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Content

JMM – Vol. 2 – No. 1 – 2000

Editors’ Note

Internet Newspapers: Are Some More Equal than Others?

Management of Core Resources: The Case of Media Enterprises

Interactive Television: A Model of Analysis of Business Economic Dynamics

The Resolution of Digital Television: How HDTV and Must-Carry Are Hindering The Return of the Analog Television Spectrum

Why Communications Management?

Calendar of Events

Impressum

Order Form
Dear Reader

Welcome to the spring issue 2000 of the JMM – The International Journal on Media Management. In this issue, the emphasis is placed on general questions in the field of media economics and new media management with a special focus on interactivity. We gratefully acknowledge all of the contributions we received. The outright peer reviewed articles focus on transition in the media industry’s different sectors and its new environment, settings and business models, all of which are required for this transition.

In his article, Enrique Dans looks at the development of internet newspapers and the consequences of paper-based newspapers of going online, e.g. different competitors, customers, and business models. He compares data from 15 Spanish newspapers and tries to identify factors that are responsible for the success of internet newspapers. The findings will be interesting for publishers trying to understand the new environment in their business.

The management of core resources in media enterprises is investigated by Frank Habann. In the new environment and market settings for media companies, knowledge concerning unique resources is becoming increasingly important. These core resources are proposed as the basis for an environment-orientated corporate strategy. The article aims to develop a systematic approach to the definition and management of these resources. Finally, his conceptual work is applied to the case of Bertelsmann AG.

Margherita Pagani writes about the journey from traditional broadcast TV to interactive television and its fundamental impact on the entire TV-business, such as modalities of consumption, production, and structures. Currently, the management of broadcasting companies faces diffuse strategic and managerial challenges arising from the potential of new media. The study analyzes the changing industrial structures and forms of competition by exploring the interaction between technological development, sector development, and economic implications for this business.

Hugh Carter Donahue, Cory Allen and Elena Larsen summarize current developments concerning digital TV in the U.S. from a legislative and legal perspective. They explore different scenarios through which the governmental bodies responsible for supervising the industry may implement their goals.

Markus Will looks at the communications management of companies. With the increasing importance of teamwork, the communication of a company’s strategy to its stakeholders becomes a success factor. In the challenging changing environment, different and new ways of managing the communication are needed. For this, different types of communication have to be distinguished, they have to be integrated and combined. He argues that as yet, there is no management discipline just for communications. Therefore, the article proposes a new discipline – communications management.

We hope that you enjoy our new issue and find its articles stimulating. If you are a researcher or practitioner in the field of (new) media economics and management and you would like to share your findings with experts, we would welcome your contribution to our journal for one of the forthcoming issues.

Beat F. Schmid
Peter Glotz
Peter Gomez
Dörte Wittig
Why Communications Management?

by Markus Will, Centre for Corporate Communications, mcm institute, University of St. Gallen, Switzerland

Abstract

Management has always been about communications. Business strategy in particular can only work, if implemented. Part of the process is communicating strategy to all company’s stakeholders. The more team-oriented a management style the more communications becomes a key success factor. By the same token, there has never been a management discipline for communications in its own right comparable to all the others that have developed over time: Neither Marketing nor HR nor even Finance were part of the original settings as, for example, laid out by Erich Gutenberg in the 1960s. All these “subs” were initiated by increasing specialisation of business administration and developed to mature disciplines.

This article will argue for yet another management discipline, communications management. The reasons are mainly twofold: on the one hand there are increasing needs on different types of communications even without the world-wide web (such as financial communications), which must be integrated in one holistic approach. And on the other hand there are increasing new challenges caused by the digital economy (such as customer related communications), which will have to be integrated in an even advanced holistic management approach. This article will combine both reasons, but mainly focus on the first aspect.

1. Introduction:

Companies have always been managing their communication’s requirements. Thus, have they followed a strategic communications management approach? The answer is: No! Out of the many distinguished authors who have dealt with communications in their management models or concepts, the article refers to both Ulrich (1970, 257ff.) and Bleicher (1999, S. 262ff.). Ulrich works with four management dimensions: material, social, value and communications. Bleicher describes the need for communicating political, constitutional and cultural norms of companies. Both, however, view communications more as a facilitating rather than an developing or designing tool.

This article applies to the following definition for communications management:

“Communications management describes an holistic approach to managing a company’s communications requirements with all external and internal targets and intermediaries. Targets and intermediaries are independent amongst themselves and interdependent with each other.”

In the context of the above definition, communications management is part of strategic management. As far as academic terms are being used, they either differ between the various sciences or within the business administration terminology. For purposes of clarity, three main terms must be distinguished: Communications Management as the strategic management function. Corporate Communications as the operative management function and Corporate Marketing or, as often also used, Corporate Branding as the strategic and/or operative management process. However, there are numerous reasons for why there has not yet been developed a holistic strategic management approach. There are two observations for that:

Firstly, communications management has never been a management discipline in its own right. In contrast, most communications aspects were handled in other areas such as marketing (for advertisement, brand management etc), human resources (for employee communications) or finance (for investor relations). Only, press and/or public affairs departments – often dubbed as Corporate Communications – are usually under the responsibility of the CEO and by this without any departmental interest.

Secondly, communications management has not been part of the strategic planning and controlling approaches and processes, early warning systems or strategic gap analysis. In contrast, most communications aspects were handled in strategy departments, and there was only few inter-relations with communications experts. Usually only after the strategy is finalised, the press department is included as a transmitter.

The first observation deals more with the aspect of further integration of all communications aspects into one management concept for the level of the corporation itself. The second of the two observations refers more to the holistic aspect of the concept as being part of the entire management concept of the corporation. In other words: If all communications aspects are seamlessly integrated, there is still additional need to them for developing new business strategies in, for example, additional early warning systems.

Besides these observations, there are a number of developments, why these
models should be extended by an independent, however holistic communications management:

Firstly, the globalisation of communications topics: Practical observations demonstrate crystal clear that companies have to deal with more and more global topics, such as Investor Relations or Employee Communications.

Secondly, the fragmentation of communications targets: Again, practical observations show that almost any type of industry sector is affected by more fragmented target groups, such as tailor made Life style Communications as part of the assistance on the customer side or Political Communications vis-a-vis the increasing power of the Non Governmental Organisations (NGO).

Thirdly, the digitisation of communications channels: Once again, practical observations illustrate that not only content matters, but also media (i.e. channels). Business TV and the convergence with Internet as well as Intranet options will develop an entirely new field for communications management.

While the first two reasons are more content driven challenges, the latter is entirely media driven. Thus, both have to be managed simultaneously as well as interdependently.

Figure one and the adjunct example illustrate the key objective for communications management: Linking corporate strategy to corporate brand and managing feedback.

As an example one could take Employee Share Ownership programs: If companies continue to increase using shares as a significant part of annual salaries, management must explain in great detail, what the corporate business strategy is all about. Thus, feedback from employees as investors will show, whether or not they believe in the strategy. A corporate brand has many constituencies, however, in this particular case, it is important to track, whether the corporate culture (measured by internal identity and external image surveys) match the investor culture (measured by market capitalisation and/or flotations and/or volatility).

The following chapters will deal with three sections: description of targets and intermediaries for communications management (II), organisation of communications management (III), and a model for communications management (IV). In all chapters it will be referred simultaneously to integrative and holistic as well as to content and media aspects.

II. Targets and Intermediaries

Targets and intermediaries are both terms with a connotation in a pre-digital environment and a more uni-lateral dimension for communications. Thus, these terms must be connected to the concept of communities, which is a term with a connotation in the digital environment and a bi- or even multi-lateral dimension. In order to combine targets and intermediaries with the concept of communities, one must understand that targets and intermediaries could either be or be part of communities (for example the community of interest in shares of a company).

It is, however, important to note, that even if targets are communities or part of them, they are still in the direct interest for the company. And even if Intermediaries are communities or part of them, they only remain in indirect interest for the company. However, the latter have direct influence on the targets and therefore must be taken into consideration by companies.

And both holistic approach and digitisation will even increase convergence between these two types of communities. For clarity, targets and intermediaries are described separately and then the aspects of convergence.

a) Targets

The most important target communities are: customers, deliverer, employees, politicians, society and shareholders. These six main targets are communities in a permanent sense. Every single company has a customer base on the distribution side, needs deliverer on the supply side, requires employees for both production and/or services, keeps contact to specific political decision makers, must communicate both locally and nationally with society multipliers and finally develops relationships with institutional and private investors. Obviously, target communities could change through, for example, migration of existing and potential customers, shareholders or employees. The constitution, however, remains unchanged, since these communities follow their objectives with the company as the constituting principle.

![Figure 1: Linking strategy to brand and managing feedback](image-url)
Interest groups in the public choice meaning such as trade unions or NGO’s are target communities in a more latent sense. All these groups do only represent interests of main target communities as, for example, unions in relation to employees. Obviously, these groups are of latent interest for communications management, since they do communicate with companies only by specific interest such as labour issues or environmental issues. It is evident that these communities follow their specific interests as the constituting principle.

The distinction between permanent and latent target communities is important for two reasons:

- The content: it is easy to see that the content of information differs significantly between permanent and latent target communities. Take wage negotiations as an example. The unions’ and the employees’ objectives are certainly different. While the first focuses on at least regional or national economic situations, the latter will solely look at the company’s economic situation.

- The other distinction is the media: with new media empowering the direct relationships between companies (as sender) and target communities (as recipient) some of the interest groups will either lose power vis-à-vis their members or change their attitude. Take trade unions again. If companies have better opportunities to communicate directly and two-way with their employees during wage negotiations, the challenges on both sides become obvious.

Figure two provides a categorisation of different types of potential target communities.

b) Intermediaries

Intermediaries are communities with indirect interest for the company. The most important one are: analysts, journalists and lobbyists. Similar to the above, every single company has intermediary communities: analysts for the capital markets, journalists for general opinion markets and lobbyists for the political markets. Though the company has only indirect interest in these communities, their individual power is significant.

The reasons are again twofold:

- One is again content: These communities are gatekeeper and agenda setter as well as opinion leader with their specific targets such as analysts with shareholders in the capital markets.

- The other reason is intradependence: More and more, analysts and lobbyists exchange views and opinions with journalists. Therefore, any significant information is brought to the general public.

Figure three provides a categorisation of different types of potential intermediary communities.

c) Convergence of target and intermediary communities

In a digital environment it seems obvious that target and intermediary communities can converge. In this case, the concept of communities is changing communications management, since if the two are parts of one community, one can not communicate separately with them anymore. Here, original communications concepts and subse-
III. Organisation

It seems obvious that the digitisation of channels, i.e., through new media, will have significant influence on the relationship with the intermediary communities as well as on the constitution of target communities. The organisation of communications management must take all aspects into consideration: (i) the constitution of permanent and latent target communities and dependencies with intermediary communities as well as (ii) the convergence of content and media for communications management.

Under these circumstances, a situation is not unlikely that all these communities might converge into even one community of interest, if the topic is relevant. In this particular case, content and media converge completely. This might be most likely in situations of crises communications. More general situations could always occur, if projects have significant public relevance: It could be a business issue such as a merger or acquisition takeover case, a political issue such as compensation for forced labour in Nazi-Germany or a financial case such as listing of shares at the New York Stock Exchange and the relevant filings at the Securities Exchange Commission.

In these cases, the organisation for communications management must reflect both original content and converged content. The communications organisation model will reflect both content aspects, which will be demonstrated by converged communities.

a) original content

In total, there are seven communications instruments (figure four), which can be clustered into three different types of communications instruments, which must be mirrored by the organisation: the relationship management with the intermediary communities, i.e., analysts, journalists and lobbyists; the market communications by corporate advertising, corporate sponsoring and corporate design; the employee communications with the employees. (figure five upper part). Additionally, companies must have an online communications, which should contain internet and intranet and should at least have interfaces to specific extranets (figure five middle part).

The latter is very important, since on one the hand extranets could be designed for journalists or so, on the other hand extranets with customers should have interfaces with parts of the intranet. Practical observations however show that companies do in principle have online communications, but keep it usually separated: the internet in the external communications in the press or the advertising department, the intranet in the employee communications and the extranets with some customer related communications.

On the level of original content companies must offer both off- and online communications. The implications to convergence will be discussed on chapter III. c)

There are six main target communities and three intermediary communities, which were identified to be relevant for communications management (figure five lower part). These communities must be matched with at least one, usually more than one of the instruments (figure five in total).

What is content in this context? Following figure one it is everything related to communicate the corporate strategy, i.e., corporate culture, corporate success, corporate controlling and planning. In order to transfer these three main content aspects into the corporate brand, one must use the entire range from, for example, earnings statements, product innovations, employee compensation, career opportunities, competitive advantages or good citizenship. The way this is being done is through, for ex-

Firstly, the No: Some aspects of content will remain absolutely the same, in particular if the recipients are relatively small and permanent communities. For example, any communications between the companies and their specific government will remain unchanged.

Secondly, the Yes: Some aspects of content will probably change significantly caused by the convergence of media, in particular if the recipients are relatively large and latent communities. For example, any communications between the company and the society or sub-communities of society will change dramatically – likely to be caused by some NGO’s.

If an NGO in the environmental business initiates a campaign against a company through the internet, both content and community will likely get out of control. It seems that classic crisis management example would not work anymore. The company might be confronted with customers or so from any region in the world, if the NGO put the internet link to the company on the net.

Thirdly, the Yes and No: There is, however, a third aspect to the question, which is neither yes nor no: It derives directly from the NGO-example. If an NGO stimulates a campaign against a company and the issue turns into an hot political topic, the communication process between the company and specific governments will certainly be affected.
ample, press conferences, shareholder meetings, sponsored events (such as World Cup), external and internal conferences etc. The list of topics and instruments could easily be enlarged, but the key success factor is that all come back to the corporate strategy.

b) converged content

It was described earlier on that content might be affected by convergence of target and/or intermediary communities. The convergence is obviously caused mainly by the convergence of media, i.e. channels. The key question is, whether the convergence of media will cause convergence of content? The answer, as laid out in chapter II. c, was Yes and No! Thus, even if only some content does change, the organisation must reflect the evolution.

What does change? Let’s take financial communications as an example, before designing the organisation:

- The driving force is advanced financial communications is transparency, caused by the anglo-saxon dominated financial reporting philosophy, which drives the international capital markets.
- Transparency means more and timely information about the financial constitution of a company. So far this has almost nothing to do with technological innovation, despite the fact that better IT-systems obviously enable better, faster and more numbers out of controlling systems.
- Recipients or in other words targets of financial information are shareholders (for the equity-side) and lenders (for the debt-equity-ratio). If one stays with the equity-side, there are large institutional investors such as pension funds and small private investors.
- Before the world-wide web institutional shareholder received their information either directly from the investor relations department or through their own sell-side analysts and private shareholder received their information through banks and their buy-side analysts.
- For the companies point of view, the communicative relationship with the institutional shareholder will not have significant changes on the content side through the world-wide web. The institutional shareholder still wants to have personal access to the IR-department and/or he management. In their context new media will speed up information requirements and enlarge the quantity of information available, but will not change the content qualitatively. The only problem for institutional shareholder is to create portals, which will manage the information flow.
- The communicative relationship with the private shareholder, however, will be changed significantly by new media. For three reasons: for one, banks will be desintermediated out of the communications process, since any private shareholders can get their information themselves. For another, private shareholders want to communicate directly with companies via the internet and email. And, the private shareholder base will become global, since with e-trade it does not really matter, where shareholders and companies are located. Here, companies have at
least two problems to solve: one is feedback systems to small private shareholders, which could be organised through intelligent reply avatars. The other is stability or volatility. This is the much bigger problem, since it involves knowledge about the private shareholder community.

Finally, the challenges with the private shareholders could obviously flow over to the relations with institutionalists, in particular, if they voice concern, establish a latent community of interest and even get analysts and journalists participating in these communities of interest.

It seems that on one hand the original content, facilitated through various topics and instruments, is affected by the convergence of media. Converged content seems to be a result of the convergence of media. On the other hand, it also seems that the convergence of media could result in converged communities.

c) converged communities

The financial communications example exemplifies that original and converged content and media must be analysed separately. Converged communities are always latent in their constituting process, and they are always a combination of at least two of the three types of communities – permanent or latent target communities and/or intermediary communities, which are mainly latent in their constitution.

For the organisation of communications management, it requires an approach, which is no longer target, but community designed. For the time being, however, the organisation must apply to both traditional target and intermediary groups and converged target and intermediary communities. The following organisation chart allows both (figure six).

IV. Model

The final chapter deals with a model for communications management. As discussed it is very important to analysing separately the different original communities and their specific content. In an second step one should reflect potential level of converged communities and content, caused by new media.

The key objective, as proposed in chapter one and figure one, is to linking corporate strategy to corporate brand and managing feedback systems. Reflecting chapters two and three, the basic causality needs two extensions.

Figure seven analyses the information flow via the original target and intermediary communities (phase one) and shows the intra- and interdependences between them (phase two). Additionally, the figure shows the opportunities for convergency (phase three). Figure eight extends the previous figure by taking the other instruments into consideration (phase two) and by that opens more options for content convergence (phases three to five).

The communications management model in figure eight is an excellent opportunity to summarise the article:

Phase one shows that Communications management should be an integrated part of the holistic strategic management concept, which determines the corporate strategy. The following phases will actually show, what the additional added value of this particular integration would offer.

Phase two exemplifies that the corporate strategy must be transferred into an corporate communications strategy. It requires both resources and content. In this phase it becomes already clear, how important the employees are. It is the only main original target community, to which the company has direct first access. In terms of the various powers within potential converged communities, the employees are key to success.

Phase three opens the first of three control, feedback and early warning opportunities. In direct contacts the communications specialists within a company can check, whether either the corporate strategy is under-
stood or not by the intermediary communities and/or the employees or the strategy is understood, but not believed. In both cases communications management can feedback these information into the strategic management process.

- Phase four analysis the key positions of employees and journalists within these communities. In particular in converged communities these will be the opinion leader. While the feedback in phase three was direct and personal, the feedback here could be much more empirical. Both screening and monitoring news and comments in the press could be of significant help for the management process. And on the internal side one could use surveys etc.

- Phase five relates to all target communities and opens another field for feedback systems. In the end it is their views which determine the corporate brand — through corporate image and identity, market perception and valuation and/or customer satisfaction.

- Phase six is the final opportunity to discovering whether the corporate strategy is reflected in the corporate brand.

It is obvious that convergence of media will speed up the process significantly. But is also clear that the constituencies must be analysed separately.

**V. Prospects**

This article opened with the rhetoric question: why communications management? The argumentation demonstrated significant need for a new management discipline communications management. It was illustrated that only globalisation and fragmentation alone would require new management skills and organisations for companies communications. Additionally, the digitisation will put further pressure on communications management. It is the media, the channel that will change communities.

Further research should to be undertaken in three research fields:

- Firstly, the constituting principles or communications community building: The model in figure eight opens excellent opportunities to single out the different roles of permanent and latent target communities as well as intermediary communities. It was described that in particular the role of journalists and employees should be studied in more detail. If a communities are converging, what will be the impetus and initiation and who are the driving forces.

- Secondly, the added value of communications management for the strategic management process: The model in figure eight also showed that communications management could provide more and additional information (via various feedback systems) to the strategic planning and controlling process. It would be of great impact to undertake some empirical studies on this particular aspect.

- Thirdly, the balance of new and old media in and for the communications process: The article made clear that various aspects of the communications process remain unchanged even in the world of multimedia. Thus, what is the appropriate balance between the two? And how might new media change the original communications process perhaps in further iterations?

Finally, it became clear that this research field communications management should be taken up by all three relevant sciences: communications and economic science as well as technological science.
Notes

1 I am very grateful to comments by my colleagues in the centre for corporate communications at the mcm institute Sabine Einwiller, Victor Porak and, in particular to Ulrike Geissler, who devoted significant commitment to an earlier version used for the classes with students.

2 Communications Management is not defined in academic business context. References could be made to definitions developed in communications science (see for example: Noelle-Neumann/Schulz/Wilke [1997]) or mainly to marketing (See for example Bruhn [1997]). Only Hahn (1992) offers a first approach to integrating public relations into his Controlling-system. The closest definitions the author’s approach are either to be found in the reputation management literature (Fombrun/Van Riel [1997]), who stress the aspect more to the reputation management) or in articles about corporate communications (see for example Argenti [1998]).

3 The difference between these three definitions is simple: While communications management describes the normative and strategic management function, which helps developing and designing strategies, corporate communications applies to the operative execution of the function. It is similar to the difference between personal management and the HR-department. Finally, the communications process is often described by the term corporate marketing or corporate branding. See Will (1999).

4 This article refers to the community-approach by Schmid/Lechner (1999). It is part of the media communications management institute (mcm institute) at the University of St. Gallen, Switzerland. Prior to joining the mcm institute, Markus Will was Global Head of Corporate Communications at Deutsche Morgan Grenfell. He also worked for Merrill Lynch and started his business career as a financial journalist.

References


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### Calendar of Events

#### May
- **05/18/2000 - 05/20/2000**
  - 4th International Conference on CORPORATE REPUTATION, IDENTITY, AND COMPETITIVENESS
  - Copenhagen, Denmark
  - http://www.reputation.cbs.dk/

#### June
- **06/11/2000 - 06/13/2000**
  - GLOBAL INFORMATION TECHNOLOGY MANAGEMENT (GITM) WORLD CONFERENCE
  - Memphis, Tennessee, U.S.A.
  - http://www.people.memphis.edu/~globalit/
- **06/19/2000 - 06/21/2000**
  - 13th Bled Electronic Commerce Conference
    - “ELECTRONIC COMMERCE: THE END OF THE BEGINNING”
    - Bled, Slovenia
    - http://ecom.fovrref.uni-mb.si/ECOMHome.nsf
- **06/26/2000 - 06/30/2000**
  - Broadband Year 2000
  - San Jose, U.S.A.
  - http://www.broadbandyear.com/bbcallforpresentations.htm
- **06/28/2000 - 07/01/2000**
  - INTERNATIONAL JOSEPH A. SCHUMPETER SOCIETY
    - 8th ISS Conference
    - Manchester, UK
    - http://nt2.ec.man.ac.uk/cric/schumpeter/cfp.htm

#### July
- **07/03/2000 - 07/05/2000**
  - Vienna, Austria
- **07/08/2000 - 07/11/2000**
  - ASAC-IFSAM 2000
    - JOINT CONFERENCE
    - Montreal, Canada
- **07/16/2000 - 07/19/2000**
  - Knowledge Management beyond the Hype: Looking towards the new Millenium, (KMAC 2000)
  - Birmingham, UK
- **07/18/2000 - 07/21/2000**
  - INET 2000 – The Internet Global Summit
  - Yokohama, Japan

#### August
- **08/10/2000 - 08/13/2000**
  - Long Beach, CA, U.S.A.

#### September
- **09/06/2000 - 09/08/2000**
  - CoopIS’2000:
    - Fifth IFCIS International Conference on Cooperative Information Systems
    - Eilat, Israel

#### October
- **10/15/2000 - 10/18/2000**
  - SMS 20th Annual International Conference, Strategic Management Society Annual Conference 2000
  - Vancouver (British Columbia), Canada
  - http://www.smsweb.org/Pages/Frames/00/00main.html
- **10/30/2000 - 11/04/2000**
  - WebNet 2000:
    - 5th annual World Conference on the WWW and Internet
    - San Antonio, Texas, U.S.A.
    - http://www.aace.org/conf/webnet/
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The journal will observe the following issues closely

Strategic, managerial and organizational aspects of the media sector and the media industry
Economics of traditional and new media
Evolution of the media industry and media industry segments
Technology, infrastructure, user behavior related to the changes in the media sector
Effects of new media on economy, society, politics, law and culture

Our goal is the close analysis of new industry structures, organizational forms, and critical competencies developing as a result of reconfigurations in the media value chain. We want to bring together academics and industry figures to explore the transition from „classic“ to „new“ media and identify the factors, which will determine organizational success and economic efforts in a fast changing and converging environment.

We are interested in receiving your submission to the JMM. Articles, which deal with one of the above issues, are more than welcome.

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    - Bled, Slovenia
    - http://ecom.fowref.uni-mb.si/ECOMHome.nsf

- **6/26/2000 - 6/30/2000**
  - Broadband Year 2000
    - San Jose, U.S.A.
    - http://www.broadbandyear.com/bbcallforpresentations.htm

- **6/28/2000 - 7/01/2000**
  - INTERNATIONAL JOSEPH A. SCHUMPETER SOCIETY
    - 8th ISS Conference
    - Manchester, UK
    - http://nt2.ec.man.ac.uk/cric/schumpeter/cfp.htm

### July
- **7/03/2000 - 7/05/2000**
    - Vienna, Austria

  - ASAC-IFSAM 2000 JOINT CONFERENCE
    - Montreal, Canada

- **7/16/2000 - 7/19/2000**
  - Knowledge Management beyond the Hype: Looking towards the new Millenium, (KMCA 2000)
    - Birmingham, UK

- **7/18/2000 - 7/21/2000**
  - INET 2000 – The Internet Global Summit
    - Yokohama, Japan

### August
- **8/10/2000 - 8/13/2000**
    - Long Beach, CA, U.S.A.

### September
- **9/06/2000 - 9/08/2000**
  - CoopIS’2000:
    - Fifth IFIS International Conference on Cooperative Information Systems
    - Eilat, Israel

### October
- **10/15/2000 - 10/18/2000**
  - SMS 20th Annual International Conference, Strategic Management Society Annual Conference 2000
    - Vancouver (British Columbia), Canada
    - http://www.smsweb.org/Pages/frames/00/00main.html

- **10/30/2000 - 11/04/2000**
  - WebNet 2000: 5th annual World Conference on the WWW and Internet
    - San Antonio, Texas, U.S.A.
    - http://www.aace.org/conf/webnet/
JMM – The International Journal on Media Management

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- Evolution of the media industry and media industry segments
- Technology, infrastructure, user behavior related to the changes in the media sector
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