

International
Media
Management
Academic
Association



IMMAA CONFERENCE IN
SEOUL TOOK PLACE IN
OCTOBER



IMMAA CONFERENCE
2017 IN SAN PAULO,
BRAZIL



NEWSLETTER Nº 3

Editor's Preface



I would like to start by wishing to all IMMAA's friends and readers of this Newsletter a Merry Christmas and an Excellent 2017. We, the Society and the World, really need better years, with more solidarity, and also better politicians and humanist sense, which do not seem to be happening in some countries that have been good examples to the World. Politics and Society aside, in what concerns IMMAA we have reasons to make a very positive overview of the year, especially for the growing recognition of the activities made under direct responsibility of IMMAA, or in partnership with other organizations in different geographies and continents.

In this sense, we highlight the organization of our annual conference, in Seoul, that justified our bet in traveling this year to Asia. In 2017, the conference will be held in another continent and region, namely in Latin America, Brazil, in the vibrant and cultural city of São Paulo. Because we identify ourselves as a truly international organization, we intend to hold our conference in different continents and, by doing so, to contribute to sharing diversified knowledge, culture and experience, especially in the fields of Education, Research and Practice in the Media and Creative Industries.

2016 was a year of consolidation and cooperation between IMMAA and other entities, namely XESCOM, as we were partners of its annual conference in Ecuador. We were also partners at the conference of John Naisbitt University, in Belgrade, Serbia.

Simultaneously, we are planning the Summer School CREATIVE INDUSTRIES AND MEDIA MANAGEMENT that will happen in 2017 in one of the most worldly recommended and prized touristic destinations of the last years: Porto, Portugal. Another remarkable initiative in which IMMAA got involved is the JOURNAL OF CREATIVE INDUSTRIES AND CULTURAL STUDIES, with the first issue to be published soon. And, of course, IMMAA doesn't stop!

I can't finish the year without thanking to all that directly or indirectly have been helping IMMAA to develop its activities in various parts of the world: I start by my board's colleagues (whose friendship and collaboration is fundamental), the participants and co-organizers of our initiatives, and naturally the team that has been helping to develop the newsletter.

Overview of 2016 IMMAA Conference in Seoul, Korea

2016 International Media Management Academic Association (IMMAA) in Seoul was organized by School of Media & Communication of Korea University in collaboration with Korea University Research Institute for Information & Culture, and Korea Media Management Association. Under the theme of Disruption in Media Industries: Management and Education Challenges, scholars and students from 11 different countries (i.e., Korea, Germany, France, Austria, Australia, China, USA, Japan, Spain, Canada, Finland) have presented and discussed their research. The conference was held for three days from 27th October to 29th October in KU Cinema Trap, which is located in the 4th floor of Media Hall building in Korea University.

DAY1 – 27th October, Thursday

The first day was all about having fun and networking. Participants who registered for the tour to Digital Media City(DMC) and Han-river Cruise gathered in the Media Hall building lobby and went to the tour venue by rented bus. Along with Professor Seongcheol Kim, two of the organizing committee members, Vivian and Jieun, guided the tour (and had fun). We first visited Munhwa Broadcasting Corporation(MBC) World escorted by the Chief of MBC organization and an in-house English interpreter. The first section was the MBC theme park where the participants were able to experience different kinds of Virtual Reality (“VR”) TV program, concert, game contents, etc. We took photos at the famous Korean soap opera photo zone and tried on Korean traditional clothing. After exploring the MBC theme park, we moved into the newsroom area. The newsroom is not normally opened to public or visitors, nor included in the tour program provided by MBC. However, the chairman of IMMAA Korea organization, Professor Seongcheol Kim, kindly requested the Chief of MBC organization for an exclusive newsroom tour for the IMMAA attendees. We toured around the studio of the prime time news desk and saw how different cameras were located and controlled from the main newsroom. The Chief of MBC organization, all the way until the end of the newsroom tour, assisted the attendees with a full explanation of how the news at MBC were prepared for broadcasting and the future VR news they are now preparing. All participants were free to ask questions regarding the systems of Korean newsroom

Exploring Seoul



Digital Media City(DMC) and Han-river Cruise

operation and learned how MBC newsroom teams prepare for the prime time news. All attendees then experienced the journalists room, correspondents interviewing room and editing room throughout the tour.

After the MBC World Tour, we moved to the CJ Entertainment & Media building, which was in 5 minutes walking-distance from MBC. Participants were guided by the English-speaking employee from CJ and were given a tour around the building. During the 10 minutes of the presentation, the participants were able to see CJ's famous TV show studios and to hear about CJ, including its history, business areas, and diversified business portfolio. This presentation helped the tour participants get to know and understand more about CJ E&M, Korea's number one content company. In fact, many of the workshop presentations on the 2nd and the 3rd day of the conference was about CJ's Korean cultural contents business.

Following the tour at CJ, we moved to Han River area for dinner buffet and river cruise. The place for the dinner banquet, Ashley, was located by the Han riverside boat and was booked for a welcoming dinner. Some of the participants who were unable to join the DMC tour program had also joined the dinner. We then took the boat cruise around 8pm for 50 minutes after the welcoming dinner. The boat cruise was very cozy and peaceful, so all the participants enjoyed talking on the benches as well as the scenery. After the cruise, the participants hopped on the bus again and went back to Korea University. Everybody from there went back to their hotels and took a rest for the conference the next day.



DAY2 – 28th October, Friday

The second day of the conference on 28th October started at 8am and ended around 8pm. Freshly brewed Dutch coffee, hot tea and croissant sandwiches with all sorts of sweets were provided throughout the entire conference. Participants who arrived early were able to enjoy a morning coffee at the beginning of the conference. Conference booklets and welcoming gifts (a pen, a flag

of Korea University, and a small doll from Kakao group) were given to the registered participants. At 8:30am, the conference started with the opening address speech from the Dean of Korea University's School of Media and Communication, Professor Jaechul Shim. The chairperson of the conference was professor of Korea University's School of Media and Communication, Sejung Marina Choi. The President of Korea Media Management Association ("KMMA"), Minsoo Shin, the Chairman of IMMAA, Paul Faustino, and the 2016 IMMAA Conference Organization Chairman, Seongcheol Kim's welcoming address were followed by a welcoming speech by the ambassador of Portuguese in Korea. The round table began after a short tea break. The topic of the round table was about "the future of media business and sustainability" chaired by Paulo Faustino and Steve Wildman. Many professors from different countries joined as speakers (i.e., Eli Noam, Chris Scholz, Castulus Kolo, Joseph Trappel and Seongcheol Kim) for the round table discussion and shared different opinions about the future of media business. Students who attended the round table learned lots of different viewpoints from the speakers and scholars of the media management and communication area.

The parallel sessions ran smoothly after the round table. Each session had 4 presentations and 1 chairperson. The theme of parallel session A.1 was "strengths and weaknesses of the field of media management: the road ahead" chaired by Paulo Faustino from Porto University, and session A.2 was about "media policies and state subsidies" chaired by Castulus Kolo from Macromedia University.

Lunch on the second day of the IMMAA conference was held in a traditional Korean restaurant called Mosim. Vegetarian attendees were provided with vegetarian dish at every meal served by the organization team of Korea University.

Keynote speech sections were the last part of the first day of the IMMAA conference. Sanggill Lee, the Executive Vice President and Chief Strategy Officer at CJ E&M, led the first speech with the topic of power of contents and how power relations will form between contents and platform, as well as how CJ will evolve in the future as a leading Korean media company. The second speech was given by Irene Choi and James Lim from Naver. Naver is Korea's biggest online portal platform and the speakers talked about its mobile messenger LINE. They introduced what LINE is and presented interesting aspects of LINE offerings to Korean and Asian users as a mobile messenger service. These two keynote speeches enlightened many participants who were not familiar with the

Participants



Visiting Munhwa Broadcasting Corporation(MBC) World escorted by the Chief of MBC organization and an in-house English interpreter.

culture or system of media companies in Korea.

The first workshop on Korean Wave proceeded after parallel session B.1 (business models, disruption, and innovation chaired by Steve Wildman, Michigan State University) and B.2 (media governance and social responsibility chaired by Eli Noam, Columbia University). It was chaired by Minsoo Shin, the KMMA President, and had 3 different types of subjects: K-pop, K-shopping and K-game. Many of the related Korean contents-based media business were introduced from CJ E&M and CJ O Shopping from the present market professions. Mobile and online game trends and future game industries were introduced by professor Jong H. Wi. After the workshop, dinner buffet was served at the top floor lounge of the Korea University's Media Hall building. There also was wine tasting sponsored by the ambassador of Portuguese in Korea. At dinner, many of the participants enjoyed delicious Korean catering food, while catching up and networking with each other. It was a fun and relaxing dinner banquet rounding off the first day of the conference.

DAY3 – 29th October, Saturday

The last day of the conference on 29th October started at 9am and ended around 9pm. The conference began with parallel sessions C.1 and C.2. Session C.1 was about “creative industries, media, and related markets” chaired by Mercedes Medina from Navarra University. Session C.2 covered the second part of the “business models, disruption, and innovation” chaired by Christian Scholz from Saarland University. The special session was held right after parallel sessions C.1 and C.2 led by professor Christian Scholz. The session was about the values in media companies as input and output. This session was a follow-on topic from last year's IMMAA conference and many of the participants actively shared their thoughts regarding this topic.

The participants had lunch at a casual restaurant named Bibigo. IMMAA attendees took a great picture all together on the way to the restaurant right in front of the Korea University's main building and enjoyed the famous Korean “bibimbab” for lunch.

After lunch, participants gathered at KU Cinema Trap to hear about the second special session from professor Eli Noam from Columbia University. The professor shared his views on the strengths and weaknesses of the field of media management. Professor Eli Noam has also carefully expressed his concerns regarding the university's education system and emphasized the need to break the barrier between media communication and management. Many of the leading scholars shared their thoughts and hoped to blur that barrier in research and education. One thing the scholars commonly emphasized on was that media-based education should lead the media-based business or industry of new media.

After a short tea break, the second workshop on Korean new media industry section proceeded and was chaired by Seongcheol Kim from Korea University. Talks about Over-the-top (OTT) services, Multi-Channel Network(MCN) and O2O services in Korea were presented. The presentation was not only about the basic terms or research but also about case studies of Korean media industry, and thus many questions were raised from the floor. The presentation about Kakao's O2O taxi service particularly brought about a big discussion among floor.

The 3-day IMMAA conference ended with a Gala dinner at Wolhyang in Itaewon. A rented bus took all participants to the restaurant, where nice food and rice wines were served. The entire

2016 IMMAA conference was very enjoyable because of the synergy between active participants and the hardworking organizing committee.

IMMAA conference provided opportunities to all participants to have deeper insight on the fast-changing media industry and its future education challenges. During the conference, 6 research papers from Korean participants and 21 from international participants were presented. Around 70 media management scholars attended 2016 IMMAA conference to share ideas and viewpoints regarding media management and media industry.

Next IMMAA Conference 2017 in San Paolo, Brazil

By Prof. Dr. Francisco Rolfsen Belda, Universidade Estadual Paulista (Unesp), Campus de Bauru Faculdade de Arquitetura, Artes e Comunicação (Faac) Departamento de Comunicação Social -Curso de Jornalismo Programa de Pós-Graduação em Mídia e Tecnologia

It is with great honor that the School of Architecture, Arts and Communication at Sao Paulo State University (Unesp), in Brazil, is preparing to host the next edition of the annual conference of the International Media Management Academic Association, on September 11th and 12th, 2017, in São Paulo. For IMMAA members, it will be a special opportunity to learn more about research and teaching initiatives related to the Brazilian and South American media industry, at a time when independent media evolve and large companies are still trying to adapt and reinvent their business strategies in response to the challenges of a new media ecosystem.



San Paulo



Sao Paulo State University is one of the largest and most important Brazilian universities, with 37,388 undergraduate students, enrolled in 134 courses, and 13,206 graduate students, attending 132 Masters or PhD programs. The teaching staff involves 3,880 professors and researchers, 93% of them with PhD.

For Brazilian institutions and researchers, hosting the IMMAA 2017 conference will also be a unique opportunity to initiate and reinforce international relationships and dialogues on media management academic agenda, considering its problems and research programs, but also the need for a greater insertion of the theme in media professional education.

Sao Paulo is, moreover, a special place to gather in these efforts. The most populous city in Brazil, in the Americas, and in the Southern Hemisphere, with more than 12 million inhabitants, Sao Paulo is the headquarters of four out of five major Brazilian television networks (Band, Record, SBT and Gazeta), of two out of three national best selling newspapers (Folha and Estadão), and of the country's largest publisher company (Abril).

Also, Brazil is now the fourth-largest Internet market globally, with 139 million users, after China, India and the United States, boosting an outstanding audience for online videos, news distribution, social networking and e-commerce operations. In 2014, the country had already hosted the 11th World Media Economics & Management Conference (WMEMC), the leading biennial meeting of the global community of media business scholars, at Rio de Janeiro State University (UERJ).

Sao Paulo State University (Unesp), which will host IMMAA 2017 conference, is one of the largest and most important Brazilian universities, with 37,388 undergraduate students, enrolled in 134 courses, and 13,206 graduate students, attending 132 Masters or PhD programs. The teaching staff involves 3,880 professors and researchers, 93% of them with PhD. The university is supported by State funds and along with USP (University of Sao Paulo) and Unicamp (University of Campinas) offers free public higher education in São Paulo State.

Unesp is the most successful model of a multicampus university in Brazil, with 34 schools and institutes located in 24 different cities. Such unique characteristic allows intense and diversified activities in Sao Paulo, the most developed State in the country. Its influence can be recognized by the level of regional development where its campuses are located: one in the State capital and 23 others strategically distributed throughout the State, including the city of Bauru, where the School of Architecture, Arts and Communication (Faac) is located, with undergraduate courses on Journalism, Radio and Television, Public Relations, Design, and Master and PhD programs on Communication, Design and Media and Technology.



IMMAA 2017 conference will be hosted at the Confucius Institute at Unesp, located in a traditional building in the neighborhood of Ipiranga, in Sao Paulo, capital, a few blocks from

Museum Paulista, a scientific, cultural and educational institution dedicated to Brazilian History. Hotels and restaurants to be recommended for the conference attendants are placed in the surroundings of Paulista Avenue, the financial, cultural and commercial heart of the city and also a major hub of the subway and bus lines. One of the main tourist attractions in São Paulo are Ibirapuera Park, Sao Paulo Museum of Art, and Latin America Memorial. Other cultural activities related to the conference will be announce soon.

IMMAA events and institutional cooperation

International Symposium about Communication Management



On the sequence of the cooperation politics and entities of all the continents, IMMAA was represented by its President Paulo Faustino, on the conference XESCOM – International Symposium about Communication Management, that took place in the Ecuador, on September, by the XESCOM association, led by Francisco Campos, in cooperation with Universidad Técnica Particular da Loja. In this context, IMMAA was also present at the conference Cultural and Social Development (III) at Belgrade, coordinated by Zvezadan Vulkovic, at the John Naisbitt University. These initiatives were supported by IMMAA and meetings were held in order to allow the reinforcement of this cooperation in the future, including the possibility of organizing joint activities.

International Summer School Creative Industries and Media Management Course – CREIMA

3rd to 6th July 2017 Porto University

This summer school is an Initiative from CIC.Digital, University of Porto and IMMAA to stimulate the transfer of knowledge and experience between professors, professionals and graduate students from several fields related to Creative and Media Studies. It's a unique opportunity for students to present and develop their projects in an environment that explores both academic and industry scopes, celebrating creation and innovation. Its international dimension, with prominent teachers from several geographies, will foster networking and debate, and disclose the most actual research and development across the world.



Lectures:

1. Internationalization and Financing of Creative and Media Companies. Eli Noam/Columbia University;
2. Research Methods and Trends in Media and Creative Industries. Terry Flew/Queensland Technology University;
3. Strategic Management and Human Resources in Media and Creative Industries. Chris Scholz/ Saarland University;
4. Economic of creative industries. Ruth Towse / Co-Director of the Centre for Intellectual Property Policy & Management;
5. Trends and Strategies in Digital Media and Creative Projects and Production. Mónica Herrero/Navarra University;
6. Scientific Dissemination in Journals and Academic Books. Steve Wildman/ Michigan State University;
7. Media, Creative and Tourism Industries Research Connections. Paulo Faustino / IMMAA's president and coordinator of the ITRACOTUR Project.

Industry experts:

1. Media, Innovation, Creative Industries and Digital Business Models. João Palmeiro/

- President of the European Google Fund for Media Innovation;
2. Media Industry in Practice: Management and Business Model Challenges. Vitor Ribeiro, CEO of Global Media Group.



Application: please submit your C.V. and statement of purpose to creima.course@gmail.com **until 31 March 2017**.

Summer school fee: 350 euros.

The regular fee includes the field trip to CEIIA, transportation between Porto and Vairão Campus, coffee breaks, 3 lunches, and 3 dinners; learning materials, 1 book and 3 ebooks (offered by Media XXI: www.mediaxxi.com), access to videos from IMMAA's conferences, 50% discount in Media XXI's books for 1 year, the field trip to CEIIA, transportation between Porto

and Vairão Campus, coffee breaks, 4 lunches, and 2 dinners (4th and 6th July).

Reports and studies suggestions

Mapping the UK 'Quality Hotposts': One More Way of Looking at Creative Clusters

Connecting to like-minded people and making better professional decisions is as valuable for the creative industry as never before. The 2016 NESTA report by Juan Mateos-Garcia and Hasan Bakhshi adds to the rigorous mapping of the UK regions' strengths. The report navigates change in the UK creativity sector in 2007-2014. A high growth sector, the creativity sector made up 5.2% of the UK economy in 2015. (NESTA, 2016, p.5) It accounts for 1.9 million jobs.

Economic Performance

NESTA analysed growth of various subsectors of creative industries in the period from 2007 to 2014 such as design; software and digital; advertising; film, radio and TV; architecture; publishing; music and performing arts. It appears that design firms are doing better than the rest having grown by 33% in turnover and 26% in the number of businesses. So did software and engineering companies. They demonstrated 17% of growth in the number of businesses and 14.5% of growth in turnover. However, an average IT firms' size decreased by 1%. Advertising demonstrated 15.5% growth in the number of businesses and 16% growth in employment, however the turnover per worker has decreased by 8%. There are 4% more publishing businesses in the UK than there used to be before 2007. However, other parameters such as turnover and average firm size decreased by 2%. Music and performing arts subsector is experiencing 5% growth in the average firm size. Still, the firms are financially challenged. There is a 4.5% decrease in turnover and 5% decrease in turnover per worker. Besides, the number of music and performing arts businesses went down by 2%. Film, radio and TV firms demonstrate a modest growth across all economic parameters. The number of firms has grown by 5%, while the turnover

has increased by 6%. There are more opportunities for employment in this subsector in the UK - an average TV, radio and film business size grew by 4%.

Even though the creative sector is growing twice as fast as in the UK as a whole (NESTA, 2016, p. 5), an average creative firm size declined by 3.3% between 2007 and 2014. It means that some workers go freelance, join the corporate ventures or choose other career paths. The report says “While small and flexible creative businesses stand to benefit from digital markets with low barriers to entry, they may also suffer from lack of visibility, and face greater difficulties in accessing finance to invest in R&D and in workforce training.” (NESTA, 2016, p.12)

The Value of Sub-Sectors

Creative businesses tend to gravitate towards cities and towns. In the UK, most creative activity is concentrated around London and South East England. Together these two areas comprise more than a third of all clusters. To be precise, 36% of the UK creative businesses employing 45% of workers are in London. The trend is towards more, not less, concentration. (NESTA, 2016, p.13)

However, there is a new way of looking at creative clusters, which this report has put forward. This approach revealed that the UK creative clusters take many shapes. Using Delgado, Potter and Stern’s (2014) approach, the NESTA report assessed the ‘quality’ of places alongside with their economic impact. There are two models of creativity: the one of ‘creative cities’ and the one of ‘creative conurbations.’ The creative cities are the ‘hip’ places or the established agglomerations that encompass more than one metropolitan area, such as Manchester, Glasgow, Cardiff, Bristol, Brighton, Leeds, Liverpool, Newcastle and Sheffield. The creative conurbations are the hotspot areas that specialise in a small number of creative subsectors, but whose economic impact is significant on a nation-wide level. For instance, Slough, High Wycombe, Peterborough and Guildford have got strong high technology companies with high levels of business productivity.

Summary and Discussion

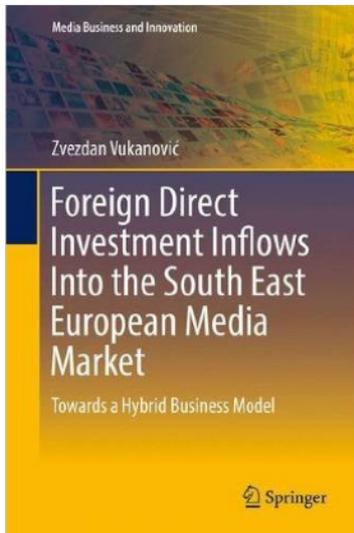
Clusters, people and networks can be classified in many ways. One of them is the creative city model, which is widely used in the literature and policy reports. The creative cities benefit from a variety of factors such as access to amenity, creative diversity, and international connections. At the same time, the creative conurbations like Tunbridge Wells, Slough and Heathrow, High Wycombe and Aylesbury, Peterborough and Guildford and Aldershot are equally important for the creative health of the country. The next step is to explore connections between sectors and subsectors to create new forms of value in a highly dynamic environment. (NESTA, 2016, p. 19)

References:

1. Delgado, M., Porter, M.E. and Stern, S. (2014) Defining Clusters of Related Industries. NBER working paper no. 20375.
2. NESTA, (2016). The Geography of Creativity in the UK: Creative Clusters, Creative People and Creative Networks. Available from NESTA <<http://www.nesta.org.uk/publications/geography-creativity-uk>>

Literature Recommendations

Foreign Direct Investment Inflows Into the South East European Media Market by Zvezdan Vukanović



This book offers a strategic analysis of current and future perspectives of Foreign Direct Investment (FDI) inflows into the South East European media market. The author develops a hybrid FDI business model strategy to guide media companies wishing to more effectively position and leverage their media infrastructure within the increasingly globalized and expanding media market. By conducting sixteen comparative and exploratory case studies of the South East European media market, the author explores how specific microeconomic factors influence spillover effects, absorption capacities and investment incentives between local and foreign firms through FDI inflows. The book is directed towards researchers and students, as well as practitioners/professionals involved with media organizations.



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IMMAA Chairman – Paulo Faustino

Imma Board: Eli Noam, John Lavine, Chris Scholz, Steve Wildman, Monica Herrero, Elena Vartanova

Editorial:

Editor in Chief –Elena Vartanova;

Executive Editor – Sofia Brontvein

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