

# HOW WE WORK



**RTL Group follows a decentralised business model. In effect, it is an amalgamation of autonomous profit centres, each led by its own CEO. This entrepreneurial approach ensures each individual business can act quickly and flexibly in its local market.**

However, the role and business model of every media and entertainment company, whether broadcaster or producer, is evolving rapidly, driven by new technology and consumer uptake of new methods of watching and interacting – think IPTV, mobile TV, video-on-demand, social networking and digital video recorders. “In this dynamic environment, it’s important not to underestimate the value of the information we generate and exchange through our network,” says Elmar Heggen, Chief Financial Officer of RTL Group. “Each profit centre has much to gain by sharing its own knowledge and experience and absorbing that of colleagues at other profit centres within RTL Group.”

The Group’s Corporate Centre in Luxembourg exists to facilitate this co-operation – as well as providing a number of central business functions – and to ensure that, while people work in independent operations, they also see themselves as part of the whole. As Elmar Heggen points out: “RTL Group companies cover a wide geography and a lot of different cultures and customs. It’s our role in the Corporate Centre to make the most of this diversity.”

The initial forum for discussion and decision is the Operations Management Committee (OMC), where all the profit centre CEOs meet regularly. The OMC identifies specific areas for study by Synergy Committees (Sycos), the next layer down in a

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**ELMAR HEGGEN  
CHIEF FINANCIAL OFFICER, RTL GROUP**

classic pyramid structure. The Sycos include relevant specialists from the different profit centres, and meet regularly to exchange ideas. The process allows TV and radio companies who aren’t competitors to learn from each other’s experiences. Subjects include areas such as programming, news, radio, advertising sales and digital strategy.

In an increasingly globalised environment, it seems that consumer behaviour from market to market can be very similar. Profit centres can take a model or initiative launched successfully in one market and reproduce it in another, thus ensuring that whenever an opportunity arises in a market, an RTL Group company is well positioned to take advantage.



## HOW THE SYCOS WORK

The New Media Syco, just one of six different Synergy Committees, brings people from all around RTL Group together to discuss the latest developments in areas such as social networking, mobile TV and, in its most recent meeting, gaming. As well as presentations and structured debate, the agenda includes working discussions over meals and in break-outs. “In setting an agenda, we find out what people are interested in, rather than requiring presentations about what everyone has been doing,” says Ian McClelland, Head of New Media at RTL Group, who facilitates the New Media Syco. “The autonomy derived from the Group’s decentralised structure leads to empowerment, and that results in innovation,” continues Ian McClelland. “The Sycos are a means of spreading

this innovation around the Group, which, given the pace of change in my area – new media – is especially important.” At the gaming Syco, 24 delegates, from a variety of business units in seven different countries, met at the London offices of FremantleMedia to discuss all aspects of social gaming and social TV, a growing field where social media meets television, and members of like-minded groups and communities can connect and interact using television. The New Media Syco presentations included a strategic analysis and briefing by Alex Thabet, CEO of Ludia – the video games creator now part of the RTL family – who looked at the future of the casual gaming market, and the potential growth prospects for different businesses within RTL Group.

## OPERATIONS MANAGEMENT COMMITTEE (OMC)

<b>GERHARD ZEILER</b>	Chief Executive Officer, RTL Group; Member of the Bertelsmann AG Executive Board
<b>DAWN AIREY</b>	President, CLT-UFA UK TV
<b>CHRISTOPHER BALDELLI</b>	Chief Executive Officer, RTL Radio (France)
<b>ALAIN BERWICK</b>	Chief Executive Officer, RTL Lëtzebuerg
<b>TONY COHEN</b>	Chief Executive Officer, FremantleMedia
<b>PHILIPPE DELUSINNE</b>	Chief Executive Officer, RTL Belgium
<b>VINCENT DE DORLODOT</b>	General Counsel, RTL Group
<b>DIRK GERKENS</b>	Chief Executive Officer, RTL Klub
<b>ALEXANDER GLATZ</b>	Executive Vice President, Strategy & Controlling, RTL Group
<b>BERT HABETS</b>	Chief Executive Officer, RTL Nederland
<b>ELMAR HEGGEN</b>	Chief Financial Officer, Head of the Corporate Centre, RTL Group
<b>OLIVER HERRGESELL</b>	Executive Vice President, Corporate Communications, Public Affairs and Marketing, RTL Group
<b>HANS MAHR</b>	Member of the Supervisory Board of Ren TV; Synergies, RTL Group
<b>CHRISTOPH MAINUSCH</b>	Chief Executive Officer, Alpha TV
<b>ROMAIN MANNELLI</b>	Executive Vice President, Corporate HR, RTL Group
<b>ANDREAS RUDAS</b>	Executive Vice President, Regional Operations & Business Development Central and Eastern Europe, RTL Group
<b>ANKE SCHÄFERKORDT</b>	Chief Executive Officer, Mediengruppe RTL Deutschland and RTL Television
<b>NICOLAS DE TAVERNOST</b>	Président du Directoire, Groupe M6
<b>GERT ZIMMER</b>	Chief Executive Officer, RTL Radio Deutschland
<b>JOHANNES ZÜLL</b>	Chief Executive Officer, RTL Televizija
<b>EDUARDO ZULUETA</b>	Consultant, Managing Director, Mabat (Spain)