A Comprehensive Literature Review on the Role of Service Management in Digital Architecture Evolution of the Media Industry

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Article Info

ABSTRACT

The rapid acceleration of digital transformation has fundamentally reshaped the global media industry, creating a dynamic landscape where the evolution of service management is not merely a trend but a critical strategic response to relentless technological advancements. This study provides a comprehensive analysis of various digital architectures to understand how modern frameworks are redefining the sector. Specifically, it investigates the pivotal role of digital tools—such as Quality of Service (QoS) protocols, complex multimedia system integration, and Service-Oriented Architectures (SOA)—and how they influence both internal media operations and external consumer interactions.The research findings provide compelling evidence that the strategic integration of these advanced service management techniques is essential for modernizing media enterprises. By adopting these frameworks, organizations significantly enhance their operational adaptability and overall efficiency. This structural agility is paramount, as it enables media companies to respond effectively to rapidly shifting consumer expectations, such as the demand for seamless, high-fidelity content delivery and personalized experiences. Consequently, these capabilities allow firms to sustain a robust competitive advantage in an increasingly saturated digital market. Ultimately, these insights underscore the indispensable role of digital service management, positioning it as the cornerstone of sustainable growth, innovation, and structural transformation within the contemporary media industry..

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1. INTRODUCTION

The media industry has undergone significant transformation with the advent of the digital era. Technological advancements such as the internet and social media have altered the way people produce, distribute, and consume content. This literature review aims to analyze and highlight the role of service management in digital evolution of the media industry. There are various aspects of the digital evolution such as encompassing technological changes, business models, and consumer behavior. Consumers and technology are driving a major change in the media industry. For instance, people are no longer as interested in owning

CD music as they have access to streaming services now. This shift in preference, along with new technologies that make streaming easy and affordable, is forcing the industry to move away from selling individual songs or albums and towards offering subscription-based services [1]. Technological changes and framework models utilization through examining real-world examples could provide a deeper exploration of the connections between revenue models, network benefits for users, and dynamic interplay between framework [2]. The principles of service management and technological innovation applications evolved beyond the traditional media and entertainment sectors, particularly through the integration of the Internet of Things (IoT) and service framework management [3]. Through this integration of Enterprise Service Management (ESM), each architecture presented is essential for fostering innovation and collaboration, necessitating a deep alignment between business processes and IT solutions [4]. As such, several other studies about service management frameworks were analyzed to distill and summarize how various facets of service management can be applied to be beneficial within the media industry, particularly the field around digital framework management [5] [6] [7] [8], network & data topologies [9] [10], and capabilities within the media indsutry [11] [12] [13] [14] [15]. By exploring these theories, we aim to provide a nuanced synthesis of how quality of service management can be leveraged to navigate and thrive in the rapidly evolving digital media landscape [16] [17] [18] [19] [20].

2. METHOD

This study is structued following comprehensive literature review best practices and methodological guidelines, ensuring a thorough and systematic approach in exploring the role of service management in the digital evolution of the media industry. This study's primary aim is to synthesize existing scholarly discussions and theoretical contributions within the specified realm, without the incorporation of new, empirical data collection or analysis. The intention behind adopting this methodological stance is twofold: first, to meticulously map out and evaluate the existing academic landscape surrounding service management's impact on media's digital transformation; and second, to identify emergent themes, gaps, and future directions that warrant further scholarly attention. By delineating the methodological steps as follows, this review endeavors to offer a clear, comprehensive, and systematic exploration of the extant literature, facilitating a deeper understanding of both the current state and future prospects of service management practices in the evolving digital media industry.

2.1. Research parameters

The scope of this study review is confined to academic research and book with a particular structure where half of the selected academic papers were published in the most recent 5 years period leading up to this study, spanning from 2019 and 2024, whereas the remainder dates back to as early as 1999 to facilitate a comprehensive comparison and outline the evolution of service management within the media industry over time. Such approach allows for an in-depth analysis of how contemporary advancements and challenges in the media industry are diverged from established practices and theories.

2.2. Selection process

The selection process initiate within a broad corpus of literatures that were narrowed down to ensure a focused and relevant collection of sources. The main keywords that were prioritized such as "Service Management", "Digital Evolution", and "Media Industry Evolution". This process facilitate the refinement of our literature pool and enhance the overall coherence and relevance to the topic at hand. In total, through various online sources and papers, we found 50 journals selected based on the main keywords stated above. These journals are reviewed based on the criteria and to conduct the preliminary set of inclusion and exclusion compilation following the next subsequent bullet points. Below are the journals shown in a curated table.

No	Journals	Keywords
1	Emerging Service-Based Business Models in the Music Industry	Business innovation, music industry, service transformation & management
2	Mobile information and entertainment services	Interfirm networks, network governance.
3	Blockchain Empowered Service Management for the Decentralized Metaverse of Things	Blockchain, metaverse, IoT, NFT
4	ITIL perspective on enterprise social media	Enterprise social media, Enterprise 2.0, ITIL
5	Digital media and entertainment service delivery platform	Multimedia service composition, service-oriented architectures.

6	The importance of the ITIL framework in managing Information and Communication Technology services	Best practices, framework, ITIL, ICT services.
7	The datafication of media, Big data and the media	Big data, networks, internet
8	Adapting Service Design Tools for the Media Industries	Service design, tools, media exchange
9	Service Typologies A State of the Art Survey	Marketing and operation management, services
10	Data Analytics in the Social Media Industry	Data analysis, data analytic
11	Dynamic Capabilities and Superior Firm Performance in the Uk Media Industry	Dynamic capabilities, media organisation & strategic management
12	Disruptive innovation in media industry ecosystem and need for improving managerial cognitive capabilities in polymediation era	Disruption, media industry ecosystem, srategic change, dynamic capabilities
13	From audiences to data points The role of media agencies in the platformization of the news media industry	Big data, media infrastructure, platformization
14	Streaming media business strategies and audience-centered practices a comparative study of Netflix and Tencent Video	Comparative studies, media industry research, streaming media
15	Zimuzu and Media Industry in China	Media distribution, regulation
16	The evolution of meanings an empirical analysis of the social media industry	Dynamic innovation cycles, technological innovation of meaning
17	Are service-based business models of the video game industry blueprints for the music industry	Value co-creation, cross-industry innovation
18	China's Media Industry Development under the Management Strategy System	Media management strategy, development strategy, value chain
19	The Implications of Social Media on Customer Relationship Management and the Hospitality Industry	CRM evolution, industry adaptation
20	Cloud-Based Collaborative Media Service Framework for HealthCare	Collaborative media service, framework components
21	A Service-Oriented Platform for Ubiquitous Personalized Multimedia Provisioning	Multimedia personalization, service-oriented platform, service management
22	A Generic Service Management Architecture for Multimedia Multipoint Communications	Quality of Service (QoS) monitoring and control
23	Multimedia Content Management Support in Next Generation Service Platforms	Content management, DRM, content delivery and adaptation
24	Digital transformation of the value proposition : A single case study in the media industry	Value proposition, digital transformation, digitalization
25	Does Media Management Matter? Establishing the Scope, Rationale, and Future Research Agenda for the Discipline	Media management agenda
26	End-to-end quality of service provisioning through an integrated management system for multimedia content delivery	Integrated Management System (IMS), middleware, end-to-end QoS
27	A CORBA-based Quality-of-Service Management Framework for Distributed Multimedia Services and Applications	Quality of Service, QoS MIB, QoS management, CORBA, multimedia Service.
28	Integrated Quality of Service for Multimedia Communications	Quality of Service architecture, multimedia services, high performance networks
29	Management of service level agreements for multimedia Internet service using a utility model	Service Level Agreements (SLAs), multimedia internet service, Quality of Service (QoS) Management
30	Service delivery platforms in practice [IP Multimedia Systems (IMS) Infrastructure and Services]	Architectural framework, Service Delivery Platform (SDP), IP Multimedia Subsystem (IMS)

31	Administrative Policies to Regulate Quality of Service Management in Distributed Multimedia Applications	Administrative policies, QoS management
32	A biologically inspired framework for multimedia service management in a ubiquitous environment	Multimedia service management, transcoding service, Service-Oriented Architecture (SOA),
33	Service Management—Academic Issues and Scholarly Reflections from Operations Management Researchers	Service management, service operations, and services science.
34	An active service framework and its application to real-time multimedia transcoding	Network architecture, active services, signal transcoding
35	Quality of Experience management framework for real-time multimedia applications	QoE assessment, management, adaptation
36	QoE-Aware OTT-ISP Collaboration in Service Management	OTT, ISP, QoE Management, OTT-ISP collaboration.
37	Considering Security and Quality of Service in SLS to Improve Policy-Based Management of Multimedia Services	SLA, SLS, Security of Service (SoS), QoS
38	An agent-based approach for supporting quality of service in distributed multimedia systems	QoS management, ,ultimedia systems
39	A Framework to Improve QoS and Mobility Management for Multimedia Applications in the IMS	IP Multimedia Subsystem (IMS), Service Level Agreement (SLA), Quality of Service (QoS).
40	A differentiated services architecture for multimedia streaming in next generation Internet	Services scalability, best effort service, buffer management
41	A taxonomy for multimedia service composition	Multimedia service composition, service-oriented architectures
42	Knowledge management technologies for semantic multimedia services	Digital evidence discovery, social networking activities, multimedia services
43	Happy feelings examining music in the service environment	Service environment regulation
44	Policy streams and public service media funding reforms in Germany and Finland	Comparative analysis, media policy streams framework
45	The NIProxy a Flexible Proxy Server Supporting Client Bandwidth Management and Multimedia Service Provision	NIProxy, multimedia service provision, Quality of Experience (QoE), network intermediary.
46	Service growth in product firms : Past, present, and future	Service growth, servitization, deservitization, service infusion, product-service system
47	Editorial Notes—The Growth of Interest in Services Management Opportunities for Information Systems Scholars	Digitized service management, service-oriented architecture
48	New digital media and devices An analysis for the media industry	Digital media, multimedia content, media community
49	Distributed Online Hybrid Cloud Management for Profit-Driven Multimedia Cloud Computing	Datacenter management, hybrid cloud, Lyapunov optimization, QoS-aware requests scheduling
50	Towards an Integrated Multimedia Service Hosting Overlay	Media service, hosting, composition, virtualization.
51	Manajemen Bisnis Digital dan E-Commerce	Digital transformation, digital business, e-commerce,
52	Pengantar Teknologi Digital	Digital technology, digital security, Artificial Intelligence (AI), machine learning
53	Manajemen Layanan Teknologi Informasi Perusahaan Perseroan Menggunakan Information Technology Infrastructure Library Service Operation	Service Operation, ITIL, State-Owned Companies

2.3. Inclusion and exclusion

The references' journal and paper were reviewed based on "Service Management" and only articles in English were included.

These are the inclusion criteria:
1. Peer-reviewed journal articles
2. Related to service management or digital architecture application
3. Research including empirical studies
4. Future reference and practical implementation benefits

These are the exclusion criteria:
1. Non-technical articles
2. Studies that focus solely on broad aspects without specific relevance
3. Articles that predates 30 years

2.4. Data collection

The extracted data gathered from each study include:
1. Journal or book sources and references.
2. Authors, institution, and the publication date.
3. Classification of the research methods used in each journal or book.
4. Theoretical framework and reference theories applied.
5. Research objectives.
6. Conclusion and summary of the study.

3. RESULTS AND DISCUSSION

From all journals gathered, only 20 journals that most significantly discuss the evolution of service management will be highlighted. We synthesize the findings from a series of impactful studies focusing on advanced multimedia and digital service management. This section dissects the evolution of service management frameworks, quality of service (QoS) enhancements, and the transformative impacts of digital evolution on media companies and their operational models. We explore these concepts through a detailed analysis of empirical data, theoretical frameworks, and practical applications presented in the cited studies. By integrating this diverse range of findings, the discussion illuminates the interplay between technology advancements and strategic service management across different platforms and industries.

3.1. Studies overview

According to the journal [21], the development of service-oriented architectures is crucial in the media industry, with the UPmP platform marking a major advancement.. UpmP is specifically designed for personalized multimedia provisioning across various sectors such as education, entertainment, and surveillance. The three-layer software architecture of UPmP addresses the complexities associated with heterogeneous entities like objects and devices. By facilitating the integration of third-party software and providing configurable service components, the platform not only ensures efficient multimedia adaptation and delivery but also enhances service interoperability and customization according to user preferences and contextual information.

This finding is extended further based on [22] by introducing another prevalent service management architecture for multimedia multipoint communications. This system dynamically integrates Quality of Service (QoS) management, session control, and media handling, which are crucial for supporting complex, real-time multimedia interactions across multipoint communication networks. The development marks a significant shift towards more integrated and flexible service management solutions, enabling media enterprises to adapt swiftly when there are rapid changes in network technology and consumer expectations. In addition, [23] delves into the architectural framework for multimedia content management within next-generation service platforms. The framework addresses several critical components such as content delivery, protection, and adaptation strategies. This spans the entire value chain from content providers to end-users, thereby facilitating a flexible system for distributing content and services efficiently and effectively in a rapidly evolving digital landscape.

3.2. Digital transformation trends

Digital transformation within the media industry is thoroughly examined in [24], which focuses on the transformation of the value proposition within a regional media company through extensive interviews with stakeholders. It provides a detailed case study that highlights transformation drivers and the sense-making

practices of those involved, offering an empirically supported framework that outlines the digital transformation process. This framework emphasizes the collaborative roles of the provider and its customers in shaping the evolution of business models in the face of digital disruption. Meanwhile, [25] [26] addresses the burgeoning field of media management, reflecting on its rapid development and the existing confusion over its scope, purpose, and methodologies. This paper critically analyzes the current theoretical orientations influencing media management and proposes a more coherent and focused research to enhance the relevance and applicative value by aligning theoretical framework with practical management needs in the media industry.

Below are curated table on what each collective journals contain based on the digital transformation and service management evolution.

Journals	Details
A Service-Oriented Platform for Ubiquitous Personalized Multimedia Provisioning	Service interoperability and customization using a service-oriented architecture
A Generic Service Management Architecture for Multimedia Multipoint Communications	Evolution through integrating QoS, session control, and media handling
Multimedia Content Management Support in Next Generation Service Platforms	End-to-end content lifecycle delivery, adaptation and management framework
Digital transformation of the value proposition : A single case study in the media industry	Customer-provider dynamic collaborative roles in evolving digital transformation and business trends
Does Media Management Matter? Establishing the Scope, Rationale, and Future Research Agenda for the Discipline	Aligning industry needs with rapid challenges of media management
End-to-end quality of service provisioning through an integrated management system for multimedia content delivery	Integrated robust QoS system across heterogeneous networks
A CORBA-based Quality-of-Service Management Framework for Distributed Multimedia Services and Applications	Dynamic QoS management framework using CORBA
Integrated Quality of Service for Multimedia Communications	QoS architecture for consistent multimedia performance across multiservice networks
Management of service level agreements for multimedia Internet service using a utility model	SLA management through utility model for VoIP services quality adaptation and resource allocation.
Service delivery platforms in practice [IP Multimedia Systems (IMS) Infrastructure and Services]	IT service integration with IP multimedia subsystems
Administrative Policies to Regulate Quality of Service Management in Distributed Multimedia Applications	Managing QoS using policy-based management
A biologically inspired framework for multimedia service management in a ubiquitous environment	Enhancing QoS through Service-Oriented Architecture (SOA)
Service Management—Academic Issues and Scholarly Reflections from Operations Management Researchers	Renewed services interest and practical applications in service management
An active service framework and its application to real-time multimedia transcoding	Active media gateway service to incorporate user-defined computation in real-time
Quality of Experience management framework for real-time multimedia applications	QoE and QoS management for real-time multimedia applications in CDNs
QoE-Aware OTT-ISP Collaboration in Service Management	Balancing Quality of Experience (QoE) between Over The Top (OTT) providers and Internet Service Providers (ISPs)
Considering Security and Quality of Service in SLS to Improve Policy-Based Management of Multimedia Services	Secure parameters into the Service Level Specifications (SLS) of multimedia service deployment
An agent-based approach for supporting quality of service in distributed multimedia systems	Quality of Service (QoS) by utilizing mobile and fixed agents for diverse network environments.
A Framework to Improve QoS and Mobility Management for Multimedia Applications in the IMS	IP Multimedia Subsystem (IMS) framework through inter-domain negotiation and Domain Policy Manager (DPM).
A differentiated services architecture for multimedia streaming in next generation Internet	Differentiated Services (Diffserv) architecture novel node mechanism for reliability and congestion management

3.3. Quality of service management application

A Quality-of-Service (QoS) management framework based on CORBA for distributed multimedia services were being highlighted on [27]. This framework supports dynamic negotiation and renegotiation of QoS parameters according to user requirements, thereby maintaining consistent service quality across various multimedia services. This is achieved by coordinating resources across different layers of the network and end-systems, which is validated through the development and implementation of a QoS management system called MAESTRO.

Research from [28] proposed a Quality of Service Architecture (QOS-A) to integrate multimedia system support into multiservice networks. QOS-A focuses on providing comprehensive QoS guarantees, incorporating QoS mechanisms and protocols across all layers of the network architecture. The future work aims to implement the QOS-A in an experimental environment using multimedia-capable workstations and networks to test these concepts practically. While [29] explores the management of Service Level Agreements (SLAs) for internet multimedia services through a utility model. This model provides a structured approach to handling admission control, quality adaptation, and resource allocation, which are essential for upholding SLAs. It specifically applies to the management of Voice over Internet Protocol (VoIP) services, facilitating significant advances in SLA management. The evolution and practical application of service delivery platforms (SDPs), specifically focusing on the IP multimedia subsystem (IMS) architecture, are detailed in another study [30]. This research reviews IT-based platforms that have been commercially deployed and suggests that successful IMS deployment should replicate the effectiveness of current IT-based solutions, particularly in offering multimedia services.

Managing Quality of Service (QoS) for distributed applications through administrative policies outlines a general policy-based approach to QoS management, this is demonstrated to provide benefits in real-world scenarios, emphasizing the importance of dynamic, policy-driven control mechanisms to optimize the balance between individual user needs and overarching administrative objectives in service delivery [31]. Furthermore, another framework for multimedia service management leverages the Service-Oriented Architecture (SOA) combined with said mechanisms to manage and compose basic multimedia services. This novel approach gathers QoS requirements from individual services to select and combine them for enhanced service delivery [32] [33]. Another study discusses an active service framework that enhances the application layer's capability for real-time multimedia transcoding. This innovative approach involves implementing an active media gateway service, which offers real-time multimedia transcoding, demonstrating a proportionate balance between flexibility and practical deployment constraints within the current framework architecture [34].

3.4. Research findings

Based on all collective journals, each provides a comprehensive view of current advancements and challenges in multimedia service management practice and digital transformation trends. The ongoing exploration and development in these areas are critical for advancing digital transformation initiatives across various sectors. Journal [35] introduces the Quality of Experience (QoE) management framework for real-time multimedia applications in Content Distribution Networks (CDN). The proposed QoE2M management framework integrates tools for assessing and managing video quality, alongside QoS and QoE-based mapping and adaptation strategies. This framework ensures seamless multimedia delivery across heterogeneous networks and incorporates a QoE assessment framework to further refine multimedia quality control. The approach prioritizes not just the delivery of data but optimizing content distribution on user experience and network efficiency.

Further highlights about QoE are presented in the research [36] that outlines the necessity of collaboration between Over The Top (OTT) providers and Internet Service Providers (ISPs). This collaboration introduces a reference architecture and outlines three strategies: joint venture, customer lifetime value based, and QoE fairness based, that are aimed to balance profitability with service quality. The effectiveness of these strategies is evaluated through simulations, which shows the ongoing need for advanced QoE models and better integration of network management tools.

Meanwhile, study in [37] takes a rather innovative approach by integrating security parameter into the Service Level Specifications (SLS) within the Service Level Agreement (SLA) framework. This inclusion aims to enhance both the quality of service (QoS) and the security aspects of multimedia services, which is essential given the sensitive nature of the data handled by these services. In [38], an agent-based architecture is developed to support quality of service (QoS) in distributed multimedia systems. This architecture utilizes a mix of fixed and mobile agents to maintain desired levels of QoS through effective negotiation and adaptation strategies.

Another research in [39] and [40] also introduce a framework that enhances QoS management within the IP Multimedia Subsystem (IMS). [39] includes a Domain Policy Manager (DPM) which acts as a decision-maker within a particular domain, crucial for facilitating inter-domain negotiation and integration of QoS and mobility management while [40] includes a differentiated service (Diffserv) architecture aimed at enhancing media streaming over the next generation Internet that is proven to significantly outperform traditional service architectures in multimedia streaming. These findings are not only theoretical but have also been demonstrated to be practically useful in real-world applications [41] [42] [43] [44] [45].

The diverse range of these 20 collective journals highlight significant strides in enhancing multimedia service management through advanced frameworks, innovative service architectures, and QoS strategies. These studies underline one unified goal that is to refine the delivery and quality of multimedia services, ensuring optimal user experiences and security across varied digital platforms and networks [46] [47] [48] [49]. The integration of these frameworks and strategies will play a pivotal role in the evolution of multimedia services, driving forward the digital transformation agenda [50] [51] [52] [53].

4. CONCLUSION

The literature review and research discussion clearly show how important service management frameworks have become as the media industry evolves. Changes in technology and consumer habits are pushing media companies to adopt new ways of managing their services. The research from various journals points out that effective service management framework helps these companies adapt to new technologies quickly and efficiently. These approaches have real-world applications that improve the way media services are delivered, making sure companies stay competitive in the digital world.

Moreover, the review emphasizes that ongoing improvements in service management are crucial for media companies to enhance how they operate and how they serve their users across different digital platforms. The studies highlight that adopting advanced service management strategies is the key for media companies to manage the challenges of digital disruption effectively. This continuous evolution in service management is essential for maintaining strong business processes which inhibits future growth and innovation in the media sector. Eventually, integrating service management with technological advances is essential for the ongoing success of the digital media industry.

ACKNOWLEDGEMENTS (10 PT)

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