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## **LOCAL TELEVISION AS A BUSINESS: COMPARATIVE PERSPECTIVES OF COMMERCIAL TELEVISION STATIONS IN SERBIA<sup>a</sup>**

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### **Abstract**

The aim of this paper is to examine in which way the following factors influence TV owners' strategies for the development of television as a business in the turbulent media market of Serbia: 1) the size of the news market and local media environment, 2) the response to technological changes, 3) economic status of the television outlet, and 4) clientelism. For the purpose of this case study, in-depth interviews were conducted with the owners of six local commercial TV stations located in different regions in Serbia. The results show that instead of developing professional resources for a highly competitive media environment, TV owners are fighting for bare survival. However, their strategies for the development of television as a business can be divided into two camps: one group expects the help of the state to overcome financial constraints, while the other seeks to develop e-business and web advertising as models of sustainable growth on the market.

**Key words:** local TV stations, commercial television, TV owners, business strategies, economic crisis.

## **ЛОКАЛНА ТЕЛЕВИЗИЈА КАО БИЗНИС: КОМПАРАТИВНЕ ПЕРСПЕКТИВЕ КОМЕРЦИЈАЛНИХ ТЕЛЕВИЗИЈСКИХ СТАНИЦА У СРБИЈИ**

### **Апстракт**

Циљ овог рада је да испита на који начин следећи фактори утичу на стратегије телевизијских власника да развијају телевизију као бизнис на турбулентном медијском тржишту у Србији: 1) величина медијског тржишта и локално ме-

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дијско окружење, 2) одговор на технолошке промене, 3) економски статус телевизије и 4) клијентелизам. За потребе студије случаја спроведени су дубински интервјуи са власницима шест локалних приватних телевизија у различитим регионима Србије. Резултати показују да се власници локалних телевизија, уместо да развијају професионалне ресурсе за потребе високо конкуритивног медијског окружења, боре за опстанак на тржишту. Њихове стратегије за развој телевизије као бизниса подељене су у две групе: једна група власника очекује помоћ државе у превазилажењу финансијских потешкоћа, док друга група развија електронски бизнис и интернет оглашавање као моделе одрживог развоја и раста на тржишту.

**Кључне речи:** локалне ТВ станице, приватне телевизије, власници телевизија, бизнис стратегије, економска криза.

### *INTRODUCTION*

TV industry is facing economic, political, and technological changes, caused by global financial crisis, deregulation of many media markets, and the rise of the Internet (Nielsen, Esser & Levy, 2013, p. 385). However, television is still the most popular medium among Europeans, with 87% of EU citizens watching it every day (Eurobarometer, 2012, p. 4). Štětka (2013, p. 7) argues that television is the only medium that managed to strengthen its position in the majority of Central and Eastern European countries and “currently dominates advertising markets across the region”. Exposed to changes of technologies and various platforms for news production and distribution, as Picard (2013, p. 3) explains, television should not be observed in a traditional manner, because it has been “increasingly linked to telecommunications and internet services that are expanding the potential uses of that programming”.

In addition to national TV networks, local television stations also represent an important element in informing the audience and thus contributing to the development of local communities. The establishment of regional and local TV networks contributed to the expansion of television through the process of decentralization “at an infra-national level” (Chalaby, 2002, p. 185). Kurpius (2000, p. 342) argues that local TV stations “promote themselves as community leaders with a local focus” and that their market positions may be essential for understanding which form of public journalism a station is willing to develop. Considering the transformation of media markets worldwide, it has been recognized that broadcasting is actually “following in the footsteps of the print media, which have always been exposed to market discipline” (Bardoel & d’Haenens, 2004, p. 166). Local commercial TV outlets have been exposed to principles of modern entrepreneurship as well. For example, in the United States local TV stations are considered as businesses: “Many have become extensions of large corporations, and almost all depend on advertising dollars from local businesses to survive” (Upshaw, Chernov & Koranda, 2007, p. 67). Even in

countries with strong public service media, “commercial media like newspapers and private broadcasters remain of absolutely central importance” (Nielsen et al., 2013, p. 384).

This research is driven by the fact that local TV stations represent an important source of information for the audience and that local news markets in Europe have been rarely researched from the perspective of local TV owners. Some of those researches show that in Italy, for example, the majority of local TV owners “run other commercial activities usually unrelated to this sector” (Barca, 1999, p. 114), such as trade, industry, financial services, and other non-media related businesses, keeping their TV stations active in the market. Previous researches based on media owners’ perceptions in the Serbian news market show that local media businesses, particularly in private newspapers and TV stations, heavily depend on local government subsidies, while local radio stations and web sites have developed alternative ways to generate profit, mostly through web platforms (Krstić, 2012; Milivojević, Radojković, Milojević, Ugrinić, Krstić & Matović, 2012). The owners’ observations about the development of television as a business may be important for a better understanding of both advantages and limitations of the local media market, taking into account various economic factors, such as market competition, media funding, and media policy, which clearly impact local broadcasting systems (Esser et al., 2012; Örnebring, 2013; Papathanassopoulos & Negrine, 2011; Štětka, 2013). Similar to other post-communist countries in Central, East, and Southeast Europe, where media systems and media markets are heavily influenced by those factors, Serbian media market has been facing additional problems: lack of finances, underdeveloped competition, and incomplete privatization in the media sector. The media market in the country has been recognized as turbulent and overcrowded with numerous press, radio, and television outlets and growing news web sites (Matić, 2012; Milivojević et al., 2012). Unlike major national commercial broadcasters in the country, which have been technically and financially improved due to partial foreign ownerships (e.g. TV B92, Prva TV), local private TV stations in Serbia face greater challenges. Therefore, this paper aims to explore how the following factors impact local television owners in different Serbian regions to develop television as a business: 1) size of news market and local media environment, 2) response to technological changes, 3) economic status of the television outlet, and 4) clientelism.

### *THEORETICAL FRAMEWORK*

The size of the news market and an overall local media environment are recognized to impact the development of local television as a business. Compared to national TV stations, local TV newscasts in smaller markets may score higher ratings because they attract more audience from the local communities (Belt & Just, 2008). However, the viewership is not necessarily linked with the media market size and resources for the news coverage: “The more competitive the market, the lower the overall commercial success” (Belt & Just, 2008, p. 202). On the other hand, local media environment may predominantly influence the development of a TV station regarding the overall number of media outlets in a given geographical area. At the European broadcasting level, TV production is affected by “market size in terms of TV households (numbers of local consumers) as well as per capita of GDP spending” (Balčytienė & Juraitė, 2009, p. 37). In Serbia, commercial televisions make revenues on the market, while TV stations owned by local governments are financed from the municipalities’ budgets. Municipal resources are available for commercial media as well, but only for those that have signed contracts with local authorities. There has been a significant difference between the percentage of subsidies allocated for municipally owned and private media. This disproportion is mostly visible in southern parts of Serbia, where municipally owned media receive 98% of the local government’s funds allocated for the media, while commercial TV stations receive 2% (BIRN, 2012). The Strategy for the Development of Public Information System (2011) envisages a complete withdrawal of the state ownership from the media sector. However, at the time of writing, this process had not been completed.

Besides facing changes on the market, local television stations and traditional newsrooms worldwide are also challenged with rapid technological changes caused by the digital era. Many countries worldwide have already switched to digital TV broadcasting, offering better choice and quality for viewers and more channels or services for the same cost (Iosifidis, 2005). However, unrealistic deadlines and requirements imposed by governments may cause problems in digital TV transition (Castañeda, 2007), which is one of the main reasons for the delay of transition from analogue to digital broadcasting in Serbia (Krstić, 2014). A related aspect to TV digitalization is convergence, a global trend influencing the workers in local TV newsrooms (Tanner & Smith, 2007). Growing convergence has been recognized in the European broadcasting market over the last thirty years (Esser et al., 2012).

TV stations are also affected with expenditures related to sources of income, salaries, and broadcasting taxes. Television market in Serbia consists of two public broadcasting services, four national, 30 regional, 98 local, and 39 cable stations (IREX, 2013). However, the Republic Broadcasting Agency decided to revoke 21 broadcasting licenses due to

their inability to regularly pay obligatory taxes to the competent state agencies (Culture and Information Committee of the National Assembly of Serbia, 2014). One of the largest problems is the existence of illegal or pirate broadcasters, whose number decreased from 160 to 47 by 2011 (Strategy for the Development of Public Information System, 2011). They have been reported to create disturbances in the media market operations by decreasing advertisement prices (Milivojević et al., 2012).

Economically unstable media on local news markets may come under the influence of clientelism or “*instrumentalization* of the media” (Örnebring, 2013, p. 7). Political parties and economic or other social actors often use media as instruments to maintain influence in a society: in Europe, for example, practices of “curtailing editorial independence” are deeply connected with business elites, which influence the media either through pure business PR or through open attacks on their opponents (Štětka, 2013, p. 18). Local TV stations worldwide represent areas suitable for sales messages, “stealth advertising”, product placement, and sponsored segments more than national TV newscasts (Upshaw et al., 2007, p. 68). Clientelism creates advertorials in the media:

“The practice of journalists and/or news organizations taking money (often offered through the intermediary of a PR professional or PR company) to write ‘puff’ pieces for businesses or political interests without indicating that the content is in fact paid for” (Örnebring, 2013, p. 19).

One of the largest obstacles for the development of local media market in Serbia is the dependence of media owners on local businessmen or politicians (IREX, 2013). In this respect, the Serbian media market shares many characteristics of the Mediterranean media system: a tradition of advocacy reporting, instrumentalization of privately owned media, politicization of public broadcasting and broadcast regulation, and limited development of journalism as an autonomous profession (Hallin & Mancini, 2004; Papathanassopoulos, 2007).

### *METHODOLOGY*

The method used in this research is an interpretive form of a case study, because it allows an examination of understandings and motivations of actors (Della Porta & Keating, 2008). As case studies are considered to be “more useful when the strategy of research is explanatory, rather than confirmatory” (Gerring, 2004, p. 352), an interpretive form is used in this research to provide an explanation of particular cases.

The particular cases in this research are drawn from a single unit of observation, defined as a spatially bounded phenomenon observed at a single point in time (Gerring, 2004; King, Keohane & Verba, 1994). Therefore, the unit of observation is a commercial local TV broadcasting

system, which has to provide quality reception of TV signal for at least 60% of the population in a given zone of coverage (Broadcasting Media Law, article 48, 2014). Therefore, six commercial TV stations as broadcasters of an overall program with local coverage in Serbia have been sampled as particular cases. All stations are recognized as news-oriented and mainly producing newscasts and informative programming. The cases have been chosen through random sampling, which is preferred “when the main aim is to randomize unwanted sources of variation” (Smelser, 1976, p. 211). King, Keohane and Verba (1994, p. 124) accept random sampling as one of the possible ways of selecting cases. In order to “find variations among all cases” (Della Porta & Keating, 2008, p. 216) that are provided from a single unit study and thus recognized as likely to be comparable to one another, cases for small-*N* research have been identified for the purpose of this research. Since the strategy of this research is explanatory, its aim is to focus on different perceptions of local TV owners about the development of television as a business.

TV stations and their owners’ perceptions are comparatively analyzed in this research, considering the need for an advancement of comparative research in the field of media studies (Nielsen et al., 2013). Therefore, an important aspect in the media research should be a comparative approach which goes “beyond methodological nationalism” (Nielsen et al., 2013, p. 385), and such an approach includes supranational and sub-national comparisons as well (Hepp & Couldry, 2009; Livingstone, 2003). At the level of sub-national comparisons, this research is designed to clarify the differences and similarities between owners’ perceptions according to the geographical region in which their TV stations operate. There are five statistical regions identified in Serbia: Vojvodina, the City of Belgrade, Šumadija and Western Serbia, Southern and Eastern Serbia, and Kosovo and Metohija (Law on Amendments to the Law on Regional Development, 2010, article 3). Belgrade and Kosovo regions have been excluded from this research, because there are no commercial TV stations with local coverage identified by the Republic Broadcasting Agency. Therefore, six TV stations have been sampled from three different regions in the country, i.e. two TV stations per region.

For the purposes of this research, semi-structured in-depth interviews with six local TV stations’ owners were conducted (Table 1). Interviews were composed with a series of open-ended questions and were done personally, during the period from September to December 2013. Interviews were approximately one hour in length and were transcribed afterwards.

*Table 1. Particular cases selected for the purpose of this research*

Name of the interviewee	Position	TV station	City/Region	Year of establishment	Number of employees
Nenad Nikolić	Part-owner, news director and editor-in-chief	TV Galaksija 32	Čačak/Šumadija and Western Serbia	1993	25
Ilija Petrović	Part-owner and news director	TV 5 Plus	Užice/Šumadija and Western Serbia	1994	12
Boban Radivojević	Owner and news director	TV Knjaževac Info	Knjaževac/Southern and Eastern Serbia	2009	10
Ivan Babić	Part-owner, news director and editor-in-chief	TV Lav	Vršac/Vojvodina	2001	25
Nebojša Aleksić	Owner and financial director	TV Ritam	Vranje/Southern and Eastern Serbia	2001	6
Maja Pavlović	Part-owner and news director	TV Kanal 9	Novi Sad/Vojvodina	1999	40

## RESULTS

In order to explain the factors that might be influencing the perceptions of local TV owners about the development of television as a business, the results of this research are presented systematically.

### *The Size of the Market and Local Media Environment*

Interviewees agree that commercial local TV stations are unequally positioned compared to the media owned by municipalities. TV owners only perceive municipally owned TV stations as competitors, not other TV owners. While commercial TV outlets need to struggle for profit, public TV stations receive regular subsidies from local government budgets. On the other hand, healthy competition is unlikely to be achieved on the local media market because illegal or pirate broadcasters still broadcast their programs. For example, in Eastern and Southern Serbia many TV stations were shut down because of the economic crisis, but pirate broadcasters still operate.

“One would rather advertise on an unlicensed station for small amounts of money, for example for €45, instead of paying four

times more for the same services at my station. Our prices are higher because of the broadcasting taxes we are obliged to pay to the state agencies”, says TV Ritam’s owner.

Likewise, the owners hold the Republic Broadcasting Agency responsible for the growing negative trend of a number of local TV stations in the country being closed. They agreed the Agency made a huge mistake when all available frequencies were awarded in a regular competition, without taking into account the size of the country’s media market:

“There are too many broadcasting outlets in Serbia considering the size of our media market and this number must be decreased, but not in such a cruel economic manner”, explains the owner of TV Kanal 9.

#### *Responses to Technological Changes*

The owners of six TV stations are well aware that technological changes impact work in the newsrooms. Although all stations have developed web sites with live or postponed broadcast, they progress differently: some owners invested in the development of live web streaming or android platforms, while others still have problems with web site updating. Limited resources are the main obstacle for TV stations to keep their web sites up to date. The equipment in one station is modern but useless, because the owner cannot afford paying an employee:

“The only reason our web site is not up to date is the lack of staff. I cannot afford paying someone to do that job because it will not provide me any financial benefits”, says the owner of TV 5 Plus from Užice.

Local TV stations are also technologically challenged in the process of transition from analogue to digital broadcasting, which is scheduled to be completed by June 2015. The interviewees perceive this process either negatively, as increased costs they would have to pay, or as a simple matter of changing the equipment. “I do not know if we will profit from the digital switchover because I cannot say how much it will cost me”, says the owner of TV 5 Plus from Užice. In southern parts of Serbia this process is perceived as a financial problem and a cost, not as an advantage:

“We will have to spend at least €20,000 for the new equipment, unlike the media owned by the municipality. They will receive subsidies from the city budget”, says the owner of TV Ritam from Vranje.

On the other hand, convergence is seen only as the breaking of traditional division between journalists, cameramen, and video editors and their integration into one job – the profession where everybody does everything. However, some owners think a strict division between professions

is necessary. “I think a journalist is a journalist. The platform only makes journalists more available to the viewers”, says the owner of TV Kanal 9.

#### *Economic Status*

The revenues of local commercial TV stations rely mostly on advertising and marketing activities. Yet, the profit is minimal and the majority of sampled stations have experienced financial losses (Table 2). Four stations generated minimal profit, while the other two operated with net losses at the end of 2012. Interestingly, the owners do not consider a profit of €500 or €1000 as an income: they qualifying these sums as “a balance sheet zero” profit (e.g. TV Lav’s owner), or as “a profit constantly declining” (e.g. the owner of TV Galaksija 32). Five out of six TV stations partially receive subsidies from their municipalities’ budgets and one station is partially financed from the national budget through the annual competitions of the Serbian Ministry of Culture and Information.

TV owners share the same economic burdens, such as broadcasting taxes charged by the Republic Broadcasting Agency and Serbian Music Authors Organization. Annual broadcasting taxes occupy local TV stations’ revenues from 30% to 90%, depending on the overall TV budget structure (Table 2). The owner of TV Lav from Vršac plans to decrease the scope of event coverage due to large expenditures, which may also reflect on the programming content: “Considering the financial costs, I will have to reduce the scope of reporting”.

#### *Clientelism*

Interviewees are regularly facing political and economic pressures, mostly through contracting with specific local companies, or dealing with interference from local politicians, and conditioning from larger companies to reduce advertising rates. However, TV owners are used to publish paid advertisements, PR content, or advertorials in the regular TV newscast. All interviewees, except one from the southern part of Serbia, have developed the practice of broadcasting advertorials: they perceive such a practice as a way of making profit, not as an economic or political pressure. “We work with several marketing agencies, broadcast the content they produce, and it represents valuable income for us”, says the TV owner from Čačak. Additionally, some owners are careful when a marketing agency from the capital or a local company tries to distribute commercial content for free, because such content is often represented as a story about corporate responsibility or a story of general interest for the broader audience. For example, in a TV station from Vojvodina, there is an employee who checks all incoming information via email in order to ensure that commercial stories offered by marketing agencies or private companies will not be broadcast for free as socially responsible stories.

Table 2. Economic status of sampled TV stations

TV station	Sources of income	Salaries	Annual revenue/ profit*		Broadcasting expenditures
			2012.	2011.	
TV Galaksija 32	Advertising and municipality subsidies	Average national salaries (€350)	€193,834 / €504	€137,765 / €608	Broadcasting taxes for music and intellectual property agencies
TV 5 Plus	Advertising and municipality subsidies	Minimum wages (€200) often paid in goods	€11,478 / €-38,252	€40,686 / €1,269	Taxes to state agencies are approximately 50% of annual revenue + repayment of bank loans
TV Knjaževac Info	Advertising and municipality subsidies	Minimum wages (€200)	€88,573 / €1069	€55,434 / €3,652	Taxes to state agencies are approximately 60% of annual revenue
TV Lav	Advertising and municipality subsidies	Minimum wages (€200)	€35,565 / €-1,339	€28,347 / €-3,652	Taxes to state agencies are approximately 90% of annual revenue
TV Ritam	Advertising and project financing	Minimum wages (€200)	€31,521 / €191	€26,356 / €286	Taxes to state agencies are around 30% of annual revenue
TV Kanal 9	2/3 from advertising and 1/3 from municipality subsidies	Minimum wages (€200)	€148,530 / €539	€192,426 / €565	Taxes to state agencies are 47% of annual revenue

\*Source: Serbian Business Registers Agency: <http://www.apr.gov.rs/eng/Home.aspx>

#### THE OWNERS' STRATEGIES FOR TV BUSINESS DEVELOPMENT

The analysis shows there is a clear division among commercial TV stations regarding their owners' perceptions about the strategies for the development of television as a business. Their strategies are developed according to the influence of two specific factors: response to technological changes and economic status of a TV outlet. Therefore, one group of owners expects the help of the state to overcome financial constraints, while the other seeks to develop web advertising and e-business as models of sustainable growth on the market (Table 3).

*Table 3. Owners' strategies for the development of local TV business*

TV station	Development of business via the Internet	Development of business with the state's help
TV Galaksija 32, Čačak	✓	
TV 5 Plus, Užice		✓
TV Knjaževac Info	✓	
TV Lav, Vršac		✓
TV Ritam, Vranje	✓	
TV Kanal 9, Novi Sad	✓	

One group of interviewees expects the help of the state through subsidies from the budget of local governments. They also look for reduced broadcasting taxes for commercial TV stations. Additionally, this group does not perceive local television as a business that can be developed independently from the government's help. Such a strategy can be explained in line with the owners' response to technology: they are not convinced the technology and web platforms will become profitable on the local media market. This strategy is recognized among owners of television stations in the region of Šumadija and Western Serbia and eastern parts of Vojvodina, the territories reported (according to BIRN, 2012) to have the largest number of media subsidized by local governments. Although the TV stations from this group are technologically developed, their owners are very sceptical about investments in web advertising.

On the other hand, four out of six interviewed owners perceive the development of television business through internet advertising and the growth of e-business. Positive response to technology, web platforms, and internet advertising have been recognized among TV owners from the regions where commercial media are least financed by local governments. Those TV owners accept web platforms for both broadcasting and advertising. Their strategies for TV business development are aimed at the Internet not only as the space for possible income, but also as the space where they can be independent from economic or political pressures and more competitive in television broadcasting.

The division between the two groups can be additionally explained taking into account, firstly, TV stations' annual profit and, secondly, the owners' professional backgrounds. The group of TV stations reported to make no profit, expects the help of the state, while the group reported to make some profit is leaning towards the development of business via the Internet. This interpretation suggests that TV stations operating with net losses show a bigger commitment to the state and local governments' subsidies. Secondly, the group of TV owners with professional background in journalism and media production expect to develop business with the help of the state, while TV owners coming from other business sectors (such as IT, music production, or small enterprises) envisage TV business

development through internet platforms. This suggests that owners with previous business experience in sectors other than the media industry possess knowledge about a broader market environment and therefore develop their strategies on a market basis, as compared to TV owners who have always worked within the media sector and rely more on the government's subsidies.

### *CONCLUSION*

Searching for the models that might help local private TV stations in Serbia overcome financial constraints and consequences of the economic crisis, television owners at the local media market in the country are particularly influenced by factors such as the economic status of TV outlets and the adaptation to rapid technological changes. In this respect, television owners have adopted different strategies to develop their business, either via the help of the state through continuous subsidies or via various models of web advertising and e-business development. However, it is difficult to anticipate whether the first or the second strategy would prove profitable or certain. According to the Law on Broadcasting Media (2014), the deadline for media privatization in Serbia and the withdrawal of the state's ownership from the media sector is scheduled for 1 July 2015. After this date, local governments will not be able to subsidize any local TV or radio station in the way they used to: all TV stations will be allowed to apply for the local governments' project financing, but the resources are expected to be allocated regarding the quality of proposed projects. This model is expected to provide fair competition for all local media outlets in the country, stressing the quality of TV programming. In this respect, the strategy of owners who expect the help of the state to overcome financial constraints through continuous subsidies may prove wrong. On the other hand, strategies aimed at web advertising and the development of e-business are also questionable, because of the overall development of web advertising in the local market and its deployment by local companies. As interviewees reported, such business model is still not fully recognized in local communities and business persons are still not aware of the possibilities that advertising on platforms different from traditional media could bring them. Once the local communities accept and start utilizing various web platforms for advertising activities, this strategy may open up a new model of communication between local TV stations and companies interested in becoming visible via platforms that are not strictly related to traditional communication practiced for decades.

The focus of this case study was to understand and explain the impact of specific factors on TV owners' perceptions about the development of television as a business. Although the approach employed allows interpreting the data gathered from the analysis of in-depth interviews conducted with local TV owners, further research on this topic

will provide a more complete understanding of the owners' attitudes towards future television development. Such data collection may include quantitative analysis based on a survey with a greater number of local TV owners in the country in order to provide a better understanding of how the researched factors interact in the overall local television market in Serbia.

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## **ЛОКАЛНА ТЕЛЕВИЗИЈА КАО БИЗНИС: КОМПАРАТИВНЕ ПЕРСПЕКТИВЕ КОМЕРЦИЈАЛНИХ ТЕЛЕВИЗИЈСКИХ СТАНИЦА У СРБИЈИ**

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### **Резиме**

Циљ овог рада је био да испита које стратегије за развој телевизије као бизниса развијају власници локалних комерцијалних ТВ станица у Србији на економски несигурном и турбулентном медијском тржишту. Ранија истраживања у академској литератури показала су да одређени фактори утичу на развој локалних телевизија, као што су конкуренција на тржишту, финансирање медија и медијска политика. Овај рад је покушао да испита на који начин фактори, попут величине медијског тржишта и медијског окружења, технолошких промена, економског статуса медија и клијентелизма, утичу на перцепције власника телевизијских станица у различитим регионима Србије да развијају телевизију

као бизнис. Ова студија случаја обухватила је шест приватних локалних ТВ станица у три различита региона Србије. Резултати показују да се власници суочавају са истим тешкоћама, попут нелојалне конкуренције коју стварају медији у власништву локалних органа власти и нелегални емитери, затим са недовољним финансијским ресурсима који их спречавају да инвестирају у неопходну опрему и развој технологије и на крају са клијентелизмом, односно објављивањем плаћених ТВ прилога које пласирају политички, економски и други друштвени актери у земљи. Међутим, студија случаја је показала да два фактора утичу на разликовање стратегија које власници креирају у правцу развоја телевизије као бизниса, а ти фактори су одговори на технолошке промене и економски статус телевизије. Од ова два фактора зависи оријентација власника према једној од две јасне стратегије: група власника која не остварује профит и не сматра улагање у моделе интернет пословања профитабилним очекује помоћ од државе у превазилажењу економских тешкоћа, док група власника која позитивно прихвата технолошке промене, улаже у неопходну опрему и послује са минималним профитом, развија стратегију пословања на тржишној основи и путем оглашавања на интернету. С обзиром на то да је рок за повлачење државе из медијског власништва 1. јул 2015. године, приватне телевизије ће моћи да конкуришу за пројектно финансирање из буџета локалних власти. Финансирање би у том случају требало да зависи не више од уговора које су телевизије до сада потписивале са општинама, већ од квалитета понуђеног пројекта. Због тога се ослањање једне групе власника на континуирану финансијску помоћ државе односно локалних органа власти може показати као погрешна стратегија. Са друге стране, стратегије власника, који излазак из економске кризе и превазилажење финансијских тешкоћа виде у развоју електронских облика бизниса, не представљају сигуран пут за финансијски развој телевизије због тога што ни саме локалне компаније које би могле да се оглашавају путем веб страна ТВ станица, тај модел још увек не препознају као начин пословања у локалним заједницама.