

## GLOBALIZATION OF THE ENTERTAINMENT INDUSTRY

MKTG-UG.0046.01

Spring 2019

Tuesday 11:00-12:15, classroom KMEC 4-60

*Two Credits toward the BEMT minor*

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### COURSE BACKGROUND

This is an elective course for the undergraduate 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. Entertainment & Media Industries—the core course for the EMT specialization—is a required pre-requisite.

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.

### 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.

### Class Attendance and Participation (15%)

Every session of the course will require interaction in the form of class discussion. I expect each of you to come to class on time and be prepared to contribute to all class sessions. Please go over the slides and the cases even if your case is not due prior to class. Lectures will not duplicate reading material: they will supplement and embellish the slides and offer alternate viewpoints. Attendance will be taken for each class and will be a factor in determining your class participation points. Laptops, cellphones, smart phones and other electronic devices are a disturbance to both students and professors. **All electronic devices must be turned off prior to the start of each class meeting.**

### Exam (30%)

The exam will take place on the date indicated in the syllabus. More details will be provided in the class. If you miss the exam date due to a medical illness documented by the NYU medical center, then a make-up exam will be given on the scheduled final exam date. Please plan on staying during the final exam period if you happen to miss the exam. The exam will not be given on an earlier date.

### Cheating/Plagiarism

Cheating/Plagiarism will result in a grade of "F" for all parties concerned. This includes working together when the assignment specifically requires individual work such as cases.

### 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. 6-8 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
Extent 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:

- TARAN SWAN, Nickelodeon Latin America,
- ZEE TV, India,
- Microsoft XBOX, Korea,
- Google in China

Handouts, Articles, Lecture Notes

**Grading**

Cases	15%/15%
Class Attendance And Participation	15%
Midterm Exam	30%
Paper/Presentation	15/10%

**Grade Distribution**

A & A-	40%
B+, B & B-	60%
C	If required

Grading

At NYU Stern, we strive to create courses that challenge students intellectually and that meet the Stern standards of academic excellence. To ensure fairness and clarity of grading the Stern faculty has agreed that for elective courses the individual instructor is responsible for determining the final grading. The grading for this course as shown above will be as follows: approximately 40% of the class will be an A or A-. The rest of the class can expect to get a grade in the B range (B+, B, B-) unless their unsatisfactory performance warrants a grade lower than a B-.

CLASS STRUCTURE

WEEK    DATE            SUBJECT

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1            Jan 29            GLOBAL OVERVIEW OF THE ENTERTAINMENT & MEDIA SECTORS

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

2            Feb. 05            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 control over media & entertainment is vested in the Office of Communications (OFFCOM)?

*Assignment Due Feb 05: Global Media Article from NYTimes, The Economist, Financial Times, WSJ, etc.*

*Form Teams by Country*

3            Feb. 12            EUROPE II: Mediterranean Countries: France & Italy, Disney Paris

*France:* 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 Deuille FF not so important?  
 What are the mistakes Disney made with Disney Paris?

*Italy:* Now that Berlesconi is no longer the prime minister, how has Italian public tv 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?

TEAM PHOTOS

4 Feb 19 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 family's 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 tv 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 Feb 26 MERCOSUR COUNTRIES – Brazil, Argentina & Venezuela

*Brazil:* 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.

*Argentina:* Has Argentina become the headquarters for many multi-national 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?

*Assignment Due Feb 26: Case #1 Taran Swan: Nickelodeon in Latin America*

6 March 05 NAFTA COUNTRIES: Mexico & Hispanic Media in Worldwide Expansion: Canada's Identity Crisis

*Mexico:* 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:* Canada is a country divided by language, culture, and affiliations with France and England—but 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?

*Assignment due March 05: Outlines for Term Paper*

7 March 12 MIDDLE EAST: Focus on India, Dubai & Israel Impact of Customs, Cultures & Religion

*India:* What are the problems and opportunities.

Bollywood – 1000 films a year, and difficulty in export?

Has “Slum Dog Millionaire” created a new era?

What is the impact of censorship on private investment in cable in India?

Are there two Indias?

Music and publishing are the growth industries, yet new media will cause disruption? What is expected?

*Dubai:* what will happen to its Media City? Who is the competition?

*Israel:* The country has a growing film industry, supported by various Film Festivals including a very successful Israel Film Festival in the US on both coasts.

*Assignment Due March 12: Case #2: Zee TV case*

SPRING BREAK MARCH 18-24, 2019– NO CLASS MARCH 19
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8 March 26 EMERGING COUNTRIES: Eastern Europe: Czech Republic, Poland, Hungary

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?

MIDTERM REVIEW

9 April 02 MIDTERM – Develop your own Questions and Answers

Three Brief Essays, Six Short Answers

10 April 09 ASIA I: China and its Partners

What is the expected impact of the Olympics 2008 on Television coverage in China?

What is the effect of China’s entrance into the WTO on the quota of Foreign Films allowed into the country ? 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?

Is the Disney Hong Kong new theme park a success?

*Assignment Due April 09: Case # 3, Google in China*

11. April 16 ASIA II: Japan and the Asian Nations

- Is Kiretsu still a strong force in the Home Entertainment & Media industries?
- Why was Godzilla 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 Shimbun a national habit that has not disappeared or is OnLine a factor?
- How is the Universal Theme Park doing in Osaka?
- What is the good news/ bad news for Disney regarding their theme parks?

*Assignment due April 16 Case #4, Xbox in Korea*

TERM PAPERS DUE APRIL 23
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- 12      *April 23      PRESENTATIONS Teams: 12-15 minutes each*
- 13      *April 30      PRESENTATIONS Teams: 12-15 minutes each*
- 14      *May 07      PRESENTATIONS Teams: 12-15 minutes each*

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

<u>Australia, Argentina, Canada, Greece,</u>	<u>Hong Kong, Korea, Japan, Mexico, South Africa</u>
<u>Switzerland, The Caribbean, Dubai</u>	<u>India, Holland, Sweden, Russia, Israel, Brazil, Chile</u>

## CASES – QUESTIONS for the HBS CASES

### Taran Swan @ Nickelodeon Latin America

1. Explain the “Big Bets” Strategy. Evaluate if it was a success or a failure, list the pros and cons.
2. What were key ingredients of swan’s business plan for launching Nickelodeon in Latin America?
3. What were the weaknesses in the launch strategy?
4. Analyze Taran’s personnel selection and recruiting process. Why did Bryne have to be replaced?
5. What were Swan’s personal strengths?
6. What is the creative portfolio on which Nickelodeon was based?
7. Evaluate the total continent “Pan-Latin America Program” vs. a single country plan.

### Must Zee TV

1. What are the challenges facing ZEE TV?
2. How did ZEE achieve its success?
3. What part did the Government play in TV development in the past?
4. Who is the competition?
5. What are the opportunities for ZEE in the future?
6. What are the unique characteristics of India that help and hurt a television company?
7. What are the plans for content, distribution and export/import of the programming?

### Google in China

1. Describe the Google core competency, their philosophy, and what drives their growth?
2. Was Google's scanning of books handled properly? What was the vision behind this idea?
3. What were the steps that Google took to build their presence in China? How did Baidu fit into their business model?
4. Why was China an interesting and important market for Google to enter (besides being large)?
5. In the struggle between China and Google, what were the five key issues that separated the two parties?
6. How did Google resolve the conflicts and negative issues with China?

### Xbox in Korea

1. What has been the core competency on Xbox as it was developed and envisioned by Microsoft?
2. Describe the console gaming market, particularly as competitive to Xbox
3. Analyze and deconstruct the Korean market for gaming consoles generally and for Xbox specifically
4. What was the impact of the research findings conducted in Correia by Xbox in terms of:
  - A. Findings
  - B. Recommendations
  - C. Results and take away
5. What were the disagreements within the Xbox team and the unresolved issues?

### ASSIGNMENT SCHEDULE

Cases/Assignments	Due Dates	Individual Names
<i>Financial Times/The Economist</i>	February 05	everyone
Taran Swan Nickelodeon Case	February 26	Last name A-M
OUTLINE for the paper	March 05	everyone
Zee TV Case	March 12	Last name N-Z
MIDTERM	April 02	EVERYONE
Google in China Case	April 09	Last name A-M.
Xbox Korea Case	April 16	Last name N-Z
Term Paper Due	April 23	everyone
Presentations	April 23, April 30, May 07	Teams (Alphabetical order)

There is no textbook. The bulk of the work will come from discussion of the slides. They will be useful for your Midterm preparation.

Here is your review schedule:

Class 1: Slides 1-31

Class 3: Slides 44- 61

Class 5: Slides 84-112

Class 7: Slides 130-158

Class 10: Slides 182- 211

Class 2: Slides 32-43

Class 4: Slides 62-83

Class 6: Slides 113-129

Class 9: Slides 161-181

Class 11: Slides 212- 229

Sign Your Name: \_\_\_\_\_

**Group Project Peer Evaluation  
Globalization of EMT (Spring 2019)  
Professor Lieberman**

On a percentage scale of 0-100, please evaluate your group members on how much contribution each one of them made to his or her share of the project work. If someone in your group did his or her share of the work (or more), then give that person a score of 100. For others, please give a score that reflects their contribution to their share (for example if someone contributed only 90% of his or her share, then give that person a score of 90, etc.). Please return this form to me before the last day of class. If you do not turn in this form, then it will be assumed that you have given a score of 100 for all your other group members. **Therefore, if you feel that all your other group members did their share of the work, you do NOT have to turn in the evaluations.** Please be honest and fair in your evaluations, in accordance with the Stern Honor Code. Also note that your evaluation of your group members may affect their grades but will not have any impact on your grade in the course.

<u>Group Member Names (do not include your name)</u>	<u>Contribution Score (0-100)</u>
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If you give anyone a score less than 100, then please give specific reasons below so that I can discuss it with the person concerned