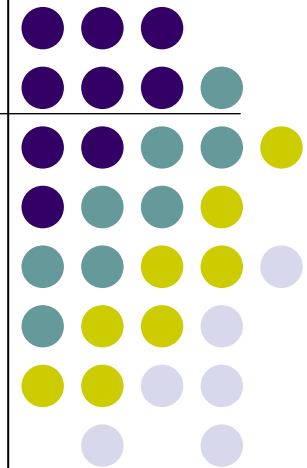


# LSE – IS Research Forum

Examining the potential for non-conventional applications of SNA:

Case evidence of business model developments in the UK independent television and film production sectors  
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# Overview



1. Review of SNA Approaches
2. Research Context
3. Our SNA Approach
4. Case Evidence
5. Implications/Challenges

# SNA Overview



1. Powerful way of analysing social structure
2. Suitable for relational data
3. Rich mathematical tradition

# Critiques



1. Inaccessible analytical methods
2. Static not dynamic representations
3. Limited explanatory ability



# Evolution of the approach

1. Using concepts from underlying theory qualitatively
2. Combining SNA with other analytical approaches
3. Applying the technique to longitudinal data
4. Use of colour, shape and animation

# The Networked Environment

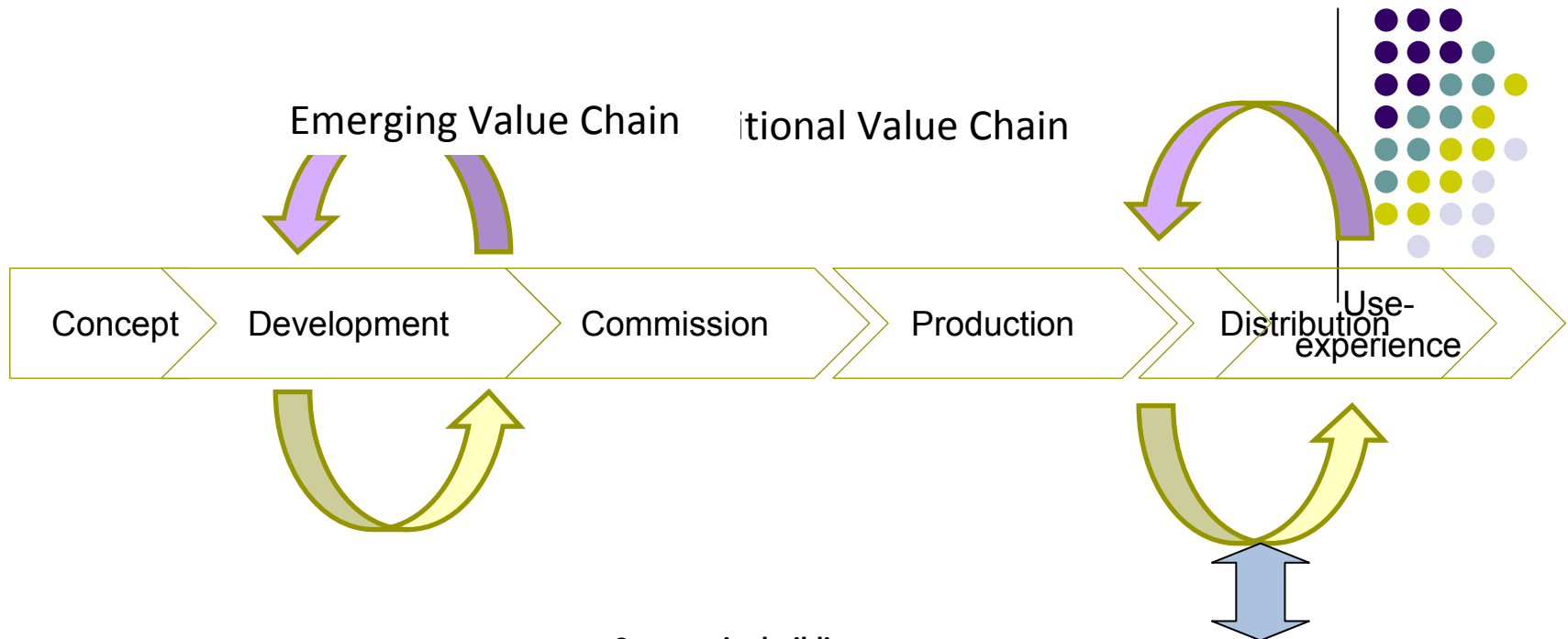


## 1. Project based Production

- Flexible regrouping
- Reputation led

## 2. Organising Disruption

- Digital Technologies; multiple platforms, new entrants & content forms
- Regulation & Policy; IP/Revenue sharing debates
- Economic Imperative – cultural tradeoffs?



- **Community building**
  - exploiting interactivity to enable active participation of individuals in the production of the genre (e.g. online drama)
  - viewers/consumers of content interacting with each other online (programme websites)
  - use of social networking to share interest in programme (Bebo postings)
- **Brand-extension**
  - online games extending engagement with the programme to online audiences and allowing interactivity, new experiences with the genre, exploration of other concepts
- **Simultaneous use**
  - complementary use of mixed media at the same time to engage with a content offering e.g. the Internet and television used simultaneously to play a Bingo game.
- **Non-linear access**
  - ability to access content in a non-linear, unordered pattern as and when it suits the individual e.g. on-demand viewing

# Research Question



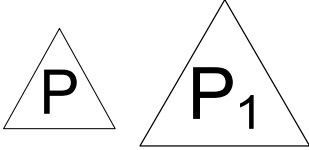
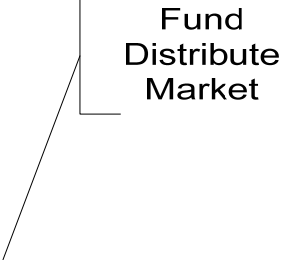
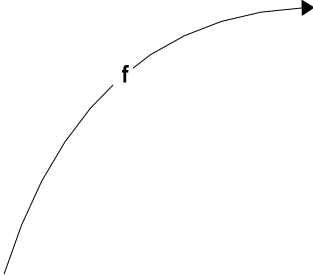
*To what extent is it useful to apply non-conventional SNA approaches to the study of change in inter-organisational networks so as to better understand business model formation and functioning?*

# The SNA Approach Used



1. Use methods to:
  - map inter-organisational networks
  - depict change over time
  - provide explanations of underpinning rationale
  
2. Depict change in terms of:
  - Types & number of entities involved
  - Nature, frequency & sequence of exchange
  - Functions of entities

# Symbol Conventions Used

Convention	Definition
	<p>An organisational entity. The letter inscribed within denotes the type of entity. In this case P refers to the independent television production company entity. Subscripted labels denote more than one instance of this entity type in the diagram.</p>
	<p>A set of functions associated with an organisational entity. These represent the main functions believed to be associated with the value-adding activities espoused by that organisational entity. Here 3 functions are denoted: the ability to provide <b>fund</b> creative endeavours, the ability to <b>distribute</b> completed products, the ability to <b>market</b> products.</p>
	<p>A directed labelled arc. The directed arc represents a relationship between two entities in the network diagram in the direction of the arrow. The letter labelling the arc denotes the nature of that relationship. In this instance, the f corresponds to a <b>financing</b> relationship, as in x finances y in the direction of the arrow. A double-sided arrow denotes a reciprocal relationship.</p>
<p>f - finances</p>	<p>Lower case letters denote the various relationships existing between entities in the diagram.</p>
<p>Superimposition</p>	<p>Allowing one diagram to overlay another is a rudimentary way of attempting to show change over time.</p>

# Methods



Focused X-sector workshop



Depth interviews (20)



Thematic analysis (N-Vivo)



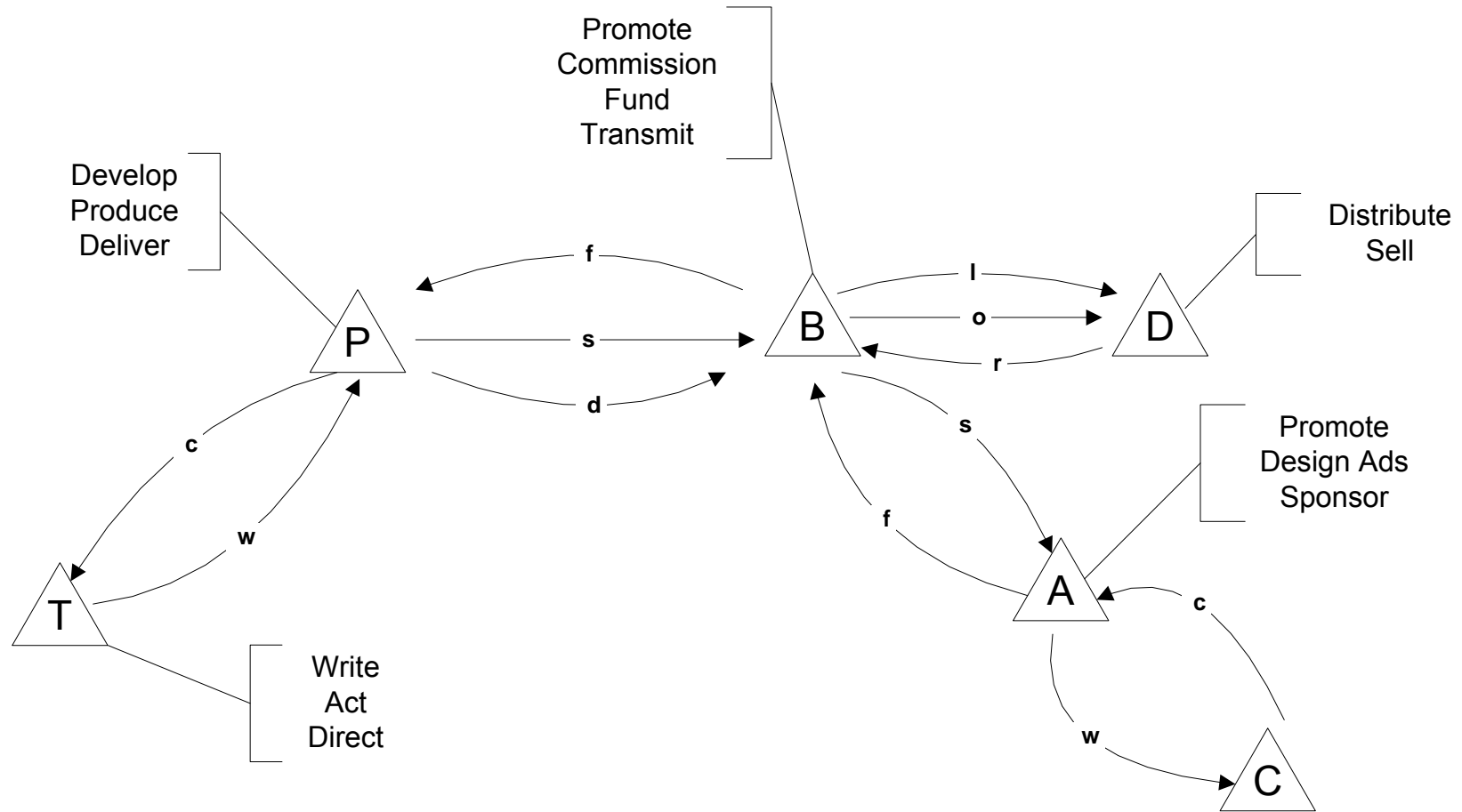
Mapping (Visio)

# Case Evidence

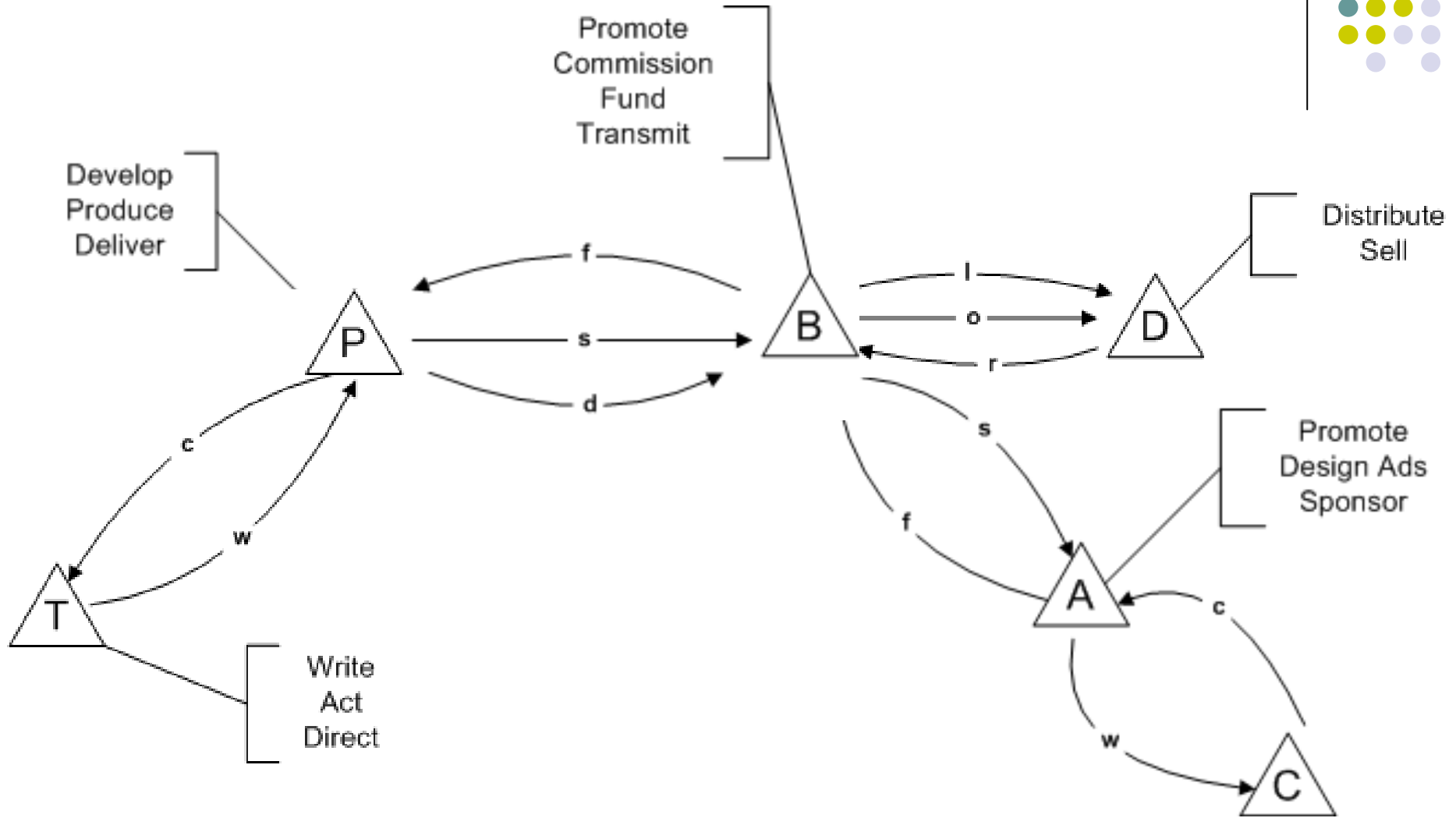


1. Illustrative diagrams
2. Analytical Techniques
3. Qualitative Accounts

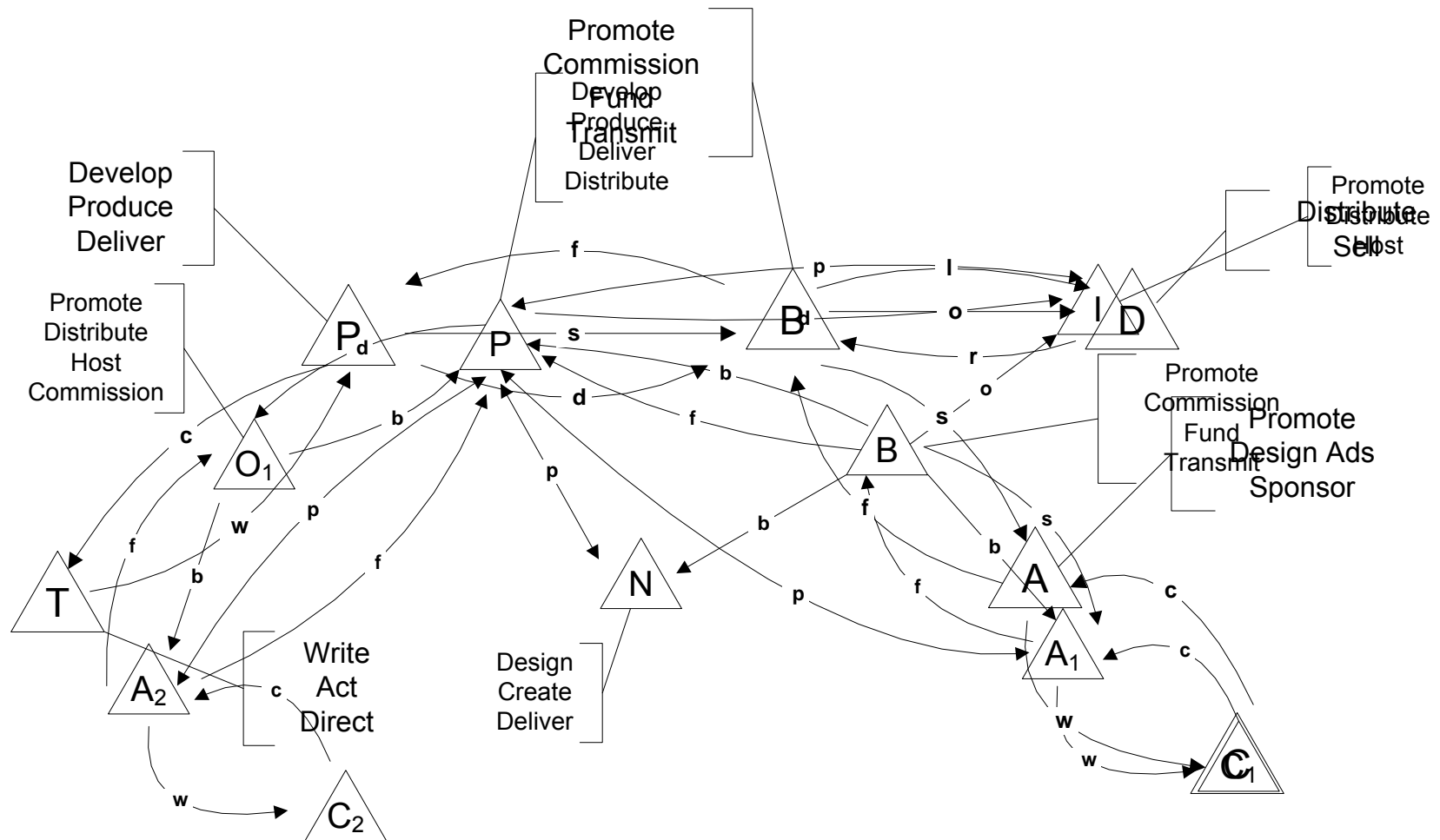
# Traditional Independent TV Producer - Broadcaster Inter-Organisational Network



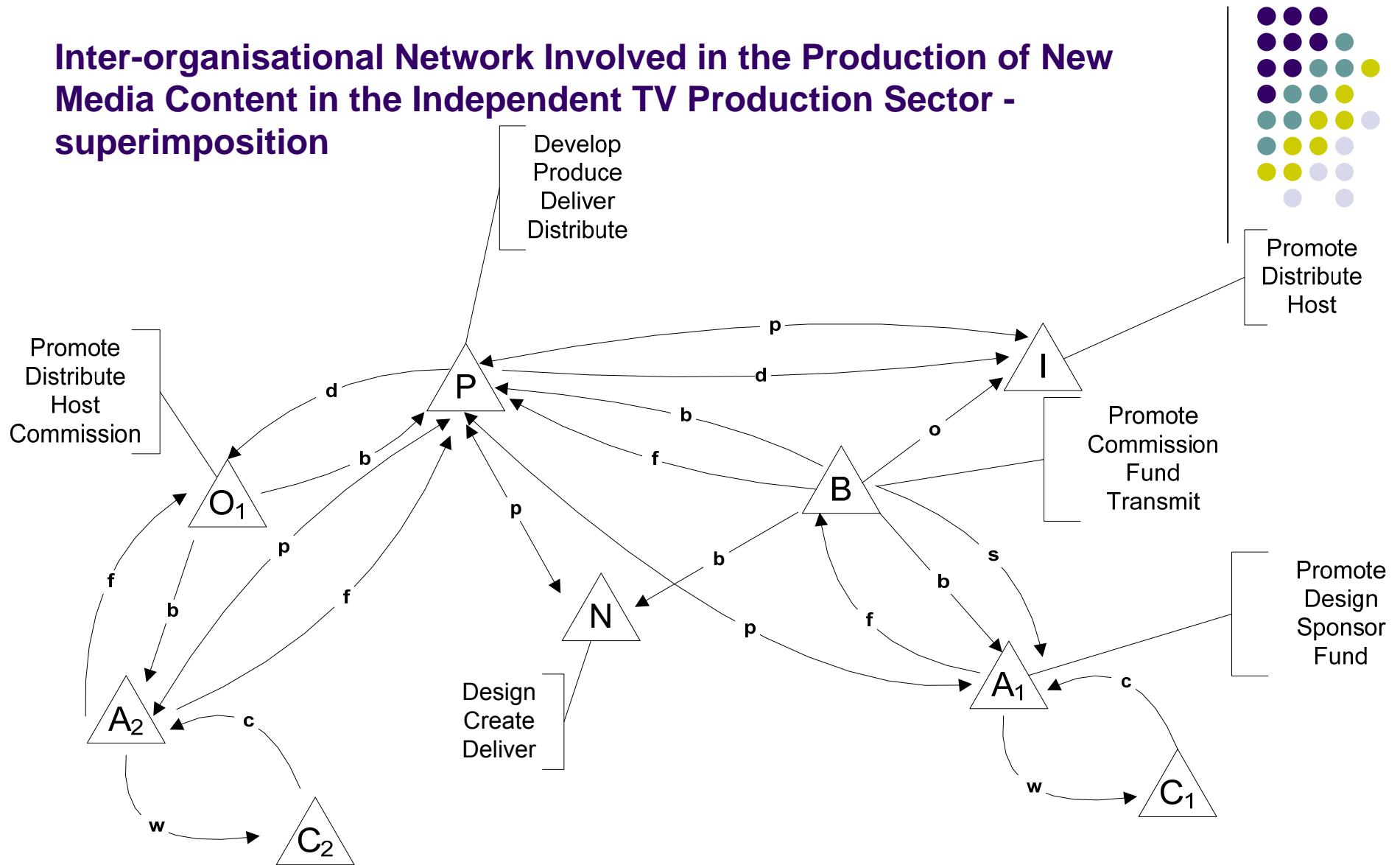
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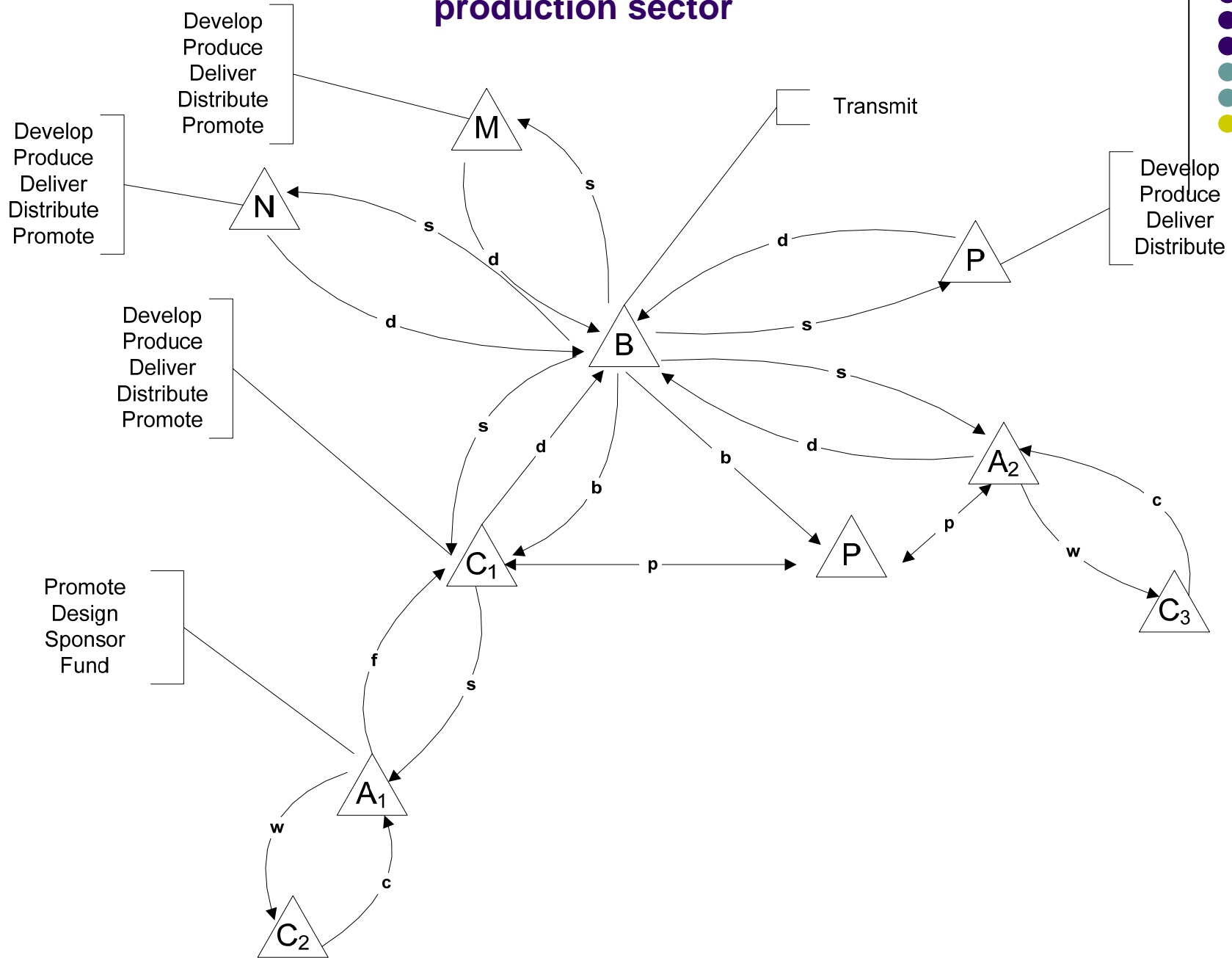
# Inter-organisational Network Involved in the Production of New Media Content in the Independent TV Production Sector - superimposition



# Inter-organisational Network Involved in the Production of New Media Content in the Independent TV Production Sector - superimposition



# An innovative inter-organisational network in the independent television production sector



# Implications/Challenges



## 1. Implications:

inter-organisational networks more complex, more fluid (uncertain?)

## 2. Challenges:

Combining qualitative and quantitative approaches

Representation (accuracy) and interpretation (systematic)



# Questions for Discussion

1. Who are the relevant audiences for this type of work?
2. How much rigour does one introduce into a mixed approach such as this?
3. When does rigour require adherence to underlying mathematical theory?
4. Does SNA tie you to a specific theoretical orientation?