

Doctoral Summer School 2018



Media Management: the next generation

The European Media Management Association (emma) Doctoral Summer School of 2018 can be summed up in a few words – *hard work* and *fun!* I hope that these words will resonate whilst you read through the pages of this report.

The Doctoral Summer School is a bi-annual event that has been previously been run by emma members at institutions in Germany, Spain, Sweden, Portugal and Zurich.

The aims of this year's programme were two-fold. Firstly, to provide students with the knowledge and skills that will help them to develop as Early Career Researchers (ECRs) in the field of Media Management. Secondly, to engage students with a *fusion* of media management theory and practice by examining the emerging theoretical and media practice developments that will ultimately define the next generation of media management challenges. As such, the Doctoral Summer School consisted of four blocks of activity:

Developing Early Career Researchers: these sessions prepared PhD students for life as an ECR. This included: How to develop a publishing strategy; Writing for an academic journal; Developing a digital profile & research network; funding opportunities for ECRs; and developing a Professional Development Plan.

Thesis Feedback: doctoral students presented their research and received feedback from senior faculty and peers. These sessions helped students to structure their arguments and clarify their contribution to knowledge.

Leading Edge Research: senior faculty from Bournemouth University presented their research and facilitated discussion.

Media Practice: senior executives from media firms presented their thoughts on the 'big issues' that confront media firms.

I would like to thank everyone who contributed to the emma Doctoral Summer School. I'm sure you'll agree that after reading the following pages, you'll see that it was a great success!



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A Community of Learning

“The small numbers achieved a lovely community feel”

“Matching speakers with our individual interests – amazing!”

“It was good to learn about other people’s research topics and methods”

In designing the summer school programme we wanted to create a ‘community of learning’ where PhD students were exposed to a number of different perspectives from Bournemouth University staff, media practitioners and their doctoral peers.

Meet the Editors

We had a discursive Q&A session where PhD students were able to ask experienced editors about developing a publishing strategy and how ultimately to get published.

The central message from the editors was about “*having something interesting and original to say*”. They felt that too often many of the papers that they received for review were simply derivative of previous work. Having something original or imaginative to say is often considered to be “risky” by researchers and yet it is this originality that makes an academic distinctive.

Research Showcase

These sessions were delivered by Bournemouth University faculty and included a range of topics from media management, business studies and communications. The idea was to ‘match’ an academic to at least one the PhD student’s research. The feedback from students indicated that this approach worked extremely well and that being exposed to a broad range of topics and methodological approaches had stimulated a whole range of new connections and thinking for them.

Developing as an Early Career Researcher

These sessions included an *Introduction to Research Impact*, *Sharing your Research on Digital Platforms* and *ECR Funding Opportunities*. These sessions worked well and created a lot of debate that moved student thinking beyond the realms of their PhD research to consider how their original findings should be disseminated in an attempt to create societal impact.

PhD student presentations and thesis feedback

“Great content and lots of very helpful tips for young early career researchers”



“It has really given me an extra surge of energy around my career”

The overriding feeling from these presentations was that the subject discipline of Media Management is in safe hands. Our PhD student body are the future of original intellectual debate and theoretical development in the years ahead, and their presentations were interesting and delivered insight from a range of subject areas. The students were highly engaged and supportive of each other, so much so, that we ran over time every day. It wasn't that the time keeping was poor, more that, every presentation stimulated extensive discussion and debate.

A common theme amongst many student presentations was the need to better understand how to structure a PhD thesis. Obviously, there are a lot of books on the subject and different views from academic supervisors on this issue and I would urge all PhD researchers to *keep it simple*. Structuring your thesis in the format of an academic journal paper is a good starting point. Presenting your thesis in a format that is 'familiar' to examiners will help them to understand the nature of the issue being investigated and how the research findings have made an original contribution to knowledge. Sometimes, it can be that simple.

We finished the programme with an interactive Professional Development session and asked delegates to think about setting short, medium and long-term goals based on the ECR development sessions. We also offered to help and support them in the future as a way of keeping them on track.

A PhD student attending an academic conference for the first time will more often than not be faced with a daunting challenge. For some it will be a nerve wracking experience and one that they will simply have to get through. But at an emma conference they will find a welcoming and nurturing environment, and one that has often been described as a "family" of media management scholars.

We're looking forward to seeing all of the doctoral students develop their ideas and present their research at the annual emma conferences in the years to come.

Leading Edge Media Practice

“The industry professionals provided real insight into the media industry”



“The speakers touched on many of the areas of my PhD...it was inspiring”

Fusing leading edge academic research with leading edge media practice is a powerful combination. We often hear the words *‘theory without practice is empty and practice without theory is blind’* and the summer school programme sought to lessen the divide between practice and theory.

Our media industry speakers provided an inter-connected view (broadcast-content-advertiser) of media industry developments and the strategic issues that practitioners faced in their daily working lives.

Beatrice Boue, a partner at leading media planning agency ‘Mindshare’ provided a unique insight and a longitudinal view of the impact that digitalization had had on the media agency landscape. She concluded that the digital transformation of the media industry continues at pace and that the traditional barriers between once discrete industries were being eroded with significant wins and losses for many media firms.

Richard Kingsbury, General Manager, at PBS America provided critical insight into the emergence of ‘media brands’ over the past decade. He argued that whilst a distinctive media brand added to corporate reputation, there was always a tension in managing the need to deliver audience ratings whilst also protecting corporate brand reputation.

Newton Velji, a freelance TV programme development executive, argued that the long-term trend toward consolidation in the independent TV production industry had led to the emergence of some worrying issues. Foremost amongst these was a more risk averse attitude and behavior amongst the ‘indie’ production firms.

On this occasion our doctoral students were joined by other PhD, Masters and Bournemouth University faculty, which led to a lively debate and some interesting follow-on discussions during the week.

The fun stuff!



At the start of the summer school, the students were introduced to the programme ahead of them. They were told that two things would happen. They would work hard and they would have fun. They achieved both of these objectives!

A Cider Tasting Experience

Cider is an alcoholic drink produced by fermenting apples. Our Master Cider making expert provided us with a brief history of how this beverage was first produced. Apparently, apples originated in Kazakhstan and seeds and plants travelled across the Silk Road into Europe. The Greeks, Romans and English then developed successful techniques to produce a variety of different flavours and alcoholic strengths. Who knew that?



After pizza, we were then given the opportunity to taste 10 different ciders and rate them in terms of taste and likeability. It's fair to say that whilst some drinks were very nice, there were a couple that smelt and tasted more like glue than cider. But what an experience.

Fuelled by cider, we bravely took the opportunity to visit (as darkness approached) the grave site of the renowned English novelist Mary Shelley. Whilst she wrote many short stories and plays, she is best remembered for her gothic novel *Frankenstein*. After some photographs we left the graveyard before it became too dark!

The Gala Dinner

The dinner was held in a fitting venue. The Library of The Miramar Hotel in Bournemouth. The hotel is located on the cliff top over-looking the bay and beaches. After a welcome drink on the patio and some group photographs, PhD students enjoyed a 3 course dinner with local food sourced from within the County of Dorset. It was an ideal location to discuss a range of professional and personal topics and make new friendships.



About...



European Media Management Association

An international not-for-profit academic organisation that was founded in 2003 to support growth in media management research, scholarship and practice throughout Europe and around the world. It has an annual conference which is hosted by a European university, usually between May and June and a bi-annual doctoral summer school.



Bournemouth University

Our vision is to create a distinctive offer based on academic excellence underpinned by service excellence. At the heart is the powerful fusion of research, education and professional practice, creating a unique academic experience where the sum is greater than the component parts. To achieve this we combine inspirational teaching, world-class research and the latest thinking in the professions to create a continuous and fruitful exchange of knowledge that stimulates new ideas, learning and thought-leadership.



The Faculty of Media & Communication

The faculty is one of the largest of its kind in the world and has a global reputation for combining research and teaching expertise. We work with the top names in industry such as the BBC, Creative Skillset and Sony to ensure that we stay at the forefront of today's digital media revolution. The faculty is also home to the National Centre for Computer Animation and is the only Centre of Excellence for Media Practice in the UK.



Advances in Media Management (AiMM)

A group of collaborative researchers that develops leading edge knowledge in the field of media management. A special thanks goes to the organising team: Dr John Oliver, Dr Joyce Costello, Dr Chris Chapleo, Melanie Gray, Graham Goode, Maria Musarskaya, Muridzo Searchmore and Conor O'Kane.