



ON SCREEN AND ON AIR TALENT
AN ASSESSMENT OF THE BBC'S APPROACH AND IMPACT
A REPORT FOR THE BBC TRUST

**APPENDIX XII –
CHARTS FOR REPORT**

Redacted Version

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APRIL 22nd 2008

ON SCREEN AND ON AIR TALENT

❖ SECTION A – INTRODUCTION AND SCENE SETTING

❖ SECTION B - THE ECONOMICS OF ON SCREEN AND ON AIR TALENT

❖ SECTION C - THE UK MARKET FOR ON SCREEN AND ON AIR TALENT

❖ SECTION D - THE ROLE, POSITIONING AND PERFORMANCE OF THE BBC

❖ SECTION E - ASSESSMENT OF MARKET IMPACT AND VALUE FOR MONEY

FIGURE A.1. – O&O METHODOLOGIES EMPLOYED

PROCESS	DETAILS
BBC INTERVIEWS	<ul style="list-style-type: none"> ▪ 20 INTERVIEWS ▪ 50 PEOPLE
EXTERNAL INTERVIEWS	<ul style="list-style-type: none"> ▪ 27 INTERVIEWS ▪ 35 PEOPLE
MACRO ECONOMIC TRENDS	<ul style="list-style-type: none"> ▪ INCOME POLARISATION TRENDS ▪ TOP TALENT IN OTHER ENTERTAINMENT INDUSTRIES ▪ IMPACT OF GLOBALISATION AND DIGITISATION
VALUE SURVEY	<ul style="list-style-type: none"> ▪ 2,000 ADULTS ▪ 136 STAR NAMES, 14 GENRES TESTED
TALENT TRACKING	<ul style="list-style-type: none"> ▪ TRACKING TV CAREER PATHS OF CURRENT ROSTER OVER 20 YEARS ▪ 170 INDIVIDUALS ACROSS 6 SUB-GENRES
BBC SPENDING TRENDS	<ul style="list-style-type: none"> ▪ SPENDING BY MEDIA AND GENRE SINCE 2004/2005 ▪ TALENT SPENDING FOR 400 STRANDS ▪ TALENT INFLATION RATES SINCE 2000/2001
BBC PROCESSES AND STRATEGY DOCUMENTS	<ul style="list-style-type: none"> ▪ ANALYSIS OF PAYMENTS APPROVAL DOCUMENTATION ▪ REVIEW OF PROPOSAL, REVIEW AND APPROVAL PROCEDURES
MARKET PRICE AND INFLATION BENCHMARKING	<ul style="list-style-type: none"> ▪ RADIO BENCHMARKING EXERCISE ▪ INTERVIEWS ON COMMERCIAL TV VALUATION METHODS
COMMERCIAL VALUATION MODELLING	<ul style="list-style-type: none"> ▪ DEVELOPMENT OF COMMERCIAL VALUATION MODEL FOR TOP TALENT ▪ BASED ON INCREMENTAL ADVERTISING REVENUE
SPEND VERSUS AUDIENCE ANALYSIS	<ul style="list-style-type: none"> ▪ ASSESSMENT OF GENRE, SLOT AND SUB-GENRE COST PER VIEWER AND LISTNER HOUR BENCHMARKS
REGRESSION ANALYSIS	<ul style="list-style-type: none"> ▪ ATTEMPT TO ISOLATE THE LINK BETWEEN TYPE AND LEVEL OF TALENT WITH AUDIENCES BASED ON RATINGS DATA

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FIGURE B.1. – EXAMPLE PROGRAMME CHARACTERISTICS BY GENRE

	DESIGN/ NARRATIVE	RELEVANCE	RELATIONSHIPS/ CHARACTERISATION	ACCESS TO KEY EVENT/ MATERIAL	EXECUTION	PARTICIPATION	LEAD TALENT/ SUPPORT TALENT
DRAMA	<ul style="list-style-type: none"> • SCRIPT 	<ul style="list-style-type: none"> • LOCATION • SITUATION 	<ul style="list-style-type: none"> • SYMPATHETIC • BELIEVABLE 		<ul style="list-style-type: none"> • PACE • SET DESIGN • EDITING • LIGHTING 		<ul style="list-style-type: none"> • LEAD ACTORS • SUPPORT ACTORS
SPORTS EVENT			<ul style="list-style-type: none"> • TEAMS INCLUDED • CONTESTANTS INVOLVED 	<ul style="list-style-type: none"> • KEY LIVE EVENT 	<ul style="list-style-type: none"> • NUMBER OF CAMERAS • ANALYSIS • DIRECTION 		<ul style="list-style-type: none"> • HOST • PUNDIT
CHAT SHOW	<ul style="list-style-type: none"> • HUMOUR • LEVEL OF INSIGHT/ REVELATION 	<ul style="list-style-type: none"> • ISSUES DEALT WITH 	<ul style="list-style-type: none"> • GUEST INTERPLAY 	<ul style="list-style-type: none"> • QUALITY OF ACCESS 	<ul style="list-style-type: none"> • SUPPORT MUSIC • SET DESIGN 		<ul style="list-style-type: none"> • HOST
QUIZ SHOW	<ul style="list-style-type: none"> • FORMAT • UNCERTAINTY OF OUTCOME 	<ul style="list-style-type: none"> • SUBJECT MATTER • LEVEL OF DIFFICULTY 	<ul style="list-style-type: none"> • EMPATHY WITH CONTESTANTS 	<ul style="list-style-type: none"> • PRIZE MONEY 	<ul style="list-style-type: none"> • SET DESIGN • ACCURACY • TEMPO 	<ul style="list-style-type: none"> • LEVEL OF DIFFICULTY • VOTING AND POLLING 	<ul style="list-style-type: none"> • HOST
TV COMEDY	<ul style="list-style-type: none"> • SCRIPT 	<ul style="list-style-type: none"> • SITUATION 	<ul style="list-style-type: none"> • EMPATHY • INTERPLAY 		<ul style="list-style-type: none"> • DIRECTION • PACE AND TIMING 		<ul style="list-style-type: none"> • ACTORS • SUPPORT ACTORS
RADIO CHART SHOW		<ul style="list-style-type: none"> • MUSIC POLICY 					<ul style="list-style-type: none"> • DJ
LANDMARK FACTUAL	<ul style="list-style-type: none"> • SCRIPT • NARRATIVE POSITION/ POLEMIC 	<ul style="list-style-type: none"> • FAMILIARITY • CONTEMPORARY AREA OF INTEREST 		<ul style="list-style-type: none"> • UNIQUE FOOTAGE • UNIQUE INFORMATION 			<ul style="list-style-type: none"> • PRESENTER

FIGURE B.2. – TALENT AS AN AUDIENCE AND VALUE DRIVER

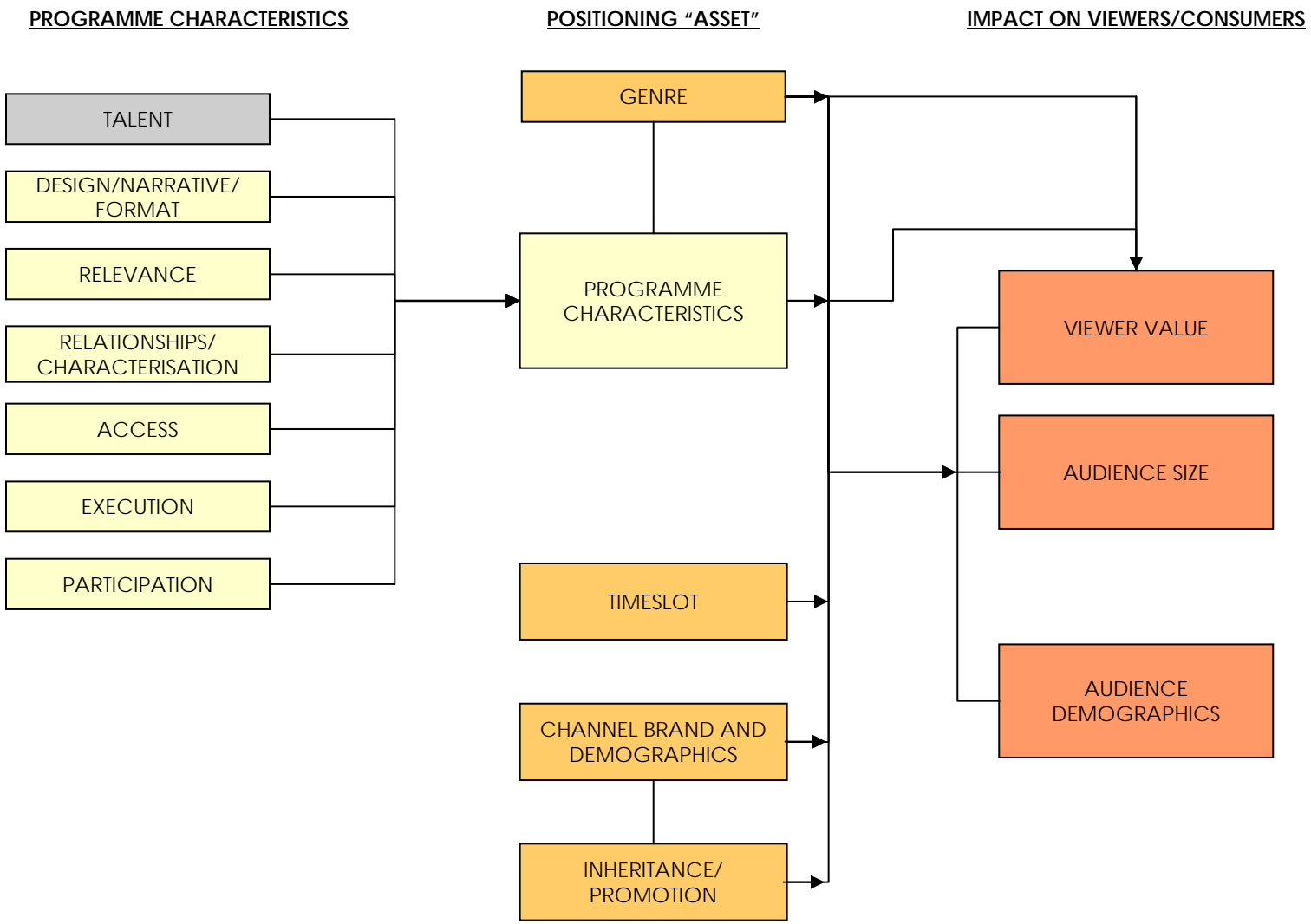
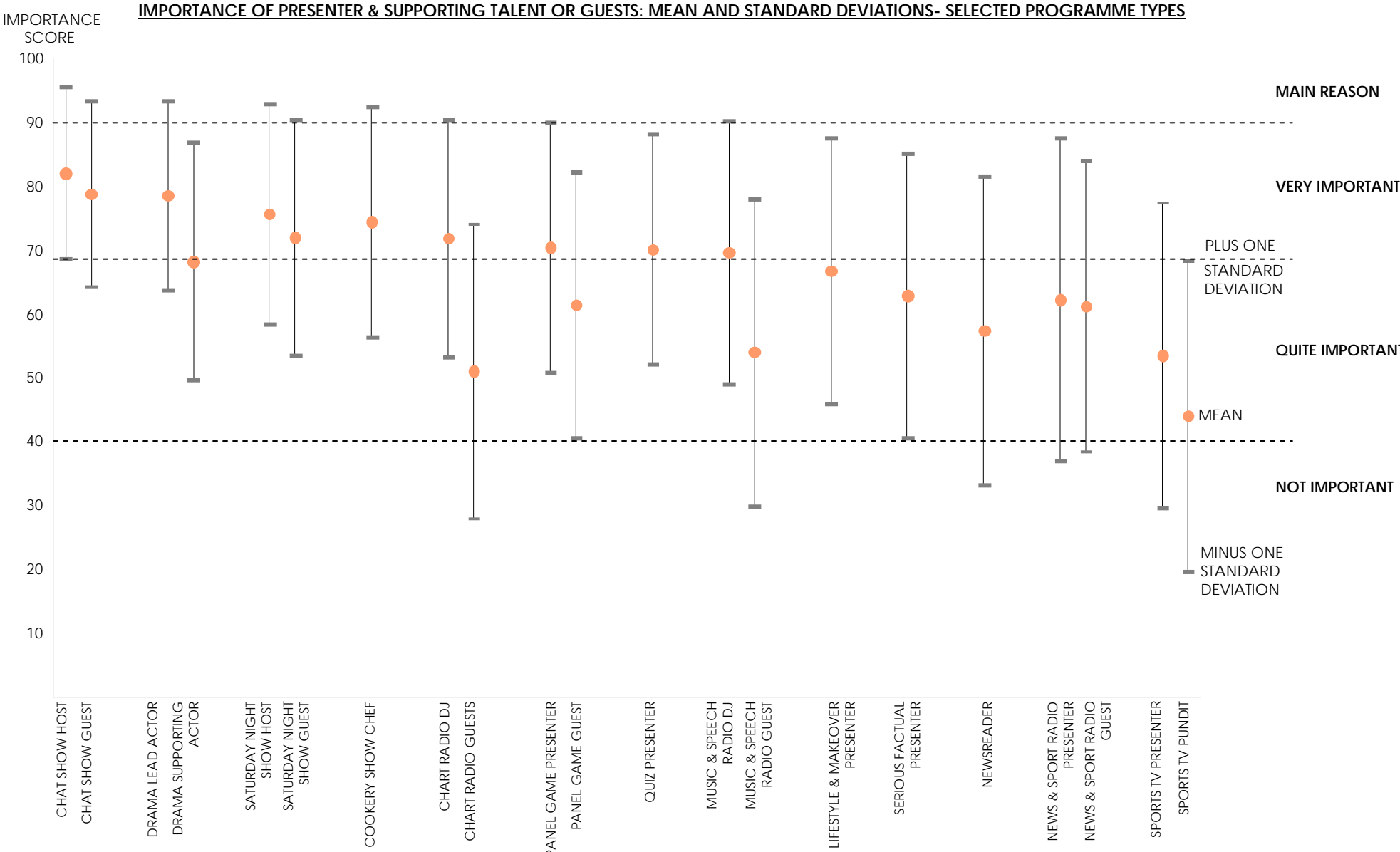


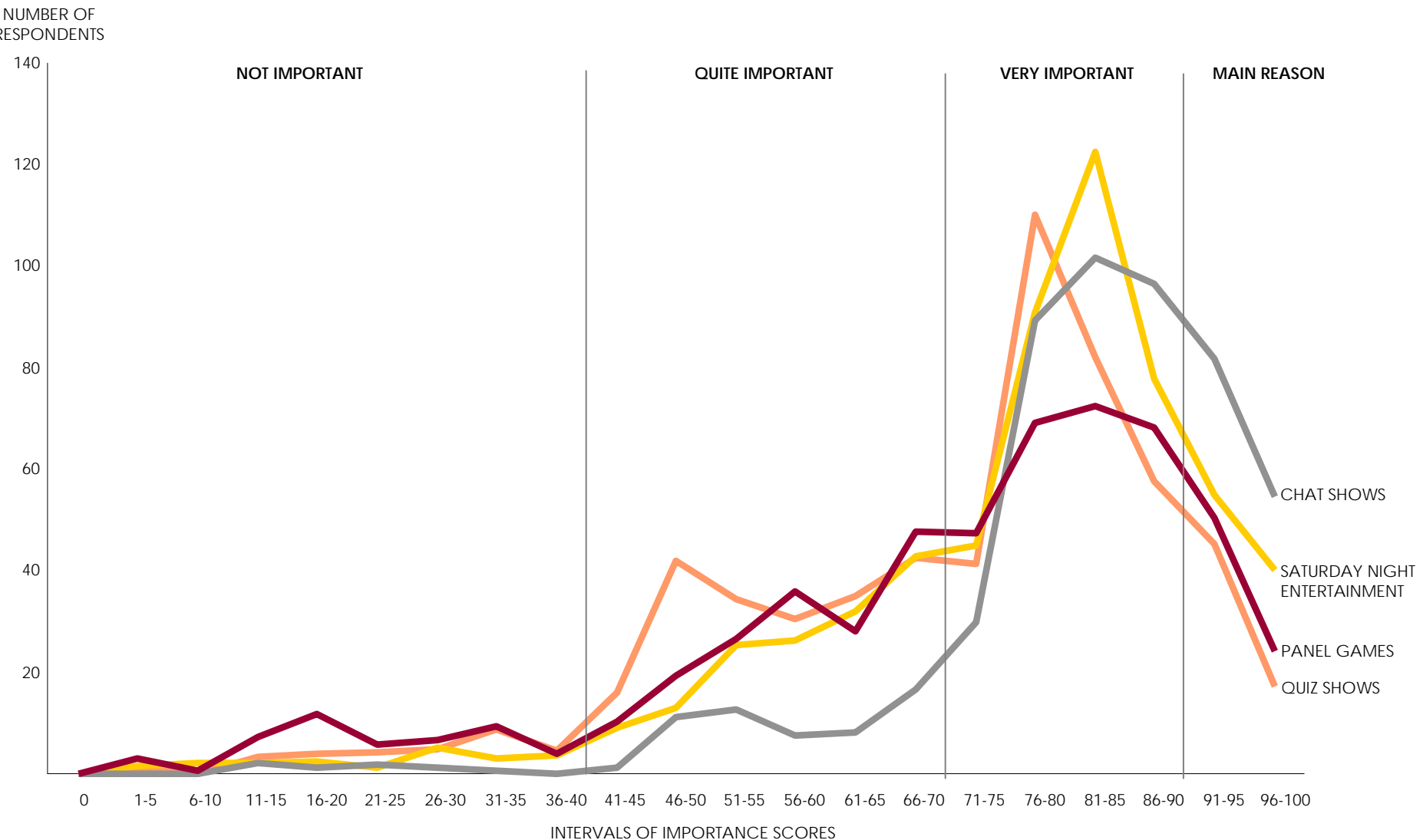
FIGURE B.3. – IMPORTANCE OF TALENT BY PROGRAMME TYPE



SOURCE: O&O VALUE SURVEY, JANUARY 2008

FIGURE B.4. – IMPORTANCE OF LEAD TALENT WITHIN ENTERTAINMENT GENRE

IMPORTANCE OF PRESENTER/HOST (SATURDAY NIGHT ENTERTAINMENT, CHAT SHOWS, QUIZ SHOWS, PANEL GAMES)

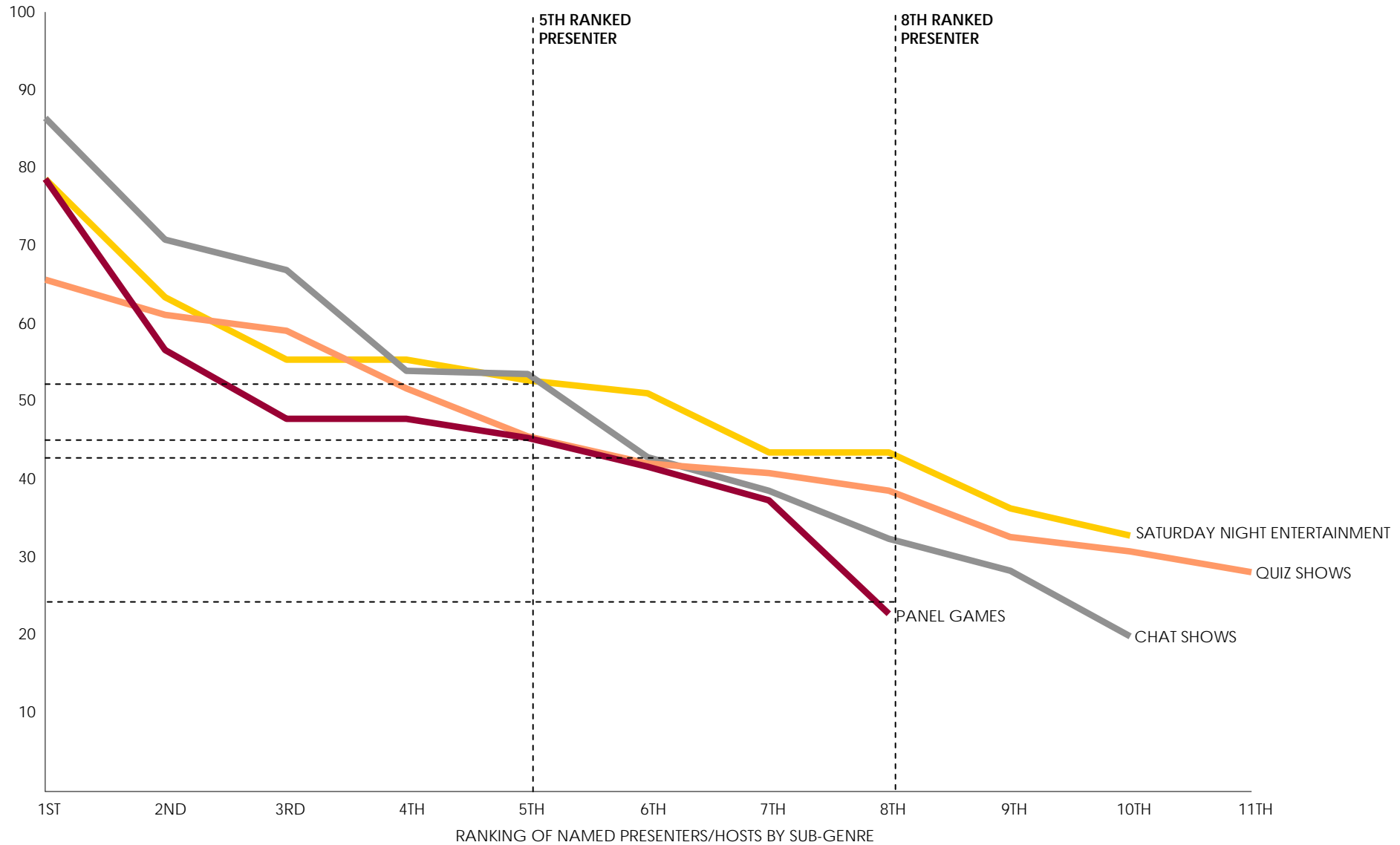


SOURCE: O&O VALUE SURVEY, JANUARY 2008

FIGURE B.5. – PROPORTION OF RESPONDENTS GIVING HIGH POPULARITY/LIKEABILITY SCORINGS TO NAMED TALENT

PROPORTION OF SCORES OVER 75 - INDEXED TO TOP PROPORTION
(SATURDAY NIGHT ENTERTAINMENT, CHAT SHOWS, QUIZ SHOWS, PANEL GAMES)

POPULARITY SCORE INDEX (100=TOP
 SCORE ACROSS ALL 136 NAMES)

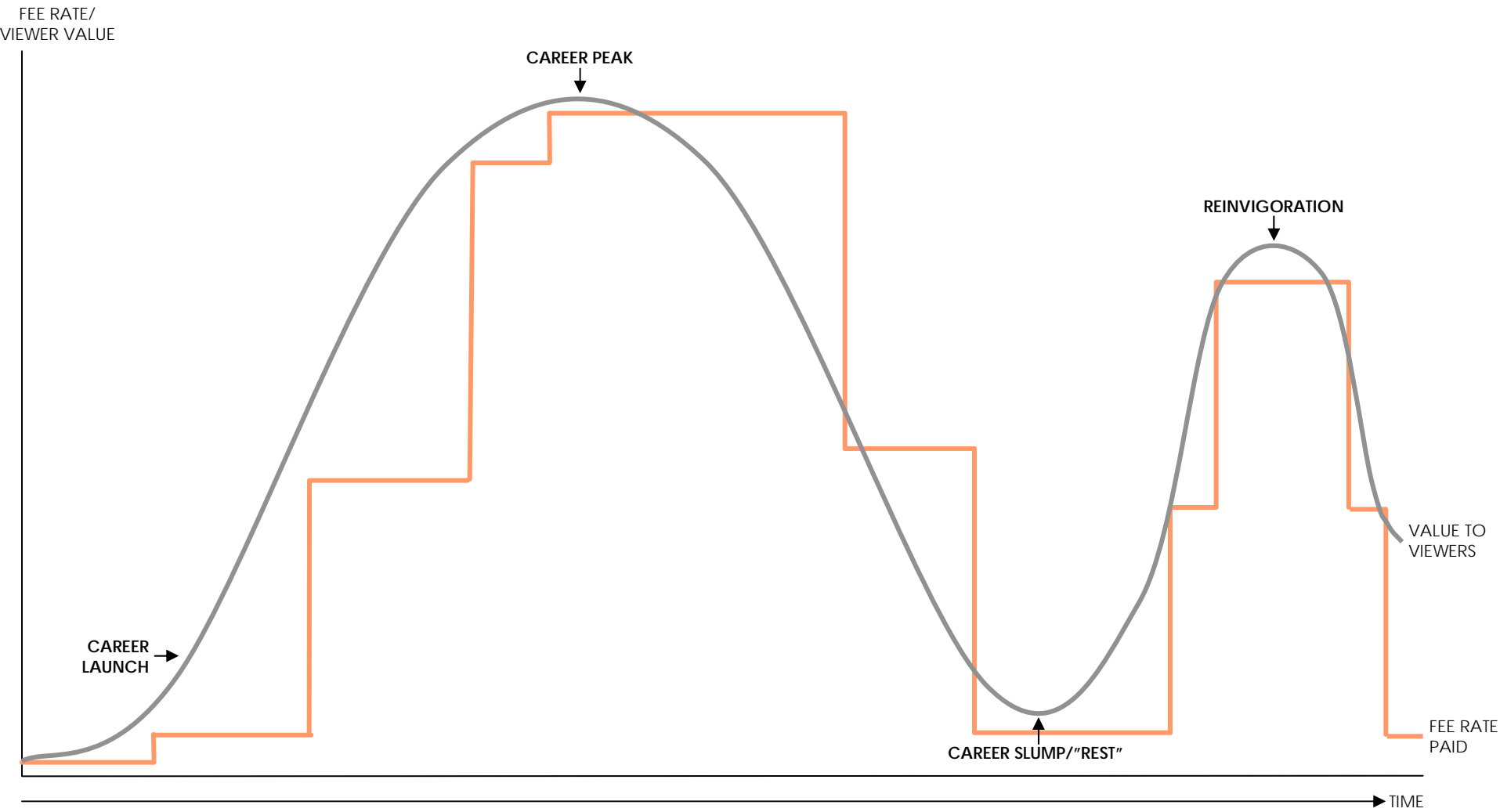


SOURCE: O&O VALUE SURVEY, JANUARY 2008

FIGURE B.6. – TIERS OF TALENT WITHIN GENRE AND SUB-GENRE

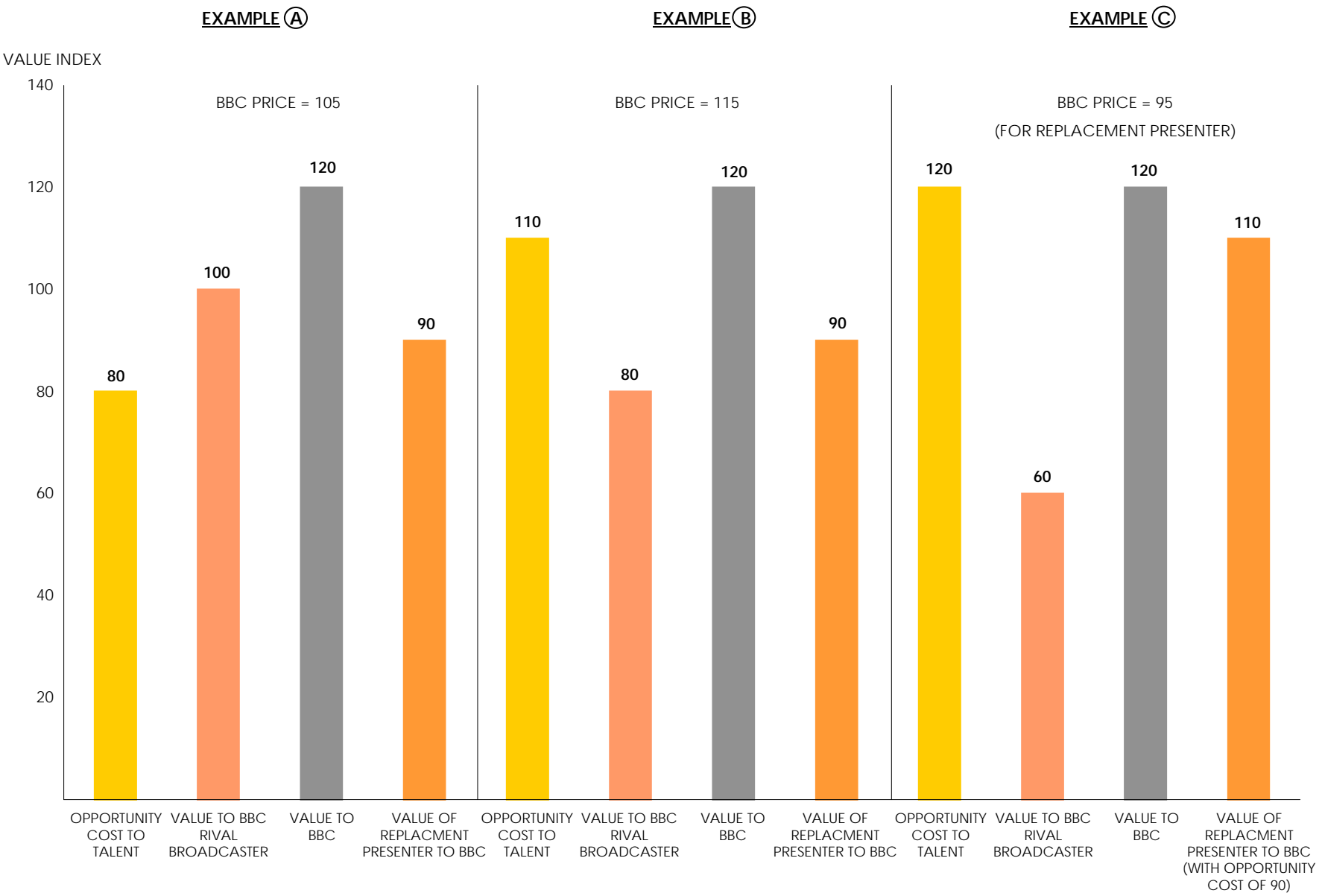
		GENRE	EXAMPLE SUB-GENRE	TIERS WITHIN SUB-GENRE		
				TIER 1	TIER 2	TIER 3
TV	DRAMA/COMEDY	DRAMA SERIES	<ul style="list-style-type: none"> ▪ LEAD ACTORS IN DRAMA SERIES AND SERIALS ▪ LEAD COMIC PERFORMERS 	<ul style="list-style-type: none"> ▪ SUPPORTING ACTORS IN SERIES AND SERIALS ▪ LEAD ACTORS IN “SOAPS” ▪ SUPPORT COMIC PERFORMERS 	<ul style="list-style-type: none"> ▪ WALK ON PARTS ▪ MINOR PARTS ▪ NEW COMIC PERFORMERS 	
		SOAPS				
		SITCOMS				
		OTHER COMEDY				
	ENTERTAINMENT	QUIZ	<ul style="list-style-type: none"> ▪ HOSTS/PRESENTERS ON MAJOR NETWORKS 	<ul style="list-style-type: none"> ▪ LEAD PANELISTS ▪ CELEBRITY PARTICIPANT ▪ LEAD MUSIC GUESTS ▪ HOSTS/PRESENTERS ON MINOR CHANNELS 	<ul style="list-style-type: none"> ▪ OTHER PANELISTS ▪ MINOR CONTRIBUTORS 	
		PANEL				
		CHAT				
		ENT SHOWS				
	FACTUAL/ KNOWLEDGE	LANDMARK FACTUAL	<ul style="list-style-type: none"> ▪ SERIES “AUTHORS” ▪ HOUSEHOLD NAME PRESENTERS 	<ul style="list-style-type: none"> ▪ SUPPORT PRESENTERS ▪ LEAD PRESENTERS ON MINOR SERIES/DIGITAL CHANNELS ▪ NARRATORS/ VOICE OVERS 	<ul style="list-style-type: none"> ▪ EXPERT CONTRIBUTORS ▪ INTERVIEWEES 	
		FACTUAL ENT				
		LIFESTYLE/ MAKEOVER				
		COOKERY				
CHILDREN’S	DRAMA	<ul style="list-style-type: none"> ▪ LEAD PRESENTERS IN MAIN MAGAZINE STRANDS 	<ul style="list-style-type: none"> ▪ SUPPORT PRESENTERS ON MAIN STRANDS 	<ul style="list-style-type: none"> ▪ OTHER CONTRIBUTORS 		
	FACTUAL/ MAGAZINE					
SPORT	MAGAZINE	<ul style="list-style-type: none"> ▪ HOSTS/PRESENTERS FOR MAJOR SPORTS ▪ LEAD REGULAR PUNDITS FOR MAJOR SPORTS 	<ul style="list-style-type: none"> ▪ OCCASIONAL PUNDITS, MAJOR SPORTS ▪ PRESENTERS AND PUNDITS, MINOR SPORTS 	<ul style="list-style-type: none"> ▪ MINOR PRESENTERS/PUNDITS ON MINOR SPORTS 		
	HIGHLIGHTS					
	MAJOR LIVE EVENT					
	MINOR LIVE EVENT					
NEWS	MAIN BULLETIN	<ul style="list-style-type: none"> ▪ LEAD NEWS PRESENTERS ▪ LEAD ON-SCREEN EDITORS 	<ul style="list-style-type: none"> ▪ CORRESPONDENTS ▪ MINOR EDITORS 	<ul style="list-style-type: none"> ▪ JUNIOR CORRESPONDENTS 		
	CONTINUOUS NEWS					
	CURRENT AFFAIRS					
RADIO	MUSIC LED	RADIO 1	<ul style="list-style-type: none"> ▪ BREAKFAST DJs ▪ DRIVE TIME DJs ON MAIN NETWORKS 	<ul style="list-style-type: none"> ▪ OTHER DAYTIME DJs ON MAIN NETWORKS 	<ul style="list-style-type: none"> ▪ NIGHTTIME DJs ON MAIN NETWORKS ▪ MUSIC LED DJs ON LOCAL RADIO 	
		RADIO 2				
		RADIO 3				
	MUSIC/SPEECH	RADIO 1	<ul style="list-style-type: none"> ▪ LEAD NAMES IN REGULAR WEEKLY STRANDS 	<ul style="list-style-type: none"> ▪ SUPPORT PRESENTER 	<ul style="list-style-type: none"> ▪ LOCAL RADIO DJs ▪ NETWORK CONTRIBUTORS 	
		RADIO 2				
		RADIO 3				
	DRAMA/COMEDY	DRAMA	<ul style="list-style-type: none"> ▪ LEAD COMEDIANS IN PANEL GAMES 	<ul style="list-style-type: none"> ▪ LEAD ACTORS IN DRAMA OR COMEDY RADIO ▪ SUPPORT COMEDIANS IN PANEL GAMES 	<ul style="list-style-type: none"> ▪ SUPPORT ACTORS 	
		COMEDY				
		PANEL GAME				
	SPEECH/MAGAZINE	REGULAR DAILY/ WEEKLY	<ul style="list-style-type: none"> ▪ LEAD PRESENTERS ON NETWORK DAILY/WEEKLY STRANDS 	<ul style="list-style-type: none"> ▪ PRESENTERS ON SPECIALIST WEEKEND OR EVENING SHOWS ▪ LEAD PRESENTERS ON REGIONAL LOCAL RADIO 	<ul style="list-style-type: none"> ▪ OTHER CONTRIBUTORS 	
		SPECIALIST/ EVENING				

FIGURE B.7. – TALENT LIFECYCLE PERFORMANCE AND FEES



SOURCE: O&O INTERVIEWS

FIGURE B.8. - BBC VALUE AND PRICE SETTING – 3 examples



ON SCREEN AND ON AIR TALENT

❖ SECTION A – INTRODUCTION AND SCENE SETTING

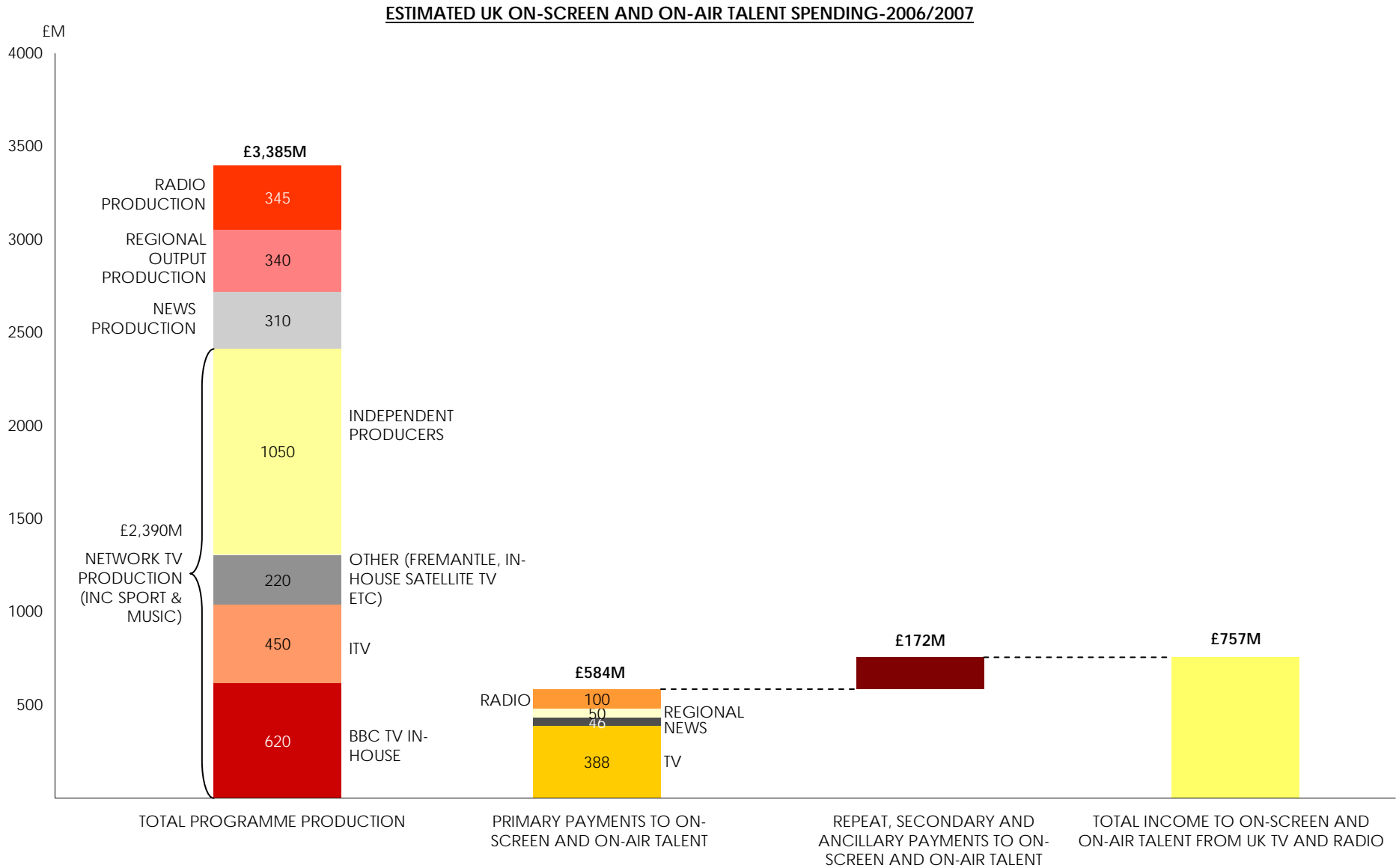
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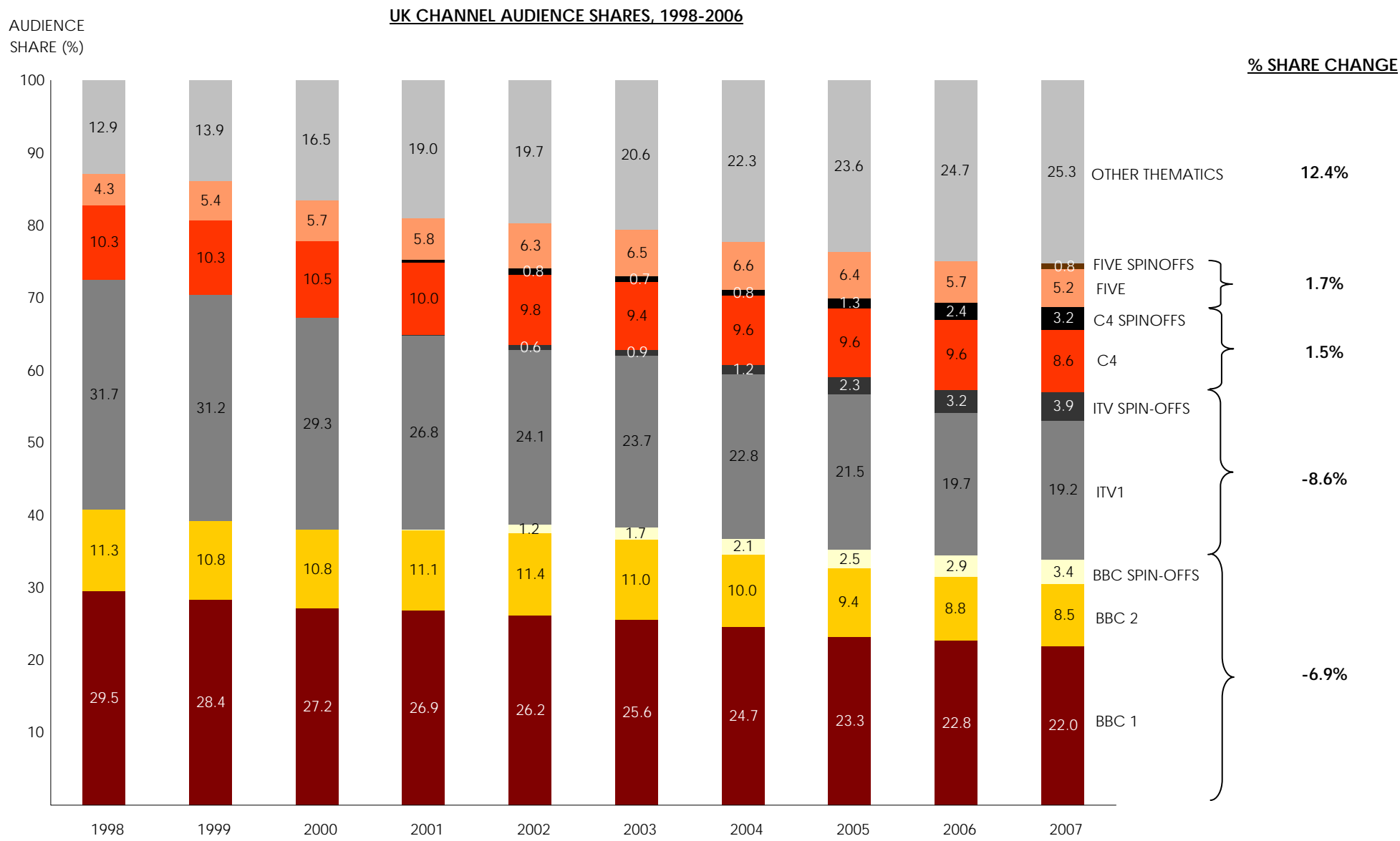
❖ SECTION E - ASSESSMENT OF MARKET IMPACT AND VALUE FOR MONEY

FIGURE C.1. – THE UK ON SCREEN AND ON AIR TALENT MARKET – estimated value 2006/2007



SOURCE: BBC, COMPANY ACCOUNTS, O&O ANALYSIS

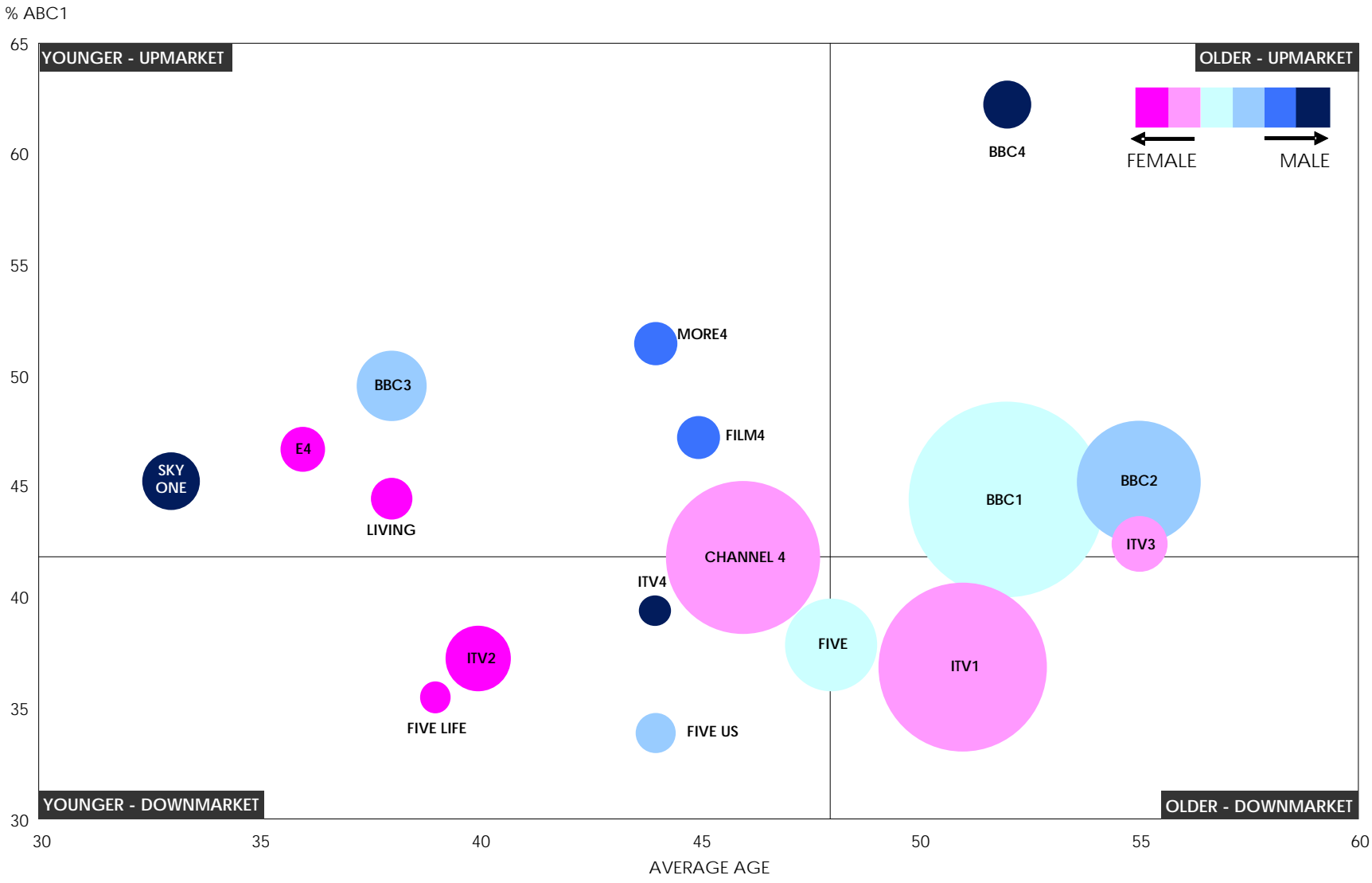
FIGURE C.2. – COMPETITION FOR AUDIENCES OVER TIME – audience share by main channel



SOURCE: OBS, BARB

FIGURE C.3. – COMPETITION FOR AUDIENCES – demographic differentiation

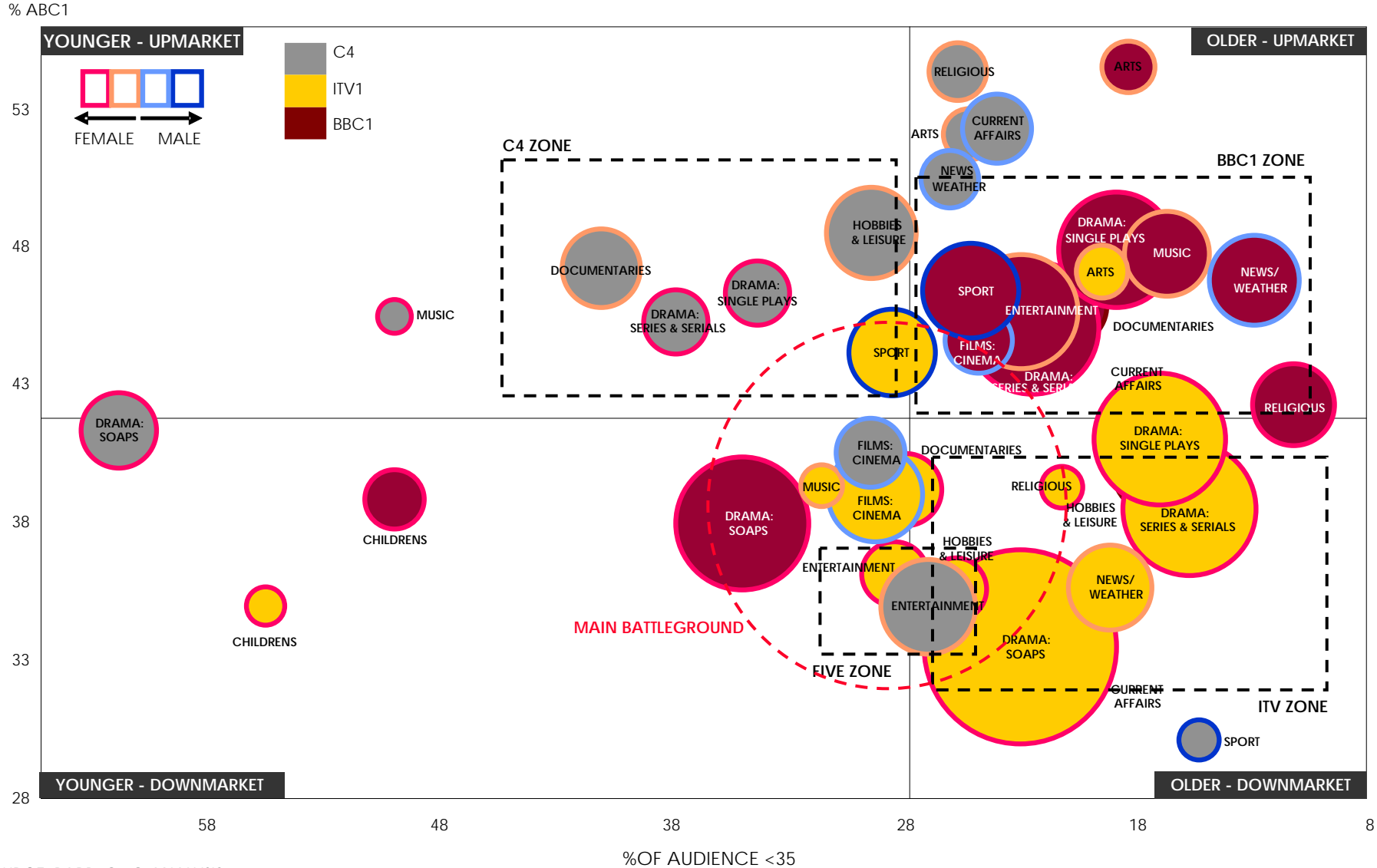
DEMOGRAPHIC POSITIONING OF MAIN NETWORKS AND THEMATIC CHANNELS, 2006



SOURCE: BARB, O&O ANALYSIS

FIGURE C.4. – COMPETITION FOR AUDIENCES – demographic positioning by genre

DEMOGRAPHIC POSITIONING OF MAIN GENRES – ITV1, C4 AND BBC1



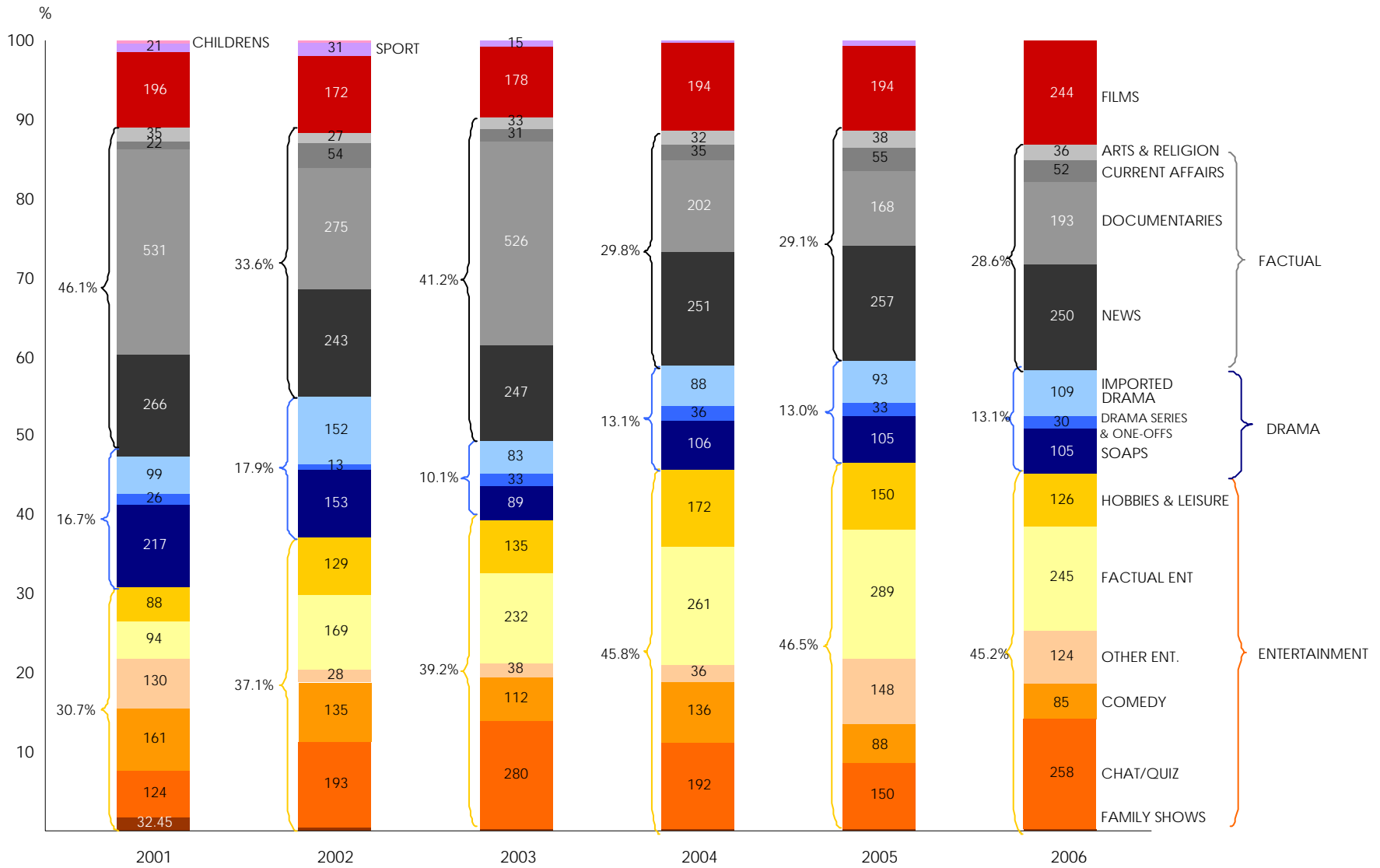
SOURCE: BARB, O&O ANALYSIS

FIGURE C.5. – OVERALL LEVEL AND SCALE OF COMPETITION TO THE BBC FOR TALENT

	LEVEL AND SCALE OF DIRECT COMPETITION TO BBC				OVERALL
	ITV	C4	FIVE	OTHER	
TV DRAMA					
ENTERTAINMENT					
COMEDY					
LANDMARK FACTUAL					
SPECIALIST FACTUAL					
LIFESTYLE/MAKEOVER					
CURRENT AFFAIRS					
CHILDREN					
SPORTS JOURNALISM					
DAYTIME/TEATIME TV					

FIGURE C.6. – COMPETITION FOR AUDIENCES – channel 4 changing programme mix

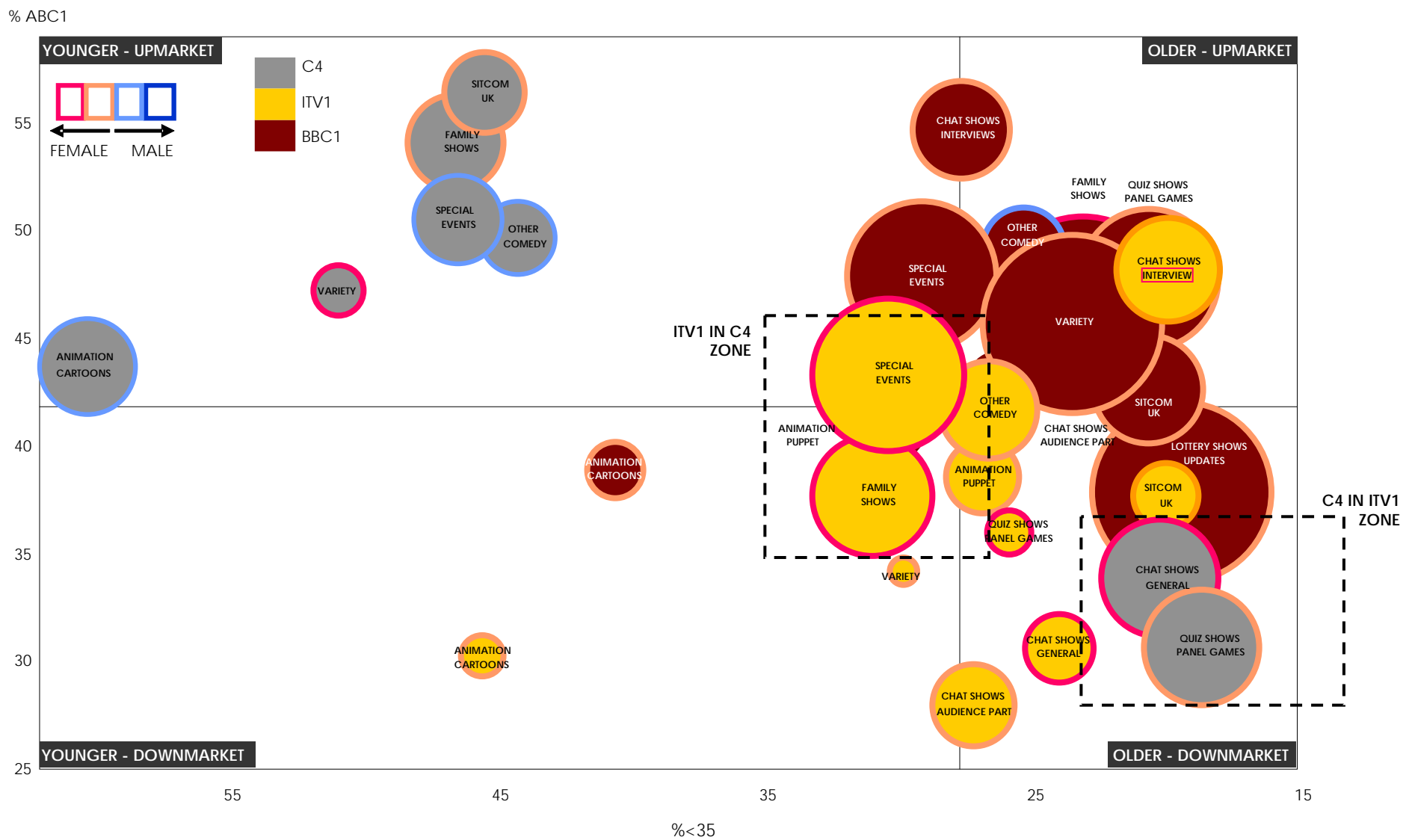
CHANNEL 4 OUTPUT BY GENRE - 5PM TO 11PM, 2001-2006



SOURCE: BARB, O&O ANALYSIS

FIGURE C.7. – COMPETITION FOR AUDIENCES – key demographic battlegrounds - entertainment

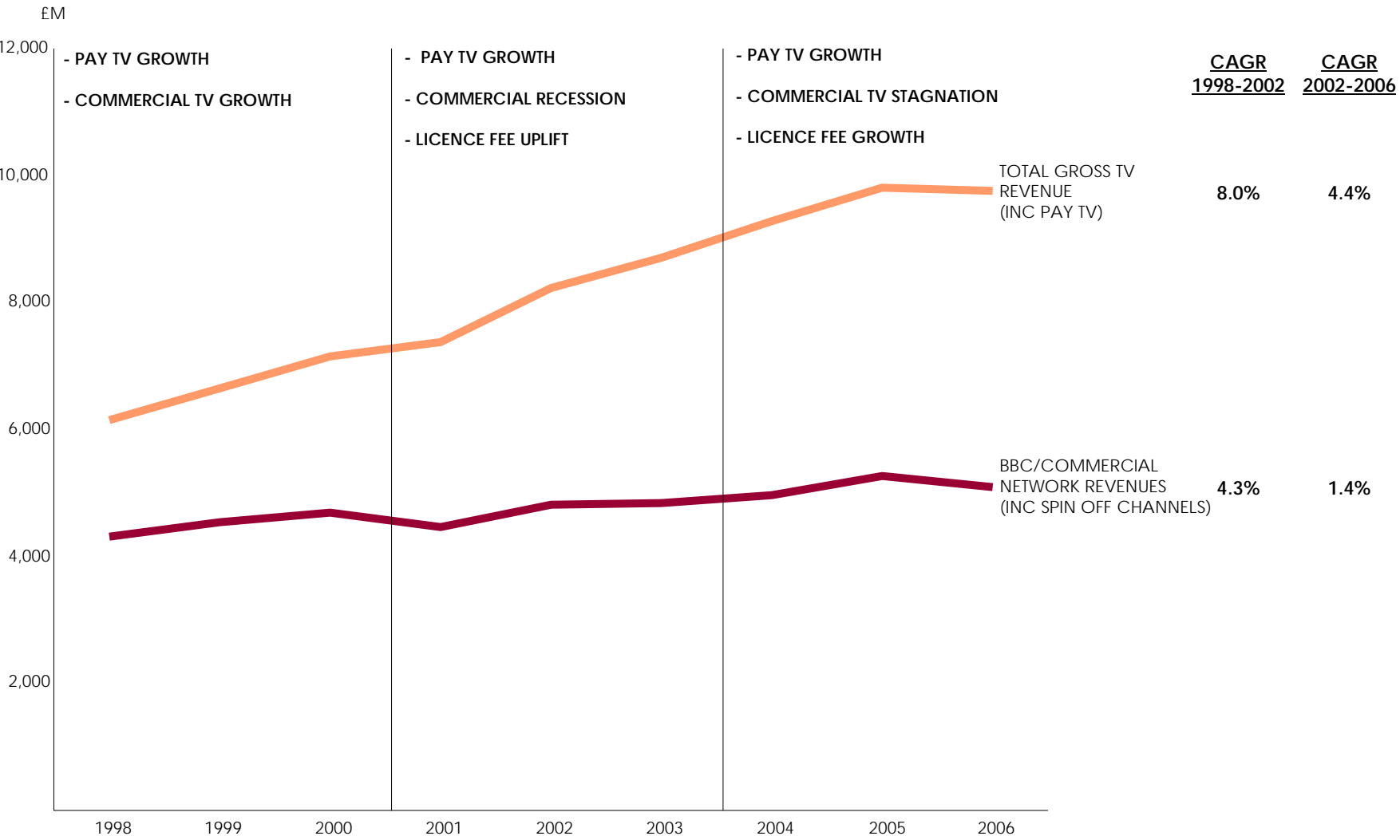
DEMOGRAPHIC POSITIONING OF MAIN GENRES – ITV1, C4 AND BBC1 – ENTERTAINMENT AND SUB-GENRES



SOURCE: BARB, O&O ANALYSIS

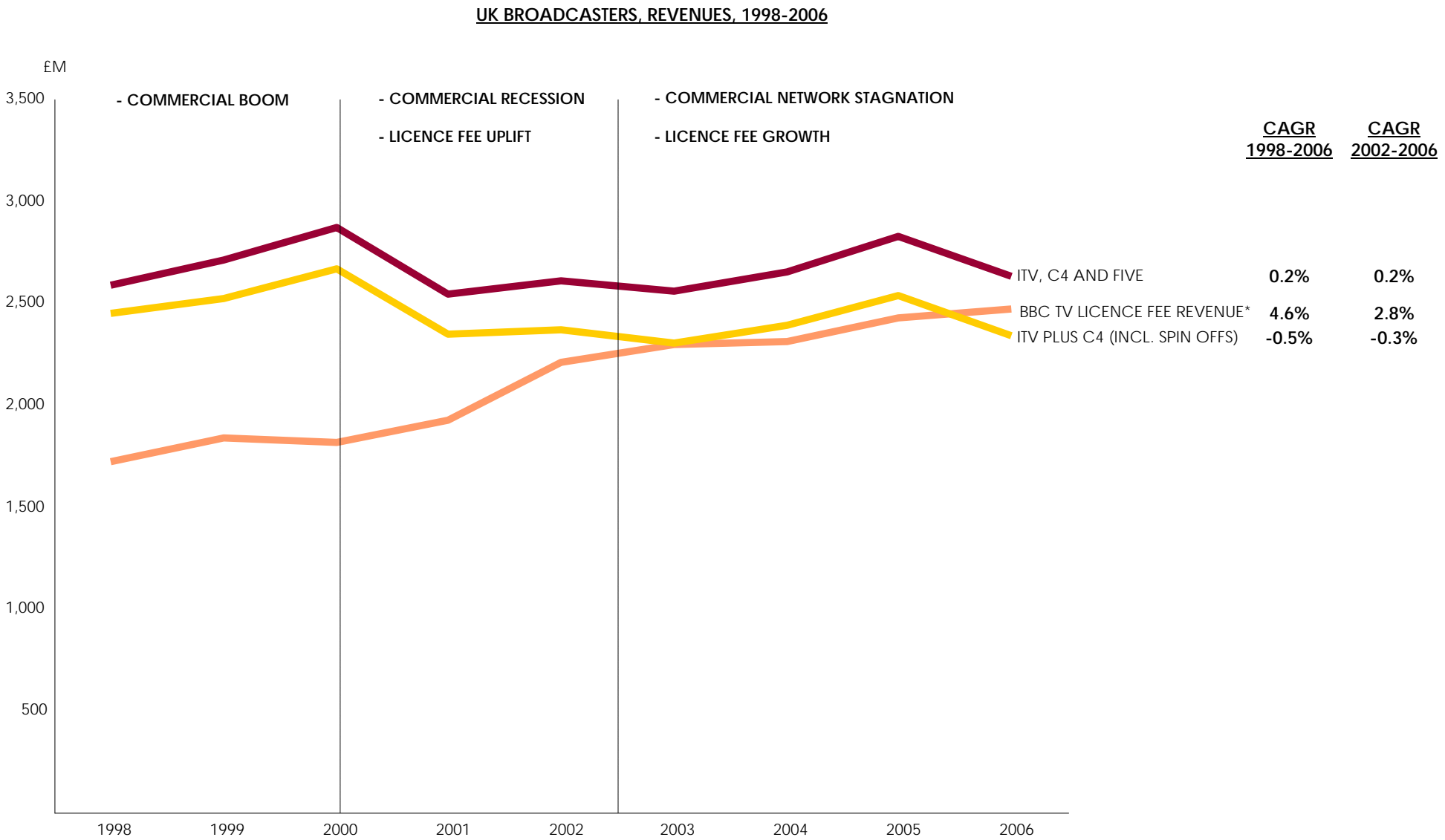
FIGURE C.8. – UK TV REVENUE GROWTH RATES – all TV versus main network players

UK TELEVISION INDUSTRY REVENUE TRENDS, 1998-2006



SOURCE: OFCOM, BBC ANNUAL REPORT, O&O ANALYSIS

FIGURE C.9. – UK TV REVENUE GROWTH RATES – BBC versus commercial networks



SOURCE: OFCOM, BBC ANNUAL REPORT, O&O ANALYSIS

*TV PROPORTION OF LICENCE FEE INCOME AS CALCULATED BY OFCOM

FIGURE C.10. – YEAR ON YEAR REVENUE GROWTH RATES – BBC versus commercial TV

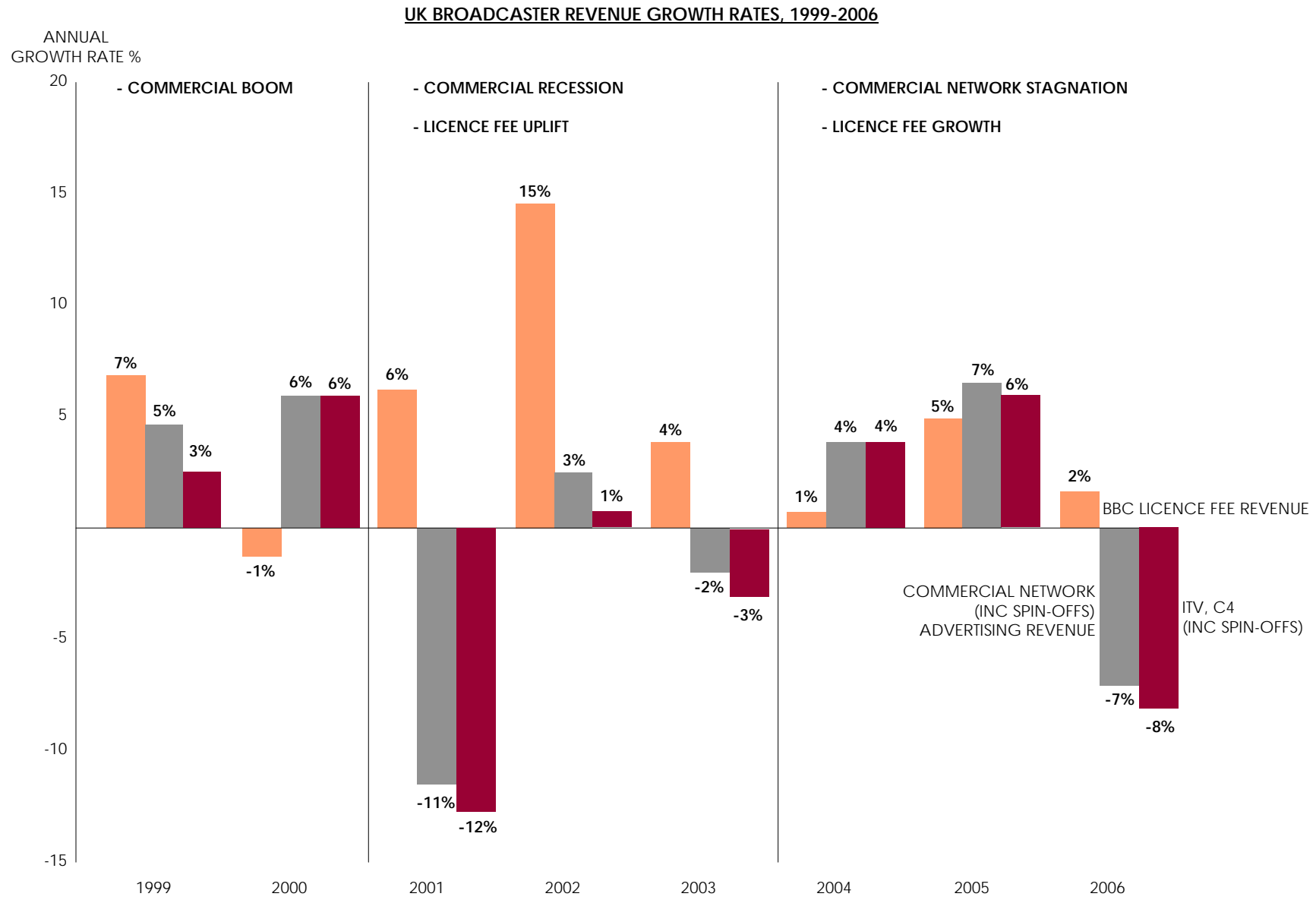
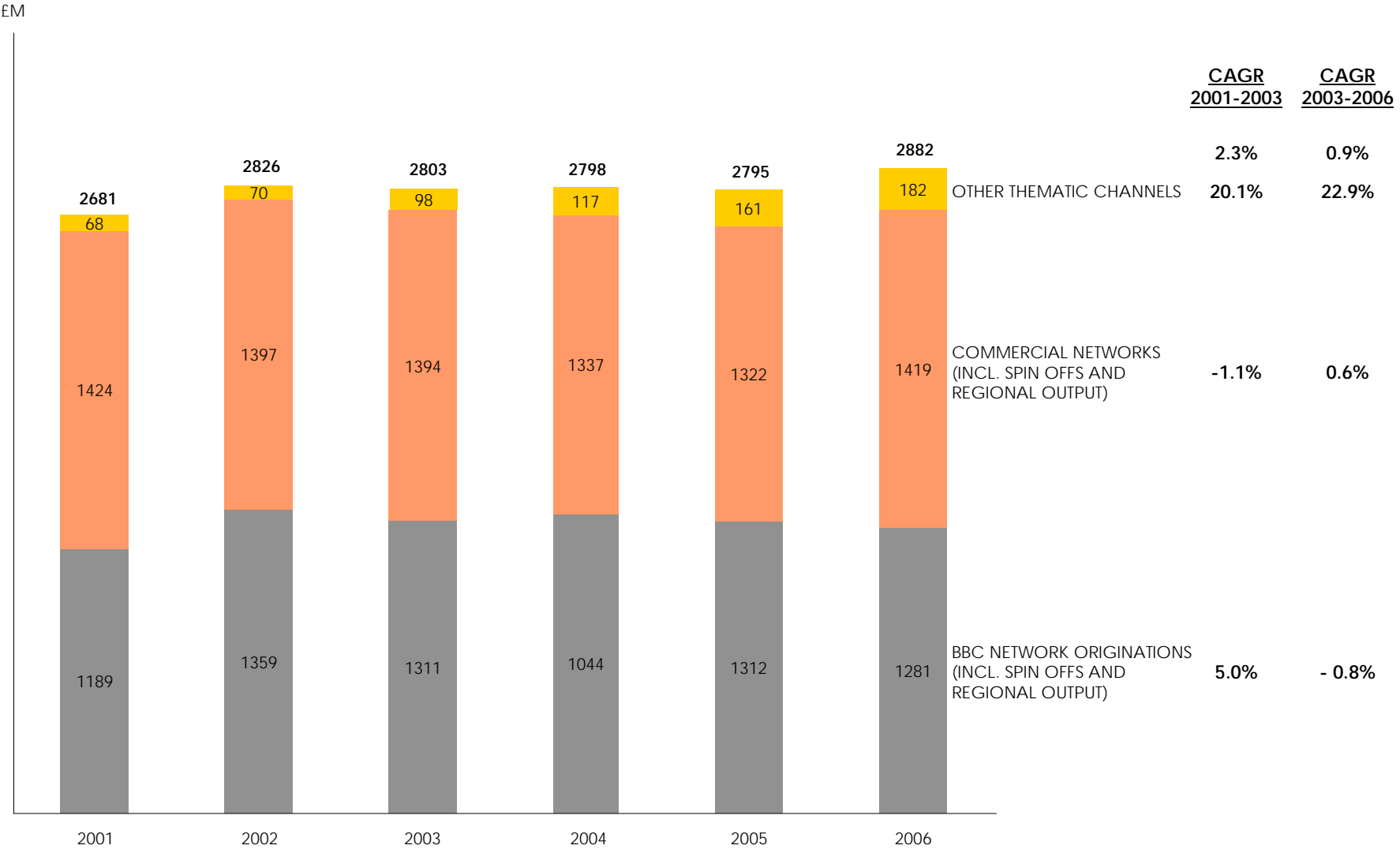


FIGURE C.11. – UK NEW PROGRAMMING SPEND TRENDS – by commissioning outlet

UK SPENDING ON UK TV ORIGINATIONS, 2001-2006



SOURCE: OFCOM, O&O ANALYSIS

FIGURE C.12. – ITV ENTERTAINMENT TALENT TRACKING – current talent roster

**ENTERTAINMENT TALENT VINTAGE: ITV1, 2007
"WHERE WERE THEY BACK THEN?"**

NUMBER OF MAIN PRESENTERS

25

22

20

15

10

5

22

22

22

1

ON RADIO

2

THEMATICS

2

FIVE

2

6

9

22

2

VARIOUS CHANNELS (minor roles)

1

VARIOUS CHANNELS (minor roles)

1

VARIOUS CHANNELS (minor roles)

1

VARIOUS CHANNELS (minor roles)

3

6

8

22

8

CHANNEL 4

1

CHANNEL 4

7

6

22

11

NOT ON TV

1

NOT ON TV

7

BBC

3

ITV1

2007

PREVIOUS SHOW

5 YEARS AGO

10 YEARS AGO

20 YEARS AGO

TODAY

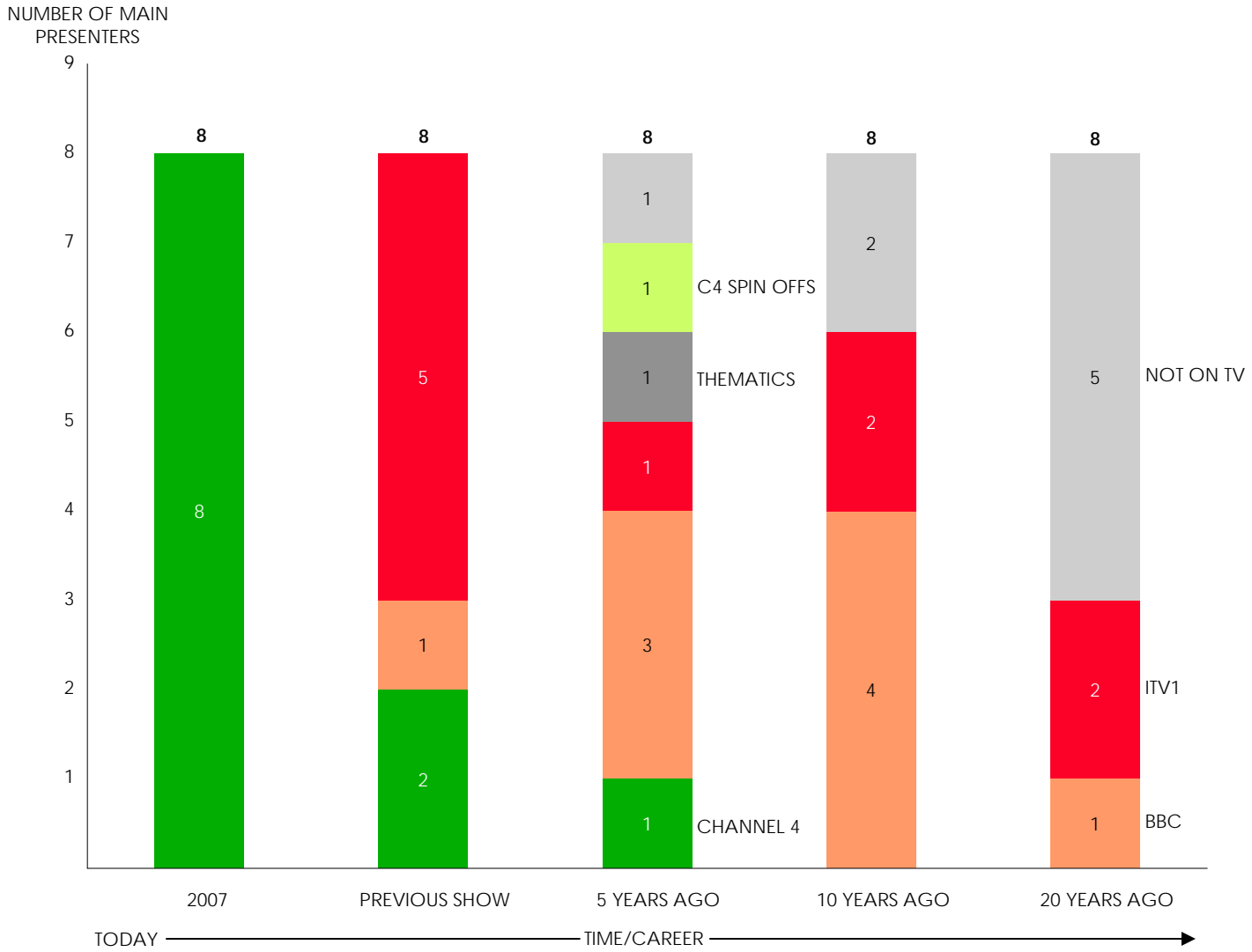
TIME/CAREER



SOURCE: IMDB, SPOTLIGHT, O&O ANALYSIS

FIGURE C.13. – CHANNEL 4 ENTERTAINMENT TALENT TRACKING – current talent roster

ENTERTAINMENT TALENT VINTAGE: CHANNEL 4, 2007
"WHERE WERE THEY BACK THEN?"

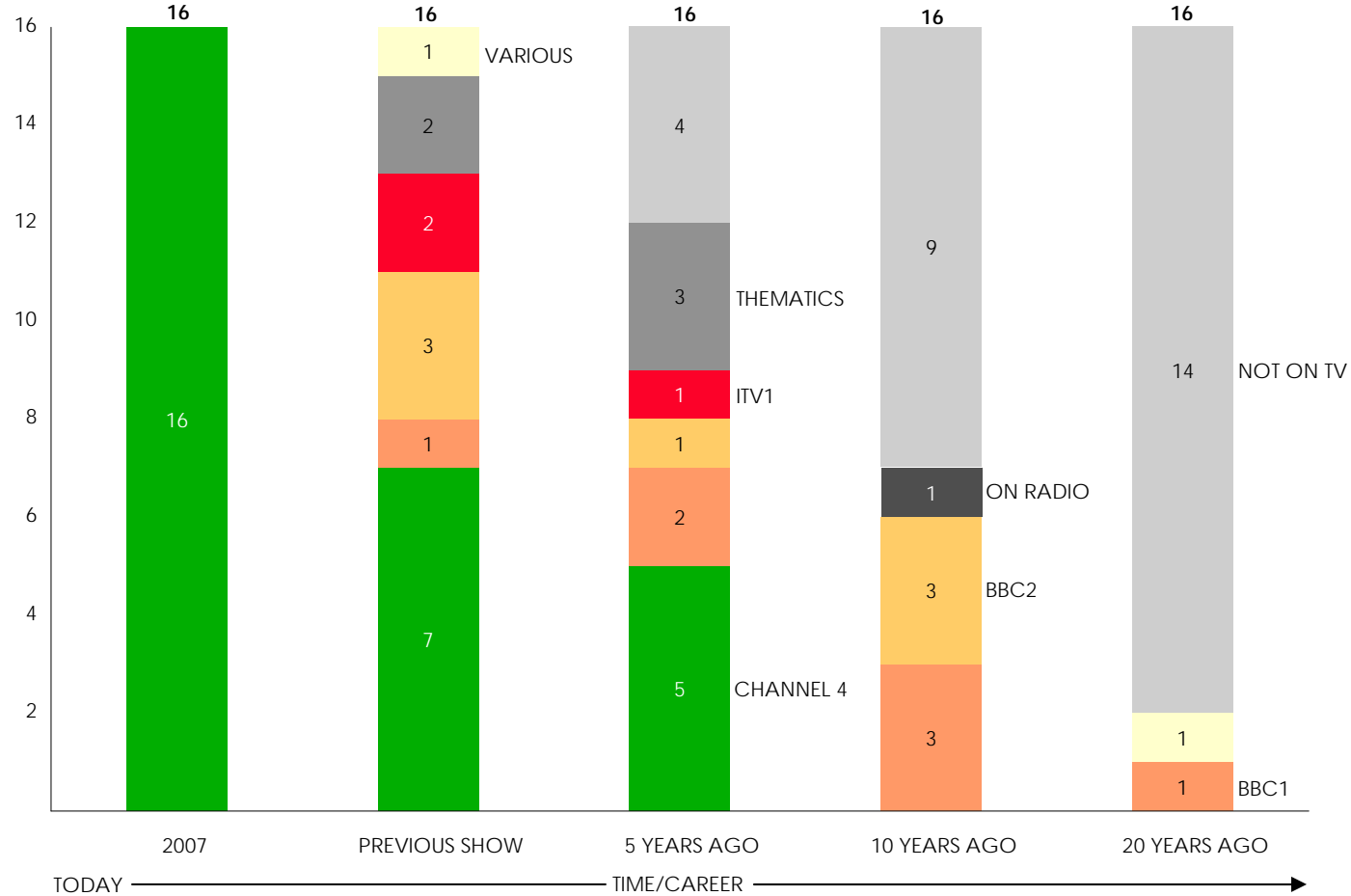


SOURCE: IMDB, SPOTLIGHT, O&O ANALYSIS

FIGURE C.14. – CHANNEL 4 COMEDY TALENT TRACKING – Current talent roster

COMEDY TALENT VINTAGE: CHANNEL 4, 2007
"WHERE WERE THEY BACK THEN?"

NUMBER OF ACTORS/
 PERFORMERS



SOURCE: IMDB, SPOTLIGHT, O&O ANALYSIS

FIGURE C.15. – TV BATTLES AND TALENT POACHING – 2004 to 2008

TALENT/CONTENT TIME LINE 2004-2008

RED NODE - MOVEMENT OF TALENT
 AMBER NODE - CHANNEL LAUNCH
 GREEN NODE - MOVEMENT OF CONTENT

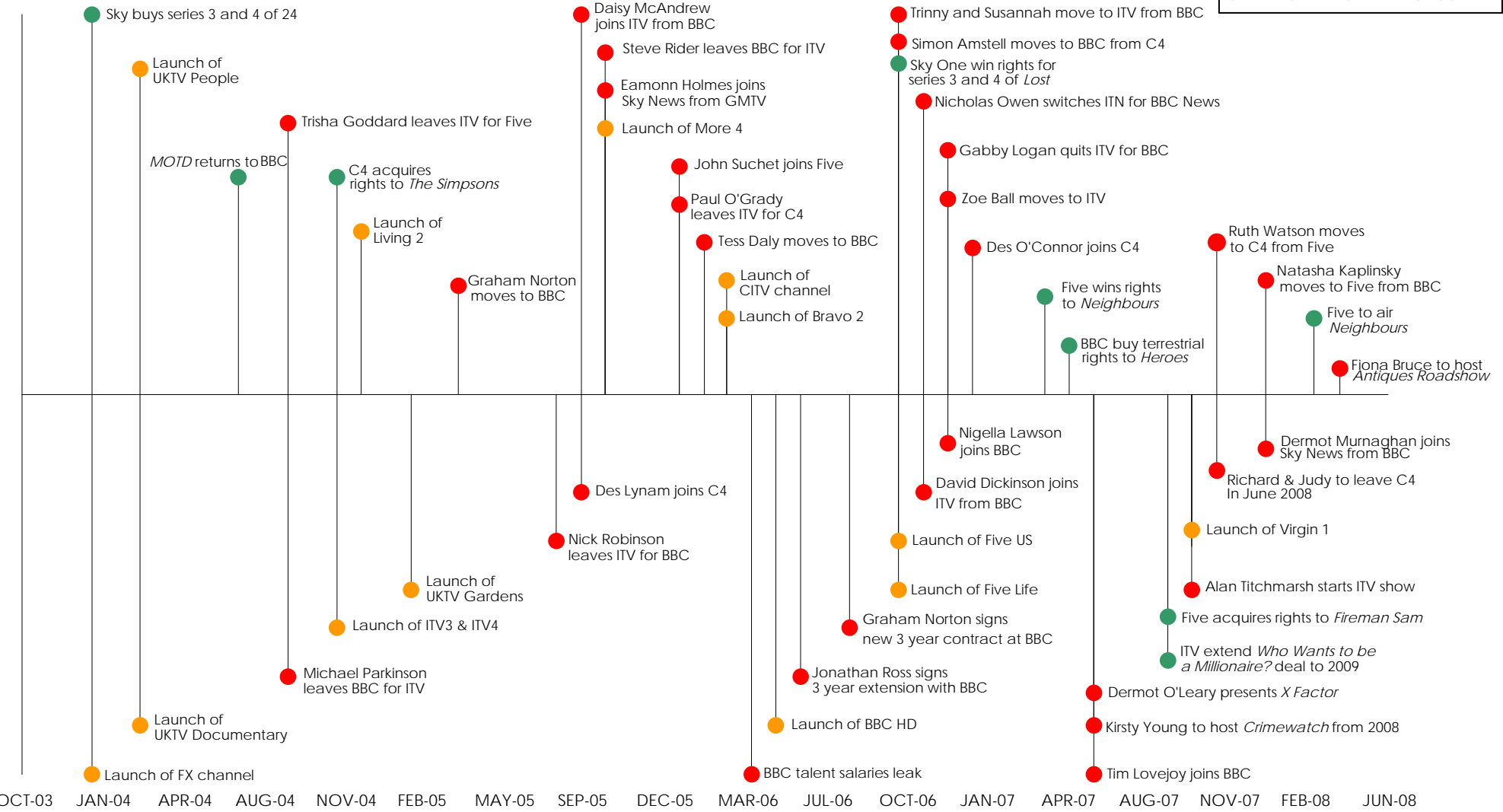
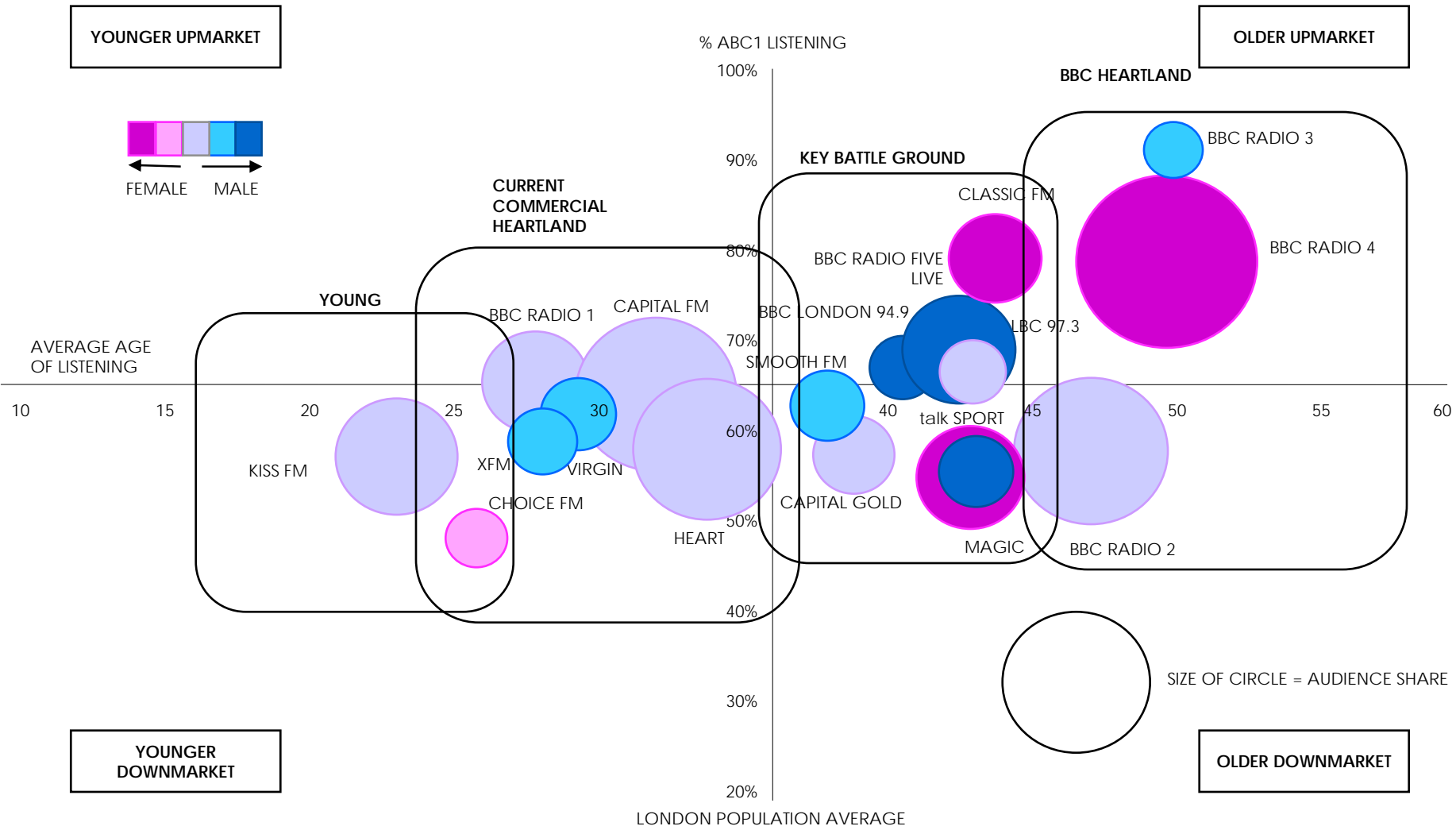


FIGURE C.16. – RADIO MARKET DIFFERENTIATION – market positioning in London – 2006/07

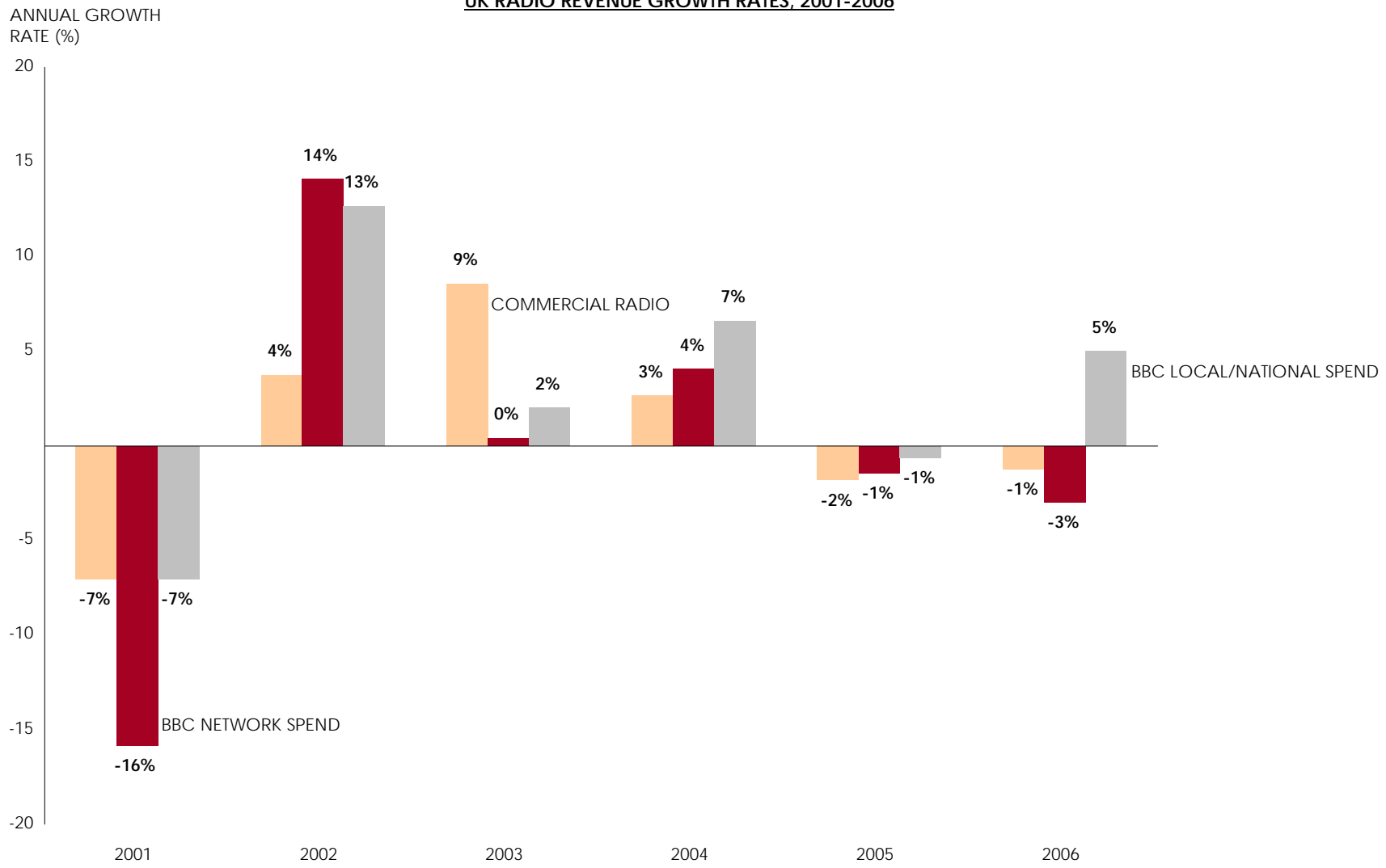
LONDON RADIO STATION COMPETITIVE POSITIONING- (LEADING SERVICES ONLY - LISTENING AMONG 10 TO 65 YEAR OLDS ONLY)



SOURCE: RAJAR, O&O ANALYSIS

FIGURE C.17. – COMMERCIAL RADIO REVENUE GROWTH VERSUS BBC RADIO SPENDING GROWTH – 2001 to 2006

UK RADIO REVENUE GROWTH RATES, 2001-2006



SOURCE: BBC ANNUAL REPORTS, OFCOM, O&O ANALYSIS

FIGURE C.18. – TV BATTLES AND TALENT POACHING – 2000 to 2008

RADIO TALENT (BREAKFAST AND DRIVETIME) TIME LINE 2000-2008

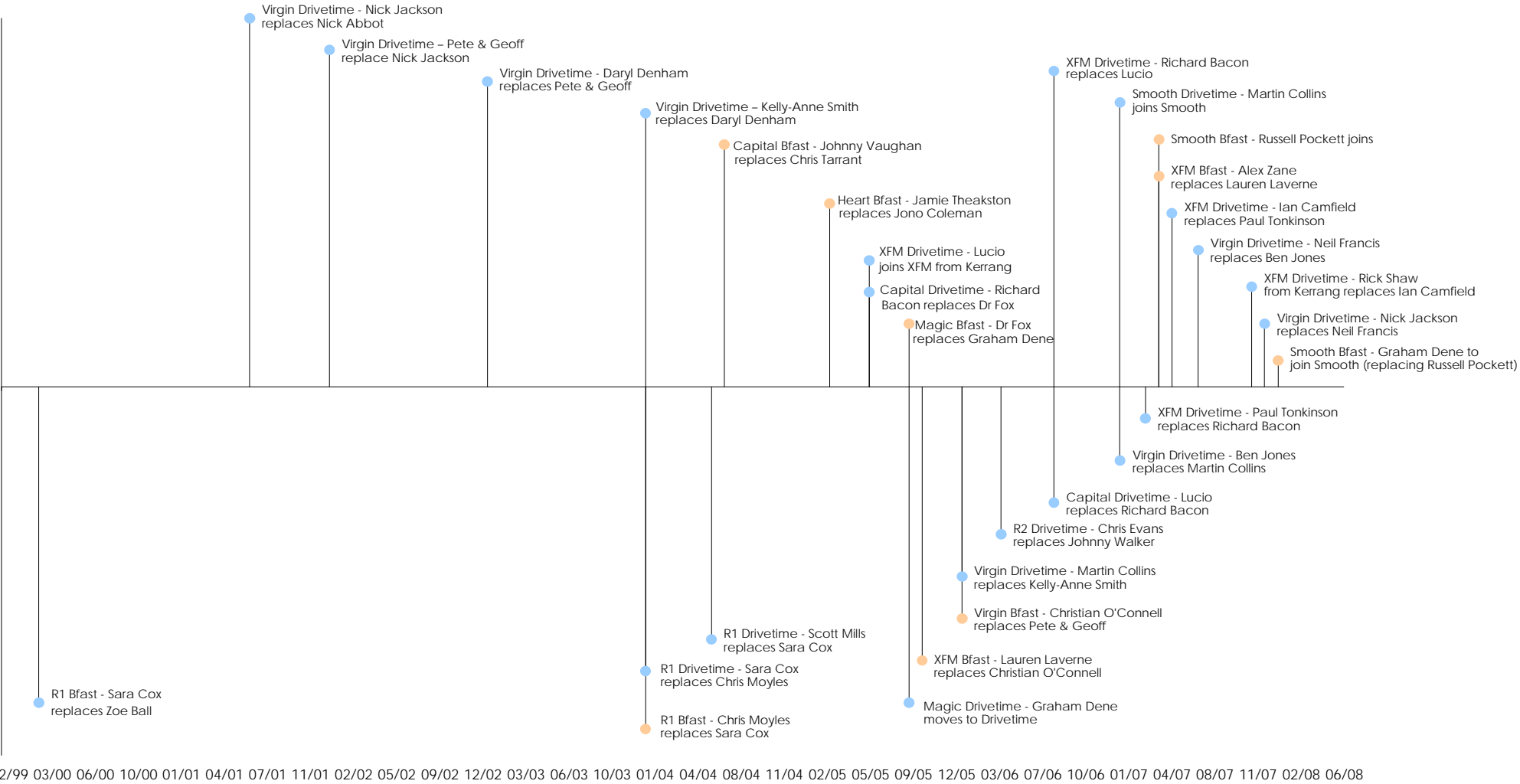
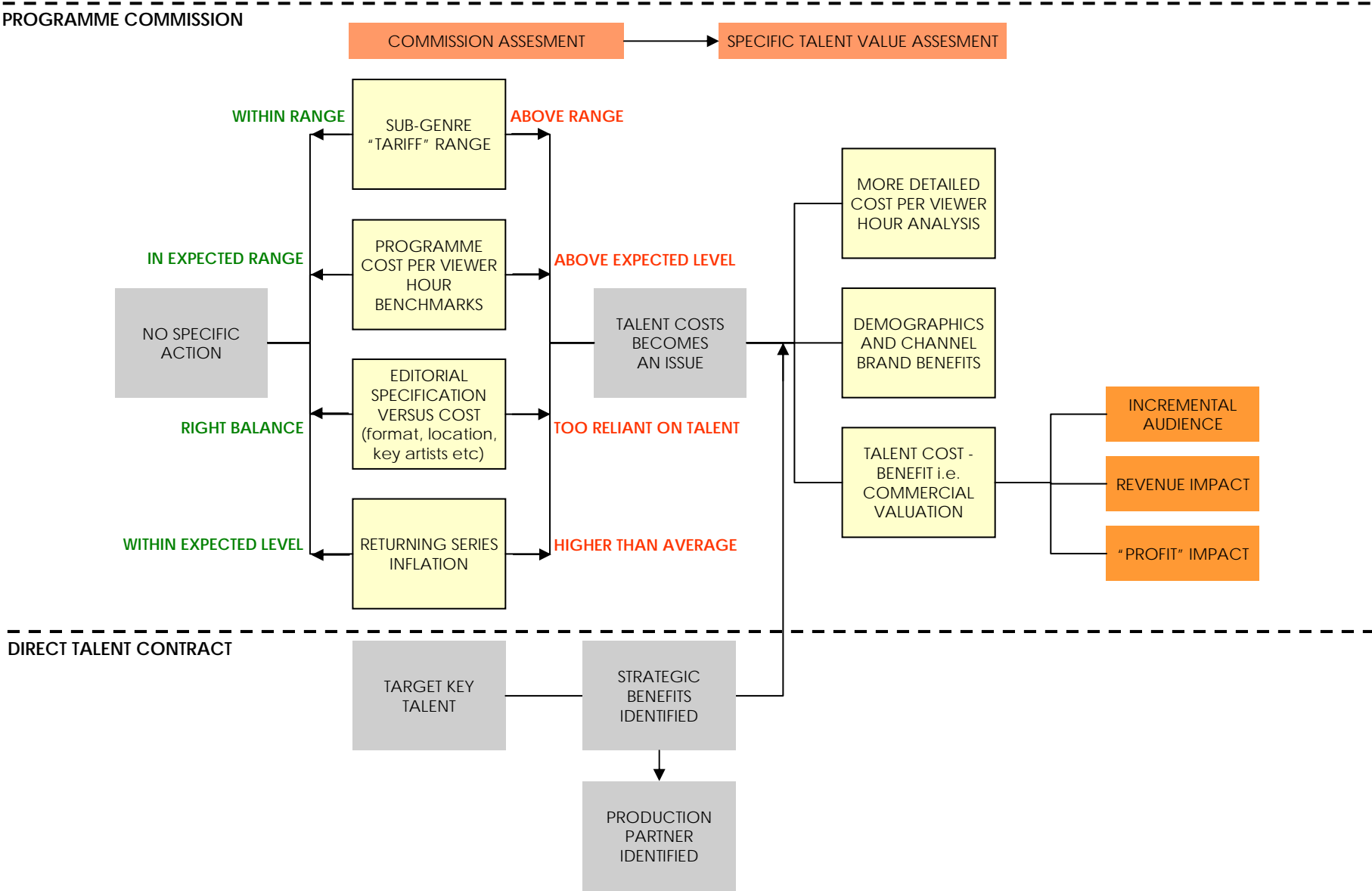


FIGURE C.19. – HOW COMMERCIAL TV SETS TALENT FEES – by exception



ON SCREEN AND ON AIR TALENT

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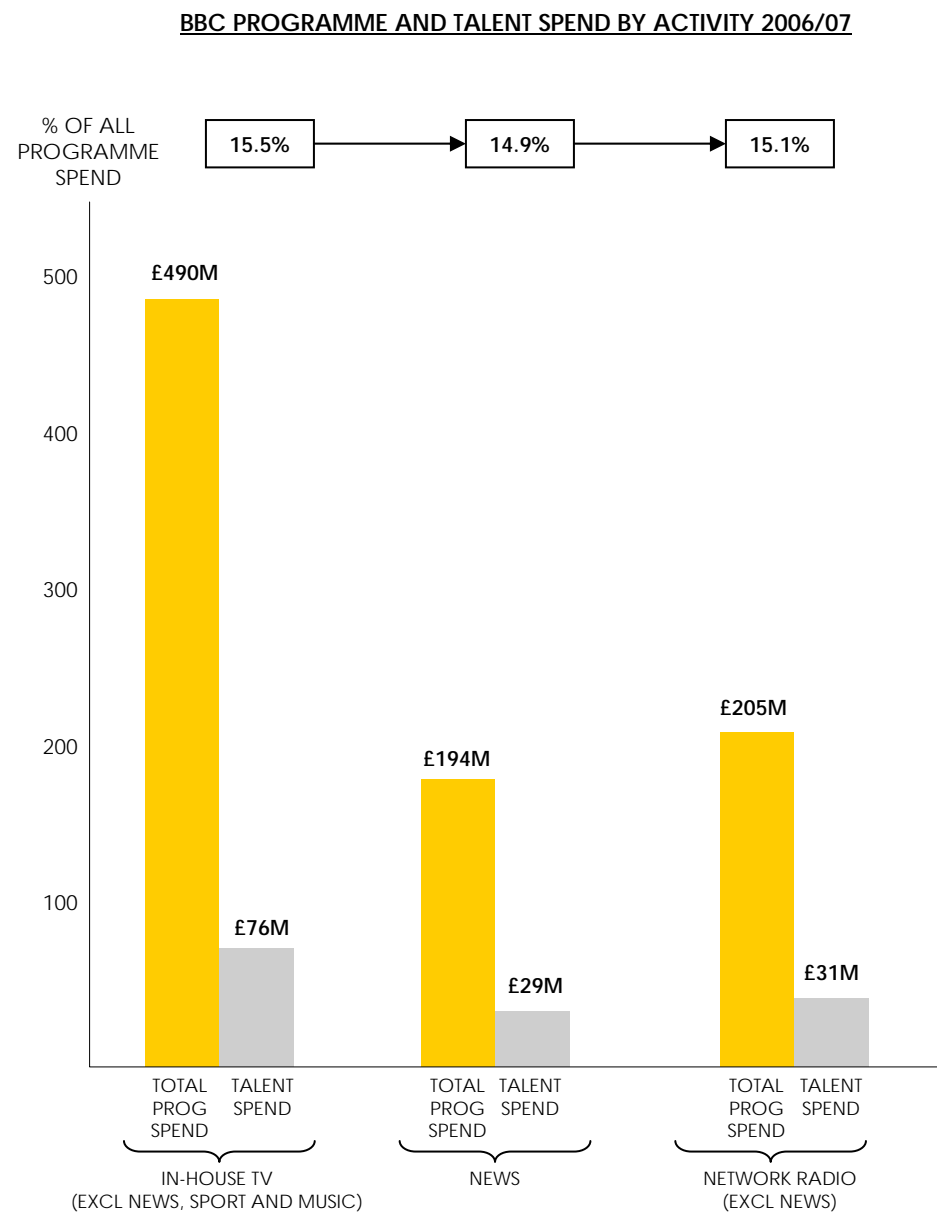
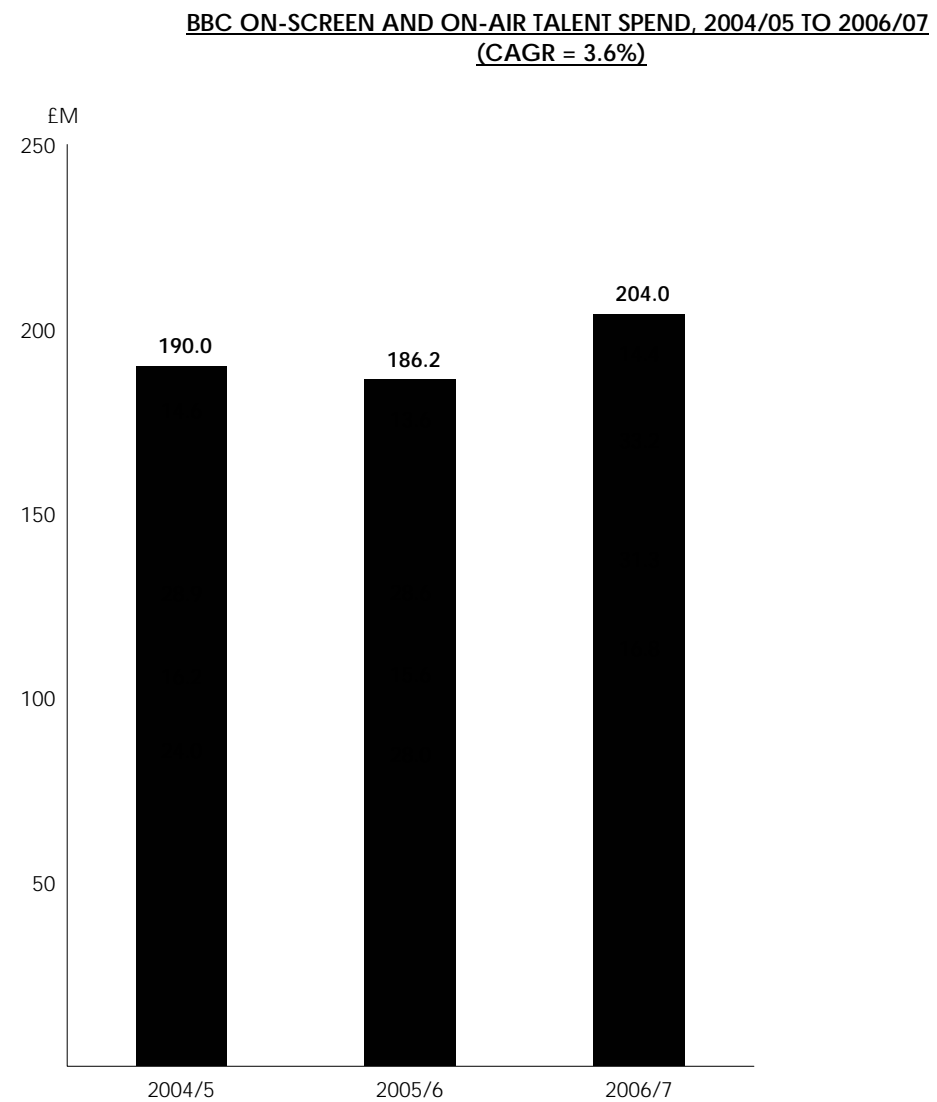
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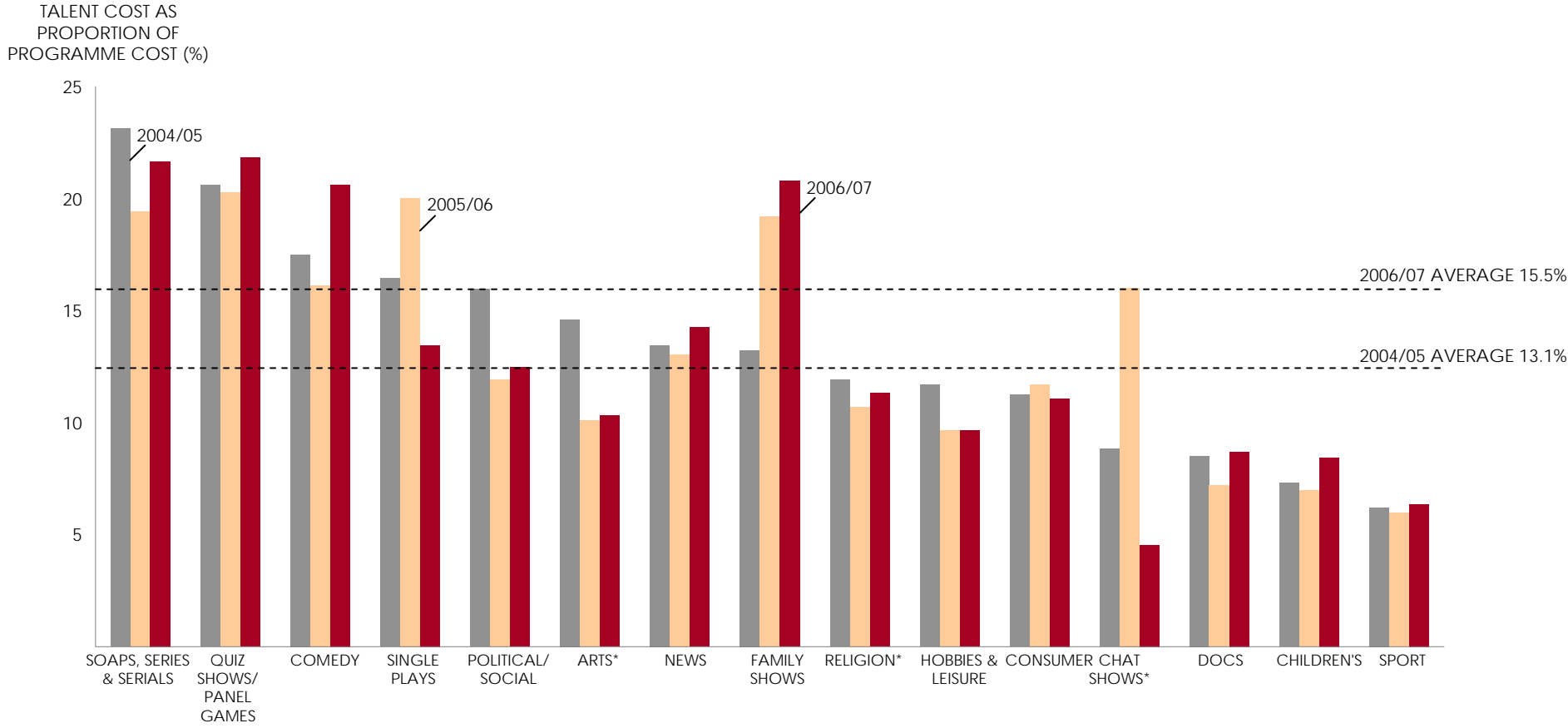
FIGURE D.1. – BBC’S RECENT TALENT SPENDING TRENDS – total spending (in-house production)



SOURCE: BBC BUSINESS AFFAIRS AND RIGHTS, O&O ANALYSIS

FIGURE D.2. – TALENT SPENDING – importance by genre

**TALENT SPEND AS A PROPORTION OF TOTAL PROGRAMME COSTS BY GENRE, 2004/05 TO 2006/07
(BBC IN HOUSE SHOWS ONLY)**

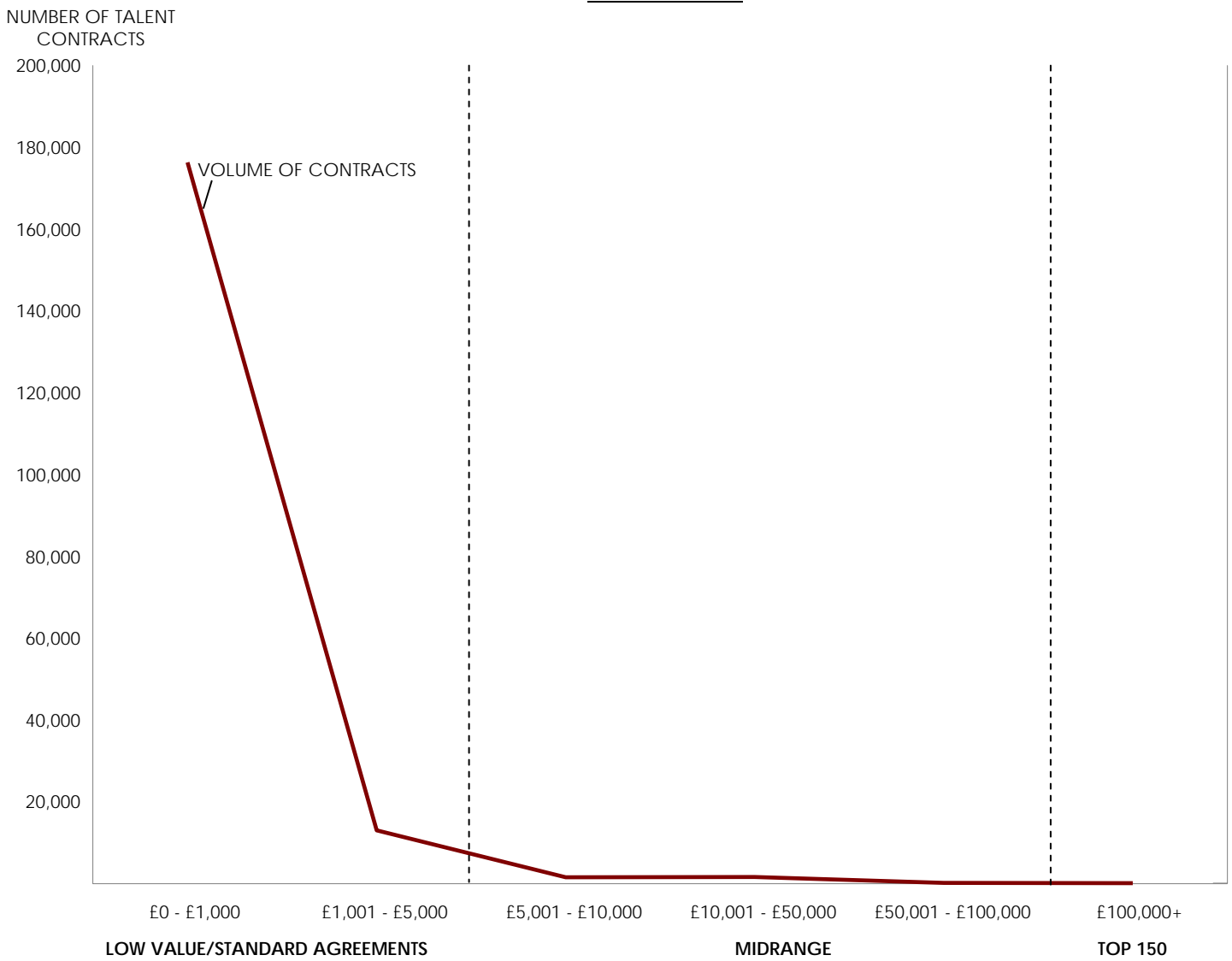


*SMALL SAMPLE

SOURCE: BBC

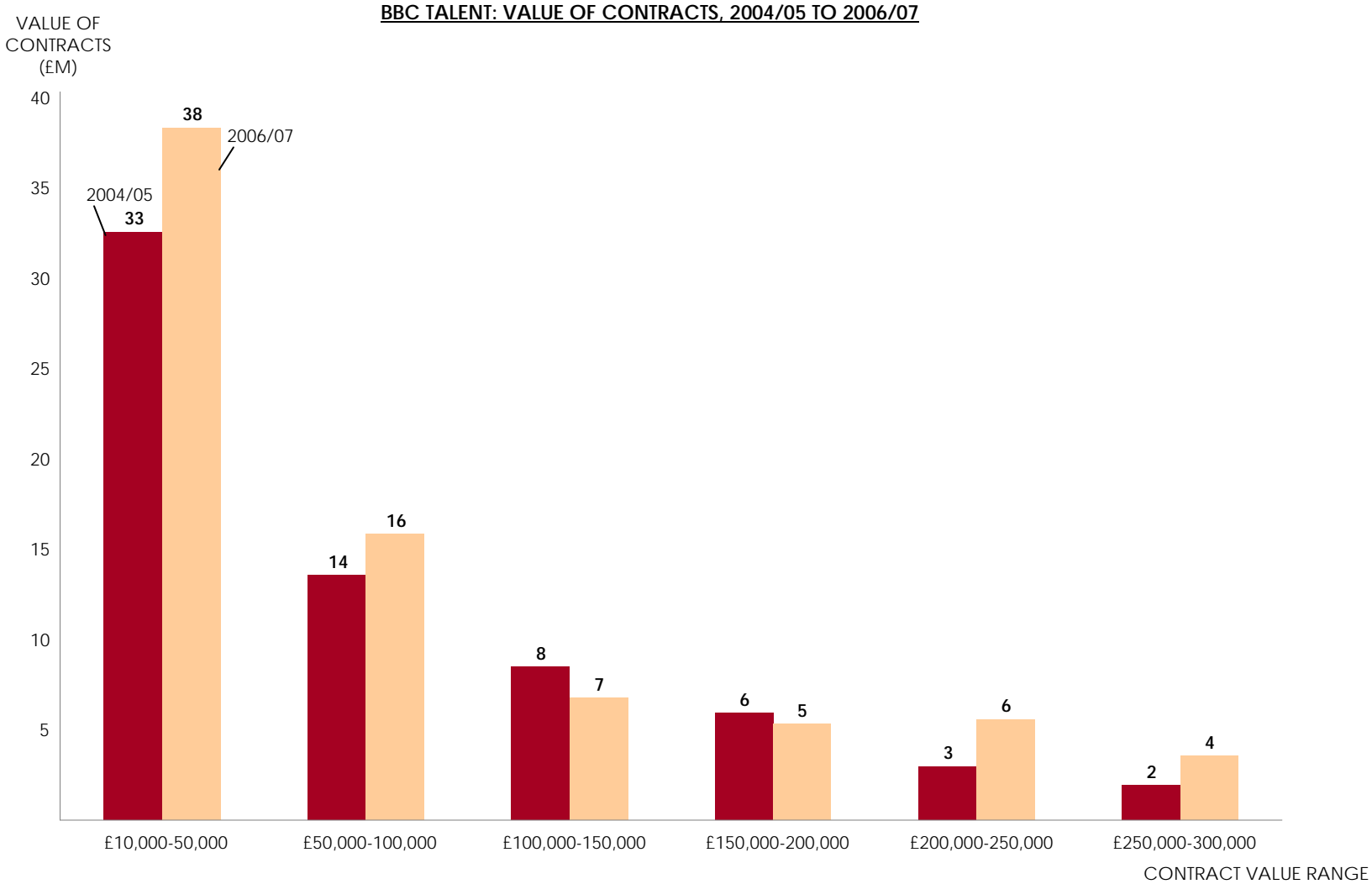
FIGURE D.3. – BBC TV NUMBER OF CONTRACTS BY SIZE OF CONTRACT - 2007

BBC VOLUME OF TALENT CONTRACTS BY RANGE OF PAYMENTS, 2006/07
TOTAL = £171M*



* DOES NOT INCLUDE ALL TOP CONTRACTS (E.G. CENTRAL CONTRACTS)
EXCLUDES TALENT ON STAFF CONTRACTS AND SHORT TALKS

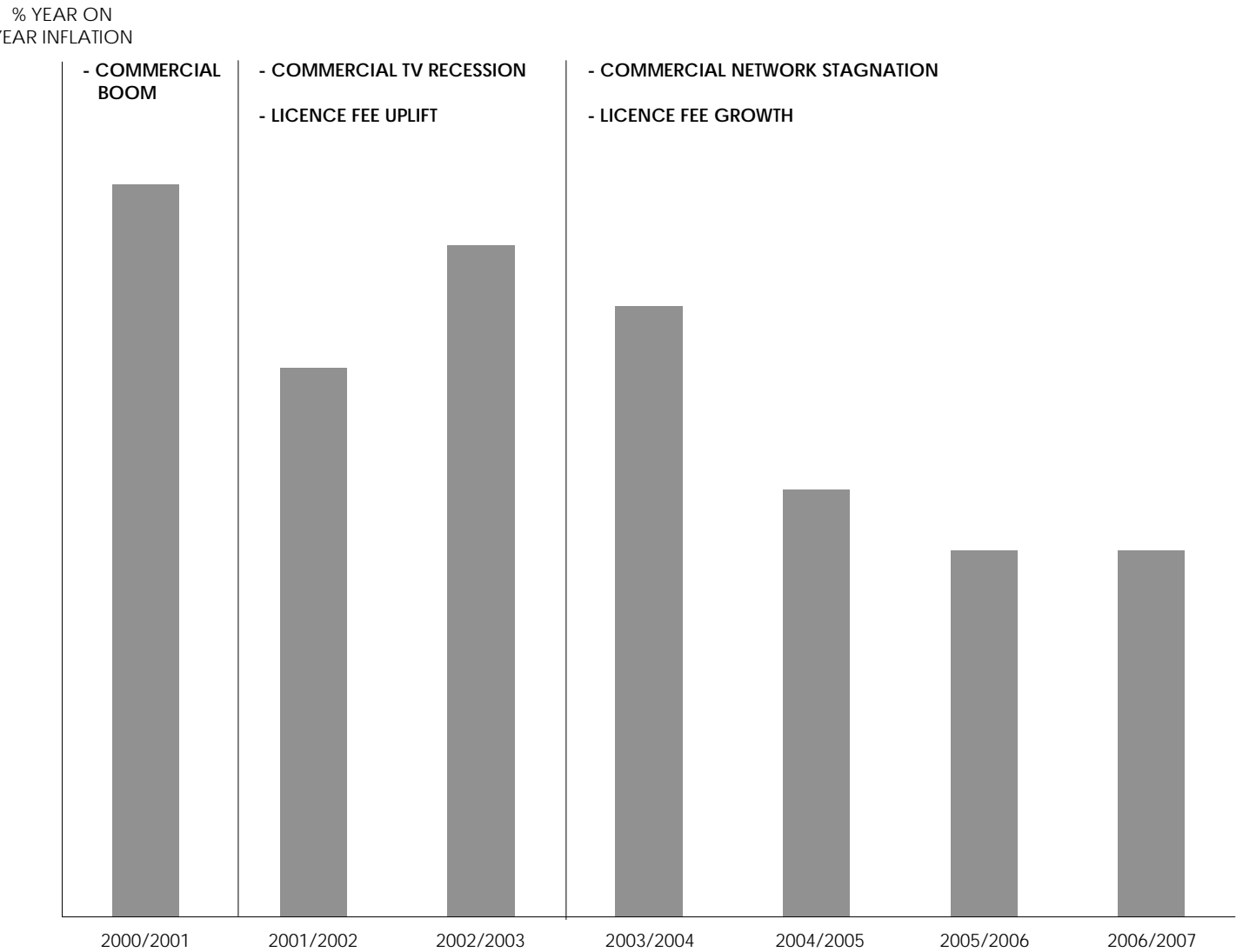
FIGURE D.7. – BBC TV TALENT PAYMENTS – distribution of spending by range band



SOURCE: BBC BUSINESS AFFAIRS AND FINANCE, O&O ANALYSIS

FIGURE D.8. – BBC TV HISTORIC TOP TALENT FEES PER HOUR INFLATION

BBC TV TALENT INFLATION (KEY AND LEAD TALENT) - FEES PER HOUR – RETURNING STRANDS ONLY
2001/02 TO 2006/07

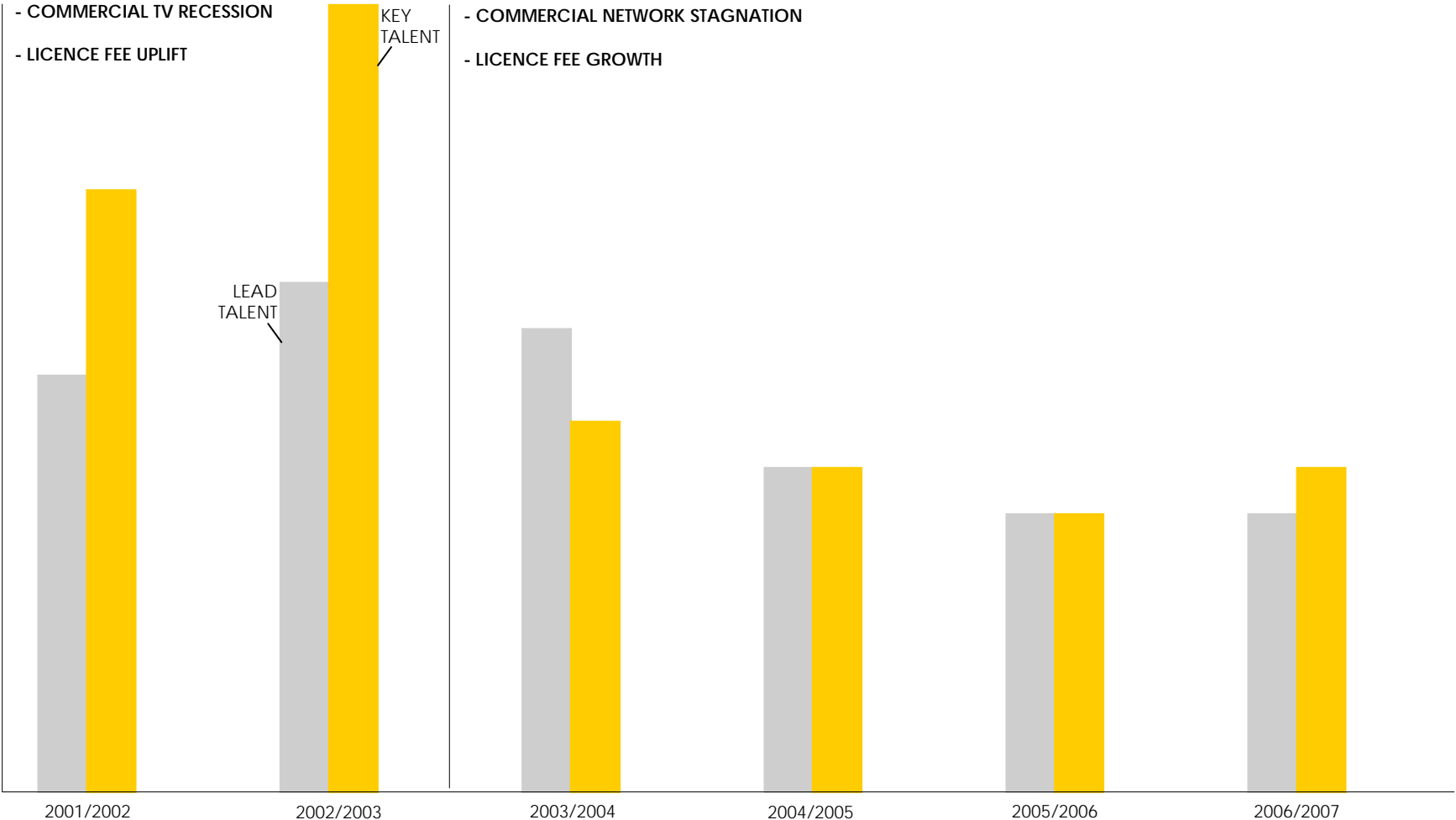


SOURCE: BBC TALENT INFLATION SURVEY 2006/2007, O&O ANALYSIS

FIGURE D.9. – BBC TV KEY VERSUS LEAD TALENT FEES PER HOUR INFLATION

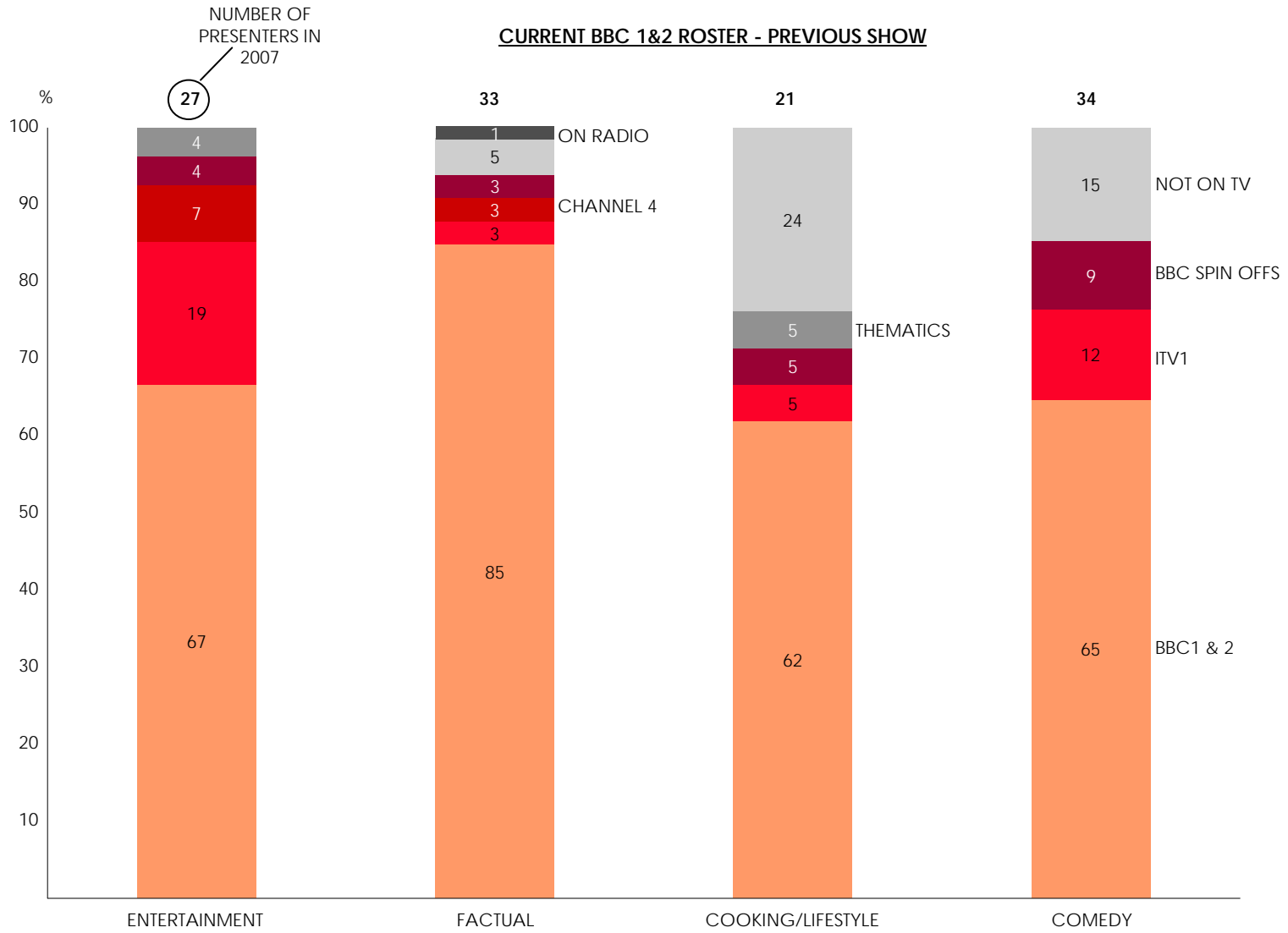
BBC TV TALENT INFLATION (KEY AND LEAD TALENT) - FEES PER HOUR – RETURNING STRANDS ONLY

% YEAR ON YEAR INFLATION



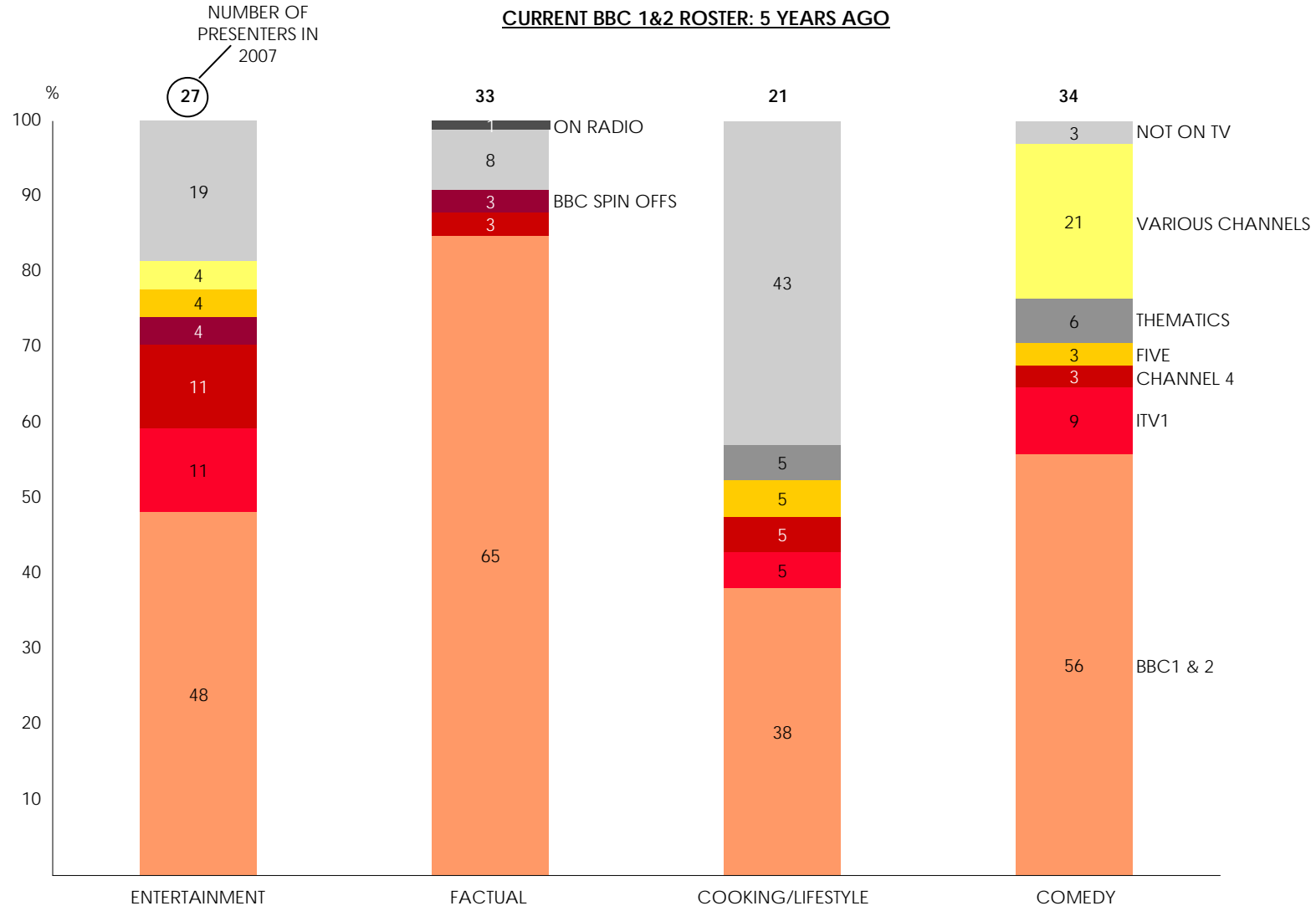
SOURCE: BBC TALENT INFLATION SURVEY, O&O ANALYSIS

FIGURE D.12. – BBC MAIN NETWORKS CURRENT ROSTER OF TALENT BY VENUE – channel with previous show



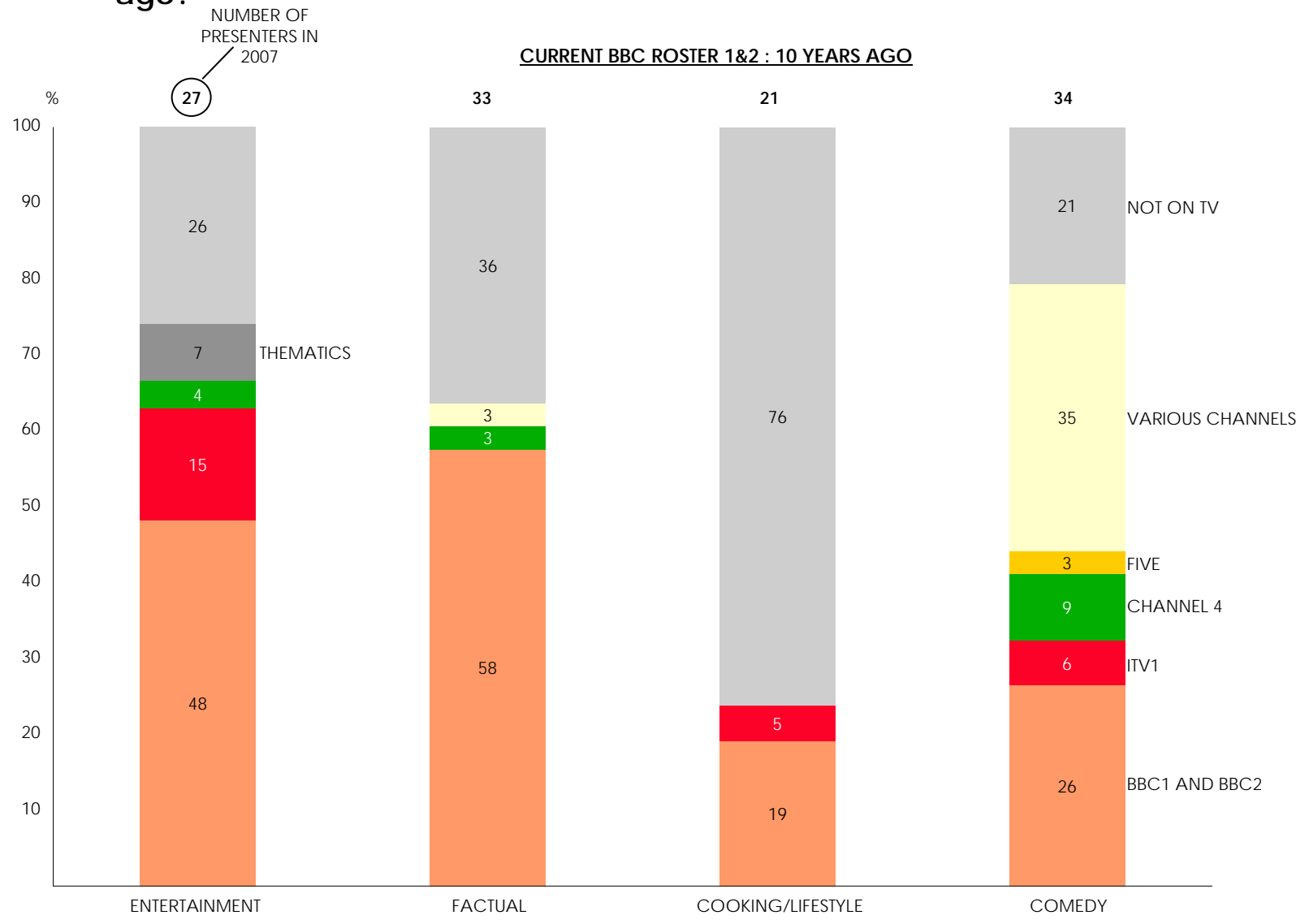
SOURCE: IMDB, SPOTLIGHT, O&O ANALYSIS

FIGURE D.13. – BBC MAIN NETWORKS CURRENT ROSTER OF TALENT BY GENRE – where they were five years ago?



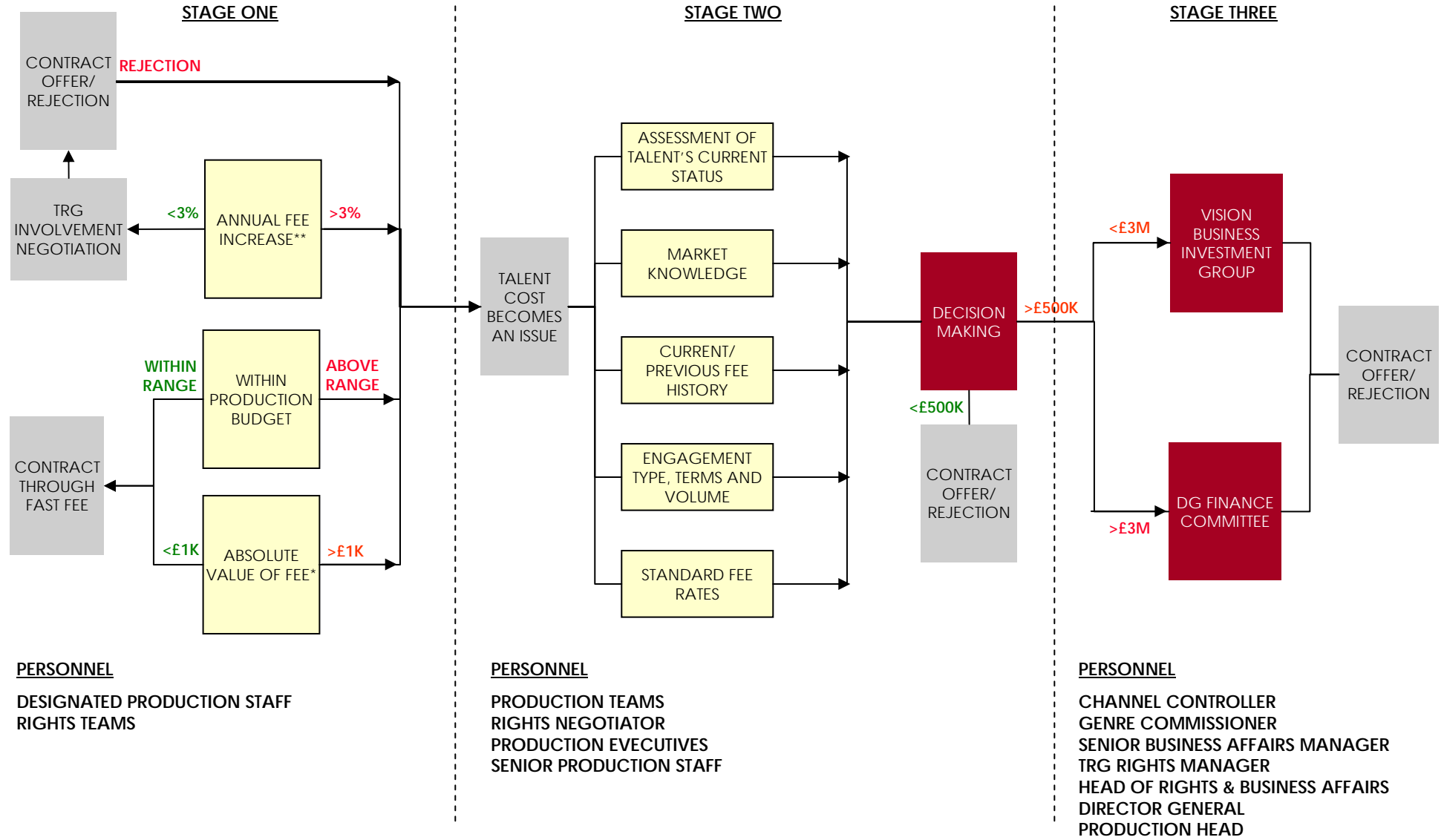
SOURCE: IMDB, SPOTLIGHT, O&O ANALYSIS

FIGURE D.14. – BBC MAIN NETWORK CURRENT ROSTER OF TALENT BY GENRE – where they were 10 years ago?



SOURCE: IMDB, SPOTLIGHT, O&O ANALYSIS

FIGURE D.15. – BBC TALENT FEE REFERRALS PROCESS



* THESE ARE TYPICALLY STANDARDISED PAYMENTS TO PANNELISTS, MUSICIANS OR PRESENTERS. ANYTHING BELOW £1K IS DEALT WITH BY PRODUCTION TEAMS USING THE 'FAST FEE SERVICE'

** TYPICALLY THIS PROCESS FOLLOWED FOR RENEWING MID RANGE, HIGH LEVEL & LONG TERM CONTRACTS

NOTE: FOR BBC SPORT THE THRESHOLD IS A 2% INCREASE AND PERSONNEL WILL VARY I.E. EARLIER DIRECTOR/CONTROLLER INVOLVEMENT

ON SCREEN AND ON AIR TALENT

- ❖ SECTION A – INTRODUCTION AND SCENE SETTING
- ❖ SECTION B - THE ECONOMICS OF ON SCREEN AND ON AIR TALENT
- ❖ SECTION C - THE UK MARKET FOR ON SCREEN AND ON AIR TALENT
- ❖ SECTION D - THE ROLE, POSITIONING AND PERFORMANCE OF THE BBC
- ❖ SECTION E - ASSESSMENT OF MARKET IMPACT AND VALUE FOR MONEY

FIGURE E.4. – COMMERCIAL VALUATION METHODOLOGY

STEP BY STEP VALUATION PROCESS

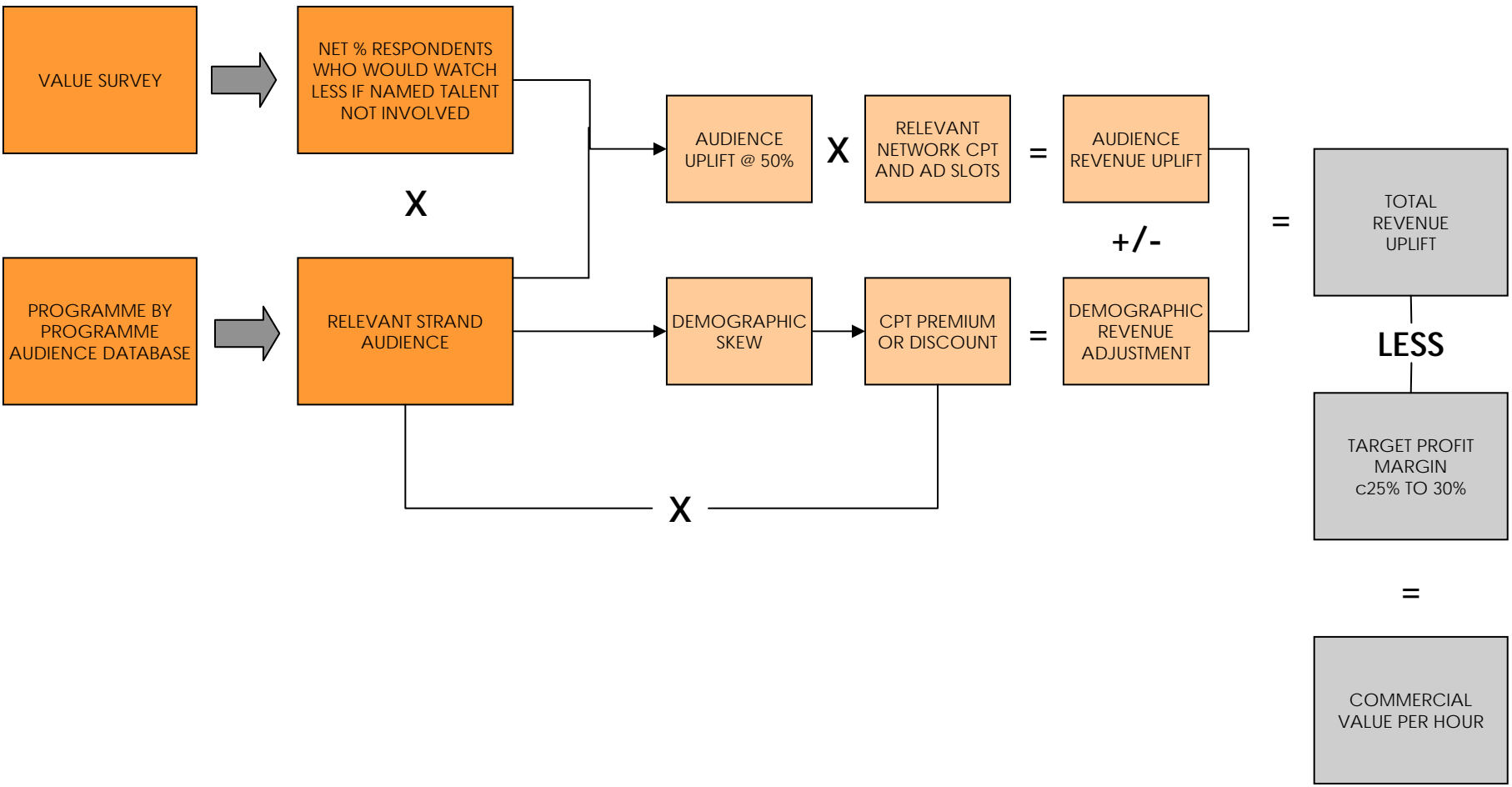
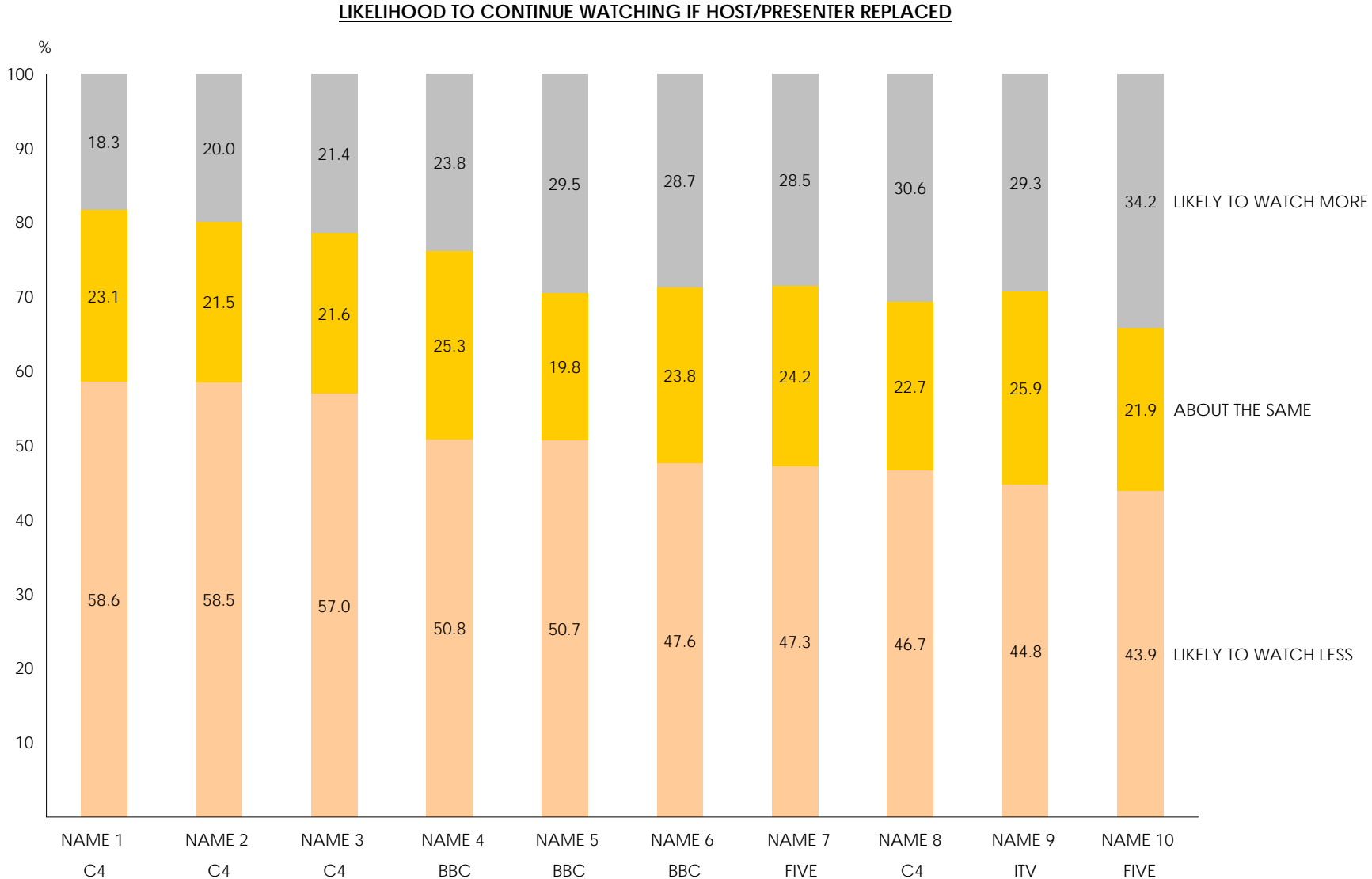


FIGURE E.6. – NET IMPACT ON AUDIENCE – value survey/replacement scores



SOURCE: O&O VALUE SURVEY, 2,500 RESPONDENTS, JAN/FEB 2008

FIGURE E.8. – COST PER VIEWER HOUR VERSUS TALENTS COSTS PER HOUR INDEX – BBC1 entertainment

BBC 1 ENTERTAINMENT PROGRAMMES: TOTAL PROGRAMME COST PER VIEWER HOUR AND TALENT COST PER OUTPUT HOUR, 2006/07

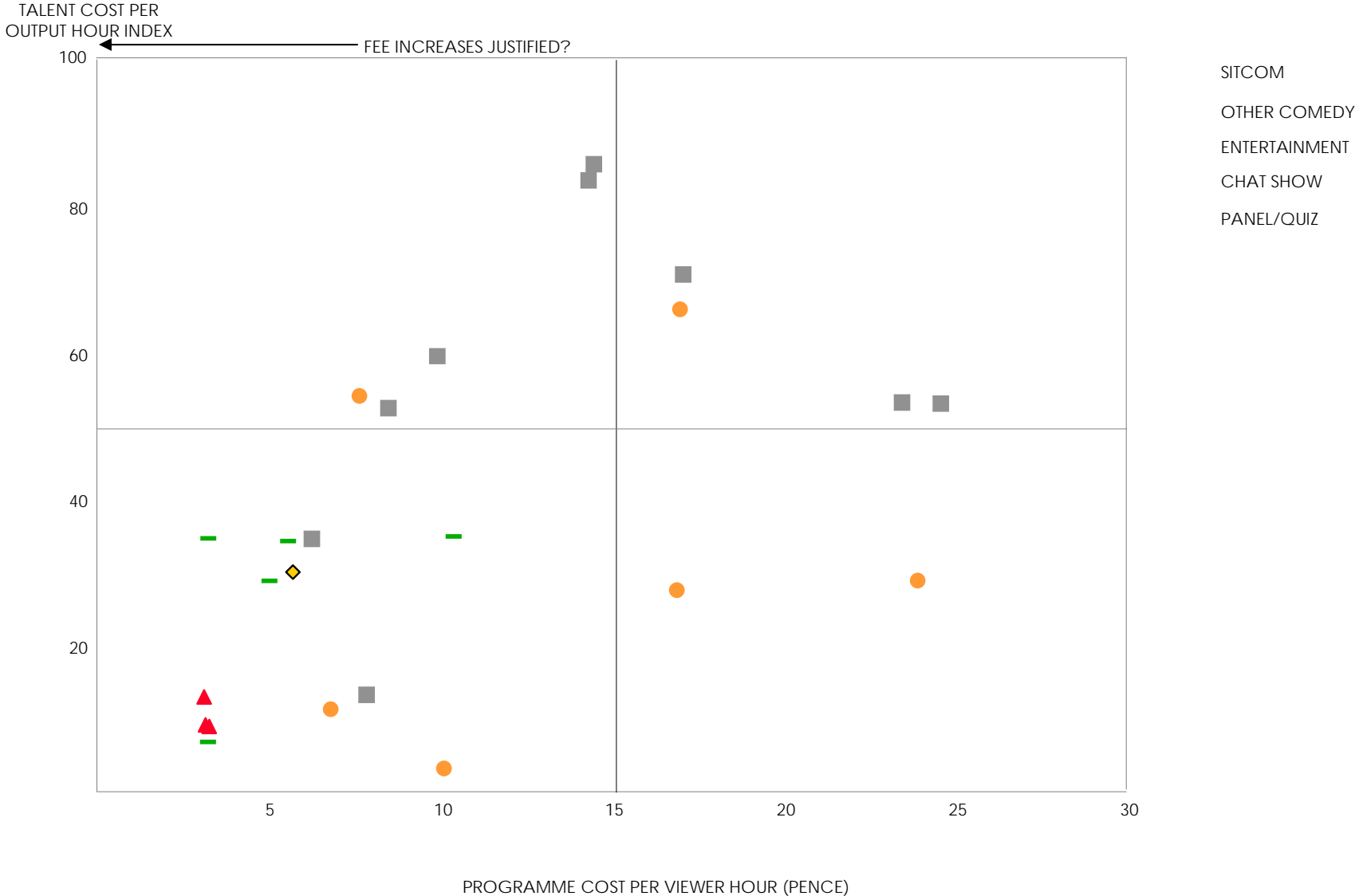


FIGURE E.9. – BBC TV STRANDS – index of talent cost hour and total cost per viewer hour

BBC TV STRANDS: INDEX TO GENRE AVERAGE OF TALENT COST PER VIEWER HOUR AND TALENT COST PER OUTPUT HOUR, 2006/07
(sample of 156 strands / 8 major TV programme genres)

