



UNIVERSITY OF  
**OXFORD**

REUTERS  
INSTITUTE for the  
STUDY of  
JOURNALISM

# Corporate Culture in PSB

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Warsaw

1<sup>st</sup> March 2012

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# PSB systems?

- Each 'system' unique
- Common trends/challenges?
- Indicative solutions?

# New Challenges

## Technology & Markets

- Digitalisation & Internet > choice & competition
- New approach to PSB

## Consumer behavior

- Multiple sources of news/multitasking
- Social media & interaction

## Adaptation?

- Services
- Managerial
- Culture

# Complex expectations

- Multiple goals and measures
  - Efficiency
  - Effectiveness
  - Audience reach/share
  - Commercial Revenues/Distinctiveness
- Multi-layered Policymaking

# Multiple lines of accountability

- Accountability to multiple stakeholders
  - Government
  - Parliament
  - Industry
    - Producers/competitors/trade unions
  - Opinion formers/creative community
- The Audience?

# Modernisation

- Using new delivery systems
  - Retaining existing audiences
  - Reaching new audiences
  - Maximising impact of expensive content
- But places PSB in conflict with competitors
- Balancing modernisation with market impact?

# Why Culture?

## Conventional PSB toolkit

- Governance/Regulation
- Independence
- Funding

## Culture matters

- Incomplete contracts/new challenges
- Success depends on people

## Two dimensions

- Political culture
- Corporate culture

# Internal facing Culture

- Foster Creativity & innovation
  - Safe spaces to experiment
  - But avoid bureaucratic culture
- Foster technical innovation
  - Develop staff
  - Bring in new skills
- Value for money
  - Focus Investment on clear objectives
  - Measurement of both Efficiency and effectiveness



# External Facing Culture

- Accountability
  - To audiences as well as politicians
- Autonomy & Independence
  - To protect creativity & journalistic autonomy
- Market focused, not market following
  - Competitive and distinctive
  - Compete where adds value

# The dilemma

- Foster innovation & creativity required in challenging times....
- While remaining distinctive...
- ...combining accountability & efficiency...
- + journalistic and managerial independence!

# BBC Model

## Constitution & Culture

BBC Charter  
guarantees  
independence



But what matters...

- Reputation and popularity
- Culture of professionalism rather than placemen
- Competitive journalists & programme makers
- BBC Trustees individuals not representatives

# French Model

## Contract based

State writes  
detailed contract  
with regular review



### Prescribe & Control

- Detailed requirements
- Annual reviews
- State stays close

# Elements for PSB success in challenging times

## Effective Governance

Independence

Accountability

Efficiency

## Cultures

### Political Culture

- Values Independence
- Trust and delegate
- Accountability to audience not state

### Corporate Culture

- High trust
- Values initiative & creativity
- Open to renewal
- Competition welcomed
- Focus on distinctive output
- User as citizen +consumer



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