


Editorial article

Enterprise as the Central Focus in Media Management Research

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1. Introduction

Academic attention to Media Management as a subject of study has increased significantly, especially over the past three years. Convergence of communication technologies prompted scholars from other fields, such as information technologies, marketing, economics, entrepreneurship, communication, journalism, and many other similar subjects to find themselves within the realm of such an industry with blurring boundaries (Lowe & Brown, 2016). The convergence provided such a fertile ground for technological firms, helping them generate considerably more than traditional established media firms, around 125% (Cunningham, Flew & Swift, 2015). Accordingly, it is not surprising that media management has aroused special interest among scholars and researchers.

While still there is no consensus on what is so special about media management (Lowe & Brown, 2016), losing the focus can be horrible. Media management is studied from different perspectives, ranging from communications and journalism to information technologies and law (Roshandel Arbatani, Labafi, Khajeheian & Sharifi, 2019). However, I have always directed the focus of this field toward the media organization management, rather than other dimensions. Media management narrows its focus on media firm which is supposed to be managed efficiently and effectively to survive and race in a competitive market. Thus, the central focus is on organization, not content, information, nor technology. All of such dimensions are important, but within the organizational context. If we lose this focus, we might deviate from the route and stray into to the territory of other fields.

Let me draw on my experiences. Media management in Iran is taught in four universities with four different approaches. In University of Tehran, where I have been a faculty member since 2016, this field is taught with an intensive business approach in the faculty of management. In Allameh Tabataba'ei University, which enjoys a good reputation in journalism, media management is taught at the faculty of communications for the students that mostly have a journalism background. At IRIB University, that belongs to the national Public Service Broadcast, the focus is on production. Finally, in Sooreh University, media management is offered in the faculty of culture with a perspective on cultural guidance. Just inside one country and one city, this field is taught with four different approaches. This shows how the field of media management is fragmented, and how important our

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duty is to find an approach that clarifies the border between this field and some very related areas such as communications and journalism.

I suggest that ‘firm’ must be viewed as the central unit of analysis for media management. I say to my students that you do not need to essentially know all techniques for writing perfect articles, you can pay experts to do this. You do not essentially need to learn how to code your organization website and applications, you can have it done by experts. You do not need to essentially know the storytelling and narration techniques, again you can get it done. But the thing you must do yourself, is to analyze the competition, set the strategy, understand the changes in markets, realize the trends, decide about your strategic moves, discover opportunities, and simply, manage your media firm. You must keep your firm alive, and this will only be possible by having a managerial approach and a business mindset. This is what I suggest for media management research too. Media management must focus on the skills and knowledge that helps managers boost their firms. In my editorial in the inaugural issue of *Journal of Media Management and Entrepreneurship* I defined media management as following (Khajeheian 2019: 3): “Media management is the ability of a media manager to configure the resources at hand to generate income and to get the organization under his/her control to advance through and survive a competitive market within the media industry”.

Following such approach, Aalborg University has launched *Nordic Journal of Media Management* to address the need for a journal focusing on the subject of media management and media entrepreneurship. Especially, media entrepreneurship has attracted significant research interests in the recent years as a direction for media management (Achtenhagen, 2008, 2017; Khajeheian & Roshandel Arbatani, 2011; Khajeheian, 2013, 2014, 2016, 2017, 2019; Khajeheian, Friedrichsen, Modinger, 2018; Powers & Zhao, 2019; Roshandel Arbatani, Kawamorita, Ghanbari & Ebrahimi,, 2019; Sharifi Khajeheian & Samadi, 2019; Salamzadeh, Radovic Markovic & MemarMasjed, 2019, Tokbaeva, 2019; Horst & Murschetz, 2019). Moreover, the aim of this journal is to cover some new trends in the field from an interdisciplinary lens. For example, platform economy has been a new trend that influenced media management practices and will impact this area more in the near future. Co-creation of business value, Co-sourcing strategies, Platform enterprise, Collaborative Web, Audience engagement systems, Blockchain technologies, Internet of Things, 5G telecommunications, human computer interaction, and similar issues are the subjects that impact media management in practice and theory, and managers of media organizations need to understand the effect of such technologies on their firms. Also opportunities such as emerging of new markets and challenges such as loss of control by evolving from value chain to value network are in the special coverage of this journal. The intention to launch the journal is twofold: To expand the bandwidth for researchers and scholars in the field of media management and to provide them with an opportunity to publish their research works faster; and to encourage the researchers from the fields of entrepreneurship, management, information technology, economics and related fields to conduct interdisciplinary research studies.

2. Articles in this issue

This issue includes 6 articles that are selected from the variety of receiving submissions after rounds of review. I feel glad to receive such submissions from high-profile authors from outstanding and prestigious institutions and universities. It's noteworthy that a newly launched journal which is not published and not indexed in scientific databases yet, rarely motivates established professors and scholars to submit the research studies. However, *Nordic Journal of Media Management* is lucky enough to have a fresh and strong start with such contributions. Any submission is reviewed by at least two scholars from different countries, and normally in two to four rounds to ensure the quality and relevance of the article.

The first article of this collection is authored by Leona Achtenhagen entitled ‘Entrepreneurial orientation – an overlooked theoretical concept for studying media firms’. In this article the author

addresses entrepreneurial orientation as an overlooked concept in media management research. As she expressed, entrepreneurial orientation (EO) has been developed as a theoretical concept in the mainstream entrepreneurship studies, but it has been overlooked in study of media firms. Her findings from a case study of a European online publisher contribute to the development of our knowledge, especially in the subject of media entrepreneurship.

The second article is authored by Sven-Ove Horst and Erik Hitters, both from Erasmus University in Netherlands. Their article, 'Digital media entrepreneurship: Implications for strategic identity work and knowledge sharing of beginning entrepreneurs' is a contribution in the area of strategic media entrepreneurship. They investigated how digital media foster entrepreneurship, and developed a conceptual model that describes how digital media entrepreneurship is developed from overlapping strategic management and media entrepreneurship. In such model, DME addresses how strategy changes in media entrepreneurship and how the logic of media changes strategy.

Francois Nel, Coral Milburn-Curtis and Katja Lehtisaari shed light on the entrepreneurial behaviors in news media organizations. By analysis of a large set of original data from 1438 individuals from 107 countries, their study that is entitled 'Choosing for Success: How Divergent Priorities of Innovating Leaders at Ambidextrous News Media Firms Reflect on the Bottom Line' provides alternative definitions for exploration and exploitation and shows that there are significant differences in Organizational Ambidexterity priorities among the media managers.

With technological convergence and platform competition increasingly limiting financial resources for journalism, finding new sources of revenues for news media is an interesting subject for researchers in the area of media economics. Jiyoung Cha addresses how crowdfunding fosters Social Entrepreneurship in media industry. Her article, 'Crowdfunded Journalism and Social Entrepreneurship: An Examination of Narrative and Entrepreneur Legitimacy' showcases an analysis of 127 journalism crowdfunding campaigns in a Korea-based crowdfunding platform. She contributes by showing the role of narration in generating financial resources for journalism.

Political economy of media is the approach of Center for Communication, Media and Information Technologies that is placed in Aalborg University, the host of this journal. Sreekala Giija approached the issue of media entrepreneurship from this perspective. In her article, 'Political Economy of Media Entrepreneurship: Power, Control and Ideology in a News Media Enterprise', She interviewed 18 founders of digital news media startups and entrepreneurs in India to understand the political and economic context of news media entrepreneurship. She demonstrates that digital news media entrepreneurship in this country is under control of government and corporations, and concludes that technology alone cannot create an independent and democratic media space.

Media entrepreneurship relies on two bases of content and platform (Khajeheian, 2019). Last article in this issue addresses content industry in Japan. This article that is authored by Akio Torii and entitled 'Two Agency Problems in Subcontracting Systems: The Case of Japan's Content Industry', explains inefficiencies of subcontracting system in the content industry in this country, and shows that distribution of benefit is asymmetric in this industry. The contribution of this research is that certain characteristics of the content industry, that reflect the common features in several sectors of creative industries, worsen agency problems in subcontracting system.

In sum, the selected articles significantly contribute to the field of media entrepreneurship by addressing this concept from different perspectives: Entrepreneurial orientation in media firms, strategic media entrepreneurship, entrepreneurial behavior of exploration and exploitation in news media, social media entrepreneurship, political economy of media, and agency problem in content industry. It is expected that the next issues of *Nordic Journal of Media Management* will continue the contribution by addressing various aspects of media management.

I need to acknowledge several influencing people in preparation of this issue and entirely, launch of this journal. Firstly, my thanks to people from Aalborg University, including Louise Thomson, from AUB who managed the launch of this journal and helped me perform all required tasks. I acknowledge Reza Tadayoni, the head of the Center for Communication, Media and Information Technologies (CMI) for keeping me on board at the times that I am out of this center. In addition, I thank Idongesit Williams who took the role of consulting editor. Also, I appreciate the assistant editor of this journal, Saeid Ghanbary for helping me collect submissions, manage reviews and production of final articles for publications, as well as Habib Abdolhossein for proofreading and checking the quality of the articles before final publishing. Finally, my especial thank is for the reviewers who evaluated the submissions carefully, timely and strictly, for their constructive feedbacks to the authors and to help them finalize their submissions in decent quality.

I invite you and all researchers in the field of media management and related fields to submit the novel research studies for consideration for publishing in this journal. We apply a strict, and at the same time constructive approach in evaluating submissions. I hope you will enjoy reading this issue and the selected articles, and to keep reading the next issues of Nordic Journal of Media Management.

Datis Khajeheian,
Editor-in-Chief

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Biography:

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