Entertainment and Media Industries: Building Digital Strategy*

Summer Semester – 2021

Course number: **1231393201**

Section	Day	Hour	Exam date	Lecturer	Email	Telephone
01				Kenneth Krushel	kkrushel@outlook.com	

Class meeting time 17:15 – 20:45 (See course outline below for class dates)

Office Hours: flexible, according to student and instructor schedules. WhatsApp and/or Zoom "office meetings" will be available to students.

Course Units

1 course unit = 4 ECTS units

The ECTS (European Credit Transfer and Accumulation System) is a framework defined by the European Commission to allow for unified recognition of student academic achievements from different countries.

Course Description

The course is designed to provide a working understanding of how digital technology has challenged the **entertainment and media industries fundamental business strategies,** and consequently the ways in which "value creation" have altered. We study how these industries are not only upended by digital technology and "category breakers", but by reliance on legacy "best practices" – strategies successful in the past, yet increasingly proving flawed if not altogether broken. In an era where digital innovation redefines entertainment and media, does strategy require subtle recalibration or wholesale reinvention?

Students will analyze how widely accepted strategic planning and business development conventions often lead companies astray, inhibiting even "successful" companies from introducing effective strategies when faced with unanticipated competition and redefined relationships with the consumer.

We will explore sweeping trends affecting entertainment and media, for example: AR and VR, A.I., platform economy dynamics, supply chain and value creation disruption, programmatic advertising, disintermediation, big tech globalization, and shifting models of monetization. Our study will include how A.I. – and the use of massive data sets and machine learning - alter entertainment and media industry business logic.

Course Objectives

Upon completion of the course, the student will be able to:

1. Make sense of complex strategic issues that often invite unconventional strategic approaches.
2. Understand the building blocks for sustainable competitive barriers to entry.
3. Assess how entertainment and media , in a digital era, defend competitive positioning while creating revised strategic self-definition, including restructuring of customer relationships.
4. Think critically, clearly and creatively about competitive "landscape" issues facing the entertainment and media industries. We will reassess the meaning of "competition".
5. Define the mechanics (and metrics) of a successful and/or failed entertainment and media industry strategy.
6. Understand the meaning of terms such as "disruptive" and "transformational" as it relates to entertainment and media industries, particularly concerning AI, IoT, data privacy, anti-trust regulation, streaming media and dirtect-to-consumer content.

Evaluation of Student and Composition of Grade

Percentage	Assignment	Date	Group Size/Comments
45%	Written Exam	Due August 1	Individual-take home
45%	Written Exam	Due Aug 16	Individual-take home
10% online class attendance and participation			

=> Even though we will be meeting "virtually", class participation in "real -time" is important.<=

o According to University regulations, ***attending all classes of a course is mandatory*** (Article 5). Notify the instructor, in advance, regarding any anticipated absences. Because this course is offered as "an intensive", students only fully benefit "investing their attention" and by attending all classes and completing course assignments.

o Students who do absent themselves from classes or do not actively participate in class may be removed from the course at the discretion of the lecturer. (Students remain financially liable for the course even if they are removed.)

Course Assignments

Case Study Readings: A case study digital "course pack" will be available accessed online. ***The four case studies are required reading, as detailed in the class schedule.***

Additional assigned readings to be distributed by the instructor related to particular class topics.

Grading Policy

In the 2008/9 academic year the Faculty instituted a grading policy for all graduate level courses that aims to maintain a certain level of the final course grade. Accordingly, this policy will be applied to this course's final grades.

Evaluation of the Course by Student

Following completion of the course students will participate in a teaching survey to evaluate the instructor and the course, to provide feedback for the benefit of the students, the teachers and the university.

Course Site (Moodle)

Course material will be available on the course site

Our course site will be the primary tool to communicate messages and material to students. It is important to frequently check the course site for updated information on our course of study including additional reading, assignments, and exams.

Please note that course materials available on our course site but not necessarily explicitly discussed in class are considered integral to the course.

Course Outline*

class	Date	Topic(s)	Required Reading	Submissions	Comments
1	Wed. July 21	What is strategy? What is "disruptive innovation"? Scale and scope of digital transformation.	*(A brief reading assignment distributed to students before the first class meeting, to be completed prior to the first class session)*		What are the conventions defining entertainment and media industry structure and strategy? What is digitalization? How are the E&M industries being redefined by digital technology?
2	Sunday, July 25	Disrupting the Entertainment and Media Business Industries **Axel Springer** **The Music Industry/BMG Entertainment**	**Case Study:** **Read "Axel Springer in 2016: From Transformation to Acceleration"**	*Written Exam 1 distributed (due date: August 4)*	How do entertainment and media companies strategically disrupt themselves in a global dynamic and highly competitive industry? How an entertainment industry's past defines the present and future.

3	Wed., July 28	Recreating the value chain **Netflix:** the disruptor facing disruption **Disney:** at the crossroads - Emergence of new customer and product channels	**Case Study:** **"Epic Games: Nineteen Eighty-Fortnite"**		Colliding strategies for "smaller" competitors and larger incumbent platforms - vying for market power. IP, consumer captivity, regulation and network effects – defining digital strategy: David vs. Goliath.
4	Sunday, August 1	Recreating the value chain **Netflix:** the disruptor facing disruption **Disney:** at the crossroads - Emergence of new customer and product channels	**Case Study:** **Read: "Disney at the Crossroads of Disruptive Trends**	Written Exam 1 due (submitted via email)	Innovator's Dilemma. Deconstructing an entertainment monolith's dominance. Constructing a digital "environment" altering the core focus of a global entertainment and media empire.
5	Wed., August 4	**ByteDance and TikTok:** strategic value of predictive artificial intelligence	**Case Study:** **Read: "TikTok's AI Strategy: ByteDance's Global Ambitions"**	Written Exam 2 distributed (due date August 16)	Digital strategy and entrepreneurship; AI as product differentiator. Categorization of AI applications. The future of Entertainment and Media strategy.
	Sunday, August 16	Exam 2 (written)		Exam 2 due	To be **submitted via email;** details to be provided Aug. 4

Required Reading – three categories

1. **Case Studies**, available as a digital course pack. Instructions on how to obtain the four case studies will be announced prior to our first class meeting

2. **Additional reading assignments will be distributed by the instructor.**

3. **Select three or more of the sites listed below and read them during the course. Some are posted daily, others weekly weekly. Select site/pod casts that addresses your interests.**

- The Guardian: https://www.theguardian.com/us/technology
- Media and technology section of "Business Day" from NY Times: https://www.nytimes.com/section/technology
- https://www.thedrum.com/us
- https://www.kurzweilai.net/daily-blog
- www.techcrunch.com
- https://news.mit.edu/topic/artificial-intelligence2
- www.arstechnica.com
- www.videonuze.com
- www.businessinsider.com/sai
- www.bloomberg.com/technology
- www.wired.com/
- http://www.recode.net/
- Hollywood Reporter: https://www.hollywoodreporter.com/topic/entertainment-industry
- https://www.siliconvalley.com/
- https://news.mit.edu/topic/artificial-intelligence2
- https://sensortower.com/blog/
- https://www.bloomberg.com/newsletters/screentime/latest
- https://www.bloombergquint.com/author/28409/lucas-shaw
- https://www.matthewball.vc/

Podcasts – highly recommended

Peter Kafka: https://podcasts.voxmedia.com/show/recode-media
Kara Swisher: https://podcasts.voxmedia.com/show/recode-decode
Swisher and Galloway: https://podcasts.voxmedia.com/show/pivot
Reagrding A.I. https//dataskeptic.libsyn.com
Benedict Evans: **https://www.listennotes.com/podcasts/another-podcast-benedict-evans-toni-cowan-RiPdnVCAplG/**

Given the dynamicism of the entertainment and media industries, the syllabus may be updated as we engage our course of study.