

An Introduction to Entrepreneurship and Innovation in Media Markets

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The media industry stands among the industries that are revolutionized by advances in communication technologies. Media convergence, audience fragmentation, user-producers, lower entry barriers, dramatic reduction in equipment costs, user-generated contents, social platforms, always-on mobile phones, shift of advertising budgets, emergence of business models and many related phenomena have revolutionized the media industry as a highly competitive industry. By new possibilities, individual and small firms find it much easier to run their business on digital platforms and to communicate with end-consumers and deliver them media value.

However, entrepreneurship in media industry has been largely overlooked for the past decades while in the present decade it has not received the attention it deserved. Considering the number of jobs created by small media firms and their share in value creation, especially in developing countries, researchers and academic scholars are expected to pay more attention to media entrepreneurship and to study different aspects of this phenomenon in various levels. By these considerations, this special issue was developed to provide an understanding of media venturing and entrepreneurial activities in the media industry.

Media Entrepreneurship

While prior to 2000 there are very few papers in this subject, Media entrepreneurship has received an increasing attention in recent decades. Four special issues on media entrepreneurship have been launched in 2017: *International Journal of Media Management* (Title: Media entrepreneurship), *Global Media Journal—Canadian Edition* (two issues in a row, both titled: Entrepreneurship and innovation in media markets) and *Baltic Journal of Management* (Media entrepreneurship in emerging markets). The very notable number of special issues is an indicator of a growing importance and attraction of the subject and signals forthcoming researches on the issue in the near future.

Media entrepreneurship has been defined in one of the most comprehensive definitions as: “taking the risk to exploit opportunities (creation/ discovery) by the innovative use of (radical/incremental/imitative) resources (ownership/control) with a view to transform an idea into activities to offer value (creation/delivery) in a media form (content/platform/user data) that meets the need of a specific portion of market (businesses or consumers), either in an individual effort or by the creation of a new venture or the entrepreneurial managing of an existing organizational entity and to earn benefit (money/attention/favorite behavior) from one of the sources that is willing to pay for (direct consumers, advertisers, data demanders or any customer of generated information of consumers)” (Khajeheian, 2017:102). This definition explains the broadness as well as pervasiveness of this phenomenon and depicts the areas that it covers. Figure 1 depicts the definition.

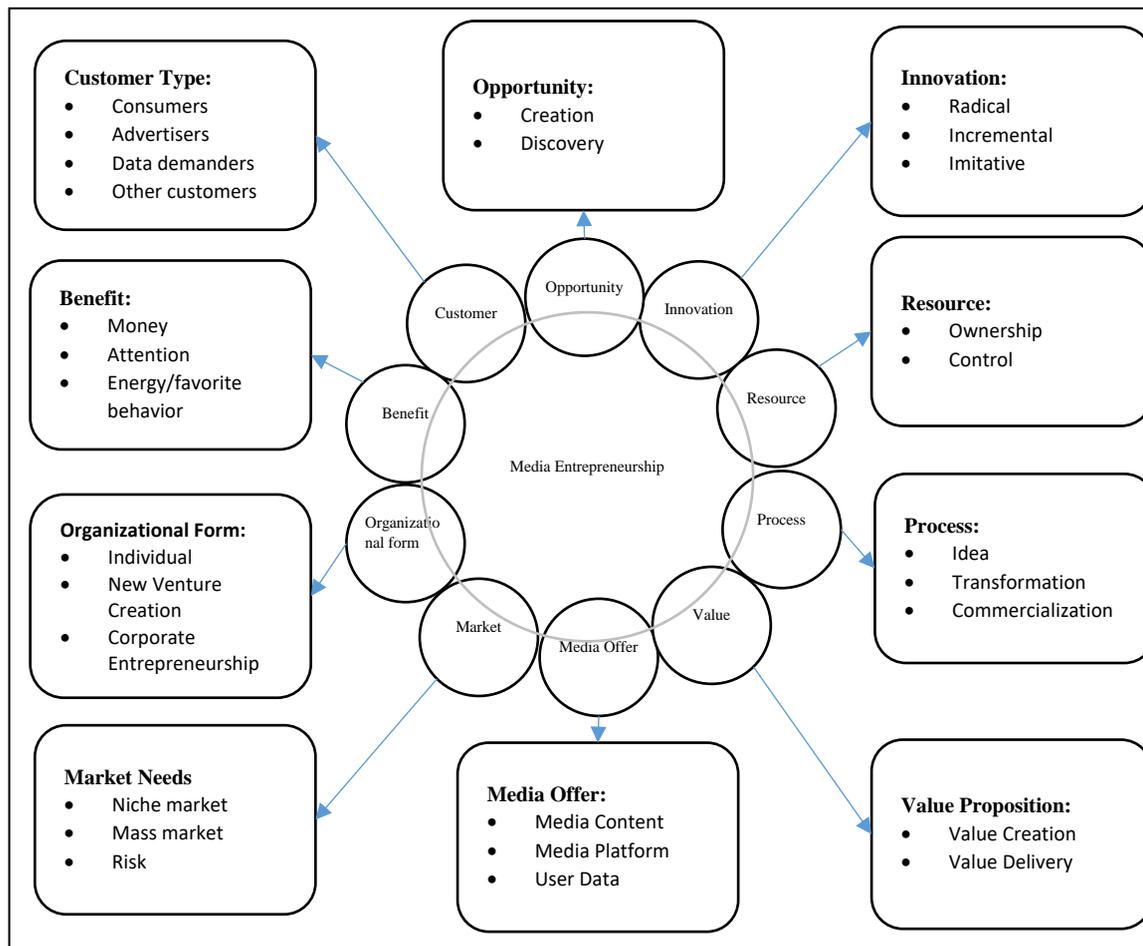


Figure 1: Building Elements of Media Entrepreneurship (Khajeheian, 2017)

Also it is worth to consider that in the term “Media Entrepreneurship” media serves as an adjective for the noun of “Entrepreneurship”, implying that Entrepreneurship is the core of this process (ibid:93), thus there is no surprise that most of researches in this field focus on entrepreneurship and study entrepreneurial issues in the context of media. However, media have entrepreneurship to embody the characteristics of creative industries, hence making it different other industries. Innovativeness, ambiguity, uncertainty, turbulent markets, low barriers and easy entry, competitiveness and similar attributes of media industry give unique characteristics to media entrepreneurship. So, as Hang and van Weezle (2007) put it, media and entrepreneurship reciprocally affect one another.

Emerging Media Markets

Media Markets, at least in this special issue, are the markets where media products including news, entertainment, communication, advertising, creative talents, dream and user information are exchanged. New communication technologies increasingly expand these markets and create new grounds for new players. Reduction of costs, lower entry barriers, and easier access to end-users and consumers are some of the main features that communication technologies bring to media industry. Also, digitalization has made the media markets to converge due to the possibility of consumption of products of a media sector by a digital device that belongs to another sector. E-merging media is an inspiring phrase that implies the emergence of different

media markets under electronic platforms and digitalization. Potential, pervasiveness and profitability of these markets make them as important grounds for different players in various size, skills, and expertise, thus presenting them as valuable for academic research.

Among different segments of media markets, emerging markets are those markets that emerge from changes: change in technology, change in demography, change in law and regulation, and change in media (Zerdick et al, 2004). The fast change of technologies gives rise to many new markets while many existing market diminish. This special issue focuses on those new markets that appear through technological advances. These are largely niche markets that become profitable due to lower production costs and expanded media reach. But those markets are not limited to niche ones. The main purpose of this special issue is thus “entrepreneurship in new markets that stem from technological advances”. As the leader of special group of emerging media markets, however, I suggest some modification to the definition: ‘emerging media markets are those that emerge from changes in 1) technology, 2) consumption habits, 3) societal patterns, 4) law and regulations, 5) social demands, and, 6) values. Figure 2 depicts the definition.

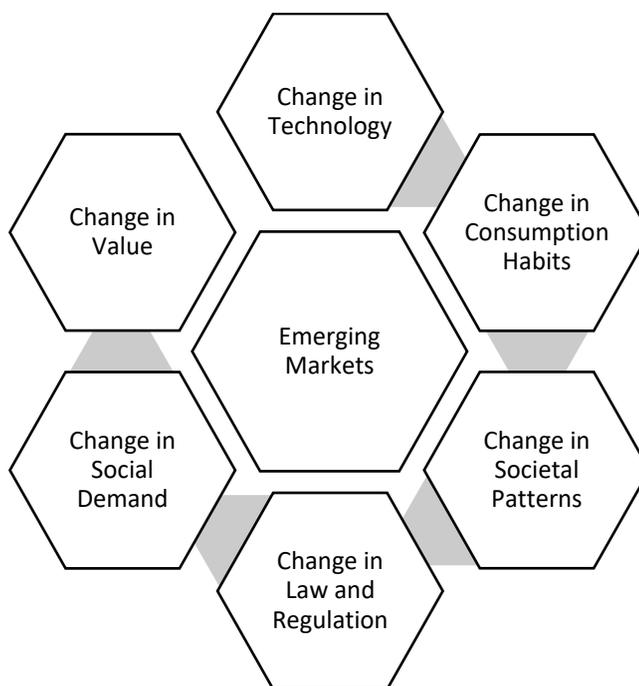


Figure 2: Emerging Markets as output of changes

It should be noted that emerging markets include, but are not limited to ‘emerging economies’. Emerging economies are those developing countries that enjoy a promising economic performance including Brazil, Russia, India, China and South Africa (BRICS); others consider all developing countries as emerging economies. However emerging markets form a more expansive concept and include any new market for products or services that is appearing from change in any of the areas cited before (technology, demography, law and regulations, media and consumption). The main interest of this special issue is the emerging markets within the media industry, including mass media, creative communication, advertising, digital communication, social media, and interactive technologies. The special issue aims to attend to studies of enterprises or firms of any size (large, medium, or small and micro).

This special issue

Considering the importance of entrepreneurship in the national and global economies as well as the increasing role of communication technologies in the provision of possibilities for entrepreneurs, and with respect to the fact that the field of entrepreneurship in media industries remains understudied, this special issue has sought to solicit high quality papers that help deepen and enhance the existing understanding of the impact of media entrepreneurship on the exploration and exploitation of opportunities in emerging markets. Specifically, selected papers were expected to shed light on how entrepreneurial activities in media industry may help to create new opportunities for large and global companies as well as small media enterprises and help them to enter and make business in emerging markets.

This special issue has collected important names in the field of media entrepreneurship. I feel proud to be positively responded by many influential authors in the field. A fair number of leading scholars in the field of media entrepreneurship have contributed to this collection. Also, the diversity of affiliated institutes is an advantage of this special issue. Authors from leading institutes of U.S, Canada, UK, Sweden, Finland, Denmark, Austria, Italy, Iran, India and China (ordered west to east) have presented their research findings in this issue. The diversity provides a broad geographical perspective to the readership. Taking the account of submitted papers not included in this collection, the existing geographical diversity signals an increasing attention to the subject of media entrepreneurship and promises a bright future for the research in this field.

This collection starts with Min Hang's paper 'Media and Entrepreneurship: A Revisit with a Decade of Progress'. She presents a continued observation on media and entrepreneurship research with a bibliographical survey covering scholarly publications as of 2005 to 2017. Her findings reveal three emerging themes in the study: innovation as a leading issue and entrepreneurial journalism and use of social media in promotion of journalism as the other emerging issues.

Then, Angela Powers and Jingyan Zhao present a case study on a family-owned newspaper company that has survived for a hundred years. By use of organizational ecology, they provide a macro level study of media entrepreneurship with a focus on the issue of sustainability that happened over five generations. Their findings indicated that sustainability comes through a variety of means such as long-term view, commitment to family values, and entrepreneurial opportunity identification.

Crowd funding has been identified as an enabler of media startups. Mohammad Keyhani, Safaneh Mohagheh Neyshabouri and Abbas Hosseini Amereii present a comparative study of Canadian and American theatres. This is a macro-level study that uses both qualitative and quantitative approaches to make a country level analysis of kick-starter projects in the US and Canada. They found that theatre crowd funding in Canada has a strong philanthropic component and highlighted limitations with kickstarter data and the challenges of measuring success in crowd funding.

Sreekala Girija provided a new perspective on media entrepreneurship by approaching this phenomenon from the viewpoint of Political Economy. Again, here we have a macro-level perspective on media entrepreneurship that uses critical case study of an Indian non-profit digital news media start-up of IndiaSpend. Using a conceptual framework from Antonio Gramsci concept of hegemony as well as commodification of Dallas Smythe and Christian Fuchs' critical internet theory, she argues that the dominance of billionaires who control the free market economy would make media entrepreneurs to accept the capitalist logic of commodification and commercialization in order to secure their funding and ensure their sustainability.

In the paper 'Entrepreneurial orientation – an overlooked theoretical concept for studying media firms', Leona Achtenhagen introduces the theoretical concept of entrepreneurial orientation to the field of media entrepreneurship and outlines its potentials for advancing the media entrepreneurship research. In a case

study of European online publisher, she outlines five dimensions of entrepreneurial orientation, namely risk-taking, proactiveness, innovativeness, competitiveness aggression, and autonomy.

The sixth paper is the output of collaboration of Francois Nel, Coral Milburn-Curtis and Katja Lehtisaari. ‘Choosing for success, how divergent priorities of innovating leaders at ambidextrous news media forms reflect on the bottom line’ is a meso-level study of innovation in digital news media. They do not consider digital media as a new media and rather they distinguish between traditional and non-traditional revenue streams and focus on theoretical concepts of innovation, organizational ambidexterity and firm performance.

Amir Emami and Datis Khajaheien present a theoretical discussion on the behavioral dimension of media entrepreneurship. Their work is to make for an under-examination of the three emerging theories of causation, effectuation and bricolage. Applying the effectuation theory combined with SFBS ontology, they explain what makes entrepreneurs to do entrepreneurial activity in the media industry. They also show the dynamics and proactiveness of entrepreneurs in seizing the entrepreneurial opportunities.

James Gleason and Paul Murschetz enriched this special issue with a quantitative study. Their paper ‘the role of interactivity on perceived user satisfaction: entrepreneurial strategies for innovating online newspaper websites’ contributes by applying Interactivity Effect Model to an exploration of the important question of the degree to which interactivity influences user satisfactory in online newspapers. Using two online surveys in two cases in USA and Austria, they measure the effect of complex and ambiguous nature of interactivity on satisfaction of online news readers and suggest media entrepreneurs to find result-oriented interactivity strategies to integrate market opportunities with sufficient resources.

An analysis of refereed papers of this special issue by level of study, approach, used theories and applied method can be seen in Table 1. The papers are ordered by the level of analysis they have been provided, hence sorted from macro to micro levels.

Table 1: A classification of published research papers in this special issue

Authors	Sector	Level of study	Approach	Theory-Method
1. Hang	-	Macro	Qualitative	Meta-analysis
2. Powers and Zhao	Newspaper	Macro	Qualitative	Case study
3. Keyhani, Neyshabouri and Amereii	Theatre projects	Macro	Quantitative-Qualitative	Comparative study
4. Girija	Digital news	Macro	Qualitative	Case study,
5. Achtenhagen	Book publisher	Meso	Qualitative	In depth case study
6. Nel, Milburn-Curtis and Lehtisaari	Digital news	Micro	Quantitative	Survey
7. Emami and Khajeheian	-	Micro	Behavioral	Effectuation
8. Gleason and Murschetz	Online newspaper	Micro	Quantitative	Survey, IEM theory

Global Media Journal – Canadian Edition also provides its readership with review pieces, including review articles, book reviews and policy reviews.

Review Articles:

Review Articles are the non-refereed papers that review at least three books or book chapters in a subject with an optional addition of some related articles. This special issue presents three article reviews:

The first review article addresses Strategic Renewal as an important strategic subject in the field of media corporate entrepreneurship. Amir Mohammad Colabi reviews three books in addition to a number of articles in this subject. In the second review article, Masoud Gholampoor Rad pays attention to another strategic dimension of media enterprises: Strategic Transformation. He presents a review of five books of public service media to show how digitalization has enabled public service media enterprises to adopt a better strategic performance. In *Global Media Journal – Canadian Edition*, it is required to have a paper in French, when other papers are written in English. Ali Salehi has provided this French paper titled ‘Journalisme citoyen: un espace médiatique nouvel,’ having reviewed three books in French.

Book Reviews:

For this special issue, three books were reviewed upon my personal request by the scholars with University of Tehran. The first book was reviewed by Taher Roshandel Arbatani, professor of media management. He reviewed the book “Managing Media Firms and industries” edited by Gregory Lowe and Charles Brown, published by Springer in 2016. In his review, he states how the book provides an insight into what is so special about media management, and examines how it was successful in doing the job. Roshandel notes however that the book had failed to pay any attention to entrepreneurship.

Aidin Salamzadeh reviewed the book ‘Management of Electronic and Digital Media’ edited by Alan Albaran. He appreciated an entrepreneurial mindset that has been applied throughout the book and concluded that this book is a collection of insightful chapters on the subjects of electronic media and show the intrinsic characteristics of electronic media for entrepreneurial activities for entrepreneurs.

Saeid Lashkari as an expert in local media reviewed a book on the same subject. The book seems a bit old (published in 2007) however the importance of local media in meeting the needs of niche markets is an overlooked issue in the study of media management. I requested him to do the review to complement one of my recent researches on the role of public media in fostering media entrepreneurship (Khajeheian and Tadayoni, 2016). Saeid showed that local media is a very powerful enabling agency in encouraging entrepreneurial activities among citizens.

Policy Reviews:

Study of entrepreneurship and innovation in media markets won’t be satisfactory if it neglects policy. As I have noted in my previous researches (Khajeheian, 2014), policy for media entrepreneurship is a ground that determines the success of entrepreneurship and innovation in a society. Accordingly, two pieces of policy reviews were presented in this special issue.

The first policy review article was presented by Fariborz Safari titled ‘Digital Media Copyright: Law and Policy Challenges’. He reviewed the digital law under Berne Convention and discussed how Iranian law might be adapted to the needs of innovation markets.

Political economy of newspapers in Iran is another policy review article in this issue. Following Murschetz’s emphasis on the importance of state aids to newspapers as one of the main subjects in media policy (2013), Datis Khajeheian, Abbas Jafari and Ali Hajmohammadi study state aids to newspapers and printing press in Iran in the two decades of 90s and 2000s and show how a change in the cash aid supporting system may

prompt entrepreneurial actions in the newspaper industry.

The editor hopes that the present collection of media entrepreneurship researches would add a valuable contribution to the literature of the field and encourage more researches in the fields of media management, entrepreneurship, innovation, marketing, strategy, management, leadership, journalism and other related areas of interest.

The editorial preparation of this special issue is indebted to two special people; first, Ali Hajmohammadi who played a major role by proof-editing those articles in English that were authored by non-English researchers, and, next, Afshin Omidi who was very helpful as assistant editor in adjusting the selected articles, both refereed and reviews, to the journal's author guidelines, including references and citations among other editorial-related activities. I thank the two great individuals for their sincere efforts and the quality they brought to this edition.

I also thank the reviewers who provided me their expert opinions in regard of the present papers. And, in light of the limited number of experts in the field, some of the reviewers were so kind to accept and review two or three pieces of reviews.

To conclude, I should remember my faithful friend and colleague, the late Editor in Chief of *Global Media Journal – Canadian Edition*, Professor Mahmoud Eid. His sudden death that took place during the preparation of this special issue proved to be a big trouble and grief for all of us. My thoughts and prayers are with him. I must also appreciate the sincere efforts of his wife Aliaa Dakroury who has strived to keep the journal up and running and supported this special issue without whose support, the special edition might never be published.

Warmly from Tehran,

Datis Khajeheian

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About the Editor

Datis Khajeheian is an assistant professor of Media Management and a visiting lecturer in the Center for Communication, Media and Information Technologies in Aalborg University of Denmark. He earned his PhD in Media Management and his M.A in Entrepreneurship with specialty in New Venture Creation. Focused on media entrepreneurship as his main area of interest, Datis is head of the special interest group of “Emerging Media Markets” in the European Media Management Association. He has been author or editor of numerous articles or academic journals.

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