

EBU

OPERATING EUROVISION AND EURORADIO

KNOWLEDGE EXCHANGE 2015 EVENT REPORT

OCTOBER 2015

KNOWLEDGE EXCHANGE 2015

PRODUCED BY THE MEDIA INTELLIGENCE SERVICE (MIS)
OF THE EUROPEAN BROADCASTING UNION

OCTOBER 2015

MEDIA INTELLIGENCE SERVICE

The EBU's Media Intelligence Service (MIS) provides your broadcasting organization with the latest market data, research and analysis needed to plan your future strategies and stay ahead of the game.

Our experts cover a broad range of topics, including TV and radio trends, new media developments, market structure and concentration, funding and public policy issues.

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Access additional materials from the event at: www.ebu.ch/KX15

INTRODUCTION

The EBU Knowledge Exchange is an annual event organized by the Media Intelligence Service of the EBU. It brings together EBU Members, media professionals and communications scholars for a day of discussion and ideas sharing around a current issue affecting public service media (PSM).

This year's event took place on **14-15 September 2015** at the EBU Headquarters in Geneva. The topic was **PSM Contribution to Society**, building on a key EBU project, which analyses how to evaluate and communicate the positive impact that public service media have on society.

WHY THIS TOPIC?

In a context of increasing competition, internationalization and fragmentation of the media market and the audience, public service media face new challenges to remain relevant, prominent and findable. Society and citizens are changing, and so are their needs and expectations regarding media. Their consumption habits evolve beyond traditional television watching and radio listening, and they embrace new media rapidly. In parallel, the ongoing economic crisis and the diminishing trust in public institutions across Europe have reinforced those asking for a review of PSM's remit, activities, budget and efficiency.

As a result, PSM remit, role and legitimacy are contested

It must be acknowledged that PSM's narrative about their remit and legitimacy is well known, but not always as inspiring as it should be. Similarly, it is often not well connected with today's societal and political challenges. This makes it difficult for politicians, market players and the citizens to understand how PSM contribute to the building of modern societies, what value they deliver.

In such a scenario, PSM risk losing political, market and social support

It is time to accept that PSM need new methodologies to assess their performance as well as their impact on society. The results will become an essential asset to transform their structure and management practices, and to define new goals aligned with society's needs and expectations, achieving a more citizen-centered strategy.

In addition, PSM must improve their communication, becoming more proactive and influential within the decision-making and bargaining processes that define their remit and resources, but also explaining better their success and the benefits they bring to the citizens and the market.

Consequently, new convincing and meaningful narratives about the role of PSM and their contribution to society are necessary

Making the case for PSM and supporting its Members in situations of crisis are key objectives of the EBU. As a professional association, we can maximize the outcome of sharing knowledge and expertise internationally. While the differences across countries and Members make it impossible to define a one-size-fits-all solution, there are common future challenges to address and lessons to share.

Consequently, the EBU launched the PSM Contribution to Society project in January 2015. During this year, in collaboration with an advisory group of Members, we have worked to define a framework - including guidelines, tools and best practices - that will help Members to design and implement their own strategies to assess and communicate their contribution to society.

EBU Knowledge Exchange is a milestone within this project. By bringing together academics, market professionals and EBU Members, and learning from the experiences of successful and well-advanced cases from other sectors, the EBU aims to raise the awareness and to drive the debate.

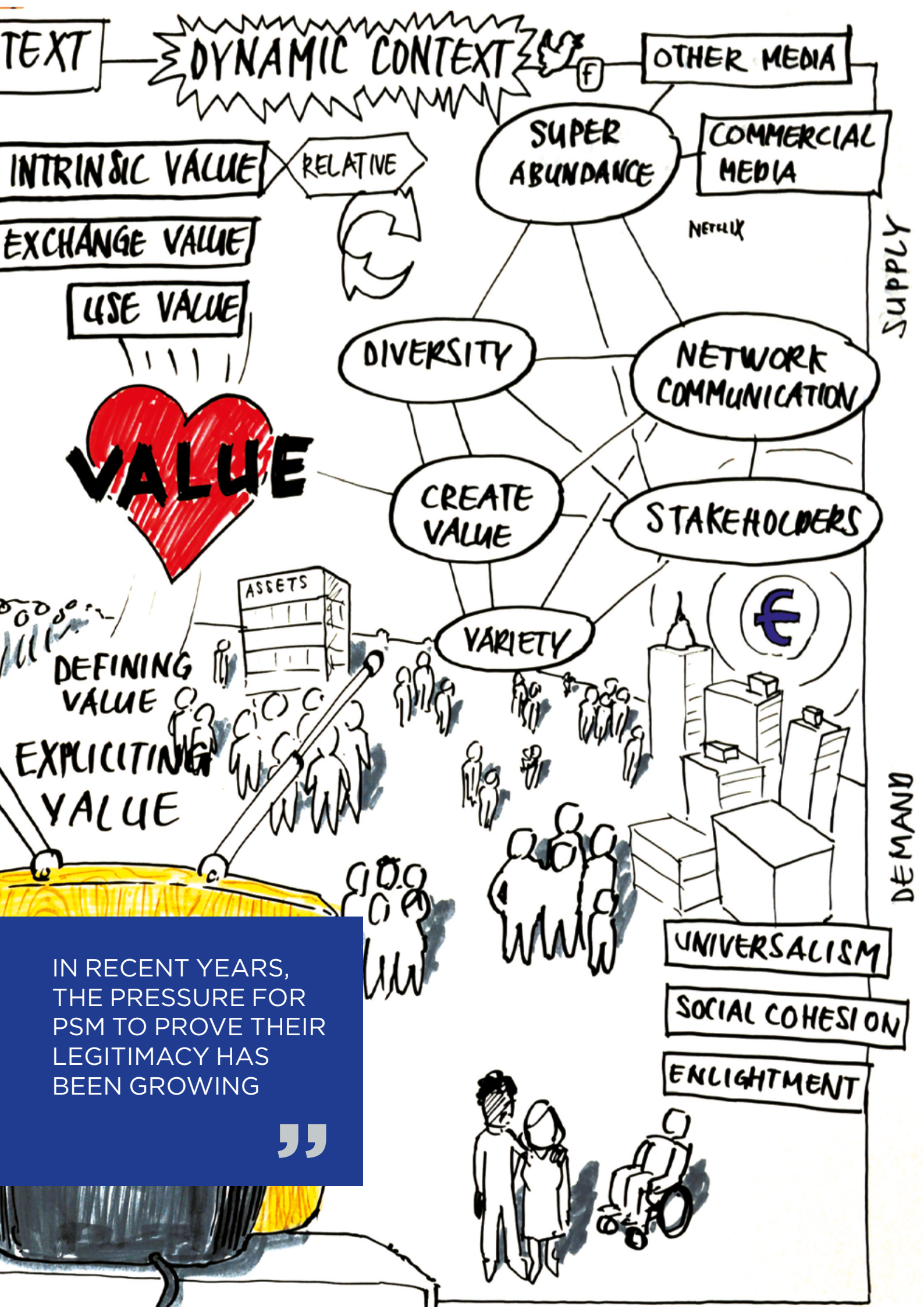


DR ROBERTO SUÁREZ CANDEL

Head of the Media Intelligence Service, EBU

Dr Roberto Suárez Candel is the Head of the Media Intelligence Service (MIS), the research unit at the European Broadcasting Union (EBU). He coordinates data collection processes, the implementation of research and analysis projects and the publication of market reports. His team's main goal is supporting European Public Service Media across Europe in their daily operations, advocacy activities and strategic planning.

Previously, Roberto Suárez worked as an academic researcher in Germany (Hans-Bredow-Institut für Medienforschung), Sweden (Stockholm University) and Spain (Pompeu Fabra University). His work was focused on communication public policy, public service media and ecology of the media sector.



IN RECENT YEARS, THE PRESSURE FOR PSM TO PROVE THEIR LEGITIMACY HAS BEEN GROWING

”

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NUMBERS**

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THE DAY IN NUMBERS



104
PARTICIPANTS



31
COUNTRIES
REPRESENTED



33
PSM
ORGANIZATIONS
REPRESENTED



20
ACADEMIC
RESEARCHERS



14
SPEAKERS
OVER TWO DAYS



12
WORKING
GROUPS



700+
IDEAS SHARED ON
STICKY NOTES

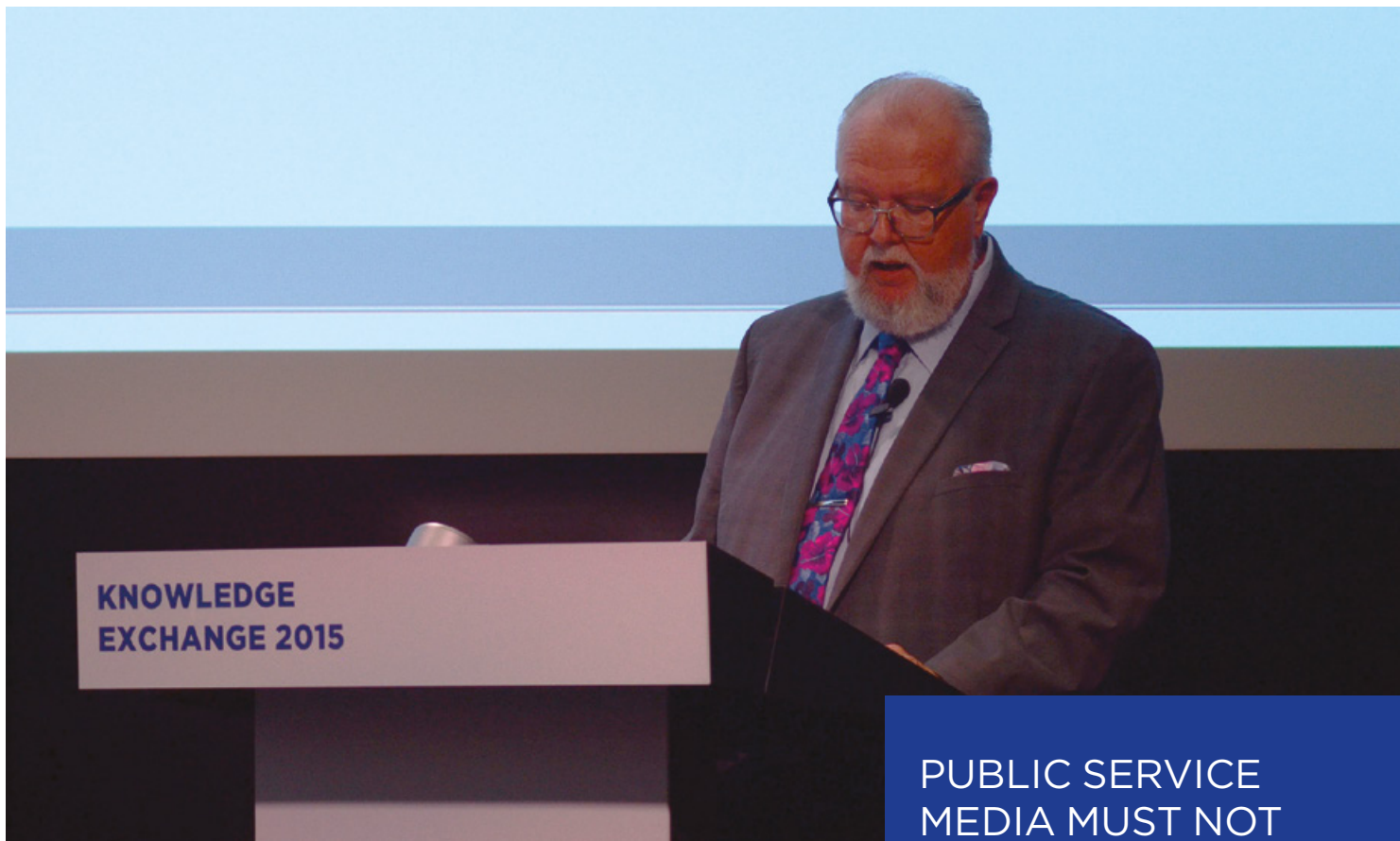


10
INTERVIEWS
WITH
ATTENDEES



63
#KX15 TWEETS SENT

KEYNOTE: PSM IN THE 21ST CENTURY: WHAT VALUE AND WHICH VALUES?



PUBLIC SERVICE
MEDIA MUST NOT
SIMPLY HAVE
VALUES, THEY
MUST CREATE
VALUE



PROF. DR GREGORY F. LOWE

Professor of Media Management,
University of Tampere (Finland)

Gregory Ferrell Lowe (Ph.D. 1992, University of Texas at Austin; M.A. 1988, Ohio State University) designed the curriculum for the Media Management international graduate studies program at the University of Tampere, the first and so far only such program in the Finnish university system. Lowe previously worked as Senior Advisor for Corporate Strategy and Development (1997-2007) in the Finnish public service broadcasting corporation, YLE, and was the architect of the corporation's Program Development unit (2002-2005). He founded the RIPE initiative in the late 1990s, which strengthens collaborative relations between media scholars and strategic managers in the public service media sector (ripeat.org). Lowe is President of the European Media Management Association and serves on the Scientific Committee for the 2016 World Media Economics and Management conference at Fordham University. Lowe is co-editor of the forthcoming book from Springer-Verlag: *Managing Media Firms and Industries: What's so special about media management?*

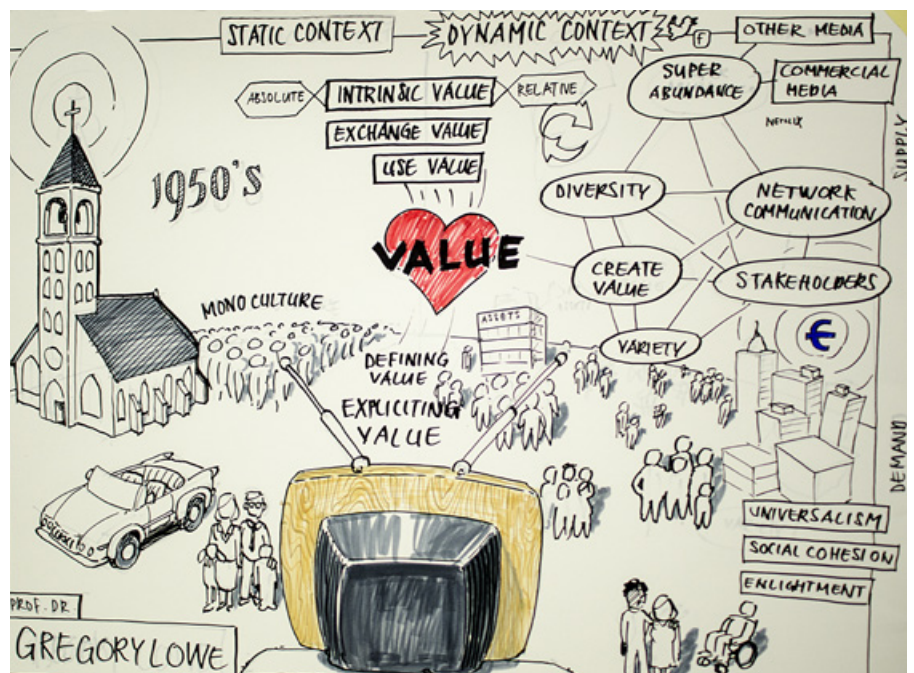


OVERVIEW

Professor Lowe opened the day with a thought-provoking speech challenging the concept of value in relation to public service media. He explained that PSM have traditionally based their legitimacy claims upon intrinsic values such as truth, universalism, social cohesion and diversity. While these remain central for PSM and should continue to be embraced, Professor Lowe argued that in a post-modern era PSM cannot rely on intrinsic value alone, but must also consider both exchange value and use value, which vary according to time and context. Nowadays, PSM need to provide value of all three types to an increasing number of stakeholders. It is therefore crucial that they assess not only their intrinsic value, but also their use and exchange value based on empirical evidence. In doing so, PSM managers will have to overcome commercial pushbacks and internal reluctance for change, while at the same time adapting to the era of abundance and developing new forms of cooperation with external stakeholders. And all of this without blurring the distinctiveness of PSM.

KEY POINTS

- PSM must not simply have values, they must create value.
- It is easier to measure what PSM do but more crucial to assess the impact of what they have done.
- Impact measurement has to be a transparent and iterative process.



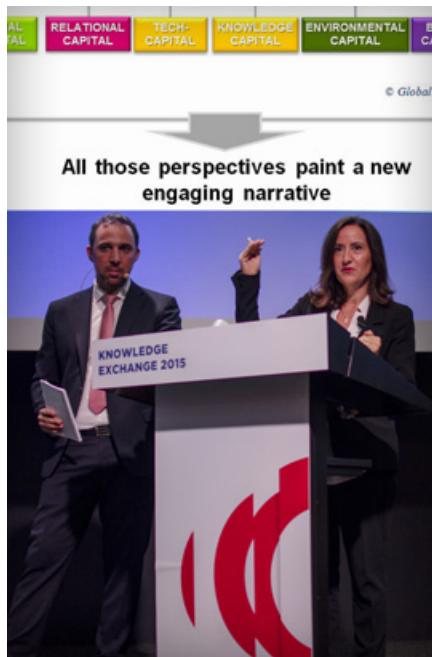
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SESSION 1: HOW TO MEASURE IMPACT



ASSESSING
IMPACT INVOLVES
ASKING DIFFICULT
QUESTIONS
AND NOT ONLY
PROVIDING NICE
ANSWERS

When measuring impact, many methodological questions arise, and planning an assessment becomes a project itself. In this session we learned from two external experts, who demonstrated how to address the need to analyze your impact on society. The speakers shared their insights into the methodology and planning of impact assessment, presenting case studies that illustrated how this measurement exercise can be successfully carried out in practice.



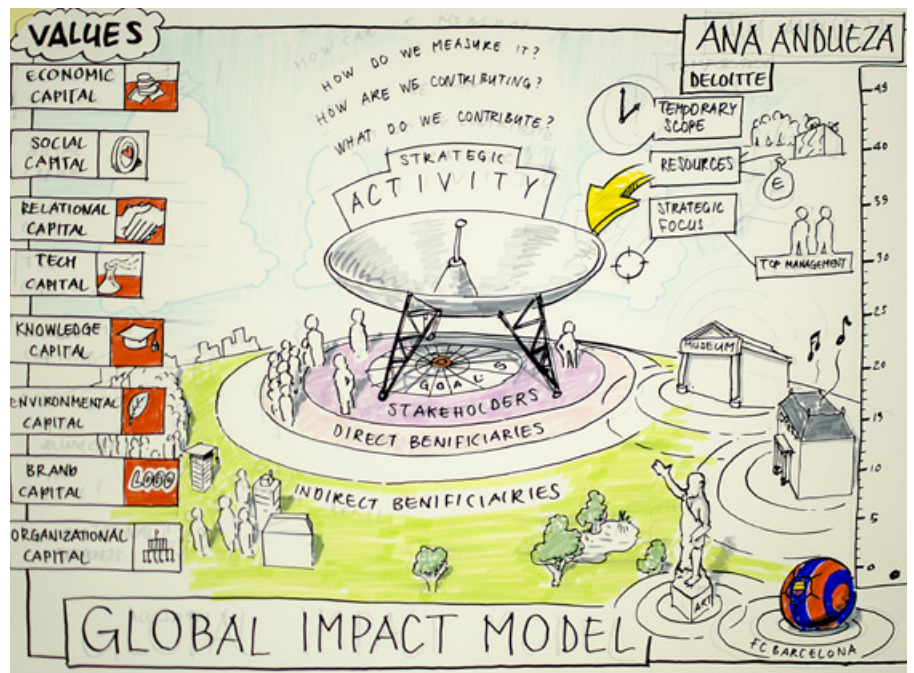
GLOBAL IMPACT MODEL: HOW TO MEASURE IMPACT FROM A NON-TRADITIONAL VIEW

OVERVIEW

Through her work with the public sector, Ana Andueza has developed strong expertise in supporting cultural organizations seeking to enhance their legitimacy by measuring their global impact on their community. In her presentation, she explained that the global impact of an organization cannot only be measured from an economic perspective. Therefore Deloitte has developed a methodology, called the Global Impact Model (GIM), to assess the impact of an organization on society through its contribution to the generation of 8 'capitals'. These capitals are strongly interrelated and mix tangible as well as intangible concepts, namely: economic, social, relational, technical, knowledge, environment, brand and organization. Ultimately, the development of a standard methodology allows for internal evaluation and the creation of new narratives, but also for inter-organizations comparisons.

KEY POINTS

- The Global Impact Model aims at measuring the creation of Wealth by an organization, and its impact on a great number of stakeholders.
- Assessing the contribution of an organization towards the 8 types of capital allows for the development of new narratives.
- The GIM is a transparency exercise which requires a strong commitment by the organization's top management.



Visual translation by JAM Visual Thinking



ANA ANDUEZA

Partner, Public Service Industry, Deloitte (Spain)

Ana Andueza joined Deloitte in 2006 in Public Sector Industry. In her professional career, Ana has worked as a Director in Strategic Consulting in KPMG and Partner responsible for Unisys Public Sector Industry in Spain and Portugal. Ana graduated in Economics from the Basque Country University in Bilbao. She holds a diploma in High European Economic Studies from the College of Europe (Bruges, Belgium) and a diploma in Hospital Management from Carlos III University, Madrid.

THE IMPACT OF CULTURE: LIVERPOOL

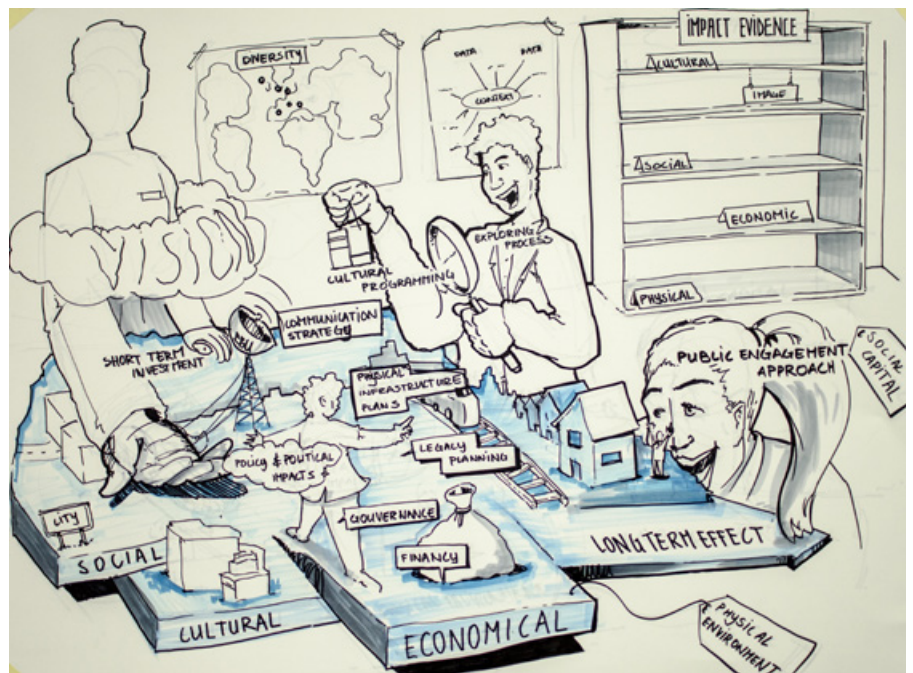
OVERVIEW

Dr García introduced the study 'Impact 08', giving an overview of how the impact assessment of Liverpool European Capital of Culture was carried out. She explained that the starting point of the project was the vision of culture as a development tool. The model that was used assessed the economic, social, environmental and cultural impact of the event, based on data related to outcomes but also notably to processes. Dr García went on to highlight the diverse positive outcomes of such an assessment. The Impact 08 project increased internal knowledge, provided evidence for decision-making at both local and national levels, and enhanced the transparency and accountability of the event.

The Liverpool case brings meaningful lessons for PSM concerning the importance of contextualizing the data gathered and the necessity of a multi-dimensional, long-term and collaborative approach.

KEY POINTS

- Longitudinal research is needed for a real in-depth impact analysis, which may in turn strengthen PSM accountability and prove their value added.
- You cannot simply copy and paste a model; it must be applied in the right proportion and scale to fit the situation.
- Assessing impact involves asking difficult questions and not only providing nice answers.
- The impact measurement approach should be embedded within a deeper process of transformation.



Visual translation by JAM Visual Thinking



DR BEATRIZ GARCÍA

Head of Research, Institute of Cultural Capital, University of Liverpool, (UK)

Dr García has advanced the field of urban cultural policy and event-led regeneration research since 1998. She has conducted extensive research on the effects of hosting a European Capital of Culture (ECOC), including the pioneering Impacts 08 programme focused on the hosting the ECOC in Liverpool 2008 (European Commission, 2010). Among her other studies, she has conducted fieldwork on every Olympic Summer and Winter Games since Sydney 2000, and published 'The Olympics. The Basics' and 'The Olympic Games and Cultural Policy' (both with Routledge, 2012).

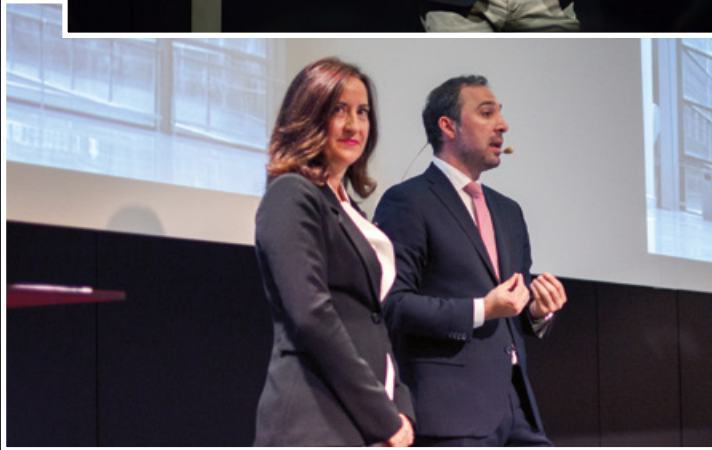
INTERACTIVE ACTIVITY 1

Taking inspiration from the two presentations, participants were asked to note down areas and indicators where PSM could measure their impact on society. They were asked to think in particular about four main themes: economy, technology, culture & education and democracy.

SESSION 1: CONCLUSIONS

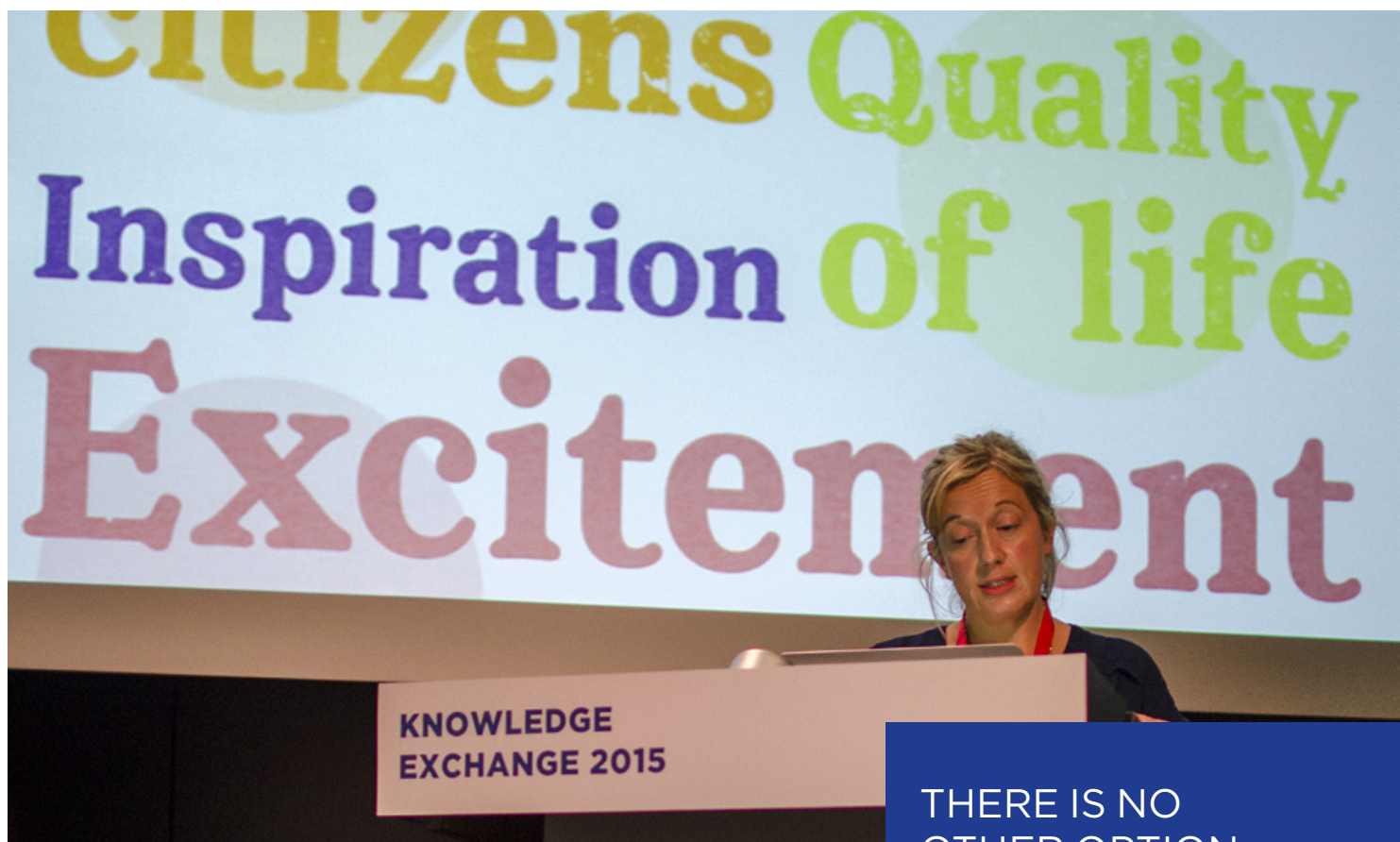
- There is an urgent need for the development of indicators and case studies linked to all PSM values.
- Impact measurement is essential for case-making and internal prioritization.
- This requires continuous effort and is a process of incremental improvement. Top-level managerial commitment is essential.
- A well-designed and thorough impact assessment is a fundamental pre-requisite for PSM to promote their contribution to society. But is it enough to convince stakeholders?

INDEPENDENT
NEWS &
INFORMATION





SESSION 2: LET THE OTHERS KNOW



THERE IS NO OTHER OPTION BUT TO TALK TO ALL OUR STAKEHOLDERS



Measuring impact is a key step in proving your contribution to society, but the way in which you communicate this impact is also central to shaping people's opinions. In this session we heard from two organizations that have successfully addressed this challenge. The speakers explained how their organization communicated its value to a diverse range of stakeholders, and highlighted the key success factors in building a solid communication strategy to win public support.



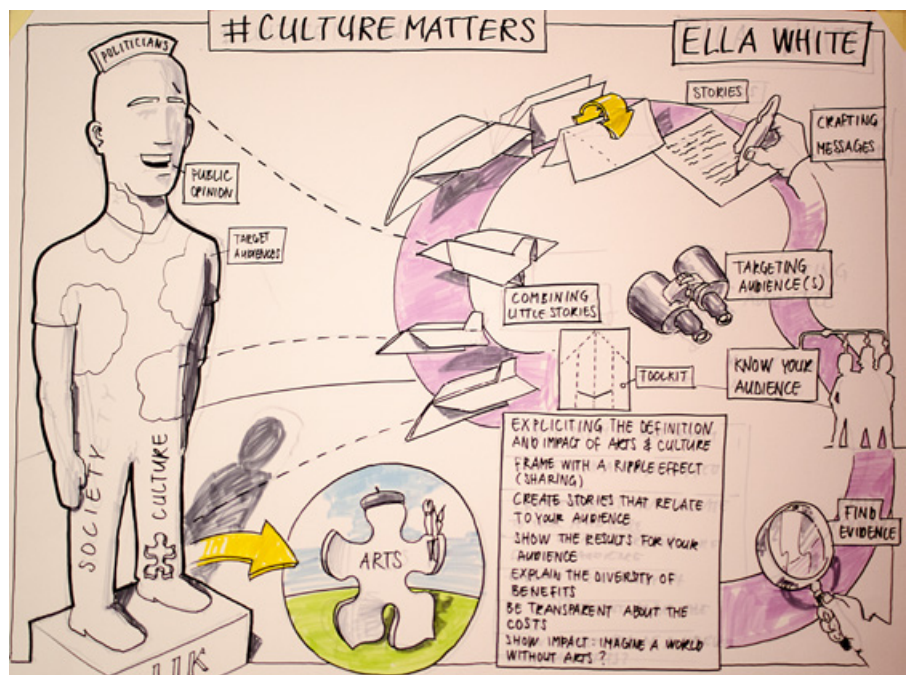
MAKING THE CASE: STARTING A CONVERSATION ABOUT PUBLIC VALUE

OVERVIEW

Arts Council England is a national development agency for arts and culture. One of its core aims is to communicate the value of arts and culture and its impact on society to various stakeholders. Ella White, Director of Marketing and Digital Communications, shared insights about how the organization is approaching this task. She emphasized the need for evidence backing the contribution of arts and culture to society, rather than relying on assumed inherent value, and noted that this evidence needed to be communicated to both the political sphere and to the general public, who ultimately support the public funding of arts and culture. She described how in-depth audience research allowed the organization to identify different target groups within society and to create messages and stories that would influence each group. Finally, Ella showcased the work the Arts Council is doing to coordinate and support the advocacy activities of the many smaller arts organizations, to ensure that everybody has the tools and is using the same arguments to create maximum impact.

KEY POINTS

- Gather your evidence. Don't make the mistake of thinking that people will value something just because you say it's important.
- Know your audience. Craft meaningful messages that will shape their perceptions.
- Work together. It is essential that everybody keeps using the same messages.
- Changing public perception is a long-term game.



Visual translation by JAM Visual Thinking



ELLA WHITE

Marketing and Digital Communications Director, Arts Council England (UK)

Ella White has worked at Arts Council England since 2006. She has substantial experience in leading engagement strategies that aim to increase support and awareness of the value and impact of arts and culture among a range of public and political audiences.

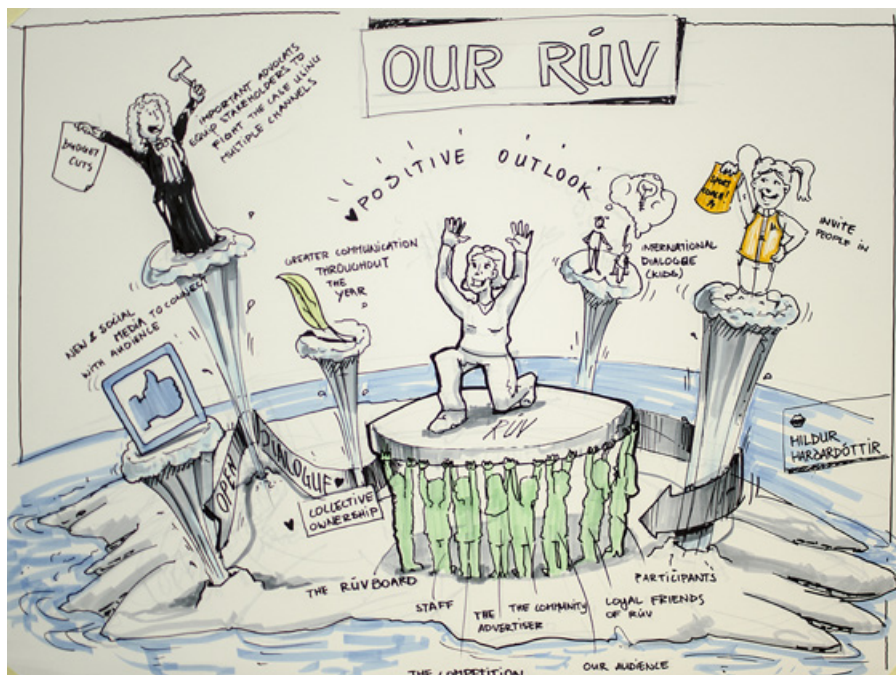
RALLYING SUPPORT THROUGH OPEN DIALOGUE AND ENGAGEMENT

OVERVIEW

Hildur Hardardóttir explained how her team at RÚV dealt with the challenge of improving the organization's public communication in a difficult context of criticism and contestation. Building on the approach recommended by the EBU's Vision2020 project, RÚV renewed its communication strategy based on a comprehensive identification of all its relevant stakeholders, from the internal staff and board, politicians, loyal friends and global audience, to the arts community, advertisers and even competitors. Hildur demonstrated how acknowledging the diversity of stakeholders and their interests enabled the organization to address each of them through tailored tools, creating open, collective and positive communication messages. As a result of these actions, even some of the most hostile stakeholders were turned into strong RÚV advocates, who supported their PSM when facing difficult budgetary negotiations.

KEY POINTS

- The identification of all 360° stakeholders is fundamental to transforming PSM communication.
- The purpose of a renewed communication strategy is to bring these stakeholders to stand up for their PSM in difficult times.



Visual translation by JAM Visual Thinking



HILDUR HARDARDÓTTIR

Director of Communications, Development and Human Resources, RÚV (Icelandic public broadcaster)

Prior to her recent appointment at RÚV, Hildur Hardardóttir was the Marketing Director of Reykjavik city theatre. She had previously spent 10 years in London working for the Futures Company, a strategic marketing and futures consultancy, rising from analyst to associate director. Hildur holds a BA in Psychology from the University of Iceland, an MSc in Media and Communications from the London School of Economics and an MBA from London Business School.

INTERACTIVE ACTIVITY 2

Taking inspiration from the two presentations, participants were asked to identify PSM stakeholders in 3 categories: political system, market and civil society. They were then asked to propose different communication tools and actions to target each type of stakeholder.

SESSION 2: CONCLUSIONS

- The complexity involved in impact assessment needs to be translated into simple and resonating new narratives for PSM.
- Different indicators and messages are needed to influence different stakeholders.
- Communication needs to be a two-way dialogue: developing PSM ambassadors is essential.

CIVIL SOCIETY

SESSION 2: CONCLUSIONS

- The complexity involved in impact assessment needs to be translated into simple and resonating new narratives for PSM.
- Different indicators and messages are needed to influence different stakeholders.
- Communication needs to be a two-way dialogue: developing PSM ambassadors is essential.

Academic

SCHOOLS

Community

ARTS AND
CULTURE
SOCIETIES

hu
rig
gr

Young
people

SEGMENTATION

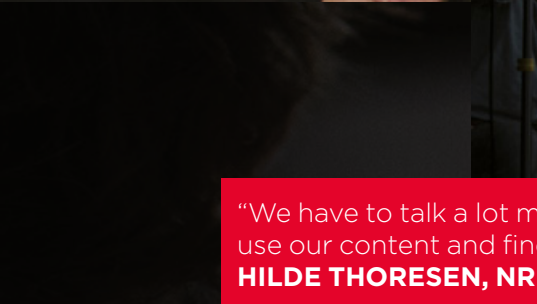
Events

INTERVIEWS



“Measurement is always important in order to articulate a position. It’s very difficult to articulate what you do if you can’t measure the impact of that, and coming up with metrics to do that is hugely important.”

GLEN KILLANE, RTÉ



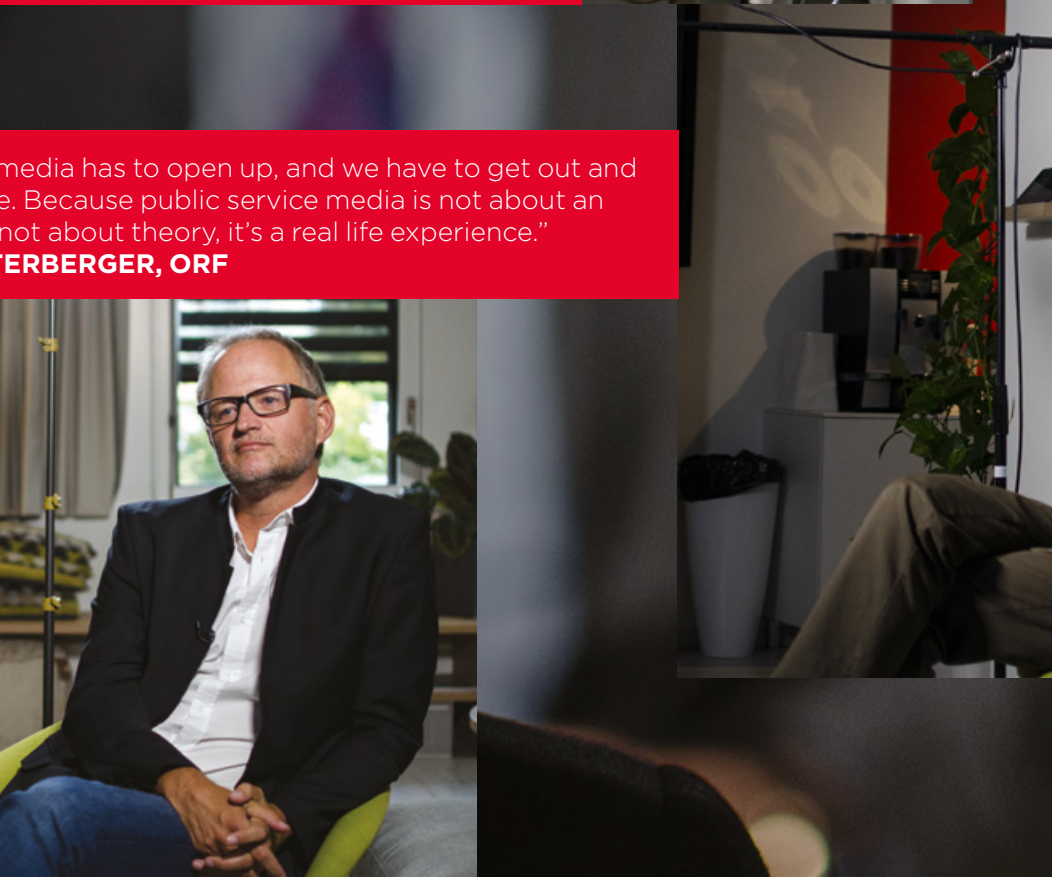
“We have to talk a lot more about the user value, how people can use our content and find it interesting for their personal life.”

HILDE THORESEN, NRK



“Public service media has to open up, and we have to get out and meet the people. Because public service media is not about an ivory tower, it’s not about theory, it’s a real life experience.”

DR KLAUS UNTERBERGER, ORF





“Our problem is not that we don’t have anything to say, our problem is that we haven’t thought carefully enough about how to be heard.”

PROF. DR GREGORY LOWE, UNIVERSITY OF TAMPERE



“The EBU is making a big effort to bring the knowledge of the world to the Members, to make it simpler, more structured, and easier to digest.”

DR ROBERTO SUÁREZ CANDEL, EBU



“It’s a vital function of the EBU to provide this kind of forum for us to meet and talk. Knowledge Exchange helps a great deal because you bring people together to share experiences and problems.”

DR PER-ERIK WOLFF, ARD

“Within society, nothing is real unless we are communicating about it”

**PROF. DR UWE HASEBRINK,
HANS BREDOW INSTITUT**



Watch the event videos: www.ebu.ch/KX15

SESSION 3: THE TIME FOR PSM HAS ARRIVED



In this debate, a panel made up of EBU Members and academics discussed the challenges and opportunities as well as the obstacles for PSM regarding the analysis and communication of their contribution to society.



THE REAL CHALLENGE IS TO EMBED SUCH INNOVATIVE WAYS OF THINKING WITHIN PSM ROUTINE



THE PANELLISTS



RUURD BIERMAN

Consultant, Media Futures and Executive Director, Dutch Cultural Media Fund (Netherlands)

Ruurd is a long term professional in the Dutch and European media world, keeping senior management positions and delivering strategic projects and key note speeches. Between 2012 and 2014 Ruurd was Project Manager of EBU VISION 2020, defining future strategies for European public service media. Before that Ruurd held senior management positions in Dutch public service broadcasting NPO, including Member of the Executive Board, responsible for programming TV, Radio and Online (2003-2012); CEO of the company NOS, responsible for the production of news and sports for NPO (1995-2003); and Channel Manager of NPO's 3rd TV Channel.



GLEN KILLANE

Managing Director of Television, RTÉ (Ireland)

Glen Killane was born in Dublin and studied English literature in Trinity College before taking a Masters in Journalism at DCU. He trained, as a TV producer / director with the BBC and later helped establish the Live Football production arm of ITV Digital in London, as Editor of Live Football. He first joined RTÉ in 1996 - leaving to work in the UK in 2000. He became RTÉ's youngest ever Head of Sport in 2004. In 2009, he completed the restructure of RTÉ's Sport's output, bringing together Radio, Television, News and Online for the first time. Since becoming Managing Director of Television, he has overseen the launch of RTÉjr, appointing RTÉ's first Cross Divisional Head of Children's output, appointed RTÉ first Head of Comedy and restructured television around Channel Controllers. He has led the strategy initiatives for RTÉ ONE, TWO and Junior and overseen content strategies for the various genres.



PROF. DR GREGORY F. LOWE

Professor of Media Management, University of Tampere (Finland)

(See p.8 for biography)



CECILIA ROOS

Head of Public Affairs, Strategy Advisor, Swedish Radio (Sweden)

Cecilia Roos has worked at Swedish Radio since 1999, holding various roles in News and Current Affairs before entering her current position 3 years ago. Prior to joining the organization, she has also worked in both TV and newspapers as news reporter and editor. She has participated in several leadership programmes, including the Eurovision Academy Executive Management programme.

MODERATOR



DR DAVID FERNÁNDEZ QUIJADA

Senior Media Analyst, EBU

Dr Fernández Quijada has worked at the EBU for the last two years, where his research focuses on public service media, media industries and policies and communication technologies. Previously, he was lecturer at the Department of Audiovisual Communication and Advertising of the Autonomous University of Barcelona (Spain) and visiting scholar at the University of Leeds (UK) and at the DTT-Lab / CSP in Torino (Italy). He is currently the Vice Chair of the Media Industries and Cultural Production Working Group of the European Communication Research and Education Association (ECREA).

“WHY ARE PSM QUITE BEHIND OTHER AREAS IN ASSESSING IMPACT AND DEMONSTRATING THEIR CONTRIBUTION TO SOCIETY?”

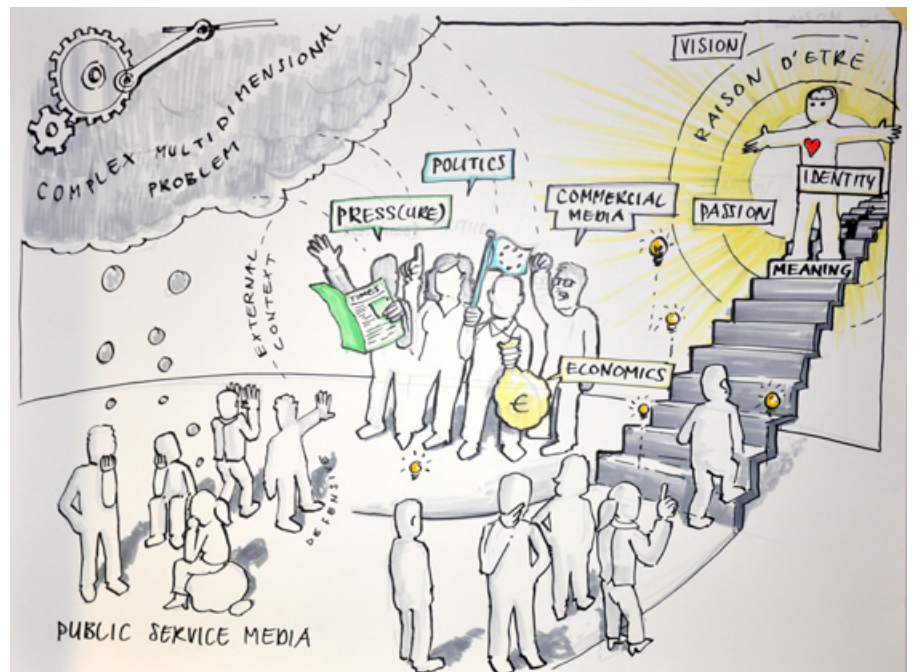
Prof. Gregory F. Lowe commented that for a long time, PSM were rarely asked to prove their legitimacy. But in recent years the pressure to do so has been growing, and accountability is now top of the agenda. All panellists agreed that the issue was also closely linked with a need for better communication. Glen Killane pointed to the lack of focus in traditional PSM communication strategies and the importance of a simple and fluent communication. Cecilia Roos insisted on the importance of getting the audience standing behind their PSM, a statement strongly supported by Ruurd Bierman, who emphasized the need to create PSM ambassadors. The efforts needed in order to better demonstrate PSM contribution to society are tremendous and, according to Glen Killane, this calls for better cooperation among EBU Members, who remain too disconnected despite their common values and objectives.

“WHICH ARE THE MOST URGENT OR KEY AREAS IN WHICH PSM NEED TO DEMONSTRATE THEIR VALUE?”

Members of the panel each provided diverse but thought-provoking insights for the second part of the discussion. Cecilia Roos first introduced the discussion on how to better report on the public service values. This involves insisting on the PSM contribution to global wealth, she said, and the fact that they are not distorters of the market - for instance they do not harm local newspapers. This key issue however also raises the question of how to better interrelate with commercial counterparts. Glen Killane indeed insisted on the need to reposition PSM communication on subjects other than the sole idea of market failure. For instance, PSM should focus more effort in communicating how they differentiate themselves from the other players. This statement was backed by Prof. Gregory F. Lowe, who pleaded for a shift from rather defensive strategies towards a more active promotion of PSM, based on concrete evidences and practical explanations. To end, Ruurd Bierman reminded us of the positive need for PSM programming to remain in-depth and meaningful.

“HOW CAN PSM IDENTIFY AND ADDRESS NEW KEY STAKEHOLDERS?”

All four panellists recognized developing new partnerships as a crucial and urgent matter. Yet Cecilia Roos and Glen Killane also acknowledged the complexity of this task at a time when PSM are already overwhelmed with the traditional reporting to the political sphere on their remit and mission. This leaves little margin for identifying new advocates and supportive stakeholders. Commenting on the case of the British independent producers who recently backed the BBC, Prof. Gregory F. Lowe reminded us that this positive development happened at a time of crisis, and that the actual challenge was to embed such innovative ways of thinking within PSM routine.



Visual translation by JAM Visual Thinking

INTERACTIVE ACTIVITY 3

Participants were asked to put into practice what they had discussed in the previous two activities, in order to create a narrative for a particular challenge PSM is facing. These challenges were namely: PSM as a provider of entertainment; PSM as a developer of a broad online offer; PSM as a provider of mass / minority sports; PSM as a producer of drama / fiction. The groups were asked to identify different stakeholders, to think about which impact areas or indicators would be most relevant to them, and then to decide on which communication methods would be most effective in targeting each set of stakeholders.

EVERYONE
TARGETED

EMOTIONAL
TOOL

THE
KEY WAY
OF
CONSUMING
NOW

PS
should
all
to pub
text-bar
inform

BEST
CONTENT

dialogue
platforms

WEB
FIRST

FREE

accessall

/?

TWEETS OF THE DAY

#KX15

Anna Solovjew-Wartio @solowartio · Sep 14
EBU Knowledge Exchange about to start - first some croissants #kx15 #ebu



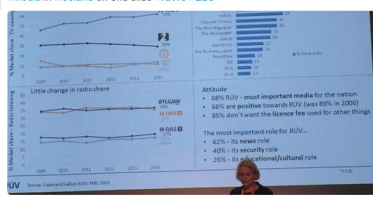
Tuija Aalto @tuja · Sep 14
Making the case for arts and culture: Joy, reflection, empathy Economic, social and educational benefits artsouncil.org.uk/what-we-do-val... #KX15



Montse Bonet @Graltaamore · Sep 14
Second speaker (from Iceland). #ebu #KX15



maria michalis @MariaMichalis · Sep 14
#Media in #Iceland on one slide #KX15 #EBU



D. Fernández-Quijada @david_mis_ebu · Sep 14
Which stakeholders must PSM address to make their case? #KX15 #EBUresearch



EUROVISION ACADEMY @EBU_Academy · Sep 14
RUV will organise a Public Service Assembly for the country to spear an institutionalized open dialogue #RUV #KX15



Beatriz Garcia @beatriz_garcia · Sep 14
#EBU #KX15 starts with a bang. Focus: discuss how to prove public services' contribution to society



Tuija Aalto @tuja · Sep 14
Measuring social impact case Liverpool ECoc 2008 #KX15 liv.ac.uk/media/livacuk/... #avoayhteiskunnalle #vaikutavuus



Beatriz Garcia @beatriz_garcia · Sep 14
#KX15 certainly got the speaker #genderbalance right. Than you @EBU_HQ @_robertosuarz @david_mis_ebu



EUROVISION ACADEMY @EBU_Academy · Sep 14
Mastering relationship people PSM serve, develop mutual partnerships with civil society @greglowe #KX15



D. Fernández-Quijada @david_mis_ebu · Sep 14
PSM need to evolve...and @EBU_HQ is working on that #kx15 #EBUresearch



Anna Solovjew-Wartio @solowartio · Sep 14
Have spent so much time with Greg Lowe at library so it is nice to see him live on stage #KX15 #psm #futurepsm



Roberto SuárezCandel @_robertosuarz · Sep 15
A 1st summary of what Knowledge Exchange #KX15 was. www3.ebu.ch/news/2015/09/e...



Montse Bonet @Graltaamore · Sep 14
Professor Gregory F. Lowe #ebu #KX15



flavia barca @flavia Barca · Sep 14
Una buona pratica da cui partire il fantastico lavoro di @beatriz_garcia su Liverpool #KX15 @EBU_HQ



Tuija Aalto @tuja · Sep 14
Hildur Harðardóttir, RUV, learned the role of PR, WOM, building collective ownership and company ambassadors at Reykjavik City Theatre #KX15



WORKSHOP: EBU MEMBERS' EXPERIENCES

Following the lessons of Day 1, EBU Members gathered for a second day of knowledge sharing only among peers. The day began with presentations from three Member broadcasters, who gave insights into how their organizations were putting into practice the idea of assessing and communicating their contribution to society, and highlighted some of the issues they faced in doing so.



DR PER-ERIK WOLFF

Manager of Public Affairs / Media Policy,
ARD General Secretariat (Germany)

ARD's presentation by Per-Erik Wolff was focused on explaining how his organization is dealing with criticism. He explained how they are trying to understand better the arguments against PSM by attempting to cluster them to define areas of criticism. Following that, they work on how those arguments can be answered, and eventually on reversing the negative attitude into a positive one. In addition, he also explained how valuable criticism can be for driving change if properly fed into the decision-making chain.



DR KLAUS UNTERBERGER

Head of Public Value Department, ORF
(Austria)

Klaus Unterberger shared insights into the work of the unit he leads, ORF's Public Value Centre. He emphasized the need to overcome a defensive attitude, and become more proactive in communicating the benefits PSM deliver to society. He also pointed out the need to address the task as a cross-departmental effort, as all units within an organization can contribute and benefit from it. Finally, Mr Unterberger showcased some examples of the initiatives and communication actions carried out by his unit.



DR TOMAS COPPENS

Research Department, VRT (Belgium)

Tomas Coppens offered a comprehensive analysis of the steps taken by his research department in order to assess the quality delivered by VRT. He shared insights and lessons learnt about perception and impact surveys, how to use them to understand what the citizens think about the broadcaster and how they can deliver valuable information for the managers of the company.



RUURD BIERMAN

Consultant, Media Futures and Executive Director, Dutch Cultural Media Fund
(Netherlands)

Ruurd Bierman was tasked with driving a debate session among EBU Members, who were asked about the relevance of the topics discussed during the event and the usefulness of the tools presented. Among others, representatives from YLE (Finland), BBC (UK), NPO (Netherlands), ARD (Germany), HRT (Croatia), CT (Czech Republic), RAI (Italy), RTVSLO (Slovenia), SR (Sweden), DR (Denmark) and SRG-SSR (Switzerland) shared their opinions. There was a general agreement on the need to use impact measurement to build a stronger case for PSM, and the facilitator role that the EBU must play. Many participants underlined the complexity of assessing their broadcaster's contribution to society, and commented on the need for continuous work and allocation of resources. There was also consensus that communication plays a vital role, and that complex results need to be translated into simple messages that match the needs of the targeted stakeholders.



DR ROBERTO SUÁREZ CANDEL

Head of the Media Intelligence Service,
EBU

Roberto Suárez wrapped up the 2 days, connecting the presentations with the work done by the EBU Contribution to Society project team during 2015, and detailing the expected outcome to be presented at the Winter General Assembly. He placed a special emphasis on how the EBU can help its Members to address the analysis and communication of their impact on society, ending with a poll about potential actions to be implemented. The results are detailed in the section "Next steps: 2016".

WHAT'S NEXT?

2015

In 2015, our work has been focused on defining a framework about PSM contribution to society, including the conceptualization of a new mindset, the creation of a map of the value delivered by PSM, identifying tools to assess and communicate our impact on society, and collecting best practices.

We have achieved this by working together with other EBU departments and units, including the Legal

Department, our Public Affairs office in Brussels and our Communications unit. The collaboration with our Members, who attended several workshops and this Knowledge Exchange, has also been invaluable to the project so far. In addition, we have carried out several communication actions and visits to Members to raise awareness about the importance of this initiative.

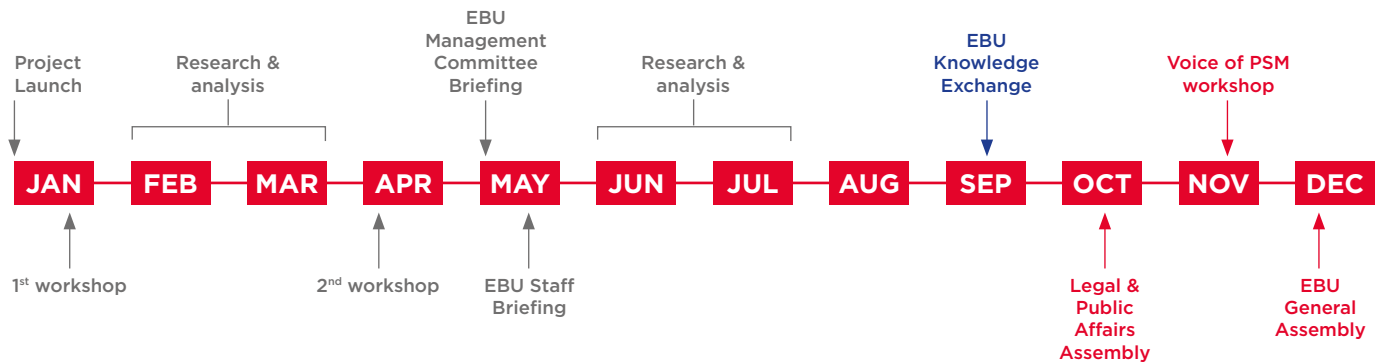
The remaining events in 2015 are:

16 October
Legal and Public Affairs Assembly, Geneva
> Presentation of the project

19 November
Voice of PSM group, Prague
> Workshop on communication strategies

3-4 December
EBU General Assembly, Geneva
> Presentation of final report

PROJECT TIMELINE 2015



2016

Following the results of our research in 2015, and considering the feedback and recommendations from our Members, the 4 areas of our activity in 2016 will be:

A) A NETWORK OF EXPERTS TO SHARE KNOWLEDGE AND BEST PRACTICES

As a professional association, the EBU can play a key role in facilitating networking and exchange of experiences. Taking into account the outcome of this Knowledge Exchange 2015, we will broaden the scope of our advisory group, offering all EBU Members the possibility participate in the activities of this community of experts on PSM contribution to society.

We will explore the best option to create a platform to disseminate the results of our work and facilitate the collaboration of Members. Once implemented, it will be essential that this community is vitalized in order to achieve the desired impact.

B) AWARENESS ACTIONS

The new mindset promoted by this project is complex, and implies overcoming strong beliefs and ideas about what PSM are and how they should perform or be managed. Therefore, helping managers and staff at our Members to understand what PSM contribution to society stands for, and encouraging them to use the developed framework will require significant effort.

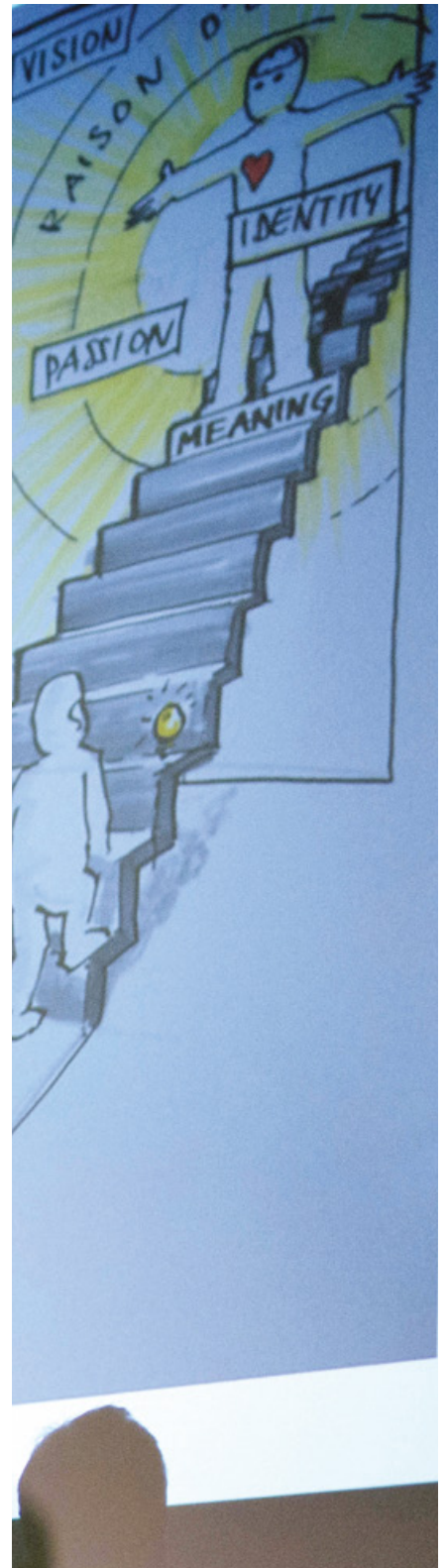
In 2016, we will continue to promote the 'Contribution to Society' mindset, by means of visits to Members, participation in events and conferences, and communication actions.

C) MEMBERS SUPPORT

We are confident that Members are ready and willing to apply the methodologies and tools suggested in our framework. At the same time, we are aware that adopting a new perspective is not always easy. Consequently, the Media Intelligence Service (MIS) will be ready to assist and advise those Members aiming to develop their understanding of the initiative and carry out related activities. Our help can range from in-house workshops and providing information on request, to presentations for your top-level management, regulators or parliament. Contact us to discuss what we can do for you.

D) RESEARCH

Gathering knowledge and best practices about how to assess and communicate our Members' contribution to society is not a one-off action. As the research hub of the EBU, the Media Intelligence Service (MIS) will continue to explore the methods, tools and trends on this topic, monitoring what is happening in other sectors and what other players are doing. We will also follow what scholars are producing, reinforcing the bridge between academia and our Members. And through regular communication actions throughout the year, ensure that all this results in added value for Members.



Follow the project at: www3.ebu.ch/psm-contribution-society

THANKS

EBU Knowledge Exchange is the result of a major collaborative effort. Therefore, it is important to thank all those made it possible:

Firstly, we would like to recognize the work of the EBU Members involved in the advisory group of the PSM Contribution to Society project, Prof. Uwe Hasebrink from the Hans-Bredow-Institut and Ruurd Bierman, who have lent their support to the project. Their ideas and feedback helped us to define the concept of the event.

We also want to thank the speakers for their commitment and generosity. They went to great lengths to adapt their presentations to our requirements, investing a substantial amount of their time.

The event would not have been the success it was without the engagement of the participants, from our Members, academic institutions and other market players. We greatly appreciate their

effort to join us in Geneva and their collaborative spirit throughout the day. The discussions and the group activities showed how bringing together people from different backgrounds, sectors and countries can result in a very valuable outcome.

From the very beginning, we had a clear idea: we need to deliver results that the participants can take with them and use in the future. That is why we engaged visual artists, photographers and a video crew. Their work has been crucial to achieving our goals, and we thank them very much for their contribution.

And finally, it is important to acknowledge the support received from our many colleagues within the EBU permanent services in Geneva, in particular our communications, special events, print-shop, facilities and kitchen staff.

Thanks everybody for making the EBU Knowledge Exchange 2015 a success story!

Until next time...

The EBU Media Intelligence Service team

PHOTO CREDITS

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