

## THE WORLD PRESS PHOTO FOUNDATION: YEAR PLAN 2018 - 2019

### Our mission

We believe in the power of showing and the importance of seeing high-quality visual stories. Our purpose is to connect the world to the stories that matter.

With visuals now at the heart of human communication, ever more people are captivated by visual journalism and storytelling they can trust to take them beyond the headlines. We connect the global audience to visual journalists and storytellers because of our commitment to the freedom of expression, freedom of speech and freedom of the press.

WORLD PRESS PHOTO

FOUNDATION



EXHIBITIONS



PUBLIC EVENTS



EDUCATION



PHOTO CONTESTS



DIGITAL STORYTELLING  
CONTEST



ANALYSIS & DEBATE



BOOKS



WEBSITE & SOCIAL MEDIA



WITNESS

The World Press Photo Foundation has five objectives to implement this mission:

1. We will be a leader in visual journalism and storytelling with global, cross-media platforms in which continuous debate, dialogue and sharing takes place
2. We will organise high-quality international contests, curatorial projects, exhibitions, projections and events, often with the help of both local and international partners
3. We will provide education online, in masterclasses, lectures, presentations and workshops for both professionals and the general audience
4. We will be both a creator and curator of new knowledge and practices by collecting, debating and publishing developments in photography, visual journalism and visual storytelling.
5. We will be as global, diverse and inclusive as possible in pursuing these objectives

### **The managing director's statement**

After three years of organisational change we now have three achievements that help us pursue our objectives for the next three years:

1. **Giving the foundation its voice.** The organisation has found its voice and is no longer afraid to speak out in clear and consistent ways on topics that concern the professional community and the general audience. To be seen as one of the major leaders in visual communication is the result of three years of hard work and an internal culture change. Understanding we are the World Press Photo *Foundation* is central to this. Although we have been known for a long time as the best in the world for our contest, it is now clearer than ever we are more than a contest and that we have worked to be relevant in many ways and forms. We inspire, we educate and we support. We provide leadership in our image-oriented world. Being a leader in visual journalism means being open to new ways of doing things, and promoting new ways of visual storytelling, even if they are not eligible for the annual photo contest.
2. **Making social enterprise a core operating principle.** The World Press Photo Foundation is a strong organisation that is growing in many ways and on many levels. We are a social enterprise with a global focus. Our social enterprise has two goals: first, to achieve social, cultural, community economic and environmental outcomes that further international agreements and sustainable development goals; second, to earn revenue to enable this work. The social mission is at the centre of the business, with income generation playing an important supporting role as we strive to be even more independent. Our capacity to generate revenue from our activities is growing and is most visible in the growth of our exhibitions.
3. **Consolidating and growing the portfolio of activities.** We have a broad portfolio of activities beyond the contests, and we will consolidate the changes we have made in the last three years and continuously grow a clear, simple and robust portfolio of activities consistent with our objectives and values. Change is constant and to flourish in an ever-changing media landscape it is imperative that we are prepared to change constantly after proper consideration of our strategy. We have, therefore, made innovation our *modus operandi* both internally and externally. Innovation is an objective for each team in the organisation, and all staff are encouraged to look at new and efficient ways of working, drawing upon new developments in related organisations. The restructuring of the organisation - which ensured it avoided decline and entered a phase of renewed growth - made it possible to plan and implement new and innovative programs externally. The foundation is now structured internally in such a way it can be more flexible in all aspects of its work.

The portfolio of activities, connections and programs is how we realise our principles and achieve value with our two audiences - the professional community of image makers and storytellers, and the general audience of engaged citizens who want to know more about visuals and the world.

Different programs achieve different things: the contests principally connect professionals but then extend to the general audience through our communications and exhibitions. Similarly, education has elements that are for the professional community and elements that engage the general audience.

The World Press Photo Foundation (WPPF) is organised internally by eight functional teams. These are:

- Communications and Engagement Team
- Contests Team
- Development Team
- Education Team
- Exhibitions Team
- Finance Team
- Human Resources
- Office Team

### **Communications and Engagement Team**

The team has three primary objectives:

1. Maintain and continuously develop our integrated and substantive communications strategy, which is based on the premise communications concerns what the foundation does not just what it says
2. Ensure consistent messaging and presentation of the foundation narrative across all touch points
3. Grow the foundation's impact and reach across all media channels and platforms, and through special events and projects

### **Contest Team**

The contest team will focus on organizing contests for the World Press Photo Foundation by continually refining the core photo and digital storytelling contests, working with new partners and sponsors on contest projects that support the foundation's mission and reflect developments in the industry, building partnerships with existing contests that support the foundation's mission and reflect developments in the industry, and providing the infrastructure and project management for new core programs initiated by the foundation.

1. The Photo Contest:
  - a. Introduce the new Environment category for the photo contest
  - b. Remove the Daily Life category from the photo contest
  - c. Introduce a new judging scheme and schedule to make the process more accurate and efficient, especially by providing more time for the verification process
  - d. Plan and implement a new website for the 2019 Photo Contest

2. The Digital Storytelling Contest:
  - a. Work with the exhibitions team on how better to show the results of the Digital Storytelling Contest
  
3. New core programs for the foundation:
  - a. 6x6 Global Talent Program - the first two editions launched in September 2017, and in 2018 three of the editions will be executed
  - b. New Documentary Project - originally announced as a new 'creative documentary' contest to be launched in late 2017, consultation with representatives of the photo community resulted in this being delayed until 2018, and re-thought as a biennial curatorial project that will showcase new, interdisciplinary ways of visual storytelling. The team will develop and execute the plans for this new program in collaboration with other parts of the organisation.

### **Development Team**

The development team serves the foundation's purpose in terms of finance and networks and creates valuable and sustainable partnership opportunities. The primary goals are to:

1. Secure all existing corporate and private partnerships in terms of gross income
2. Improve net income margin percentage of all existing corporate and private partnerships
3. Stimulate in-kind barter with existing/potential partners and suppliers
4. Develop, prioritise and implement the new corporate and private partnership models

For 2019 and beyond the goals are:

1. Create complete financial independence for the foundation, including a WPPF endowment fund
2. Interact with all 206 listed sovereign states around the world through WPPF activities and/or channels

### **Exhibitions Team**

The team has three primary objectives:

1. Run the team in a way that capitalises on the strengths of individual team members and ensures effective collaboration with other teams to achieve the overall goals
2. Innovate with new approaches to both the curation and business of exhibitions
3. Develop new exhibition opportunities and products based on those innovations, including:
  - a. Create a new exhibition format for festivals, conferences and other non-traditional locations
  - b. Create custom-made exhibitions - take advantage of the emerging opportunities for tailor-made exhibitions that can result in increased impact
  - c. Expand the global presence and impact of the annual exhibition, based on the 2017 portfolio of 100 exhibitions. The focus for expansion will be in the USA and India while serving more global partners with the new, creative, flexible ways of showing work.

## **Education Team**

The team has four primary objectives:

1. Organise an education team that can deliver sustainable education programs for the foundation for the coming years
2. Develop an approach to education that builds on the legacy of WPPF's professional programs to provide engaging training relevant to 21st-century visual journalists and storytellers, while expanding the focus to include the importance of visual literacy of a wider public audience
3. Identify partners and funding opportunities that can provide the resources to ensure this approach is both sustainable and has broad impact
4. Execute key educational and collaborative programs that start to deliver the new approach to education

## **Finance Team**

The Finance Teams plan includes policies on the aims of the organisation, fundraising and financial reserves.

The World Press Photo Foundation is a social enterprise. Social enterprises are revenue-generating businesses with a difference. A social enterprise has two goals: to achieve social, cultural, community economic and environmental outcomes; and to earn revenue. On the surface, many social enterprises look, feel, and even operate like traditional businesses. But looking more deeply, one discovers the defining characteristic of the social enterprise: the social mission is at the centre of the business, with income generation playing an important supporting role.

Central to the foundation's financial strategy is making the organisation more independent of what is now a relatively limited number of clients and sponsors. Being more independent requires sustainable income generation from diverse sources, meaning the foundation needs to leverage its value by attracting more high-value partners and supporters. This strategy will both increase revenue and reduce risk.

## **Human Resources Team**

An authentic organisation is one where individual differences are nurtured; information is not suppressed or spun; the company adds value to employees, rather than merely extracting it from them; the organisation stands for something meaningful; the work itself is intrinsically rewarding; and there are no stupid rules (Goffee and Jones, HBR 2013).

The primary objective for HR at WPPF is to create the most productive and rewarding working environment possible and strive to meet these six virtues.

When we try to accommodate differences, we should not be confined to traditional diversity categories (e.g. gender, race, age, ethnicity) but also be open and look for more subtle ones like differences in perspectives, habits of mind and core assumptions. At WPPF we are committed to diversity, and there are strong and shared morals and ethical beliefs which can be dominant. We have to be aware of these dominant currents in our culture, work habits, dress code, traditions, and make explicit efforts to transcend them.

Are HR policies helping to create an authentic organisation in which you can be yourself or are they doing the opposite by minimising personal freedom and reducing the individual to an employee? Competence models, appraisal systems and tightly defined recruitment policies can all narrow the range of acceptable behaviour. Companies that succeed in nurturing individuality may, therefore, have to forgo some degree of organisational orderliness.

The WPPF organisation is changing fast. After two years of restructuring all teams are in place with largely new staff and strong new management. WPPF is becoming an agile, a cross-team workplace in which individual skills and talents become more important than the formal job description or specific organisational location of the individual. This matches the external changes and focus of the WPPF. We are responding quickly to changes, engaging with our audience and partners, and becoming a leader in the fields of visual journalism and storytelling.

The organisation has a growing challenge. Teams have to master new ways of working: ensuring quality while developing and improving efficiency, continuous learning, responsiveness and new ways of collaboration (internally and externally). How to integrate HR and other crucial supporting functions into these new ways of working, so the organisation can truly lead, is part of this challenge.

In an agile organisation, HR needs to provide the same services it has always provided – hiring, professional development, performance management – but in ways that are responsive to the ongoing changes in the culture and work style of the organisation (Gothelf, HBR 2017).

World Press Photo is active in 50 countries of which some are known to be less free, making security an issue for staff. Working in such areas comes with risks for our staff members and their partners. We therefore pursue an active security policy - advised by a security firm - for these countries with which all staff members must comply. This implies among other things that staff members who travel to designated countries for work need to have followed a safety and security course and also to keep themselves informed of the current security policies and advice.

### **Office Team**

Having had its role and scope clarified - and with a budget that covers management of the organisation, IT and facilities - Office has three primary objectives:

1. To support the foundation's strategy through the provision of administrative and secretarial support
2. To maintain and develop process-based organisation, implementation and monitoring to ensure the efficiency of the administrative functions in the foundation's new ways of working
3. To innovate by exploring new processes and procedures that could further enhance the administration of the foundation, and by continuing to invest in the development of team members