

The Impact of Globalization On the Media Industry Challenges and Opportunities In the Context of the Digital Economy

Hapipah¹, Agus Kristian², Sandi Kurniawan³, Dimas Septyawan⁴, Fadia Dwi Saputra⁵

Heldy Sunjaya⁶, Septiyano Efendi⁷, Fadla Raihan⁸

Communication Science Program, University of Muhammadiyah Tangerang,

Tangerang, Banten, Indonesia

¹email: hapipah966@gmail.com

²email: aguschristian1589@gmail.com

³email: sandikrnwn26@gmail.com

⁴email: dimaseptyawan23@gmail.com

⁵email: fadiasaputra30@gmail.com

⁶email: sunjayaheldy@gmail.com

⁷email: Efendiseptiyano2001@gmail.com

⁸email: fadlarhn0@gmail.com



Abstract— This research explores and analyzes the challenges and opportunities due to globalization's impact on sustainable strategic management. The research uses a mixed-method design, combining primary and secondary data collection methods. Secondary data is sourced from various credible publications and analyzed through an extensive literature review. A case study approach is adopted, involving semi-structured interviews with six experienced managers from Tazweed Venture Capital in Jordan. The study employs a qualitative, descriptive, and analytical approach to develop a conceptual framework by exploring managers' experiences and perspectives on Globalization and its impact on Sustainable Strategic Management. The findings identify challenges of environmental degradation, economic inequality, transportation and logistics pressures, and compliance challenges for sustainability. While implementing sustainable practices incurs upfront costs, accessing renewable energy markets and financial support presents opportunities. Tazweed successfully implements sustainable strategic management, emphasizing stakeholder engagement and collaboration across departments. This research offers valuable insights and guidance for companies navigating globalization's impact on sustainability strategic management.

Keywords— Globalization, Media, Industry.

I. INTRODUCTION

Globalization significantly influences the media industry by fostering convergence, concentration, and the formation of global value chains (GVCs) that transcend borders and reshape media markets (Milenković, 2022a). The global reach of media conglomerates and the spread of information technology have led to the emergence of transnational media corporations seeking

international dominance, impacting both developed and developing countries (Хурм & Птушенко, 2023). Moreover, the phenomenon of globalization, propelled by technological advancements and media influence, has played a pivotal role in shaping contemporary Arab media, raising questions about cultural homogenization and social change on a global scale (Chalaby, 2019). Additionally, the globalization of sports, particularly through the popularity of European football leagues like the English Premier League, has transformed sports culture in regions like Kuwait, affecting fan behavior, local league performance, and lifestyle choices.

Technology, fueled by globalization, has significantly reshaped media production and consumption patterns. The evolution of new communication technologies and digital culture has blurred the lines between producers and consumers in the media landscape, allowing users to create and consume content simultaneously (Ahuja, 2022). The impact of technology is evident in the shift towards online platforms, exemplified by media giants like Newsweek and The Guardian transitioning to digital-only formats to reach wider audiences and enhance profitability. Furthermore, the influence of technology can be seen in the music industry through peer-to-peer file sharing, user-generated media, and music streaming services, altering how music is both produced and consumed (Ata, 2023). Additionally, the convergence of technology and globalization has revolutionized content delivery, as demonstrated by the adoption of Internet Protocol (IP) for streaming television, showcasing the changing landscape of media firms and their operations (Chalaby & Plunkett, 2021).

Globalization has significantly impacted the financial performance and revenue models of local media companies. The evolution of digital platforms and the rise of global communications megacorporations like GAFANs (Google, Amazon, Facebook, Apple, Netflix) have led to a dramatic drop in the market value and capitalization of traditional media companies (Dashti et al., 2022). The phenomenon of globalization, driven by communicative technological progress and media influence, has played a crucial role in reshaping the media landscape, leading to changes in revenue streams and financial stability for local media entities (Yuniar et al., 2020). Additionally, the glocalization trend, which blends local culture with global products, has created heterogeneity by elevating local culture in the global arena, impacting how local media companies generate revenue and cater to diverse audiences. The relationship between media and globalization processes continues to influence financial strategies and performance of local media firms (Haque, 2022).

Global media platforms play a significant role in influencing cultural diversity and the preservation of local cultures. They often impose Western assumptions on creativity, hindering local cultural norms (Ratu Mutialela Caropeboka et al., 2022). Additionally, the visual design of digital platforms can impact user behavior and lead to the emergence of local cultural trends that diverge from the status quo, ultimately promoting diversity (Herman, 2023). As global cities become hubs of innovation, there is a risk of national cultures dissolving in the information flow, but initiatives by young designers to integrate local culture into the visual environment showcase a shift towards reassessing and preserving regional cultural values (Epstein et al., 2021). Furthermore, cultural communities utilize digital media to preserve local wisdom, with efforts like the Bali Buja Community integrating online and offline activities to develop community media innovations (Zhelondievskaja & Barysheva, 2021).

II. LITERATURE REVIEW

Existing literature highlights the significant impact of globalization on media ownership structures, emphasizing the emergence of transnational media corporations seeking international dominance and the expansion of developed country owners into developing markets (Markina, 2021a). Studies also stress the influence of ownership on editorial content, audience connection, and ethical considerations within media organizations (Sarkar & Lal, 2023). Globalization has led to a shift towards profit-driven motives over cultural and educational values, affecting media financing and editorial independence, especially in transitioning countries (Rutovic, 2019). Research further indicates that successful integration into globalization processes requires a balance between local cultural identity and global influences, with ownership changes affecting the editorial focus of media outlets. Additionally, investigations into European media markets demonstrate varying levels of owner influence based on ownership concentration and transnational versus local control (Zdravković, 2020).

The literature delves into the multifaceted role of media in cultural exchange, emphasizing its function as a bridge between diverse cultures, aiding in identity formation, and facilitating intercultural encounters (Bayerlipp et al., 2022). Cultural transfers, particularly in literature, are highlighted as mechanisms for disseminating knowledge and cultural goods between different societies, fostering reciprocal interactions and creating eclectic cultures (Bozdağ & Odağ, 2019). Additionally, studies have shown that social networking sites play a significant role in the intercultural adaptation process for international students and immigrants, enabling them to maintain connections with their home countries, acquire social capital, and adjust socially in new educational

environments (Nkouda Sopgui, 2021). Critical intercultural communication frameworks are proposed as valuable tools for examining culture within media studies, emphasizing the need to problematize and critically analyze cultural dynamics rather than taking them for granted.

III. DISCUSSION

Globalization has had a significant impact on the media industry by encouraging convergence, cultural exchange, and the spread of Western culture. The convergence of media industries due to globalization has transformed them into key players in shaping people's lives and distributing information

(Milenković, 2022). Additionally, the globalization of information technology has led to the formation of large transnational media companies that seek international dominance, influencing the structure of media markets. Additionally, cultural diversity resulting from globalization has influenced media content, leading to an increase in the variety of music genres and culinary choices available around the world (Dashti et al., 2022). Additionally, the global reach of Western culture through media has influenced local cultures, challenging traditional beliefs and values while also creating opportunities for cultural hybridization and the emergence of new cultural fusions.

Globalization and digitalization have had a significant impact on the media industry, leading to major changes in business models and consumer behavior. The media landscape has shifted towards digitalization, causing disruption in traditional revenue streams such as print advertising (Stronen et al., 2022). This transformation has necessitated the adoption of big data analytics to understand customer preferences and behavior, driving the need for knowledge management and organizational learning processes (d et al., 2022). Global convergence and change are increasingly influencing the development of the media industry, emphasizing the importance of media as intermediaries in transmitting information and producing marketable content (Kirilenko & Kolobova, 2021b). Digital transformation has also brought about new consumption styles, characterized by involuntary content consumption, highlighting the need for media organizations to adapt to evolving consumer needs and behavior (Shivendu & Zhang, 2020). Additionally, shifting consumer preferences towards digital media have reshaped content markets, impacting social well-being and consumer surplus in complex ways.

DEFINITION OF THE GLOBALIZATION ON THE MEDIA INDUSTRY

Globalization is a complex phenomenon that has been studied extensively by various economic and sociological theories. Neoliberal theories of globalization, as highlighted by Paustovska (Paustovska, 2021), emphasize market-oriented solutions to global issues, while neo-Keynesian theories focus on the role of state regulation in addressing global problems. Additionally, Rabigan and Stana (RABIGAN & STANA, 2019), discussing how globalization creates winners and losers, sparked diverse opinions among specialists, delving into various definitions surrounding globalization, pointing out the challenges of defining such a dynamic process. Mocombe (Mocombe, 2020) presents a contrasting view of globalization, with convergence theory emphasizing homogenization and hybridization theories that focus on cultural diversity.

Globalization and digitalization have significantly changed people's media consumption patterns, leading to a shift to digital platforms such as Over-the-Top (OTT) services such as Netflix, Prime Video, and Disney+ Hotstar (Sridhar & Phadtare, 2022). The rapid emergence of digital media has disrupted traditional media formats, impacting consumer behavior, business models, content creation, and distribution (Vrana & Das, 2023). This transformation from editor-mediated consumption to non-editor-mediated consumption has empowered audiences to actively engage in discussions and express their preferences, emphasizing the importance of trust in media credibility (Firman Kurniawan, 2021). The digitalization of the media industry has met the increasing demand for instant access to personalized content, reshaping digital entertainment from consumerism, demographic and technological perspectives (Kalia & Chauhan, 2022). Overall, the availability of high-speed internet, smartphones and technological advances have fueled a preference for on-the-go consumption of digital content over traditional media services, especially evident during the Covid-19 pandemic.

CHALLENGES AND OPPORTUNITIES IN THE CONTEXT OF THE DIGITAL ECONOMY

Globalization exerts a significant influence on the media sector through the promotion of convergence, consolidation, and the dissemination of cultural influences. The integration of technological progress with political, economic, and cultural elements molds the media environment, transforming it into a prominent entity in individuals' daily lives (Milenković, 2022). The emergence of large multinational media conglomerates striving for global supremacy and the expansion of media proprietors from developed

nations into emerging markets underscore the worldwide scope of media consolidation (Markina, 2021). Additionally, the global expansion of sports, exemplified by the impact of the English Premier League in Kuwait, demonstrates how international media content can alter local sports culture and consumer behavior (Dashti et al., 2022). While apprehensions regarding the Westernization of Indian media persist, the digital age has also enhanced broadcast journalism and broadened the availability of diverse information sources (Rai, 2022). In essence, discussions on media globalization underscore the cultural, economic, and political aspects that influence the industry's development and its effects on societies across the globe (Coker, 2023).

Globalization has had a beneficial impact on the media sector by promoting convergence and worldwide transformation, resulting in the establishment of media enterprises that actively shape individuals' daily lives (Milenković, 2022). The dissemination of Western culture via globalization has influenced media content and societal standards, offering avenues for cultural interaction and the emergence of blended cultural expressions (Katumo et al., 2023). Moreover, the globalization of soccer, exemplified by Kuwait's enthusiasm for the English Premier League, has not solely entertained enthusiasts but also impacted local sports customs and behaviors, illustrating the global expansion of media sectors (Dashti et al., 2022). Additionally, the global aspect of media consolidation has triggered the establishment of multinational media conglomerates and the expansion of media markets, demonstrating the influence of information globalization on the media industry (Markina, 2021). In general, globalization has revolutionized the media environment, facilitating increased connectivity, cultural interchange, and commercial prospects within the sector.

Globalization has had a substantial adverse influence on the media sector, giving rise to worries regarding cultural degradation, information asymmetry, and economic inequalities. The amalgamation of media enterprises as a result of globalization has presented difficulties in upholding cultural multiplicity and genuineness (Milenković, 2022) (Markina, 2021) (Katumo et al., 2023). Moreover, the predominance of Western culture in the worldwide media sphere has prompted discussions concerning the conservation of customary principles and the dissemination of standardized cultural standards (Katumo et al., 2023). The worldwide news cycle, overseen by international organizations, has prolonged disparities and predispositions, impacting the caliber and impartiality of information disseminated to the populace. Additionally, the economic elements of globalization have impacted media possession trends, generating apprehensions about monopolies and the consolidation of authority in the possession of a small number of major corporations (Markina, 2021). In general, the unfavorable repercussions of globalization on the media industry incorporate cultural, informational, and economic aspects, underscoring the necessity for thorough scrutiny and likely regulatory interventions.

The media industry encounters several obstacles in the digital era, such as a decrease in revenue, substantial production expenses, and the necessity for innovative approaches to accommodate evolving consumer habits and technological progress (Stronen et al., 2022) (Apriansyah et al., 2023). Traditional media establishments are facing challenges to create novel digital business strategies due to diminishing conventional income streams, resulting in increased focus on digital prospects and cost-reduction strategies (Grossman, 2022). The shift towards a digital economy introduces fresh technological and organizational hurdles, with a lack of defined terms and regulatory frameworks impeding its growth and potential advantages (Bortnikov, 2022). In the context of India, the coexistence of print journalism alongside new media in the digital domain diverges from global patterns where print media is yielding ground to convergent media, underscoring the intricacies of governance, content creation, and service delivery in the digital epoch (Bharthur, 2020).

Globalization in the media sector, shaped by advancements in technology, as well as political, economic, and cultural forces, has brought about convergence and substantial transformations in the digital age (Milenković, 2022b) (Markina, 2021b). This transition has led to heightened competition, fragmentation of audiences, and a decrease in traditional media revenue streams, coupled with a surge in investments in digital advertising (Kirilenko & Kolobova, 2021). The worldwide scope of media consolidation has given rise to multinational corporations striving for global supremacy, influencing information markets on a global scale (Markina, 2021b). Additionally, the adjustment of the television industry to the culture of streaming and digital delivery, spurred by international video-on-demand services, has heightened market rivalries and impacted domestic audiovisual production, evident in the market dynamics of the Czech Republic (Chen, 2019).

In the digital economy, the media industry faces several challenges. Legacy media outlets are struggling to adapt to new digital business models and declining revenue streams, leading to investment in digital opportunities and market consolidation (Praditha & Widodo, 2022). The shift to digital platforms has also had an impact on advertising spending, with internet advertising

surpassing television as the largest advertising medium (Grossman, 2022). Additionally, the emergence of user-generated content and social networks has empowered audiences to create and share content, changing traditional media consumption patterns and posing a threat to established media companies (Kongying & Purisai, 2021). These challenges highlight the need for media organizations to innovate, adapt and build trust to thrive in the evolving digital landscape.

IV. STUDY CASE

Various media responses to globalization can be observed in the research papers that have been provided. For example, the impact of the English Premier League in Kuwait illustrates how the broadcasting of sports from Europe influences local sports culture and fan behavior, resulting in heightened engagement and expenditure (Dashti et al., 2022). Furthermore, the global news cycle, which is overseen by international agencies, reveals disparities stemming from specific capitalist influences, which in turn affect the global dissemination of information (Kasap et al., 2018). The utilization of media education, as exemplified by the global mediagraphy approach, establishes connections between abstract theories of globalization and personal familial experiences, thereby assisting in the comprehension of the mediated globalization process at an individual level (Vettenranta, 2010). Moreover, the China-Mongolia-Russia Economic Corridor plays a significant role in promoting cultural exchange and public diplomacy through media collaboration, fostering mutual respect and trust among nations (Xing et al., 2022). In essence, the role of mass media in globalization is paramount, as it facilitates cultural exchange and the dissemination of information globally through various channels such as television, cinema, and emerging technologies (Matos, 2012).

Globalization has significantly impacted the media industry in various countries and regions, leading to changes in media culture, technology adoption, and market structures. The convergence of media industries due to globalization has transformed them into key players influencing people's lives and shaping communication dynamics (Milenković, 2022). In Kuwait, the globalization of football, particularly through the English Premier League, has not only entertained fans but also influenced local sports culture, behaviors, and expenditures, showcasing the reach and influence of global media on local contexts (Dashti et al., 2022). The global nature of media concentration, characterized by the emergence of transnational media corporations seeking international dominance, highlights the shift towards information globalization and the need to understand concentration and diversification in the media business within a globalized context (Markina, 2021). Furthermore, the impact of globalization on the media industry is unevenly distributed, with Northern countries leading in technological innovation and development compared to the Global South, emphasizing disparities in technological capabilities and growth opportunities worldwide (Salaverria & De-Lima-Santos, 2021). The evolution of new media in the Lipetsk region exemplifies the effects of globalization and media convergence on regional mass media, emphasizing the transition to online formats, multimedia journalism, and changes in information consumption patterns driven by global factors (Shteiman & Zaitseva, 2022).

Globalization and digitalization have had a profound impact on the media sector, presenting both challenges and prospects. The media landscape has observed a transition towards digital platforms, leading to a decrease in revenues for traditional media as audiences engage more with new media forms such as user-generated content and automation (Kirilenko & Kolobova, 2021). The amalgamation of globalization and convergence has additionally influenced the media environment, fostering a trend towards a standardized global culture while underscoring the significance of local and emerging media entities in offering alternatives (Milenković, 2022a) (Kasap et al., 2018). The competitive landscape within the media sector has become more intense, necessitating adaptation and ingenuity for survival, particularly for print media struggling with high production expenses and technological progress (Apriansyah *et al.*, 2023). The emergence of multinational media conglomerates and the expansion of media proprietors from developed nations into emerging markets illustrate the globalized nature of media consolidation, underscoring the imperative to comprehend the globalization of information and its repercussions on the media industry (Markina, 2021a).

V. CONCLUSION

Globalization and the digital economy have brought significant changes to the media industry. The main impacts of globalization are seen in the consolidation of large media companies, diversification of content, technological transformation, and changes in media consumption patterns. Media companies can now reach global audiences, provide a richer variety of content types, and leverage digital technology for innovation in content production and distribution. However, this research also shows that the media industry faces major challenges in the context of the digital economy. These challenges include intense competition with the emergence of new digital platforms, intellectual property rights issues related to piracy and varying regulations, issues of content diversity and fair representation, as well as threats to cyber security and user privacy. On the other hand, the digital economy offers

great opportunities for the media industry. Media companies can benefit from access to global markets, increasing operational efficiency through automation and international collaboration are also important opportunities.

To face these challenges and take advantage of opportunities, media companies need to adapt quickly to technological and market changes, develop flexible and innovative strategies, and ensure the protection of intellectual property rights and user privacy. Further research is needed to continue monitoring these developments and provide relevant and effective solutions for the media industry. Overall, globalization and digitalization have changed the face of the media industry in profound ways, bringing about complex and dynamic impacts. Future success will depend on the media industry's ability to innovate and adapt in an ever-changing environment.

REFERENCES

- [1]. Ahuja, V. (2022). Transforming the Media and Entertainment Industry. *Journal of Cases on Information Technology*, 23(4), 1–17. <https://doi.org/10.4018/JCIT.296255>
- [2]. Apriansyah, A., Fithriansyah, H., & Rahadian, T. (2023). Eksistensi Surat Kabar Media Indonesia di Era Digital. *Populis : Jurnal Sosial Dan Humaniora*, 8(1), 74–81. <https://doi.org/10.47313/pjsh.v8i1.2351>
- [3]. Ata, F. (2023). *Production and Consumption in the Relationship Between Digital Culture and New*
- [4]. *Communication Technologies* (pp. 71–86). <https://doi.org/10.4018/978-1-6684-8397-8.ch005>
- [5]. Bayerlipp, S., Haekel, R., & Schlegel, J. (Eds.). (2022). *Media Ecologies of Literature*. Bloomsbury Academic. <https://doi.org/10.5040/9781501383908>
- [6]. Bozdağ, Ç., & Odağ, Ö. (2018). Media–Bridge–Cultures: Exploring mediated cultural encounters. *International Communication Gazette*, 80(7), 597–602. <https://doi.org/10.1177/1748048518802199>
- [7]. Chalaby, J. K. (2019). Understanding Media Globalization. In *The Routledge Companion to Global*
- [8]. *Television* (pp. 373–384). Routledge. <https://doi.org/10.4324/9781315192468-37>
- [9]. Chalaby, J. K., & Plunkett, S. (2021). Standing on the shoulders of tech giants: Media delivery, streaming television and the rise of global suppliers. *New Media & Society*, 23(11), 3206–3228. <https://doi.org/10.1177/1461444820946681>
- [10]. Chen, L. C. (2016). Media Globalization of Cultural Industries in the Twenty-First Century: A Case Study of Taiwan's Online Gaming Industry. In *Global Game Industries and Cultural Policy* (pp. 173–199).
- [11]. Springer International Publishing. https://doi.org/10.1007/978-3-319-40760-9_9
- [12]. Dashti, A. A., Haynes, R., & Murad, H. A. (2022). The Impact of Media Globalization of English Football:
- [13]. The Kuwaiti Experience. *International Journal of Sport Communication*, 15(2), 158–166. <https://doi.org/10.1123/ijsc.2022-0025>
- [14]. Epstein, Z., Groh, M., Dubey, A., & Pentland, A. (2021). Social Influence Leads to the Formation of Diverse Local Trends. *Proceedings of the ACM on Human-Computer Interaction*, 5(CSCW2), 1–18. <https://doi.org/10.1145/3479553>
- [15]. Haque, D. T. (2022). Globalization and its impact on contemporary Arab media. *Sprin Journal of ArabicEnglish Studies*, 09–20. <https://doi.org/10.55559/sjaes.v1i01.3>
- [16]. Herman, L. (2023). Globalized Creative Economies : Rethinking Local Craft, Provenance, and Platform Design. In *Feminist Futures of Work*. Amsterdam University Press. https://doi.org/10.5117/9789463728386_ch03
- [17]. Kasap, F., Dolunay, A., & Mırçık, A. M. (2018). Küreselleşmenin Medya Üzerinde Etkileri: Küresel Medyaya “Sürükleniş” / The Effects of Globalization on Media: “Drifting” into the Global Media.
- [18]. *Journal of History Culture and Art Research*, 7(2), 515. <https://doi.org/10.7596/taksad.v7i2.1417>
- [19]. Kirilenko, V. P., & Kolobova, E. Y. (2021). Media Business Development in the Context of Global Digitalization. *Administrative Consulting*, 2, 127–142. <https://doi.org/10.22394/1726-1139-2021-2-127142>

- [20]. Markina, Y. V. (2021a). Media Globalization Specificity and Contradictions to Diversification of Western Media. *Vestnik NSU. Series: History and Philology*, 20(6), 180–191. <https://doi.org/10.25205/18187919-2021-20-6-180-191>
- [21]. Markina, Y. V. (2021b). Media Globalization Specificity and Contradictions to Diversification of Western Media. *Vestnik NSU. Series: History and Philology*, 20(6), 180–191. <https://doi.org/10.25205/18187919-2021-20-6-180-191>
- [22]. Milenković, V. (2022a). The impact of globalization and convergence on the development of media industries. *Napredak*, 3(3), 83–96. <https://doi.org/10.5937/napredak3-38856>
- [23]. Milenković, V. (2022b). The impact of globalization and convergence on the development of media industries. *Napredak*, 3(3), 83–96. <https://doi.org/10.5937/napredak3-38856>
- [24]. Nkouda Sopgui, R. V. (2021). (AUTO) BIOGRAPHIES PARALLELES ET MEDIATION CULTURELLE TRANSNATIONALE: UNE LECTURE DE LA LITTERATURE GERMANOAFRICAINNE A PARTIR DE LA NOTION DE « TRANSFERT CULTUREL ». *Jangada: Crítica* |
- [25]. *Literatura | Artes*, 1(17), 340–356. <https://doi.org/10.35921/jangada.v1i17.365>
- [26]. Ratu Mutialela Caropeboka, Arini, S., Suharto, S., & Misnawati, D. (2022). The Role of the Media in Preserving Local Culture (A Phenomenographic Study of Rentak Ulu Melayu in TVRI Programs in the Era of Transformation and Globalization). *Proceedings Of International Conference On Communication Science*, 2(1), 212–217. <https://doi.org/10.29303/iccsproceeding.v2i1.90>
- [27]. Rutovic, Z. (2017). The Financial-Economic Aspect of the Media and the Public Service in the Globalization Era (Budget and Ownership Framework). *Journal of Central Banking Theory and Practice*, 6(1), 127–144. <https://doi.org/10.1515/jcbtp-2017-0007>
- [28]. Sarkar, N., & Lal, R. (2023). *Changing Trends of Media Ownership* (pp. 290–309).
- [29]. <https://doi.org/10.4018/978-1-6684-8166-0.ch015>
- [30]. Yuniar, A. D., Ainurriszqi, A. F., Tresnayanti, A. F., Rahma, A. F., Amalia, R., Zulaikha, S. N., & Fibrianto, A. S. (2020). Analysis of Glocalization Phenomena: Advertising of Starbucks Special Edition Products with Indonesian Local Wisdom in Social Media. *Proceedings of the International Conference on Social Studies and Environmental Issues (ICOSSEI 2019)*. <https://doi.org/10.2991/assehr.k.200214.045>
- [31]. Zdravković, Ž. (2017). Transnacionalno vlasništvo i lokalna kultura: analiza sadržaja dvaju hrvatskih dnevnih listova. *Acta Iadertina*, 4(1). <https://doi.org/10.15291/ai.1207>
- [32]. Zhelondievskaja, L., & Barysheva, V. (2021). Local Culture Preservation Through Design in Global City.
- [33]. *IOP Conference Series: Materials Science and Engineering*, 1079(5), 052031. <https://doi.org/10.1088/1757-899X/1079/5/052031>
- [34]. Хурум, Р. Ю., & Птущенко, Е. Б. (2023). digital technologies as Promising a tool for digitalization in fine arts. *Вестник Адыгейского Государственного Университета, Серия «Филология и Искусствоведение»*, 3(302), 155–163. <https://doi.org/10.53598/2410-3489-2022-3-302-155-163>
- [35]. Apriansyah, A., Fithriansyah, H., & Rahadian, T. (2023). Eksistensi Surat Kabar Media Indonesia di Era Digital. *Populis : Jurnal Sosial Dan Humaniora*, 8(1), 74–81. <https://doi.org/10.47313/pjsh.v8i1.2351>
- [36]. Bharthur, S. (2020). Digital India-Communication Policy, Issues and Challenges. *Lumina*, 14(1), 20–36. <https://doi.org/10.34019/1981-4070.2020.v14.30139>
- [37]. Bortnikov, S. P. (2022). *Challenges in Identifying the Digital Economy Rising* (pp. 209–218). https://doi.org/10.1007/978-3-030-83175-2_28
- [38]. Coker, W. (2023). Beyond technophilia: A critique of media globalization. *Cogent Arts & Humanities*, 10(1). <https://doi.org/10.1080/23311983.2023.2224602>

- [39]. Dashti, A. A., Haynes, R., & Murad, H. A. (2022). The Impact of Media Globalization of English Football: The Kuwaiti Experience. *International Journal of Sport Communication*, 15(2), 158–166. <https://doi.org/10.1123/ijsc.2022-0025>
- [40]. Grossman, Z. D. (2022). Challenges and Opportunities for Main Stream Media and Journalism in a Digital and Social Media Environment: Perspective from Israel. *Journal of Marketing and Communication*, 5(2), 1–10. <https://doi.org/10.53819/81018102t4065>
- [41]. Kasap, F., Dolunay, A., & Mırçık, A. M. (2018). Küreselleşmenin Medya Üzerinde Etkileri: Küresel Medyaya “Sürükleniş” / The Effects of Globalization on Media: “Drifting” into the Global Media. *Journal of History Culture and Art Research*, 7(2), 515. <https://doi.org/10.7596/taksad.v7i2.1417>
- [42]. Katumo, D. M., Muinde, J., & Waswa, E. N. (2023). Globalization has a significant benefit to emerging economies but is potentially detrimental to local cultures. *ESS Open Archive*, 1–5.
- [43]. Markina, Y. V. (2021). Media Globalization Specificity and Contradictions to Diversification of Western Media. *Vestnik NSU. Series: History and Philology*, 20(6), 180–191. <https://doi.org/10.25205/1818-7919-2021-20-6-180-191>
- [44]. Matos, C. (2012). Mass Media. In *The Wiley-Blackwell Encyclopedia of Globalization*. Wiley. <https://doi.org/10.1002/9780470670590.wbeog369>
- [45]. Milenković, V. (2022). The impact of globalization and convergence on the development of media industries. *Napredak*, 3(3), 83–96. <https://doi.org/10.5937/napredak3-38856>
- [46]. Rai, M. (2022). GLOBALIZATION AND MARKETISM IN INDIAN MEDIA (ANALYTICAL STUDIES). *ShodhKosh: Journal of Visual and Performing Arts*, 3(1), 409–414. <https://doi.org/10.29121/shodhkosh.v3.i1.2022.110>
- [47]. Salaverria, R., & De-Lima-Santos, M.-F. (2021). *Transformation of the News Media Industry in the Global South* (pp. 1–21). https://doi.org/10.1007/978-3-030-65860-1_1
- [48]. Shteiman, M. S., & Zaitseva, N. V. (2022). Strategies and Trends in Development of Modern Mass Media in Globalization Processes: a Regional Aspect. *Nauchnyi Dialog*, 11(8), 185–204. <https://doi.org/10.24224/2227-1295-2022-11-8-185-204>
- [49]. Stronen, F., Breunig, K., Ellefsen, R., & Vikingstad, T. A. (2022). Digitalization of Knowledge Development in the Media Industry. *European Conference on Knowledge Management*, 23(2), 1158–1164. <https://doi.org/10.34190/eckm.23.2.817>
- [50]. Vettenranta, S. (2010). From Feather Quill to Digital Desk: Teaching Globalization through Mediagraphy. *Nordic Journal of Digital Literacy*, 6(special_issue), 369–382. https://doi.org/10.18261/ISSN1891-943X-2011-special_issue-08
- [51]. Xing, J., Huang, S., & Ngu, I. T. (2022). People-to-People Exchange of China-Mongolia-Russia Economic Corridor: A Media Globalization Perspective. *SHS Web of Conferences*, 148, 03015. <https://doi.org/10.1051/shsconf/20221480301>