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 organizational 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 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, policy and the challenges facing media in the digital age. He has been a consultant to media companies and government agencies.

- **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, Siemens and became CEO of VRT.

- **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.

- **Matt Stoller** - Fellow - Open Markets Institute
  
  Matt Stoller has written a book on monopoly power in the 20th century for Simon and Schuster. Previously, he was a Senior Policy Advisor and Budget Analyst to the Senate Budget Committee.

- **Dr. Paul Clemens Murschetz** - Associated Researcher, Austrian Academy of Sciences
  
  Paul Clemens Murschetz is senior researcher in media economics and media management studies and associated researcher at the Austrian Academy of Sciences.

- **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.

- **Liesbeth Van Impe** - Editor in Chief, Het Nieuwsblad/De Gentenaar
  
  Liesbeth Van Impe assumed the Editor in Chief post together with Pascal Weiss in 2011. At the KULeuven she teaches political reporting to master students in journalism.

- **Alex Thoré** - Founder of Magis.Company and former Branding and Communication Director at Proximus
  
  Alex Thoré is an expert in branding strategy and market positioning of telecommunication company’s content and service portfolio strategy.
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.

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.

Ben Appel - Director Legal and Business Affairs, MediaLaan
As Director Legal and Business Affairs, Ben Appel works for MediaLaan (VTM, Q, 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 (e.g. Discovery Channel and Animal Planet). Within Discovery Communications, Ross Biggam is a global television and media business adviser with focus on EU

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.

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.

Kate Biggs - Senior Policy Advisor, Ofcom
Kate Biggs is a Principal in Ofcom’s Content and Media Policy Group. Previously, she worked as a public policy adviser for the UK, Australian and New Zealand governments, with a focus on public service broadcasting and the BBC.

Jonathan Porter - Senior Economist, Ofcom
Jonathan is a Senior Economic Advisor in the Chief Economist’s Team in Ofcom and before that he was Head of Economic Regulation at the Independent Television Commission ("ITC"). He has worked on a range of projects relating to competition and public policy issues.
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
ISP’s
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 - Lawyer-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.

Burak Özgen - General Counsel - GESAC
GESAC represents more than 1 million creators in EU/EEA in the process of European law and policy making on copyright, collective management and cultural policy. Burak is a member of ALAI Belgian group ABA/BVA and frequently speaks at conferences, workshops and academic gatherings.

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.

Anne-Catherine Lorrain - Policy Advisor at European Parliament – Researcher
Anne-Catherine Lorrain is Political Expert for the Greens/EFA political group in the European Parliament. Her current position is in the Committee for Legal Affairs, with a special focus on digital issues and the European copyright reform.

Ted Shapiro - Lawyer-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

- **Simon Carroll – Editor, Internet of Me**
  As Editor of Internet of Me, Simon Carroll has explored the enormous opportunities and challenges presented by the burgeoning personal data economy in an increasingly digital world. He has been a journalist for more than 25 years, many of them at UK’s biggest-selling
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.

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

- **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 JAEGGER CREATIVE, a consulting initiative.

- **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.

- **Doug Wood - Group Director - 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.

- **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, etc...

- **Elena Lai - Head of Office, Europe Analytica and Secretary General, CEPI**
  Elena Lai is an Account Director specialising in audio visual and media issues and is responsible for Business Development.

- **Ellen Onkelinx – master the gap**
  Ellen Onkelinx is a negotiation and public affairs expert and an accredited mediator at master the gap. Before founding master the gap, Ellen was the CEO of the Flemish film & television producers association for 11 years.
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
- Workplan for personalized media campaigns

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**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 EMEAA. 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 best prepare 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 - Independent Advisor, Forallmedia & member of the Dutch Journalism Fund
Dr. Andra Leurdijk works as an independent researcher and consultant in media-innovation, -strategy and -policy. Among her clients are public broadcasters, governments, European bodies and advisory committees. She also sits on the board of the Dutch Journalism Fund.

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.

Ole Reissmann, Managing Editor, bento.de
Ole Reissmann is managing editor of bento.de, the millennial news site from spiegel.de. He is teaching journalism at the University of Hamburg and the University of Bremen. Before launching bento.de, he worked as web, tech and media editor at spiegel.de where he covered the Snowden Files, Hackers and net politics.

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

### 2018-2019

#### Semester 1

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### Curriculum of the programme 2019

#### Semester 2

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**SMIT**

**ECONOMIC & SOCIAL SCIENCES**

**SOLVAY BUSINESS SCHOOL**

**MEDIA ECONOMICS PROGRAMME 2018 - 2019**
Contact

PGMediaEconomics@vub.be

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