

Adaptation Strategies of Thai Newspaper Organizations in the Digital Age: A Qualitative Study

กลยุทธ์การปรับตัวขององค์กรหนังสือพิมพ์ไทยในยุคดิจิทัล: การศึกษาเชิงคุณภาพ

Worawudh Phakdiburut¹
Jitraporn Suthivorasath²

Article History

Received: October 31, 2017
Revised: September 20, 2018
Accepted: October 1, 2018

Abstract

This research article is a qualitative study aiming at investigating the adaptation strategies of Thai newspaper organizations in the digital age. An in-depth interview was used to collect data from 25 key informants who were the executives, editors, assistant editors, and reporters as a “journalists” in Thai newspaper organizations. To analyze, qualitative data was categorized systematically and using the analytical induction technique. The research findings revealed that the main adaptation strategies of Thai newspaper organizations were (a) organizational re-structuring, (b) working process improvement, (c) content provider, (d) using social media technology, (e) professional training and development, and (f) response to the audience’s behavior and needs.

Keywords: *Adaptation Strategies, Thai Newspaper Organizations, Digital Age*

บทคัดย่อ

บทความวิจัยนี้เป็นการศึกษาเชิงคุณภาพซึ่งมีวัตถุประสงค์เพื่อศึกษา กลยุทธ์การปรับตัวขององค์กรหนังสือพิมพ์ไทยในยุคดิจิทัล เก็บรวบรวมข้อมูล โดยใช้การสัมภาษณ์เชิงลึกกับผู้ให้ข้อมูลหลักจำนวน 25 คน ได้แก่ ผู้บริหาร บรรณาธิการ ผู้ช่วยบรรณาธิการ และผู้สื่อข่าวในฐานะ “นักหนังสือพิมพ์” ของ องค์กรหนังสือพิมพ์ไทย วิเคราะห์ข้อมูลเชิงคุณภาพโดยการจัดหมวดหมู่ข้อมูล และตีความสร้างข้อสรุปเชิงอุปนัย ผลการวิจัยพบว่า องค์กรหนังสือพิมพ์ของ

¹ Ph.D. student, The Graduate School of Communication Arts and Management Innovation, National Institute of Development Administration, E-mail: worawudh@hotmail.com

² The Graduate School of Communication Arts and Management Innovation, National Institute of Development Administration, E-mail: jitraporn.s@nida.ac.th

ไทยมีกลยุทธ์การปรับตัวในยุคดิจิทัล ดังนี้ 1) การปรับโครงสร้างองค์กร 2) การปรับปรุงกระบวนการทำงาน 3) การเป็นผู้จัดทำเนื้อหา 4) การใช้เทคโนโลยีสื่อสังคมออนไลน์ 5) การฝึกอบรมและพัฒนาบุคลากร และ 6) การตอบสนองต่อพฤติกรรมและความต้องการของผู้รับสาร

คำสำคัญ: กลยุทธ์การปรับตัว องค์กรหนังสือพิมพ์ไทย ยุคดิจิทัล

Introduction

The advance information and communication technologies (ICTs), which have progressed as part and parcel of the rise of the internet and social media, have an impact on human way of life. Today's world and Thai society have entered the digital age, affecting the changing media landscape. The emergence of new media makes mainstream media or media organizations adapt their operations or change their organizational management to keep pace with changes to survive the competition, hoping that it can reach the audience or consumers who have the power to choose more variety of media channels.

In the context of economic and business competition, the newspaper organization is a media-press business organization that is exposed to pressures from various effects inevitably. Moreover, the newspaper must compete with other newspapers. As a result, newspaper organizations had to adapt to changing circumstances for surviving and expanding market share as much as possible. Therefore, organizational adaptation is a particularly important factor for the organizational survival in today's world of globalization. Successful organizations must be able to adapt to the environmental change and to handle the impact on the operation of the firms, their competitors, and customers. Many firms need

competitive advantage over their rivals when their profitability is greater than the average profitability of all companies in the industry (Hill & Jones, 2008). Moreover, the main challenge for business strategy is to find a way of achieving a sustainable competitive advantage over other competing products and firms in a market. However, if the newspaper organization does not adjust to change, it may face business problems and cannot survive the competition and the effects of changes in the business environment, both inside and outside the organization. This condition causes a recession in the organization, which is called an organizational decline (Daft, Murphy, & Willmott, 2017).

The problem of newspaper business appeared long ago since 1997, when Thailand faced serious economic crisis. The impact on the operation of the newspaper business caused many changes such as the shutdown of newspaper, recruiting no additional staff, or organizational downsizing by firing employees (Editorial board, Rajadamnern Booklet, 2016). For instance, Banmuang Newspaper, Navakit Co.,Ltd. announced the end of newspaper production and laid off employees effective on January 1, 2017 onwards. Newspaper business is affected by economic and technological change, resulting in an income decrease as illustrated in the Table 1:

Table 1 The Turnover of Thai Newspaper Organization in 2016

Company	Newspaper	Total Receipts	Profit (Lost)
1. Watcharapol Co., Ltd.	Thairath	Baht 3,904 million (Compared to last year Total revenue decreased 12.3%)	Net profit of Baht 1,456 million (compared to last year) Net profit fell 11.6%)
2. Siam Sport Syndicate PCL	SiamSport	Baht 1,783 million (down 13%)	Net loss of Baht 51 million (net loss decreased by 57.1%)
3. Post Publishing Public Company Limited	Bangkok Post, Post Today and M2F	Baht 1,757 million (down 4.7%)	Net loss of Baht 253 million (net loss increased by 75.2%)
4. Si Phraya Printing Co., Ltd.	Daily news	Baht 1,347 million (down 18%)	Net profit was Baht 32 million (net profit down 49.9%)
5. Matichon Public Company Limited	Matichon, Kawsod, Prachachart Durakit	Baht 789 million (down 18.2%)	Net loss of Baht 87 million (319.4% increase in net loss)
6. Nation Multimedia Group PCL	Kruntap Durakit, Kom chad luek, The NATION	Baht 660 million (down 4.3%)	Net profit of Baht 51 million (net profit down 12%)

Source: Editorial Board, Ratchadunnern Booklet (2016)

Newspaper organizations need to be tuned to use digital technology in their operations on new production and reporting. They encourage readers to receive information and news without having to rely on or wait for the newspaper, paper or hard-copy media. Since digital technology is currently playing a significant role in communicating and disseminating news and information to the public, Thai newspaper organizations are therefore struggling to adapt themselves by using new technologies to run the news working. This paper studied adaptation strategies of Thai newspaper organizations in the digital age where the society is driven by

new media and digital technology affecting the changing media landscape. The emergence of new media such as the internet and social media makes media organizations adapt their operations or change their organization to keep pace with changes to survival.

It is well known that people and society as well as organizations are greatly affected by digital technology, and various Thai organizations including newspaper organizations have to adapt to the changing environment. Therefore, an organizational adaptation is a particularly important factor in order that newspaper organizations can survive successfully. In

organizational management, a successful organization must be able to adapt to the environmental change and to handle its impact on the operation of the organization, its competitors and its customers. Many organizations need competitive advantage over its rivals when its profitability is greater than the average profitability of all organizations in its industry (Hill & Jones, 2009).

As Thai newspapers are operated as a mainstream media organization, they are inevitably pressured and challenged by external factors. They also have to compete with other media organizations and competitors in the market. Furthermore, a number of studies on the adaptation of newspaper organizations were found, Pornvasin (2015), for example, explored the business adaptation of Nation Multimedia Group in the digital media era. Pornvasin and Srisarakham (2013) examined the strategy of media organization adaptation to convergent editorial in the case of Nation Group, Daily News, and the Group of Managers. Besides, Kongpradit (2014) investigated the adaptation of the medium-sized newspapers, under the changing technology. This review led to this research article that investigated the adaptation strategies of Thai newspaper organizations in the digital age. The study contributes to expand a knowledge on adaptation strategies of Thai newspaper organizations in the age of technological change.

Research Objective

This qualitative study aimed to investigate the adaptation strategies of Thai newspaper organizations in the digital age.

Literature Review

To provide a framework of the study, the organizational theories and related concepts and literature including organizational adaptation and newspaper organizations as mass media organizations were reviewed.

Organization must adapt to the environmental change. Miles and Snow (2003) pointed out that organizational adaptation is a complex and dynamic process. It can be broadly conceptualized as a cycle of adjustment potentially requiring the simultaneous solution of three major problems: entrepreneurial (domain definition), engineering (technology), and administrative (structure-process and innovation). The organization will survive and grow to sustainability of success, due to the development and management of the organization in the right direction and timely change of the current situation. The challenge for organizational management is to build organizations capable of creating and delivering value over a sustained period for leading to the sustainability of success (FitzRoy, Hulbert, & Ghobadian, 2012).

As for the concept of newspaper organizations as mass media organizations, the production of news takes place in institutional and organizational settings in which the type of ownership, managerial hierarchies, allocation of resources, available technology, and market considerations influence how news reporter's work. Hence, the kinds of stories they produce will come in the form of news and information. It corresponds to the audience's needs and the public's right to information. (Kung, 2008). This is because most newspaper newsrooms are

structured in the same way. At the top is the editor, whose role changes depend on the size of the paper. For both central and community newspapers, the editor may also be a publishing manager, a reporter, a photographer and an advertising sales person. At a metro, the editor may have nothing to do with the day-to-day editorial process; the managing editor is in charge. There may also be an executive editor above the managing editor, but his or her responsibilities extend beyond the newsroom (Machin & Niblock, 2006).

Methodology

Research design

This research was designed using a qualitative approach, which determining the target group of this study which is the central newspaper organizations in Bangkok area.

Participants and selection procedures

The newspaper organizations were selected by using the purposive sampling which included two categories of five organizations are as follows: 1) the large size included Nation News Network Company Limited (Krungthep Thurakij Newspaper, Kom chad luek Newspaper, The nation Newspaper) ; Vacharaphol Company Limited (Thai Rath Newspaper); Matichon Company Limited (Matichon and Khaosod Newspapers), and 2) the medium and small size are Siam Rath Company Limited (Siam Rath Newspaper), and Sarn Soo Anacote Company Limited (Thai Post Newspaper 2). The participants in this research were 20 key informants who are the executives, editors, assistant editors, and reporters in newspaper organizations.

Research instrument examination

1. Research instrument: The research instrument was the semi-structural interview

which is the opened-questions. The researcher designed the guided questions that were constructed to adhere to the research objectives and were developed from the literature review.

2. Research instrument examination: The guided questions were examined for content and construct validity before data collection. The research tools were presented to three experts for content validity. The questions were corrected as suggested and tried out with three non-sample participants.

Data Collection and Analysis

This research used an in-depth interview technique for data collection. In data analysis, the researcher analyzed the data in the form of information analysis based on Miles and Huberman 's analysis guidelines (1994) with the following steps: 1) the researcher transcribed the complete raw data obtained from the in-depth interview process and reduced the data without significant loss of information; and 2) the researcher analyzed the qualitative data by categorizing data systematically and using the analytic induction approach.

Results

The researcher presents the descriptive results by providing the theme and sub-theme supported with quotations. The findings revealed that there are ten adaptation strategies of Thai newspaper organizations in the digital age. The main adaptation strategies included (a) organizational re-structuring strategy, (b) working process improvement strategy, (c) content provider, (d) using social media strategy, (e) response to the audience's need strategy, and (f) personnel training and development strategy.

a) Organizational re-structuring strategy

Organizational structure is a component of corporate management that has a significant impact on the company's ability, potential and performance. Inappropriate structure may not immediately cause acute problems to the organization, as the organization will often adapt itself and find solutions to specific problems. However, improper structures can hurt the organization more deeply than most people realize. For instance, an improper structure is an obstacle to the procedure, reduces the

satisfaction of the product or service due to the lowered quantity and quality of the work, makes a change in culture and values of the organization. Improper structure may also cause problems in the management of human resources in the organization. Therefore, in the digital era, Thai newspaper organizations have an organizational re-structuring strategy. The adaptation of the organizational structure will enable the organization to survive and grow. An executive said that:

"...The main purpose of newspaper is news production and distribution to general public. However, once the sale volume decreased in half, we must decrease our organization size as well. Our company has re-structured its organization to be ready to move forwards. This strategy allowed us to manage cost reduction..."

(An executive, Nation Multimedia Group Public)

b) Work process improvement strategy

Work process improvement is a vital strategy for achieving the organization goals. Improving work processes will respond to problems, conditions, and the changes that occur within the organization. In business competition, process improvement is the proactive task of identifying, analyzing, and improving upon existing business processes within an organization for optimization.

In operation process, every organizations must develop work processes or quality to survive. Process improvement is an important method in an organization. It leads to quality improvements, service enhancements, cost reductions, and productivity increases of a business activity or process. Many companies embark on a process improvement program in an effort to improve

their operational performance and drive competitive advantage in the marketplace and with other competitors.

Thai newspaper organizations have working process improvement for improving news production and reporting as well as driving competitive advantage in two patterns as follows: b1) working in the pattern of convergence newsroom, and b2) news reporting improvement:

b1) working in the pattern of convergence newsroom

Today, Newsrooms are moving from the single-media to multi-media reporting. An integrated newsroom is to share resources and to manage a multimedia in news production process. An executive stated that:

“...Development of convergence news has served as the center of all media in the organization. Adjusting the style of a convergence newsroom is an important step in the organization’s ability to make the most of the human resources available to the media. The organization does not need to have more journalists as the media increases...”

(An executive, Nation Multimedia Group Public)

b2) news reporting improvement

Reporting news via social media continue to grow, with mobile devices rapidly becoming one of the most common ways for

the public to get news. Social media play an important role for improving news reporting. An executive said that:

“...News reporting using social media in the digital age makes field work more convenient and faster. Social Media applications in news reporting help improve work process. It has been used for the whole process of news, ranging from searching, accessing resources, live news and news updates. (Tweeting news with news links or news video links), as well as interacting with people in different sectors. The ecosystem of news (News Ecosystem), whether consumers, news people from the growing new media, and the journalists have to change the method of working. Moreover, the reporter must improve and enhance the news working skills...”

(An executive, Matichon Public Company)

c) Using social media technology strategy

In digital age, social media are used as an interactive communication tool for various purposes. Social media use web-based technologies, desktop computers and mobile technologies (e.g., smartphones and tablet computers) to create highly interactive platforms

through which individuals, communities and organizations can share, co-create, discuss, and modify user-generated content or pre-made content posted online. Social media are playing a significant role in news reporting platform. An editor said that:

“...From the field reporter, twitter is used to report live political gatherings, combining with Twitter’s use of country leaders. The media in Thailand jumped into social media, especially Twitter and Facebook. Until now social media has become the main platform for coverage of the Thai media just like the mass media around the world...”

(An editor, Nation Multimedia Group Public)

d) Content provider strategy

In digital age, media content plays an important role in many platforms. Content is what the end-user derives value from. In communication studies, “content” refers to the information provided through the media, the way in which the information is presented, as well as the added features included in the media in which that information is delivered to

the audience. Content is at the heart of today’s marketing strategies as businesses use websites and blogs to demonstrate their own expertise. At present, Thai newspaper organizations must develop value or specific “content” that responds to the tastes of the audience and create popularity among audience, as well as to reach a wide target audience. An executive said that:

“...We focus on the body of content, in addition to the news. We have art and culture, history, archeology, literature, technology, folklore, etc. The point is to take this content out to sell, to interest people. Only the core is the content that must be presented to the reader...”

(An executive, Matichon Public Company)

“...We value the content. We focus on the content to offer to consumers, and we may sell overseas...”

(An executive, Nation Multimedia Group Public)

e) Professional training and development strategy

Personnel training and development is a vital component in human resource management focusing on both training employees for their current jobs and developing skills for their future roles and responsibilities. It is one of the key tools in improving employee performance

in organizations, therefore leading to enhanced organizational performance and growth. The result indicated that personnel training and development strategy of newspaper organizations are encouraging journalists to achieve learning objectives in knowledge, skills, and abilities of professional reporters. An executive pointed out that:

“...Developing the personnel in news and reporting is the heart of the media production especially in highly competitive media business. It is essentially important to prepare the readiness of personnel to be the key in mobilizing the organization in order to achieve the goal of the organization. Therefore, the organization has to provide the training courses for their personnel in various fields continuously ...”

(An executive, Siam Rath Company Limited)

f) Response to audience's behavior and needs strategy

Audience is a consumer in today's marketing and communication. A target audience is the intended audience or readership of a message. In newspaper business, it is a particular group of consumers within the predetermined target group, newspaper organization that have a wide target market will focus on a specific

target audience for certain messages to send. Consumer behavior is all about the way people buy and use products and services. Understanding consumer behavior can help a newspaper organization be more effective in news production, designing message, creating new channel development, and every other initiative that may have impact upon the target audience. An executive reflected:

"...Due to the occurrence of various and diverse media in the digital age resulting in the behavioral change of consumers, communication with the targeted audience is more difficult. Therefore, responding to the readers' need is very important. By this reason the newspaper organizations have to focus on delivering news that meet the needs of readers and variety of news coverage, especially the use of social media to deliver fast news and convenient access to information. There is also a periodic survey of the needs of readers or consumers..."

(An executive, Wacharapol Company Limited)

Since audience nowadays engage with social media, newspaper organizations must adapt to the audiences' behaviors that change from passive to active audience which lead to social media engagement. In digital news measurement, audience's social media engagement is measured using the public shares, likes, and comments for an online news. Engagement has historically been a common metric for evaluating social media performance.

Based on the results of the research above, the researchers would like to discuss the results of the research on each following adaptation strategy.

Discussion and Conclusions

In order to generate better understanding, the aforesaid adaptation strategies are discussed in the respective orders as following.

1. Organizational re-structuring strategy

It can be affirming that newspaper organizations are adapting to the changes that are caused by external factors affecting the business of newspaper organizations. The adaptation of newspapers is an attempt to address the changes and business problems faced by newspaper organizations, especially technological changes and behavior of readers or consumers in daily news. According to Mile and Snow (2003), the effectiveness of organizational adaptation hinges on the dominant coalition's perceptions of environmental conditions and the decisions of the management concern how the organization will cope with these conditions. In this study, the organizational adaptation strategy is thus the adaptive management. It can be broken apart into three major problems: entrepreneurial, technology, and administrative

(structure-process and innovation) which the management must continually solve those problems.

The findings reveal that the first adaptation strategy of Thai newspaper is organizational re-structuring strategy. This strategy is related to organizational management of the top manager. Organizational structure is a hierarchy within an organization. It determines how the roles, power and responsibilities are assigned, controlled, and coordinated, and also how information flows between the different levels of management (Daft, Murphy, and Willmott, 2017). Organizational re-structuring is a change, improvement, and development of management styles and systems. To be more effective, managers focus on reorganizing and deploying new human resource management tools including two-way communication between management and employees to create a consistent understanding and to change work behavior, which will affect the work of the organization (Burke, 2013). This research finding was in line with the results of research on Business Adaptation of Nation Multimedia Group in the Digital Media Era by Pornvasin (2015) who pointed out that every affiliate business in Nation Multimedia Group was re-organized at the same time. The editorial staff, the advertising sales department, the marketing department, and the support department were aligned with the way of the whole organization. Such organizational re-structuring was in tune with the rapid change in economic, marketing, technology and audience behavior.

2. Work process improvement strategy

Organizational re-structuring has a relationship with process improvement, and the re-structuring of the organization leads to the process

improvement. Work process improvement strategy of newspaper organizations is significant strategy derived from this research finding. This strategy operates in a newspaper organization which is comprised of various departments such as news department, production department, and shipping departments for presenting the news to the audience quickly. In various operations, the function of the personnel of the organization is to ensure continuous quality. Process Improvement is important in helping organizations to improve their efficiency and effectiveness in the workplace. Work quality is rapid to deliver and to reduce costs in the work process of the newspaper organization specially in the digital age. This research result is consistent with the study of Kerpedzhiev, König, Röglinger, and Rosemann (2017) who explored the business process management (BEM) in the digital age. This study indicated that business processes are becoming data-intensive such that complex and real-time data assessments determine decision-making along business processes, for example, crowdsourcing and crowd solving facilitate resource engagements, allowing for the identification of new or the rapid scaling of external resources. Thus, newsrooms and journalists are also moving from the age of single-media to multi-media reporting. New integrated newsrooms are conceived for exactly this reason, to share resources and to manage a multimedia production process. Changing the single newsroom to convergence newsroom will make the news working process more effective (Nienstedt, Mohl, & Wilczek, 2013).

3. Content provider strategy

The findings also revealed that the adaptation strategy for sustainability of success of Thai newspapers was content provider

strategy. Newspaper business in the digital age, faced not only with the variety of media, particularly the growth of new media, but also the change of consumer behavior. Digital consumers favor creating their own content. This was in line with Gershon (2017) who stated that digital media technology would expand. Finally, consumers also value content. Therefore, major online platforms, including Facebook, YouTube and other social media focus on more effective content, since in this era, “the content is king.” Furthermore, audience behaviors today have changed dramatically. They can create their own content which is in the concept of new media called User Generated Content (UGC). Consequently, any type of content has been created and post there by unpaid contributors or, using a better term, fans. There are many digital forms of content such as pictures, videos, testimonials, tweets, blog posts, and others (Knight & Cook, 2013).

4. Using social media technology strategy

The research results showed that the Thai newspapers use social media as an adaptation strategy for sustainability of success. It is consistent with the 2011 State of the News Media report from the Pew Research Center, indicating that only 40 percent of people got their news from newspapers, compared to 46 percent who got their news online. The 2012 version of the same study found that nine percent of digital news consumers followed news recommendations from social media sources “very often” comparing to the international research. Hermida, Fletcher, Korell, and Logan (2012) reported that social media were becoming a significant source of news for Canadians. Two-fifths of social networking users said they received news from people they

follow on services like Facebook, while a fifth got news from news organizations and individual journalists they followed. Users said they valued social media because it helped them keep up with events and exposed them to a wider range of news and information. The results show that social media plays an important role in the current use of news reporting tools. Hence, Thai newspaper organizations have to use social media technology strategy in news reporting. That is, the social media is not only a channel to publicize news but also a connect with audiences, providing a range of digital mechanisms for users to share and recommend news content (Jones & Salter, 2012).

5. Personnel training and development strategy

The findings also revealed that the adaptation strategy of Thai newspaper was personnel training and development strategy. Due to the importance of human resource development, the strategy thus played an important role in the digital era. As Thai newspaper organizational change caused by the impact of information technology, the business must adapt the personnel training and development in order to keep pace with and be ready to support the changing communication technology, business growth and media organization management at the same time. This result corresponded to Jones and Salter (2012) who stated that in the past, news coverage in traditional news media was always limited by the technical and equipment limitation. In the digital age, the journalists must be trained and developed in many skills in order to be multi-skilled reporters as a matter of “professional journalist” who are able to operate their

skills across platforms. Particularly, they have professional skill of telling a story for many platforms such as internet and social media or can manage a newsroom where journalists are working in different media collaboration (Knight and Cook, 2013).

6. Response to the audience's behavior and need strategy

Finally, the findings revealed that the adaptation strategy of Thai newspapers was the response to the audience's behavior and need due to their behavioral change. Looking at today's changing consumer trends, with the changing technology, and the increasingly complex and specific consumer needs, Thai newspaper organizations attempt to understand and overcome the audience's behavior and need using the strategy which responds to the audience's behavior and need. This finding corresponded to the study of Makesrithongkum and Bunnag's (2014) on the news consumption behavior through Facebook by people of different ages in Thai Society. The results indicated that people of different ages in Thai Society had different behaviors and needs in many channels. The media organizations have to strive to meet different needs in news and in line with consumer's needs. This result also corresponded to Hermida et al (2012) who accounted for news organizations rushing into social media, viewing services like Facebook and Twitter as opportunities to market and distributing content in responsive to the audience's behavior and need.

Recommendations for use in practice and future research

Based on the qualitative study findings, the recommendations of this research include

both the recommendations for use in practice and for further research, which are proposed as follows:

Recommendations for use in practice

1. In organizational management, it was found that the adaptation strategies of Thai newspaper organizations were organizational re-structuring and working process improvement which are related to organization management. Thus, newspaper organizations in Thailand should focus on the structural change and work process improvement.

2. In news production, it was found that the adaptation strategies of Thai newspaper organizations were content provider and using social media strategies. Therefore, newspaper organizations in Thailand should be more inclined to develop content and to develop the content provider business. This performance will keep the newspaper organizations to survival.

3. The results of the research noted that every newspaper organization uses social media technology strategy in news reporting. Thai newspapers organizations should enhance the effectiveness of social media in news working process and use it as a public sphere for connecting to the public. Moreover, they should take advantage of the features of online social media to monitor and evaluate the behavior of their audience.

4. In the audience's behavior and need, it was found that the adaptation strategy of Thai newspaper organizations was in response to the audience's need. This strategy emphasized the importance of the audiences or news consumers. In order to understand the needs among the audience, newspaper organizations should explore the needs and behaviors of

news consumers in order to report news and information that meet the real needs and respond to today's reader behavior.

5. In human resource development, besides organizational development, it was found that the adaptation strategy of Thai newspaper organizations was personnel training and development strategy. This strategy focused on human resource in organizations. Newspaper organizations should hence emphasize the importance of journalist training and development. In particular, newspaper organizations should develop digital skills for journalists and prepare news staff in the future to use digital technology skills as a part of the new production process such as the producing video content, using social media to conduct investigative news, and developing their potential to have multi-skills in the news reporting.

Future research

1. This present research was to investigate only the newspaper organizations as the sender. Therefore, to complete all communication elements related to Thai newspaper organizations in the digital age, the future research should study other elements of communication such as message, media, and audience.

2. This study focuses only on adaptation strategies of Thai newspaper organizations. However, in the digital age, other related issues should also be investigated, such as the development of digital technology in Thai newspaper organizations, the digital infrastructure investment, or the strategies to shape a competitive advantage of Thai newspaper organizations.

Acknowledgement

This research article is partial of the dissertation entitled "An Analytical Study of Factors Affecting Innovative Capability and Adaptation Strategies of Thai Newspaper Organizations in the Digital Age", which was funded by the research fund for dissertation from annual government statement of expenditure, National Institute of Development Administration. The researcher is very grateful.

References

- Burke, W. W. (2013). *Organization change: Theory and practice* (4th ed.). Los Angeles: Sage.
- Daft, R.L. Murphy, J. & Willmott, H. (2017). *Organization theory and design: An international perspective* (3rd ed.). United Kingdom: Cengage Learning EMEA.
- Editorial Board, Ratchadumnern Booklet. (2016). *Newspaper organization's Income in 2016*. Bangkok: Ratchadumnern Booklet.
- FitzRoy, P., Hulbert, J. M. & Ghobadian, A. (2012). *Strategic management theory: An integrated Approach* (2nd ed.). London: Routledge.
- Gershon, R. A. (2017). *Digital media and innovation: Management and design strategies in communication*. Los Angeles: Sage.
- Hermida, A., Fletcher, F., Korell, D., & Logan, D. (2012). Share, like, recommend decoding the social media news consumer. Retrieved June 15, 2017, <https://www.tandfonline.com/doi/abs/10.1080/1461670X.2012.664430>
- Hill, C. W. L., & Jones, G. R. (2009). *Strategic management theory: An integrated approach* (7th ed.). Boston: Houghton Mufflin.

- Jones, J. & Salter, L. (2012). *Digital journalism*. Los Angeles: Sage.
- Kerpedzhiev, G., König, U., Röglinger, M., & Rosemann, M. (2017). Business process management in the digital age. Retrieved May 20, 2010, from <https://www.bptrends.com/business-process-management-in-the-digital-age/>
- Knight, M., & Cook, C. (2013). *Social media for journalists: Principles & practice*. Los Angeles: Sage.
- Kongpradit, S. (2014). *The adaptation of medium sized newspapers in Thailand under technological change: Case studies of siamrath, banmuang, naewna and thairpost newspaper*. Bangkok: Thai Health Promotion Foundation (ThaiHealth).
- Kung, L. (2008). *Strategic management in the media: From theory to practice*. Los Angeles: Sage.
- Machin, D. & Niblock, S. (2006). *News production: Theory and practice*. London: Routledge.
- Makesrithongkum, B., & Bunnag, K. (2014). The news consumer behavior through facebook by people of different ages in Thai society. *Journal of Graduate School, Rajamangala Valayalongkorn Rajabhat University*, 8(3), 230-247.
- Miles, M. B., & Huberman, A. M. (1994). *Qualitative data analysis: An expanded sourcebook* (2nd ed.). Thousand Oaks, CA: Sage.
- Mile, E. R., & Snow, C. C. (2003). *Organizational strategy, structure, and process*. Stanford, Calif.: Stanford University Press.
- Nienstedt, H. W., Mohl, S. R., & Wilczek, B. (2013). *Journalism and media convergence*. Berlin: De Gruyter.
- Pornvasin, A. (2015). Business adaption of nation multimedia group in the digital media era (Master's thesis, University of the Thai Chamber of Commerce).
- Pornvasin, A., & Srisarakarm, S. (2013). Adaptation strategies to convergence newsroom of nation multimedia group, daily news and manager newspaper organizations. Bangkok: Thai Health Promotion Foundation (ThaiHealth).