



OFFICE OF
**Strategy &
Development**

Strategy Review 2014

Presentation to the Board | August 13, 2014

Strategy Review

- All-BBG exercise, April-June 2014
- Country and regional strategies developed within BBG's overall strategic framework
- Specific goals and targets set by target market
- Unprecedented in breadth and depth

Challenges

- Journalism/strategy: wherever the story leads vs. desired outcomes
- Planning/performing: competing imperatives and time constraints
- 100 countries: no one-size-fits-all solutions
- Confederated BBG: multiple stakeholders
- High-quality inputs: good data and expert analysis

Process

Robust entity input on the front end

Rich, facilitated discussions with entities as well as marketing, development, distribution teams

First, second, (even) third drafts of goals and targets with the entities

Board review (and approval)

Implementation – to be followed by measurement with feedback to revise goals and targets, as needed

Goals and Targets

Example: Ukraine



Goal #1: Advance and support the Ukrainian media industry to help build the local media market and expand news alternatives in the marketplace.

Strategic Objective: Produce journalism of exceptional value that responds to the mission, meets audience interests, and expands alternatives in the marketplace

- **Performance Target #1:** Deepen cooperation with key TV affiliates through an innovative Fellowship program in which journalists from partner stations would work at VOA and co-produce regular custom reports for those stations. Provide fellowships for at least two affiliate stations. (VOA Ukrainian)
- **Performance Target #2:** Build capacity by providing at least two training opportunities for local journalists and media outlets. (VOA & RFE/RL Ukrainian)

Goals and Targets

Example: Ukraine



Goal #2: Serve as a robust U.S. news bureau and cultural bridge in order to better explain the U.S. and U.S. policies to Ukrainians, strengthen ties to the West, and counter inaccuracies and distortions of U.S. policies. (VOA Ukrainian)

Strategic Objective: Serve as a robust U.S. news bureau and cultural bridge

- **Performance Target #1:** Increase number and frequency of customized inter-actives or special reports for major television/media companies in Ukraine (from pre-crisis baseline average).
- **Performance Target #2:** Begin one regular weekly custom television report for a major television/media company, replacing or adding to current ad-hoc reports.

Goals and Targets

Example: Ukraine



Goal #3: Engage young audiences and empower citizen information exchange on digital platforms to inform future leaders and support their efforts at building civil society. (RFE/RL Ukrainian)

Strategic Objectives: Reach underserved audiences, empower citizen information gathering and exchange

- **Performance Target #1:** Continue to attract at least 1.5 million visits per month to RadioSvaboda.org, an increase of 33% over October 2013
- **Performance Target #2:** Increase number of monthly visits to Crimean page in Russian to 250,000 by September 2014; increase number of monthly visits to Crimean page in Crimean Tartar to 3,000 by September 2014; increase number of monthly visits to Crimean page in Ukraine to 10,000 by September 2014

Goals and Targets

Example: Ukraine



Goal #4: Increase weekly reach by diversifying platforms and program offerings to reach a wider audience and counter inaccuracies and misinformation that appear in local news programming. (RFE/RL Ukrainian)

Strategic Objectives: Expand alternatives in the marketplace, optimize the media mix

- **Performance Target #1:** Launch new TV program to increase weekly reach of Radio Svoboda in Ukraine.
- **Performance Target #2:** Provide Svoboda content to 1.5 million Ukrainians each week via all platforms

Goals and Targets

Example: Venezuela



Goal#1: Continue to produce journalism of exceptional value that responds to the mission, meets affiliate needs and audience interests, and expands credible news alternatives in the target market in order to enhance the audience's understanding of current events.

Strategic Objective: Produce journalism of exceptional value that responds to the mission, meets audience interests, and expands alternatives in the marketplace

- **Performance Target #1:** Expand feedback from affiliate stations in the country, increasing the number of teleconferences to four per quarter. Affiliate responses will be matched with other opinion and commentary gathered at regional trade shows and other venues to guide decision-making.
- **Performance Target #2:** Increase story placement by ten percent and story promotion for Venezuelan online affiliates, leveraging Twitter as a news platform for event coverage. Create story-specific promotion strategies on social media, e-mails and phone calls in order to add visibility and placement for Voice of America.

Goals and Targets

Example: Venezuela



Goal#2: Continue to serve as a U.S. news bureau and cultural bridge in Venezuela for affiliate stations that are interested in news, information, analysis and perspective from the United States.

Strategic Objective: Serve as a robust U.S. news bureau and cultural bridge

- **Performance Target #1:** Begin and sustain affiliate partnerships with 2-4 online news media, blogs, video distributors and two regional or local radio stations to expand VOA's reach.
- **Performance Target #2:** Begin and sustain a live interactive with a leading radio station and or web publication that has a radio and or television component.

Goals and Targets

Example: Venezuela



Goal #3: Support the development of media online efforts to protect freedom of information currently under threat from Venezuela authorities, countering media censorship prevalent in the target market.

Strategic Objective: Overcome Censorship

- **Performance Target #1:** In collaboration with OSD and Radio Free Asia, facilitate and assist providing at least two online affiliates with internet circumvention tools.
- **Performance Target #2:** With the collaboration of OSD and ODDI, facilitate two current online and radio affiliates in Venezuela with web design and web tools that include tools to add radio and video programming on websites. (VOA Spanish, ODDI, OSD)

Next Steps

- Implement
- Measure performance
- Revise plans, redirect efforts, reallocate resources, as needed