COURSE BACKGROUND

This is an elective course for the MBA student in the EMT program. It will provide students with a framework for understanding the dimensions of globalization achieved by the Media and Entertainment companies and their system for expansion worldwide. The significant impact on the US economy is due to the export growth of American leisure products and services. The Marketing of Entertainment Industries as a core course for the EMT initiative will be required.

Within the framework of the sectors of the Entertainment, Media & Technology industries, the course will analyze the strategy of several of the leading multi-national EMT conglomerates and the development of various leisure time businesses within the five world economic zones, Europe, Pacific Rim, Latin America, Middle East, and North America. We will also examine emerging markets, including Eastern Europe, South Africa and Russia.

We will selectively cover movies, home video, network broadcast in TV and radio, music, cable, live entertainment, legitimate theater, sports, and theme parks and their development in the major countries worldwide.

We explore the impact of technology on the entertainment companies operating in most countries with comparison of country to country. We also include the importance of culture, and the responsibilities of cultural ministers in administering these industries. We emphasize a critical analysis of the disparity between have's and have-nots, lower income vs. middle income regarding new media (i.e. computers, cell phones, cable tv, wireless) particularly in Latin America: the Middle East and developing nations.
COURSE OBJECTIVES
To provide students with an overview through case studies, lectures and readings of the importance of worldwide expansion for the American entertainment industries, and the opportunities for foreign multinational EMT companies to export leisure products and services to North American consumers.

To examine multi-media companies’ international growth, the relationship of this development to the political, social and economic changes taking place in countries around the world (due to increased GNP’s, a rising middle class, and the growth of discretionary spending and leisure time).

As an example of the far reaching influence of the emerging EMT multinationals, we will explore the Chinese entertainment industry, the new consumer for leisure time products, and the transition from a closed society with few rules, covering intellectual property distribution, to the expansion and change of the Chinese media and telecommunication industries necessary for world power status.

Required Reading: Three HBS Cases purchased from the Graduate Book Store as a Course Packet, Selections from articles and class assignments for each week

GUIDELINES FOR WRITTEN ASSIGNMENT

1. All papers are to be typed, double spaced.
   CASES: One and a half, up to two pages to be submitted and be prepared to discuss in the designated class.

   TERM PAPER: Fifteen (15) pages plus appendix, charts, bibliography
   PRESENTATIONS: Team presentations of :15 minutes with Power Point slides or Overheads. Timing and the essence of the reports is essential. Six – Eight slides maximum.

2. It is recommended that you follow a basic proposal or report format or a style book to present your work in a polished and professional manner.

3. Please take time to organize your work so that it is clear and concise. Your opening statement should be an introduction, which states what, your objective is and what you’re going to discuss. The main body should present your findings in a logical and straightforward way. Summarize your findings or recommendations at the end in a conclusion. Break up your work into subheadings.
4. Make sure that your work is proofread and edited. You should ask a friend, colleague, or co-worker to help you with this. Your final draft should be free of errors in spelling, punctuation, and grammar; having someone else proofread is the most effective way to do this.

5. Some of you may want to use your work as a tool to help you in your career planning. This can be a very persuasive “calling card.” It’s well worth your time to develop this assignment into something you can use beyond this course.

6. Your assignment is expected to reflect your understanding and comprehension of the material covered in this course. This includes all the readings, supplementary handouts, and the lectures. Most of the detailed information concerning the various aspects of the course is contained in the syllabus. Your assignment should represent the cumulative work product of this course and incorporate that information.

7. The assignments are due on the classes noted in the syllabus, so please review carefully. If for any reason you are unable to submit it on that day, you will have to make arrangements to send it to me directly. Assignments submitted to me via fax will not be accepted.

Class participation will be graded on the quality of the interaction and will be measured against these criteria:

- Preparedness of the comments
- Drawing on current news articles
- Extend of knowledge
- Listening skills
- Ability to get to the heart of the matter
- Opening new doors for investigation
- Statement of practical relevant experience
- New insights
- Building on statements of others

REQUIRED READING:
Available at the Professional Bookstore, HBS Course Case Pack: TARA SWANN, Nickelodeon Latin America, ZEE TV, India, Google in China, Microsoft XBOX, Korea

Handouts, Articles, Lecture Notes


Grading

Cases 15%/15%,15%
Class participation 05%
Paper/Presentation 30/10%
Final Exam 10%
Total 100%

WEEK DATE SUBJECT

1 Sept. 22 GLOBAL OVERVIEWS OF THE ENTERTAINMENT & MEDIA SECTORS

Introduction and Framework for Course
Definitions/Economic Factors
Trans National Media Companies
Student Teams/Projects

2. Sept. 29 EUROPE I: Continued Growth in English Speaking Countries (UK, Ireland, Wales, Scotland)

Is the BBC keeping up with modern technology? Who is providing the direction for web based television, downloading programs? What has been the impact of the new cable channels on the basic British Networks? Discussion on ITV, Granada, Rank, Acorn Media, Covent gardens- West End, Live Theater
Music sales are facing the same issue of declining CD sales –where is the British music scene? How has Murdoch’s Sky TV DBS system changed the viewing habits of the European consumer?
Why has British TV Entertainment suddenly become a successful US import? Are American movies and tv programs still a major part of British entertainment? What is BAFTA?
How much power and control over media & entertainment is vested in the Office of Communications (OFFCOM)

3 Oct. 6 EUROPE II: Mediterranean Countries: France & Italy

Disney Paris

Is French Cinema fading or is it just poor marketing? Who are the leading auteurs in France, Why is the Cannes Film Festival so important and the Deuville FF not so important? What are the mistakes Disney made with DisneyParis?
Now that Berlesconi is once again prime minister, how has Italian public television expanded in quality and content? Where is Berlesconi’s Media and Entertainment Empire headed? Why is RAI TV, the public television network
asking for producing credits in film? Who is funding Italian movies? Will the Rome Film Festival eventually replace the Venice Film Festival?

THE GLOBAL IMPACT OF THE ENTERTAINMENT INDUSTRIES

**4 Oct 13  EUROPE III: Germany & Spain**

*Germany*: Why did the Kirsch Media company fail? Who owns the ProSieben cable channel, and what do they plan to do with it, in the face of heavy competition in German cable? What are the Monn families' plans for the privately held Bertelsmann company, now that it is the leading worldwide publisher. Is the Springer Newspaper Empire poised to expand into new media?

*Spain*: What is the impact on Spanish media as television programming has expanded, and advertising has been allowed? Is Spain the new frontier for new wave Movies, and how will they market this genre? Does the powerful Spanish Telecom company “Telefonica” have designs on the cable industry? Is Architecture in Spain really destination entertainment?

**5. Oct 20 MERCOSUR COUNTRIES – Brazil, Argentina & Venezuela**

Has Brazil become too passive about exporting its huge entertainment and media business? The export of Brazilian music continues or is it less important? What is the impact of Carnivale on the culture of the country? Who is making selling and exporting Brazilian telenovelas?

Can the big two in South America create an Entertainment and Media power and build their business in Europe, Mexico, and the US? Is the middle class growing sufficiently to fuel the Home Video and CD markets? Is the PC, Internet, and Home Shopping making any inroads or is it still too expensive.

Has Argentina become the headquarters for many multi-natinal Companies, including Disney, FOX, Universal, Warner/ What is the threat to the domestic media conglomerates, CLARIN and Telefe. Can an independent like RGB entertainment productions thrive and prosper, and how successful have they become?

Case #1 TARA SWANN: Nickelodeon in Latin America
Or ABRIL, Brazil Due Oct.20
THE GLOBAL IMPACT OF THE ENTERTAINMENT INDUSTRIES

6  Oct 27  NAFTA COUNTRIES
Mexico & Hispanic Media in Worldwide Expansion:
Canada’s Identity Crises

What has been the impact of NAFTA on Mexican entertainment and Cable TV? What is the challenge to Ascaraga’s TV Empire? Televisa and Azteca are large conglomerates with a great deal of political clout? Can they export product to the US? Is entertainment a vehicle for change in Mexico?

Canada is a country divided by language, culture, and affiliations with France and England. However, the US is a looming presence. There are large companies to be studied. Why are US movies being made in Canada? Are they content to be overrun by US media and entertainment product, or can they navigate their own identify?

7  Nov. 03  EMERGING COUNTRIES: Eastern Europe

Is Eastern Europe the next Entertainment frontier? Why are American movies being made in Prague? Making movies with private/public funds. What are the differences or similarities between Poland, Czech Republic, Hungary, etc.

TERM PAPER outlines Due Nov 03

8  Nov 10  MIDDLE EAST: Focus on India, Dubai & Israel
Impact of Customs, Cultures & Religion


Dubai: Is there a future for the Media City – who is the competition

Israel: The Film Festival establishes the imprint of films made in Israel to large audiences in the US both in New York and Los Angeles. American, and European programming dominate the tv channels content.

Case # 2: Discussion of ZEE TV, INDIA Due Nov 10
THE GLOBAL IMPACT OF THE ENTERTAINMENT INDUSTRIES

9 Nov 17  **ASIA I: Japan and the Asian Nations**

Is Kiretsu still a strong force in the Home Entertainment & Media industries. Why was Gadzilla a Success at Home and Failure Abroad? How important is Anime in the rest of the world? What is holding SONY back from its once dominant position? What are Disney’s plans for the distribution of Japanese animation feature films? How important are the Advertising agencies in media and entertainment? Is reading Shimbum a national habit that has not disappeared or is OnLine a factor?

Nov. 24  **NO CLASS  Thanksgiving Holiday**

10 Dec. 01  **ASIA II: China and its Partners**

Olympics 2008, The WTO, Foreign Films? Will the China-Hong Kong combination create a Media and Entertainment Superpower? What are Rupert Murdoch’s plans following his acquisitions in Star TV Asia? Is music a local artist phenomenon in Asia, or are American live concerts fueling the CD industry? What are the new issues regarding intellectual property rights in China? What are the by-products of The Disney/Japan theme park in Tokyo’s success? How does it compare with Universal in Osaksa?

Dec.01  **TERM PAPERS DUE**

11 Dec. 08  **PRESENTATIONS**  **Teams: 12-15 minutes each**

12 Dec. 15  **PRESENTATIONS**  **Teams: 12-15 minutes each**

Dec 15  **Hand in Case # 3: Microsoft XBOX, Korea Or Google in China**
GLOBAL IMPACT OF THE ENTERTAINMENT INDUSTRIES
FALL 2010

ASSIGNMENTS

TERM PAPER

TEAM COUNTRY/COMPANY PAPER
1. BACKGROUND OF THE COUNTRY AND THE COMPANY
2. WHAT IS THE CURRENT STATUS OF THE COMPANY
3. WHAT ARE ITS CORE COMPETENCIES
4. WHAT ARE THE MAIN PROBLEMS THEY ARE FACING
5. WHAT IS THEIR TRANSNATIONAL ACTIVITY, i.e., IN WHAT OTHER COUNTRIES ARE THEY DOING BUSINESS
6. WHAT DOES THE FUTURE HOLD FOR THE COMPANY
7. CONCLUSIONS, EXECUTIVE SUMMARY, RECOMMENDATIONS

POSSIBLE TEAMS (suggested)
1. SCANDANAVIA – DENMARK, SWEDEN, NORWAY
2. RUSSIA
3. PACIFIC RIM: AUSTRALIA, NEW ZEALAND
4. SMALLER Latin America: CHILE, PERU, COLUMBIA, DOMINICAN REPUBLIC
5. CENTRAL AMERICA: ECUADOR, PARAGUAY, COSTA RICA
6. ASEAN COUNTRIES: MALAYSIA, INDONESIA, PHILLIPINES
7. JAPAN
8. CHINA + MACAO
9. TAIWAN
10. KOREA
11. HOLLAND &SWITZERLAND
12. ENGLISH SPEAKING EUROPE: IRELAND, SCOTLAND & WALES
13. ISRAEL + GREECE + TURKEY
CASES – QUESTIONS TO BE ANSWERED

QUESTIONS FOR THE HBS CASE
“TARA SWAN @ NICKELODEON LATIN AMERICA”

a. EXPLAIN THE “BIG BETS” STRATEGY – EVALUATE IF IT WAS A SUCCESS OR A FAILURE, LIST THE PRO’S AND CON’S
b. WHAT WERE KEY INGREDIENTS OF SWANN’S BUSINESS PLAN FOR LAUNCHING NICKELODEON IN LATIN AMERICA?
c. WHAT WERE THE WEAKNESSES IN THE LAUNCH STRATEGY?
d. WHY DID BRYNE HAVE TO BE REPLACED?
e. ANALYZE TARA’S PERSONNEL SELECTION AND RECRUITING PROCESS
f. WHAT WERE SWANN’S PERSONAL STRENGTHS?
g. WHAT IS THE CREATIVE PORTFOLIO ON WHICH NICKELODEON WAS BASED?
h. ASSESS TARA’S WILLINGNESS TO STAY IN BED AND STILL RUN NICKELODEON WHILE WAITING TO GIVE BIRTH.
i. EVALUATE THE TOTAL CONTINENT “PAN-LATIN AMERICA PROGRAM : VS. A SINGLE COUNTRY PLAN.

2. MUST ZEE TV (HBS)
a. what are the challenges facing ZEE TV?
b. how did ZEE achieve its success?
c. what part did the Government play in TV development in the past?
d. what is the Government’s role today?
e. who is the competition?
f. what are the opportunities for ZEE in the future?
g. who are the key players, managers leading the company?
h. what are the unique characteristics of India that help and hurt a television company?
i. what are the plans for content, distribution and export/import of the programming?
j. what are your recommendations for this company

3. THE XBOX LAUNCH IN KOREA: STANFORD CASE

QUESTIONS TO BE ANNOUNCED