

Contents

Preface..... V

Chapter 1: Foundations of media management..... 1

1 Introduction..... 3

1.1 Structure of the textbook 4

1.2 Theoretical and terminological context..... 5

1.2.1 Media and internet management as a business administration discipline..... 5

1.2.2 Development of media management & media economics..... 6

1.2.3 Definition of media and internet management..... 12

1.3 Economic significance of the media..... 16

1.4 Development of media and communication applications 20

2 Characteristics of the media markets..... 28

2.1 Media market definition..... 28

2.2 Multidimensional competition 31

2.3 Product specifications..... 32

2.4 Market structure 38

3 Media and internet management in the digital age 43

3.1 Change in the media usage pattern 43

3.2 Change in the advertising markets 46

3.3 Media competition and convergence..... 48

3.4 Environmental changes and dynamics in the media sector 54

4 Service system..... 59

4.1 Value creation in media enterprises..... 60

4.2 Core assets and core competencies 62

4.2.1 Analysis of core assets and core competencies in media enterprises..... 63

4.2.2 Management of core assets and core competencies in media enterprises..... 67

4.3 Business models and types of business..... 68

Contents

5	Functions of media and internet management	78
5.1	Strategic management	78
5.1.1	Strategic development.....	78
5.1.2	Strategy options	81
5.2	Procurement management	84
5.2.1	Influencing factors	84
5.2.2	Procurement strategies.....	87
5.3	Production management	88
5.3.1	Influencing factors	88
5.3.2	Production strategies.....	90
5.4	Marketing	92
5.4.1	Product and program policy	95
5.4.2	Price policy	100
5.4.3	Distribution policy.....	101
5.4.4	Communication policy.....	103
5.5	Organizational management	105
5.5.1	Organizational differentiation.....	106
5.5.2	Organizational integration	109

Chapter 2: Newspaper and magazine management.....115

1	Introduction.....	117
2	Market structure and market behavior.....	117
2.1	Structure of the newspaper and magazine markets	117
2.2	Interactions of market participants	123
2.3	Technological and regulative environment.....	124
2.4	Media usage pattern of the readers.....	126
2.5	Development prospects in the newspaper and magazine sector.....	128
3	Service system.....	130
3.1	Range of services	131
3.2	Value creation structures.....	133
3.3	Core assets and core competencies	135
3.4	Business models	135
4	Functions of the newspaper and magazine management.....	142
4.1	Strategic management	142
4.2	Procurement management	143

4.3	Production management	145
4.4	Marketing	148
5	Craigslis case study	155

Chapter 3: Book management.....161

1	Introduction.....	163
2	Market structure and market behavior.....	163
2.1	Structure of the book markets.....	163
2.2	Interactions of market participants	166
2.3	Technological environment.....	168
2.4	Media usage pattern of the readers.....	168
2.5	Development prospects in the book industry.....	170
3	Service system.....	172
3.1	Range of services	172
3.2	Value-creation structures.....	173
3.3	Core assets and core competencies	175
3.4	Business models	176
4	Functions of the book management	181
4.1	Strategic management	181
4.2	Procurement management	182
4.3	Production management	185
4.4	Marketing	187
5	Knopf Doubleday Publishing case Study.....	192

Chapter 4: Movie management.....197

1	Introduction.....	199
2	Market structure and behavior	199
2.1	Market structure	200
2.2	Interactions of market participations.....	208
2.3	Technological environment.....	210

Contents

2.4	Media usage pattern of movie consumer	212
2.5	Development prospects in the movie industry	213
3	Service system	214
3.1	Range of services	214
3.2	Value-creation structures	216
3.3	Core assets and core competencies	217
3.4	Business models	218
4	Functions of the movie management	222
4.1	Strategic management	222
4.2	Procurement management	225
4.3	Production management	228
4.4	Marketing	231
5	Fox Filmed Entertainment – The blockbuster “Avatar” case study	237
 Chapter 5: TV management		245
1	Introduction	247
2	Market structure and market behavior	247
2.1	Structure of the TV markets	248
2.2	Interactions of market participants	260
2.3	Technological environment	262
2.4	Media usage pattern of the TV recipients	263
2.5	Development prospects in the TV industry	266
3	Service system	270
3.1	Range of services	270
3.2	Value creation structures	273
3.3	Core assets and core competencies	274
3.4	Business models	275
4	Functions of the TV management	280
4.1	Strategic management	280
4.2	Procurement management	282
4.3	Production management	286
4.4	Marketing	289
5	Hulu case study	296

Chapter 6: Radio management303

1	Introduction.....	305
2	Market structure and market behavior.....	306
2.1	Structure of the radio markets.....	306
2.2	Interactions of market participants.....	310
2.3	Technological environment.....	312
2.4	Media usage pattern of the radio audiences.....	314
2.5	Development prospects in the radio sector.....	316
3	Service system.....	319
3.1	Range of services.....	319
3.2	Value creation structures.....	320
3.3	Core assets and core competencies.....	321
3.4	Business models.....	322
4	Functions of the radio management.....	325
4.1	Strategic management.....	325
4.2	Procurement management.....	326
4.3	Production management.....	327
4.4	Marketing.....	329
5	Last.fm case study.....	336

Chapter 7: Music management.....341

1	Introduction.....	343
2	Market structure and market behavior.....	343
2.1	Structure of the music markets.....	344
2.2	Interactions of market participants.....	348
2.3	Technological and regulative environment.....	349
2.4	Media usage pattern of the music audience.....	352
2.5	Development prospects in the music sector.....	353
3	Service system.....	355
3.1	Range of services.....	356
3.2	Value creation structures.....	359
3.3	Core assets and core competencies.....	360
3.4	Business models.....	361

Contents

4	Functions of the music management	366
4.1	Strategic management	366
4.2	Procurement management	367
4.3	Production management	370
4.4	Marketing	373
5	iTunes case study	377

Chapter 8: Video and computer game management.....383

1	Introduction.....	385
2	Market structure and market behavior.....	386
2.1	Structure of the video and computer games markets.....	387
2.2	Interactions of market participants	397
2.3	Technological environment.....	398
2.4	Usage pattern of video and computer gamers	399
2.5	Development prospects in the video and computer game sector	402
3	Service system.....	403
3.1	Range of services	403
3.2	Value-creation structures.....	405
3.3	Core assets and core competencies	408
3.4	Business models	409
4	Functions of the video and computer game management.....	414
4.1	Strategic management	415
4.2	Procurement management	417
4.3	Production management	418
4.4	Marketing	420
5	Wii case study	423

Chapter 9: Internet management.....427

1	Introduction.....	429
2	Market structure and market behavior.....	429
2.1	Structure of the internet markets.....	429
2.2	Interactions of market participants.....	435
2.3	Technological environment.....	437
2.4	Media usage habits of the internet user.....	439
2.5	Development prospects in the internet sector	440
3	Service system.....	441
3.1	Range of services	442
3.2	Value-creation structures.....	443
3.3	Core assets and core competencies	444
3.4	Business models	445
4	Functions of the internet management	464
4.1	Strategic management	465
4.2	Procurement management	467
4.3	Production management	469
4.4	Marketing	471
5	MySpace case study	475

Chapter 10: International media management483

1	Introduction.....	485
1.1	Definition and characteristics of international media management.....	485
1.2	Specifics of international media management.....	486
2	Internationalization strategies of media companies	488
2.1	Market entry and market cultivation strategies	489
2.2	Target market strategies	496
2.3	Timing strategies	501
3	Sections of international media management.....	505
3.1	Procurement management of international media companies	505
3.2	Production management of international media companies.....	506
3.3	Marketing management of international media companies.....	508
4	News Corporation case study.....	512

Contents

Chapter 11: Integrated media conglomerates and cross-media	517
1 Introduction.....	519
2 Causes and catalysts of integrated corporate structures and cross-media	519
2.1 Causes and catalysts related to marketing strategies	520
2.2 Causes and catalysts related to business strategy.....	524
3 Integrated value-added structures and business models.....	526
3.1 Dimensions of integration strategies	526
3.2 Characteristics of integration strategies	527
3.2.1 Integration at the value-added level.....	527
3.2.2 Integration at the business model level.....	531
3.3 Time Warner case study	532
3.4 Evaluation of integration strategies	534
4 Development prospects	535
 References	 539
 Index.....	 567