

***6th Conference of the International  
Media Management Academic  
Association***

**NEW BUSINESS MODELS AND POLICIES  
FOR MEDIA AND CREATIVE INDUSTRIES--  
CHALLENGES TO RESEARCH AND  
TEACHING OF MEDIA MANAGEMENT**

**Lisbon, Portugal  
Universidade Nova de Lisboa / New  
University of Lisbon  
May 3-4, 2013**

## Thursday, May 2nd, 2013

16:45

**Registration (Gold and Silver registrants, i.e., registrants with dinner meal plan)**

ID Building (Ground floor – Multiuse Room 1), Nova University, Avenida de Berna, 26

17:45

Bus transfer to dinner from the ID building, Avenida de Berna, 26

18:15 – 19:30

**Late Afternoon Reception and Meal**

Lisbon City Hall – Municipality Square, nº 18 - 1<sup>st</sup> floor

(For Gold and Silver registrants)

**After meal, Bus transfer back to University**

## Friday, May 3, 2013

09:00-09:30

Tower B, 1<sup>st</sup> floor lounge

**Registration**

9:30 – 9:45:

Tower B, 1<sup>st</sup> floor - Auditorium 1

**Welcomes:** Eli Noam (Columbia University) and Paulo Faustino (CIMJ – Research Center of Media and Journalism); Rui Cádima (New University of Lisbon/CIMJ).

9:45 – 11:00:

Tower B, 1<sup>st</sup> floor - Auditorium 1

***Roundtable: New Themes and Topics in Media Industries and Strategies***

Moderators: Paulo Faustino, (CIMJ – Research Center of Media and Journalism) and Eli Noam, (Columbia University).

Panelists: Patrick Badillo (Geneva University); Chris Scholz (Saarland University); Robert Picard (Oxford University); Kiyoshi Nakamura (Waseda University); Bozena Mierzejewska (Fordham University), Iva Biondić (University of Applied Sciences, Croatia)

11:00 – 11:15:

Tower B, 1<sup>st</sup> floor lounge

**Coffee break**

11:15 – 12:30:

## ***Managing Media Functions – Parallel Sessions***

### **1. Advertising**

ID Building, ground floor - R 0.06

Moderator: Zvezdan Vukanovic (University of Donja Gorica)

- “Identifying relevant factors of newspaper advertising effectiveness” – Cristóbal Benavides, Juan Ignacio Brito, Ricardo Leiva & Aldo Van Weezel – (Navarra University, Spain)
- “The Role of Advertising in the Digital Business Model of Newspapers” – Andreu Casero-Ripollés & Jessica Izquierdo-Castillo – (University Jaume I, Spain)
- “Internal Brand Management in Small and Medium Sized Enterprises” – Mike Friedrichsen & Martha Jagoda – (Stuttgart Media University, Germany)
- “Creative Industries Trends: Seduction by Advertisement Text” – Milivoje Pavlovic – (Megatrend University, Serbia)
- “The Amazing Strength of the Weakest Links: Transforming Media Value-Creation Chains into Value-Adding Webs” – Sabine Baumann – (Jade University, Germany)

### **2. Newsroom, Audience Research, and Media Strategy**

ID Building, ground floor - R 0.07

Moderator: Sónia Virgínia Moreira (Rio de Janeiro University)

- “Newsroom Editors at the Crossroads: Ecosystemic Change” – George Sylvie – (University of Texas, U.S.A.)
- “What is Driving the Circulation? An Investigation of the Characteristics of Successful Newspapers” – Christoph Sommer & Isabelle Krebs – (University of Zurich, Switzerland)
- Political Ideology and Perceived Quality of Television Channels by Viewers: The Mediating Role of Perceived Quality of News Programmes and Meaning of Television Quality” – Alberto Bayo-Moriones, Cristina Etayo & Alfonso Sánchez-Tabernero – (University of Navarra, Spain)
- “From Product to Service Categories and the Transformation of Audience Research” – Anna Viljakainen – (Technical Research Centre of Finland, Finland)

### **3. Iberian Session on Media Functions**

ID Building, 1<sup>st</sup> floor - R 1.06

Moderator: José Alvarez (Juan Carlos University)

- “The socio-economic impact of creative products and services in the development of creative industries” – Bruno Pires and Joana Cerejo – (Catholic University, Portugal)

- “La relación del consumidor con los media: nuevas tendencias de publicidad” - Consuelo Balado Albiol, Eva Breva Franch and Paula Lopes - (Jaume I de Castelló University, Spain)
- “Los gabinetes de comunicación, los nuevos gatekeeper de los medios de comunicación” - Pablo Vazquez Sande – (Santiago of Compostela University, Spain)
- “O Digital Signage como novo negócio midiático” - Bruno Moreira Vieira - (Estácio of Sá University, Brazil)
- “New Business model for media” - Pedro Garcia Alonso – (Complutense University of Madrid, Spain)

12:30 – 13:45:

### **Lunch**

Lunch Speaker: João Palmeiro- “Desafios dos Media em Portugal e na Europa”, president of APImprensa, Portuguese Press Association, vice-president of EMMA European Magazine Media Association.

Moderator: Guiseppe Richeri (Università della Svizzera italiana)

13:45 – 15:00

Tower B, 1<sup>st</sup> floor - Auditorium 1

### ***IMMAA-Perspectives Participant Roundtable I: New Approaches and Understandings to Media Management Research***

Moderators: Alfonso Sánchez-Tabernero, Navarra University (Spain) and Rui Cádima, Nova University.

Short Introductory Panel 13:45-14:15

Panelists: George Sylvie (Texas University), Pedro Garcia Alonso (Complutense University of Madrid), Elena Vartanova (Moscow University), Robert Picard (Oxford University), Dominique Bourgeois, (University of Fribourg), Cláudia Loebbeck (University of Cologne).

14:15-15:00: Open Discussion

15:00 – 15:15

Tower B, 1<sup>st</sup> floor lounge

### **Coffee Break**

15:15 – 17:30

### ***Country Media Markets – Parallel Sessions***

#### **1. Developing and Emerging Media Markets**

ID Building, ground floor - R 0.06

Moderator: Franco Papandrea (Canberra University)

- “Media Management for Development: New Paradigms” – Heather Hudson – (Alaska University, U.S.A.)

- "Business Model and Educational Video Games: An Exploratory Analysis" - Valérie-Anne Blyen, Heritiana Ranaivoson, Olivier Braet – (Brussels University, Belgium)
- "Role of State in the Hungarian Media System: Regulation and Market Distortion" – Agnes Urban – (Corvinus University of Budapest, Hungary)
- "Surviving in the transition economy - a case of on-line newspaper in Ukraine" - Bozena Mierzejewska (Fordham University)

## **2. Advanced Media Markets**

ID Building , ground floor - R 0.07

Moderator: Dominique Bourgeois, (University of Fribourg)

- "Economic Effects of Convergence: The Case of Russian Daily Newspapers" – Elena Vartanova, Andrei Vyrkovsky & Mikhail Makeenko – (Moscow State University, Russia)
- "A Market Segmentation Approach to Business Model Innovation in the Newspaper Industry" – Anna B. Holm – (Aarhus University, Denmark)
- "Brazil in the Context of Media and Telecommunications Convergence (2011-2012)" – Sonia Virginia Moreira – (University of Rio de Janeiro, Brazil)
- "Complement or Substitute? The Internet as an Advertising Channel, Evidence on Advertisers on the Italian Market, 2005-2009" - Marco Gambaro – (Degli Studi of Milano University; Italy) & Riccardo Puglisi – (Pavia University, Italy)
- "Analyzing Impacts of Convergence on Business Model Strategies in Digital Television Broadcasting – Mapping Different Scenarios for Germany" – Paul Murschetz – (University of Salzburg, Austria) & Tom Evens – (University of Gent, Belgium)

## **3. Iberian Session on Media Markets**

ID Building, 1<sup>st</sup> floor - R 1.06

Moderator: Rui Cádima (New University of Lisbon)

- "La crisis económica hipoteca el crecimiento de los grupos mediáticos que cotizan en los países periféricos de la Unión Europea" - Fátima Fernández Fernández – (Santiago de Compostela University, Spain)
- "Los informes integrados y la comunicación creativa son el futuro de la gestión de RSC de las radiotelevisiónes públicas de la Unión Europea" - Tania Fernández Lombao - (Santiago de Compostela University, Spain)
- "La regulación del pluralismo en España frente a las nuevas tendencias europeas: el caso de la prensa escrita" - Maria Dolores del Pozo – (Santiago de Compostela University, Spain)
- "Success and Demises in the Portuguese Media" – Rui Novais and Hugo Ferro – (Liverpool University, U.K.)

- “Barbaros a los Puertas. La industria audiovisual ante Internet” - José Alvarez - (Juan Carlos University, Spain)

17:30– 19:00

Avenida Marechal Gomes da Costa, n.º 37, 1849-030 Lisboa

### **Media Company Visit (RTP Portuguese Radio and Television)**

Departure and return by bus, from the university.

20:30:

### **Dinner**

Grand’Elias Restaurant (Avenue Elias Garcia, 109/11, Lisbon)

The restaurant is a 5 minute walk from the university and is the same subway stop as the university, Campo Pequeno.

## **Saturday, May 4, 2013**

09:00: - 09:30

Tower B, 1<sup>st</sup> floor - Auditorium 1

### **Guest Speaker: Alberto da Ponte: President of RTP (Portugal Public Service Broadcaster)**

Moderator: Paulo Faustino

09:30-10:30:

Tower B, 1<sup>st</sup> floor - Auditorium 1

### ***IMMAA-Perspectives Participant Roundtable II: Regional Media Convergences: Europe, USA, Latin America and Asia;***

Moderator: Chris Scholz (Saarland University)

Introductory Short-format Speakers (5 min): Chris Scholz (Saarland University); Gregory Lowe (University of Tampere); Eli Noam (Columbia University); Sonia Virginia Moreira (Rio de Janeiro University)

10:30: 10:50:

Tower B, 1<sup>st</sup> floor lounge (University Yard)

### **Coffee Break**

10:50: – 12:30:

## ***Media Industries and Management – Parallel Sessions***

### **1. Next Generation of Researchers**

ID Building, 4<sup>th</sup> Floor – Multiuse Room 2

Moderator: Kiyoshi Nakamura (Waseda University)

- “Media Management Theory and Dual Responsibility in Leo Bogart” - Alfonso Sánchez-Tabernero, Francisco J Pérez-Latre & Juan Pablo Artero – (Navarra University, Spain)
- “Concentration in Broadcast TV in Brazil: A classification of ownerships” – Eva Maués and Jean-Baptiste Lesourd – (Aix-Marseille University, France)
- “Valuing Culture in the Media: Case of the BBC in Britain” – Stephen Creigh – (Durham University Business School, England)
- “Digital Survival - A Case Study of a Local Newspaper in Japan ” – Kiyoshi Nakamura – (Waseda University, Japan)
- “Channel Options for Digital Content Producers” – Stefan Cremer – (University of Cologne, Germany)
- “The 4 Cs: A New Business Model for Media” – Samir Husni and Debora Wenger – (University of Mississippi – U.S.A.)

### **2. Print and TV and New Media**

ID Building, 4<sup>th</sup> Floor – Multiuse Room 3

Moderator: Biser Zlatanov (Faculty of Journalism and Mass Communication)

- “Cross Media Publishing and Content Management Systems: Results of an Empirical Analysis at Special Interest Publishers” – Svenga Hagenhoff – (Erlangen University, Germany)
- “Nurturing Growth of the Daily Newspapers During An Economic Crisis: Strategic Refocusing and/or Diversifying Revenue Streams.” – Biser Zlatanov – (Faculty of Journalism and Mass Communication, Bulgaria)
- “Television Channels and the Internet: Opportunities for the Identity and the Future of the Broadcasters.” - Cristina Etayo, Mercedes Medina & Mónica Herrero – (Navarra University, Spain)
- “New Business Models Within News Media Organizations: Start-ups Dreaming Quality Journalism” - Cinzia Dal Zotto, Giulia Spolaor & Vittoria Sacco – (University of Neuchâtel, Switzerland)
- “New Business Models and Management Strategies for Media and Creative Industries” – Daniela Bartosova – (London Metropolitan University, England)
- “Converging technologies and diverging market trends of internet and web media (Search engine & Social networking sites) and Traditional media” – Zvezdan Vukanovic – (University of Donja Gorica, Montenegro)

### 3. Iberian Media Industries

ID Building, 1<sup>st</sup> floor - R 1.05

Moderator: Pedro Alonso – Garcia (Complutense University of Madrid)

- “A Indústria Musical no Encaço da Inovação” - Andreia Vilas Boas - (New University of Lisbon, Portugal)
- “Indústrias Criativas: um novo catalizador conceitual para a regulação da mídia?” - Othon Jambeiro & Fabio Ferreira – (Bahia Federal University, Brazil)
- “De las ‘industrias culturales’ a las ‘industrias creativas’. Un cambio de paradigma en la relación entre cultura, industria y mercado en el marco de las políticas culturales de la UNESCO (1967-1999)” - Ángel Carrasco Campos - (Valladolid University, Spain) and Enric Saperas Lapiedra - (Rey Juan Carlos University, Spain)
- “As Novas Gerações de Jornalistas em Portugal - Da percepção da precariedade à opção do abandono” - Helena de Sousa Freitas e Liliana Pacheco – (CIES / ISCTE-IUL, Portugal)
- “Prensa impresa y digital: evolución e impacto” - Manuel Goyanes – (Santiago de Compostela University, Spain)
- “Educação Criativa: construindo uma economia criativa de sucesso – que competências e aptidões desenvolver? Uma abordagem ao caso português” – Tânia Carraquico (Portuguese Catholic University, Portugal)

12:30 – 13:45

**Lunch (University yard)**

13:45 – 14:45:

Tower B, 1<sup>st</sup> floor - Auditorium 1

#### ***Beyond Advertising and Nielsens: Non-Economic Drivers and New Business Models (Crowd-Sourcing, Co-Creation, etc.), and their Integration into Traditional Media and Audience Research***

Moderator: Robert DeFillippi, (Suffolk University, USA),

Speakers: Seppo Lepinen, (Laurea University and Aalto University, Finland); Guillermo De Haro, (European University); Andrew Gruen (Cambridge University); Yannig Roth (Paris I Panthéon-Sorbonne University).

14:45 – 15:05

Tower B, 1<sup>st</sup> floor lounge

**Coffee Break**



15:05 – 16:20

## ***Media Policy and Industry Cases – Parallel Sessions***

### **2. Media Policy**

ID Building, 4<sup>th</sup> Floor – Multiuse Room 2

Moderator: Patrick Badillo (University of Geneva)

- “Lobbying Groups on Media Policies in Brazil” – Edgard Rebouças – (Federal University of Espirito Santo, Brazil)
- “Measuring Media Concentration and Diversity in the European Union, Horizon 2020.” – Felix Ortega – (University of Salamanca, Spain)
- “Media Development, Mediated Cultural Diplomacy: ACP-Films and the EU” – Benjamin A. J. Pearson – (University of Michigan, U.S.A.)
- “Competition in Multi-Layered Platform Networks: Assessing Horizontal, Vertical and Cross-Layer Dynamics” - Valérie-Anne Bleyen, Katharina Hölck and Pieter Ballon – (Brussels University, Belgium)
- “Convergence and Media Policy in Australia” – Franco Papandrea – (University of Canberra, Australia)

### **3. Media Industry Cases**

ID Building, 4<sup>th</sup> Floor – Multiuse Room 3

Moderator: Daeho Kim (Inha University)

- “Paid News vs. Free News: Evolution of The wsj.com Business Model From a Content Perspective (2010 – 2012)” - Alfonso Vara Miguel & Carolina Díaz – (Navarra University, Spain)
- “Essay on the Transition of a Traditional Media to Internet: Le Monde’s Case” – Rafael Mesquita Lima – (Federal University of Pernambuco - Brasil)
- “Strategies in Foreign Television Markets. The case of Telefé S.A.” - Fausto García & Ethel Pis Diez – (Austral University, Argentina)
- “Competing and Cooperate in the Context of Convergence - The Case of Sony” – Nabyla Daidj – (Telecom Business School, France)
- “Media Industry Dynamics, Internet and Finance Challenges” – Wallace Mawire – (Zimbabwe)

### **4. Iberian Policy and Case Studies**

ID Building, 1<sup>st</sup> floor - R 1.05

Moderator: Rui Cádima (New University of Lisbon)

- La legislación europea y la explotación de derechos deportivos: Como Karen Murphy venció a Sky Broadcasting - José Gonzalez – (University Complutense of Madrid, Spain)
- Nuevas posibilidades en la medición de audiencias del sector televisivo: nuevas métricas, evolución y potencial - Francisco Gallego – (University Complutense of Madrid, Spain)
- Los personajes como protagonistas de la identidad visual: Mascotas que alimentan - Luiz Claudio Gonçalves Gomes – (Federal University of Rio de Janeiro, Brazil)

- Novas oportunidades e novos hábitos: análise sobre projetos de leitura digital lançados a partir de pequenas empresas - Taísa Dantas – (University of Salamanca, Spain)
- “Entre Comunicação e Computação: relato de uma experiência com desenvolvimento de software para gestão de produção jornalística” – Rodrigo Botelho and Alex Orlando – (São Carlos Federal University)

16:20 – 17:30

Tower B, 1<sup>st</sup> floor - Auditorium 1

### ***Participant Roundtable III: New Approaches and Understandings to Media Management Teaching.***

Moderator: John Lavine (Northwestern University)

#### **Teaching: Short-format Presentations to Introduce Open Participant Session**

- “Human Resource Management As Media Management: The Logic, the Problems and Some First Ideas for a Paradigmatic Change” – Stefanie Müller – (Saarland University, Germany)
- “Problem Based Learning in Media Management Courses” – Kim Maya Sutton – (Jade Hochschule Wilhelmshaven, Germany)
- “Importance of incorporating education for media entrepreneurship in journalism studies in Europe” – Iva Biondić – (University of Applied Sciences, Croatia)
- “Creative Industries’ MA & PhDarts Curriculum” – Svetlana Bezdánov Gostimir – (Faculty of Visual Arts – Podgorica, Serbia)
- "Managing a Media Management program in France: Past challenges and trends" - Ghislain Deslandes – (ESCP Europe)

17:30 – 18:30

Tower B, 1<sup>st</sup> floor - Auditorium 1

### ***Closing session:***

#### ***Discussion of the Future of the IMMAA***

Moderator: Eli Noam (Columbia University)

Introductory Presenter: John Lavine (Northwestern University) “Academics, Media Management, and the IMMAA from 2004 to 2024”,

Followed by a group discussion

18:30- 18:50

Tower B, 1<sup>st</sup> floor lounge

### **Book Presentations**

20:30

Velho Pátio de Santana (Street Dr. Almeida Amaral, 6, Lisbon)

## **Gala Dinner and Fado Music**

Transport suggestion: by taxi, sharing with other participants (around 5 euros each way)

22:30 – 02:00:

Silk Club ([www.silk-club.com/en/](http://www.silk-club.com/en/), Street of Misericórdia 14, Lisbon)

### **Convivial Party**

Transport suggestion: by taxi, sharing with other participants (around 5 euros the trip)

## **Sunday, May 5, 2013**

9h30 – 19h00:

Optional Trip to Óbidos and Nazaré (by bus)

(more information at the welcome desk)

## **Monday, May 6, 2013**

9h30 – 18h30:

Trip to Cascais and Sintra (by bus)

(more information at the welcome desk)

### **EXECUTIVE COMMITTEE:**

- Eli Noam, Columbia University (USA), Co-Chair
- Paulo Faustino, Porto University (Portugal), Co-Chair
- John Lavine, Northwestern University (EUSA), IMMAA founder and former Chair
- Chris Scholz, Saarland University, (Germany), former Chair
- Rui Cádima, New University of Lisbon (Portugal)

### **SCIENTIFIC COMMITTEE:**

- Pedro Garcia Alonso, Complutense University of Madrid (Spain)
- José Alvarez, Juan Carlos University (Spain)
- Patrick Badillo, University of Geneva (Switzerland)
- Francisco Campos, Santiago de Compostela University (Spain)
- Robert DeFillippi, Suffolk University (USA)
- Alan Albarran North Texas University (USA)
- Min Hang Tsinghua University (China)
- Koichiro Hayashi Institute of Information Security (Japan)
- Daeho Kim Inha University (South Korea)
- Jean Baptiste Lessourd, Université de la Méditerranée — Aix-Marseille (France)
- Yu-Li Liu National Chengchi University (Taiwan)
- Gregory Lowe, University of Tampere (Finland)
- Bozena Mierzejewska, IJMM, and Fordham University (USA/Poland)
- Sónia Virgínia Moreira, Rio de Janeiro University (Brazil)
- Kiyoshi Nakamura, Waseda University (Japan)
- Franco Papandrea University of Canberra (Australia)

- Robert Picard, Oxford University (UK)
- Guiseppe Richeri Università della Svizzera italiana (Italy/Switzerland)
- Nagla Rizk The American University in Cairo (Egypt)
- Alfonso Sánchez Taberner, Navarra University (Spain)
- Amit Schejter Penn State University (Israel/US)
- Estrela Serrano, Centre of Investigation in Media and Journalism (Portugal)
- George Sylvie, University of Texas (USA)
- George Tsourvakas, Aristotle University (Greece)
- Elena Vartanova State Moscow University (Russia)
- Zvezdan Vukanovic, University of Donja Gorica (Montenegro)
- Steve Wildman, State Michigan University (USA)
- Dwayne Winseck Carleton University (Canada)
- Alan Albarran, North Texas University