CROSS-MEDIA MANAGEMENT: FROM MASS MEDIA TO ONLINE MEDIA

Surapongse Sotanasathien, Sukhothai Thammathirat Open University

ABSTRACT

The digital age has given rise to many disruptive innovations. To survive the media has to develop amid such crises. This Research is conducted via stratified sampling from multiple districts across Bangkok. The statistical model used are comparative mean, basic descriptive statistics, and multiple linear regression with the stepwise method. The findings found that each module, from a total of 4, is fully feature-based only if the audience is in specific independent variables. It also represents a transcendence of media with ever-increasing index values of individual modules to enter the third wave of the new/online media era. This was done by constructing a multiple linear regression with dependent variables, the Media Management Module. There are only 5 primary variables left, namely: age, exposure to newspapers, traditional media exposure frequency, hours per day of exposure to traditional media, and frequency of viewing news/programs on new media.

*: It is part of a complete research report as the same topic under supporting by Sukhothai Thammathirat Open University

Keywords: Traditional Media, New Media/Online Media, Disruptive Innovation, Media Management Modules

INTRODUCTION

The situation of media management in Thailand is at a standstill due to the dramatic change in production & service innovation. Results of research studies in the field of mass communication, teaching in the university, & including the capacity of operators/entrepreneurs in the media industry are alarmed by the inability to take the lessons of the crisis in the digital age perfectly to find solutions & survive in education, academia, & professional circles. The mass media of Thailand, as a consequence, were torn down & unable to adapt to the disruptive innovation, although this phenomenon was predictable before. In addition, the media institutions play an important role in the political regime both of political demanding and supporting in the democratic system. The growth of the economy is stagnant due to the dependence on mass media advertising/public relations. On the other hand, a social system that makes the media struggle by presenting frauds, selling dreams, and competing to present news to survive its media institutions. Nevertheless, disregarding the code of conduct at times unwittingly undermines the culture and belief patterns in society. Finding answers to media management guidelines to break out of the cycle, there will be the possibility of a multidisciplinary approach to addressing the pressing issues of media management. This is also expected to continue to affect global in the first half of the 21st century as well as affect especially the well-being of Thai people in the 21st century. This includes mental health and the quality of life of people in a society that has been rippled by innovative variations. Eventually, they will have a severe impact on the Thai media industry until the media has to shut itself down and, at its best, open a platform in the online media or the world of cyberspace. If still unable to find a solution to the problem that still engulfs today, many research projects in journalism also suffer from misunderstandings and ineptitudes of sensitive issues that can have far-reaching implications, as news emerges across the world about media bankruptcy. However, it is believed that the cross-transfer from the mass media to the online media or in the cyber world will be able to survive. Moreover, educational institutions in Thai society have not studied this situation seriously

compared to the enormous impact of innovation in the digital era. Therefore, it is necessary to accelerate the study and integrate knowledge by media management practices in the current era. It, furthermore, has a continual effect on changing academic content as well as producing practical benefits to the professional circle. They have reached a constricted point that affects interests, whether politics, public policy, commerce, community, or communications management. This research project will strengthen media management for educational institutions of communication and nations with mass media institutions as one of the pillars that some of them are on the verge of extinction. It also creates a new generation of researchers from this research or puts it into a curriculum to produce quality graduate students. It will also create a strong research group due to the rapidly changing media landscape owing to the impact of innovation in the digital age.

The research in this project is a basic research study that will create new knowledge. It has an academic impact as well as the thinking system in journalism is changing itself today. The results of this research can also be used to oversee the research to the benefit of all mass media institutions that have stepped into a new platform. This is to be in line with media reform guidelines and strategic communication plans. There is still a way to keep up with the changes in the digital era that is perfect to answer the country's media management problems. That may cause impacts on individuals, society, and the country if problems are not corrected on the spot and in time. The problem with traditional media stems from the content provided by producers. There is a fixed distributing system and working in the physical world which is always delayed. Compared to new media, the audience can create content, make consumers become content producers, and disseminate flows according to the exposure of the audience. Working is almost everything in the mechanical world. It can be said that the traditional media began to take on a grand scale with the same decay from the 1990s onwards. In the same decade, the new media quickly surpassed that blasted the traditional media out of the way. It can't find a way out and stagnation followed. By 2010s, traditional media had to merge with new media in one way or another to survive the surge of catastrophic innovation transformation. It is recognized that content production can no longer be completely under the control of the traditional media team. Since the internet social network can create content from audiences who are everywhere in the world and can connect with the network without borders can generate measurable follower counts even with millions of subscribers/followers. While the popularity rating of Nelson's companies is based on sampling data, not the entire mass of real users, this allows the total ad volume in the media of the world to be able to calculate the ad spend and the number of viewers accurately and reliably, such as platforms of Facebook' and Google, which accounts for more than half of global internet advertising revenue. Forasmuch, the audience is the consumer who produces the content by themselves, which means that the platform owned by the media entrepreneur does not have to invest in content anymore. However, it must still be subject to the rules of the platform that the media determines. Although it may seem that the audience has complete freedom, the media's platforms are still subject to ethics and responsibility. With the amount of content that can be searched by browsers to access websites, for example, YouTube can produce more than 400 hours of content per minute and Facebook has more than two billion users each month. This does not include the value of the mobile phone company's network, which is an important platform of new media as it appears in the world of cyberspace. In other words, smartphones are linked to global business networks such as banks. startup companies, and the platforms of the new media industry.

RESEARCH QUESTION

Research questions are based on the objectives and problematic conditions of the study. This is an urgent problem in finding solutions for the media management of entrepreneurs and media professionals in Thailand. It is based on content management criteria and approaches from present to future. However, media management can be classified into modules of the development as follows. (Please see table 1 below.)

How is the management of traditional media? How long can it withstand the existence of traditional media? How will the management approach be flexible enough to adapt to the flood of innovation?

How will the management of traditional media try to imitate the content of new media? How will the management approach remain the traditional media but try to survive by adopting the content presented in the new media platforms to disseminate or imitate in their original/traditional media to new platforms? Will the content modifications that mimic new media but still have traditional media channels survive with a management approach that has been adapted from traditional media?

How to manage content from traditional media into new media? How feasible would such a management approach be? Can this kind of management change from the development that used to be the traditional media?

How has the new media management approach developed into this stage? How long will this kind of management be maintained? and how to change the management from traditional media to transition periods and then to new media?

However, the assumption of all of the above modules is that no matter which module the media is in, there must be a management approach to bridge the gap in technology/ innovation so that the audience has equal access to the message that s/he gets used to exposing. The following hypothesis has been made for the layout of the Media Management Module:

Table 1 THE MODULES OF MEDIA MANAGEMENT		
Modules	**Traditional Media Channels**	**New Media Platforms**
Traditional media content	I Traditional Media Management	III Removing some or almost all of the content of the traditional media into the new media.
new media content	II Traditional media try to imitate the content of new media.	IV New Media Management

How does media transcending from one wave of media to another from the above modules proceed? What module is Thai society in the management of the media?

For the above modules, is it possible to create a multiple linear regression equation? If so, under what conditions would it be used to explain the phenomenon of media management in Thai society?

THEORETICAL FRAMEWORK

The availability of scarce & limited resources such as radio waves gives advertising and audience a unique format that has forced the media industry to adjust itself from its competitors to a new medium that is open to all under unlimited resources. Over the past three decades, the movement of media companies into the global market has resulted in economic shocks and the need for the management of multinational media. The point is interesting for many reasons. Nevertheless, it remains an unanswered question how to do synergies and decentralization concerning the following: First, the global expansion in all directions has affected the financial position of the media. Second, globalization such as ICT affects the content and quality of news, movies, and products that advertising media often produce for the domestic market. Third, news content from major countries is also produced for the global market. Fourth, the consequences point to how transnational media content is presented affecting politics, economy, culture, and public interest. Various countries that receive foreign media content into the countries always rely on superpowers. Historically, in 1960s, the term "global village" with broadcasting and radio waves was a tool for cross-border transmission. By 1980s, almost all types of media mergers began to form multinational media companies. Nonetheless, the physical expansion in

transnationalism has begun to deteriorate when the world opens into the 21st century with globalization based on the Internet. Likewise, the Thai media has disseminated its content, especially dramas and movies, to foreign countries while still relying on traditional media management and efforts to shift to transnational media management with neighboring countries. Nowadays, it has begun to use internet networks of communication to replace more and more.

Media management and operations are the inevitable and challenging forces in the media industry in terms of volume and speed in the media sector. Due to technology causing a radical and rapid change in product innovation in terms of disruptive innovation in the production methods of goods, services, content, and management of the media industry, especially for a different market anymore. However, the result of innovation in the new media industry making new media platforms relies on innovation diffusion theory for consumers who are audiences to accept new media innovations. They make consumers behave in response to this platform. It has been accepted by the organization and employees as well as consumers until the media entrepreneurs have to adjust accordingly. It is worth noting that innovation diffusion theory is often coupled with the theory of uses and gratifications. This conceptual framework was used to determine whether or not consumer behavior takes into account the products, services, and content of new media. That is to say, how much is the audience exposed to new media and how satisfied they are with the media? However, both the audience in choosing the media and the media entrepreneurs are different mirrors that reflect the identity of each other. Until it can be said on one side that the behavior of the audience who is a media consumer can also determine the media management of the entrepreneur.

These theoretical frameworks (See Figure 1) were used as a frame of reference in this research (Mierzejewski. 2010: 13-30 and Surapongse 2017) with details of related theories according to the diagram of the theoretical framework in research.
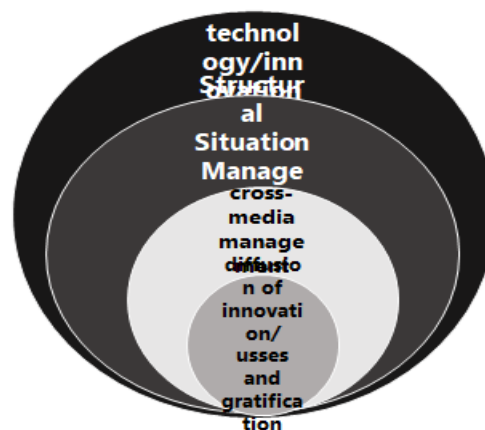

FIGURE 1
CONCEPTUAL FRAMEWORK IN RESEARCH

LITERATURE REVIEW

Document and Research Surveys May be Divided into Four Hypothetical Modules, Namely

Module 1

Traditional Media Management is the struggle of traditional media as their mediums provide both traditional content and traditional presentation methods. As Oliver (2003) said, the media landscape is changing rapidly, both in size and in its outlines, which will take place in the near and distant future through its vague and indistinct. The media industry is moving towards a

competitive environment in a somewhat changing form in the past few years. Even an example of the broadcast media landscape in the UK is mostly traditional media management practices (Surapongse 2016). It also needs to be understood in the context of media struggling with changing conditions. The long persistence of traditional media management may become a management myth. Dawn (2018) discusses eight things to know about traditional mass media that may reflect students' desire to become communications students. The media in the minds of students is a fun subject. Especially meeting these famous people (celebrities) that appear as news in print media, broadcasting, movies, or even being an announcer. All of which creates a myth for students in journalism. That is a reason why today a student is often learning in the form of traditional media.

Module 2

Deals with how traditional media tries to imitate the content of new media as a module that uses the traditional channels but tries to mimic the content that appears in the new media platform. The study examines the economic aspects of digital media convergence and the expansion of channels in the journalism sector, Doyle (2010) said that TV broadcasting in the UK has shifted from traditional media by borrowing a multi-platform strategy including digital systems. Such changes in television media require investment in staff and content adjustments during the downturn of traditional media. It requires more content selection, coupled with creating diversity to bring them in parallel in new media. This is to draw audiences who are in favor of traditional media to watch their content or shows on online media platforms instead. The response of the audience in online media is also reflected to the traditional media program producers. The innovative media organization has moved away from traditional media marketing, which requires a holistic educational approach to sustain the growth of traditional media users. (http://bit.ly/1APBoi9. 2014) In other words, traditional media relies on a legacy model which focuses on content that generates revenue and is regarded as relying on a new model to coordinate traffic from the path to the goal. By tracking content on the new platform as well as possible, it is not only coordinating for growth but also developing opportunities for sustainable value creation. Management in the second module is a trend that needs to be done to survive.

Module 3

The third module is the integration of traditional media content into new media. In this module, the media is transitioning by taking the old/traditional content that already exists in the second wave into the presentation of new media platforms. Therefore, the content from the original media must be put into a virtual network to support the original media by transferring some or most of the content or program to the new media while maintaining the content of the original medium (Cavis 2015). Traditional media will survive if traditional media focus on the relationship between new media and audience through innovative principles of the contemporary account into new media such as the alternating between food and cooking, especially interactive demonstrations of chefs in a virtual new media platform. It replaces traditional media events with networking meetings in a virtual world and the use of bloggers with beautiful presentations from graphics to support the writings of traditional media. Unique traditional media content can be delivered to audiences and advertised in the form of multimedia. In the world of media, such as news coverage and newspaper ads, it must stay fresh for traditional media. At the same time, special forms of news and supplementary advertisements are posted on online media. Thus, social media and online media can reach millions of people in a way that feels new and exotic. So, it turns out to have newspapers for adults and social media for youth. (http://www .acculistusa.com/innovative-media-tactics-offer-ideas-for-growing-2017- circulation/) However, the coexistence of traditional media with new media may be partially or completely through learning to integrate content from old media into new media.

Module 4

New Media Management. It is a new content management approach that is introduced into the new media platform by eliminating all or most of the traditional media. That is to say, the media has reformed itself from the abolition of traditional media to the full opening of new media with little attention or closure of traditional media. Till it can be said that soon, new media, especially social media, will become the largest country in the world and the whole world will fully turn to new media. According to research (Guzman: 2016), social media is used by more people than soap. Even Facebook will be the largest nation in the world. The older generation is the group that uses tweets the most. The three-dimensional image will be infographics that are used more than any other form of content. And by the end of 2018, it will be able to control several devices by forcing it only through a smartphone. The change in social media and the world of cyberspace will have a drastic effect on the change of the world. Accepting new media, especially social media, is changing the world.

RESEARCH METHODS

The sample selection plan was based on the stratum sampling method. The research field was located in Bangkok, spreading the sampling across 50 districts, comprising six zones or residential areas. It is calculated according to the sample selection formula as follows.

$n = N \div (1 + Ne2)$

where n is the sample size, N is the total population and e is the error.

When the population in a module is an infinite number (∞). If the random error is ± 4 percent or ± 0.04, the total number of samples is 625. But here, a total of 700 people was collected, only in Bangkok, to answer questions about the impact of management from the use and gratification of each media and the transition from traditional media to new media. The sample group must have qualifications with a certain level of knowledge and understanding of research questions. Formulation of the research field uses a cross-sectional survey design by using a questionnaire to cover the whole of Bangkok. The questionnaire consisted of questions related to the perceptions/behavior of the audience on media exposure and satisfaction in the aftermath of innovative media management as shown in Table 1. However, the assessment of the recipients who are a sample group, it will show what the views and behaviors of the audience are towards the management of crossing over the media. The measurement tools in this section are divided into 3 parts: demographic data, media use behavior, and a description of the four modules indicating the movement received by the receiver. (Using a significance of 0.05) Demographic data includes gender, age, education level, occupation, income level, and residential area. Media usage behavior data: including traditional media exposure, traditional media types, frequency of traditional media exposure, number of hours per day exposed to traditional media, exposure to information from new media, frequency of exposure to new media, and the number of hours per day that are open to watching various news and programs *via* new media.

The features or indicators of the modules are as follows: In Module 1, traditional media management, *i.e.,* traditional media, is still a prerequisite today. Traditional media is also important for receiving information. Traditional media entrepreneurs can adjust their media business to meet the changing needs of today. Traditional media entrepreneurs/operators can manage their businesses in the face of social change, as well as new management approaches to traditional media to keep the media business alive. Indicators in Module 2, Legacy Media attempting to mimic the content of the new media, including traditional media content, have lost their original identity. Traditional media have adapted their content formats to be more innovative to keep up with the trend of innovation. Presenting the content of traditional media today has become more diversified in response to the changes in the digital age. Presenting traditional media content today mimics the content of new media as well. The content of the traditional media has the same presentation as the new media or copying the content from the

new media. Indicators in Module 3 are the integration of traditional media content into new media: It consists of presenting content from traditional media to distribute in new media to increase the presentation channel for more audiences. Media business entrepreneurs bring the content of traditional media into new media to increase the media business's survival. Publishing content from traditional media in new media prepares them for presentations with new platforms. Bringing content from traditional media to publish in new media makes it easy for audiences to get media anywhere. Bringing content broadcast from traditional media to broadcasting through new media allows viewers to choose the viewing time according to their needs. The distribution of content broadcast from traditional media through new media does not create duplication of content presentation besides more distribution. As well as the indicators in Module 4, New Media Management, namely, the presentation of traditional media has lost its popularity. Running a new media business can be very profitable for media entrepreneurs. New media businesses are increasingly competing in innovation. The new media business is likely to grow more. The content presented in new media focuses on presenting content according to social trends and making it more diverse. Content in new media caters to individual needs more than mass media. The ability to obtain accurate information can be trusted by new media. New media allows for feedback on time. And following news through new media makes it a person who is always up to date.

As for the examination of the data obtained from responding to the survey research questionnaire, it will take the survey to pretest 30 sets to return to calculate the value of Cronbach's α by the following formula.

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N-1) \cdot \bar{c}}$$

N=the number of items, $\bar{c}$=average covariance between item-pairs, $\bar{v}$=average variance

The value of Cronbach's α was 0.81, which is a factor that ensures that the data is reliable enough to conduct research.

DATA ANALYSIS

The data collected were described to provide answers to research questions using a comparative mean (multiple classification analysis) statistical models to answer research questions 1-4. The descriptive statistics were used to find the arithmetic mean of the four modules to answer the question in Item 5. The total/grand mean of the four modules of media development was used. This is to show what module is the index of Thai society in? What is the index (average) value of each module? To reflect that does Thai society consist of 4 modules or not, making it concrete in stepping away from traditional media come in the transition stage to go into the management module of new media or not? In addition, multiple linear regression statistics are used by the stepwise method to compute multiple linear regression equations consisting of multiple variables that are accepted in the empirical world as: What is the source or background variable in each module? Is there only one equation that can be developed to explain and answer the media management system as the question in item 6?

However, in the discussion of the research results, the components of the data will be analyzed to reflect how many modules of Thai society consist of. How is each module named? The modules discovered from the research field or society are consistent with or contradicting the modules derived from the hypothesis from the answers to the questions in Table 1. This is for the benefit of discussing the research results.

CONCLUSION

The conclusion is divided into two parts: the findings and the discussion of the results.

Findings

The findings per research question were as follows:

Traditional Media Management in Module 1 with full indicators namely: Traditional media management is still a necessity that still exists today. Traditional media is still essential to getting information. Traditional media entrepreneurs can adjust their media business management. Traditional media entrepreneurs can manage their businesses in the face of social change. And traditional media entrepreneurs may find new ways of management. To have all these qualifications if and only if this module is defined by the income level and is an exposure of newspapers to the audience who are consumers, whether more or less.

Traditional media is a surviving module that must try to mimic the content of the new media. In the case of complete features, namely: Today's traditional media content must begin to abandon its original identity. Today's traditional media have to adapt their content to something new. The presentation of traditional media content today requires diversity. Presenting traditional media content today needs to mimic the content of new media. Original media content must be presented in the same way as on new media. Having such complete features, only when the recipient must have the habit of listening to radio broadcasting. It is also frequency of exposure to traditional media and use the number of hours per day exposed to traditional media whether more or less.

Management that incorporates some or all of the content of the original media is into the new media as well. It is a module with complete indicators/features in all characteristics, namely: Presenting content from traditional media to co-disseminating in new media. Media business entrepreneurs are bringing the content of traditional media into new media. Full publishing of content can range from traditional media to new media. Bringing content to disseminate new media makes it easy for audiences to receive media anywhere. Enabling the recipient to choose the reception time according to the recipient's needs. And disseminating content through new media does not cause overlap in content presentation but rather brings new media to support traditional media. Full features in such modules are only when the recipient has a habit of accepting magazines/journals in a paper, radio broadcaster, and frequencies of traditional media exposure whether more or less.

New Media Management is a fully digitally based module that includes the following full features: As traditional media offerings are becoming less and less popular. New media businesses are becoming more lucrative for media entrepreneurs. Today's new media business has a higher competition for innovation. The new media business tends to grow more and more every day. The content presented in the new media is the presentation of the content according to the social trends, making it more diverse. The content in the new media caters to individual needs more than the mass media. The ability to obtain accurate information is more reliable from new media. New media allows for timely feedback. And following news/information through new media will always make a modern person. Without such complete features, the module cannot be determined by the properties of the recipient. Rather, Thai society has not yet stepped into a society that has a full module of new media management. Therefore, only certain properties of the audience may be exposed to certain new media characteristics.

However, when calculating the average of the features/indicators of the four modules, Figures are given in Table 2, showing media crossovers based on averages or indexes shown. Media consumers will have an ever-increasing index/average value of each module indicating that audience consumption reflects a move from Module 1, Traditional Media Management, a module that is still alive but on the verge of a transitional society with two phases: From pure traditional media in Module 1 has attempted to mimic the content of new media in Module 2 and by including some or all of the content of original media into New Media in Module 3, to reach the next wave of third wave or digital era, module 4, is driven by the disruptive innovation that is currently underway. However, for Thai society, the fourth or last module that we are trying to move on. It is not a highly advanced society as it should be in this last module as it has an index or mean of just 3.2 which represents an attempt to step out of Module 3. Nevertheless, it still

can't go beyond Module 3 compared to more advanced countries concerning Thailand that have not yet entered the era of fully digital or 5G in a series of research questions that consist of indicators of the four modules. The baseline statistics can be used to show the total average of the four modules, which has an index of 3.11 out of 4, which is considered a society with good management of new media, without an exact full-fourth module. If you look at the average index of each module, it is found that the index gradually increases from the lower module to the higher module, for example from module 1 to module 2, to module 3, and finally, proceed to Module 4, which is the final step, as Table 2 shows the average index of all four modules:

Table 2 THE AVERAGE VALUES OF EACH MODULE.				
Modules	**Min**	**Max**	**Mean**	**Std. Deviation**
I Traditional Media Management	1.00	4.00	2.9721	0.69662
II Traditional media try to mimic the content of new media	1.00	4.00	2.9957	0.53398
III Incorporating some or all of the content of the original media into the new media.	1.33	4.00	3.1893	0.48405
IV New Media Management	1.22	4.00	3.2065	0.41801
* Average of cross-media management modules	1.16	4.00	3.1141	0.39490

In other words, the higher the index value, the greater the transition from traditional media managed modules to a transitional stage next to fully new media management modules. This is reflected in the assumption that there has been an attempt to slow down from traditional media management to new media management, almost all of which are online.

If we look at the four media management modules based on features/indicators and variables from demographic backgrounds, and the background of media usage, both old and new media. which can be said that the above variable is the property of the sample. In the table described above using the statistics of the multiple linear regression model with the stepwise method, variables were in and out until the fifth cycle that remained linear regression. Since the significance is less than 0.05 and the number of the remaining primary variables are only 5 of the 18 variables with constant values in the linear equation, as the equation below.

$$M = 3.161\ C + 0.041\ Age - 0.158\ NP + 0.046\ HrD - 0.029\ TrFr + 0.037\ NFr$$

Module=3.161 Constant+0.041 age - 0.158 Newspaper exposure+0.046 Number of Hours per day for traditional media exposure - 0.029 Frequency of traditional media exposure+0.037 Frequency by one day for viewing various news programs *via* new media.

The above equation shows that a group or society will advance or lag because of which of the 4 modules that people and society are in which 4 modules of media management. However, depending on the age of the consumer who at any age is. How much is the audience exposed to newspapers? How often does the consumer audience use traditional media and exposure frequency? How many hours per day of exposure to traditional media is required? How often does the consumer audience use the frequency of viewing various news programs *via* new media? The primary variables contained in the above equations are all significant variables that can be predicted which of the four modules does audience or society fall into? (See Tables 3 and 4), for example

Table 3 ANOVA (STEPWISE METHOD) 1					
Model	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
Total	109.005	699			
Regression	9.407	5	1.881	13.110	.000
Residual	99.598	694	0.144		
Total	109.005	699			

Table 4 COEFFICIENTS OF CROSS-MEDIA MANAGEMENT					
Model (Multiple linear regression equations)	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
	B	Std. Error	Beta		
1. (Constant)	3.161	0.079		40.257	0.000
2. Traditional media exposure: Newspapers	-.158	0.030	-0.198	-5.246	0.000
3. Age	0.041	0.012	0.123	3.290	0.001
4. Number of hours per day exposed to traditional media	0.046	0.023	0.074	2.006	0.045
5. Frequency of exposure to traditional media	-0.029	0.011	-0.098	-2.609	0.009
6. Frequency by one day for viewing various news programs *via* new media	0.037	0.018	0.078	2.054	0.040

To verify the media transcendence from one module to another in the research field, it was found that a large number of variables were found in both independent variables are demographic and media backgrounds as well as the indicators/features of the four modules. Where all variables and indicators are between 1-4 scales, but all indicators are averaged as index values of a module, variables, or indicators. A large number of variables are taken into and out of the calculated regression equations that satisfy significance. Until then, only 5 predicted independent variables were obtained from a total of 17. As in the case of selecting two samples to substitute the value of the variables into the linear regression equation above. The details of the example are as follows (Table 5).

Table 5 EXAMPLES OF USING MODULES (MARK)		
Module	**Sample 1**	**Sample 2**
Age	3	4
NP: exposure to newspaper	2	3
HrD: Number of hours per day exposed to traditional media	2	3
TrFr: Frequency of exposure to traditional media	4	1
NFr: Frequency by one day for viewing various news programs *via* new media	1	4

$$M=3.161\ C+0.041\ Age - 0.158\ NP+0.046\ HrD - 0.029\ TrFr+0.037\ NFr$$
$$M1=3.16*C+0.41*3 - 0.158*2+0.046*2 - 0.029*4+0.037*1$$
$$M1=3.16*C+1.043$$
$$M2=3.16*C+0.41*4 - 0.158*3+0.046*3 - 0.029*1+0.037*4$$
$$M2=3.16*C+1.423$$
$$M2=0.38+M1$$

For the above equation, if the first sample is placed in Module 1 according to the mean of Table 1 with a module index of 2.97. The second person in Module 4 has an index of 0.38 different from those in Module 1. or equal to 3.35 as in the equation. It still shows that both people are part of Thai society, with one being in module 1 and the other in module 4, which has an index of 3.35 as the index in the fourth module on table 2. Module 4, where it must be integer 4, means that the new media is fully managed. However, in this computational case, this shows that people in Thai society are a communicative society that mixes up different modules as the example of both samples.

Discussion

The conceptual framework's media management module, where the hypothesis-defined indicators or features do not match the computational or empirical modules. This will consist of 5 new modules, not the hypothetical 4 modules. The five modules are listed in Table 6, calculated by factor analysis. They were started from the initial features progressing to a higher level in order to the final factors. The modules are rearranged by calculating extraction and rotation methods in order of development as follows. Module 1: Persistence of Traditional Media, Module 2: Survival of Traditional Media, Module 3: New Management Approaches of Traditional Media, and Module 4: Management Approaches from Adaptation to Proactive the Introduction of New Media, and module 5: The impact of Full Management of New Media. Since the new sorted modules are empirically derived from the real world, they are more realistic and fluid than the older modules based on assumptions or hypotheses (Table 6).

TABLE 6 COMPOSITION ANALYSIS OF MODULES FROM THE RESEARCH FIELD (ROTATED COMPONENT MATRIX[A])				
More advanced module development (factor loading)				
I Persistence on Traditional Media	**II Survival of Traditional Media**	**III New Management Approaches to Traditional Media**	**IV Management Approaches from Adaptation to Proactive the Introduction of New Media**	**V The impact of Full Management of New Media**
Traditional media is still a necessity today. (0.871)	Nowadays, traditional media content is beginning to lack the identity of the former. (0.661)	Traditional media entrepreneurs can manage their businesses in response to social changes. (0.616)	Redistribution of content in new media does not lead to duplicate content delivery but extension. (0.410).	New media allows you to express your opinions on time. (0.710)
Traditional media are also important to receiving information. (0.858)	Presenting traditional media content is imitating new media content. (0.776)	Traditional media entrepreneurs may find new management approaches. (0.633)	Traditional media presentations have lost their popularity. (0.668)	Keeping up with news through new media keeps audiences up-to-date. (0.715)
Traditional media entrepreneurs can adjust their media business management. (0.505)	Traditional media content has the same presentation content as new media. (0.738)	Presenting content from traditional media to distribute in new media. (0.624)	New media businesses can be profitable for many media entrepreneurs. (0.592)	
	Traditional media are now reshaping their content. (0.456)	Media business entrepreneurs incorporating traditional media content into new	Content presented in new media focuses on presenting content according to social trends, making it	

		media. (0.719)	diverse. (0.711)	
	The presentation of traditional media content today is diverse. (.504)	Publishing content from traditional media in new media. (0.632)	Content in new media is more responsive to individual needs than mass media. (0.591)	
		Bringing new media content to make it easier for audiences to get media anywhere. (0.689)	The ability to obtain accurate information can be trusted by new media. (0.759)	
		Allows the recipient to choose the reception time according to the needs of the recipient. (0.491)		
		Currently, new media businesses are increasingly competing in the field of innovation. (0.564).		
		The new media business is likely to grow even more. (0.551)		

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
Rotation converged in 23 iterations.

It is worth noting that, across the media modules, the grand mean of all modules was 3.11 out of 4, indicating that Thai society is still in the second phase of transition, which is the process of bringing some or all of the content of traditional media into new media as well. This is close to the mean in Module 3, which is the second transitional stage. This is consistent with the reality of Thai society that media reflects from consumers who are open to both traditional media and new media that contain program content from traditional media such as news, dramas, movies, even documentaries, and stories etc., always available. Therefore, they use traditional media and new media as well so that the audience may follow the presentation of the content or list of traditional media that rely on an alternative platform from new media. In Module 4, New Media Management, the module average is 3.21, which should be a full 4 for this module. For this reason, although Thai society has entered the new media management period in some parts, it's just the inception of module 4 with an average of only 3.21. Therefore, Thai society still needs to step further to reach this innovation completely. In general, however, a society always consists of four mixed modules, depending on the proportion of each module. Thai society is also combining four modules, although the majority of Thai society consists of audiences who qualify for Module 3 today when some or all of the content of traditional media is still incorporated into the new media too.

In addition, the multiple linear regression of variables eliminated many variables by reducing them to a reasonable number that could easily describe a communicative society. The equation makes you understand the phenomenon of media management in an uncomplicated way and able to predict the status of a person or society in which modules they belong. It can conceive of a more advanced flow from module to module. It can also be inferred to apply which variables should be used in what proportion according to the weight of the coefficients of only 5 variables namely: age, newspaper exposure, number of hours per day exposed to traditional media, frequency of traditional media exposure, and frequency by one day for

viewing various news programs *via* new media. It is worth noting that the behavior of newspaper exposure and the exposure frequency of traditional media has a negative coefficient. They mean that both source variables detract from the digital modernity or period of modern media advancement. So, the remaining three variables support the modernization of the media management era.

REFERENCES

Surapongse, S. (2016). *Mass communication management*. Bangkok: Prasittiphan & Printing Limited Partnership.

Surapong, S. (2017). *Communication theory*. Bangkok: Rabiangthong Printing.

Mierzejewski, B.I. (2010). *Media management theory and practice*. In Deuze, Mark (ed.): Managing Media Work. Thousand Oaks, Cal.: Sage, S. 13-30. June 1, 2021.

Oliver, J.J. (2003). Media management tools: UK broadcast media executives' perspective." *International Journal of Media Management. 15* 4: 245-57.

Dawn, C. (2018). "Mass communication: 8 Things to know about it." Digital Media. Friday, April 20, 2018.

Doyle, G. (2010). "From television to multi-platform: Less from more or more for less?" *The International Journal of Research into New Media Technologies*.

Chartbeat, Q. (2014). l. (Fall) June 1, 2021.

Cavis, A. (2015). 4 ideas for innovative media relationship building. Thursday, December 03, 2015.

Innovative Media Tactics Offer Ideas for Growing. (2017). Circulation. June 1, 2021.

Guzman, A. (2016). "6 ways social media is changing the world." *World Economic Forum*. June 1, 2021.