

ilmedia

  
TECHNISCHE UNIVERSITÄT  
ILMENAU

---

*Julian Windscheid, Julian; Gossel, Britta M.; Will, Andreas:*

**Media Entrepreneurship: The Role of Emerging Technologies for Media Business Models**

**DOI:** [10.22032/dbt.40287](https://doi.org/10.22032/dbt.40287)

**URN:** [urn:nbn:de:gbv:ilm1-2019200516](https://nbn-resolving.org/urn:nbn:de:gbv:ilm1-2019200516)

---

*This publication was produced within the framework of:*

Annual Conference of the European Media Management Association (emma), Limassol, June 6-7, 2019.

---

TU Ilmenau | Universitätsbibliothek | ilmedia, 2019  
<http://www.tu-ilmenau.de/ilmedia>

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



Submission for EMMA Conference 2019

# Media Entrepreneurship: The Role of Emerging Technologies for Media Business Models

**Keywords:** emerging technologies, business model, entrepreneurship, media management

Julian Windscheid  
[julian.windscheid@tu-ilmenau.de](mailto:julian.windscheid@tu-ilmenau.de)

+ 49 3677 / 69-4680

Britta M. Gossel  
[britta.gossel@tu-ilmenau.de](mailto:britta.gossel@tu-ilmenau.de)

+49 3677 / 69-4619

Andreas Will  
[andreas.will@tu-ilmenau.de](mailto:andreas.will@tu-ilmenau.de)

+49 3677 / 69-4708

## Abstract

Media management (MM) is closely linked to the development of new technologies (e.g. Küng, 2016; Wirtz, 2011) and, accordingly, technology is a crucial part of MM research. Picard & Lowe (2016) highlighted that media management research is shaped by the influence of technologies (ibid: 66). Other researchers point out how emerging technologies shape research 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)), value chain (Kehoe & Mateer, 2015) or media branding (Chan-Olmsted, 2011) as well as core methods of research (Murthy, 2008; Gunzerath, 2012). Mierzejewska and Shaver (2014) even talk about "technology-driven key changes" that affect media management research (ibid.: 47). However, the relevance of these new technologies for media management research has hardly been considered systematically so far. Based on previous own research (Gossel, Will & Windscheid 2017a, 2017b, 2018), we would like to gain a deeper insight into the relation of emerging technologies and business models of media companies.

Business models of media companies, also referred to as "media business models" (McPhillips & Merlo, 2008) describe and explain a media firm's complex system of interdependent activities for the creation of value and for gaining competitive advantage (Zott et al., 2011). While traditional media business models focus on the "ability to balance the needs of consumers and advertisers" (McPhillips & Merlo, 2008), several categories of "new" media business models such as selling content or providing access are not based on advertising (Clemons, 2009). The deep impact of digitalization and interconnectedness on media business models is well understood (Lawson-Borders, 2010; Evens, 2018). However, for specific emerging technologies, such as data analytics or augmented reality, the concrete use within and the influence on media business models is still unclear.

According to Rotolo, Hicks & Martin (2015), we define emerging technology (ET) as "*a radically novel and relatively fast-growing technology [... having ...] the potential to exert a significant influence on the socio-economic domain(s) observed [...] Its most prominent effect, however, lies in the future, and so is still somewhat uncertain and ambiguous in the development phase.*" (ibid.)

Based on this definition, we address the question: How will ET influence the future of media business models? In a previous study (Gossel et al., 2017a), an analysis of ET was conducted with the help of a comprehensive literature analysis, from which we derived nine technology trends. In a second step, we analyzed literature in the field of media management research to structure the core areas along the media enterprise service system (Wirtz, 2011). Using bricolage (Baker & Nelson, 2005), we combined the results with the aim of formulating new research questions for media management research. In the continuation of this work (Gossel et al. 2017b, 2018), we elaborated the questions with the help of qualitative expert interviews. These interviews (N=17) were mainly conducted with marketing experts. In a further step we acquired further experts from the technology fields in order to be able to deal with the question from the perspective of technology experts (N=13). Even though these insights were supporting our assumption that ET matter for media, the experts were not able to give insight into the relevance of ET for media business models.

In this contribution, we investigate how young media companies base their business models on the exploitation and/or application of ET. From 10/2018 to 12/2018, a qualitative study (expert interviews with entrepreneurs) with a sample of 41 young media companies was conducted. The companies are situated in 23 countries from six continents and were mostly founded later than 2014. After providing a short description of the companies and their business models, we focus on the role of ET for the respective business model: Is the business model based on ET or does ET have a supporting function? Or - in other words - does ET serve as a core resource? Is their use a core competence of the company? And more specifically: where does ET take effect in the business model (sales, production, marketing, etc.)?

The results of this study provide insights of how ET shape media business models of young media companies from all over the world. By sharing these insights, we hope to provide the EMMA community with relevant insights and relevant research questions for the future. In addition, we explore how the results of the project are of interest e.g. for decision makers in economic policy, for business incubators and for venture capital companies.

## References

- Baker, T. & Nelson, R. (2005). Creating Something from Nothing: Resource Construction through Entrepreneurial Bricolage. *Administrative Science Quarterly*, Vol. 50 (3), p329-366.
- Blankfield, S. & Stevenson, I. (2012). Towards a Digital Spine: The Technological Methods that UK and US Publishers are Using to Tackle the Growing Challenge of E-Book Piracy. *Publishing Research Quarterly*, Vol. 28 (2), p79-92.
- Chan-Olmsted, S. (2011). Media Branding in a Changing World: Challenges and Opportunities 2.0. *The International Journal on Media Management*, Vol. 13 (1), p3-19.
- Gunzerath, D. (2012). Current Trends in U.S. Media Measurement Methods. *The International Journal on Media Management*, Vol. 14 (2), p99-106.
- Clemons, E. K. (2009). Business models for monetizing internet applications and web sites: Experience, theory and predictions. *Journal of Management Information Systems*, Vol. 26 (2), p15-41.
- Evens, T. (2018). Media economics and transformation in a digital Europe. In: d'Haenens, L.; Sousa, H. & Trappel, J. (eds.) "Comparative Media Policy, Regulation and Governance in Europe. Unpacking the Policy Cycle", Bristol: Intellect, p41-54.
- Gossel, B.M.; Will, A. & Windscheid, J. (2017a). Trends in Technology and the future of media management (research)? Paper presented at the annual conference of the European Media Management Association EMMA, May 10-12, Gent (Belgium).
- Gossel, B.M.; Will, A. & Windscheid, J. (2017b). Capturing the future! An empirical investigation on trends in technology and a deduction of consequences for media management research. Abstract accepted for 13<sup>th</sup> World Media Economics and Management Management Conference, May 6-9, Cape Town (South Africa).
- Gossel, B.M.; Will, A. & Windscheid, J. (2018). The influence of technology trends on business models and value chains of media companies. Paper presented at the annual conference of the European Media Management Association EMMA, June 14-15, Warsaw (Poland).
- Gunzerath, D. (2012). Current Trends in U.S. Media Measurement Methods. *The International Journal on Media Management*, Vol. 14 (2), p99-106.
- Hess, T. (2014). What is a Media Company? A Reconceptualization for the Online World. *The International Journal on Media Management*, Vol. 16 (1), p3-8.
- Kehoe, K. & Mateer, J. (2015). The Impact of Digital Technology on the Distribution Value Chain Model of Independent Feature Films in the UK. *The International Journal on Media Management*, Vol. 17 (2), p93-108.

Küng, L. (2016). Why is media management research so difficult – and what can scholars do to overcome the field's intrinsic challenges?, *Journal of Media Business Studies*, Vol. 13 (2), p1-7.

Lawson-Borders, G. (2010). More than a Mouse Trap: Effective Business Models in a Digital World. *The International Journal on Media Management*, Vol. 12 (1), p41-45.

McPhillips, S. & Merlo, O. (2008). Media convergence and the evolving media business model: an overview and strategic opportunities. *The Marketing Review*, Vol. 8(3), p237-253.

Mierzejewska, B. & Shaver, D. (2014). Key Changes Impacting Media Management Research. *The International Journal on Media Management*, Vol. 16 (2), p47-54.

Murray, A.-M. (2013). Rationalizing Creativity – Rationalizing Public Service: Is Scheduling Management Fit for the Digital Era? *The International Journal on Media Management*, Vol. 15 (1), p119-136.

Murthy, D. (2008). Digital Ethnography: An Examination of the Use of New Technologies for Social Research. *Sociology*, Vol. 42 (5), p837-855.

Ottosen, R. & Krumsvik, A.H. (2012). Digital Challenges on the Norwegian Media Scene. *Nordicom Review*, Vol. 33 (2), p43-55.

Picard, R.G. & Lowe, G.F. (2016). Questioning media management scholarship: four parables about how to better develop the field. *Journal of Media Business Studies*, Vol. 13 (2), p61-72.

Rotolo, D.; Hicks, D. & Martin, B. (2015). What is an emerging Technology? *Research Policy*, Vol. 44 (10), p1895-1984.

Wirtz, B.W. (2011). *Media and Internet Management*. Springer: Wiesbaden.

Zott, C.; Amit, R. & Massa, L. (2011). The Business Model: Recent Developments and Future Research. *Journal of Management*, Vol. 37 (4), p1019-1042.