# Contents

Preface xv
Abbreviations and Acronyms xxi

1 Managing Electronic and Digital Media  1
An Overview of Electronic and Digital Media in Society  3
Radio  5
AM Radio  5
FM Radio  6
HD Radio  7
Satellite Radio  7
Internet Radio  8
Television  8
Multichannel Video: Cable, Satellite, and Telcos  9
Telecommunications Industry  10
Digital Television Platforms  10
Management in the Electronic and Digital Media  11
Levels of Management  11
Management Skills  12
Management Functions  14
Management Roles  18
Summary  19
Case Studies  20
References for Chapter 1  21

2 The Media Marketplace: Markets, Mergers, Alliances, and Partnerships  23
Electronic and Digital Media Markets  24
Defining the Market  24
Dual-Product Markets  24
Geographic Markets  25
Market Structure 26
Concentration in the Market 26
Product Differentiation 27
Barriers to Entry 27
Cost Structures 27
Vertical Integration 28
Types of Market Structure 28

Forces Affecting Markets 30
Economic Conditions 30
Technological Forces 30
Regulatory Forces 31
Global Forces 32
Social Forces 33
Synergy 33

Alliances and Partnerships 34
What Is a Strategic Alliance? 34
Alliances to Develop and Implement Mobile TV 35
Alliances to Develop and Market Content and Applications 35
Alliances for Newsgathering 36
Alliances to Expand Domestic and Global Markets 36
Alliances to Develop 3D Television 36
Alliances to Develop Interactive Television 36
Mergers and Acquisitions 37
Factors Behind Mergers 37

Implications for Management 38
Radio 39
Television 39
Cable, Satellite, and Telecommunications Companies 40

Summary 40
Case Studies 41
References for Chapter 2 43

3 Ethics of Management 45
What Is Ethics? 46
Ethical Decision Making in Electronic Media 47
Norms Used in Moral Decision Making 48
The Golden Mean 49
The Judeo-Christian Ethic 50
The Categorical Imperative 50
Utilitarianism 50
Egalitarianism 51
Relativism 51
Managing Personnel 109

Personnel Management 110
The Hiring Process 111
Interviewing 113
Orientation 115
Performance Reviews 117
Promotion 118
Termination 119
Part-Time Employees 120
Interns 121

Working with Personnel 121
Legal Issues in Personnel Management 122
Equal Employment Opportunity Guidelines 122
Sexual Harassment 123
Other Labor Laws 124

Working with Unions 125
Structure, Communication, and Personnel 127
Summary 128
Case Studies 129
References for Chapter 6 132

Audiences and Audience Research 133

Audience Research and Analysis 134
Demographic Research Data 134
8 Content: Strategy and Distribution 153

The Program Manager/Director 153

Radio Programming 155
Target Existing Audiences 156
Develop a Niche 156
Format Variables 156

Television Programming 159
First-Run Syndication 160
Off-Network Syndication 160
Ad Hoc Networks 161
Web Programs and Alternative Platforms 161
Local Programming 161
Networks and Programming 162

Multichannel Programming 168

Management Issues in Programming 170
Intense Competition for Audiences 170
Demand for More Research 170
Brand Development and Brand Extension 171
Rising Costs of Programming 171
9 Marketing 179

The Four Ps of Marketing 180
Personnel in Electronic Media Marketing 181
Marketing Strategies 182
  Segmentation 182
  Positioning 182
  Branding 183
Sales versus Marketing 184
  Expanding Selling to Marketing 184
  Understanding Clients and Their Needs 185
The General Sales Manager 185
Local Advertising 185
  The Local Sales Staff: Account Executives 186
  Role of the Local Sales Manager 188
  Radio Revenue Projections and Rates 188
  Television Revenue Projections and Rates 189
  Cable Revenue Projections and Rates 190
National Advertising 191
  Spot Advertising 191
  National Sales Staff 192
  Role of the Rep Firm 192
  Working with the Rep Firm 193
  Cooperative (Co-op) Advertising 194
  Internet and Other Forms of Digital Advertising 194
  Sales Terminology 195
Promotion as a Form of Marketing 198
  Duties of the Promotion Manager 199
  Types of Promotion 199
Evaluating Marketing Efforts 201
Summary 201
Case Studies 202
References for Chapter 9 205
10 News and News Management 207
The Importance of News 208
Localism 209
News as Programming 210
Organization of a News Department 211
Staffing the News Department 212
Budgeting and the News Department 215
Issues in News Management 216
Erosion of the News Audience 216
Convergence 217
Negotiations with News Talent 217
Ratings and Sweeps 218
News Ethics 218
Race and Ethnicity Issues 219
Dealing with Unions 220
Summary 220
Case Studies 221
References for Chapter 10 223

11 Regulatory Influences on Media Management 225
Regulatory Influences: The Federal Government 226
The Executive Branch 226
The Legislative Branch 226
The Judicial Branch 226
Role of State and Local Law 227
Role of the Federal Communications Commission 227
The FCC: A Brief History 227
The Contemporary FCC 229
FCC Regulatory Policies: What the FCC Does 231
The FCC and Broadcasting 231
The FCC and Programming Policies 234
The FCC and Cable Television 238
The FCC and Telephone Regulation 240
Other Federal Departments and Agencies 242
Department of Justice 242
Federal Trade Commission 243
National Telecommunications and Information Administration 243
Federal Aviation Administration 243
Informal Regulatory Forces 243
Consumer Groups 244
Self-Regulation 244
The Press 245
Contents

Summary 245
Case Studies 246
References for Chapter 11 248

12 Technology Influence on Media Management 251
Technology Trends 251
  Distribution Technologies 252
  Consumer Technologies 254
Emerging Business Models 256
  Applications 257
  Subscriptions 257
  Pay for Play 258
Management Issues 258
  Personnel 258
  Fragmentation 259
  Creating Enterprise Value 260
Summary 261
Case Studies 262
References for Chapter 12 263

13 Social Media Influence on Media Management 265
Key Players in Social Media 265
Developing a Social Media Presence 267
  Managerial Uses of Social Media 272
Summary 266
Case Studies 267
References for Chapter 13 279

Glossary of Key Terms 281
Index 291