

---

# Media Business and Innovation

## **Series editor**

M. Friedrichsen, Stuttgart Media University, Germany and Humboldt School  
Stuttgart/Berlin, Germany

More information about this series at <http://www.springer.com/series/11520>

---

Artur Lugmayr • Cinzia Dal Zotto  
Editors

# Media Convergence Handbook - Vol. 2

Firms and User Perspectives

 Springer

*Editors*

Artur Lugmayr  
Visualisation and Interactive Media  
School of Media, Culture,  
and Creative Arts (MCCA)  
Curtin University  
Bentley/Perth, Western Australia  
Australia

Cinzia Dal Zotto  
Academy of Journalism and Media  
Faculty of Economics and Business  
University of Neuchâtel  
Neuchâtel  
Switzerland

Media Business and Innovation

ISBN 978-3-642-54486-6

ISBN 978-3-642-54487-3 (eBook)

DOI 10.1007/978-3-642-54487-3

Library of Congress Control Number: 2015956388

Springer Heidelberg New York Dordrecht London

© Springer-Verlag Berlin Heidelberg 2016

This work is subject to copyright. All rights are reserved by the Publisher, whether the whole or part of the material is concerned, specifically the rights of translation, reprinting, reuse of illustrations, recitation, broadcasting, reproduction on microfilms or in any other physical way, and transmission or information storage and retrieval, electronic adaptation, computer software, or by similar or dissimilar methodology now known or hereafter developed.

The use of general descriptive names, registered names, trademarks, service marks, etc. in this publication does not imply, even in the absence of a specific statement, that such names are exempt from the relevant protective laws and regulations and therefore free for general use.

The publisher, the authors and the editors are safe to assume that the advice and information in this book are believed to be true and accurate at the date of publication. Neither the publisher nor the authors or the editors give a warranty, express or implied, with respect to the material contained herein or for any errors or omissions that may have been made.

Printed on acid-free paper

Springer-Verlag GmbH Berlin Heidelberg is part of Springer Science+Business Media  
([www.springer.com](http://www.springer.com))

---

## Preface

We are very happy to present our edited book covering the thematic area of convergence from a cross-disciplinary viewpoint. The edited book constitutes an attempt to investigate several aspects of convergence such as the strategic, technological, consumer-driven, and application-oriented convergence. As these aspects of convergence are interrelated, the book shall shed light into the complexity of the topic and act as a reference book and educational resource in the field. Convergence is very often discussed at a rhetorical and political level, without practical convergence process issues or concerns about potential divergence effects being part of the discourse. Today media managers are faced with the need to satisfy users' expectations and at the same time undertake convergence as an industrial strategy to achieve economies of scope and scale. Media technology developers are faced with rapidly emerging new technologies and information systems to quickly develop additional media services. Media scholars are bound to understand technological developments and industry convergence processes in order for their research to be relevant. With this book, we thus attempt to give answers to media managers, media scholars, students, researchers, as well as technology developers and help them get a clearer understanding of this thematic area.

When we launched our edited book initiative, our primary goal was to investigate potential interest in this thematic area through a call for abstracts. We were overwhelmed when we received 87 abstracts, which have been evaluated by us as editors. 73 abstracts were invited to contribute a full book chapter, while 15 abstracts were rejected and not invited for a final manuscript version. To ensure high scientific standards, we implemented a strict blind peer review process for each book chapter. After this first review, we accepted the chapters for which review statements supported the publication. The final version of all chapters has been reviewed one more time in order to check that all review comments were adequately integrated. We ended up with 39 accepted book chapters, including two chapters contributed by us as editors which provide a red line through the book. Thus, the acceptance rate was 45 % in respect to the submitted abstracts and 54 % in respect to the invited abstracts. The chapters were divided between two book volumes: the first volume includes 19 chapters on journalism, broadcasting, and social media aspects of convergence, while the second volume presents 20 chapters covering firm and user perspectives on convergence. Most of the thematic areas that

we wanted to include in the book (see Fig. 1) as well as many different media genres are represented within the contributions (see Fig. 2).

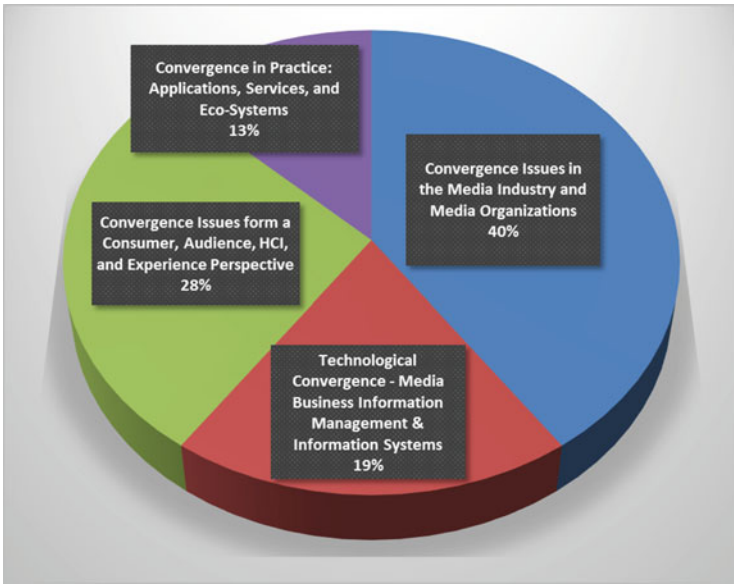


Fig. 1 Contributions to the thematic areas

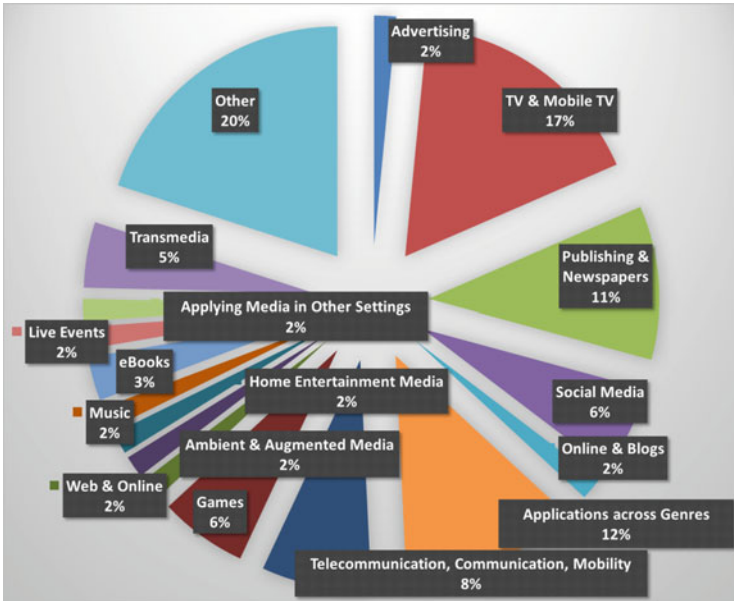


Fig. 2 Overview of the media genres that have been covered by contributions to this edited book



online on: <http://www.ambientmediaassociation.org/2012convergence/>. Further, we would like to pinpoint to other activities that we are currently conducting within the Association for Information Systems (AIS) in the Special Interest Group (SIG) eMedia: <http://aisnet.org/group/SIG-eMedia>, or within the International Ambient Media Association (iAMEA): <http://www.ambientmediaassociation.org>. And finally, we wish you as reader of the book that you will have some useful and clarifying insights into such a complex thematic area as media convergence and gain a deeper understanding of this exciting topic. We also would like to refer to our book website, which contains additional information, email lists, errata, and most importantly course and lecture slides: [www.artur-lugmayr.com](http://www.artur-lugmayr.com).

Bentley, WA, Australia  
Neuchâtel, Switzerland

Artur Lugmayr  
Cinzia Dal Zotto

---

## References

- Dal Zotto, C., Galichet, G., & Lugmayr, A. (2011). *Managing media convergence: An economic and editorial project*. European Media Management Conference 2011, Moscow, Russia.
- Lugmayr, A., & Dal Zotto, C. (2013). *Convergent divergence – cross-disciplinary viewpoint on media convergence*. European Media Management Education Association Conference 2013 – Digital Transformations and Transactions in Media Industries, Bournemouth, UK.



---

# Contents

<b>Part I Impact of Convergence on Media Organizations and Markets</b>	
<b>Media Convergence as Evolutionary Process . . . . .</b>	<b>3</b>
Cinzia Dal Zotto and Artur Lugmayr	
<b>Intelligent Networking and the Transnational Corporation: Redefining Business Work Space . . . . .</b>	<b>17</b>
Richard A. Gershon	
<b>The Effects of Information to Gain Employee Involvement and Achieve Organizational Convergence in a Media Setting . . . . .</b>	<b>33</b>
Stavros Georgiades	
<b>Convergent Business Environments: Debating the Need for New Business Models, Organizational Structures and Management respectively Employee Competencies . . . . .</b>	<b>49</b>
Matthias Karmasin, Sandra Diehl, and Isabell Koinig	
<b>Converging Technologies and Diverging Market Trends of Internet/Web and Traditional Media . . . . .</b>	<b>69</b>
Zvezdan Vukanovic	
<b>Part II Media Production and Convergence</b>	
<b>Designing, Implementing and Producing for Participation: Media Convergence in Practice . . . . .</b>	<b>97</b>
Marie Denward	
<b>Transmedia Storytelling: The Roles and Stakes of the Different Participants in the Process of a Convergent Story, in Divergent Media and Artefacts . . . . .</b>	<b>117</b>
M.N. Sousa, M.L. Martins, and N. Zagalo	
<b>Converging Universes and Media Niches in Serial Narratives: An Approach Through Information Architecture . . . . .</b>	<b>137</b>
V. Innocenti, G. Pescatore, and L. Rosati	

<b>Micro-studios Meet Convergence Culture: Crossmedia, Clustering, Dialogues, Auto-communication . . . . .</b>	155
Indrek Ibrus	
<b>Digital Doppelgänger: Converging Technologies and Techniques in 3D World Modeling, Video Game Design and Urban Design . . . . .</b>	175
Shaun Foster and Jacob Brostoff	
 <b>Part III Media User Interfaces, Experiences and Perspectives</b>	
<b>User Perspectives on Media Convergence: Results from Quantitative and Qualitative Studies . . . . .</b>	193
Alexandre Fleury	
<b>Quality of Experience in Convergent Communication Ecosystems . . . . .</b>	225
Peter Reichl	
<b>Interaction Design for Convergence Medias and Devices: A Multisensory Challenge . . . . .</b>	245
Tatiana Aires Tavares and Damian Schofield	
<b>Multimodal Interface for Effective Man Machine Interaction . . . . .</b>	261
N.S. Sreekanth, Nobby Varghese, C.H. Pradeepkumar, Pal Vaishali, R. Ganga Prasad, N. Pal Supriya, and N.K. Narayanan	
<b>Gearing Up the Knowledge Engineers: Experience Design Through Effective Human-Computer Interaction . . . . .</b>	283
Elspeth McKay	
<b>Transmedia Perspectives . . . . .</b>	309
Sabiha Ghellal, Annika Wiklund-Engblom, Ann Morrison, and Damjan Obal	
 <b>Part IV Convergence and Media Business Outlook</b>	
<b>Making Money with and through Information and Knowledge: Reflections on the Inner Context of Competitive Intelligence, Trend Analysis and Revenue Models of Media Companies . . . . .</b>	329
Johanna Grüblbauer and Peter Haric	
<b>A Model for Evaluating Converging Media for Advertising Purposes . . . . .</b>	355
Mattias Svahn, Richard Wahlund, Marie Denward, Claudia Rademaker, and Patrik Nilsson	
<b>The Live Event Ecosystem: Local Media Against Global Ticket Sellers? . . . . .</b>	375
Raphael Giesecke	

**Media Business Drivers and Concepts 2020: The Case of David and Goliath Revisited** . . . . . 407  
Stina Giesecke and Raphael Giesecke

**Media Convergence is *NOT* King: The Triadic Phenomenon of Media “Convergence-Divergence-Coexistence” *IS* King** . . . . . 429  
Artur Lugmayr and Cinzia Dal Zotto

**About the Authors** . . . . . 457