

# CONTENTS

<i>List of cases</i>	xi
<i>Acknowledgements</i>	xiii
<i>Preface to the second edition</i>	xv
<b>1 Introduction</b>	<b>1</b>
Structure of the book	2
What is media management?	3
Defining the media industry	7
Overview of subsequent chapters	11
<b>2 The Strategic Context</b>	<b>13</b>
Permanent drumbeat of technological change	14
Scanning the strategic environment – PEST analysis	14
Value chain analysis as a tool for highlighting environmental change	18
Value chains in the media	20
Disintermediation and unbundling	23
Fragmentation, extension and contraction	25
Non-linear chains	27
Changing business models	27
Strategic development of business models – the search for adjacencies	30
Impact of the digital platforms – Apple, Facebook et al.	32
Streamed media – rent don't buy	34
Digital pure plays	36
Fragmentation of consumption	36
Acceleration of the hit model	37
Demassification and the emergence of the niche	40
Emergent strategic environments	41
<b>3 Strategic Concepts for the Media Industries</b>	<b>47</b>
Dimensions of the strategy construct	49
Rationalist approaches	49
Porter's Five-Forces Model	52



Resource-based view (RBV)	56
Core competencies and dynamic capabilities	61
Is long-term strategic planning still possible?	64
Adaptive approaches	65
Interpretative approaches	70
Conclusions	72
<b>4 Strategic Responses to Technological Change</b>	<b>75</b>
Technological change and the media industry	76
Convergence and its causes	79
Newsroom convergence	81
Convergence at individual level – the digital editorial thinker	82
Software is eating the media	83
Technology and strategy	84
‘Organisational technology’	85
Technology transitions and dominant designs	86
Untangling types of technological change	91
Inertia and its causes	95
New business units as a solution to inertia and path to innovation	98
Ambidexterity – combining exploration and exploitation	99
Bringing exploratory new businesses back ‘in-house’	101
Conclusions	103
<b>5 Creativity and Innovation</b>	<b>105</b>
The role of creativity in the media	106
Researching creativity	107
What is creativity in organisational contexts?	109
Creativity versus innovation	111
Where does creativity come from? The core components of creativity	111
Designing a work environment to boost intrinsic motivation	113
Creativity in creative organisations	125
Creativity and the business model	126
Creativity in systems and strategy	127
Conclusions	128
<b>6 Culture, Mindset and Strategy</b>	<b>131</b>
Culture	132
What is culture?	133



Culture and creativity	135
Layers of culture	135
Dimensions of organisational culture	138
Building a pro-digital culture	143
Cognition	145
Cognition and strategic change	146
Cognitions and digital disruption	149
Cognition and innovation	150
Conclusions	153
<b>7 Organisation Structure and Strategy</b>	<b>155</b>
From 'industrial age' to 'information age' organisations	155
Evolution in broadcasting organisation structures	158
The rise of the format producers	160
Mergers, acquisitions and the rise of the conglomerates	161
Impact of the conglomerates	164
Integrate or separate?	166
Alliances	168
From alliances to networks	169
Networks in the media industry	170
Project-based organisations	172
Start-ups	172
Conclusions	173
<b>8 Leadership</b>	<b>175</b>
What is leadership?	176
Trait approaches – born to be a leader	176
Risk-taking and media leadership	177
Skills approaches – leadership can be learned	178
Leadership skills in the media	180
Style approaches	182
Transformational leadership	183
Charismatic leadership	188
Leading for creativity	190
Collaborative leadership in the media	194
Strategic leadership in the digital media era	196
The art of the elegant exit – knowing when to go	199
Conclusions	200



<b>9 Conclusions – The End of the Digital Beginning</b>	<b>203</b>
Digital and converged are the new normal	203
Ascendancy of tech	204
Strategic leverage from autonomy	204
Change is still a constant, and becoming faster and more complex	204
Reconciling dualities	206
Implications for media management research	208
Research methods	208
Conclusions to the conclusions	209
<i>Bibliography</i>	211
<i>Index</i>	229