Disappearing Boundaries: The Challenge for Media Research

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Structure- Conduct- Performance

• Media Industry Groups
  – Products or services that are close substitutes for each other
Differentiation Elements

• Timeliness (Production/Delivery).
Differentiation Elements

• Timeliness (Production/Delivery)
• Portability (Consumption Technology)
Differentiation Elements

- Timeliness (Production/Delivery)
- Portability (Consumption Technology)
- Richness (Sensory/Audience Involvement)
Differentiation Elements

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- Utility (Needs and Expectations)
Differentiation Elements

- Timeliness (Production/Delivery)
- Portability (Consumption Technology)
- Richness (Sensory/Audience Involvement)
- Utility (Needs and Expectations)
- Technology also differentiates commercial messages.
Content + Delivery --> Differentiation
Factors Limiting Competition

• Regulation
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• Regulation
• Economic Barriers to Entry
Factors Limiting Competition

• Regulation
• Economic Barriers to Entry
• Power of Content Creators
Other Factors Affecting Traditional Industry Structure

- Mergers and Acquisitions
Other Factors Affecting Traditional Industry Structure

- Mergers and Acquisitions
- Increased Public Ownership
Other Factors Affecting Traditional Industry Structure

• Mergers and Acquisitions
• Increased Public Ownership
• Increased Concentration Traditional
  – Concentration Ratios/Market Share
  – “Across-Industry Concentration”
Economies of Multiformity

• Diversification
• Content Repurposing
• Using Existing Resources to Create New Content
Mechanics of Across-Industry Concentration

- Decreased Regulation + Increased Concentration
  --> Increased Institutional Ownership --> Reduced Management Control
In the Old Days, Creators Ruled
Digital Media Flows

Non-Traditional Information Sources

Traditional Content Preparers

Traditional Information Sources

Public Digital Well

Feedback Withdrawn

Content Deposited

Feedback

Individual Information Consumer

Filtered Content

Individual Information Consumer

Feedback

Filtered Content

Individual Information Consumer

Feedback

Filtered Content

Individual Information Consumer

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Digital Competition vs. Traditional Media Technologies

Digital Content
Creation/Delivery

Audio
- Recorded Music
- Radio

Print
- Books
- Newspapers
- Magazines

Cable/Satellite
- Film
- Television

Video
Consumer Variables on Business Models

• Technological Adoption
• Use of Influence
  – Pull vs. Push
  – Feedback/Reaction
• Content Creation
Implications for Theory

• Models Drive Questions
  – Shifts in power/technology change the models
• What is “media”?
  – Games?
  – iPhones?
• Innovation, Diffusion and Adoption
Implications For Managers

• Reassess Assumptions
  – Segments no longer dominate as industrial groups or “close substitutes”
  – Audiences must be pulled
  – New market paradigms
  – Revisit value chains
More for Managers…

• Are economies of multiformity and synergies real or an illusion?
• How effective are resource allocation and strategic decisions in multi-media conglomerates?
• New business models
  – Long-tail strategies vs. mass simultaneous audiences
  – Reorganizing traditional assumptions to generate value
Measures Beyond the Bottom Line

- Effectiveness of adaptation
- Competency development in non-traditional skills
- Ability/willingness to modify traditional business models
- Ability to understand/measure audience