

ABSTRACT SUBMISSION

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**Data Strategies and Public Service Media.
Examining A Generic Public Value Scorecard Model**

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ABSTRACT

Problem background

Big Data (BD) is a new, exciting and increasingly used technological concept in academia, business, and policymaking across many industry sectors, but with high levels of ambiguity concerning its value, applicability and productive potential.

This paper maps key issues of Big Data for Public Service Media (PSM). It reviews selected key literatures and develops a Public Value Scorecard model to examine effects of Big Data on PSM programming and strategizing. It clusters and thematically analyzes data's key challenges

for PSM alongside six key PSM value challenges dimensions: data quality, content development, audience insight, organizational culture, business value, and privacy and trust.

Argumentation

Our argument is two-fold: (1) We acclaim the mission of the European Broadcasting Union's initiative on data which states that "well-adapted big data strategies can help PSM organizations in many different ways including understanding cross-platform audiences, creating powerful data journalism stories, enhancing the audience experience, boosting content creation via data-driven editorial production and programming, streamlining business processes, and identifying new products and services to offer"; and (2) We argue that the "data phenomenon" and process of datafication requires much closer attention to advance theoretical understanding beyond technological issues that server data, social media data, rich customer databases and return path data can deliver.

Hence, in order to organize our doubts, the primary purpose of our study is to:

- (1) Undertake an interdisciplinary literature review on the concept of datafication and its challenges to PSM, drawing largely on secondary sources (academic literature from various perspectives, reports of the European Broadcasting Union), and interviews with industry practitioners and other key informants
- (2) Delineate the key challenges of datafication for PSM and PSM values, in order to make strides towards the construction of a conceptual bridge between datafication and its potentials for creating (or destroying) PSM values in a networked media society context
- (3) Develop key propositions as first principles of a conceptual model analyzing the legitimacy and utilities of strategy responses of PSM as they adopt technologies such as AI and BDA in order to advance processes of datafication
- (4) Build a generic Public Value Scorecard model on examining and predicting relationships between data and datafication strategies of PSM and PSM values (objectives and performance measures) based on the Balanced Scorecard model

Method

Our model is based on the Balanced Scorecard model in order to provide PSM decision-makers with a guideline regarding PSM-specific data strategic objectives and performance measures. The model shall be initially evaluated and tested against interview data drawn from interviews with PSM practitioners in Europe (on EBU level, and on country-level case from Austria, Poland, Germany, and the Netherlands).

The Balanced Scorecard (Kaplan & Norton, 1992) has proven to be one of the most influential management tools. Kaplan & Norton have compared it to a cockpit: The Balanced Scorecard provides all information to view performance in several company areas simultaneously and coordinate strategic efforts. Its content depends on each company's individual needs. Strategy-specific objectives and performance measures must be found, which is a challenging endeavour.

Keywords

Audience engagement
Balanced Scorecard model
Big Data
Business strategy
Media Management
Key objectives

Performance measures
Public service broadcasting
Television Broadcasting
Model design
Pilot testing