# Table of Contents

Introduction ........................................................................................................ 9

References ........................................................................................................ 17

## Part I.

**The Impact of Digital Platforms on Incumbent Players**

The Race for Innovation in the Media and Content Industries: Legacy Players and Newcomers: Lessons from the Music and Newspaper Industries ................................................. 21

*Pierre-Jean Benghozi, Elisa Salvador, and Jean-Paul Simon*

Digital Platforms and Performing Arts: Communication of Theatrical Institutions, Audience Development, and Platform Strategies of Industrial Players ............................................. 41

*Christine Bellavoine, Philippe Bouquillion, and Louis Wiart*

Ticketing Platforms and Big Data Strategies: Data Analysis in the Live Entertainment Industry in France ................................................................. 61

*Louis Wiart*

The Role of Digital Broadcasting Platforms in the Visibility and Evolution of Self-Produced Web Series ................................................................. 79

*Marie-Caroline Neuvillers*

The User as a Key Component of Platforms: Through the Lens of Alibaba ................................................................. 91

*Françoise Paquienséguy and Miao He*
PART 2.
DIGITAL PLATFORMS’ ECOSYSTEM

Associations in the Creative Industries as Operators of Digital Platforms: Failure Factors, with an Example from the German Book Industry in the Focus ................................................................. 117
Christoph Bläsi

The Evolution of Business Models in the Online Press: Between Creativity and Imitation .................................................. 133
Inna Lyubareva, Fabrice Rochelandet, and Jean-Michel Etienne

Public Platforms for Information Brokerage in France: An Alternative to Private Models in the Access to Cultural and Educational Content? ............................................................... 153
Olivier Thuillas

Digitization and the Brazilian Music Market: Notes About the Rising of Digital Aggregators ................................................... 165
Leandro Valiati and Pedro Perfeito da Silva

Notes on contributors ...................................................................... 181