

## ROADMAP

### BUILDING THE FUTURE OF THE EUROVISION SONG CONTEST

June 2024

#### CONTEXT

The Eurovision Song Contest (ESC) is close to celebrating its 70th anniversary and has become the biggest entertainment show in Europe and worldwide. It is public service media that wants to have a lasting impact. It is value-driven and promotes diversity and inclusion.

The past decade has witnessed remarkable transformation and growth of the Eurovision Song Contest, reflected in the technological scope of the shows and the exponential growth of its audience. What was once a linear television show now has a significant digital footprint. We've transitioned from millions of linear television viewers to a global online reach in the billions, capturing the hearts of the younger generation.

With growth come challenges, and the ESC in Malmö has made this clear. We cannot be immune to the fact that geopolitical tensions will continue to impact our event.

This year's Host Broadcaster SVT delivered three excellent shows in challenging circumstances. This proves how the investment of the last ten years has made the production robust. But we recognise there are improvements needed in other areas. We now need to take the lessons from Malmö, make tangible changes and ensure the Eurovision Song Contest is structured and well prepared for continued growth and success.

The ESC Core Team and management are firmly committed to executing that task together with our Governing Bodies.

This document defines the key development areas that the EBU and its Members will focus on to further strengthen this global event. They will also be the focus of the newly formed taskforce going forward, and will be refined after discussions with the ESC Governing Bodies.

## KEY DEVELOPMENT AREAS

EBU leadership together with the Chair of the ESC Reference Group have defined nine key development areas. These areas are listed below and will be refined after discussion with the ESC Governing Bodies.

### 1. Accepted list of Participants

The EBU is (and should remain) a non-political organization that collaboratively manages the ESC alongside its Member-Shareholders. Similarly, the ESC is (and should remain) a non-political event. However, we also recognise that with the increase of (geo)political tensions, the EBU and ESC are increasingly exposed to reputational damage from these external forces.

Existing ESC Rules will be reviewed to consider other ways of better managing the risks from external events.

To reduce this risk as we advance, we need to clarify the decision-making responsibilities of the various EBU Governing Bodies while always keeping in mind the need to ensure a wide range of member opinions are heard on key decisions.

### 2. Understanding the Rules

Decisions regarding the organization and execution of the ESC are made based on rules, protocols, and contracts.

To support informed decision-making and compliance, it is important that ESC stakeholders understand and have access to these documents.

A review of the ESC Rules, protocols and contracts will be conducted to address this challenge, with a focus on simplification, consolidation and improved accessibility.

### 3. Transparent EBU Structure, Responsibilities and Resources

To foster the continuous growth of the ESC brand and event, the ESC Live Event Team must be appropriately skilled and structured.

To ensure that the highest standards are met, a review of the following will be conducted:

- The resourcing, roles and responsibilities of the EBU Live Event Team; and
- The remit of the Governing Bodies.

#### 4. Roles and Responsibilities of Artists and Heads of Delegations

The EBU is a member organisation, and all ESC Participating Members have a common interest in co-producing the event to a high standard and supporting the brand. The Heads of Delegation, as key representatives of the Participating Members, are an important sounding board for the EBU governance regarding decision-making and they have to ensure that roles and protocols are fully respected and implemented.

Participating Artists are another key stakeholder for the ESC. Joining the event is a unique opportunity for the artists, but the experience can also come with challenges. For many Participating Artists, the ESC offers an international stage of unparalleled size and impact.

The ESC's setup must be designed to address the unique challenges faced by Participating Artists to ensure their overall positive experience. Participating Members and the EBU need to exercise an increased duty of care towards the Participating Artists.

Artists should fully understand and respect the ESC rules and protocols.

#### 5. Safety and Crisis Management Mechanisms

Effective crisis prevention and response requires special presence and decision-making ability at management level. Additionally, relevant ESC stakeholders must understand and have access to all current protocols to ensure proper implementation.

The EBU will review and strengthen the existing ESC Crisis Management Protocols focusing on simplification, consolidation and improved accessibility.

#### 6. Communications Team Structure, Composition and Management

For effective external communications before and during the ESC, relevant EBU/ESC teams must be appropriately structured, resourced and managed.

Currently, the ESC's Communications Team handles marketing, press and digital content.

To strengthen the EBU's external communications capability and capacity in connection with the ESC, the management, structure and composition of these teams will be reviewed and optimized.

## 7. Collaboration with Fans and Media

Proactive collaboration with fan groups/clubs, influencers and media is key in maintaining and building the ESC brand.

To support and optimize this, relationships and collaborations will be reviewed to ensure broad fan engagement based on the values of the ESC.

## 8. Securing a General-Audience Show

The ESC is a public-service media entertainment show appealing to all audiences. It is important to ensure that the shows continue to appeal to a broad, prime-time audience of all ages. The EBU and its Governing Bodies will continue to review the format of the event to attract an even broader audience and be as inclusive as possible.

## 9. Financial Sustainability

The event's growth also comes with an increased cost to mitigate audience expectations and security and cybersecurity risks. Experts will review how to reduce cost and how to increase revenues.

# ANNEXES

1. Recommendations of the independent expert.