

# Strategic Management - or: a denial of transparency!

Broadcasters and Producers in ‚Public Service  
Broadcasting‘

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Main objective:

Exploring the factual current status of network linking broadcasters and producers in Germany's dual system of (television) programmes.

First international presentation of results was in 2016 at EMMA Conference in Porto.

In an attempt to expand the observed interdependencies, the 2nd logic (methodological) step to get an answer to that would have been qualitative analysis of production companies management.



Imagine: How many of the 69 companies were willing to talk to us?

**NONE**

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Reactions to findings showed us that it's a highly relevant topic within a rather cautious field.

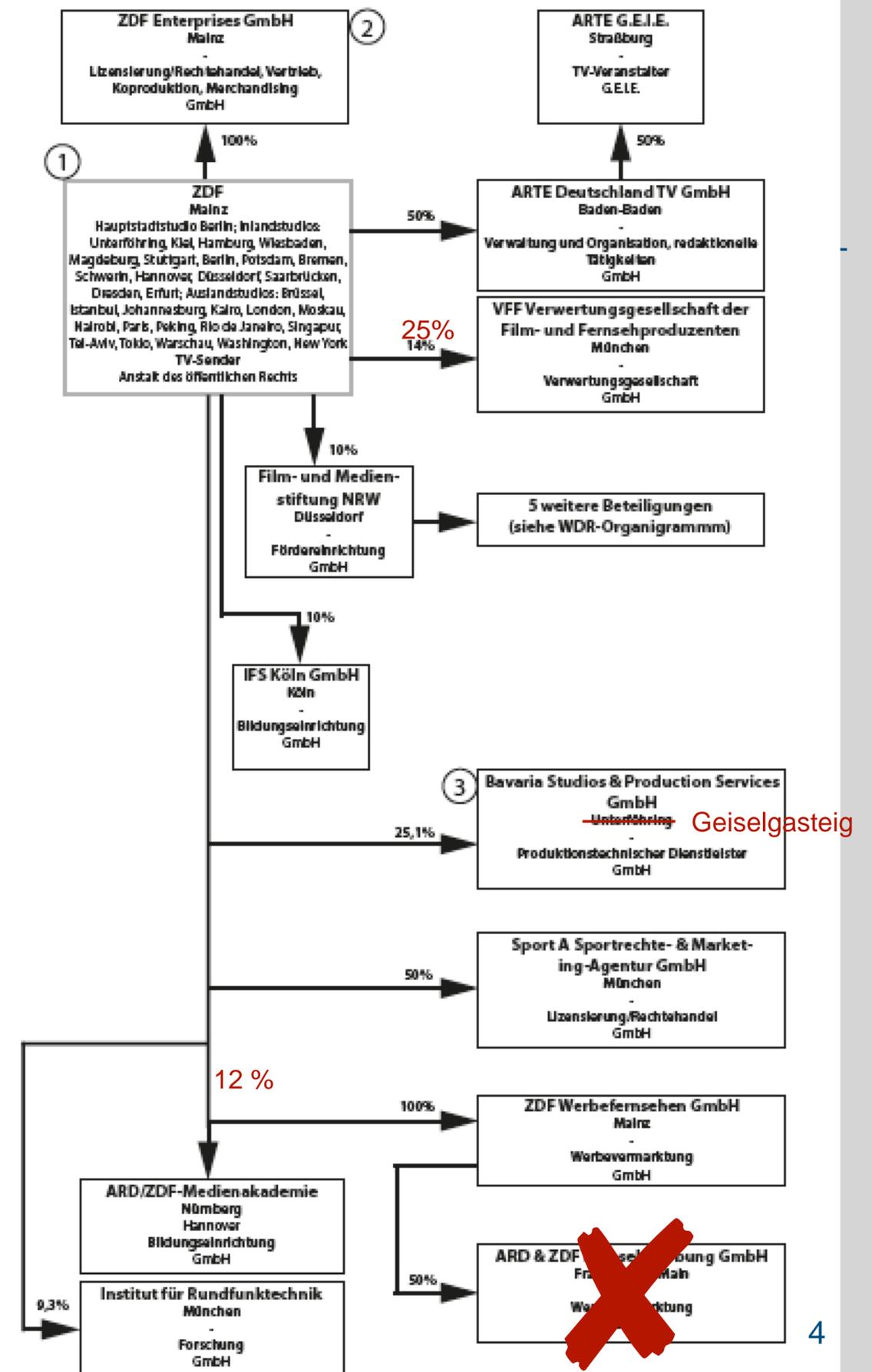
Yet, Germany's most prominent PSB's (ZDF) reaction to the findings were significantly stronger than of any other broadcaster.



Inspite of concerns of possible imminent legal consequences, which turned out to be rather light actions, such as readers' letters and press releases, we continued our research and that's who we focused on.

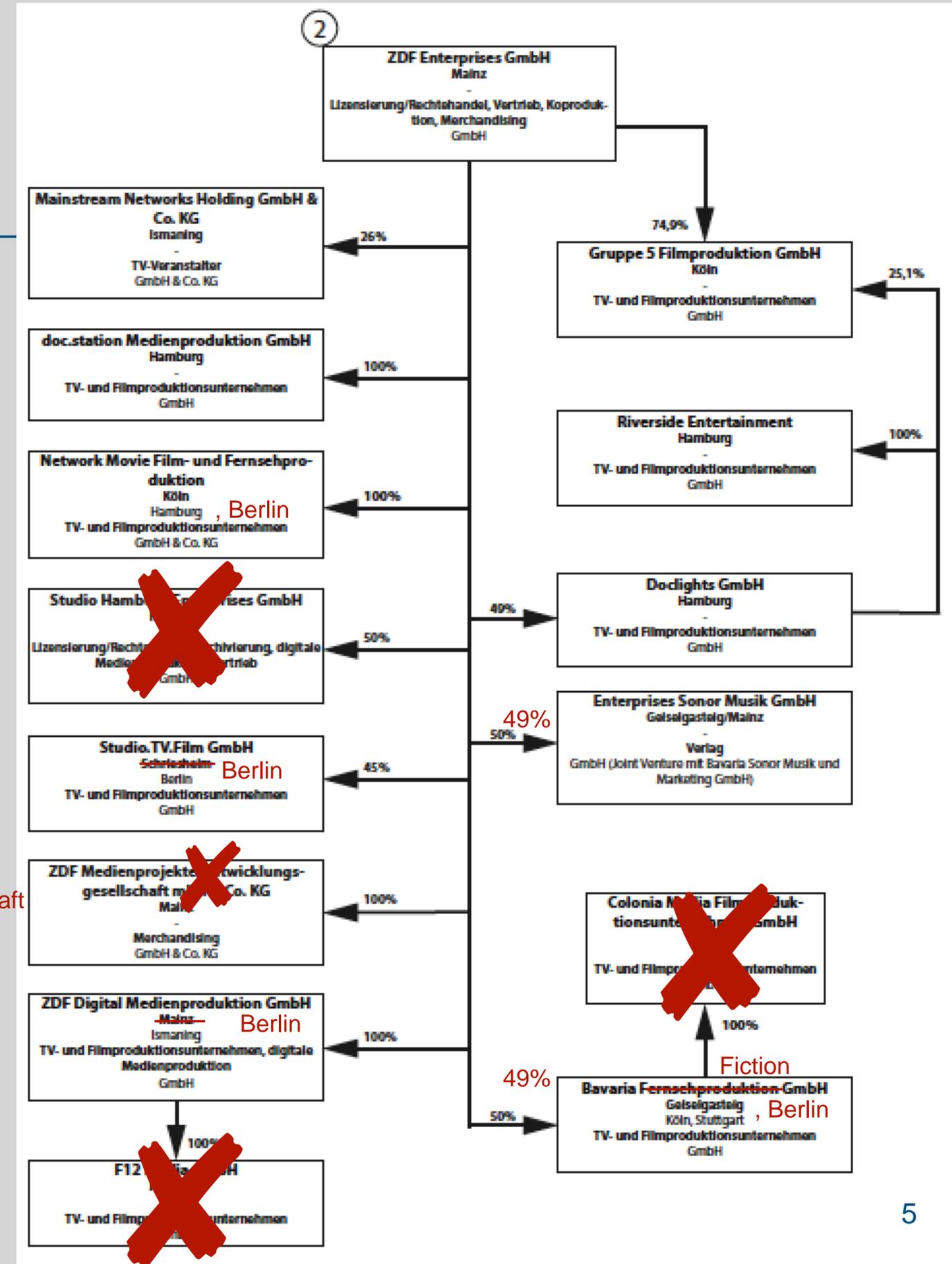
# Findings on PSB (ZDF updated)

Is there any ownership merging public broadcasters with market ruled production business and how have these structures changed?



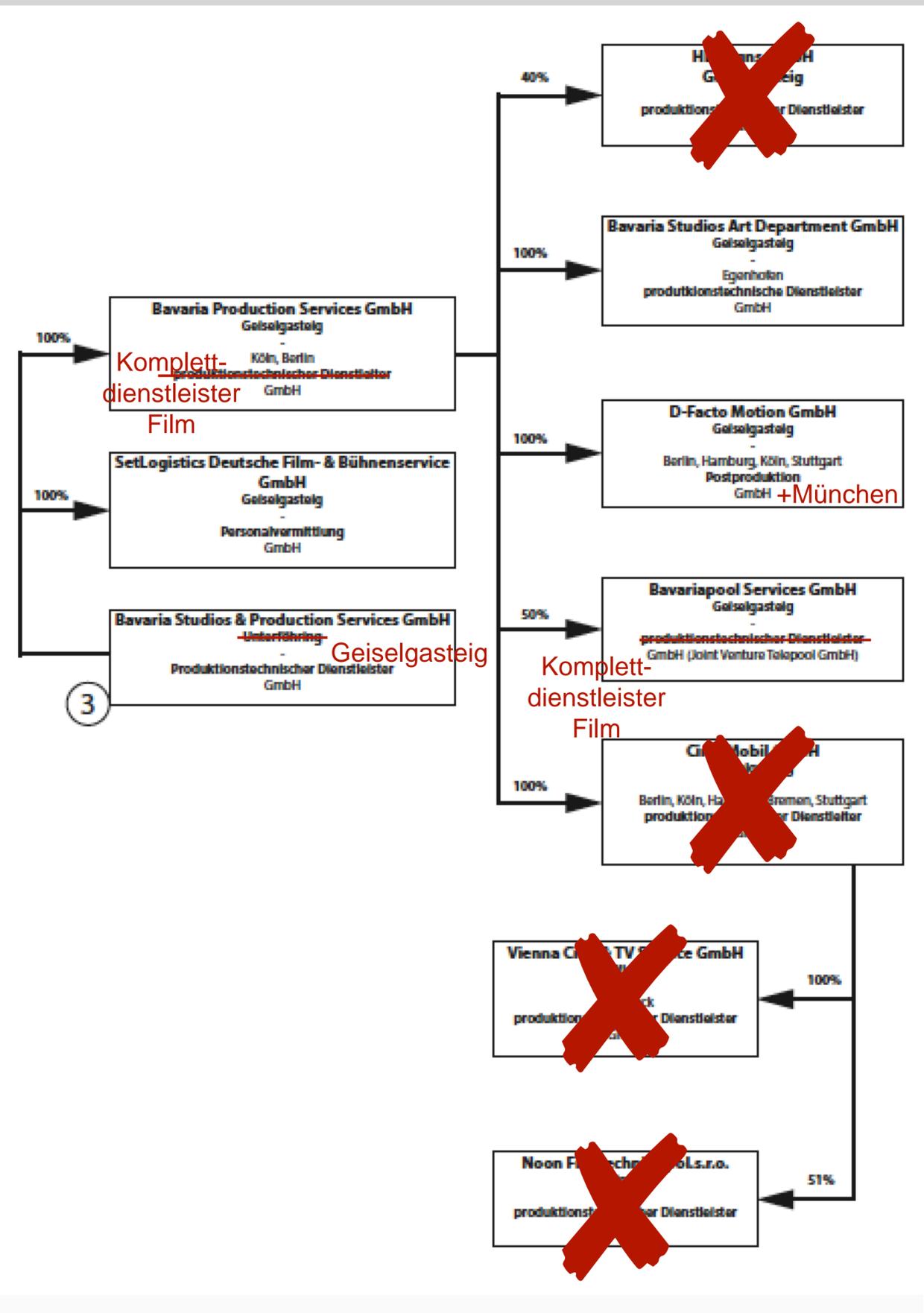
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# Changing structures in the network

The power of transparency!

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Finding of 1st order:



Some changes in the structures of the network did occur since the publication of the first research's results.

Thesis: Changing structures in the network might be a reaction to our findings.

Finding of 2nd order:

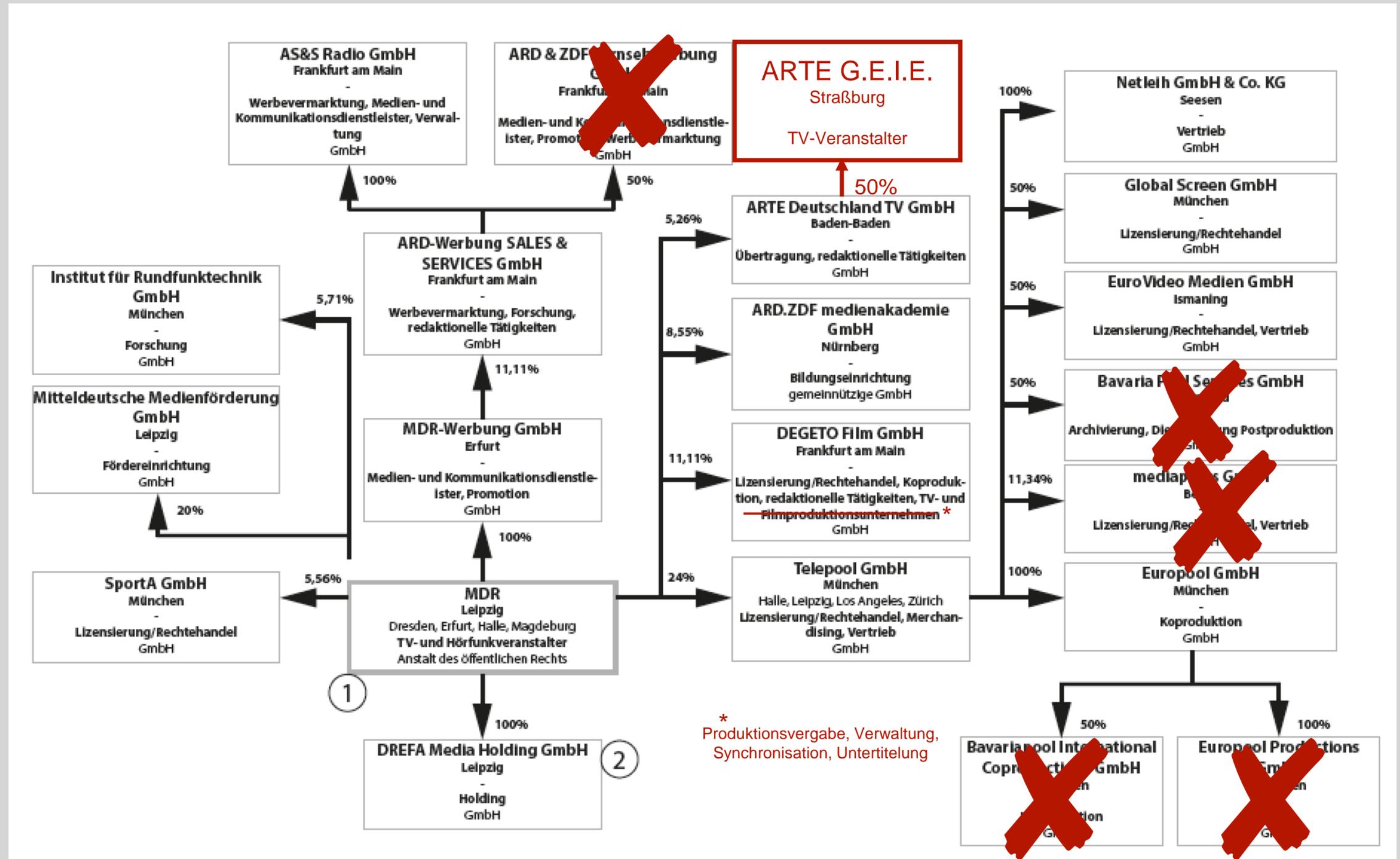


Simple research has an impact on societal structures.

Power of transparency!

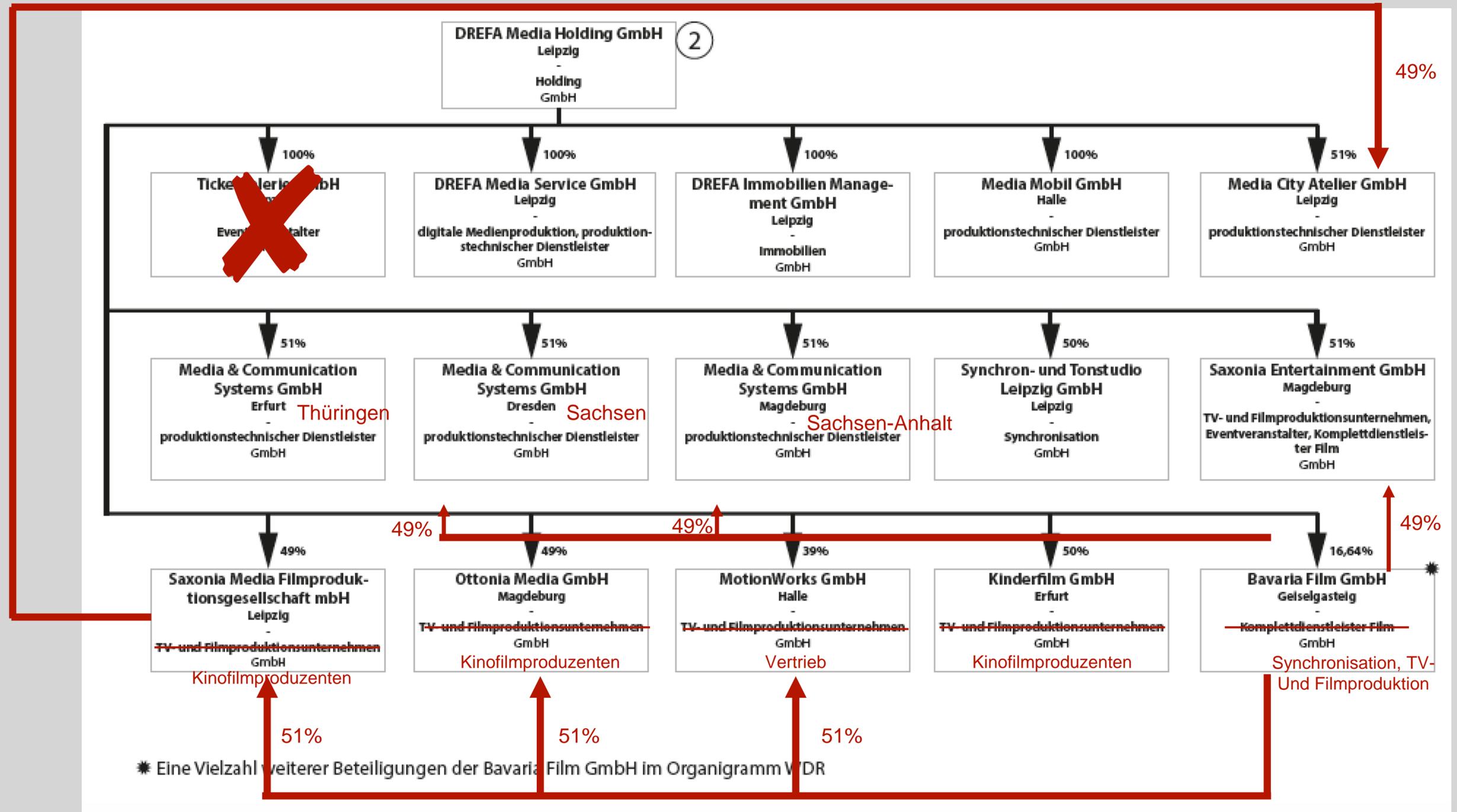
# Findings on PSB (MDR updated)

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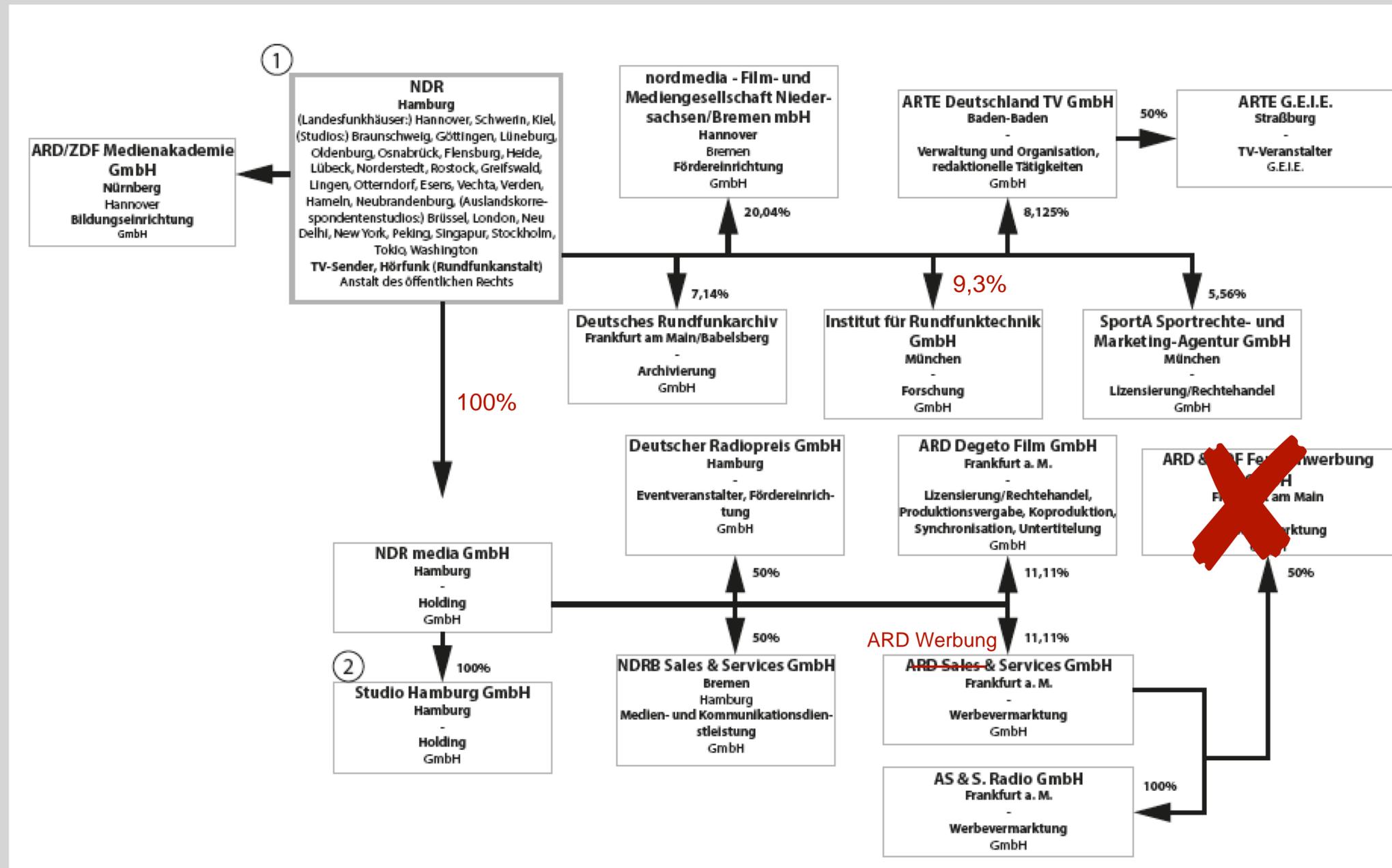
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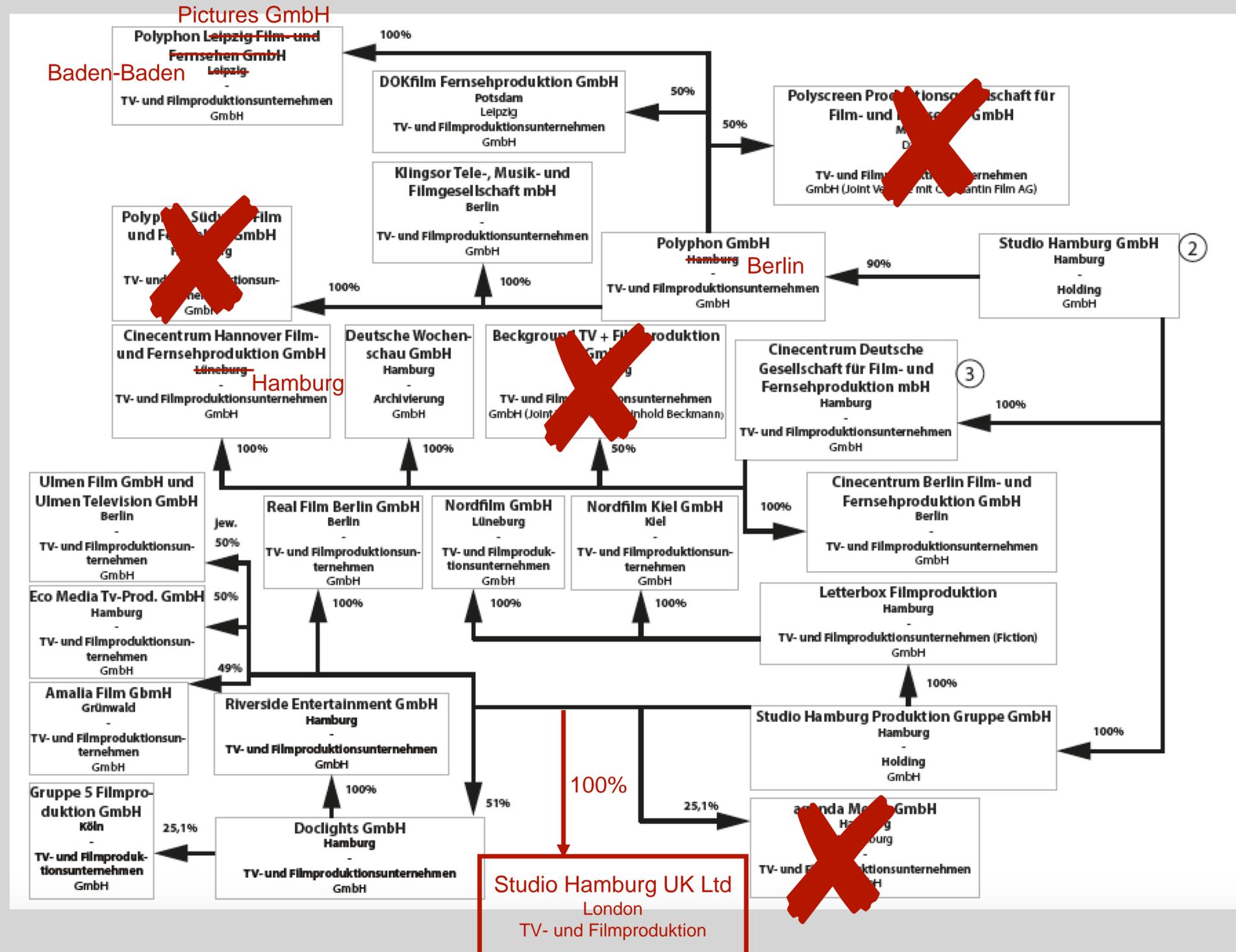
# Findings on PSB (NDR updated)

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Thank you very much for  
your attention!