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## THAI PRINT NEWSPAPERS: ADAPTING FOR SURVIVAL IN THE DIGITAL ERA

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### Abstract

This study investigates the adaptation strategies employed by Thai print newspapers in response to the profound disruptions caused by digital transformation in the media landscape. With the rapid evolution of consumer behavior driven by the proliferation of digital technologies—particularly smartphones, social media, and instant access platforms—traditional print media face significant challenges in sustaining relevance and financial viability. The study focuses on five prominent Thai newspapers—Daily News, Matichon, Siamrath, Thansettakij, and Thai Post—analyzing their adaptation across five core domains: organizational structure, personnel, production tools, content formats, and marketing strategies. Utilizing a qualitative approach comprising documentary analysis and in-depth interviews with key editorial leaders, the research reveals that survival in the digital era necessitates streamlining organizational operations, embracing digital-first workflows, investing in staff retraining for multimedia production, and enhancing technological infrastructure. Strategies such as reducing print circulation, enhancing online presence, outsourcing production, and utilizing data analytics for targeted content delivery were widely observed. Moreover, the newspapers are shifting from traditional advertising revenue models to diversified digital monetization, including social media advertising, partnerships, and online subscriptions. The study also integrates theoretical frameworks such as New Media Theory, Adaptation Theory, and Entrepreneurial Survival Theory to interpret the structural and strategic shifts within these organizations. These findings underscore the need for dynamic adaptability, innovation, and continuous learning to ensure sustainability in an era defined by speed, personalization, and interactive content consumption. The research provides valuable insights not only for media stakeholders in Thailand but also for global media entities facing similar digital disruption challenges.

*Keywords:* Newspaper Industry, Survival Strategies, Adaptation, Sustainability, Print Newspapers.

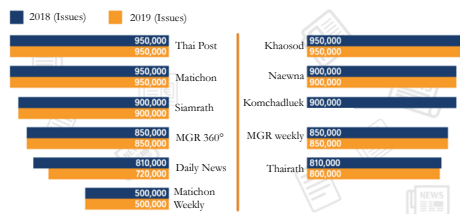
## 1. INTRODUCTION

Contemporary society has undergone swift transformations, and the pervasive use of technology has altered consumer behaviours in the acquisition of news and information. The digital era has emerged as a crucial factor driving technical advancement. The convenient, rapid, and diversified access to news and information via the internet, smartphones, and other technological devices has transformed individuals' daily lives across various dimensions, including work, education, and media consumption. This alteration has impacted various forms of traditional or legacy mass media, including radio, television, and print newspapers. Print newspapers served as a primary medium for providing reliable and comprehensive news and information. Historical print newspapers served not only as news disseminators but also as platforms for public discourse and societal trends. Nonetheless, the swift advancement of digital technology and its growing integration into daily life have posed challenges for traditional media, including intense competition from new media and shifts in consumer behaviour. Furthermore, the accessibility of news via digital platforms such as social media websites or applications has emerged as a significant advantage in attracting additional customers. Digital news and information exhibit a variety of material, presentation styles, and access methods to cater to distinct consumer requirements, including real-time news updates, video formats, and personalised content adaptation. The exigencies of this circumstance have compelled print newspapers to evolve for survival in the digital era (Togawa et al., 2024; Zeng, Huang, & Dou, 2009). The emergence of the internet and digital media has significantly transformed consumer behaviour in information consumption, shifting from traditional printed media to smartphones, PCs, and other mobile devices (Brown, 2007; Lavoie, 2024). Technological advancements have generated new alternatives for consumers in the subsequent news. Instantaneous access to information and unrestricted connectivity through social media and internet platforms have precipitated a crisis for print newspapers, once the primary sources of information, resulting in diminished sales and advertising revenue (Hmielowski et al., 2024; Ozturk, 2025). An illustrative instance of this is Daily News, which diminished its publications from 810,000 copies in 2018 to 500,000 copies in 2020. This decrease signifies alterations in consumer behaviour around online information consumption.

As competition in media intensified, organisations that failed to adapt to change faced the peril of being dictated by the market. The velocity, accessibility, and variety of content offered by digital media have emerged as considerable advantages over print newspapers (Falcro & Isañas, 2020; Maria Soares & Carlos Pinho, 2014). These alterations not only impacted commercial operations but also jeopardised the existence and functions of print newspapers as mass media fulfilling essential societal roles. The roles of print newspapers in disseminating news and information, as well as fostering societal awareness, are therefore significant. Nonetheless, the current reduction in printed media has directly affected the quality and liberty of information dissemination (Li et al., 2025). Thus, the current study on the adaptation of Thai print newspapers in the digital era is essential for discerning the elements influencing the contemporary mass media industry. The Social Media Age is characterised not by SWOT analysis and does not occur suddenly or within a brief timeframe; rather, it is a protracted and gradual evolution stemming from advancements in communication technology, initiated by the advent of the internet in the 1990s and the proliferation of smartphones in the early 2000s (Cosme et al., 2025; Settawilai, 2019). These changes have facilitated ubiquitous access to digital media, resulting in novel forms of interaction between senders and recipients, such as opinions via social media and rapid dissemination of news and information through platforms like Facebook, Twitter, and Line. The emergence of the digital era has influenced the economic structure of mass media organisations both internally and externally. Although numerous newspapers historically derived a significant portion of their revenues from advertisements, this income source has substantially diminished as many newspapers

transitioned to online platforms, while others have fully embraced online advertising (Ihm & Kim, 2024; Ittefaq et al., 2025). For example, businesses like Facebook and Google possessed a significant market share in advertising throughout the past decade. The decline in income has compelled some printed media organisations to alter their business models, including enhancing revenue through memberships or the provision of premium content for targeted demographics. In reaction to shifts in media and consumer behaviour, print newspapers have undertaken multifaceted initiatives to adjust. The Guardian, for instance, concentrated on creating an online platform that addresses contemporary reader behaviours (Franklin, 2013; Papaevangelou, 2023), utilising social media as a medium for engaging with its audience. Furthermore, print newspapers have altered their organisational structures, including workforce reductions and the creation of new economic models emphasising online content production. The problems and adaptation opportunities faced by Thai print publications are complex. While transitioning to a digital format diminishes production costs and broadens viewership, challenges persist about content quality, credibility, and competitiveness with other more rapid and varied digital media. Moreover, Thai print newspapers face further hurdles in preserving political neutrality and enduring as a means of fostering societal understanding.

This study on the adaptation of Thai print newspapers is crucial for comprehending the factors that influence the success or failure of adaptation in the digital age, given the aforementioned challenges. This study examines the adaptation of five Thai print newspapers, categorised into two groups based on organisational structure and size: large print newspapers, including Daily News, Matichon, and Siamrath, and medium print newspapers, comprising Thansettakij and Thai Post. Additionally, it evaluates the impact of various factors on the survival of newspapers in the digital age. This study elucidates the present state of the newspaper media landscape in Thailand, and its findings will provide valuable guidelines for strategic development and adaptation by media organisations both domestically and internationally, especially in environments characterised by rapid and continuous advancements in digital technology. Furthermore, the circulation of newspapers for 2018-2019 and the advertising expenditure of print media for 2021-2022 are illustrated in Figures 1 and 2.



**Figure 1:** Newspapers with the Highest Circulation in 2018 – 2019.

Source: Dataxet, (2020).



**Figure 2:** Advertising Budget Spending of Print Media in 2021-2022.

Source: Thai Printing Association

## 1.1. Research Objectives

To study adaptation among Thai print newspapers for survival in the digital era.

## 1.2. Concepts and Theories

### 1.2.1. *New Media and Digital Media Concepts*

Media development can be categorised into two primary types: traditional media and new media. Traditional media, including newspapers, magazines, radio, television, and broadcast radio, facilitate one-way communication, offering no chance for recipients to voice thoughts or respond. Conversely, new media generated by advancements in digital technology, including the internet, email, social media, and applications, possess characteristics that facilitate interactions between the sender and recipients, allowing recipients to respond, articulate opinions, and disseminate information instantaneously (Han, Choi, & Yu, 2016). New media have transformed communication methods across various domains, leading to rapid and more diverse access to information. This has posed significant issues for traditional media in sustaining consumer bases. Given the varied and contemporary avenues people have for obtaining information, conventional media must evolve to remain competitive, especially print newspapers, which need to devise innovative strategies for accessing and engaging audiences (Henkel et al., 2006).

Print newspapers can adapt for survival in the digital age through the development of websites and applications for online news services, leveraging social media to reach wider audiences, and integrating various media formats—video, audio, and text—to engage consumers in a highly competitive landscape (Saavedra & González, 2015). Technological advancements and shifts in consumer behaviour have led to new media assuming crucial roles across various domains, including but not limited to mass media, education, and communication. Consequently, comprehending the advent of new media and the adaptation of conventional media are essential variables facilitating a thorough study and knowledge of contemporary trends. This study employs the concepts of new and digital media as the primary framework to analyse the adaptation of Thai print newspapers, emphasising the application of digital technologies and survival strategies in the digital age. The application of these concepts allowed the researcher to examine the elements affecting traditional media adaptation, providing a comprehensive grasp of the complexities inside the evolving media ecosystem.

### 1.2.2. *Concepts of Newspaper Business Management*

The principles of newspaper company management throughout all aspects, especially regarding management aligned with the size and unique attributes of each organisation (Puikaew, 2013). Managing newspapers in the digital era necessitates a focus on resource distribution, swift adaptation to shifts in consumer behaviour, and responsiveness to transformations in the media environment. Effective media production and management necessitates attention to the organization's structure, competitiveness, and the enhancement of personnel capabilities to generate quality content, while preserving existing readership and cultivating new audiences in an era dominated by digital technology. Successful management concepts in the print newspaper media sector encompass the formulation of adaptive work strategies that respond to dynamic environments, including investments in emerging technologies and the development of varied business models to generate revenue from online advertising or digital platform subscriptions. Additionally, strategic planning should prioritise the enhancement of production efficiency and the utilisation of information to comprehend reader preferences, employing data analytics for content and marketing planning (Simmerman, 2024).

In the digital age, media organisations must cultivate interdepartmental collaboration to enhance adaptability and address emerging difficulties. Personnel management and enhancement of employee competencies are crucial elements that allow organisations to adapt in an era of swift changes in media consumption. A research by Franklin (2013) underscored the necessity for employees of print newspaper organisations to acquire new skills, including proficiency in digital technology, multimedia content creation, and digital strategy planning, to sustain competitive viability. This study employs concepts from newspaper management as an analytical framework to examine the adaption of print newspapers in the digital realm. The aforementioned themes informed the formulation of comprehensive interview questions aimed at gathering data on resource management, adaption to changes, and the development of strategies for print media organisations. The analysis results can systematically and fully establish appropriate suggestions for print newspaper adaption to ensure survival and growth in the digital era.

### *1.2.3. Adaptation Theory*

Adaptation is a process whereby living organisms or individuals modify their behaviours, traits, or lives to accommodate environmental changes. This concept is applicable in biological and business situations. In business, adaptation refers to modifications in organisational strategy, management, and operational procedures to align with shifts in the market, technology, and customer behaviour. Survival and competitiveness (Almakaty, 2024) are crucial elements in adaptation. At present, adaptation is essential for print newspapers contending with online media and the evolving habits of readers, who are progressively accessing news and information digitally. In this context, adaptation encompasses not only alterations in dissemination methods but also content creation, technological utilisation, and the formulation of innovative business strategies aimed at catering to contemporary consumers through revenue generation via online advertising, multimedia news delivery, or membership frameworks (Rolston III, 2011; Salavisa & Fontes, 2012). The researcher employed the theory as a conceptual framework to examine and analyse the adaptation of Thai print newspapers in the digital era through the application of Adaptation Theory. Consequently, the Adaptation Theory served as a foundation for formulating interview questions aimed at examining how organisations within the print newspaper media sector have adjusted to transformations in the digital context.

### *1.2.4. Entrepreneurial Survival Theory*

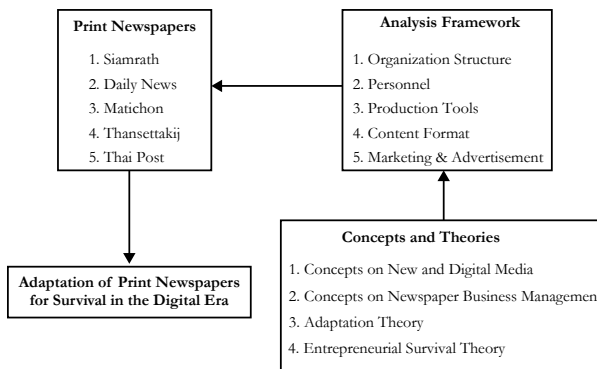
The survival theory is predicated on Charles Darwin's assertion that creatures or entities capable of effectively adapting to fluctuating environmental conditions will endure longer than those that cannot. It has been utilised in economics and business, particularly during periods of significant transformations in the corporate landscape, which characterises the contemporary world where technology is paramount. Achieving organisational survival and competitiveness necessitates strategic management and resource optimisation (Safa et al., 2018). For printed newspapers, adjusting to the changing media landscape necessitates organisational modifications in workflows, technical innovations, and creativity to address evolving client demands. In navigating the current media landscape, we do not reject traditional paradigms; rather, we endeavour to engage in ongoing learning and innovation. For example, innovating the presentation of news online, altering the business model to only digital subscriptions, and utilising social media platforms for the dissemination of news and information (Rolston III, 2011; Salavisa & Fontes, 2012). The Entrepreneurial Survival Theory served as a conceptual framework for the development of interview forms utilised in data gathering for this study on the adaptability of Thai print media.

### 1.2.5. Relevant Research Documents

Guidelines for the adaptation of Thai print newspapers in the digital era are a significant subject of study across various dimensions to enhance comprehension of management and operational techniques that facilitate business survival in swiftly evolving contexts. Thairath and Daily News disclosed that Thairath had invested in technology to develop news management systems, employed high-risk marketing strategies, and trained workers. Simultaneously, Daily News has focused on achieving media stability in the internet arena, delivering reliable news, and implementing organisational modifications to improve employee morale (McCargo, 2000). The research confirmed that management in the digital era must adaptively respond to objectives, technology, and human resources. The research by Hongladarom (2002) demonstrated that adaptations in private printed media were driven by technological advancements and shifts in consumer behaviour, compelling organisations to transition to online communication channels and continually improve their digital competencies to engage with the evolving consumer market. Conversely, Ikeme, Olley and Akpor (2023) identified that the determinants of local newspaper sustainability encompass capital, management, and marketing. Furthermore, Kalombe and Phiri (2019) did a study to establish criteria for transitioning printed media organisations into the digital era. The process emphasises adaptation in production, marketing, finance, and human resources, while enhancing personnel competence, embracing new technology, and shifting mindsets to foster competitive innovations and distinctions. These studies underscore the importance of adaptation across all dimensions, from policy and corporate to operational levels, emphasising the utilisation of technology, human resource development, and the establishment of sustainability in swiftly evolving markets. This information serves as a conceptual framework and supplementary research guidelines for the advancement of the Thai print newspaper industry in the digital age.

## 2. Conceptual Framework

The Conceptual Framework of this study designed by the researchers team is shown in Figure 2.



**Figure 3:** Research Conceptual Framework.

### 2.1. Scope of the Study

#### 2.1.1. Scope of Content

This study aims to examine adaptability and survival in an era of evolving communication technology

concerning five key issues: organisational structure, personnel, production equipment, content format, and marketing and advertising. All five newspapers have a longstanding reputation and have been in continuous publication. In 2024, Siamrath will have been published for 74 years, Daily News for 60 years, Matchon for 46 years, Thansettakij for 43 years, and Thai Post for 28 years.

### 2.1.2. Target Groups and Key Informants

In-depth interviews were conducted with five newspaper executives, namely:

1. Miss Jittana Janpaiboon, News Editor of Siamrath.
2. Editor Mr. Noppadol Rattanapan, Assistant Executive Editor of Daily News.
3. Mr. Narit Sekteera, Executive Editor.
4. Mr. Jeerapong Prasertpolkrung, Assistant News Editor of Thansettakij, and
5. Mr. Chatchai Namtapee, Editor-in-Chief of Thai Post.

## 3. RESEARCH METHODOLOGY

The research approach was established as qualitative, utilising documentary analysis and in-depth interviews with five chief editors from the newspapers Daily News, Matchon, Siamrath, Thansettakij, and Thai Post. It comprises two steps as follows:

Step 1: Analyse the organisational structure and management of all five newspapers.

Step 2: Execute comprehensive interviews with all five newspaper CEOs.

### 3.1. Research Instruments

Structured interview forms were utilised, incorporating prearranged components aligned with research variables across five topics: organisational structure, personnel, production equipment, content formats, and marketing and advertising. The researchers conducted the interviews and displayed the data gathered in Table 1.

**Table 1:** Data Collection.

Newspapers	Adaptation of Print Newspapers to Survive in the Digital Age				
	Organizational Structure Aspect	Personnel	Production Equipment	Content forms	Marketing and Advertising
Daily News	<ul style="list-style-type: none"> <li>- Reduce the size of the organization structure.</li> <li>- Reduce the complicated work process.</li> </ul>	<ul style="list-style-type: none"> <li>- Reduce the number of personnel in the print production department.</li> <li>- Increase hiring in the digital department.</li> </ul>	<ul style="list-style-type: none"> <li>- Reduce unnecessary equipment to reduce costs.</li> <li>- Increase the use of digital technology in the production process.</li> </ul>	<ul style="list-style-type: none"> <li>- Reduce the number of pages in the newspaper.</li> <li>- Adjust the content to be quick, concise, and easily understood via online channels.</li> </ul>	<ul style="list-style-type: none"> <li>- Cooperation more with other agencies.</li> </ul>
Matchon	<ul style="list-style-type: none"> <li>- Reduce the size of the organization structure.</li> <li>- Merge various departments.</li> </ul>	<ul style="list-style-type: none"> <li>- Reduce the number of personnel in the print production department.</li> <li>- Increase hiring in the digital department.</li> </ul>	<ul style="list-style-type: none"> <li>- Reduce unnecessary equipment to reduce costs.</li> </ul>	<ul style="list-style-type: none"> <li>- Make content quick, concise, and easily understood via online channels.</li> <li>- Differentiate content categories.</li> </ul>	<ul style="list-style-type: none"> <li>- Make additional income through online channels.</li> </ul>
Siamrath	<ul style="list-style-type: none"> <li>- Merge various parties.</li> </ul>	<ul style="list-style-type: none"> <li>- Not reduce the number of personnel.</li> <li>- Develop personnel skills to be multi-skilled.</li> </ul>	<ul style="list-style-type: none"> <li>- Increase the use of digital technology in the production process.</li> </ul>	<ul style="list-style-type: none"> <li>- Adjust the content to be quick, concise, and easily understood via online channels.</li> </ul>	<ul style="list-style-type: none"> <li>- Make additional income through online channels.</li> </ul>
Thansettakij	<ul style="list-style-type: none"> <li>- Reduce print production.</li> <li>- Restructure to an online system.</li> </ul>	<ul style="list-style-type: none"> <li>- Reduce the number of personnel in the print production department.</li> <li>- Increase hiring in the digital department.</li> </ul>	<ul style="list-style-type: none"> <li>- Adjust to use external printing services.</li> </ul>	<ul style="list-style-type: none"> <li>- Adjust the content to be quick, concise, and easily understood via online channels.</li> </ul>	<ul style="list-style-type: none"> <li>- Make additional income through online channels.</li> </ul>
Thai Post	<ul style="list-style-type: none"> <li>- Adjust the structure of an online system.</li> </ul>	<ul style="list-style-type: none"> <li>- Reduce the number of personnel in the print production department.</li> <li>- Develop personnel skills to be multi-skilled.</li> </ul>	<ul style="list-style-type: none"> <li>- Adjust to use external printing services.</li> </ul>	<ul style="list-style-type: none"> <li>- Adjust the content to be quick, concise, and easily understood via online channels.</li> </ul>	<ul style="list-style-type: none"> <li>- Make additional income through online channels.</li> </ul>

### 3.2. Data Analysis

Data, documents, and interviews were analyzed on five topics: organization structure, personnel, production tools, content format, and marketing and design, to learn the adaptation of newspapers in various areas.

## 4. RESULTS

### 4.1. Organization Structure Adaptation

#### 4.1.1. Large Print Newspapers

The organisational redesign was executed in accordance with the daily requirements of the publication, with a central tenet of the new modifications being the necessity to streamline the structure to reduce costs and enhance competitiveness. The facilitation of comparable work activity reduction allowed the organisation to swiftly adjust to changes in the media landscape and improve operational flexibility. Consequently, Matchon opted for a partial organisational downsizing; concurrently, the chairman/expeditor aimed to enhance collaboration and efficiency across various work units, as a lack of unity was evident inside the organisation. Consequently, Matchon's structured framework proved advantageous as it facilitated successful adaptation to the transformations of the digital era. Siamrath's strategy for organisational reform involved consolidating editorial sections to enhance flexibility and efficiency in operations. This facilitated the integration of certain teams, consequently reducing resource expenditures and improving inter-team cohesion within the organisation. The structural transformation enabled effective collaborations with Siamrath to align with consumer demand in the digital era.

#### 4.1.2. Medium Print Newspapers

Thansettakij resolved to reorganise its structure by diminishing the quantity of printed media and concentrating on the production of online media to provide content to consumers who depend on digital resources for news. This adaption enabled the organisation to reduce production costs for printed products and engage a predominantly online consumer base. Thai Post aimed to reform its organisational structure by transitioning to internet media, emphasising rapid news production, and generating unique content to distinguish itself from competitors. Developing an identity strategy was the most effective method to satisfy consumer wants. As a medium-sized organisation, Thai Post effectively priced its services competitively. The research indicates that the extent of contingency in organisational structure alterations within print newspapers in the digital era is contingent upon the organisation itself. Large organisations sought to save expenses and enhance structural integration to foster staff collaboration for efficiency, whereas medium-sized organisations concentrated on responding to digital media through distinctiveness as a strategy in a swiftly evolving market. The structural alterations were adaptable and prepared to mitigate the impacts of digital disruption, essential for the survival of print newspapers in the digital era.

### 4.2. Personnel Adaptation

#### 4.2.1. Large Print Newspapers

Daily News has streamlined operations by downsizing staff in print media production while augmenting recruitment in digital areas to enhance online news creation. The organisation prioritised the enhancement of employees' digital abilities via cross-branch training to improve job efficiency and adapt to changes in the digital age.

Matchon implemented analogous strategies by reducing staff in printed media production sectors and emphasising the enhancement of digital competencies among news and executive department

professionals to augment their capacity for generating material for digital platforms. The organisation facilitated collaboration between news and digital teams to improve news production efficiency. Siamrath predominantly preserved the existing staff framework. Nonetheless, Siamrath cultivated versatile skills, including writing, photography, and video editing. Siamrath consolidated news divisions with analogous functions to save operational redundancy.

#### *4.2.2. Medium Print Newspapers*

Thansettakij streamlined operations by decreasing the workforce in printed media and reallocating staff to online media roles. The organisation was committed to enhancing staff skills in several domains, including data analysis and multimedia news presentations, to improve responsiveness to consumer demand in the digital age.

Thai Post adjusted its workforce by decreasing the number of individuals involved in printed media production and facilitating the transition of competent employees to essential roles within the organisation, including online media management and digital content development. This modification allowed the organisation to be adaptable and responsive to market requirements. The personnel adjustments in all five newspapers were implemented to decrease the workforce in the print media department, thereby reducing costs and enhancing flexibility, while simultaneously fostering digital competencies and interdisciplinary skills among staff to navigate changes and bolster competitive advantage in the digital age. These ideas demonstrate how print media organisations are evolving to ensure survival and address the ever changing consumer demands.

### **4.3. Production Tool Adaptation**

#### *4.3.1. Large Print Newspapers*

Daily News has greatly adapted through the utilisation of digital technology. Employees utilised mobile phones to capture, transmit, and spread news and information instantaneously. These technologies enhanced efficiency and minimised superfluous processes in the manufacturing process, allowing the organisation to competently contend in the online news market.

Matichon streamlined its printed media production processes by minimising superfluous tools to decrease expenses and improve operational efficiency. This form of resource management enabled the organisation to uphold content quality while minimising superfluous expenditures.

Siamrath consistently evolved by augmenting the utilisation of digital technology in production processes, including the implementation of content management systems (CMS) and contemporary image and audio editing software to diminish news creation time and elevate the quality of disseminated material.

#### *4.3.2. Medium Print Newspapers*

Thansettakij refrained from further investment in production tools and prioritised the enhancement of content quality control. The organisation utilised external printing providers to minimise the expenses associated with printed media creation. This approach enabled the organisation to commit additional resources to online media development.

Thai Post implemented a strategy of outsourcing newspaper production to external printing houses to mitigate expenses associated with production tools and equipment maintenance. While this strategy facilitated cost reduction, the impact on profit remained ambiguous due to the organization's struggle with diminished revenue in the digital age.

The adaption of production tools among print newspapers demonstrated endeavours to enhance efficiency, minimise expenses, and include contemporary technology. Large organisations invested in digital technology and adjustments to manufacturing processes to enhance efficiency, whilst medium-sized organisations concentrated on quality control and cost reduction by utilising external

printing services. The adaptation enabled organisations to successfully respond to shifts in the media landscape and ensure survival in the digital age.

#### 4.4. Content Format Adaptation

##### 4.4.1. Large Print Newspapers

Daily News modified its format by decreasing the amount of newspaper pages to lower production expenses and emphasised news dissemination through online platforms. Moreover, the material in each column was refined for brevity and clarity to address consumer reading preferences for succinct and comprehensible content.

Matichon distinguished itself from conventional internet media by systematically categorising information to encompass political, social, and economic news, while also providing comprehensive news presentations in more analytical ways.

Siamrath utilised technology to enhance the production and distribution of news by rapidly transmitting information from actual locations to digital platforms, hence facilitating competition in the online news business, which necessitates swift dissemination. Siamrath concurrently preserves certain social and cultural content attributes inherent to the organisation.

##### 4.4.2. Medium Print Newspapers

Thansettakij adapted by emphasising the presentation of intricate economic news in a more accessible and succinct format, facilitating the target audience's ability to follow the news with ease. It guarantees that the content disseminated to the public is succinct, practical, and thorough in its analysis, hence enhancing the organization's credibility as an economic media. Thai Post modified its material by categorising it according to readers' requirements in political, economic, and social contexts. Although some users may have confusion when seeking a comprehensive overview of the information due to the website's organisation, it facilitates rapid content retrieval. The study indicated that print newspapers' concerns about adapting content formats were efforts to respond to customer behaviours, which include a preference for speedier, simpler, and more comprehensible news. Large organisations prioritise maintaining coverage and improving content visibility, whilst medium-sized organisations react by providing specialised news and increasing content diversity. This enables organisations to compete in the digital age and satisfy the expectations of readers.

#### 4.5. Marketing and Advertisement Adaptation

##### 4.5.1. Large Print Newspapers

Daily News has altered its business model by collaborating with Thairath to reduce transportation expenses and improve distribution efficiency. The collaboration exemplifies the maximisation of resource optimisation to respond to shifts in market competition. Matichon has augmented its revenue by online advertisement sales, providing hosting services on websites and social media for supplementary money, and actively engaging its readership. This method enabled the organisation to avert substantial losses during times of diminished newspaper and magazine production activity. Siamrath has adapted to broaden its audience and increase advertising revenue by delivering news on social media channels. Siamrath has reduced expenses and enhanced delivery efficiency by modifying their newspaper transportation method.

##### 4.5.2. Medium Print Newspapers

Thansettakij has to adjust its strategy by focussing its advertisements on business sectors that continue to

value print media and advertisement sales via online platforms. This adaptation enabled the organisation to generate supplementary cash despite a decline in earnings from print media advertisements. Thai Post transitioned its primary source of advertising revenue from physical sales to online platforms, particularly through targeted adverts on websites and social media. Despite a decline in advertisement revenue, the organisation persisted in generating other advertising money. This research indicated that the adaptation of print newspaper marketing and advertising in the digital age mostly focused on cost management and income diversification. Large organisations typically choose a strategy of collaboration with partners and revenue generation through online activities and advertisements, whereas medium-sized organisations prioritise attracting advertisers through both print and digital media. Adaptation in this domain enabled organisations to efficiently adjust to market fluctuations and endure.

## 5. DISCUSSION

This research aimed to examine the adaptation of Thai print newspapers for survival in the digital age through in-depth interviews with senior executives from five publications: Mr. Noppadol Rattanapan (Daily News), Mr. Narit Sekteera (Matichon), Miss Jittana Janpaiboon (Siamrath), Mr. Jeerapong Prasertpolkrung (Thansettakij), and Mr. Chatchai Namtapee (Thai Post). The data indicate that print newspapers have continuously adapted to the digital era, undergoing systematic shifts from prior concerns posed by digital media to the current intensified rivalry in online media. The adaptation of print newspapers in the digital age can be encapsulated in five primary components:

### 5.1. Organization Structure Adaptation

The results demonstrated that organisational restructuring to address digital disruption was strategically varied and contingent upon each organization's context and unique attributes. The organisational structure of Thai news organisations and print newspapers facilitates effective operations and adaptability to emerging technology (Srisaracam, 2018). Thai newspaper organisations persist in developing diverse operational models, which encompass the reduction of superfluous activities, the establishment of specialised departments for the application of digital technology, and the consolidation of departments with analogous functions. Nonetheless, as print newspaper organisations, they successfully preserved their competitive capabilities at an era when new and digital media assumed considerable importance. Franklin (2013) observes that minimising structural redundancy and augmenting inter-organizational collaboration improved employee flexibility in the workplace. The increasing significance of technology-driven organisations in addressing swiftly evolving consumer demands. This study examines the influence of digital media on print newspaper organisations and how systematic, continuous changes improved the efficiency and sustainability of these parent entities within the media business. It further corroborates the claim that structural transformations within media organisations correspond with technological advancements and consumer inclinations.

### 5.2. Personnel Adaptation

The findings revealed that personnel adaptation guidelines were consistent, emphasising a reduction in personnel to align with changes in the digital era and enhance organisational work flexibility. The primary objective of personnel adaptation by all five newspapers in the digital era was to decrease workforce size for enhanced flexibility while simultaneously augmenting human competencies to effectively engage with digital technologies. The efforts aligned with earlier studies in Thailand, including those by Franklin (2013), which suggested that print media organisations should decrease

staff and reorganise to accommodate new technology. Moreover, there was a focus on enhancing the skills of media organisation personnel to adeptly address transformations in the digital age, consistent with adaptation directives for contemporary newspapers that prioritise the advancement of technological competencies among retained staff.

### **5.3. Production Tool Adaptation**

The findings revealed that the adaption of production tools aimed to enhance labour efficiency, decrease expenses, and uphold content quality in response to shifts in the media landscape during the digital age. The implementation of innovative technology such as CMS and real-time news recordings enhanced workflow efficiency, reduced costs, and preserved the newspapers' significance in the contemporary media landscape. These advancements align with Franklin's (2013) assertion that investment in technology and production adaption is essential for survival in the digital age.

### **5.4. Content Format Adaptation**

The findings revealed that each print daily adapted content formats in response to shifts in consumer behaviour during the digital age by prioritising the presentation of news that is succinct, direct, and readily accessible in both printed and online versions. Matchon and Thansettakij have tailored their content to be concise and comprehensible, emphasising in-depth analysis in a straightforward manner to cater to their target audience, including business professionals and readers seeking detailed insights, particularly on economic and political subjects that demand precision and clarity, in accordance with Franklin's (2013) concept. The adaption of material format enhanced credibility and acceptance within target demographics. Thai Post enhanced content categorisation for convenience by organising political, economic, and social news, hence facilitating easier information retrieval for readers. Although categorisation facilitated convenience for readers, the organisation required to acknowledge the necessity of ensuring information accuracy and coverage within each area to avoid readers from overlooking critical perspectives on diverse topics (Franklin, 2013).

### **5.5. Marketing and Advertisement Adaptation**

The findings revealed distinct methods of cost management among various print newspapers and diverse income generation strategies in response to market adaptations in the digital age. Furthermore, technological improvements, encompassing multimedia advertising, interactive advertising, and social media advertising, have enabled newspapers to effectively target consumers. Organisations developed techniques to modify advertisement content for various target groups through thorough user data analysis, enhancing the efficacy of communication operations in accordance with Vickery and Wunsch-Vincent (2007). The results indicated that newspapers might effectively compete in emerging regions through appropriate marketing strategies tailored to each platform. Utilising suitable marketing features for platforms, such as advertising and promotional activities, along with the organization's core values, fostered a positive perception of the organisation. Moreover, these techniques will significantly contribute to the project's long-term sustainability due to the robust link between the organisation and its consumers. Thai print newspapers in the contemporary digital era have adapted their marketing and advertising approaches, compelling organisations to devise methods for managing transformation. Newspapers that have adeptly and effectively adapted to digital media will achieve sustainable long-term prosperity. This also signifies alterations in the function of these newspapers within a digital landscape defined by speed, diversity, and the interaction between newspaper creators and audiences (Franklin, 2013; Saavedra & González, 2015).

## 6. CONCLUSION

This study's findings offer academic proof of the diverse adaptation techniques employed by print media organisations to ensure their survival and enhance competitiveness in the evolving market landscape. The adaptation was associated with five primary domains: organisational structure, personnel, procedures, products, and marketing & advertising. The outcomes can be elucidated as follows:

### 6.1. Organization Structure Adaptation

The cross-sectional analysis of the five print newspapers shows that organizational changes brought about by digitized media had a negligible impact on the organizations because they have constantly evolved and created new structures to adapt to the changes. Flexibility allowed the organizations to manage change from the introduction of digital media roles.

- Siamrath and Daily News streamlined the news department by reducing redundancy and enhancing interdepartmental efficiency. Thansettakij concentrated on restructuring certain segments to cater to the requirements of a targeted audience in financial news.
- The prominent aerobic daily publications, Matichon and Thai Post, restructured their organisational frameworks by creating digital departments to oversee online activities while optimising print media divisions.

### 6.2. Personnel Adaptation

The findings indicate that the publication departments of all five print newspapers exhibit analogous personnel adaptation guidelines due to media transformations, emphasising an increased reliance on technology. Publication departments were required to decrease staff numbers to align with new organisational structures and enhance operational efficiency in order to effectively adapt to shifts in the media landscape, as noted by Vickery and Wunsch-Vincent (2007). Siamrath and Thansettakij streamlined their workforce by eliminating people without technical proficiency and consolidating departments to enhance operational efficiency and minimise redundancy. Matichon and Thai Post have decreased their manufacturing staff. Matichon anticipated shifts in the media landscape towards digital formats like e-books, prompting a reallocation of staff to online content production departments. Conversely, Daily News decreased its workforce nearing retirement age while augmenting its staff with new hires in essential roles for the organisation.

### 6.3. Production Tool Adaptation

Matichon anticipated transformations in the media landscape towards digital formats, such as e-books, prompting a reallocation of staff to online content production departments. Conversely, Daily News diminished its workforce nearing retirement age while augmenting its recruitment of new personnel for essential organisational roles.

### 6.4. Content Format Adaptation

Adapting content formats has become essential for all five print newspaper organisations. With the advent of the digital era, news consuming behaviours evolved swiftly, necessitating newspapers to adapt in order to satisfy a broader spectrum of reader demands. In the digital era, succinct and direct news presentations in an online format have become crucial to content format adaption among newspapers. The alteration signifies attempts to address

customer behaviours, which demand readily accessible and rapid information. Specifically, print newspaper entities like Matchon, Thansettakij, and Thai Post implemented distinct adaption strategies tailored to their unique audiences.

### 6.5. Marketing and Advertisement Adaptation

The adaptation of marketing and advertising by Thai print newspapers in the digital age demonstrates media organisations' efforts to address shifts in consumer behaviour and confront issues posed by fierce competition in the media landscape. The study revealed that each newspaper possessed distinct adaption protocols. Nonetheless, all the newspapers concentrated on fostering sustainability and enhancing competitive capability. All five newspaper organisations implemented a transition to online advertising as a primary strategy. Matchon has created a website and enhanced advertising for products and services via the website and social media. This technique benefited Matchon by increasing revenue from new advertisement forms and mitigating revenue losses from print media advertisements. Nearly all media organisations have transitioned to online adverts due to the advantages they provide in reaching a broader target audience.

### 6.6. Recommendations for Future Studies

1. Comparative analyses of adaptation between Thai and international print newspapers, as well as studies on the adaptation of print newspapers in Thailand and other nations facing digital disruption, will yield diverse or analogous guidelines that can be utilised to formulate strategies within the context of Thailand.
2. Surveys examining the impact of adaptation on media organisation personnel should be undertaken. Nevertheless, no assessments have been performed regarding the impact of workforce reductions and skill development in the digital domain on long-term employee satisfaction and job efficiency. Future research should concentrate on media organisation human resource management to improve efficiency and mitigate internal conflict.

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