



Topical
Forum
REPORT

special
issue

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NEWSLETTER #12

President's Preface | By Castulus Kolo



We hope this newsletter finds you happy and healthy after some winter holidays. A year that we will remember for long having upended many things we always had taken for granted. A year that focused a microscopic lens on inequalities. But also, a year confirming the enormous importance of a free press as well as hopefully also to many beyond the academic communities the role of scientific facts and independent research for humankind.

As media management scholars we were reassured the relevance of our field and I would like to take this occasion to thank all colleagues from industry as well as academia who contributed to our topical forum on “Media Management and Global Crises – Immediate Effects and Longer-Term Changes” as well as the ones

who participated and stirred a lively discussion.

The uploaded video statements are available on the [IMMAA website](#) and I strongly recommend these inspiring insights. As IMMAA we see a particular obligation to foster the relation to industry. In such dynamic times where many developments for an era after the most sinister Corona times are still uncertain such ties between media management practice and scholarly reflection on it are of enormous importance. We will take the opportunity of having such great content from the topical forum to work on a publication that is supposed to come up soon as first stock-taking of media industries in times of COVID-19.

The industry perspectives in the forum were rather positive what concerns the overall situation of the media, and a credo was emphasized by quite some discussants on the strength of established media brands. There was widespread confidence that opportunities outweigh challenges, and the crisis will spawn innovation. However, these hopeful developments may not all happen from alone. Also, concern was shared on uneven access to information going along with diverging habits of news consumption.

The forum also established a new format that will complement IMMAA's annual conferences. In 2020 we had to suspend our planned gathering but we are prepared to go on in 2021 with the conference topic that is even more relevant in these turbulent times: “Trust and audience engagement across platforms: The impact of media management on society and vice versa”. We all hope to see you in presence in Madrid from 31st August to 2nd September. Please find the [call for papers](#) also on the IMMAA website. Also note the paper call of the AEJMC at the end of this newsletter.

Media Management and Global Crises – Immediate Effects and Longer-Term Changes | Topical Forum Report

On November 27th and 28th, the International Media Management Academic Association (IMMAA) held its Topical Forum on “Media Management and Global Crises – Immediate Effects and Longer-Term Changes”

Industry decision makers and academics were invited to reflect on effects of COVID-19 in countries with different framework conditions and in the diverse media industries as well as related business sectors.

The aim was to derive general patterns and more specific developments as well as to understand media management in global crises also going beyond COVID-19. All videos and both panels are available on IMMAA [Youtube channel](#).

PANEL 1

ACADEMIA

Ulrike Rohn
Professor at Tallinn University, President of EMMA

“ We are trying to understand what impact the pandemic had or continues to have on the international video platforms and their competition.

Before 2020 started we were expecting to have a big streaming war among the platforms. Other platforms trying to crack into the market, crack Netflix dominance.

Those who are market leaders, meaning Netflix, are better equipped to survive the pandemic than newer players.

The international streaming world, the competition of these platforms is extremely healthy or good for European smaller markets.

Where competition goes down, international scene localization goes down.

James Breiner
Professor at Univesidad de Navarra

“ We’ve conducted a research of 20 different high quality media. Their ways of survival are very different.

An appropriate business model can be the best way to revitalize the media company during pandemic and counteract the decline in public interest

These 20 companies put public interest ahead of revenue generation

We consider that media firms need greater engagement of the audience to compete in increasingly competitive markets.

Each media organization had to find its own solution based on the size and resources of its target market and the legal political and economic environment.

Tobias Scholz
Professor at University of Siegen

“
ESports industry is also doing bad in the pandemic but it's actually doing better than anybody else.

What's the problem? Is it the money or something else? **The crisis as we have it right now might be bad news but in the long term it's good news.**

Comparing to 2008: that's the time all the great startups are founded. However, **in crisis it's a good time for startups.**

The money will come back and that's the other amazing thing. The overall revenues are amazingly stable. We're going to see new media startups coming up out of this crisis.

INDUSTRY

Sean Brangan
Director of the Center for Digital Media Entrepreneurship in Syracuse

“
Journalism needs to deliver on the promise. **Advertising is dead. Long live advertising.**

As a techno optimist I am happy to notice that **the media industry is finally starting to act like a high-tech industry** - it's about being creative with business models.

Marcus Englert
Chair management board Rocket Internet, Managing Director Atlantic Investment, Partner Solon Strategy Consulting

“
Digitalization is not going away. More hybrid business models are coming up because in the pandemic the propensity, especially for the younger audience, the option to walk through the paywall has increased. **So we believe that the pay models are here to stay and they're becoming much more important.**

When you think about your future business models, **the hybrid model advertising and pay is something you should always think of.**

Good journalism has to be fast - it is a way to overcome fakes.

Good journalism has to do with diligence always but in times of fake news and widespread fake news on the Internet it becomes even more important and lastly.

One of the key media will be a podcast. Podcast is one of the key in which the future of journalism will be built upon.

Juri Pogorely
CEO Interfax, Russian news agency

“
The pandemic caught media completely unprepared in terms of business models. What we can see right now that increased the tension of the audience during the pandemic didn't help media because the fundamental business model is broken.

Subscription model didn't work out in Russia. **We can see the demise of traditional media.**

And we see it right now. Agile and small media will show the way to new business models.

Paywalls aren't popular in Russia because of the media system (sponsored by government and sponsors). There is no tradition of paying for high-quality journalism. But we see the high growth of streaming platforms, we pay for lots of digital things so that's why Russia is a great market.

PANEL 2

ACADEMIA

Ilhem Allagui
Professor at Northwestern University in Qatar

“
Internet social media are driving new advertising dollars from traditional channels. And this has been accelerating through the pandemic.
There are new opportunities of a branded content in the region because of some kind of leverage of streaming services in the region and the emergence of new content opportunities such as broadcasting and others.

Eli Noam
Professor at Columbia University

“
Every crisis is different. Acceleration might be the dominant theme for management for societies coming up because wherever we look - there's acceleration.
The little dirty secret of the pandemic and this impact that it has been one of the greatest things for the media environment ever.
We are moving to the next level of communication capabilities.
As much as the rest of the world is suffering this sector is prospering. However, there are losers and they are printed media, retail and live sports.
The question is what kind of skills are necessary right now.

Paulo Faustino
Professor at Porto University

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I had a very good surprise because some newspapers named quality papers increased the circulation in both: in digital and in printed too.
There is a new market to export in terms of media management and in terms of business model in the newspaper industry because the people today are more viable to consume involved wise physical and digital content.
People are the main asset of any organization because people are making the difference between one organization and another.
This pandemic is contributing to the creation of a new distribution model.

INDUSTRY

Ricardo Gandour
Executive editor of Brazilian daily newspaper “O Estate de S.Paulo” and the Chief Content Officer of Estado Group

“
The users' habits of technology consuming are being enhanced. Due to the pandemic people start to use e-commerce more often.
In the nearest future people are becoming more familiar with technology.
At the moment we haven't the right picture of changes.

Robert Pepper
Head of Global Connectivity and Technology Policy, Facebook USA

“
What we’ve seen across the boards is an acceleration of the trends that we saw before the pandemic. **And that acceleration has forced companies to re-evaluate their business models.**

The most difficult change comes for the companies that are historically very successful. More people had opportunities to see more selected content on the premium channels
We cannot forget that half the world is not yet connected to the Internet.

Association for Education in Journalism Mass Communication (AEJMC)

2021 Conference Paper Call

The 2021 AEJMC conference will be held as a virtual event.

Media Management, Economics, and Entrepreneurship Division (MMEE)

The Media Management, Economics, and Entrepreneurship Division (MMEE) invites original research paper submissions to be considered for presentation at the 2021 AEJMC conference that will be held as a virtual event, August 4-7, 2021. Researchers interested in any aspect of media management, media economics, or entrepreneurship are encouraged to submit papers. The division welcomes the use of diverse theoretical and methodological approaches to relevant topics. Papers presented at the AEJMC Midwinter Conference and then revised are also welcome for submission.

The division gives awards to recognize the top three submissions from faculty, and the top three submissions from graduate students (faculty members cannot be included on student competition papers; faculty and student papers compete on an equal footing). Top graduate papers also receive monetary awards to help offset the cost of attending the conference, and there are no division membership fees for graduate students.

Paper Topics: As a division, we are proud to encourage submissions from a diverse array of topic areas. Some examples of relevant topic areas include, but are not limited to: analysis of economic or managerial questions affecting media firms and media industries; strategic management and business models of media firms; crowdfunding and other innovative funding methods for media products and industries; strategic leadership challenges faced by media companies; media ownership; management and economic issues from the public-interest perspective (e.g., effects on reporting or content); historical discussions of relevant developments in the field; policy issues from a legal, regulatory, or economic perspective; technology and its effects on management or economics; political economy; international and cross-cultural studies; the sociology and culture of media organizations; media audience analysis; teaching media management and economics; and other related topics.

In 2014 the division changed its name to expand its focus on entrepreneurship. Accordingly, we also encourage and welcome submissions within the following topic areas: opportunities and challenges for media startups; intrapreneurship and innovation within legacy media companies; the role of higher education in the context of media entrepreneurship; and other media entrepreneurship related topics.

Guidelines for all Submissions: All papers must be submitted electronically at the AEJMC website, by accessing the [All-Academic submission portal](#). A link to All-Academic is available via the AEJMC website. Papers must be uploaded to the All-Academic server no later than 11:59 P.M. (U.S. Central Daylight Time) Thursday, April 1, 2021. All submissions must follow the guidelines from the [AEJMC uniform call](#) for all paper competitions.

Paper Formatting: All papers should use 12-point Times New Roman, Times, or Arial font, and have 1-inch margins. Authors should use the citation style appropriate for the discipline, including APA, Chicago, MLA, and Harvard. Format should be Word, WordPerfect, or a PDF. PDF format is strongly encouraged. Paper submissions should be a maximum of 25-pages, excluding references and tables. Be sure to upload a paper abstract of no more than 75-words.

Author Identification: Please remove all potentially identifying author information from submissions. Failure to do so will automatically disqualify the paper from consideration. Examples of information to be removed include citations of the author's previous work, individually or with co-authors; related reference list information; and file properties. Take every precaution to ensure that your self-citations

DO NOT in any way reveal your identity. Instructions for how to remove identifying information from files can be found on the AEJMC website.

For questions about submissions, contact the Research Chair, Anthony Palomba, Darden School of Business, University of Virginia, apalomba87@gmail.com.

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