



CHANNEL FOUR ORGANISATIONAL STRUCTURE

The Programme Makers

Programmes

- **News Current Affairs and Business**
Commissions News, Current Affairs and Political programmes for the Channel.
- **Documentaries**
To develop, commission and manage factual or documentary output. Work with Independent producers and/or production companies.
- **Nations and Regions**
Nations and Regions leads Channel 4's core corporate objectives outside London, Channel 4 had a licence requirement to deliver 30% of originated programmes from companies outside London. The department oversees Channel 4's Creative Cities initiatives - development, events, business support and partnerships in regional cities outside London'.
- **Entertainment**
Commissioning of Entertainment and Comedy programming.
- **FilmFour**
The role of the department is to commission and develop British feature films.
- **Commissioning Management**
To manage Commissioning's administrative affairs and internal communication, manage the Channel's cultural diversity ambitions, develop off-screen talent, manage communication with independent production companies and off-screen talent, commission the Channel's Sports output.
- **Features and Factual Entertainment**
The role of the Event, Features and Factual Entertainment department is to receive proposals from independent production companies and decide which ideas to pursue and commission.

On occasion we also produce original ideas which are tendered to an independent production company to produce.
- **Specialist Factual**
To receive proposals from Independent Production Companies and commission their ideas.

Programme Acquisition

To source and license acquired programming (feature films and series, predominantly from the United States studios) for exhibition across all Channel Four platforms (currently Channel Four, FilmFour Channel and E4).

Legal and Compliance

The primary role of the Legal & Compliance department is to advise Channel 4 on the legal and compliance issues arising from the production and broadcasting of programmes transmitted on all of the Channel's platforms. This involves advising the Board, all commissioning staff, and independent production companies, on legal issues such as libel and contempt, and compliance with the ITC and BSC codes on fairness, privacy and taste and decency for example. The department is also responsible for negotiating and maintaining the Channel's Errors & Omissions insurance cover; and for managing litigation arising from the various Channels' output.

Commercial Affairs and Programme Finance

The department's main function is to negotiate and manage the financial and contractual details of Channel 4 and E4 programme, programme-related (e.g. websites, talent) and distribution deals. The department also manages Channel 4's collective licensing with music collecting societies, copyright clearances, and ad hoc corporate, commercial and legal issues.

4Learning

4Learning is the educational division of Channel 4 responsible for schools programmes and support material, both printed and online for all ages.

The Audience Generators

Research & Insight

The current competitive multi-channel television environment necessitates detailed knowledge and understanding of our viewers. The traditional role of television is going through a fundamental change and as a result, the Research and Insight department was set up to learn more about the prevailing lifestyle and attitudes of our viewers and their relationship with television and programmes. At its heart this department connects the Channel with its viewers.

- *Strategic Planning* - carrying out analysis that ensures a clear understanding of our core viewers and providing input to business decisions that strengthen the Channel 4 brand.
- *Commissioning* - providing feedback on programme performance, and undertaking ad-hoc qualitative research to improve our understanding of a programme's strengths and weaknesses.
- *Programme Planning & Strategy* - giving guidance and audience analysis to the Scheduling team through detailed knowledge of our programmes and those of competitive channels.
- *4 Ventures* - undertaking research to measure the performance and ongoing development of new channels such as E4 and FilmFour, and commissioning research to test the market for new channel concepts and new business opportunities.
- *Marketing* - carrying out research to track the image of Channel 4 and providing measures to evaluate the effectiveness of our media strategy.

Programme Planning and Strategy

Programme Planning & Strategy creates the Channel 4 and E4 programme schedules and prepares the schedule for press publication. In addition, the department costs the programme schedules and ensures they meet the corporate licence requirements.

Marketing

The role of the Marketing Department is to prioritise and promote key elements of Channel 4's output. This involves the management of the on-air promotional time and the production

of off-air advertising campaigns, in addition to brand stewardship, corporate communications, live events and affiliate relationships.

Press and Publicity

The press office handles all communication with the media.

The Revenue Converters

Agency Sales

To sell available Commercial Advertising minutage on Channel Four, E4 and Filmfour to advertising agencies and their clients.

Commercial Marketing & Research

The Commercial Marketing and Research Department's primary role is to support the Agency Sales, Client and Strategic Sales and Sponsorship departments by ensuring that they are presented effectively to potential and existing advertisers and advertising agents on Channel 4. The Research department uses a variety of research analysis tools as well as commissioning new research to gain a greater understanding of who our viewers are. The department provides analysis on programmes, advertising campaigns and market sectors to help sell the channel to advertisers. The Trade Marketing Department's role is to devise and carry out an appropriate strategy for Channel 4's (including E4) trade marketing activity taking into account the overall channel strategy, the marketplace, the development of new propositions and the information needs of the target market'

Commercial

Client & Strategic Sales

The Client & Strategic Sales Department (CSS) addresses the increasingly diverse needs of advertisers and their agency planners. The team's role is two fold; firstly to develop new areas of business across all of Channel 4's commercial activities, and secondly, to improve our dialogue with clients and agencies. The CSS team is the key point of contact for these two groups to discuss ideas, strategies and issues that will assist the objectives of our advertising partners

CSS works closely with the other commercial departments - Agency Sales, Sponsorship and Interactive - either to develop new business or assist with existing sales leads. The CSS Department regularly organises conferences and seminars - special forums within which Channel 4's strengths as a medium and marketing partner can be presented to potential advertisers. In the last year we have held A New Advertisers Day, a Universities and Colleges forum and a Financial Services Marketing forum.

Airtime Management

Create Advertising Break Pattern to maximise Commercial Inventory. Predict Audience Ratings for Breaks. Book advertising campaigns in order to fulfil deals and maximise revenue. Create regular and ad hoc Reports. Assign correct Copy to Spots. Sequence Spot within Break to most optimal order. Generate advertising playlist for Commercial Transmission. Design and make Interactive Overlays, sell and administer Interactive Campaigns. Design Computer Systems to improve and develop current working practices. Comply and uphold ITC rules and regulations. Police and monitor all aspects of the deal parameters in order to sell airtime efficiently and maximise revenue for both Channel 4 and E4.

Sponsorship

The Sponsorship Department match commercial sponsors to TV programmes in such as a way as to help achieve the sponsors' commercial objectives while optimising commercial revenues for Channel 4 Corporation. As with Advertising revenues, monies from sponsorship arrangements flow into a central pot which is then redistributed by the Board to the areas of programming deemed to be most appropriate. In partnership with the advertising agencies

that represent sponsors the Department identifies sponsors, sells ideas, negotiates deals, helps produce sponsorship credits and administers the agreed contracts. Great care is taken in the selection of these sponsors and the production of sponsorship credits. The Department is also responsible for Advertiser Funded Programming where a sponsor will actually fund the production of a new programme at source, usually through the Production Company that have developed the programme idea.

The Delivery Mechanism

Channel Operations

Presentation and Broadcast Services provides presentation planning and transmission, programme tape management, project engineering and maintenance, and a viewer enquiries service. The department is responsible for channel play out (including commercials, programmes, promotions, interactive and ancillary services) of Channel 4, E4, E4+1, FilmFour, FilmFour+1 and FilmFour Weekly.

Engineering is responsible for the technical and operational aspects of Channel 4, E4, FilmFour and derived services over a variety of transmission platforms. The department ensures technical standards are upheld; designs, installs and maintains all the broadcast technical facilities; and encompasses all VT Library services.

124 Facilities

To provide a studio and post production service to Channel 4 and associated companies and to provide a revenue return to the 4 Ventures group.

The Support Departments

Information Systems

Provision of Information Technology Projects, Services and Resources to Channel 4 Television Corporation.

Human Resources

Human Resources is responsible for providing a comprehensive Human Resources service to Channel 4 on a range of recruitment, employment and training & development matters.

Facilities Management

To provide office and building services for all Channel 4 and its subsidiaries

Finance

Provide financial services, control and reporting to Channel 4 Television and the Group

The Bigger Picture

Corporate Relations maintains and promotes Channel 4's relations and image with key stakeholders.

Offices of the Chief Executive and Deputy Chief Executive.

Corporate Development

To provide commercial support to internal business units and develop commercial opportunities with external parties.

Strategy

The Strategy department has three main roles: a) leading the development of Channel 4's overall corporate strategy and communicating this strategy to the rest of the Channel; b) helping individual departments develop and implement their own strategy within this framework; and, c) gathering, analysing and communicating key market information of relevance to Channel 4.

4 Ventures

FilmFour Channel

The FilmFour Department is comprised of 3 key teams: Programming, Marketing and Creative Services. Their collective responsibility is to manage the programming and marketing of FilmFour Channel's three premium pay-TV services which are distributed on Digital Satellite and Digital Cable platforms.

E4

The E4 Channel is a basic tier entertainment channel for the UK pay TV market aimed at 16-34 year olds and the role of E4 programmes is to provide original and acquired programming to satisfy this market.

The role of the E4 marketing department is to prioritise and promote key elements of E4's output. This involves the management of E4 on air promotional airtime, cross-promotional airtime on Channel 4 as well as production of off air advertising campaigns. In addition, the role of the E4 marketing department is to develop and enhance the E4 brand and work with our distribution partners at Sky, ntl and Telewest to ensure that E4 remains an important element of all communication to subscriber bases.'

Consumer Products

The department's role is to act as a creative manager of the retail rights of Channel 4 products that are sold via our joint venture partners direct to customers. This department also helps co-ordinate on-air promotion of Channel 4 linked products and operates the Channel 4 shop.

Rights (Channel Four International) Consumer Products

'The Department's role is to generate revenues for Channel 4 and its producer partners by licensing programme rights to product distributors and managing all aspects of product releases to the best advantage of Channel 4 and production companies.'

Interactive

4Channels Internet and Interactive TV is responsible for the development and production of consumer content for the WWW and Interactive TV platforms. Internet and iTV are now under Interactive departments. This department now includes telephony'.

4 Creative

4Creative covers the roles of both an advertising agency and production company. We create and deliver both above and below the line advertising as well as indent sponsorship.

We do work for Channel 4 and its subsidiaries as well as external Clients, providing a full service, working alongside external media partners.

4 Ventutres Corporate

Provide managerial, financial, strategic and operational support to the 4 Ventures Businesses.

4 Ventures Interactive Commercial

4Interactive is responsible for the development of interactive services across all digital platforms - principally the web, interactive digital TV and telephony.

4 Ventures Interactive Technical

To provide interactive technical services to 4Ventures businesses, especially Interactive and 4Learning. This includes hosting, application design and build and other support as required.