Editorial Board

Alan B. Albarran

University of North Texas, U.S.A.

Michael Dowling

University of Regensburg, Germany

Thomas R. Eisenmann

Harvard Business School, U.S.A.

Peter Glotz

University of St. Gallen, Switzerland

Peter Gomez

University of St. Gallen, Switzerland

Rolf Hoyer

Norwegian School of Management,
Norway

Otfried Jarren

University of Zürich, Switzerland

Eli Noam

Columbia University, Columbia Institute
for Tele-Information, U.S.A.

Robert G. Picard

Turku School of Economics
and Business Administration, Finland

Arnold Picot

Ludwig-Maximilian-Universität München,
Germany

Beat F. Schmid

University of St. Gallen, Switzerland

Michael O. Wirth

University of Denver, U.S.A.

Mark Wössner

Bertelsmann-Foundation, Gütersloh,
Germany

Axel Zerdick

Freie Universität Berlin, Germany

Content

JMM – Vol. 2 – No. III/IV – 2000

Editors' Note

Beat F. Schmid, Peter Gomez, **115**
Peter Glotz, Dörte Wittig

**The Broadband Debate
– Legal and Business Implications**

Bharat Rao **116**
Polytechnic University of N.Y., U.S.A.
Ruth De Backer, McKinsey
& Company, Brussels, Belgium

**Transparency, Accountability
and Good Governance
– Role of New Information and
Communication Technologies
and the Mass Media**

Shahid Akthar, **124**
Mahesh Kumar Malla, John Gregson
International Centre for Integrated
Mountain Development,
Kathmandu, Nepal

**Investments in Telecommuni-
cations Infrastructure Are Not
the Panacea for Least Developed
Countries Leapfrogging Growth
of Teledensity**

Victor W. Mbarika **133**
Louisiana State University, U.S.A.
Terry Anthony Byrd, Jennie E.
Raymond, Patrick R. McMullen
Auburn University, U.S.A.

**Media Internationalisation
– The Case of Poland**

Tadeusz Kowalski **143**
Warsaw University, Poland

**Public Service Management
– Towards a Theory
of the Media Firm**

Sune Tjernström **153**
Umeå School of Business
and Economics, Sweden

**A Framing Analysis: How did
three U.S. News Magazines
Frame about Mergers
or Acquisitions?**

Sanghee Kweon **165**
Southern Illinois University,
U.S.A.

**Building Dynamic Capabilities.
The Wall Street Journal Inter-
active Edition: A successful
Online Subscription Model**

Dan Steinbock **178**
Columbia Institute for Tele-
Information (CITI), Columbia
Graduate School of Business, U.S.A.

**Corporate Communication in
the New Media Environment
– A Survey of 150 Corporate
Communication Web Sites**

Markus Will and Victor Porak **195**
University of St. Gallen,
Switzerland

Calendar of Events**202****Impressum, Order Form****203**

Dear Reader

Welcome to the new issue of JMM – The International Journal on Media Management.

The papers in this issue cluster around legal, regulatory and governmental themes. We are again happy to be able to present the work of a number of distinguished authors. Each of the contributions allows the reader to gain interesting insights and detailed information on different fields of concern in the above topics and within the general context of media management.

Broadband Internet infrastructure promises to revolutionize the range and variety of services available to consumers in accessing interactive media content. Ruth de Backer and Bharat Rao lead off this issue with an overview of legal and business issues related to broadband. In their contribution they discuss how it will impact future innovation in the industry.

Shahid Akhtar, Mahesh Kumar Malla and Jon Gregson analyze in their paper the role new information and communication technologies (ICTs) can play in achieving goals such as transparency, accountability and good governance. After a short outline of these concepts, the paper probes into both the advantages and disadvantages of the growing utilization of ICTs in the general framework of globalization and democratization, with a focus on the developing world and the Asian continent. It is argued that by increasingly using ICTs and taking on a role as spokespeople for civil society, the Asian media has the potential to promote good governance practices and values.

It is a known fact that there is a high correlation between the level of telecommunication infrastructure represented by teledensity and the level of economic

power represented by GDP per capita. The problems and actions for the growth of teledensity in 48 least developed countries (LDCs) are being discussed, as well as the opportunities for utilizing communication technologies to solve prior problems in those countries. However, the study submitted by Victor W. Mbarika suggests that increased investment in telecommunication technologies is not a major factor for growth of teledensity; higher GDP and higher contribution of the service sector share to GDP in the least developed countries play a more important role for growth of teledensity.

In his article, Tadeusz Kowalski delivers an in-depth examination of what happened to the media market in Poland in the process of the so called “media internationalization”. It is an example of the shift from a highly ideologically motivated concentration into an also high, but mainly capital driven concentration. The general development enabled diversity of expression but as the author points out, “there is no good dinner free of charge”: there are indications of conglomerates lead by foreign media, for which Poland is only a market of secondary meaning thus bringing along the danger of “recycled content”.

Drawing on results from a historical study of the Swedish Broadcasting Corporation, the article written by Sune Tjernström argues the need to develop present theories of the media firm for media management research. Doing this, agency theory is identified as a powerful tool for the analysis of the behavior in public service organizations.

The research paper written by Sanghee Kwon explores how news magazines deal with mergers and acquisitions in the 1990s unstable social phenomenon. One of many

findings of examining the coverage of mergers based on types of mergers, government policy, and news focus of three U.S. magazines was that news organs tend to cover media mergers differently than non media mergers.

In his essay “Building Dynamic Capabilities”, Dan Steinbock describes the development of the Wall Street Journal Interactive Edition. The paper aims to explain why the WSJE was able to launch and stabilize a successful subscription model, a feat that most of its direct and indirect rivals have failed to accomplish.

In the new media environment, communication has become an even more important factor for a company's success. This issue of JMM is rounded out with a paper submitted by Markus Will and Victor Porak. Using a survey of 150 corporate communication web sites, they examine the question whether known offline communication models are also used for online communication. In addition, it is shown that in corporate communication web sites, content is distributed using a classical target group rather than a community driven approach.

We hope you will enjoy this collection of contributions. The JMM Editorial Team gives heartfelt thanks to all those who helped to make this journal a successful and internationally known publication since its foundation one year ago. We are proud of the JMM's success and will give our best to provide our readers with interesting new findings in this research area in the future as we did in the past.

Beat F. Schmid
Peter Glotz
Peter Gomez
Dörte Wittig

Calendar of Events

January

01/27/2001 - 01/28/2001

7th International Conference on Communications

Indian Institute of Technology,
Kampur, India
<http://www.iitk.ernet.in>

February

02/01/2001

New Media and the interconnection of media in publishing firms

Frankfurt, Germany
<http://www.managerakademie.de>

02/15/2001 - 02/17/2001

Society for Consumer Psychology Winter Conference

Scottsdale, Arizona, USA
<http://fisher.osu.edu>

March

03/08/2001 - 03/10/2001

E-Commerce 2001

Hawaii, USA
<http://www.e-comprofits.com>

03/12/2001 - 02/13/2001

Workshop on Information and Organizational Design (EIASM)

Brussels, Belgium
<http://www.eiasm.be>

April

04/04/2001 - 04/05/2001

The 8th World Business Dialogue “PLANET NET – Strategies for a New Economy”

University of Cologne, Germany
<http://www.ofw.de>

04/05/2001 - 04/06/2001

1st International Workshop on MANAGEMENT AND INNOVATION OF SERVICES

Maastricht, Netherlands
<http://www.fdewb.unimaas.nl/marketing/workshop>

May

05/01/2001 - 05/05/2001

The Tenth International World Wide Web Conference

Hong Kong, China
<http://www.10.org>

05/17/2001 - 05/18/2001

3rd Symposium of the Hamburg Forum of media economy:

Print vs. online publisher
in the Internet age
(language: German)
Email: marketfa@unibw-hamburg.de

05/17/2001 - 05/19/2001

2001 Advertising and Consumer Psychology Conference: “Online Consumer Psychology”

Seattle, USA
<http://fisher.osu.edu>

05/20/2001 - 05/23/2001

2001 IRMA International Confer- ence – Managing IT in a Global Economy

Toronto, Canada
<http://www.irma-international.org>

Impressum

Title

JMM – The International Journal
on Media Management

Edition: Vol. 2 – No. III/IV – 2000

ISSN (printed edition): 1424-1277

ISSN (electronic edition): 1424-1250

Editorial Office

mcm – Institute for Media and
Communications Management,
University of St. Gallen/Switzerland
Müller-Friedberg-Str. 8
CH – 9000 St. Gallen
Phone: +41-71-224 34 28
Fax: +41-71-224 27 71
Email: media.editors@netacademy.org
URL: <http://www.mediajournal.org>

Published by

mcm – Institute for Media and
Communications Management,
University of St. Gallen/Switzerland
Müller-Friedberg-Str. 8
CH – 9000 St. Gallen
Phone: +41-71-224 34 28
Fax: +41-71-224 27 71
Email: media.editors@netacademy.org
URL: <http://www.mediajournal.org>

Editorial Team

Beat F. Schmid

Peter Glotz

Peter Gomez

Dörte Wittig

BEAT F. SCHMID – Editor-in-Chief
PETER GLOTZ – Co-Editor
PETER GOMEZ – Co-Editor
DÖRTE WITTIG – Executive Editor

Layout

BELAU, Duisburg, Germany, info@b-e-l-a-u.de

Printer

Niedermann Druck, St. Gallen, Switzerland

Remarks

This publication is part of the NetAcademy on
Media Management at the mcm – Institute for
Media and Communications Management,
University of St. Gallen/Switzerland.

Articles from the contributors do not neces-
sarily reflect the opinion of the editors.

Copyright

© mcm – Institute for Media and
Communications Management

Partial or total reproduction will be permit-
ted upon application, subject to acknowledg-
ing the source and sending two copies to the
editorial office.

The editors wish to thank Bertelsmann Foun-
dation, Germany and Heinz Nixdorf Founda-
tion, Germany, for their support with the
publication of this journal.

The journal will observe the following issues closely

- Strategic, managerial and organizational
aspects of the media sector and the media
industry
- Economics of traditional and new media
- Evolution of the media industry and me-
dia industry segments
- Technology, infrastructure, user behavior
related to the changes in the media sector
- Effects of new media on economy, society,
politics, law and culture

Our goal is the close analysis of new industry
structures, organizational forms, and critical
competencies developing as a result of
reconfigurations in the media value chain. We
want to bring together academics and indus-
try figures to explore the transition from „clas-
sic“ to „new“ media and identify the factors,
which will determine organizational success
and economic efforts in a fast changing and
converging environment.

We are interested in receiving your submis-
sion to the JMM. Articles, which deal with one
of the above issues, are more than welcome.

Orderform

Annual Subscription (4 Editions)

■ Institutional: US\$ 300*

■ Individual: US\$ 64*

*(plus tax and postage)

Single unit price:

■ Regular: US\$ 22*

*(plus tax and postage)

☐ I wish to subscribe to JMM

☐ This is an institutional subscription

☐ This is an individual subscription

Name

Company

Department

Street

City

ZIP Code

Country

Phone

Fax

Primary Activity

Comments

Please return to

mcm – Institute for Media and
Communications Management,
University of St. Gallen/Switzerland
Müller-Friedberg-Str. 8
CH – 9000 St. Gallen
Phone: +41-71-224 34 28
Fax: +41-71-224 27 71
Email: media.editors@netacademy.org
URL: <http://www.mediajournal.org>