

**Czech University of Life Sciences Prague**

**Faculty of Economics and Management**

**Department of Management**



**Diploma Thesis**

**Public Service Media and Corporate communication in  
Europe: The Case of Česká televize**

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# CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

## DIPLOMA THESIS ASSIGNMENT

Sabina Vrabcová

Economics and Management

Thesis title

**Public Service Media and Corporate communication in Europe: The case of Česká televize**

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### Objectives of thesis

The aim of this diploma thesis is to evaluate the environment of Public Services Media in the Czech Republic, especially on the case of Česká televize. This thesis also compares conditions in the Czech Republic and other European countries.

Additional objectives are:

Public media such as production companies and their product communication, rate of communication, frequency and the way how they communicate.

What are the major differences in product communications in comparison with commercial broadcasters.

What corporate themes Public Services Media communicate? There are fundamental differences between European media (RTS Switzerland, ARD, BBC, Czech Television).

Measuring the effectiveness of campaigns. Use of commercial media (print, online) in the product or corporate communications

The diploma thesis examines Public Service Media in context of theoretical framework. In the thesis is described a development of Česká televize and discusses how this institution contribute to supply public service as a public good. Major method of research is comparative analysis

### Methodology

The first part of the thesis is focused on the theoretical overview of Public Services Media and Corporate Communication in general. There was used professional literature, which is listed at the end of the thesis.

The main used methodology in the practical part of this thesis is the case study method and the related technologies, especially the study of materials, analysing them and interpretation of gathered documents. The main source of needed materials are internal documents obtained directly by the responsible employee of the company where the case study is implemented, namely the Czech Television. The case study is based on research questions, formulated in the thesis below.

Another important part of collecting information is the structured interview with the Executive Director of Communication and External Relations of Česká Televize Mr. Vít Kolář.

Comparative analysis is used to have a look at the topic from the perspective of more of the European countries.

**The proposed extent of the thesis**

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**Keywords**

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Głowacki M., & Ostrowska-Dobek B., Comparing Media Systems in Central Europe, Wydawnictwo Uniwersytetu Wrocławskiego (Jan. 2008), ISBN-13: 978-8322929377

Ibarra K.A., Nowak E., Kuhn R.(Editors), Public Service Media in Europe: A Comparative Approach, Routledge (2015), ISBN-13: 978-1138020689

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### **Declaration**

I declare that I have worked on my diploma thesis titled " Public Service Media and Corporate communication in Europe: The case of Česká televize " by myself and I have used only the sources mentioned at the end of the thesis. As the author of the diploma thesis, I declare that the thesis does not break copyrights of any their person.

In Prague on 30. 11. 2016

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### **Acknowledgement**

I would like to thank my supervisor Mr Ing. Richard Selby, Ph.D. and other persons for their help, useful advices and support during my work on this thesis.

# Média veřejné služby a jejich korporátní komunikace v Evropě: Příklad České televize

## Souhrn

Cílem této práce je podat co nejširší přehled o problematice médií veřejné služby a jejich praktickém využití. Tato práce se zaměřuje na roli veřejnoprávních médií v české společnosti, jaká je jejich role, jak jsou definovány zákonem a odkud pocházejí. Jsou zde uvedeny rozdíly ve financování veřejnoprávního vysílání v různých evropských zemích.

Praktická část je zaměřena na vnímání veřejnoprávních sdělovacích prostředků ze strany české společnosti, a to i v konfrontaci s jinými médii. Jaká je pozice České televize v evropském srovnání nejznámějších televizních stanic. Zkoumá úlohu a úkoly firemní komunikaci a diskutuje o jejich postavení v rámci organizační struktury a vlivu firemní komunikace na posluchače a samotnou společnost. Zároveň ukazuje jakými hodnotami a předpisy se Česká televize řídí.

Závěrečná část představuje exkluzivní rozhovor a dotazník o spokojenosti publika a poskytuje důležitá doporučení.

**Klíčová slova:** veřejnost, média, služby, vysílání, nová média, licenční poplatek, korporátní, komunikace, charita, živé vysílání, tiskový, kampaň, web, partnerství, financování, reklama, televize, kultura

# **Public Service Media and Corporate communication in Europe: The Case of Česká televize**

## **Summary**

The aim of this thesis is to bring a better understanding of the Public Service Media and its practical use. This work focuses on the role of Public Media in Czech society, the role they have, the laws that govern them, and where they come from. Funding for Public Service Media varies throughout all European countries, having Czech media get its funding primarily through license fees.

The practical part is focused on the perception of Public Service Media by Czech society, and even in confrontation with other media. How Czech Television stands in European comparison of the most known broadcasters. It examines the role and tasks of corporate communication and discusses their status within organisational structure and the impact of corporate communications on the audience and the company itself. It is showing according which values and regulations is the company acting.

The final section presents an exclusive interview and questionnaire about the satisfaction of audience and providing some important recommendations.

**Keywords:** public, media, service, broadcasting, New Media, licence fee, corporate, communication, charity, streaming, press, campaign, web, partnership, funding, advertising, television, culture

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# **1 Introduction**

It can be said that more than ever before, communication and media in general are the basis of everyday life of today's population. Almost everywhere people are surrounded by television, radio, newspapers, magazines, mobile phones, Internet and much more. Those channels are involving us whenever we want or not, at work, at home, in public transport, almost everywhere. Their importance to everyday lives proposes that the media have a really significant effect for the nature and character of the culture and society of our environment.

Radio and television are still the most widespread and the most effective media of today's mass communication, although they are faced with the challenge of New Media. This media themselves go through the big changes reacting to the ongoing digitization of communications and Internet development. The way of radio and television broadcasting organization varies from country to country according to different political, economic, technological and cultural specifics of the State.

To simplify this diversity we can define two basic types of broadcasting, which is the result of historical and cultural development and from that we can also specify two different categories of organization. They are distinguished in terms of corporate identity, funding, management style, software requirements output, etc... Those are radio and television broadcasting organizations of public (state – owned, public services broadcasters) and private sector.

## **2 Objectives and Methodology**

### **2.1 Objectives**

The aim of this diploma thesis is to evaluate the environment of Public Service Media in the Czech Republic, especially on the case of Czech Television. This thesis also compares conditions in the Czech Republic and other European countries. Additional objectives are: Public media such as production companies and their product communication, rate of communication, frequency and the way how they communicate. What are the major differences in product communications in comparison with commercial broadcasters?

What corporate themes Public Services Media communicate? There are fundamental differences between European media (ARD, BBC, Czech Television etc.). Measuring the effectiveness of campaigns. Use of commercial media (print, online) in the product or corporate communication.

The main issues connected with licence fees, how is the funding of Public Service Media affected by the State. What are the different forms of funding?

The diploma thesis examines Public Service Media in context of theoretical framework. In the thesis is described a development of Czech Television and discusses how this institution contribute to supply public service as a public good. Major method of research is comparative analysis.

### **2.2 Methodology**

The first part of the thesis is focused on the theoretical overview of Public Services Media and Corporate Communication in general. There was used professional literature, which is listed at the end of the thesis.

The main used methodology in the practical part of this thesis is the case study method and the related technologies, especially the study of materials, analysing them and interpretation of gathered documents. The main source of needed materials are internal documents obtained directly by the responsible employee of the company where the case study is implemented, namely the Czech Television. The case study is based on research questions, formulated in the thesis.

Another important part of collecting information is the structured interview with the Executive Director of Communication and External Relations of Czech Television Mr. Vít Kolář.

Comparative analysis is used to have a look at the topic from the perspective of more of the European countries.

There is used method of questionnaire, which is evaluated in the last chapter in form of graph charts with percentage share of the answers.

## **3 Literature Review**

### **3.1 Media in general**

The term Media is nowadays one of the most often used concept in everyday communication. We can connect this word in the wide range of contexts and meanings. The term media is used in the field of psychology, sociology, journalism and politics. What we usually can imagine under the term Media is the television, radio, journal and the “New Media”, which are based on the digital processing. [1]

The word media is the plural of the term medium and comes originally from Latin and it means an instrument, intermediary factor or intermediator. In the other words it is a something through that can be some information given from one person to another one. We can call it a medium of communication. Because of that, the main essence of the media is a mediation. As the most fundamental medium can be considered the human body, which is transferring ideas, thoughts and emotions and transfer those feelings into words or gestures which are presented to the audience. [2]

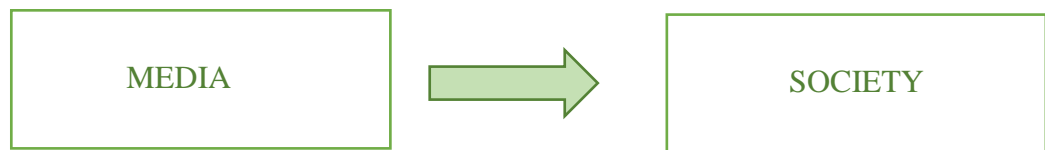
The communication tools are not only the above mentioned. There are the plenty of medium which are not less important than the most known ones. As another important medium can be considered codes used in communication, those codes are for example different languages, which are an inseparable part of the communication. Throughout the history of interpersonal communication can be seen also the development of the secondary media, thanks to this are people trying to overcome the time and space limitations of the communication. Those channels are trying to record and transfer the message. It could be pictures, letters and also sources of mechanic, analogue or digital broadcasting. At the same time it could be post, wide range of signalization (Morse alphabet, smoke signals), phone, computer communication networks, etc. The breakpoint in the history of the communication was the invention of printing press by Johannes Gutenberg around 1440. [3]

### 3.1.1 Role of media

The role of media can be shown on two basic but contrasting approaches of relationship between media content and society. For that purpose let's include culture in a society as a reference to overall ways of life.

Media can play role of *shaper*, which means that they distribute the content and this content has an influence on people and effect the society future. [4]

Figure 1 Media as shaper

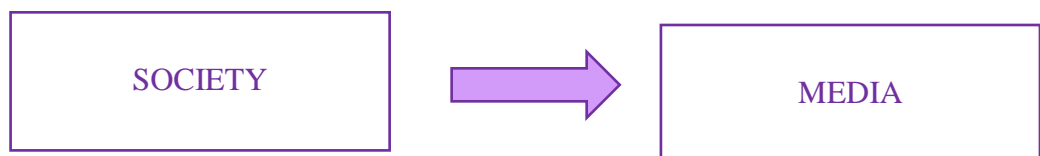


Source: [4]

As is shown in *Figure 1* above. General quality of media content in a given society may affect how informed engaged or creative its population is. Those perspectives are all focused on how media can affect or influence us.

From another point of view, *media as mirror* means that media reflect the society. In other words, they reflect to us all important activities, such as behaviours, values, events, social relations, etc. [5]

Figure 2 Media as mirror



Source: [5]

According to this approach, media are more considered as the way to follow rather than the way to lead. It can be explained that news are neutrally reflecting the world and if society does not like the way how it is presented or the content at all, people should improve the world instead of blaming media. On the basis of this statement some analyst tried to study media content and learn about changing structures, cultural norms and politics in the real society. There can be provide nice example from the movie industry. Let's have a look at Hollywood films around 1980s such as Rocky or Top Gun which were produced from the former of Soviet Union, reflecting real world Cold War between that

country and the USA. In the 1990s, when the Cold War was almost over, Hollywood producers switched their focus on a problematic towards the Middle East and activities of US foreign policy again this part of the World. The emphasis on Arab or African Hollywood enemies can be seen in the movies such as Patriot Games and The Siege. [5]

Otherwise media role as shaper same as mirror are both simplistic. The approach of media as mirror is important to let society known that media content is often closely related to real events and social and cultural values. Otherwise media content is not always neutral or perfectly right. Producers are really careful about selecting what they will include or not include in their information output and in which way the will pass it out. Because of that, they do not offer us a mirror but a selective set of representations of the world. [6]

### **3.1.2 Interpersonal media and mass media**

There have to be pointed out the importance of the fulfilled role of media as a social institution. According to the roles can be settled down the two main categories of media. Interpersonal and mass media.

Interpersonal media help to generate the social relationship between individuals. This category includes letters, emails, and messages and for example phone calls. The essential feature is that the users are mutually taken as unique personalities and it offers receiving and sending information at the same time.

Mass media are specified by the communication between one starting point and high number of target points. This communication comes from one source of information and is intended for a wide range of people. As a contrary to interpersonal media in case of mass media there is not possible to receive and send information to both sides. One of the participant is the receiver and the other side is the recipient. Recipients have no closer relationship between each other's and they usually do not know each other, for that they are called "mass". Mass media create a new social relationship in the society, strengthen a group identity and help individuals to find their own place among the society. Examples of that group are newspapers, magazines, books, radio and television broadcasting, DVDs, etc. [7]

## **3.2 Media as a public institution**

To understand the behaviour of media as a source of communication is important to know the economic, political and cultural context in which it operates. The significant factors that determines the media behaviour are ownership, legal frame, and expectations and funding, which includes economic sufficiency and generating profit. It is also important to concentrate on who else is involved in production of final product, who is responsible for media content, who has an influence for production and how the main production looks like. Media have own set of rules and processes, which are directed and regulated by the society in which they act. Mass media are directly dependent on the society and especially on the institutions carrying on political and economic power. But on the other hand, media can influence those institutions pretty much and according to this have a certain degree of autonomy which is connected to the growing level and scope of activities. [8]

### **3.2.1 Funding of media**

Forms of funding of media could be selling of advertising area, selling of Showtime to the advertisers, collecting of licence fees, own economic activities, income from state budget, or selling of own product in case of printed media. The most of the media corporations are commercial entities bound to their owners to make a profit.

There is the exception in the European tradition in case of media which are prescribed by law to provide broadcasting services to the public. Those are known as a Public Service Media, the main source of income for this kind of media are licence fees. Whereas, the main source of incomes for the commercial media are the revenues from advertising. The amount of licence fee is usually set by the law and it is paid by the customer for providing them the radio or television signal receivers. Public Service Media's independence from political and commercial interests hinges on predictable funding combined with a clear governance framework. Funding is one of the biggest challenges of today's public services media. There is a need to invest in the future, because of fast-evolving technology and audience requirements. [9]

In case of public service broadcasting in the Czech Republic is applied the model of co-funding, an important income are revenues from advertising in addition to the licence fee.



Another part of incomes for both types of media is own economic activity in the way of selling additional products, for example audio and video records. This is rather a supplementary activity, which does not create a significant part of income and does not involve media functioning as a whole.

Funding of media from the state budget may seem as a threat in case of liberal democratic states, it can lead to the less of independency of the media on the State. Despite this threat, funding of media from the state budget is an inevitable part of some media support. Especially those which are not able to achieve an economic self – sufficiency, however, they are an important part of cultural environment in given society. [10]

### **3.3 New Media**

The term “New Media” is recognized since late 80s, when the world of communications and media slightly started to look quite different. This change is not connected only to the sector of media and communication but can be seen also in different sectors. Changes were applied during many years and vary from one industry to another one. As one example can be pointed out the classical printed photography through television to telecommunications. Of course that media such as telephone, television etc. had been influenced by continuous technological, cultural and social development, which will continue probably forever and never will stop. It is seemed that the nature of change is becoming even more fast than was before.

There could be pointed out wider kinds of economic, social and cultural changes which are closely associated with the New Media

- “*A shift from modernity to postmodernity*” – attempt to characterise all structural changes in economies and societies since 60s connected with cultural changes. New Media are considered as a key marker of such change.
- “*Intensifying processes of globalisation*” – New Media are important element of changing of states boundaries in terms of trade, cultures and corporate organisation.
- “*A replacement, in the West, of an industrial age of manufacturing by a post-industrial information age*” – improvement of skills, shifts in employment, investment and profit in the production, emendation in service and

information industries, in those and even more industries is recognised the influence on New Media.

- *A decentring of established and centralised geopolitical orders* – Western colonial centres are slightly losing power and control above the rest of the countries because of new communication networks.

New Media were part of all those changes, as both as cause and effect. They are affecting new times and new eras, which followed in their footsteps. From this point of view, New Media are taken as a becoming phenomenon and are still seen as a part of social, cultural and technological change, we can say as a part of new technoculture. [11]

### **3.4 Public Service Media and Public Service Broadcasting**

This part of the thesis provides detailed and theoretical explanation of terms Public Service Media and public service broadcasting on the basis of a literature review. How are the Public Service Media changing according to technological development, digitization and with this are related shifts in media policy.

The terms "Public Service Media" and "public service broadcasting" or abbreviations PSM and PSB are often used in different contexts and meanings. They are also often used interchangeably, although there is a fundamental difference among them.

The public service broadcasting as a specific element of the media systems has the longest history in European countries. This term is less developed in the USA and most of the remaining countries even do not know this institution. And just in Europe, where was this term developed, public service broadcasting institutions are facing with major challenges and risks in the last two to three decades. These external pressures have their roots in the eighties of the 20th century, when mainly Western European broadcasting markets began to be liberalized and the first private radio and television operators were entering the market. Along with this, cable and satellite broadcasting were expanding, which brought a large amount of thematic and specialized pay channels. But the most important thing came up with digitization and development of computer networks since the early nineties, which transformed the public organizations focused on specific media platforms (broadcasting) into organizations operating in a multimedia environment. From the public service broadcasting has become a Public Service Media that can communicate

with the audience through radio and television receivers, but also through computer networks, mobile phones and tablets. Along with this changes the crisis in Public Service Media in Europe came. There are three main reasons for that according to the funded report on Public Service Media called “Future or Funeral?” conducted by an Open Society Institute. “First, that Public Service Media is still organised and governed in accordance with ideas from the past.” “Second, that there has been an increasing competition from private media companies and decreasing willingness from the public to pay for Public Service Media content.” “Third, that governments in some countries have been concerned with gaining additional control over public service broadcasting rather than creating conditions where the organisations could more easily adopt the new environment.” [12]

### **3.4.1 Public Service Broadcasting**

There can be differences in public service broadcasting according to the states and their historical development, but the basic characteristics of public service broadcasting are as follows:

- The scope and mission of organizations providing public services is limited by law or other form of official credentials and all activities of these organizations are subjects to public scrutiny.
- Public broadcasting service should be independent on the state, government and political structures, as well as on market and private commercial interests.
- Public broadcasting service is universal, it is addressed to all audiences and all citizens have an equal right to access the content of public broadcasting service.
- Its task is to facilitate, promote and spread generally balanced information and knowledge, which will enable free and informed formation of opinions, attitudes and identities in the public debate.
- It cares for pluralism of opinion and cultural diversity that it is not only for the majority of population, but also for social, ethnic, geographical, linguistic or cultural minorities - its content should therefore be representative in terms of political, social and cultural.
- Public broadcasting service supports the democratic system and the participation of individuals in public life, social cohesion and integration.

- It is funded entirely or mainly from public sources - mostly by special dedicated fee. It is operated on a non-profit basis, although part of the revenue could come from commercial activities (eg. Advertising).
  - Preserves the cultural heritage of the community, further develop and strengthen cultural values. Besides information should also offer education and entertainment.
- [13]

Since broadcasting uses a precious natural resource (broadcasting spectrum to which it is possible to place a limited number of frequencies), in the European tradition of media policy has always been a subject to greater state interference than other media sectors such as regular newspapers.

Relationship between the state and the media was formed in different contexts in Europe and in the USA. History of development of those relationship is quite rich and interesting. In case of the USA, broadcasting was always taken firstly as a source of trade, according to the local emphasis on individualism, freedom of the market, the inviolability of private property, and to some extent even distrust into the state. And secondly broadcasting was taken as a social institution having a normative social function. As a result of this historical concept, today's US public television and radio services have rather marginal status. [13]

In contrast to this, the European context was significantly affected not only by traditional European values of social consensus, public interest and solidarity which had a greater value than market and individual freedom, but also by war trauma on whose foundations were the media systems of Western European countries built. (Hujanen, Lowe, 2003)

The requirement to universalism of public service broadcasting and equal access partly rely on the very technical gist of broadcasting. It is a free signal propagation, therefore everyone who has the appropriate device can receive this signal. Broadcasting would be therefore directed to the audiences that are not only broad in number, but also sufficiently diverse. Broadcasting connects people across geographic, social and cultural boundaries in shared communication space, and as such it is essential for the functioning of mass democracy. That is exactly the "mass character" which ranks broadcasting to the category of mass media and tertiary media. [13] Whose defining characteristics are for example: One-way transfer from the centre to the periphery and characteristic monologue

communication. Expansion of public broadcasting in the sphere called network or quaternary media, which serves simultaneously as a support interpersonal and mass communication, is the critical turning point in which is public service broadcasting transformed into the Public Service Media. [13]

### **3.4.2 Public Service Media**

Academics, researchers and media professionals are trying to design, describe and by the research activities empirically set up the Public Service Media model, whose purpose is restoring and revitalizing the original mission and purpose of public service in a multimedia environment. . Connected to the transformation of Public Service Media can be set a few research questions. [13]

What else is included in this transformation? Which areas of activities are concerned? And are there some transformations also on the higher level than only on the level of individual media organizations?

Changes of the public service position in the dual system, taking into account its relationship to the state and private operators. In an effort to maximize the accuracy of terminology, the term public service broadcasting will be continually used mainly in the context of the historical development of this institution. The term Public Service Media will be referred to its current and future shape. Let's pointed out that the institution of Public Service Media itself has an important normative dimension and it is more theoretical rather than practical concept. Probably any of the Public Service Media does not fulfil all of the features and characteristics that will be in the context of Public Service Media described in this thesis. Let's have a look at Public Service Media in the dual system

Many authors agree that approximately since the half of the eighties of the 20<sup>th</sup> century, the neo-liberal values play a significant role in European media policy. [13] The market mechanism, liberalization, competition and deregulation have become the regular methods or ways how to organize the function of electronic media. In line with this, the public service broadcasting is considered in the European Union debates as an exception to the regular process, which is regarded to the commercial broadcasting. Public interest and social functions of broadcasting are marginalized. The European media policy, which has traditionally emphasized on the social imperatives such as democracy, pluralism of opinion

and cultural identity is nowadays much closer to the US approach which prefers market competition and consumer choice. Since the middle eighties in Europe the hegemony of public broadcasting gradually collapse and a unique dual system was created. In that dual system is competition of private commercial broadcasters and public service broadcasters. One of the fundamental characteristics of this dual system is constant tension between culture and commerce. [13]

The opposing tendencies are subsequently reflected in media legislation. For example, the “Protocol on the system of public broadcasting in the Member States” annexed to the Amsterdam Treaty of 1997 declares that the Contracting Parties *“Considering that the system of public broadcasting in the Member States is directly related to the democratic, social and cultural needs of each society and to the need to preserve media pluralism ”*, have agreed to the following interpretation: *“The provision of the Treaty establishing the European Community shall be without prejudice to the competence of Member States to provide for the funding of public service broadcasting insofar as such funding is granted to broadcasting organisation for the fulfilment of the public service remit as conferred, defined and organised by each Member State, and insofar as such funding does not affect trading conditions and competition in the Community to an extent which would be contrary to the common interest, while the realisation to the remit of public service shall be taken into account.”* [14]

The protocol thus recognizes the exclusive right of each Member State to define the content of public service, set up for this purpose a public service broadcaster and provide them public financing, but - and here we come to the tension between culture and commerce - funding of public service broadcasting must not adversely affect trading conditions and distort competition to an extent which would be contrary to the common interest. In other words, competition in broadcasting has precedence over social and cultural interests. This is also demonstrated by the Communication from the Commission on the application of *“State aid rules to public service broadcasting”* of 2009 (European Commission, [15] in which the Commission has expressed towards the Member States the request that the mandate of public service would be formulated as concretely as possible and as accurately as a way of funding was directly linked to and only to the fulfilment of the public service tasks. In case that the European Commission look at the public broadcasting clearly from an economic perspective, it is possible, of course, to consider

media financing through licence fees or other public sources as a state aid, which is on the European market generally prohibited because it creates a competitive advantage over other commercial entities. It is also the argument of private broadcasters who promote restriction or complete abolition of the licence fee in order to ensure fair conditions of competition in a free market. They also often require the narrowest definition of the mandate of the public media, which should include only those services and activities that are not profitable for private operators. Public service should thus become a sort of subsidiary or complementary offering to what ensures the commercial sector. Many opponents were trying to undermine the public service to promote the interests of the private sector. [13]

Member States should therefore comply with the requirements of the European Commission:

- 1) Define exactly what falls within the remit of public service and public service performance designate one or more organizations on the basis of an official act.
- 2) Clearly separate public services from commercial activities if the public media exercise any of those commercial activities.
- 3) Set a reasonable method of financing public media, which does not lead to a distortion of competition against private media, for example in the form of overcompensation or cross-subsidization of business activities
- 4) At the national level to ensure independent and transparent regulatory supervision over the implementation of the established rules. [13], [15]

But how to assess whether and how the activity of Public Service Media affects the competition in a free market? The Commission recommends preliminary evaluation of countries based on an open public consultation, through whose Member States should analyse the overall impact of significant new audio-visual services on the market by comparing the situation with or without this service. [15]

Some countries have already introduced similar evaluation procedures. For example, in the United Kingdom is applied the public value test, which ex ante considers important services of Public Service Media, in terms of the extent to which firstly contribute to the fulfilment of the mandate of public service, and secondly affect competition terms and conditions for the free market. Similar example to the British public value test was also introduced in Germany. [13]

As regards the actual financing of Public Service Media, notes that these systems will probably have to go through some revisions. Due to an increasing number of recipients accesses to services and content through other platforms than radio or television, which are binding with the obligation to pay licence fees, will the lawmakers and the relevant national authorities need to find a suitable way of ensuring a future financial resources for public services (it can be assumed that there will be more and more of these users, while traditional concessionaires will wane; costs associated with serving new distribution channels and services will grow extra). There are basically two options:

1) The introduction of a Public Service Media fee, which must pay all who are able to receive digital broadcasts, irrespective of the technology transfer.

2) Cancel the licence fees and their replacement with direct funding from the state budget. In various European countries operate different mechanisms, while that maintaining the licence fee will be even more politically and socially complicated in the future. This is partially influenced by the current economic recession in Europe and the associated pressure to reduce costs in the public sector. [13], [15]

Although the European authorities have decided to keep the public media and the method of financing, it can be assumed that in the future media will be much more detailed examined in the way of the impact on competition. One of the most significant causes of these changes is precisely the fact that the most of European broadcasters transform from the model of public service broadcasting to the model of Public Service Media, or expanding their activities beyond the actual broadcast, using the technology options, they launches special digital TV channels and radio stations and nonlinear services or services on demand. And this is area where is not more possible to fulfil the public interest advocate limited capacity of usable frequencies for terrestrial broadcasting and the consequences there of obstacle to entry into the industry because digitalization has caused the end of the limited number of channels. This is as well an area that puts Public Service Media in a much more exposed position in which their opponents are not only private radio and television broadcasters, but also publishing houses and companies operating in the segment of New Media. All these rivals want to ensure the widest possible scope for their future business activities. Thus public media services get much closer to compete with commercial media and a crucial question remains to what extent will be the future of public media permitted to compete with private operators. [13]



The creators of media policy at national and EU level will have therefore, a decisive role in the "redefinition of European dual system" within which the fair will have to balance the often conflicting interests of private enterprise and public service. There is no public service broadcaster completely insulated from the pressures of the market in the dual system.

### **3.5 Corporate communication**

The word communication has a Latin root. The noun "communicatio" denote communication, sharing the award or something. The verb "communic" was used in the sense to do something common, something to share with someone.

Communication as sharing or communication as providing information has several facets. In everyday language we call communications different kinds of communication and sharing.

For the implementation of the process of communication are important tools and some resources - sign systems, which are eg. Verbal means - speech and writing - but also non-verbal means of communication such as facial expressions, gestures, etc.

Basic characteristics and the process of communication are usually expressed in the form of communication models.

We can mention for example Laswell Model of Communication, which is frequently used:

- Communicator - Who passes the message?
- Communication - What passes?
- Channel – How is it transferred?
- Audience - Whom is this communication addressed to?
- Efficiency - With what effect?

This communication model, known as hypodermic (hypodermic model) is linear, one-way and highly deterministic, since it is based on a model of behaviouristic stimulus - response (stimulus - response). Communication takes place in one direction only, from the communicator to the recipient, not vice versa, and induces immediate effects. Relations between individual beneficiaries, who are creating a passive mass, Laswell understood as impersonal; ignores the social context in which recipients are located.

There are different forms of communication: Verbal and non-verbal (spoken and written), auditory and visual, static and dynamic, direct and mediated, current and occasional, individual, group, bilateral and multilateral, single, double, primary (elementary), secondary (developed). [16]

In addition, through what forms we communicate, can be recognized certain types of communication:

- **Interpersonal communication** is intended that the process of communication takes place only between the communicator and the communicant. It is a normal conversation, eg. A friendly chat, order processing etc. The typical goal is to share meanings or understanding.
- **Group (chat) communication** is intended for mutual communication of more people (communicators), respecting each other, which creates more complex communications networks. With this type of conduct we will meet at various meetings, conferences, debates in which the number of participants is greater than two. The typical goal is provision, extension and sharing of common rules of behaviour of group members.
- **Mass communication** is generally carried out through the media.

Corporate communications, or public relations (PR) are important functions in business organisations. According to academic literature, PR and corporate communications are used in the changing terminology. Under the term of PR we can imagine terms as: corporate affairs, corporate communications or public affairs.

Corporate communication is considered as one of the most valued strategic tool and has to play the major role in the strategic planning of the organisation.

There can be mentioned several different definitions of corporate communication.

*“Corporate communications is the strategic management process by which an organisation communicates with its various audiences to the mutual benefits of both and to its improved competitive advantage.”* [17]

*“Communication is the lifeblood of all organizations: it is the medium through which companies large and small access the vital resources they need in order to operate.”*

Essentials of corporate communication, Implementing practices for effective reputation management, [18]

From the perspective of an organization, communication is the core of all the action inside the company. Communication flow in the organization is heading in this directions:

- Communication top-down
- Bottom-up communication
- Transverse communication

The most common communication flow is the communication among top-down and cross. Communication bottom-up work only if the internal communication works well and using appropriately chosen communication tools. [18]

## **4 Practical Part**

Czech Television is the most known television broadcaster in the Czech Republic, it is the only one public owned television, which provides television broadcasting all over the Czech Republic and can be cancelled only by change of law.

### **4.1 Historical development**

Historical development of Czech Television has started before World War II., in those days named as Czechoslovak Television. However all known activities were interrupted by the war. After the war at the MEVRO International Radio Exhibition was shown the first trial television broadcast.

The studio for television broadcasting was settled in Prague at Kavčí Hory and started on May 1, 1953. Second studio in Ostrava was established soon on December 31, 1955. Afterwards were settled another 3 studios in Bratislava on November 3, 1956, in Brno on July 6, 1961, and in Košice on February 25, 1962. Colour broadcasting began in 1973.

Czech Television was found on February 1, 1992 and became a member of the European Broadcasting Union in January 1993.

Until the year 2005 had Czech Television two channels. In 2005 the news channel CT 24 and the following year 2006 sport channel CT Sport were launched. In 2013, the broadcaster added two new channels, CT :D for children and CT art focused on arts and culture, such as concerts, theatre plays, etc. Czech Television has nowadays six broadcasting channels, which are CT 1, CT 2, CT 24, CT Sport, CT :D, CT art.

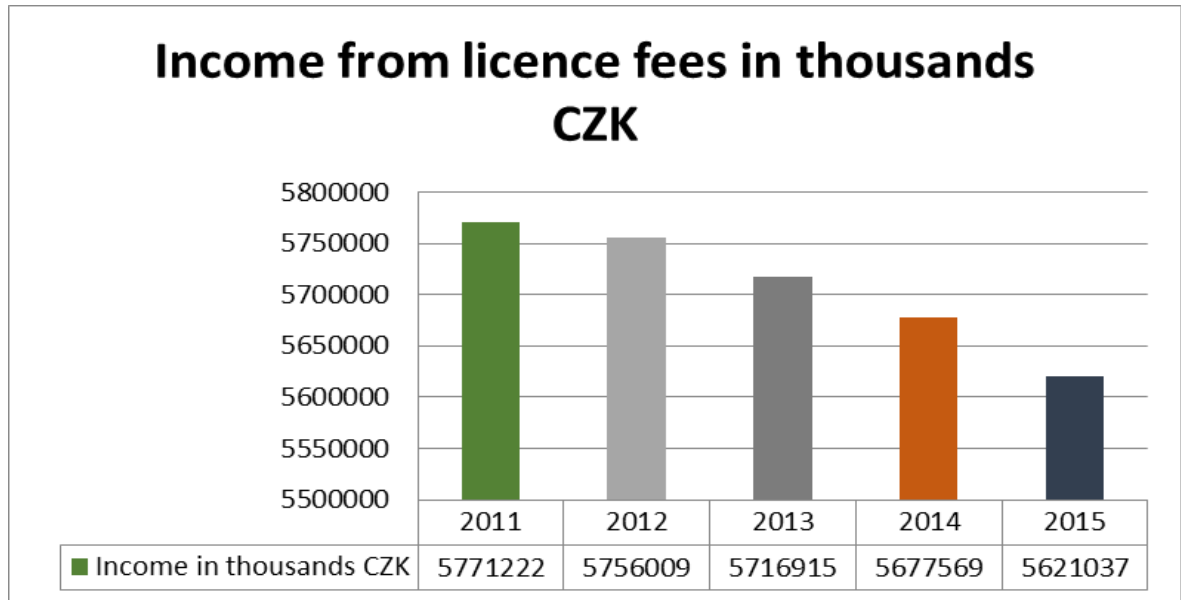
[19]

### **4.2 Funding and organizational structure**

The television activities are financed by licence fees, which are larger part of revenues and advertising. The fee amount is 135 CZK per one concession. The annual fee income to the budget of Czech Television is 5.7 billion CZK. Income from television licence fees in 2015 was 5,621,037 thousand CZK. Comparing to the year 2014 revenue declined by 56,532 thousand CZK. The income from licence fees is decreasing since 2010 because of the decreasing amount of registered devices and because of lower number of sent reminders. Due to the transition to a new information system for the administration and collection of fees could not be reminded the same amount of debtors as in previous years.

The left reminders were sent in 2016. Replacing the 11-year-old system will bring lower operational costs in the field of collecting licence fees and possibility of using modern information technologies. [20]

Graph 1 Income from licence fees in thousands CZK

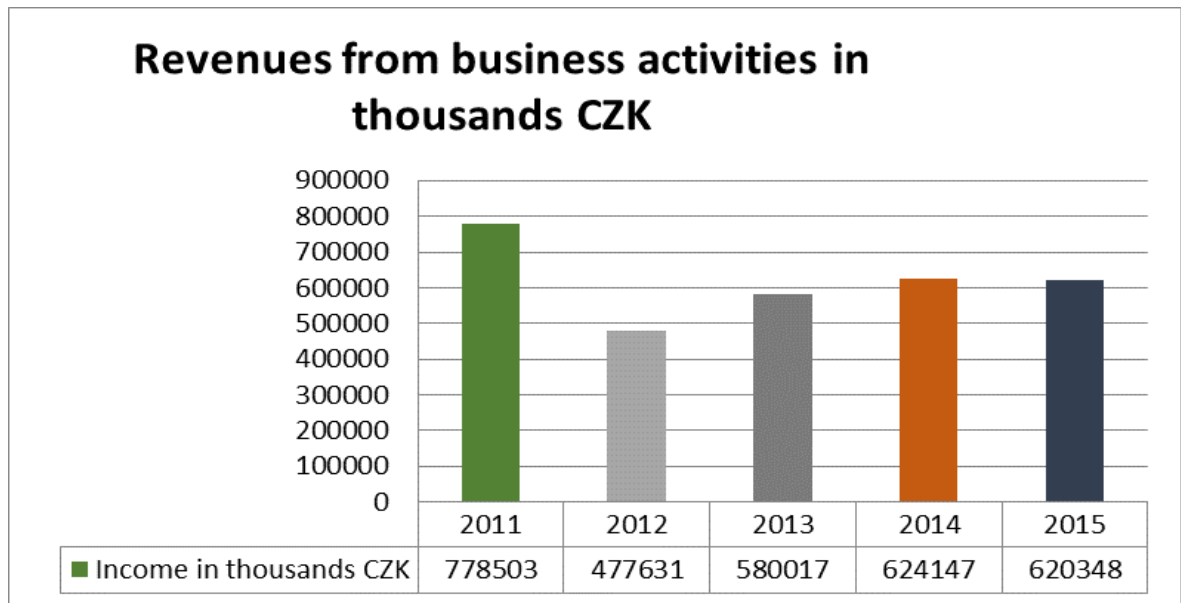


Source: [21]

Paid advertising and teleshopping are allowed but the revenue from it is obliged to be used for digitization their archives, development of digital broadcasting and to support the creation of Czech films. Czech Television is allowed to broadcast advertising only on channels CT2 and CT Sport and in the overall time of 7 minutes and 12 seconds on each of them, which is 0.5% of daily broadcasting time. On channels CT1 and CT24 is advertising prohibited, with the exception of cultural and sports broadcasts in which is advertisement part of the conditions of broadcasting rights.

By changing the law at the end of 2011 occurred the limitation of possibilities to gain additional income in the form of broadcast advertising and other commercial statements. The volume of revenues in 2014 and 2015 probably represents the maximum income, which can be achieved under current conditions. [20], [21]

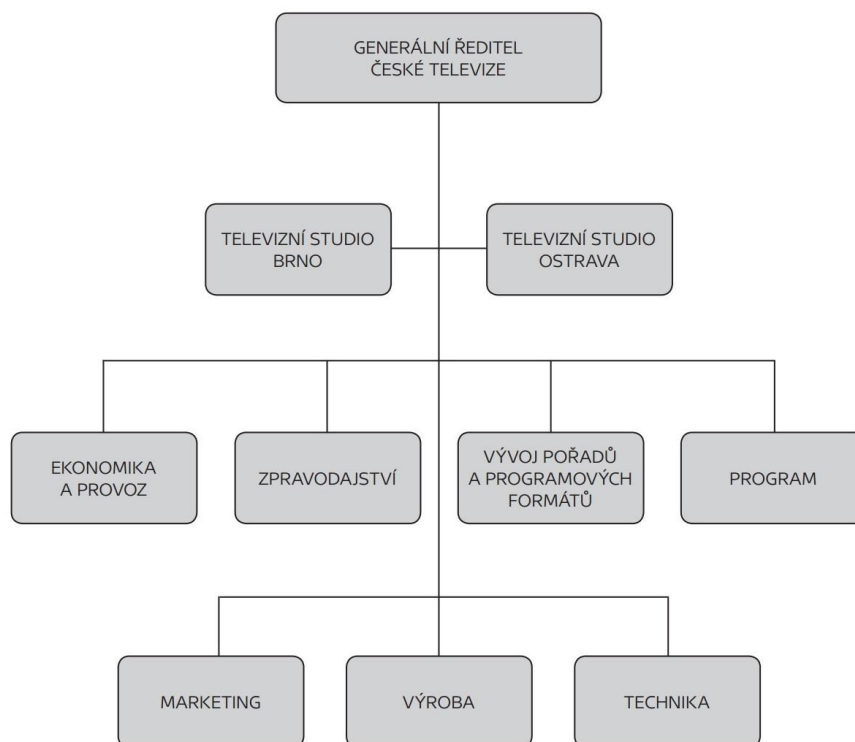
Graph 2 Revenues from business activities in thousands CZK



Source: [21]

The basic framework of the organizational structure of Czech Television is Act. No 483/1991 Coll., On Czech Television, as amended and Statute of Czech Television. The Statute generally describes the organization of Czech Television, television studios and function of the General Manager. The basic organizational structure is defined by organizational rules of Czech Television, which together with the signatures regulations and other internal regulations determine in details organization of individual organizational units, connections between them, the power and responsibilities of senior executives at specified management levels. Organizational regulations, other internal regulations and decisions which have television range are issued by General Manager. The current General Manager of Czech Television is Petr Dvořák since 2011. The General Manager is elected by the Czech Television Council for a six year term. [22]

Figure 3 Organizational structure of Czech Television



Source: [21]

As was already said, Czech Television is a legal entity that acquires rights and incurs liabilities through its own acts, which is called “Act of the Czech National Council of 7<sup>th</sup> November 1991 on Czech Television”. What is this Act saying about Czech Television and main public service tasks?

“(2) The main public service tasks in the field of television broadcasting include in particular:

- a) *Providing objective, verified and diverse information, balanced as a whole, to enable free formation of opinion*
- b) *fostering general legal awareness among the population of the Czech Republic;*
- c) *creating and distributing television channels and providing a balanced offer of programmes that is targeted at all groups of the population and takes into account their freedom of religious faith and conviction as well as culture, ethnic or national origin, national identity, social background, age and sex, to ensure that the aforementioned channels and programmes reflect diversity of opinion as well as of political, religious,*

*philosophical and artistic trends, and thus enhance mutual understanding and tolerance and foster the cohesion of a pluralistic society*

*d) developing the cultural identity of people living in the Czech Republic, including the members of national or ethnic minorities*

*e) producing and broadcasting programmes, especially news, current affairs, documentaries, art programmes, drama, sports, entertainment and educational programmes as well as programmes for children and youth.”*

According to the Article 2 part 2. [22]

#### 4.2.1 Licence fees in Europe

The European Broadcasting Union (EBU) publishes data about licence fees in selected countries. These data are showing that the average fee among the following countries is 135.3 euros per year. From this point of view the fee in the Czech Republic is approximately 60% of average. Values are published for the countries, which means that they show the total amount of fees paid in the country, regardless of how many institutions are there engaged in public service broadcasting (both television and radio). The figure below for the Czech Republic thus includes the fee paid also for Czech Radio broadcasting. [10]

Graph 3 Amount of licence fee in selected countries



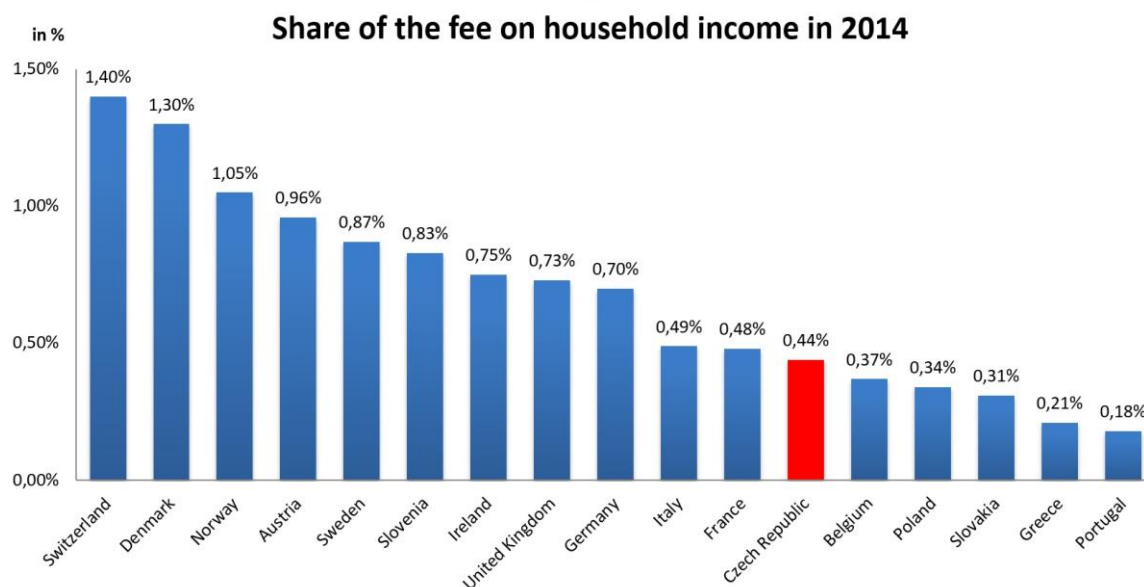
Source: Own processing, [10], [20], [21]

It is also interesting to compare the fee with household incomes in the countries, i.e. how big part of the household's resources is spent on financing public media. In the Czech Republic, the share of the fee on the average household income stands at 0.44%. The



combination of increasing household incomes and the remaining amount of the licence fee for past 8 years, has resulted into the decreasing share of the fee on household income. In comparison with other countries, the amount of the licence fee in the Czech Republic is in relation to household incomes below the national average.

Graph 4 Share of the fee on average household income in 2014



Source: Own Processing, [10], [20], [21]

Due to the changing environment, some of the European countries in recent years had changed the method of financing public media and how to collect the TV licence fee. Examples of these changes are Finland and Germany.

The Finland public broadcasting company YLE had been since 2012 funded entirely from television licence fees. Since the beginning of 2013, the funding of public broadcasting has been changed to the new system of financing by a tax, called YLE tax. That applies to all persons regardless of whether they watch public television and listen to radio, except for persons under 18 years of age and students with little or no income outside study grants. Currently, the amount of YLE tax rate is set at 0.68% of the income of the individual ceiling. In comparison with the original system of funding, according to the official estimates, the majority of people in the new system should to pay less. Newly it also applies to those who do not own a TV.

Other country with a different approach is Germany, where in 2013 the financing of television and radio broadcasting was reformed. The previous system of television licence fees was related to the number and type of TV signal receivers (TVs, computers) owned by households and companies. Households were paying a fee only for one device with TV reception regardless of the number of the devices in household assets. In 2013, this model was replaced by a flat fee for each household, regardless of the ownership of a television. By the transition to the new funding system was found out that the number of households who have avoided paying the licence fee was higher than expected. At the same time by the transition to the new system was registered about 1.2 million new taxpayers who have not responded to a written appeal of tax administrator to establish an evidence of the taxpayer. This legal obligation has contributed to the overall increase of collected fees, which in turn resulted in a lower level of the tax (2.7%) than was on the previous level, while maintaining the same level of funding for public service broadcasting organizations. [10], [20], [21]

#### **4.2.2 Fulfilling the requirements of EU law**

Legal and factual framework in this regard remained in comparison with 2014 unchanged, so according to this statement was also in 2015 valid that European Community law in the field of financial relations between member states and public enterprises and within certain enterprises defines in Directive 2006/111 / EC of 16. 11. 2006, the requirement on financial transparency, which should help to prevent unjustified discrimination between public and private businesses providing assistance to public companies, which is incompatible with the common market.

The principal activity of Czech Television is a public service television broadcasting. In addition, Czech Television is authorized to engage in entrepreneurial activity that is related to the subject of its activities and do not jeopardize its tasks. Czech Television is managing its own property, which is based on property transferred from Czechoslovak Television. The State or other public entity is not liable for obligations of Czech Television and Czech Television is not liable for obligations of the State or other public entity. Czech Television is a legal entity created by law and does not control any other legal entity.

As was written above, the main incomes are from licence fees and from own business activities. Czech Television is obliged to separate activities consisting of provisions of public service television broadcasting (the main legal activity) from business activities. For each of those activities is Czech Television obliged to clearly distinguish the costs and revenues associated with the providing of public service television broadcasting and revenues and expenses related to business activities.

Because of the interdependence between the main and business activities of Czech Television and the allocation problematic, especially cost elements, as the main method was selected an allocation method, which is based on characteristics of the activities of each department (profit centre), whose costs are clearly linked to the main business or business activities. The remaining volume consists of costs associated with the main activity. This procedure, established by an internal regulation of the Czech TV, fully reflects the accounting of Czech Television, based on controlling statements of individual organizational units.

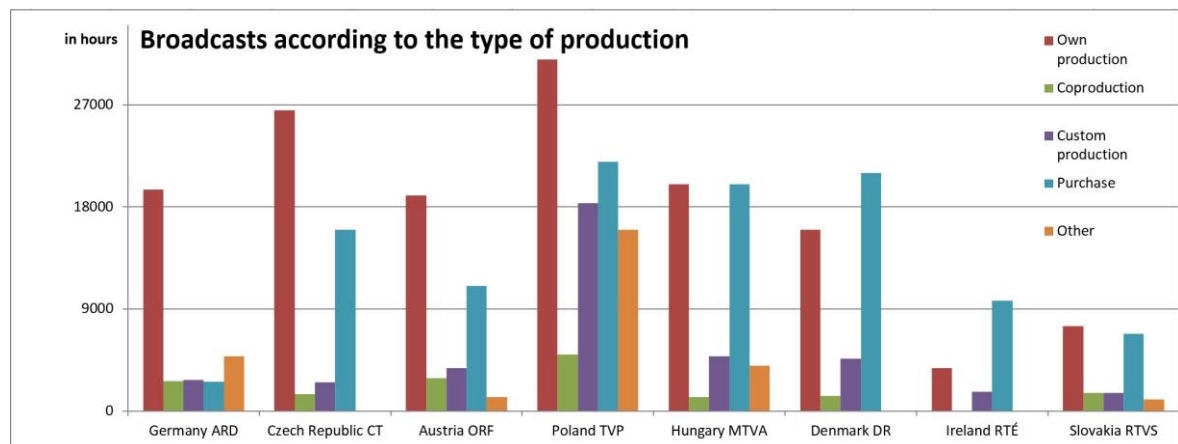
Czech Television properly keeps all financial data and documents for a specified period of time. By this procedure Czech Television meets the requirements of EU law. [10], [20], [21]

### **4.3 Czech Television in European comparison**

It is relatively difficult to obtain relevant data for an international comparisons, because different public institutions operating in various economic and legislative conditions and use different reporting methodologies. Still, there are basic comparable information. Important source of information are documents published by the European Broadcasting Union, which brings together public television and radio broadcasting. EBU processes data from the individual members so that they are as comparable as possible. A large amount of information from many organizations is not an easy process and thus have published data usually more than a year's delay, so information from the end of 2015 includes data from 2014. Despite these facts, can be shown a basic comparison of characterizing the economy and the resulting position of Czech Television within the television environment in the EU. [10]

There is an increasing disparity in available resources of individual Public Service Media in the EU, which significantly affects mainly production capacity of the media and in some cases also the producer role of Public Service Media. Czech television from the perspective of its economic strength is in the border position, because the television stations which are having less economic power than CT prefer the role of broadcasters and significantly limit their role as a producer of original productions. The overall economic force is essential for the development of Public Service Media, because the media space is increasingly globalized and commercialized. This affects cost of purchasing programs, technology and broadcasting rights. Their growth is obvious and in many cases is irrelevant whether the purchase is realized by for example ARD in Germany or by CT in the Czech Republic. Even if you buy technology the position of the public media such as Czech Television is much worse, because CT buys it in individual pieces, while larger and powerful entities buy technology in whole sets and achieve significant volume discounts. In the context of the financing of Public Service Media is within the EU developing an evaluation of the contribution of the creative economy to overall economic development. Public Service Media have crucial role in the stabilization of the entire industrial audio-visual sector. It is evident that without investments of Czech Television in original creation, output or records, would the whole area of audio-visualisation be negatively affected by decline, which would be reflected as a reduction in total turnover and the reduction in job opportunities. [20], [21]

Graph 5 Broadcasts according to the type of production in 2014

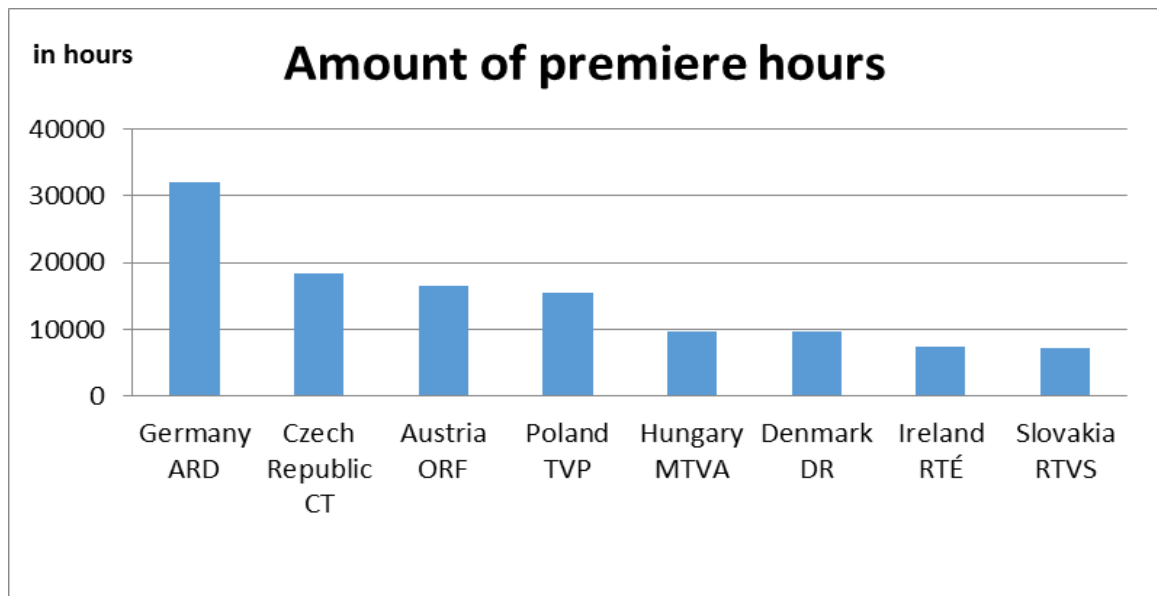


Source: Own processing, [10], [20],

The economic significance of Czech Television for the whole Czech audio-visual sector is evident from an international comparison of the volume of own production in 2014 (see the graph Broadcasts according to the type of production in hours). Compared with television stations with comparable economic strength such as RTE in Ireland, Hungary MTVA and Polish TVP is the production of CT versus Irish television significantly higher, Hungarian television reaches a comparable level and compared to the Polish TVP is the production about more than half lower, but the Polish TV operates twice as many programs as CT. In comparison with these TV stations Czech Television has the second highest percentage of its own production in the broadcasting. The fact that there is the support for Czech National Audio-visual industry is seen on the example of the Austrian ORF, whose economic strength is three times larger than CT, but its production is by a fifth lower, because of the synergy between German-speaking countries and most of the production comes from Germany. Similarly, the Irish television station has a very low share of own production, because they usually purchase programs, especially from the BBC. Likewise, the Danish TV uses the synergies with other Nordic television stations. The largest direct support for the development of the creative economy and thus the entire audio-visual sector is the production of “Turnkey project”, but that is in the current conditions of the Czech media environment rather expensive.

The volume of premiere in Czech Television is fully comparable to other TV stations in Europe and in the selected sample which is presented below has even the second highest volume of premiere although there are represented very strong public broadcasters such as German ARD or Austrian ORF. [20], [21]

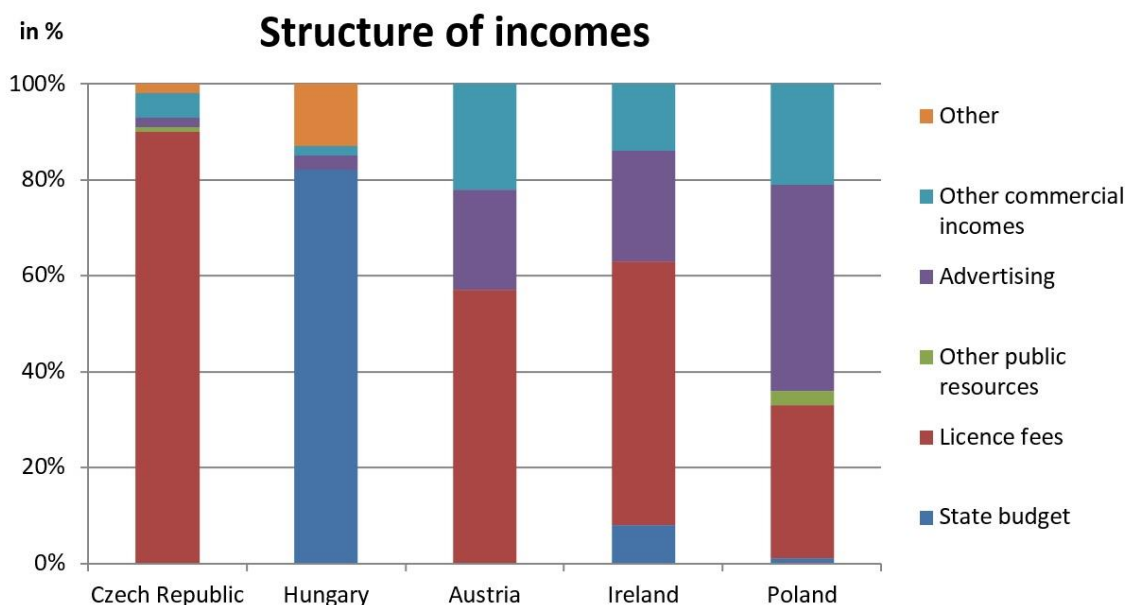
Graph 6 Amount of premiere hours



Source: Own processing, [10], [21]

Czech Television, under the current legislation, cannot significantly influence funding and the potential to search for other not paying taxpayers is essentially exhausted. Therefore, in future, we cannot expect growth of revenue. When costs are rising incomes stagnate or slightly falling. Current transformation process to optimize the activity of Czech Television is therefore the necessary response to the existing situation. [10], [20]

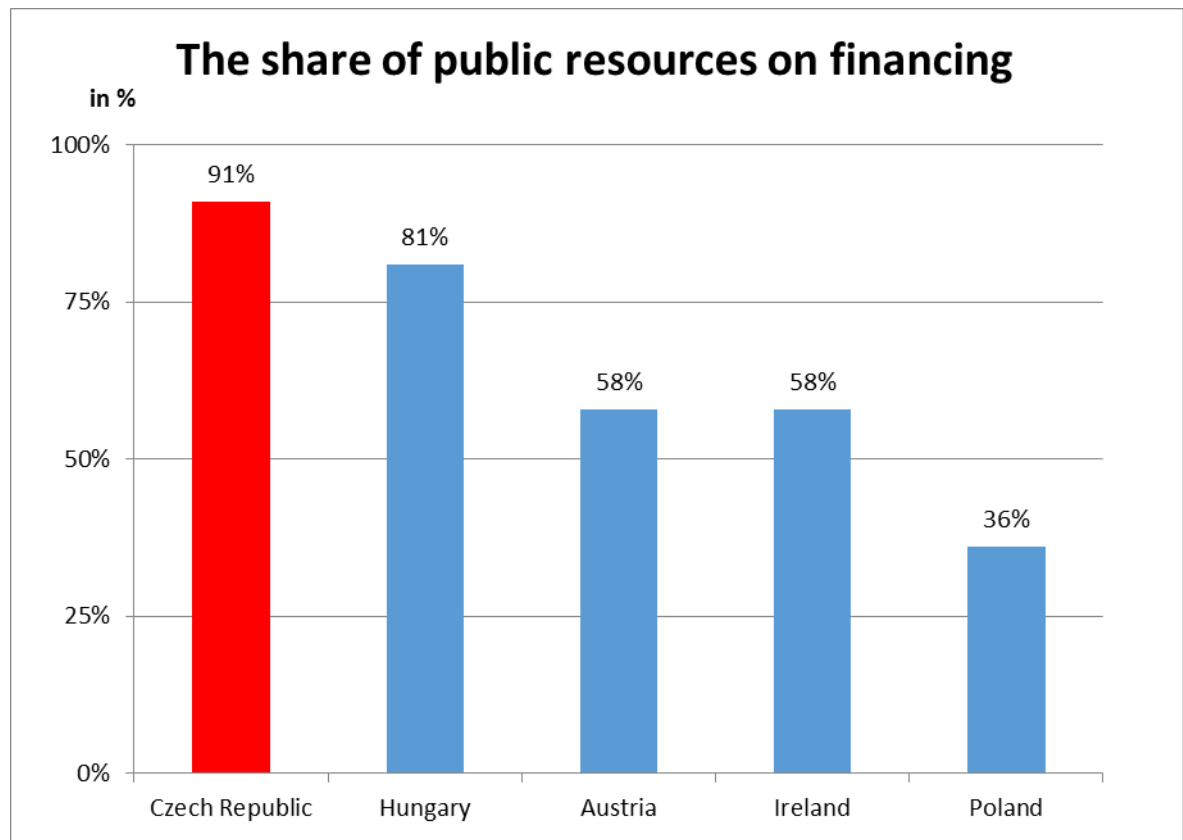
Graph 7 Structure of incomes of the public media



Source: Own processing, [10], [20],

Comparable incomes as Czech Television have public media in Poland, Hungary and Ireland. However, the structure of these revenues is quite different (see graph Structure of incomes of the public media). Compared with the traditional way of financing, whose example is Austria, in case of Czech public media is clearly dominant the share of public resources. So technological and program development is dependent only on available public sources, which is from a long term point of view fairly risk factor. The share of public funding grows within member countries of the European Broadcasting Union since 2007, when the average share of public resources was 71.9%. In 2014 the figure was already 80.5%. [10], [20], [21]

Graph 8 The share of public resources on financing



Source: Own processing, [10], [20],

In terms of total international comparison of economic and general performance of Czech Television can be summarized several general conclusions:

- Within the Central European region, Czech Television has an extraordinary position, CT is doing well even through of limited resources can maintain a high proportion of original production of almost all genres, including drama production, which is financially very demanding. It can be also concluded that Czech Television is one of the few really productive public television in the region and that is even dominant from the cost perspective of production role. That is with the economic strength of CT in the European comparison an extraordinary fact.
- Czech Television can be from many point of view compared with substantially economically stronger public entities. The volume of original production, the share of premieres, genre diversity and broadcasting structure complies with the European Broadcasting Standards and Czech Television for such results should not to be overlooked. The price-performance ratio for Czech Television is based on a European comparison exceptionally high.
- Quite extraordinary is the role of Czech Television in supporting Czech audio-visual and film industry. No other comparable television station in the EU plays that essential role in this sector as Czech Television. It excels especially when looking at broadcasting activity in Central Europe. Other television stations almost gave up the similar activity. This role as a promoter have been overtaken by the state or such support did not exist and all the audio-visual and film industry is in decline. The fact that Czech Television is the largest co-producer of Czech films is exceptional even in European comparison.
- Czech Television is one of the few in Europe, which supports the arts and festival films, children's and animated films, debuts and student films.
- Besides the BBC, Czech Television is practically the only television, which has been leading the process of digitalization of television broadcasting and on which lied the main responsibility for the entire process. This confirms that Czech Television, despite it is considered as the low-budget TV stations, is a leading force in the technological development of broadcasting in the Czech Republic.
- Czech Television continues in activities aimed at further development of broadcasting technologies and actively participates in the current debate on the issue of terrestrial broadcasting and the possible release of 700 MHz band for development needs of high-speed networks. In connection with this, Czech



Television is involved in testing of new standard DVB-T2/HEVC, whose implementation is a prerequisite for the eventual release of the 700 MHz band. Czech television at the same time highlights the fundamental importance of the terrestrial broadcasting platform for Czech broadcasting and highlights the fundamental risks that are associated with such a change and is ready to participate in the process of Sustainable Development Strategy of terrestrial broadcasting in the country.

- Czech Television is in post-communist Europe, the only public television station that is financially self-sufficient and does not need government subsidies. For example Slovakia, Hungary, Bulgaria, Estonia, Latvia and other countries are dependent on government subsidies. An exception is only Poland, where public television is significantly funded from advertising, which is fully reflected in the composition of its program, where dominate commercially attractive programs. [23]

#### **4.4 Corporate communication of Czech Television**

The main missions and messages to the audience of Czech Television are as follows. It is the main public medium in the country, one of the most important source of cultural and society values. CT is playing an irreplaceable role of public services in news and current affairs – it is considered as reliable, respected, impartial and independent source of information. It also represents an irreplaceable role of public services in their own creation, film co-production, and content creation, CT is known as a producer and supporter of Czech film and documentary production. The new projects are initiated by Czech Television, which provides the background to the creators. CT has a unique role of public services in education and culture and take care about national traditions and archive. It is attractive and respected institution by celebrities and famous personalities. Czech Television does not follow any commercial interest, meets needs of different target groups and broadcast for different age groups and minorities. It is one of the most initiator in the area of New Media, digital broadcasting and innovative technologies. CT is an open and transparent public institution, shares information, answers audience questions, perceives their suggestions and is a good investor, good householder and transparent contracting authority.

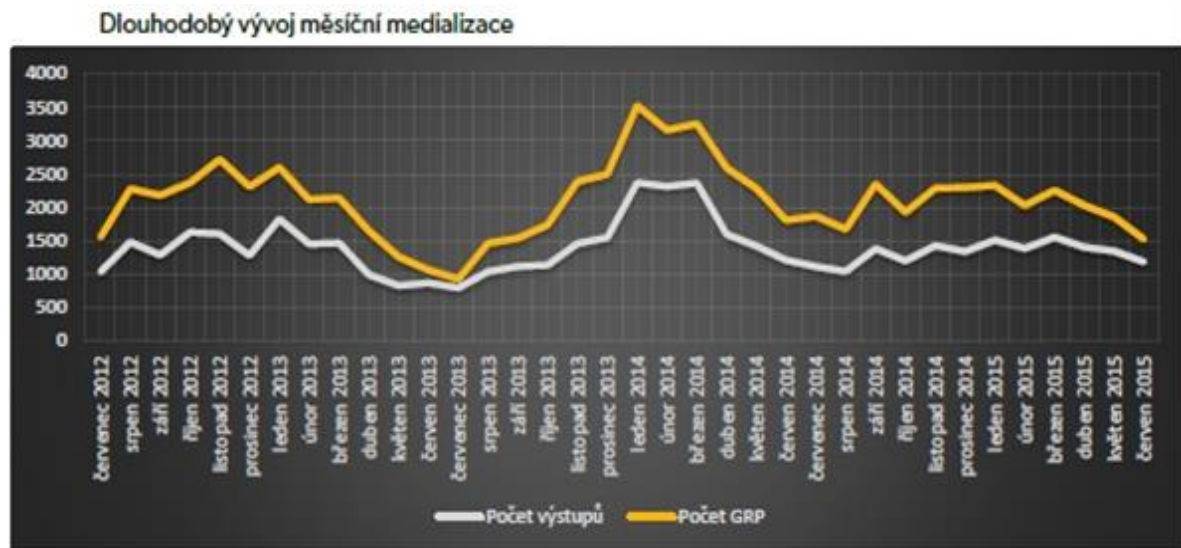
In 2015 media published about 22 000 articles related to Czech Television. The department of Communication and PR issued a total of 154 press releases (I and II. quarter), held 19 press conferences about program priorities and corporate issues, carried out 7 journalistic projections and 6 public previews, and stated 19 off-air campaigns to support the program. [20], [21]

Czech Television is acting in accordance with those values:

- Principle based on truthful, open, current and clear communication with public and employees.
- The maximum availability of information for internal and external target group.
- Consistent and coordinated communication for the entire Czech Television as a single institution.
- Professionalism in work with information – strategic, prompt and relevant communication.

The long-term evolution of Czech Television publicity shows stabilization in the volume of media impact outcomes. The publicity of Czech Television in 2015 is aligned with the positive trend of the year 2014. Czech Television was in the first quarter of the year part of 4456 publicity outcomes and in the second quarter of the year part of 3938 publicity results. In the table below is visible the long term development of monthly publicity. Left side is showing the scale from 0 until 4000 points, below are months since July 2012 until June 2015. [21] White line is showing amount of outcomes of Czech Television, which are evaluated by the rate of publicity and the yellow line stands for gross rating point, which is a “*measure of the size of an advertising campaign by a specific medium or schedule*”. By GRP is not measured the size of the reached audience. GRP metric is usually used for a measurement of media with high potential exposures or impressions. [24]

Figure 4 Long term development of monthly publicity



Source: [24]

Printed media had become (for the first time since 2012) the most active type of media, even more than web servers in the first quarter of the year. Product topics were more important than corporate ones in the both quarters.

#### 4.4.1 Organizational and corporate targets

Corporate Communication in Czech Television is controlled by the press department. Its long-term goal is to provide full-fledged press service that meets the requirements of both external media and also fulfilling short-term and long-term PR strategy of the company and strengthens its image. The press office is also responsible for coordinating media outlets of television studios in Brno and Ostrava, and for coordinating corporate communication between media and personalities of Czech television.

The most emphasis is placed on the following core topics:

- Presenting Czech Television as a strong public institution.
- Deeper profiling of traditional channels of Czech Television and their broadcasting schedules.
- Consolidation and further development of brand new channels of Czech Television.
- Developing stronger, proactive cooperation with the media, celebrities and creators.
- Strengthening direct, targeted communication with the public.

- Strengthening communication of Czech Television with professionals and involved institutions.
- Increase the simultaneity of communication tools and connecting them with the possibilities of other departments of Czech Television.

[20]

Czech Television has the context of long-term development goals, there will be described the main aims and communication goals how to reach them.

Strengthen the position of Czech Television on the broadcasting market, increase audience interest in the program of Czech Television with regard to the possibilities of the broadcasting market. To reach those these targets, it is necessary to inform about upcoming shows and broadcasting, ideological intentions and visions of individual channels.

Encourage audience satisfaction with the services of Czech Television and their willingness to pay a license fee, support loyalty of an audience with an offer of open high-quality information service, to explain the concept of the program and the individual channels and the intention to offer the program to every target group.

Implement the value of public service as defined by the Act and the Code by informing about the contents of the public service, measuring public value and fulfilment of it.

Meeting the requirements of news and current affairs service of public media with giving information about the concepts, programs, rules for broadcasting and news services.

Strengthen own creation and promote Czech films, offering the best selection of foreign works by informing about the intentions of creative work of producer groups, about the production of programs and their deployment in broadcasting, inform about the acquisition from abroad.

Being a Public Service Media coverage of sports events in the Czech Republic and abroad in accordance with this introduce the concept of broadcasting rights.

Provide public service in media coverage of social issues and the voluntary sector. Let the audience know about the concept of social responsibility of Czech Television, media partnerships, broadcast and program menu. [20], [21]

#### **4.4.2 New Media**

The New Media has undergone a number of significant changes in the past year. Those changes were aimed at improving the availability of services facing the audience.

The first step was the transition to a new streaming provider, which brought mostly higher stability and broader support of new technologies. That was followed by the deployment of new editorial content management system, while as a leading project was selected the news channel called CT24. A completely new concept of content management system is built on responsive design (design is adapted according to the used device - PC, tablet, smartphone). Also the new remarkable project of children's channel CT:D was created, which is an entertaining educational platform called Rainbow Sciences Institute. [20], [21]

#### 4.4.2.1 Web CT 24

The web news channel CT24 came through the significant change of the web design and the structure and in the August 2015 came the completely new version of the web page. The aim of this change was to create a responsive version of the web page which supports the use of it on the computers, tablets and mobile devices. This change is a reaction on the world trend called “mobile first design”, which adapts the journalistic content to the growing amount of receivers through the mobile devices.

The editors were more focused on the content of the texts which are based on the broadcast news, reports and interviews of CT24. The main topics were the migration and refugee crisis, Syrian Civil War, Volkswagen emissions scandal and terrorism.

In the year 2015 was developed the new concept of social media, resulting in an increase of number of fans of CT24 on Facebook to 160 000 and 170 000 on Twitter. [20], [21]

#### 4.4.2.2 Web CT sport

The peak of the year 2015 in the sport events was definitely the Ice Hockey World Championship 2015 held in Prague and Ostrava, Czech Republic. The web mshokej.cz reported 1.8 million visitors, which was 630,000 more than in 2014. The new technology was able to proceed the three times bigger amount of data than during the Sochi Winter Olympics in 2014. For the first time was also possible to watch the live stream in Hbb TV quality (Hybrid Broadcast Broadband TV). [20], [21]

#### 4.4.2.3 Content of New Media in 2015

The main topic of the first half of the year 2015 was the 600<sup>th</sup> anniversary of the death of the world famous thinker, reformer and preacher Jan Hus, which involved the broadcasting, content of web pages but also the web magazine publicized by CT.

The most of the TV shows has their own web page, which is becoming more and more popular part of the interest of audience.

On the beginning of the summer was implemented the new graphical look of the shows web pages.

The most popular show of the second part of the year was the comeback of the famous TV show Star Dance. [20], [21]

#### 4.4.2.4 Design and development of New Media

The main topic of the year 2015 for the Department of Design and Development has become the expected launch of redesigned news portal CT24. Web was developed in accordance with the principles of HCD (Human-Centred Design) which is a set of methods and techniques to create products that are based on the real needs of people, not on impressions and assumptions of developers. [25] During the development of the channel CT24 was a big emphasis focused on a practical testing by users. They were obtained the views and feedbacks of readers which were evaluated and subsequently reflected in to the plans of future changes.

New Media were participating for example in the new responsive websites of selected TV shows as well as on the production of graphics and users experience consultations, for example for the show StarDance, shortcuts for the Karlovy Vary International Film Festival and the Golden Prague festival.

According to the change of stream provider, the new streaming options were possible. Firstly in the number of simultaneously handled streams, secondly in the number of viewers and diversity of protocols used for streaming. This is particularly evident at the World Ice Hockey Championship and at other popularly watched events, when stream was provided in higher quality to an expanded audience. In cooperation with CT sport New Media significantly increased the number of broadcasting shows, which are available live on the web when the TV channel broadcasts another program. It was screened on TV 92 minority sports as are horse riding, swimming, table tennis and also for example Czech

Open darts and bicycle race Prague Steps 2015. Fully were played also shows that are shortened in a TV (e.g. due to collision with another show). [20], [21]

#### **4.4.3 Corporate social responsibility**

Czech Television is also very active in the field of corporate social responsibility. All activities, which are supporting public beneficial projects are unified under the mark “CT podporuje”. The aims of this project are:

- To establish only one place for all potential partners of Czech Television, formation of web page [www.ceskatelevize.cz/vse-o-ct/ct-podporuje](http://www.ceskatelevize.cz/vse-o-ct/ct-podporuje)
- To facilitate an orientation and way of the applicants to get the support from Czech Television
- To reach another potential partners, to expand the awareness of possible help from the side of Czech Television
- To streamline communication between different active projects in the direction to the public but also into the single institution [20] [21]

##### 4.4.3.1 Activities in the field of CSR

One of the fundamental objectives of Czech Television in the last year was to develop some supporting tools, which can be offered to the potential partners. This is firstly good for using those platforms of communication, which are mostly matching the type of the concrete project (it leads to higher effectiveness) and secondly support more different subjects than they could done in past few years.

There are main CSR categories in which Czech Television is active:

- Spot campaigns
- Beneficial and culture shows
- Editorial support
- Own projects

Czech Television has expanded portfolio of forms of support during the past years. There have been implemented new information campaigns spots in the broadcasting of all

channels CT1, CT2, CT: D, CT art, CT24 and CT sport. Total amount of reach of these campaigns exceeded last year 8,123,000 viewers, 5,138 commercials have been broadcast by Czech Television, which was 29 hours and 40 minutes of net time devoted to cultural and non-profit projects.

Another implemented forms of support were. Program support in the form of charity and specifically targeting programs; records or documents focused on the topic. Special information formats applied in broadcasting. Information campaigns in the form of spots at the website iVysílání of Czech Television. Streaming of charitable or other socially beneficial events at the website iVysílání. Support on the Internet and social networks of Czech Television. Editorial support in an appropriate program formats. Active participation of Czech Television in partnership projects. Involving partners in own activities of Czech Television.

In the last year, Czech Television supported 61 events and projects from the field of culture, connected to those projects were broadcasted 2,773 spots on the channels CT1, CT2, CT24, CT sport, CT:D and CT art. They also supported 32 beneficial and charity projects, with the total amount of 2,288 promoting spots. In the first half of this year Czech Television have supported 15 charity projects and 52 cultural projects with the total amount of 1,185 spots. Total reach of those campaigns is 15 million of people.

Czech Television have broadcasted since beginning the year 2016 until March 8 beneficial shows to support charity. Total gain from those projects was over 130 million CZK. Czech Television also introduced the new concept of charity and beneficial support. Non-profit organizations can join directly established or already introduced format of beneficial activity of Czech Television. The first activity of this kind “show adoption” took the place during the broadcasting of the show “Zázraky přírody”. Audience could send money through the special donating message to help people with cancer. That was collected over 500,000 CZK. There are another TV shows which are already “adopted”, for example “StarDance, Hodina pravdy or Míň je víc” which will support handicapped persons. [20] [26]

Czech Television is also continuing with the help to show non-profitable organizations how to communicate professionally. They are organizing workshops, which are led by professionals and communication specialists. Czech Television has already organized over 100 workshops and trained more than 50 non-profitable organizations.



Among other charitable activities, which were realized, would be considered projections connected to 50th anniversary of the regular fairy tales, which are broadcasted every evening at 7pm for kids before they go to the bed. Those projections were designed for underprivileged children. Also supporting media such was an internship of Burmese journalists in the news broadcasting of Czech Television. Help victims and survivors of the Nepal's earthquake, by immediate implementation of donating messages campaigns place immediately after the disaster, they were able to get more than 30 million US dollars.

Figure 5 Examples of charity activities of Czech Television



Source: Own processing

#### 4.4.4 Media partnership

Czech Television is taking the role as a promoter of Czech culture and other community activities very seriously. Therefore they are systematically devoted to the most important and popular events, which integrates society interests but CT.cz is also focused on projects that are smaller in scale, but excel in quality and specific focus.

There are main strategies which are used by Czech Television to create a healthy and stable media partnership:

- Extending support tools by Czech Television, so that they could reach even wider portfolio of activities.
- Diversification of community projects support to cover as many different areas and disciplines as possible.
- To update the criteria for assessing applications for media partnership.
- Strengthening communication of joint projects towards the general public and experts.

- Co-branding Czech Television to support those projects that guarantee high quality in all aspects.
- Strengthening cooperation with major institutions on the basis of memorandum.

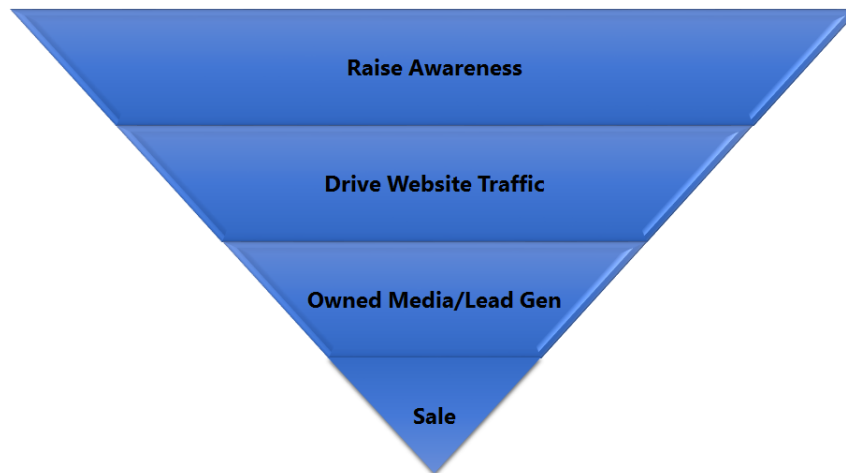
There could be pointed out some results of media partnership in the year 2015.

Cultural projects which were supported in 2015: Czech Television channels were so far broadcasted a total of 2,784 spots in a total time of 15 hours and 50 minutes, reach 3017 gross rating points. Part of those spots campaigns were for example:

- 8 films projects (such as “International film festival Karlovy Vary, Zlín Film Festival, Finále Plzeň”, etc.)
- 7 Music Projects (“Prague Spring, Colours of Ostrava, classic music festival Smetanova Litomyšl, Dvořákova Praha, BohemiaJazzFest” etc.)
- 2 exhibitions (the 50th anniversary of the most beautiful Czech book of the year, Gottfried Lindauer)
- 4 dancing and theatre projects (Dance Prague, the 50th anniversary of the drama club, Theatre Plzeň, “Letní Letná”)
- 13 projects in various fields of culture and science (Science and Technology Week, Khamoro, Prague Quadrennial, International Folklore Festival Strážnice, Year of the Vietnamese culture, NATO Days, etc.)

Czech Television is developing and diversifying support tools that can offer to its own partners. As the completely new instrument has been successfully introduced a support which is using spots in the form of pre-roll on the web side iVysílání CT, which is making appeal to other target groups than the classic TV audience. There have to be shortly explained what pre-roll means. That is a technique which places a short spot directly before the video which viewer wants to watch. This spot could be usually skipped after few seconds. Pre-roll is considered as a type of advertisement, because of that fact it could be interruptive and annoying for an audience. On the other hand, if it is made well, it could be really interesting and helpful break and can also bring potential customers. For example YouTube pre-rolls are leads of digital marketing, used mainly to raise awareness. [20] [21] [22] [26]

Figure 6 Pre-roll potential



Source: [27]

Apart from the exclusive using of time for campaign spots on the TV screen there are other instruments:

- Program support: live broadcasting, broadcasting from records, documents - “Magnesia Litera, Český lev, Thalia, Anděl, Ekologický Oskar, Grand festival smíchu, Trilobit Beroun, etc.
- Special programs: programs like summary from events, festivals (eg. KVIFF, Prague Spring, Prague Quadrennial) live broadcasting from the place (special programs)
- Streaming: live streaming or recording of the event on the Web side CT
- New Media: web, social networks
- Editorial support: news and current affairs coverage

Czech Television is also organizing own cultural events for the public. Those activities take place at the same place as the event itself. At the “Zlín Film festival” was this year the day of CT, visitors could get information about the company, their activities, find out some interesting information from the history of Czech Television, etc. Another example is “The house of CT” which was at the International Film Festival in Karlovy Vary, in this house could public watch some interesting spots about CT, win cool prizes in competition,

children could play in the special playing area, etc. During the summer film school visitors could watch a marathon of student movies. [20] [21] [22]

## **5 Results and Discussion**

### **5.1 Interview**

The interview was conducted with Vít Kolář. He is a Czech journalist, diplomat and manager. He graduated from Charles University in Prague, Faculty of Education in 1998. Between the years 1998 and 2002, he was employed at Czech Television as a reporter of foreign news, the editor of the show "21" and also the main editor of the economic section. In the period 2002-2006 he worked as the director of the Press Department and press agent of the Ministry of Foreign Affairs. Between the years 2006-2010 he served as the General Consul of the Czech Republic in Australia. Then he returned again to work as press agent of the Ministry of Foreign Affairs, where he worked from September 2010 [28] until January 2013, when he became the manager of the office of the CEO Petr Dvorak of Czech Television. In July 2014 he took over the department of communication and external relations of Czech Television as its CEO. This conversation was conducted as an informal interview. It was a general conversation on the issue of corporate communication of Czech Television, its tools which is the company using, etc.

#### **5.1.1 Results of the interview**

The most significant benefit of the interview was to get general knowledge about Czech Television, how the company operates, what are its activities, main corporate communication, which tools different departments use, especially the press department for communication with public. Those gathered information are used in the practical part of the thesis.

Czech Television invests a lot into the broadcast program. The main reason for that are increasing demands of the audience. Regarding the new programs of CT for autumn 2016, this fall will offer several original innovations. Besides the second series of Doctor Martin instance series "I, Mattoni" - a production, which Czech Television did not have in past several decades, the series "Tantrum", it is the genre of crime. The new entertaining programs such as "Kosmo, Station, Marta and Vera, which compared to previous seasons strengthen the representation of comic creation. Already the eighth series continues the dancing show "StarDance". The basic program structure remains similar on all channels. At this moment, there is no reason to make radical steps, is more of an evolutionary shifts.

Viewers are used to this structure of broadcasting, in a positive sense, it works. This year has so far CT1 16% of market share, the most in recent years, as well as high quality assessment. Overall, the Czech Television market share is 31.7% the best result since 2008.

Today, it is generally harder to attract viewers. People have many more ways how to spend free time. It is necessary to surprise the viewer. The repetition of similar scenarios and models recycling works less than in the past. Therefore, seeking synergies - that the series will be more luxury, more expensive and have application in multiple markets. The shorter miniseries are filmed, in order to build more tension and it is not necessary to spread it to 20 parts. It does not work so that if something is good, so it can run all year. "The hunger" for new content is guided by a desire for more experience, better spending of leisure time and demands are rising.

Are there any plans to extend programs broadcasting or for example to separate CT art and CT :D which now operates on the same frequency only in different times? There are many concepts, how Czech Television can be developed. But everything depends on finance, which has the company available. At this time when the volume of money is closed and their real value decreases every year, we can do any expanding only at the expense of something else. Market prices are not falling, high-quality production is more expensive, sports rights are more expensive, the number of media attention seeking people increases as well. It can be said that prices in the future will not be lower and the media will be even more spread. So let's surprise the audience, what will come in next years.

Can you estimate the form of the Czech Television program in next 5-10 years?

Ten years is too much. It is difficult to look so far into the future in the time of digital information revolution, because we do not know the financial framework and technological innovations that will come. There is no doubt that television broadcasting will be still an integral part of the media world. The plan is usually known for next 2 – 5 years. Probably in next 2-5 years the CT will look like now. Every year is updated the three-year program plan for each channel. Such a plan is reflected in demand towards creators. In this regard, we plan to 2019, about something we know will be in 2020. In the five to ten year horizon can be considered rather about where the industry is going and interest of audience than on specific programs.

Why Czech Television approached the redesign? What was the first impulse?

Definitely the digitization process. Development and production of graphics in Czech Television is a continuous process, but the main point was the requirement to label uniformly all additional digital channels and ensure continuity with the corporate brand. Another reason was the need to modernize and simplify labelling the channels and eliminate the technical limitations of their presentation when compared with the currently used logos. The need for a new visual style also included a long-term strategic considerations CT with respect to the fact that the media market in the Czech Republic expect radical changes in the growing number of thematic channels. Czech Television is preparing and wants to ensure the strongest market position in digital broadcasting. A similar stage of simplification brands and adapting to the new media environment have a history of almost all comparable European television. Redesign was therefore to be expected.

Another part of the interview was a discussion about ideas of Czech president Miloš Zeman that Czech Television should be owned by state and people should not pay the licence fee by they own but it should be paid by the State from taxes. The Mr. Kolář opinion is identical with opinions of the Council of Czech Television. CT would lose its independence and would be under the pressure of politics who dominate in that time in the country. If Czech Television would be owned by state, since this moment it would be a political issue. By this step, public would lose the rights to control activities of Czech Television. [20]

## 5.2 Customers satisfaction survey

The questionnaire was analysed by quantitative method using Excel. That was not an in-depth research but a satisfaction survey of users of Public Service Media broadcasting and mainly Czech Television, followed by interpretation, which is formulated in percentage layout of answers into the charts. The survey results cannot be taken as generally valid, because the selected sample of respondents was not that large for this conclusion.

It is necessary to inform the customer at least about the purpose of the research or method of filling. Entry information has this format: "Dear Client, currently we are conducting a survey aimed at finding satisfaction with public media and broadcasting services of Czech Television. We know that your time is precious and so we apologize that we would like to ask you to complete this questionnaire. We appreciate your openness and the conducted time to research studies. The survey is anonymous and answers that you provide will be further only in bulk processed. Thank you for expressing your opinion. " That was chosen a method of "deliberate choice", because it would not be possible to operate with a basic set of all customers of Czech Television. They were approached clients without specific selection criteria - self-selection.

I have chosen the method of data collection, through direct interviews with customers, who filled in a questionnaire directly with me. This is the most objective method of data collection. Also during the communication with the people, I obtained important information about which products and service they miss. There is no question about the age of respondents, the survey was distributed equally to almost all age groups, starting from 15 years old respondents and the oldest respondent was almost 80 years old.

Basic facts about this survey:

- 150 respondents - 75 women, 75 men
- Distributing and collecting data: February – August 2016
- 15 questions

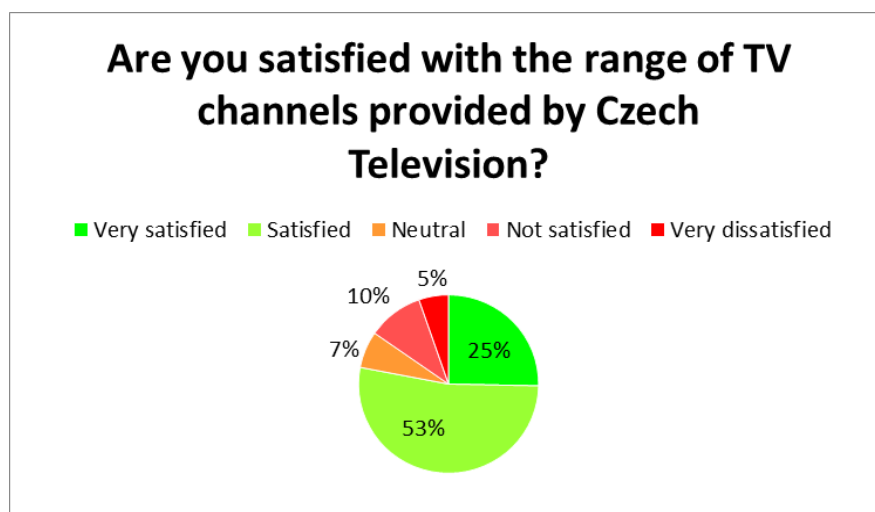


### 5.2.1 Results of the survey

1) Are you satisfied with the range of TV channels provided by Czech Television?

The audience of Czech Television is mostly satisfied with the range of channels, only 15% are not satisfied or very dissatisfied, which is a good result. As the author had the chance to speak with the respondents directly, it could be said, that those 15 % of dissatisfied people were from the older sample, they were complaining about the original films and documents, that there should some special channel with those type of production.

*Graph 9 Satisfaction with the range of channels*

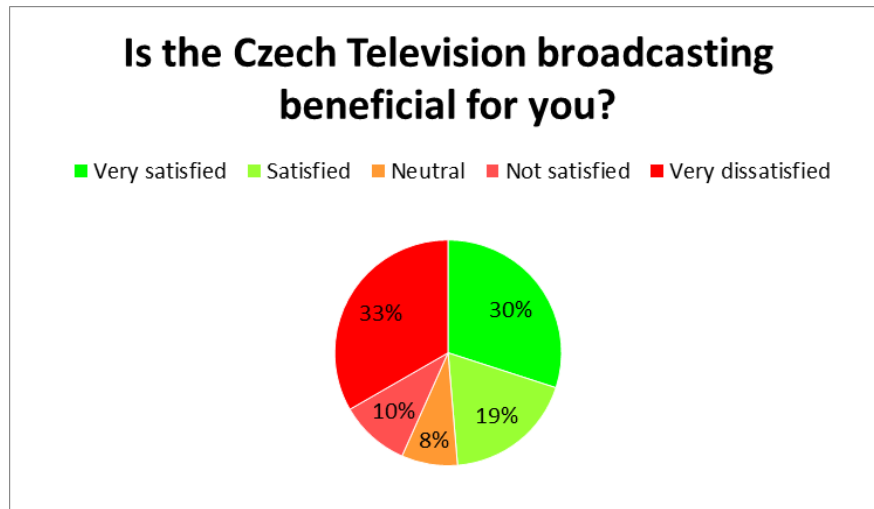


Source: own processing, survey

2) Is the Czech Television broadcasting beneficial for you?

This question was mostly focused on the benefits about the knowledge, getting new information from broadcasting, basically if Czech Television is fulfilling its role of “educator” of the society. It could be very surprising result, because over 30% of respondents are not satisfied with the role of giving some new knowledge to the audience. The results are that there should be some more programs for teenagers to educate them and also some historical documents about the history of our country.

Graph 10 Satisfaction with the benefits of broadcasting

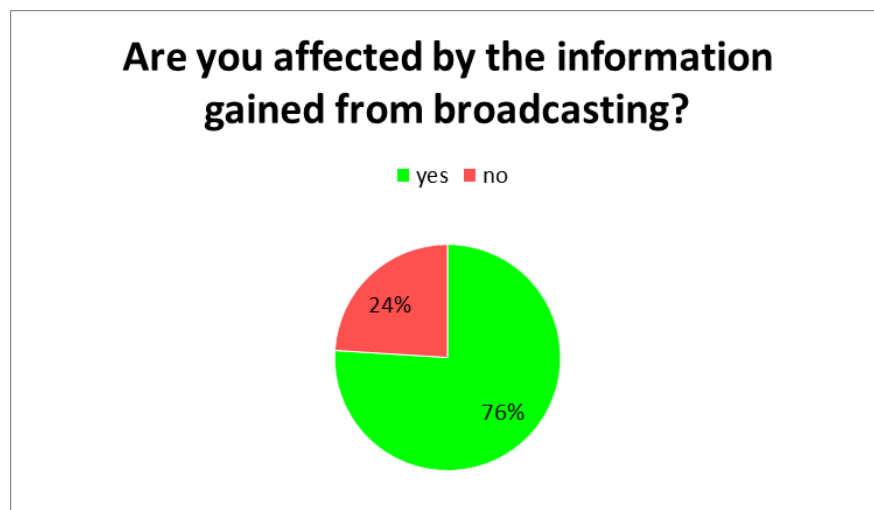


Source: Own processing, survey

3) Are you affected by the information gained from broadcasting?

The main point of this question was to get some awareness how people are potentially adapting their plans for example to the weather forecast, some spots about cultural events. Also if they are affected by political discussions for example before votes. The three quarters confessed that they are more or less affected by weather forecasts and also political ideas.

Graph 11 Effects of gained information

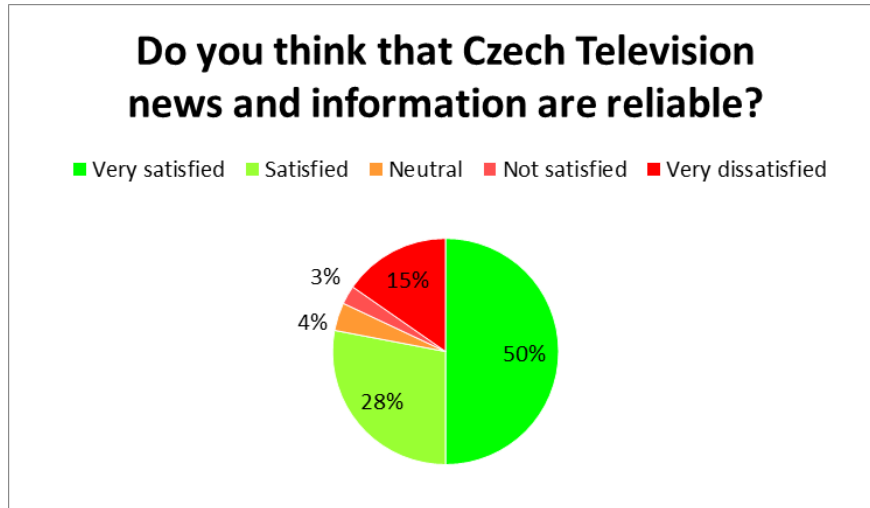


Source: Own processing, survey

4) Do you think that Czech Television news and information are reliable?

Czech Television has a reputation of reliable and serious medium. It is seen also from the survey. 78% of people trust the information gained from broadcasting of this television station.

*Graph 12 Reliability of the broadcasting*



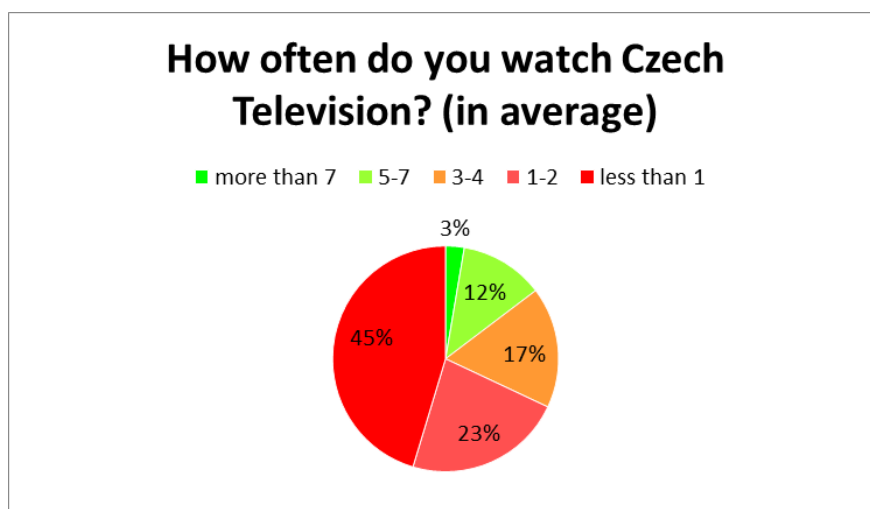
Source: Own processing, survey

5) How often do you watch Czech Television? (In daily average)

This question belongs to those, where is the age of respondents very important. 68 % of asked people watch television less than 2 hours per day, the most of them are interested in evening news or the movie or show which starts at 8pm on the main channel CT1.

People over 60 years old responded that they usually spent around 4 hours of watching Czech television channels.

*Graph 13 How often people watch CT*

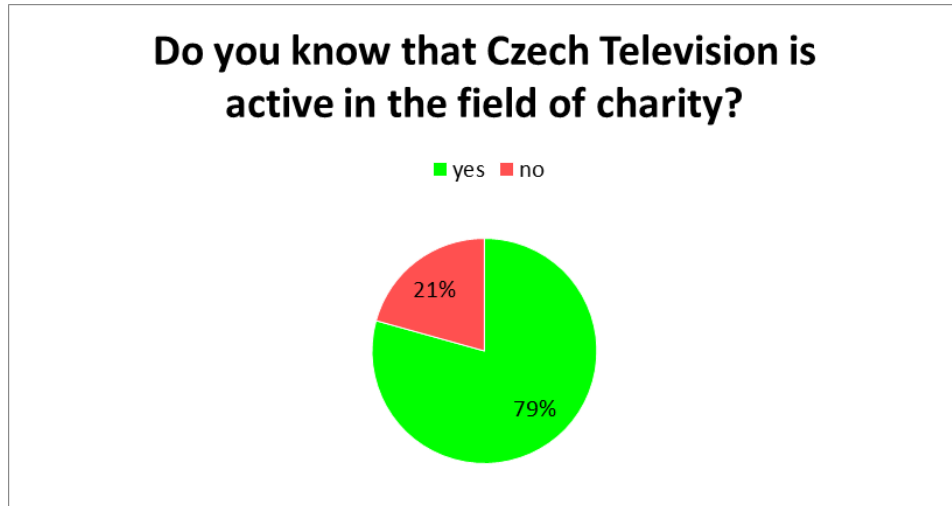


Source: Own processing, survey

6) Do you know that Czech Television is active in the field of charity?

Almost 80 % know about activity in the field of charity and beneficial activities of Czech Television.

*Graph 14 Charity and beneficial activities*

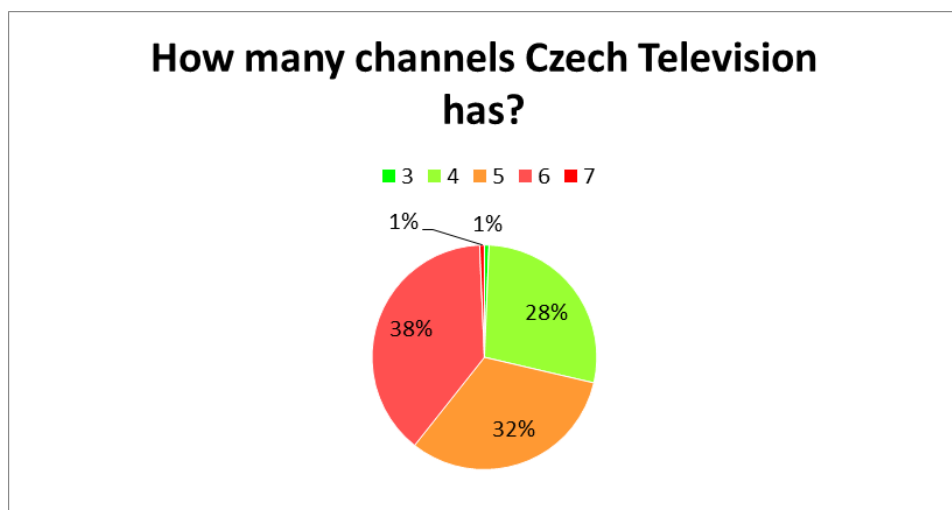


Source: Own processing, survey

7) How many channels Czech Television has?

Question about amount of channels was more informative especially if people know about not that famous channels such as CT :D and CT art, which are the 2 newest channels. As we can see from the chart, that almost three fourths of respondents do not know all channels, people are not informed about existence of new channels, which are operating both on the same frequency of broadcasting but are considered as two different channels.

*Graph 15 Channels of Czech Television*

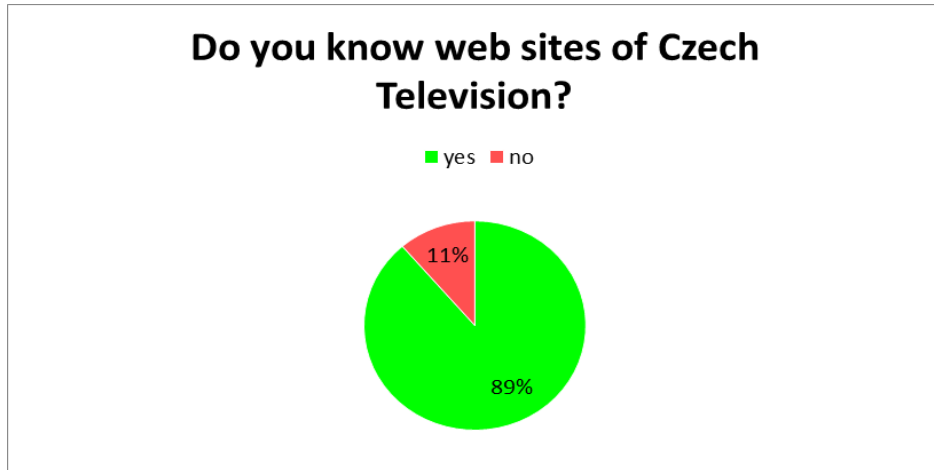


Source: Own processing, survey

8) Do you know web sites of Czech Television?

Websites were a new information for many of respondents, mostly for older people, who are not using internet that often or at all, but the big percentage of people had ever seen the websites before.

Graph 16 Websites

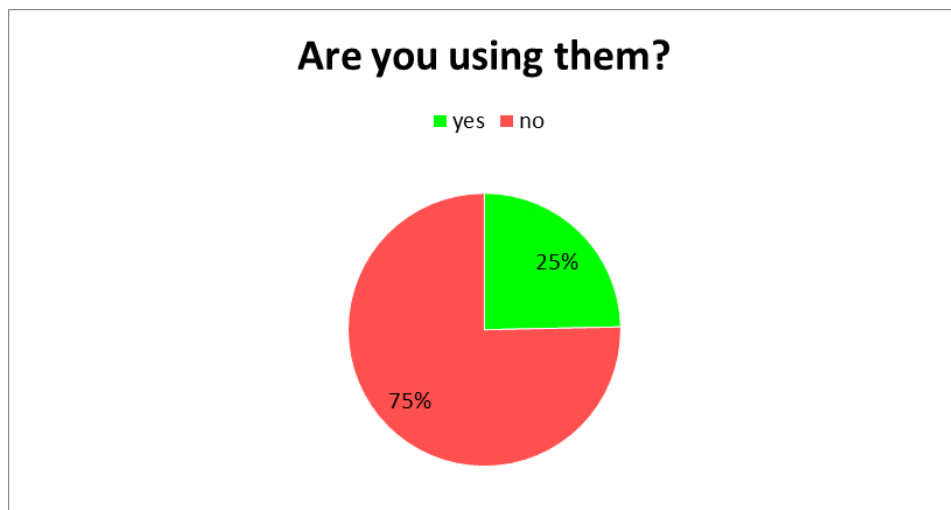


Source: Own processing, survey

9) Are you using them?

This question was related to 133 respondents who answered positively in the previous question. Only 33 people from the sample are really actively using the websites. This should be the clear improvement for the company, to focus more on promotion of websites, which should bring bigger popularity.

Graph 17 Usage of websites

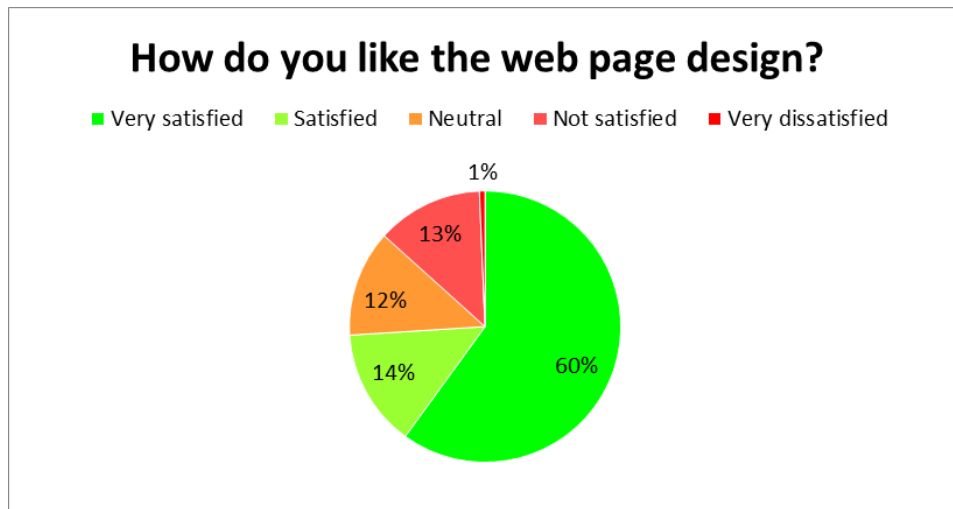


Source: Own processing, survey

10) How do you like the web page design?

Customers who had not yet visited the company website were shown the company's website directly when filling out the questionnaire. From this point of view could be Czech Television very satisfied. Almost 75 % of respondents are very satisfied with the website design. The web pages were renovated in a few last years, it is an important part of New Media and in this time of modern technologies good websites are the core of successful company.

Graph 18 Websites design

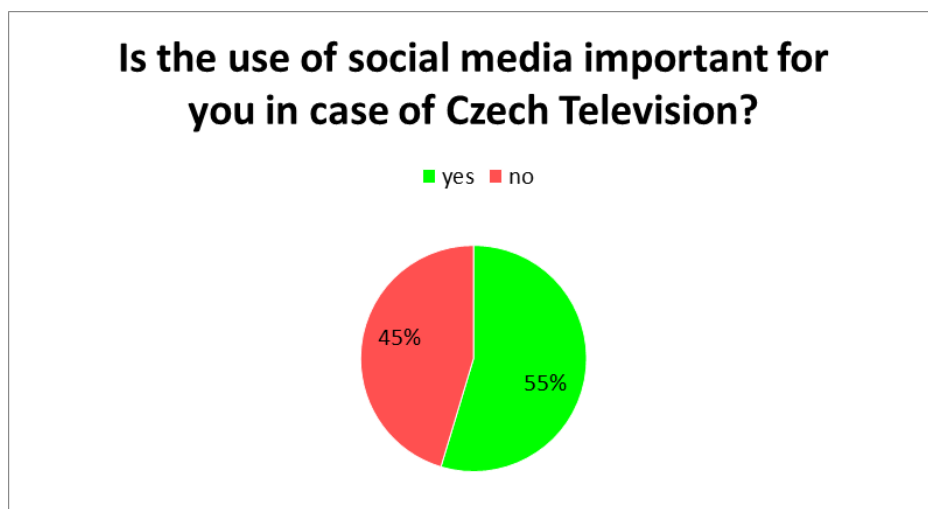


Source: Own processing, survey

11) Is the use of social media important for you in case of Czech Television?

Question focused on social media, such as Twitter and Facebook was targeted more to younger audience. 45% said no, because they are not using any social media. For the rest it is an important part of the company in the age of New Media and digitalization.

Graph 19 Social media

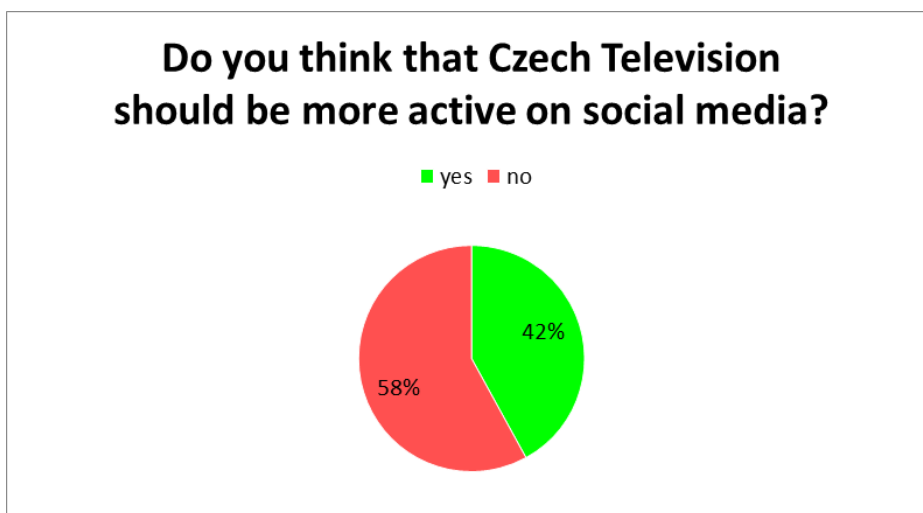


Source: Own processing, survey

12) Do you think that Czech Television should be more active on social media sites?

For more than half from 82 people who answered yes in the previous question is enough how Czech Television uses social media, the rest of 35 people would appreciate more activity.

*Graph 20 Activity on social media*

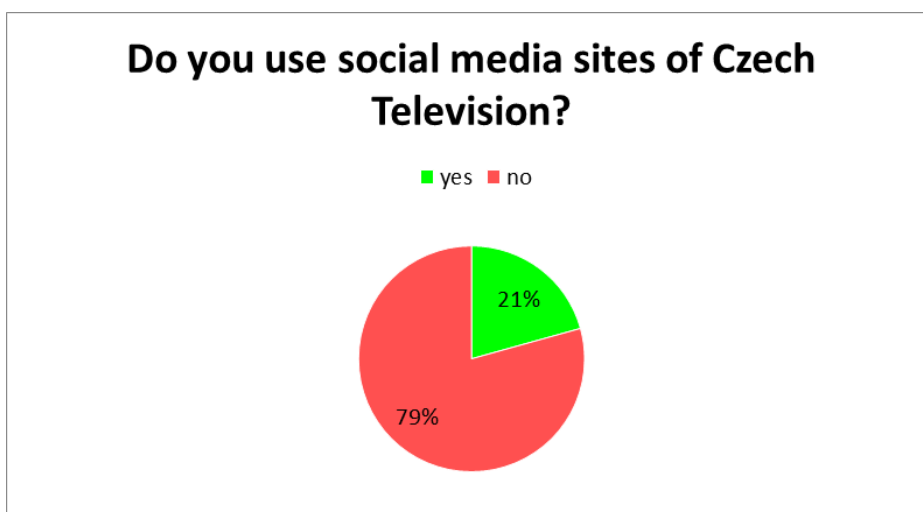


Source: Own processing, survey

13) Do you use social media sites of Czech Television?

Only 21% of respondents are using or following social media sites. By using is meant active participation on the site, communication, discussion with other users etc....

*Graph 21 Using of social media sites*

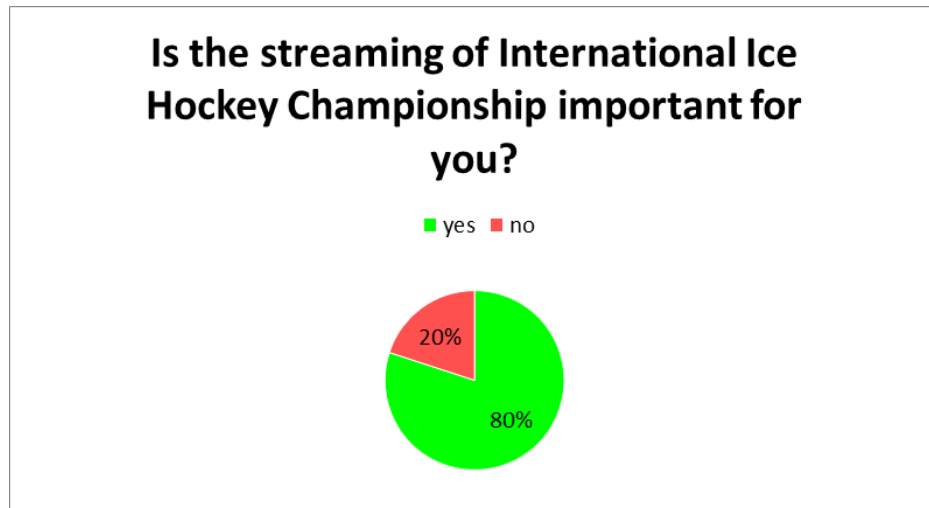


Source: Own processing, survey

14) Is the streaming of International Ice Hockey Championship important for you?

As Czech Republic is a “Hockey country” for 120 people from the sample is important to see the national team on the biggest ice hockey event of the year.

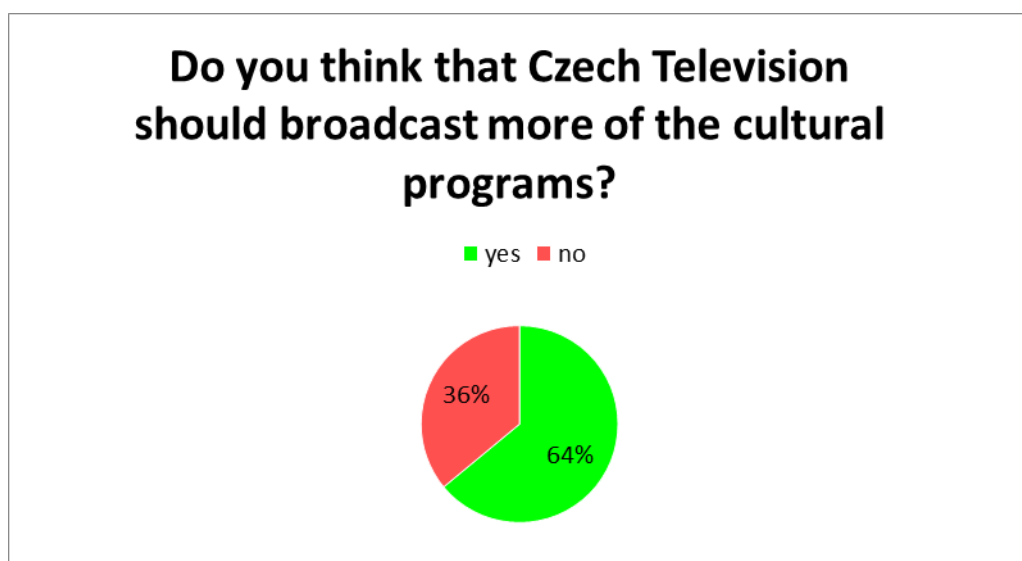
*Graph 22 Ice Hockey Championship*



Source: Own processing, survey

15) Do you think that Czech Television should broadcast more of the cultural programs? Culture is also very important for citizens of the Czech Republic, as we are the country with the old history and cultural roots. 64% people would be interested more in cultural broadcasting.

*Graph 23 Cultural broadcasting*



Source: Own processing, survey



## 6 Conclusion

As regards the actual program of Public Service Media, the most difficult role is to defend all the essential elements of the public service in addition to the growing tendency of the modern media world. Especially for the framework mainly of news and current affairs programs has a high importance a degree of independence at state power. Once politicians will routinely influence what is allowed and what is not allowed to broadcast in the news, it will be a very big decline of public media. From the formal and content side of news broadcasting, modernization of public media cannot exceed a certain degree of propriety and respectability to the actors of presented events and respondents of reports and interviews. Czech Television is considered as really reliable and truthful broadcasting organization. They should keep with this statement and provide high quality broadcasting also in the future.

The major role of the independence of public service media plays the way of funding. There have been many debates in the past 10 years about abolition of the license fee and establishment of funding Public Service Media directly from taxes. Representatives of Public Service Media had revolted against it, and made it clear that those steps would restrict their independency and freedom of speech. Czech Television is one of the public service broadcaster, which does not need any government support and it is self-dependent entity. So far there is no reason to change the way of funding.

As a key and important role of Public Service Media is considered an educational role aimed primarily at children and youth. Czech Television should more focuses on educational broadcasting, as could be deduced also from results of the satisfaction survey.

Communication is changing as quickly, as the world around us. The field of communication is increasingly influenced by the electronic media and its whole future is, more than any other field currently tied with the development of New Media and technologies. Communication is no longer only the medium for exchanging information. It took the form of a modern multi-functional discipline, whose task is to persuade, sell and create new value. This is true for both private and business sector. Czech Television is the company with long history and good working press department. It is strong stable medium with good corporate communication towards public and inside within the company. It has highly developed communication skills and channels through them can inform the audience about the company itself, its strengths and possibilities. Czech Television highly

uses the tools of New Media. The websites of the company are also according the survey results well known and quality source of information. The audience of Czech Television is well informed about activities of the company, for example about financing of the good Czech production, creating or cooperating on high quality social and historical documentary films or broadcasting colourful news 24 hours a day.

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## **8 The list of abbreviations**

ARD Germany's regional public service broadcaster

BBC British Broadcasting Corporation

BRU Broadcasting Research Unit

CT Czech Television

EBU European Broadcasting Union

EU European Union

MEVRO International exhibition in the Czech Republic in 1948

MTVA Hungarian public service broadcaster

ORF Austrian Broadcasting Corporation

TV Television

TVP Polish Television

YLE Finnish Broadcasting Company

## **9 Appendix**

|                                |    |
|--------------------------------|----|
| Appendix 1 Questionnaire ..... | 71 |
|--------------------------------|----|

Please circle or tick one option.

- 1) Are you satisfied with the range of TV channels provided by Czech Television?  
 Very satisfied     Satisfied     Neutral     Not Satisfied     Very dissatisfied
- 2) Is the Czech Television broadcasting beneficial for you?  
 Very satisfied     Satisfied     Neutral     Not Satisfied     Very dissatisfied
- 3) Are you affected by the information gained from broadcasting?  
 YES                       NO
- 4) Do you think that Czech Television news and information are reliable?  
 Very satisfied     Satisfied     Neutral     Not Satisfied     Very dissatisfied
- 5) How often do you watch Czech Television? (In daily average)  
 More than 7     5 -7     3 – 4     1 – 2     Less than 1
- 6) Do you know that Czech Television is active in the field of charity?  
 YES                       NO
- 7) How many channels Czech Television has?  
 3     4     5     6     7
- 8) Do you know web sites of Czech Television?  
 YES                       NO
- 9) Are you using them?  
 YES                       NO
- 10) How do you like the web page design?  
 Very satisfied     Satisfied     Neutral     Not Satisfied     Very dissatisfied
- 11) Is the use of social media important for you in case of Czech Television?  
 YES                       NO
- 12) Do you think that Czech Television should be more active on social media sites?  
 YES                       NO
- 13) Do you use social media sites of Czech Television?  
 YES                       NO
- 14) Is the streaming of International Ice Hockey Championship important for you?  
 YES                       NO
- 15) Do you think that Czech Television should broadcast more of the cultural programs?  
 YES                       NO

Source: Own processing