The management keys of the EITB Group

February 2009

Awards to business management
2004: Silver Q. Basque Management Excellence Award
2006: Ibero-american Quality Award.
2007: Golden Q. Basque Management Excellence Award

Using an excellence model means reinforcing several fundamental concepts of business management:

1. Result-focused
2. Client-focused
3. Leadership and coherence
4. Management by processes and facts
5. Development and involvement of people
6. Continuous learning, innovation and improvement process
7. Developing alliances
8. Corporate social responsibility

We have used the nine EFQM criteria model to comment some of the management keys promoted by the board of directors of the EiTB Group. See them below:

1. Managing leadership

Main facilitating dynamics:

- **Organisation's objectives:** The organization defines systematically the framework objectives, so they can be fulfilled
- **Indicator and objective system:** The indicator and objective system structures and spreads business to all levels
- **Stakeholders' needs:** To know if stakeholders have received it
- **External communication:** To carry out all the activities so that our brand is transmitted appropriately and we receive feedback.
- **Culture of excellence:** To promote a culture based on achieving excellence in all fields of management and to involve people.

2. Managing policy and strategy

Main facilitating dynamics:

- **To develop the key factors of the strategic cycles:** To promote the organization's strategy through them
- **Internationalization:** To establish resources which reinforce the international presence of the EiTB group
- **Diversification:** To establish resources which reinforce the know how and the results of the EiTB group
- **Creativity:** To promote creativity as a development and revitalization factor
- **To carry out the strategy:** To promote the participation of managers when carrying out the strategy

3. Managing people

Main facilitating dynamics:

- **Strategic line on people:** It allows medium and long-term planning.
- **Director management model:** It allows to define the managers' right and obligation frame and to align it with the organization's objectives.
- **Management standards:** It allows managers to learn management competences, with a standardized point of view for all the societies belonging to the EiTB group.
- **Team work:** Team work allows operational integration and closer relations.
- **Positive satisfaction factors:** There is a wide range of positive satisfaction factors.

4. Managing alliances and resources

Main facilitating dynamics:

- **To manage strategic suppliers:** Suppliers are considered strategic if their annual invoicing is higher than a certain amount and if their service is essential for the group's activity.
- **Programme Contract:** It is a multiannual finance plan, which provides the group with a steady economic base and promotes planning.
- **Preventive and improving maintenance:** It supports the general facilities of our buildings. It means there is coordination with energy management, environment management and recycling plans.
- **Multimedia content platform:** Media Asset Management System for registering, accessing and consulting multimedia content. It allows TV, radio and Internet platforms to access and exchange content. This system is combined with the corporate information platforms of the group, so that metadata are exchanged without replicas or duplicates.
- **Annual system plan:** It connects with the needs of the clients and with the available human and economic resources.

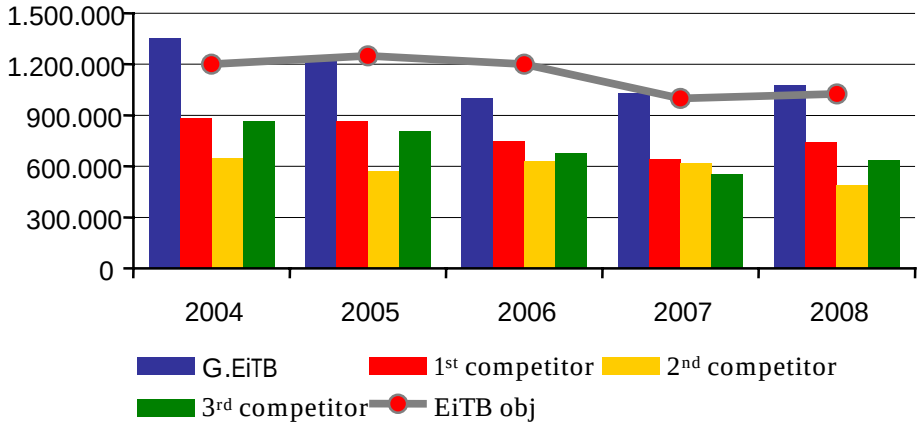
5. Managing processes

Main facilitating dynamics:

- **Multimedia processes:** The Digibat project has boosted the development of multimedia processes.
- **Creativity workshops:** To define, organize and apply creative management to the organization's processes.
- **Process PDCAs:** It refers to stable teams managed to optimize a specific process.
- **Management with indicators and objectives:** The wide and detailed indicators' support allows us to monitorize processes.
- **Client information systems:** Our client information database is possibly the most complete (our own sources and others').

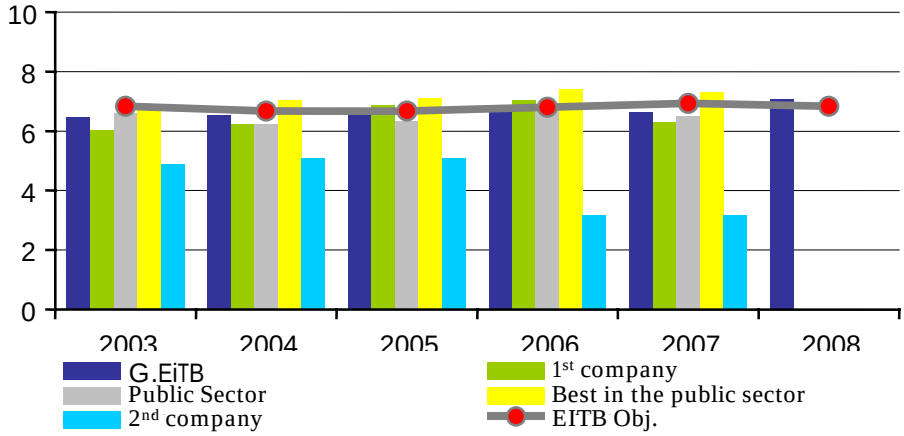
6. Changes on the number of clients

Radio and television audience of the EiTB
EiTB group in the BAC (Source: EGM)



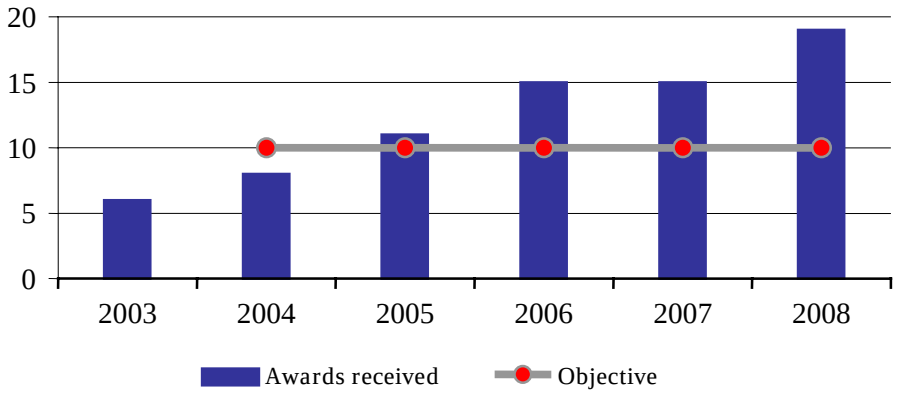
7. Satisfaction of employees

Satisfaction of the employees: general result
Working atmosphere in the EiTB group (0-10)

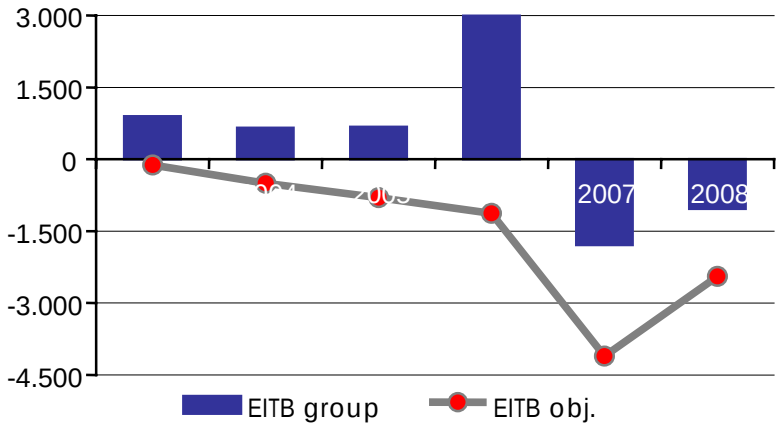


8. Received awards

Awards given by external independent organizations to the EiTB



9. Key results

The financial balance in the exploitation results

EITB group (thousands euros)