

The Leon Recanati Graduate School of Business Administration

1231.3932.01 – Building Digital Media Strategy

Spring semester– 2016/17

Section	Day	Hour	Exam date	Lecturer	Email	Telephone
01	Wednesday (First half)	15:45-18:30	As posted on the list of exams	Kenneth Krushel	kkrushel@gmail.com	

Office Hours: to be determined

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

An introduction to the strategic challenges media companies engage due to the influence of digital media technology. The class studies how traditional products and services are not only challenged by “category breakers”, but by flawed “best practices” successful in the past, but no longer effective. Students will analyze how widely accepted strategic planning and business development “myths” often lead companies astray, inhibiting companies from introducing effective strategies that are seemingly counter-intuitive.

As students develop a critical faculty for making sense of varying strategic approaches, we use case studies to analyze conventional media strategy theory with strategies that disassemble convention. We examine fashionable terms such as “disruptive” and “creative innovation”, working to separate hype from what is practicable and sustainable, while learning how to objectively assess construction and implementation of sustained competitive advantage and successful strategy.

Course Objectives

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

1. Gain confidence in expressing complex strategic issues that often invite contrary strategic approaches.
2. Define the mechanics of a successful or failed digital media strategy. What does, or doesn't, constitute real, sustained barriers to entry and competitive advantage.
3. Assess how companies seek to defend competitive position while creating strategic self-definition, and seek to redefine the relationship between "old media" and digital media.
4. Understand the inner-working of media industry structure and its implication for strategic positioning.
5. Anticipate the inevitable tension between founder's vision, strategic implementation, and ongoing business operations.

Evaluation of Student and Composition of Grade

Percentage	Assignment	Date	Group Size/Comments
60%	Two exams based on assigned readings and class discussion	TBD	Individual
40%	Project presentations	TBD	Small Group project – digital media strategy presentation

* According to University regulations, participation in all classes of a course is mandatory (Article 5).

* Students who 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

- Assigned reading from two texts: Clayton Christensen: "The Innovators; Dilemma"; "Curse of the Mogul", Seave, Greenwald, and Knee (assigned chapters distributed by instructor)
- Case Study readings
- Pre-class preparation base on case study related questions provided by instructor
- Collaborative small group project to devise digital media strategy as it relates to an assigned company, analyzing the "facts" that are relevant to the strategic decisions a company's senior management must make

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.

Additional information regarding this policy can be found on the Faculty website.

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)

The course site will be the primary tool to communicate messages and material to students. You should check the course site regularly for information on classes, assignments and exams, at the end of the course as well.

Course material will be available on the course site.

Please note that topics that are not covered in the course material but are discussed in class are considered integral to the course and may be tested in examinations.

Course Outline*

Week	Date	Topic(s)	Required Reading	Submissions	Comments
1		Debunking the myths underlying convention media strategy. As the web erodes barriers protecting traditional business strategy, sham strategies are revealed.	The Curse of the Mogul (assigned chapters)		Assigned reading to be accessed online
2		Why media industry leaders and incumbents fail to realize the next wave of digital innovation	"Innovator's Dilemma", assigned chapters		Chapters to be assigned: available online
3		How a successful company establishes a digital strategy, navigating old media and new technology	Case Studies: "BMG Entertainment", a media industry leader is challenged by digital disruption; "Bonnier: Digitizing the Media Business".	First exam due	Case studies to be accessed online via HBSP
4		Building an entrepreneurial culture: redefining "risk" and "failure" in order to implement an entirely new business model	"Axel Springer: Strategic Leadership of the Digital Media Transformation"		Case studies accessed online via HBSP

Week	Date	Topic(s)	Required Reading	Submissions	Comments
5		Sources of competitive advantage: how is it created and sustained? How to construct digital strategy using social platforms as opposed to a digital strategy on social platforms.	Social Strategy at Nike Vice Media: Competitive Advantages and Global Expansion	Second exam due	Case Studies- accessed online via HBSP
6		Student Project Presentation: Building Digital Strategy		Project presentations	To be discussed with instructor
7		Review: Digital Media Strategy – the practical reality		Project presentations	To be discussed with instructor

*Subject to change

Required Reading

- “The Curse of the Mogul”, Seave, Greenwald, and Knee (assigned chapters distributed by instructor)
- “The Innovator’s Dilemma”, by Clayton Christensen, assigned reading distributed by instructor
- Six case studies, as listed in the Course Outline. The various case studies are accessed via Harvard Business School Publishing. Each student opens an account with HBSP in order to access the case studies.
- Additional assigned readings to be distributed periodically by the instructor related to a particular class line of inquiry

Recommended Reading

The New York Times Business Section: (Monday) Media Section, (Thursday) Technology

Select a few of the following web sites and read weekly:

- [www.theguardian.com \(technology section\)](http://www.theguardian.com/technology)
- www.thedrum.com
- www.techcrunch.com
- www.arstechnica.com
- www.ft.com/intl/companies/technology
- www.videonuze.com
- www.businessweek.com/technology
- www.businessinsider.com/sai
- www.bloomberg.com/technology
- www.wsj.com/news/technology
- www.wired.com/
- <http://www.recode.net/>