



Beyond the transnational

Comparing and explicating media companies' cross-border strategies

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Pleading for denominating different strategies



- › analytical potential of differentiated denominations of cross-border strategies » research questions:
 - » (RQ1) Which strategies do media companies apply?
 - » (RQ2) How are these strategies further characterised?
- › contribution:
 - » analytical dimension = activities/activity types and not companies
 - » characterising strategies by means of a structurationist view

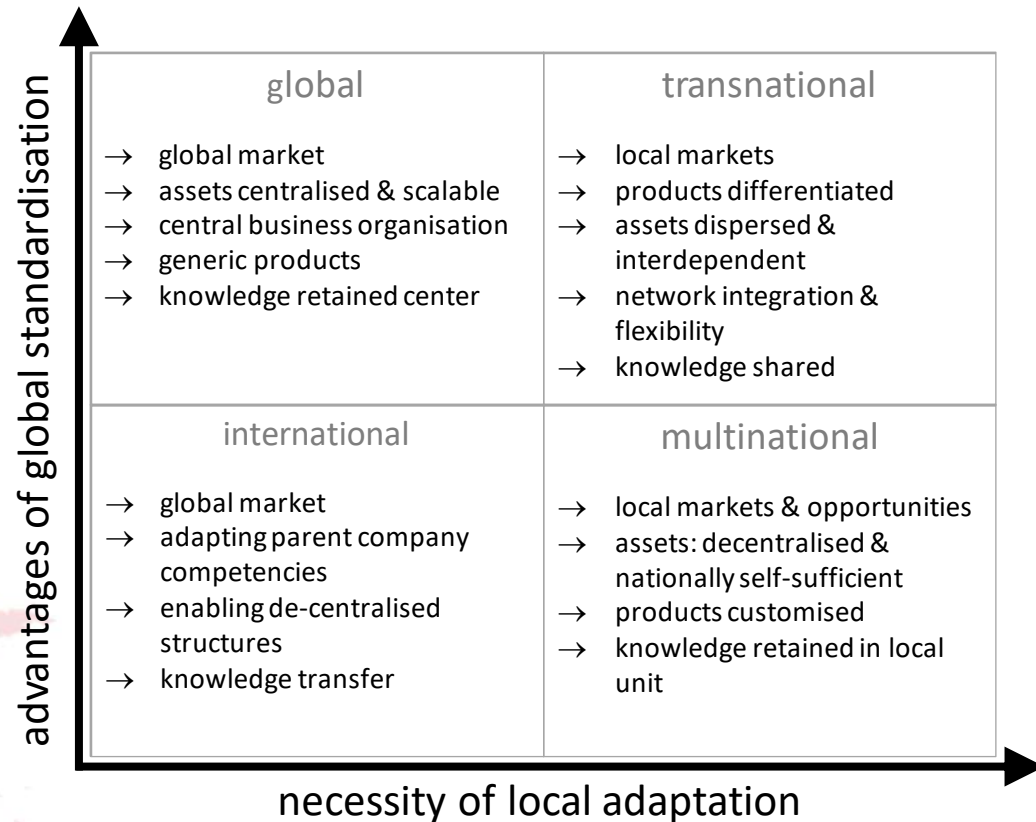


Systemising strategic approaches



Bartlett & Ghoshal, 1989

- › Configuration of assets and capabilities (centralising vs. decentralising)
- › Roles of overseas operations (control vs. autonomy)
- › Development and diffusion of knowledge (development & transfer)



Theoretical extension: structuration theory feeds the B&G matrix



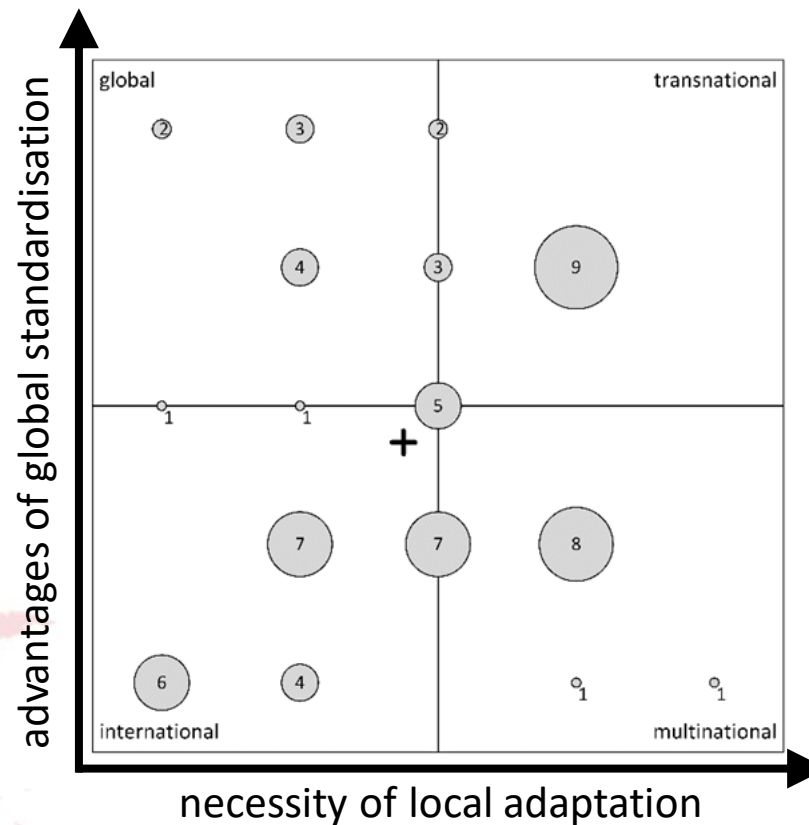
- › Recursive coupling of (organisational) agency & (market) structure (Altmeyden et al., 2012)
- › defining structures as rules & resources (Giddens, 1989)



Which strategies do media companies apply?

Study 1 standardised survey

- › Online questionnaire
- › Decision makers in media companies with international engagements (AUT, DE, CH, UK, US, MX, ESP, NL)
- › 973 media companies contacted
- › 64 usable cases
- › self-positioning: *How would you characterise your company with regard to its overall international commitments?*



Which strategies do media companies apply?



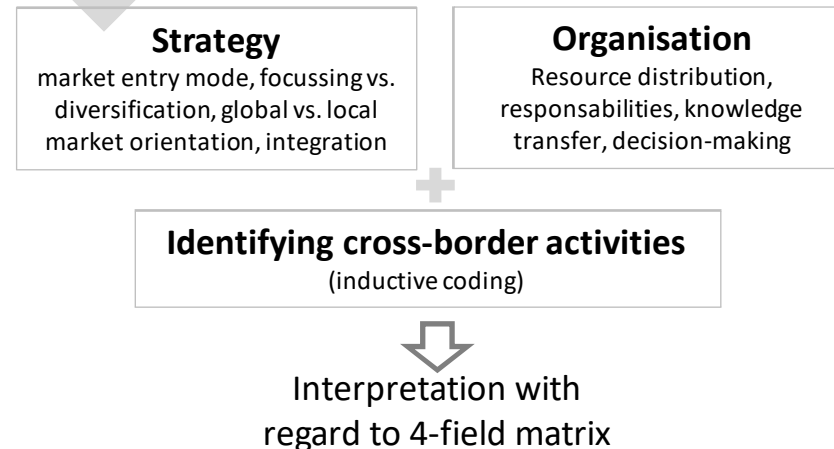
Study 2 qualitative interview study

34 semi-structured interviews with top-management:

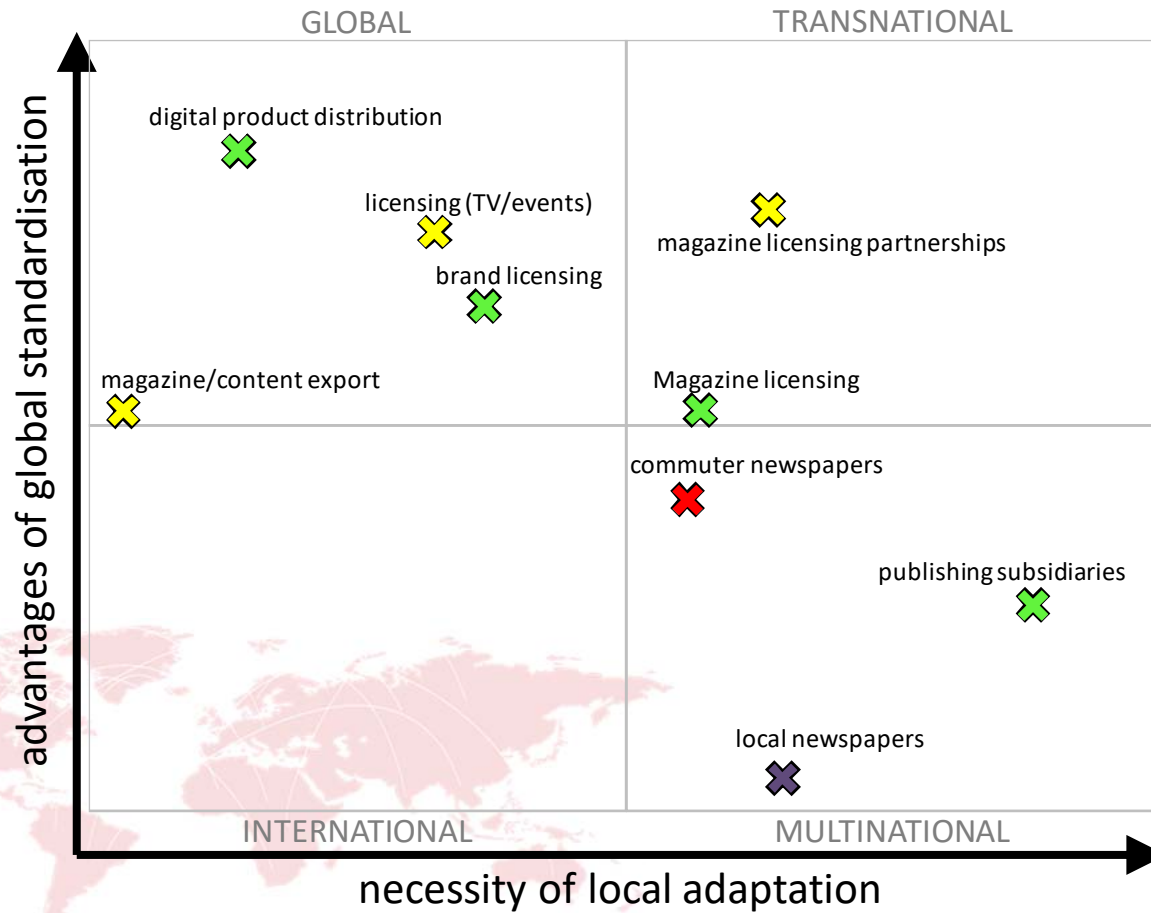
- › AUT: **ORF-Enterprise**, Mediaprint, Kurier
- › DE: Axel Springer, Vogel Business Media, **ZDF Enterprises**, DPA, Studio, Hamburg, Bertelsmann, **Motor Presse**, Hubert Burda Media, Turner Broadcasting System Deutschland
- › CH: Diogenes, **Highlight Communication**, **Tamedia**
- › ESP: Grupo Prisa, Grupo Secuoya
- › UK: Reed Elsevier, **ITV**, Time Inc. UK, Reuters
- › NL: **De Persgroep**, Wolters Kluwer
- › Europe: European Broadcasting Union
- › US: Thomson Reuters, **Story House**, Time Warner, TCA, **Time Inc.**, Discovery Networks International, Associated Press, PBS Distribution

Methodical approach:

- › Category-led qualitative content analysis
- › Categories derived from strategy differentiation by Bartlett & Ghoshal, 1989

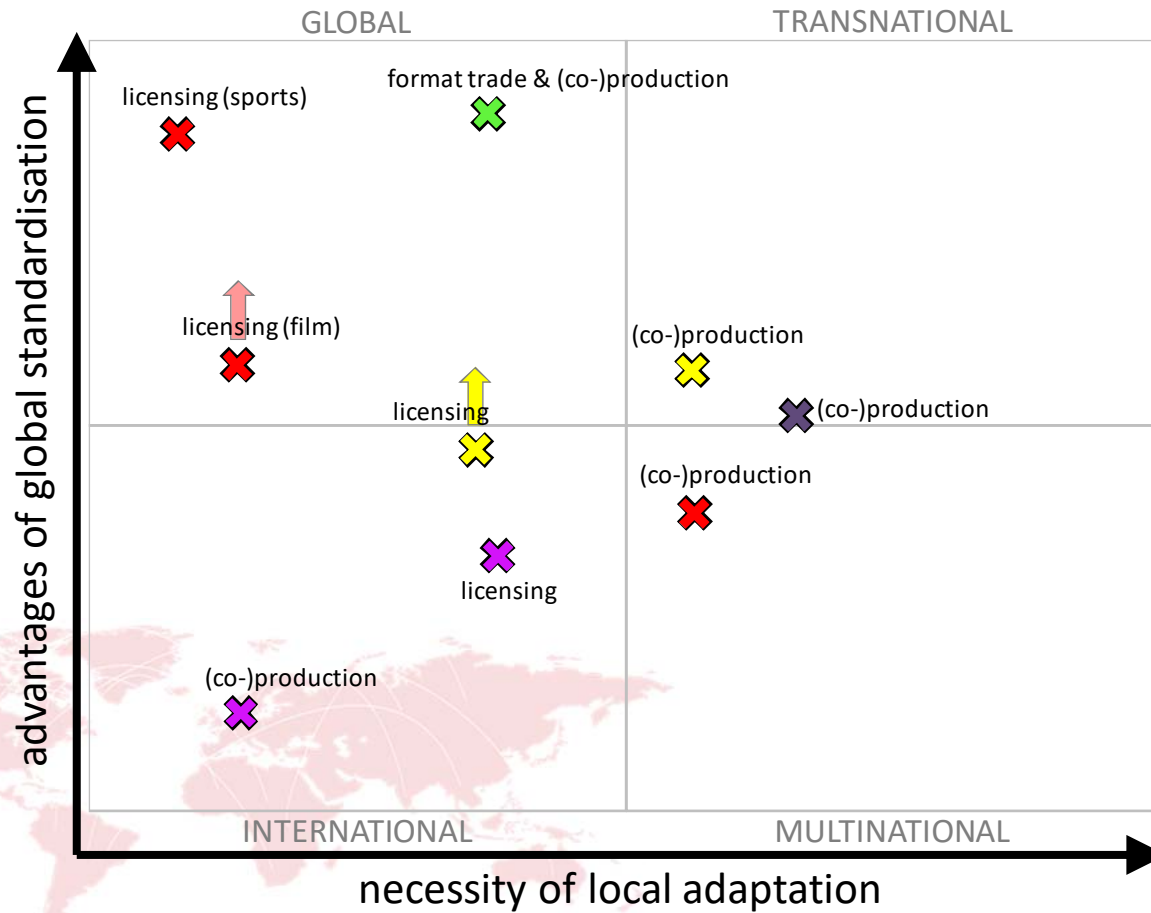


activity-based strategies of publishers



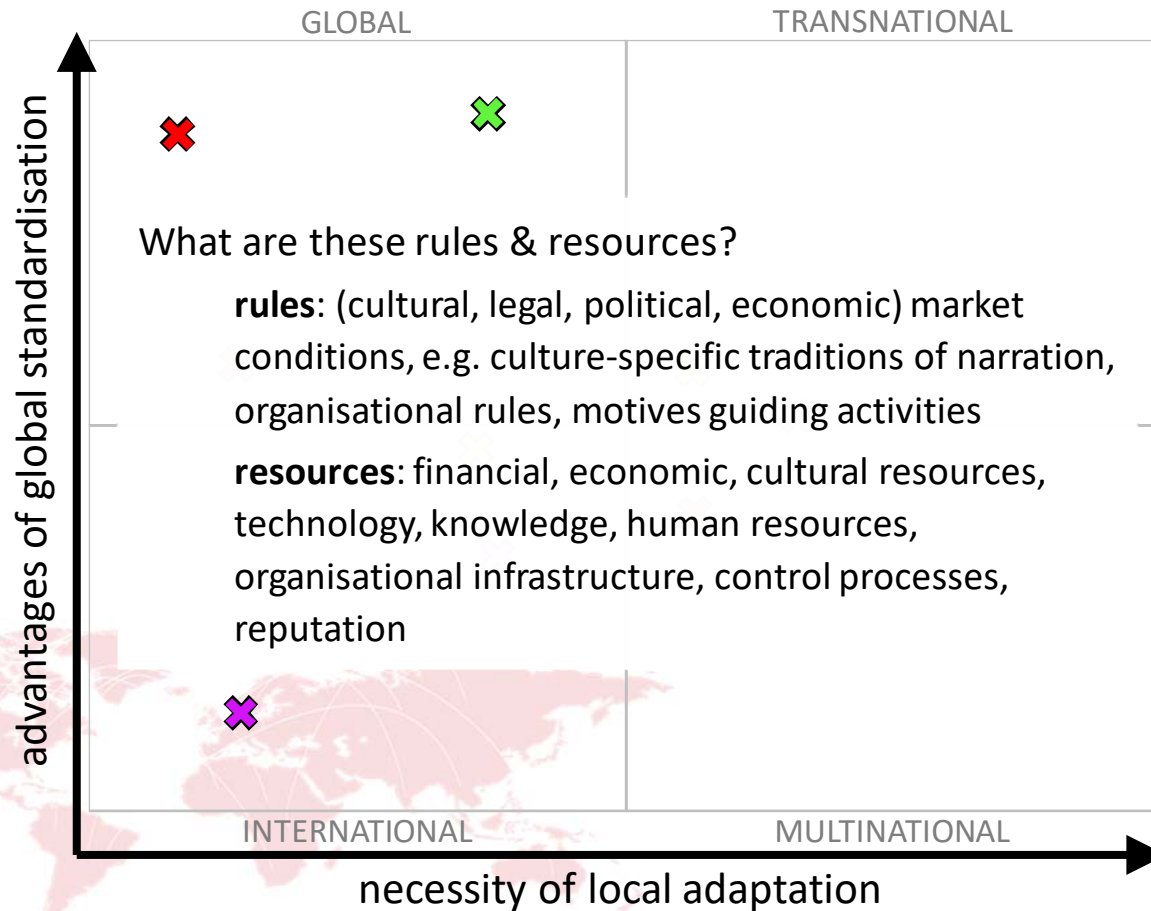
- ✕ Time Inc.
- ✕ Motor Presse
- ✕ Tamedia
- ✕ De Persgroep

activity-based strategies of audiovisual companies



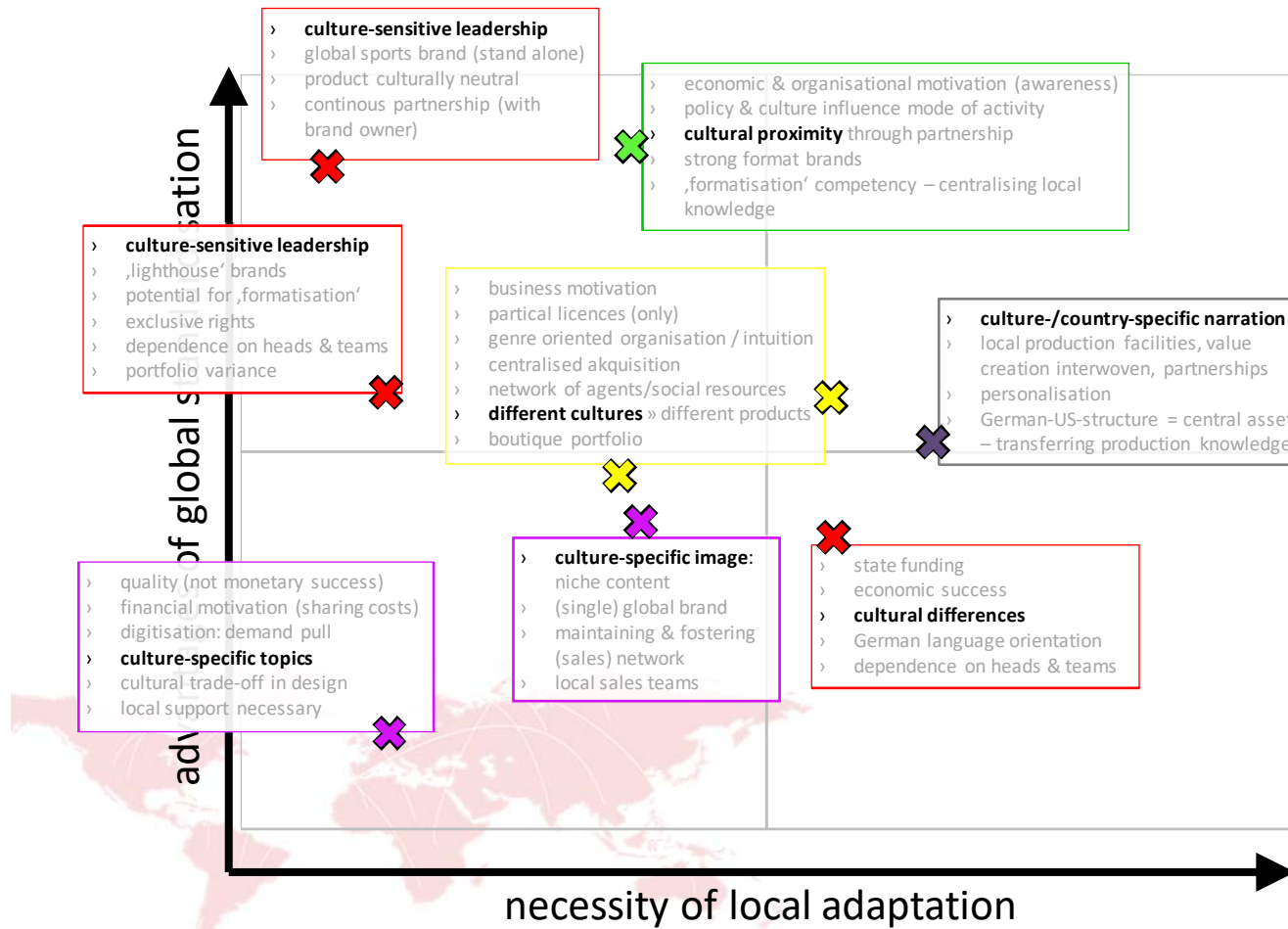
- ✕ Highlight Communication
- ✕ ZDF Enterprises
- ✕ ORF-Enterprise
- ✕ Story House Productions
- ✕ ITV Studios

activities of audiovisual companies: rules & resources



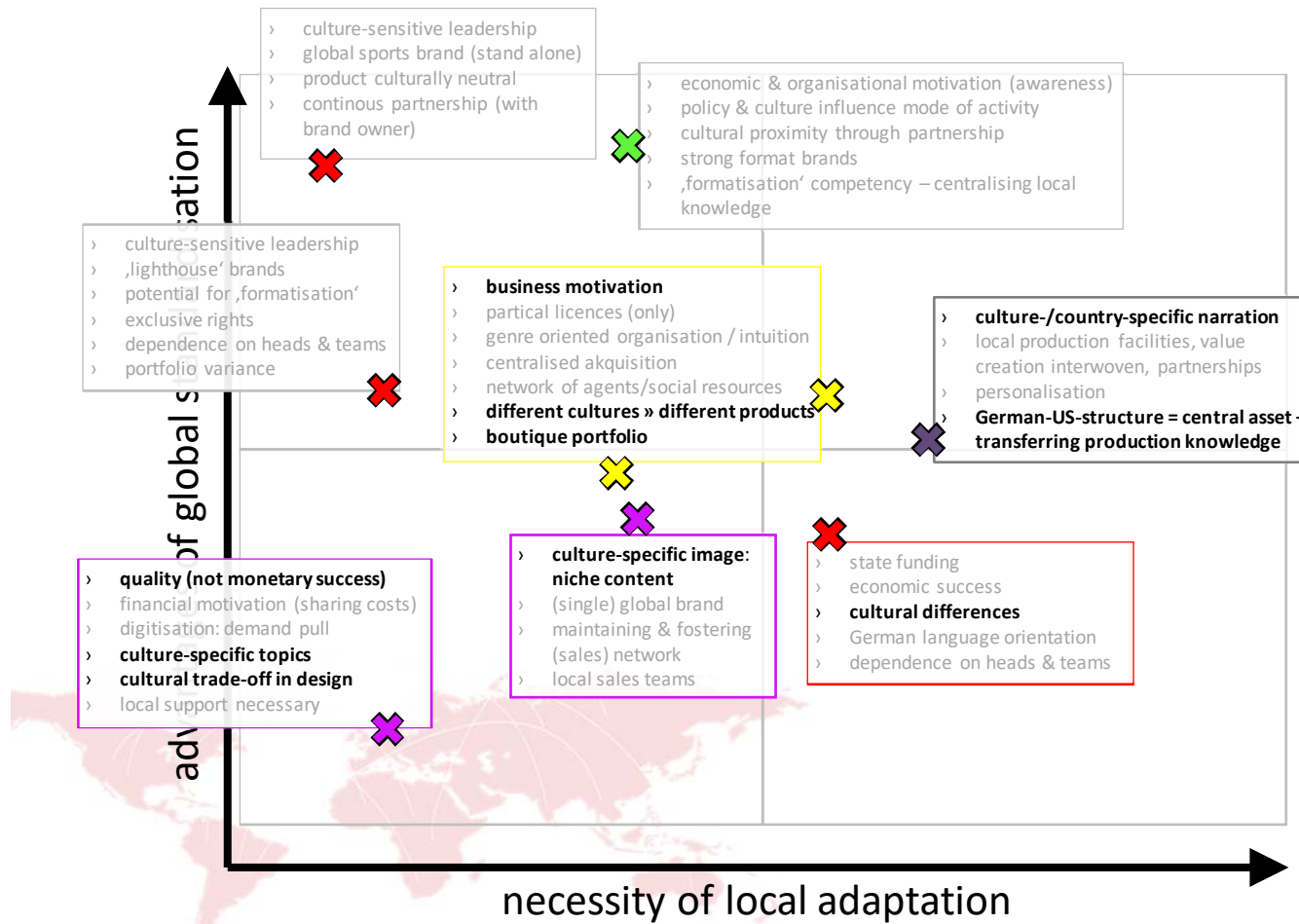
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activities of audiovisual companies: rules & resources

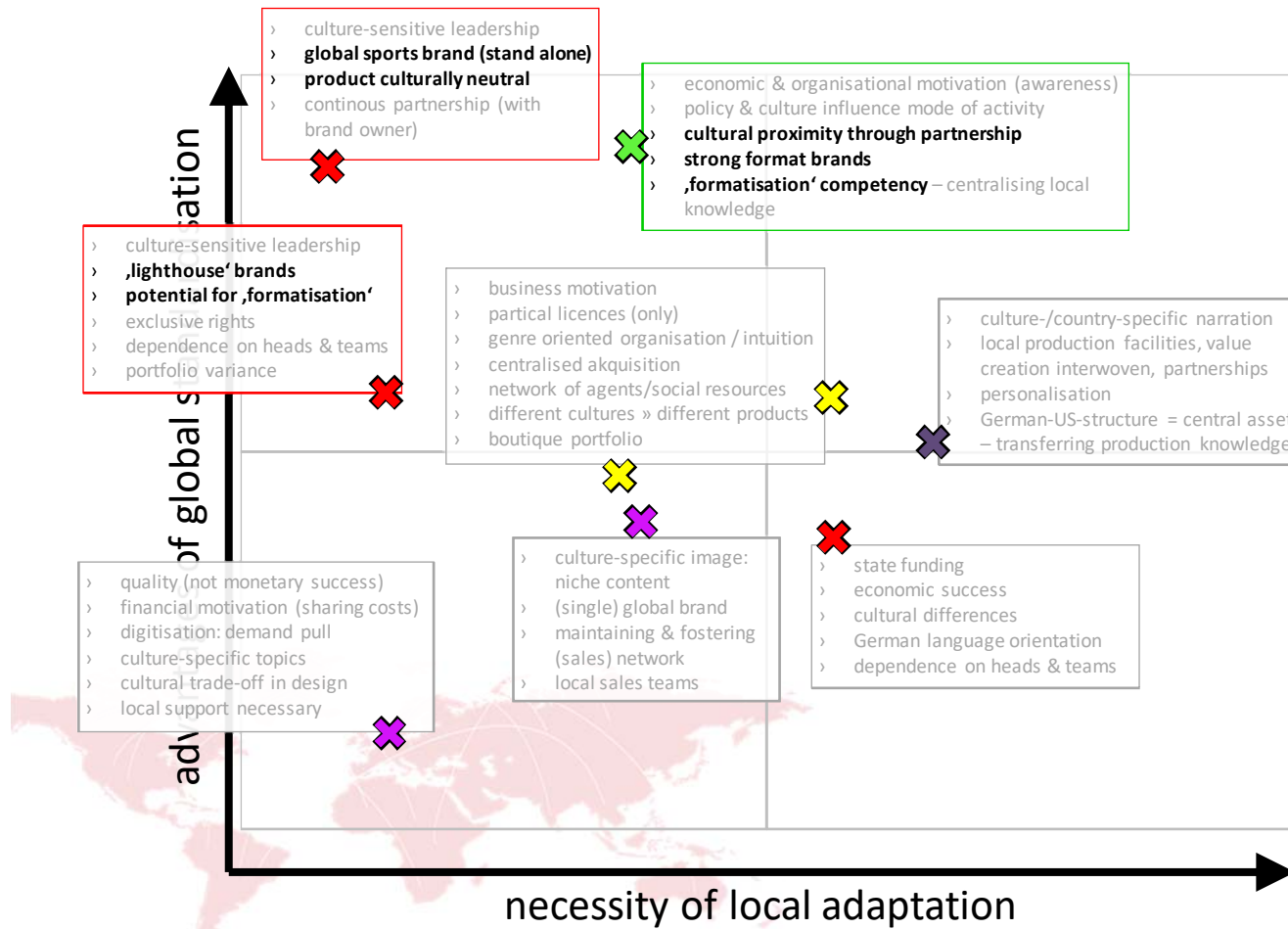


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activities of audiovisual companies: rules & resources



activities of audiovisual companies: rules & resources



- ✖ Highlight Communication
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Conclusions



- › Media companies flexibly **combine strategies** – depending on interplay of activity type, product type and cultural context
 - » Combining culture-specific/localised strategising with global strategising
 - » Local adaptation remains relevant, but not necessarily via local structures
 - » strategic complexity » transnational strategy as „meta“-strategy(?)
- › Structurationist views » **rules & resources**: factors moderating specific cross-border **strategising** » providing (first) explanatory patterns
 - » Cultural specificity (of products) » lower part of the matrix – except when turned into organisational competency (Story House)
 - » Strong brand lift activities to the global field
- › B&G matrix + structurationist view » instrument for comparing cross-border strategies





Thank you for your attention.

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More information on the project: www.cbmc.info

