



## **Public Service Media Policies Working Group**

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# **Panel overview - Shifting the focus to a global context: The roles and opportunities of public interest media beyond the West**

## **Authors**

Dr. Minna Aslama Horowitz - University of Helsinki

## **Abstract**

For media studies and systems, the notion of One World, One Network is neither adequate as a description nor appropriate as a prescription for today's media ecology. Regions and nations differ in too many ways to make that a feasible ambition. What was once envisioned as a New World Information Order has become a problem of "information disorder" (Wardle & Derakshan 2018). Today's omnipresent global media actors are paralleled by growing polarization and distrust in media.

The public service approach to mediation is premised on a social responsibility ethos. Typically described as public service broadcasting (PSB), this approach has been deeply engaged with the digital turn since the mid-1990s and is today more often characterized as public service media (PSM). The approach is institutionalized in the West and several countries with a colonial heritage. The ethos emphasizes the promotion of democracy, pluralism, enlightenment, and cohesion.

Development efforts since the early 2000s have proven there is no uniform configuration for PSM in institutional terms. In OECD countries PSB has been weakened in a growing number of cases. Countries with a colonial heritage have a legacy of quasi-PSB state organizations that have proven unable to adapt to serve a public interest mission. Where young democracies seek to establish a public media presence they must struggle against commercial and political resistance (e.g. Voltmer 2014). The majority of the world's nations have no PSB institutional heritage and suffer from media capture by state actors (e.g., Dragomir & Söderström 2021). Development projects have largely attempted pale imitations of the BBC as a model that is unrealistic (e.g., Horowitz & Marko 2018).

Work is urgently needed to rethink the meanings, purposes, and practices of media that serve diverse, complex needs for communication in the public interest. Due to digitalization, in recent years, calls for public service internet have intensified (e.g., Fuchs & Unterberger, 2021). There is no model for a diverse assortment of specific contexts at national and regional levels. This panel explores contemporary efforts to establish channels that serve the public interest in diverse settings focused on unification, cohesion, social justice, and indigenous developments that serve the public interest. The panelists are founders of

a new global project to elaborate, over time, a renewed ethos of “media services in the public interest”. The panel will contribute to an emerging discourse about public media definitions, organizations, and activities (D’Arma et al 2020).

Chair: Gregory Ferrell Lowe, Northwestern University, Qatar

Paper 1: Marius Dragomir, Central European University, Minna Horowitz, University of Helsinki, Gregory Ferrell Lowe, Northwestern University, Qatar: The scale of independence: Challenges and opportunities of state and public media

Paper 2: Bouziane Zaid, University of Sharjah, UAE: The implications of media capture on public service media in the Middle East and North Africa (MENA) region

Paper 3: Anis Rahman, University of Washington: The possibilities for public service inter-nets at the margin

Paper 4: Winston Mano, University of Westminster, and viola milton, University of South Africa: The push for Public Service Internet in Africa: An Afrokological standpoint

Paper 5: Marta Rodríguez-Castro, Universidade de Santiago de Compostela, Spain, and Azahara Cañedo, Universidad de Castilla-La Mancha, Spain: Looking for a definition of Public Service Media’s value: a tenable and adaptable proposal

## **Submission ID**

122

## **The scale of independence: Challenges and opportunities of state and public media**

### **Authors**

Prof. Marius Dragomir - Central European University

Dr. Minna Aslama Horowitz - University of Helsinki

Prof. Gregory Lowe - Northwestern University

### **Abstract**

Public service media, if understood as the idealized BBC model, is an anomaly in the global context. Instead, a recent study of 151 countries (Dragomir & Söderström 2021) has identified seven different models of state and public service media, defined by three core

criteria of independence: Funding model, governance, and editorial freedom. The categories of the model range from fully controlled state media to public service media organizations that are independent in all aspects.

While organizations in different categories may have differing impacts in terms of audience reach, the three core criteria predict the potential impact, and challenges, of the media organizations in their national contexts. This presentation explains the categorization, depicts regional trends, and, by illustrating one case in each category, discusses the influence of, and opportunities by, different factors of independence in the respective media landscapes.

## **Submission ID**

123

# **The implications of media capture on public service media in the Middle East and North Africa (MENA) region**

## **Authors**

Dr. Bouziane Zaid - University of Sharjah

## **Abstract**

The concept of media capture provides a broad theoretical and analytical framework for exploring the implications of the major forms affecting efforts to develop public service media in the MENA region. Growth in the “politics of platforms” (Gillespie 2010) have enabled new forms of media capture that go beyond traditional implications for economics and politics to encompass “infrastructural capture” (Nechushtai 2018). This paper examines forms of media capture fueled by the platformization of news and the growing importance of global tech giants. Public service media organizations have become dependent on and captured by these AI-driven platforms for operations that include news production, audience analytics, and marketing insights. The paper examines how media and civic actors such as citizen journalists, alternative media organizations, independent reporters, bloggers, YouTubers, Vloggers, and podcasters have developed various practices and sites of resistance to bypass media capture to enable access to the public sphere and blogosphere.

## **Submission ID**

124

## **The possibilities for public service internets at the margin**

### **Authors**

Dr. Anis Rahman - University of Washington

### **Abstract**

Continuing the intellectual traditions of public service media and digital commons, a branch of critical studies is emerging, addressing the importance of Public Service Internet platforms, especially in the contexts of problematic business models, ill-fated surveillance practices, and alarming monopolies of commercial tech giants. The key idea is that alternative, advertising-free, non-commercial, collaborative, co-operative and not-for-profit internet platforms need to be and can be created from public funding and other mechanisms (Fuchs & Unterberger, eds, 2021). This paper joins the discussion with envisioning a plural and multilayered systems of public internets (as opposed to an internet or a universal public sphere) that recognize pre-existing fragmentations of digital publics and persistence of geopolitical divides that impacted previous large-scale imaginations for alternatives, such as the NWICO movement and BRICS Cable. The paper then draws attention to possibilities for public internets at rural, municipal, national, and indigenous levels aiming at challenging data colonialism.

### **Submission ID**

125

## **Looking for a definition of Public Service Media's value: a tenable and adaptable proposal**

### **Authors**

Dr. Marta Rodríguez Castro - Universidad de Santiago de Compostela

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### **Abstract**

The current global media scenario, dominated by private transnational conglomerates, brings the debate on PSM back to the forefront, forcing them to redefine their distinctive value (Van Dijck et al, 2018; Fuchs & Unterberger, 2021). Although there has been a remarkable comeback of the "public value paradigm" in Europe (see the German ARD, the

Swiss SRG SRR or the British BBC), the debate needs to be rethought from a global perspective. This paper approaches the challenge of establishing a tenable public value definition for public interest media (PIM) beyond Western and Southern Europe. The method departs from a document analysis of European PSM's regulation and corporate communication, and then develops a guided focus group with Spanish experts. The results allowed us to draft a definition of PSM's public value, which, although built from the European experience, is adaptable to the diverse contexts within which different types of PIM operate worldwide.

## **Submission ID**

127

# **Hong Kong's Public Service Media Under Siege: What Is RTHK's Future?**

## **Authors**

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## **Abstract**

The dramatic changes in the world in recent years have created huge crises for public service media (PSM). The erosion of capital and increasingly stringent government controls have led to a dramatic decline in democracy, while some PSMs have also begun to undergo significant changes. Many studies have previously examined the pressures that PSMs are facing in strong democracies, but few have focused on PSMs in neo-authoritarianism countries or countries under transitions. RTHK is one of them. As the only public service media in Hong Kong history, it has witnessed tons of political changes in this region in the past six decades. But the dramatic changes of Hong Kong in the past two years seem to have shaken the foundations of RTHK. Especially after the implementation of the National Security Law (NSL) in Hong Kong, there are voices from the industries and the academia claiming that RTHK has been deviating from its original PSM route and heading towards the Hong Kong version CCTV instead. This research attempted to explore this issue. Unlike previous studies of media freedom that usually applied survey or content analysis, this paper focused on the policies and regulations related issues. This research used document analysis to compare RTHK with PSMs in the West Balkan countries which have

undergone democratic transition and tried to identify several indicators that show whether RTHK deviated from its original route at the policy and practice level.

After analysing PSM-related policy documents and specific implementations in Serbia, Kosovo, Bosnia and Macedonia, it was possible to conclude three key issues that commonly happen to the PSMs in countries that have undergone democratic transition. These issues also happened in RTHK in the past two years. The first issue is at the organizational level. This level mainly refers to the structure within the PSM, such as nominations and appointment of management and supervisory bodies. Because RTHK is a government department, it is simple to assign a high-ranking civil servant as the director at will, though the government has been appointing media practitioners as its chief from 1986-2011 . The new RTHK director of broadcasting Patrick Li is the proof of the former. Since he took up his position in early 2021, several shows were removed and cancelled, which suggested the direct political interference on RTHK. The second issue is at the functional level. It refers to the practice in the newsroom under the charter or regulations. The common problems are lack of transparency, marginalization/politicization of supervisory bodies, and terrible editorial. Even though RTHK managed to avoid most of the functional related problems, it failed to produce high quality programs that promote citizenship and nation. Similar to the situation in Macedonia, RTHK's ways of promoting citizenship and nation are synchronizing CCTV programs and China National Radio (CNR)(The CNR frequency used to carry BBC world service), which turned the programs into the mouthpiece of the China Communist Party. The third issue is at the financial level. Consistent with the direct funding model, RTHK is directly funded by the government, which gives the government all the convenience to cut its budget, and that has taken place in the last year.

Even though the government is trying to convince the public that RTHK is still performing the public servicing role in Hong Kong, from the above discussion, it is possible to conclude that RTHK is losing its original status. Moreover, with the implementation of the NSL, the scale of RTHK's diversity is shrinking, as the trending ideologies suddenly become illegal. This research could set the foundation of future empirical research which aims to discuss the future of public servicing in Hong Kong.

## **Submission ID**

131

# **Construction Logic and Governance Efficiency of Government New Media Agency Operation —— From the perspective of interface governance theory**

## **Authors**

Dr. Yu LING - Professor at School of Journalism and Communication, Renmin University of China

## **Abstract**

The Third Plenary Session of the 18th CPC Central Committee put forward the construction requirements of "promoting the modernization of national governance system and governance capacity". New government media, that is, government accounts or applications opened by administrative organs at all levels, institutions undertaking administrative functions and their internal institutions on third-party platforms such as Weibo and WeChat, and mobile clients developed and built by themselves, etc.

This article consists of five parts. The first part "Literature Review" expounds on the key concept of "Interface Governance"; The second part explains the research methods in detail. The third, fourth, and fifth parts are the main parts of this paper, which regard the new government media as the "interface" of governance, and elaborate separately from its internal structure, interface and function, that is, organizational structure adjustment, information and action interface, and function realization. The sixth part is the conclusion and discussion, which expounds on the problems and risks existing in the operation of government new media.

The interface governance analysis framework regards the interface as the core variable of governance research, and any governance process is the construction process of the governance interface, through which the governance functions and objectives can be realized, to meet the environmental challenges.

This study mainly adopts semi-structured interviews and participatory observation, supplemented by the analysis and research of various documents. From December 2020 to January 2021, and from February to March and May 2021, the author conducted participatory observation and research in a capital media, a provincial media, and a county-level media integration center respectively.

This paper regards the new government media as the "interface" of governance. The internal structure of the new government media integrates the multi-participation system of "front desk-middle platform-back desk", and the new government media becomes the front desk interface for interaction between government, media, and citizens. Government

departments such as publicity and education center, public information office, network publishing center, media government service department, and other editing departments under the government departments and bureaus of new government media are the interface that supports the front desk operation. At the same time, the government departments and the media with multiple communication channels and user data resources are the background interfaces with basic support.

The information interface thus plays the role of output information and inputting appeals, and the action interface plays the practical function of solving problems and providing timely feedback and government services. Through the information interface, the media helps the government to release information to the public, and the public expresses their demands through the information interface, and multiple subjects interact, where information is integrated, operated, shared, and dispersed. At the same time, the media helps to classify the demands or problems reflected by the people and divert them to relevant government departments to solve them and take actions, to meet the demands of the people and form an action interface at the action interface. The integration of governance subjects interacts on the new media platform of government affairs, takes joint actions, conducts collaborative governance, and achieves a holistic response.

The function realization of the new government media as the governance interface is the function realized by the governance subject acting on the interface. The goal itself is that, as a governance interface, new government media can mediate the contradiction between government services and social needs form a governance interface for public values; The social goal is the responsibility and obligation that the governance interface, as one of the components of the complex governance system, should bear. Through the introduction of the agent operation mechanism, the governance interface of the new government media can promote the rational decomposition and reorganization of the main functions of governance, and transform the substitution mechanism of government service supply into the internal reform mechanism of professional media.

However, in the operation of this mechanism, professional media have problems and risks of resource dependence and erosion of organizational independence. In addition, whether the existing media can get these "non-market demands" depends on the media's communication power, guidance power, influence, and credibility foundation. If this foundation does not exist, then these "non-market demands" serving the party and government organs will also leave.

## **Submission ID**

184

## **Trust in Public Service Media in the Baltic states**

### **Authors**

Dr. Andres Jõesaar - Associate Professor of Media Policies

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Dr. Deimantas Jastramskis - Associate Professor at Vilnius University

### **Abstract**

Trust is a complex phenomenon. Trust in media can explain how audiences assess the role of media in providing accurate and relevant information. Despite the strong similarities in the social and political order, the Baltic states have introduced different media policies. All three countries have established dual media systems which should achieve a balance between public service and private media. In the dual media system of Baltic countries, the audiences have the opportunity to follow public service and commercial media. In the article, we put the focus on the differences of trust levels to both. We open the more nuanced picture of trust levels towards public service media among different audience groups. We claim that the different trust levels represent the different functions PSM have for the groups. For the research, the data from four comprehensive media consumption and audience satisfaction surveys in Estonia, Latvia and Lithuania (2010–2020), annual television audience surveys and statistics from institutional credibility monitoring was used.

### **Submission ID**

633

## **20 years of info-show in the European public television**

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## **Abstract**

Info-show, also known as infotainment, plays an important role in European general-interest television schedules, being consolidated as one of the main macrogenres since the end of the 1990s (Prado *et. al.*, 2020; De-Bens & De-Smaele, 2001). The proliferation of worldwide formats endorses its hybrid nature that contributes to the info-show expansion (Beck *et al.*, 2012; Biressi; Nunn, 2005; Holmes; Jermyn, 2004). In addition, these programs have a strong strategic value, highlighting the importance of format and content flows, and their adaptation to local markets (Bourdon, 2012; Jensen, 2015; Chalaby, 2008). Considering this context, this study focuses on the analysis of the presence of info-shows of the daily schedules in the last 20 years (2000-2020) from five main European television markets (France, Germany, Italy, Spain and the United Kingdom), focusing on the programming policies of public corporation channels and its comparison with the commercial ones.

This study has been carried out within the framework project "From Hegemony to Competition: Transformations of European Public Channels' Programming Strategies Over the Last 30 Years (EU5)" of the Spanish National R&D Plan, founded by MICIU-FEDER (reference PGC2018-094863-B-100) developed by Euromonitor Observatory of GRISS (Research Group on Image, Sound and Synthesis) of the Department of Audiovisual Communication and Advertising at the Universitat Autònoma de Barcelona (Spain). The focus of this project is to explore and explain the evolution of European television schedules during the last three decades of the DTT general-interest television channels from the main European television markets (France, Germany, Italy, Spain and United Kingdom) which represents 25 channels: 11 from public corporations (Das Erste, ZDF, BBC One, BBC Two, France 2, France 3, Rai Uno, Rai Due, Rai Tre, La1 and La2) and 14 from commercial ones (ProSieben, Sat.1, RTL, Channel 4, ITV1, TF1, M6, Canale 5, Italia 1, Rete 4, Antena 3, Cuatro, La Sexta and Telecinco).

In this paper, we have used content analysis to explore and describe the role of info-shows during the last two decades. Among other variables, we analyse its format or genre (catholic court, chat, debate, docucomedy, docudrama, docuserie, docusoap, humor news content, interview, reality game, reality show, talk show), the programming strategies followed in each broadcast time slot and the adaptations and mutations of the format. Among the preliminary results of the research we can highlight the consolidation of info-show, the rise and importance of reality show, reality game and docushow genre and the existence of clear quantitative and qualitative differences between markets and public and commercial corporations.

## **Submission ID**

914

# Understanding public service media innovation through work integrated learning challenges

## Authors

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## Abstract

For the last decade media innovation has been recognised as a core common value for PSM members of the European Broadcasting Union, particularly the BBC (Ofcom, 2019). It is also a goal for Australian public service media (PSM) investment, with an innovation remit encoded in the charters of both the Australian Broadcasting Corporation (ABC) and the Special Broadcasting Service (SBS). However, while PSM innovation can contribute new content formats, technologies, policies, partnerships and perspectives to the nations it serves, and the media markets it occupies, it is a widely contested aspect of PSM's societal role.

Disputes about PSM's innovation role generally stem from commercial concerns about unfair competition. However, they are also grounded in a paucity of effective documentation and analysis of PSM's novel contributions to markets and societies, their evolution, implementation and impact. Further as Donders (2019) notes public service innovation initiatives are not always well integrated into everyday broadcast practice, and so may not have a marked effect on broadcasters' multiplatform development. She argues that more participatory observation of innovation is needed to understand "how digital content production, aggregation and distribution strategies are being shaped, not only at management level, but also through the day-to-day practices of producers, journalists and so on" (p.1025)

This paper reports on the development and outcomes of a work integrated learning (WIL) project designed to engage final year undergraduate students in investigating innovation challenges for the Australian Broadcasting Corporation, in partnership with ABC staff. Drawing on interviews, surveys and focus group data it explores the way this problem-based learning experience has been developed, what it has revealed about PSM innovation and how it has impacted project stakeholders.

The paper presents the theoretical foundations for the project, in work integrated learning, open innovation and human-centred design principles. It outlines how students apply WIL principles in observing, documenting, reflecting on, and analysing innovation problems, and the challenges they face in identifying and presenting feasible solutions with measurable public value. It also outlines the difficulties that PSM staff encounter in framing innovation problems for research students, and collaborating and co-designing with one of their

hardest to reach audience groups – young people under 25. Finally, it examines the case for greater social and cultural diversity in PSM innovation projects, and suggests developments and research that could hone this experiential learning model for better analysis of PSM innovation.

Keywords: public service media, work integrated learning, media innovation, human centred design

## **Submission ID**

1461

# **Evolutionary Strategies: PSBs and Video on Demand Services**

## **Authors**

Dr. Alessandro D'Arma - University of Westminster

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## **Abstract**

Overall, Public Service Broadcasters (PSBs) have adapted well to past technological and market changes, such as commercial multichannel television in the 1980s and digital television from the late 1990s onwards. Since the latter part of 2000s, the coming together of television and the Internet ushered in the era of online TV (Johnson, 2019). In some cases, notably in the UK, starting in 2006, PSBs pioneered Video on Demand (VoD) services (Michalis, 2022). But the television market has been transforming significantly since, with the advent of multi-territorial SVoDs, and ongoing processes of internationalisation, commercialisation, platformisation, datafication and increasing on-demand consumption (Evens & Donders, 2018; Lotz, 2018). This paper will build on the few comparative studies available (e.g., D'Arma et. al, 2021) to examine how PSBs have responded to these transformations, the challenges they face and their strategies in relation to VoD services. In particular, it examines how PSBs themselves view VoD services within the broader market context and how they relate them to their public service remit. At a time when the media environment is undergoing significant transformations, which in turn have accentuated the economic, political and social pressures upon PSB, where do PSBs stand? The paper refers to various examples of PSBs in technologically advanced media markets, cognisant of the national specificities of each case. Drawing on a range of documentary sources including market research, policy reports, organisational documents as well as scholarly analyses and the trade press, the analysis will consider how national variations in funding

regimes, market size, language, regulatory frameworks and industry structure may influence the challenges and, in turn, shape PSBs' strategic responses. The paper will focus on various dimensions of PSB overall VoD strategy, including funding models, collaborations (with other PSBs, commercial broadcasters and/or multi-territorial SVoDs), type and range of content on PSBs' own VoD services, data policy and personalisation strategy.

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#### **Submission ID**

1991

## **A Three-layered Model to Understand the Use of AI by Public Service Media**

#### **Authors**

Dr. Minna Aslama Horowitz - University of Helsinki

Prof. Hilde van den Bulck - Drexel University

Prof. Marko Milosavljevic - University of Ljubljana

#### **Abstract**

In most European democratic societies, public service media (hereafter: PSM) hold a, sometimes shaky but overall persistent, position as a cornerstone of the media and

communication landscape, encompassing ideals and values such as nation-building, universal access, and diversity of content. In contemporary fluid digital ecosystems, technological development and a drastically innovative environment are producing unforeseen conditions, particularly the developments regarding artificial intelligence (hereafter: AI) and user data, needed for algorithms and machine-learning processes within AI. These transformations raise specific points of attention for PSM due to its unique legal and societal position within different national media ecosystems.

AI and its implementation particularly in media production and distribution brings both opportunities for PSM development and challenges to their role and their key values, particularly to universality and to diversity. Studies show that these AI-related technological innovations come with opportunities and challenges, some generic to legacy media but many specific to PSM. These analyses also show that PSM organizations, to various extents, are involved with existing automation and algorithmic systems as key aspects of AI, as part of media production and recommendation dynamics but also in developing their own systems for more diverse)exposure and personalized services.

For one, to stay relevant, PSM must invest in personalization and customized services that allow for better provision of relevant content, answer audience expectations, and create additional audiences as well as, in cases of mixed financing, additional revenue. At the same time, several features of these innovations can undermine some of PSM's historical, core values like inclusiveness, universality, and respect for the welfare of the audience-as-citizen, including privacy. These core values guarantee PSM's continued, if contested, mandate and public financing and, most of all, audiences' trust in the institution.

This contribution develops a three-layered theoretical-analytical framework that positions the use of AI by PSM organizations in their economic-political-cultural context, within its specific position in media industries, in the context of organizational-innovation cultures, and in the context of (target) audiences. The model highlights the factors that determine (1) how different organizations choose to deploy AI and (2) what specific PSM values and principles – as well as related challenges – guide those choices.

Subsequently, the contribution applies the model combining market data, secondary research on innovation cultures in PSM organizations, and on the use of AI by PSM, as well as original data from a questionnaire and semi-structured in-depth interviews with key practitioners at selected PSM institutions in Europe. These countries represent small but rich media markets, with robust PSM organizations that have invested to a great extent in digitalization. The aim is to examine how these 'harbinger' PSM organizations address the complex dilemmas created by the opportunities and threats of AI and how the three layers of the model can help explain this.

The contribution provides significant insight into the innovation (or disruption) proceedings in these PSMs, the relationship between technology and management issues as well as

specific public-value expectations, thus offering relevant insights for global PSM organizations as well as for media industries in general.

## **Submission ID**

2112

# **Digital Platform WorkBC Public Employment Services During COVID19 in the Context of Canada**

## **Authors**

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## **Abstract**

This paper presents an empirical study about single national case-studies Digital Platform WorkBC Public Employment Services during COVID19 crisis in the context of Canada. The aim of this research is to explore how to effectively map and analyze the diversification of digital public service and state-administered platforms and ecosystems, beyond their broadcast roots focusing on migrants and indigenous communities. Digital WorkBC employment services communication platforms have been replacing traditional in-person service during COVID 19 in the BC province of Canada. Focusing primarily on the digital government public employment services platform WorkBC that used in the BC province of Canada, this research is to gain a better understanding of the digital public employment services, what advances can be developed for migrants and indigenous communities that with multi-barriers. The study examines e-government and digital WorkBC Centre employment services communication platform through the lens of the WorkBC staff. This paper employ SWOT analysis to examine the content and delivery of message for WorkBC Employment Services on different digital platforms as well as the intended and unintended effects of these communication efforts through virtual services, the challenges that government digitalization created and affects to migrants' (with English language barriers) access to the digital public services, presents strategies on how WorkBC promote its policies and activities in providing unique and interactive opportunities to the public, and advocating for sustainable employment during COVID19 crisis in Canada. This study draws on key findings to highlight some fundamental characteristics of effective governmental communication. The key findings show that digital engagement in the Canadian context public employment service is a complex phenomenon involving government agency, contextual circumstances and intercultural communications. This study presents recommendations for

effective communication strategies delivered via appropriate platforms that tailored for diverse audiences reflecting diversity and inclusion for migrants and indigenous communities in BC province of Canada, and to engender maximum support and participation.

## **Submission ID**

2384

# **How do creative ideas spark? A study on innovation processes in European Public Service Media**

## **Authors**

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Dr. Miguel Túnñez López - Universidade de Santiago de Compostela

## **Abstract**

As one of the crucial values stated by the EBU for Public Service Media, innovation a forceful task for European PSM; but also, a necessary tool to compete in the increasingly complex media landscape. On this regard, the structure of the innovation departments, the internal innovative processes, the upstream and downstream communication, and the collaborative cultures of the different corporations play a significant role in defining the mid- and long-term strategies regarding content, technological advances, and upcoming services.

Drawing from a series of 25 semi-structured interviews with the heads and middle managers of the different innovation departments in 15 of the main European Public Service Broadcasters (BBC, RAI, RTVE, NPO, RTP, SVT, YLE, VRT, RTBF, FRANCE TV, ZDF, UA:PBC, RTÉ, DR, RTS), this article aims to paint a picture of how these departments are structured, their overall role in the corporation, their relation with the other departments, their internal communicative processes that enable the emergence of new ideas and also their views on how innovation should be managed on European PSM. Another objective of this article is to compare these processes and formulate ideas and recommendations on how to most efficiently manage the implementation of changes in these corporations.

Early results suggest that there is a notable tendency to structure innovation departments as 'consulting expert groups' or 'boutique' departments recurring to them for a variety of

purposes: technological challenges, format ideas and even workplace management. This implies to some degree that a solid strategical definition of these departments is still to be constructed. Some examples of innovation structures can be analyzed through McKinsey's theory of the 3 horizons of growth (YLE, NPO): the first horizon referring to the current services at the corporation; the second as a test-place of consolidated new ideas; and the third one as the experimental horizon where ideas are still being distantly rehearsed.

## **Submission ID**

2589