination** in access to professions in the media sector and journalism training

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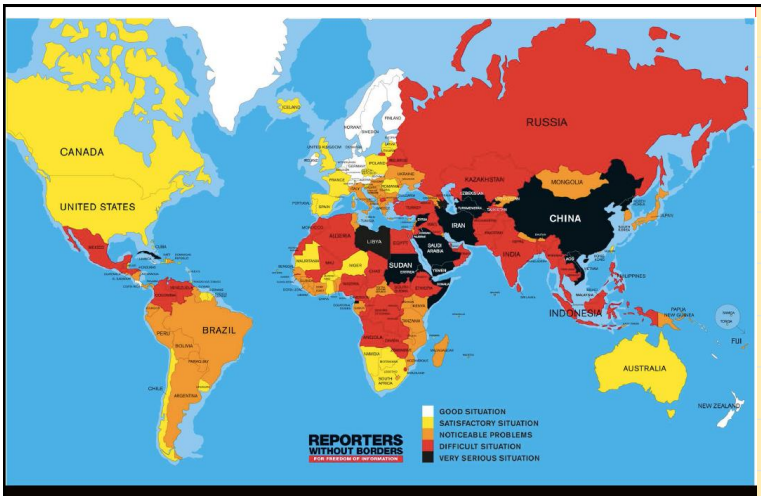


FREEDOM OF THE PRESS WORLDWIDE IN 2016

| | |
|---|---|
| 1 | Finland |
| 2 | Netherlands |
| 3 | Norway |
| 4 | Denmark |
| 5 | New Zealand |
| 6 | Costa Rica |
| 7 | Switzerland |
| 8 | Sweden |
| 9 | Ireland |
| 10 | Jamaica |
| 11 | Austria |
| 12 | Slovakia |

**Numerous large « democratic » countries are out of the Top 10!**

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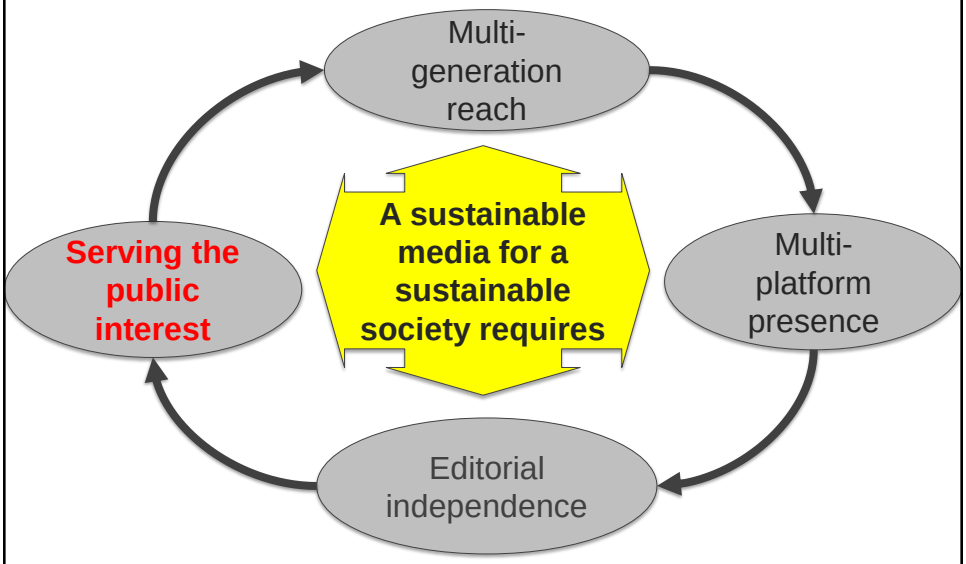
# Medias for the future : Key Challenges

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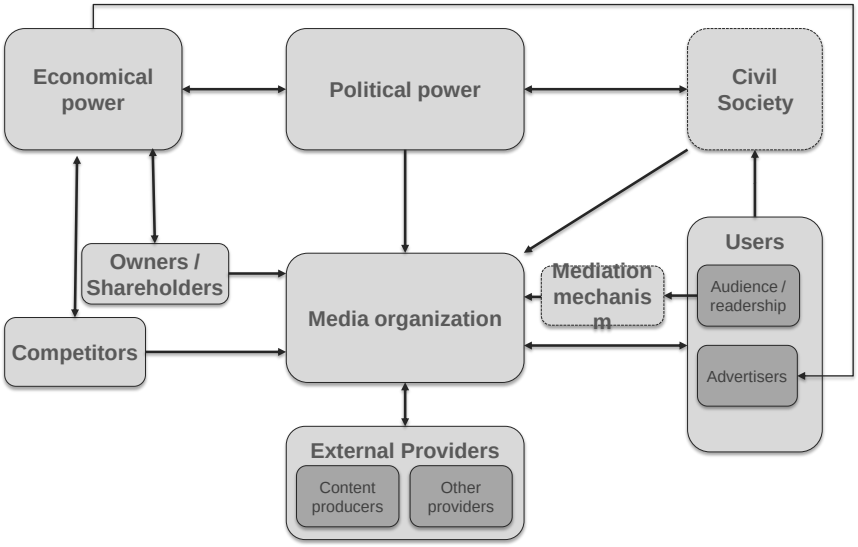
# Media organization and its main stakeholders : system of reciprocal influence

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# Medias for the future must therefore rely on new management tools like

# ISAS MEDIA 9001

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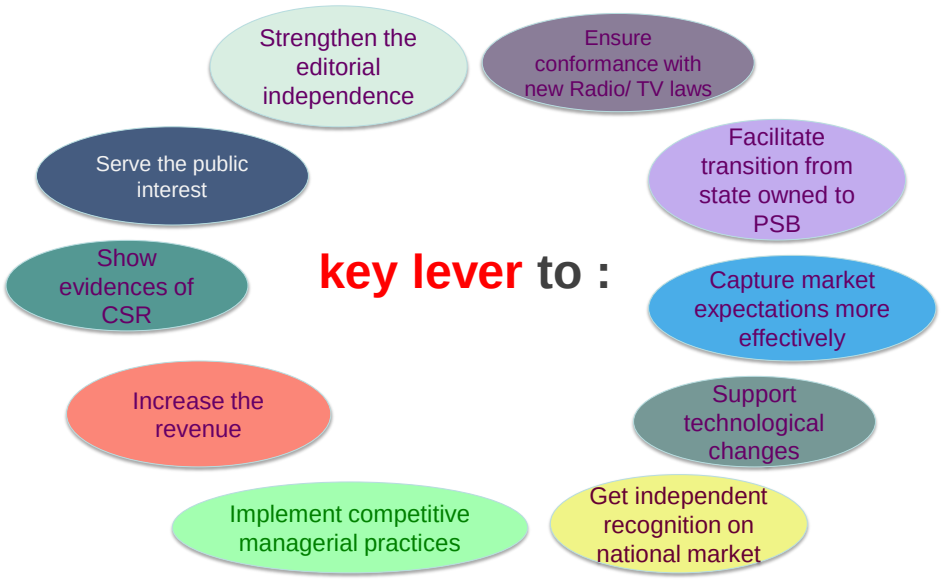
## ISAS MEDIA 9001

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# ISAS MEDIA 9001:2016*
# =

## 26 QUALITY MANAGEMENT SYSTEMS REQUIREMENTS

**for the media in broadcasting companies, Internet content producer, and the press**

* Fully upgraded under the umbrella of the ABU in March 2016

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## 3rd party certification : 30 years of experience and benefits

Main interest : get an **independent recognition** of the quality of a corporation

The objective is twofold:

→ to benefit from unbiased, external reviews of their activities,

→ to create an ongoing process making sure that the highest standards of quality continue to be pursued.

30 years later, over one million corporations have their quality management system certified every year by 3rd party accredited bodies according to the well known ISO 9001 requirements.

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## Are ISO 9001 requirements enough to certify Media companies ?

30 years of quality improvement and cost reduction results

Car making

Transfer of best management practices ???

Needed input from Media professionals

Media companies had to obey some very industry specific rules and practices.

Media contents making / broadcasting

→ Media management requirements were put together under the umbrella of the Media & Society Foundation

→ Set of complementary Media quality management tools and requirements in addition to those of ISO 9001.

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## ABU mission with respect to ISAS MEDIA 9001 standard

→ fostering quality in the media industry, that is to enhance professional standards and practices at the managerial, editorial, production and programming levels

→ provide media companies with a methodology and tools for self-evaluation and self-improvement through the design of their own system of quality measurement and improvement in order:

- to be in compliance with the norms and standards they have voluntarily subscribed to;
- to prepare for the ISAS MEDIA 9001 Quality Certification, and, if need be, for ISO 9001.

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Key objectives of quality management in the Media Industry

The adoption of a quality-management system by a media organization (radio, TV, newspaper, magazine, online or other) is strictly voluntary. It should be a strategic decision taken by senior management with the support of staff.

Aim : make sure that a media organization is managed in such a way as to meet the highest quality standards in the following areas:

- Service to its users (audience / readership) and the general public;
- Service to the society in which it operates, notably by promoting the open flow of information essential in a democracy;
- Service to other important stakeholders, including: staff; advertisers; subcontractors; shareholders; Civil society associations; Journalists' unions; public authorities.

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**All of them require to implement a very simple principle**

Be able to show evidences of what the company states, at all levels

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# How does a quality system work ?

4) Adjust & optimize

1) Write what we must do

Relationship with stakeholders
Corporate quality objectives
Corporate Quality & Ethics policy
Authorities, responsabilities
Procedures, processes
Qualifications (required skills)
Operational documents

2) Do what we write

Records of good corporate operations & governance

3) Check if things are done right

1) internal quality audits
2) KPI monitoring
3) non-conformance management

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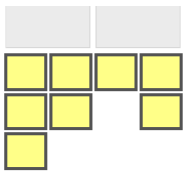
# What does the system look like ?

**Aim** : allow any staff member to access any relevant information regaring the internal organization through a dedicated website :

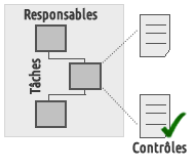
processes, procedures, job descriptions, risks, indicators, improvement actions, documents & qualifications.

Job descriptions

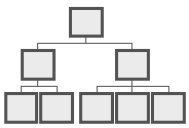
Know-how



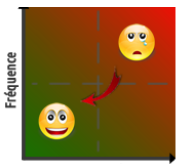
Procedures & documents



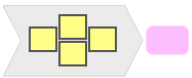

Hierarchical chart



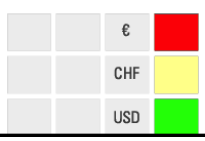
Risks



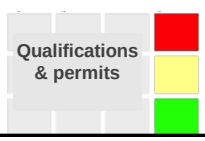

Processes



Action plans




Training plan




Conformance

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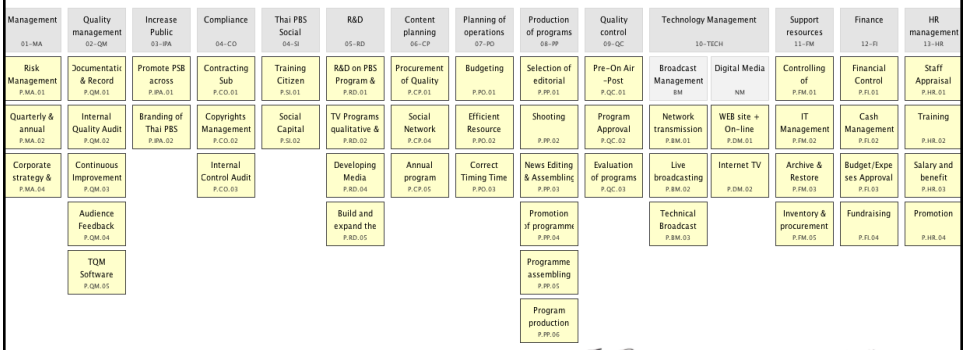
# What does the system look like ?

1) List of written know-how (procedures or activities = FUNCTIONAL CHART)




= What the Media **MUST DO**

= « **GPS »** of management system

TAWAPAK TIGABHERN
TIME CHVASTAPANASIRI
TAVESAC COMCHOI
ANOTHAI UDOMSILP
WATTANN THAPOEMPOOL
YOTHIN SITTIBADEEKUL
NIDA MORYADEE
SUCHADA PHUTHONGKAM
RANAO PAKANAM
WARASIT SEANGTHANG
VIESANOPHAD ASAVARUKS
D. CH. JAMSRI

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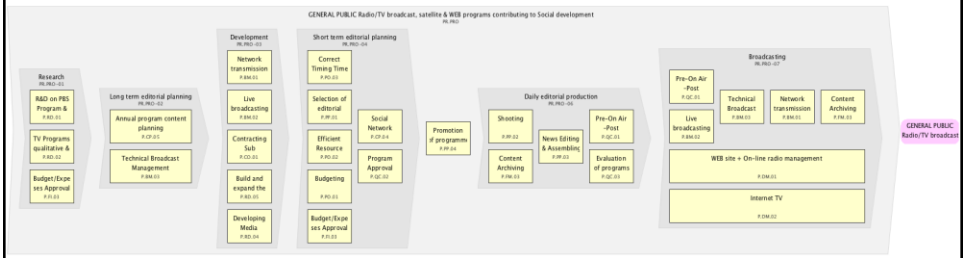
# What does the system look like ?

2) How market needs are turned into programs and audience : PROCESS DIAGRAM




= **HOW** the media delivers its programs to the general public

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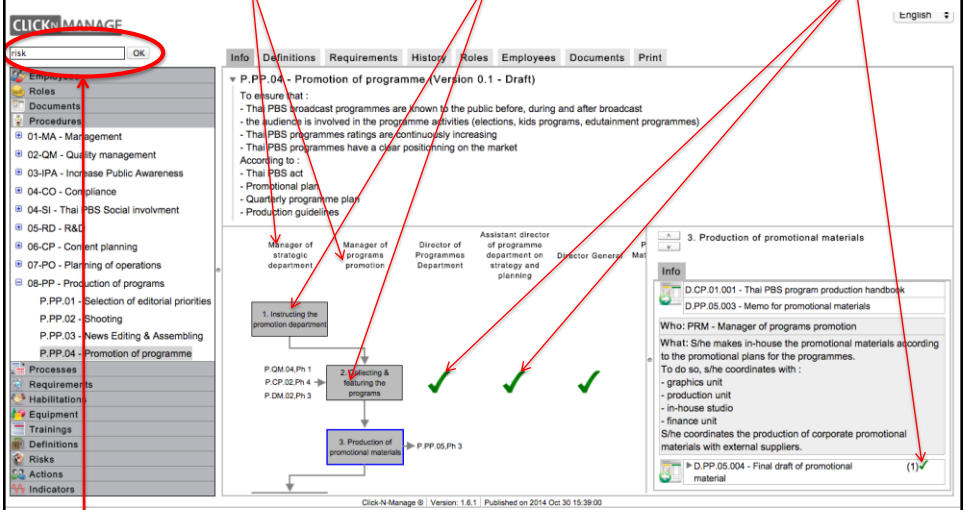
# Heart of the system : the procedures

**Who ?** does **What ?** according to **Which rules ?**




Use the search window to remember intuitively how the job must be carried out

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**Anothai Udomsilp** (ANUD)

**HIERARCHICAL LEVEL**

| | |
|---|---|
| 1 Manager(s): | Academic Institute of Public Media (AIPM) |
| 9 Subordinate(s): | Kothchakorn Bhutrakul (02021), Tawapak Tiyabhorn (00191), Suchada Phuthongkham (SUPH), Nida Moryadee (00881), Time Chuastapanasiri (00945), Pattraporn Suwanachot (00876), Parida Kochek (PAKO), Wattanin Thaipoempool (00538), Taksina Chaiittipornwong (TCH) |

**MY AREA(S) OF ACTIVITY**

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

**MY PROCESSES**

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

**MY ROLES**

Staff Member (STM)

Director of Institute of Public Media (DAI)

Member of corporate stragy & planning working group (MEM-CSP-WG)

**MY RESPONSIBILITIES**

Staff Member (STM), Director of Institute of Public Media (DAI), Member of corporate stragy & 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 | 2 Exposed | 2 Controlled | 1 Owned |
|---|---|---|---|
| Not being recognized as a PBS (R.AUCD.03) | X | X | |
| Not enough creativity (R.MAN.06) | X | X | X |

**NOTES**

Thai PBS ID : 00560

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

# *Some testimonials*

***"Written know-how ensures sustainability of the media. I would never have be en able to apply for the position of CEO without this transversal description of the corporate know-how"***
*Florian Jeanneret, Managing Director, Radio Chablais, CH, May 2016.*

***"ISAS MEDIA 9001 : a wonderful tool to solve problems and prevent conflicts"***
Chairul Tanjun, *CEO of TRANS TV Jakarta, 1st commercial TV channel in Indonesia , 2009.*

**"*Facilitate the transition towards a modern and high quality public service radio"***
*Andras Istvan Demeter, President Director General Radio Romania, February 2011.*

***« ISAS MEDIA 9001 facilitates our conformance with new laws on Radio and TV »*** *Francisco Gonzalez, Quality Director, Canal Once, Mexico, July 2015.*

« **ISAS MEDIA 9001 ensures the programs continuously match the local audience and advertisers' expectations and fight effectively remote broacasters** »
A. De Raemy, CEO of Media One Group, July 2015

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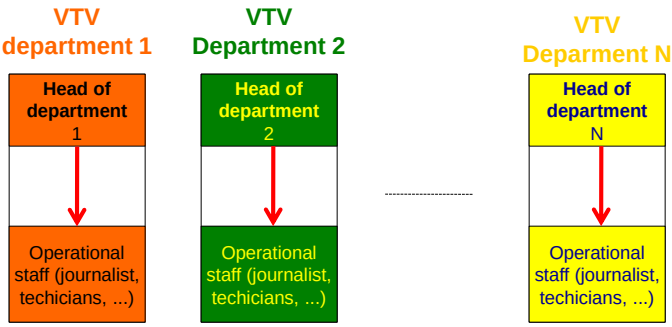
## Case study of VTV : status on quality management BEFORE ISO/ISAS

- **Top-Down approach**
- **Silos-based evaluation system**
- **Subjective evaluation criteria**




No standardized quality management system !

Risk of mixing good and bad criteria for several programs



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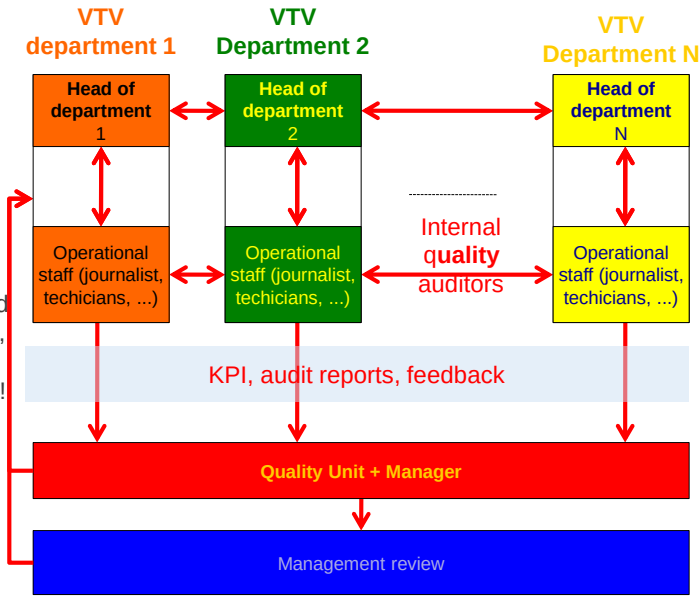
## Case study of VTV : future management AFTER ISO/ISAS

- Systemic **approach**
- **Inter-departmental based evaluation system**
- Experience based **evaluation criteria**, validated by the management team !

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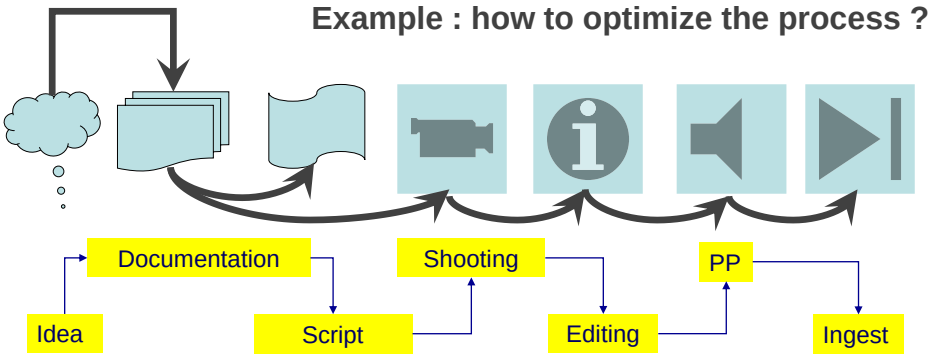
## Example : how to optimize the process ?



In this process , a detailed analysis has shown the following breakdown in time: Total working time in minutes (lead time): 2588 (ie, 43 hours and 8 minutes) composed of: Process Time 27 minutes / Travel time 82 minutes / Verification Time 40 minutes / Stand By 2439 minutes

**5,76% EFFICIENCY RATE**

Main reasons of this counter performance: bureaucracy + lack of coordination between departments involved in the process

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## ISAS MEDIA 9001 helps capture market expectations more effectively

How NHK refines & strengthens its position on the market

### Listening to the Public

To reflect the viewers' opinions and requests in its operations, NHK organizes meetings with audiences across the country. In fiscal 2010, 1,541 meetings were held in which 56,000 people participated.

In fiscal 2010, NHK Fureai Center received nearly 4.6 million opinions and inquiries. It delivers a quick response to each of the inquiries and gives the requisite feedback to the relevant departments.

©NHK・TYO

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## Ex: how NHK measures "Program's quality"

### Composition of survey questions

On survey target of 201 programs

▽Do you know about this program (Recognition ratings)
▽To which degree have you seen this program (Viewing experience rating)

With viewing experience

▽「Voluntary viewing」or「Viewing with family」(Voluntary viewing index)
▽Degree of satisfaction with the program (Satisfaction rating)
▽Viewing impression

Knows about the program but no viewing experience

▽Reason for non-viewing

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## Example : How NHK measures “Program’s quality”

### Current NHK Program Karte (Example)

**Asaichi (Mon–Fri, 8:15–9:00)**

**Purpose**

It aims to increase 40s rating over 3% and 50s rating over 5% at the start of Asaichi after 8 a.m.

**Reach**

【TV Rating】(Average between Apr–Sep, 2011 by household/gender)

=15%～ =10%～ =5%～ (%)

| | Start time | Minutes | Household | Total individual | Man 4–19 | Man 20–29 | Man 30–39 | Man 40–49 | Man 50–59 | Man 60–69 | Man 70～ | Woman 4–19 | Woman 20–29 | Woman 30–39 | Woman 40–49 | Woman 50–59 | Woman 60–69 | Woman 70～ | Man&Woman 4–12 | Man&Woman 13–19 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Apr–Sep average | 8:15 | 45 | 9.9 | 4.9 | 1 | 1 | 1 | 1 | 4 | 8 | 14 | 1 | 1 | 1 | 4 | 7 | 12 | 15 | 1 | 1 |

**Quality**

<Internet Surveys on Viewers Satisfaction with Programs (Male/female in 20s–50s, September, 2010)>

| Viewing experience rating(%) | Individual evaluation on viewers’ impression (Average score out of scale 1–10) Relaxing | Exciting | Knowledge & Information | Interesting topic | Can empathize | Worth watching | Funny & fun | Touching & memorable | Indispensable & can’t be missed Viewing intention | Would like to view in the future (%) |
|---|---|---|---|---|---|---|---|---|---|---|
| 11 | 6.3 | 5.7 | 7.2 | 6.7 | 6.2 | 6.0 | 6.0 | 5.6 | 6.2 | 59 |

Opinions from project members including frontline staff

NHK Evaluation Committee Index

Review underway

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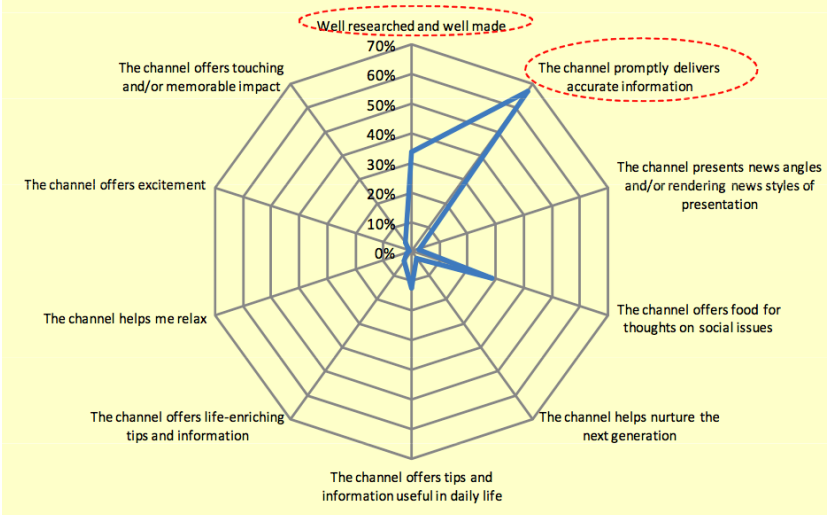
## Example : How NHK measures “Program’s quality”

### NHK News7




**Viewing experience rating 57.8%**

**Satisfaction rating 57.1% (100%=viewing experience)**

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## What NHK values ...

- For each program to have a clear purpose

- Expanding NHK's reach while guaranteeing audience needs as a public broadcaster

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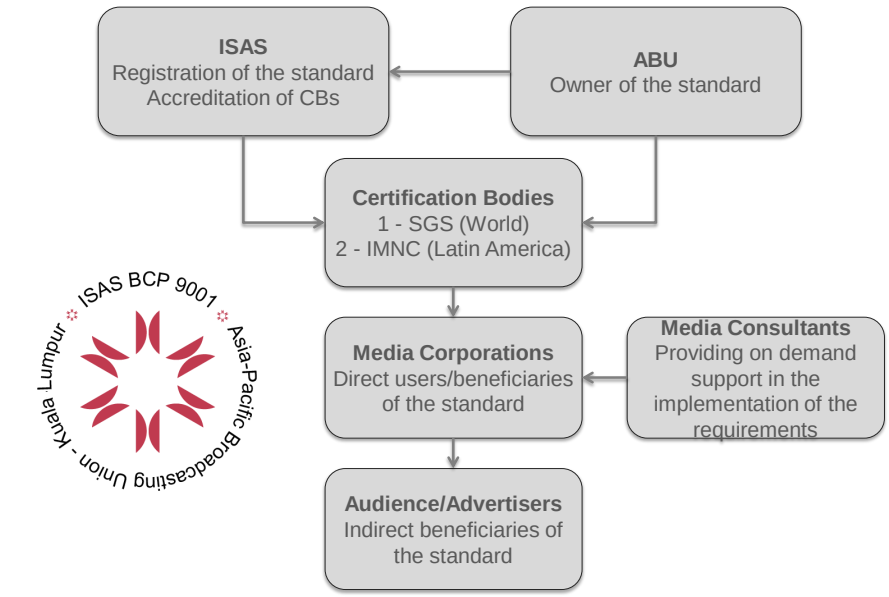
## *Reminder regarding the existing certification system*

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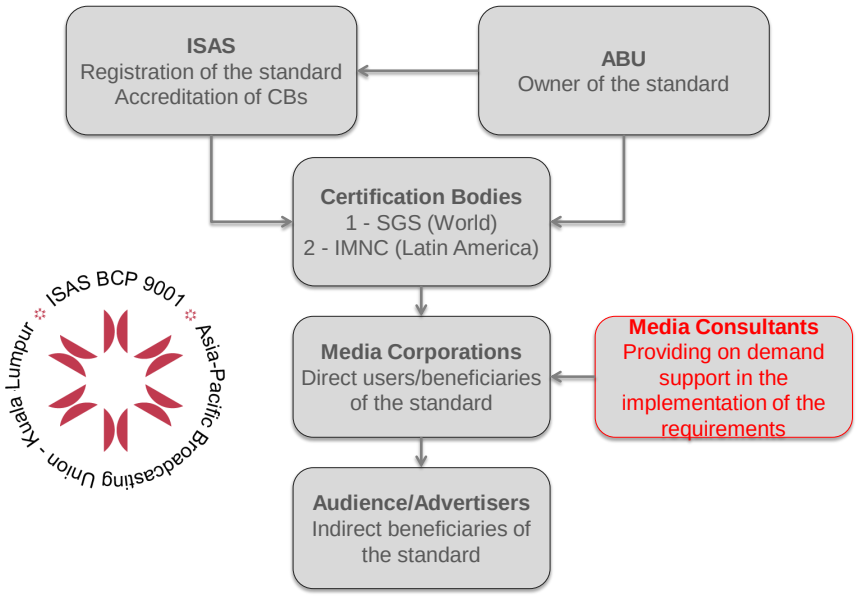
# *Reminder regarding the existing certification system*

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# Consulting objectives, milestones, deliverables

| Objectives | Milestones & deliverables | Tools |
|---|---|---|
| 1) Have the management team fully committed to the project<br>2) Build the « helicopter view » of the corporate organisation<br>3) Evaluate the effort needed to conform the management system l'effort de mise en conformité | **A – ARCHITECTURE OF THE ORGANIZATION SYSTEM**<br>Initial gap analysis, list of crucial activities, operational objectives, processs, risks, decision making rules (governance scheme) | **Affinity diagram** applied to the building of the functional chart, process diagram, risk matrix, …**Time needed** : **Month M**<br>**Who : Management team**<br>**Effort : 6-8 half day workshops** |
| 4) Involve **key specialists**<br>5) Clarify the **roles** & **duties** of everyone (Who does what, when, how, according to which rules)<br>6) **Secure** the operations | **B – DESCRIPTION OF THE CORPORATE KNOW-HOW**<br>Procedures, roles et responsibilities, controls, risks, documents | **PAC® Format**<br>« Process Action Chart »<br>**Click-N-Manage**<br>**Time needed : 3-6 months**<br>**Who : operational staff**<br>**Effort : 4h/procedure x 3-4 pers x 40 procédures** |
| 7) Involve every **staff member**<br>8) Show evidence of **continuous improvement** 9) Show evidence of good **corporate governance** | **C – LAUNCH THE MANAGEMENT SYSTEM**<br>Train the staff members on how to use the management system, detect and report any anomaly/non-conformance, internal auditing, performance monitoring, management review | **Internal audit**<br>**Dashboards**<br>**Non-conformance reports**<br>**Time needed: a few hours / month**<br>**Who : Quality Manager + Management committee**<br>**Effort : 2h-4h/month** |

**Certification possible 8 to 12 months after launching the project !**

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## Services offered by the ABU/Challenge Optimum SA

| Steps ? | Who ? | Tools ? |
|---|---|---|
| **1. INITIAL GAP ANALYSIS** | | |
| **Evaluation of the existing management system and practices versus the ISAS BCP 9001:2010 requirements** | Staff and management of media companies interviewed by accredited media consultants | - Self assessment questionnaire<br>- Functional organization chart<br>- Media processes workflows<br>- SWOT Analysis<br>- Risk Analysis<br>- Affinity diagram |
| **2. COMPLIANCE BUILDING** | | |
| **Reengineering of the Management System of the media with the objective to comply with the 25 requirements of the ISAS BCP 9001:2010** | Accredited media consultants | - Media Management Starter Kit<br>- ISAS BCP 9001:2010 Guidelines<br>- ISAS BCP 9001:2010 Standard<br>- Quality Policy<br>- Editorial Guidelines<br>- BSC Dashboard<br>- Management Software |
| **3. CERTIFICATION** | | |
| **In depth certification audit by an independent and accredited certification body** | Certification bodies | Accredited certification bodies:<br>- SGS S.A.: Europe & Rest of the world (non-exclusive)<br>- IMNC: Mexico (Exclusive) |

Please call on us in case you are interested in these services. If needed, we may find donors to help financing the process.

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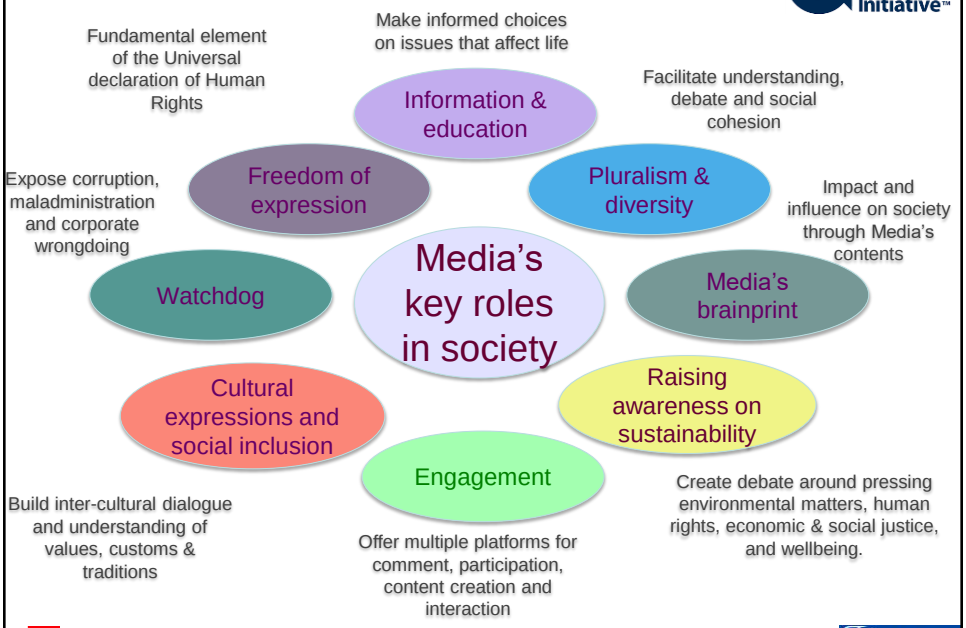
Global Reporting Initiative™

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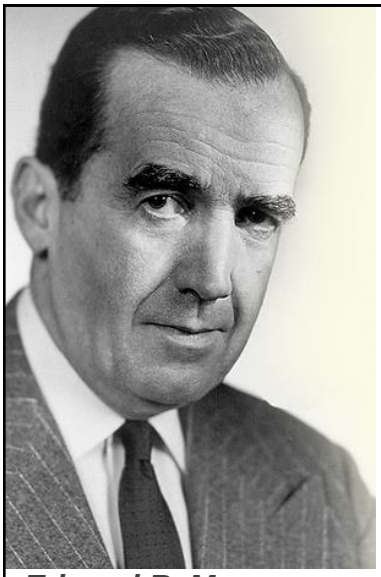

*Edward R. Murrow*

« We cannot make good news out of bad practice»

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# Appendices

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# 2014 ABU quality management workshop's QUESTION

« What are the key success factors (already existing or needed) your company can rely on to build a comprehensive and sustainable CSR reporting mechanism to the general public ? »

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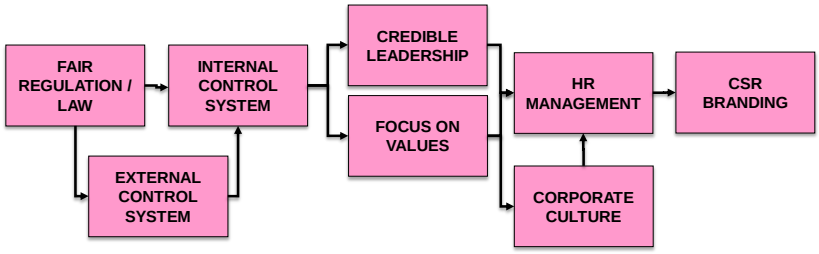
# Key success factors to build a comprehensive and sustainable reporting mechanism to the general public




« The key success factors necessary to build a comprehensive and sustainable CSR reporting mechanism to the general public rely on a fair regulation with an independent external control system which has the authority to ensure conformance of the broadcast programmes across market players. Internally, Media companies need an internal control system, credible leadership and constant focus on values to develop a corporate culture and human resources so as to achieve CSR branding ».

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# Key success factors to build a comprehensive and sustainable reporting mechanism to the general public

| HR MANAGEMENT 33 | CORPORATE CULTURE 0 0 | CREDIBLE LEADERSHIP 12 | FOCUS ON VALUES 9 9 | CONTROL SYSTEM 7 | | CSR BRANDING 2 2 |
|---|---|---|---|---|---|---|
| | | | | INTERNAL CONTROL SYSTEM 12 | EXTERNAL CONTROL SYSTEM 0 0 | |
| PROMOTING TRANSPARENCE IN HR DEVELOPMENT | ENSURE INDEPENDENCE & CSR OF INTERNAL PROFESSIONAL ASSOCIATIONS | NEED TRANSPARENT LEADERS | FREQUENT REVISING OF ETHICS CODE | INTERNAL MONITORING BODY NEEDED | EFFECTIVE EXTERNAL CONTROL SYSTEM NEEDED | BETTER WORKFLOW TO REACH THE RIGHT PUBLIC WITH THE RIGHT QUALITY OF THE EDITORIAL CONTENT |
| RIGHT PERSON IN THE RIGHT PLACE | POLITICAL WILL TO OPERATE PSO IMPARTIALLY | COMMITMENT TO THE VALUES OF THE ORGANIZATION | CODE OF ADVERTISEMENT | NEED INTERNAL BODY TO CHECK OR CONTROL BEFORE BROADCASTING | EXTERNAL CONTROL MONITORING BODY | MORE COOPERATION WITH THE PUBLIC NEEDED |
| | CELEBRATING DIVERSITY IN THE ORGANISATION | TRANSPARENCY OF THE MANAGEMENT SYSTEM | | INTERNAL CONTROL SYSTEM | CONTROL REPORT GRANTED BY INDEPENDANT EXTERNAL BODIES | QUALITATIVE ANALYSIS OF THE AUDIENCE EXPECTATIONS (BETTER FOCUS WITH RESPECT TO COMMERCIAL MEDIA) |
| | CHANGE MINDEST TO ACCEPT NEW IDEAS ABOUT CONTENT | | | EMPOWERED OMBUDSMAN | | CSR BRANDING |
| | BETTER COMMUNICATION /COOPERATION INSIDE COMPANY | | | FAIR REGULATIONS LAW | | MONITORING BODY ACCOUNTABILITY BRAND |

Macau, Oct. 25th 2014

| NAME | SIGNATURE |
|---|---|
| TABICH LOAN-VTV | |
| BOUNLAP DOUANGPHOUMY | |
| KARD PONSEN | |
| KHABAR KAZAKSTAN | |
| LONGINUS EGBUJOR | |
| KAZI AKHTAN | |
| BAKHAWI ABDULHA | |
| PANG NAKT | |

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# 2015 ABU quality management workshop's QUESTION

« According to your experience and provided the current political, economical and legal situation in your country, what would be the key requirements according to which your media company could be evaluated for its service of the public intreest and representation of society's diversity while developping its market share ansd commercial success ? (incl. social benefits, well being, Gross National Happiness)

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»

According to your experience and provided the current political, economical and legal situation in your country, what would be the key requirements according to which your media company could be evaluated for its service of the public intreest and representation of society's diversity while developping its market share ansd commercial success ? (incl. social benefits, well being, Gross National Happiness)

GOVERNANCE

| KNOWLEDGE OF THE PUBLIC | HR | INSTUTITIONAL REQU. | REPORTING | MANAGEMENT | POLICIES | R&D | RISK MANAGEMENT | QUALITY CONTROL + MANAGEMENT | PUBLIC PARTICIPATIO N | PROGRAMME |
|---|---|---|---|---|---|---|---|---|---|---|
| IMPACT OF PROGRAMMES ASSESMENT | REGULAR SHARING AMONG MEMBERS STAFF / TEAM | LEGAL PROVISION OF AUTONOMY | ACCOUNTABILI TY STAKEHOLDER | DISCLOSURE OF PERSONAL INTERESTS IN KEY POSITIONS (POLITICAL V | ETHICS POLICY | RESEARCH & DEVELOPMENT POLICY | CRISIS MANAGEMENT | QUALITY OF LANGUAGE | COMPLIANTS PROCEDURE RIGHT OF | DIVERSITY OF LANGUAGES |
| AUDIENCE SURVEY | RESOURCE ADEQUATE (ADEQUATE RESOURCE) | LEGALLY INSTITUTED + INDEPENDENT BODY | CSR - REPORT TO THE PUBLIC - TO PROUSTE THE MEDIA ORGANISATION AND BENEFIT THE PUBLIC | PERIODIC MONITORING SYSTEM | MISSION / VISION STRATEGY | TECHNICAL REACH | RISK MANAGEMENT - DRILL YOUR STAFF ON THE RISK MANAGEMENT | VERIFICATION OF SOURCE | COMMUNICATI ON ??? SOCIAL MEDIA (HASTAG, PUBLIC SOCIETY PLATFORMS | REPRESENTATI ON OF DIFFERENT CULTURES IN THE |
| AUDIENCE RESEARCH | HR REWARD & CAPACITY DEVELOPMENT | FINANCIAL INDEPENDENC E | | MULTI STAKEHOLDER STRATEGIC DECISION COMMITTEE | CODE OF ADVERTISEME NT | | | INTER RELATED CONNECTED ACTIVITIES | | DECISION CRITERIA INFORMATION TO SORT VS INFOTAINMENT |
| AUDIENCE TAILORED CONTENTS / FORMATS | TRANSPARENT RECRUITMENT SYSTEM | | | DECISION MAKING MECHANISM | KNOWN SOURCES OF FUNDING | | | | | INTEGRITY OF CONTENTS RELEVANCE |
| DIVERSITY OF CONTENT | SKILLED PERSONNEL TO ASSESS OBJECTIVITY | | | ADVISORY BOARD EDIT POLICY | PUBLIC SERVICE ORIENTED CORPORATE | | | | | SENSITIVITY TO CULTURAL ISSUES |
| AUDIENCE RESPONSE MANAGEMENT | REPUTABLE NEWS REPORTERS | | | SEPARATION BETWEEN COMMERCIAL / NEWS DPT | CODE OF PROGRAMME | | | | | METHODOLOG Y TO SEPARATE OPINIONS FROM FACTS |
| | TERMS OF REFERENCE FOR EDITORS | | | BRANDING OF THE ORGANISATION | | | | | | |

ISTANBUL, 02.11.2015

NAME

SIGNATURE

NAWAZ RAHMAN
NURETTIN TSCHERING WANG
KVSHENDRA
RC LAMICHHANE
MOHAN
SATYAPRAKANH Y
EREN EKE

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# Core values of a media organization according to ISAS MEDIA 9001: 2016

- Service of the public interest
- Editorial independence*;
- Protection of sources;
- Relevance and accuracy of information;
- Distinction between opinion and fact;
- Separation of advertising and editorial content*;
- Quality of content other than information;
- Innovation and creation;
- Respect of ethical guidelines,
- Transparency in terms of ownership, shareholding, editorial / political / religious direction, financial reporting and decision making processes;
- Social responsibility;
- Disaster and disease prevention;
- Reflection of diversity of society and types of audiences.
- Fair representation of minorities;
- Care for children and other vulnerable types of public;
- Access to content of visually impaired or hard of hearing people;
- Women empowerment;
- Gender equality;
- Technical quality;
- Multi-platform access to content;
- Sustainable financial management;
- Attention to needs and expectations of staff including freelancers and other external providers;
- Occupational health & safety management.

Source : project of new ISAS MEDIA 9001 standard

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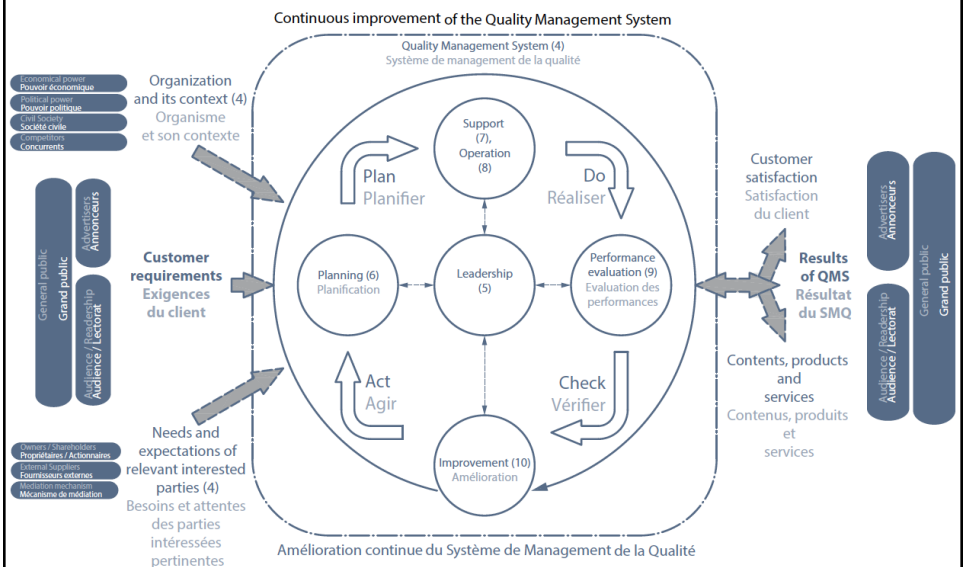


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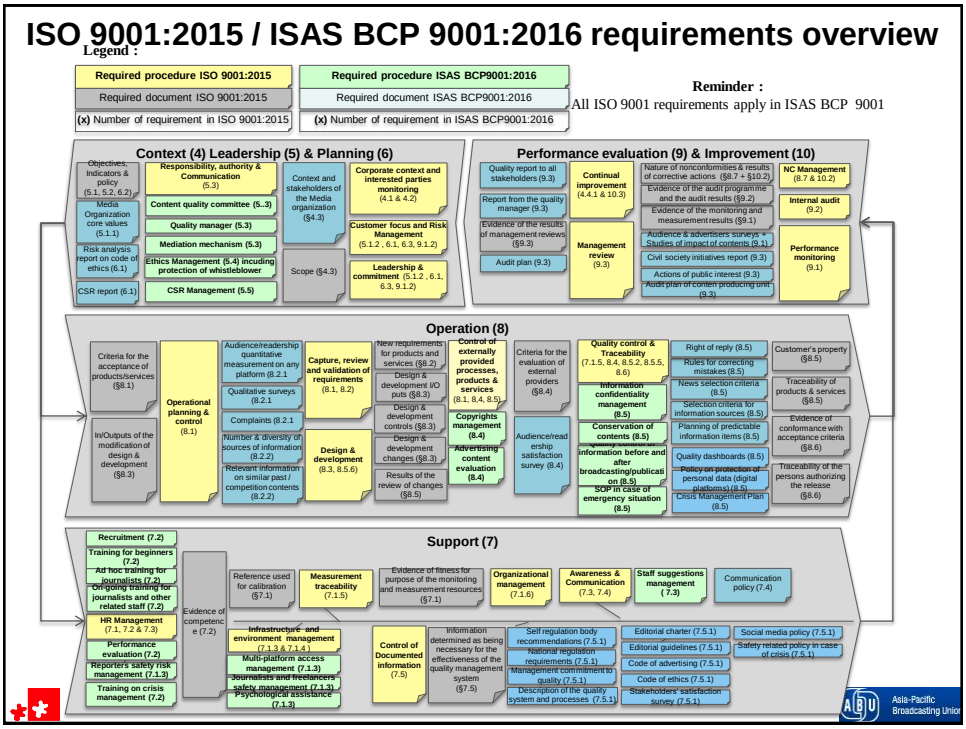
# ISO 9001:2015 / ISAS BCP 9001:2016 requirements overview