

The Changing Nature of Political Case Making for Public Service Broadcasters

Robert G. Picard

Media Management and Transformation Centre, Jönköping International Business School

The legitimacy of PSBs is a negotiated solution in a specific political context

▶ The traditional context

- ▶ Limited Spectrum
- ▶ Limited number of broadcasters
- ▶ Elite desires to use broadcasting for education and social control
- ▶ Elite desires to protect the public against propaganda and suspect ideologies
- ▶ Opposition of newspaper publishers to advertising supported broadcasting

▶ The contemporary context

- ▶ Abundant choices of sources for news, information and entertainment
 - ▶ Reduction in public reliance on public institutions (church, state, parties, unions, PSBs)
 - ▶ Decreasing acceptance of ambiguous social service objectives
 - ▶ Increasing cost of media use to users
 - ▶ Increasing commercialism of PSB operations
 - ▶ Opposition of commercial firms to PSB advantages and new activities
 - ▶ Discussion of PSBs moving to electoral politics in some nations
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The Discourse of Legitimacy

- ▶ **The traditional discourse**
 - ▶ Necessity due to market failure
 - ▶ Virtue and rectitude of non-commercial operations
 - ▶ Accountability of PSBs to the public
 - ▶ Once established, PSB discussions primarily to place in small, elite governing areas involving PSBs, governing councils, and parliaments
- ▶ **The contemporary discourse**
 - ▶ Shifting to consumerism and competitive equity
 - ▶ Is involving far more players than in the past
 - ▶ Oversight boards, regulatory agencies, parliaments, competitors, the general public, advertisers, and political parties
 - ▶ PSBs are primarily maintaining their familiar discourse, emphasising social service, reliability and reputation



What is Politics and Political Case Making?

- ▶ **Collective decision making within institutions**
- ▶ **Government, electoral politics, markets, and property are all institutions**
 - ▶ The later three are increasingly influencing PSB funding, strategy, operational limits, and performance expectations
- ▶ **The future of PSBs will not be determined primarily by public choices involving state apparatuses**
 - ▶ Private choices involving the market and consumers will play a major role
- ▶ **Case making must be made to government, consumers, platform providers, competitors, and directly to the electorate.**



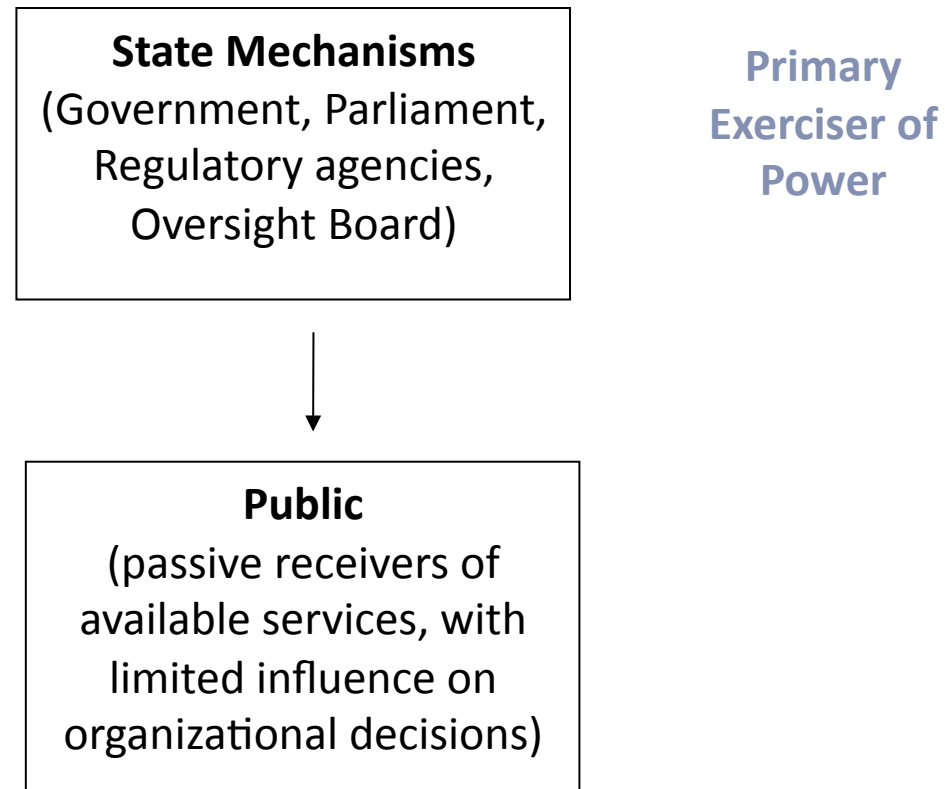
PSBs have Traditionally had a Government Centric Approach to Case Making

- ▶ **Organizational structures were created to**
 - ▶ to provide performance assessments
 - ▶ to create arguments for PSB positions
 - ▶ to liaise with oversight boards and regulators
- ▶ **Most have been small, but rather effective entities for government related activities**
- ▶ **The case making structures of most PSBs are unsuited to the task of case making to non-governmental stakeholders, in broader arenas, and for carrying out social persuasion**



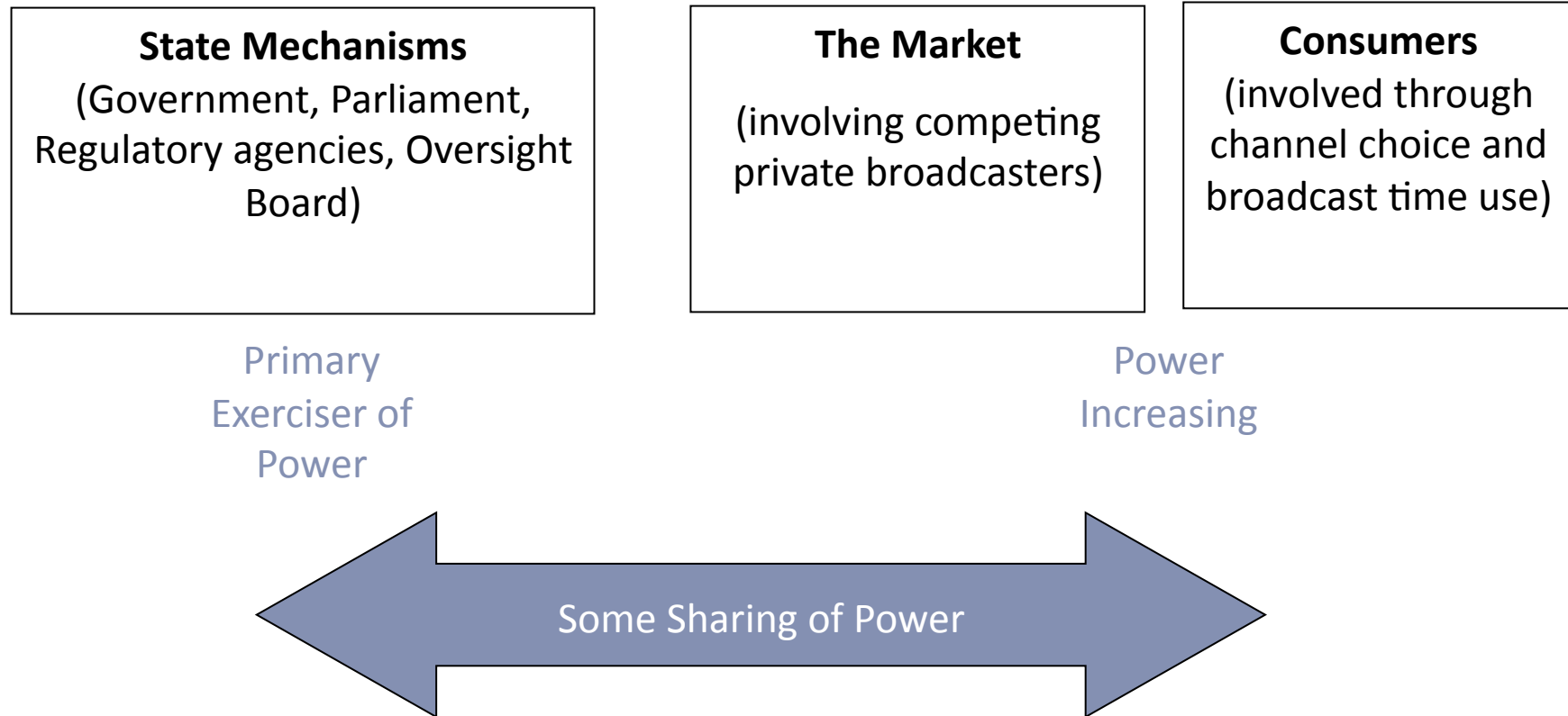
3 Phases of PSB Case Making

Government Centric Stage



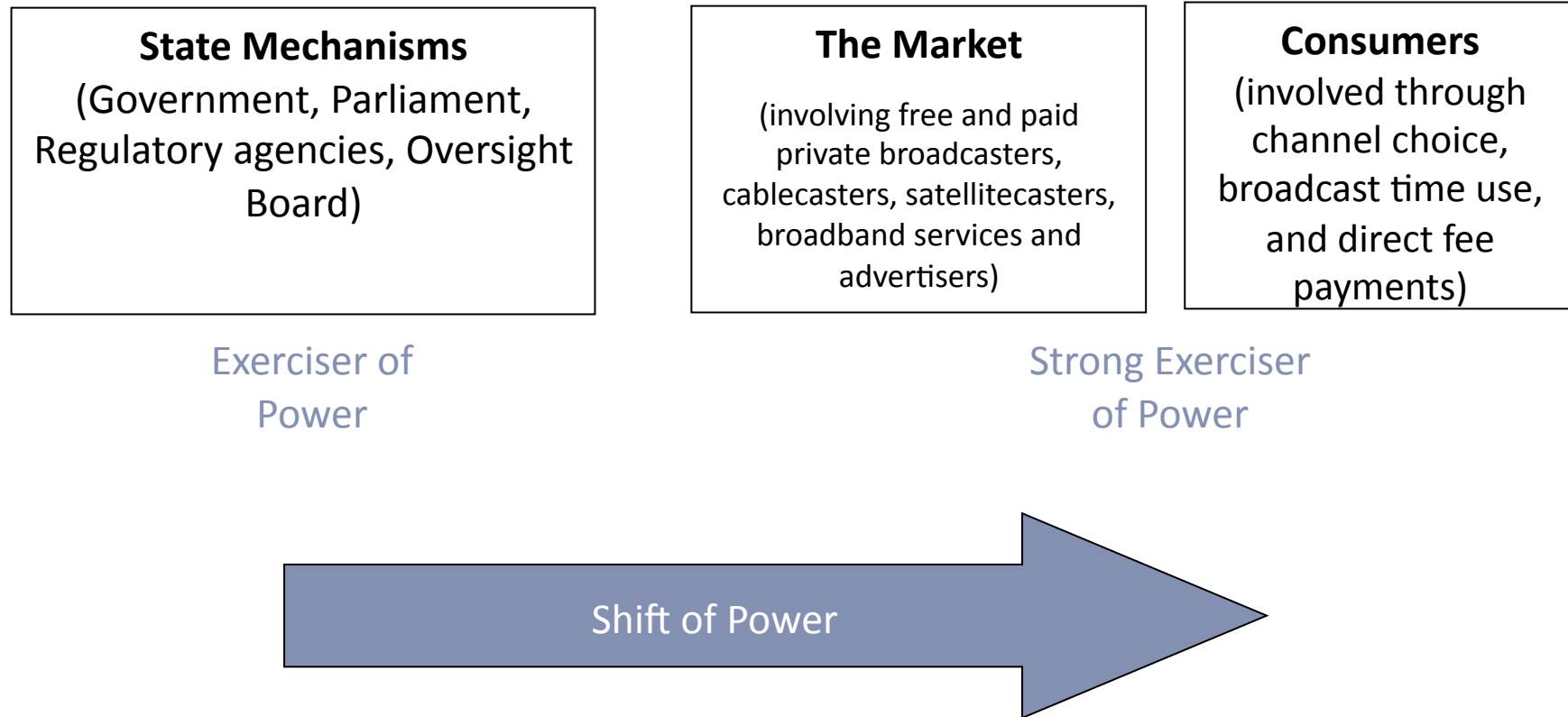
3 Phases of Case Making

Diffusion of Power Phase



3 Phases of Case Making

Power Shift Phase



Challenges

- ▶ Case making in the market needs different logic and types of performance measures
- ▶ Greater need for business intelligence and market research
- ▶ Necessity to recognize how private interests and choices play a role in decision making
 - ▶ Case making cannot dismiss the significance of these in achieving many public objectives for communication systems
- ▶ Case making to the public requires different mechanisms
 - ▶ Need to understand that public holds PSB in different regard than in the past



The Threat

- ▶ **Organizations exist to serve purposes.**
 - ▶ If they no longer serve necessary purposes, if they cannot evolve to serve other purposes, or if they cannot make a clear case for their continuance they will decline and disappear
- ▶ **Making the case to oneself and those equally convinced of the importance of PSBs is not enough**



Opportunities

- ▶ Developing organizational abilities to regularly make the PSB case in multiple arenas to growing number of stakeholders
- ▶ Engaging in a wider variety of advocacy, agenda building, and issue management activities
- ▶ Understanding consumers, consumerism, and engagement with customers
- ▶ Engaging citizens and influencing electoral politics relative to PSBs
- ▶ Seeking a new negotiated settlement in the wider scale of politics

