



8381 – MEDIA INDUSTRIES DISTRIBUTION SYSTEMS

COURSE SCHEDULE A.Y. 2009-2010

Class 31

Teachers

The faculty of the course is: Paola Dubini, Alfio Bastiancich, Carlo Alberto Carnevale-Maffè, Paolo Prestinari. Guest and lecturers will be invited for specific sessions.

Time Schedule

Date	Hours	Room
Monday	8.45/10.15	N39
Tuesday	14.30/17.45	N39
Thursday	14.30/16.00	N39

For the daily timetable and changes, please check the planning above or the web site ([Quick Reference for](#) > [Current Students](#) > [Timetables, Calendars and Rooms](#) > [Class timetable](#) > [Courses in numerical order](#))

Course Description and Objectives:

Content industries are undergoing structural changes driven by technological innovations as well as customer behaviour. Three major effects are relevant for the purposes of this course:

- convergence of once separate competitive spaces;
- explosion of distribution channels;
- entrepreneurial ferment.

The course is about the evolution of content industries in a converging world, with an emphasis on the role of distribution channels in scouting and promoting new artists as well as established players.

The goals of the course are:

- to discuss the specificity of content industries and the different drivers of competitive advantage for producers and distributors in mass and niche markets;
- to analyze the issue of convergence and the implications for new and traditional players in content industries;
- to discuss the possibilities offered by the explosion of distribution channels to content diffusion.
- to assess the sustainability of emerging business models

Structure

The program is logically organized into four parts, partially overlapping from a temporal viewpoint:

- part 1: content production and distribution in mass and niche markets. In this section, we will explore the specificity of content production and distribution, as organized traditionally in separate industries, that have been converging as a consequence of digitisation. Moreover, the different economic logics underlying the management of mass and niche products will be examined, particularly from the point of view of traditional players. In many content industries, digitization and convergence have determined a reduction of market size and a threat to traditional rents, and have driven strategic changes for incumbents, which will be taken into consideration. This module will be under the responsibility of Prof Paola Dubini
- part 2: Past, present and future of animated content. Across different content industries, the relative importance of genres and the boundaries of each genre keep changing, as an effect of consumers' tastes evolution, of the emergence of best selling phenomena, and of the behaviour of specific companies. Since the pioneering work of Walt Disney, animation has been playing a key role in the entertainment segment for children and families in the movie theatres, home video and TV segments. In recent years, technological innovation, the diffusion of videogames, the use of animation to tackle serious issues, have all contributed to a partial repositioning of the genre. Moreover, the emergence of thematic TV channels opens markets for animated content. This section will examine the specific managerial challenges of this segment, from a production, distribution, economic and legal point of view. Dr. Bastiancich will be responsible for this part.
- part 3: new business models and their sustainability; the explosion of content distribution channels, the shift from product to service to solution provider of some key players worldwide, the entrepreneurial ferment taking place in content and advertising production and distribution has determined the diffusion of a variety of new business models for content production and diffusion. This module will be coordinated by Prof. Carnevale-Maffé and will discuss the characteristics of emerging competitive arenas and the conditions for sustainability of different business models.
- part 4: your project: organizing a multimedia content solution; As convergence is spreading (in terms of availability of broadband and software platforms storing, managing and diffusing content in different formats, performance of devices, awareness and literacy of end users, production and distribution cost of content), the conditions are created for truly multimedia services and solutions to be developed. This requires the development and the availability of a variety of skills and competences and the ability to understand and even master a variety of "languages". In your project, you will be exposed to the challenges and opportunities of multimedia content production. Dr. Prestinari will be responsible for this section of the course.

Course Material:

Attending students

- Reading package with cases and copyrighted material available at EGEA bookstore.
- Links to materials available on the web listed in the detailed program.
- All students enrolled in class will receive extra material under creative common licence via mail.

Non - Attending students

- Reading package with cases and copyrighted material available at EGEA bookstore.
- Links to materials available on the web listed in the detailed program.

Detailed Description of Assessment Methods

The course provides 12 credits. Attendance is not compulsory, but is warmly recommended, as the program will be highly interactive.

Attending students

Students attending the course will be required to demonstrate their ability to analyse specific issues as well as to synthesize complex issues using several communication tools and working alone and in groups. For students attending the course, the final grade will be formed as follows:

- Mid term exam. This will be an essay based on the lectures, readings and testimonials related to part 1 and 2 of the program. The essay will be graded by Prof. Dubini and will account for 25% of the total grade. To prepare for the midterm, you should focus on the business logic of content industries and on the incumbents' point of view
- Final written exam. This will be an essay based on the lectures, readings and testimonials related to part 3 of the program. The essay will be graded by Prof. Carnevale and will account for 25% of the total grade. To prepare for the final, you should focus on the sustainability of new and old business models in the age of web 2.0.
- Multimedia group project. Each student will be assigned to one group during session 2 of the program. Groups will work on projects during the whole semester, will present their results on the last sessions of class, and will have until the date of the exam to prepare a one page wrap up document on the project. Multimedia projects will account 40% of the total grade and will be assessed both by faculty and peers. The outputs that will be assessed are the presentation of the plan, and the actual project as of week of Dec 1st.

Class participation 10%. Coming to class without providing active contribution will not be considered as class participation, but mere presence. Class participation will be assessed by the faculty.

Non - Attending students

For students not attending the course, the final grade will be formed as follows:

- Final written exam. This will be an essay based on the readings and cases presented in the program. It will account 100% of the total grade and will be assessed by faculty.

Detailed Program

<i>Date Hour</i>	<i>Topic</i>	<i>Teacher</i>	<i>Reference</i>
14-9	Course introduction. Specificity of creative industries – the traditional industry chain in content industries – the role of advertising. The problem of industry and segment boundaries	Dubini	Bourdieu Parolini value net
15.9	Mass and niche: two different business logics The power of charts	Dubini	Benghozi Benhamou Dubini Raviola Anand peterson
15.9	Projects launch – presentation of projects, goals - timeline – group formation – rules of the game	Dubini	
17.9	Playing on double markets (videogames, scholarly publishing, magazines and newspapers)	Dubini	Rochet Tirole Dubini Giglia
21.9	Developing a multimedia project: developing the idea and the editorial plan	Prestinari	
22.9	Distribution channels in the traditional industries: 1000 channels for 1000 products The new titles vs catalogue dilemma	Dubini	Benghozi
22.9	Developing a multimedia project: the importance of the technological platform.	Prestinari	
28.9	Developing a multimedia projects: different formats for different purposes	Prestinari	
28.9	The evolution of advertising	Dubini	http://www.stateofthedia.org/2008/narrative_special_advertising.php?media=13
29.9	Artificial scarcity and reputation: the disruptive power of technology and commoditization	Dubini	Hesmondhalgh introduction Tripsas
29.9	Traditional media reaction: diversification and differentiation	Dubini	http://www.stateofthedia.org/2008/narrative_special_newsroom.php?cat=2&media=13 http://www.washingtonpost.com/wp-dyn/content/article/2009/07/30/AR2009073000555.html
1.10	The redefinition of the journalist job	Dubini	
2.10	Different channels: external and internal competition	Nuccio	Caso HBS: Netflix
5.10	Project work	Nuccio	
6.10	Digital distribution of content: different players for different channels for different IP regimes	Nuccio	
6.10	Project work	Nuccio	
8.10	Projects and assignments check point	Nuccio	
12.10	Developing a multimedia projects: the feasibility assessment	Prestinari	
12.10	Project work	Nuccio	
13.10	Animation vs Live Action.	Bastiancich	
13.10	Before the Mouse there was a Cat.	Bastiancich	The starting of the industry
13.10	Animation is a serious business!	Bastiancich	Producing for the global market www.awn.com
15.10	Getting global	Dubini	Caso HBS: BBC Worldwide
19.10	Different players: internet strategies and the P2P challenge	Nuccio	Caso HBS: Peer-to-Peer File Sharing and the Market for Digital Information Goods
20.10	Animation as a multimedia language:	Bastiancich	artistic, economic and legal aspects Industry reports: www.screendigest.com per caso Bocconi è abbonata?
20.10	Lastrego & Testa Multimedia	Bastiancich	Case history: www.lastregotesta.it

22.10	Industry contamination: videogames and music	Dubini	Testimonianza: Electronic Arts ? Go to ISFE website for studies on the industry and gamers http://www.isfe-eu.org/index.php?PHPSESSID=o91kouq67s60vops4sj1bq2af2&amp;oidit=T001:662b16536388a7260921599321365911
2.11	Editorial plan presentation	Dubini Prestinari	-
3.11	The evolution of distribution channels: the home video case – Stefano Scauri Warner	Dubini	
3.11	Convergence 2.0: economic foundations of the crossing of TLC, media and ICT markets	Carnevale	
5.11	Complementarity, standardization, interoperability, bundling	Carnevale	
9.11	Modelling the convergent markets: from value chains to value networks Case: Skype & e-Bay	Carnevale	
10.11	Industry structure, business models, specialisation and layering, integration and internationalisation	Carnevale	
10.11	Groups meetings	Nuccio	
12.11	Groups meetings	Dubini	
16.11	Groups meetings	Dubini	
17.11	Groups meetings	Dubini	
17.11	The economics of human attention (2) and the related markets	Carnevale	
19.11	Evolution of social networks and impact on business models	Carnevale	
23.11	The role of User Generated Content	Carnevale	
24.11	Discussion: MySpace	Carnevale	
24.11	Group checkpoint	Dubini	
26.11	IPTV and the challenge of new business model: from YouTube to Joost	Carnevale	
30.11	From product offering to “platform strategy”. The battle among the giants: Microsoft/Linux/Apple and Sony/Toshiba/Philips	Carnevale	
1.12	Nokia OVI, Apple iPhone and Google Android: the global quest for Internet on mobile	Carnevale	
1.12	Project presentation	Dubini Prestinari Nuccio	- -
3.12	Project presentation	Dubini Prestinari Nuccio	- -
10.12	Course wrap up	Dubini	

Project 1 and 2: the future of news production and distribution: reconfiguring the value net. (Paola Dubini)

The news segment is undergoing a deep change. News production is very expensive and traditional news producers and distributors (newspapers and broadcasters) are facing a decline in both circulation and advertising. Citizen journalism and other forms of UGC news creation have proven popular and successful in specific contexts (the Iran protests, the Abruzzo earthquake) using different digital distribution channels to distribute news (Twitter, Youtube, broadcasters and newspapers...), but their sustainability is based on voluntary work. Google news and other aggregators have succeeded in disintermediating traditional content distributors and in gathering

advertising. Diffusion of devices to gather news (cell and smartphones, Kindle, iPhone and the like) make us wonder on how news will be produced and distributed in a sustainable way and who are going to be the key players involved (News agencies? Newspapers? Google? Amazon? Apple? TLC players?...). As news agencies and newspapers are struggling to cope with a dramatic change, new offerings are popping up.

What is specific about this project:

With this project you'll be exposed to the managerial challenges of setting the boundaries of something new. We are in exploratory mode for a very important issue in economic and social terms. Your challenge is to make sure you define the boundaries of our work so as to be broad enough but deep enough.

Your output:

- a multimedia presentation on your understanding of the sustainable future of news production and distribution. You have to decide which point of view you want to take. (G1)
- a multimedia presentation on the alternative offerings of news currently available on the market (G2)
- a digital archive of the materials, links, you have gathered to prepare your presentation

Who can help:

- books, academic articles (check the Journal of media business studies, the Journal of cultural economics, the Journal of media economics and Google scholar), think tanks on democracy and media (Fondazione Rosselli, Fondazione Einaudi, Ocse, Pew, Brookings institute ...)
- newspapers and news agencies associations worldwide
- A group of your colleagues has started working on the issue (Sara Rieffser-Monti, Federico Vigano', Paolo Baroni) for their dissertation
- Paesechevai on Youtube gathers examples of hyperlocal TVs, some of them with a citizen journalism intent
- Some blogs are dealing with the issue of the future of journalism (you find a list on www.giovaniadulti.it)
- Elena Raviola (elena.raviola@unibocconi.it) is writing her PhD dissertation on the transformation of traditional newspapers.
- C6 is a digital TV active in Milano.

Project 3: young adults and information. (Massimiliano Nuccio)

In recent years, the way we gather, validate and share opinions and information has changed dramatically as a consequence of digitization and the multiplication of intermediaries between news and information redundancy. Young adults are an interesting social group to study how we form our opinions in the age of web 2.0, as they are the first generation of digital natives, who have used and accessed digital sources of information without the mediation of adults and traditional gatekeepers.

What is specific about this project:

this is a project dealing with management as well as sociology. You are expected to explore a literature that you may not be familiar with, and drive from previous research on the topic to reflect upon the impact that decontextualisation of content from the medium has on validation of information source on the one hand and on the reputation of content providers on the other.

Your output:

- a multimedia presentation on what is “good” information and the mechanisms put in place by different intermediaries to offer “good” information
- a questionnaire to be distributed to a group of young adults and a group of journalists on what are the requisites of a reliable source of information.
- an editorial plan on how to modify the website www.giovaniadulti.it to accommodate this research project

Who can help:

The website www.giovaniadulti.it gathers the output of some research projects that have already been developed with your colleagues last year

Your colleagues who worked on the project last year can explain to you the logic and the tricks used to develop the blog

Roberto Corciulo wrote his dissertation last year on this topic and the literature review is a good starting point

Project 4: mums and information. Mums are major decision makers as far as family purchasing decisions are concerned and are very conscious about the fact that they are the target of increasingly sophisticated multimedia advertising campaign. As web 2.0 changes the rules of the game of content production and distribution, advertisers too have to gradually evolve and take advantage of interactive opportunities. (Mario Campana)

What is specific about this project:

This project requires you to increase familiarity with literature on marketing and on decision making processes and to gather evidence of innovative advertising campaigns targeted to mums and to families, and of the changes in consumption patterns and decision making processes about purchasing within families

Your output:

- a multimedia presentation on consumer spending within the family and how mums make decisions about purchasing
- a digital archive of the materials, links, you have gathered to prepare your presentation

Who can help:

- the website www.infomamme.wordpress.com gathers the output of research projects already carried on mums and their relationship with media

- advertising age gathers articles on the evolution of advertising; it is for free but you have to subscribe

- Ocse has published in 2009 a report on time allocation of individuals across different activities

- Mario Campana is probably the biggest expert on earth on mummy bloggers and can recommend a few websites

Project 5: digital content distribution channels (Massimiliano Nuccio)

Distribution of digital content is often associated with P2P applications; in recent years, different websites have emerged offering legal distribution of digital content, associated with a variety of intellectual property regimes. As part of a EU funded project, ASK has carried out a research project on different platforms for the legal distribution of digital content you can refer to as a source of website addresses.

What is specific about this project:

This is a project that requires to leverage on your knowledge of intellectual property regimes, strategy and marketing, and to dig into a list of website to analyse the positioning of different players in an emerging competitive space

Your output:

- a multimedia presentation on the different positioning of different models for the distribution of a specific type of content (music, videogames, movies...) and the conditions for their sustainability.
- a video to promote legal consumption of digital content

Who can help:

- Depending on your choice of content type you want to analyse, Massimiliano Nuccio will provide the list of websites to be analysed
- I will give you a bibliography on legal and illegal consumption of content.

Project 6: promoting and distributing short animation programs. (Ilaria Morganti)

As the web is increasingly becoming a channel to promote and distribute digital content, new formats have emerged and are finding their way to become sustainable ventures.

What is specific about this project:

In the animation art, as well as in the industry. the short film is a traditional format starting to the Twenties of the last Century. The first international festival of animated films was established in Annecy (France) in 1965. Today there are almost twenty annual festivals around the world devoted to experimental and narrative animated shorts. This huge number films produced during the years is still today without a market.

Your output:

Your task is to map new formats for animation projects and how they are promoted and distributed offline and online.

Who can help:

Alfio Bastiancich will give you information and material concerning the distribution of animated shorts in the traditional (cinema, television, home-video) and in the new platforms.

Office hours

Office hours are available at ([Quick Reference for > Current Students > Timetables, Calendars and Rooms > Student consultation hours > List of teachers and researchers](#)).

Office hours could vary: please check on the website.

Segreteria Marketing

Via Roentgen, 1

Tel. 02.5836.6806-3704-3694