Course 1 provides insight into the economic forces shaping the media industry. It focuses on the fundamental theoretical and applied economic frameworks that explain the industrial organization of the media industry, the organisational behaviours of the various companies active within that industry and the strategic management theories that underpin the market choices media executives face today. The course, moreover, provides an overview of the various disruptive forces that media firms in particular and the media industry in general face that dramatically transform the way media is produced, aggregated, distributed and consumed.

Key Objectives

• Obtain in-depth knowledge of the most dominant frameworks in media economics.
• Understand the core variables of the industrial organisation approach and alternative approaches.
• Understand the dynamics underlying platformisation.
• Acquire insights in the impact of technological innovations on the media markets.

Cases & Topics

Media economic foundations
New technologies in the media industry
Over-the-top media services
Platformization in the media industry
New media business models
Digital newsrooms
Media product diversification
Cooperation and coopetition
Strategic media management
Industrial Organization approach

PROFESSORS AND INDUSTRY EXPERTS

Prof. Dr. Pieter Ballon - Director, imec-SMIT-VUB / Brussels Smart City Ambassador
Pieter Ballon is the Director of the research group imec-SMIT at the VUB. He was appointed the first Brussels Smart City Ambassador and is also the International Secretary of the European Network of Living Labs.

Prof. Dr. Robert Picard - Senior Research Fellow, Reuters Institute, University of Oxford
Robert G. Picard is a specialist on media economics and policy and the business challenges facing media in the digital age. Picard has been a consultant to numerous media companies, ministries and government agencies in North America, Europe, Asia, and Latin America.

Dirk Wauters - Visiting Professor Innovation Management, KU Leuven
Dirk Wauters started his career as co-founder of the first spin-off company from KU Leuven. He then worked in senior management positions at Alcatel and Siemens. He subsequently became CEO of VRT. He is co-author of the book ‘Het nieuwe TV kijken’ (The new TV viewing).

Bart Becks - Founder angel.me ventures, Executive Chairman EURACTIV
Bart Becks is involved as founder, advisor and/or investor at a series of start-ups and scale-ups. Previously, Bart was CEO of Belgacom Skynet and Vice-President at SBS Media Europe. He also co-founded startups.be, BeCentral and was chairman of iMinds (now imec).

Arno Flier - Director - Monitor Deloitte
Arno Flier is Director in Deloitte Consulting’s Technology, Media and Telecom team. He has 18 years’ experience in strategy consulting and line management. He is specialized in M&A strategy and international media assignments (corporate strategy, customer strategy and M&A) with a focus on publishing and innovation.

Olivier Braet - Senior Researcher, imec-SMIT-VUB
Olivier Braet is senior researcher at imec-SMIT-VUB. Within national and international research projects he focuses on the economical and industrial dimensions of new information- and communication technologies.
Course 2 sheds light on the complex interplay between media economics and policy in a converging media landscape. Where policies used to exist in neat silos with separate regulation for broadcasting, telecommunications and ICT, the boundaries between these sectors are blurring. That provokes new policy making or an adjustment of the way in which certain policies like competition law are being applied to the media sector. Focus is on the different aspects of the European Digital Single Market policy framework and how it affects the media sector, competition policy and on specific trends in national media policies.

**Key Objectives**

- Acquire knowledge of the main policy instruments affecting the media industry.
- Acquire knowledge of the trends in European and national policies.
- Understand how policies affect day-to-day business of media companies.
- Develop a personal stance on the interplay between media economics and media policies.

**Cases & Topics**

- Media policies
- European Digital Single Market
- Competition policy
- National media policies
- Advertising regulations
- Over-the-top media services

**PROFESSORS AND INDUSTRY EXPERTS**

**Prof. Dr. Karen Donders** - Assistant Professor European Media Markets & Policy Analysis / Head of Media Unit, imec-SMIT-VUB
Karen Donders’ scientific research focuses on the role of public broadcasting in a digital society, European competition rules and the media sector, and the intersection of media policy and economics.

**Maxim Hauk, LL.M.** - EU affairs consultancy
Maxim Hauk is a governmental affairs and political communications strategist and attorney for digital industries. He has more than 13 years of work experience for regulators, trade associations and the EU Parliament. He is the secretary general of the German Liberals’ media and Internet policy commission.

**Ben Appel** - Director Legal and Business Affairs, Medialaan
As Director Legal and Business Affairs, Ben Appel works for Medialaan, the parent company of the commercial television and radio brands VTM, Q2, Vitaya, CAZ, Q-music and JOE in Belgium. He is responsible for all business, legal and policy matters at Medialaan.

**Ross Biggam** - Vice-President Government Affairs EMEA, Discovery Communications Europe
Discovery Communications is an international media group that is known for television channels like Discovery Channel and Animal Planet. Within Discovery Communications, Ross Biggam is a global television and media business adviser with focus on EU regulation.

**Angela Mills Wade** - Executive Director, European Publishers Council / Chairman, Europe Analytica Limited
Angela Mills Wade is the Chairman of Europe Analytica, an independent public affairs and communications consultancy company based in Brussels. Since 1991, Angela has been the Executive Director of the EPC, a high-level lobby group of European media groups.

**Prof. Dr. Ben Van Rompuy** - Assistant Professor Competition Law, Leiden University
Ben Van Rompuy’s main research interests lie in the fields of European and comparative competition law (antitrust, mergers, State aid) and EU internal market law, with a particular focus on the media and sports sectors.
Course 3 proposes an overview of IPR issues faced by the media industry, from both a legal and an economic point of view. While digital technology allows for better access to media content, it might also threaten investments in content creation. It has indeed become easier to distribute, share and consume content without the right holders’ authorisation. Some companies even argue that authorisation is not always needed, for example in case there is no new communication to the public.

**Key Objectives**

- Acquire knowledge on the basics of European and national IPR frameworks.
- Understand the legal and economic justifications and limitations of IPR.
- Know which actors to take into account.
- Understand the shifting context for dealing with IPR in the European media industry due to digitization.
- Decipher income streams based on copyright and related rights.
- Provide a balanced overview of topical IPR issues in the digital age and consequences in terms of revenues and economic reward in general.

**Cases & Topics**

- European and national IPR frameworks
- Media content digitization and innovation
- Collective management
- ISPs
- Piracy
- Revenue generation through IPR
- Income streams
- Google News
- Territorial and online licensing
- Over-the-top media services

**PROFESSORS AND INDUSTRY EXPERTS**

**Prof. Dr. Fabienne Brison** - Partner HOYNG ROKH MONEGIER LLP  
Fabienne is specialised in copyright, media and technology. She teaches at the VUB and KU Leuven. She practices as a lawyer. She is the Secretary-general on the international ALAI. In all her capacities, she is dealing on a daily basis with current issues of copyright.

**Prof. Dr. Heritiana Ranaivoson** - Senior Researcher, imec-SMIT-VUB  
Heritiana Ranaivoson is Senior Researcher and Project Leader at imec-SMIT-VUB since 2010. He has led several projects at international, national and local levels, funded by public (e.g. European Commission, UNESCO) or private (e.g. Google, VRT) organizations.

**Tobias McKenney** - Senior European IP Policy Manager, Google  
Tobias graduated in law, before researching copyright issues at the European University Institute in Florence and working in the European Commission on intellectual property issues. He joined Google in 2012 as European Intellectual Property Manager.

**Dr. María Iglesias** - Legal Officer, Central IP Service EC  
Dr. María Iglesias has extensive experience in providing legal advice to private and public operators in IP matters. Before joining the Commission, she worked for different Universities and was responsible for the Research department of KEA.

**Dr. Michiel Kolman** - Senior VP Elsevier, and President, International Publishers Association  
Dr. Michiel Kolman holds a PhD in astrophysics from Columbia University, and was listed in the Financial Times’ Top 100 ranking of most influential LGBT senior executives.

**Ted Shapiro** - Partner, Wiggin  
Ted Shapiro is a partner with over 20 years of experience who heads Wiggin's Brussels office. He is a recognised expert in international and European copyright law assisting clients on issues related to policy, litigation, compliance and commercial matters.
Course 4 sheds light on the interplay between recent and upcoming technological evolutions and their (possible) influence on the media industry. As the media industry takes time to catch up with technological innovations, more profound insights on phenomena like big data, internet-of-things, virtual reality and blockchain and their underlying technological building blocks are necessary.

**Key Objectives**

- Acquire knowledge on recent and upcoming technological evolutions that might impact the media industry.
- Provide insights and best practices on how to adopt innovation as a mindset in day-to-day operations.
- Provide insights and best practices on how to capture the value of data and steer algorithms.

**Cases & Topics**

Technological evolutions / disruptions
Big data
Algorithms
Privacy
Over-the-top media services
Personal data
Blockchain
Virtual reality
Internet-of-Things

**PROFESSORS AND INDUSTRY EXPERTS**

**Prof. Dr. Laurence Claeys - Senior Researcher, imec-SMIT-VUB**
Laurence Claeys is professor at VUB and is Senior Researcher at SMIT. She is involved in research on Internet-of-Things, algorithmic living, end-user development and software development processes.

**Dr. Daniel Knapp - Executive Director TMT**
Daniel is Executive Director TMT at IHS Markit, a global information and advisory firm. His research focusses on the future of audio-visual media, platform economics, advertising, data strategies, and applications of artificial intelligence in media.

**Jan Bouwen - Nokia Bell Labs, Technology Vision**
At Nokia Bell Labs, Jan Bouwen analyses emerging technologies and user trends and weaves them into future disruptive application scenarios to identify novel networking challenges.

**Dr. Sari Depreeuw - Partner Daldewolf / Professor, USL-B**
Sari Depreeuw focuses on the various legal aspects of creation and (digital) innovation, such as protection by intellectual property rights and as trade secrets, the use of personal and non-personal data, GDPR and IT contracts. She assists her clients with advice, contract negotiation, drafting and in litigation.
Course 5 focuses on the interplay between media economics and audio-visual production. It combines insights from recent work within production studies, policy studies and media economics, with a specific emphasis on financing of audio-visual production on the one hand, and creating the best environment and contextual circumstances for successful audio-visual productions on the other. It sheds light on recent trends in European and worldwide film, television and documentary production.

**Key Objectives**

- Acquire knowledge of trends and shifting financing and revenue models for TV drama, film and documentary production and format trade.
- Acquire an in-depth understanding of contextual and structural thresholds in European audio-visual markets.
- Acquire detailed knowledge of government support schemes and their importance for audio-visual production.

**Cases & Topics**

- Audio-visual production and financing
- European audio-visual markets
- Formats
- Audio-visual production management
- Film / Documentary / TV production
- Netflix
- Co-production
- Financial / strategic planning
- Government production schemes
- Broadcasting strategies
- Organizational development

**Professors and Industry Experts**

**Prof. Dr. Tim Raats** - Senior Researcher, imec-SMIT-VUB
Tim Raats' scientific fields of interest include media management and policy issues. He specializes in public service media partnerships and independent television production and management and production in small media markets and independent television production sector developments.

**Prof. Dr. Andrea Esser** - Professor of Media & Globalization, University of Roehampton, London
Andrea Esser’s research revolves around the transnationalization of television production, distribution and consumption and considers economic, cultural and policy aspects.

**Peter Jaeger** - Jaeger Creative
Peter Jaeger is Professor at the Vienna Film Academy, jury member of the Flemish and Vienna Film Fund and a member of The Rough Cut Service. In 2016, Peter launched JAeger CREATIVE, a consulting initiative focusing on innovative distribution, marketing and financing solutions for creative docs and series.

**Helen Perquy** - Independent–Executive-Producer
Helen Perquy is specialized in financing high-end television drama with international potential. As an executive producer (Tabula Rasa, Quiz Me Quick, etc.), she develops and manages international co-productions, connecting high quality content with the suitable financing strategy.

**Doug Wood** - Group Director Research & Insight, Endemol Shine
Douglas Wood has over twenty years’ experience in television research. He is an expert on global trends for the television industry and also oversees all research working on key formats of Endemol Shine such as MasterChef, Big Brother and Broadchurch.

**Prof. Dr. Pia Majbritt Jensen** - Associate Professor, Aarhus University
Pia Majbritt Jensen is a media sociologist whose research revolves around the role of media in globalisation processes, and research topics include international television formats, genres and TV drama and transnational audience and production / industry analyses.

**Elena Lai** - Head of Office, Europe Analytica and Secretary General, CEPI
Elena Lai is Europe Analytica’s Head of Office and works as Secretary General at CEPI, the European Coordination of Independent Producers. She acts as an Account Director specialising in audio visual and media issues and is responsible for Business Development.
Course 6 sheds light on the new developments and trends in commercial communication and advertising in the digital era. Participants will get acquainted with new formats, will get insight in the different workflows and will also develop an understanding of user perspectives on advertising in the digital age, business related aspects and privacy issues.

**Key Objectives**
- Acquire knowledge on current trends in commercial communication and advertising and the advertising process.
- Understand the different challenges linked to these trends, including privacy aspects.
- Critically evaluate new advertising formats and buying and selling tools.

**Cases & Topics**
- Advertising
- Personalized advertising
- Cross-media audience measurement
- Programmatic ad buying and selling
- Big data analytics
- Privacy
- Workplan for personalized media campaigns

**PROFESSORS AND INDUSTRY EXPERTS**

**Prof. Dr. Wendy Van den Broeck - Senior Researcher, imec-SMIT-VUB**
Wendy Van den Broeck is head of the user research unit at SMIT. Her research expertise is user experience and quality of experience of audio-visual services (i.e. interactive digital television, 2nd screen, online video consumption) and the domestication of new media technologies in a home context.

**Iris Jennes - Researcher, imec-SMIT-VUB**
Iris Jennes is researcher within the Media Unit of imec-SMIT-VUB. As a researcher, she is working on the changing role of the user in the converging and digitising television value network, including issues of commercial television and advertisers and the way audiences and users are measured by the commercial television industry.

**Jeroen Coeymans – Director Business Intelligence, SBS Belgium**
With 20 years of experience in media planning and research Jeroen Coeymans is an expert in advertising and audience measurement. He was closely involved in the development and launch of addressable advertising and monitors the evolutions in the media industry.

**Dr. Ionel Naftanaila - Programme Development Director, EDAA**
Ionel Naftanaila is a technology and digital business expert, public speaker and university lecturer. He has been at the forefront of shaping and implementing European industry self-regulatory standards on Online Behavioural Advertising, and regularly delivers presentations on digital advertising trends, privacy and self-regulation.

**Kimon Zorbas, Senior Vice President Government Relation & Public Policy, Nielsen**
Kimon Zorbas is heading up Nielsen’s Government Affairs and Privacy activities in EMEA. He is responsible for contacts to governments and, including engagement such as the World Economic Forum. Kimon is a qualified lawyer, having undergraduate and postgraduate degrees from University of Tübingen and K.U. Leuven.

**Dr. Daniel Knapp - Executive Director TMT, IHS Markit**
Daniel is Executive Director TMT at IHS Markit, a global information and advisory firm. His research focusses on the future of audio-visual media, platform economics, advertising, data strategies, and applications of artificial intelligence in media.
Course 7 focuses on the on-going developments in journalism and their impact on the viability of journalism, both as an economic commodity and as a fundamental cornerstone of a strong democracy. Building on the latest insights in journalism studies, media economics and innovation theory, attention is given to technological, industrial and social disruptions, how they challenge the practice of journalism and how to be best prepared to face these challenges.

**Key Objectives**

- Acquire a strategic and analytical perspective on shifting revenue streams for news content and journalistic production.
- Acquire in-depth understanding of the technological, industrial and social context shaping the European news market.
- Provide best practices in addressing the challenges of contemporary journalistic production, i.e. international collaborations, interdisciplinary working environments, editorial analytics, accelerated innovation, etc.
- Acquire strategic, actionable insights to prepare journalists, newsrooms and news organisations for future disruptions, and how to tackle them.

**Cases & Topics**

- Journalism
- Value creation through news
- Democracy
- Innovation theory
- Technological disruptions
- European news market
- Journalistic production
- Newsrooms
- Fake news
- Data-driven investigative journalism

**PROFESSORS AND INDUSTRY EXPERTS**

- **Prof. Dr. Ike Picone - Senior Researcher, imec-SMIT-VUB**
  Ike Picone's research is situated in the domain of news and journalism studies. He focuses on interactive and participatory news use, with a special interest in digital storytelling and self-publication.

- **Nic Newman - Lead Digital News Report, Reuters Institute for Journalism**
  Nic Newman is a Research Associate at the Reuters Institute for the Study of Journalism and has been lead author of the annual Digital News Report since 2012. He is also a consultant on digital media, working actively with news companies.

- **Dr. Andra Leurdijk - Forallmedia**
  Dr. Andra Leurdijk works as an independent researcher and consultant in media-innovation, -strategy and -policy. Among her clients are public broadcasting organizations, governments, European bodies and advisory committees. She also sits on the board of the Dutch Journalism Fund that subsidises innovative journalism projects.

- **Luc Rademakers - Global Advisory Consultant, WAN-IFRA**
  Luc Rademakers is Global Advisory Consultant at the World Association of Newspapers and News Publishers. As a management consultant, he has broad experience leading media transformation in executive roles for print, television, radio and digital.

- **Nicholas Lataire - Editor in Chief Information, VTM NEWS at Mediaalaaan**
  Nicholas Lataire is Editor in Chief of the newsroom of the biggest commercial television channel in Belgium, VTM.
Course 8 sheds light on a very important aspect of the economics of media, being changes in ownership (M&A). The buying and selling of assets in the media industry is a key feature of today’s media, electronic communications, social network, ICT, retail platforms and many more sectors. Why is that the case? What is driving M&A activity? Do we see intensifying M&A activity or is what we observe business as usual? How is a M&A operation working in practice? These and other questions are tackled in this course that combines the sometimes-legalistic aspects of M&A activity with its core economic rationale and implementation.

**Key Objectives**

- Acquire insights into the rationale of M&A in the media industry.
- Understand the drivers of ongoing and future M&A activities.
- Know what M&A activity is going on in the media content, electronic communications and new media industries while looking at specifically cross-sectoral trends.
- Develop own insights of what would be interesting opportunities for companies in terms of M&A.

**Cases & Topics**

- M&A in the media industry
- Media ownership
- M&A regulations
- Converging media sectors
- Print sector
- Electronic communication sector
- M&A strategy development

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**PROFESSORS AND INDUSTRY EXPERTS**

- **Prof. Dr. Caroline Pauwels - Rector VUB**
  Caroline Pauwels became rector of the VUB in 2016. She studied philosophy and communication sciences, and is a member of SCOM since 1989. She promoted with a dissertation on audio-visual policy of the EU. 2012-2014, the University of Ghent awarded her the Francqui Chair.

- **Prof. Dr. Karen Donders - Assistant Professor European Media Markets & Policy Analysis / Head of Media Unit, imec-SMIT-VUB**
  Karen Donders’ scientific research focuses on the role of public broadcasting in a digital society, European competition rules and the media sector, and the intersection of media policy and media economics.

- **Prof. Dr. Ben Van Rompuy - Assistant Professor of Competition Law, Leiden University**
  Ben Van Rompuy’s main research interests lie in the fields of European and comparative competition law (antitrust, mergers, State aid) and EU internal market law, with a particular focus on the media and sports sectors.

- **Dieter Nieuwdorp - SVP Strategy & Corporate Development, Telenet**
  In 2014, Dieter Nieuwdorp joined the SLT as Senior Vice President Strategy & Corporate Development. His main function includes the development of the general strategy of the company and the structuring of M&A transactions and other partnerships.

- **Filip De Schouwer - Managing Partner, Cresco Business Law Firm**
  Filip De Schouwer specializes in corporate law (including mergers and acquisitions and corporate restructurings), real estate and general commercial and contract law for both local and international clients.

- **Prof. Dr. Tom Evens - Assistant Professor, Ghent University**
  Tom Evens works in the Department of Communication Sciences at Ghent University. He specialises in the economics and policies of digital media and technology markets.
## Curriculum of the programme

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### Curriculum of the programme

#### Semester 2

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**February**

**Course 5**
Audio-visual production

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**March**

**Course 6**
Commercial communication and advertising in a digital age

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**April**

**Course 7**
Economics of journalism

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**May**

**Course 8**
Mergers and acquisitions

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Contact

PGMediaEconomics@vub.be

More information and registration at:
www.vub.ac.be/en/study/postgraduate-in-media-economics