



Topical  
Forum-2021

19-20  
November

Scientific  
Advisory  
Committee

Welcome on  
board!

JOIN US

On

LinkedIn

# NEWSLETTER #14

## President's Preface | By Castulus Kolo



Dear associates of IMMAA, academic colleagues, and industry experts,

We hope this newsletter finds you and your beloved healthy and in good moods.

The next winter is approaching the Northern hemisphere and with it a fear of Corona again flaring up. Mainly in the Southern hemisphere lockdowns are still limiting social life or had just been lifted. It's not over yet.

Also for media management and its academic reflection we ask: What of the experienced effects will remain? What are the learnings that stay relevant?

In a **second topical forum "Media management in (post?)pandemic times" on November 19th/20th** we shall discuss these questions and more with a global audience.

We take this opportunity to introduce also IMMAA's extended Scientific Advisory Committee and some of its new members in the lineup of speakers. As we cannot see each other on a physical IMMAA conference this year we hope to meet as many as possible of you in the virtual forum. Please, register for the Forum via following link: <https://hopin.com/events/media-management-in-post-pandemic-times>

Another occasion to meet at least virtually is the webinar co-sponsored by the Columbia Institute for Tele-Information and IMMAA (please, find the details in this newsletter).

Take care and be wise to finally overcome the pandemic soon!

Learn the latest news and updates also on our page on LinkedIn: <https://www.linkedin.com/company/immaa-international-media-management-academic-association>

# Columbia Webinar Announcement

Whilst a virtual conference cannot really substitute the spirit of a physical IMMAA conference that is very much based on bringing together young academics with senior scholars and industry decision makers, we are happy to announce a webinar series organized by Eli Noam and co-sponsored by his Columbia Institute for Tele- Information and IMMAA. These seminars aim to contribute to the community of media management researchers by providing a discussion platform for general presentations of new work, ideas, issues, and personalities.

The next event in monthly virtual luncheon series will be:

**Julia Cagé**

**Associate Professor of Economics, Sciences Po, Paris; CEPR Research Fellow  
November 4, 2021**

To register visit: <https://citiimmaacabral.eventbrite.com>

## IMMAA Scientific Advisory Committee New members' list

We would like to introduce the list of new members of the IMMAA Scientific Advisory Committee.

Every following issue of the Newsletter will cover the detailed profiles of three excellent scientists and experts that are creating the unique IMMAA community.

**Soontae An**  
**Ulrike Rohn**  
**Claudia Loebbecke**  
**Reinhard Kunz**  
**Artur Lugmayr**  
**María Elena Gutiérrez-  
Renteria**  
**Cristóbal Benavides Almarza**  
**Toshiya Jitsuzumi**  
**Terry Flew**  
**Sora Park**  
**Hans van Kranenburg**  
**Francisco Pérez- Latre**

## Claudia Loebbecke

Claudia Loebbecke holds the Chair of Media and Technology Management at the University of Cologne. She serves on the Scientific Advisory Board for Regulatory Issues of the Federal Network Agency (since 2016), as external Scientific Advisor in the project 'KI.NRW' organized by Fraunhofer IAIS, and on the Administrative Board of the Regional Public Broadcaster WDR - before that on WDR Broadcasting Council. She is member of the European Academy of Sciences and Arts and of the European Academy of Sciences. 2005-2006, she was elected President of the Association for Information Systems (AIS), which named her AIS Fellow in 2012, and a Distinguished Member cum laude in 2019. Previous employments and research stays include INSEAD (Fontainebleau), McKinsey & Co., Hong Kong University of Science and Technology, University of New South Wales (Sydney), Erasmus University (Rotterdam), Copenhagen Business School, the Sloan School/MIT, London School of Economics., LUISS University, and University of Paris-Dauphine. Claudia Loebbecke served more than 20 years as Senior Editor or board member of prestigious IS journals including ISR, JSIS, JIT, ISJ.



For her CV and publication list, see [mtm.uni-koeln.de/team-loebbecke-home-engl.htm](http://mtm.uni-koeln.de/team-loebbecke-home-engl.htm)



## Michael Wirth

Mike Wirth is Dean Emeritus of the UT Knoxville College of Communication & Information (CCI) and Professor of Journalism and Electronic Media (2021-present). He served as CCI Dean from 2006-2021. Prior to Tennessee, he was Director of the School of Communication (1994-2006) and Chair of the Department of Mass Communications & Journalism Studies (1985-2006) at the University of Denver. He conducted research under grants from the National Science Foundation and the National Association of Broadcasters and served as a visiting professor to one Australian and two Chinese universities. The Broadcast Education Association selected Mike as its 2021

Distinguished Education Service Award winner and the International Radio and Television Society Foundation honored him as its 2000 Frank Stanton Fellow. His articles have appeared in the Journal of Broadcasting & Electronic Media, the Journal of Media Economics, and The International Journal on Media Management, and he serves on the editorial boards of these journals. He co-edited the first edition of the Handbook of Media Management and Economics. His degrees are from Michigan State University (PhD/Mass Media '77 & MA/TV & Radio '74) and the University of Nebraska-Lincoln (BS/Ag Journalism/Ag Honors '73).

## Hans van Kranenburg

Hans van Kranenburg is full professor of Strategic Management in particular Corporate Strategy at Radboud University, Nijmegen School of Management, the Netherlands. He is head of the Department Strategic Management at Business Administration. He was a visiting scholar at the Department of Politics and International Relations, Reuters Institute and Green Templeton College at the University of Oxford (United Kingdom), the Media Management and



Transformation Center at Jönköping International Business School (Sweden), University of Navarra (Spain), and the University of Chicago (USA). He was head of Business Administration and director of research program Responsible Organization at Nijmegen School of Management. He published on market and nonmarket strategic behavior of organizations, stakeholder management, industry dynamics, alliances and networks, and sustainability and digitalization transitions. He also is an expert in media management and economics. He advised companies such as publishing companies on strategic and antitrust issues. He is member of the editorial board of Journal of Media Economics, International Journal of Media Management, and Journal of Media Business Studies. He has published in books and international journals. He also is author of the book Innovation Policies in the European News Media Industry: A Comparative Study, the book Management and Innovation in the Media Industry and the book Nonmarket Strategic Management.

## Recent Publications

Selected publications of members of the IMMAA Executive Board and Scientific Advisory Committee.

### Regional news audiences' value perception of local news // Journalism

**by Park, S., Fisher, C., & Lee, J. Y.**

Local news outlets are under threat in the digital era, and many are closing or merging with other news media due to the loss in advertising and audiences. A sustainable business model to replace traditional dependence on advertising has not yet been established. This paper examines one aspect of the business – audience payment – to explore the viability of online news subscription models in the context of local news. An online survey of 2038 news consumers in regional Australia was conducted in 2019 to examine regional news audiences' perception of the value of news as a social good and their willingness to pay for it. The results show that interest in supporting a new online local news outlet was largely determined by community-oriented values such as a sense of belonging, the ability to share the news with others, and the loss of a local news service, rather than the actual content. However, the quality of the journalism content was positively related to the audiences' willingness to pay. Trust in local news and

existing local news consumption were important factors in determining both the interest in supporting local news and their willingness to pay for it. These findings highlight the tension between the social and financial value of regional news and the obstacles facing entrepreneurs hoping to address the growing news gaps in regional communities.

## 'Accidental policy': Examining the Australian Digital Platforms Inquiry and theorising accidental policy // Journal of Digital Media Policy

**by Picard, R. & Park, S.**

'Accidental policy' is a term often used to disparage unplanned or under-deliberated policy, but it can also be used as a concept to define and theorize policy development and its effects more broadly. This article does the latter by applying the accidental policy lens to the case of the Australian Digital Platforms Inquiry – the first of its kind worldwide – and then uses elements from the development and effects of the inquiry to theorize the concept for application in other policy studies. This article examines the factors – including existing media, communications, technology developments and policies and political manoeuvring – that led Australia to confront large multinational platforms and become a world leader in digital platforms policy. Rather than the continuation of a long-term, consistent policy regime, the inquiry resulted from political expediency and behind-the-scenes parliamentary deal making. This article provides an analysis of a situation in which a deliberative policy process did not occur but a significant policy impetus was still developed. This study adds to the understanding of accidental policy making in which a rapid response to external pressures, as well as more complex factors including political negotiation and deal making, is at play.

## Media Management in Latin America. Mahoney // Handbook of Media Management and Business. Rowman & Littlefield

**By Gutiérrez-Rentería, M., López-Hernández, C.**

The five most influential multimedia firms in Latin America are America Movil and Grupo Televisa (Mexico), Grupo Globo (Brazil), Grupo Cisneros (Venezuela), and Grupo Clarin (Argentina). The majority of these companies, considered traditional media, have adapted to the era of digital convergence. The business strategies of these groups have been to consolidate and expand their business models to continue to attract audiences and advertisers. All these exist in a context where globalization of markets and the liberalization of industries have allowed international media with a global presence, such as Walt Disney, Netflix, Amazon, Facebook, and Google, to participate more actively in the Latin American market. The objective of this chapter is to introduce the media marketplace in Latin America mainly represented by Argentina, Brazil, Mexico, and Chile, as the leaders of the region's media business. In the following sections, we will first discuss the traditional "old" macroeconomic environment of the media industry in Latin America and then present the structure of the marketplace in the region. In addition, we will describe the new characteristics of the Latin American media business environment in the era of convergence. Finally, we will identify the opportunities and challenges for media entrepreneurs and managers who want to enter the Latin American market.

## Why do those who watch Netflix watch Netflix? Engagement experiences of young Mexicans facing the one who revolutionized audiovisual consumption // Revista de Comunicación

**by Benavides A., Cristóbal F., & García-Béjar L.**

The massification of streaming platforms, specifically Netflix, has modified the consumption patterns of an increasingly active and empowered audience when it comes to choosing how, when and what content to watch. This behavioral pattern has generated the exploration of new mechanisms to know in greater detail and depth the motivations and emotions that people have when they face audiovisual content and platforms. The measurement of engagement offers adequate information to predict those behaviors that condition consumption, as well as some characteristics that cause loyalty to a brand and willingness to pay for a service.

## Social perceptions of the Chilean National Soccer Team as a brand //Obra digital

**by Benavides, C., Brito, J. I., Guerrero, J. I., & Tagle, F.**

The five most influential multimedia firms in Latin America are America Movil and Grupo Televisa (Mexico), Grupo Globo (Brazil), Grupo Cisneros (Venezuela), and Grupo Clarin (Argentina). The majority of these companies, considered traditional media, have adapted to the era of digital convergence. The business strategies of these groups have been to consolidate and expand their business models to continue to attract audiences and advertisers. All these exist in a context where globalization of markets and the liberalization of industries have allowed international media with a global presence, such as Walt Disney, Netflix, Amazon, Facebook, and Google, to participate more actively in the Latin American market. The objective of this chapter is to introduce the media marketplace in Latin America mainly represented by Argentina, Brazil, Mexico, and Chile, as the leaders of the region's media business. In the following sections, we will first discuss the traditional "old" macroeconomic environment of the media industry in Latin America and then present the structure of the marketplace in the region. In addition, we will describe the new characteristics of the Latin American media business environment in the era of convergence. Finally, we will identify the opportunities and challenges for media entrepreneurs and managers who want to enter the Latin American market.

---

*The Newsletter was created by the IMMAA under the auspices of the Lomonosov Moscow University Faculty of Journalism and Media XXI Publishing&Consulting.*

*IMMAA President — Castulus Kolo*

*IMMAA Board: Eli Noam, Uwe Eisenbeis, Steve Wildman, Paulo Faustino, Francisco Rolfsen Belda, Mercedes Medina, Zvezdan Vukanovic, Elena Vartanova*

*Editor in Chief — Paulo Faustino*

*Editorial Office — Elena Vartanova, Sofia Brontvein, Daria Vyugina, Dariana Babyna*

*Editorial Assistants — Dinara Tokbaeva, Diogo Resende and Monica Herrero*