

## Disruptive Innovation: Beyond Media Convergence in Content Production

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### ABSTRACT

*The inception of television in the late 1930s marked the beginning of a global phenomenon, where until now it continues to have a major impact on advertising, news, radio, film, and the world. Television and other traditional media inevitably enter periods of transformation, thanks to the digital evolution in information and communication technology. The advent of the Internet-based technologies has created a perfect storm that pushes the emergence of new media. For television or other traditional media to remain relevant, media convergence becomes one of the solutions. This process absolutely affects the content production as the method and format used for traditional media are no longer suitable. To better understand the situation and determine other solutions, the term disruptive innovation highlighted through a series of industrial revolutions is adopted. The latter is a concept that has gained considerable currency among practitioners. Using the literature research method, this study reviews the findings in the media that result from disruptive innovation and address the inevitable convergence in content production. It then summarizes the literature into three areas: 1.) the aspects of the traditional media and new media; 2.) the concept and context of disruptive innovation, media convergence, and content production; and 3.) the relationship between disruptive innovation and media convergence in content production. Simultaneously, it presents the advantages and disadvantages of the discussed topic and finally highlights the limitations that serve as a platform for potential innovations and further guided and explorative research in the future while invigorating academic interests.*

*Keywords: television; traditional media; media convergence; new media; content production*

### BACKGROUND

Conceived in the late 1930s, television leads the line of traditional media. Television is a vibrant broadcast medium that serves its purpose as a possible educational and interpersonal communicative conduit to people worldwide. Television still has a major impact on advertising, news, radio, film, and entertainment. Nonetheless, television and other traditional media such as the newspapers, radios, and magazines, enter periods of transformation duly contributed by the digital evolution in the information and communication technology. The popularized Internet technology contributes to the rapid emergence and wide development of new media forms based on satellite communication, wireless communication, digital technology, and other technical means. The new media representatives include we-media platform, and the Internet social platform, to name a few. High efficiency, high openness, and wide coverage of the Internet technology are among the advantages that allow the new media to occupy increasingly higher discourse power. The new media becomes an influential and guiding force in the information communication arena, leading to the entry of the information communication field in the new media era (Wang, 2021).

In the age of the new media, one of its aspects efficiently mines, screens, analyses, and predicts bulky information to improve the content accuracy and innovation. Another aspect utilizes audio, pictures, video, words, and other forms in the content process, both audibly and visually. It aims to recognize an efficient and interesting form of communication. In the superimposed information communication process, the new media gives way to audience interaction, which inadvertently leads to its influential growth. Contextually, the traditional media should gather the courage and brace itself against its own drawbacks and learn from the new media elements' advantages to achieve its own development and transformation (Wang, 2021).

Owing to the emerging trends of digitization, omni-channel media, multiplatform content consumption, and the change in consumer behaviour, the entertainment and media industry is anticipated to expand at a much faster rate than previous milestones. To stay competitive in the age of the new media, companies must adapt to new technologies, such as video streaming, personalized content and advertising, cloud and content-driven commerce, and media monetization, among others. New age media is driven by openness, innovation, and disruption. Through strategic differentiation, the media business model is reinvented by building new delivery and experience platform to stay one step ahead of the game. We are sacrificing the traditional media not due to the disruptive innovation but more toward enhancing and preserving the value that traditional media has through media convergence in the new media era. Through the literature review research method, three important areas will be addressed: 1.) to discover the important aspects of the traditional media and the new media; 2.) the contextualization and conceptualization of disruptive innovation, media convergence, and content production; and 3.) the relationship between disruptive innovation and media convergence on content production.

## LITERATURE REVIEW

### TRADITIONAL MEDIA AND NEW MEDIA

Determining the perfect equilibrium when traditional media and new media clash is a balancing act. The traditional media should seek transformation and development as a beneficial exploration and a necessary measure to adapt itself to the industry trend, market competition, and implementing self-innovation under the background of the new media era. In the era of the new media, the traditional media can optimize its resource allocation, change the mode of its information dissemination, and amass its public opinion guidance ability via transformation and development. In tandem, it is purposefully to reshape competitiveness, strengthen appeal, and expand influence. Against the background of the new media era, combined with the traditional media's operating characteristics, the traditional media should shift the paradigm and innovate the system concurrently by considering the form iteration and content innovation; it should then pay equal attention to science and technology empowerment and talent cultivation; moreover, it should create a system foundation's situational development, talent assistance, and innovation empowerment following the aim to realize the transformation's efficient landing and to appreciate the traditional media's steady, efficient, and sustainable development (Hisham, 2019).

The traditional media typically comprises newspapers, magazines, and television, which was discovered with Johannes Guttenberg's printing machine invention in the 1440s, which among others, helped speed up the processes of news publishing; meanwhile, the technology and its progress become the backbone to the platforms of social media (Hisham, 2019). Traditional media could also be described as or referred to those media that allow the communication of uniform messages in a unidirectional process to a large mass of homogenous

audience, where all possess almost similar interests and characteristics. For this mode, it deals with for example a terrestrial television as a form of traditional broadcasting. Traditional media is described as technological devices or channels for conveying messages to a large, heterogeneous audience. Traditional media are the vehicles used for conveying messages from one source point to a larger destination. Among the traditional media's functions are entertainment, surveillance, advertisement, cultural transmission, and agenda setting (Hisham, 2019).

Since its inception, the traditional media has played a pivotal role in the scope of global polity as it aids in assembling, organizing, structuring, and distributing the contents of the news and information to the masses regardless of where they are as long as the medium's signal remains available and can reach them. The accessibility of the traditional media has allowed the continual patronizing by the advertisers as their advertisement and marketing placement. The essence of the message is conveyed and has reached as many consumers as possible within the shortest duration. Newspapers, television, and radio have been among the traditional media platforms engaged by advertisers and marketers to spread and reach heterogeneous mass audiences to inform them of their numerous services and products. Messages are crafted with care and carefully screened via these traditional media platforms prior to distribution. They serve as a persuasive effort to influence the people to purchase or subscribe to their notable products and services. Remarkably, the traditional media had managed to meet the expectations of the advertisers throughout its lasting period until the advent of the new media that began to create the medium or media of choice's competitive environments (Ogidi & Utulu, 2016).

New media, on the other hand, refers to the Internet-based applications group built on the World Wide Web (WWW) technological and ideological basis. It allows user-generated content (UGC) creation and exchange. Notably, new media is an extensive term and emerged in the much latter part of the 20<sup>th</sup> century. The term encompasses the amalgamated traditional media with the computer and communications technology's interactive power, consumer devices that are computer-enabled, and of course, the Internet. New media opens up a new frontier of limitless possibility. It creates a 24/7 on-demand access to content worldwide on any digital device possible. It also serves as a platform for interactive user feedback that fosters community formation and creative participation revolving around the content of the media. New media comprises a distinct set of communication technologies with shared features apart from being novel, which is made feasible via digitalization and is broadly available as a personal communicative device. The new media does not only put much emphasis on the message production and distribution but also focuses on process, exchange, and storage (Auwal, 2016). New media technology is all about dynamic, high efficiency, diversity, and interactivity (Guo, 2021).

The following identified properties can help illustrate obvious differences between the traditional media and the new or social media:

- i. Expediency
- ii. Usability
- iii. Feedback
- iv. Permanence
- v. Interactivity
- vi. Dispersal

The media content production has evolved since the arrival of social media, which is distinct from the traditional media usually reserved to media professionals for the sake of the media content and broadcasting. Social media provides generous opportunities for individuals to make self-videos and post them on the Internet (Apuke, 2016). Social media has claimed its

spot, and its benefits are eclipsing those of the traditional media. However, social media has loopholes, consequently giving the traditional media the edge over social media in terms of

- i. The lack of regulation
- ii. The digital divide (Apuke, 2016)

## DISRUPTIVE INNOVATION, MEDIA CONVERGENCE, AND CONTENT PRODUCTION

### DISRUPTIVE INNOVATION

All beings on earth are now astonishingly living in the era of continual disruption, humans included. In this review, disruptive innovation is vernacularly referred to as basic shifts that rattle or rearrange the operational ways of firms and their ecosystems. It is an explorative concept to understand the reason why incumbents may fall behind or lose footing due the new entrants' introduction to innovations. The 21<sup>st</sup> century wins the best description as continual disruption era in which a new business model changes and technological innovations are impacting the individual corporations, the entire industries, and their ecosystems. The ecosystem of the media industry has experienced and continues to witness transformations brought about by the emerging disruptive innovations. The latter addressed in this literature is based on the new and disruptive form of technologies. To better explain the term, disruptive technologies are referred to the technologies that present a distinct performance package, which is inferior in terms of performance dimension that would be one of the important specifications for customers derived from the mainstream technologies. Consequently, their early developments only focus and serve niche segments which value the attributes of their nonstandard performance. Later on, continuous development boosts the performance of the disruptive technology on the attributes of the focal mainstream to a level that is sufficient to appease the mainstream customers. The improved disruptive technology performance remains inferior to the established mainstream technology's offered performance, which itself is also improving. Nevertheless, albeit, the inferior performance of the disruptive innovations on focal attributes, the disruption of technology persists as the novel technology displaces the mainstream technology from the market which was predominated by mainstream technology. Principally, the disruptive technologies' dynamics are characterized by these three aspects:

- i. Displaced incumbent technologies.
- ii. Mainstream consumers with purchases shifting to invading technology-based products.
- iii. Unreactive or slow to react incumbent firms (Omenugha, 2019).

These disruptive innovations construed within media digitalization and polymediation have transmogrified the rules that dominate the media industry. With dynamic organizational capability and having the ability to make vital strategic transformations, industry ecosystem incumbents could manipulate these disruptive innovations. Therefore, these crucial variables encompassing the cognitive capabilities of the managers, dynamic organizational capabilities, and strategic transformations all share key relationships. Furthermore, one of the studies indicates that the incumbents of the media industry ecosystem could exploit innovations once they have created the essential dynamic organizational capabilities. The foundation of the dynamic capabilities' creation sits in developing the managerial cognitive capabilities. Consequently, any organizations must recognize the utmost importance of the following points. On one hand, they must understand that developing the cognitive capabilities of their managers may aid toward a better understanding of disruptive innovations. On the other hand, this move becomes the basis for their dynamic organizational capabilities and strategic transformations. In this view, the exploits on disruptive innovations can only occur via management capabilities'

reconfiguration. The dynamic organizational capabilities are argued to be the solutions toward achieving organizational strategic objectives (Omenugha, 2019).

Disruptive innovation may not essentially entail cutting-edge new technology, which is synonymous to radical innovation. At times, innovations could be disruptive because they did not focus on the needs of the next generation leading customers in the current markets. However, they had other attributes that enabled the emergence of new market applications. Studies showed that the disruptive innovations advanced too rapidly that at the end of the day, these innovations could address the customers' needs in the mainstream market as well. Thus, the disruptive innovation could safely be stated to involve a relatively new application to a new product category although not of cutting-edge technology. Another term is technology-driven disruption that commonly sprouts from start-up firms with devoted focus on the upstream exploration activities of Research and Development (R&D). The disruption unfolds via uncertainties as well as intermittent complex and evolutionary processes that include various multifaceted factors. A disruptive business model is revealed when a market for the technology appears and downstream corporations commence its manipulation in market opportunities (Omenugha, 2019).

The ecosystem of the media industry has undergone major transformations due to the emergence of disruptive innovations. The incumbents of the industry ecosystem could exploit and manipulate the disruptive innovation when they possess dynamic organizational capability and perform the necessary strategic transformations. The digital media emergence or the media digitization shapes the polymediation basis. The digital media have paved the way to social life's dominated connective action logic. Networking via digital media networking can alter the game of the organization, provided the existence of the right technological interplay and personal action frames. When the organization is compatible, the players have the willingness to relax the requirements of collective identification in accordance with the followers' personalized social networking. The collective action logic that epitomizes the modern social order of membership groups, and hierarchical institutions emphasize the dilemma of any organizations in rallying individuals to triumph over resistance to joint actions where the costs of personal participation may offset marginal gains, especially when individuals can blatantly and freely reap the benefits of others' efforts and when those others managed to breakthrough. In brief, the conventional collective action usually demands individuals to make more difficult choices and embrace other social identities that are self-changing rather than the hereditary DNA which is based on the personal action frames organized around the social technologies. The collective identifications' spread naturally needs more socialization, pressure, and education, which consequently make higher demands on resources and formal organization. These demands are necessary as money is needed to pay office rent, hire professional organizers of staff, and generate publicity. Digital media may be able to assist in reducing certain processing costs. However, they do not contribute to any fundamental change in the action dynamics. Digital technologies induced the transformation on the rules that dominate many industries, media industry included. The digital technologies prevalent in the media industry are basically disruptive. These technologies inadvertently become the origin of many media industry's disruptive innovations. The media industry has undergone a series of transformations afflicted by the digitalization waves. To thrive and survive, media enterprises need to keep pace with the advent of technology which helps them create content that is compelling and reaching the new audiences. Digital is currently very predominant that it blurs and breaks the boundary between media and technology industries. This phenomenon assuredly implicates both digitally native start-ups and traditional media companies (Rad, 2017).

The definition of convergence varies among experts, but they generally agree that convergence is the merging of old or traditional media, such as books, newspapers, magazines, cable, television, and radio, with new media, that is the Internet, for the purpose of content production and distribution. The key to media convergence is digitization. Digital technology allows for the unification of various types of media. The advantage of digital media is the loss of character boundaries of the print, traditional, and electronic media. Media convergence does not only show the information and communication technology (ICT) workings in the realm of the media but also creates a series of new outcomes at both conceptual and practical levels. Theoretically, the conventional mass communication notion deserves continuous debate. Convergence causes significant changes to the characteristics of conventional mass communication. Convergent media gives rise to new, more interactive characters. Convergent media causes the volume of the masses to decrease, because the communication is more personal and interactive. Thus, the new communication technologies' convergence or media convergence allows the mediated interpersonal communication creation. The convergence that occurs in the media world is not only a change in technology. More importantly, it is a convergence of industry, markets, and audience behaviour. The media convergence concept is referred as the integration process of distinct traditional communication modes that affect technology, audiences, companies, and professionals in all stages of production, dissemination, and utilization of numerous content forms. This process has far-reaching implications for corporate strategy, technological transformation, and content elaboration and distribution across multiple platforms, the journalists' professional profile, and the way audiences access content. Convergence also occurs in the field of journalism. Inevitably, news editors must converge with the occurrence of technological demands, audience fragmentation, and media company consolidation. Audience fragmentation occurs due to differences in lifestyle. These differences affect how they obtain information and in what format the information is consumed. To explain media convergence, the Convergence Continuum model was created in one of the studies to simplify the comparison of convergence results among researchers and scholars worldwide.

The process outlined by the Convergence Continuum model has the following five different stages:

- i. Cross-promotion
- ii. Cloning
- iii. Coopetition
- iv. Content Sharing
- v. Full Convergence

Full convergence is when different media work together fully, both in terms of collection, production, and distribution of the content, and it targets to maximize each medium's unique characteristics for content delivery. In the stage of full convergence, media that work together produce collaborative topics and content through the respective media platforms' leveraged strengths (Yoedtadi, Ronda, & Wahid, 2021).

#### CONTENT PRODUCTION

Content production encompasses processes that include planning and interviewing. It is then followed by either designing or writing pages in a magazine or a newspaper or producing sound and images for television. The analysis of the process breaks when the content is sent away to broadcasting or print. Event marketing side parts are included (Edwardsson, 2012).

Identical content must be able to be prompted via media segment array. Akin to cloning, this array must communicate by referring to and building on each other to successfully shape content syndication and customization. It is the ultimate method for the media companies to translate the content's potential value into extra turnover with enhanced results and in sync

with the value of the shareholder. In general, content is considerably usable and functional. As content is now supported by new technologies, it is gradually generated, curated, and progressively distributed in terms of cross-segmental economies of scale. Thus, the target would undergo content leveraging or syndication, and it happens across a wide spectrum of channels where customers are reachable (Salamzadeh, Markovic, & Masjed, 2019).

In content production, communications have three forms: social integration, participation, and interaction. Additionally, its focus is user generated content (UGC). The content in particular is the media user participation embodiment, which is a complete evolution from their mass media participation. As seen in the converged media, the content type of UGC may be main or unique, which is evident in social networks. In the mass media context, UGC is only a small share bit in the entire media schedule (Salamzadeh, Markovic, & Masjed, 2019)

#### RELATIONSHIP BETWEEN DISRUPTIVE INNOVATION AND MEDIA CONVERGENCE IN CONTENT PRODUCTION

Disruptive innovation is born from a series of industrial revolutions. As we are now in the fourth Industrial Revolution (IR 4.0), we have reached another pinnacle in the human development phase where the ways humans work, socialize, and interact are revolutionized. This revolution brings technological developments that are offered for human life and their daily convenience. IR 4.0 transcends technological development—it is a means of using smart technology to develop solutions for ongoing and future problems. IR 4.0 offers digital ways for individuals that enable them to run an improved and simplified life. It also offers people endless opportunities, efficient services, effective mobility, and better access to products. Technology is now at the helm of the media industry, where its existence improves how media practitioners experience, explore, and share information with audiences, stakeholders, and clients. Similar to its predecessors, the IR 4.0 introduces other alternatives and solutions. Quoting an example of the emergence of the radio, newspapers continued, and when television appeared, the radio persisted. Such emergence means that the careers within the industry are expanding rather than becoming obsolete or disappearing. Fundamentally, the development of IR 4.0 drives industry practitioners to adopt creative thinking and be brave when employing and using new tech tools to mitigate and simplify their job. For instance, an existing digital publishing tool allows writers to edit and correct any errors in the content before submitting the work to the editors. In short, the main objective of IR 4.0 is being assistive to people, where its presence amplifies the human need to adapt instead of resisting. Being resistant in this phase or revolution is equivalent to hurting your business. In the end, you will find yourself glued to the archaic or conventional ways of publishing press releases or conducting interviews. In general, a surviving media house is the one with fighting spirit and sufficient courage to transition with times and tech developments (Phala, 2020).

Thus, what is the relationship between disruptive innovation and media convergence in content production? First, we look into the elements and dimensions of media convergence. Media convergence has been positively known to become an economic strategy for communications businesses to pursue financial gain by ensuring the collaboration and collective effort among their various media properties. This strategy is produced from the following three elements:

- i. corporate concentration
- ii. digitization
- iii. government deregulation

A blurring line exists between the roles of the producer and consumer of media contents in this 21st century, courtesy of the emergence of new information technologies. Thus,

convergence is analytically structured into four dimensions that cover different phases of the communication process. These dimensions are

- i. Integrated production—Content
- ii. Multi-skilled professionals—Source
- iii. Multiplatform delivery—Medium
- iv. Active audience—Receiver

The common areas of convergence between traditional media and new media are listed as follows:

- i. Technological Convergence
- ii. Economic Convergence
- iii. Content Convergence

In this review, the focus is on the content convergence that will affect content production. From a professional viewpoint, namely, a producer, convergence is regarded as a process that is top-down and corporate driven. This process normally necessitates the employment of a wide range of strategies and tactics toward enhancing its attractiveness and effectiveness. On the concrete message units' level, content convergence refers to media message's form and content. At the level of whole communication strategies, content convergence is identified to be a process that aims at creating media brand or media product on a multi-platform universe that is corporate driven as well as grassroots powered. In the media production, both of these processes integrate specifically (Nwammuo & Nwafor, 2019).

Through media convergence in the age of the new media, the traditional media's resource allocation can be optimized, and its competitiveness can be reshaped. Traditional media information dissemination mode can be changed while expanding the influence of traditional media. Simultaneously, traditional media has the ability to guide public opinion and should be an area of focus. The appeal of traditional media can also be strengthened. Traditional media fundamentally alters the concept and reforms the system to ensure its efficient reform in the era of the new media. Both form iteration and content innovation reconstruct the traditional media operation system, thereby necessitating its adoption. Paying equal attention to technology empowerment and talent cultivation will support the transformation and development of the traditional media in the era of the new media (Wang, 2021).

## DISCUSSION AND CONCLUSION

From the literature, disruptive innovation can be summarized as a continuous phenomenon in tandem with the industrial revolution series and digital transformations in the new media age. In addition, media convergence has become one of the ways for survival and integrity while remaining competitive and relevant in the media industry. The following discusses the benefits, drawbacks, and conclusion of the review.

### BENEFITS OF DISRUPTIVE INNOVATION ON MEDIA CONVERGENCE IN CONTENT PRODUCTION

One of the benefits that comes from this approach would be enhancing professionalism through content integrity. The media should be professional at all times by objectively presenting the news, abiding by the journalism ethics, and maintaining its integrity (Ramli, Ibrahim, & Chang, 2021). They should not take a side and discredit the other. However, many media institutions actually often have particular personal interests in the issue and hence highlight news in their interest. Through media convergence due to disruptive innovation, the content created for production would be less heterogeneous, more uniformed, and synchronized. It would lessen

the discrepancies that may arise due to different perspectives and views. Media convergence can be beneficial because of the role it plays in national economic and social development growth in the context of media ecosystem. It has the potential to affect all segments of society.

Another benefit of media convergence would be the extent of its impact on the circulation outreach. This aspect has a remarkable impact on media and contributes to a high degree of appreciation of news stories. It has further empowered producers and media entrepreneurs toward reaching out to wider audiences. This growing trend of communication has an edge over the previous ways of circulating news and information strictly on hardcopies for an information. Media firms have now gained stronger circulation power. The latter is made possible as people can assess information by visiting various websites from anywhere in the world (Nwammuo & Nwafor, 2019).

#### DRAWBACKS OF DISRUPTIVE INNOVATION ON MEDIA CONVERGENCE IN CONTENT PRODUCTION

Media convergence does not translate into increasing revenue (Wong, 2021). With this idea in mind, content creation is not equivalent to money making. The declining revenue of mainstream media should not be assumed as the migration of most people to catching news online. In reality, many news portals have also closed shops due to the financial resource's deficit, particularly in terms of advertising revenue, which is any media companies' lifeline. Briefly, going digital cannot be equated as a means of popularizing the company as shown by those closures (Wong, 2021). Alternately, Nwammuo and Nwafor (2019) found that convergence is used and discussed not only at the academic level but also an issue of concern by the policymakers as well as the industry, although each entity has different definitions, objectives, accentuations, and interests. From the industrial standpoint, convergence is primarily a business challenge and a strategic goal. From the policymakers' perspective, it is a policy challenge and goal. For academics' standpoint, it is essentially conceptual analytics applied toward improving understanding and explaining in detail the crucial aspects of media change in a general context and various comprehensive developments. Media convergence has relinquished policy's new challenges. In this new millennium, the delivery of the media content was done via specific platforms, encompassing magazines, newspapers, books, cinema, television, radio, and video games. To date, these different media were bound by different regulation levels, depending on whether they were distributed for public or private consumption, whether the content is accessible by children, whether a designated medium is more impactful on its audience, and many more. The media companies have also changed in nature, where the evidence can be observed in Apple, Inc. and Google, Inc., each playing different prominent roles to their target audience. Accomplishing long-established media policy principles is a major challenge for policymakers, for instance to ensure the ownership and content diversity, regulate access on the basis of community standards, and meet the requirements of the local content in the age of global media convergence (Nwammuo & Nwafor, 2019).

#### CONCLUSION

In summary, development and transformation is the chance of survival for the traditional media in this era of new media. Achieving its own economic, durable, and sustainable development is an unavoidable preference for the traditional media while remaining relevant. Under the new media impact, among the approaches that should be implemented by traditional media are self-element integration; examination and evaluation of shortcomings; new media experiential learning; comprehensive realization on the combined ideological-institutional-mode transformation; and improvement on the competitive market operation, influential information

dissemination, and information transmission appeal. Media convergence essentially encompasses strategy and technology integration as well as thought and concept transformation and integration. Media convergence alters the media environment and brings communication content shifts, information reception, and audience differentiation. Broadcasting and hosting in traditional media, especially broadcasting and hosting news via television, are facing both challenges and opportunities catalyzed by the new media's innovation, stylization, and diversification. The information and communication technology's rapid development has ushered in extraordinary changes to the world. The media industry is aware that it is a realistic problem which requires actually meeting the challenge, relentlessly seeking motivation in the pressure, and discovering abundant opportunities in face of trial. The media industry has the responsibility in terms of broadcasting and hosting which is to upgrade the program and platform, address audience shunt, transform the traditional mode, use post and artificial intelligence demand change, build confidence, dig new media age audience, challenge and impact, discover the influence of huge advantages, directly catch the communication effect opportunity, highlight the literacy, and aggressively spread into the environment of the new technology. As part of coping strategies, the media industry should face the changes objectively, improve its professional quality, strengthen its professional characteristics, be attentive to the changes in communication needs, and boost and enlarge the all-media communication ability. In the new dawn of converged media, the media industry and its ecosystem are believed to have absolutely superior development and innovation (Zhang, 2021).

#### LIMITATIONS AND CONTRIBUTIONS

The review focuses more on the background knowledge of the traditional media and the new media, how disruptive innovation happens, and how media convergence works, among others. Future research should note that opportunities emerging from disruptive innovation and media convergence still have to be unearthed, and the shifts in the media market are in progress. Currently, only media entrepreneurs are able to recognize and exploit them appropriately. Thus, it becomes a gap to be filled and a value to be made by academics and researchers alike as the opportunities are very diverse and different. The situations involving low-level income media entrepreneurs result in the unpreparedness among large media companies to focus on them. To date, a fundamental link is neglected within the research on disruptive innovation and media convergence, which are the local actors. This critical element—the media industries' local roots—is important in the advent and discovery of common interests. For further exploration on convergence, it should be studied with the local embeddedness as part of its canvas. It is another point to emphasize in the future where media entrepreneurs will be the focus point as they are the local actors arising from the target market's context and based on the understanding of needs and contingencies. These media entrepreneurs can be gap fillers when addressing the outreach of local markets or when the markets are not sufficiently profitable to garner the attention of and to be covered by large media companies. Cases occur, especially in developing countries, where established and existing large media companies do not pay attention to the areas of interests that are profitable, or needs are unmet. Owing to this situation in the media market, the local media entrepreneurs become its essential part where the economy is progressive, and the local societies are developed by exploiting opportunities. The diverged media audiences resulting from media convergence has become one of the sources for start-up's evolution in the form of the new media enterprises. This move deserves appreciation as one of the future trends as well as a topic of research in distinct perspectives.

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