

**EURAM**

European Academy of Management

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# EURAM 2005

**Responsible Management in an Uncertain World  
5th Annual International Conference**

**Conference Proceedings**

**May 4-7th 2005  
Technische Universität München  
TUM Business School  
Munich, Germany**

**[www.euram2005.de](http://www.euram2005.de)**

## 36e General Track: **Media Management**

Robert G. Picard, Jönköping International Business School, Sweden

The media management track is concerned with issues and challenges relating to media firms including competition, organization of cross media activities, knowledge development, and maintenance of core values.

### **Track Reviewers:**

Robert G. Picard, Jönköping International Business School, Sweden

Cinzia dal Zotto, Jönköping International Business School, Sweden

H Paper Session  
Fri, May 6, 14:00-15:30

### **# 20: Media as wonderful setting for media managers**

*Francisco J. Pérez-Latre*

Media as wonderful settings for managers Media are wonderful settings for personal growth of the men and women that work in them and the audiences that, sometimes ardently, follow them. Of course, there is wrongdoing in the scenario. But it is always easier to criticize than to build a healthy media culture through powerful, well-managed media brands. Just thinking in how media have broadened our world experience is really a learning exercise. I will try to point into positive developments and highlight that wrongdoing in the media landscape has more to do with lack of quality work than with anything else. Of course, media managers and companies have crucial responsibilities in the contemporary world but we will help them more pointing to excellence models than talking about how dangerous they are. It seems that we have four real challenges in media management: first, media business people have to appreciate the arts, beauty, creativity, great content. They need passion for the media, they have to be passionate about companies that craft popular culture. Second, creative people need to understand the business side: doing marketable products just needs to be part of the creative parlor. It is surprising the amount of creative work that is done with poor business understanding and lack of audience knowledge, just out of "instinct". Third, both groups have to talk competently to each other, respecting their autonomy but tearing down all the old walls, what newsrooms called "church and state". Finally, both groups of people need to know that they work on products with high cultural impact and their responsibility cannot be transferred.

### **# 442: Content industries in a converging competitive space**

*Paola Dubini, Università Commerciale L. Bocconi; Elena Raviola, Università Commerciale L. Bocconi*

Cross media as well as consumer electronics industries' boundaries are becoming increasingly loose and a broader competitive space is emerging. This paper highlights its structural characteristics, in order to explain the nature of its ruggedness, and examines key players' roles. On the basis of secondary data and interviews, it argues that industry convergence and fit between industry specific and broader landscape will be driven by equipment manufacturers, currently offering a variety of multifunctional devices with a sufficient installed base at the international level to be able to shape the competitive landscape. Content producers will be affected by the lurching industry evolution towards convergence. This paper discusses implications of the new competitive landscape for content providers' competitive strategies, particularly by proposing a market segmentation logic driven by the expected shape of the competitive space.

### **# 459: Knowledge migration & Action research in Central & Eastern Europe: managing change in the National Radio of Bulgaria**

*Paul Iles, University of Teesside; Maurice Yolles, Liverpool John Moores University; Doug Haynes, Liverpool John Moores University*

ABSTRACT 'Transfer' of HRM knowledge has often taken place in the countries of Central and Eastern Europe (CCEE) to facilitate their transition to a market economy and modernise their management of people. The paper argues that knowledge diffusion is much more akin to 'translation' than 'transfer', as HRM knowledge is situated in specific contexts. The paper then develops a model of knowledge migration by building on viable systems theory (VST) perspective and applies this to a case study of an international HRD alliance to manage change in the National Radio of Bulgaria, developing an agenda for further research.

### **# 790: Collaboration between Video Gaming and Motion Picture Industry: Conversion of Games and Movies.**

*Ricarda B. Bouncken; Jörg Müller-Lietzkow*

The video gaming industry although experiencing high growth rates (at 5-10 % p.a.