

## Diversity and Opportunity: Delivery of New Content Goods and Services

**Claudia Loebbecke**

Chaired Professor of Media Management  
Director of the Media Science Center  
University of Cologne, Germany

claudia.loebbecke@uni-koeln.de  
www.mm.uni-koeln.de

### Visiting:

MIT, Sloan School, Center of Information Systems Research (CISR)

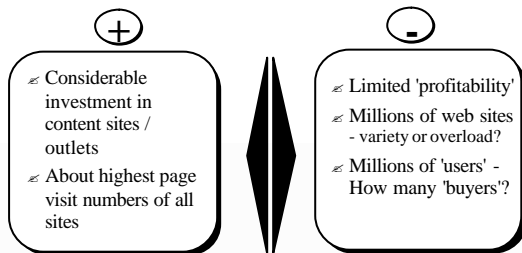
© Prof. Dr. Claudia Loebbecke, M.B.A. – Dept for Media Management - University of Cologne

## Agenda

- ≠ Background
- ≠ Dimensions of Diversity: Content and Delivery
- ≠ Opportunities: Public and Private
- ≠ Policy Recommendations

© Prof. Dr. Claudia Loebbecke, M.B.A. – Dept for Media Management - University of Cologne

## Content Goods and Services on the Web: Observations and Questions



Any eBusiness site that is not 'content goods and services'?

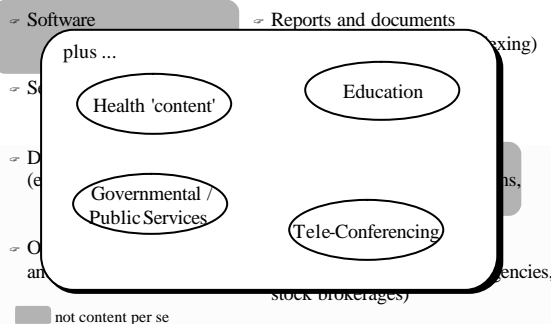
© Prof. Dr. Claudia Loebbecke, M.B.A. – Dept for Media Management - University of Cologne

## Content / Digital Goods - Various Kinds

- ≠ Software
  - ≠ Searchable databases
  - ≠ Dynamic information (e.g. financial quotes, news)
  - ≠ On-line magazines and newspapers
  - ≠ Reports and documents (easy multiplication and indexing)
  - ≠ Multimedia objects
  - ≠ Interactive services (e.g. online forums, chat-rooms, telephone calls, games)
  - ≠ Information services (e.g. travel agencies, ticket agencies, stock brokerages)
- not content per se

© Prof. Dr. Claudia Loebbecke, M.B.A. – Dept for Media Management - University of Cologne

## Content / Digital Goods - Various Kinds



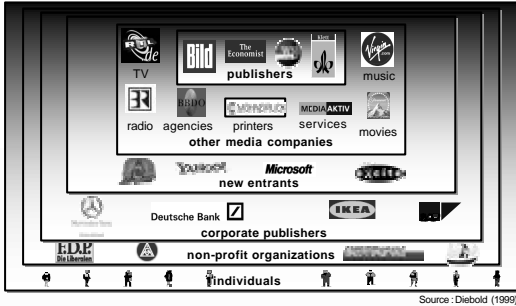
© Prof. Dr. Claudia Loebbecke, M.B.A. – Dept for Media Management - University of Cologne

## Agenda

- ≠ Background
- ≠ Dimensions of Diversity: Content and Delivery
- ≠ Opportunities: Public and Private
- ≠ Policy Recommendations

© Prof. Dr. Claudia Loebbecke, M.B.A. – Dept for Media Management - University of Cologne

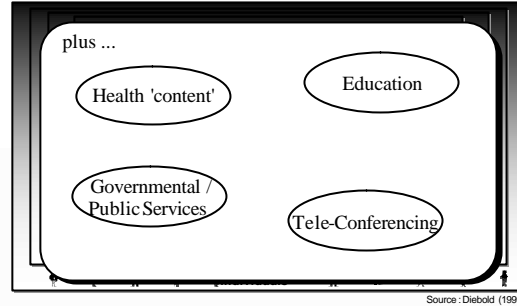
### Variety of Providers: Competition for 'Publishers'



Source: Diebold (1999)

© Prof. Dr. Claudia Loebbecke, M.B.A. – Dept for Media Management - University of Cologne

### Variety of Providers: Competition for 'Publishers'



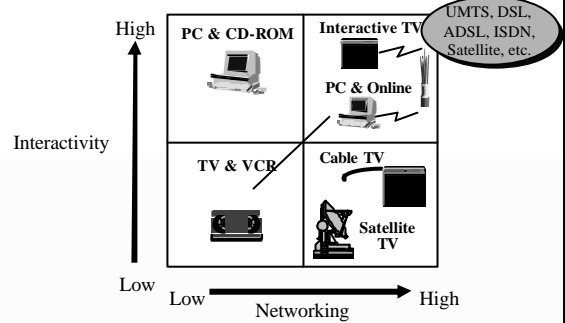
Source: Diebold (1999)

© Prof. Dr. Claudia Loebbecke, M.B.A. – Dept for Media Management - University of Cologne

"A wealth of information creates a poverty of attention."  
Herbert Simon

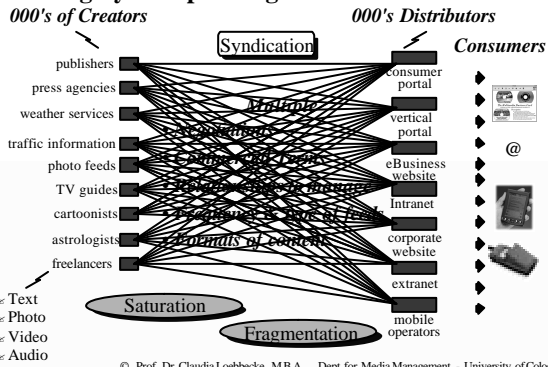
© Prof. Dr. Claudia Loebbecke, M.B.A. – Dept for Media Management - University of Cologne

### What Delivery will Users Pay For?



© Prof. Dr. Claudia Loebbecke, M.B.A. – Dept for Media Management - University of Cologne

### Highly Complex Digital Content Market



© Prof. Dr. Claudia Loebbecke, M.B.A. – Dept for Media Management - University of Cologne

### Agenda

- ≠ Background
- ≠ Dimensions of Diversity: Content and Delivery
- ≠ Opportunities: Public and Private
- ≠ Policy Recommendations

© Prof. Dr. Claudia Loebbecke, M.B.A. – Dept for Media Management - University of Cologne

### New Content Products and Services: Opportunities for Value Creation

<p><b>Public / Governmental</b></p> <ul style="list-style-type: none"> <li>≍ Pleasing citizens</li> <li>≍ Extended service spectrum</li> <li>≍ Increased accessibility / availability</li> <li>≍ Reduced costs of service provision</li> </ul>	+	<p><b>Private / Business</b></p> <ul style="list-style-type: none"> <li>≍ Utilize new applications !</li> <li>≍ Create / maintain positive profit margin</li> <li>≍ Enter new markets</li> </ul>
--	---	--

© Prof. Dr. Claudia Loebbecke, MBA. – Dept. for Media Management - University of Cologne

### Value Creation ... ?

<p><b>What?</b></p> <p>▼</p> <ul style="list-style-type: none"> <li>≍ Truly <i>new</i> products and services?</li> <li>≍ Lower prices for a given product/service?</li> <li>≍ Higher margin?</li> <li>≍ Anytime, anywhere, anyhow?</li> </ul>	<p><b>For whom?</b></p> <p>▼</p> <ul style="list-style-type: none"> <li>≍ Suppliers?</li> <li>≍ Customers?</li> <li>≍ (Inter-mediaries)?</li> <li>≍ Citizens ?</li> </ul>	<p><b>At what price?</b></p> <p>▼</p> <ul style="list-style-type: none"> <li>≍ What makes something 'create value'?</li> <li>≍ Somebody offers it?</li> <li>≍ Somebody pays for it?</li> </ul>
---	---	--

© Prof. Dr. Claudia Loebbecke, MBA. – Dept. for Media Management - University of Cologne

### Further Thoughts on Value Creation

- ≍ Value creation via process innovation ?
- ≍ Value creation via technological solutions
  - ≍ Mobile Commerce (... what will be new?)
  - ≍ Extended archiving, searching and exploitation tools (beyond text)
  - ≍ Customer friendly platform switching (similar to telephone)
  - ≍ 'best' media and communication mix
- ≍ Value creation via application development and testing
- ≍ Value creation via branding ?

© Prof. Dr. Claudia Loebbecke, MBA. – Dept. for Media Management - University of Cologne

### Agenda

- ≍ Background
- ≍ Dimensions of Diversity: Content and Delivery
- ≍ Opportunities: Public and Private
- ≍ Policy Recommendations

© Prof. Dr. Claudia Loebbecke, MBA. – Dept. for Media Management - University of Cologne

### Content Policy Wish List (Recommendations)

- ≍ Increase **funding for governmental / public applications** to test, develop markets, and improve public service levels
- ≍ Push for **internationally compatible infrastructure** development
- ≍ Provide **business with a fair chance across borders** (harmonize VAT, legal settings, etc.) – do not protect local / national providers (economies of scale and economies of scope)
- ≍ Allow / develop for **varying degrees of band-width, security, price**

Sound economic analysis could be provided to back up each recommendation !

© Prof. Dr. Claudia Loebbecke, MBA. – Dept. for Media Management - University of Cologne

### Content Policy Wish List (Recommendations)

- ≍ Increase **funding for governmental / public applications** to test, develop markets, and improve public service levels
- ≍ Push for **internationally compatible infrastructure** development
- ≍ Provide **business with a fair chance across borders** (harmonize VAT, legal settings, etc.) – do not protect local / national providers (economies of scale and economies of scope)
- ≍ Allow / develop for **varying degrees of band-width, security, price**

Sound economic analysis could be provided to back up each recommendation !

Support education !

© Prof. Dr. Claudia Loebbecke, MBA. – Dept. for Media Management - University of Cologne

**Thank you very much for your attention!**

✉ [claudia.loebbecke@uni-koeln.de](mailto:claudia.loebbecke@uni-koeln.de)

**International Doctoral Consortium  
on Media Management  
[www.idocom.org](http://www.idocom.org)**

© Prof. Dr. Claudia Loebbecke, M.B.A. – Dept. for Media Management - University of Cologne