

# **Management Of Convergence In Innovation Strategies And Capabilities For Value Creation Beyond Blurring Industry Boundaries Contributions To Management Science**

Media Management: A Casebook Approach provides a detailed look at the major areas of responsibility that fall to the managers of media organizations, including leadership, motivation, planning, marketing, and strategic management. It provides media-based cases that promote the development of critical thinking and problem-solving skills. Addressing such topics as diversity, group cultures, progressive discipline, training, and market-driven journalism, this casebook provides real-world scenarios that help students anticipate and prepare for experiences in their future careers. Among the additions to this fourth edition are Increased discussions on groups, vision, change, diversity, and management styles; Additional media-sensitive examples within each section of the text; A new chapter on knowledge management; Ethics integrated into law and leadership discussions; A primer in global markets, technology, and policy; In-depth consideration into the aspects of change; and Increased emphasis on analysis. This edition also includes management scenarios in which one or more participant is a new employee or intern, making the material relevant to students while also preparing them to understand the motivations of their future employers. Developed as a media management text for advanced undergraduates and graduate students, Media Management provides

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realistic scenarios and invaluable insights on working in the media industries.

Government and companies have already invested hundreds of millions of dollars in the convergence of physical and logical security solutions, but there are no books on the topic. This book begins with an overall explanation of information security, physical security, and why approaching these two different types of security in one way (called convergence) is so critical in today's changing security landscape. It then details enterprise security management as it relates to incident detection and incident management. This is followed by detailed examples of implementation, taking the reader through cases addressing various physical security technologies such as: video surveillance, HVAC, RFID, access controls, biometrics, and more. This topic is picking up momentum every day with every new computer exploit, announcement of a malicious insider, or issues related to terrorists, organized crime, and nation-state threats. The author has over a decade of real-world security and management expertise developed in some of the most sensitive and mission-critical environments in the world. Enterprise Security Management (ESM) is deployed in tens of thousands of organizations worldwide. This book shows the patterns of the fuzzy front end of innovation and how it can be managed successfully. Topics in this book cover traditional instruments and processes such as technology monitoring, market-oriented research management, lead-user developments, but also modern approaches such as frontloading, user community-driven innovation, crowdsourcing, anthropological expeditions, technological listening posts in global R&D settings, cross-industry innovation processes, open innovation, and IP cycle management. Contributions are based on latest research and cases studies on this new paradigm. The authors investigate this phenomenon, linking the practice of the early innovation phase to the

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established body of innovation research. Conceptual articles complement case studies to provide the reader with insight on managing the fuzzy front end of innovation. Lessons learned with success factors and checklists complement each chapter.?

This volume aims to document the most important worldwide accomplishments in converging knowledge and technology, including converging platforms, methods of convergence, societal implications, and governance in the last ten years. Convergence in knowledge, technology, and society is the accelerating, transformative interaction among seemingly distinct scientific disciplines, technologies, and communities to achieve mutual compatibility, synergism, and integration, and through this process to create added value for societal benefit. It is a movement that is recognized by scientists and thought leaders around the world as having the potential to provide far-reaching solutions to many of today's complex knowledge, technology, and human development challenges. Four essential and interdependent convergence platforms of human activity are defined in the first part of this report: nanotechnology-biotechnology-information technology and cognitive science ("NBIC") foundational tools; Earth-scale environmental systems; human-scale activities; and convergence methods for societal-scale activities. The report then presents the main implications of convergence for human physical potential, cognition and communication, productivity and societal outcomes, education and physical infrastructure, sustainability, and innovative and responsible governance. As a whole, the report presents a new model for convergence. To effectively take advantage of this potential, a proactive governance approach is suggested. The study identifies an international opportunity to develop and apply convergence for technological, economic, environmental, and societal benefits. The panel also suggests an opportunity in the United States for implementing

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a program aimed at focusing disparate R and D energies into a coherent activity - a "Societal Convergence Initiative". This study received input from leading academic, industry, government, and NGO experts from the United States, Latin America, Europe, Asia, and Australia.

The first book to look at innovation/entrepreneurship from an international perspective, *Managing Innovation and Entrepreneurship: A Global Perspective* provides a step-by-step process for managing innovation and entrepreneurship in an organization in both turbulent and stable economic times. Authors Robert D. Hisrich and Claudine Kearney demonstrate how to manage innovation on a day-to-day basis—using a wide range of real world scenarios, theories, principles, best practices, case studies, and modern examples. The book provides detailed coverage of each aspect of the process of innovation required to achieve success, including what it takes to build an innovative and entrepreneurial organization, how to develop innovation and entrepreneurship in both individuals and teams, how to manage and operationalize innovation and entrepreneurship, how to develop a global business plan, and more.

Driven by the fascination about dramatic structural and competitive changes within telecommunication and information technology in dustries during the past decade, the convergence phenomenon has increasingly gained my personal attention throughout my work and studies. Therefore, not entirely coincidentally, this book was written as the result of my doctoral research at ETH Zurich, which turned out to be a challenging, yet highly rewarding endeavor. However, this work would not have been possible without the enduring support of several people. First, I would like to express my gratitude to my thesis supervisor Prof. Fritz Fahrni, for providing me with the opportunity to conduct exciting research projects in close

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collaboration with industry, and for supporting me with solid guidance and advice all the way. Also, I would like to thank Dr. Christian Marxt, for urging me to pursue the chosen line of enquiry, as well as for his devoted coaching, both at ETH and at Stanford, both within and beyond of?ce hours. Furthermore, I am grateful to Prof. Georg von Krogh, for his encouraging feedback and valuable comments during various inspiring discussions.

Stefanie Bröring analyses different project types, innovation strategies and front end decision making approaches in the converging sector of nutraceuticals and functional foods which is developing at the border of the pharmaceutical and the food industry. She shows that front end decision making in times of industry convergence is challenged by internal rigidities resulting from path dependency and describes how to successfully approach the front of innovation in times of convergence.

Convergenomics is about the megatrends that are shaping how people behave and organizations work. In this insightful analysis, Sang Lee and David Olson describe how globalization, digitization, changing demographics, changing industry mix, deregulation and privatization, commoditization of processes, new value chains, emerging new economies, deteriorating environment, and cultural conflicts have led to what they define as a convergence revolution. Lee and Olson discuss this convergence revolution from the perspectives of technology, industry, knowledge, open-source networking and bio-artificial convergence, and they explain how human systems are transformed by what they have named convergenomics. Understanding convergenomics can lead to innovative strategic approaches and, the authors contend, more agile businesses are

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already employing these approaches to become and remain competitive and to generate greater value in a world radically changed by e-commerce. Business leaders and 'students' of strategy at all levels will learn from this book how revolutionary developments can be embraced rather than feared, and how technology that is potentially frightening in its complexity can be harnessed and used to enable productive collaboration and gain competitive advantage.

With the convergence of Nanotechnology, Biotechnology, Information technology and Cognitive science (NBIC) fields promising to change our competitive, operational, and employment landscape in fundamental ways, we find ourselves on the brink of a new technological and science-driven business revolution. The already emerging reality of convergence is to be found in genomics, robotics, bio-information and artificial intelligence applications, such as: • Self-assembled, self-cleaning and self-healing manufactured materials and textiles, and much stronger, lighter and more customizable structural materials, • Miniature sensors allowing unobtrusive real-time health monitoring and dramatically improved diagnosis; with greatly enhanced real time information to vehicles and drivers on the way, • New generations of supercomputers and efficient energy generators based on biological processes, • Greatly enhanced drug delivery from unprecedented control over fundamental structural properties and biocompatibility of materials. These advances are here already, or in development. And Japan, other Asian nations and Western European countries are investing heavily and

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moving aggressively to develop and apply NBIC technologies. Notwithstanding the passage of the 21st Century Nanotechnology Research and Development Act, significant further funding and action by both government and private industry will be critical to maintaining US scientific and industry leadership.

This book provides a new understanding of the constellations of logics in Japanese management practices in Asia and the West. Through comparative ethnographic case studies in a Japanese multinational corporation (MNC), the book explores the cultural meanings of family, corporation, market and religion logics at each subsidiary's site in Thailand, Taiwan, Belgium and the United States. In doing so, the book defines cultural space through an institutional logic approach. It argues that logics are culturally interpreted, which can impose a serious limitation on the institutional logic approach based on the analysis of Western society. It reveals that Japanese 'family' logics and Theravada Buddhism in Asia are strengthening each other and this directly supports the presupposition of amplification. It further elaborates on the ongoing constellations of logics that are continuously formed in relation to geographical contexts. The book also explains that the boundaries of organisational communities are not automatically formed by Japanese expatriates but constructed through actors' profiles, which, in turn, raises their importance. Therefore, this book is a must-read for researchers, managers and anyone interested in Japanese MNCs.

Convergence of the life sciences with fields including physical, chemical, mathematical,

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computational, engineering, and social sciences is a key strategy to tackle complex challenges and achieve new and innovative solutions. However, institutions face a lack of guidance on how to establish effective programs, what challenges they are likely to encounter, and what strategies other organizations have used to address the issues that arise. This advice is needed to harness the excitement generated by the concept of convergence and channel it into the policies, structures, and networks that will enable it to realize its goals. Convergence investigates examples of organizations that have established mechanisms to support convergent research. This report discusses details of current programs, how organizations have chosen to measure success, and what has worked and not worked in varied settings. The report summarizes the lessons learned and provides organizations with strategies to tackle practical needs and implementation challenges in areas such as infrastructure, student education and training, faculty advancement, and inter-institutional partnerships.

Management of Convergence in Innovation Strategies and Capabilities for Value Creation Beyond Blurring Industry Boundaries Springer Science & Business Media  
The Media Convergence Handbook sheds new light on the complexity of media convergence and the related business challenges. Approaching the topic from a managerial, technological as well as end-consumer perspective, it acts as a reference book and educational resource in the field. Media convergence at business level may imply transforming business models and using multiplatform content production and



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distribution tools. However, it is shown that the implementation of convergence strategies can only succeed when expectations and aspirations of every actor involved are taken into account. Media consumers, content producers and managers face different challenges in the process of media convergence. Volume I of the Media Convergence Handbook encourages an active discourse on media convergence by introducing the concept through general perspective articles and addressing the real-world challenges of conversion in the publishing, broadcasting and social media sectors.

Organizations report that as much as 50% of investments in IS and IT solutions are judged to be outright failures or deemed highly unsatisfactory. Information Systems Innovation and Diffusion: Issues and Directions reports on innovation and diffusion research and presents theory-based guidelines that will increase the business value of IS/IT investments.

This edited volume explores different meanings of media convergence and deconvergence, and reconsiders them in critical and innovative ways. Its parts provide together a broad picture of opposing trends and tensions in media convergence, by underlining the relevance of this powerful idea and emphasizing the misconceptions that it has generated. Sergio Sparviero, Corinna Peil, Gabriele Balbi and the other authors look into practices and realities of users in convergent media environments, ambiguities in the production and distribution of content, changes to the organization of media industries, the re-configuration of media markets, and the influence of policy and regulations. Primarily addressed to scholars and students in different

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fields of media and communication studies, Media Convergence and Deconvergence deconstructs taken-for-granted concepts and provides alternative and fresh analyses on one of the most popular topics in contemporary media culture. Chapter 1 is available open access under a CC BY 4.0 license at [link.springer.com](http://link.springer.com)

This book discusses the development strategies of Chinese media convergence in the current, fast-changing communication environment. Drawing on both theoretical and empirical data and based on the author's observations, focus groups, and in-depth analyses of selected Chinese radio and TV networks, it illustrates key lessons for the maintenance and future improvement of talents, advertisement, media organization management, business development, and coping strategies. Further, it outlines a framework that helps readers to consider how to use communication strategies for the construction of media convergence in the context of China by referring to theories of international communication and political communication. Presenting research on the development strategies of Chinese media convergence, it offers a systematic study of the processes through which the Chinese radio and television industries make use of proper communication strategies to have a profound global influence.

Innovation contributes to corporate competitiveness, economic performance and environmental sustainability. In the Internet era, innovation intelligence is transferred across borders and languages at an unprecedented rate, yet the ability to benefit from it seems to become more divergent among different corporations and countries. How much an organization can benefit from innovation largely depends on how well innovation is managed in it. Thus, there is a discernible increase in interest in the study of innovation management. This handbook provides a comprehensive guide to this subject. The handbook introduces the basic

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framework of innovation and innovation management. It also presents innovation management from the perspectives of strategy, organization and resource, as well as institution and culture. The book's comprehensive coverage on all areas of innovation management makes this a very useful reference for anyone interested in the subject.

Convergence: User Expectations, Communications Enablers and Business Opportunities offers a user-centric and business-oriented analysis of the rapidly changing communications industry. Clear summaries of key technology areas provide the backdrop for an extensive analysis of the expectations set by users and the challenges and opportunities this presents to companies. The process of convergence is characterised by complex interactions between different technical fields, business areas and end-user relations, where traditional telecommunications services, internet-based services and media broadcast services are blending into a continuum of rich new offerings. With these changes the existing hardwired links between user services and specific industry segments are rapidly dissolving. Presents guide to end-user market trends and expectations Includes models and analysis of new industry structures and dynamics Contains comprehensive discussion of innovation as a business driver Provides wide range of references to reflect the cross-disciplinary scope of convergence Offers motivation and suggestions for refocus of key business strategies

Convergence bridges the fields of business, economics, technology and social studies and analyses business models and practices from across a range of industry segments. The wide scope makes the book an ideal text for technically-minded executives, business-oriented engineers and anyone with an interest in the intricacies of the convergence triggered market changes.

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In order to establish and maintain a successful company in the digital age, managers are digitally transforming their organizations to include such tools as disruptive technologies and digital data to improve performance and efficiencies. As these companies continue to adopt digital technologies to improve their businesses and create new revenues and value-producing opportunities, they must also be aware of the challenges digitalization can present. *Business Transformations in the Era of Digitalization* is a collection of innovative research on the latest trends, business opportunities, and challenges in the digitalization of businesses. Highlighting a range of topics including business-IT alignment, cloud computing, Internet of Things (IoT), business sustainability, small and medium-sized enterprises, and digital entrepreneurship, this book is ideally designed for managers, professionals, consultants, entrepreneurs, and researchers.

Modern mental health issues are characterized by their complex, multi-systemic nature and broad societal impact, making them poorly suited to siloed approaches of thinking and innovation. Convergence science integrates knowledge, tools, and thought strategies from various fields and is the focal point where novel insights arise. *Convergence Mental Health* presents a blueprint for leveraging convergence science within the context of mental health in order to improve patient outcomes and health care systems.

"This book addresses and positions the issues in business strategy and public policy rising from digital convergence, especially in the areas of mobile communications, broadband networks, and digital multimedia broadcast services. It presents new business opportunities generated by digital convergence, and raises governance issues in digital convergence"--Provided by publisher.

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The Media Convergence Handbook sheds new light on the complexity of media convergence and the related business challenges. Approaching the topic from a managerial, technological as well as end-consumer perspective, it acts as a reference book and educational resource in the field. Media convergence at business level may imply transforming business models and using multiplatform content production and distribution tools. However, it is shown that the implementation of convergence strategies can only succeed when expectations and aspirations of every actor involved are taken into account. Media consumers, content producers and managers face different challenges in the process of media convergence. Volume II of the Media Convergence Handbook tackles these challenges by discussing media business models, production, and users' experience and perspectives from a technological convergence viewpoint. Philipp Herzog develops a theoretical framework arguing that Open Innovation and Closed Innovation cultures need to be distinguished. The findings help firms cope with the challenges experienced in implementing the Open Innovation concept.

From technology giants to major airlines to government agencies, the landscape is littered with the shells of once-promising enterprises that failed to do one thing: Converge their impressive technology initiatives with their business strategies.

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With countless opportunities lost and billions wasted, these examples provide a much-needed wake up call that it is time to institutionalize a set of repeatable management practices to successfully run an organization. The Power of Convergence makes the case-and lays the groundwork-for a new understanding of the role of technology in business. No technology should be developed or deployed without a full vision of how it advances business goals, addresses customer needs, or both. Beyond that, technology should be so tightly intertwined with strategy that the two drive each other, with each at the ready when market opportunity materializes-however suddenly. With compelling examples of successes and failures at organizations from Ford Motor Company to the FBI, The Power of Convergence provides the framework and mechanisms for uniting business and technology, seeding horizontal collaborations and partnering opportunities, and capturing strategic possibilities created through convergence. Business Chemistry: How to Build and Sustain Thriving Businesses in the Chemical Industry is a concise text aimed at chemists, other natural scientists, and engineers who want to develop essential management skills. Written in an accessible style with the needs of managers in mind, this book provides an introduction to essential management theory, models, and practical tools relevant to the chemical industry and associated branches such as pharmaceuticals and

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consumer goods. Drawing on first-hand management experience and in-depth research projects, the authors of this book outline the key topics to build and sustain businesses in the chemical industry. The book addresses important topics such as strategy and new business development, describes global trends that shape chemical companies, and looks at recent issues such as business model innovation. Features of this practitioner-oriented book include: Eight chapters covering all the management topics relevant to chemists, other natural scientists and engineers. Chapters co-authored by experienced practitioners from companies such as Altana, A.T. Kearney, and Evonik Industries. Featured examples and cases from the chemical industry and associated branches throughout chapters to illustrate the practical relevance of the topics covered. Contemporary issues such as business model design, customer and supplier integration, and business co-operation.

Effective education and training is essential to the positive development of a manager in corporate or organizational settings. In order to stay abreast of current management trends, it is necessary to implement new perspectives and technologies being utilized in the field. *Innovation and Shifting Perspectives in Management Education* features a comprehensive assessment of the complexities present in management training programs in educational settings.

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Highlighting best practices and real-life experiences within the field, this book is an essential reference source for practitioners, policy makers, undergraduate and graduate students, academics, managers, and professionals.

The Oxford Handbook of Innovation Management offers a comprehensive and timely analysis of the nature and importance of innovation and the strategies and practices that can be used to improve organizational benefits from innovation. Innovation is centrally important for business and national competitiveness, and for the quality and standard of living around the world, but it does not happen by itself. For innovation to succeed, it needs to be properly managed. With contributions from 49 world-leading scholars, the Handbook explores the many sources of innovation, the broader social, economic, and technological contexts that encourage and constrain it, and the cutting-edge strategies and practices of innovation management. The book addresses the traditional concerns of innovation management—such as managing R&D, intellectual property, and creativity, and the contributions of science and marketing—but substantially extends traditional areas of interest. In this new volume, chapters examine emerging topics including design, social networks, open and social innovation, and innovation in business models, ecosystems, services, and platforms. The book explores the importance of innovation management for environmental



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sustainability, and its evolving nature and practice in Asia. Written in an accessible style, and with carefully selected bibliographies and a comprehensive index, the Handbook offers a uniquely authoritative and wide-ranging source of knowledge about innovation management. Each chapter identifies key issues and reviews the most important research findings. Future research questions are identified. The Handbook will be invaluable for students and faculty studying, researching, and teaching innovation, and for managers seeking to improve innovation outcomes in their organizations.

With the development of the aging society and the increased importance of emergency risk management in recent years, a large number of medical care challenges - advancing medical treatments, care & support, pharmacological treatments, greater health awareness, emergency treatments, telemedical treatment and care, the introduction of electronic charts, and rising costs - are emerging as social issues throughout the whole world. Hospitals and other medical institutions must develop and maintain superior management to achieve systems that can provide better medical care, welfare and health while enabling "support innovation." Key medical care, welfare and health industries play a crucial role in this, but also of importance are management innovation models that enable "collaborative innovation" by closely linking diverse fields such as

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ICT, energy, electric equipment, machinery and transport. Looking across different industries, Collaborative Innovation offers new knowledge and insights on the extraordinary value and increasing necessity of collaboration across different organizations in improving the health and lives of people. It breaks new ground with its research theme of building "health support ecosystems," focusing on protecting people through collaborative innovation. This book opens up new, wide-ranging interdisciplinary academic research domains combining the humanities with science across various areas including general business administration, economics, information technology, medical informatics and drug information science.

Convergence has gained an enormous amount of attention in media studies within the last several years. It is used to describe the merging of formerly distinct functions, markets and fields of application, which has changed the way companies operate and consumers perceive and process media content. These transformations have not only led business practices to change and required companies to adapt to new conditions, they also continue to have a lasting impact on research in this area. This book's main purpose is to shed some light on crucial phenomena of media and convergence management, while also addressing more specific issues brought about by innovations related to media, technologies, industries, business models, consumer behavior and

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content management. This book gathers insights from renowned academic researchers and pursues a highly interdisciplinary approach. It will serve as a valuable reference guide for students, practitioners and researchers interested in media convergence processes.

This book deals with both the understanding of, and the explanation of, knowledge about the causes, processes, and patterns of convergence innovation. It argues that the process of convergence innovation is a continuous disequilibrium between reference technology and its matching technology, adjusting the optimal balance between the functions of the two technologies. Contributors describe how convergence innovation is a learning process that requires both vertical and horizontal convergence, and case studies explore the different types of convergence innovation such as outside-in and inside-out. Convergence innovation has been taking place mainly by applying IT technologies to vast areas of conventional technologies, so that individuals or firms reap the benefits of the convergence between IT and conventional technologies. Such innovations are made possible by convergence, and they ultimately improve the welfare of human beings as companies solve diverse problems and increase employment. Examples in this book include biochemical companies in Indonesia, who were able to increase their market shares in bio-fertilizer and bio-pesticide products through bio-based technological convergence; and textile machinery firms in South Korea who have been survived by achieving convergence innovation on their core competences. This

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book was originally published as a special issue of the Asian Journal of Technology Innovation.

Technology in several forms, especially Information Technology (IT), has a strong tendency to converge at varying degrees. This phenomenon of converging innovation is likely to deepen and widen in the future due to intense competition in global markets. Asian manufacturing firms in particular lead the global industrial innovation. Convergent innovation exists as a constant disequilibrium between reference technology and matching technology; innovations of these technologies occur at different degrees to attain an optimal balance. Innovations as a result of convergence are often beneficial, improving welfare and employment. This book sheds light on the little-discussed idea of convergent innovation with examples hailing from Asia. The book also proposes new theories and investigates convergence at the micro level – guaranteed food for thought for academics interested in innovation economics and management.

This book analyzes various digital transformation processes in journalism and news media. By investigating how these processes stimulate innovation, the authors identify new business and communication models, as well as digital strategies for a new environment of global information flows. The book will help journalists and practitioners working in news media to identify best practices and discover new types of information flows in a rapidly changing news media landscape.

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