

<b>Institution:</b> London South Bank University		
<b>Unit of Assessment:</b> 34: Communication, Cultural and Media Studies, Library and Information Management		
<b>Title of case study:</b> <i>Creating knowledge exchange frameworks to accelerate technological and cultural adaptation in public service media and the media ecologies of SE England</i>		
<b>Period when the underpinning research was undertaken:</b> 2015 – 2019		
<b>Details of staff conducting the underpinning research from the submitting unit:</b>		
<b>Name(s):</b>	<b>Role(s) (e.g. job title):</b>	<b>Period(s) employed by submitting HEI:</b>
Professor Lizzie Jackson	Director of Research of the School of Arts and Creative Industries	2015 – present
<b>Period when the claimed impact occurred:</b> 2015 – 2020		
<b>Is this case study continued from a case study submitted in 2014?</b> N		
<b>1. Summary of the impact</b> (indicative maximum 100 words)		
<p>Jackson &amp; Glowacki's joint research evidenced how public service media (PSM) needs to adapt to maintain relevance in on-demand, participatory, multi-platform media through the accelerated adoption of high technologies and large data flows via private-public creative ecologies supporting knowledge exchange. This is being actioned for beneficiaries by Jackson at international and regional levels, through novel collaboration frameworks informed by the research, which include the BBC and its peers in Austria, Denmark and Germany as well as the European Broadcasting Union and The Public Media Alliance. These frameworks bring traditional and high-tech producers together. The research has also directly informed the creation of three clusters to support networked high-tech production in the moving image in SE England funded by the European Regeneration and Development Fund (2020-2023, GBP6,100,000). The three 'Hubs' bring SMEs and university researchers together to create innovative products, services and experiences.</p>		
<b>2. Underpinning research</b> (indicative maximum 500 words)		
<p>Public Service Media (PSM) worldwide are losing audiences, undermining their positions as national broadcasters providing universal access and value to citizens and nations. Conversely, international media who use data for analytics and distribution are gaining audiences through their ability to reach audiences when, where, and how they want. Increasingly complex technologies ('high technologies') used within well-functioning media ecologies that include the wider creative industries are better able to pivot in response to changes in market and audience behaviours.</p> <p>Professor Lizzie Jackson, London South Bank University (LSBU), and Dr Michal Glowacki, University of Warsaw, undertook the first in-depth international study of the internal organisational cultures of ten high technology clusters and their co-working spaces in North America and Europe. <i>'Public Service Media in the Digital Mediascapes: People, Values and Processes'</i> (2015-2019), funded by the Polish Science Centre (2015-2019), identified values, practices and knowledge exchange strategies to support collaboration between PSM and these media ecologies. Research was conducted in the USA and Europe with businesses and also with the following PSMs (at least one per location): Austin &amp; NPR Station KUT; Boston/Cambridge &amp; Public Radio Exchange; Detroit &amp; Detroit Public Radio WDET with Detroit Public TV; Toronto &amp; CBC, London &amp; BBC; Brussels &amp; Vlaamse Radio and VRT; Vienna &amp; ORF; Copenhagen &amp; Danmarks Radio; Tallinn &amp; ERR; Warsaw &amp; Polskie Radio; PR &amp; Telewizja Polska and TVP. Research data were collected via over 150 semi-structured interviews,</p>		

observational city 'walkabouts', visual analysis of 500+ photographs, and examination of 'grey literature' such as company reports, city strategies, and news reports.

Findings show that many firms in business clusters oriented towards 'high technologies' share compatible values with PSM, such as supporting the circular economy, health and wellness, or combating climate change. However, the entrenched Fordist (linear and bureaucratic) organisational structure, governance and culture of PSMs hampers collaboration and adaptation due to the following differences in approach:

**Entrepreneurialism vs. Islands of Innovation:** Firms in high technology clusters are entrepreneurial, tolerating risk. PSM have lower entrepreneurialism, typified by isolated individuals in small R&D departments and few incubation or acceleration programmes [R1, R2, R3, R5, R6].

**Agility vs. Rigidity:** High technology firms have fluid organisational structures supporting continuous change. Trust relationships across the ecology are developed through training, networking, and events. PSM is departmentalised. 'Referral upwards' decision-making counters change [R1, R2].

**Pro-Social Workspaces:** High technology firms and clusters support knowledge exchange and relationship building in cafés, project spaces, communication booths, roof gardens, 'chill-out' spaces and discussion corners. While several PSM have adapted their offices to provide pro-social spaces, they don't have the support frameworks to instigate and scale up collaborative projects [R1, R2, R3].

**Communities of Practice vs. Contractual Frameworks:** The Community Manager is the most critical employee in collaborative ecologies, sustaining the communities of practice. Projects can be progressed virtually using collaborative online platforms such as Slack. When projects hit problems, face-to-face meetings temporarily resume. In contrast, PSM largely commission suppliers through Commissioning Editors, bypassing more collaborative processes [R2, R3, R4, R6].

**Technology-oriented Neighbourhoods vs. Corporate Headquarters:** High technology clusters are almost exclusively found in inner-city regeneration areas supported by City Halls. The great majority of PSM are located in cultural or civic districts, indicating long-standing strategic orientations [R1, R3, R4, R5, R6].

### 3. References to the research (indicative maximum of six references)

*All the publications have been through a rigorous peer-review process. R1, R2 and R3 are submitted as outputs for REF2021 in UoA 34.*

[R1] Jackson, L.H. (2020) Datafication, Fluidity, and Organisational Change: Towards PSM 3.0. In RIPE@2019, Gothenburg: Nordicom. <https://openresearch.lsbu.ac.uk/item/88q91>

[R2] Jackson, L.H. (2020) Models of Co-working in Toronto's Downtown Creative Districts in Media Clusters, Picone, I & Komorowski, M (Eds.). <https://openresearch.lsbu.ac.uk/item/88576>

[R3] Jackson, L.H. & Glowacki, M (2019) Watching People: Observations in The Handbook of Methods for Media Policy Research, Palgrave.

[R4] Jackson, L.H. (2017). The potential of machine mediation in the maintenance of public service media. In B. Dobek-Ostrowska, and M. Glowacki (Eds.), Public Service Media Renewal: Adaptation to Digital Network Challenges Peter Lang. <https://openresearch.lsbu.ac.uk/item/86zy7>

[R5] Jackson, L.H. (2016). Finding Public Service Media in a Global Mediascape. In G. Lowe, and N. Yamamoto (Eds.), Crossing Borders and Boundaries in Public Service Media (185-200).

Gothenburg, Sweden: Nordicom. <https://openresearch.lsbu.ac.uk/item/87540>

[R6] Glowacki & Jackson (2016), *Public Service Media Management for the Twenty-First Century: Creativity, Innovation, and Interaction* New York and London: Routledge.

The full report for industry from the study can be found here:  
<https://www.creativemediacusters.com/findings>

#### *Funding for the research*

The research was awarded the largest grant given for media research (EUR65,000) by the Polish Science Centre after robust and competitive peer review. The findings have also generated further international research collaborations as well as advisory papers for policy-makers (OFCOM and the Greater London Authority).

#### 4. Details of the impact (indicative maximum 750 words)

##### 1. Provoking international discussion on PSM Organisational Change

Professor Jackson's findings were used by the Ex-Director General of the Danish Broadcasting Corporation (DBC) in his change programme with DBC to assist collaborative working between departments; "*I see the importance and value of the follow-up projects initiated by Professor Lizzie Jackson and London South Bank University, bringing other research institutions, PSMs (for instance BBC, ZDF [German PSB], CBC [Canadian Broadcasting Corporation]) in close operational contact with (clusters of) creative companies/institutions in related industries*" [S1]. The Head of Public Value at ORF [Austrian PSM] distributed early indicative findings via ORF's annual public value report 'TEXTE' to stimulate discussion; "*addressing change [is] desperately needed, facing structural conservatism in the inside world of PSM*" [S2].

The research findings in the form of the report for industry were distributed to the 115 members of the [European Broadcasting Union](#) (EBU) from 56 countries and the [Public Media Alliance](#), a global organisation with members in 54 countries. The Head of Strategy and Media Intelligence at the EBU commented that the report "...explains in a succinct and clear way what key aspects PSM managers need to address if they want their organizations to change and have a future." [S3] and that the report had "*created quite a stir*". As partners on the EBU's 'Media Road' project, Jackson and Glowacki presented their findings to 100 attendees at the closing event in Brussels (23<sup>rd</sup> August 2019) for Horizon Europe Call designers and PSM strategists.

##### 2. Developing new Knowledge Exchange Frameworks for PSM

The following impacts were achieved:

###### *(a) PSM and young audiences*

Professor Jackson led a one-day workshop organised with 25 young people, aged 16-18, and PSM managers in 2017 to test collaborative working. These included a Senior Audience Planner for BBC Digital Platforms; an ex-Head of Strategy and Transformation for CBC News and Canadian Broadcasting Corporation; an advisor to Childnet International and ex-Senior Policy Advisor, BBC; and the Head of Public Value at ORF. The ORF Public Value Head acknowledges that "*digital transformation is an obvious challenge, calling for change and innovation...the results from the 3 years research project turned out to be substantially useful. Its international horizon created intellectual access for PSM in different regions, its grassroots perspective delivered an outstanding amount of insight of the needs and expectations of the digital generation.*" [S2]. He took the findings from the workshop back to Austria to organise similar consultations between ORF and young people. Subsequent collaboration between BBC R&D, CBC, Ryerson University, Toronto, ZDF and the University of the Ruhr led to a novel researcher-industry network: the [Youth, Media, and Culture Network](#) [S4]. This new network recently responded to a public consultation on the future of the BBC, on behalf of young people. It is also beginning to aggregate industry, international scholars, and advocacy organisations such as the

Children's Media Foundation.

(b) *The International Association of Public Media Researchers* Professor Jackson is the founding President of the [International Association of Public Media Researchers \(IAPMR\)](#) [S5] launched in 2018 and incorporated in 2020. The Association draws together innovators from industry, researchers, regulators, policymakers, and PSM managers. IAPMR is now financially supported by the European Broadcasting Union (EBU). It is the first initiative of its kind to provide a global mechanism for aggregating previously siloed research on the public service media from academics and industry. IAPMR shares resources with the Public Media Alliance. The EBU's Manager of Media Intelligence Services explains their support for the IAPMR and the benefits it brings: "Through this partnership with IAPMR, the EBU is keen to support and advance much-needed research on public service media, bridging academic research and public broadcasters' need for insights" [S6]

### 3. Three Networked Production Centres for Moving Image Innovation

As the Principal Investigator, Professor Jackson won a GBP6,100,000 (£6.1m) European Regional Development Fund (ERDF) grant (June 2020 - September 2023) to draw together researchers and small and medium-sized enterprises (SMEs) to create innovative products, services and experiences in three networked production centres in Canterbury, Maidstone and Folkestone. The adoption of Virtual Production (the convergence of film and gaming) will be a focus and international eBusiness for moving image firms. Direct beneficiaries include SMEs, communities in Kent, East Sussex and Essex, and existing creative clusters in Ashford, Medway, Eastbourne, Hastings, and Southend. The proposal for this work was directly informed by the results of Professor Jackson's research, which showed the benefits of advanced partnership frameworks allowing digital collaboration within and between SMEs.

Using collaboration frameworks taken directly from the research project three production Hubs and a large cloud and online networking facility have been created to form the Hi3 Network [S7]. Hi3 began operating in June 2020 across SE England, in Essex, East Sussex and Kent. Led by Professor Jackson and LSBU, the partners include: Screen South, Creative Folkestone, and Maidstone Studios Limited, with higher education partner Canterbury Christ Church University. The outputs support the strategic aims of the [South East Local Enterprise Partnership \(SELEP\)](#) by providing three studios, six edit suites, three co-working spaces and a fast cloud/internet network. This enables the film, television, gaming, and editing and postproduction sectors to collaborate, further adopt advanced technologies, and explore international eBusiness opportunities.

The Deputy Chair of SELEP remarks:

*"[Professor] Jackson's research evidenced a market gap and demand for the project, which substantiated the grant application. The real world impact so far has been the socialisation of the project across the SELEP region, which is considerable (spanning Essex, Thurrock, Southend, Kent, Medway and East Sussex) and which generated both support and delivery partners in terms of match funding and resource for the project. It has also raised the profile beyond sector specialists across SELEP, of technological needs of businesses in this sector and the way in which it can be provided through both capital and revenue business support activities [S8]*

Locate in Kent (the official inward investment agency for the county of Kent) draws attention to the role of Jackson's research in supporting Kent as a creative hub:

*"[Professor] Jackson's research supports the business case for the existing co-working infrastructure in Kent and contributes to Kent's value proposition as a creative, cultural and innovation hub to regional national and international decision makers. Her research...serv[es] to highlight the critical success factors for their operations and to demonstrate the opportunity for growth and collaboration in the region." [S9]*

Creative Folkestone (an arts charity dedicated to transforming Folkestone through collective

creative activity) has seen positive advantages from the work:

*“This has enabled us to work far more closely with Screen South than before, and to formalise our partnership, bringing them into our facilities at digital:glassworks. We are particularly excited about the access to increased cloud and network capacity that will facilitate collaboration and co-working across the South East for us.” [S10]*

#### 5. Sources to corroborate the impact (indicative maximum of 10 references)

[S1] Testimonial from Ex-Director General of the Danish Broadcasting Corporation

[S2] Testimonial from the Head of Public Value at ORF (Österreichischer Rundfunk, an Austrian public service broadcaster).

[S3] Testimonial from the Head of Strategy and Media Intelligence at the European Broadcasting Union

[S4] The [Youth, Media, and Culture Network](#) (active from 2018 onwards) is affiliated to the International Association of Public Media Researchers. As a direct result of this new initiative Lizzie has been invited (2021) to be a member of the Advisory Board of the [Children’s Media Foundation](#) to support advocacy for UK Children and Young People in media and policy spheres.

[S5] The [International Association of Public Media Researchers](#) was conceived in 2018 and launched in 2020. The Association draws together researchers from industry and academia with public service broadcasters to accelerate the evolution of public media worldwide through actionable research relating to the development of new forms of content, policy, organisational models, financial frameworks, producer-audience collaborations.

[S6] Testimonial from the Manager of Media Intelligence Services, European Broadcasting Union.

[S7] [The Hi3 Network https://sbi-final2.webflow.io/hi3/home](https://sbi-final2.webflow.io/hi3/home)

[S8] Testimonial from Deputy Chair SELEP, Chair Creative Estuary, Co-chair South East Creatives Enterprise Network & The Thames Estuary Production Corridor.

[S9] Testimonial from Head of Partnerships, Locate in Kent.

[S10] Testimonial from Deputy Chief Executive, Creative Folkestone.