

Hitching a ride: the managerial challenges of television companies in co-innovating with digital platforms

Strategic Management

Business model innovations always correlate with technological innovations. The emerging technologies disrupt the television industry to some extent. Television platforms have become less welcomed as there are more alternative digital platforms available. Even so, it provides 'cross-innovation' opportunities. It is prevalent for traditional televisions to employ the multi-platform strategy to embrace the digital transformation and sustain the market. This paper is expected to address the research question of how legacy media, i.e. television, resolves managerial challenges in cross-innovations to adapt to the emergent industrial environment. Drawing case study on an actual case, Hunan TV, an outstanding Chinese television company, this research is to identify the industrial dynamics in co-innovating with other digital platforms: what are the existing innovative business models, what challenges that the television companies have encountered, which factors are of importance to achieve the success, what are the strategic responses, and provides empirical findings and reflections on strategic response toward managerial challenges in co-innovating with the digital platform. The evidence are from semi-interviewed with staff from Hunan TV and other related influences, documents including presentation reports, manifest and press news. Based on strategic management theories, the discussion will cover business model innovations in the media industry and the resource-based view in the strategies implementations. The audience will be highlighted in the analysis. In the multi-platform consumption circumstances, the concept of the audience for the television company is turning to be the concept of the user, which is more customer oriented. This underpins the television companies' strategies.

Keywords: strategic management, cross-innovation, the television industry.

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