



St. Mary's University

School of Graduate Studies

Masters of Business Administration Programme

**Assessment of Opportunities and Challenges of the Management of
Media Corporations in the Digital Age: The Ethiopian Case**

Mohammed Edris Mohammed

June 2022

Addis Ababa, Ethiopia

**Assessment of Opportunities and Challenges of the Management of
Media Corporations in the Digital Age: The Ethiopian Case**

Mohammed Edris Mohammed

Advisor: Zemenu Aynadis (Ass. Professor)

A Thesis Submitted to the School of Graduate Studies

**Presented in partial fulfillment of the requirements for the Degree
of Master of Business Administration (MBA)**

June 2022

St. Mary's University

Addis Ababa, Ethiopia

Declaration

I, undersigned, declare that this thesis, entitled: “*Assessment of Opportunities and Challenges of the Management of Media Corporations in the Digital Age: The Ethiopian Case*” has been composed solely by myself and that it has not been submitted, in whole or in part, in any previous application for a degree. Except where states otherwise by reference or acknowledgment, the work presented is entirely my own.

Mohammed Edris Mohammed

14 June 2022

St. Mary's University

School of Graduate Studies

This is to certify that the thesis prepared by Mohammed Idris, entitled: “**Assessment of Opportunities and Challenges of the Management of Media Corporations in the Digital Age: The Ethiopian Case,**” submitted in partial fulfilment of the requirements for the Degree of Master of Business Administration (MBA) complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

Signed by the Examining Committee:

Name	Signature	Date
<u>Internal Examiner:</u>		
_____	_____	_____
<u>External Examiner:</u>		
_____	_____	_____
<u>Advisor:</u>		
_____	_____	_____

Chair of Department /Graduate Coordinator

ABSTRACT

Digitalization is a new but a fast growing issue in media corporations. It is one of the hotspot agendas of all media corporations regardless their ownership, year of establishments or the type of media channel. The main objective of this study was to assess the opportunities and challenges of digitalization on the management of media corporations in Ethiopia. The researcher used strategic management theory, systems theory and technological determinism theory as a theoretical framework for the study. The study was conducted on three media corporations in Ethiopia, namely Ethiopian Broadcasting Corporation (EBC), Fana Broadcasting Corporation (FBC), and Amhara Media Corporation (AMC). The researcher employed a mixed research method, both qualitative and quantitative to address the basic research questions. The methods of data collection were interview and questionnaire. The researcher tried to interview five management level respondents from the three media corporations and 143 questionnaires are filled and collected to get the relevant data from the digital media affiliated media professionals. The data analysis method for the study was both qualitative and quantitative research methods. The researcher used SPSS for the quantitative analysis respectively. Based on the data, the study revealed that digitalization provides numerous opportunities and positive impacts on the media operation on one hand and there are constraints and challenges on the other hand. As a result of this, the management of media corporations tried to utilize only specific functions of the digitalization such as content production and distribution by the practitioners. This happens due to several factors and the unavailability of digital systems and strategies to manage the capacities and loopholes of digitalization; there is no compatible ground for managing the gaps created due to digitalization. Therefore, making visible transformation from the infrastructure to the intra-structure of the media corporations to turn the constraints of digitalization into potential advantages, the management of the media corporations should work intensively with their internal and external stakeholders.

Key Words: Digitalization, Media Corporations, Media Management

Acronyms

AMC	Amhara Media Corporation
CEO	Chief Executive Office
EBC	Ethiopian Broadcasting Corporation
FBC	Fana Broadcasting Corporation

Acknowledgements

First and foremost, I would like to express my heartfelt thanks to my advisor, Assistant Professor Zemenu Aynadis for his excellent support and constructive consultation throughout the thesis. Assistant Professor Zemenu, I am really grateful for having been under your assistance during this thesis. Besides, I would like to express my deepest gratitude for all my professors at St. Mary's University whom I met at this study. I have an appreciation for the thesis assistances in data collection and software analysis. I thank Mr. Sisay Awulew for his help during data collection and Dessalew Getnet (Assistant Professor) for his help in using the analysis software.

Without informants there would be no thesis of this kind. I am extremely fascinated by my respondents at Ethiopian Broadcasting Corporation, Fana Broadcasting Corporation, and Amhara Media Corporation who have offered their time to share their experiences. Honestly speaking, all my respected respondents for the questionnaire and the interview, the way you treat me was extraordinary and in want to say thank you once again. Finally, I owe exceptional thanks to all my families who have been beside me during this study.

Table of Contents

<i>Content</i>	<i>Page</i>
ABSTRACT.....	v
Acronyms.....	vi
Acknowledgements.....	vii
List of Tables	xi
List of Figures.....	xi
Chapter One	1
1. Introduction.....	1
1.1. Background of the Study.....	1
1.2. Statement of the Problem.....	3
1.3. Objectives of the Study	5
1.3.1. General objective.....	5
1.3.2. Specific objectives.....	5
1.4. Research Questions	6
1.5. Scope of the Study.....	6
1.6. Significance of the Study	6
1.7. Organization of the Study	7
Chapter Two.....	8
Review of Related Literature	8
2.1. Conceptual Clarity: Media Corporation, Media Management, and Digitalization	8
2.1.1. Media corporations	8
2.1.2. Media management.....	10
2.1.3. Digitalization	11
2.2. Digitalization and the changing media environment.....	12

2.2.1. Consequences of digitalization on media	13
2.2.2. Capabilities of digitalization on media.....	15
2.2.3. Challenges of digitalization for media.....	16
2.3. Effects of digitalization on media management.....	17
2.3.1. Effects of digitalization on competencies.....	19
2.3.2. Effects of digitalization on Strategies.....	21
2.3.3. Effects of digitalization on business models	22
2.3.4. Effects of digitalization on media economies.....	26
2.4. Theoretical Literature.....	28
2.4.1. Strategic Management Theory.....	28
2.4.2. Systems Theory	30
2.4.3. Technological determinism theory	31
2.5. Empirical Review	32
Chapter Three.....	34
Research Methodology	34
3.1. Research Approach	34
3.2. Research Design.....	36
3.3. Target Population.....	36
3.4. Sampling Technique and Sample Size.....	37
3.5. Data Collection Instruments.....	38
3.5.1. Interview	38
3.5.2. Questionnaire.....	39
3.6. Method of Data Techniques.....	40
3.7. Reliability and Validity	40
3.8. Ethical considerations	42

Chapter Four	43
Data Presentation, Analysis, and Interpretation.....	43
4.1. Data Presentation.....	43
4.1.1. Demographic characteristics of the respondents	43
4.1.1.1. Interviewees	43
4.1.1.2. Questionnaire Respondents.....	43
4.1.2. Digitalization in media corporations	45
4.1.3. The current status of digitalization in media corporations	48
4.1.4. Opportunities and challenges of digitalization in media corporations	50
4.1.5. Impacts of digitalization on the management of media Corporations.....	58
4.1.5.1. Positive impacts of digitalization on the management of media corporations	58
4.1.5.2. Negative impact of digitalization on the management of media corporations	62
4.1.6. Management strategies to handle digitalization	65
4.2. Data Analysis and Interpretation.....	68
Chapter Five.....	72
Summary of Findings, Conclusion, and Recommendation	72
5.1. Summary of findings.....	72
5.2. Conclusion.....	74
5.3. Recommendations	75
References.....	77
Appendices.....	82
Appendix I: Questionnaire	82
Appendix II: Interview Questions.....	86

List of Tables

Table 3.1. Cronbach’s Alpha Result	41
Table 4.1. Demographic characteristics of questionnaire respondents.....	44
Table 4.2. Staff linkage to digitalization.....	47
Table 4.3. Opportunities of digitalization.....	52
Table 4.4. Digitalization brings new production and distribution ways in the corporation... ..	55
Table 4.5. Digitalization encourages competition and competence between media corporations.....	57
Table 4.6. Positive impacts of digitalization on the business process of media corporations	61
Table 4.7. Negative impacts of digitalization on media management	65

List of Figures

Figure 4.1. Digitalization in media business process	46
Figure 4.2. Digitalization tells the audiences how to communicate with the corporation....	53
Figure 4.3. Digitalization introduces new working platforms and systems in the corporation	54
Figure 4.4. Digitalization decreases the cost of information delivery in the corporation ...	55
Figure 4.5. Digitalization introduces new customers and markets	56
Figure 4.6. Positive impacts of digitalization on the business process of media corporations	60

Chapter One

1. Introduction

The introduction part encompasses background of the study, statement of the problem, objectives of the study, research questions, scope of the study, significance of the study, and organization of the study.

1.1. Background of the Study

Media has undergone significant changes since the end of the twentieth century. The two biggest drivers of changes are the empowerment of the audience and the entry of digital technologies into the media market (Chan-Olmsted & Wang, 2019). These two drivers of change are not distinctly separate, but interconnected; digital technologies empower the audience. Technology has always been “an amplifier and accelerator of media industry trends... shaping how media content gets produced, distributed, and experienced” (Deuze & Prenger, 2019, p. 14). This means, as Bolin (2019, p. 111) stated “business models of media companies have become obsolete and had to be adapted” due to digitalization.

The enormous changes in media corporations are results of the proliferation of digital technology and internet. According to Hess & Constantiou (2018) digital transformation in media corporations change the ongoing process and offer a number of insights to key players. Digital technologies have changed the way business act in markets (Ritter & Pedersen, 2019). For instance, the proliferation of online platforms has had a profound effect on the newspaper industry because news is conveyed for free (Lule, 2013). Consequently, “digitalization has accompanied by a restructuring of business models of the old media and adopts... new models related to media that are born into the digital world” (Bolin, 2019, p. 112). A major factor affecting the transformation of media business models is digital transition that refers to distributing media content on online platforms (Villi & Picard, 2019; Trittin-Ulbrich, Scherer, Munro, & Whelan, 2021; Lule, 2013). In general, digital technology has had a tremendous impact on media corporations to create value and how that value is managed (Evens, Raats, & Rimscha, 2017).

Media management is “anything but linear” (Albarran, 2008, p. 184). It is conceptualized as a business administration discipline (Wirtz, 2020). Therefore, strategically restructuring the management style and philosophy is crucial to cope up the demand of technology-driven audience and market. Strategic media management aims at approaching and conceptualizing organizational challenges and envisions their future strategically (Horst, Järventie-Thesleff, & Baumann, 2019).

The symbiotic relation of the media with technology has been a consistent and longstanding management challenge. Due to the immense advancement of technology, the sector, content, distribution systems, and devices that display content, came into existence (Küng, 2007). As media corporations adapt to this new reality, the values, expectations, and structures of the digital economy co-determine creative managerial decisions and processes. The management of media corporations comes under pressure from technological changes. This demands legacy media oriented toward platform-specific production processes. In the process, the values and practices of new technologies are introduced to manage an organization of work that is supposedly more flexible and nimble (Deuze & Prenger, 2019). The management of media is changing towards the fragmentation of media options, competition for attention, and empowered audiences (Chan-Olmsted & Wang, 2019).

Strategic processes and practices are needed more than ever to help media managers make sense of their challenges and respond to the ongoing developments in today’s rapidly changing media environments in a strategic manner (Horst, Järventie-Thesleff, & Baumann, 2019; Porcu., 2020). Media management focuses on the challenges news media organizations face in managing the transition to become trustworthy providers of digital news, secure revenues to fund journalism and implement effective digital distribution strategies (Evens, Raats, & Rimscha, 2017).

In the contemporary Ethiopian context, the notion of digitalization is new but highly attracts the legacy media initiate to the online digital start-ups. Big media corporations that have worked in broadcasting, publishing and online-journalism have joined social media platforms. Such type of digital transformation has its own opportunities and challenges on the media corporations in general and media management in particular. Thus, the intention of the study was to assess the opportunities and challenges of digitalization on the management of media corporations in Ethiopia.

1.2. Statement of the Problem

Media corporations have been affected by the development of technology. The rate of media technology progress has accelerated as a result of the rapid improvement of digital technology and internet. This technology upgrading in media corporations increases digital content quality, and availability of user-friendly applications (Bartos, 2011; Nielsen, Cornia, & Kalogeropoulos, 2016; Tørning, Jaffari, & Vatrapu, 2015). However, radical disruption happened through a period of accelerated transformation. This has effects on management strategies and practices within and across media corporations (Chan-Olmsted & Wang, 2019). In the contemporary media context, digital transformation has disrupted the media industry in an unpredictable way that demand strategic changes in the management to embrace all dimensions of strategic thinking and daily actions (Maijanen, 2020).

Digitalization offers new opportunities for media core processes i.e. the presentation, storage, and distribution of media products. Neither the positive nor the negative impact of digitalization can be conceived in the core processes (Trittin-Ulbrich, Scherer, Munro, & Whelan, 2021; Wirtz, 2020). Digitalization has changed all value creation structures in all media, which is considered as transformation (Wirtz, 2020). Transformations are a crux in the areas of technology and digitalization, management and economics, culture and audience preferences, as well as in the role politics and policymaking plays in both enabling and constraining the work of professionals (Deuze & Prenger, 2019; Bartos, 2011). The transformation to the digital media, legacy media compete for both the time and money of media consumers with an array of new digital specific players (Villi & Picard, 2019, p. 124).

Incessant technological advancement makes media corporations busy with the operational aspects of digital products and devote little time to deep strategic thinking. Most media companies that approach digital products without more sophisticated perspectives in their business models will be disappointed in institutional performances (Villi & Picard, 2019; Tørning, Jaffari, & Vatrapu, 2015). The key point about contemporary media business models is that they are not just about revenue, but increasingly about relationships with consumers, value creation, and continual product and service improvement. It requires a new strategy and resources that make the strategy viable (Villi & Picard, 2019). Successful media managers

effectively integrate digital multiplatform strategy between information technology, commercial and editorial functions and a willingness to innovate to harness the expected benefits (Doyle, 2013). As it is known, digitalization determines the overall business operation of media corporations. In this business operation, media corporations face challenges related to organizational capacities and employee competences (Rachinger, Rauter, Müller, Vorraber, & Schirgi, 2018). Unpredictable change due to digitalization has become the new phenomena that have profound effects on management strategies and industry development (Baumann, 2020).

In this digital era, the challenge of media managers are related to the difficulty to control the access to information as the products are easily shared (Chan-Olmsted & Wang, 2019; Tørning, Jaffari, & Vatrapu, 2015). Hence, media managers must be able to cultivate tone and setting, promoting a positive and creative environment where content makers feel free to produce the best work in a limited resource (Chan-Olmsted & Wang, 2019). The erosion of old markets and business models as a result of technological advance is inevitable (Küng, 2007). A clear challenge mentioned by managers is managing multiple social networks/channels. The root of the managerial practice is to oversee and ensure that quality content is provided and meaningful conversations taking place simultaneously across multiple networks (Tørning, Jaffari, & Vatrapu, 2015).

Media managers face different challenges in a constantly changing global economic, cultural and technological setting (Altmeyden, 2019). Different studies reveal the impact of digitalization on media production and management. For example, a study conducted in India identifies the common factors influencing the transformation of the role of media managers. These factors are industry dynamics, growth in scale and scope of work, rise of multiple platforms for media content delivery, need for innovative business models for revenue generation, and skills to deal with human resources (Karlsson & Westerlund, 2013).

Another study conducted in Indonesia, found out that the media industry is currently on its most uncertain and dynamic period due to the rise of new media and digital technologies that forces the traditional mass media industry to be adaptable and more flexible to anticipate ever changing media landscape. The platform-bound business practice is replaced by cross-media content sharing, growing consumer involvement, ubiquity of information, growing issue of media

convergence (and divergence), as well as the changes in media value chain (Tjokrodinata, 2014). Moreover, a study conducted in Nigeria identified challenges to the process of digitization include lack of fund, lack of skilled manpower, knowledge gap, the slow elaboration of a working legal framework for digitization process and the apparent lack of enthusiasm from the government among others (Endong, 2015).

The rationale to conduct by amalgamating management and media digitalization is important due to the following reasons. The first reason is related to legacy media corporations face a challenge on management of media corporations as a result of digitalization as a result of the unavailability of local legal and policy frameworks to manage problems arise due to digitalization. Second, the dynamism of media environment demands strategic media managers who could cope up with the pace of technological development to survive in the media market. Third, the issue of media management is one of the under-researched areas in Ethiopia particularly in line to the impact of digitalization. Therefore, the researcher examined the impact of digitalization on government, commercial, and regional state media corporations namely Ethiopian Broadcasting Corporation (EBC), Fana Broadcasting Corporation (FBC), and Amhara Media Corporation (AMC). These corporations are media corporates that provide broadcasting and internet services. They are media corporations reach to more audience and they are able to control the content and use it to their advantage. Therefore, the intention of the researcher was to assess the opportunities and challenges of digitalization in line with their current status as per digital transformation in their respective media houses.

1.3. Objectives of the Study

1.3.1. General objective

The general objective of the study was to assess the opportunities and challenges of digitalization on the management of media corporations in Ethiopia.

1.3.2. Specific objectives

Specifically, the study attempted to:

- Investigate the practice of the management of digitalization in media corporations;

- Describe the impact of digital transformation on the management of media corporations;
- Identify the existing opportunities and challenges of digitalization on the management of media corporations; and

1.4. Research Questions

At the end of the research, the study addressed the following research questions.

1. How digital transformations are affecting the management of media corporations?
2. How digitalization managed in media corporations?
3. What are the opportunities and challenges of digitalization on the management of media corporations?

1.5. Scope of the Study

The issue of media management is broad and difficult to address in a single study. Therefore, the researcher delimited the scope in two important thematic areas: The area of management and the kind of media corporates. As it is known, the scope of media management is related to editorial management, financial management, policy management, human resource management, etc. However, this study delimited itself only from the business administrative perspective. This perspective take into account the general corporate task of covering external needs; making autonomous choices; calculating and bearing all associated risks; pursuing a market-oriented objective; as well as producing and bundling informative content and distributing it via media to well-defined public audience. The other scope of the study was on the kind of media addresses in this study i.e. media corporations in different ownership. There are different media houses in Ethiopia but as a corporation to work as media business companies are only three and the researcher researched management from the perspective of these media corporations.

1.6. Significance of the Study

The study on managing media corporations at digitalization era came up with interesting findings that apparently benefits media corporate managers, policymakers, media technology suppliers and researchers on the area, especially as the issue is recent and researches do not available from the Ethiopian case. Media corporation managers will be the first group that will use the finding

of this study showing how they manage the media strategically and successfully. The second significance will for policy makers in providing different policies to administer media digitalisation and regulate systematically in terms of taxing and other regulatory issues. The third, people who are working on media technology, research results on the capacities and constraints of technologies in media corporations' management will be use as insightful for them to improve their supplies. Fourth, the study will help academicians who taught journalism in an old curriculum to revise the curriculum towards the new digital media world. Lastly, the finding of the study will help other researchers on the media discipline or management discipline as an initial reference to work further studies.

1.7. Organization of the Study

This study had five chapters. The first chapter introduced the study consisting background of the study, statement of the problem, objectives of the study, scope of the study, and organizations of the study. In the second chapter related literatures and theoretical frameworks are reviewed. The third chapter discussed on the methodology part that aimed to address how the study was conducted. The fourth chapter encompassed the presentation and analysis of data as well as discussions. The last chapter is all about summary of findings, conclusion and recommendations.

Chapter Two

Review of Related Literature

2.1. Conceptual Clarity: Media Corporation, Media Management, and Digitalization

The key words in this study are media corporations, media management, and digitalization. Thus, making clear the key words in the first part of the review is important to give clear ground on all the concepts of the research. Therefore, the next sub-topics tried to clear the concepts from different scholarly discussions and arguments.

2.1.1. Media corporations

Media corporations are modern media entities that provide broadcasting, film, and internet services that needed to have a global reach. The reasons to be a media corporation are the demand to reach more customers, potential employees or business partners, and the ability to control the content and use it to their advantage distinct from their owners (Berry_Johnson, 2022).

Voci and his colleagues (2019) define media corporations from the communication science, business administrative; legal; vertically integrated; value chain; intermediary; sectoral; product; traditional/narrow and extended/broader perspectives and approaches. Accordingly, from communication science perspective, media corporations can be defined as public or commercial with regard to its shareholders. From a business administration perspective, media corporations are defined as organizations that take into account the general corporate task of covering external needs; making autonomous choices; calculating and bearing all associated risks; pursuing a market-oriented objective; as well as producing and bundling informative and entertaining content and distributing it via media to a more or less well-defined public audience. Legally, media corporations may be defined as companies that are protected and/or regulated by media law(s). Defining media corporations according to a vertically integrated approach ties with the value creating system that constitutes the basis of the media market as it allows media products

to be created, produced, distributed and finally consumed. A vertically integrated approach captures media companies integrating diverse, consecutive production steps into their own production process. The value chain approach, classify different types of companies along the value chain. Regarding the intermediary role of media companies as producers and distributors of media content allow an interaction process between information or content providers and recipients. The sectoral approach defines “media industry” means the part of a country’s economy, which is related to the production and distribution of media offerings. In consequence of this definition and with regard to the above-mentioned selection criteria, a media corporations are companies that generate more than half of their revenue by producing journalistic and/or entertaining content as well as offer online content and ensure the distribution for these products, may be labelled part of the media industry. By contrast, device distributors and infrastructure suppliers are not classified as corporates belonging to the media sector (Voci, Karmasin, Nölleke-Przybylski, & Altmeyen, 2019).

Media corporation from a product perspective, as defined by Voci, Karmasin, Nölleke-Przybylski, & Altmeyen (2019) is what actually differentiate media products from other goods. Media goods are goods whose primary value is derived from an immaterial component that has an entertaining and/or instrumental-informational function. A finished media good only manifests after the mass replication of media content, which is the intangible and immaterial component of the media good itself.

In the scholars view, media corporations can be defined in narrow and broad approaches. The narrow approach is a traditional approach that understood media corporates as companies that create content. The extended/broader approach definition of media corporations are companies that are included in the traditional definition of media corporations in a narrow sense, plus those corporates whose tasks involve handling and trading media content in a broader sense, i.e., covering more than just journalism (Voci, Karmasin, Nölleke-Przybylski, & Altmeyen, 2019).

The definitions given above have shortcomings because media corporations are market-oriented, audience-orientation, exposed to continuous change processes such as digital revolution and convergence, and characterize media companies by means of the products they produce (Voci, Karmasin, Nölleke-Przybylski, & Altmeyen, 2019; Hess & Constantiou, 2018).

In a nutshell, Based on the above definitions, in this study Media Corporation is defined as companies that work as a public (federal and regional) and commercial that highly have its own media product that reach for the defined audience under the Ethiopian legislative frameworks. They have their own vertical integration (organizational structure) and value chain as a sector that produces immaterial goods.

2.1.2. Media management

Management is “a cultural practice that takes different forms over space and time” (Andrijasevic, Chen, Gregg, & Steinberg, 2021, p. x). The term “media management” is not uniformly used in the literature. The term “media economics” can regularly be found alongside media management, in which the economic perspective usually takes the forefront (Wirtz, 2020). The field of media management already deals with the operation of the media industries in particular (Andrijasevic, Chen, Gregg, & Steinberg, 2021). According to Wirtz (2020), media management consists of the ability to supervise and motivate employees and the ability to operate facilities and resources in a cost-effective (profitable) manner. In line to this definition, Küng (2007) states that the core task of media management is to build a bridge between the general theoretical disciplines of management and the specifics of the media industry. Thus, media management encompasses all the goal-oriented activities of planning, organization, and control within the framework of the creation and distribution of information or entertainment content in media corporations (Wirtz, 2020). Within the context of this study, however, media management is conceptualized as a business administration discipline.

In media management the large and small objects and technologies that transmit, produce, or encircle the practice of management and its experience by workers. Knowing that management ideas are produced through deliberate techniques of composition, persuasion, and interpellation is an important step toward resisting the commonsense imperatives that govern our lives (Andrijasevic, Chen, Gregg, & Steinberg, 2021).

Media management in 21st century is under a great deal of change in communications is resulting from changing technologies and questions raised about those changes. The integration of telephone, computing, and broadcast technologies is changing the means of production and distribution of communications products and services by providing flexible, integrated, and

multichannel capabilities. These changes raise significant questions about demand for technologies, distribution of and access to technologies, and the economic and social impact of these emerging and coordinated technologies. Difficulties of establishing workable markets and business models for mediated communications on the Internet, high definition and digital terrestrial television, and mobile content services all raise important avenues for inquiry. Significant changes are and will continue to occur as the distinctiveness of media industries and their markets continue breaking down because of the convergence of underlying production and distribution technologies. These changes are leading media firms to increasingly engaging in cross-media activities and to create conglomerate firms active in many media. The economic and managerial implications of these developments are not yet clear, but it is obvious that the blurring of markets will affect companies and traditional markets, and create new types of markets and market structures (Chan-Olmsted & Wang, 2019).

2.1.3. Digitalization

As digitization and digitalization are major trends that affect many aspects of business-to-business marketing, a number of researchers have examined these issues in numerous studies. Digitization, i.e. the increased availability of digital data enabled by advances in creating, transferring, storing, and analyzing digital data, has the potential to structure, shape, and influence the contemporary world (Ritter & Pedersen, 2019).

Advances in digitalization demands new business operation and management that basis on understanding digital technologies, digitalization demands decision makers have a digital mind-set so that they can recognize and correctly assess the opportunities and challenges associated with digitalization. In the contemporary context, “media determine our situation” (Andrijasevic, Chen, Gregg, & Steinberg, 2021, p. viii) and the “[situation] are strongly shaped by digitalization” (Hensellek, 2020, p. 56).

The term “digitalization” can be viewed from two angles. On the one hand, it can be understood purely technically as the conversion of analogue data into digital information. On the other hand, it can be seen holistically as a development of society as a whole that is driven by technological developments in electronic data processing (Hensellek, 2020).

2.2. Digitalization and the changing media environment

Media corporations can transform themselves in response to innovations suggests that such transformation needs to happen as a result of two separate and simultaneous transformation efforts: adapting the core business to the realities of the marketplace, and establishing a capabilities exchange that allows for a new business to create the next source of growth by sharing resources with the core business without interfering with it (Karimi & Walter, 2015). At the heart of the changes within and across the media industries is the role of the internet, platforms, and connected devices. These technologies and the businesses that thrive within these infrastructures from hardware manufacturers and software developers to platforms and online marketplaces and services have uprooted and disrupted the ways in which legacy media operate. Generally, it is safe to say that these technologies and corporations have nestled themselves firmly in-between media users and producers, making each of them co-dependent on their products and platforms for formatting, distributing, accessing, and sharing media content (Deuze & Prenger, 2019).

Digital technologies have changed the way business-to-business firms act in business markets in terms of what they sell (their value propositions) and how they sell it (their value demonstrations) and they also pose new requirements to a firm's capabilities (Ritter & Pedersen, 2019). Digitization presently governs the global media industry. Virtually all countries in the world have devoted enormous resources to see their broadcast media switch from analogue to digital technologies. However, a number of challenges to the process of digitization include lack of fund, lack of skilled manpower, knowledge gap (poor audience sensitization over the digitization process), the slow elaboration of a working legal framework for digitization process and the apparent lack of enthusiasm from the government among others (Endong, 2015).

Internet and digitization are fundamentally changing and disrupting old media operation such as newspaper companies. A technology is considered disruptive when its use generates services or physical products with different performance attributes that may not be valued by a company's current customer base (Karimi & Walter, 2015). As media institutions (and the people working across the media industries) adapt to this new reality, the values, expectations, and structures of the digital economy come to co-determine creative decisions and processes. Automation, data,

and algorithms play an increasing role in all forms of media work, acting as demand predictors as well as content creators. The digital technological context of media work means that more focus is placed on user-generated content and consumer engagement (Deuze & Prenger, 2019). The media industries respond to the new digital culture, they continue to computerize and digitalize all elements of the production cycle of making media. Sometimes, this means that entire divisions, departments and new professional roles emerge. In other instances, the emerging technological context is implemented to primarily facilitate existing work and production processes and may leading to job cuts and other doing more work with fewer workers deleterious managerial interventions (Deuze & Prenger, 2019).

2.2.1. Consequences of digitalization on media

The period is most uncertain and dynamic for media corporations. The rise of the new media and the rapid development of digital technologies force the traditional mass media industry to be adaptable and more flexible to anticipate ever changing media landscape. The platform-bound business practice is replaced by cross-media content sharing, growing consumer involvement, ubiquity of information, growing issue of media convergence, as well as the changes in media value chain (Tjokrodinata, 2014).

Culture has been viewed as the biggest obstacle to change in the legacy media newsroom. Different literature points out that professional culture typically hinders newsroom innovation processes, and newsrooms in transformation often seem to find culture clashes on their path. These transformational problems, however, appear to be viewed predominantly from a management point of view (Porcu., 2020).

Digitalization is a move towards digital media environment with more intense competition for attention. More and more people get news via digital media (Nielsen, Cornia, & Kalogeropoulos, 2016). Legacy media like broadcasters and especially newspapers by contrast are becoming relatively less important as distributors of news even as they remain very important producers of news. They are also under growing pressure to develop new digital business models as their existing sources of revenue decline or stagnate. The general response from legacy media has been a combination of (a) investment in pursuing digital opportunities, (b) cost-cutting and (c)

attempts at market consolidation in pursuit of market power and economies of scale (Nielsen, Cornia, & Kalogeropoulos, 2016).

Many news media, both newspapers and broadcasters, already have therefore invested substantial resources in digital media and have built significant audience reach online. Digitalization leads to both new challenges and opportunities, as it produces far-reaching changes at all levels of the economy and society, fundamentally changing the way people communicate and interact with each other and the way companies operate in the market. News media, including both legacy organizations and digital-born organizations, consequently face significant challenges. The main sources of revenue they pursue are advertising and consumer sales, though more and more are pursuing alternative sources of revenue (Hensellek, 2020).

The company level, the drivers of digitalization can be external and internal. The most important external drivers of digitalization include technological developments. On the one hand, these new technologies open up completely new possibilities and fields of business, but on the other hand, they threaten to disrupt existing technologies and business models. It is also important to consider the increased networking of people and things via the internet. Factors such as the speed of response or provision of information and the individualization of communication are becoming increasingly important, especially in communication between individuals and companies. The internal drivers of digitalization include factors that enable companies to take advantage of or actively shape digitalization. In this context, digitalization promotes companies' agility to handle new technological opportunities, enabling them to develop products and bring them to market more quickly (Hensellek, 2020).

Overall, digitalization has resulted in significant changes in at least three areas relevant to corporate management. First, the competitive situation is changing due to lower entry barriers for new entrants. Second, the role of customers is changing in terms of communication, values, and consumer behavior. Third, the world of work itself is changing in terms of workplace needs and design. Hence, the environment in which media corporates operate is typically volatile, uncertain, complex, and ambiguous environment (Hensellek, 2020).

2.2.2. Capabilities of digitalization on media

Digitalization has far-reaching implications for individuals, organizations, and society. While extant management and organization studies mainly focus on the positive aspects of this development, the dark and potentially unexpected sides of digitalization for organizations and organizing have received less scholarly attention (Trittin-Ulbrich, Scherer, Munro, & Whelan, 2021).

The media industry is undergoing profound change. Recently developed technologies and types of infrastructure make new business opportunities possible, and many emerging players are new to the field of media. While many digital-based organizations struggle with finding their position and role in the media industry, it is especially the more established and traditional legacy media firms that suffer from the simultaneous decline of mass media demand from audiences and advertisers (Maijanen, 2020).

Digitalization is generally considered to be important, the value proposition itself as also the position in the value network determines the perceived available options for business model innovation (Rachinger, Rauter, Müller, Vorraber, & Schirgi, 2018). Rapid developments in technology as well as permanent changes in audience behaviour and media consumption have led to accelerating change, continuous transformation and disruption of business models for the media corporations (Baumann, 2020).

Digitalization brings dynamic capabilities to implement strategic change and sustain a competitive advantage in times of change. Dynamic capabilities need to alter and transform their resource base – competences, assets and processes to address the new demands in the changing business environment. It is all about the capacity of an organization to purposefully create, extend, or modify its resource base. In the capability hierarchy, they are so-called higher order capabilities in contrast to the operational capabilities that firms use on an everyday basis to sustain the current business model. The capabilities consist sensing, seizing and reconfiguring. This dynamic capability view emphasizes the role of managers and their entrepreneurial pursuits and strategic visions. The dynamic capability of the managers shows how managerial cognition affects a company's ability to address the changing business environment (Maijanen, 2020).

Digital technologies help to create whole new “arenas of citizenship” in which people can express their voice, disseminate information, and organize against established powers. Indeed, digital technologies can be used to organize and protest against the use or the implications of, digital technologies themselves” (Trittin-Ulbrich, Scherer, Munro, & Whelan, 2021, p. 9). As the scholars argue digitalization are nuanced and textured. They are rarely entirely negative or positive for individuals, organizations, or society. Neither the positives nor the negatives of digitalization—which can be conceived in terms of their impact on the process at the core of all processes: that is, on how we produce, distribute, and communicate.

As a result of digitalization, companies operating in dynamic business environments are constantly challenged to adapt to changing conditions. Technological advancements, regulatory changes, shifts in customer needs/preferences, and competitive moves shape the business landscape and challenge the competitive status quo of modern firms. Under such circumstances, firms seek a balance between continuity and efficiency to ensure sustained profitability and exploration and adaptation to achieve new competitive positions (Jantunen, Tarkiainen, Chari, & Oghazi, 2018).

2.2.3. Challenges of digitalization for media

Media management literature has focused on the challenges news media organizations face in managing the transition to become trustworthy providers of digital news, secure revenues to fund journalism and implement effective digital distribution strategies. Media management research has addressed the difficulties for news media organizations regarding managing strategic renewal (Evens, Raats, & Rimscha, 2017). Every day, media managers face different challenges in a constantly changing global economic, cultural and technological setting (Voci, Karmasin, Nölleke-Przybylski, & Altmeyden, 2019).

The rise of new media altered the functioning of media managers across all forms of existing media. Karlsson & Westerlund (2013) identify five common factors influencing the transformation of the role of media managers. These factors are change in industry dynamics; growth in scale and scope of work; rise of multiple platforms for media content delivery; need for innovative business models for revenue generation; and people skills to deal with ballooning human resources.

Between all these challenges, questions on what a media company is today, how it might be defined and the kinds of features characterizing it often remain unanswered. In a changing global economic, cultural, and especially technological setting the challenge to media managers is finding the right strategies for the new and constantly changing media landscape becomes increasingly important. The challenges can be from regulatory perspective, content marketing and journalism, and/or corporate social responsibility (Voci, Karmasin, Nölleke-Przybylski, & Altmeyen, 2019).

Digital media management deals with both operational issues and managerial challenges resulting from the adoption and use of media channels in an organization both internally and externally (Tørning, Jaffari, & Vatrapu, 2015). A clear challenge mentioned by managers is managing multiple networks/channels and ensure the quality of the content, which are taking place simultaneously across multiple networks (Tørning, Jaffari, & Vatrapu, 2015).

Digitalization can have different *subjects* (drivers, providers, or beneficiaries) and *objects* (targets, victims, or recipients) in different situations or contexts. In the business context, digitalization may enable internal and external stakeholders, including employees, activists, and consumers, to monitor, and become actively involved in, corporate concerns. Digital communication channels and tools facilitate the emergence of a growing number of actors involved with corporate concerns (Trittin-Ulbrich, Scherer, Munro, & Whelan, 2021).

2.3. Effects of digitalization on media management

Digital technology has had, and continues to have, a tremendous impact on how media corporations create value and how they need to position themselves in the expanding value network (Evens, Raats, & Rimscha, 2017). Digital transformation in the media industry highlights two important observations. First, the change in the media industry driven by digital technologies is an ongoing process. Second, the digital transformation experienced in the media industry offers a number of insights to key players in other industries (Hess & Constantiou, 2018).

Media and communications industries have always been affected by technological development since their essence is based around technology-enabled production and distribution processes. In

the last few years, the rate of media technology progress has accelerated, mainly due to the rapid improvement of broadband speed and bandwidth capacity, digitalization, upgrades of wireless and mobile connections, development of smart mobile telephone and other hybrid digital devices, increased digital content quality, and availability of user-friendly web-enabling software applications (Bartos, 2011).

The increasing of digitization changes traditional content delivery formats and platforms, resulting in changing product consumption patterns. Naturally, the media industry is shifting its traditional way of production, packaging, delivery, and marketing to the online environment. They are creating fierce competition with innovative content services and distribution formats. Hence, one of the challenges that convergence brings is how the traditional and new content providers create and maintain ways to generate value for consumers (Bartos, 2011).

The immaterial context of media corporations and management similarly comes under pressure from technological changes. Legacy media are historically oriented toward specific schedules associated with platform-specific production processes benchmarked by deadlines, around which other societal systems. However, the digital realm introduces new media logic, one that seems oblivious to industrial-age schedules or more or less predictable production cycles, forcing organizations to aggressively replace analogue production practices with digital ones. The digital economy tends to be sold as one that is always on and therefore managing a permanent publication presence is of the essence to any media firm or professional wishing to stand out. The key is that media practices are both accelerating and being supplemented by a wide array of new roles, skills, and competences, contributing to an ongoing destabilization process both felt and experienced by practitioners (Deuze & Prenger, 2019).

There is an overall sense of collapse across the media industries: a collapse of parts, units, functions, roles, business and revenue models. Particularly when it comes to business models, the relative stability of advertising and sales has collapsed into online (and offline) business models that combine revenue streams from multiple sources, cultivate and commodity relations with consumers, and bypass media producers altogether in order to co-create with media users. At the same time, the rapid adoption of digital devices and platforms as the go-to technologies

for accessing and experiencing media fundamentally altered the habits of audiences, collapsing the categories of consuming and producing media (Deuze & Prenger, 2019).

Given the profound transformations across the media industries and the corresponding destabilization of media professions and practices, questions of power become highly relevant. There is a general shift in power being whisked away from professional content creators to media users and owners as well as the new digital intermediaries (Wirtz, 2020).

As a result, most professional practitioners experience media work as precarious. Digitalization offers new opportunities for the presentation, storage, and distribution of media products and forms the technological basis for convergence. Furthermore, digitalization has effects on the technological infrastructure. In the next part, the effects of digitalization on competency, strategies, business models and overall media economics are reviewed.

2.3.1. Effects of digitalization on competencies

One of the emerging things as a result of media digitalization is platformization, which is coming up with a new mode of production, distribution, and monetization. These new modes of practices demand new competencies. Platformization conceived as the penetration of economic, governmental, and infrastructural extensions of digital platforms into the web and app ecosystems that fundamentally affecting the competency of media industries. Two major shifts amplified and accelerated by the rise of platforms. The first one is a shift from one- or two-sided markets to intricate multisided platform configurations, and the second one is strong winner-take-all effects affecting all sides in platform markets (Deuze & Prenger, 2019; Wirtz, 2020). platformization makes publishers increasingly dependent on platforms. Publishers pursuing platform-oriented distribution strategies are subject to strong direct network effects, as platform sharing practices and algorithmic curation tend to favour viral content.

Surviving in the digital media landscape requires a change of mindset to operate and manage the emerging scenarios, recognizing that media production is no longer a matter of producing great content. Digitalization make it possible for producers to gain greater control over how their work is perceived, packaged, and consumed to gain more direct access to their users (Deuze & Prenger, 2019; Lule, 2013). Digitalization has a profound impact, not only on the way media

contents are made, but also on the economic structure of the film industry (Lule, 2013). The other competence related challenge in the new media economy will be equipping the next generation of media practitioners with the necessary competencies for a changing media landscape (Deuze & Prenger, 2019). In general, fundamental changes in modern media corporations are mainly caused by increasing digitalization. The internet now represents an established distribution channel for nearly all types of media. The use of various distribution channels and the transfer of core competencies to differing media types have become important success factors for media enterprises.

Five characteristics differentiate media industries from other types of businesses. These include (a) the perishable commodity of the media product, (b) the highly creative employees, (c) the organizational structure, (d) the societal role of the media (e.g., awareness, influence) and (e) the blurring of lines separating traditional media (Albarran, 2008).

To effectively compete in such different media business, media managers must be able to cultivate tone and setting, promoting a positive and creative environment where content makers feel free to produce the best work within resource limitations. Being a successful media manager involves six fundamental competencies: planning, organization, leadership, staff management, control, and communication. Competencies of managers include management skills, behavior skills, and personal skills. Management skills include insight in anticipating the environment of future businesses, support innovative ideas and putting them into practice, and provide adequate training and motivation. Negotiation skills, networking skills, demonstrate flexibility skills are components of behavioural skills. Personally, the managers are expected to have problem solving skills, constant updating towards the industry novelties, and innovation and creativity skills (Deuze & Prenger, 2019)

In addition, media corporates will require managers to have experience in multiple types of media product segments, and makers from a variety of backgrounds who can collaborate and co-create. The changes in media industry as a result of digitalization need for new knowledge and the need to raise professional profiles in media organizations, regardless of type or sector.

2.3.2. Effects of digitalization on Strategies

In recent years, digitalization has disrupted the media industry in an unpredictable way. Media companies have been undergoing profound strategic changes that embrace all dimensions of organizational life from strategic thinking to daily actions. In times of disruptive change, strategic renewal requires transformation from the old to the new work flow (Maijanen, 2020).

The media industry is changing to adapt to an environment that is characterized by the fragmentation of media options, competition for attention, and empowered audiences. In a changing media environment, strategy processes and practices are needed more than ever to help managers make sense of their challenges and anticipate or respond to ongoing developments in a strategic manner. Strategic media management aims at approaching and conceptualizing organizational challenges. The strategy employing is affecting organization of production activities, content and business models in the media corporations (Horst, Järventie-Thesleff, & Baumann, 2019; Doyle, 2013).

The crucial importance to the success of a digital multiplatform strategy of effective integration between information technology, commercial and editorial functions and a willingness to experiment and innovate in relation to harnessing the benefits of two-way connectivity (Doyle, 2013).

Media corporate managers highly give attention for the two biggest drivers of changes in recent years concerning the media market, namely, the empowerment of the audience and the entry of tech companies into the media market. As a result of these changes there is an increase in the number of platforms and devices, the culture of multiscreen and multitasking, the preference for streaming media, especially video streaming, the world of constant social media interactions, the growth of mobile-centric lifestyles, the integration of media and life, and tech-media content creation, aggregation, and distribution (Deuze & Prenger, 2019).

In terms of strategy, media corporations follow three strategies: focus strategy, integration strategy, and network strategy. Focus strategy concentrates on one stage of the media value chain with the goal of realization of cost or differentiation advantages. Integration strategy extensions the media range of services that aimed to assure the procurement and sales channels. The

network strategy establishes production and marketing cooperation to the goal of reduced expenditures of resources and access to complimentary competencies (Wirtz, 2020).

In the context of strategic management, corporate leaders have to make fundamental decisions on the intermediate and long-term goals and enterprise's activities. Strategy formation thereby is preceded by a process that traverses the development stages of vision, mission, and goals (Wirtz, 2020). According to Wirtz (2020), due to digitalization it is difficult to control the access to information because it is not physical ('non-excludability'); and it is easy to share the product ('joint consumption').

According to Albarran (2008) there are three different approaches to management- scientific management, administrative management, and bureaucratic management. Scientific management offered a systematic approach to the challenge of increasing production. This approach introduced several practices, including determination of the most effective way to coordinate tasks, careful selection of employees for different positions, proper training and development of the workforce, and introduction of economic incentives to motivate employees. Each part of the production process received careful scrutiny toward the goal of greater efficiency. Administrative management focuses on the functions of management the author identified as planning, organizing, commanding, coordinating, and control. Bureaucratic Management has a clear division of labour and management, strong central authority, a seniority system, strict discipline and control, clear policies and procedures, and careful selection of workers based primarily on technical qualifications. Bureaucratic Management was responsible for establishing clearly defined job responsibilities, maintaining close supervision, monitoring output, and making important decisions.

2.3.3. Effects of digitalization on business models

Despite the frequent use of the term business model, it is usually limited to issues focusing on business activities and revenue acquisition. Accordingly, a business model illustrates the material, work, information, and finance flow both between the enterprise and its environment and within the enterprise itself (Wirtz, 2020; Picard, 2011). According to Wirtz, a business model is a simplified and aggregated representation of the relevant activities of a company. It describes how marketable information, products, and/or services are generated by means of a

company's value-added component (2020). In addition to value creation, strategic as well as customer and market components are considered in order to realize the overarching objective of generating and securing a competitive advantage. Business models resort to relevant, specific doctrines of business administration. The intention of the business model lies in its aggregation of essential aspects of business administration in order to obtain a simplified, condensed overview of the company's business activities.

Three basic media business models are related to monopoly, oligopoly, and monopolistic competition. A monopoly occurs when one controls a product or service—for. Oligopoly, or the control of a product or service by just a few companies, commonly occurs in publishing; a few major publishers put out most best-selling books, and relatively few companies control many of the nation's highest circulating magazines. Finally, monopolistic competition takes place when multiple companies offer essentially the same product or service. The last few decades have seen increasing conglomeration of media ownership, allowing for economies of scale that previously could not be achieved (Lule, 2013).

Wirtz (2020) see business model in three different contextual models: strategy model, the resource model, and the network model. In the strategy model, the top management defines medium- and long-term goals and activities of a company in order to persist on the market. In this context, it is generally postulated that these strategies unite the business vision, mission, and goals. In the resources model, the core assets and core competencies are depicted as well as their subordinate elements relevant to value creation. In this context, both internal and external resources and competencies are presented. The network model is an instrument of the top management to control and manage value distribution within a collaborative value creation. In this way, particular stakes in value creation may be determined and classified to a network of connections and relations.

Wirtz (2020) also discuss the three main components in a business model. These components are market, customer, and revenue. The information from these components describes the corporate environment and connects it to internal value creation by means of revenue. They are consequently the link between the business strategy and its value generation. The market component seeks to make use of available market opportunities. This component focused on

products and services closely aligned with competitors, the market structure, and the value offer, in other words. The customer component is used to display the products and services relevant to the customer structure that are segmented in order to define different target groups. The segmentation of markets pursued to date on the basis of geographical, sociodemographic, psychographic, and behavioural criteria can therefore be refined. Actual revenue streams and their relevance to the business model are managed by the revenue component. This means that it clarifies how and to what extent the value generated can be monetized for the company. The revenue component is thus responsible for the absorption of a portion of the added value generated from the production of goods and services.

Specific to the media sector, there are three main business models that have been adopted over the years in various forms, namely, advertising-based, subscription-based, and transaction-based (Doyle, 2013; Lule, 2013). Increased digitalization has influenced various business activities including companies' business models by enabling various new forms of cooperation between companies and leading to new product and service offerings as well as new forms of company relationships with customers and employees. At the same time, this digitalization has put pressure on companies to reflect on their current strategy and explore new business opportunities systematically and at early stages (Rachinger, Rauter, Müller, Vorraber, & Schirgi, 2018).

The foundations of doing business in the media industry have been changing rapidly. Many of the media industry's most long-standing practices and business models have been losing ground, and media companies have needed to develop new organizational practices and procedures, new business concepts, and new strategies. Media corporations following a traditional business model are no longer as profitable as they used to be. The basic print business model was based on creating mass audiences by keeping content prices low and then selling the audiences to advertisers who wish to reach them (Deuze & Prenger, 2019)

A major factor affecting the transformation of media business models is digital transition, "the shift to distributing media content on online platforms, where the content is consumed by using digital devices such as laptops, mobile phones, and tablet computers". Digital products are not merely extending the distribution of content, but require companies to understand that their nature and consumption patterns differ significantly. Operating in the digital environment is

forcing media companies to make significant investments in technology, software, and systems, as well as in the personnel to manage and operate them (Deuze & Prenger, 2019, p. 124).

In the midst of the digital transition, the main challenge for media companies is not always the production of media content, but rather the distribution and monetization of that content. Media companies lose control over distribution and thereby also control over the connection with their audience and the access to the data the audience provides. The changing media consumption patterns, shifting revenue streams and platformization require media companies to think more strategically and flexibly about their relationships with multiple consumer groups and to implement changes to better link with consumers. Many new ideas around media innovation focus on gaining and retaining loyal paying consumers (Deuze & Prenger, 2019; Hess & Constantiou, 2018; Bolin, 2019). The innovation of new media business models also requires organizational transformation and a change of mindsets (Kung, 2017).

Digitalization was accompanied by a restructuring of many of the business models of the old media industries, as well as the birth of entirely new models related to media that are born into the digital world (Deuze & Prenger, 2019). The erosion of markets and business models as a result of technological advance is inevitable. Local newspapers are struggling to secure revenue streams and fund journalistic production. Eroding readerships, declining advertising revenue, and increasing competition in the digital sphere threaten the existence of local journalism (Olsen & Solvoll, 2018; Chan-Olmsted & Wang, 2019). Simultaneously, digitalization not only enables the betterment of established organizational structures, but may also lead to the replacement of incumbent businesses through new business models (Trittin-Ulbrich, Scherer, Munro, & Whelan, 2021).

A fundamental problem of many media corporation managers is that they are so busy with the operational aspects of digital products that they devote little time to deep strategic thinking, especially in organizations without personnel specifically assigned to strategy and business development. The key point about contemporary media business models is that they are not just about revenue, but increasingly about relationships with consumers, value creation, and continual product and service improvement. It requires a new strategy and resources that make the strategy feasible. New business models, products, and services also require a change in organizational

thinking to become more entrepreneurial and willing to accept failure and outcomes different from what has been anticipated. The experience of watching television is rapidly changing with the progression of technology. No longer restricted to a limited number of channels on network television, or even to a TV schedule, viewers are now able to watch exactly what they want to watch, when they want to watch it (Deuze & Prenger, 2019; Lule, 2013).

In general, digitalization has been a game-changer throughout the media industry. However, a few things have stayed the same; major media companies own popular media content sites. It automatically disqualifies to run new business in old models.

2.3.4. Effects of digitalization on media economies

The economics of mass media has become a matter of macroeconomic proportions. The implications of this go beyond advertising. Because major corporations now own nearly every media outlet, ongoing fears of corporate control of media messaging have intensified. However, these fears are often channelled into productive enterprises. In many media industries, an ongoing counter current exists to provide diversity not found in many corporate-owned models (Lule, 2013). Digitization has facilitated increase in flexibility and speed, create economies of scope and integration that change the economics of content distribution, and shift greater control to consumers by allowing them to select, filter, search, control, and participate in multiple forms of communication (Picard, 2011). The growing number of digital device users has spurred a new wave of digital media entrepreneurship. But how the technology does aided public service news model work and what are its challenges is the hottest question. The rising digitalization has contributed to the growth of digital news media entrepreneurship (Girija, 2019).

Much of the analysis of the media management is from a business perspective has been conducted by media economists. They tend to work at an aggregate level—sector or market—and study the structure of sectors and markets, and the deployment of resources, particularly financial ones, to meet the needs of audiences, advertisers, and society. A number of media economists have moved into strategy, employing in the main rationalist models to provide insights into diversification strategies, environmental alignment, and competitive positioning (Küng, 2007; Picard, 2011).

The fundamental shift in media economics as a result of digitalization has been the miniscule price of online space compared to that in print or broadcast media. Combined with the instantaneous proliferation of information, digitalization seems to pose a grave threat to traditional media. Although digitalization has had many effects on media economics, ranging from media piracy to the lowered costs of distribution, arguably the greatest effect has been the synergy of different forms of media (Lule, 2013).

Media managers need to build a bridge between media management as a business discipline and the fundamental challenges that inform the distinctiveness of media management as a social practice to serve the public. Factors shaping media management include the growing emphasis on entrepreneurship and business models, the increasing roles of media audiences and their increasing engagement in building their own media ecosystems, issues in leading creative staff, and/or the public's increasing lack of trust in any mainstream media. Advances in media management are limited by a number of critical challenges that perpetuate gaps in media funding, innovation, public accountability, and prevent effective performance (Murschetz & Tsourvakas, 2019).

In order to manage the effects of media economics, as stated by Murschetz & Tsourvakas (2019), first, media managers need to emphasize solid and sustainable relationships with their audiences that may help them achieve improved economic viability and sustainable competitive advantage in the digital marketplace. Second, media goods have special product characteristics. Some mass media are offered free downloads, others are paid for. Third, media production involves high start-up costs and high production, distribution, and marketing costs. This incentivizes media companies to become larger so that economies of scale will then lead to cost advantages through size, output, or scale of operation, with cost per unit of output decreasing. Fourth, media companies mostly operate in markets that operate under conditions of imperfect competition. Fifth, the people that produce media contents (journalists, artists, technicians, composers, writers) are creative people. Most media organizations are labor intensive, and therefore a manager should supervise people by having the knowledge of their specific motivation mechanisms. Sixth, many media productions are live events that offer simultaneity and real-life experience, which today, in the digital age, has led to audience's wanting to participate in the creative process. Seventh, media productions are characterized by uncertainty, as consumers'

tastes are heterogeneous, and demand is erratic. This means that very few of them meet sustainable commercial success. Additionally, there is a different and contradictory interest among different stakeholders--artists, managers, owners, customers, regulators, advertisers, sponsors and others-- as to which product is to be created and marketed. Eighth, it is very important to make the right managerial decisions to be economically successful. One may easily be stuck in the middle and offer products to the mass market while missing out high margins in the niche segments.

Eventually, media management affords good leadership skills when strategizing creative work. Hence, effective media management draws from long and short-run planning scenarios after having scanned internal structures, value chains, organizational culture and values, and key resources, such as assets, skills, competences, and capabilities. The scanning of the external business environment is essential, too. Then follows strategy formulation: media managers make choices about the mission, vision, goals, objectives, policy, and the general strategy to achieve the planned targets (Murschetz & Tsourvakas, 2019).

2.4. Theoretical Literature

Three theoretical frameworks deployed to assess the opportunities and challenges of digitalization on the management of media corporations in Ethiopia. These theoretical frameworks are strategic management theory, systems theory, and technological determinism theory.

2.4.1. Strategic Management Theory

The study of strategy covers a wide range of other topics such as market-entry strategy, branding, joint-venture management, and new-product development that can be conceptualized and studied as elements of strategic management (Kung, 2017). Strategic management has been the most widely used theoretical or conceptual framework in media management studies. Two conceptual frameworks for studying strategic management are recognized as dominant: structure conduct performance (SCP) and resource based view (RBV). The concept of structure-conduct-performance focuses on the structure of industries and the linkages among an industry's structure and organizational performance and conduct. According to the SCP framework, the structure of

an industry (e.g., number, size, and location of firms) affects how firms behave. According to media management scholars, performance stands for both economic performance and social responsibilities that media need to fulfil for the betterment of society. RBV builds on the assumption that each firm is a collection of unique resources that enable to conceive and implement strategies. RBV strategies suggest that firms should discover those assets and skills that are unique to their organizations and cannot be imitated (Chan-Olmsted & Wang, 2019; Kung, 2017). In addition, in this theory, the other theoretical concepts applied are dynamic capabilities and managerial and organizational cognition that helps to manage new innovations strategically (Jantunen, Tarkiainen, Chari, & Oghazi, 2018). This means, in order to cope up with the dynamics of the changing media environment the media organization as well as the management team builds capacity and cognition that can shoulder to manage the changes and continuities due to new developments.

New products, technologies, and innovations are a primary strategic weapon, and strategic management theory has been a central framework through which innovation in the media industry has been examined by media management scholars. Intensification of competition in communications is the inevitable result of changes in markets and new technologies. The changes have brought more media and communications systems that had been relatively protected from heavy competition. These changes require companies and researchers to more clearly understand markets and competition. It is also forcing the adoption of internal cost management strategies and productivity planning in media companies so firms can survive and adapt. The economic and managerial implications of these developments are not yet clear, but it is obvious that the blurring of markets will affect companies and traditional markets, and create new types of markets and market structures. Media management is a fertile field of inquiry in which continually changing technologies, supply, consumption, and regulation alter markets and the operations and prospects for firms (Chan-Olmsted & Wang, 2019; Karlsson & Westerlund, 2013).

In the context of strategic management, corporate leaders have to make fundamental decisions on the intermediate and long-term goals and enterprise's activities. Strategy formation thereby is preceded by a process that traverses the development stages of vision, mission statement, and goals (Wirtz, 2020; Maijanen, 2020). In times of disruptive change, strategic renewal requires

transformation from the old to the new dominant logic (Maijanen, 2020; Jantunen, Tarkiainen, Chari, & Oghazi, 2018).

This study framed as a study of strategic media management. It applies concepts of strategic management to analyse the core question of the research. The main theoretical concepts applied are dynamic capabilities and managerial and organizational cognition. In addition to this, structure conduct performance and resource-based view which are cognizant to the management of Media Corporation are important. By using strategic management theory, the researcher tried to address two research questions: 1) How the impact of digitalization being managed in media corporations? And 2) what could be the current state of play? or where does media management stand in the digital era? Hence, two research questions addressed under the theoretical framework of strategic management theory that pinned dynamic capabilities and organizational recognition of digitalization with organizational structure and resource.

2.4.2. Systems Theory

Systems theory approaches management from a macro perspective, examining the entire organization and the environment in which the organization operates. Organizations are engaged in similar activities involving inputs (e.g., labour, capital, and equipment), production processes, and outputs (e.g., products, goods, and services). In a systems approach to management, organizations also study the external environment, evaluating feedback from the environment in order to recognize change and reassess goals. The systems approach recognizes the relationship between the organization and its external environment that managers cannot control this environment. They must be aware of environmental factors and the impact they may have on the organization. Another approach to systems theory is the resource dependence perspective. An organization's survival is based on its utilization of resources, both internal and external. All organizations depend on the environment for resources, and media industries are no exception. Much of the uncertainty organizations face is due to environmental and resource related factors (Karlsson & Westerlund, 2013; Albarran, 2008; Mierzewska & Hollifield, 2008).

Systems theory is relevant theoretical framework to study this impact of digitalization on the management of media corporations because the digitalization process in media corporations has an impact to change the system of the management as well as the overall business process. In

addition to this, the environmental as well as resource related factors as a result of digitalization has its own impact on the management. Thus, a research question, how digital transformations are affecting the management of media corporations? addressed using systems theory as a theoretical framework.

2.4.3. Technological determinism theory

The concept of technological determinism expresses McLuhan's belief that the nature of the media technology prevailing in a society influences how the members of that society think and believe. In its easiest form, technological determinism theory suggests the influence of technology on the society but more importantly, it is interested in how the media operates within a given technological era. Obviously, the emergence of the wonderful ICT infrastructure has influence on the knowledge expected of journalists and how such knowledge is deployed in achieving a timely and credible presence on the newsstands for print and airtime for broadcast channels (Anderson & Ross, 2002; Defleur & Ball-Rokeach, 1982; McLuhan, 2005).

The nature of media technology prevailing in a society at a particular point in time greatly influences how the members of that society think, act and behave. In building on theory of technological determinism, McLuhan as articulated by Deflear and Ball-Rokeach (1982), state that "television should be characterized as a 'cool' medium because of its capacity for rich configuration of audio /visual stimuli, which elicits put passive audience participation". As an out flow of the technological determinist view point, Deflear and Ball -Rokeach (1982) assert that the most important characteristics of the audience media encounter is the technological properties of the medium, hence McLuhan's perhaps best-known expression, "the medium is the message". This suggests that invariably, the medium through which a message is being put across invariably affects the message and the impact it has on the audience (Defleur & Ball-Rokeach, 1982; Nwanne, 2016; McLuhan, 2005).

Technological determinism theory was the theoretical framework to study digitalization. All research questions investigated under the framework of this theory. As the objective of the study was all about exploring the impact of digitalization on media corporations, the technology media corporations deploy have enormous impact on the media management because the technology installed in media corporates determines the success of the management.

2.5. Empirical Review

Media managers face different challenges in a constantly changing global economic, cultural and technological setting (Altmeyden, 2019). Different studies reveal the impact of digitalization on media production and management. For example, a study conducted in India identifies the common factors influencing the transformation of the role of media managers. These factors are industry dynamics, growth in scale and scope of work, rise of multiple platforms for media content delivery, need for innovative business models for revenue generation, and skills to deal with human resources (Karlsson & Westerlund, 2013).

Another study conducted in Indonesia, found out that the media industry is currently on its most uncertain and dynamic period due to the rise of new media and digital technologies that forces the traditional mass media industry to be adaptable and more flexible to anticipate ever changing media landscape. The platform-bound business practice is replaced by cross-media content sharing, growing consumer involvement, ubiquity of information, growing issue of media convergence (and divergence), as well as the changes in media value chain (Tjokrodinata, 2014). Moreover, a study conducted in Nigeria identified challenges to the process of digitization include lack of fund, lack of skilled manpower, knowledge gap, the slow elaboration of a working legal framework for digitization process and the apparent lack of enthusiasm from the government among others (Endong, 2015).

In Ethiopia, media companies have succeeded in spreading their message and generating revenue by using already-existing platforms. Alternative digital media platforms are being used by the three media corporations under study. Ethiopian Broadcasting Corporation (EBC) has 352k followers on Twitter, 1,080k subscribers on YouTube, and 2,470k followers on Facebook. Fana Broadcasting Corporation (FBC) has 2,576k followers on Facebook, 1,040k subscribers on YouTube, and 530k followers on Twitter. Amhara Media Corporation (AMC) has 1,009k followers on Facebook, 567k subscribers on YouTube, and 236k followers on Twitter. This partly demonstrates how the digitization process' scope is restricted to utilizing just digital media. As of January 2022, Ethiopia's total population was 119.3 million. According to the Global Digital Insight, in January 2022, there were 29.83 million internet users in Ethiopia.

According to GSMA Intelligence, at the beginning of 2022, there were 58.54 million mobile cellular connections in Ethiopia. At the beginning of 2022, the internet penetration rate in Ethiopia was 25.0% of the total population. In January 2022, Ethiopia had 6.35 million social media users (Global Digital Insights, 2022)

So, given the remarkable increase in connected device and service usage in Ethiopia and the nation's digital status, the success rate of media outlets in expanding their audiences through digital media is not increasing as quickly as may be anticipated. There are gaps in understanding how digitalization is currently progressing in Ethiopian media companies, and the opportunities and challenges posed by the use of new media technologies and the digitization process.

Chapter Three

Research Methodology

3.1. Research Approach

The goal of studying media management must be to build a bridge between the general discipline of management and the specificities of the media industry and media corporations (Kung, 2017). As it is stated in the scope of the study, the study delimited to business administrative perspective and the aim of the study was to assess the opportunities and challenges of digitalization on the management of media corporations in Ethiopia. The specific research questions focused on addressing what and how of the issue, which are directly focused on exploring the issue. To this end, the researcher employed using both quantitative and qualitative research approaches to address the basic research questions of this study. Therefore, the researcher used mixed research methods. Both quantitative and qualitative data collection methods were applied to get quality data. According to Leavy (2017) collecting and integrating quantitative and qualitative data in a single project and therefore may result in a more comprehensive understanding of the phenomenon under investigation. Similarly, Creswell & Plano Clark, (2011) argued that mixing two methods might be superior to a single method as it is likely to provide rich insights into the research phenomena that cannot be fully understood by using only qualitative or quantitative methods. A mixed-methods design can integrate and synergize multiple data sources which can assist to study complex problems. The application of mixed method research, as mentioned in the previous section, means purposeful data consolidation which allows researchers to seek a wide view of their study by enabling them to view a phenomenon from different perspectives.

The justifications for combining quantitative and qualitative data in a research study are the following. First, mixed method research allows the researcher to widen their inquiry with sufficient depth and breadth. Second, mixing two methods helps to produce a more complete picture and provides an opportunity for a greater assortment of divergent or complementary views; which are valuable as they are not only lead to extra reflection and enrich understandings

on a phenomenon, but also open new avenues for future inquiries. Third, a mixed method research approach helps to overcome the epistemological differences between quantitative and qualitative paradigms and to provide a royal road to true knowledge, an in-depth and comprehensive understanding of a research phenomenon. Fourth, a mixed method research approach helps to obtain more rigorous conclusions by employing two methods in such a way that the strengths of the qualitative methods offset the weaknesses of the quantitative methods and vice versa fifth, data triangulation in a mixed-methods study is generally accepted as a strategy for validating results obtained with the individual method. In other words, collecting diverse types of data offers greater insights on a phenomenon that the methods individually cannot offer, and therefore, provides more valid and stronger inferences than a single method does. Finally, the sixth rationale for mixing the two methods is to develop more effective and refined conclusions by using the results from one method (qualitative or quantitative) to inform or shape the use of another method (qualitative or quantitative) (Creswell & Plano Clark, 2011; Bryman, 2012).

In a mixed-methods study, the selection of a proper design is not an easy task for most researchers. Careful consideration should be given to three major aspects while selecting a mixed method research design. The first decision is about the relative priority of the approaches. Priority refers to the relative importance of the qualitative and quantitative data for answering research questions. The priority usually depends on the research questions or the goals of the research and its participants. A study can have three priority options: quantitative priority (i.e., more emphasis on the quantitative data collection and analysis), qualitative priority (i.e., more emphasis on the qualitative data collection and analysis), or equal priority (i.e., considering both data sets to be equally important to answer the research questions) (Clark & Ivankova, 2016). The second decision accentuates the level of interaction between the data sets. It refers to the extent to which qualitative and quantitative approaches “are kept independent or interact with each other” (Creswell & Plano Clark, 2011, p. 64). The third decision concerns the timing of the qualitative and quantitative approaches. Timing refers to “the entire quantitative and qualitative strands, not just data collection” (Clark & Ivankova, 2016, p. 65; Bryman, 2012; Creswell & Plano Clark, 2011)

Therefore, a researcher weighed carefully the purpose of the research and the data need to address the basic research questions before prioritizing research approaches. After detail scrutinizing this two research methods, the researcher decided using exploratory research design giving more priority for qualitative research supported by qualitative.

3.2. Research Design

The objective of the study was to assess the opportunities and challenges of digitalization on the management of media corporations in Ethiopia. The study assessed the impact of digitalization on media management in media corporations found in Ethiopia. As it is known, the symbiotic relationship of media with technology and digitalisation did not yet investigated properly from the Ethiopian experience, thus, the researcher tried to assess its impact from media management perspective. The research design was descriptive research that conducted in a mixed research approach. In this design, the qualitative and quantitative data are collected and tested. The researcher quantitatively tests the variable that they have identified and interprets in what ways the quantitative data generalizes and extends the qualitative findings (Creswell & Plano Clark, 2011). They further claim that it is straightforward to implement and describe and it makes the qualitative result acceptable to quantitative-biased audiences since it combines the quantitative component. They argue that in this design, a researcher can develop a new instrument during the research processes (Bryman, 2012; Creswell & Plano Clark, 2011).

3.3. Target Population

The population of the study was media organizations in Ethiopia. As the media organizations do not in the same status, as they are organized as corporation, agency, network etc. Therefore, the target population for the study will be media corporations. In Ethiopia, there are three media corporations. These are EBC, FBC, and AMC. Fortunately, the media corporations are under the different ownership, the federal public (EBC), regional public (AMC), and the commercial share company (FBC). The targets from these media corporations are management level CEO's and the practitioners who have a relationship with digitalization.

3.4. Sampling Technique and Sample Size

The researcher used purposive sampling technique to select the appropriate data sources. By using purposive sampling technique the researcher tried to incorporate media corporations under different media ownership i.e. government and commercial. Even from the government owned media the researcher will try to include both the federal and regional governments. Therefore, the federal government media corporation, the regional state-owned media corporation, and the commercial media corporation were purposively selected to this study. In this understanding, the researcher has selected EBC (federal government media), FBC (commercial media), and AMC (regional state media) as a sample of the study. Like media corporations, the researcher selected the sources of data or key informant interviewees purposively based on the relevance of their position at the managerial levels to address the research question(s).

The sample size for the questionnaire was calculated as follows:

$$n = \frac{N}{(1 + N(e^2))}$$

$$n = \frac{950}{(1 + 950(0.07^2))}$$

$$n = 168$$

The total population of the research are 950; 300 from Amhara Media Corporation, 250 from Fana Broadcasting Corporate and 400 from Ethiopian Broadcasting corporate. Due to the nature of the management of media corporations, the target populations are homogeneous regardless of whether the media is commercial or public media. Researchers can take a precision level ranging from 10% to 1% (Yamane, 1967 as cited in Israel, 1992). Taking the homogeneous nature of the target population, I opt to use 7% significance level and 93% confidence level; which implies that taking 168 respondents from 950 total targets is representative enough (93% confident that it is representative).

3.5. Data Collection Instruments

As the research design was descriptive design and the research approach followed was both qualitative and quantitative, the sources of information for this study were different people that have direct relation with the study area. The data collection methods were interview and questionnaire. The questionnaires and the interview questions were prepared from the literatures reviewed and the theoretical frameworks used in accordance to the basic research questions of the study. Structured questionnaires and semi-structured interviews are often used in mixed method studies to generate confirmatory results despite differences in methods of data collection, analysis, and interpretation (Creswell & Plano Clark, 2011; Bryman, 2012).

3.5.1. Interview

In-depth semi-structured interview was the method of data collection that was deployed to get adequate and relevant data on the subject matter. In-depth interviews are a qualitative data collection method that allows for the collection of a large amount of information about the behaviour, attitude and perception of the interviewees. During in-depth interviews, researchers and participants have the freedom to assess and describe additional points and change the direction of the process when necessary. It is an independent research method that can adopt multiple strategies according to the needs of the research. In-depth interviews are important to get qualitative data because it is characterized in its flexible structure, interactive, deep and generative (Bryman, 2012) (Creswell & Plano Clark, 2011).

The importance of conducting in-depth interviews in this research is to get to the root causes of likes/dislikes, perceptions, or beliefs. Generally, questions are open-ended questions and can be customized as per the particular situation. The interviewer gets an opportunity to develop a rapport with the participant, thereby making them feel comfortable. Thus, they can bring out honest feedback and also note their expressions and body language. Such cues can amount to rich qualitative data. According to Bryman (2012) in-depth interviews are justifiable to use in this study because the interview allows the researcher and participants to have a comfortable relationship to generate more in-depth responses regarding sensitive topics; can ask follow-up questions, obtain additional information, and return to key questions to gain a better understanding of the participants' attitudes; the sampling is more accurate than other data

collection methods; researchers can monitor changes in tone and word choice of participants to gain a better understanding of opinions; fewer participants are needed to obtain useful information, and it explores new ideas and contexts that give the researcher a complete picture of the phenomena that occurred.

The researcher tried to select the key interview informants purposively in each media corporations. In each media corporation, the chief executive officer and deputy managers (it can be labelled as division heads) at the new and online media division, the business process division, media technology and facility division were proposed to be interviewed. However, five interviews with one from EBC¹, 2 from AMC²³, and 2 from FBC⁴⁵ were conducted. The rationale to select these informants from the media corporations as a source of data for the study was because of their direct relation with the digitalisation and they are decision makers at the management of the corporations.

3.5.2. Questionnaire

The other data collection instrument was questionnaire. Questionnaires are popular research methods because they offer a fast, efficient and inexpensive means of gathering large amounts of information from sizeable sample volumes. These tools are particularly effective for measuring subject behaviour, preferences, intentions, attitudes and opinions (Bryman, 2012; Clark & Ivankova, 2016; Creswell & Plano Clark, 2011). The researcher employed a questionnaire to collect data from the media personnel from three media corporations. The researcher prepares close ended questions and conducts a pre-test before the actual data collection taking place. Simple random sampling technique used to select the participants of the questionnaire. This instrument was significant to triangulate the data collected via interview as well as to describe the general understanding of the media personnel in the media corporations to digitalization. Meanwhile, 168 questionnaires were distributed in the three media corporations based on the calculated sample size. Among them, 143 (85.12%) of them are correctly filled and collected. Therefore, the response rate of the questionnaire was 85.12%.

¹ Deputy executive officer and the head of digital media

² Deputy chief executive officer;

³ Head of news and program production

⁴ Deputy chief executive officer

⁵ Director for digital media

3.6. Method of Data Techniques

The method of data analysis was quantitative and qualitative. The researcher analysed qualitatively, the collected data by using interview in accordance with formed themes, which is called thematic analysis. The data collected via interviews was transcribed and analysed in a qualitative way. The qualitative data were analysed based on the themes of the interview questions that are fundamentally derived from the research questions and the fundamental assumptions of the theoretical frameworks. Plus, the data collected via the questionnaire analysed quantitatively using statistical descriptions, percentage and tabulations. The researcher used SPSS to analyse the quantitative data. Frequencies sums and percentages, mean and standard deviation calculations as well as tabulations used to interpret the qualitative data.

The data analysis procedure was: 1) transcribe the collected data to manuscripts, 2) identify the major codes and sub-codes, 3) import the transcriptions to the application software, 4) coding the transcripts, and 5) export the output of the codes from the software. After these phases, the researcher will present and analyse the coded data qualitatively and then discuss in relation to the previous studies, literatures, and theoretical frameworks. Finally, the researcher identified the findings based on the analysed data.

3.7. Reliability and Validity

Questionnaire was one of the data collection tools used in this study. Thus, the accuracy and consistency of the questionnaire forms a significant aspect of research methodology which is known as validity and reliability. The validity of the questionnaire employed in this study is checked by using tests, which is measured the response rate of respondents before the actual data collection is conducted. Here, the researcher used test to measure the validity of the questions in the data collection tool. This test has been conducted try out in another group of practitioners in the media corporations. And they can be done well. It can be assumed that the instruction was good and clear, so it was not necessary to revised. The essential requirement of test is valid. In addition to the constructs validity the design of the questionnaire including face validity and construct validity also checked during the pre-test time. Content validity is the process of establishing the representativeness of items with respect to the domain of skills, task, knowledge and so forth of whatever is being measured. Content validity refers to whether or not the content

of the manifest variables. Validating the instrument, the researcher also consults the instruments related to the test with potential respondents. Construct validity is the capacity for the measuring certain specific characteristics in accordance with the requirement of the research. A test is said to have construct validity if it can be demonstrated that it measures just the ability which supposed to measure.

Reliability of the questionnaire is needed to make sure that the instrument can be consistent if used in other time. Therefore, the instrument as the test is reliable. In this case, before the researcher conduct research on this group of respondents, the researcher made a test consist of 21 question of multiple Likert scale choice, and then the researcher asked two experts to give correction about this test, such as style, lay out the test, grammar, vocabulary and content. After that, the researcher revises the test. And the researcher tried it out to 20 respondents to know how far the reliability of the instrument. The researcher used SPSS 21 version to account the data collected whether this test have reliability or not.

The researcher tried to compute the reliability of questionnaire tool using the type questions and their responses. The question on the identification of opportunities of digitalization on the management of media corporations had alternative responses as “Not important at all, less important, somewhat important, important, or very important”. Six items were responded in such predetermined responses. Based on the Cronbach’s Alpha Result the reliability of the responses from the six items were 0.817. The questions on the opportunities and challenges of digitalization were responded as “Strongly disagree, disagree, disagree somewhat, agree, or strongly agree”. 15 items were under this category and the reliability based on the Cronbach’s Alpha Result 0.811. Finally, the researcher tried to compute the reliability of the questions for the whole 21 items and the result can be seen below:

Table 3.1. Cronbach’s Alpha Result

Reliability Statistics					
Cronbach's Alpha	No. of Items	Cronbach's Alpha	No. of Items	Cronbach's Alpha	No. of Items
.817	6	.811	15	.848	21

Based on the table above, it showed the reliability of Cronbach's alpha is 0.848. the value Cronbach's alpha can be interpreted as follow: 0,00 – 0,20 Less Reliable; 0,21 – 0,40 Rather Reliable; 0,41- 0, 60 Quite Reliable; 0,61 – 0,80 Reliable; and 0,81 – 1,00 Very Reliable. Based on this fact, it can be conclude that the instrument of this research was in the category of **very reliable** because $0.81 < 1.00$ in a separate calculation as well as the whole sum calculation.

3.8. Ethical considerations

The ethical consideration of the research was kept during this study all the time. A letter of cooperation was issued from the university to get the consent of informants and also to address other privacy and security issues. In addition, in every interview, the consent of informants was assured to record their voice and pseudonyms for the informants but the name of the media corporation will be used in the analysis.

Chapter Four

Data Presentation, Analysis, and Interpretation

4.1. Data Presentation

As it is stated before in the introduction and methodology chapters of the study, the study aimed to assess the opportunities, challenges, and impacts of digitalization on the management of media corporations in Ethiopia. To this end, the researcher employed questionnaire and interview to collect data from EBC, FBC, and AMC. In this section of the chapter, the researcher tried to analyse the data collected in both methods qualitatively and quantitatively.

4.1.1. Demographic characteristics of the respondents

4.1.1.1. Interviewees

The researcher interviewed five respondents from the three media corporations. The interviews were with managers from two FBC, two AMC, and one EBC. All the respondents have a Masters of Arts degree in their academic qualification and they have abundant job experience including the management level positions. The interviewees from FBC were the director for Digital Media and the Deputy Chief Executive Officer (CEO) for content production. The Director for Digital Media has 14 years of job experience; 8 years are on the managerial level. The deputy CEO for the content production has 25 years of total job experience and 15 years are on media management experience. The interviewees from AMC were the Deputy CEO of the corporation and the Director of News and Program Production. The Deputy CEO has 14 years of total experience and 4 years at the management level. The Director for News and Program Production has 16 years of total experience and 4 years of managerial experience. An interviewee from EBC is a Deputy CEO and the Manager of Media Technology who has 14 years of job experience and 4 years of management experience.

4.1.1.2. Questionnaire Respondents

The researcher distributed 180 questionnaires to the respondents in the three media corporations. Of this 143 of them are correctly filled and returned. The response rate for the questionnaire was

79.44 %. The participants of the questionnaire in this study from EBC, AMC and FBC were 69 (48.3 %) from EBC, 40 (28 %) from AMC, and 34 (23.8 %) from FBC. Gender-wise, 106 (74.1 %) of the respondents were males and the rest 37 (25.9 %) of them were females. In terms of age, the majority of the respondents were from 31-40 (80 / 55.9 %), followed by 20-30 (44 /30.8), and the rest 19 (13.3 %) were in the age range of 41-50. The data on the educational qualification of the respondents showed that 82 (57.3 %) of them have a first degree, 54 (37.8 %) of them have a Master of Arts Degree and the rest 7 (4.9 %) have a diploma (see table 4.1).

Table 4.1. Demographic characteristics of questionnaire respondents

Item	Variables	Frequency	Percentage
Name of corporations	EBC	69	48.3
	AMC	40	28
	FBC	34	23.8
Gender	Male	106	74.1
	Female	37	25.9
Age	20-30	44	30.8
	31-40	80	55.9
	41-50	19	13.3
Academic Qualification	Diploma	7	4.9
	First Degree	82	57.3
	Masters	54	37.8

4.1.2. Digitalization in media corporations

The management process of media corporations is different from other businesses. The immaterial behaviour of the business process encompasses the collection of data from the people, production, and distribution back to the people. In this line, all the processes of the operation pass through the planning, production, and distribution phases. All the phases of the managerial structure emphasize product quality and regularity.

The media corporations are in a volatile, dynamic, and more furious season due to the proliferation of digital media and the internet. As a result of digital media, significant changes recorded in media corporations. The changes are both negative and positive changes that have an impact on the micro and macro level. As the data from the interview showed that digitalization brings an impact on the conventional media operation. The changes and continuities in media operation are updated enthusiastically for successfully maintaining the capacity of the media and to caution against the miss-utilization of the media outlets.

According to the Deputy CEO for Content Production of FBC, digitalization in line with media management demands the identification and description of strategic and operational phenomena and problems in the management of media corporations. In other words, media managers are communication specialists who develop and implement all targeted content for various media platforms. This means media management contains the functions of strategic management, procurement management, production management, organizational management, and marketing management of media corporations.

As the data from the interview showed that the managers of the media corporations perceive, as the data from the interviews showed, that digitalization is related to the mere internet and social media platforms. This understanding is very narrow and shallow because different literature showed that digitalization is a total transformation of all the business processes of the media operation. Due to that understanding, the grand focus of the managers is on the quality of content on what they distribute through the platforms, particularly the traditional broadcast media and the social media platforms. The data from the interview is also similar to the data get from the questionnaire. Accordingly, the media viability of digitalization on media corporations is more

significant in production (45.5%), followed by a distribution (27.3%), and income generation (17.5%). It is least viable in the management business process (9.8%) (See Figure 4.1). From this data, digitalization is related to more on the content production using digital apparatus and distribution using platforms. In addition, digitalization can be used as a source of revenue generation. However, the management aspect of digitalization in media corporations is not much used as it is misperceived as digitalization is linked to something to content production.

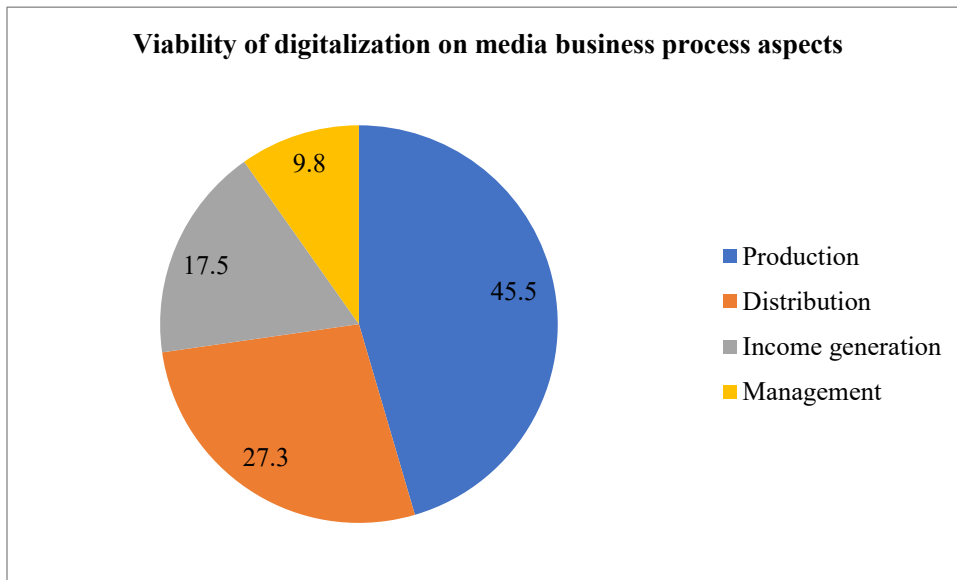


Figure 4.1. Digitalization in media business process

As the data in figure 4.1 showed most of the implementation of digitalization in media corporations is viable in the production and distribution process. Hence, content production and distribution are directly impacted by the technology. Digitalization is understood as a means of collecting and disseminating content. Consequently, all the professionals in media corporations do not have parallel exposure to digitalization. In line with this, the qualitative data collected via interview showed that media management and digitalization are interlinked only up to the installation of the digital devices and procurement of digital devices. This means the management is administering the overall institution and budget rather than the digitalization business process. It is run by experts at the lower level.

All professionals in media corporations do not have a chance to get exposure to the process of digitalization. In comparison, as the data from the questionnaire showed, the practitioners

(26.6%) including reporters, field experts, and operators as well as editors (17.5%) have more links to digitalization. The two groups of staff, practitioners and editors, have the larger share (75.6%) on their linkage to digitalization. On the other hand, the top executive management team, and the administrative and supportive staff have fragmented links to digitalization. The link of the top executive management team of the corporation to digitalization is only 2.1 %. Among the respondents of the questionnaire, 11.9% of the participants responded that they all have equal engagement and linkage to the corporation digitalization (See Table 4.2). This shows that digitalization is more viable for production and distribution, not managerial decision-making.

The qualitative data from the interview showed that the media management team is the last decision-maker in the process of digitalizing the corporation buying updated hardware and software digital devices and install for the operation.

Table 4.2. Staff linkage to digitalization

Group of staff more linked to digitalization	Frequency	Percent
The practitioners (reporters, field experts and operators)	38	26.6
The editors (desk editors, department chairs, or others in a management post)	25	17.5
The administrative (finance, procurement, property management)	6	4.2
The supportive staff (technicians and others personnel in the facility department)	9	6.3
The top executive management team of the corporation	3	2.1
Practitioners, editors, administrative, supportive staff and executive management team	17	11.9
The practitioners and editors	45	31.5
Total	143	100.0

In general, both the qualitative and quantitative data showed that digitalization is narrowly understood and linked directly to internet and platforms. As a result of such narrow understanding, most of the managerial roles of digitalization are surpassed by content production and distribution activities of the practitioners and editors. The practitioners and editors utilize digitalization of media corporations in relation to content production and publicize.

4.1.3. The current status of digitalization in media corporations

Digitalization in media corporations is giving more attention to producing quality content and distributing on different platforms i.e. broadcasting and internet-driven platforms. Therefore, according to the interviewee, the most significant issues taken into consideration in the management of media corporations are content and performance. Content is the amount, quality, and frequency of products and performance is the capacity of working in accordance with the plan. In addition to this, The Director for Digital Media of FBC stated that “digitalization in Ethiopia in general and in FBC, in particular, is in its infant stage. The corporation tried to equip some of the digital devices and capacities despite the dynamic nature of media technology by itself” (Personal Interview, May 2022). Such sort of issues is not the only thing in the media corporation but the interests of stakeholders of the corporation and the general audience determine the business process of digital technology. Entertaining the interests of stakeholders and broadening the reach of the media are the macro factors in the digitalization process.

As the qualitative data showed that digitalization is not an easy task in media corporations. Changing the analogue to digital apparatus may be easy and it is a matter of budget and resources. However, there are tremendous macro and micro factors that demands serious consideration before deciding to digitalize the media corporation. In line with this, the Deputy CEO and the Manager for Media Technology of EBC said:

Digitalization is a high demanding activity in media corporations. It demands finance. It demands skilled human resource. It demands reliable security. It demands strong monitoring and controlling mechanism. The digital apparatus by itself could not make a corporation digital. Sometimes, the technology hardware and software may have a threat for the business corporate from a micro level or to the national security to macro level. Therefore, with all its goodness and the

opportunities that provide for the modernization of media operation, digitalize everything demands double assessment as sometimes the security issues surpass the quality and reach of the media contents (Personal Interview: May 2022).

From the interview quoted above, it is clearly understood that being digitalized has not only advantages but some challenges that constrain media corporations from being digitalized. The challenges are related to human resources, financial resources, and security. The human resource-related challenges are directly related to the digital divide and the lack of competent personnel. Sometimes the digital devices could be incompatible with the devices with the existing infrastructure. Due to that in media corporations, total transformation is difficult to achieve but the evolutionary digitalization process is more important. Finance-related challenges are related to a lack of foreign currency and lack of financial resources. Finance-related resources are more alarming, especially for the commercial media corporations that acquire most of their income from advertisement and sponsors, which is now highly affected due to the global economic inflation and COVID-19 manufacturing sector crackdowns. Similarly, the public broadcasters, both at the federal and regional levels face a financial problem in administering the procurement and budget allocation process through a government framework. To this end, an extended procurement process for devices and digital instalments challenges the digitalization process of media corporations. Concerning security issues, digitalization is more exposed to information theft, damage, and/or manipulation that indeed demand a high cyber-security system. The opportunities created as a result of the technology may be a threat for citizens in this time as everybody is considered a citizen journalist, increasing fake news and disinformation, and abusing the disseminated contents.

Considering this, the managers as an individual and the corporations at an institution-level devote their effort to use and utilize digitalization in media corporations without abusing it. As the data from the interview showed the efforts of the management to cope with the digitalization are paramount. Therefore, the management allocates a budget to equip the operation with sufficient digital technology. In addition to this, the media corporations are updating themselves with new media technologies internationally. Accordingly, “FBC has an experience of participating at the international media digital expos and learn lessons as well as paid an experience sharing visit at different international media companies in Europe and USA” (The

Director for Digital Media of FBC, Personal Interview, May 2022). Hence, the personal and institutional efforts towards digitalization showed the curiousness of media institutions to own digitalization and make their activities under the framework of digital technologies.

4.1.4. Opportunities and challenges of digitalization in media corporations

Digitalization brought new business process, new competence requirements and new operation. The interviewees of the study argued, digitalization in media corporations has its own opportunities and challenges. Due to the fact that digitalization is not in a fast and sharp transformation in a direct and immediate way, it is a step-by-step replacement of the analogue system of operation into digital systematically. This system enables them to turn the challenges into golden opportunities. As all the interviewees shared and expressed, digitalization brought opportunities for reach, speed, integration, interactivity, and accessibility. Reach related to digitalization enables media corporations' content to reach a large audience simultaneously without any barrier with little crew devices. Thus, the satellite transmissions, as well as the internet-driven platforms, make the reach wider. Digitalization enables media corporations to collect, edit, transmit and get feedback within a limited span of time. The digitalization process gives more time to produce quality products. Digitalization enables the integration of text, pictures, audio, and video without changing the nature of conventional media. Besides, digitalization enables the integration of the regular operation of the conventional media broadcasting platforms to come together in the internet-based platforms due to the integrated character of digitalization. The engagement between the media, the source, and the audience is more interactive due to digitalization. Interactivity increases within the organization and with the audience. Therefore, digitalization changes the one-way media-centred communication to more interactive and two-way. Digitalization makes the contents broadcasted or published once to easily accessible. This means digitalization enables the retrieval of the archives easily and speedily.

Similar to the qualitative data, the quantitative data also showed that digitalization tells the audiences how to communicate with the corporation; introduces new working platforms and systems in the corporation; brings new production and distribution ways to the corporation; decreases the cost of information delivery in the corporation; introduces new customers and

markets for the media corporation, and encourages competition and competence between media corporations.

The questionnaire had alternatives that range from not important at all (1), less important (2), somewhat important (3), important (4), very important (5). Based on these alternatives, the mean of the responses ranges from 3.80 - 4.23. This means, almost all of the respondents believed that digitalization is important for the media corporation activities stated below in Table 4.3.

Table 4.3. Opportunities of digitalization

Digitalization....												
	tells the audience how to communicate with the corporation		introduces new working platforms and systems in the corporation		brings new production and distribution ways in the corporation		decreases the cost of information delivery in the corporation		introduces new customers and markets for the media corporation		encourages competition and competence between media corporations	
	Fre	%	Fre	%	Fre	%	Fre	%	Fre	%	Fre	%
Not important at all	3	2.1	5	3.5	3	2.1	9	6.3	3	2.1	7	4.9
Less important	15	10.5	2	1.4	7	4.9	10	7.0	8	5.6	8	5.6
Somewhat important	29	20.3	23	16.1	18	12.6	28	19.6	24	16.8	13	9.1
Important	53	37.1	41	28.7	41	28.7	49	34.3	46	32.2	42	29.4
Very important	43	30.1	72	50.3	74	51.7	47	32.9	62	43.4	73	51.0
Mean	3.83		4.21		4.23		3.80		4.09		4.16	

Source: Own survey (2022)

As shown in the table above and the qualitative data from the interview, the following are the opportunities for digitalization for media corporations.

First, digitalization facilitates communication within and with the corporation. As media corporations have broad structures, digitalization simplifies internal and external communication. Internal communication is highly facilitated as a result of digitalization, both vertically and horizontally. The time and space constraints are elucidated. The data from the interview showed that digitalization enables communication fast and more interactive including live streaming and the audience’s instant messaging. Similarly, the questionnaire data showed that 87.5 % of respondents (the sum of very important, important and somehow important) respond that digitalization tells how to communicate with the audience (See Chart 4.2).

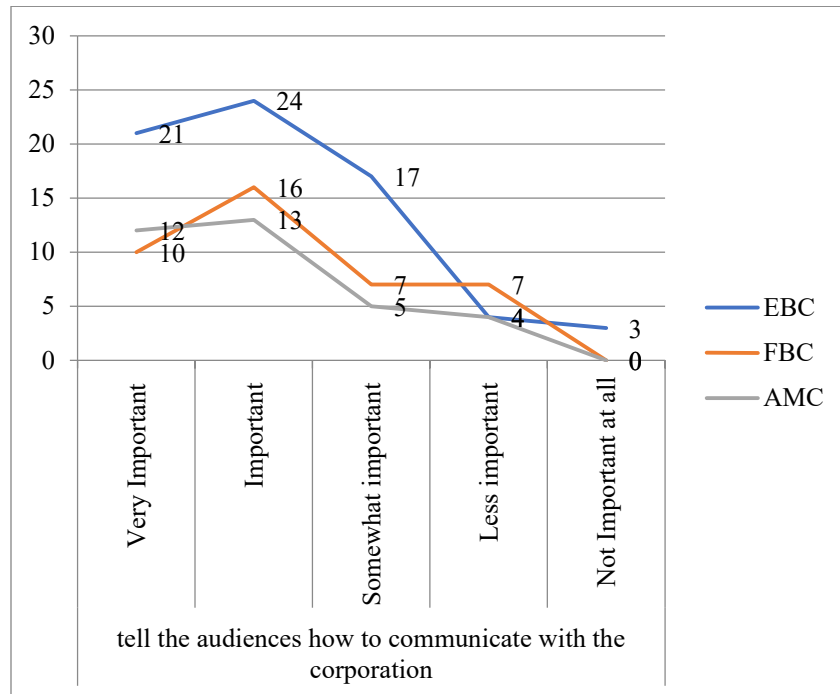


Figure 4.2. Digitalization tell the audiences how to communicate with the corporation

Secondly, digitalization introduces new working platforms and systems. As the data from the interview showed, the most important opportunities that create media convergence that enabled media corporations to work on the text, picture, video, and other content. The qualitative data showed that most of the three media corporations perceive that media digitalization is directly related to platformaization, particularly social media platforms. Due to this, the media

corporations nowadays are using social media platforms in addition to the mainstream platform. Similarly, the data from the questionnaire showed that only 4.9% of the respondents believed that digitalization is not important at all and less important in the introduction of new platforms and media systems (See Figure 4.3)

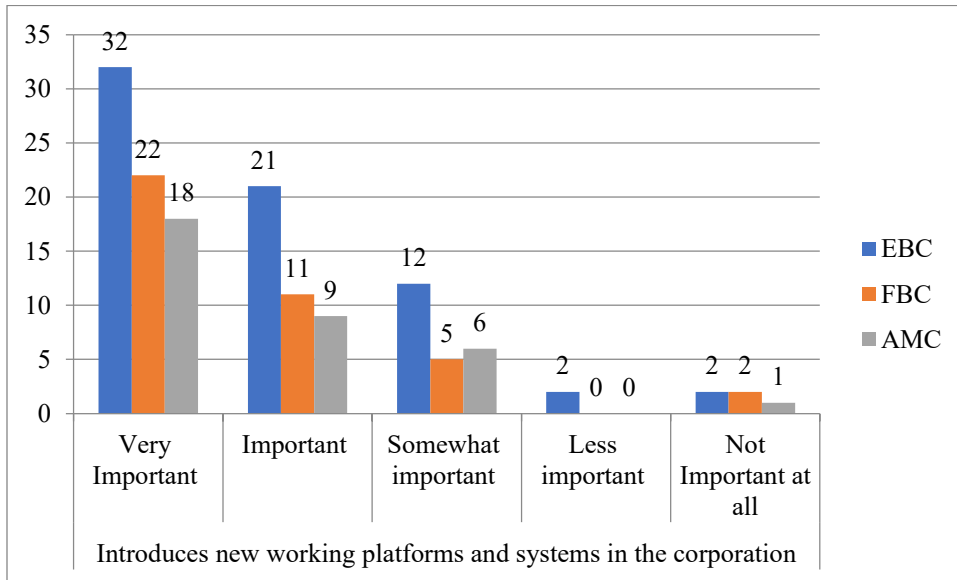


Figure 4.3. Digitalization introduces new working platforms and systems in the corporation

Thirdly, digitalization brings new production and distribution ways. As it is stated before, digitalization is more viable in content production and distribution. This means digitalization brings new production and distribution ways of content in media production. That is why the data from the interview showed as “digitalization is all about the production devices and delivery tools” (The Director for News and Program Production of AMC, Personal Interview: May 2022). The content gathering devices, the live transmission apparatuses, and the online media platforms are some of the new production and distribution ways that the interviewees are confirmed. The quantitative data from the questionnaire also showed the extent of digital technology in bringing new production and distribution ways in the media corporation 51.7 % responded very important, 28.7 % responded importantly, 12.6 % somewhat important, and the 7 % less and not important (See Table 4.4).

Table 4.4. Digitalization brings new production and distribution ways in the corporation

		Frequency	Percent
Valid	Not important at all	3	2.1
	Less important	7	4.9
	Somewhat important	18	12.6
	Important	41	28.7
	Very important	74	51.7
	Total	143	100.0

Fourthly, digitalization decreases the cost of information delivery. The analogue method demands days and more days to bring data from the field and produce the product. However, digitalization substantially changes the situation and reduces the cost and compresses the time. As the data from the respondents of the questionnaire responded that in relation to cost reduction in content delivery digitalization is very important (32.9%), important (34.3 %), somewhat important (19.6 %), less important (7.0 %) and not important at all (6.3 %) (See Figure 4.4)

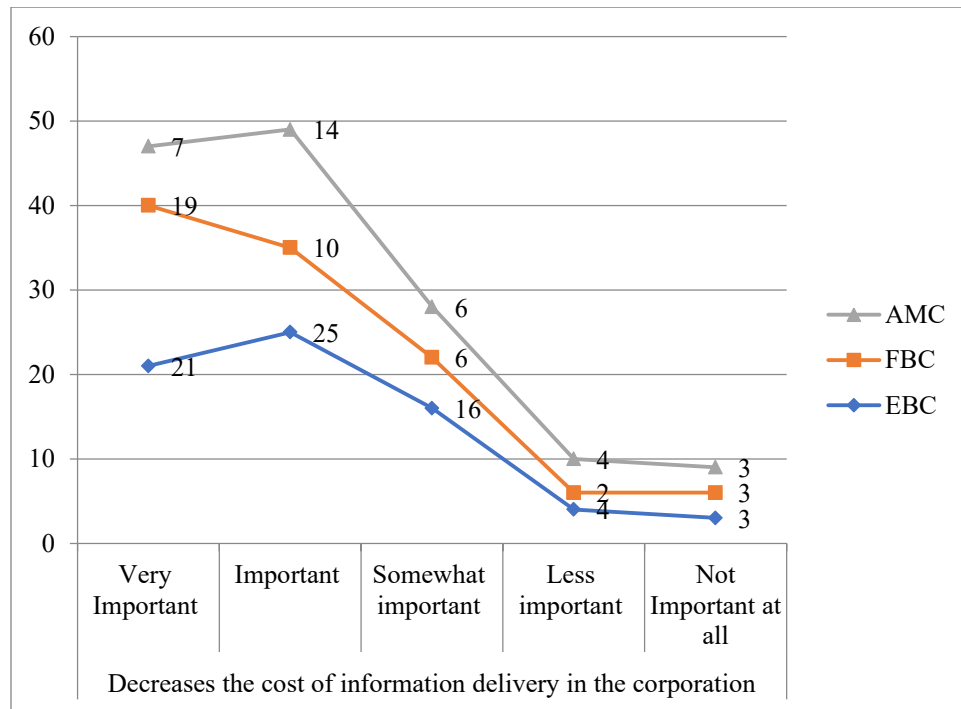


Figure 4.4. Digitalization decreases the cost of information delivery in the corporation

Fifth, digitalization introduces new customers and markets. Hence, the traditional radio and TV terrestrial broadcasters that are limited to a specific spatial area are now expanded via satellite and internet-based media works that can increase the reach and share of media content. Regardless of the time and space, digitalization introduces new customers, new markets, and new business models. According to the Director for Digital Media of FBC,

One of the great opportunities to use digitalized media platforms is to get into the new customers who are beyond the terrestrial framework of the station. It could be in other parts of the world via internet or satellite transmission. Therefore, the media corporations are delivering local contents to the global customers. Besides, the market for the media corporations are also changed from time-framed watching and listening time to clicking and sharing by their own schedule (Personal interview, May 2022).

Similar to the qualitative data, the quantitative data from the questionnaire respondents showed that respondents believe that digitalization is very important (43.4 %), important (32.2 %), somewhat important (16.8 %), less important (5.6 %), and not important at all (2.1 %) (See Figure 4.5).

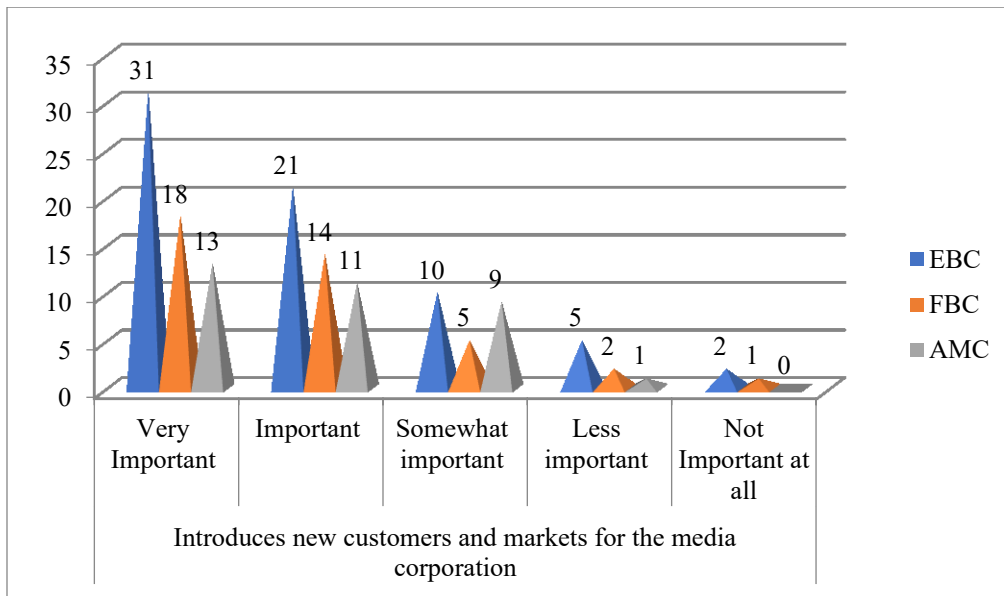


Figure 4.5. Digitalization introduces new customers and markets

Lastly, digitalization encourages competence and competition. Digitalization highly demands competence, a competence to operate as well as to make the digital apparatus perform at its extra capacity. According to the interviewee from EBC, due to a lack of human resource competence, some of the digital technologies are not fully utilized; there are some machines that are still packed and keep stored. Digital technologies are subject to high competition in terms of quality, reach, and interactivity. Digitalization makes the competition broad and tough. The competition is not only from the regular conventional media corporations but also from new digital start-ups. Regarding this, the Deputy CEO of AMC states, “digitalization makes the competition among media companies fierce. The competition from online journalists and bloggers as well as the digital media outlets is not easily manageable. Thus, the media corporation strives to be the first in writing the headline using digital platforms that encourages competition and competence among media corporations and within the practitioners of the corporation” (Personal Interview, May 2022). The quantitative data also showed that the respondents of the questionnaire responded that only 10.5 % of the respondents argued that digitalization is less important (5.6%) and not important at all (4.9 %) for competition and competence whereas the rest argues that digitalization encourages competition and competence at different levels (See Table 4.5).

Table 4.5. Digitalization encourages competition and competence between media corporations

		Frequency	Percent
Valid	Not important at all	7	4.9
	Less important	8	5.6
	Somewhat important	13	9.1
	Important	42	29.4
	Very important	73	51.0
	Total	143	100.0

As the quantitative data presented in the above table showed, digitalization is not always a blessed gift and full of opportunities for general media operation; it has challenges too. The

challenges are related to reaching, finance, human resource, and regulation. Regarding reach, digital media has an opportunity to reach millions regardless of time and space. However, it is challenging to reach people who are living in remote areas due to literacy and lack of infrastructure for a digital setup. Digitalization by its nature is capital intensive that demands a high level of financial resources to acquire, install, operate and maintain. In public media corporations, in AMC and EBC, such demand is not easily managed due to the government procurement process and constraints of the budget. In relation to human resources, digitalization demands continuous training and in-service apprenticeship. “But, as a matter of fact, both the hardware and software of most digital technologies are imported that demand the continuous support of the developer. To this end, the media corporations obliged to utilize only some of the attributes of the digital technology” (Director for News and Program Production of AMC, Personal Interview; May 2022). Such challenges make media corporations dependent on technology owners, developers, and sellers and have a threat to be under surveillance as it is subject to dynamic technology transformation. Regulation of the digitalized media corporation is a challenge for the media itself because of shallowed copyright protection, diminished credibility, exposure to theft and virus-attack, and manipulation of contents and operations.

4.1.5. Impacts of digitalization on the management of media Corporations

4.1.5.1. Positive impacts of digitalization on the management of media corporations

As the data from the interview showed digitalization in media corporations brought digital media that have many positive impacts on the media. First, digital media facilitates social interaction and empowers people to mediate their communication to the extent of their effort. Digital media connects people in ways never before possible, enabling users to maintain friendships across time and distance. It enables those who are socially isolated or somehow set apart from their immediate physical community to connect with like-minded or like-situated people. Digital media also facilitates interaction across social, economic, cultural, political, religious, and ideological boundaries, allowing for enhanced understanding. Second, digital media gives people a voice, increases civic participation, and facilitates the creation of communities as a result of their interactive nature. This implies that the more people connected on the management of the media corporations can easily access information, share information and get instant feedback

from the audience. Therefore, digitalization positively affects the management from the access, interactivity and increasing public contact perspective.

While traditional media has long been central to informing the public and focusing public attention on particular subjects, digital media is helping to amplify the response to support those afflicted by the phenomenon. Digital media has also enhanced information sharing across the world, giving people much greater access to facts, figures, statistics, and similar, allowing that information to circulate much faster. This not only enables people to respond in real-time as events unfold but also helps to expose political corruption and unfair business practices. Third, digital media is changing how work gets done, boosting productivity and enhancing flexibility for workers and employers. Digitization of content and data, as well as new digital communication technologies, have opened up novel opportunities for where, when, how, and by whom work gets done. This is changing the nature of the employment relationship. Many jobs now can be done anywhere, at any time, facilitated by the availability of digital data, high-speed internet, and better messaging, audio, and video technology. Fourth, digital media can facilitate education and life-long learning to build and source the skills of the future. Employees need to be more flexible to adapt to changing environments and continuously learn and develop new skills. Digital media and technology can help to close skill gaps by supporting teaching and self-education. Digital media can be used to facilitate life-long learning. Digital media also is increasingly used for attracting and sourcing talent, especially the young. Diverse cross-industry talent pools might be another way to meet the need for new skills while offering growth opportunities to employees.

Specific to media management, digitalization has an opportunity to improve the production management of media corporations; make the distribution of media contents simple, easily accessible, and efficient; enable media management teams to manage the business processes of the corporation automatically; change the conventional media management trends; change the old audiences for the media corporations; improves the income of media corporations; introduce new business models for media corporations; facilitate the management media corporation's to maintain the standard of media operation; improve the overall productivity of the employees and the media corporation, and enhance effectiveness in the management of media corporations (See Figure 4.6 and Table 4.6). The questionnaire prepared to respond giving a range from strongly

disagree to strongly agree showed that most of them agreed that digitalization has its own positive impact on the operation of media corporations.,

Figure 4.6. Positive impacts of digitalization on the business process of media corporations

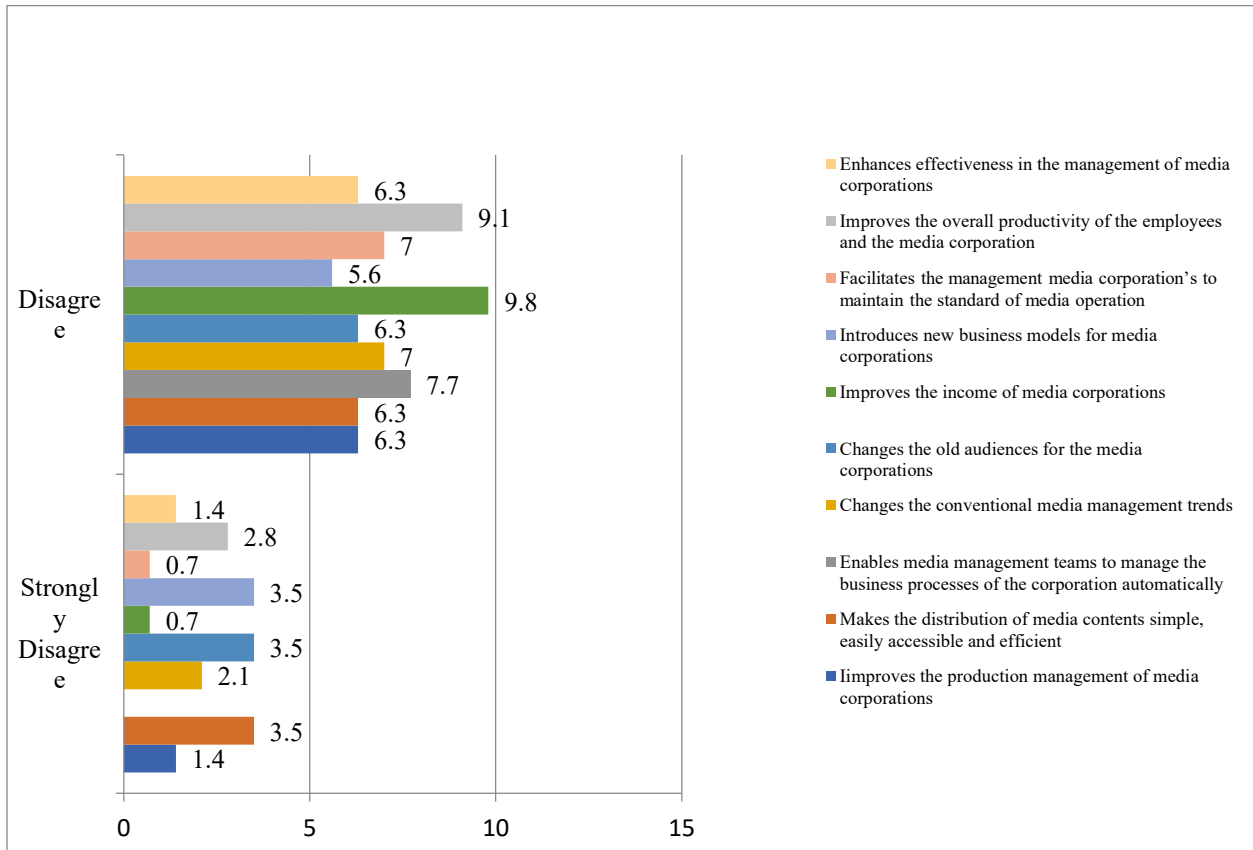


Table 4.6. Positive impacts of digitalization on the business process of media corporations (response in frequency and percent)

Digitalization.....																						Average (%)
	improves the production management of media corporations		makes the distribution of media contents simple, easily accessible and efficient		enables media management teams to manage the business processes of the corporation automatically		changes the conventional media management trends		changes the old audiences for the media corporations		improves the income of media corporations		introduces new business models for media corporations		facilitates the management media corporation's to maintain the standard of media operation		improves the overall productivity of the employees and the media corporation		enhances effectiveness in the management of media corporations			
		F	%	F	%	F	%	F	%	F	%	F	%	F	%	F	%	F	%	F	%	
Strongly Disagree	2	1.4	5	3.5			3	2.1	5	3.5	1	0.7	5	3.5	1	0.7	4	2.8	2	1.4	2.18	
Disagree	9	6.3	9	6.3	11	7.7	10	7	9	6.3	14	9.8	8	5.6	10	7	13	9.1	9	6.3	7.14	
Disagree Somewhat	26	18.2	16	11.2	29	20.3	29	20.3	46	31.5	20	14	22	15.4	30	21	25	17.5	21	14.7	18.41	
Agree	49	34.3	33	23.1	50	35	50	33.6	42	29.4	47	32.9	41	28.7	55	38.5	53	37.1	58	40.6	33.32	
Strongly agree	57	39.9	80	55.9	53	37.1	51	35.7	41	28.7	61	42.7	67	46.9	47	32.9	48	33.6	53	37.1	39.05	
Mean	4.05		4.22		4.01		3.95		3.73		4.06		4.1		3.96		3.9		4.06		4.004	
Std. Deviation	0.981		1.095		0.942		1.016		1.055		1.009		1.077		0.941		1.06		0.948			

Source: Own Survey (2022)

As the data from the above table and the above graph showed the average mean of the data is 4.004, which implies that the respondents agreed as the positive impact of digitalization is visible in different areas of the media operation. The positive impacts mentioned above can be categorized as structural changes, infrastructural changes, model changes, and process changes. Digitalization demands structural changes. New digital devices and operations do not continue in the old conventional ways, rather it demands new mode of delivery and structural readjustments. Thus, new models, new customers, new monitoring and evaluation methodologies are employed parallel to the digitalization of infrastructures and overhaul corporate operations.

4.1.5.2. Negative impact of digitalization on the management of media corporations

While digital transformation presents unique opportunities for organizations to innovate and grow, it also forces critical thinking and potentially reimagines aspects that are core to your business. Digitalization demands prompt and efficient changes within specific media markets and corporations. Media corporates have always been affected by technological development since their essence is based on technology-enabled production and distribution processes. In the last few years, the rate of media technology progress has accelerated, mainly due to the rapid improvement of digital technology capacity, digitalization, upgrades of wireless and mobile connections, development of smart mobile telephony and other hybrid digital devices, increased digital content quality, and availability of user-friendly Web-enabling software applications. However, disruptive technologies would not have had such an impact on media businesses without consumers' willingness to engage with the new interactive digital media applications and online platforms. According to the data collected via interview, the informants stated that digitalization has driven negative impacts or challenges. The challenges are related to lack of change management strategy, complex software, and technology, driving adoption of new tools and processes, the continuous evolution of customer needs, lack of a digital transformation strategy, lack of proper skills, security concerns, and budget constraints, and cultural mindset.

First, media corporations lack a change management strategy in the digitalization process despite its high demand. Corporations with a thorough change management strategy are more likely to meet or exceed digital transformation objectives. Having a strong change management culture is vital for any organization's success. A lack of a change strategy sets up any new project or

implementation plan up for failure. An effective change management strategy involves planning a project by identifying the root causes of issues – and building relationships with all stakeholders and employees.

Second, complex software and technology are the challenges for digitalization. Media-related software is inherently complex and intimidating. This is a large challenge for organizations undergoing digital transformation – both from an implementation and data integration perspective, as well as from an end-user experience perspective. Media managers should consider this when in the early stages of a transformation project, and seek out the most intuitive, integrated systems.

Third, new processes and technologies often present challenges in the form of resistance to change from tenured employees who feel there is nothing wrong with the way they're currently doing things.

Fourth, digital transformation is not an easy project, and intensive transformation efforts can take years to accomplish. Specifically, the transformation from the analog to the digital setup needs the whole engagement of the managers.

Fifth, lack of a digital transformation strategy as technologies are updated every day. There is no such thing as a successful transformation project without a predetermined strategy.

Sixth, lack of competence to succeed in the digital transformation efforts that need a skilled, high-performing IT team. The challenges presented to corporations include a lack of skill sets in cybersecurity, application architecture, software integrations, data analytics, and data migration.

Seventh, high-security concerns as media corporations are data-sensitive industries that have privacy and cybersecurity concerns. Most digital transformation efforts involve leaving behind on-premise solutions to move to the cloud, as well as integrating all of a company's data into one centralized system.

Eighth, budget constraints to buy, install and operate digital technologies. Digital transformation is not a cheap investment that needs spending too much and demands to increase in budget.

Ninth, changing the cultural mindset of the employees to the new environment and fit the requirement of the environment is an essential concern.

As the quantitative data from the questionnaire showed that digitalization has a great impact on the overall operation of the media including high negative impacts that reduce the income of big media corporations, breaks the conventional strong media management trends, makes resource (information, document, archive, expert, time) management difficult, create new fake news and disinformation that highly challenges the management of the media corporation, and exposes the media for cyberattack and data theft. As is stated in Table 4.7 below, the respondents were asked to choose from strongly agree to strongly disagree ranges. The mean of the responses ranged from 2.79 to 3.81. The average is 3.39, which is close to disagreeing somewhat. This means the respondents do not agree with the negative impact of digitalization in media corporations.

Table 4.7. Negative impacts of digitalization on media management

Digitalization...											
	reduces the income of big media corporations unlike new digital start-ups		breaks the conventional strong media management trends		makes resource (information, document, archive, expert, time) management difficult		creates new fake news and disinformation that highly challenges the management of the media corporation		exposes the media for cyberattack and data theft		Average
	Fre	%	Fre	%	Fre	%	Fre	%	Fre	%	
Strongly Disagree	22	15.4	8	5.6	37	25.9	10	7	9	6.3	12.04
Disagree	25	17.5	18	12.6	33	23.1	11	7.7	10	7	13.58
Disagree Somewhat	37	25.9	37	25.9	20	14	27	18.9	29	20.3	21
Agree	44	30.8	54	37.8	29	20.3	45	31.5	46	32.2	30.52
Strongly Agree	15	10.5	26	18.2	24	16.8	50	35	49	34.3	22.96
Mean	3.03		3.5		2.79		3.8		3.81		
SD	1.236		1.1		1.453		1.202		1.169		

Source: Own survey (2022)

4.1.6. Management strategies to handle digitalization

Debates over corporate governance are fundamentally related to concepts of capital, ownership, control, and management, and the importance of governance issues is increased due to the digitalization process. Media corporations have to adapt or change their core product portfolio and reorganize the way they operate their business to achieve commercial success. Many media companies have difficulties justifying their contribution to a value chain, such as intermediaries who have their core business based around the distribution of content in a physical or analogue format, alongside expertise in specific territories. Because digital online distribution cuts off such experts in a physical sales and territorial sense, many content rights owners can offer their

content directly to the end-user. At the same time, new players entering the media value chains, predominately those in platforms, services, and devices businesses have reshuffled the manner of content distribution and how to communicate to the end-user. Such competitive pressures require a greater level of innovation and a better allocation of company resources. According to the data collected via interview, the strategies the media corporates can implement to overcome the challenges of digital transformation and reach their potential with the empowerment of new digital systems and technologies are related to investment, transformative leadership, establishing a digital system, be alert to the changes and continuities, as well as consult with the digital world. A new digital application or process will not automatically be more effective without providing proper on boarding, training, and support to the corporation's employees or end-users to empower them to use these systems better. To ensure the success of your digital transformation project investing in a digital adoption platform is one of the strategies to be successful. Concerning this, the Deputy CEO and the Manager of Media Technology of EBC stated,

Digitalization is not spot phenomena. It demands continuous investment. The investment is on the device, the human resource, and the services. The combination of the hardware, software and the competence to operate makes the investment profitable. The investments include create in-app content to provide a contextual on boarding experience, as well as ongoing performance support. To this end, capital intensive investment is highly demanded, which is difficult to easily manage in government allocated budget (Personal Interview, May 2022).

The new media could not manage through old management models. It needs to create a strategic management team. The Deputy CEO for content production of FBC states, “Digitalization needs assessing the current workforce and find those that are influential, innovative, and trustworthy. Bring together a cross-functional team consisting of these high performers to create a change management team, which will help create a vision for the digital transformation process that aligns with business goals and is created by those who are connected to the inner workings of the corporation” (Personal Interview: May 2022). This allows organizations to take a proactive approach to digital transformation initiatives that focus on the aspect of change.

Concerning this, every change in media corporations is not the digital transformation that realignment of core processes, tools, and experiences. Most organizations have never gone through an entire transformation process.

Every strategic management activities of the media corporations demand to align business goals with digital transformation strategy. The interviewees agreed that the digital transformation process should align directly with the core business goals of the media corporations' i.e. content production and distribution. It should empower employees to be better at their job functions, and make the customer experience better with more intuitive systems that solve more customer problems and drive more revenue for the corporation.

Regarding revenue generation, the business models of the media corporations are changed. Old business models are overwhelmed and new business models have emerged. About this, the data from the interview showed that the old business models such as advertisements and sponsorship are changed and high competition to get the sponsors and advertisers is demanded. Therefore, the business models have changed from media-oriented to user-generated. The business models are different across media ownership; it is very challenging for commercial media corporations because the public media corporations' income is generated from the government. According to the Deputy CEO for content production of FBC,

Digitalization changes the business model of the corporation to the maximum extent. It eradicates the old models and brings new income generation methods. Therefore, the introduction of new business models from user-generated platforms is important. But, the old commercial-based incomes are decreased. These needs to readjust the system and management style to utilize the opportunities and to discharge the challenges (Personal Interview: May 2022).

Therefore, the management team is expected to be more agile in the digitalization-driven system and strategically manage the situation for its potential benefits. At the core of digital transformation, there is sometimes, a sense of organizational vulnerability. Managers strategically realize that to adapt and compete in a global, digital world, innovation and change must happen. But digital technology is changing rapidly and continues to scale faster than most realize. It means taking advantage of opportunities when they arise. The sheer fact that media

corporations going through digital transformation already shows adopting new processes and tools, or changing up traditional practices to new ones.

4.2. Data Analysis and Interpretation

The following discussion is based on the data presentation and the theoretical frameworks, as well as the literature, reviewed in chapter two. Strategic management theory, systems theory, and technology determinism theory were employed as the theoretical framework for this research. According to the strategic management theory, two dominant frameworks are highly important to analyse organizational management. These are structure conduct performance and resource-based view (Kung, 2017). Similar to this theory, this study found out that due to digitalization the media corporations in Ethiopia changed their structure conduct performance and resource-based view. The structure of the media corporations is reshuffled to make it compatible with the new media landscape. Therefore, in the corporations, the new media department or the digital media departments are organized. The structure that predominantly worked on the digitalization system is structured. However, the digitalization-driven business models management team did not establish. The other point is the resource-based view; digitalization demands a high level of resources from installation to continuous operation. In this study, the capital-intensive nature of digitalization needs resources for the system and the overall operation of the media corporation. As the study showed financial, human and other necessary resources are highly demanded successful digitalization process. Hence, strategic management is important to identify the resources that have and have nots and execute them to the maximum benefit of the media corporations.

In line with this, Jantunen, Tarkiainen, Chari, &Oghazi (2018) explain dynamic capabilities and managerial and organizational cognition helps to manage innovations strategically. This study also argues that in strategic management, corporate managers need to make fundamental decisions on the intermediate and long-term goals and corporation activities. The dynamism of digitalization has also recognition by the media managers to equip with its essence. Besides Wirtz (2020) and Maijanen (2020), strategy formation traverses the development stages of vision, mission statement, and goals. Sometimes, the changes are strategic with can endorse the

business without the discontents and corporate fragmentations. In this study, it is revealed that media corporations are in a steady transformation and institutional reform to solve the problem that has the potential to erupt due to the digitalization effect.

Strategic managers can change, reshape or renovate the system of media corporations parallel to internal and external factors. The Systems theory approach to management recognizes the relationship between the organization and its external environment that managers cannot control this environment (Karlsson & Westerlund, 2013; Albarran, 2008; Mierzewska & Hollifield, 2008). In this study, numerous factors determine the business process of the media corporation that hinders or fasters the media operation. The researcher can underline that digitalization by itself can be considered an external and internal factor. In the researcher's view, digitalization is external because media corporations cannot easily control or administer it. As it is a global concern its effect is diffused to the international digital market to the distinct media corporations with or without the consent of the managers. On the other way, digitalization can be considered an internal factor because the type, character, capacity, quality, and other aspects of the digital apparatus in a media corporation determine the digitalization of the media. In addition, similar to the assumption of the systems theory, environmental factors have an impact on the media organization. As a system theory, corporations are resource-dependent. This study also revealed that digitalization is high capital intensive and highly dependent on resources, financial, human, and material. However, budget constraints, lack of competence, and lack of material are some of the challenges that the researcher identifies about the resource.

As technological determinism theory, the nature of the media technology influences the thought and beliefs of the society. Moreover, technology can influence the deployment of practitioners in terms of how they understand and utilize media technology (Anderson & Ross, 2002; Defleur & Ball-Rokeach, 1982; McLuhan, 2005). Similar to this theory, media corporations in this digital age are highly dependent on technology. The capacity and quality of the technology installed in the media corporation determine the number of audiences as well as profits. Therefore, this study revealed that the digital technologies that are used for content production and distribution highly determine the likeability of the media corporation platforms. That's why all media platforms of the media corporations do not have the same amount of views, subscribers, or shares and likes. This finding is similar to Deuze and Prenger's ideas as digitalization has nestled itself firmly in-

between media users and producers for formatting, distributing, accessing, and sharing media content (2019).

The consequence of digitalization is paramount. It reshuffles all the media operation practices across media corporations. Digitalization opens new opportunities and challenges at the same time. Particularly, the narrower understanding of media corporations as digitalization is equivalent to the internet and social media, the conventional media broadcasting channels joined the online platforms, which is sometimes giving a chance to be reached and challenge to administer and control.

Karimi and Walter (2019) state that digitization is fundamentally changing and disrupting old media operations. But, the study found out that digitalization is not only disrupting old media operations but also renovating the operation integrated with the new requirements. This means, that digitalization modernizes, renovates, accelerates, and sometimes loss-control the media operation. Hence, as some works of literature stated digitalization focused on user-generated content and consumer engagement (Deuze&Prenger, 2019).

Digitalization is most uncertain (Tjokrodinata, 2014). This study also revealed that digitalization is the most uncertain business process due to being highly dependent on the media technology developers as well as software. It is ongoing progress that needs continuous updating. It is not something you did one day and make complete. Thus, the researcher believes that the uncertainty of media technologies makes the media corporations hesitate to equip their media with the existing updated technology because they fear the technology may be outdated for some time.

Nielsen, Cornia, &Kalogeropoulos (2016) stated that digitalization pressures media operation because of the clash with the existing business models. They stated that because of digitalization the media corporations' sources of revenue are declined or stagnated. The main source of revenue in conventional media advertising and consumer sales (Hensellek, 2020) becomes alternative sources rather than the only sources of revenue. In this study, the data showed that digitalization hinders the old revenue generation means but it introduces new platforms that have their own sources of revenue and sometimes makes them profitable as digital platforms have an attempt to consolidate in pursuit of market power and economies of scale.

Media digitalization needs infrastructure to make new business opportunities possible and many emerging players are new to the field of media (Maijanen, 2020). Similar to this argument, the data of this research showed that digitalization is not viable without having adequate digital infrastructures that enable practitioners to work on it. Therefore, the media managers are expected to manage the corporation in fulfilling the necessary infrastructures that fit with the dynamic capability of the digital. The managers show how managerial cognition affects a company's ability to address the changing business environment. This issue is related to the competence of the practitioners to utilize the technology safely and properly.

Karlsson & Westerlund (2013) identify common factors influencing the transformation of the role of media managers. Similarly, Voci, Karmasin, Nölleke-Przybylski, & Altmeyden (2019) identify the challenges of digitalization on media operation and regulation. The challenges can be from a regulatory perspective, content marketing and journalism, and/or corporate social responsibility. This study also found out that the challenges are related to internal factors such as lack of competence, the mindset of the practitioners, lack of in-service training, lack of budget, and lack of infrastructure and externally, high competition with other media organizations and digital start-ups as well as the issue of data security are considered. Moreover, Tørning, Jaffari, & Vatrapu (2015), stated that the management of digital media is challenging for managers to manage multiple networks/channels and ensure the quality of the content, which is taking place simultaneously across multiple networks. This study also identifies this problem.

Chapter Five

Summary of Findings, Conclusion, and Recommendation

5.1. Summary of findings

The study aimed to assess the opportunities and challenges of digitalization on the management of media corporations in Ethiopia. In line with this, the researcher tried to investigate the capacities, constraints, and consequences of digitalization on the management, strategic management style due to digitalization, and contemporary status of the management in media corporations selected for this study i.e. EBC, FBC, and AMC. Hence, the data collected via interview and questionnaire was discussed per the arguments of different works of literature and the theoretical frameworks. The findings of this study are derived from the overall data that were presented and discussed in chapter four. In this section, the researcher tried to present the findings of the study in line with the basic research questions that arose in the introductory part of the study.

As the data showed, digitalization has its capacities, challenges, and impact on the management of media corporations, in this case, EBC, FBC, and AMC. Digitalization has the potential to capacitate the overall business process of the corporations from planning to production and distribution. The data found that digitalization is more viable in content production and distribution compared to revenue generation and management aspects. This means the issue of digitalization is more linked to the practitioners and editors rather than the managerial level professionals in the corporations. From the Ethiopian context, digitalization is understood as digital devices and internet-driven services. In a nutshell, digitalization provides an opportunity for the media corporation in making their usual business operation easily managed because it capacitates the media to increase reach, speed, interactive feedback, and use alternative platforms for user-generated content. In the selected three media corporations, digitalization gives an extra channel in addition to the conventional radio and TV broadcasting services. Based on the data, the digitalization of media corporations capacitates the communication; introduces new working platforms and systems in the media business; brings new ways of production and distribution; decreases the cost of information delivery from collection to distribution and feedback

collection; introduces new customers, and encourages competition and competence between media corporations.

Although digitalization can reshuffle the management of media corporations, it has numerous challenges that hamper the routine business process due to internal and external factors. The factors can be viewed from the macro national level and the micro institutional level. At the macro level, managing digitalization is challenging for both the public and commercial broadcasters. The factors are related to the capacity of the country to digitalize the overall business such as lack of compatible infrastructures for digital media, lack of competent personnel for operation, lack of capital for investment, and lack of systems that regulate digitalization-driven national security threats. The micro institutional level management digitalization process constraints are more related to the specific institutional capacity including the budget issue, the human resource training and preparation issue, the organizational set-up, and the organizational structure of the corporation. The study found out that the management of the EBC and AMC starting from the board members to the institution's top CEO faced challenges to apply digitalization. Similarly, the commercial broadcaster FBC management also faced such type of problem in its shareholders and top CEOs of the corporations. The reason is that constraints on digitalization are related to the capacities of the individual corporation's decision-making process. The study showed that in the managerial decision-making process the concern of the management is on the instalment of digital infrastructure and leaving the operation to the practitioners.

As the study found that the capacities and challenges of digitalization can be balanced because digitalization could impact the overall operation of media houses both positively and negatively. The positive impacts of digitalization in media corporations: 1) improves the production management, 2) makes the distribution of contents simple, easily accessible, and efficient, 3) enables management teams to manage the business processes automatic, 4) changes the conventional media management trends, 5) changes the old audiences, 6) improves the income, 7) introduces new business models, 8) maintains the management to the standard, 9) improves the overall productivity of the employees, and 10) enhances management effectiveness. On the other hand, digitalization has its negative impacts that challenge media management. These are income reduction from old business models, breaking the strong chain of command in media

management and regulation, making resource management clumsy, creating internet-driven challenges such as fake news and disinformation, exposes to cyber-attack and data theft. These negative impacts can hammer the management of the corporations to stick to the old broadcasting trend or to give emphasis to the digitalization of devices partially instead of applying a full-fledged digital working environment.

In this study, it is found that the media corporations strategically align their management style to fit the digitalization business process. Hence, the corporations established the management body for digital and/or new media as a department, the team as well as personnel. This shows that the management style followed by the media corporations is linked to the contemporary developments in the media operation. However, in some of the activities and new business models, the management tried to maintain the old approach in the new working landscape. In general, the study investigated the current state of media management in media corporations and found out that the impact of digitalization is visible in all the business operations of the media corporations and fragments the management as the process is highly continuous and ever-changing.

5.2. Conclusion

Based on the data presentation, discussion, and the findings of the study, the researcher has tried to give a conclusion regarding the aim of the study.

- The digitalization of media corporations in Ethiopia is at its infant stage. Meanwhile, the demand of the media users urges the corporations to deploy digital platforms for their content distribution. All the media corporations did not transform their business operation to full digital. Still, the media corporation tried to implement digitalization on the information processing devices and internet-driven social media platforms for content production and distribution, but not management. The constraints in refurbishment of digitalization on media corporations affect the business operation negatively.
- The management of media corporations applied changes and continuities in the old broadcasting services with the new digital media landscape. There is a management

transition gap between the adjustment of the old business operation and the assembling of the new digital requirements. The gap in the application of digitalization consequently affects the productive services of media corporations.

- The general conclusion of this study is digitalization in media corporations is inevitable that the management could not ignore or keep away from; it is not elective, but compulsory in media organizations for effective and efficient media operation regardless of constraints and challenges.

5.3. Recommendations

Based on the conclusion of the study, the researcher tried to forward the following recommendation remarks.

- Digitalization is a global innovative practice in the media landscape to make the media operation quality and to the standard that media corporations in Ethiopia couldn't deny digitalizing the business process due to furious competition in all aspects of the media performance. Therefore, the media corporations should invest more in utilizing the potential of digitalization in all aspects including using it as a new alternative business model rather than merely focusing on publicizing internet-driven platforms;
- The focus of media corporations on the digitalization of media corporations for content production and distribution creates loopholes in the management system and strategy as a whole. Therefore, the media corporate managers should revise their approach, strategy, and system to digitalize their management system and deploy digitalization in their managerial roles.
- The competence-related problems are not the problem of media corporations but rather of the educational and training centres and institutions. Therefore, the training centres for media professionals should revise their curriculum toward the new digital media cognitive, psychomotor, and affective domains. The management of media corporations should also work together with the training centres to work together to equilibrium the demand and supply of competent professionals.
- The digitalization of all systems is not usually effective, efficient, and secure. As the hardware and software are all imported the media corporations' activities are under the

surveillance of the device and software suppliers. Sometimes, the software used in the media corporations would send a copy of the activities to the producer, especially the software developer. This situation is a threat to the media corporation in particular and the country in general. Therefore, the management of the media corporations should use licensed software. To address the security concern, they have to work with the Information Network Security Administration (INSA) which is mandated to secure the cyber infrastructure of the country.

- Digitalization is a resource incentive process. Thus, companies in the media industry should collaborate to develop shared infrastructure, such as data centres, on a cost-sharing basis.
- Local technology enterprises should think about delivering technology solutions to the media industry as business potential.
- The issue of digitalization is a new area of management in general and media management in particular. Therefore, researchers in the future should conduct further research on its impact on the profitability of media corporations as well as the policy implication to secure the insecurities, and use the potentials of this new technology driven incident.

References

- Albarran, A. B. (2008). Defining Media Management. *International Journal on Media Management*, 10(4), 184-186. doi:10.1080/14241270802426766
- Altmeppen, D. (2019). What is a media company today? Rethinking theoretical and empirical definitions. *Studies in Communication and Media*., 8, 29-52. Retrieved from <https://doi.org/10.5771/2192-4007>
- Anderson, R., & Ross, V. (2002). *Questions of Communication: A Practical Introduction to Theory*. Bedford/St. Martin's.
- Andrijasevic, R., Chen, J. Y., Gregg, M., & Steinberg, M. (2021). *Media and Management: in search of media*. Minneapolis: University of Minnesota Press.
- Bartos, D. (2011). The Future of the Media Professions: Current Issues in Media Management Practice. *International Journal on Media Management*, 13(3), 193-201. Retrieved from <http://dx.doi.org/10.1080/14241277.2011.576963>
- Baumann, S. (2020). Guest editor's introduction: strategic media management at a junction. *Journal of Media Business Studies*, 17(1), 1-12. doi:10.1080/16522354.2020.1740564
- Berry_Johnson, J. (2022, January 03). Corporation. *Investopedia*.
- Bolin, G. (2019). Value Production in Media Industries and Everyday Life. In M. Deuze, & M. Prenger (Eds.), *Making Media: Production, Practices, and Professions*. Amsterdam: Amsterdam University press.
- Bryman, A. (2012). *Social Research Methods* (4th ed.). Oxford: Oxford University Press.
- Chan-Olmsted, S., & Wang, R. (2019). Shifts in Consumer Engagement and Media Business Models. In M. Deuze, & M. Prenger (Eds.), *Making Media: Production, Practices, and Professions*. Amsterdam, Amsterdam University Press.

- Clark, V. L., & Ivankova, N. V. (2016). *Mixed Methods Research: A Guide to the Field*. New York: Sage.
- Creswell, J., & Plano Clark, V. (2011). *Designing and Conducting Mixed Methods Research* (2nd ed.). Los Angeles: Sage Publications.
- Defleur, M., & Ball-Rokeach, S. (1982). *Theories of Mass Communication*. New York:London.
- Deuze, M., & Prenger, M. (2019). *Making Media: Production, Practices, and Professions*. Amsterdam: Amsterdam University Press.
- Doyle, G. (2013). Re-Invention and Survival: Newspapers in the Era of Digital Multiplatform Delivery. *Journal of Media Business Studies*, 10(4), 1-20. doi:10.1080/16522354.2013.11073569
- Endong, F. P. (2015). Digitization of Media Broadcast in Nigeria: The Journey so far and Challenges. . *International Journal of Computer Science and Innovation*, 1, 19-28.
- Evens, T., Raats, T., & Rimscha, M. B. (2017). Business model innovation in news media organisations – 2018 special issue of the European Media Management Association (emma). *Journal of Media Business Studies*, 14(3), 167-172. doi:10.1080/16522354.2018.
- Girija, S. (2019). Political Economy of Media Entrepreneurship: Commercialization and Commodification in a Digital News Media Enterprise. *Journal of Media Management and Entrepreneurship*, 1(1).
- Global Digital Insights. (2022). *Digital 2022: Ethiopia*.
- Hensellek, S. (2020). Digital Leadership: A Framework for Successful Leadership in the Digital Age. *Journal of Media Management and Entrepreneurship*, 2(1), 55-70. doi:10.4018/JMME.2020010104
- Hess, T., & Constantiou, I. (2018). Introduction to the special issue on Digitalization and the Media Industry. *Electronic Markets*, 77-78. Retrieved from <https://doi.org/10.1007/s12525-017-0282-1>

- Horst, S.-O., Järventie-Thesleff, R., & Baumann, S. (2019). The practice of shared inquiry: how actors manage for strategy emergence. *Journal of Media Business Studies*. doi:10.1080/16522354.2019.1641672
- Jantunen, A., Tarkiainen, A., Chari, S., & Oghazi, P. (2018). Dynamic capabilities, operational changes, and performance outcomes in the media industry . *Journal of Business Research*. Retrieved from <https://doi.org/10.1016/j.jbusres.2018.01.037>
- Karimi, J., & Walter, Z. (2015). The Role of Dynamic Capabilities in Responding to Digital Disruption: A Factor-Based Study of the Newspaper Industry. *Journal of Management Information Systems*, 32(1), 39-81. doi:10.1080/07421222.2015.1029380
- Karlsson, J., & Westerlund, M. (Eds.). (2013). Managing Media in the Digital Realm: A case study of an emotional economy. *BITA'13: Proceedings of Seminar on Current Topics in Business, Information Technology and Analytics*. India Ash: Arcada Publikation 2.
- Karlsson, J., & Westerlund, M. (2013). Managing Media in the Digital Realm: A case study of an emotional economy – India Ash. In A. Gopalkrishnan, *BITA'13: Proceedings of Seminar on Current Topics in Business, Information Technology and Analytics*. Arcada Publikation.
- Küng, L. (2007). Does Media Management Matter? Establishing the Scope, Rationale, and Future Research Agenda for the Discipline. *Journal of Media Business Studies*, 4(1), 21-29. doi:10.1080/16522354.2007.11073444
- Kung, L. (2017). *Strategic Management in the media: Theory to practice* (2nd ed.). London: SAGE Publications Ltd.
- Leavy, P. (2017). *Research Design: Quantitative, Qualitative, Mixed Methods, Arts-Based, and Community-Based Participatory Research Approaches* . New York: The Guilford Press.
- Lule, J. (2013). *Understanding Media and Culture: An Introduction to Mass Communication*. Irvington, NY : Flat World Knowledge.

- Maijanen, P. (2020). Managing digital transformation: The Case of the Finnish Broadcasting Company. In U. Rohn, & T. Evens (Eds.), *Media Management Matters: Challenges and Opportunities for Bridging Theory and Practice*. New York: Routledge.
- Maijanen, P. (2020). Managing digital transformation: The Case of the Finnish Broadcasting Company. In U. Rohn, & T. Evens (Eds.), *Media Management Matters: Challenges and Opportunities for Bridging Theory and Practice* . New York: Routledge.
- McLuhan, M. (2005). *The medium is the message*. New York: Ginko Press.
- Mierzewska, B. I., & Hollifield, C. A. (2008). Theoretical Approaches in Media Management Research. In A. B. Albarran (Ed.), *Handbook of Media Management and Economics* (pp. 37-66). London: LAWRENCE ERLBAUM ASSOCIATES, PUBLISHERS.
- Murschetz, P. C., & Tsourvakas, G. (2019). Media management. In D. Merskin (Ed.), *The SAGE International Encyclopedia of Mass Media and Society*. Thousand Oaks, CA: Sage.
- Nielsen, R. K., Cornia, A., & Kalogeropoulos, A. (2016). *Challenges and opportunities for news media and journalism in an increasingly digital, mobile, and social media environment*. Reuters Institute for the Study of Journalism for the Council .
- Nwanne, B. U. (2016). Journalism and new media in Nigeria: issues, challenges and prospects. *International Journal of Academic Research and Reflection*, 4(3).
- Olsen, R. K., & Solvoll, M. K. (2018). Reinventing the business model for local newspapers by building walls. *Journal of Media Business Studies*. doi:10.1080/16522354.2018.1445160
- Picard, R. (2011). *Mapping Digital Media: Digitisation and Media Business Models*. Retrieved from <https://www.opensocietyfoundations.org/sites/default/files/digitization-media-business-models-20110721.pdf>
- Porcu., O. (2020). Exploring innovative learning culture in the newsroom. *Journalism*, 21(10), 1556–1572. doi:10.1177/1464884917724596

- Rachinger, M., Rauter, R., Müller, C., Vorraber, W., & Schirgi, E. (2018). Digitalization and its influence on business model innovatio. *ournal of Manufacturing Technology Management*, 30(8), 1143-1160. doi:10.1108/JMTM-0
- Ritter, T., & Pedersen, C. L. (2019). Industrial Marketing Management. Retrieved from <https://doi.org/10.1016/j.indmarman.2019.11.019>
- Tjokrodinata, C. (2014). *Utilization of New Media by Traditional Media Companies in Indonesian Media Industry*. Master Thesis: Kungliga Tekniska Högskolan.
- Tørning, K., Jaffari, Z., & Vatrapu, R. (2015). Current Challenges in Social Media Management. *SMSociety*, 15. Retrieved from <http://dx.doi.org/10.1145/2789187.2789191>
- Trittin-Ulbrich, H., Scherer, A. G., Munro, I., & Whelan, G. (2021). Exploring the dark and unexpected sides of digitalization: Toward a critical agenda. *Organization*, 2(1), 8-25. doi:10.1177/1350508420968184
- Villi, M., & Picard, R. G. (2019). Transformation and Innovation of Media Business Models. In M. Deuze, & M. Prenger. (Eds.), *Making Media: Production, Practices, and Professions*. Amsterdam: Amsterdam University Press.
- Voci, D., Karmasin, M., Nölleke-Przybylski, P., & Altmeyden, K. D. (2019). What is a media company today? Rethinking theoretical and empirical definitions. *Studies in Communication and Media*, 8, 29-52. doi:<https://doi.org/10.5771/2192-4007>
- Wirtz, B. W. (2020). *Media Management: Strategy, Business Models and Case Studies* (Second ed.). Switzerland: Springer.
- Yamane, T. (. (1967). *Statistics: An Introductory Analysis* (2nd ed.). New York: Harper and Row.

Appendices

Appendix I: Questionnaire

A Questionnaire to be filled by Media Personnel

Dear Participants, I am inviting you to participate in this research by completing the following questionnaire. This research assesses the opportunities and challenges of digitalization on the management of media corporations in Ethiopia. The following questionnaire will require approximately 5-10 minutes to complete. Thank you for taking the time to assist me with this research. Under no circumstances are you obliged to answer any of the questions; however, doing so will greatly assist me in completing my research and enhancing my understanding of this research focus. The data collected will remain confidential and used solely for academic purposes. No name will be mentioned. The report of the survey will only show statistical summaries of the findings.

Instruction: *Kindly response by using ✓ or ✗ sign in the both*

Section I: Demographic Information

1. Name of the media corporation you work
 - Ethiopian Broadcasting Corporation, EBC
 - Fana Broadcasting Corporation, Fana
 - Amhara Media Corporation, AMC
2. Gender
 - Male
 - Female
3. Age
 - 21-30 years
 - 31- 40 years
 - 41-50 years
 - 51-60 years
4. Highest academic qualification
 - Diploma
 - Degree
 - Masters
 - Doctorate

Section II: Digitalization on media corporations

5. In which media business process aspect does digitalization is more viable?
- Production
 - Distribution
 - Income generation
 - Management
6. Which group of staff are more linked to digitalization? (you can select more than one)
- The practitioners (reporters, field experts and operators)
 - The editors (desk editors, department chairs, or others in a management post)
 - The administrative (finance, procurement, property management)
 - The supportive staff (technicians and others personnel in the facility department)
 - The top executive management team of the corporation
7. Digitalization has its own **opportunities** on the business process of media corporations. Below are the statements on the nature of digitalization of media corporations. Please tick the appropriate number using the scale ranging from: *Not important at all (1)*, *Less important (2)*, *Somewhat important (3)*, *Important (4)*, or *Very important (5)*.

No	Items	5	4	3	2	1
1	Digitalization tell the audiences how to communicate with the corporation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Digitalization introduces new working platforms and systems in the corporation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Digitalization brings new production and distribution ways in the corporation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Digitalization decreases the cost of information delivery in the corporation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Digitalization introduces new customers and markets for the media corporation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Digitalization encourages competition and competence between media corporations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Digitalization has its own positive and negative impact on the business process of media corporations. Below are the statements on the impact of digitalization on the management of media corporations. Please circle the appropriate number using the scale ranging from *Strongly Disagree (1), Disagree (2), Disagree Somewhat (3), Agree (4), or Agree Strongly (5)*.

No	Items	5	4	3	2	1
Opportunities						
1	Digitalization improves the production management of media corporations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Digitalization makes the distribution of media contents simple, easily accessible and efficient	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Digitalization enables media management teams to manage the business processes of the corporation automatically	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Digitalization changes the conventional media management trends	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Digitalization changes the old audiences for the media corporations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Digitalization improves the income of media corporations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Digitalization introduces new business models for media corporations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Digitalization facilitates the management media corporation's to maintain the standard of media operation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Digitalization improves the overall productivity of the employees and the media corporation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	Digitalization enhances effectiveness in the management of media corporations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Challenges	
11	Digitalization reduces the income of big media corporations unlike new digital start-ups <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
12	Digitalization breaks the conventional strong media management trends <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
13	Digitalization makes resource (information, document, archive, expert, time) management difficult <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
14	Digitalization creates new fake news and disinformation that highly challenges the management of the media corporation <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
15	Digitalization exposes the media for cyberattack and data theft <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

Thank you for the time.

Appendix II: Interview Questions

Traditional Media management in the digital Era

Interview Questions to Media Mangers and New Media Department Heads

Background information about the interviewee

Name: _____

Position: _____

Years of Experience: _____

Experience at the management level: _____

Part I: General Questions

1. Explain the business process of the media corporation from planning to distribution?
2. How are the activities of the corporation conducted? Explain exhaustively cases or conditions where produced content revised after editor's comment?
3. In what cases, do you think traditional media better than digitalized media?
4. How does digitalization of the media industry influence the media operation process?
5. What are the fundamental issues that considered in the decision making process? How do these factors affect your media decisions?
6. What are the stakeholders of the media; and what exactly is their interest?

Part II: Digitalization Related Questions

1. What are the changes and continuities in the media corporation as a result of digitalization? (comparison before and after digitalization)
2. How do you examine the consequence of digitalization in media management? (difficulties and opportunities)
3. To what extent the management tried to transform the organizational set up to cope up with the digital technologies? (efforts of the management)
4. How much, as a media manager, you devoted to digitalize the corporation?

5. Does the management team cope up with the demand of digitalization? (if no, what is the problem)
6. In your understanding what are the pro and cons of digitalization in relation to media management?
7. How the impact of digitalization being managed in media corporations? (constraints of digitalization)
8. How do you examine the current status of your corporation in relation to digitalization? (strengths and weaknesses)
9. Where does the media management team stand in the digital era? (managerial roles)
10. In short, what are the most significant changes in the media management due to digitalization? (positive and negative changes)
11. What is your future managerial plan to adhere the corporation in the digitalization arena? (plans and strategies to manage the digital media landscape)