Information Systems & Digital Business

Managing Digital Media

Summer term 2025

Institute:	Digital Management and New Media
Lecturer:	Prof. Dr. Thomas Hess
Assistant:	Tba (see website of the institute)
Weekly hours:	3,5 hours (1,5 hours lecture + 2 hours exercise course)
Credits	6 ECTS
Examination:	Written exam (45 minutes case and paper reading time, 2 hours exam, open book)
Prerequisites:	Prior knowledge in business management and application of digital technologies in organizations
Course Material:	Slides and mandatory readings online via Moodle

Course Description & Main Objectives

Online distribution channels and differentiated end devices are fundamentally challenging the traditional business models of the media industry - for example, newspapers are losing some of their revenues and video-on-demand services are competing with television stations. At the same time, new options are emerging, such as user-generated content. The aim of the event is to classify the various developments, explain their economic and technical backgrounds and highlight current design approaches. Approaches for new products, customer interfaces, processes and business models as well as the processes, instruments and structures required for the digitalization of media companies will be addressed.

Central to the course will be two central topics which build the structural basis: The digitization of traditional media companies (pipeline approach) and the role of media companies as platform operators (platform approach). The course will teach fundamentals of media management, addressing aspects such as the technological foundations of media as well as media goods and value generation in media, but also take deep dives into topics that are highly relevant in research and practice. These include among others the development of innovative digital media goods, leveraging Artificial Intelligence in media organizations or also the application of personalization. The lecture will introduce the concepts and extant research in the respective field. The tutorials will teach students how
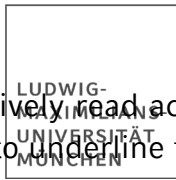
After successful completion of the course, students...

- are able to describe, apply and question central aspects and concepts of management of media companies in a digitalized world.

- are aware of and understand prominent areas of academic research on the digital transformation of media companies and the media industry.

- are able to apply the concepts and research insights of the course to real-world questions of managing media companies and to gather research insights in the future.

Lectures Overview/ Course Outline

Lecture Topics

Foundations	1	Media Companies and Digital Technologies
	2	Media Technologies
	3	Economics of Digital Media
Pipeline-Approach	4	Business Models of for the Pipeline Business
	5	Old and New Forms of Re-Using
	6	Direct Revenues for Digital Media
	7	Leveraging Artificial Intelligence
	8	Guest Lecture
Platform-Approach	9	Business Models for Media Platforms
	10	Managing Content Platforms
	11	Content Platforms & Virtual Reality
	12	Personalizing Digital Content

The tutorials focus on working with papers and cases on the preceding lectures and current topics around the digital transformation in media organizations.

Literature

Recommended Literature:
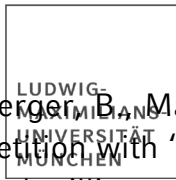
- Berger, B., Matt, C., Steininger, D. M., & Hess, T. (2015). It is not just about competition with "free": Differences between content formats in consumer preferences and willingness to pay. Journal of Management Information Systems, 32(3), 105-128.

- Bründl, S., Matt, C., Hess, T., & Engert, S. (2023). How synchronous participation affects the willingness to subscribe to social live streaming services: the role of co-interactive behavior on Twitch. European journal of information systems, 32(5), 800-817.

- Hess, T. (2014). What is a Media Company? A Reconceptualization for the Online World. International Journal on Media Management 16(1), 3-8.

- Lehrer, C., Constantiou, I., Matt, C., & Hess, T. (2023). How Ephemeralithy Features Affect User Engagement with Social Media Platforms. MIS Quarterly, 47(4).

- Rußell, R., Berger, B., Stich, L., Hess, T., & Spann, M. (2020). Monetizing online content: Digital paywall design and configuration. Business & Information Systems Engineering, 62, 253-260.

- Thürmel, V., Berger, B., & Hess, T. (2021). Look what I'm interested in! Toward a better understanding of how personalization and self-reference drive news sharing. Proceedings of the 54th HawaiiInternational Conference on System Sciences, 4250-5260.