

Britta M. Gossel, Andreas Will, Julian Windscheid

The influence of technology trends on business models and value chains of media companies

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Technische Universität Ilmenau
Department of Economic Science and Media
Institute of Media and Communication Science
Media and Communication Management Group

Ehrenbergstraße 29
D-98693 Ilmenau – Germany



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Britta M. Gossel
britta.gossel@tu-ilmenau.de

Andreas Will
andreas.will@tu-ilmenau.de

Julian Windscheid
julian.windscheid@tu-ilmenau.de

+49 3677 / 69-4619

+49 3677 / 69-4708

+ 49 3677 / 69-4680

Abstract

As Küng pointed out already in 2008, “technological change has been a consistent and longstanding challenge for the media industry” (Küng 2008: 82). We can safely assume that the impact of technology on media management has at least not diminished in the last 10 years since this statement. Consequently, Picard & Lowe (2016) highlighted that media management research can be shaped by the influence of technologies (ibid: 66; cf. Achtenhagen, 2016), and Mierzejewska & Shaver (2014) identified technological content diffusion as key change impacting media management research (ibid: 47). Emerging technologies shape conceptual work and empirical research within the field, regarding core issues as media companies (Hess, 2014), specific media industries and products (e.g. broadcasting (Murray, 2013); publishing (Blankfield & Stevenson, 2012); news (Ottosen & Krumsvik, 2012)), business models (Lawson-Borders, 2010), value chain (Kehoe & Mateer, 2015) or media branding (Chan-Olmsted, 2011) and core methods of research (Murthy, 2008; Gunzerath, 2012). However, to date a systematic investigation that explores the specific influence of new technologies on media management is still lacking. This article aims to further close this gap.

According to Rotolo, Hicks & Martin (2015), an emerging technology is “a radically novel and relatively fast growing technology characterised by a certain degree of coherence persisting over time and with the potential to exert a considerable impact on the socio-economic domain(s) which is observed in terms of the composition of actors, institutions and patterns of interactions among those, along with the associated knowledge production processes. Its most prominent impact, however, lies in the future and so in the emergence phase is still somewhat uncertain and ambiguous” (ibid). Starting with this definition, we ask the question: *How will emerging technologies impact media management business models and media management value chains?*

In previous work (Gossel et al., 2017a and 2017b) we have prepared the ground for answering this question in three steps: (1) By an in-depth literature review of sources of the IEEE community and international trend reports (e.g. Reuters Journalism, Media and Technology Predictions 2016) we deduced nine trends in emerging technologies. (2) By literature work based on main sources of the field (JMM, JOMBS, JME & books) we captured core issues of media management research according to the media enterprise service system (Wirtz, 2011). (3) We combined results from (1) and (2) and constructed new questions of research for the field.

In this work, we continue with an empirical study, that embeds the opinion of technology experts. In a two-step process email-based interviews with a total of 16 experts were conducted. As a first step, the experts were asked, regardless of our previously identified list of technology trends, to sketch the most important trends from their own professional perspective. As a second step, the experts were confronted with our list and asked to name trends that seem outdated, redundant, or should be

removed from or added to the list. After rating the three most important trends from the revised list, the experts were asked to assess how each of these three trends will impact media management business models and value chains within the next five to ten years.

While data analysis and interpretation is still underway, our preliminary results indicate the high importance of *augmented reality*, *data analytics*, and *intelligent automation* as emerging technologies for media management. The aim of our presentation is therefore to provide the EMMA community with theoretically sound and empirically supported topics for promising research questions at the interface between emerging technologies and media management.

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