



**Dear viewers and friends,**

Taiwan Broadcasting System (TBS) is a public broadcaster dedicated to public service, the pursuit of public value, and the promotion of sound social development.

Because TBS is subsidized by taxpayers' money and government appropriation, it is in the public domain. TBS thus has a greater social responsibility compared to other commercial broadcasters, and its performance is assessed not only through viewer ratings. Public broadcasters worldwide have developed a system of accountability, which focuses on the self-regulation of the media. It is this system of accountability that serves as the basis for public value assessment at TBS.

To assess the public value of the four TV stations under the TBS umbrella, namely, Public Television Service (PTS), Chinese Television System (CTS), Hakka Television Service (Hakka TV), and Taiwan Indigenous TV (TITV), the TBS board of directors in 2006 organized a research team, which identified five dimensions for the measurement of public value. The five dimensions include: Reach, Audience Satisfaction with Program Quality, Impact, Public Service, and Efficiency of Financial and Business Operations.

The first Public Value Assessment Survey was carried out in 2007, and a second survey was carried out in 2009. Because the 2009 survey covered an entire year, as opposed to the 2007 survey, which only covered a six-month period, the 2009 survey was able to provide more concrete and substantial results.

Since the two surveys used the same framework and set of indices, a comparison of the two surveys can easily be made. However, the 2009 survey also included new sets of data derived from in-depth, on-on-one interviews with experts and scholars, as well as from focus groups with representatives from non-profit organizations. For this reason, the 2009 survey not only provided data for quantitative and qualitative analysis, but also views, criticisms, and suggestions offered by relevant opinion leaders.

The selection committee appointed an impartial third party to analyze the survey results. The participants of the survey included audience of the four TV stations, representatives of non-profit organizations (NPO), experts and scholars, and employees of the four TV stations. The survey results were then consolidated with relevant existing data from the four TV

stations to assess the public value of TBS based on the five dimensions. With a committee of experts and scholars providing expert recommendations and supervision during the analysis process, the survey results adequately reflect the strengths and weaknesses of TBS in the fulfillment of its duties as a public broadcaster, creation of public value, program quality, and operational efficiency. The survey results provide a good reference for TBS in the formulation of improvement strategies and blueprint for future development.

The following is a summary of the responses from the four TV stations regarding the survey results and recommendations:

### **Public Television Service (PTS)**

From the 2009 survey conducted on its viewers, it can be seen that viewers in Taiwan highly agree with the need to have public TV (70.1%), and up to 93% of the respondents believe that PTS is necessary. However, experts, scholars, and NPO representatives look forward to PTS adding more depth to its programs and fulfilling its role as a public service provider. They believe that new media platforms should be developed to enable PTS to become a leader in the use of new media technologies in TV broadcast.

To enable PTS to offer more diverse services, PTS should, facilitate citizen and NPO participation in program production in the future. It is noteworthy that from the interviews with PTS employees, employee satisfaction in two areas, namely, transparency and efficiency of financial operations, was lower compared to 2007. In particular, dissatisfaction is highest when asked whether “employee views are appropriately reflected in the decision making-process.” This reflects a major issue with the internal communications in PTS, and the current management is looking into the causes and considering effective ways to resolve the issue.

### **Chinese Television System (CTS)**

CTS scored the highest in viewer satisfaction, with the respondents considering CTS more of a life and leisure channel compared with the other three TV stations. Although CTS performed well overall from a business perspective, there remain several areas for improvement based on TBS standards.

CTS became a member of the TBS group after the Statute Regarding the Disposition of

Government Shareholdings in the Terrestrial Television Industry came into effect in 2006. However, CTS remains a commercial TV station that relies on advertising revenue as its only source of income; the station is solely responsible for its operational profit and loss.

During the survey, viewers, representatives of NPOs, experts, and scholars indicated during interviews that “the market positioning of CTS is not clear.” Those who supported the public television system believed that CTS should have access to public budget if public value test is to be applied to assess its performance. They believe that to enable CTS to highlight its features and advantages, CTS should be given more flexibility in its operations within the market mechanisms. This would improve its market competitiveness and differentiate it from the other three TV stations under the TBS umbrella.

### **Hakka Television Service**

The survey shows that more than 70 percent of the Hakka viewers and more than 40 percent of the general viewers in Taiwan watch Hakka Television Service (Hakka TV). The figures show that Hakka TV has become a major source of leisure and information not only for the Hakka but also for the general public as well.

Since its inception, Hakka TV has focused on the dissemination of Hakka culture and worked to expand its viewership to the younger Hakka demographics. Reach of web platform in 2009 was significantly higher than in 2007. In addition, Hakka TV has had outstanding achievements in the Golden Bell Awards in recent years. Because it shares a common goal and understanding with TBS, Hakka TV is able to have synergy with TBS resources to achieve tangible results despite limited manpower and other resources.

The survey results recommend that improvements should be made to Hakka News and to programs promoting the Hakka culture. The news program should improve on its in-depth analysis of the issues, while for the cultural programs, content and depth should be increased.

### **Taiwan Indigenous TV (TITV)**

Compared to 2007, the 2009 survey results show a higher degree of viewer satisfaction on all the program quality indices; 95.5% of the respondents indicated a need for TITV.

The respondents believed that the programs are able to help forge a common sense of

identity among the viewers, build consensus, and foster integrity. In particular, TITV has been able to fulfill its public service commitment as exemplified by the fact that immediately after a devastating typhoon on Aug. 8, 2009, TITV was able to report news on indigenous villages more swiftly and accurately than other TV stations.

TITV was established based on the Indigenous Education Act. Although as a member of the TBS group, it received its budget from the Council of Indigenous People under the Executive Yuan. Starting 2010, the Indigenous Peoples Cultural Foundation became in charge of the budget, while the PTS Foundation was entrusted for the day-to-day operations of TITV. For TITV, there remain issues in its overall planning and in the fulfillment of its role of a public broadcaster. Therefore, the status of TITV should be clarified as soon as possible to facilitate its long-term development.

## **Conclusion**

In summary, TBS should take the initiative to establish a mechanism for public and social participation, and at the same time increase interaction with the viewing public. Being a public broadcaster, TBS should improve communication with and services to the viewers of the four television stations under its umbrella. There remains room for growth in the brand recognition of TBS, which in turn is dependent on the concerted efforts of all our employees to produce quality programs and establish the TBS brand image through interactions and services.

The Public Value Assessment Survey is helpful in increasing the public understanding of TBS. It is also a method by which a public broadcaster exhibits accountability and self-examination. The survey was multi-dimensional in design and its results were analyzed by an impartial third party. Equipped with an understanding of the survey results, members of the TBS group will continue to work hard to sustain their outstanding performance, while at the same time carry out necessary improvements in certain areas.

**Chairman**

**Sheng-fu Chen**