

A PROPOSAL FOR THE PROCEDURE FOR ANNUAL PROGRAMME AND PRODUCTION PLANNING FOR A PUBLIC TV SERVICE

PRIJEDLOG PROCEDURE GODIŠNJEG PLANIRANJA PROGRAMA I PRODUKCIJE ZA JAVNI TELEVIZIJSKI SERVIS

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Abstract

The paper presents a procedure for annual programme and production planning, which ensures timely, realistic and comprehensive broadcasting planning and the planning of TV programme production for public TV services. The procedure relates tasks which are performed in various main business processes, and as a result they provide coordinated broadcasting and production plans within a defined budget and available human and technical resources. The method for developing the procedure is explained. Certain relevant tasks are shown in more detail and are described using: active participants, input flows, work results, relationships to other tasks, responsibility.

Sažetak

U radu je prikazana procedura godišnjeg planiranja programa i planiranja proizvodnje kojom se osigurava pravovremeno, realno i cjelovito planiranje emitiranja i proizvodnje TV programa za javne TV servise. Procedurom su povezani zadaci koji se izvršavaju u raznim glavnim poslovnim procesima, a kao rezultat daju usklađene planove emitiranja i proizvodnje u okviru zadanog budžeta i raspoloživih ljudskih i tehničkih resursa. Objasnjena je metoda izrade procedure. Neki važniji zadaci su detaljnije prikazani i opisani navodeći: aktere, ulazne tokove, rezultate rada, vezu s drugim zadacima, odgovornosti.

1. INTRODUCTION

Business planning is a demanding and responsible activity, especially in electronic media (such as: radio, television, web portal), because it is an industry whose activities depend significantly on external events which often cannot be objectively predicted to an adequate degree of accuracy. This paper presents the results of business processes reengineering project conducted in a public television (specifically at Croatian Radiotelevision). The BPI method was used in the project, and (after the analysis of existing processes, which showed serious deficiencies, including lack of several key processes) the BPR method. Solutions from other broadcasters were analyzed and compared with proprietary solutions obtained by the BPR method. According to the value chain /1/, /2/ of public television /3/, /4/, /5/, /6/, the main business processes /7/, which create its mission are Programming and Production of Programme Content. Programming

is concerned about what, when and how will be broadcast on television channels, while Production of Programme Content is concerned about how to produce the required programme content which was demanded by the Programming, with optimal engagement of resources available and controlled quality /8/. In an average big European public television, there is a large number of broadcast shows through several channels per year, in total duration around 15.000 hours per year /9/. The broadcast must meet the objectives of the programme strategy and adhere to the statistical structure that is common for the public European TV programmes. /10/. Such a structure requires an appropriate ratio of informative, educational, cultural, documentary, drama, children's, religious, sports and entertainment content. A large part of the broadcast programme content is produced by the public television itself (about 5-6000 hours per year), and at least 1,000 people of different professional profiles, employees and associates are engaged in

the production, as well as several thousand technical resources. Production of such content can be classified into dozens of groups which significantly differ in the production technology and employed resources. The remaining part of the broadcasting content is purchased or the archive is used. The matrix model of organization is the most suitable for such a production, particularly because almost all products pass through all stages of the project life cycle (single enterprise), including budgeting, organizing, resource allocation, management and final delivery of results. Timely, realistic and comprehensive planning of broadcasting /11/ and production of TV programme is crucial for success in general, and therefore the procedure is developed and proposed for programme and production planning. Computerisation of planning and operational activities of a public TV programme calls for the development of a specialized information system (abbr. IS-PPM) /12/ for planning and monitoring programme, i.e. project management. The main activities of these processes that such a system supports are: planning and monitoring of broadcasting, planning the availability of production resources (people and equipment), production planning (annual planning, planning executive production projects and operational planning tasks), and production monitoring. Consistent implementation of documented processes and procedures with adequate IT support guarantees a small probability of unrealistic or incomplete plans, avoiding unnecessary costs and delays in work processes, better utilization of resources, and allows a greater concentration on creative tasks.

2. METHODOLOGY FOR CREATING THE PROCEDURE

The assumption for creating the procedure, which is the object of interest in this paper, is identifying and documenting business processes, bound in the value chain, with analysis that, at the lowest level, establishes the tasks. For the procedure that we want to present, the desired future business processes have been determined within the frame of project of reengineering and reorganization of the public radio-television by the BPI method (Business Process Improvement). Analysis and documentation of activities were conducted using the BPM method (Business Process Modelling) /13/, /14/, with reengineering of business processes using the BPR method (Business Process Reengineering) /15/. More than 300 various experts divided into 16 teams participated in the two phases of the project that was conducted at the public radio and

television broadcaster Croatian Radiotelevision. In the first project stage the existing processes had been roughly analyzed, their key performance indicators had been identified and the major internal value chain was established. The research proved that some processes, whose contribution in the value chain is necessary, do not exist, while others exist only partially. In the second phase the performance indicators were analyzed in detail and decomposed using the problem tree method in order to determine causes of failure, which became the task of solving while designing new processes by the reengineering method. In the meantime, benchmarks from other public broadcasters have been sought after and it was observed that several public television in Europe launched a similar project, but no one has come up with a complete solution. The teams were explicitly instructed not to copy the existing processes. Rather than that, they were to find new solutions in accordance with the method. The result was an integrated model tested in realistic scenarios. To the best of their knowledge, such model has not yet been implemented in any broadcasting company. Value chain of the public radio-television, and current and future processes are designed based on the analysis, interviews and workshops conducted with employees at all levels. According to the documented processes, the executional projects and priorities of their realization are defined. In the scope of executional project, documented procedures and application software solution are developed. This paper uses the following hierarchy of terms: each documented process is decomposed into activities, each activity into steps¹, and within each step tasks are determined based on the required output values. Description of each step contains objectives, critical success factors (CSF), key performance indicators (KPI), input and output values, the flow diagram, description of tasks, transactions, documents and databases, and the risks and risk response. In the matrices of responsibility (RAM - Responsibility Assignment Matrix or RACI tables, as Responsible / Accountable / Consulted / Informed) tasks are assigned to organizational positions according to roles. Documented processes do not prescribe a timeline, i.e. dates and deadlines of the start or completion of certain tasks, nor do prescribe what will be performed in which organizational unit or who will receive the result of the task. Therefore it is necessary to document a certain operation as a procedure from which it is possible to perform

¹ The references and practice refer to these lower levels as subprocesses. It is important, and this paper will use the term task for the lowest level, due to the synchronization and clarity of the model.

a precise implementation plan with the names of the responsible holders, and the terms and shipping addresses of certain values. Such an operation associated tasks, documents, decisions and information in a timeline from a variety of processes, activities and steps.

The procedure, as a documented operation, has its own name, unique label, version tag and date from which it applies. Organizational positions are determined as holders and other users of the procedure, as well as monitoring of implementation. The purpose of the procedure is determined with clearly and specifically expressed objectives, scope. Also, references to documented processes are demonstrated, i.e. the relationship to other procedures. Acronyms, graphic symbols and other marks that will be used in the text of the procedure are determined. The procedure must establish the roles and responsibilities, particularly of the holder (owner) of the procedure, but also other participants, which is expressed descriptively and through the previously mentioned matrix of responsibility (RACI). The central chapter of the documented procedure is the one which describes

the operations and methods. In this chapter, the input values and their sources are determined and described, as well as output values and their users. Then, the flow diagram with tasks, decisions, documents and databases is shown. Each task, decision, document or information that is stored or read from the database have a unique label and are described in detail in order for each user of the procedure to clearly know what he must do at a certain point of the implementation of the operation.

3. BUSINESS PROCESSES WHOSE TASKS ARE RELATED BY THE PROCEDURE FOR PROGRAMME AND PRODUCTION PLANNING OF PUBLIC TELEVISION

Methodological analysis of the main value chain of public radio-television (where a more general model of public media service was taken into account, which follows the dual funding model – one part is by collecting fees, and the other through commercial revenues from the sale of marketing services) has indicated 16 main future business processes, which are shortly described in Table 1.

	Business Process Title	Short Description	Type
1.	Strategic Management (SM)	Deliberation and correction of mission and vision, strategic analysis, determining strategy, development of strategic goals and projects into business plans, strategic financial planning, monitoring the achievement of objectives and corrective measures	PA
2.	Programming (PR)	Determining changes of media environment, needs and audience habits; determining programme orientation; determining programme schemes and broadcasting schedule/publishing schedule/performance schedule; division of the programme budget into programme sections and projects; production order; implementation of the programme plan; performance analysis	PA
3.	Production (P)	Offering, accepting an order and planning the production of programme content, managing production project, engagement of human and technical resources, using internal and external services, delivery	PA
4.	Production Resources Management (PRM)	Ensuring the availability of production resources with capacities, functionalities and services optimized for the needs of production and broadcasting	PA
5.	Product Management (PM)	Planning product lifecycle, planning and preparing programme content for sales, watching over intellectual property rights, warehousing and archiving	PA
6.	Market Research and Programme Promotion (MR)	Research and analysis of needs of media environment and successfulness on the market; promotion of own programme	PA
7.	Programme Content Purchase (PCP)	Monitoring the market of programme contents, reaching optimal conditions for purchase, procedure of purchase based on orders PR and P	PA
8.	Sales of Marketing Services (SMS)	Sales of advertising and other marketing services	SA
9.	Human Resources Management (HRM)	Identifying the state and needs of HR; planning with the goal to reduce differences between needed and available competencies, i.e. capacities; monitoring performance; motivation and rewarding; administration	SA
10.	Investment and Property Management (IPM)	Identifying gap between needed and available functionalities and capacities of production and other material assets; planning the property lifespan; determining priorities, feasibility studies, planning and implementation of investment purchase; monitoring property state	SA
11.	Purchase and Stocks (PIS)	Determining needs, developing purchase plan, implementation of purchase procedures; optimization of stocks	SA

12.	Controlling (C)	Determining and measuring efficacy indicators; rules and solutions for planning on the levels of the place of cost and projects; support for internal profit centres; reporting	SA
13.	Maintenance (M)	Managing the maintenance of the production and non-production property	SA
14.	Fee Collection (FC)	Determining debtors, calculation of created obligations and fee collection	SA
15.	Finance and Accounting (FAA)	Determining and implementing financial and accounting policies; managing financial assets; fulfilment of legal obligations	SA
16.	IT Support (IT)	Supplying IT support to all given processes	SA

Table 1: Main business processes in the value chain of public radio-television

These processes are related with a number of links (points of exchange values) at the level of steps i.e. tasks.

4. THE DESCRIPTION OF ANNUAL PROGRAMME AND PRODUCTION PLANNING

The procedure of annual programme and production planning of the public television relates tasks from processes SM, PR, P, PRM, PM, PCP, SMS and C (see Table 1). The main process of this procedure is Programming.

The purpose of the procedure is the creation of an annual programme and production plan, while the above processes establish preliminary detailed planning of executional production projects, and operational planning of resources engagement. The label of the procedure is DPPP. Holder of the procedure is the programme director, who is also the holder of the process Programming. Holder of the procedure is responsible for implementing all the tasks, i.e. the delivery of all output values within the given deadlines. The most important procedure input values are: mission and

philosophy, the overall strategy, the decision on distribution channels of the programme, general budget for the programme (which includes external and internal costs), the basic value triangle, a catalogue of resources (people and property) with the availability and prices, pricelists of external services and goods purchase, and various business policies and internal regulations. Programme director ensures critical input values: a calendar of events for the planned period, standard catalogue of shows, and catalogues of stored documented ideas, licenses and available programming content. The most important output values of the procedure are: analysis of the successfulness of realization of programme objectives, programme guidelines, programme schemes (with statistical indicators), internal agreements on the production of programme content, plan for the purchase of programme content, the planned engagement of resources and policy for programme promotion. The final output value, for which the procedure is designed, is an annual programme and production plan.

Figure 1 shows a part of the procedure flow (13 out of 29 tasks in total, i.e. 16 out of 36 documents).

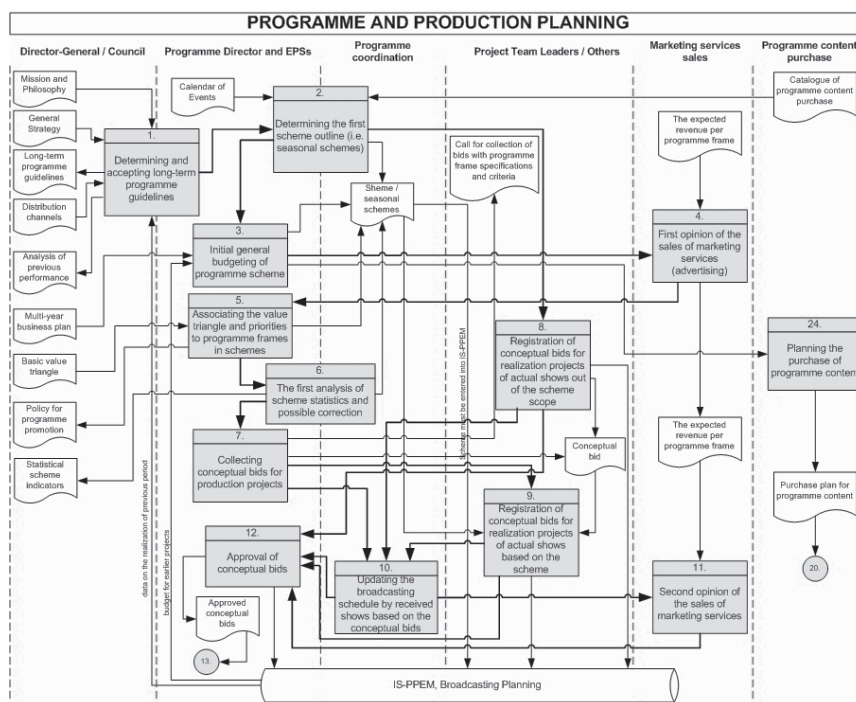


Figure 1. Part of the procedure flow for programme and production planning with 13 tasks

The backbone of the procedure is a concept through which the internal market is established, in which the programme director orders and the production team supplies the programme content. Programme director determines which programme will meet public needs, and when and through which channels should it be distributed to end users (the public). Its programme objectives and policies are documented using the programme orientation, and the structure and distribution of a programme is determined by the scheme, and the broadcasting schedule which includes shows / performances / published activities outside of the scheme (related to single events). Objectives of the programme orientation are dealt through the value triangles embedded in the programme frame.

On the basis of the scheme outline and calendar of events, the programme director calls for the collection of conceptual bids for the production or purchase of programme content. Conceptual bids are focused on the content of future shows, with broad indications of necessary resources and deadlines. Programme director determines compliance of a certain bid with the programme orientation, based on the broadcasting schedule outline and the criteria of the value triangle, and he – according to his own evaluation – directs them into further procedure. Based on the approved conceptual bid, the bidder creates an elaborate bid, with the elaboration of the content, cost and resource

engagement, the monthly dynamics of production and a proposition of a specific production team. After possible negotiations between programme director and the bidder, with the participation of Controlling for the synchronization of internal pricelists depending on the planned utilization of resources, the bid becomes binding, and its adoption includes the conclusion of an internal agreement between the programme director and now the leader of production project about the delivery of programme content within the allocated budget, the planned engagement of resources and quality criteria.

Depending on the proven feasibility of a certain production project, i.e. a feasibility plan for the purchase of programme content, the programme director corrects the scheme and broadcasting plan. All elaborated bids, i.e. project plans, together make up the annual production plan, and all defined frames for broadcast / performance / publication of programme content, which will be produced or purchased on the basis of this plan, formulate the final annual broadcasting plan. These two documents are adopted at the same time, with clear links between them. They also constitute the fundamental part of the overall business plan. This concept is detailed into a series of tasks of the procedure whose main objective is to timely and accurately determine a feasible plan for broadcasting / performance / publication in the framework of total available resources.

No.	Task Title	Output Value
1	Determining and accepting long-term programme guidelines	Long-term programme guidelines
2	Determining the first scheme outline (i.e. seasonal schemes)	Programme schemes
3	Initial general budgeting of the programme scheme	Budgeting of the programme sections
4	First opinion of the sales of marketing services (advertising)	Estimate of commercial revenue
5	Associating the value triangle and priorities to programme frames in schemes	Goals and criteria of the programme frame quality
6	The first analysis of scheme statistics and possible correction	Statistical indicators of the programme structure
7	Collecting conceptual bids for production projects	Call for collection of bids
8	Registration of conceptual bids for realization projects of actual shows out of the scheme scope	Conceptual bids out of the scheme scope
9	Registration of conceptual bids for realization projects of actual shows based on the scheme	Conceptual bids based on the scheme
10	Updating the broadcasting schedule by received shows based on the conceptual bids	Updated broadcasting schedule
11	Second opinion of the sales of marketing services	Estimate of commercial revenue
12	Approval of conceptual bids	Approved conceptual bids
13	Registration of elaborated bids for the production of programme content	Elaborated bids for the production
14	Choice and approval of the elaborated bid for production	Approved elaborated bids
15	Control and upgrade of elaborated bids by the Controlling	Synchronised internal pricelists; realistic indicators of internal costs
16	Developing the registered shows into the annual broadcasting schedule	Annual broadcasting schedule

17	Second analysis of scheme statistics, analysis of engaged resources in relation to availability and possible scheme corrections	Statistical indicators of the programme structure; indicators of resource usage
18	First scheme confirmation	Confirmation of scheme in relation to the programme structure
19	Determining potential revenue of the project	Estimate on the revenues
20	Negotiation and correction of bids for production	Final binding bid
21	Determining the annual broadcasting schedule	Annual broadcasting schedule
22	Summing production plans and total control of feasibility	Annual production plan
23	Contracting internal production	Agreements on production
24	Planning the purchase of programme content	Purchase plan for programme content
25	Locking the annual production plan	Locked annual production plan
26	Final scheme confirmation	Confirmed scheme
27	Acceptance of scheme, broadcasting plan and production plan	Accepted programme and production plans
28	Data export for financial plan	Part of financial plan
29	Data export for purchase plan	Part of purchase plan

Table 2: List of tasks of the procedure with output values

In the documented procedure, as in the documented process description, task descriptions are significantly extensive and precise, while some of them have a detailed graphical illustration of the procedure flow. Here we describe several key tasks with descriptions from the procedure.

4.1 Determining the First Scheme Outline

Task 2 (label DPPP-2) is Determining the first scheme outline (i.e. seasonal schemes, if there are more during the year for the same channel). The scheme shows the broadcasting schedule for a certain channel (network) in a certain period by defining periods in a typical day

using generic shows (genre, duration, origin ...). One scheme is formed for a single stable period in which bigger deviations from the actual broadcast scheme are not expected. For a period of one year, several schemes can be defined for more periods (for example, there may be a regular scheme, summer scheme, the Olympic scheme, scheme for the Easter period, etc.). It is understood that the scheme is entered into IS-PPEM, where it is described through various attributes and associated with relationships and is prepared for further use. IS-PPEM provides statistical analysis and verification of structure. The scheme is a tool that facilitates the development of broadcasting schedule, which is the real goal of this process.

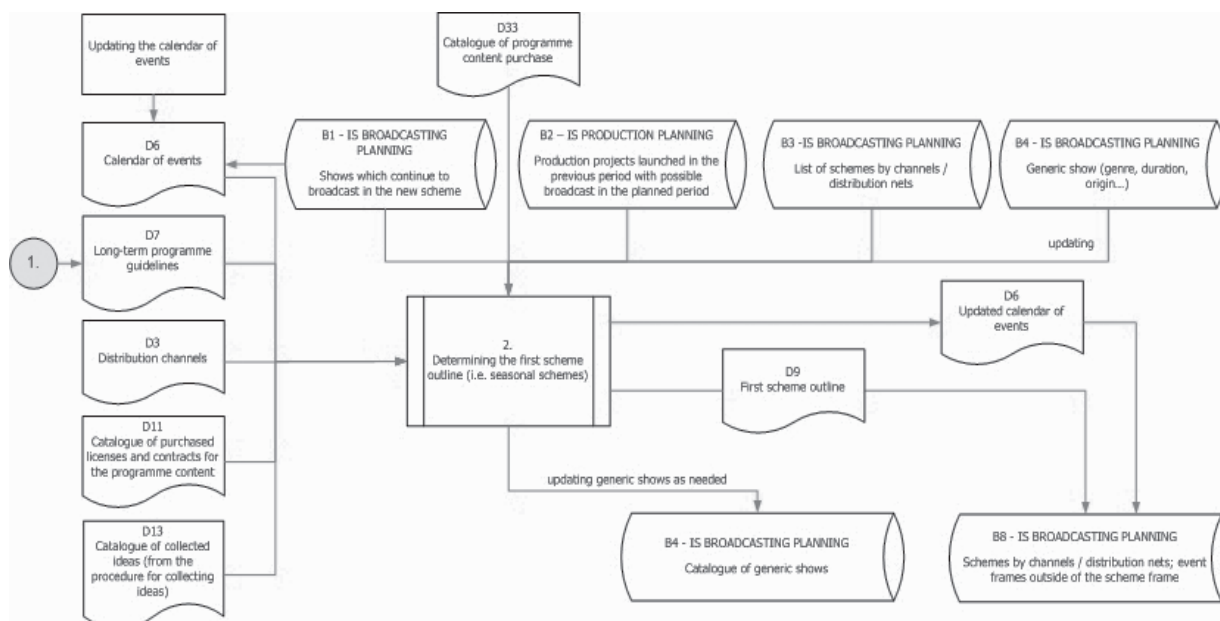


Figure 2. A detailed illustration of task DPPP-2

During the process of determining the scheme outline (seasonal schemes) for the following period, the programme director and his staff can update the catalogue of generic shows according to the observed needs. Updating the calendar of events is a task that is not an integral part of this procedure, but the holder of the task is also the programme director. Calendar of events is the value that enters into this procedure. This task may affect the correction of the calendar of events that must be entered into the IS-PPEM. Catalogue of the collected ideas is the result of the procedures for collecting ideas and is also the value that enters this procedure. By entering a generic show into the scheme, it is immediately determined whether it is an purchased programme content or own production.

The procedure for creating the first scheme outline (decomposition of task DPPP-2):

- i. Determining the optimal division into periods – defining seasonal schemes (e.g. in relation to large sports events, which significantly disrupt the generic schedule of shows in a week)
- ii. Determining fixed (anchored) programme frames (e.g. central news show)
- iii. Determining programme frames based on the calendar of events
- iv. Determining programme frames important for maintaining the target audience ratings
- v. Determining the programme frame for strategic programme projects
- vi. Determining sets of programme frames for series and serials
- vii. Determining programme frames for advertising blocks
- viii. Filling in the remaining frames with individual formats

The first scheme outline must be established and entered into the IS-PPEM, and the Director-General must be informed about it no later than by May in the year preceding the period that the outline relates to. The programme director is responsible for entering the scheme, and editors of programme sections and programme coordination assist in this task.

4.2 Registration of Conceptual Bids for Projects of Realization of Actual Shows Based on the Scheme

Task DPPP-9 is Registration of conceptual bids for projects of realization of actual shows based on the scheme³. Actual shows based on the scheme are those which are defined in regular programme frames of the scheme. Editors or other persons register conceptual

bids for projects of realization of actual shows, regardless of whether they are predetermined (they can be determined by the programme director) or they are applying their own shows for bidding or some other form of selection. By registering a show, the bidder takes over the responsibility that, in case his conceptual bid is approved, he will deliver the elaborated bid for the offered programme content in the framework of planned costs and for the total realization of offered elements of the value triangle. During the process of offering the actual show, it is important to relate this show (or a series of shows) to all events from the calendar, which will primarily be dealt with in this show, so that the director of programme could gain insight into the coverage of the events from the calendar. It is desirable that this step is performed after all the conceptual bids for shows out of the scope of the scheme are collected and reviewed, since such shows can affect the changes of programme frames defined by the scheme. Conceptual bids of actual shows based on the scheme offer to fill the programme frame defined by the scheme by its programme content. Here, the bid must respect the given format (type of show), and in relation to the value triangle, it should also offer its own view of certain elements. The bid must include all demanded elements from the call for collection of bids. The conceptual bid can also suggest content recycling, i.e. the usage for some other distribution or multimedia performance, even if such a demand was not listed in the specification.

At the beginning, the programme director is the only person authorized and responsible for all the programme frames of the scheme. For certain schemes or programme frames, he can delegate his responsibilities to editors of programme sections (abbr. EPS). Depending on the way the bids are collected, the programme director or EPS can distribute the responsibility for providing conceptual bids for certain programme frames to desk editors or they will, for certain programme frames, announce an internal bidding.

³ Task DPPP-8 is similar to this task. In task DPPP-8 conceptual bids are registered for actual shows outside the scope of the scheme. The difference lies in the fact that the bidder, for shows outside of the scope, suggests the programme frame and objectives, expresses through the value triangle, instead of, like in task DPPP-9, taking them from the scheme programme frame. Registering such shows can start as soon as the director specifies the periods and specificities of seasonal schemes, and before he develops scheme programme frames.

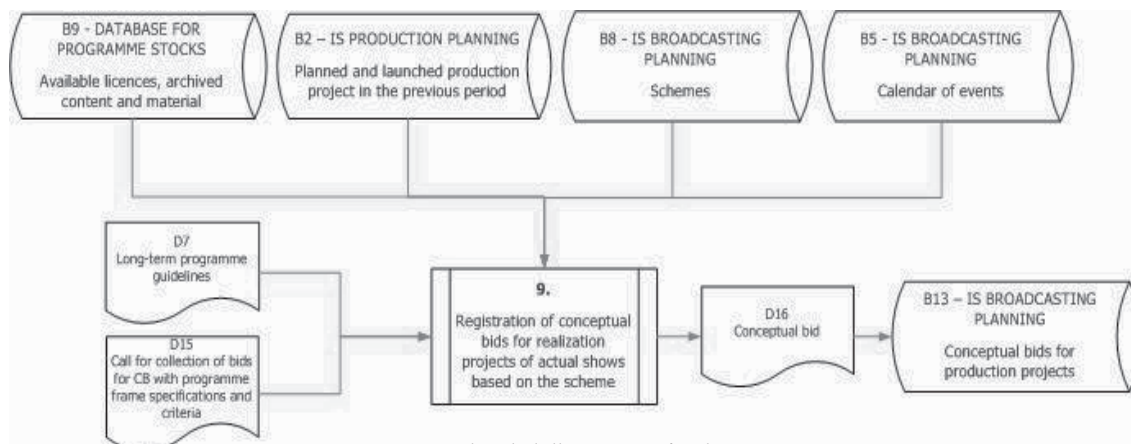


Figure 3. A detailed illustration of task DPPP-9

4.3 Approval of Conceptual bids

Task DPPP-12 is Approval of conceptual bids. Collected conceptual bids are analysed by the programme director or an authorised EPS based on predefined criteria. The director or EPS also checks whether the conceptual bid meets the given terms and conditions, and assesses whether the realisation of such a bid can achieve all programme aims. He rejects those conceptual bids that do not meet the criteria. If not one conceptual bid meets the criteria and the formats, he can then correct the demands and repeat the process of collecting conceptual bids for this programme frame.

If the programme director believes that a certain conceptual bid can be improved, then he negotiates with the bidder about the parameters of the bid. Also, if it appears that some parameter of the specification of the programme frame can not be achieved, programme director negotiates with the bidder and the specification of this parameter is

synchronized to the one that is considered feasible. If such synchronization has consequences on the value triangle for the given programme frame, then the programme director updates the corresponding criteria.

In the negotiations with the bidder, the programme director defines the purpose and lifespan of the offered content. Also, the manner and the level of promotion of the proposed programme content and necessary promotional materials which will become an integral part of the delivery of the production product are defined. Both become an integral part of the conceptual bid before its approval.

By approving (one or more) conceptual bids, the programme director (or the EPS) also sends a demand to the bidder to deliver an elaborated bid. During the approval, the programme director gives priority to a certain bid, which will be later reflected on actions during changes in broadcasting schedule or during determining the priorities in using resources.

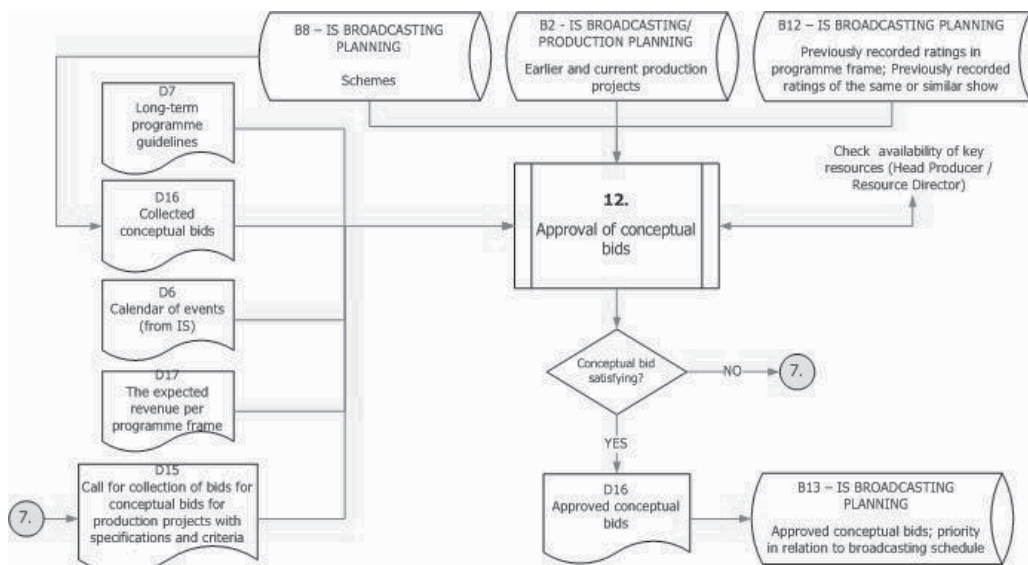


Figure 4. A detailed illustration of Task DPPP-12

4.4 Registration of Elaborated Bids for the Production of Programme Content

Task DPPP-13 is Registration of elaborated bids for the production of programme content. The elaborated bid for the production of programme content contains a detailed elaboration of all elements which relate to the content which will be produced, the authorial elaboration, a detailed cost estimate, a plan for the engagement of resources, and a plan for the realisation dynamics. Unlike the conceptual bid, which can be offered by anyone depending on the terms and conditions determined by the programme director, the elaborated bid can be registered only by an authorised PTL (production team leader, i.e.

production project leader).

Depending on the complexity of the project, the PTL will form the so-called narrow production team which will assist him in the product design and preparation of the bid. Resources needed by this team for the development of the bid are ensured by the production director. The elaborated bid is registered through IS-PPEM, linked to the approved conceptual bid, and using the standards database, available resources, pricelists and other elements of the production plan. The elaborated bid has a planned dynamics which, in some cases, can stretch even further than the planned period (e.g. big drama, documentary and sports project). The elaborated bid formally confirms meeting the requests made by the ordering party.

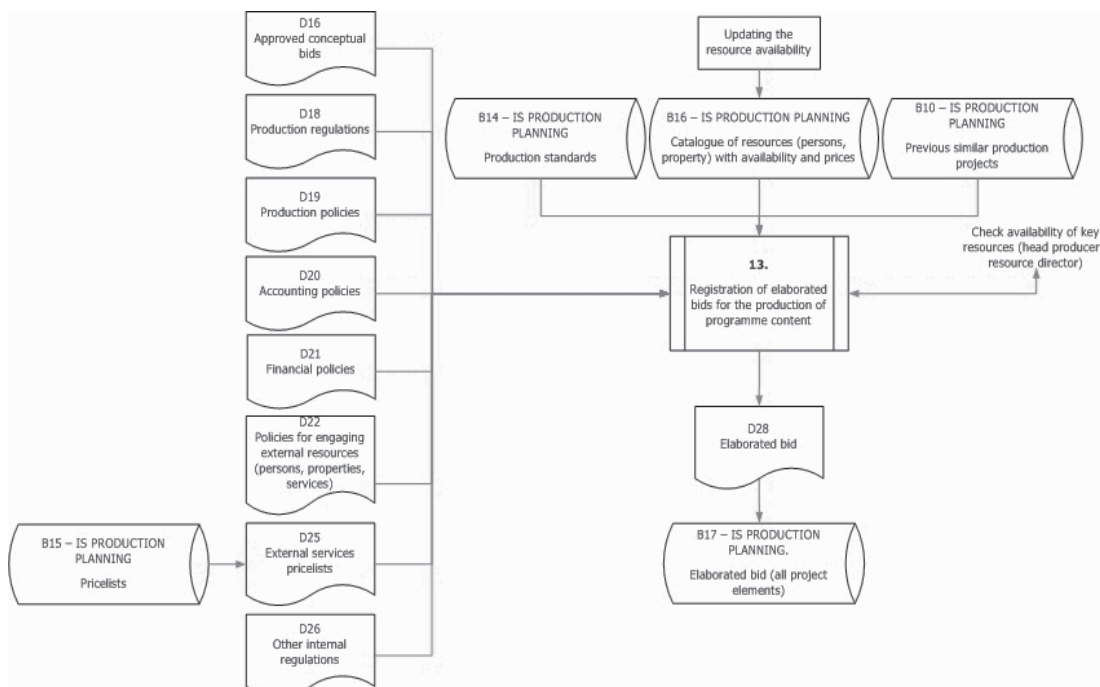


Figure 5. A detailed illustration of task DPPP-13

Within the task DPPP-13, and out of the scope of this procedure, based on the documented process Managing the production of programme content (P), tasks shown in the following simplified schema

of activity P.1 are being performed. Critical success factors, from the activity P.1 in the process Managing production, are also critical success factors of this procedure.

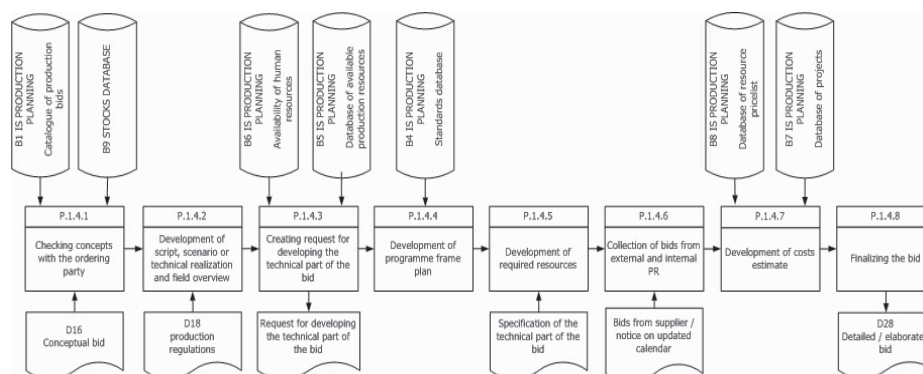


Figure 6. An illustration of a part of activity P.1 to explain task DPPP-13

CONCLUSION

Documented procedure, which relates tasks from several documented business processes, by determining their place and time of performance, i.e. the source of input and the destination of output value in the organizational structure, and by identifying responsible organizational positions, supported by an adequate information system, significantly reduces the risk of an unreal and incomplete planning. With the help of the documented procedure, it is simple to determine the status of the procedure during the performance and locate the responsibility, thus contributing to the assurance that the deadlines for the development of the plan will be respected. The procedure for programme and production planning emerged after the reengineering of business processes of the public television, which included a radical analytical thinking by interdisciplinary project teams about the shortcomings of the existing processes and seeking for an answer to the observed and documented problems. In conjunction with the information system, one of the most important uses of the procedure is a clear connection between the programme objectives, calendar of events, programme frames and production plans. The procedure, by its firm model, does not allow separation of these entities and thus significantly reduces the likelihood that, during the planning, some important parts of the budget will be forgotten, i.e. the resources for predictable events would not be engaged, which – without the procedure – was often the case, and therefore unplanned and unnecessary costs would have emerged. Since, in practice, the realisation is linked to the plans as well, the analysis of planned and realized costs is enabled, as well as resource engagement by programme frames. Implementing programme goals into programme frames, with the help of the mentioned connection, enables the existence of a system for quality management which relates to all engaged processes. The procedure also relates the purchase of programme content, which is an operation that should also be documented as a procedure and related to this one. The procedure for programme and production planning is shown by an example, and has also been upgraded (in version 1.1) due to creating other related procedures and protocols. Further development is possible in two directions: one direction includes improving the specific details from the existing procedure (e.g., detailed elaboration of the process of establishing goals for the management of quality through the value triangle; an upgrade of the information system in the area of application of the standards in the planning; elaboration of the analysis of utilization of resources based on the annual plan in order to optimize), while the other direction

predicts the development of related procedures (e.g. procedures for planning the availability and pricelist of internal services; procedures for planning the executional production projects, etc.). The contribution of this paper is also a proof that such a procedure can be modelled by applying generally used methods and - thus modelled - the procedure can be supported by an information system and applied in practice.

This procedure is intended for public television, where the value chain (and consequently, the adequate procedure) is completely different than that of commercial televisions.

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