



ORGANIZATIONAL AND ECONOMIC CRITERIA FOR EVALUATING STRATEGIC MANAGEMENT EFFECTIVENESS IN MEDIA BUSINESS

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Article history:	Abstract:
Received: 14 th March 2026 Accepted: 11 th April 2026	This article develops an organizational and economic criteria system for evaluating strategic management effectiveness in media business. Unlike traditional approaches that focus mainly on financial outcomes, the proposed framework treats media management effectiveness as a diagnostic construct shaped by managerial quality, economic efficiency, market position, innovation capacity and resource productivity. The study applies a weighted scoring logic, where each component is normalized on a 0–4 scale and interpreted through a strategic maturity matrix. The results show that economic efficiency and managerial quality are relatively strong dimensions, while innovation capacity remains the most sensitive zone requiring strategic intervention.

Keywords: Media business, strategic management, organizational-economic criteria, strategic maturity, management diagnostics, media efficiency, SEMIR, digital transformation.

MEDIABIZNESDA STRATEGIK BOSHQARUV SAMARADORLIGINI BAHOLASHNING TASHKILIY-IQTISODIY MEZONLARI

ОРГАНИЗАЦИОННО-ЭКОНОМИЧЕСКИЕ КРИТЕРИИ ОЦЕНКИ ЭФФЕКТИВНОСТИ СТРАТЕГИЧЕСКОГО УПРАВЛЕНИЯ В МЕДИАБИЗНЕСЕ

Annotatsiya: Maqolada mediabiznesda strategik boshqaruv samaradorligini baholash uchun tashkiliy-iqtisodiy mezonlar tizimi ishlab chiqiladi. An'anaviy yondashuvlardan farqli ravishda, taklif etilayotgan baholash modeli media tashkiloti samaradorligini faqat moliyaviy natija emas, balki boshqaruv sifati, iqtisodiy samaradorlik, bozor mavqei, innovatsiya salohiyati va resurs unumdorligi uyg'unligida talqin qiladi. Natijalar iqtisodiy samaradorlik va boshqaruv sifati nisbatan kuchli, innovatsiya salohiyati esa strategik aralashuv talab qiluvchi zaif zona ekanini ko'rsatadi.

Kalit so'zlar: mediabiznes, strategik boshqaruv, tashkiliy-iqtisodiy mezonlar, strategik yetuklik, boshqaruv diagnostikasi, media samaradorligi, SEMIR, raqamli transformatsiya.

Аннотация: В статье разработана система организационно-экономических критериев оценки эффективности стратегического управления в медиабизнесе. В отличие от традиционных подходов, ориентированных преимущественно на финансовые результаты, предложенная модель рассматривает эффективность медиаорганизации через взаимосвязь качества управления, экономической результативности, рыночной позиции, инновационного потенциала и ресурсной продуктивности. Результаты показывают, что экономическая эффективность и качество управления являются относительно сильными компонентами, тогда как инновационный потенциал остается наиболее чувствительной зоной стратегического вмешательства.

Ключевые слова: медиабизнес, стратегическое управление, организационно-экономические критерии, стратегическая зрелость, управленческая диагностика, эффективность медиа, SEMIR, цифровая трансформация.

INTRODUCTION

In the digital media economy, the question of strategic management effectiveness can no longer be answered by asking whether a media organization has increased revenue or reduced costs. These indicators remain

important, but they describe only the visible financial layer of performance. Beneath that layer lies a more complex management reality: how quickly decisions are made, how consistently strategy is implemented, whether the organization understands its audience,



whether digital platforms are integrated into the business model, and whether human and technological resources are used productively.

For this reason, the present article does not treat strategic management effectiveness as a single financial ratio. It is treated as an organizational-economic maturity construct. This means that a media organization may be financially stable but strategically vulnerable if its innovation capacity is weak; or it may have strong audience potential but fail to convert that potential into economic value because of fragmented managerial decisions. In such circumstances, the central scientific problem is not simply "how much income is generated?", but rather "which organizational and economic criteria reveal the real quality of strategic management?"

The relevance of this issue is strengthened by the transformation of media organizations into hybrid institutions. They simultaneously perform economic, informational, cultural and technological functions. A national media organization competes not only with domestic broadcasters, but also with global streaming platforms, social networks, online news ecosystems and algorithmic content distributors. Therefore, strategic management must be assessed through a set of criteria that reflects both organizational capability and economic result.

This article proposes a criteria-based assessment framework for media business. The logic of the framework is built on five interconnected dimensions: management quality, economic efficiency, market position, innovation capacity and resource productivity. These dimensions form a diagnostic system that allows media organizations to identify strong and weak zones of strategic management and to determine whether the organization is in a crisis, adaptation, stable growth or high-performance stage.

The research purpose is to substantiate organizational and economic criteria for evaluating strategic management effectiveness in media business and to demonstrate how these criteria can be converted into a practical diagnostic score.

LITERATURE REVIEW

The assessment of strategic management effectiveness in media business has developed at the intersection of media economics, strategic management, performance measurement and digital transformation studies. In this field, scholars have gradually moved from narrow financial assessment toward multidimensional models that combine economic, organizational, market and innovation indicators.

Picard's works occupy a central place in media economics. He argues that media companies should be

analyzed not only as content producers but also as economic organizations operating in specific market structures, where revenue, audience, advertising and ownership interact with one another (Picard, 2002, 2011). For the present study, Picard's approach is important because it shows that strategic management effectiveness in media business cannot be reduced to a single profitability ratio. A media organization may have financial income, but its long-term effectiveness depends on how it organizes content production, audience relations and advertising-market interaction. Doyle (2013) deepens this perspective by emphasizing the dual nature of media markets. According to her, media firms simultaneously operate in the audience market and the advertising market. This means that managerial efficiency should be assessed through two connected dimensions: the ability to attract and retain audiences, and the ability to convert audience attention into economic value. From this point of view, organizational-economic criteria must include not only financial indicators but also audience reach, advertising potential and platform positioning.

Albarran (2010, 2019) approaches the media economy as a multi-level system shaped by ownership, market structure, technology, regulation and managerial decisions. His historical and conceptual analysis is especially relevant for emerging media markets, where traditional broadcasting institutions are being transformed under the influence of digital platforms. Albarran's contribution helps justify the inclusion of market position and innovation capacity as separate criteria in the assessment of strategic management effectiveness.

Kaplan and Norton's Balanced Scorecard model provides a broader performance measurement logic that is highly applicable to media organizations (Kaplan & Norton, 1996). Their approach shows that financial indicators should be complemented by customer, internal process, learning and growth dimensions. In media business, this logic can be adapted by replacing the traditional "customer" perspective with audience and market position, while the "learning and growth" perspective can be linked to innovation potential, digital competencies and human capital productivity. The reviewed document also systematizes Picard, Doyle, Kaplan and Norton, Albarran, Küng, Vartanova and DEA-based approaches as different methodological bases for evaluating media business efficiency, noting that modern assessment should combine financial-economic, strategic-operational and social-information blocks.

Küng's research is particularly valuable for understanding strategic management in the digital



media environment. She emphasizes that media organizations need strategic agility rather than rigid long-term planning, because technological disruption, platform competition and changing audience behaviour continuously reshape the media market (Küng, 2017). This idea directly supports the inclusion of management quality and innovation capacity in the criteria system. A media organization may have current economic stability, but without strategic agility its future competitiveness may weaken.

Chan-Olmsted (2006) contributes to the literature by analyzing competitive strategy, branding and strategic resources in media firms. Her work shows that intangible assets such as brand, audience trust, content reputation and platform relationships are important sources of competitive advantage. This perspective strengthens the argument that strategic management effectiveness should be evaluated not only through revenue but also through organizational capability, market credibility and resource productivity.

From the perspective of platform economics, Rochet and Tirole (2003) explain that multi-sided markets function differently from traditional markets because value is created through interactions among different user groups. This theory is important for modern media business because audiences, advertisers, platforms and content producers form a connected economic ecosystem. Therefore, strategic management effectiveness should include the organization's ability to coordinate these groups and generate network-based value.

Vartanova's studies on media economics in post-Soviet and Russian-speaking contexts are also relevant because they pay attention to institutional transformation, public media systems, regulation and resource efficiency in media organizations (Vartanova, 2018). For national media institutions, such as public television and radio companies, this perspective is important because their efficiency is shaped not only by market mechanisms but also by institutional responsibilities and social-information functions.

METHODOLOGY

The methodological design of the article is based on a criteria-construction approach. This approach consists of four stages: selection of assessment dimensions, operationalization of indicators, normalization of scores and interpretation of the final result through a strategic maturity scale.

At the first stage, five assessment dimensions were selected. The selection was based on the logic that media business performance emerges from both economic and organizational sources. Management quality was included because strategic decisions

determine how resources are coordinated. Economic efficiency was included because strategic management must ultimately be reflected in financial sustainability. Market position was included because audience reach and advertising potential are central to media economics. Innovation capacity was included because digital transformation determines long-term competitiveness. Resource productivity was included because media organizations depend heavily on human capital, organizational time and creative labour.

At the second stage, each dimension was connected with measurable sub-indicators. For example, management quality includes strategic alignment, decision efficiency, transparency and editorial independence. Economic efficiency includes EBITDA margin, advertising growth, return on equity and capital profitability. Market position includes audience reach, advertising market share, OTT users and trust index. Innovation capacity includes R&D expenditure, AI technologies and new platform initiatives. Resource productivity includes employee productivity, organizational time efficiency and human capital index. The empirical material uses these component groups and weights in the SEMIR model structure .

At the third stage, component values were normalized on a 0–4 scale. This creates a common measurement field for heterogeneous indicators. Such normalization is important because financial, market and organizational indicators cannot be directly compared in their original units. A 0–4 scale transforms them into comparable strategic scores.

At the fourth stage, the normalized values were multiplied by predetermined weights and summed into an integral score. The assessment scale interprets the final score as follows: low values indicate crisis or unstable management, middle values indicate adaptation, and higher values indicate stable growth or high-performance strategic integration. The source material defines the SEMIR scale as a 0–4 interval in which values close to 0 indicate crisis management and values close to 4 indicate advanced strategic-economic integration .

$$\text{SEMIR} = (S \times 0.30) + (E \times 0.25) + (M \times 0.20) + (I \times 0.15) + (R \times 0.10)$$

where:

S = management quality, E
= economic efficiency,

M = market position, I = innovation capacity, R
= results

This formula deliberately gives the highest weight to management quality. The reason is that media



business transformation is not driven only by income growth; it is driven by the ability of management to

coordinate content, platforms, audience strategy, innovation and resources.

Table 1. Organizational-economic criteria map for media business

Dimension	Weight	Core indicators	Diagnostic meaning
Management quality	0.30	Strategic alignment, decision efficiency, transparency, editorial independence	Shows whether strategic decisions are consistent, timely and institutionally reliable
Economic efficiency	0.25	EBITDA margin, advertising growth, ROE, capital profitability	Measures the financial consequences of strategic decisions
Market position	0.20	Audience reach, advertising market share, OTT users, trust index	Reflects the organization's competitive visibility and audience-based power
Innovation capacity	0.15	R&D costs, AI technologies, new platform initiatives	Indicates readiness for digital transformation and future growth
Resource productivity	0.10	Employee productivity, organizational time efficiency, human capital index	Shows how efficiently human and organizational resources are converted into output

Table 1 differs from a traditional financial table because it does not classify indicators by accounting categories. Instead, it classifies them by diagnostic function. Each component answers a different management question: Is the organization strategically coordinated? Is it economically productive? Is it visible in the market? Is it ready for digital transformation? Is it using its resources efficiently?

RESULTS

The application of the criteria system reveals an uneven but strategically interpretable picture. The normalized component scores show that economic efficiency reached 2.68, management quality reached 2.35, resource productivity reached 2.20, market position reached 2.14 and innovation capacity reached

1.92. The weighted integral score was 2.311, which corresponds to the B+ zone and indicates a transition from adaptation toward stable growth .

This result is important because it does not simply say that the organization is "effective" or "ineffective". It shows the internal profile of strategic management. Economic efficiency is the strongest dimension, which means that financial and revenue-related mechanisms are relatively more developed. Management quality is also above the adaptation threshold, suggesting that strategic coordination mechanisms exist. However, innovation capacity remains below the other components, which means that digital transformation and new platform initiatives require stronger strategic attention.

Table 2. Strategic management diagnostic profile

Component	Normalized score	Weight	Weighted contribution	Diagnostic interpretation
Management quality	2.35	0.30	0.705	Strategic coordination exists, but it has not yet reached high-performance maturity
Economic efficiency	2.68	0.25	0.670	Financial performance is the strongest component of the system
Market position	2.14	0.20	0.428	Audience and market power are moderate and require expansion
Innovation capacity	1.92	0.15	0.288	Digital and technological renewal is the most sensitive zone
Resource productivity	2.20	0.10	0.220	Human and organizational resources are moderately productive
Integral score	—	1.00	2.311	B+ level: transition toward stable growth

The table shows that the strategic management system has a non-symmetrical structure. This is a key result. If all components were approximately equal, the organization could be described as balanced. In this case, however, economic efficiency is ahead of innovation capacity. Such a gap means that current economic performance is stronger than the organization's future-oriented transformation potential. In digital media markets, this can become a long-term



risk: revenue mechanisms may work today, but without sufficient innovation capacity the organization may lose competitiveness in future platform-based markets.

Figure 2. Diagnostic radar logic of strategic management effectiveness

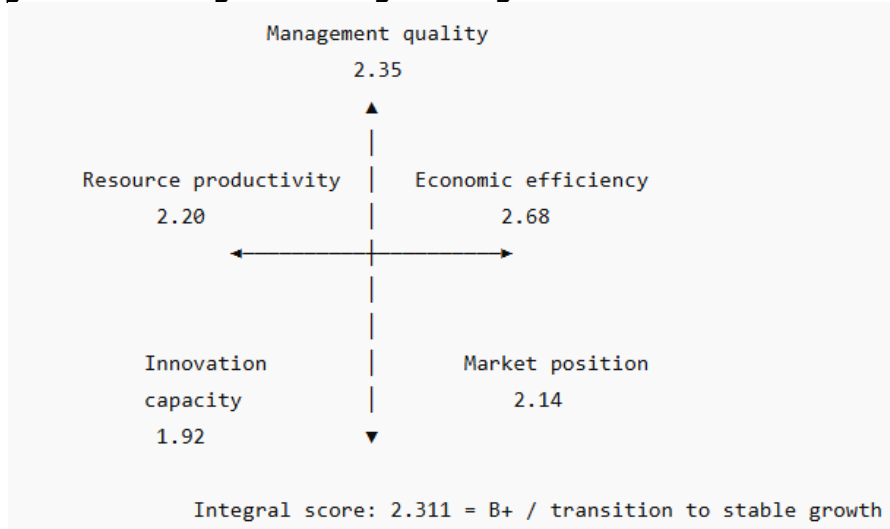


Figure 2 presents the result as a diagnostic radar. The strongest point is economic efficiency, while the weakest point is innovation capacity. This visual form is useful because it immediately shows the imbalance between current financial performance and future-oriented digital transformation capacity.

DISCUSSION

The results suggest that strategic management effectiveness in media business should be interpreted as a **maturity profile**, not as a single achievement. A score of 2.311 does not mean that the organization has completed transformation. It means that the system has passed the lower adaptation zone and is approaching stable growth. However, the internal structure of the score shows that not all components are developing at the same pace.

The strongest component is economic efficiency. This may indicate that revenue-related mechanisms, advertising growth, capital profitability and financial discipline have improved. However, economic efficiency alone cannot guarantee long-term strategic sustainability. Media markets are increasingly shaped by digital platforms, audience fragmentation, algorithmic content distribution and data-driven advertising. Therefore, a media organization with moderate innovation capacity may face future limitations even if its current financial indicators are acceptable.

Management quality is the second important pillar. Its score of 2.35 indicates that strategic coordination exists, but there is still room to improve decision speed, transparency, editorial-operational balance and institutional adaptability. In media business, management quality has a multiplier effect. A weak management system can reduce the value of innovation investments, while a strong management

system can convert even limited resources into strategic progress.

Market position is also not merely an external indicator. Audience reach, trust index, OTT users and advertising market share show whether the organization is able to convert social visibility into economic and strategic value. In traditional broadcasting, audience reach was often measured by coverage. In digital media, however, reach must be accompanied by engagement, platform loyalty and monetization capacity.

The most sensitive component is innovation capacity. Its score of 1.92 indicates that technological renewal, R&D activity, AI tools and new platform initiatives remain below the desired strategic level. This is the main intervention zone. If innovation capacity is not strengthened, the organization may remain dependent on traditional broadcasting logic while the media market moves toward platform-based and data-driven models.

Resource productivity occupies a middle position. This means that human capital and organizational time are being used at a moderate level, but not yet as a strategic growth engine. In creative and media industries, resource productivity cannot be reduced to labour intensity. It also includes editorial workflow efficiency, production cycle speed, cross-platform content reuse and the ability of teams to work with digital tools.

Table 3. Strategic intervention matrix



Diagnostic zone	Evidence from criteria profile	Strategic risk	Recommended managerial response
Strong zone	Economic efficiency = 2.68	Overreliance on current revenue mechanisms	Use financial stability to finance innovation and platform expansion
Developing zone	Management quality = 2.35	Strategic coordination may remain formal rather than adaptive	Strengthen data-based decision-making and accountability
Moderate zone	Market position = 2.14	Audience reach may not fully convert into monetization	Improve audience analytics, OTT strategy and advertising segmentation
Sensitive zone	Innovation capacity = 1.92	Digital lag may weaken future competitiveness	Increase R&D, AI tools, platform initiatives and digital content formats
Support zone	Resource productivity = 2.20	Human capital may not fully support transformation	Develop digital competencies and optimize production workflows

CONCLUSION

This article proposed an organizational-economic criteria system for evaluating strategic management effectiveness in media business. Unlike traditional financial assessment approaches, the proposed framework interprets effectiveness as a multidimensional maturity profile. The system includes five components: management quality, economic efficiency, market position, innovation capacity and resource productivity.

The application of the criteria system shows that the evaluated media organization is located in the B+ zone with an integral score of 2.311. This indicates movement from adaptation toward stable growth. However, the component structure reveals an important imbalance: economic efficiency is the strongest dimension, while innovation capacity is the weakest. Therefore, the main strategic task is not simply to maintain financial results, but to transform current economic stability into future-oriented digital and innovative capacity.

The article’s contribution lies in shifting the assessment of media business from financial measurement to strategic diagnostics. The proposed criteria system allows media organizations to identify managerial bottlenecks, assess strategic maturity and design targeted interventions. For national media organizations operating in a digital environment, such an approach is especially important because their performance depends not only on income, but also on public trust, digital adaptability, organizational capability and long-term information competitiveness.

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