

Editorial – New Media Impact on Traditional Media Management

Dear Readers.

A full package of media management articles mark this issue of JMM – The International Journal on Media Management. This one deals with a very important issue – the new media impact on traditional media management. Four articles are devoted entirely to the focus theme. The first one tackle the question of new media and the transformation of book publishing industry. Nina D. Ziv of the Polytechnic University from New York reaches into the future facing the book publishing industry. Emergence of a whole range of new media have created important managerial tensions within the book publishing firms, she avers, they are the catalyst of change and are creating opportunities that will enable the industry to regenerate its business.

U.S. newspapers development of online editions attract the attention of Shashank Saksena of “Times City”, India and C. Ann Hollifield of the University of Georgia, US. They ask how the innovation-management processes used by the newspaper industry respond to the Internet. This study found that the newspapers’ innovation-management processes were generally haphazard and that industry executives should be better prepared in the future to manage innovation.

Examination of digital dilemmas for public service television is analysed by Paul Murschetz of University of Applied Studies in Telecommunications and the Media in St. Pölten, Austria. He particularly gives an example of Austria. This

article argues that public service broadcasting faces a legitimacy crisis as digital competitors may better target minority demands in fragmented audience environment. It explains the dynamics of critical success factors and brings much hope to solve that by introduction of Digital Platform Austria, a working group of experts to produce coherent digitalisation concept.

Internet-based TV is the topic of the last article within our focus theme. Claudia Löbbecke and Marcia Falkenberg of University of Cologne, Germany, examine German TV sector as an example to analyse the attractiveness of TV markets for new entrants. They consider technical feasibility, legal aspects and potential sources of revenue for potential Internet-based TV providers. Their analysis suggest that the Internet could be an attractive additional distribution channel for some type of television content.

The articles within the focus theme, and the literatures they elaborate, show that the new media is playing an important role in the traditional media management debate.

In the general articles section, we have three interesting contributions. “The Sony corporation: a case study in transnational media management” written by Richard Gershon of Western Michigan University and Tsutomu Kanayama of Sophia University, Japan present analysis of Sony Corporation from organisational culture and strategic decision-making standpoint. Its significance lies in revelations concerning complex changes facing a company that

was once historically Japanese in its origins but is becoming increasingly transnational in scope and operations. Another general topic paper deals with make/buy decisions of the UK main terrestrial commercial television channel, ITV. Lynne A. Nikoychuk of London School of Economics, UK, concludes that contractual ambiguity and political fear of the social impact of commercial television initially inhibited the adoption of competitive program supply structure and later it changed into more market-oriented approach.

The final paper of this issue is about building branding equity for online B2C (Business to Consumer) retailers and services. The authors – John Kim, Srinarayan Sharma and Kistina Setzkorn of University of Oakland, USA, – provide strategies how to build brand equity online.

In the book review section you will find reviews. Bozena I. Mierzejewska is presenting “Regulating the Global Information Society” edited by Christopher T. Mardsen and Piet Bakker writes his comments after reading the third edition of “Who Owns the Media? Competition and Concentration in the Mass Media Industry” written by Benjamin M. Compaine and Douglas Gomery.

We hope you enjoy this issue and would like to express our thanks to the editorial board members and associated reviewers for their continuous support.

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Peter Glotz

Peter Gomez

Bozena I. Mierzejewska