

# Contents

---

Preface	ix
Advisory board	xi
About the authors	xii
Acknowledgements	xiii
<b>Chapter 1 Introduction</b>	<b>1</b>
Media: one or many industries?	1
Current state of the industry	6
Focus and scope of the book	10
<b>Chapter 2 Rebalancing the media value chain</b>	<b>13</b>
Current practices mostly historically grown	13
Fundamental changes still ahead	20
Consequences for management of media companies	28
Fundamental rethinking of future business models needed?	33
Key takeaways	35
Gruppo Mediaset case study: competing in digital services	35
Trinity Mirror case study: growing beyond the core of broadsheet newspapers	53
EMI Group case study: adapt core capabilities to digital era	65
<b>Chapter 3 Creating and leveraging innovative content</b>	<b>81</b>
Future role of (blockbuster) content	81
Should content be redefined?	86
Management of the content generation process	90
Key takeaways	99
RTL Group case study: organizing for better content generation	101

<b>Chapter 4</b>	<b>The fight for customer attention: intelligent mass-marketing and cautious niche strategy</b>	<b>117</b>
	The increasing need to understand customers	117
	Marketing strategies for advertising-based players	123
	Marketing strategies for subscription-based players	131
	Marketing strategy for niche and thematic offerings	135
	Key takeaways	137
	CANAL+ Group case study: developing new marketing insights	138
	Telenet case study: building a valuable, multiservice customer franchise	156
<b>Chapter 5</b>	<b>End-to-end supply chain management</b>	<b>175</b>
	Achieving operational excellence in supply chain management	175
	Improvement levers for standardized processes in the media industry	178
	Improvement levers for nonstandardized processes in the media industry	186
	Managing the transition to digital platforms	188
	Key takeaways	195
<b>Chapter 6</b>	<b>Ways out of the advertising commodity trap</b>	<b>197</b>
	Traditional advertising under increasing pressure	197
	Systematic use of B2B marketing approaches	207
	Effective sales force management	222
	Key takeaways	227
	Schibsted ASA case study: diversifying the advertising source	228
	Grupo Media Capital case study: balancing the mix of advertising and nonadvertising revenue	241
<b>Chapter 7</b>	<b>Corporate strategy in media</b>	<b>253</b>
	The current media landscape in Europe	253
	Future portfolio logic	264
	Key takeaways	273
	SanomaWSOY case study: how to define a successful portfolio growth strategy	274
	Lagardère média case study: corporate growth challenge	290
<b>Chapter 8</b>	<b>The future role of digital media</b>	<b>307</b>
	A brief history of the digital media bubble	307
	From opportunism to strategic thinking – current digital media models	312
	The future is broad(-er)band	317
	New business models	320
	Rebalancing the broadband value chain	325

---

	Key takeaways	326
	United Global Communications Europe case study: winning the triple play	327
	T-Online case study: balancing access and nonaccess online revenue	343
	Hubert Burda Media case study: in search of new digital business models	353
<b>Chapter 9</b>	<b>People management in media companies: creative managers or managed creativity?</b>	<b>373</b>
	Current people-management practices in the media industry	373
	Media companies have to deal with 'creators' and 'transformers'	374
	Implications for people-management processes	378
	Management of transformers	381
	Management of creatives	382
	Content creators and content transformers will have to cooperate more closely in the future	395
	Outlook and open questions	396
	Key takeaways	397
	References	397
	British Broadcasting Corporation (BBC) case study: managing HR for change	398
<b>Epilogue</b>		<b>415</b>
<b>Index</b>		<b>417</b>