

# **Performance Measurement: A Practical Guide to KPIs and Benchmarking in Public Broadcasters**

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# 1 Preface

In recent years, many broadcasters have made great strides in measuring their performance through the use of Key Performance Indicators. These have also proved very useful to public service broadcasters in demonstrating that efficiency savings have been made, and that bids for funds would lead to real improvements in the delivery of objectives.

As the same figures are gathered year by year, an accurate picture is built up, for example, of how well the organisation is delivering audiences, how productive their staffs are and what are the costs per broadcast hour of programming. This can be used to assess where costs are rising or declining, and where delivery is getting better or worse.

The next step is to get some comparative figures, so that performance in one organisation can be compared with performance in other comparable ones.

This is difficult. Public broadcasting organisations are sensitive about such figures – they can sometimes be taken out of context and used to show failure rather than success. What this study by Fulvio Barbuio of ABC does is to show the importance of Key Performance Indicators, how they can be developed but as importantly show the way towards a confidential exchange of data between like broadcasters. This follows on work done by ABC from 2001 onwards when they set up an International Benchmarking Group. With the help of partner organisations, they developed specific Key Performance Indicators for benchmarking, and a system for the exchange of information on a confidential basis.

The ABC now seeks to expand this initiative by enlisting new partner public broadcasters to the International Benchmarking Group.

It is an initiative which will lead to a better understanding of the performance of public broadcasting organisations, and which will help in preparing strong funding bids.

I commend the process to you.

Elizabeth Smith, Secretary-General, CBA

## 2 Foreword

There is nothing more frustrating for a public broadcaster or its management and staff than to know there are issues with its performance but without a clear and practical way of identifying why they are occurring and how the situation can be improved. Equally public broadcasters that do not know where they sit in the best practice pecking order amongst their peers cannot hope to not only sustain their operations but thrive and remain highly relevant to their country's broadcasting and media landscape.

Public broadcasters are generally constrained in their ability to grow their funding sources and are typically dependent on Government funding. Consequently, they cannot afford to waste funding on ineffective and inefficient activities even more so than commercial broadcasters. At the same time the choices being provided to media consumers regarding content and ways to access, interact and share media information is placing significant pressures on all broadcasters but in particular public broadcasters as the cost of staying relevant often occurs without funding relief.

In this context performance cannot be left to chance but must be nurtured and driven. One key component of this is to identify key aspects of performance, set targets, measure outcomes and report back to key stakeholders and decision makers responsible for the outcomes. Key Performance Indicators are an important part of this process and if implemented properly can provide much value to improving a public broadcaster's outcomes.

Equally, the source of improvement ideas and initiatives needs to be viewed as widely as possible. Most often they come from the best experts available to a public broadcaster, namely the pool of internal skills, experience and motivation. However, the best skills and experience will not always be found internally but may dwell in other public broadcasters that have innovated or moved up the effectiveness and efficiency curve to become best practice. These performance 'secrets' can really only be found by seeking to share information between public broadcasters.

Public broadcasters that can combine effective Key Performance Indicator and international benchmarking programs will be best placed to make every unit of funding count towards their Charter remits and organisational objectives.

David Pendleton, Chief Operating Officer,  
Australian Broadcasting Corporation

### 3 The public broadcaster challenge

Typical Broadcaster Questions:

1. Can we justify seeking additional government funding?
2. How can we support our sustainability?
3. Is our performance meeting our Charter obligations?

Public broadcasters are required to meet various obligations set down in their Charter as approved by their Governments. These obligations can vary in their detail between broadcasters and countries but typically cover areas such as, providing content for all constituents, catering for diversity and minorities, delivering distinctive and quality content, reflecting and supporting national identity, being innovative and providing value for money to the community they serve.

In doing this they are faced with key challenges:

- More intense competition from commercial broadcasters and other creators of content for audiences, talent and specialist resources;
- Different ways of distributing content to audiences;
- Rapid technological change;
- The impact of digital technology on production and distribution of content; and
- The constraints of Government funding which typically account for the vast majority of broadcaster funding.

In these circumstances a broadcaster's success and sustainability in meeting its Charter obligations will be dependent on the answer to two fundamental questions. Firstly, given the resources available, is the broadcaster effective (through the quality and quantity of output) and efficient in its operations. Secondly, is its level of effectiveness sufficient to meet key stakeholder expectations for public value as reflected in its Charter obligations.

The second question can often be the more difficult one to answer as the expectations laid down in the Charter are generally broad without much in the way of specific measurable targets. Even if there are specific targets, how they translate into a sense of clear public value maximisation can be a challenge to objectively measure.

The first question also has its measurement challenges. However, it is possible to answer with the right combination of information, processes, systems and executive sponsorship. It is also vital to answer, as without it, broadcasters cannot objectively demonstrate their proper guardianship of funding provided by Governments and justify additional funding either to properly sustain what they do now or to do more. Not only that, it must also form the basis of how broadcasters communicate and measure performance at both a strategic and operational level within their organisations to drive improvements and achieve better practice.

It is this first question that this pamphlet addresses by providing a practical guide to utilising performance measurement techniques to set, measure and improve

performance. It gives a step by step guide to undertaking successful Performance Measurement but also puts this within a conceptual framework.

## 4 Performance measurement and key performance indicators (KPIs)

Typical Broadcaster Questions:

1. How do we know if we are meeting our strategic and operational objectives?
2. Can we improve the communication and alignment of our strategies across our organisation?
3. Is there a way of combining financial and non-financial measures to better understand our performance?
4. How do we support a performance driven culture?
5. How can we drive continuous improvement?

### 4.1 What is performance measurement

Part of any proper organisational strategy, planning and reporting process should be performance measurement. It provides feedback to decision makers to assist them in improving performance and to key stakeholders to attest as to whether the broadcaster is delivering on its commitments. It is simply part of any good governance framework.

From a practical standpoint, performance measurement is a process whereby the drivers and results of key activities within a broadcaster are measured using different types of information.

There are certain characteristics that a good performance measurement system should embody:

- **Strategic**  
Support corporate strategy, its communication and implementation.
- **Holistic**  
Measure performance from a financial, non-financial, quantitative and qualitative perspective.
- **Relevant**  
Attuned to the needs of decision makers and their activities.
- **Timely**  
Reporting is produced at sufficient regularity to properly support decision making.
- **Accurate**  
Attention to the accuracy of data and calculation of measures is important for trust in the information.
- **Consistent**

Concepts and definitions need to be consistent across the broadcaster to ensure comparability and understandability.

## **4.2 What are key performance indicators**

Any performance measurement system requires the identification of indicators which can identify past, current or potential future outcomes which will attest to a broadcaster's sustainability and may be either qualitative or quantitative in nature.

There can be many indicators of performance in any broadcaster but only a select group of indicators are measured and tracked at higher levels in the organisation. These KPIs (also interchangeable in this pamphlet with the term measures or indicators) are used because they highlight those aspects of performance that are integral above all others in providing insights on performance and how it can be improved.

KPIs should allow broadcasters to do a number of things:

- Report past outcomes, both good and bad;
- Identify where improvements should be made and what resources are required to do this;
- Determine the quality and robustness of business processes; and
- Allow stakeholders to independently judge a broadcaster's performance.

## **4.3 Why measure performance using KPIs**

Performance measurement using KPIs is a process that requires substantial planning and effort to achieve a successful outcome. So why implement a KPI program? Some or all of the following reasons for using KPIs will typically apply:

- To instil a performance driven culture whereby performance and its improvement are seen as a core part of a broadcaster's principles of operation;
- Improve the quality of management decision making by providing the best information so that resources are effectively and efficiently utilised by the broadcaster;
- To identify whether the organisational strategy and milestones are on track so that stakeholders can be confident that management are working towards their objectives and for management to identify situations when objectives are not being met or need to be changed;
- Help to communicate and align strategy across the broadcaster to ensure that all the key parts of the organisation are working to achieve the same strategic goals;

- Provide transparency and accountability at both management and stakeholder level so that all key areas can be confident in the processes that they follow and understand their responsibilities in achieving organisational success;
- Assist in meeting compliance reporting requirements set by Government and regulators, for example, the quality/reliability of transmission signals and local content requirements. These may need to be reported through corporate external documents such as a broadcaster's annual report to government; and
- Support a focus on continuous improvement which can be facilitated by tracking the progress of KPIs overtime and between both internal and external benchmarks.

For public broadcasters these are important drivers in undertaking a program of KPIs and they are critical to helping broadcasters answer the key questions identified at the beginning of Section 3.

#### **4.4 Implementing KPIs in public broadcasters**

The implementation of program of KPIs requires a combination of resources, systems, organisational culture and executive management support to be successful. While not a trivial exercise, by following some key steps the chances of a successful implementation can be enhanced.

##### **4.4.1 Key executive stakeholder support and buy-in**

A KPI implementation cannot succeed without the support and backing of the Board and key executives. It is vital that this level of support be obtained to deliver the leadership required to implement the program. Key executives must also be seen to lead by example so that down the organisational hierarchy the message is clear and unambiguous.

###### ***Take-outs:***

- ***Undertake a 'proof of concept' implementation in a small and easily managed area to get quick wins. The area selected should be strongly supportive and will become a powerful advocate for the rest of the implementation across the broadcaster's operations.***

##### **4.4.2 Main types of KPIs and how they can be used**

KPIs can be divided into a number of groups depending upon how they are used and what they are meant to show. These factors will also have a bearing on how and when they are reported within the broadcaster.

KPIs need to take these factors into account and need to be represented across these groups in an appropriate way to ensure an optimal and balanced outcome.

- **Strategic/operational**  
The key attribute here is longer term capability (strategic) versus shorter term activity (operational). Both are important but often in different parts of the broadcaster, with strategic KPIs reported at more senior levels in the organisation and perhaps at less regular intervals while operational KPIs are focused at lower levels and are reported more frequently.
- **Result/driver**  
A broadcaster and its processes can be viewed as many bundles of staff, services (internal and external) and capital infrastructure which combine to drive activities that lead to outputs/outcomes, in other words, results. KPIs can be set to measure either the drivers of activities or the results of these activities. Both have their place and are crucial to understanding performance. Results tend to be reported at higher levels in the broadcaster and less frequently, while drivers are at more lower levels and more frequently reported.
- **Lead/lag**  
A critical component of any KPI program is the idea that improved performance and the ability to deal with uncertainty is facilitated by measures that are predictive of future performance or issues (lead) rather than simply a statement of historical results (lag). While the latter may be of some predicative value it is only with lead type KPIs that future trends and results can be better identified.
- **Qualitative/quantitative**  
While it is desirable to have measures that can be reliably and consistently calculated in an objective way, this is not always possible. In the broadcasting industry there are a number of aspects of performance that can be measured by quantity means (the amount of television output by the number of broadcast hours) but there are others that can only be measured in more subject ways that are qualitative (calibre or quality of output by the number of awards or audience feedback).
- **Effectiveness/efficiency**  
A fundamental determining factor in how a broadcaster is performing can be segmented into two areas. Effectiveness describes how well a broadcaster meets its Charter obligation generally in terms of quality and quantity of output. KPIs tend to be non-financial and more indirect or surrogate (e.g. measuring how a broadcaster informs, educates and entertains by using audience research or public surveys). Efficiency goes to how well the broadcaster uses its available funding and resources to maximise its outputs such that more output is achieved with the same level of resources or the same level of output is delivered using less inputs (using such measures as, output per employee, cost per broadcast hour and utilisation of production staff). Both effectiveness and efficiency outcomes are important in establishing the credentials of the broadcaster to the key stakeholders.

***Take-outs:***

- *Below are some examples to demonstrate the different types of KPIs that can be used.*

Type	Main Focus – example
Strategic	Level of local content
Operational	Effectiveness in the content production process
Result	Audience Reach
Driver	Television program transmission schedule
Lead	Level of maintenance spending and impact on future capital expenditures
Lag	Financial results showing the financial impact of past decisions
Qualitative	Industry recognition - awards
Quantitative	Broadcast hours
Effectiveness	Community feedback
Efficiency	Cost per broadcast hour

#### 4.4.3 Link to strategy

KPIs cannot deliver maximum value to a broadcaster unless they are part of the strategic framework. To this end they need to be able to assist in a number of key areas:

- Communicate the strategy  
By embodying the key measures that are important for the broadcaster’s strategy they can indicate to the organisation what is important. They are often incorporated in strategic frameworks such as scorecards.
- Align strategy across the broadcaster  
If KPIs have been designed appropriately across the broadcaster they can assist in getting strategies at divisional or other organisational levels to dovetail so that success at these levels will work with and not against other areas supporting the realisation of corporate strategies.
- Check progress against strategic milestones  
As strategic plans are rolled out and implemented broadcasters need to be able to track progress against milestones and KPIs can assist to do this.

#### *Take-outs:*

- *Consider mapping key strategic objectives with your KPIs to help demonstrate the strategic linkages within the broadcaster to achieve key objectives. These maps can help to demonstrate how different parts of the organisation are linked in achieving key outcomes.*

#### 4.4.4 Key characteristics of good KPIs

There are potentially many KPIs that can be identified and used in any broadcaster but the objective should be to select those measures that have certain inherent qualities which deliver the most value.

There will be times when these qualities will need to be traded-off against each other to get a balanced and optimal set of KPIs.

- **Controllable /accountable**  
KPIs will only contribute to better performance if they are linked to a manager or team that are clearly responsible for the measure's outcome, and by their decisions and actions, can influence that outcome.
- **Relevance**  
Measures should be identified that clearly support the strategic objectives of the broadcaster.
- **Verifiable**  
The data used to calculate KPIs should be auditable both in terms of its accuracy and appropriateness for purpose.
- **Quantifiable**  
Ideally measures should be quantifiable so that they can be summarised and viewed objectively (as apposed to subjectively).
- **Timely**  
For KPIs to be effective in informing decision making, they need to be prepared and reported at such a frequency that supports the particular measure concerned e.g. audience research on a weekly basis.
- **Accessible**  
There is no value in identifying KPIs which seem to meet all the key criteria but due to difficulties in accessing the data from certain databases, cannot be reliably produced and reported on a consistent basis.
- **Cost effective to collect**  
While the ideal set of KPIs might be the goal, these cannot be implemented at zero cost, consequently the effort required to collate and report a KPI needs to be weighed up against the benefits it can deliver to the broadcaster.

##### *Take-outs:*

- ***Below is an example of two KPIs and how they could rate against these criteria (note that different decision makers are quite likely to arrive at different ratings). These criteria could also be weighted for importance to the broadcaster to determine which KPIs should be reported.***

<b>Objective: Provide maximum benefit to the population.</b>		
<b>Criteria</b>	<b>KPI 1: audience survey semi-annual</b>	<b>KPI 2: output per employee monthly</b>
Controllable /accountable	4	2
Relevance	1	2
Verifiable	1	1
Quantifiable	2	1
Timely	4	1
Accessible	3	1
Cost/effective to collect	4	2
Total	19	10

*Rating of 1-5 (1 best and 5 worst)*

#### **4.4.5 Engagement and partnering with areas to be measured**

The implementation of KPIs cannot be successfully accomplished by a central unit without the involvement of decision makers and areas of responsibility across the broadcaster. There are a number of important reasons for this:

- While KPI expertise may reside in a central unit to ensure consistency, ultimately the data and KPIs come from various key areas of a broadcaster;
- These areas must be involved in the selections of their KPIs and logistics in collating and dealing with related issues – they need to feel ownership;
- They are best placed to understand the results and identify key insights to improve performance; and
- The central unit needs to work closely and in partnership with the areas to be measured to ensure that they are seen as facilitators and a centre of excellence in KPI development and management.

Without this approach, the KPI program may not receive the appropriate buy-in from areas of responsibility and they may see the program as essentially a control mechanism rather than a valuable decision making and performance enhancement tool. As a consequence, this may put the program’s success in jeopardy.

***Take-outs:***

- *Try using data collection methods that employ efficiencies such as templates to collect data in a standard form that minimises re-keying. This will also make it easier for the data providers and KPI team to collect the data.*
- *Incorporate sufficient QA of the data and resulting KPIs to provide comfort for decision makers using the information.*
- *Involve the data providers in the analysis of the KPI results and what they are saying. They know their business better than anyone else.*
- *Involve the areas from the very beginning in determining what KPIs best meet their and the broadcasters needs.*
- *Avoid mistrust of KPI information as well as reduce the level of rework by ensuring data is clean and correct the first time.*

- *Any KPI program should be implemented gradually so that the organisation can build skills, capability, momentum and interest in the program in a sustainable way which will have more lasting benefits.*

#### **4.4.6 Systems to support KPIs**

Data used to calculate KPIs will most likely come from various broadcaster systems which may or may not be linked. The extent to which data collation is seamless and automated will greatly impact on the ability to access and prepare KPIs information in time to meet the optimal reporting frequencies.

A difficulty in collating data will be the variation in the type and form of the data, financial/non-financial, qualitative/quantitative and so on. This will require systems that are able to handle these data challenges and ideally cleanse the data to ensure its correctness from the outset.

As well as data collation, data storage and management is critical to building a valuable data base of key information and requires appropriate thought and investment.

Once the KPIs are prepared they need to be analysed and reported. A system that can report the information efficiently, engagingly and quickly will allow time for analysis and insight as well as gain the interest and commitment of users and decision makers.

##### ***Take-outs:***

- *Don't assume good systems alone will deliver a successful KPI program. As much if not more importance needs to be placed on the KPI process, people and culture issues. If the latter are not properly in place then users of KPI information will not have buy-in even if the systems are best of breed.*

#### **4.4.7 People, skills and motivation to support KPIs**

Even with the right systems and KPIs are in place, if the staff involved in supporting the KPI program are insufficiently skilled, experienced or motivated, this will impact on the program's success. These staff require superior system and analytical skills and also need to have a strategic and holistic view of the broadcaster to pull together all the necessary constituents of a successful KPI program.

##### ***Take-outs:***

- *Get access to KPI staff that have strong analytical and computer skills and who see performance in a broad way and not simply of function of budgets. They should also show a keen interest in this area so they can become 'champions' for KPIs in the organisation.*

#### **4.4.8 Relationship with performance management**

Ideally once a program has been established maximum benefit will be gained by linking the KPIs to the performance agreements of key staff. This will then provide the necessary feedback and incentive for staff to track and utilise the KPIs under their control to improve performance.

***Take-outs:***

- ***This should be implemented in due course once staff have embraced KPIs as an integral part of their areas. They also need to feel comfortable that the KPIs properly represent and drive their area's performance and that they have control over the factors that will drive outcomes.***

## 5 Benchmarking

Typical Broadcaster Questions:

1. Some of our areas have shown performance improvement, but how do we know if it's good enough?
2. Our practices need improving, but where do we go to see what and how it can be done?
3. Our Government has noted our improved performance but has not responded to our request for more funding – they say we need to demonstrate this against other public broadcaster better practice comparators – how can we do this?

### 5.1 What is benchmarking

Benchmarking is the process of identifying appropriate comparator organisations and obtaining access to a pool of KPI data to help in assessing performance. Ideally this should at some point become an integral part of a KPI program, so that the participating organisations can compare their performance in key areas, identify better practice and seek ways to emulate it.

For public broadcasters, there are a number of further issues to bear in mind in utilising benchmarking.

The unique nature of public broadcasters, being primarily non-commercial and Charter driven, means that they cannot easily be compared to commercial broadcasters for key activities (e.g. genre diversity) and therefore need access to other public broadcaster data to compare themselves. However there are other activities which are more generic to any broadcaster or organisation (e.g. finance function) which can be compared across different industries.

It is the former more specialised nature of public broadcasters that this pamphlet focuses on and the area where there is little in the way of data and KPIs available for this purpose. Section 6 describes the Australian Broadcasting Corporation's International Benchmarking Group initiative and how that can assist public broadcasters to improve their performance.

### 5.2 Why undertake benchmarking

While undertaking a KPI program within a broadcaster can support better performance objectives and stakeholders will see measures in external reporting that identify effectiveness and efficiency against Charter objectives, neither these internal or external users of KPI information will know if performance could in fact be improved or compares favourably to better practice. For that, the broadcaster must look outside the organisation to other public broadcasters.

This type of benchmarking can enhance and support a more performance driven culture by identifying opportunities to improve those areas that are critical to a broadcaster's success. It can provide the necessary support for internal change and access to additional government funding.

### **5.3 How to establish benchmarking**

Ideally the public broadcaster should first have in place a KPI program of some sort which has already established a performance measurement and improvement culture. It will also have some level of process incorporating information capture, analytics, systems and reporting that can be used to support a benchmarking program. Without this, the fundamental skills and motivation to undertake this program would not likely exist.

It will be necessary to obtain senior management sponsorship and support for benchmarking with other public broadcasters. In particular management will need to be assured about appropriate information security and confidentiality once it is shared. This will include how and in what forums the information is used by each broadcaster.

Depending on the formality and structure of the benchmarking program, it is likely that those areas subject to benchmarking will need to provide information either consistent with existing KPI information (which would be ideal from a work load perspective) but may also be required to provide additional information not currently prepared. This will need the buy-in of those areas to ensure the necessary information can and will be prepared in the agreed time frames. In addition they may be asked to communicate with other broadcasters to share performance insights to further their better practice objectives.

Once the above is in place the broadcaster will need to then seek out sources of benchmarking information. There are a number of options which might provide the information sought by the broadcaster, and they include:

- Bilateral relationships with other public broadcasters;
- Multilateral relationships with a number of broadcasters;
- Membership or affiliation with appropriate broadcasting associations; and
- Other owners of suitable KPI databases.

#### ***Take-outs:***

- ***Experience has shown that little in the way of valuable data is available without engaging with other public broadcasters.***
- ***Obtain senior management support first before embarking on this exercise as the cost, resources and effort/time requirements can be substantial and will need to be carefully weighed up against the potential benefits.***

## 6 International benchmarking group (IBG) – an Australian Broadcasting Corporation Initiative

Questions to Broadcasters:

1. Do you want to support your well developed KPI program with a value added benchmarking initiative?
2. Do you know how you compare to other public broadcasters in key areas of activity?
3. Would you like to exchange information, knowledge, insights and a common wish to be the best that you can be?

### 6.1 Background

The Australian Broadcasting Corporation (ABC) identified a need to access comparative performance data from other public broadcasters in 2001 to assist it in achieving its corporate objectives. The need for public broadcaster data recognises the unique nature of these organisations, their objectives and the fact that there is generally no other public broadcaster in the country.

When the ABC looked for sources of public broadcaster data, there was very little available. This was due to a lack of publicly available comparable data, fears of appearing less efficient than others in the industry and the distance between broadcasters.

As a result the ABC established the International Benchmarking Group (IBG) in 2001 to share data amongst interested public broadcasters under a set of rules and protocols.

At the core of the IBG, are a number of objectives:

- Need to drive performance;
- Need to justify funding requests to Government;
- Develop colligate arrangements between like broadcasters; and
- Be a centre of excellence in public broadcaster benchmarking.

### 6.2 IBG benchmarked KPIs

With a large array of possible KPIs to choose from, a number of criteria were used to identify the best set of KPIs to measure:

- Comparable across all broadcasters;
- Measurable and reliable with data available for each broadcaster;
- Relevant to each broadcasters activities; and
- Support a broadcaster's Charter.

At the same time a number of business rules and definitions for each of the chosen KPIs was agreed as well as the accessibility to and the use of information and data within the IBG and externally.

As a result the IBG has eight KPI\* categories within four distinct areas. These currently cover only television and radio (at present) being the main broadcasting mediums in place in 2001. The rapid development and growth of digital media will necessitate the extension of these KPIs into this important part of the media landscape.

Category	Area	KPI	Description
Effectiveness	Quality	% of National Content	<ul style="list-style-type: none"> <li>Covers all broadcast hours content not sourced from other countries by medium</li> </ul>
	Universality	Reach	<ul style="list-style-type: none"> <li>Viewers/listeners for each medium as a % of total population</li> </ul>
	Distinctiveness	% of Output hours (broadcast) by genre	<ul style="list-style-type: none"> <li>Against total broadcast hours for each medium across agreed genres of news, children, drama, sport, entertainment, music/arts and factual.</li> </ul>
Efficiency		Cost per production hour	<ul style="list-style-type: none"> <li>1<sup>st</sup> run produced hours by genre by medium</li> </ul>
		% of overheads against total expenditure	<ul style="list-style-type: none"> <li>Level of non-direct operating costs that support the core activities of production and broadcasting</li> </ul>
		Cost per broadcast hour	<ul style="list-style-type: none"> <li>Original/1<sup>st</sup> run broadcast hours per medium</li> </ul>
		Cost per consumed hour	<ul style="list-style-type: none"> <li>For each medium based on the hours consumed by viewers/listeners</li> </ul>
		Cost per viewer/listener	<ul style="list-style-type: none"> <li>For each medium based on viewer/listener reach</li> </ul>

		Utilisation of production resources	<ul style="list-style-type: none"> <li>• Labour and facilities</li> </ul>
		Output per employee	<ul style="list-style-type: none"> <li>• Unique/1<sup>st</sup> run broadcast hours by employee by each medium</li> </ul>

\* For those broadcasters that are interested in knowing more about these KPIs and believe they could meet the pre-requisites for IBG membership outlined in Section 6.4, a more detailed set of definitions can be requested by contacting the CBA.

### **6.3 IBG process**

There are a number of key aspects to how the IBG operates which provides a clear operational framework for it to function.

- **Membership**  
This is open to public broadcaster but must be approved by all existing members.
- **Data and reporting frequency**  
Data is submitted by each IBG partner by financial year and reports are prepared for the IBG in line with a timetable.
- **Member data protocols/security**  
Partner data is only accessible by the ABC (as the host and administrator) and reporting back to partners only compares their performance against group results and how they rank in the group.
- **IBG Website**  
The IBG has a dedicated website (recently improved) hosted on the ABC's main website (see Section 7). The site is not publicly accessible but rather a resource for IBG partners. It allows partners to input data and view reports through easy to use screens to which access is uniquely controlled by login and password protected codes for each individual broadcaster. The website also has a number of other features, such as a notice board and links to each partner's website.

The ABC has developed the IBG over the years and will continue to explore opportunities with partners to enhance the IBG including the website, range of KPIs, data reporting frequency, methods of engagement with partners and other ways to extract more value from the IBG.

### **6.4 Suggested pre-requisites for membership**

For the IBG to function effectively and for the benefit of the IBG partners there needs to be a certain level of capability in prospective partners. There are a number of criteria which will assist both existing partners to evaluate prospective partners and for prospective partners to identify whether they are ready to consider application for membership to the IBG.

Prospective members ideally should have:

- Some form of KPI program in place or under development;
- Appropriate KPI data to meet IBG requirements;
- KPI reporting;
- Systems that will support data collection and reporting;
- Timely access to data;
- Senior management buy-in;
- A willingness to share data; and
- Preparedness to commit time and resources to prepare data for input to the IBG in line with IBG timelines.

If public broadcasters are interested in pursuing membership of the IBG and believe they meet most or all of these pre-requisites then they are encouraged to contact the CBA in the first instance with any queries after which they can be placed in contact with the ABC to further evaluate and progress their membership aspirations.

## 7 Appendix

### 7.1 IBG website and data input template

Screen Shot 1 is the home page of the IBG website (with some changes to protect partner and IBG information). Members are able to login with appropriate security that allows them to input data, access results and reports and obtain other member related news and information.

Screen Shot 1

The screenshot shows the home page of the International Benchmarking website. The header features the title "International Benchmarking" and navigation links for "Home", "News", "Become A Partner", "About Us", and "Contact". The main content is divided into two columns. The left column, titled "Partners", lists seven countries (A through G) with their respective partner names and "login" buttons. Each entry includes a placeholder for a link to the broadcaster's website. The right column contains sections for "What is International Benchmarking?", "Contact Us", "News", and "Become a Partner". The "What is International Benchmarking?" section explains the group's aim to produce performance benchmarks. The "Contact Us" section provides an email contact option. The "News" section highlights "Member data due now" and "International Benchmarking Report now available". The "Become a Partner" section includes a link for interested parties.

**International Benchmarking**

Home News Become A Partner About Us Contact

### Partners

Country A  
Partner A  
Link to broadcaster's website login

Country B  
Partner B  
Link to broadcaster's website login

Country C  
Partner C  
Link to broadcaster's website login

Country D  
Partner D  
Link to broadcaster's website login

Country E  
Partner E  
Link to broadcaster's website login

Country F  
Partner F  
Link to broadcaster's website login

Country G  
Partner G  
Link to broadcaster's website login

### What is International Benchmarking?

The aim of the group is to produce a range of information that broadcasters may use as performance benchmarks. Information collected covers efficiency and effectiveness in resource utilisation, production, broadcast output and audiences. Read More

### Contact Us

If you wish to find out more information International Benchmarking please send us an email

### News

**Member data due now**  
Details of when data needs to be submitted by partners.

**International Benchmarking Report now available**  
Please login to obtain latest reports.

>Suggest a News Item

### Become a Partner

If you would like to become a partner click here.

Screen Shot 2 shows one of the data input screens. Data input is simplified as partners are moved through a series of input screens in a step by step process.

Screen Shot 2

International Benchmarking

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**2. Efficiency**

**A) Cost per Production Hour - Internal**

How are the gross TV production costs for internal productions expended between the following genres? [Help](#)

How many first run broadcast hours were produced for internal productions?

News	<input type="text"/>	News	<input type="text"/>
Childrens	<input type="text"/>	Childrens	<input type="text"/>
Drama	<input type="text"/>	Drama	<input type="text"/>
Sport	<input type="text"/>	Sport	<input type="text"/>
Entertainment	<input type="text"/>	Entertainment	<input type="text"/>
Music and Arts	<input type="text"/>	Music and Arts	<input type="text"/>
Factual	<input type="text"/>	Factual	<input type="text"/>
Other	<input type="text"/>	Other	<input type="text"/>
<b>Total</b>	<b>\$</b> <input type="text" value="-"/>	<b>Total</b>	<input type="text" value="0"/>

## 7.2 IBG website sample report and chart

The following Screen Shot 3 shows part of a report available to IBG partners. It shows for each KPI the partners results compared to the average, the number of data points in the average and the quartile ranking.

Screen Shot 3

PUBLIC BROADCASTING INTERNATIONAL BENCHMARKING KPIS				
Period & currency details				
	Partner A	Group Average	No. of broadcasters in average	Quartile Ranking
Conversion rates to output currency: <b>US dollars</b>	Local Currency			
1. Audience reach				
	Partner A	Group		
<b>TV Reach</b>				
Broadcaster reach '000				
Audience population potential '000				
<b>Radio Reach</b>				
Broadcaster reach '000				
Audience population potential '000				

In addition partners also receive benchmark results by way of graphical representation, an example of which is shown in Screen Shot 4 (the data shown in the graph is purely illustrative).

Screen Shot 4

