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The impact of digital transformation on media industry

Abstract: The Media Industry is currently in a process of adapting to the digital transformation. As the industry is increasing its volume, due to the fact that the consumers are consuming more media than before, it is important to guarantee that the customer's needs are being fulfilled. After the literature review, the present article studied the opinion of some authors through a questionnaire, that was used to comprehend the benefits that the digital transformation brought to the media industry, as well as understand how customer's behaviour has changed over the past years. In this sense, a new consumption style was identified, which is the involuntary one, where people really don't have the intention of using a content. To sum up, the present article pretends to characterize the media industry and the clients behaviour, in a digital context, where processes must be changed in order to adapt to the eminent changes.

Keywords: Digital Transformation; Media Industry; Customer Behaviour; Digital Business;

1. Introduction

1.1 Background

The number of platforms offering media content has increased significantly over the last few years, consequently, media consumption has also increased exponentially (Sun, 2014). Indeed, according to Deuze (2016), we are currently witnessing an involuntary media consumption phenomenon, that is, a consumption that is not characterized by the client looking for a content, but rather the content reaching the mobile devices. Having said this and with the constant change that has taken place in the media sector, organizations must have the capacity to generate added value through a cohesive adaptation to these media.

Next, it is important to understand that the audience has changed significantly over the past few years, i.e. consumer behavior is completely different when compared to before. In addition, consumers have a high degree of influence (Singer, 2014; Villi, 2012).

Due not only to the increase in media consumption but also to the potential and added value that consumers can generate for content producers, it is important to identify what behaviour brands should have in terms of reaping the benefits of media digitalization and how they should manage their network of consumers in order to, on the one hand, increase their number of clients and, at the same time, develop mechanisms to retain them. Thus, as consumers are increasingly demanding, it is important to design an effective management strategy so as not to compromise the success of a particular brand, particularly in a context where the power of influence of customers is increasing.

In the execution of this article, several authors have been studied in order to diversify the research and to obtain opinions that complement each other, being of note (Webster and Ksiazek, 2012; Sun, 2014; Deuze, 2016; Goldfarb and Tucker 2019; Bakker 2014; Singer, 2014; Villi, 2012).

After a research work carried out it is possible to identify some general objectives, such as identifying consumption trends in the population and how the digitalization of the media can help to meet these trends.

- OE 1 - Studying the Media Industry in a Context of Digital Transformation
- State Budget 2 - Characterization of the consumers, that is, the audience in a digital scenario.

Finally, the structure of this article is composed of an Introduction, where a theoretical approach is elaborated and some study objectives are defined, then a chapter composed of a literature review on the impact of digitalization on the media, then the methodology used will be explained, as well as the characterization of the sample. Later, the results of the study will be presented and discussed based on what was defended by the authors, and finally a conclusion that includes the main learning and contributions of the study, as well as the main limitations.

2. Media Digitization

2.1 Characterization of the media industry

According to Deuze (2016), the media consists of two distinct components, first of all a material component, which concerns a set of tools, from platforms, media, content, among other information distribution channels created to satisfy a certain audience. Secondly, there is an emotional component, due to the effect media have on people, especially their ability to influence society and, currently also due to the digital transformation felt over time, media platforms in digital format foster the creation of relationships between people (Deuze, 2016).

Next, author Deuze (2016), states that the media have felt a strong evolution regarding the artifacts that are used by professionals, i.e., there is currently an abundance of media, such as newspapers, radio and television, the so-called traditional media, without resorting to the use of the Internet to drain content, i.e., without the use of digital platforms.

In addition, over the last few years more and more varieties of media have emerged, such as applications, social networks, private blogs among many other platforms, and the trend is that the number of communication tools will continue to increase even more over time, with the media having a strong need to keep up with technological developments, because if they do not manage to do so they will lose space to their competitors who have the ability to keep up with digital mutation (Deuze, 2016).

Likewise, according to Sun (2014), the fact that there is a greater variety of platforms providing media content, and because these are constantly growing, it is possible to notice a high consumption of media, not being the consumption only concentrated on a particular platform. This causes high consumption by the population.

The decentralization that occurs in the industry is due to two reasons, firstly because there is a greater diversity of platforms, which increases the range of options for consumers, and

secondly because many platforms segment their content, i.e. they are able to meet consumer preferences and allocate content so that it is in the interest of those browsing the respective platforms (Sun, 2014).

Consequently, author Deuze (2016), states that the media industry is in a phase of adaptation, in order to accompany the digital transformation. Therefore, media professionals should whenever possible try to follow the evolutionary trend and create mechanisms that allow them to develop a broad set of working tools that were not previously necessary, but which are currently essential (Deuze, 2016).

In this sense, authors Malmelin and Villi (2017), draw attention to the fact that the media concept currently concerns a multiplicity of factors that are not only based on the production of content, but also focus on the impact at the Marketing level, often serving the content platforms of the media spectrum as levers for the promotion of other brands, promoting advertising promotions.

In addition, as far as society's consumption of media is concerned, author Deuze (2016) , argues that consumption is similar in all countries, however the way consumers access content can vary widely among different populations. In this sense, the author states that nowadays there are two distinct situations regarding media consumption, which can be direct or indirect.

In the first place, consumption is direct, that is, with the consent of a person, in this case consumption is carried out intentionally and it is the client himself who makes the decision to choose a television program, listen to a radio program, buy a newspaper, access a social network or a blog of his own free will (Deuze, 2016).

On the other hand, media consumption can be carried out indirectly, that is, without the consumer realizing that he or she is in fact accessing content, something that with digitization becomes quite notorious, that is, this consumption is evidenced through notifications received on consumer devices, not because they search for that content, but because they have cell phones or tablets connected to the Internet that are constantly receiving notifications (Deuze, 2016).

Consequently, the media have the particularity of being present at all stages of a person's life, so media organizations should be concerned with articulating and aligning all the media they have available, being concerned above all with adapting their contents to the current needs of society that are constantly changing, and also being aware that today's media are omnipresent in society (Deuze, 2016).

However, although media consumption has increased exponentially, author Deuze (2016) argues that people often tend to claim that they don't consume as much media as they actually

do. This is because people are currently exposed to different media at the same time, and often it is indirect consumption, which means they don't have as much perception of actual consumption (Deuze, 2016).

2.2 Digital transformation phenomenon in the media

According to Zaheer *et al.*, (2019), both industries and markets have suffered and are undergoing changes due to the phenomenon of digital transformation. The authors share the philosophy that technology is effectively revolutionizing the economy and consider digitization as an emerging and fast-growing term, so it should always be taken into consideration.

For his part, author Deuze (2016) suggests that this is an era in which both the media and advertising industries are in a phase of complete transformation. Thus, both are characterized as very interesting areas not only by the emerging opportunities that grow naturally, but also due to the challenges that are inherent to both industries in a time of continuous mutation (Deuze, 2016).

Indeed, digital transformation can surely serve as an opportunity to explore new paths within the media industry, allowing the creation of new ways of working for professionals, and by creating space for creativity and innovation (Deuze, 2016). On the other hand, it also presents some challenges, consequently the author states that one of the biggest challenges that has been felt and will certainly be felt in the future, is related to the adaptation of the capacities of media industry professionals to the digital revolution.

Thus, the author characterizes the current journalism as being much more commercial, due to the inclusion of the paradigm related to the care at the level of brand management and the reputation of digital platforms, and also the possibility of adding more value to the content offered, through Marketing actions. Indeed, authors Malmelin and Villi (2017), state that brands today direct the demand for advertising space for digital platforms and have reduced investment in conventional media, because effectively the affluence to new platforms has grown exponentially in recent years.

In the view of authors Kind and Koethenbueger (2017), the adaptation of products to digital format is characterized as an extremely beneficial opportunity for organizations, because it allows a significant increase in the efficiency ratio of a company, thus some differences between digital media and traditional media can be identified.

First of all, because it allows an optimization in terms of costs, because although the first unit of a product is quite expensive, it has a high volume of costs in terms of creation and development, something that is impossible to avoid, because it is necessary to invest in research and product development departments in order to successfully adapt to digitalization, the subsequent units will have an irrelevant cost, because the production costs are significantly lower (Kind and Koethenbuerger, 2017).

Secondly, because digitalization combined with globalization allows the same product to be sold across borders with quite insignificant costs, especially when compared with previous times when distribution costs were a factor that discouraged the export of products, thus the platforms allow to reduce this cost and operate the transaction of products to other countries (Kind and Koethenbuerger, 2017).

Additionally, authors Sridhar and Fang (2019), argue that digitization offers organizations the ability on the one hand to increase their number of new customers and also potential customers, and on the other hand to be more likely to be able to implement more effective retention policies, thereby achieving greater consumer loyalty, something that becomes quite important in the long term.

Indeed, through digital tools it is possible to obtain information about customers, thus being able to identify what their behaviors are, that is, it is possible to execute consumption forecasts and identify which products should be sold to certain groups of customers, segmenting consumers and identifying groups that have similar needs and therefore seek the same products (Sridhar and Fang, 2019).

In fact, according to Liu *et al.*, (2018), the main challenge associated with market segmentation is to have the ability to identify consumption patterns within society. The authors argue that the starting point for an effective segmentation is to be able to aggregate consumers by their preferences and then offer products that meet these same previously identified preferences.

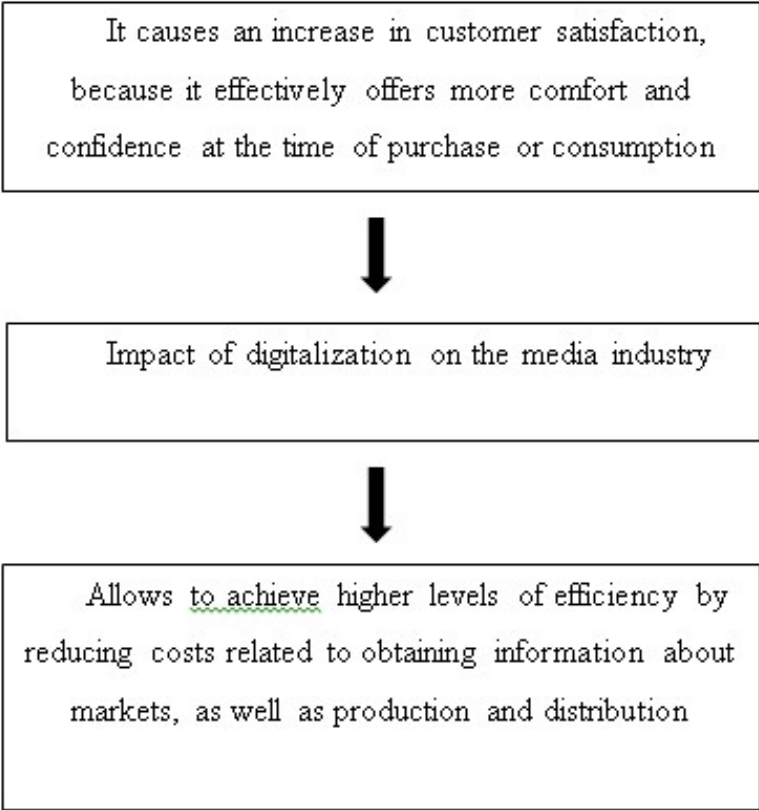
Additionally, the authors Goldfarb and Tucker (2019), identify five benefits associated with digital transformation. Firstly, it is possible to notice a sharp reduction in search costs, not only for producers, who are easily able to inform themselves about their competitors, but also for consumers, who are more easily able to compare different offers through platforms that are created for this purpose (Goldfarb and Tucker, 2019).

Secondly, as also mentioned by authors Kind and Koethenbuerger (2017), it is possible to reduce the marginal costs associated with production, that is, even if the first unit involves a lot of costs at the level of creation and development of products, later the production costs of

digital products will be insignificant when compared to conventional means of production, being abolished several costs associated with production.

Thirdly, digitalization allied to globalization has the inherent characteristic of eliminating the transportation costs of products, that is, the transportation cost of a digital product does not represent any cost (Goldfarb and Tucker, 2019). Thus, the ease with which a company can distribute its contents and products has increased significantly compared to before (Goldfarb and Tucker, 2019). Similarly, from the consumer's point of view, the fact that there are no transportation costs leads to a significant increase in the ease of purchasing the products when they are produced digitally, leading to an increase in the volume of consumption by customers as well (Goldfarb and Tucker, 2019).

Figure 1- Advantages of adhering to digitalization



Source: Elaborated by the author, based on Goldfarb and Tucker (2019)

Subsequently, digitalization made it possible for customers to follow the production and distribution of their products (Goldfarb and Tucker, 2019). Indeed, through applications and

digital platforms, consumers can, for example, follow the path of a distributor (Goldfarb and Tucker, 2019). Note as an example, the digital platforms that are in charge of making the distribution of food from restaurants to the homes of consumers, where they have the possibility to follow the status of their order, not only from the moment it is being produced, but also until the moment when the journey from the restaurant to the place of delivery is underway (Goldfarb and Tucker, 2019).

Finally, Goldfarb and Tucker (2019), argue that digitization increases security in terms of product quality, since the platforms have space to receive criticism and praise from consumers. Thus, consumers feel more comfortable during the purchase process and producers feel the need to raise the bar in terms of quality, in order to achieve a better positioning and offer than their competitors (Goldfarb and Tucker, 2019).

Consequently, it is possible to conclude that the digital transformation has not only increased the efficiency levels of organizations, but has also changed the way consumers access content, making it easier and, above all, more customized for specific customer groups (Goldfarb and Tucker, 2019).

However, it is possible to conclude that digitization can have a reverse effect on an organization, causing a negative impact. Indeed, the authors Sridhar and Fang (2019), argue that companies often try to enter the digital market when they do not have the essential tools at their disposal. In this sense, it is essential that when organizations want to introduce themselves in digital markets they have at their disposal human resources, i.e. professionals with skills in the area of technology and who actually understand the dynamics of the platforms and, on the other hand, financial resources that allow access to effective technologies (Sridhar and Fang, 2019).

Additionally, Sridhar and Fang (2019) share the philosophy that if an organization fails to establish a beneficial fit with the digital world, it may feel the impacts at the level of conventional distribution channels, generating a drop in revenue in the company. Thus, it is possible to conclude that adapting to digitalization can be very beneficial for an organization that wants to innovate its processes, however, it is essential that there is previous work, i.e., an internal preparation in order to take advantage of the exponential digital transformation (Sridhar and Fang, 2019).

2.3 Change of hearing

Deuze (2016), states that today, due to the digital transformation that has occurred over the past few years, the media have a totally different paradigm and people beyond the activities they previously practiced, have at their disposal a new additional range. In fact, consumers have the possibility to react to publications within platforms, to be able to share content that they find interesting, and it is also possible to connect with people from all over the world with an ease that previously did not exist (Deuze, 2016).

Similarly, according to Robinson (2017), the range of options for a media consumer today is much more diverse, effectively on the one hand it is possible to resort to media classified as traditional, such as television, radio and newspapers in paper format. On the other hand, there is also the possibility of consuming media in a digital way, that is, using the internet to access content (Robinson, 2017).

On the other hand, it is also fundamental to observe demographic trends today, and according to Jones and Kang (2019), the generation known as the millennials have the particularity of standing out as the main target for digital platforms, since they are the ones who are most interested in new technologies and on the other hand have a high capacity of influence within their generation, often using social networks with the same purpose.

In fact, this consumer segment is characterized as the one that most connects with platforms as social networks, through which they can influence other consumers (Jones and Kang, 2019). In this sense, it is essential to understand the motivations of this generation and develop procedures to meet their needs and at the same time mechanisms to generate a sense of pleasure from these consumers with the platforms (Jones and Kang, 2019).

Additionally, according to Malmelin and Villi (2017), media content is increasingly being produced not only by industry professionals, but also by people outside the industry, that is, people who act on their own and are currently responsible for providing information, namely through platforms, communities, private blogs, among other channels. In this way, the audience is no longer just a receiver of the transmitted message, but rather is responsible for content creation (Malmelin and Villi, 2017).

Indeed, according to Bakker (2014), due to the increased power of the audience and the existing interaction between producer and consumer, a new task has been created within the industry that includes community management, namely the audience, thus being fundamental for companies to create and maintain a healthy relationship with consumers. In this sense, other authors share the philosophy that it is very important for consumers to be pleased with

the content made available, bearing in mind that a significant part of them will be able to later transmit their satisfaction to other clients (Singer, 2014; Villi, 2012).

Thus, according to Malmelin and Villi (2017), consumers will be able to foster and leverage the creation of value for media professionals, however, due to the increased importance of the client and its ability to influence the success of a media company, care must be increased.

In addition, due to the numerous consumer choices, authors Webster and Ksiazek (2012) argue that society now has much more control over which media categories it wants to consume and can more easily filter out content that does not interest them and only consume more segmented content.

Consequently, Malmelin and Villi (2017), argue that investments in marketing within the media industry, especially by having the ability to increase the value of content offered is understood as an investment with the aim of managing relationships with customers, because it is effectively an industry in which the customer increasingly positions itself as someone who interacts with producers and is an important factor for the success of a particular platform.

In short, today consumers play a key role in the success of a company that is inserted in the media industry, and the way organizations manage to position themselves in the minds of consumers is a key factor to increase their success and, consequently, to achieve the desired levels of profitability (Malmelin and Villi, 2017; Bakker, 2014).

2.4 Theoretical approach

After an analysis of the literature review throughout Chapter II of this study, several philosophies and points of view exposed by the authors emerged. Consequently, the theoretical approach intends to study and investigate the theories defended by the authors and, later, to infer whether the present study converges or diverges with those opinions.

In order to seek answers to the existing doubts, three research questions were identified, the objective of which is to deepen the research conducted throughout the literature review.

Therefore, first of all, it is important to analyze the variation in media consumption over the last years. For this, it is necessary to think about a consumption style evidenced by Deuze (2016) that previously did not exist, the so-called involuntary consumption. This consumption is characterized by the fact that it is not the consumer who looks for the content, but the

brands who look for their consumers and make their products available directly on the mobile devices of the population.

On the other hand, according to Sun (2014), the fact that there is a greater variety of platforms providing content, and because these are constantly growing, it is possible to notice a high consumption of media, not being the consumption only concentrated on a particular platform. This causes high consumption by the population.

Therefore, the first question that arises is to carry out an analysis of media consumption by the population. In this sense it is important to understand if the media consumption has really increased over the last years, and if this consumption is partly carried out involuntarily, that is, a consumption in which it is not the consumer who looks for a certain content on a voluntary basis, but through notifications that are received on their digital devices.

Below are the benefits that digitalization can bring to the media industry. In fact, digitalization causes numerous improvements not only on the media, but also on entrepreneurs. In this sense, the authors Goldfarb and Tucker (2019) defend that the digitalization allied to the increasing globalization has in an inherent way the characteristic of eliminating the costs of transporting the products, facilitating the export between countries.

Consequently, the ease with which a company can distribute its contents and products has increased significantly compared to before. Similarly, from the consumer's point of view, the fact that there are no transportation costs leads to a significant increase in the ease of purchasing the products when they are produced digitally, leading to an increase in the volume of consumption by customers as well.

Secondly, it is possible to reduce the marginal costs associated with production, that is, even if the first unit involves a lot of costs at the level of creation and development of products, later the production costs of digital products will be insignificant when compared with conventional means of production, being abolished several costs associated with production, consequently it will be possible to practice more competitive prices. Thus, the second issue is related to the benefits that digitalization brings to the media.

Next, the importance that consumers have within the media industry will be analyzed. In fact, according to Bakker (2014), it is now essential to create a good relationship with customers, as the audience is an essential factor in the success of a brand. Indeed, it is very important for brands to be able to please their customers, because later they have the ability to share their opinion and therefore influence other potential consumers (Singer, 2014; Villi, 2012).

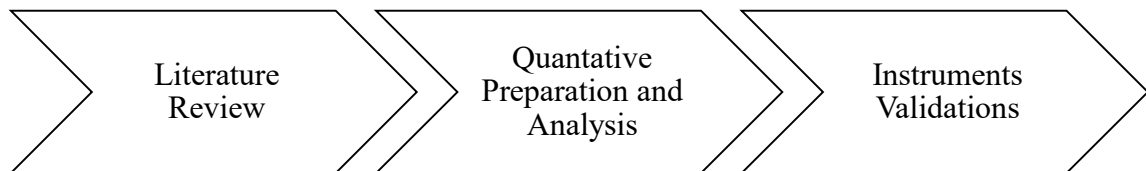
Likewise, it is very important to ensure that consumers are pleased with the content made available, bearing in mind that a significant proportion may later convey their liking or, on the contrary, dislike to other customers and this will influence their decision. (Singer, 2014; Villi, 2012). Therefore, the third research question intends to study the importance of consumers in a digital scenario.

3. Methodology

3.1 Research Model

Regarding the methodology used in this article, a quantitative analysis was chosen. Due to the fact that the main target to be studied are the media consumers, in a scenario of digital transformation, the sample is composed of random elements. Additionally, in order to design a research strategy, it is necessary to take into consideration the following figure, which identifies which steps were implemented throughout the study.

Figure 3 - Research model



Source: Author's elaboration

In the research data of the present study, the data collected was processed and the Statistical Package for the Social Science (SPSS) software was used. Statistical techniques were used in order to answer the research questions, using the analysis of relative frequencies in order to look for points of difference in relation to chapter II and in the same way, an inferential analysis through *Spearman's* non-parametric correlation test that is characterized by measuring the degree of association or mutual linear relationship between two ordinal variables or without normal distribution.

The correlation coefficient lies in the $-1 \leq r \leq 1$. The negative sign of the correlation means that the variables varied in the opposite direction, that is, the higher categories of one variable were associated with lower categories of the other variable.

According to Marôco (2018), when the coefficient presents negative values, it means that the variables analyzed vary in the opposite direction, that is, the higher the values of a variable are, the lower those of the variable that correlates with it and vice-versa. The more the correlation coefficient values are close to the extremes, the greater the association between the variables under study. However, when the coefficient presents a positive value, the behavior of the variables is in the same direction. For all tests a significance level below 0.05 was used.

The following table summarizes the origins of this study. In the first column it is possible to observe which are the objectives of the study, in the second column which are the research questions, both of which originated from the literature review presented along chapters two and three. Finally, the third column aims to indicate which authors gave origin to the respective study objectives and research questions. The structure of the table understands that from each study objective one or more research questions are derived.

Table 1. Objectives of the study

Objective	Research Questions	Bibliographical Review	Survey questions
OBJ 1: To study the Media industry in a context of digital transformation	(Q1) Media consumption has increased over the last few years.	Sun (2014); Deuze (2016)	P 1 - In the last years there have been many platforms supplying content. What is the impact of this change regarding the frequency with which, voluntarily or involuntarily, you receive notifications and content, in other words, you consume media?
	(Q2). How does the media industry benefit from digitalization?	Goldfarb and Tucker (2019)	P 2 - Do you consider that digitalization has facilitated the process of globalization and digital Entrepreneurship, in the sense that it allows acquiring products from other countries more easily? P 3 - How do you classify the prices of digital products, comparatively to the most traditional ones?

OBJ 2 Characterization of consumers, that is, the audience in a digital scenario.	(Q3) The importance of consumers has increased significantly in recent years.	Bakker (2014) Singer (2014) and Villi (2012)	Q 4 - What is the impact of customer criticism pages on your purchase decision? P 5 - Do you feel that the platforms currently have more attention, as far as client management is concerned?
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Source: Author's elaboration

3.2 Characterization of the sample

In the descriptive analysis of the results, the sample is characterized, proceeding initially to the quantitative descriptive analysis (table 2). In the study 127 respondents participated, of which 58 (45.7%) are female and 69 (54.3%) male. Regarding the age of the respondents in the study we have 64 (50.4%) aged between 19 and 24 years, 32 (25.2%) aged between 25 and 35 years, 14 (11.0%) aged between 36 and 50 years, 11 (8.7%) aged between 51 and 65 years and 6 (4.7%) aged over 66 years.

As far as qualifications are concerned, it can be seen that 2 (1.6%) have basic education, 16 (12.6%) secondary education and 109 (85.8%) higher education. Finally, with regard to the profession of the respondents, 36 (28.3%) are students, 58 (45.7%) workers, 24 (18.9%) worker/student, 7 (5.5%) retired and 2 (1.6%) unemployed.

Table 2. Sociodemographic characterization of the sample

(N=127)

		N	%
Gender	Female	58	45.7
	Male	69	54.3
Age	Between 19 and 24 years	64	50.4
	Between 25 and 35 years	32	25.2
	Between 36 and 50 years old	14	11.0
	Between 51 and 65 years old	11	8.7
	≥ 66 years	6	4.7
Academic qualifications	Basic Education	2	1.6
	High School	16	12.6
	Higher Education	109	85.8
Profession	Student	36	28.3

Worker	58	45.7
Worker/Student	24	18.9
Retired	7	5.5
Unemployed	2	1.6

Source: Author's elaboration

4. Presentation and discussion of results

4.1. Media consumption has increased over the past few years

Through an analysis of the results of the sample (table 3), it is possible to understand that it converges with the opinion of the authors Deuze (2016) and Sun (2014). In fact, 99 (77.9%) of the respondents are at the top of the table, indicating that media consumption, not only voluntary but also involuntary, has actually increased over the last few years. In contrast, only 12 (9.4 %) of respondents stated that their media consumption has decreased over the last few years.

Table 3. Variation of media consumption

		n	%
In recent years there have been many platforms providing content. What is the impact of this change with respect to the frequency with which, voluntarily or involuntarily, you receive notifications and content, i.e., you consume media?	1 Decrease the frequency	7	5,5%
	2	5	3,9%
	3	16	12,6%
	4	47	37,0%
	5 Increases the frequency	52	40,9%

Source: Author's elaboration

Additionally and in order to verify if there is a relationship between age and the amount of media consumed, the Spearman correlation test was applied to measure the degree of association and relationship between the variables (table 4). It is possible to verify that there is a statistically significant negative relationship between age and the amount of media consumed ($r_p = -.280$; $p = .001$), which means that as the age of respondents increases, the amount of media consumed is smaller. Thus, it is possible to observe that the consumption of media has increased over the last few years, with the younger population being mainly responsible for this increase.

Table 4: Variation of media consumption by age group

	r	Age
In recent years there have been many platforms providing content. What is the impact of this change with respect to the frequency with which, voluntarily or involuntarily, you receive notifications and content, i.e., you consume media?	sp	280**
	p	.001

** $p \leq .01$

Source: Author's elaboration

4.2. How does the media industry benefit from digitalization?

In order to analyze the benefits that the digitalization of the media causes on the population, it was possible to verify a convergence with Goldfarb and Tucker (2019) (table 5), who affirm that the digitalization allied to the globalization allows to increase the exportation of products between countries. In fact, as can be seen in table 8, 121 (95.2%) maintain that digitalization has facilitated the globalization process, because it is now simpler to purchase products from other countries, when compared to before.

Table 5: Benefits of digitalization over globalization

	N	%	
Do you think that digitalization has facilitated the process of globalization and digital entrepreneurship, in the sense that it allows you to purchase products from other countries more easily? *	1 totally disagree	1	0,8%
	2	0	0,0%
	3	5	3,9%
	4	22	17,3%
	5 fully agree	99	78,0%

Source: Author's elaboration

Likewise, the results of the sample regarding the prices of digital products, (table 5) also meet what was defended by the authors Goldfarb and Tucker (2019). In fact, 81 (63.8 %) of the sample result agrees that the prices of digital products are more competitive, while only 3 (2.4 %) argues that prices are less competitive, the remaining sample results being neutral in this respect.

Table 5. Price competitiveness of digital products

		N	%
How do you classify the prices of digital products compared to more traditional ones? *	1 Less competitive	1	0,8%
	2	2	1,6%
	3	43	33,9%
	4	49	38,6%
	2 More competitive	32	25,2%

Source: Author's elaboration

Consequently, it is possible to conclude that digitization has the capacity to generate several benefits as far as the media industry is concerned, not only by facilitating the process of exporting products and content between countries, fostering globalization, but also by allowing the reduction of prices, when marketed in digital format, instead of a more traditional format.

Next, this study aimed to analyze if there was any relationship between the benefits that the media bring to society and the age of respondents. For this purpose, the Spearman correlation test was used to measure the degree of association and relationship between the variables (table 6). It is observed that there is no statistically significant relationship between age and the benefits that digitalization can provoke on Globalization. ($r_p=0.001$; $p=0.998$). In the same way, it is observed that there is no statistically significant relationship between age and product price competitiveness ($r_p=0.062$; $p=0.489$). Thus, it is possible to understand that the benefits of digitalization on the media are transversal to all age groups of this sample.

Table 6. Spearman's correlation between age and opinion regarding the prices of digital products

		Age
Do you think that digitalization has facilitated the process of globalization and digital entrepreneurship, in the sense that it allows you to purchase products from other countries more easily?	rsp	.001
	p	.998
How do you classify the prices of digital products compared to more traditional ones?	rsp	.062
	p	.489

Source: Author's elaboration

3.3 The importance of consumers has increased significantly in recent years

3.3.1 Consumers have the ability to influence other customers

In order to analyze the ability of consumers to influence their purchasing decision, (table 7) it can be seen that 91 (71.6 %) admit that customer criticism pages influence their purchasing decision, while only 23 (18.1 %) responded that they would not be influenced by other consumers. Thus, it can be concluded that the result of the sample coincides with the opinion of the authors Singer (2014) and Villi (2012) when they argue that consumers have influence on the success of a brand.

Table 7. Consumer Influence

		n	%
What is the impact of customer reviews pages on your purchasing decision? *	1 Not significant	20	15,7%
	2	3	2,4%
	3	13	10,2%
	4	47	37,0%
	5 Very influential	44	34,6%

Source: Author's elaboration

In order to verify if there is a relationship between the impact of the client reviews pages and age, the Spearman correlation test was applied to measure the degree of association and relationship between the variables (table 8). It is observed that there is a negative, statistically significant relationship between the impact of client review pages and age ($r_p = -.423$; $p = .001$), which means that as the age of respondents increases, the influential power of review pages is smaller.

Table 8. Spearman's correlation between the influence of client reviews pages and age

	Age
What is the impact of customer reviews pages on your purchasing decision?	$r_{sp} = -.423^{**}$ $F = .001$

** $p \leq .01$

Source: Author's elaboration

6.3.2 Consumers have a special treatment when compared with before

The sample's opinion on the fact that companies are concerned with customer management and creating a good relationship with their consumers was analyzed (table 9). After the analysis it is possible to notice that 89 (70 %) of the respondents agree that there is a greater care with customer management, as opposed to only 15 (11.8 %) of the respondents disagree that the platforms have more attention with regard to customer management.

Consequently, it can be seen that the sample result is in line with what was advocated by the author Bakker (2014), and it is possible to conclude that the importance of consumers has led brands to pay more attention to the fact that it is essential to create and maintain a good relationship with their customers, something that companies try to achieve through consumer management measures.

Table 9. Concern with customer satisfaction

		n	%
	1 Do not agree	1	0,8%
Do you feel that platforms currently have more attention when it comes to customer management? *	2	14	11,0%
	3	23	18,1%
	4	53	41,7%
	5 I totally agree	36	28,3%

Source: Author's elaboration

In order to verify the relationship between client management on the platforms and age, the Spearman correlation test was applied to measure the degree of association and relationship between the variables (table 10). It is verified that there is no statistically significant relationship between client management on the platforms and age ($r_p = -.081$; $p = .363$). Therefore, the age range of the sample result is not a factor to be taken into consideration when one intends to analyze the care of the brands, as far as customer management is concerned.

Table 10. Spearman correlation between platform and age client management

	Age
Do you feel that platforms currently have more attention when it comes to customer management?	r = .081 F = .363

Source: Author's elaboration

5. Conclusion

The main objective of the research was to understand how the media can and should adapt to a scenario of digital transformation. After analyzing the study throughout the literature review, as well as the answers to the research questions, it was possible to draw some final considerations and meet the proposed objectives.

This study concluded that media consumption has increased significantly over recent times, as most respondents agree that the consumption of media content has grown considerably, particularly involuntary consumption, i.e. where it is not the consumer looking for a content, but the opposite. This increase in consumption can and should be seen as an opportunity for brands, as the traffic on digital platforms is increasing.

Further on, when asked about the benefits that digitization could generate, the respondents agreed that in a perspective of price reduction and facilitation in the import and export of products between countries, digitization is an added value. Thus, it is possible to observe that in fact digitalization has the ability to facilitate the purchase process for customers, while allowing them to make more economical choices, which consequently generates greater satisfaction for customers and an increase in their purchasing power.

In addition, the importance of consumers for brands was studied. To this end, the questionnaire aimed to understand whether respondents would allow themselves to be influenced by the pages of criticism from other customers. The majority of the sample answered that they would let themselves be influenced and that their decision to buy could be changed depending on other people's comments. However, the sample's opinion varies according to the age of respondents, with older people being less influenced than younger people.

On the other hand, when asked about the concerns platforms have regarding customer management, the majority of the sample shares the idea that it is currently more common for platforms to be more concerned with pleasing customers, because brands have the perception

that customers when satisfied can equally influence others and exponentially increase the consumer network of a given platform.

This research aims to contribute to deepen the study related to the digitalization of the media. The content of the literature review throughout Chapter II was substantiated and discussed throughout Chapter IV, where the results of the sample were presented and discussed. Although it was concluded that in some questions the opinion of the respondents did not match what was defended by the authors, a large part allowed to sustain what was concluded by them.

Then, in the quantitative analysis carried out it is possible to observe that there are differences between the ages of the respondents. Thus, and in a scenario where segmentation is assumed as a critical success factor for the media industry, it may be relevant to take into account that people's opinions differ greatly according to the age group in which they are inserted. Thus, it is fundamental to ensure that the techniques of attracting and also retaining clients are correctly adapted to the target consumer group.

Additionally, the study allows new questions to be formulated to be studied in this field, since the present theme has the characteristic of being constantly changing, mainly due to the fact that it is quite a lot.

The limitations of the study are that the selected sample is reduced. This is due to the fact that the respondents were selected according to some previously defined requirements. In this way, it was possible to avoid responses that did not allow conclusions to be drawn, while the participants are mostly people who are interested in the selected topic.

Finally, and in order to share a suggestion for future research, it would be interesting to extend the study to other countries. In this way it would be possible to understand if people's opinion on the themes approached follows the same line of thought throughout different countries and cultures.

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Annex A - Questionnaire

Q(1) - What is your gender? Male or Female

Q(2) - What is your age group? Under 18. Between 18 and 24. Between 25 and 35. Between 36 and 50. Between 51 and 65. Over 65.

Q(3) What are your educational qualifications? Basic education. Secondary Education. Higher Education

Q(4) What is your Profession? Student. Worker. Student/Worker.

Q (5) - In recent years there have been many platforms providing content. What is the impact of this change regarding the frequency with which you voluntarily or involuntarily receive notifications and content? Scale from 1 to 5 (1 - Decreased frequency, 5 - Increased frequency)

Q (6) - Do you consider that you have perception regarding the amount of media that you consume daily, even if involuntarily? Multiple Choice (No, Yes, 1 to 2 hours; Yes, 2 to 4 hours; Yes, 4 to 6 hours; Yes, more than 6 hours)

Q (7) - Do you think digitalization has facilitated the process of globalization and digital entrepreneurship, in the sense that it allows acquiring products from other countries more easily? Scale from 1 to 5 (1 - I don't agree, 5 - I totally agree)

Q (8) How do you classify the prices of digital products compared to more traditional ones? Scale from 1 to 5 (1 - Less competitive, 5- More competitive)

Q (9) - What is the impact of customer criticism pages on your purchase decision? Scale from 1 to 5 (1 - Not significant, 5 - Very influential)

Q (10) - As a content consumer, do you feel that currently, due to your ability to react to publications and share your opinion more easily, you have greater power within the platforms? Scale 1 to 5 (1 - I do not agree, 5 - I totally agree) - This question is to be taken out

Q (11) - Do you feel that the platforms currently have more attention, as far as customer management is concerned? Scale from 1 to 5 (1 - I do not agree, 5 - I totally agree).

Q (12) - What is the importance for you of a brand to take care of customer management and worry about your satisfaction? Scale from 1 to 5 (1 - It is not important, 5- It is a differentiation factor)

Q (13) - How do you rate the evolution of content segmentation over recent times? Do you feel that nowadays you can access contents in a more segmented way when compared to before? Scale from 1 to 5 (1 -No, not at all, 5 - Yes, totally)