

COMPLIANCE AUDIT REPORT WITH ISAS BC-9001

ASIA TELEVISION






Prepared by
Prof Dr Louis Balme - Dr Magali Modoux
Challenge Optimum S.A., Geneva,
Certimedia Department

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Confidential document, restricted circulation

How to read this report?

	<p>This report results from interviews conducted in Asia Television in August 2006.</p>
	<p>It presents a « satellite view » of the current status of your quality management system, as perceived by our consultants during the interviews as well as the next steps to be achieved in view of ISAS BC 9001 certification.</p>
	<p>The objectives of Asia Television are :</p> <ul style="list-style-type: none"> ▶ To be the first ISAS BC-9001 certified media company in Asia by the end of 2006 ▶ To improve the efficiency of its internal processes and, so doing, to save money (particularly regarding facility management and purchasing)
	<p>This document is structured in 5 sections :</p> <ol style="list-style-type: none"> 1- Identification of the parties 2- Asia Television – Conformity table with ISAS BC 9001:2003 requirements 3- Audit Report 4- Summary of the initial audit findings 5- Next steps until certification



1- Identification of the parties

This report deals with the following company:

NAME	ASIA TELEVISION	Address	XXXXXXXXXX XXXXX
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Responsible person in the company

First & Last Name	XXXXXXXXXX XXXXXX	Fax	+xx xx xxx xxx
Telephone	+xx xx xxx xxx		
@ Email	xxxxxxx@asiatv.com		

Certimedia Consultant 1

First & Last Name	Prof. Dr. Louis Balme, Expert consultant, Challenge Optimum S.A. (Geneva); ISAS Vice-president		
Phone	+41 22 738 13 11	Fax	+41 22 738 13 46
@ Email	louis.balme@optimum.ch		

Certimedia Consultant 2

First & Last Name	Dr Magali Modoux, Certimedia Project Manager, Challenge Optimum S.A. (Geneva)		
Phone	+41 22 738 13 11	Fax	+41 22 738 13 46
@ email	magali.modoux@optimum.ch		

Date

Date	From August 10 th to 12 th , 2006	Hour	From 9 a.m. to 7 p.m.
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• Asia Television

Asia Television is a 4 years old commercial TV company. It encompasses a large scale of generalist and specialized programmes, mostly focusing on news and entertainment.

Asia Television market-share is in a growing trend. The management's minimal target for 2006 is a 14-15% market-share. In August 2006 it ranked three at the national level in terms of average market-share. It covers approximatively 60% of the territory through its 31 transmitters, i.e. 73% population coverage.

Asia Television is totally digitalized and produces in house 77% of its programmes. It is on air 20.5 hours per day, transmitting from 5 am to 1:30 am. During week-ends and days off, Asia Television is on air 24/ 24 hours.

Asia Television employs 2000 people in August 2006, all working on the same site; among them 300 are professional journalists. The ratio between permanent and contract employees is 70/30. All received a personalized and professional training designed and delivered by Asia Television.

In 2004 Asia Television began an ongoing ISO 9001 certification process, department by department. Sales & Marketing, Production, Finance, News diffusion have already achieved their certification; Human Resources and General Affairs will be certified at the end of the year. The 150 existing procedures are regularly assessed, on a mid-yearly basis; six full-time employees, directly under top management's responsibility, are in charge of implementing and improving the quality management system.

• Certimedia

Certimedia is a department of *Challenge Optimum S.A.* (Switzerland), a company with more than 12 years experience and expertise in coaching and consulting companies seeking certifications. It covers a wide range of standards with focus on management systems (ISO 9001, ISO 14001, etc.). *Challenge Optimum S.A.* has also developed its own training institute, specialized in quality management (see www.certimedia.org / www.optimum.ch).

Certimedia is dedicated to help media companies enhance their management systems and their own organisation. Its services cover a wide field, from quality check up to ISAS BC-9001 and ISAS P-9001 preparation to certification. Certimedia is connected to an international network of media professionals and media management specialists, whose language and culture knowledge is fundamental to understand the environment in which each media is working.

Certimedia is mandated by the *Media & Society Foundation* (Geneva), a not-for-profit organisation, governed by a Board composed of eminent media professionals, who developed ISAS BC and P-9001 standards and serve as guarantors of the whole process (see www.media-society.org).



2- Asia Television - Conformity table with ISAS BC 9001:2003 requirements

Requirements	Conformity percentage									
	10	20	30	40	50	60	70	80	90	100
4- QUALITY MANAGEMENT SYSTEM										
4-1- General requirements										
4-2- Documentation requirements										
5- MANAGEMENT RESPONSIBILITY										
5-1- Management commitment										
5-2- Customer focus										
5-3- Quality policy										
5-4- Planning										
5-5- Responsibility, authority and communication										
5-6- Management review										
5-7- Corporate social investment										
6- RESOURCE MANAGEMENT										
6-1- Provision of resources										
6-2- Human resources										
6-3- Infrastructure										
6-4- Work environment										
7- PRODUCT REALIZATION										
7-1- Planning of product realization										
7-2- Customer related processes										
7-3- Design and development										
7-4- Purchasing										
7-5- Production and service provision										
7-6- Control of monitoring and measuring devices										
8- MEASUREMENT, ANALYSIS AND IMPROVEMENT										
8-1- General										
8-2- Monitoring and measurement										
8-3- Control of non-conforming product										
8-4- Analysis of data										
8-5- Improvement										

Minimum rating to get certified: 75%



3- AUDIT REPORT

ASIA TELEVISION August 2006

Major non conformity				
Minor non conformity			Comments	Suggestions of Improvement
Observation				
4- QUALITY MANAGEMENT SYSTEM				
4-1- General requirements 80%				
4-1-a- How far does management apply the process approach?	80%		Excellent process approach by the management.	
4-1-b- Has the broadcaster / newspaper a formalized description of its processes and how are they understood by the staff?	80%	○	Very good formalization of the processes. Approximately 10% staff turn-over has a negative impact on the management system. Good knowledge transfer through training.	Because the implementation of ISO 9001 has been achieved department by department, the processes formalization is not totally harmonized. With the coming ISAS global certification, it is necessary to harmonize the formalization of the processes.
4-2- Documentation requirements 80%				
4-2-a- How are documents and records used to support effective and efficient operation of the processes of the broadcaster / newspaper?	80%	○	All critical activities are supported by written procedures and systematic controls by the compliance & audit department.	At the moment all the documentation is maintained manually. Asia Television should acquire a specialized software able to easily maintain the management documentation and manage the QMS in terms of internal auditing, performance indicators, suppliers evaluation, non-conformities, corrective and preventive actions, etc.
4-2-b- Are the procedures of the broadcaster / newspaper specifying critical control points and how are they applied by the staff?	80%		Good compliance	



4-2-c- Is there a Quality Manual in place which follows the structure of ISAS BC 9001 / P 9001?	80%	○	Already structured according to ISO 9001:2000 standard.	Add necessary elements to demonstrate the compliance with ISAS BC-9001
4-2-d- Is there a Code of Ethics in place and how is it applied?	80%		Asia Television applies 3 codes of ethics: the Code of Ethics edicted by the Alliance of Independent Journalists of its country and the Code for TV Journalists. Each journalist is member of a journalist association.	
4-2-e- Is there a Code of Programs (and/or an Editorial Charter) in place and how is it applied?	80%		Programme code for broadcasting does exist.	
4-2-f- Is there a Code of Advertising in place and how is it applied?	80%		Code edicted by the national law on broadcast + internal rules (80% prog/ 20% advertising, slots, segments and breaks well defined and strictly controlled).	
5- MANAGEMENT RESPONSIBILITY				
5-1- Management commitment 80%				
5-1-a- How does top management demonstrate its leadership and involvement?	80%		The top management of the company is totally involved and supportive of the QMS.	
5-1-b- How does top management demonstrate its commitment to well-defined core-values?	80%		Values included in Asia Television mission.	
5-2- Stakeholder focus 80%				
5-2-a- How does the broadcaster / newspaper identify audience' needs and expectations on a continual basis?	80%		Very good compliance through 4 main tools: 1- AC Nielsen audience measurement, 2- Yearly customer satisfaction surveys, 3- Customer focus groups and 4- "Fan-clubs".	
5-2-b- How does the broadcaster / newspaper identify advertisers/sponsors' needs and expectations on a continual basis?	80%		Good compliance thanks to the Sales and Marketing Department (Customer Care service) and the yearly customer satisfaction survey.	



5-2-c- How does the broadcaster / newspaper identify people's need for recognition, work satisfaction, competence and personal development?	80%		Very good compliance with systematic annual evaluation of the personnel, training programmes and a specific Broadcaster Development Program (BDP) dedicated at beginners freshly issued from the University	
5-2-d- How does the broadcaster / newspaper consider the potential benefits of establishing partnerships with its suppliers?	80%		Yearly evaluation of suppliers on top of systematic on going recording of non conformities	
5-2-e- How does the broadcaster / newspaper identify other interested parties' needs and expectations that can result in setting objectives?	80%			
5-2-f- How does the broadcaster / newspaper ensure that statutory and regulatory requirements have been considered?	80%		Strict respect of official requirements with double check: internally by the compliance & audit department, externally by the official censorship agency.	
5-3- Quality policy	80%			
5-3-a- How does the quality policy ensure that the needs and expectations of all stakeholders are understood?	80%		The quality policy of Asia Television is mainly defined and monitored through 3 main Committees: the Programming Committee, the Procurement & Special Projects Committee and the Human Capital Committee. They are chaired by the owner of the channel, and the members are the directors and division heads of the company	
5-3-b- How does the quality policy lead to visible and expected improvements?	80%		Very good compliance. Strict follow-up of programmes quality, non-conformities, improvement projects, etc	
5-4-c- How does the quality policy consider the broadcaster / newspaper's vision of the future?	80%		Very good compliance. The vision is well defined and communicated. Actions and decisions are well connected to the vision.	
5-4-d- Is the quality policy yearly reviewed and eventually updated?	80%		Revised as much as necessary (more than once a year)	
5-4-e- How far is it known and understood by the staff?	80%		Good compliance in appearance. To be checked in detail with a representative sample of the staff.	



5-4- Planning		80%	
5-4-a- How do the objectives translate the quality policy into measurable goals for quality of information?	80%		Asia Television has recently reached the best market share for news (minimum 15%). According to the management this is mainly due to 2 factors: 1- A well balanced combination between breaking news, talks, reportages and sport and 2- Information quality where all subjects except religion, drug and terrorism are deeply investigated provoking sometimes strong reactions with demonstrations in front of the Asia Television building (such as the recent one after the broadcast of a reportage on the use of rat meat in canned food by some non scrupulous food manufacturers). 6 awards for documentaries and investigation programmes on corruption, rat-food, and tofu with formol have been granted to Asia Television the last 2 years. Information is systematically checked before broadcast, with hidden camera if necessary. Right to answer well respected.
5-4-b- How do the objectives translate the quality policy into measurable goals for quality of programs contents?	80%		Very good compliance with a strict control of the quality of the programs a priori and a posteriori by the Program Committee.
5-4-c- How do the objectives translate the quality policy into measurable goals for innovation and creation in programs?	80%		Very good compliance - Asia Television policy is to increase internal productions (70% at the moment) and create and develop new programmes. A International award has been received in 2006 for a documentary + Asian Television Award
5-4-d- How are the objectives deployed to each management level to assure individual contribution to achievement?	80%		The corporate strategy and objectives decided by the Programming Committee are adequately deployed and monitored in each department until the work team level. Each department deploys for its own teams quality objectives decided by the Programming Committee. Because of the necessity to move employees in the company depending on the programming schedule, it is difficult to allocate quality objectives to each and every employee.
5-4-e- How does management ensure the availability of resources needed to meet the objectives?	80%		Very good compliance.



5-5- Responsibility, authority and communication		69%		
5-5-a- How does top management ensure that responsibilities are established and communicated to people?	80%		Very good compliance. Detailed and transparent organization chart available. Job description for each staff member. Well defined rules for financial engagements by the managers.	
5-5-b- How clearly defined are the relationship between the top management and the political power in terms of rights & duties?	80%		As a private channel, Asia Television is fully independent from the political power. Asia Television strictly follows the official rules and regulations on broadcasting.	
5-5-c- Are there periodic meetings between the management and the personnel?	80%		At the level of the top management: 3 Board meetings per week, once a week for each Committee. At the level of the staff, very frequent meetings with middle management.	
5-5-d- Is there a Quality Committee in place and how efficient is it?	80%		The quality issues are adressed in each Committee on a weekly basis.	
5-5-e- Is there a Quality Manager in place who reports to the CEO?	80%	O	Yes, a responsible for compliance and internal auditing + ISO 9001 compliance	Corporate Quality Manager to be mentioned on business card
5-5-f- Is there an "Ombudsman" in place separate from the Quality Manager?	0%	MNC		Appoint a (part time) ombudsman (mediator) to comply with ISAS BC-9001 requirements
5-5-g- How transparent are the rules of recruitment and professional evolution of these two executives?	80%		Good compliance. Open and transparent recruitment for staff and management (offers of employment published by Internet or in newspapers) / Directors appointed for 3 years by owner & board of directors.	
5-6- Management review		80%		
5-6-a- How does top management ensure valid input information as per requirement 5-6-2 of the norm is available for the management review?	80%		Very complete management review report with corrective actions and follow up	
5-6-b- How does the management review activity and evaluate information to improve the effectiveness and efficiency of the processes of the broadcaster / newspaper?	80%		Very good compliance. See 5.5.c above.	



5-7- Corporate social investment		40%		
5-7-a- How far does broadcaster / newspaper participate in off air corporate social investment?	0%	MNC	Nothing for the moment but good will to comply.	Establish policy for social "off air" investment such as sponsorship of media curricula at the University, financing of small TV or radio stations with didactic aim, etc.
5-7-b- Is the company sponsoring cultural, social and/or humanitarian causes projects?	80%		Good compliance. Financial support to traditional dance, special support when humanitarian problem	
6- RESOURCE MANAGEMENT				
6-1- Provision of resources		80%		
6-1-a- How does top management plan for resources to be available in a timely manner?	80%		Every year need for new employees is discussed and planned	
6-1-b- How does top management guarantee the best possible geographical accessibility to the media?	80%		30 Asia Television transmitters operational for the country starting from 2001 (6), 2003 (4), 2004 (5), 2005 (15) with powers between 1kw and 80kw; geographical coverage impossible to measure at the moment because not yet organized by the Ministry of Telecom but estimation 50% and for 73% of the population	
6-2- People		80%		
6-2-a- How transparent are the rules of recruitment and professional evolution of the staff, particularly for journalists, presenters and producers?	80%		3 sources: public announcement in newspapers, announcement in Asia Television programs, direct recruitment at the university. Most of top management members are Asia Television founders, lot of supervisors are coming from internal positions.	
6-2-b- Are there job descriptions in place in the company?	80%		OK for all staff and management	
6-2-c- Are they regularly updated?	80%		Yes. Annual review.	
6-2-d- Is there a system in place for the yearly evaluation of the personnel?	80%		Very good compliance. Formal and systematic yearly evaluation with strong impact on salary and training.	
6-2-e- Are the evaluation criteria in direct relationship with operational objectives?	80%		Very good compliance at the work team level.	



6-2-f- Is it easy to deduct from the yearly evaluation the necessary complementary training courses?	80%		Yes.	
6-2-g- How far is the staff allowed to participate in the improvement of the organization of the broadcaster / newspaper?	80%		Very good compliance at the work team level.	
6-2-h- Is this participation correctly rewarded?	80%		Employee of the year + team weekly bonus for sales & marketing, production, news if target reached + monthly bonus when money is recovered on time from clients, debtors, etc.	
6-3- Infrastructure	80%			
6-3-a- How does management ensure that the infrastructure is appropriate for the achievement of the objectives of the broadcaster / newspaper?	80%		With top level premises and fully digitalized equipment, the infrastructure of Asia Television totally adequate to the objectives and the strategy of the company. 60 million € have been invested in building and equipment over the last 5 years	
6-3-b- How does management consider labor safety?	80%		Accident insurance for everybody is in place. A safety manager is appointed in the organization. Specific trainings on safety are regularly organized (fire escape, first aid). Personal protective equipments are in use in the technical department.	
6-3-c- How does management guarantee technical quality of broadcast programmes?	80%		A special dash-board is in place for the evaluation of the technical quality: availability of the network, breakdowns, etc.	
6-3-d- How efficient is the information system of the company?	80%		Every Monday, all division heads are meeting and reviewing operational problems with a strong emphasis on IT system.	
6-4- Work environment	80%			
6-4-a- How does management ensure that the work environment promotes motivation, satisfaction, development and performance of people in the broadcaster / newspaper?	80%		Excellent work environment with spacious and comfortable works spaces and equipment, cafeteria 24 hours, fitness centre for employees, massage room.	
6-4-b- Are the premises of the company well adapted to a good internal communication?	80%	○	All the premises as well as the technical equipment have been designed to facilitate internal communication.	The logistics storage area should be re-organized in order to maintain a strict split with the maintenance area. The wardrobe area should be extended.



7- PRODUCT REALIZATION			
7-1- Planning of product realization		80%	
7-1-a- Are there standardized documents in place to facilitate production planning and operations?	80%		Very good compliance
7-1-b- How far are the sub-contractors informed and implied in the planning of new productions?	80%		Very good compliance
7-1-c- Is the production planning well respected?	80%		The respect of production planning is a must for live programmes and well respected for recorded ones.
7-2- Customer related processes		80%	
7-2-a- How has management defined audience-related processes to ensure consideration of their needs?	80%		As already mentioned in 5-2-a, very good compliance through 4 main tools: 1- AC Nielsen audience measurement, 2- Yearly customer satisfaction surveys, 3- Customer focus groups and 4- A "fan-club" created 3 months ago and gathering already 2000 members (mainly associations and other groups of the civil society)
7-2-b- How has management defined advertiser/sponsor-related processes to ensure consideration of their needs?	80%		Good compliance. See 5-2-b
7-2-c- How has management defined other interested-party-related processes to ensure consideration of their needs and expectations?	80%		Good compliance - See 5-2-c. Asia Television is member of the National Broadcasting Association
7-2-d- Is there a Programs Committee in place and how efficient is it?	80%		As already mentioned in 5-3-a, the quality policy of Asia Television is mainly defined and monitored through 3 main Committees: the Programming Committee, the Procurement & Special Projects Committee and the Human Capital Committee. They are chaired by the owner of the channel and the members are the directors and division heads of the company



7-2-e- If the broadcaster / newspaper is in trouble to respect a contract is there an adequate communication with the client?	80%		Good compliance through the customer care team of the Sales & Marketing department.	
7-2-f- How far does the broadcaster / newspaper measure audience numbers?	80%		Weekly measurement by AC Nielsen (weekly frequency limited by technology for the moment)	
7-2-g- How far does the broadcaster / newspaper measure customer satisfaction?	80%		Focus group discussion + yearly consumer satisfaction survey + fan-club	
7-2-h- How far does the broadcaster / newspaper measure customer complaints?	80%		Complaints from viewers are solved by the Programme Committee/ Complaints from advertisers by the customer care team within the Sales & Marketing division	
7-3- Design and development	80%			
7-3-a- How are new programs designed to ensure they satisfy customers and other interested parties?	80%		Good compliance through the Programming Committee	
7-3-b- How are design and development processes managed in practice, including the management of sub-contractors?	80%		Idem + Purchasing Committee	
7-3-c- How are activities such as design review, verification, validation considered in the design of new programs?	80%		Good compliance through the Programming Committee	
7-4- Purchasing				
7-4-a- How has top management defined purchasing processes that ensure purchased products satisfy the broadcaster / newspaper's needs?	80%		Very good compliance with a dedicated Procurement and Special Projects Committee	
7-4-b- How does the broadcaster / newspaper ensure conformity of purchased products from specification through to acceptance?	80%		Every product or service acquired from external suppliers and sub-contractors is checked according to appropriate written procedures	



7-4-c- Are the orders to the suppliers adequately documented and explicit, especially with regard to quality requirements?	80%		TORs (Terms of reference) is the standard of the company.	
7-4-d- Is the broadcaster / newspaper using formalized criteria and/or tenders when a new supplier is selected and how are they applied?	80%		Good compliance. Every new supplier is evaluated.	
7-4-e- Is the broadcaster / newspaper giving a specific advantage to a supplier already ISO 9001 certified?	0%	mN C	No at the moment	Asia Television quality policy should encourage the introduction of quality management principles and tools in the organization of its suppliers and sub-contractors.
7-4-f Is the broadcaster / newspaper evaluating once a year its suppliers and how efficient is the process?	80%		Very good compliance	
7-4-g Is the broadcaster / newspaper systematically evaluating audience satisfaction and numbers for each new production bought from the market?	80%		Very good compliance	
7-4-h- How does management promote partnership arrangements with suppliers?	80%		Very good compliance	
7-4-i- How does the broadcaster / newspaper check if its suppliers and partners are respectful to the labor laws and of equality between men and women?	33%	mN C	At the moment, the audit of new suppliers or the yearly evaluation of on going suppliers does not cover this requirement.	It is recommended to write in the contracts with the suppliers a special clause mentioning these two commitments and to check every year how they are respected in practice.
7-4-j- When these suppliers are in foreign countries, how does the broadcaster / newspaper check if they are respectful to the Human and Children Rights Convention?			Not applicable	



7-4-k- How does the broadcaster / newspaper validate the chain of rights in the purchasing process?	80%	Copyrights are checked, even when products/programmes are bought abroad	
7-5- Production and service operations			
7-5-a- How are realization processes managed from inputs to outputs?	80%	Very good compliance	
7-5-b- How are activities such as verification and validation considered in realization processes?	80%	Very good compliance	
7-5-c- Are quality criteria to be reached in production well defined and formalized in quality dash-boards?	80%	Very good compliance	
7-5-d- How close are they from the list of requirements of section 7-5-1?	80%	OK: quality of prog contents, audience nb and complaints, advertisers' complaints, censorship agency complaints, quality of tech equipments, participation of citizen & civil society in BC prog (fan club), minorities' representation, opening to the world (discovery of foreign cities + shared foreign correspondents)	
7-5-e- Based on these criteria, does the broadcaster / newspaper measure the quality of programs before delivery?	80%	Very good compliance	
7-5-f- Based on the same criteria, does the broadcaster / newspaper measure the quality of programs after delivery?	80%	Very good compliance	
7-5-g- Has the broadcaster / newspaper a traceability system in place which ensures to source the cause of problems and how efficient is it?	80%	Very good compliance	



7-5-h- How efficient is the evaluation of advertisement contents prior to broadcast, particularly with regard to the Code of Advertising?	80%		Very good compliance	
7-5-i- How does the broadcaster / newspaper ensure audience participation in programs, in terms of non-discrimination, respect of social rules and personal image?	80%		Very good compliance	
7-5-j- How does the broadcaster / newspaper ensure the safe long-term storage of programs?	80%		Digital and analogic formats (cassettes not CDs because of fragility); in a protected area (specific storage room and cupboard protected by anti-oxygen gas and firewall)/ own designed software to classify the storage datas (very efficient)	
7-6- Control of measuring and monitoring devices				
7-6-a- How does management control the measuring and monitoring devices to ensure that correct data are being obtained and used?	80%		Very good compliance	
7-6-b- How does management control the measuring of audience number and satisfaction and ensure a good balance between quantitative and qualitative results?	80%		Nielsen (quantitative)/ feed-back of customer care, fan club, customer survey, customer focus groups (qualitative)	
8- MEASUREMENT, ANALYSIS AND IMPROVEMENT				
8-1- General				
8-1-a- How does management promote the importance of monitoring activities ?	80%		Weekly management meetings + reporting system in place	



8-2- Measurement and monitoring

8-2-a- How does management ensure collection of audience numbers and satisfaction-related data for analysis, in order to obtain information for improvements?	80%		Very good compliance	
8-2-b- How does management ensure collection of advertisers/sponsors satisfaction-related data?	80%		Very good compliance	
8-2-c- How does management ensure the collection of data from other interested parties?	80%		Very good compliance	
8-2-d- How effective is the internal quality audit system in place?	80%		Very good compliance	
8-2-e- How does the broadcaster / newspaper use self-assessment techniques of the quality management system ?	80%		HR department has established a general self-assessment questionnaire to evaluate the performance of the staff members	
8-2-f- Is there a global quality dash-board in place and how efficient is it?	80%		Dash board with two data: market shares (target = 14%) and sales	

8-3- Control of nonconformity

8-3-a- How does the broadcaster / newspaper control process and product nonconformity?	80%		Very good compliance	
8-3-b- How does the broadcaster / newspaper analyze nonconformity for lessons learned and process and product improvement?	80%		Very good compliance	



8-3-c- Is there a formalized system in place for the management of non-conformities which ensures the recording, the traceability and the consolidation of:			Very good compliance	
8-3-d- Clients complaints	80%		Very good compliance	
8-3-e- Supplier non-conformities	80%		Very good compliance	
8-3-f- Internal non-conformities	80%		Very good compliance	
8-4- Analysis of data				
8-4-a- How does the broadcaster / newspaper analyze data to assess its performance and identify areas for improvement?	80%		Very good compliance	
8-4-b- Are quality indicators in place, ensuring in particular a reliable measurement of non-quality costs?	80%		Very good compliance	
8-5- Improvement				
8-5-a- Is there a global dashboard summarizing corrective actions taken and improvement projects and how efficient is it?	80%		Very good compliance	
8-5-b- How does management use corrective action for evaluating and eliminating recorded problems affecting its performance?	80%		Very good compliance	
8-5-c- How does management use preventive action for loss prevention?	80%		Very good compliance	
8-5-d- How does the management ensure the use of systematic improvement methods and tools to improve the broadcaster / newspaper's performance?	80%		Special R&D methods	



4- Summary of the initial audit findings

😊 Positive areas

- 1- Very dynamic and proactive management team
- 2- Staff well committed to quality management and continual improvement and aligned to corporate mission
- 3- Transparent organisation
- 4- “Ethical Code”, “Broadcasting Code” and “Advertising Code” in place
- 5- Good command in operations: good planning, traceability of operations, performance monitoring and results
- 6- Good work environment: good internal communication, employee motivation and infrastructure including IT
- 7- Excellent HR policy including training and succession management
- 8- Already excellent conformity with ISAS 9001 norm
- 9- Very creative company



☹ Areas to be improved

- 1- Because the implementation of ISO 9001 has been achieved department by department, the processes formalization is not totally harmonized. With the coming ISAS global certification, it is necessary to harmonize the formalization of the processes.
- 2- At the moment all the documentation is maintained manually. Asia Television should acquire a specialized software able to easily maintain the management documentation and manage the QMS in terms of internal auditing, performance indicators, suppliers evaluation, non-conformities, corrective and preventive actions, etc.
- 3- Necessary to add some elements to demonstrate the compliance with ISAS BC-9001
- 4- Appoint a (part time) ombudsman (mediator) to comply with ISAS BC-9001 requirements
- 5- Establish policy for social "off air" investment such as sponsorship of media curricula at the University, financing of small TV or radio stations with didactic aim, etc.
- 6- The logistics storage area should be re-organized in order to maintain a strict split with the maintenance area.
- 7- Asia Television quality policy should encourage the introduction of quality management principles and tools in the organization of its suppliers and sub-contractors.
- 8- It is recommended to write in the contracts with the suppliers a special clause mentioning these two commitments and to check every year how they are respected in practice.



5- Next steps until Asia Television ISAS BC-9001 Certification

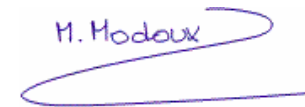
The ISAS BC-9001 preparation process is above all a process of self-evaluation and self-improvement. Based on the above suggestions of improvement and, in priority, the solving of major non-conformities (2), Asia Television should be in a position to ask the official certification body **Det Norsk Veritas (DNV)** to come and evaluate the final compliance with ISAS BC 9001:2003 standard requirements.

This target should be achieved by the end of 2006 without any problem.

Geneva, 1st September, 2006.



Louis Balme



Magali Modoux

