

Lemniscaat
SCHOOL OF MANAGEMENT

MEDIAacademie
het opleidingsinstituut voor radio, televisie en crossmedia

[P^cM]
uitgevers

telegraaf media groep

TELE2
THE COMPANY THAT BRINGS YOU SMALL BEERS

ANWB

rt|nederland

present

mBA cross
media

'Leading people, business & customers into the media future'

English summary

Lemniscaat School of Management

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More information: www.mbacrossmedia.nl

Introduction

The media value chain changes every day. Former competitors start alliances never seen before and new media concepts in TV, Radio, Mobile, Internet are being created. Nobody knows what criteria for success are. Every player in this field has to solve the riddle of internal dynamics within an existing organization and changing markets outside. And the real question is: how to make business out of all the good concepts being made. In short: media is changing and crossmedia is the magic word.

The MBA Crossmedia is developed for (young) managers in the media value chain, who are to be the next leaders in their companies.

They are the ones that have to lead business into the new media future. It is something that can no longer be done without thorough knowledge beyond the borders of individual media and the individual organization. The MBA Crossmedia provides managers with education on top level in science and practice of crossmedia. After graduation students:

- understand crossmedia and this is incorporated in their individual thinking and doing
- know how to transform new concepts into business models and financial result
- are capable of changing people and organization towards the new media future

The MBA crossmedia distinguishes itself from other crossmedia education programs:

1. The first and only integral Crossmedia education program on academic level
2. An international validated MBA degree
3. Developed and taught on the basis of an existing need in business reality
4. An individual development program aimed at leadership and management skills
5. Developed with founding companies from media. Every course is developed by people from science, business and consultancy.

Some of the teachers

Max Christern, PCM Uitgevers

Erik Huizer, Prof. Internet applications UT, managing director Innovation and Businessdevelopment NOB

Dick Rijken, Highschool The Hague

Roland van Veen, KRO

Harry Bouman, TU Delft

Lidwien Wijngaert, University Utrecht

Paul Jansen, Prof. Businesspsychology VU

Anton Cozijnsen, Prof. Management of Change VU

Cilesta van Doorn, Tele2/ Versatel

Han Gerrits, Prof. New media VU, Director Amsterdam New Media Institute

Mark Giesbers, TALPA Digital

Joris van Heukelom, KPN Media & TV

Pieter Kok, Publisher De Volkskrant

Bert Steens, Prof. Management accounting & control VU, Cap Gemini

Joris Tinbergen, Google

Theo Huibers, Prof. Human Media Interaction Group, UT, Partner Thaesis

Christiaan Alberdingk Thijm, SOLV

Arie Brienen, Jaarbeurs Holding

Quintin Schevernels, Telegraaf Media Groep

Mark Zwijnenburg, PCM Uitgevers

Justus Verkerk, FCCE

Gunther Vogelpoel, Tele2/Versatel

Aim

1. Provide students with top level academic knowledge on crossmedia.
2. Educating the future media leaders:
 - understand crossmedia and incorporated this in their individual thinking and doing
 - know how to transform new concepts into business models and financial result
 - capable of changing people and organization towards the new media future
3. Immediate spin-off to day-to-day work during the program; various courses are especially developed to integrate own experiences and to involve others in the company

Students

- You have a management position in the media value chain
- You have at least five years of working experience. The basics of media market thinking and management theory are expected to be known, but will be examined in assignments
- You have at least finished a Dutch HBO or comparable experience and knowledge. Lemniscaat School of Management follows European entree standards.
- Every group of students will be selected to represent the entire media chain; advertisers, media companies, marketing agencies, technology etc.. This is to maximize group learning.

Education Program

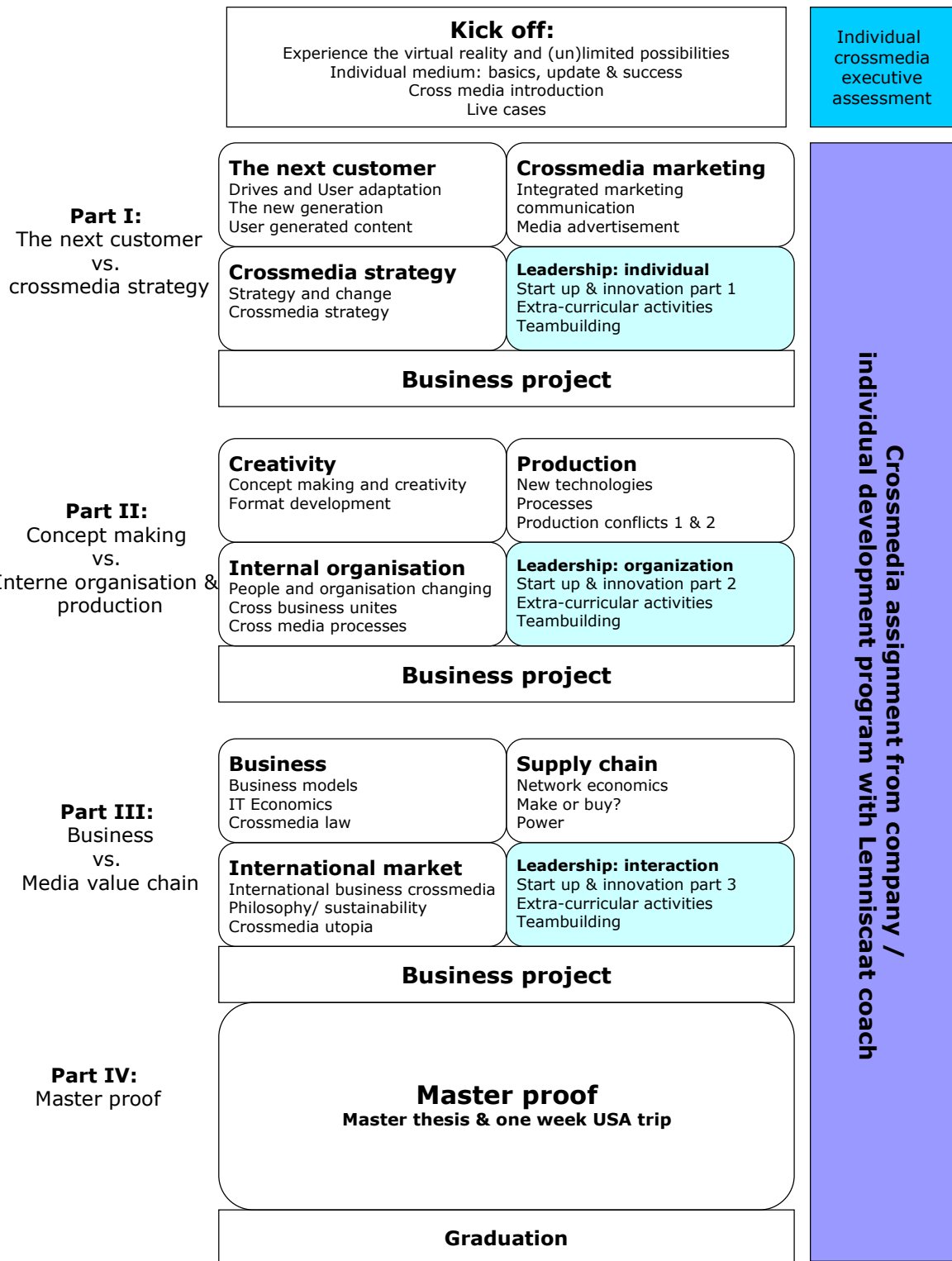
The MBA is a two year program with four semesters.

- Semester I – III exists of five to six seminars every six weeks. A seminar is an evening and two days (Wednesday tot Friday)
- In semester IV students 'write' an academic master thesis. College hours will limited.
- Including homework and master thesis the program accounts for 1600 hours, following European MBA standard.
- The program is developed to make it possible for students to combine their study with a demanding job and management position.

Individual development program

- You are expected to put in a real live crossmedial research question/ assignment from the company you work fort o work on during the first year. You find yourself a coach from topmanagement within the company you work for.
- Part of the MBA is an individual development program supervised by a business coach. It is no standard assessment with psychological tests, but a serious top level assessment by top media experts and managers.
- The masterthesis is – different from many other MBA's - individual. Participants are free to chose media, form and content. Of course the masterthesis will be graded on academic standards.

Concept program



Crossmedia assignment from company / individual development program with Lemniscat coach

What makes this MBA Crossmedia work.

The MBA Crossmedia is based on the following organizational principles:

- **We started with an existing need in business.** The program is developed in corporation with the media value chain and under continuing supervision of the Program Counsel and Crossmedia education committee with involved representatives from business.
- **Real meeting of science and practice.** Students work on real-life and current media cases from the founding companies. All courses are being taught in the combination of people from science and practice. Lemniscat School of Management works mainly with professors who at the same time have a position in business.
- **Executive MBA.** Participants have at least five years of experience and a management position in the media market. We assume basic knowledge of management and media.
- **Focus on crossmedia.** Lemniscat School of Management offers no general management studies but only education programs based on current business issues in value chains. In this case: crossmedia. Participants with an education in general management/ economics, etc. will find sufficient new knowledge and crossmedia practice.
- **Every student will participate in an especially for the MBA developed individual crossmedia executive assessment.** Educating managers and leaders means development of individual competences and behavior. Part of the MBA is an individual development program supervised by a business coach. It is no standard assessment with psychological tests, but a serious top level assessment by top media experts and managers.
- **MIX.** Every group of students will be selected. We bring together a representative mix of people out of the entire media value chain. Aim is to maximize group learning.
- **Action learning.** Lemniscat School of Management has 15 years of experience with executive education. The program is designed for managers with busy jobs and social/ family lives. The MBA can be combined with a busy job. Courses are aimed at direct application.
- **From concept to business.** Part I-III finishes with the assignment to develop an actual business proposal. Students have to defend their crossmedia proposal to the Board of Directors of founding companies, experts on presentation, creativity and process and the involved professors.
- **Understanding crossmedia.** Part of the assignments is the actual use of all crossmedia possibilities (weblog, podcast, etc).

Involved companies:

Google, Arvato Bertelsmann, Audax, Axioma, Buma/Stemra, Game Capital, M@x Interactive, Jaarbeurs, Mediamall, MTV Networks, NOB, Nokia, PCM Uitgeverij, Service2Media, SBS Broadcasting, Talpa, Telegraaf Media Groep, Trail Finder, Versatal, Vodafone, Wegener, Wolters Noordhof, Canal Digitaal, Clockwork, Endemol, Ericsson, IDG Nederland, M@x Interactive, MVT Nederland, Nozema, Nuon, OpenBC, PCM, Reed Business Information, Sanoma, T-Mobile, United Broadcast Facilities, Universal Music, UPC, Voipster / Backstream, KPN.

Appendix 1. Organisation

Lemniscaat School of Management

Lemniscaat School of Management is founded by an European network of professors as a business school focused on present-day business questions. Today we are a full service business school with MBA and DBA programs under supervision of the academic board and Dean.

Lemniscaat School of Management follows European MBA standard and is member of the European Foundation for Management Development, EFMD and recognised by International University Consortium for Executive education, UNICON. Lemniscaat School of Management is a division of Conclusion.

The Media Academie

The Media Academie is the training institute for the Dutch broadcasting companies and the audio-visual industry. The aim of the Media Academie is to provide quality training for radio, television (national, regional and international) and new media in the field of both programmes and facilities. In addition, the Media Academie organises courses for the audio-visual industry and provides presentation and media trainings for companies and institutes. The Media Academie designs tailor-made courses and training-projects for national and international companies or organisations. The Academie was founded by the NOS (Dutch public broadcasting organisations), the NOB (the Dutch Broadcasting Production Company), the Amsterdam School of Art (AHK) and the Utrecht School of Art (HKU).

Founding mediacompanies

The MBA Program is founded by PCM Uitgeverij, Tele2/, Telegraaf Media Groep, ANWB and RTL Nederland. They provide the program with up-to-date practical knowledge and real-live casus.

For example this can be found in people participating as teacher, member of the program counsel, assignments in the companies and discussions with the Board of Directors.

Academic responsibility

Program Counsel & Academic board

- Responsible for up-to-date content of the MBA Crossmedia is the Program Counsel with representatives from the founding media companies and the teaching professors.
- Responsible for the academic quality of all Lemniscaat programs is the Academic Board, supervised by the Dean.
- The programma is developed in the MBA crossmedia education committee.

Appendix 2. Practical information

MBA Cross Media

Start : twice every year
Students : (young) management from the media value chain
Location : Villa Heideheuvel, Mediapark Hilversum
Period : two years (15 seminars of two days and one night)
Costs : € 30.000,- free of charge with BTW

In-company boardroom sessions for executives

Start : -
Students : Board of Directors/ top management
Period : one afternoon and evening
Kosten : € 2.500,- free of charge with BTW

DBA / Phd

Start : -
Students : people who have completed a master education program
When you are interested in writing a Phd on crossmedia, please contact the academic director/
Dean.

Foreign affiliates Lemniscaat School of Management

- Jönköping International Business School, Jönköping, Sweden
- University of Warwick / Warwick Business School, Coventry, England
- ESADE University / ESADE Business School, Barcelona, Spain
- Cornell University/ Johnson Graduate School of Management, Ithaca, New York, USA
- Norwegian University of Social Science and Technology, Trondheim, Norway
- Izmir University of Economics, Izmir, Turkey

In every MBA we organize a week with one of the affiliated companies in one of the countries.

