

The details of the research are published in the book:

## International Corporate Strategy in Network Based Industries

### *A Case Study for the emerging Multimedia Industry*

The current trend towards deregulation creates a high level of uncertainty about the future organisation within network-based industries. However, the integration of industry knowledge with theoretical concepts helps to overcome the challenges related to the uncertainty and make a company's strategic moves more sustainable.

The book aligns theoretical concepts with managerial practice. Therefore it follows the corporate strategy process from industry analysis, then to a focus on specific problems, and lastly, strategic advice. The conceptual base is integrated into the process at those stages where it strengthens the reasoning or provides tools for overcoming specific problems. Consequently, this approach contributes to academic theory building through the application and integration of current conceptual tools, and benefits both managerial and consulting practice.

The diagram below shows the interaction between the strategy process, industry trends and the conceptual base.

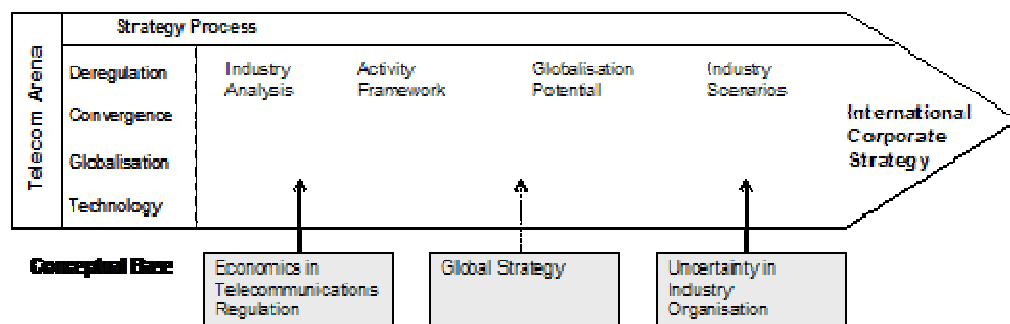


Figure 1: Integration of theoretical concepts into the strategy process

The industry analysis shows that the future telecom arena will be an integrated part of the emerging multimedia industry. At the same time, the current managerial perspective of a telecom operator is maintained in the argumentation, and is supported by practical examples, based upon personal experience in the international telecommunications market.

To overcome the problems in the strategy process, analytical tools are selected and applied to create an activity framework as part of the industry analysis. Two primary topics are covered based on the activity framework, namely the:

1. Logic of globalisation in the multimedia industry, The activity framework is used to is applied to differentiate the globalisation potential of the individual activities.
2. Dealing with the uncertainty in industry organisation The organisational uncertainty within the emerging multimedia industry is managed with the development of three scenarios of future stages in industry development.

The elements of the industry analysis and the multimedia industry framework are tied together to show how those components interact in the corporate strategy process. The implications of the analysis of the globalisation potential and the industry scenarios discussed for different types of multimedia participants.

Finally the book shows how the framework developed can be transferred to other network based industries like the utility industry.