**WEDNESDAY 5 JUNE 2019**

PhD WORKSHOP

TASSOS PAPADOPOULOS BUILDING – CUT

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| 14:00 – 15:30 | **PhD Workshop – emma registration** |
| 15:30 – 16:00 | **Coffee Break** |
| 16:00 – 17:00 | **PhD Workshop – emma registration** |
| 19:00 – 20:30 | **Welcome Cocktail – Beach Party / Cash Bar to follow** |

**THURSDAY 6 JUNE 2019**

CONFERENCE DAY 1

TASSOS PAPADOPOULOS BUILDING – CUT

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| 8:00 – 9:00 | **Late registration – Coffee** |
| 9:00 – 9:15 | **Opening Welcome Session****Amphitheatre 1****Stavros Georgiades**, Frederick University, Chair of the Conference**Ulrike Rohn**, Tallinn University, emma President**Sophie Michaelides**, Director of the Cyprus Press and Information Office |
| 9:15 – 10:00 | **Keynote Speech****Amphitheatre 1****Inga Hoever**, Assistant Professor - Erasmus University, Rotterdam.Creative together? How social factors aid and constrain workplace creativity**Chair: Stavros Georgiades** |
| 10:00 – 10:15 | **Coffee Break** |
| 10:15 – 11:15 | **Industry Experts****Amphitheatre 1****Tracy Spaight**, Wargaming.net, Online Gaming**Georghios Colocassides**, Georghios Colocassides LLC, Media Law**Georgios Vlamis**, Pafos District Court Judge, Media Law**Chris Economides**, BMCH HELLAS S.A. and BMCH (Cyprus) Ltd., Audiovisual Industry.**Chairs: Evi Dekoulou, Nicholas Nicoli** |
| 11:15 – 12:10 | **Plenary Session: emma 2019 Best Papers****Amphitheatre 1****Chair: Ulrike Rohn**Adoption of Cognitive Technologies by Media Firms: The Strategic Applications and Implications of Artificial Intelligence in the Media Industry*Author: Sylvia Chan-Olmsted*Optimisation approaches and challenges of the personnel deployment for movie exhibitors*Authors: Jonas Brühl, Joachim Eigler*The Battle of Streaming Services: Brand Perception of Netflix vs. Amazon Prime *Authors: Vanessa Rahe, Christopher Buschow, Daniela M. Schlütz* |
| 12:10 – 13:00 | **Lunch Break** |
| 13:00 – 14:00 | **SESSION 1.A****Amphitheatre 1****STRATEGIC MEDIA MANAGEMENT****Chair: Cristóbal Benavides, University of the Andes** | **SESSION 1.B****Amphitheatre 2****MEDIA ENTREPRENEURSHIP****Chair: Lizzie Jackson****London South Bank University** | **SESSION 1.C****Lecture Hall 1****ICT AND INNOVATION****Chair: Petros Iosifidis****City University of London** | **SESSION 1.D****Lecture Hall 2****MARKETING AND MEDIA CONSUMPTION Chair: Harald Rau, Ostfalia University of Applied Sciences**  | **SESSION 1.E****Lecture Hall 3****MEDIA MANAGEMENT RESEARCH** **Chair: Miguel Crespo****ISCTE-IUL** |
| From Flabby to Fit: Restructuring Public Broadcasting System in Egypt*Authors: Rasha Allam, Hussein Amin* | Data-driven startups and their impact on publishing*Authors: Castulus Kolo, Vaida Balbieriute* | The Future is Virtual: How Media Organizations Use VR in Order to Reach Out to Their Audiences *Authors: Alexander Godulla, Cornelia Wolf, Rosanna Planer* | Media consumption in news sites: Exploring motives for consumer brand engagement*Authors: Kyriakos Riskos, Paraskevi (Evi) Dekoulou, Leonidas Hatzithomas, George Tsourvakas* | Audience Engagement System as a Wicked Problem: A Design Thinking Approach*Authors: Bita Asefi, Datis Khajeheian* |
| Uncoordinated coordination: A qualitative study of how a film crew coordinates using uncoordinated methods*Author: Stavros Georgiades* | Coworking - A Progressive Work Model Not Only for The Creative Industries*Authors: Martin Engstler,**Viktoria Pepler* | Exploiting big data in media organizations*Authors: Andreas Veglis, Theodora Saridou, Kosmas Panagiotidis,Christina Karypidou* | Product placement redefined. How has the usage of embedded marketing influenced media regulation? *Authors: Dagmara Klaudia Sidyk, Marlena Justyna Sztyber* | Media Management Education and the neglect of the Digital Humanities*Author: Ghislain Deslandes* |
| Evolving a premier media management program: rethinking the future of Media Management education at the University of Navarra (2001-2018)*Author: Francisco J. Pérez-Latre* | Cluster effects on entrepreneurship identities. A study of co-located media and creative businesses*Authors: Erik Hitters, Pawan Bhansing, Yosha Wijngaarden* | Automation Anxiety as a Moderating Effect on Usage Intention for Media Innovations: A Case Study on Recruiting Bots in theGerman Market*Authors: Judith Eisser, Stephan Böhm* | Cinematic Advertising in a Heroic Era: how genre trends affect the advertising impact*Author: Joseph Raymond Aberl* | The role of professional critics for product success – a meta-analysis*Authors: Petra Schulz, Julian Hofmann, Michel Clement, Alexa B. Burmester* |
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| 14:00 – 15:20 |  **SESSION 2.A****Amphitheatre 1****MEDIA POLICY AND REGULATION****Chair : Sven O Horst****Erasmus University Rotterdam** | **SESSION 2.B****Amphitheatre 2****PRODUCTION AND DISTRIBUTION****Chair: Paulo Faustino, University of Porto**  | **SESSION 2.C****Lecture Hall 1****MARKETING AND MEDIA CONSUMPTION Chair: Gillian Doyle, University of Glasgow**  |  **SESSION 2.D****Lecture Hall 2****MEDIA ECONOMICS Chair: Greg Ferrell Lowe, Northwestern University in Qatar**  | **SESSION 2.E****Lecture Hall 3****MEDIA ENTREPRENEURSHIP Chair: Andreas Will, Technische Universität Ilmenau** |
| Cypriot press and European public sphere: Under construction?*Author: Dimitrios Tsagalas* | Showrunners and decision making: developing emotional fiction and entertainment contents*Author: Patricia Diego* | Is Binge Watching a New Normal in Streaming Video Consumption? An Empirical Study on Binge Watching and its Potential Impact on Streaming Video Business Models *Authors: Castulus Kolo, Fabian Böhme, Alyosh Agarwal* | Survival of the traditional audiovisual media in the era beyond digitalization: An empirical research approach and model analysis*Authors: Ioannis Seitanidis, Theodora Maniou* | Celebrification as a transition model from online influencer to TV-professional*Authors: Natalia Berger, Andrea Prince van Leeuwen* |
| Exploring the Arab Autumn. A Qualitative Research on Political Use of Social Media in four South Mediterranean Countries*Author: Andrea Miconi* | Converging Departments and Skills for the Sake of the Story: A Guideline for Media Organizations to Successfully Implement Routines for the Production of Digital Stories *Authors: Rosanna Planer, Alexander Godulla, Cornelia Wolf* | The Impact of TV and On-line Video Platforms Use Predictors on the Interaction with Content Behavior*Authors: Rasha Allam, Hesham Dinana* | From Solid Competition to Liquid Media Markets? Analyzing Online Market Competition of News Media Brands in the Digital*Authors: Isabelle Krebs, Philipp Bachmann, Gabriele Siegert, Rafael Schwab, Raphael Willi* | Stretching the knowledge boundaries of the firm: How local newspapers reinvent organizational practices in a digital world*Authors: Mart Ots, Henry Lopez Vega, Anette Johansson* |
| Disinformation, Social Media and Regulatory Action*Authors: Petros Iosifidis, Nicholas Nicoli* | The conceptual model of creativity management for the TV Production Process*Author: Saeid Ghanbary, Mahdieh Jalalpoor* | Political websites’ quality characteristics that influence voters’ intentions positively*Authors: Vagia Mochla, Georgios Tsourvakas, Prodromos Monastiridis, Andreas Veglis* | *Recursive effects of transnational expansion - A case study of tamedia's foreign ventures**Authors: M. Bjørn von Rimscha, Johanna E. Möller, Robin Riemann* | Journalistic startups in Portugal: mapping innovation in the product, dissemination and monetizationAuthors: Miguel Crespo, Caterina Foà, Ana Pinto-Martinho, Miguel Paisana, Pedro Caldeira Pais |
| Self-regulation and Knowledge Gaps within Public Service Media Institutions*Author: Barbara Thomass* | Handmaidens of Consolidation in the UK Television Production Sector*Author: Richard Paterson* | The functional image of social media and its impact on brand communication *Authors: Matthias Albisser, Diana Ingenhoff* | Stars in Social Media: An Economic Perspective*Authors: Sophia Gaenssle, Oliver Budzinski* | Hybrid entrepreneurship as the pursuit of valued forms of work: the case of written news startups*Author: Joaquin Cestino* |
| 15:20-15:35 | **Coffee Break** |  |
| 15:35-16:55 | **SESSION 3.A****Amphitheatre 1****MEDIA POLICY AND REGULATION** **Chair: Tom Evens, Ghent University** | **SESSION 3.B****Amphitheatre 2****PRODUCTION AND DISTRIBUTION** **Chair: George Tsourvakas, Aristotle University of Thessaloniki** | **SESSION 3.C****Lecture Hall 1****MEDIA MANAGEMENT RESEARCH** **Chair: Castulus Kolo, Macromedia University of Applied Sciences**  | **SESSION 3.D****Lecture Hall 2****MARKETING AND MEDIA CONSUMPTION Chair: Sylvia Chan-Olmsted, University of Florida**  | **SESSION 3.E****Lecture Hall 3****ICT AND INNOVATION** **Chair: Michel Clement, University of Hamburg** |
| Questioning Public Service Media: Egyptian and Spanish public television*Authors: Rasha Allam, Mercedes Medina* | Industrial re-configuration in the television production sector, performance and content: knowledge and information as a source of advantage*Authors: Gillian Doyle, Kenny Barr* | Solution-oriented media management research: a meta study*Authors: Ingo Knuth, Thomas Petzold* | Understanding the Behavioral Intention to Use Instant Messenger Marketing – An Integration of UTAUT and the Privacy Calculus Model*Author: Maximilian Fischer* | The Influence and Role of Fear of Job Substitution for Future Media Scholars: A Survey of Graduate Students in Germany*Authors: Julia Müller, Judith Eisser* |
| The Impact of Innovation Subsidies on the Danish Press*Author: Aske Kammer* | Television Production in Transition: Patterns, systems and leadership in UK television drama production*Author: Michael Oneill* | Going beyond the hype: Conceptualising ‘media ecosystem’ for media management research*Authors: Ivana Kostovska, Tim Raats, Karen Donders* | Managing media brands: the occurrence and influence of brand co-creation on Television Brands*Author: Melanie Gray* | Examining relationships among High Performance Organizational Culture, Technology Supportive Practices and Rapid Technology Assimilation as well as their effects on innovation, organizational performance and competitiveness*Authors: Yioula Kyriakou, Constantine Kontoghiorges* |
| Public service media and the European state aid rules*Author: Agnes Urban* | Societal relevance as success factor of TV series: a typology of creators of TV series *Author: Marcel Verhoeven* | Application of the “Fear of Missing Out” phenomenon in social media marketing – symbiosis of theory and practice*Authors: Anna Jupowicz-Ginalska, Małgorzata Kisilowska, Justyna Jasiewicz, Aleksander Wysocki, Tomasz Baran* | How to reach Early Adopters? An Empirical Analysis of Early Adopters’ Internet Usage Behavior*Authors: Riccardo Reith, Maximilian Fischer, Bettina Lis* | Automation in the newsroom: Towards a multi-level typology of computational automation in professional journalism*Author: Hannes Cools* |
| Amendment may Prove Counterproductive for Information Economy *Authors: Ali Hajmohammadi, Datis Khajeheian* | ‘Under the Hammer: Collective Licensing and Music Copyright in UK Television Production’*Author: Kenny Barr* | Transforming media industries and organizations: Analyzing the contexts, issues and assumptions of change in media management research*Authors: Nando Malmelin, Sari Virta, Ari Kuismin* | YouTube vs. Netflix – An Empirical Analysis of Consumer Behavior and Competition in Audiovisual Online Markets*Authors: Oliver Budzinski, Nadine Lindstädt-Dreusicke, Sophia Gaenssle* |  |
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| 18:00-19:00 | **Beach Soccer and Volleyball Games (NOA Beach)** |  |
| 20:00-23:00 | **Conference Dinner – Noa Beach Seafood Restaurant – (www.noa.com.cy)** |  |

**FRIDAY 7 JUNE 2019**

CONFERENCE DAY 2

TASSOS PAPADOPOULOS BUILDING – CUT

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| 9:00-10:20 | **SESSION 4.A****Amphitheatre 1****MEDIA POLICY AND REGULATION****Chair: Deslandes Ghislain, ESCP Europe** | **SESSION 4.B****Amphitheatre 2****MEDIA ENTREPRENEURSHIP Chair: Rasha Allam, American University in Cairo** | **SESSION 4.C****Lecture Hall 1****MEDIA MANAGEMENT RESEARCH** **Chair: Andreas Veglis, Aristotle University of Thessaloniki** | **SESSION 4.D****Lecture Hall 2****STRATEGIC MEDIA MANAGEMENT** **Chair: Alfonso Sánchez-Tabernero, University of Navarra** |   |
| Open data policies in social media industry, A model for convergence of views*Authors: Somayeh Labafi, Idonjesit Williams, Mahdieh Jalalpoor* | Entrepreneurial Cultures in Creative and High-Technology industries: Empirical Evidence of Different Models and Practices*Author: Michal Glowacki* | Standing on the shoulders of giants: The Rise of Global Suppliers in the Media Delivery Chain*Author: Jean K. Chalaby* | Engagement strategies in news media: From fly-by clicks to thick engagement and value creation*Authors: Carl-Gustav Lindén, Katja Lehtisaari, Mikko Villi, Mikko Grönlund* |  |
| Is it worth paying for it? Analyzing the exclusiveness of the content behind the paywalls of German news magazines and national newspapers *Author: Barbara Brandstetter* | Media Entrepreneurship: The Role of Emerging Technologies for Media Business Models*Authors: Julian Windscheid, Britta Gossel, Andreas Will* | Quality Assessment of Applied Media Research*Authors: Ingo Knuth, Thomas Petzold* | Understanding chronic corporate under performance in Media-Tech Firms*Author: John J Oliver* |  |
| Policy Alignment in the European Audiovisual Sector: The view from Estonia, Authors*Ulrike Rohn, Henry Loeser* | The role of YouTube in business models in the Spanish press*Authors: Jose Maria Alvarez-Monzoncillo, Marina Santin, Guillermo de Haro* | Acquiring actionable insights through practice theory in mediamanagement research*Authors: Christopher Buschow, Anke Trommershausen* | Towards A Global Measure to Map and Monitor a Sustainable Media Ecosystem*Authors: F Nel, Coral Milburn-Curtis* |  |
| Beyond survival? People management strategies for development and growth of PSBs in a fragmented digital media landscape*Author: Peter L Block* | Impact of Strategic Entrepreneurship Model in the Iranian Creative Industries (Case Study of Digital Games, Apps and Animation Industries) *Authors: Esmaeil Norouzi, Datis Khajeheian* | Managing Media and Media Management: A heuristic for theory development*Authors: Gregory Ferrell Lowe, Sven-Ove Horst* |  |  |
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| 10:20-10:40 | **Coffee Break** |  |  |
| 10:40-12:00 | **SESSION 5.A****Amphitheatre 1****EMERGING MEDIA MARKETS, CHANGE AND UNCERTAINTY Chair: Datis Khajeheian, University of Tehran** | **SESSION 5.B****Amphitheatre 2****MARKETING AND MEDIA CONSUMPTION** **Chair: Michal Glowacki** | **SESSION 5.C****Lecture Hall 1****WORKING AND LABOUR CONDITIONS****Chair: Katja Lehtisaari, University of Helsinki** | **SESSION 5.D****Lecture Hall 2****STRATEGIC MEDIA MANAGEMENT** **Chair: Christian-Mathias Wellbrock, University of Cologne**  |  |
| Decision-making under uncertainty and degree of innovativeness in media management and media education*Authors: Raluca Nicoleta Radu, Emilia Sercan, Ana Pinto Martinho and Miguel Crespo* | What drives “social media influencer”? An empirical study on the trajectory from co-consumer to media entrepreneur*Authors: Castulus Kolo, Florian Haumer, Alexander Roth* | Per Aspera ad Astra: Career progression challenges of women programmers and digital media entrepreneurs*Authors: Dinara Tokbaeva, Leona Achtenhagen* | On the interplay of stability and change during strategic renewal – A capability-based approach to media management*Author: Paivi Maijanen* |  |
| Double Impact – The Role of the Second Screen on TVConsumption for Infotainment Shows*Authors: Ingo Knuth, Thoma Kilian* | Stakeholders expansion in PSBs with advertising and crowdfunding*Authors: Saber Noori Moheb, Siavash Salavatian, Saeid Rohani* | The situation of journalists in Polish Public Television (TVP) – human resources management in public institution*Author: Agnieszka Węglińska* | Beyond strategy: Drivers of transnationalization - A case study of two German magazines*Authors: M. Bjørn von Rimscha, Mala Schäfer, Isabel Machel, Carina Roeser, Christopher Schmitt, Isabell Wasmuth, Andreas Goebbel* |  |
| The relationship between paid content models and technology acceptance in relation to the role of publishing management in the internet of things*Author: Valerie Thiele* | Understanding Audiences — Comparing Legitimacy Perceptions of Media Organizations in Germany and UK*Author: Stefanie A. Hangartner* | Management of ‘crunch time’ – the politics of overtime work in the videogame industry*Author: Anna Maria Ozimek* | Cross-platform comparison of quality news: 360° user experience of mobile and printed readings*Authors: Lisa-Charlotte Wolter, Sylvia Chan-Olmsted, Imme Baumüller, Dinah Simone Lutz* |  |
| Managing Media Firms in a Disruptive Digital Environment*Author: John J Oliver* | Marketing Communication in a Polarised Media: Empirical Evidence from Poland*Authors: Anna Jupowicz-Ginalska, Michał Głowacki* | An eSports manager as a charismatic authority: The impact of leadership style on team dynamics and competitiveness*Author: Dinara Tokbaeva* | Digital generation as a key trendsetter in media consumption: Russian case*Author: Daria Vyugina* |  |
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| 12:00-12:30 | **Poster Presentation****Achieving Digital Transformation in Telecom Industry - An Inside Job****Authors: Christos-Antonios Gizelis, K. Menti, T. Mavroeidakos, S. Petrova, E.M. Gkouti, E. Margariti****Fact checking platforms: the life cycle****Authors: Ana Pinto-Martinho, Miguel Crespo, Caterina Foà, Miguel Paisana, Pedro Caldeira Pais** |
| 12:30-13:30 | **Lunch Break** |
| 13:30-14:50 | **SESSION 6.A****Amphitheatre 1****EMERGING MEDIA MARKETS, CHANGE AND UNCERTAINTY****Chair: Paivi Maijanen****Lappeenranta University of Technology** | **SESSION 6.B****Amphitheatre 2****MARKETING AND MEDIA CONSUMPTION** **Chair: John Oliver, Bournemouth University** | **SESSION 6.C****Lecture Hall 1****ICT AND INNOVATION** **Chair: Mart Ots, Jönköping International Business School**  | **SESSION 6.D****Lecture Hall 2****STRATEGIC MEDIA MANAGEMENT****Chair: Agnes Urban****Corvinus University of Budapest** |  |
| Co-Creation of Value in Social Platforms: Developing CustomerClubs as an Audience Engagement System*Author: Datis Khajeheian* | Dimensions of Internal Marketing and Job Satisfaction Synergy in a Public Organization*Authors: Evdoxia Kyriacou, George G. Panigyrakis, Katerina G. Papakonstantinou* | Information Search. Behavioural Economies. Relevance Decisions. To what extent do machine algorithms of Internet intermediaries replace the opinions of journalist in consumers’ relevance assessment of information and formation of opinion?*Authors: Hardy Gundlach, Julian Hoffman* | Collaboration Matters and the Theory of Fluidity in the case of Public Service Media and Small to Medium-Sized High Technology Firms*Author: Lizzie Jackson* |  |
| The negative effect of media mergers on news diversity in Flanders: The case of Mediahuis*Author: Jonathan Hendrick* | Edward Bernays and Ernest Dichter; The two men who transformed the consuming market*Authors: Katerina G. Papakonstantinou, Phoebus Panigyrakis, Evdoxia Kyriacou*  | Mapping the Transformation of Germany’s Media Industries and their Key Players, An Exploratory Study on Directions for Innovation in Times of Digital Transformation*Authors: Reinhard E. Kunz, Castulus Kolo, Lars Grasemann* | Ethical responsibility and strategic media management: A practice-theoretical perspective*Author: Sven O. Horst* |  |
| Value of locality in the globalizing environment: Digitaltransformation of regional news media*Authors: Amanda Piepponen, Päivi Maijanen* | Public Relations Campaigns for Promoting Citizens’ Social Actions: Proposing a Public Communication Strategy for Tehran Municipality’s Social Services Organization*Author: Dorsa Momenikhah* | The impact of musical education, music consumption, and having an idol on the attendance of concerts, festivals, and club concerts*Authors: Michael Kandziora, Janek Meyn, Michel Clement, Soenke Albers* | Managing Public Service Broadcasting: A Hybrid model in Zimbabwe. A case study of the 2017 Coup *Author: Searchmore Muridzo* |  |
| A topic where cultural discount does not matter? Globally homogeneous content in fashion magazines*Authors: M. Bjørn von Rimscha, Aryana Kafash Gohari, Jessica Loos, Viktoria Buchmann, Gia Hoai Nam Le, Luisa Gemmer, Yanneck Schleese, Anna Bolay, Victoria Walter, Jana Fäth, Lisa Grimm, Svenja Brauer Mail* | "What to engage when you are engaging". Young people consuming Netflix, YouTube and IGTV*Authors: Cristóbal Benavides, Ligia García* | Crossholding strategies of media management in PSB*Authors: Harald Rau* |  |  |
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| 14:50-15:10 | **Coffee Break** |
| 15:10-16:30 | **SESSION 7.A****Amphitheatre 1****MEDIA ECONOMICS Chair: Stephan Böhm, Hochschule Rheinmain** | **SESSION 7.B****Amphitheatre 2****ICT AND INNOVATION** **Chair: Mercedes Medina, University of Navarra** | **SESSION 7.C****Lecture Hall 1****EMERGING MEDIA MARKETS, CHANGE AND UNCERTAINTY Chair: Bjørn von Rimscha****Johannes-Gutenberg University of Mainz** | **SESSION 7.D****Lecture Hall 2****MARKETING AND MEDIA CONSUMPTION** **Chair: Ingo Knuth****HMKW** |  |
| On Commercial Preference by TV Audience -Payment for Avoidance, Type of Commercial and Contents Volume*Authors: Manabu Shishikura, Norihiro Kasuga, Akihiro Nakamura* | Shifting Media Reach to the Mobile Channel: A Case Study on the German Market of Popular General-interest Magazines*Authors: Stephan Böhm, Judith Eisser* | The role of news media in cheap talk society*Author: Akio Torii* | The Impact of Advertising, Shopping Experience and Consumption dimensions on Brand Experience – How Media Factors shape Brand Experience*Authors: Jonas Manuel Steffl, Timo Janson, Jutta Emes* |  |
| Transformation of Russian Media Business Models: Combining Experience and Innovations*Authors: Elena L. Vartanova, Andrei V. Vyrkovsky* | The interplay between genres, consumption and personal characteristics in the music industry*Authors: Janek Meyn, Michael Kandziora, Sönke Albers, Michel Clement* | Hyper-local news – just a hype? A systematic Literature Review from a Media Management Perspective*Author: Annika Ehlers* | Capturing media brand equity – shortcomings and Qualitative Comparative Analysis as a potential solution*Author: Gianna Luisa Ehrlich* |  |
| Evaluating collaborative approaches to digital journalism revenue models using action research*Author: Clare Cook* | Designing a Gamified System to Distribute the Content Revenues Produced by Users Activity on Instagram Based on Digital Cryptocurrency*Authors: Mohammad Pouya Ghasemi, Hosein Sadeghi, Mahnaz Naderi, Siavash Salavatian* | Complexity, uncertainty and change in news organizations:Toward a cycle model of digital transformation*Author: Bartosz Wilczek* | The Online Video Industry in Germany – Industry Structure, Production and Distribution Patterns*Authors: Sven Pagel, Christian Zabel, Alexander Schmitt, Verena Telkmann* |  |
| Corporate Venturing in Traditional Media Firms- A capabilities Perspective*Author: Imran Nazir* | Big Data in the Television Broadcasting Industry. Developing and Testing a Balanced Scorecard Model and Discussing its Applicability for Media Management Research, Practice and Policy*Authors: Paul Clemens Murschetz, Sven O. Horst* | The Effects of Message Tailoring on the Motivation for Changein Different Phases of an Employee’s Change Journey*Authors: Florian Haumer, Laura-Teresa Schlicker, Castulus Kolo* | Five dimensions of newspaper reading engagement: regaining audience trust and building stronger brands through experiences*Authors: Cristóbal F. Benavides, Francisco J. Pérez-Latre, Alfonso Sánchez-Tabernero* |  |
| 16:30-17:00 | **Plenary Session: Presentation of the emma Research Grant Recipients****Amphitheatre 1****Chair: Ulrike Rohn****Innovating journalism structures and processes: Media Labs, Innovation Teams, methods and beyond****John Mills University of Central Lancashire, UK****Ana Cecília B. Nunes - Pontifical Catholic University of Rio Grande do Sul - PUCRS, Brazil.** **Eduardo Campos Pellanda - Pontifical Catholic University of Rio Grande do Sul - PUCRS, Porto Alegre, RS, Brazil****João Canavilhas University of Beira Interior, Covilhã, Portugal** |
| 17:00-18:30 | **emma Annual General Assembly (for emma members only)****Amphitheatre 1** |
| 20:00-24:00 | **Gala Dinner (Yiapanis Art Nest Studio –** [**www.yiapanis-sculptor.com**](http://www.yiapanis-sculptor.com)**)** |
| HALLS | **A – Amphitheatre 1 (Αμφιθέατρο 1)****B – Amphitheatre 2 (Αμφιθέατρο 2)****C – Lecture Hall 1 (αίθουσα διδασκαλίας 1)****D – Lecture Hall 2 (αίθουσα διδασκαλίας 2)****E – Lecture Hall 3 (αίθουσα διδασκαλίας 3)** |