Chapter XIV


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Abstract

This chapter sets out to analyze the impact generated by the adoption of Digital Rights Management (DRM) processes on the typical Digital Media Management Value Chain activities and tries to analyze the processes in the context of the business model. Given the early stage of the theory development in the field of DRM, the study follows the logic of grounded theory (Glaser & Strauss, 1967) by building the research on a multiple-case study methodology (Eisenhardt, 1989). The companies selected are...
successful players that have adopted DRM processes. These companies are Adobe Systems, Digital Island, Endemol, Intertrust, Microsoft, and the Motion Picture Association. The chapter provides in-depth longitudinal data on these seven players to show how companies implement DRM processes. After giving a definition of Intellectual Property and Digital Rights Management (first section), the chapter provides a description of the typical Digital Media Management Value Chain Activities and players involved along the different phases examined (second section). An in-depth description of Digital Rights Management processes is discussed in the third section. Digital Rights Management processes are considered in the context of business model and they are distinguished into content processes, finance processes and Rights Management processes. It concludes with a discussion of the model and main benefits generated by the integration of digital rights management (fourth section).

Introduction

The burgeoning market for information and entertainment over TV, PC and mobile devices is forcing media operators and content providers to develop their businesses in order to remain competitive. With the availability of more sophisticated content and the increasingly popular trend of peer-to-peer distribution, the requirement for Digital Rights Management (DRM) is becoming essential and the early movers in the operator community are aware of the opportunities they will miss if their DRM solutions are not in place.

Digital Rights Management (Duhl, 2001) poses one of the greatest challenges for multimedia content providers and interactive media companies in the digital age in order to make their interactive products and service catalogues profitable and to face information security management issues.

The importance of protecting digital contents is crucial for content and media rights holders looking to distribute and re-distribute their digital contents over more and more digital channels (TV, radio, Internet).

Traditional management of intellectual property rights in digital environments is based on prohibiting access to the content if customer has not presented the proper considerations. This is facilitated by encryption and security measures, and forces the content providers to select business models according to the
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