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Jamaican Newspapers' Strategies for Transitioning from Print to Web Publishing

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This is to certify that the doctoral study by

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has been found to be complete and satisfactory in all respects,
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Walden University
2025

Abstract

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Research Project Submitted in Partial Fulfillment

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Abstract

A lack of effective strategies to transition from print publishing to web publishing can adversely impact newspaper publishers' sustainability and profitability. Business leaders of established newspaper publishers are concerned, as they require such strategies to enhance and maintain financial viability. Grounded in Christensen's disruptive innovation theory, the purpose of this qualitative pragmatic inquiry was to explore the effective strategies some Jamaican newspaper publishers used to transition from print publishing to web publishing to improve and sustain profitability. The project participants included six business leaders from established Jamaican newspaper publishers. Data were collected from semistructured interviews, public websites, and other publicly available information. Through Braun and Clarke's reflexive thematic analysis, four themes were identified: (a) operational disruption response, (b) strategic market realignment, (c) revenue diversification and monetization models, and (d) organizational adaptability and strategic resilience. Newspaper publishers can use the identified strategies to transition from print publishing to web publishing to improve and sustain profitability. The implications for positive social change include the potential for business leaders to implement adaptive publishing models, benefiting employees through enhanced employability and organizations via greater economic resilience and knowledge dissemination.

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Dedication

This doctoral study is dedicated to those who have been my enduring pillars of strength, wisdom, and inspiration. I give foremost thanks to God, whose grace and guidance sustained me throughout this journey. I am profoundly grateful to Dr. Beverly Muhammad and Dr. Patsy Kasen for their invaluable mentorship, expertise, and encouragement, which shaped both this work and my development as a scholar. To my mentors and classmates, your belief in my abilities and thoughtful insights provided essential support along the way. Above all, I dedicate this work to my beloved grandmother, whose love, sacrifices, and unwavering faith in me remain the foundation of my perseverance. Though she has passed on, her unconditional love and quiet strength are forever etched in my heart.

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To my family, and especially my children, I owe a debt of love and gratitude for your enduring encouragement and understanding. Your patience and constant reassurance strengthened my resolve and inspired me to see this endeavour through to completion. I also extend warm and sincere gratitude to my friends and colleagues, whose words of motivation, steadfast support, and confidence in my abilities helped sustain me throughout this process.

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Section 1: Foundation of the Project

Background of the Problem

Although offering many benefits to organizations, consumers, and markets, technological change also presents challenges to firms across many different industries. Bakke and Barland (2022) noted that established firms could underestimate the influence of new technology caused by disruptive digital innovators, leading to their demise. This misjudgment confirmed that technological change is of critical importance to the sustainability of firms and, by extension, the industries in which the firms operate. Sustainability is particularly important to media organizations, especially in the newspaper industry. As complex adaptive systems such as newspaper companies continue operating in an ever evolving and challenging global business environment, they must innovate. Neglect to innovate could result in failure to survive.

Estrin (2009) held the view that the newspaper industry is ready for a quantum shift regarding doing business to maintain the audience's preference rather than focusing on protecting the current methods of operations. Building on Estrin's early observation, recent scholarship reinforces that the industry must reconfigure its operations to meet evolving audience preferences, with branding and digital-first strategies taking precedence over legacy models (Chyi & Jeong, 2024; Saulite, 2022). The view that the decline of newspapers started long before the advent of the Internet is probably accurate; however, the use of the Internet has accelerated this decline (Estrin, 2009; Idiong et al., 2018; Mitchelstein et al., 2022). Supporting this assertion, a review of current literature indicated a noticeable decline in newspaper revenues and readership (Fortunati &

O'Sullivan, 2019; Idiong et al., 2018; Thurman & Fletcher, 2019), and insights from a sociotechnical systems perspective are essential for media research focused on technological innovation and economic viability, particularly in identifying and tracking how socio-technical configurations evolve over time (Penna et al., 2023). The political, economic, and cultural functions, which indisputably are necessary for securing the sustainability of newspapers and other organizations through a period of radical technological reorganization (Fortunati & O'Sullivan, 2019; Sangil et al., 2023), are valuable considerations for undertaking further research on the subject.

Business Problem Focus and Project Purpose

The specific business problem was some Jamaican newspaper publishers lacked effective strategies to transition from print publishing to web publishing to improve and sustain profitability. Therefore, the purpose of this qualitative pragmatic inquiry was to explore the effective strategies some Jamaican newspaper publishers used to transition from print publishing to web publishing to improve and sustain profitability. The targeted population that was purposively selected comprised six business leaders from established newspaper publishers in Jamaica who effectively transitioned from print publishing to web publishing to improve and sustain profitability. The eligibility criteria for the project participants were business leaders from established newspaper publishers, over 18 years of age, located in Jamaica, that had used their effective strategies to transition from print publishing to web publishing to improve and sustain their profitability. Studies with human participants require prior approval from the institutional review board (IRB; Yin, 2018). After I received authorization from Walden University's IRB, I contacted project

participants. To gain formal access to project participants, I gathered the names of business leaders from the established newspaper publishers in Jamaica, through the newspaper publishers' websites, Press Association of Jamaica, Jamaica Stock Exchange, online newspaper publisher's directories, and business and professional networking such as LinkedIn. Fisher and Hamer (2020) reasoned that qualitative research methods could attain rigor, breadth, and depth when using multiple sources of evidence. Therefore, adhering to triangulation of multiple data sources, I reviewed company public websites and public documents (e.g., strategic plans, press releases, and other media coverage, or marketing campaigns), including audio and visual materials such as newspapers, public official reports, and other public documents.

The conceptual framework chosen for this qualitative pragmatic inquiry was Clayton Christensen's (1997) disruptive innovation theory. Christensen (1997, 2024) postulated that businesses are likely to be successful if the organization's leadership supports new technology innovations instead of not acknowledging the new technology or avoiding implementing new technology innovation. Christensen (1997) articulated five principles of disruptive innovation that organizational managers could effectively apply: (a) reliance on customers and investors for resources; (b) understanding that small markets do not solve the growth needs of large firms; (c) realizing markets that do not exist cannot be analyzed; (d) applying a firm's capabilities as the definition of its abilities, and (e) fairly assessing that technology supply may not equal market demand

Research Question

What effective strategies do some Jamaican newspaper publishers use to transition from print publishing to web publishing to improve and sustain profitability?

Assumptions and Limitations

Assumptions

All studies inherently incorporate underlying assumptions, representing statements regarding the nature of phenomena that either evade observation or remain beyond empirical evaluation. Neuman (2021) defined an assumption as an unverified starting point or belief within a theory essential for constructing a theoretical explanation. In a review of the existing literature, I identified two assumptions that guided this project research.

Given the work of Fortunati and O'Sullivan (2019), Rubado and Jennings (2020), and Tillinghast (1981), the first assumption was that technological innovations influenced the newspaper industry's decline long before the Internet and the Internet had suggestively accelerated this decline. The second assumption was that the project participants would respond truthfully to the interview questions (Appendix A) and provide an account of their professional experiences, and an understanding of how their strategies helped them transitioned from print publishing to web publishing to improve and sustain profitability.

Limitations

Limitations of a research study are often attached to the methods of the study. Limitations characterize weaknesses in the research that the researcher recognizes so that

future studies will not encounter the same problems (Creswell & Creswell, 2022). Additionally, designing the effective research project to carry out a study, involves practical limitations including time, costs, access to resources, approval from authorities, ethical considerations, and expertise (Neuman, 2021).

I identified some limitations to this qualitative pragmatic inquiry. A possible constraint for this project was the difficulty that could emerge from attempting to determine how disruptive technologies influence the profitability of newspapers. This limitation persists because technological innovation often unfolds under conditions of deep uncertainty, making industry-level predictions inherently unreliable (Chiffi, et al., 2022; Rubado & Jennings, 2020). Whereas the findings from this project maybe be helpful for application in Jamaica, this information may not be applicable in other larger, dissimilar geographic populations with potentially different cultural backgrounds.

I identified two other limitations to this qualitative pragmatic inquiry: the first one was that sample size was limited to a specific population and location and may limit generalizability of the findings. According to Cash et al. (2022), the ideal sample size is an essential component of any research. However, Draper and Swift (2011) concluded that sample size is a challenge for qualitative researchers. The second limitation was: relying on participants' experiences through interviewing as data collection method; and this is difficult to prove and validate during the interview process. Braun and Clarke (2021) articulated that the suggested sample sizes for attaining data saturation in thematic analysis have varied from six to 16 interviews, depending on the study's particular attributes and the desired level of data saturation.

In keeping with the approach that Rubado and Jennings (2020) used, I did not include small Jamaican newspaper publishers with less frequent publications. Possible researcher bias may influence interpretations and evaluations of participant responses and documented observations. My inability to determine the revenue-generation capabilities of newspapers in a new technological operating environment may also be an issue. Finally, project participants' availability and willingness to partake in the project could influence the total number of participants, thus limiting the breadth of responses.

Transition

The purpose of this qualitative pragmatic inquiry was to explore the effective strategies some Jamaican newspaper publishers used to transition from print publishing to web publishing to improve and sustain profitability. In Section 1, I included an account of the background of the problem, I described a mature newspaper industry with little growth opportunity, and which faced a consistent decline in circulation and revenues. Section 1 also included the details of the business problem focus and project purpose, the central research question, and assumptions and limitations. Section 2 will include the review of the professional and academic literature where there will be a brief discussion of the content of the literature, a reiteration of the purpose of this pragmatic inquiry, the critical analysis of Clayton Christensen's (1997) disruptive innovation theory, in which Christensen emphasized that companies are likely to be successful if the firm's leadership promote new technology innovations instead of prohibiting the new technology. Section 3 comprises the research project methodology's components, including project ethics, nature of the project, population, sampling and project participants, data collection

activities, interview questions, data organization and analysis techniques, reliability and validity, and transition summary. Section 4 will contain details of the qualitative pragmatic inquiry findings and include business contributions and recommendations for professional practice, implications for social change, recommendations for further research, and the project research conclusion.

Section 2: The Literature Review

A Review of the Professional and Academic Literature

Newspaper firms continue to experience a noticeable decline in circulation and readership, to the extent that the situation triggers public debate about the lack of continuing reader commitment and on the decreasing position of print media (Fortunati & O'Sullivan, 2019). Operating in such mature and saturated markets makes it increasingly essential that newspaper publishers look for alternative ways to gain visibility, improve brand image, sell more content, and make a profit. However, technological difficulties can impede the process of delivering profitable daily journalism to the benefits of media companies (Idiong et al., 2018). In this qualitative pragmatic inquiry, the objective was to answer the central research question: What effective strategies do some Jamaican newspaper publishers use to successfully transition from print publishing to web publishing to improve and sustain profitability?

This review of professional and academic literature contains a background of the issues and considerations relating to the perceived influence of disruptive innovations on newspaper companies. Research involves locating and summarizing studies about the research topic, helps to clarify the context in which researchers conducted previous studies (Neuman, 2021), and includes a critical assessment of historical, recent, and emergent peer-reviewed research articles, as well as other scholarly works. In this qualitative pragmatic inquiry, an effective method to guide the research and enable data collection and qualitative analysis was to develop, organize, and use themes embedded within an ethical framework that honors participant rights and reflexivity (Hosseini &

Haukås, 2025; Neuman, 2021). The references for this research included 150 sources, 124 (or 83%) of which were from scholarly peer-reviewed journals, and a total of 117 references (78%) published in the last 5 years of the project completion date.

Title Searches, Articles, Research Documents, and Journals

In this qualitative pragmatic inquiry, the review of literature was from a social, business, and operational perspective to identify information supporting the existence and severity of the problem under investigation. Scholarly journals and literary databases contained literature relevant to theoretical frameworks, whereas general and specific industry related databases available to the communications environment were necessary to analyze the decline of newspaper readership.

The databases that I used in this literature review were from the areas of Behavioral Studies and Psychology, Management and Business, Computer Science and Engineering, Education, Health Sciences and Nursing, and Human Services and Social Services. For this project, I selected databases from Walden University Library and contained within the larger databases for keyword searches and included Communication & Mass Media Complete, Computers & Applied Sciences Complete, LexisNexis Academic, ScienceDirect, SAGE Publications, EBSCO*host*, PsycINFO, SocINDEX (Full Text), PsycARTICLES, Health Sciences, and ABI/INFORM Complete. To ascertain the coverage of all relevant literature, the search also covered a wide variety of databases, including search within multidisciplinary databases such as Academic Search Complete, Business Source Complete, SAGE Premier 2010 and ProQuest Central database.

I used keyword search combinations with each database along with specific data search limiters. The data search limiters specified that articles appear in scholarly, peer-reviewed journals, and that 85% of references 5 years or sooner from graduation date. A combination of the keyword search terms and the main search term of either *technology and newspapers* or *newspaper technology* were used to capture relevant literature. Secondary search terms used were *newspaper circulation*, *subscription, digital newspapers, digital technology, history of newspapers, readership, technological advancement*, *disruption*, *newspaper history*, *Online news, sustainability of newspapers, qualitative sampling,* and *sampling techniques,* among others.

The purpose of this qualitative pragmatic inquiry was to explore the effective strategies some business leaders of Jamaican newspaper publishers use to transition from print publishing to web publishing to improve and sustain profitability. If newspaper publishers can manage this transition effectively, the organization will be able to survive; otherwise, the business might experience failure. To explore these strategies, included is an in-depth analysis and synthesis of the literature on Clayton Christensen's (1997) disruptive innovation theory – the conceptual framework grounding this qualitative pragmatic inquiry, also included is an essential analysis with supporting and contrasting conceptual models and themes. In subsequent sections, to enrich the debate on disruptive innovation theory provided is a robust literature review that comprised seminal and topical discourses: (a) review of newspapers: A declining industry, (b) Clayton Christensen's disruptive innovation theory, (c) supporting and contrasting theories, (d) historic perspective of disruptions in the newspaper industry, (e) business philosophy of

newspaper companies, (f) analysis of the newspaper industry, (g) social, affective, and educational factors influencing circulation and readership; (h) application of disruptive innovation theory to print and web publishing, (i) trends in the newspaper industry, (k) transitioning from print publishing to web publishing and (l) profitability and sustainable solutions.

Review of Newspapers: A Declining Industry

An exploration of past and existent literature concerning the influence of technological advancement on the profitability and subsequent sustainability of newspaper companies was relevant to this project. The general decline in readership and circulation affecting the newspaper industry (Fortunati & O'Sullivan, 2019; Franklin, 2008) was a good place to begin. From the 1970s, several studies took place that included the decline in newspaper readership, and the fall in newspaper circulation (Tillinghast, 1981). Declining newspaper readership (Fortunati & O'Sullivan, 2019; Franklin, 2008; Tillinghast, 1981); trends in the newspaper industry (Carvajal & García Avilés, 2008; Nozal Cantarero et al., 2020; Tang et al., 2011) and the future of newspapers (Chyi & Tenenboim, 2019; Edge, 2019; Jenkins & Jerónimo, 2021; Massey, 2024) are among a large group of studies that highlighted this general problem. Tillinghast (1981) noted that during the 1970s, readership was declining across the United States, and a simultaneous increase in non-readership further aggravated the decline. The concerns for fluctuation, news reading and circulation patterns, lead Tillinghast to conduct a study to examine circulation trend data, which confirmed the decline in newspaper readership, circulation, and circulation rates.

The newspaper industry is part of the wider media sector experiencing a marked decline in readership, and some industry stakeholders anticipate that the print newspaper will die eventually (Claussen, 2020; Idiong et al., 2018). Several indicators measured this rapid decline: lower margins resulting from lower revenue intake (Fortunati & O'Sullivan, 2019), lower circulation *(*Chyi & Tenenboim, 2019) and primary stakeholders who fall out or continue to operate at unfavorable levels of technological development (Idiong et al., 2018). Since 2009, the Jamaican newspaper companies experienced a decline in their share of paid circulation (Gleaner Company Limited, 2020). Despite continued reports of its impending demise (Chyi & Tenenboim, 2019), print newspapers nevertheless continue to account for a large portion of revenues collected at most newspaper companies (Kolo, 2019; Tang et al., 2011).

The rapid growth in Internet use and the availability and audience interactivity of digital newspapers (Dodds et al., 2023) are reasonable indications of the influence of technology on newspaper companies in general (Mohammed, 2021), as well as those in Jamaica and other Caribbean territories. As digital offerings grow and readers' habits change, many newspaper companies will likely experience a corresponding decline in circulation numbers for their core print products (Fortunati & O'Sullivan, 2019). This apparent decline in industry revenues and profits may support the perception that customers are not getting value from newspaper companies. Porter and Millar (1985) counseled two general managers to respond positively and strategically to the challenges of the information revolution. At a conference on the future of newspapers sponsored by the Cardiff School of Journalism, Cardiff, Wales, Franklin (2008) discussed the decline

of the traditional newspaper. Franklin and conference attendees concluded that several factors, such as new technological developments in media, local and community newspapers, the economics of newspaper publishing, and changes in newspaper design and format, affected the future of newspapers. Jenkins and Jerónimo (2021) also used the opportunity to confirm that changes relating to editorial and commercial approaches, the rise of email newsletters, mobile alerts, podcasts, events, and video offerings had contributed to a decrease in newspaper readership.

The traditional newspaper industry is finding it difficult to do business the old-fashioned way. According to Chyi and Tenenboim (2019), 20 years into the news industry's digital transformation, traditional newspapers remain among the essential sources of information about government actions, industry, and the major institutions that shape our lives, playing the leading role in delivering accountability journalism. Chyi and Tenenboim further articulated that "print is dying" is a prevailing belief among journalism scholars and practitioners triggered by declines in newspaper circulation since the 2008 recession.

In summary, the sustained decline in the circulation of print editions of newspapers, combined with a reduction in advertising revenues because advertisers switched advertising from newspapers to the Internet appears to continue to plague the industry (Boyles, 2020; Fortunati & O'Sullivan, 2019; Franklin, 2008; Nemani et al., 2025; Nozal Cantarero et al., 2020; Tang et al., 2011). Strong online content provision (Husin et al., 2022; Jenkins & Jerónimo, 2021) had perhaps exacerbated the decline in print circulation and readership.

In the online news sector, it becomes progressively harder to find ways of generating value from a product. This is especially because the traditional print newspapers faced a steady decline in readership, mainly from the growth of free online news content (Onyenankeya, 2022; Peña-Fernández et al., 2021). Various writers provided an overview of literature that emphasized the diffusion of innovation and e-business models, identified the limitations of traditional views versus online approach, focused on markets and firms rather than individuals, and acknowledged the importance of human agents in the acceptance and use of technology as an explanation of happenings in the marketplace – a disruptive innovation theory perspective.

Clayton Christensen's Disruptive Innovation Theory

The disruptive innovation theory, initially conceived by Christensen in 1997, served as the foundational conceptual framework - a seminal literature source (Christensen, 1997). According to Christensen (1997), disruptive innovation occurs when customers shift their focus away from market-leading products and services toward those exhibiting lower performance levels. Despite their diminished performance, these less advanced products and services often present a distinctive value proposition, setting them apart from well-established technologies (Kushins et al., 2017). Typically, leaders in various industries and technology sectors prioritize the development of cutting-edge products and services, even when they possess knowledge of these lower-performing technologies (Christensen et al., 2015). As the process of disruption unfolds gradually over time, industry and technology leaders must carefully assess the disruption timeline and may sometimes choose to disregard potential disruptors.

In his influential publication “The Innovator’s Dilemma,” Clayton M. Christensen (1997) introduced and defined the concept known as “Disruptive Technology.” Broadly, disruptive technology refers to an emerging technology that fundamentally alters the foundations of market competition by operating within entirely different performance criteria than those traditionally considered by firms in the industry (Ganguly et al., 2010). Christensen later adjusted the term *disruptive technology* to *disruptive innovation* to incorporate innovations that captured markets that previously did not exist because few technologies were intrinsically disruptive or sustaining in character; the technology enabled business model created the disruptive effect (McDowall, 2018; Si & Chen, 2020). The disruptive innovation theory focuses on technological advancements that have led to substantial market upheavals (Christensen, 1997, 2024). Christensen formulated this theory to show how companies adopting disruptive technologies can initiate revolutionary transformations in the marketplace. Some of these technologies have the potential to offer incremental improvements and entirely replace established technologies, resulting in complete market disruption. In the initial phases of his research, Christensen primarily examined products perceived as technological advancements, such as transistors, compared to vacuum tubes (Guo et al., 2019).

Disruptive technology typically originates within an established business and progressively ascends within the market, eventually posing a long-term threat of displacement (Ganguly et al., 2010). In general, the company introducing disruptive technology tends to look at a specific niche market that is either under-served or overserved by the current technology (Christensen, 1997, 2024). Over time, this

technology gradually strengthens its presence in the market, ultimately displacing the existing technology (Ganguly et al., 2010). Disruptive technologies, unlike existing products, are characterized by their affordability and simplicity, often delivering only marginal performance gains that mainstream consumers may consider insignificant, as observed in the case of desktop copiers, as characterized by Martínez-Vergara and Valls-Pasola (2021). Christensen's initial investigations into disruptive technologies included the disk drive industry, which experienced multiple disruptions, including the transition from 14inch to 3.5-inch disks, resulting in the displacement of numerous incumbent firms throughout this evolution, alongside the shift from mechanical to hydraulic excavators.

Christensen (1997) defined disruptive innovation in the context of business and technology literature as innovations that unexpectedly enhance a product or service, often involving cost reduction or catering to a different consumer base. Such innovations challenge existing businesses and profoundly impact the competitive landscape, offering significant opportunities for profit growth (Christensen, 1997, 2024). Radical innovations lead to substantial growth, and successful disruptive innovations are known for achieving the highest business performance outputs (Likar & Trček, 2021). Tadao Kawamoto and Giovinazzo Spers (2019) similarly represented disruptive innovation as transformative in the demand and requirements of an existing market, causing a positive shift while disrupting key players. Kivimaa et al. (2021) emphasized disruptive innovation's capacity to significantly alter organizational activities, while Ho (2022) characterized it as reshaping existing markets or creating entirely new ones through unique performance features or familiar attributes that offer substantial improvements in performance or cost.

According to Roblek et al. (2021), disruptive technology empowers individuals to establish new markets through innovative functionalities, disrupting existing market connections. However, the impact on incumbent companies has often been adverse, challenging them to maintain business operations. Khatab and Yousef (2021) cautioned against universally applying disruptive innovation theory to all disruptive innovations, advocating for its treatment as a distinct concept. In contrast to the belief that disruptive innovations inherently outperform traditional methods, Khatab and Yousef asserted that the mere introduction of disruptive innovation does not guarantee market dominance.

Khatab and Yousef's (2021) perspective challenges Christensen's earlier assertion (1997) that disruptive innovation should exclusively serve as the explanatory framework for all types. Established companies should exercise caution and avoid hastily adopting disruptive innovations, as these actions could potentially harm their overall success. Christensen et al. (2018) evaluated the theory within the context of intellectual history, emphasizing its evolution and significant recognition among technology innovation experts in the 21st century (Christensen et al., 2018). The theory's core tenet is that incumbents typically maintain their dominant position, but disruptive innovations have demonstrated their ability to sustain leadership over time (Christensen, 1997, 2024). Understanding the principles of disruptive innovation theory provides valuable insights into technological implementation and market demand trajectories across various global sectors (Christensen et al., 2018). Initially, disruptive technology may exhibit lower performance but aligns closely with customers' preferences, eventually disrupting

incumbent solutions by addressing unmet customer needs, as outlined by Christensen (1997).

Supporting and Contrasting Theories

In this section, the discussion includes supporting or contrasting theories related to disruptive innovation theory. The chosen supporting theory is the technology acceptance model 2 (TAM2), introduced by Venkatesh and Davis (2000), who both had a pivotal role in understanding the adoption process crucial for the success of disruptive innovations. TAM, initially formulated by Fred Davis in 1989, and its extended version, TAM2, comprehensively contained the exploration of factors influencing the acceptance and implementation of new technologies, emphasizing attitudes, intentions, and actual behaviors (Alfadda & Mahdi, 2021; Venkatesh & Davis, 2000). TAM2 builds upon core concepts like perceived usefulness, perceived ease of use, and behavioral intention, providing a refined framework applicable in various research domains, including information systems and technology adoption studies (Alfadda & Mahdi, 2021; Sukendro et al., 2020).

TAM2 can be used to extend its reach by incorporating external factors such as subjective norm, job relevance, output quality, result demonstrability, and voluntariness, contributing to a more comprehensive understanding of user acceptance and technology adoption (Venkatesh & Davis, 2000). This extended model, widely applied in fields like human computer interaction and information systems, enhances insights into the reasons behind user acceptance or rejection of technology, aiming to improve design and implementation for enhanced user satisfaction (Alfadda & Mahdi, 2021; Sagnier et al.,

2020). To show the relationship between TAM2 and disruptive innovation theory, a comparative analysis is conducted based on scope, focus, purpose, level of analysis, key concepts, industry perspective, and use. While TAM2 adopts a user-centric approach, scrutinizing determinants of user acceptance at the individual level, disruptive innovation theory focuses on how innovations impact industries and organizations, categorizing them as sustaining or disruptive. The premise of the theory has valuable insights into the transformative effects of disruptive innovations on markets and businesses, facilitating strategic decision-making in innovation and competition at an industry and organizational level (Christensen, 1997; Venkatesh & Davis, 2000).

Historic Perspective of Disruptions in the Newspaper Industry

The newspaper industry, an evolving entity shaped by technological, social, and economic forces, has historically served as a crucial repository of news, affairs, arts, and entertainment. Recent scholarships show that newspapers remain central to original newsgathering even amid digital disruption (Jenkins & Nielsen, 2020). A pivotal historical shift occurred as mass-circulation papers became platforms for marketers, intertwining advertising and the press (Rosenberg, 2019). Contemporary research further traces newsroom evolution and professionalization through convergence and the embedding of data, verification, and artificial intelligence (AI) at the heart of workflow (Jenkins & Nielsen, 2020; Postma, 2024). The entry of radio and television in the 20th century, disrupting traditional news dissemination, aligns with Christensen's (1997) disruptive innovation theory. The rise of digital technologies and social platforms transformed the industry, contributing to declining print circulation and ad revenue and

forcing newspapers to reassess business models (Fortunati & O'Sullivan, 2019; Idiong et al., 2018; Sangil et al., 2023; Thurman & Fletcher, 2019).

A discourse on the linkages between historical and developments in news media (including newspapers) and prediction on future trends about the convergence of different media (Chyi & Tenenboim, 2019; Edge, 2019; Fortunati & O'Sullivan, 2019; Franklin, 2008; Jenkins & Jerónimo, 2021; Massey, 2024; Nozal Cantarero et al., 2020; Tillinghast, 1981), is necessary to this qualitative pragmatic inquiry. As an institution over the centuries, the press has had its hub of activities centered on the newsroom. This work zone has influenced the form and content of newspapers in the past and present and will continue this trend in the future. Not much has changed in this area of focus, as the combined efforts of reporters and editors remain the driving force behind the task of manufacturing news through extensive collaboration and mutual approaches and finding more reader-friendly ways to present newsworthy information (Idiong et al., 2018; Jenkins & Jerónimo, 2021).

The decline of print has undoubtedly led to the emergence of digital news organizations, some of which operate exclusively online. These organizations have disrupted the traditional newspaper industry, challenging established publishers for readership and advertising revenue (Nemani et al., 2025; Thurman & Fletcher, 2019). News changes continuously. News also requires high levels of concentration and commitment among journalists because the authoritative content reflects and or can influence public and political views. The authoritative content of news is reflected by the extensive collaboration and mutual approaches of the reporters and editors driven by the

business philosophy of newspaper companies (Idiong et al., 2018; Jenkins & Jerónimo, 2021). The newspaper industry has undergone significant changes throughout history, driven by social, technological, and economic factors. Although the industry faced many challenges over the years, it has also shown resilience and adaptability in response to these changes. Today, newspaper publishers continue exploring new methods to remain relevant and sustainable in a rapidly changing media landscape.

Business Philosophy of Newspaper Companies

Benham (2020) emphasized journalism's foundational commitment to truth and factual accuracy, asserting that newspaper companies uphold editorial integrity by adhering to rigorous journalistic standards. These companies prioritize producing informative, accurate, and ethical journalism, engaging their audience through content creation and digital platforms, and aligning with the information needs of readers (Dodds et al., 2023; Jenkins & Jerónimo, 2021). As a crucial element of their business philosophy, newspaper operations also focus on commercial viability, necessitating sufficient revenue generation to sustain high-quality journalism (Chyi & Tenenboim, 2019). However, recent years have witnessed challenges to this philosophy, driven by the rise of digital media and shifts in readership patterns, compelling newspaper companies to reassess their business models. To navigate the dynamic media landscape, publishers explore diverse strategies, including investments in data analytics, digital platforms, content marketing, collaborations with other media entities, and adopting innovative business models that leverage technology advancements and audience behavior (Chyi & Tenenboim, 2019; Dodds et al., 2023).

In recent years, the business philosophy of newspaper companies has faced challenges from the development of digital media and changes in readership patterns (Chyi & Tenenboim, 2019). These challenges necessitate re-evaluating publishers' business models and exploring new revenue sources to remain viable in a fast-evolving media landscape. Consequently, newspaper companies may invest in data analytics, digital platforms, content marketing, partnerships with other media organizations, and the progressive use of new business models that leverage technology innovations and audience behavior (Dodds et al., 2023).

Analysis of the Newspapers Industry

The global decline in newspaper readership and the shift from print to online news platforms pose significant challenges to the media landscape (Fortunati & O'Sullivan, 2019). Amid widespread industry concerns about the future of newspapers, urgent assessments are deemed essential (Fortunati & O'Sullivan, 2019). Compounded by the struggle to garner sufficient subscriptions for digital editions, mainly when available at no cost on many newspaper websites, the industry faces a pressing need to reevaluate its strategies (Chyi & Jeong, 2024; Jenkins & Jerónimo, 2021).

A comprehensive assessment of critical areas, including traditional and online operations, infrastructure, circulation, and distribution, becomes imperative to ensure sustainability. Employing strategic management techniques such as Porter's five forces analysis, general force analysis, fitness landscape analysis, or sustainable value framework analysis can inform the development of a viable sustainability plan for the newspaper industry. Using these analyses may assist in determining and interpreting

outcomes that could inform an integrated approach to decision-making that promotes the transition from print to web publishing competitively and profitably. For this qualitative pragmatic inquiry, I used Porter's five forces theory to assess the newspaper industry.

Porter's Five Forces Industry Analysis: External - Industry Environment

The newspaper industry is part of the broader media sector, experiencing a decline in readership and circulation (Idiong et al., 2018; Onyenankeya, 2022). Despite this decline, print newspapers still generate the most revenue for many companies (Zheng et al., 2021). The growing availability of digital newspapers, which has shifted audiences toward online formats, is strongly linked to the steady reduction in print circulation.

Porter's five forces model of competitive analysis, widely used for strategic assessment in multiple industries, offers a robust framework for examining the dynamics of the newspaper industry (Porter, 2008b; Porter & Millar, 1985). The model identifies five forces influencing profitability: substitute products, new entrants, buyer power, supplier power, and competitive rivalry. Within this framework, digital newspapers and other digital platforms, which include social media and search engines, have become major substitutes for print products. While these alternatives expand readership, they do not necessarily translate into proportional revenue growth, creating strategic uncertainty and compelling forward-looking publishers to reconsider their sustainability models.

Porter's bargaining powers of buyers and suppliers are also central to the industry's changing structure. Consumers now choose between buying printed editions or accessing free online versions, thus heightening buyer power (Porter, 2008b). Meanwhile, raw materials suppliers such as newsprint have lost influence, as declining demand has

weakened their market position (Supadiyanto, 2020). Historically, newsprint costs fell significantly, by as much as 35% between 2007 and 2010, while ink prices remained relatively stable (Gleaner Company Limited, 2011). Nevertheless, high capital requirements for establishing a newspaper company remain a significant barrier to entry (Idiong et al., 2018), even as competitive rivalry intensifies, driving firms to compete for shrinking print audiences while readership increasingly migrates online (Edge, 2019; Zheng et al., 2021).

Consistent with Porter's model, these shifting industry forces underscore how technological advancement and growing buyer power have accelerated online news consumption while eroding print readership (Zheng et al., 2021). Nonetheless, the transformation has not progressed as fully or rapidly as anticipated. Reduced supplier influence, intense competition, and high capital costs continue to pressure profitability (Onyenankeya, 2022; Tang et al., 2011). Porter (2008a) stressed that understanding these forces provides a foundation for anticipating industry profitability and shaping long-term competitive strategies. However, many newspapers failed to apply innovation management principles when launching online editions, often relying on internal staff input instead of audience research (Chen, 2024). As a result, declining circulation remains a persistent threat (Fortunati & O'Sullivan, 2019), even as technological change simultaneously opens new opportunities through digital, mobile, and platform-based models.

Social, Affective, Educational Factors Influencing Circulation and Readership

In addition to lowering production costs (Edge, 2019; Onyenankeya, 2022; Pitluk, 2018) and the use of Internet applications for newsgathering (Chyi & Tenenboim, 2019; Supadiyanto, 2020), a range of social, affective, and educational factors that require an understanding from news publishers continues to influence print newspaper circulation and readership (Zheng et al., 2021). An analysis of the newspaper market research data indicated that a newspaper's print edition reached far more local readers than its online equivalent of dailies (Fortunati & O'Sullivan, 2019; Mitchelstein et al., 2022). According to Zheng et al. (2021), after more than 20 years of experimenting with digital journalism, most US newspapers' effort has generated a less-than-optimal outcome, as most local dailies in the United States have yet to see much evidence supporting digital sustainability for their news The tension between tradition and change might play a role in transitioning from print to online, especially within news production (Fortunati & O'Sullivan, 2019; Mitchelstein et al., 2022).

From a social perspective, factors like age, gender, income, and education play a role in influencing newspaper circulation and readership. Mitchelstein et al. (2022) observed that news consumption is generally evenly distributed across various demographic factors, showing no significant age, gender, education, or socioeconomic status gaps. However, print newspaper consumption tends to be more prevalent among older, wealthier, predominantly male readers, reinforcing patriarchal family patterns where fathers and husbands often make household decisions about newspaper purchases. Mitchelstein et al. also highlighted that newspaper reading is associated with those in

higher income brackets, reinforcing class status, given the strong links between newspaper readership, professional prestige, and civic duty.

The decline in newspaper circulation has been a constant trend in most Western democracies for at least a decade. For example, Curini (2022) noted a decline in daily print newspaper circulation between 2012 and 2017 of 20 % in Europe, 12 % in North America, and 31 % in Australia and Oceania. Curini further explained that a connection exists between the causes of this decline and perceived isolation from the political process, the audience's loss of confidence in the news media, and decreased social capital for public dialog. Growing advertising dollars in a modern newspaper environment takes much work (Nemani et al., 2025). Newspapers endured a decade of stiff challenges since the 2008-09 recession plunged print advertising revenues sharply amidst an ongoing migration of print readers to the Internet (Edge, 2019; Mitchelstein et al., 2022; Nemani et al., 2025). In analyzing the national contexts of the newspaper industry, Kolo (2019) also found strategic clusters of similar challenges imposed by digital transformation and socio-economic change. Kolo further argued that while the growth of media in general, newspaper reach, and internet penetration were dominant factors outlining the prosperity of newspaper publishing, the dynamics of digital revenues from advertising and circulation still varied substantially within such clusters. As Mitchelstein et al. (2022) further argued, whereas a fall in advertising dollars may negatively influence media companies' profitability, other factors, such as personal and social-interactive engagements that could influence readership, were related. Hence, publishers must

understand these factors and modify their content and marketing strategies to appeal to different audiences and meet readers' changing needs and preferences.

Application of Disruptive Innovation Theory to Print and Web Publishing

Advances in information technology are intensely influencing the newspaper industry. Technological advancement is a stimulus for innovation, and the newspaper industry's tardiness in responding to these changes has made it more susceptible to disruptive rather than sustaining technologies (Christensen, 2024). As Christensen explained, radical and incremental innovations tend to directly result from the use of disruptive and sustaining technologies, respectively. Supadiyanto (2020) sought to answer how internet technologies affected different value activities in the newspaper supply chain. They found that, despite initial reluctance, the Internet was firmly implanted into newspaper supply chain operations and that firms were using the Internet as an accepted resource and working proactively with customers to develop various forms of relationship value.

As technology influences the global environment, societies continue to evolve, reflecting the evidence of political, economic, cultural, and technological changes. Technological change could create entirely new markets, with new products, new customers, and increasing demand; existing firms could also misinterpret the potential effect of the new technology, which is an error that could cause the demise of incumbent firms (Roblek et al., 2021; Sangil et al., 2023). Society is a complex mixture of organizations composed of people who continuously test, explore, organize, learn, and adapt to changes in their environments (Chughtai et al., 2024). This is particularly true

from which disruptive innovations frequently emerge. Disruptive innovation was a better approach when a need to depart from existing technology or methods exists, which could not yield further improvement (Christensen, 1997). However, with disruptive technology leading to radical innovation, a firm tends to anticipate higher performance features, entirely new performance features, or significant cost reduction. Nonetheless, firms must remain innovation-focused to build and sustain competitive advantages, with technology playing a critical role.

According to Edge (2019), newspapers endured a decade of stiff challenges since the 2008-09 recession plunged print advertising revenues sharply amidst an ongoing migration of print readers to the Internet. In their research, Edge followed up a 2014 study of North American newspapers which examined yearly financial reports for publicly traded chains and found that none posted any annual loss on an operating basis between 2006 and 2013. Edge (2019) analyzed UK newspaper company financial reports, thus determining whether projections of extinction like those made in North America were likewise unsubstantiated and comparing their performance. Edge concluded that newspapers as a medium would prevail and that individual newspapers would likely find different approaches to adapt, especially the future of media and democracy, which many feared without a robust press. However, some newspaper publishers were already adopting headlines-online-details-in-print, cover price increase, collapse and merger of beats, downward review in wage bill or pay cuts, and print run cuts as survival strategies (Idiong et al., 2018). Additionally, Supadiyanto (2020) believed that the rapid growth and development of the Internet facilitated newspapers' transition from print publishing to

web publishing and supported this position. The Internet has contributed to removing the geographic boundaries that previously defined the newspaper industry, issues of readership, and revenue in comparative contexts of web-versus-print (Chyi & Tenenboim, 2019).

Trends in the Newspaper Industry

As confirmed by various researchers (Edge, 2019; Fortunati & O'Sullivan, 2019; Jenkins & Jerónimo, 2021), international newspapers experience fluctuation, reflecting the influence of many technological, cultural, economic, and political changes. Some of these established studies concentrated on more significant geographical regions such as the United States, Canada, the United Kingdom (UK), Spain, Sweden, and the wider Europe. Other countries have seen similar fluctuations. In Spain, for example, the decline of the news business model for print newspapers and the digital disruption caused by the Internet has influenced the emergence of digital-born news media (Vara-Miguel, 2020), which perhaps disrupted the period of stability and prosperity that the country experienced in the 1990s. Further, a perception exists that the less developed and developing economies would experience similar happenings in their territories. This qualitative pragmatic inquiry that converges on a narrower geographic area, including only Jamaica, and assesses the influence of technology - the transition from print publishing to web publishing - on newspaper companies' profitability and sustainability will be valuable to the scientific community. A project aiming to look at both old and new trends could provide answers to the newspaper industry's dilemma, which may prove helpful.

The newspaper industry has undergone numerous changes and faced many challenges over the past few decades, resulting in several emerging trends. These noticeable trends of significance to the industry include but are not limited to conversion of newspaper companies to *multimedia groups*, delivery of *personalized news* to individual readers (Darvishy et al., 2020; Wu et al., 2023) as newspapers practice audience engagement and differentiate themselves from competitors, digital transformation (Karimi & Walter, 2021; Kolo, 2019; Onyenankeya, 2022), *micropayments* as a business model (Klein & Stummer, 2021), and newspapers operating as a *community resource*—a potential competitive advantage (Bange et al., 2020; Jenkins & Nielsen, 2020; Karimi & Walter, 2021) from which potential competitive advantage can be obtained. Bange et al. (2020) highlighted the strategic use of community engagement by media companies in brand management, emphasizing brand co-creation through consumer interactions. Other observable trends that require even more attention relate to embracing effective acquisitions, mergers, and outsourcing to leverage existing core competencies to craft a convincing value proposition for investors (Ketterer et al., 2019; Sjøvaag et al., 2021) and the concept of a hybrid newspaper.

The consistent delivery of personalized news to individual readers has been one of the more recent trends to which news publishers are paying close attention. Personalized news recommendation systems abstract news sets from multiple press releases and present the recommended news to users (Darvishy et al., 2020). Additionally, personalized news headline creation aims to summarize a news article as a news headline, matching a specific user's preference and helping them filter their interested news

quickly, thus increasing news click rates for news providers (Yao, 2022). Among the many problems and challenges with information overload, personalized news recommendations are essential in assisting users in finding interesting news information and alleviating information challenges (Wu et al., 2023).

An efficient revenue model and a reward-winning profit model continue to elude the newspaper industry as it struggles to monetize the online environment. In the 1990s and early 2000s, micropayments were tested as a potential model; however, most initiatives failed due to technological limitations, the widespread availability of free news, and the lack of standardized billing systems (Sindik & Graybeal, 2011). Nonetheless, early findings showed brand-loyal readers were more willing to pay per article, indicating latent monetization potential. Beyond 2010, renewed interest in micropayments reflects evolving consumer behavior and improved infrastructure. Advances in payment technologies and standardization have heightened feasibility (Klein & Stummer, 2021), as new research confirms that segments of digital consumers are indeed receptive to small value microtransactions and tailored payment models (Chaudhary & DaSouza, 2024). These insights suggest micropayments, once experimental, could now complement subscriptions and advertising in diversified revenue strategies (Abebe et al., 2024).

A noteworthy trend in the evolving media landscape involves larger media companies strategically engaging in Internet-related acquisitions, mergers, or outsourcing to ensure profitability amidst digital advancements. Jayasuriya and O'Neill (2021) emphasized the impact of social media on the global mergers and acquisitions (M&A)

market, revealing that technologies enhancing information transmission, mainly through social media, influence financial markets. Medina et al. (2019) highlighted the costly nature of M&A regarding return-on-investment capital but acknowledge their potential to spur rapid growth and increased leverage for media companies. The authors suggested that newspapers may benefit more from acquiring other news media than investing in supplies or distribution outlets, primarily through horizontal integration. Vertical disintegration and segmentation have driven M&A activity, forming corporate mega-chains with significant institutional investor involvement (Boyles, 2020). Social media's rise continues to reshape the media landscape, with potential long-term structural changes anticipated in the M&A market system (Jayasuriya & O'Neill, 2021). Outsourcing, defined as the externalization of value-adding activities to contractual partners, is a prevalent business paradigm widely adopted by organizations, including media companies (Chalaby, 2019). Chalaby (2019) emphasized the significant impact of outsourcing on reshaping the media industry, particularly in specific markets, as it leads to vertical disintegration and the formation of a global value chain. This restructuring prompts media organizations to strategically invest in segments aligned with their core activities while simultaneously withdrawing from other segments and delegating tasks to external suppliers.

Transitioning From Print Publishing to Web Publishing

In the past, traditional (print) newspapers experienced significant readership and circulation and occupied a leading position as primary news sources for many people (Boyles, 2020; Fortunati & O'Sullivan, 2019; Nozal Cantarero et al., 2020). In recent

years, the news media landscape experienced a significant decline in circulation (readership), as intense competition from digital media forced many newspapers to innovate or die; thus, many traditional newspapers are increasingly emphasizing online presence because of the intensified movement to digital media (Onyenankeya, 2022). There is a certainty that strong online content provisions have been intensifying this decline in print circulation and readership (Husin et al., 2022; Jenkins & Jerónimo, 2021). While the newspaper industry, transitioning from print to digital, had a textbook first-mover opportunity on their hands, most American newspapers leapfrogged from newsprint to the web without confirming whether providing free online content could prove a permanent, sustainable business model (Boyles, 2020). For decades, news publishers relied on a mix of print display and classified advertising – and, to a lesser extent, newsstand sales and subscriptions– to sustain their editorial efforts, benefiting from operating in niche geographic markets (Jenkins & Nielsen, 2020). However, Jenkins and Nielsen found that while the print products declined, digital returns had primarily failed to offset the deficit, forcing news publishers to continue to prioritize the economic importance of their print products despite declines in advertising and subscriptions.

The Digital Newspaper

Digital newspapers have had a significant influence on the newspaper industry and how people consume news. Since early 2000, authors such as Larson (2009) and Paliwal (2010) confirmed that the development of digital technologies had contributed significantly to lower costs of production concerning equipment, human resources, and material costs. Technological advances drove the adoption process of switching to

internet technologies, lessening the time needed to create, process, and distribute content (Bhuller et al., 2024; Mohammed, 2021) and spurring the acceptance of mass-customized digital newspapers (Zheng et al., 2021). Further, Jenkins and Jerónimo (2021) highlighted the encouragement of journalists to use Internet applications to improve daily newsgathering processes, fast-tracking new ideas, and improve efficiency in using these applications.

The inadequacy of digital returns in compensating for the decline in print revenues, many newspaper companies embraced the hybrid newspaper model, a prevalent trend in the industry. The hybrid newspaper, as explained by Tang et al. (2011), involved a printed newspaper supplemented by an accompanying website strategically implemented to offset losses in print revenue. However, the economic outlook for newspapers remains unfavorable, with global circulation and advertising revenues continuously declining (Kolo, 2019; Nemani et al., 2025; Tang et al., 2011), hindering revenue growth crucial for sustainability and profitability. Consequently, newspaper companies grappling with these adverse revenue trends over the past decade faced difficult choices such as cutting newsroom investments, reducing staffing levels, trimming overall jobs, or succumbing to bankruptcy or closure (Mutz, 2021; Supadiyanto, 2020; Tang et al., 2011).

In the national context, analyzing newspaper industries revealed common challenges stemming from digital transformation and socio-economic changes, as articulated by Kolo (2019). While the growth of newspaper reach and Internet penetration are dominant factors determining the success of newspaper publishing, the dynamics of

digital revenues from advertising and circulation still vary significantly, as only very few publishers achieve growing overall revenues with advanced digital transformation (Kolo, 2019). Nevertheless, positive developments persisted amid the growth in online news readership during this period.

Andal-Ancion et al. (2003), in their study of the digital transformation of traditional business, explained how companies during the 1990s and beyond funded new information technologies (NIT) through investment in sophisticated software packages, websites, broadband networks, teleconferencing equipment, mobile communications, and other digital technologies. As early as the 1860s, communication technologies such as the electric telegraph, accelerated the transmission of war reporting, enabling newspapers to deliver timelier information to readers and strengthening the role of journalism in shaping public knowledge (Rikitianskaia & Balbi, 2021). In recent times however, Nozal Cantarero et al. (2020), in their study on newspaper apps for tablets and smartphones, showed how media systems have become more complex in the digital scenario, in which apps, for instance, are an important but not exclusive aspect of digital technologies. Further, digital newspapers often have interactive features like multimedia content, social media integration, and user-generated content, which can enhance the reader's experience and engagement with the news (Curini, 2022; Fortunati & O'Sullivan, 2019; Mitchelstein et al., 2022; Onyenankeya, 2022; Palau-Sampio & Sánchez-García, 2020).

Through increased accessibility, reduced production and distribution costs, faster news delivery, and new revenue streams, digital newspapers continue to influence the newspaper industry. Digital newspapers are accessible from anywhere with an internet

connection, allowing people to access news on their smartphones, tablets, or computers, making it easier to stay informed and up to date on news stories (Husin et al., 2022). Compared to traditional print newspapers, digital newspapers have lower production and distribution costs, allowing smaller and independent publishers to enter the market and increasing competition (Edge, 2019; Onyenankeya, 2022; Pitluk, 2018). Digital newspapers facilitate instant news delivery, allowing readers to get news as it happens (Mohammed, 2021) - a situation that pressured traditional newspapers to deliver news more quickly to keep up with the competition. Additionally, digital newspapers have opened up new revenue streams, such as digital advertising and digital subscriptions, thus allowing publishers to diversify their revenue streams and increase their revenue potential (Kolo, 2019). There is no doubt that the rise of social media as a news source has disrupted the traditional newspaper business model (Karimi & Walter, 2021). Many people now get their news from social media feeds rather than visiting individual news websites. Therefore, digital newspapers have significantly influenced the newspaper industry, bringing new opportunities and challenges. As new distribution platforms based on information technologies continue to influence changes in the structures and costs for both digital and physical distribution, leaders in the newspaper industry must develop and implement new strategies that correspond with changes in the operating environment. If newspapers, often the source of online news, adopt an economic business model that supports their operations in the digital age, they could benefit from both print and digital configurations, considering the transition to digital journalism's effects on newspapers' coverage and articles' quality (Bisceglia, 2023; Burggraaff & Trilling, 2020).

Profitability and Sustainable Solutions

Creating a more sustainable future by developing solutions to global problems is becoming increasingly necessary for a firm's existence. However, this transition towards more sustainable business practices will require changes relating to organizations' products, services, policies, processes, and resources (Silvius & Marnewick, 2022). van Bueren et al. (2023) described sustainability as focusing on long-term viability through creating enduring value, capacity to adapt, and stewardship, implying that a sustainable process can be conducted repeatedly with positive environmental effects and relatively low costs to the organization. Silvius and Marnewick (2022) expanded on this expression by highlighting the importance of interlinking the practice of integrating sustainability into organizational strategy and project management.

Silvius and Marnewick (2022) in their attempt to achieve sustainability, organizations may create activities that unintentionally generate severe environmental consequences, adversely influencing economics and social well-being. van Bueren et al. (2023) further argued that sustainability is more than minimizing environmental damage; organizations must develop the capacity to function within diverse economic and socio-political environments. The authors emphasized the importance of driving sustainability and preparing for the proverbial "rainy day" through cost containment, strong organizational leadership, and stable, forward-looking revenue streams (van Bueren et al., 2023). Industry players such as newspapers enhance stakeholders' value through effective environmental and operations management, resulting in materials, transportation, logistics, services, and automation efficiencies. The leaders' ability to achieve this

objective depends on their capacity to manage disruptive technologies (Christensen, 1997, 2024) that could reduce the labor- and technology-intensive newspaper enterprises to obsolescence (Chyi & Tenenboim, 2019).

Suppose publishers manage and maintain effective coordination of activities within newspaper organizations? In that case, the expectation is that the vision, mission, value system, and organizational life cycle will effectively influence the company's strategic direction and sustainability efforts. Because of the mechanistic structure of operations (Cao et al., 2023), newspaper companies may not readily focus on leveraging resources, to produce targets and increase market share. Naturally, the structure of newspaper organizations may resist drastic changes and would take some time to accept any notable innovation that strategic intent would yield. Value creation is important to a firm and is necessary for achieving sustainable solutions (Karimi & Walter, 2021). Since technological disruption and changing consumer behavior remain a threat to their value system, newspaper companies will perhaps continue to adapt and advance in response to these changes, seeking new approaches to provide value to their readership and to improve and sustain profitability in a competitive media landscape.

A sustainability plan compatible with a company's long-term strategic objectives is likely to ensure improvement in sustainability efforts. Fortunati and O'Sullivan (2019) highlighted the importance of the social sustainability of print newspapers amid the decline of their revenues, readership, and the growth of digital media. Fortunati and O'Sullivan examined how the media system was essential in social participation and sustainable social change, how media practices currently support social sustainability and

found a specific correlation between sustainability and print newspapers' communication model.

Transition

Section 2 included the review of the professional and academic literature where there was a brief discussion of the content of the literature, a reiteration of the purpose of this pragmatic inquiry, the critical analysis of Clayton Christensen's (1997) disruptive innovation theory, in which Christensen emphasized that companies are likely to be successful if the firm's leadership promotes new technology innovations instead of prohibiting the new technology. Supporting and contrasting theories and some comparison of various authors findings and points of view. Section 3 comprises the research project methodology's components, including project ethics, nature of the project, population, sampling, and project participants, data collection activities, interview questions, data organization and analysis techniques, reliability and validity, and transition summary. Section 4 contains details of the qualitative pragmatic inquiry findings, business contributions and recommendations for professional practice, implications for social change, recommendations for further research, and a project conclusion.

Section 3: Research Project Methodology

Research aims to provide a scientific explanation. This is important because researchers find it necessary to discover and document universal causal laws of human behavior (Neuman, 2021). To achieve this purpose, I indicated what role I played as the researcher in the data collection process, my relationship with the topic, descriptions of the project participants, and research area, and a brief explanation of my role concerning ethics and the Belmont Report protocol in this section of the qualitative pragmatic inquiry. To support the preceding steps, a discussion of the informed consent and organization research agreement process, any participant incentives, and procedures for withdrawing from the project are included. Additionally, elucidated are measures for maintaining confidentiality and participants' adequate ethical protection. Finally, details for securing the data storage for 5 years to protect the confidentiality of project participants and provide a transition summary for the Research Project Methodology section are included.

Project Ethics

The researcher's role is of critical importance to achieving the purpose of this qualitative pragmatic inquiry. I focused on developing in-depth descriptions and analyses based on data collected from at least six project participants. As the sole researcher, I collected data by examining public documents, reviewing companies' public websites, and conducting semi-structured interviews with project participants. Mitchelstein et al. (2022) used semi-structured interviews to explore project participants' experiences with news, entertainment, and technology – a similar role I adopted in the data collection

process. Employing best practices in data collection and obtaining data from representative industry sources are essential for information gathering in the newspaper industry (Karimi & Walter, 2021; Thurman & Fletcher, 2020).

Although I previously met only two of the project participants of this project, I had no relationship with them; hence, to mitigate any biases, I disclosed that there was nothing that affected the outcome of this project. Epistemological and cultural biases may affect the value propositions of newspapers (Bakke & Barland, 2022). I worked for more than 20 years in various business organizations within the public and private sectors, including pharmaceutical, packaging, printing and newspaper industries and interacted and experienced the behaviors, changes, dynamism, innovation, and technology within these industries. This knowledge had proven valuable in exploring how can Jamaican newspaper publishers successfully transition from print publishing to web publishing to improve and sustain profitability. Given the unique and often susceptible nature of the researcher's data, trustworthiness is essential to the researcher-participant relationship (Johnson et al., 2020). In keeping with Walden University's IRB, I upheld the Institution's ethical standards throughout the conduct of the project. Examining the impact of member checking on project participants, the researcher, and the research outcomes enhances the overall methodological soundness of qualitative research (Motulsky, 2021).

The 1979 Belmont Report, published by the National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research provides a comprehensive framework for ethical research involving human subjects (Redman &

Caplan, 2021). The report outlines three fundamental ethical principles: respect for autonomy, beneficence, and justice (Redman & Caplan, 2021). According to the National Commission for the Protection of Human Subjects in Biomedical and Behavioral Research (1979), it is noted that whereas respect for autonomy underscores the importance of individuals' self-determination, necessitating informed and voluntary consent for participation in research, beneficence emphasizes the obligation to maximize benefits and minimize potential harm to participants, ensuring a favorable risk-benefit ratio. Factors such as informed consent and procedures for ensuring participant anonymity/confidentiality, among others, could affect the relationship between the researcher and the project participants and influence the trustworthiness of the data collected or the study result (Johnson et al., 2020; Karimi & Walter, 2021). Researchers should take care in selecting the research designs for some selected projects that could diminish the relevance of the study's outcomes or potentially cause harm to participants (Motulsky, 2021). Justice focuses on the fair distribution of research benefits and burdens, preventing the exploitation of vulnerable populations, and promoting equitable access to research benefits (National Commission for the Protection of Human Subjects in Biomedical and Behavioral Research, 1979). I will use the ethical principles of the Belmont Report as a guide.

As the sole researcher in this qualitative pragmatic inquiry, I focused on protecting the project participants and developed trust, guarded against misconduct or impropriety that might reflect on the organizations, promoted the integrity of the research, and handled new pressing problems. Sheperis et al. (2017) highlighted that researchers

should take steps to foresee and tackle any ethical dilemma that could affect project participants and consumers and may occur at various stages of the research. In alignment with an emphasis from Neuman (2021), I became committed to resolving any potential ethical issue concerning the research problem, purpose, questions, data collection, analysis, and interpretation resulting from the project. To protect the privacy and confidentiality of project participants, each participant indicated by saying "I agree" after reading the confidentiality agreement. I obtained permission from Walden University's IRB to collect and analyze data and ensure that the project meets its ethical standards before conducting it. Because this project involved human participants, project participants were provided with information and, through the informed consent form, agreed to be audio-recorded. The informed consent was sent 1 week before the scheduled interviews. The protocol for protecting human subjects should include instructions for obtaining informed consent or informing project participants of the risks and conditions associated with the research (National Commission for the Protection of Human Subjects in Biomedical and Behavioral Research, 1979; Neuman, 2021; Yin, 2018).

Participation in this research project was voluntary. In keeping with an approach that Yin (2018) articulated, the procedure involved gaining informed consent from all project participants in this project by alerting them to the nature of the inquiry and formally soliciting their volunteerism to participate. Researchers should obtain informed consent, never misrepresent risks, and always debrief the project participants after the study (Neuman, 2021). Although Neuman encouraged the inclusion of a small monetary inducement, if possible, project participants did not receive any monetary incentives for

partaking in this project, as interview follow-up reminders encouraged completion. The project participants confirmed that they gained incentive experience through participating in this qualitative academic research project. Project participants were given the opportunity to refuse to participate by not agreeing to be audio-recorded as required by the informed consent form, and a consenting project participant could withdraw at any time by communicating with through the contact information listed on the consent form. Auspiciously, all project participants agreed to participate, and none withdrew from the project. Creswell and Creswell (2022) emphasized that the informed consent form should ensure that project participants can withdraw at any time. Because I received no withdrawal notification, there was no need to delete or destroy any of the project participants' consent forms.

Safeguarding the privacy and protecting project participants and data are essential elements of ethical research, as mandated by the IRB. The ethical code of conduct for researchers is to protect the project participants' privacy and convey this protection to all persons involved in the study (Yin, 2018). Researchers disassociate names from responses during the coding and recording process to protect the anonymity of incidents, persons, and roles in the project; they may use aliases or pseudonyms for persons and places to protect participants' identities (Creswell & Creswell, 2022). I established a coding scheme, which provided a code for each of the two Jamaican newspaper publishers, represented by C1 and C2, and each project participant as P1 through P6, representing six project participants, chronologically, for confidentiality.

I will delete the project participants' identities and any coding that identified the project participants after the completion of this project to secure their confidentiality. Benham (2020) described how they protected the participant's confidentiality by recording their consent separate from their interviews, not using names or identifiers during the recording, assigning random letter affiliations to the project participants, and removing identifying information from any information presented. I stored files (both physical and electronic) containing data collected, sent, and received in an appropriate pragmatic inquiry file, saved on a password-protected external flash drive and in a locked storage cabinet for 5 years at a safe, selected location, and access restricted only, to the researcher to protect the project participants. After 5 years, I will dispose of the contents on the external hard drive and securely shred all project-related data. Upon approval of this proposed qualitative pragmatic inquiry, the doctoral project was assigned a Walden IRB approval number 10-10-24-0254610. Also, I will provide a summary of the findings to project participants once the project research is approved.

Nature of the Project

The selection of research methods and designs is essential to the success of the research project (Creswell & Creswell, 2022). I considered using quantitative and qualitative research methodologies. A quantitative research study measures objective theories by examining the relationship among variables for instrument measurement (Neuman, 2021). While in quantitative studies, researchers expand the relationship among variables and put this in terms of questions or hypotheses, mixed methods studies collect, analyze, and integrate quantitative and qualitative data using diverse mixed

methods designs (Creswell & Creswell, 2022). However, neither a quantitative nor a mixed methods approach is irrelevant for consideration and use in this qualitative pragmatic inquiry. Exploring qualitative research issues highlights how social context, bricolage, case and process, and interpretation offer the resources to construct meaning within qualitative research (Neuman, 2021). Neuman (2021) found that in qualitative methods, a researcher explores and understands the meaning individuals or groups attribute to a human or social problem, using procedures that rely on text and image data, possess unique steps in data analysis, and draw on diverse inquiry strategies. The qualitative method was appropriate because it offered an approach where I could follow up on the project participants' answers in real-time and created a valuable conversation around my topic. Qualitative design confirms reliability when it enables rich, contextual understanding through purposive sampling and the use of interviews or focus groups, while yielding consistent and saturating insights across cases (Hall & Liebenberg, 2024; Hennink & Kaiser, 2022; Renjith et al., 2021). The project participants were given the opportunity to elaborate on their responses freely. For this project, I conducted a qualitative pragmatic inquiry.

Creswell and Creswell (2022) explained that in pragmatic inquiries, researchers emphasize the research problem and use all available approaches rather than focusing on methods. Pragmatic inquiry, an approach within the qualitative research paradigm, aligns with pragmatic philosophy's practical and applied knowledge perspective. In this approach, researchers aim to understand and resolve real-world issues, emphasizing the practical implications of their findings (Creswell & Creswell, 2022). Based on the

dynamic nature of research contexts, the primary objective is to generate actionable knowledge capable of informing decision making and facilitating positive change (Kelly & Cordeiro, 2020). Kelly and Cordeiro (2020) explained that a pivotal characteristic of qualitative pragmatic inquiry lies in its promotion of collaboration between researchers and practitioners and that actively engaging with individuals and communities affected by the research problem – a collaborative approach – ensures relevance, applicability, and alignment with the needs of those directly impacted. Kelly and Cordeiro found pragmatism's inherent focus on experience and action helped refine the research problems under investigation. Pragmatism provides a framework to assist researchers choose which methods will be most appropriate, Kelly and Cordeiro indicated.

Population, Sampling, and Participants

The population for this qualitative pragmatic inquiry consisted of established newspaper publishers in Jamaica, which have been operating profitably on the island for more than 5 years. Using a purposive sampling method, the population involved six business leaders from established newspaper publishers in Jamaica. I chose purposive sampling. Kelly and Cordeiro found the purposive sampling method appropriate because it provides a deliberate selection of participants who can purposefully inform an understanding of the business research problem in this project. Purposive sampling also allows the researcher to identify important, common patterns through qualitative pragmatic inquiry. The project participants were business leaders of well-established Jamaican newspaper publishers, over 18 years of age, and had used their effective strategies to transition from print publishing to web publishing to improve and sustain

profitability. It was necessary to use the snowball sampling method to identify additional project participants who match the established eligibility criteria. The snowball sampling technique (chain-referral) is a widely used methodological tool for collecting information about hard-to-reach populations and in contexts where information is low (Dosek, 2021; Kennedy-Shaffer et al., 2021). This technique involves identifying project participants and collecting information on them, asking them to refer other persons who match the eligibility criteria, after which they are recruited into the study (Kennedy-Shaffer et al., 2021).

After receiving approval from Walden University's IRB, I proceeded with contacting potential project participants whose names I gathered from established Jamaican newspaper publishers' public websites, Press Association of Jamaica, Jamaica Stock Exchange, online newspaper publisher's directories, and business and professional networking such as LinkedIn. I checked to ensure that business leaders met the criteria for this project; thereafter, I contacted each project participant, inviting them to a conversation (Appendix C) and explained the nature of this qualitative pragmatic research.

Not only did I invite the potential participants to my project through an invitation (Appendix C), which contained the details of the project but followed up with a phone call to introduce myself and address any questions the project participants may have to set up a collaborative working relationship with them. Gallegos et al. (2023) highlighted that researchers should intentionally use interpersonal skills such as empathy, positive

regard, respect, and sensitivity to create and preserve researcher-participant relationships; trusting relationships between researchers, participants, and staff were critical.

With qualitative research, it is not always necessary, practical, or possible to study the entire population. A sample, being a subset of the population selected, is an unbiased representative of the larger population (Cash et al., 2022; Suresh et al., 2011). Hence, a researcher could use this representative portion of the population to study and generalize about the population under investigation. The ideal sample size is an essential component of any research (Cash et al., 2022; Suresh et al., 2011). Creswell and Creswell (2022) suggested that in pragmatic inquiries, researchers emphasize the research problem and use all available approaches.

Draper and Swift (2011) stated that sample size is a challenge for qualitative researchers. An adequate sample size is sufficient to answer the research question but not too large that the amount of data restricts in-depth analyses. Cash et al. (2022) stated that, typically, qualitative samples should be large enough to support saturation – a point at which further data collection would only serve to confirm the results already identified but small enough to bring rich insight.

Draper and Swift (2011) explained that theoretical saturation could be achieved within the first six interviews. Also, Braun and Clarke (2021) articulated that the suggested sample sizes for attaining data saturation in thematic analysis have varied from six to 16 interviews, depending on the study's particular attributes and the desired level of data saturation. The purposively selected group for this project comprised six business leaders representing well-established newspaper publishers in Jamaica. I chose these

individuals for their ability to offer insights into the Jamaican newspaper industry. Additionally, these project participants are business leaders of well-established Jamaican newspaper publishers, over 18 years of age, and have used their effective strategies to transition from print publishing to web publishing to improve and sustain profitability.

After completing the six interviews, a review of the data ensued to confirm whether saturation was obtained. Saturation is one measure of validity in this project (Bougie & Sekaran, 2019; Braun & Clarke, 2021). My plan was that if data saturation was not achieved, I would increase the sample size by increments of six until data reviews indicate saturation. However, for this project, there was no need to interview additional participants as data saturation was achieved, with no new information emerging from the six project participants. When using a purposive, non-random sample, more attention needs to be paid to the criteria used to select people for interviews rather than the number to be interviewed (Draper & Swift, 2011; Gallegos et al., 2023).

The development of common themes and rich data are important to pragmatic inquiry and can give researchers the opportunity to collect essential data from which strategies can be devised for initiating the process of developing business solutions for the research problem (Creswell & Creswell, 2022). Theme development and recording protocols are important aspects of data analysis within an ethical framework (Braun & Clarke, 2021; Hennink & Kaiser, 2022). Once each project participant acknowledged participation through direct interaction, I conducted a one-hour interview with the selected project participants who met the established eligibility criteria, at the site of the

participating company or via the Zoom platform (audio only). Each project participant answered the same set of interview questions (Appendix A).

The general population of this project was the newspaper industry in Jamaica. Previously, I worked in the newspaper industry in Jamaica but continued to maintain contact with primary stakeholders from that industry after leaving. Speaking in respect of their experience to determine sample size, Braun and Clarke (2021) expressed that their best results came from working with 6-16 participants and that working with more than 31 participants, was tiring and cumbersome. Draper and Swift (2011) shared a similar view that, in terms of in-depth analysis, small sample sizes are appropriate, typically of about six participants. Further, the authors, Draper and Swift (2011), believed that theoretical saturation could be achieved within the first six interviews. Consistent with these research outcomes, the participants of this project were six business leaders of well-established Jamaican newspaper publishers, over 18 years of age, and had used their effective strategies to transition from print publishing to web publishing to improve and sustain profitability. Viewing each company individually, I interviewed a purposive sample of project participants, relating to their experiences in managing newspaper businesses, and how technology has affected the profitability of these businesses during the past five years. The selected project participants have knowledge regarding the strategic and policy directions of the firms, technology, sales, and marketing, and the general operations of the companies. The approach I took involved direct interaction with the context of the topic by conducting a semistructured interview with a list of interview questions (Appendix A).

I took steps to resolve any potential ethical issues that emerged in this pragmatic study. Neuman (2021) emphasized the need to resolve any research issues related to the research problem, purpose, questions, data collection, analysis, and interpretation resulting from the project. To protect the privacy and confidentiality of project participants, the signing of a confidentiality agreement with each participant took place. I obtained permission from Walden University's IRB to collect and analyze data and ensured that the Institution's ethical standards were met prior to conducting the project. Because this project involved human participants, project participants were required to indicate their agreement to be audio-recorded in keeping with the informed consent form, noting that their participation was voluntary before participating in the interview. The objective was to ensure that potential clarifications, which the University's ethics committee may demand, were presented.

As the sole researcher, I securely locked the collected research data and the confirmed consent forms in a safe storage cabinet and in password-protected files, in which no other person will have access; I will also maintain this level of security throughout the 5-year period, leading up to and after the published research date. As part of the data retention plan, to protect the rights and to maintain the confidentiality of the project participants, their identities, as well as any coding that could identify them, will remain hidden.

The project participants assisted in identifying and locating public documents including audio and visual materials such as newspapers, official reports, public documents, and permissible confidential documents, for examination, analysis, and

interpretation. To ensure a high degree of confidentiality of project participants, I was the lone point of contact with each facility and acted as the sole interviewer during the data collection process. I identified each potential project participants of the chosen organizations and emailed them the invitation letter (Appendix C) for participation in this project. Because the number of potential project participants did not meet the minimum of six project participants, using purposive sampling, I used the snowballing technique to identify six project participants consistent with a purposive sample requirement and successful data saturation was obtained.

Data Collection Activities

As the primary instrument for data collection in my qualitative pragmatic inquiry, I gathered data to answer the central research question. A wide collection of qualitative research methods is available to researchers, ranging from in-depth interviews, document analysis, and observational techniques to focus groups and ethnographic approaches (Chand, 2025). However, semistructured interviews were the recommended approach for this pragmatic inquiry design and permitted me to probe into the project participant's responses, when there was ambiguity. Yin (2018) noted that interviews are insightful, providing perceived causal inferences and explanation, but warned of potential bias from poorly articulated questions, reflexivity of the interviewee, and inaccuracies from poor recall. The core purpose of interviews is to elicit participants' perspectives and uncover insights not easily accessible through direct observation (Lim, 2025). Interviews have a larger frequency of application than some other data collection techniques (Duan, 2011). Semistructured interviews are useful for exploring project participants' experiences with

news, entertainment, and technology (Mitchelstein et al., 2022), I explored the phenomenon relevant to the effective strategies used by the project participants to transition from print publishing to web publishing in order to improve and sustain profitability.

However, because no single source had a definite advantage, I collected supplementary data from the established Jamaican newspaper publishers' public websites, the Press Association of Jamaica, Jamaica Stock Exchange, online newspaper publisher's directories, and business and professional networking such as LinkedIn. I also collected data from public documents (e.g., strategic plans, press releases, and other media coverage, or marketing campaigns), including audio and visual materials such as newspapers, public official reports, and other public documents.

Before the consent to interview, I used my interview protocol (Appendix B), which includes details for conducting the interview consistently with each project participant. My rationale for the interview protocol aligned with the works of Duan (2011) and Hennink et al. (2020). Duan highlighted how to meet the standards of rigor during the data collection process; a researcher should follow principles of instrument construction, instrument validation, and sampling process in accordance with the techniques that they chose. Similarly, Hennink et al. proposed the use of a full research strategy that includes a meticulous data collection methodology, a structured interview protocol, and a detailed procedure for reporting specific findings.

I proceeded in accordance with Duan's (2011) and Hennink et al.'s (2020) recommendations. Prior to conducting the interview, I mobilized the resources necessary

for planning and conducting it, and consistent with Yin's (2018) articulation, used a detailed interview protocol (Appendix B) in the process of documentation. Consistent with my interview protocol (Appendix B) and the qualitative principle of using a purposive sampling and the snowballing techniques, I selected and interviewed at six project participants from the two Jamaican newspaper publishers in Jamaica, whom I asked open-ended, low-risk questions that focus on answering the central research question. During each step of the research process, the researcher protects participants' confidentiality and shields them from harm relating to respect and dignity while respecting the participants' contributions (Johnson et al., 2020).

In keeping with my interview protocol (Appendix B) and to enhance the reliability and validity of my data collection process, I provided clarification to each project participants about any aspect of this project, including the verified, informed consent form received, before conducting interviews. No project participant had questions. In addition, I reassured the project participants that all interviews would be confidential, to encourage openness and motivation. The use of interpersonal skills - positive regard, respect, and sensitivity was essential to creating and preserving the researcher-participant relationships. During the interview process, I allocated sufficient time to ensure that project participants provided relevant information for this project.

Bjørvik et al. (2023) emphasized that the choice of interview location could shape the knowledge produced during qualitative research, reinforcing the importance of selecting settings that support participant comfort, trust, and open communication. A pilot project was not necessary after IRB approval. As part of Walden's IRB requirements, I

ensured that interviews occurred in a private location where no one overheard the interview or saw who was involved in my project. I audio-recorded the interview and conducted member checking with each project participant to review my interpretation of their responses to the interview questions (Appendix A). There were no misinterpretations. Therefore, no changes were necessary after sending my interpretations to each project participant via email. I would have continued this process to make corrections, but no new information was shared, and each project participant confirmed the accuracy of my interpretation of their responses. Within two weeks of the interview, I followed up with a brief telephone interview to corroborate the accuracy of the data collected, and to determine if the project participants' views changed. Although interviews spanned over or a bit beyond the 2-week period, the design framework of this project remained within the defined timeframe.

An effective data collection process supports and complements data analysis, characterized by recording protocols and developing themes to connect data within an ethical framework (Hennink & Kaiser, 2022). Any inaccurate data collected can influence the results of a project and lead to inaccurate results. The data collection methods must be unbiased, based on ethical principles of research, and employing best practices essential for information gathering, especially in the newspaper industry (Karimi & Walter, 2021; Thurman & Fletcher, 2020). To ensure effective data collection, I developed open-ended qualitative research questions for the interviews (Appendix A). These questions, which characteristically express the purpose of this project in unequivocal terms, were not difficult to answer and could be answered fully or, at least in part, by each interviewee.

For consistency, each project participant was subject to identical questions with no midstream adjustments. To mitigate the threat to reliability, I used member checking and methodological triangulation.

I incorporated reliability and validity strategies such as member checking and methodological triangulation, each intended to minimize threats to consistency and validity, as Yin (2018) suggested. Member checking, a concept that Motulsky (2021) described as a process of soliciting feedback from the project participants about the researcher's data or interpretations, has become a generally consistently recommended validity check that often seems to be a requirement for rigorous qualitative research. To mitigate bias or false interpretation of the evidence in the analysis, I used member checking to validate my interpretation of the information received from the project participants during the interview process and I continued this process until no new information was shared. Once my interpretation was accurate, I achieved data saturation. I used member checking to enhance the credibility of the data collected from the interviews.

Using methodological triangulation, I collected additional data from the established Jamaican newspaper publishers' public websites, the Press Association of Jamaica, Jamaica Stock Exchange, online newspaper publisher's directories, and business and professional networking such as LinkedIn. I also collected data from public documents (e.g., strategic plans, press releases, and other media coverage, or marketing campaigns), including audio and visual materials such as newspapers, public official reports, and other public documents to ensure reliability and validity of the data collected.

Interview Questions

I organized the interview questions to gain answers to targeted strategic questions (TSQ). The following TSQ (also shown in Appendix A) formed part of the deliberations with the project respondents:

TSQ1: What effective strategies did you use to transition from print publishing to web publishing to improve and sustain profitability?

TSQ2: How have you used your strategy to innovatively explore ways to deal with technological challenges?

TSQ3: What strategy did you use to improve sustainable profits?

TSQ4: How did each incremental step taken to transition from print publishing to web publishing relate to one another?

TSQ5: What strategies are you using to secure readership?

TSQ6: How has your web (digital) strategy affected your number of paid subscriptions?

TSQ7: What technologies did you embrace to sustain profitability?

TSQ 8: What would you like to share that I did not ask?

Data Organization and Analysis Techniques

The purpose of this pragmatic inquiry was to explore the effective strategies some Jamaican newspaper publishers used to transition from print publishing to web publishing to improve and sustain profitability. I organized the data collected from interviews into a tabular format that provided easy comparison of the data and grouped the collected data into the various sources ready for analysis. I used a computer program to store the

password-protected data in a secure and safe manner during the interview timeframe. Qualitative researchers who conduct rigorous, high-quality studies skillfully design their systematic analytical interaction with the data (Braun & Clarke, 2022a).

Data organization spanned over a period of two weeks, giving sufficient time to administer, complete, and code the interview information. Through data organization, I established a coding scheme to keep track of data collected from each project participant. I assigned a code for each project participant as P1 through to P6 chronologically, and C1 and C2 representing two Jamaican newspaper publishers for confidentiality. I deleted the identities of the project participants and any coding that could identify the participants to secure their confidentiality. Coding facilitates the generation of common themes from the dataset to build complex analysis layers and facilitate conclusions and recommendations.

The interview responses were audio-recorded and transcribed for thematic analysis as Lochmiller (2021) suggested. Braun and Clarke (2006) described thematic analysis as a technique for identifying, analysing, and reporting patterns (themes) within data through organizing and describing the data set in rich detail; this step would include interpreting various aspects of the research topic. Thematic analysis, as Braun and Clarke (2022a) outlined, guided this qualitative pragmatic inquiry. The project was not focused on the use of codebook or template analysis as van Bueren et al. (2023) implied, but rather, on the more open process of reflexive thematic analysis that Braun and Clarke (2019) described.

Braun and Clarke's Reflexive Thematic Analysis

Braun and Clarke (2006, 2022b) articulated a thematic analysis that is widely respected in qualitative research and used to identify and interpret patterns of meaning within data. Rather than solely operating as a coding technique, thematic analysis is considered a comprehensive methodological approach capable of producing in-depth and context-rich insights. The methodological flexibility of this qualitative analysis allows researchers to apply it across various theoretical paradigms, such as the interpretivist tradition. Braun and Clarke (2006) emphasized that researchers play an active role in this process, constructing rather than merely discovering themes, through critical and reflexive engagement with the data.

Braun and Clarke (2006) created a process that involves six recursive phases: (1) familiarization with the data, (2) generating initial codes, (3) identifying participant themes, (4) reviewing themes, (5) defining and naming themes, and (6) producing the final report. These phases may not be strictly linear, but often require movement back and forth, depending on the insights generated at each stage.

In an update on their work, Braun and Clarke (2021) highlighted the value of reflexive thematic analysis, which prioritizes the researcher's interpretive role and acknowledges that subjectivity and meaning making are essential for qualitative inquiry. Using this form of analysis questions traditional ideas of reliability based on replication and encourages transparency in the analytical process.

Reflexive thematic analysis has gained relevance in media and communication studies, especially in research examining digital transformation and innovation (Boisvert

et al., 2024). When used alongside with Christensen's (1997) disruptive innovation theory – the conceptual framework for this project – thematic analysis provides a robust analytic strategy for examining how organizations respond to technological disruption. Given its clarity, adaptability, and suitability for inductive and deductive approaches, thematic analysis was deemed appropriate for the project research.

High-quality reflexive thematic analysis involves the researcher's reflective and considered interaction with their data and their thoughtful and introspective engagement with the analytic process – indicative of the researcher's active role in theme creation. The themes are analytic outputs that reflect considerable work, actively created by the researcher at the intersection of data, analytic process, and subjectivity, and developed through and from coding (Braun & Clarke, 2019).

Applying Braun and Clarke's Thematic Analysis

In this qualitative pragmatic inquiry, no hypotheses were tested. While case studies characteristically focus on complex events and behavior occurring within the real-life context (Yin, 2018), for pragmatic inquiries, researchers emphasize the research problem and use all available approaches to understand it (Creswell & Creswell, 2022). I gathered data from the responses of six project participants to eight interview questions (Appendix A), coded and analyzed the data, and identified emerging common themes to provide the strategies they used to transition from print publishing to web publishing to improve and sustain profitability. Primarily, the data underwent a complete review through listening and reading to establish a robust interpretation. Then, coding was applied to identify themes and patterns supporting or challenging the focused

phenomenon to ascertain thematic relevance. To ensure accuracy and credibility, I invited project participants to review the summaries and confirm that I accurately captured their perspectives, in preparation for thematic analysis.

I conducted qualitative data analysis using the six-phase thematic analysis framework outlined by Braun and Clarke (2006, 2022b), in this project. I chose this methodology for its flexibility, robustness, and alignment with deductive approaches to data interpretation. Since the project was theoretically grounded in Christensen's (1997) disruptive innovation theory, the coding process integrated theory-driven categories and patterns that arose inductively from project participant responses. The audio-recorded interview responses were transcribed first and verified via member checking before thematic analysis. The coding process commenced with an analysis of the project participant's confirmed actual interview responses, and from which I interpreted and confirmed as accurate and articulated in phrases or sentences.

In the initial phase Braun and Clarke's approach – familiarization with the data – I read the six interview transcripts thoroughly multiple times. Manual annotations accompanied this close reading to identify early signs of recurring ideas related to digital transformation, revenue strategies, and organizational adaptation. The familiarization process also showed internal strategic themes related to capacity building and digital reskilling. These early observations, which emerged from the data, informed the development of the initial codebook and the establishment of the theoretical and empirical foundation for the subsequent analysis phases. The second phase involved the systematic generation of initial codes. This stage involved systematically identifying and

organizing meaningful data features aligned with my project's conceptual framework – Christensen's (1997) disruptive innovation theory. These codes reflected pre-defined theoretical concepts, such as responses to disruption and shifts in market positioning, and new ideas grounded in the data itself, including terms such as "YouTube-first policy" and "editorial convergence."

Using a deductive approach, I developed codes about predefined theoretical constructs such as low-end disruption, new-market entry, value network adaptation, sustaining vs. disruptive innovation, and business model transformation. I applied line-by-line coding and tagged excerpts to each code to support traceability and thematic clustering in later phases. The outputs of this phase informed the clustering of codes into higher-order themes and subthemes in Phase 3.

In Phase 3, the codes were organized into provisional themes by clustering related codes and identifying broader conceptual patterns. I compared the data to analyze project participants' responses and identify key themes and patterns that emerge from the analyzed data. In this phase, I analyzed the previously generated theory-driven codes through the lens of Christensen's disruptive innovation framework, identifying thematic convergence and hierarchical relationships across cases. For the codes that captured similar strategic intentions or structural shifts, I clustered them into four overarching themes and 13 subthemes for discussion in section 4. In Phases 4 and 5 of Braun and Clarke's analysis, I undertook a focused, iterative process to finalize the initial thematic framework, ensuring that each theme demonstrated conceptual clarity and empirical coherence. These two phases of the analysis focused on validating the emerging thematic

structure by closely examining the relationships among codes, evaluating internal consistency, and confirming alignment with the overarching research question.

The final phase involved writing up the results. I elaborated on themes through narrative explanation, supported by direct participant quotes, demonstrating conceptual relationships. This methodical approach facilitated accurately identifying and interpreting patterns and themes within the dataset.

All coding was done manually throughout the analysis, using spreadsheet tools and supporting notes to maintain consistency and traceability. The reflexive approach (Braun & Clarke, 2006, 2022b) encouraged iterative reflection, allowing my critical engagement with the data, theoretical lens, and emerging interpretations at every stage of the process. The objective was to ensure that the collected data helped answer the overarching research question. The semistructured interview questions (see Appendix A) have a structure that reflected the themes, patterns, or understandings that emerged regarding how business leaders from established Jamaican newspaper publishers viewed the influence of technology on the profitability of newspaper companies, and their concerns for print and digital publishing solutions that could help newspapers to remain profitable. By staying reflexive, I reduced the risk of underdeveloped themes and ensured my interpretations were comprehensive and grounded in the data. I compared findings from the semistructured interviews and public business documents shared by each participant with the literature review findings and the findings from the secondary data collected in this research – facilitating practical interpretation of each participant's responses to the interview questions and shared documents.

I used Braun and Clarke reflexive thematic analysis because it contributed to the organization of my data. My aim was to secure the collected data (physically) in a locked cabinet, which could only be accessed by me, to protect the project participants' identities. I intend to keep the collected, password-protected research data including the recorded device with the words "I consent" in a secured cabinet for 5 years, beyond the published research date. To keep with Walden University's research protocol, any destruction of the project participants' data will occur only after the 5-year period.

Reliability and Validity

Reliability

In this pragmatic inquiry, the reliability and validity of the data collection instrument, the processes, and the collected data are essential. Reliability ensures that the data collected will be consistent, and results can be replicated later and reflect the characteristics of scholarly, peer-reviewed sources; validity certifies that the measuring instrument measures as accurately as possible (Bougie & Sekaran, 2019; Suresh et al., 2011). *Qualitative validity* is using the standpoint of the researcher, the participant, or the bookworms of an account to determine whether the findings are accurate; in contrast, qualitative reliability determines how consistent the researcher's approach is across different researchers and among different projects (Creswell & Creswell, 2022). I conducted meaningful research aligning with the research steps used for qualitative methodology and pragmatic inquiry design. I sought to ensure that the data collected accurately reflected the project participants' strategies regarding the business problem under exploration. Additionally, the thorough interview protocol (Appendix B) was

developed to maintain consistency in the semistructured interview questions and the stepwise process to engage the interview project participants. Using the interview protocol was intended to ensure validity and reliability in my data collection process.

From a data collection viewpoint, a suitable measurement tool can be as reliable, valid, and practical as necessary. A research instrument's reliability is demonstrated when it consistently produces trustworthy results, assessed through criteria such as credibility, dependability, and equivalence in qualitative research (Ahmed, 2024; Cole, 2024). To ensure records of significant statements and interpretation, to improve the reliability of the process, and to eliminate the need for a pilot project after IRB approval, I, using dependability, took detailed notes and reviewed my interpretation with the project participants during the interview data collection process. This is known as member checking. For the inconsistency between the notes and the interpretation that emerged, I gained corrections from the participants before moving forward. The goal was to ensure no noticeable variation in response pattern or theme within these questions occurred, thus confirming the instrument's reliability. Consistent with recommendations from Braun and Clarke (2021), I checked transcripts for accuracy against the original recordings to ensure they did not contain errors before interpreting participants' responses.

Validity

Suresh et al. (2011) articulated that the validity of the entire research process must be analyzed to the most significant magnitude possible to facilitate satisfactory conclusions and recommendations for the development of sound policy and practice. Yin

(2018) suggested that researchers consider incorporating validity strategies such as triangulation, detailed, thick descriptions, and member checking to address threats to validity and consistency. I took steps to ensure that I achieved validity through adequate preparation and to use good pragmatic inquiry exploration skills, pragmatic inquiry suggestions, and pragmatic inquiry protocol per Yin's approach. Therefore, I included the research design's general and specific ethical elements and ensured the project adhered to the prescribed Walden's IRB format.

Triangulation is most suitable for addressing validity by checking interpretations with interviewees, clarifying researcher biases and assumptions, and coding checks. Various researchers, in their articulation of saturation, confirmed that it could be achieved with a significant enough sample size (Bougie & Sekaran, 2019; Cash et al., 2022), with six or more interviews (Braun & Clarke, 2021; Draper & Swift, 2011).

After completing the six interviews, I recorded via Zoom audio each project participant's responses to the interview questions, transcribed their answers, interpreted the content, and then shared my interpretations with them for verification. This technique, known as member checking was not repeated because no new information emerged, and project participants confirm the accuracy of my interpretations, in their initial review. Additionally, I reviewed their public documents and websites to corroborate their responses with the supplementary data. The process of data triangulation ensured that I achieved data saturation. Braun and Clarke (2021) articulated the concept of data saturation. The authors indicated that when data retrieved contains information

redundancy or no new themes, codes, or information, the researcher has reached data saturation.

Transition and Summary

Section 3 encompassed the research project methodology's components, including project ethics, project nature, population, sampling, and project participants, data collection activities, interview questions, data organization and analysis techniques, reliability and validity, and the transition summary. Section 4 contains details of the qualitative pragmatic inquiry findings, including the overarching research question, themes, and analysis and discussion of the findings in relation to the identified themes. The section will also comprise business contributions and recommendations for professional practice, implications for social change, recommendations for further research, and a project conclusion.

Section 4: Findings and Conclusions

Presentation of the Findings

The purpose of this project was to explore the strategies used by six business leaders who effectively transitioned from print publishing to web publishing to improve and sustain profitability. The overarching research question was "What effective strategies do some Jamaican newspaper publishers use to transition from print publishing to web publishing to improve and sustain profitability?" The industry must reassess its strategic models despite struggling to generate sufficient subscription revenue due to high digital availability (Chyi & Jeong, 2024; Jenkins & Jerónimo, 2021).

The findings from this pragmatic inquiry indicated that Jamaican newspaper publishers were navigating digital disruption through four interrelated strategic pathway themes: a.) operational disruption response, b.) strategic market realignment, c.) revenue diversification and monetization models, and d.) organizational adaptability and strategic resilience. These themes emerged from a triangulated analysis of qualitative interview data, publisher websites, and publicly available strategic documents. These strategies, collectively, enabled the project participants to reduce operational costs, improve audience engagement, and sustain financial viability. The first theme identified was operational disruption response.

Theme 1: Operational Disruption Response

Operational disruption response, the first theme, reflects how Jamaican newspaper publishers reengineered their production systems and integrated digital technologies to streamline operations and enhance responsiveness. Within this theme the project

participants described their internal restructuring of news production workflows to meet the technical and logistical demands of digital publishing. The corresponding strategies for theme 1 are: workflow digitization, staff training and cultural change, and print–digital workflow integration, as shown in Table 1.

Note the coded excerpts within Table 1. The words totaled approximately 215 with workflow digitization discussed the most (90), followed by print–digital workflow integration (70) and staff training, and cultural change (55). These results indicated greater emphasis placed on digitization and less, though still notable, attention to cultural change.

Project participants (C1/P2, C2/P4, and C1/P1) highlighted workforce development, staff retraining, and cultivating a 'digital-first' mindset as prerequisites for transformation. Also indicated in Table 1 is that of project participants C2/P5, and C2/P6 had no details concerning their operational disruption response relevant to workflow digitization or the adoption of newsroom technologies.

Table 1

Theme 1 Operational Disruption Response

Strategy	Company & project participant ID	Word frequency	Percentage of total
Workflow digitization	C1/P2, C1/P3	90	41.9%
Staff training and cultural change	C2/P4	55	25.6%
Print-digital workflow integration	C1/P1	70	32.5%
Total		215	100%

I identified the workflow digitization strategy as adopting newsroom technologies such as content management systems (CMS), computer-to-plate (CTP), and

ANYGRAAF software as efficiency enablers that helped project participants streamline production and reduce manual bottlenecks. Project participants (C1/P2, C1/P3) emphasized their need for end-to-end workflow digitization, incorporating CMS, CTP, and ANYGRAAF. C1/P2 specifically stated, “The introduction of ANYGRAAF and CTP eliminated several manual steps; stories now flow directly from the newsroom to the press without delay.” From these findings, I confirmed that Jamaican newspaper publishers embraced workflow digitization to streamline production and reduce reliance on traditional print systems, aligning with global best practices in newsroom convergence. The transition to digital platforms, via CMS-based automation and phased workflow restructuring, mirrors the insights of Carvajal and García Avilés (2008), Tang et al. (2011), and Nozal Cantarero et al. (2020), who emphasized cross-media newsroom integration and structured migration strategies. Thus, the findings confirmed and extended prior scholarship on operational efficiency.

Staff training and cultural change – a strategy project participant C2/P4 mentioned, involved the deliberate investment in reskilling and shifting employee legacy mindsets toward digital-first operations, thus creating a culture of innovation and continuous learning. C2/P4 highlighted this reskilling shift with the following statement: “We had to retrain long-standing print staff to think digitally first, shifting mindsets from print deadlines to 24/7 online publishing.” C2/P4 also viewed staff retraining and cultural adjustments as a tool to shift from print-centered to digital-first models, reinforcing Sharara et al.’s (2023) emphasis on innovation readiness and the organizational capacity needed for transformation. Additionally, this strategy extended the literature by

emphasizing organizational mindset and readiness, aligning with the technology acceptance model and user-readiness perspectives (Alfadda & Mahdi, 2021; Si & Chen, 2020; Venkatesh & Davis, 2000).

Print–digital workflow integration spotlights the organizational move to prioritize digital platforms as the primary output, with print editions emerging as secondary products of a digital-first strategy. Project participant C1/P1 expressed, “Our system now prioritizes digital output; print is produced from the online workflow rather than running parallel,” which corroborated the importance of their strategy. This strategy confirmed earlier studies of convergence (Carvajal & García Avilés, 2008; Tang et al., 2011) while being extended through recent insights highlighting data-driven and audience-centered practices (Postma, 2024; Ruth, 2023).

Collectively, these strategies illustrate how publishers are re-engineering processes to improve efficiency, responsiveness, and adaptability in an increasingly competitive media environment. These findings extend existing scholarship by showing how Caribbean publishers face added infrastructural and cultural barriers, while confirming that convergence and digitization remain essential for operational adaptation. Additionally, the thematic findings of this project align strongly with strategic actions documented by one of Jamaica’s leading media houses. For instance, RJRGleaner Group’s shift toward a ‘digital-first’ model affirmed Theme 1, wherein the news publishers implemented automated platforms, integrated workflows, and streamlined human resources to enable responsive digital publishing (RJRGleaner Group, 2024).

The operational disruption response strategies of the project participants depict specific processes used to replace manual systems with automated, integrated workflows to drive productivity, reduce duplication, and align with new digital platforms. Additionally, the retraining of legacy staff strategy facilitated the adoption of digital workflows. Upskilling training as a strategy minimized cultural resistance and helped the project participant maintain operational continuity throughout the transition. These strategies highlight the importance of introducing technology and cultivating digital readiness within the workforce. Strategic market realignment was another strategy identified while analysing the data findings.

Theme 2: Strategic Market Realignment

All the project participants identified strategic market realignment as an approach that helped them reshape editorial priorities in response to changing audience requirements, particularly the growing demand for mobile-optimized and platform-specific content. This second theme reflects efforts to reposition publishing strategies in response to shifting reader demographics, digital consumption behaviors, and declining interest in printed newspapers. The theme includes various approaches for capturing mobile audiences and real-time news reader preferences, supported by three strategies: audience migration awareness, digital-first storytelling and platforms, social media and engagement, as shown in Table 2. Coded excerpts totaled about 240 words, with social media strategy and engagement most emphasized (95), followed by digital-first storytelling and platforms (80) and audience migration awareness (65). This analysis depicts Jamaican newspaper publishers' strongest focus was on platform-based

engagement. All project participants (C1/P1 to C2/P6) had relatively significant details concerning their strategic market realignment relevant to social media and platform usage and audience awareness.

Table 2

Theme 2 Strategic Market Realignment

Strategy	Company & project participant ID	Word frequency	Percentage of total
Audience migration awareness	C1/P2, C2/P4	65	27.1
Digital-first storytelling and Platforms	C1/P1, C2/P5	80	33.3%
Social media and engagement	C1/P3, C2/P6	95	39.6%
Total		240	100%

From the findings, I determined that the strategic market realignment theme was central to how Jamaican newspaper publishers responded to shifting audience behaviors and technological disruption. The project participants demonstrated a strong awareness of their audience migration (strategy 1), recognizing that younger readers and parts of their traditional consumers were moving to digital platforms. As project participant C1/P2 explained, legacy print readers gradually adopted mobile consumption purchasing patterns, pushing the Jamaican newspaper publisher to recalibrate their editorial strategies. Similarly, project participant C2/P4 stressed the difficulty of retaining the more mature readers while simultaneously experimenting with digital offerings, reinforcing the challenge of balancing legacy audiences with digital migrants.

These findings confirmed Franklin's (2008) early warnings of youth disengagement from print, reinforced by the Digital News Report (2024), which shows global parallels in mobile readership trends. C2/P4 specifically argued: "Our older

readers are slowly moving to digital, and we have to meet them there" – a strategy that I describe as balancing print with digital experimentation and a position. This position was confirmed as the global trend of declining print readership and mobile-first consumption (Digital News Report, 2024; Fortunati & O'Sullivan, 2019; Franklin, 2008).

Project participant C1/P1 explained a second strategy, digital-first storytelling and platforms, which Jamaican newspaper publishers used to prioritize online delivery over print cycles. C1/P1 detailed how breaking news is pushed to digital channels first, reflecting a broader cultural shift in newsroom practice, where immediacy and accessibility outweigh traditional deadlines in print. Similarly, project participant C2/P5 described Jamaican newspaper publishers' investing in multimedia and interactive formats as a deliberate attempt to capture mobile-first readers. Project participants' focus on digital-first storytelling and platform prioritization reflected the shift described by Newman et al. (2024) and Wu et al. (2023), where analytics-driven personalization and multimedia formats sustain engagement. These scenarios demonstrate how a digital-first mindset became embedded in editorial decision-making and workflow integration. Additionally, this strategy (digital-first storytelling and platforms) extended the literature by illustrating cultural shifts toward immediacy and multimedia formats, resonating with studies on analytics-driven, performance-focused decision-making (Ho, 2022; Likar & Trček, 2021; Newman et al., 2024).

Finally, social media strategy and engagement (strategy 3), important for reaching and retaining audiences, confirmed and extended prior analyses that highlight the

significance of cross-platform engagement to sustaining visibility and trust (Chyi & Tenenboim, 2019; Jenkins & Jerónimo, 2021; Poell et al., 2023; Simon, 2024).

Project participant C1/P3 described how social media platforms, particularly Facebook and Instagram, are important conduits for attracting younger demographics. The rationale is that the "front door to audiences" of their newspaper publishing drives significant referral traffic and engagement. Project participant C2/P6 also emphasized the role of social media not just as a distribution tool, but also as an interactive space, to gain audience feedback and foster brand loyalty. Project participants' intensified use of social media for distribution and audience interaction, highlighted Jenkins and Jerónimo's (2021) and Ruth's (2023) conclusions that engagement and agility now underpin relevance in saturated news environments. The preceding examples represent project participants' experiences using social media strategies tailored to both distribution and audience engagement requirements, underscoring the essential role of the digital ecosystems in market realignment.

The project participants' perspectives illustrated how they endorsed strategic market realignment at multiple levels. The interplay between the strategies confirmed that Jamaican newspaper publishers are redirecting their energies to remain competitive in a fragmented, platform-driven news environment. The findings of this theme align with those of several researchers whose work was observed during the initial literature review. These researchers to varying degrees discovered that the ongoing transition toward mobile-first content, increased social media engagement, and multi-platform news delivery are reshaping news consumption habits, redefining journalistic practices, and

compelling publishers to adopt innovative distribution and monetization strategies to remain competitive in the digital ecosystem (Chen, 2024; Curini, 2022; Fortunati & O'Sullivan, 2019; Mitchelstein et al., 2022; Onyenankeya, 2022; Palau-Sampio & Sánchez-García, 2020). Similarly, based on analysis of public data, RJRGleaner Group's digital strategy explicitly targeted new demographics and geographies (Jamaica Gleaner, 2024). Their analysis aligns with the strategic market realignment strategies shared by the project participants. A third theme identified was revenue diversification and monetization models.

Theme 3: Revenue Diversification and Monetization Models

Facing declines in print revenue, newspaper publishers explored alternative monetization approaches (Boyles, 2020; Franklin, 2008; Nozal Cantarero et al., 2020; Nyarko, 2023; Vardhan et al., 2025). Aligned with these researchers, industry analyses, such as the World Press Trends Outlook 2024-2025 (Radcliffe & Nel, 2025), published by WAN-IFRA [World Association of News Publishers], provided authoritative data on circulation, advertising revenues, and digital adoption. While not peer-reviewed scholarship, these reports are considered highly credible in tracking global industry trends and serve as valuable complements to academic literature. Identified within this theme, are the project participants' range of financial strategies, including tiered subscription plans, digital ad placements, and third-party collaborations, to lessen the decline in traditional print revenue. Depicted in Table 3 are the third-party digital revenue, subscription experimentation, and data analytics and reader segmentation– substantive strategies used by the project participants.

Coded excerpts within Table 3 totaled approximately 260 words, with subscription experimentation identified as the largest share (100), followed by data analytics and reader segmentation (90) and third-party digital revenue (70), reflecting publishers' priority on building sustainable subscription streams.

Similar to theme 2, all project participants (C1/P1 to C2/P6) provided noteworthy details concerning their revenue diversification and monetization strategies relevant to third-party revenue, subscription, and reader assessment and segmentation. While half of the project participants discussed subscription, most focused on data analytics and reader segmentation as listed in Table 3.

Table 3

Theme 3 Revenue Diversification and Monetization Models

Strategy	Company & project participant ID	Word frequency	Percentage of total
Third party digital revenue	C1/P1, C1/P2, C2/P4	70	26.9%
Subscription experimentation	C1/P3, C2/P5, C2/P6	100	38.5%
Data analytics and reader segmentation	C1/P2, C1/P3, C2/P5, C2/P6	90	34.6%
Total		260	100%

Regarding third-party digital revenue, the project participants consistently underscored the importance of moving beyond reliance on traditional print advertising to embrace diversified income streams. Three project participants from both Jamaican newspaper publishers (C1/P1, C1/P2, and C2/P4) identified third-party digital revenue sources such as Google Ads and Taboola as accessible, though limited, options that provide a steady but modest contribution to digital income. Project participant C2/P4 stated that to promote the strategy, "We run campaigns through Google Ads and Taboola to generate additional income, but it is not enough alone." I corroborated these findings

with the project participants' public data and found no discrepancies. The project participants revealed that media houses actively leveraged Google Ads, Taboola, and subscription paywalls to replace declining print revenues. This finding aligned with the research conduct by Franklin (2008), Boyles (2020), and Fortunati and O'Sullivan (2019). The researchers observed early reliance on digital advertising. This finding is extended by other researchers' findings found since the initial literature that highlighted subscription experimentation and segmentation (Nyarko, 2023; Radcliffe & Nel, 2025; Wu et al., 2023). The reliance on these global platforms highlighted both the opportunities and vulnerabilities relevant to monetization.

Subscription experimentation emerged as the particularly dynamic second strategy, reflecting publishers' willingness to test models – an A/B testing approach – ranging from "freemium" access and premium subscription bundles to pay-per-view services to strengthen audience loyalty. Project participants C1/P3, C2/P5, and C2/P6 did not find these approaches advantageous, emphasizing that while early results revealed challenges in retaining subscription, experimentation was crucial for discovering sustainable digital products. C1/P3 confirmed this when they commented, "We tried premium bundles and short-term offers, but the challenge has been, keeping subscribers beyond the trial." These initiatives coincided with an evolving understanding of consumer willingness-to-pay and reinforced the inevitability of iterative business models. The A/B testing approach extended the literature by showing how behavioral insights shaped monetization and content strategies (Newman et al., 2024; Wu et al., 2023). Subscription experimentation confirmed and extended best practices reported in industry

research, highlighting phased pricing models and promotional strategies (Nozal Cantarero et al., 2020; Radcliffe & Nel, 2025; Vardhan et al., 2025).

Further, the data analytics and reader segmentation strategy is the complete series of techniques newspaper publishers use to determine and organize their revenue approaches. Jamaican newspaper publishers designed targeted offers by leveraging various metrics to segment readers by geography, behavior, and device usage, and refined subscription strategies as project participants C1/P2, C1/P3, C2/P5, and C2/P6 indicated. Such data-driven approaches promoted monetization opportunities and aligned editorial and commercial strategies more closely with audience behavior. As C2/P6 expressed, "We monitor how different groups respond to offers and adjust our subscription campaigns accordingly."

Collectively, the project participants strategies illustrate that successful revenue diversification requires balancing third-party digital revenue, and innovative subscription experimentation. Additionally, these strategies included data analytics and reader segmentation for personalization to build resilient and adaptable monetization frameworks. The strategies align with Christensen's premise of disruptive innovation that often requires transformation in value capture, and not just product delivery (Christensen et al., 2015). Theme 4, organizational adaptability and strategic resilience was identified as the final strategy prevalent during the analysis of the project findings.

Theme 4: Organizational Adaptability and Strategic Resilience

Project participants spoke of the internal transformations necessary for long-term sustainability, including digital reskilling of staff, restructuring legacy roles, and fostering

a culture capable of responding to ongoing change. I discussed the previous three themes, which focused on systems, markets, and monetization. However, theme 4 represents the cultural and strategic adaptations made within newspaper companies to embrace innovation, maintain credibility, and prepare for ongoing digital shifts.

Within this theme, project participants explained how they achieved leadership transformation, iterative experimentation, and future-focused planning through the following four strategies: digital culture and leadership transformation, experimentation and learning orientation, credibility and legacy as strategic assets, and strategic foresight and innovation readiness, as shown in Table 4. The coded excerpts in Table 4 totaled near 220 words, with digital culture and leadership transformation (60) and strategic foresight and innovation readiness (57) slightly outweighing experimentation and learning orientation (55) and credibility and legacy as strategic assets (48), underscoring the value of organizational culture and leadership in enabling successful digital transitions. Project participant C2/P6's responses indicate their participation in all four strategies under Theme 4, depicting the importance of leadership-driven cultural change, continuous experimentation, leveraging institutional credibility, and proactive strategic foresight in navigating digital disruption.

Theme 4 principally contained Jamaican newspaper publishers' strategies to reposition themselves to meet the demands of a digital-first framework. Project participants' responses highlighted that digital transformation is not only technological but also deeply cultural and strategic. The digital culture and leadership transformation strategy (strategy 1) is evident, where these publishers emphasized the essentials of

visionary leadership and fostering a newsroom culture, open to innovation. Project participants emphasized cultural change, retraining, and leadership vision as necessary for adaptation, consistent with Ho (2022), Likar and Trček (2021), and Sharara et al. (2023), who highlight the importance of human capacity alongside technology. Hence, from this strategy, I confirmed that innovation outcomes depend heavily on leadership commitment and staff reskilling (Chen, 2024; Sharara et al., 2023).

To illustrate, project participants C2/P5 and C2/P6 described leadership efforts to retrain staff and align editorial teams with digital-first priorities, underscoring how cultural readiness is vital for sustaining competitive advantage. C2/P5 explained: "We needed leaders to champion digital adoption and retraining so teams could work to a digital-first strategy." C2/P6, in the context of strategic foresight and adaptability, expressed that, "Leadership had to embrace innovation readiness and signal to staff that digital transition was not optional but integral to survival." Together, their [C2/P5 and C2/P6] perspectives underscored that successful digital transformation is both technological and cultural, requiring leaders to embed new values, mindsets, and practices into daily routines.

The strategy of experimentation and learning orientation (strategy 2) highlights the willingness of Jamaican newspaper publishers to test new business models, technologies, and editorial approaches through trial-and-error, emphasizing learning from outcomes and iterative adaptation. Project participant C1/P1 emphasized the need to pilot subscription bundles and adjust based on consumer response, illustrating a recognition that not every strategy succeeds. However, each attempt generates critical learning for

refining approaches. “We tested several subscription bundles before deciding what worked for our readers. Not everything succeeded, but each trial gave us insights,” explained C1/P1.

Similarly, Project participant C2/P5 described piloting short-form video content on social media platforms, particularly Instagram, to gauge younger audiences’ preferences before committing resources, signalling a risk-managed but innovative approach to content development. C2/P5 said, “Our newsroom piloted short video formats on Instagram before investing heavily. The pilot allowed us to learn what the younger audience responded to.” C2/P6 reinforced this theme through descriptions of experimenting with third-party revenue integrations such as Google Ads and Taboola, revealing that financial diversification also required testing, failure, and recalibration before identifying sustainable models. Specifically, C2/P6 strategized, “We tried multiple third-party revenue integrations (Google Ads, Taboola) before identifying which streams produced sustainable returns.”

Collectively, these insights underscore that Jamaican newspaper publishers are not merely adopting digital strategies wholesale but are iteratively experimenting and learning, using pilot programs and measured trials to build evidence-based pathways for innovation. Hence, this strategy extended the literature by illustrating iterative, data-driven cycles of experimentation that buffer uncertainty (Boyles, 2020; Christensen et al., 2015; PwC, 2024) and was evident in testing new formats and paywalls. The publishers’ action reflects a culture of adaptability where risk is mitigated through controlled experimentation, ensuring that organizational change is grounded in continuous feedback

and learning. This strategy particularly strengthens the broader theme [theme 4] of organizational adaptability and strategic resilience, showing that publishers understand disruption as an evolving process requiring flexibility, innovation, and the institutionalization of learning practices.

The Jamaican newspaper publishers' use of credibility and legacy as strategic assets (strategy 3) underscores the enduring value of reputation in the face of technological disruption. Project participant C1/P2 explained how decades of brand recognition in print translated into online trust, enabling their publishing company to carry its credibility seamlessly into digital platforms. As C1/P2 explained, "Our legacy as a trusted print brand gave us an edge online. People already recognized us, so even when we launched digital products, readers carried that trust with them." This interpretation highlights that legacy brands do not start from scratch in the digital space; instead, they bring cultural capital and recognition that can accelerate the adoption of new models.

Credibility and legacy as strategic assets confirmed that journalistic reputation continues to hold market value, complementing digital transformation strategies, consistent with the literature reviewed (Edge, 2019; Fortunati & O'Sullivan, 2019). Furthermore, credibility and legacy emerged as strategic assets with publishers leveraging trust to sustain brand value during disruptive change - an aspect less visible in earlier disruption theory but critical for media organizations.

Project participant C2/P6 echoed this point, noting that while younger audiences may first encounter the organization through social media channels, the established reputation and institutional integrity encouraged repeat engagement and long-term

loyalty. C2/P6 said, “Younger readers may discover us on Instagram or YouTube, but it is the credibility of the brand built over decades that keeps them engaged.” Project participant C1/P3 further emphasized that credibility also functioned as a market differentiator with advertisers, who preferred to partner with trusted media houses rather than newer entrants. C1/P3, beaming with confidence, said, “Even advertisers valued our heritage. They preferred aligning with us because they knew we had authority and credibility in the market.”

Collectively, these perspectives show that credibility and legacy are not static historical artifacts but living strategic resources that Jamaican publishers actively leverage to sustain their transition. Jamaican publishers mitigate some of the risks of platform dependence and audience fragmentation by entrenching legacy values into new formats. With this strategy, Jamaican publishers ensured that successful digital transformation was not solely dependent on technology or experimentation, but also on translating long-standing established trust into modern digital environments, while maintaining the relationships between themselves and their audience and advertisers.

Finally, the strategic foresight and innovation readiness listed in table 4 was evident, where project participant C2/P6 demonstrated strategic foresight and innovation readiness by describing how their publisher continuously scanned the digital landscape, experimented with tools such as QR-code onboarding, and partnered with platforms like Google and Apple News. C2/P6 also confirmed that these actions converted more than 90% of free users to paying subscribers, underscoring a proactive and future-oriented approach to digital transformation. I recalled C2/P6 saying, “We had to think ahead; not

just about current platforms but about where audiences will be in five years to prepare now." This future orientation indicates a recognition that adaptability is not reactive but strategic, requiring deliberate planning and investment.

Project participant C2/P5 strengthened this perspective by highlighting the need to pursue early-stage innovation pilots, even when results were uncertain. By experimenting with new formats and technologies ahead of competitors, publishers could develop competencies and learning advantages that strengthened resilience in the face of unpredictable industry change. C2/P5 interpret innovation readiness as "investing in pilot projects early, even when outcomes were uncertain, so that the organization could adapt faster than competitors." This scenario reflects a proactive approach where innovation readiness itself becomes a source of competitive advantage.

Project participant C1/P2 added that preparing for emerging technologies such as AI and automation was considered an investment in long-term efficiency and adaptability. C1/P2 said, "We recognized that AI and automation were not immediate necessities, but building capacity to use them positioned us for future efficiency gains." While such tools were not yet central to operations, building the infrastructure and skills to leverage them ensured that the Jamaican publishers would be prepared to integrate advanced solutions as they matured.

Collectively, these perspectives highlight that foresight and readiness are not optional luxuries but core survival elements in an era of platform disruption and accelerated digital innovation. Strategic foresight and innovation readiness, as highlighted in participants' accounts, align with contemporary analyses of innovation

adoption (Dodds et al., 2023; Si & Chen, 2020). These findings confirm and extend existing knowledge by showing that resilience is not simply technological but embedded in organizational foresight, credibility, and adaptive learning processes. Under the organizational adaptability and strategic resilience approach, these four strategies illustrated that organizational resilience requires a synthesis of leadership, cultural agility, trust-building, and proactive readiness, ensuring publishers can transform disruption into long-term opportunity.

Table 4

Theme 4 Organizational Adaptability and Strategic Resilience

Strategy	Company & project participant ID	Word frequency	Percentage of total
Digital Culture and Leadership Transformation	C2/P5,C2/P6	60	27.3 %
Experimentation and Learning Orientation	C1/P1, C2/P5, C2/P6	55	25.0%
Credibility and Legacy as Strategic Assets	C1/P2, C1/P3, C2/P6	48	21.8%
Strategic Foresight and Innovation Readiness	C1/P2, C2/P5, C2/P6	57	25.9%
Total		220	100%

In summary, the research project findings confirmed that Jamaican newspaper publishers are navigating digital disruption through the four interrelated strategic themes I discussed. Operational disruption response (theme 1) underscored the adoption of workflow automation, CMS integration, and print-digital coordination to improve efficiency and agility. Strategic market realignment (theme 2) captured the recalibration of editorial strategies toward mobile-first, multimedia, and data-driven content, with social media playing a critical role in reaching younger audiences. Revenue

diversification and monetization models (theme 3) highlighted publishers' experimentation with subscription bundles, programmatic advertising, branded content, and third-party revenue streams such as Google Ads and Taboola to stabilize income. Lastly, organizational adaptability and strategic resilience (theme 4) contained specifics concerning the role of leadership, cultural change, and continuous reskilling, supported by experimentation and strategic foresight, while leveraging legacy credibility as a competitive asset. Collectively, these themes demonstrated that survival in the Jamaican newspaper sector depends on technological adoption and cultivating adaptive cultures, audience-centered strategies, and diversified revenue systems that align with the disruptive innovation framework.

The operational disruption response strategies of the project participants depict specific processes used to replace manual systems with automated, integrated workflows to drive productivity, reduce duplication, and align with new digital platforms. Additionally, the retraining of legacy staff strategy facilitated the adoption of digital workflows. Upskilling training as a strategy minimized cultural resistance and helped the project participant maintain operational continuity throughout the transition. These strategies highlight the importance of introducing technology and cultivating digital readiness within the workforce. Strategic market realignment was another strategy identified while analysing the data findings.

Based on the preceding discussions and the synthesis of findings with established and emerging peer-reviewed literature, including newly published insights, Table 5 provides comparative highlights that illustrate how the project's results confirm or extend

the existing body of knowledge across several thematic disciplines. The analysis reaffirms well-documented industry patterns, such as the steady decline of newspaper circulation and print advertising revenues, while underscoring a philosophical shift among Jamaican newspaper publishers from product-centered approaches toward audience-driven strategies supported by data analytics. In addition, the findings validate the growing importance of engagement, mobile accessibility, content diversity, and diversified monetization strategies, demonstrating that the transition from print to web publishing in Jamaica closely mirrors the trends and best practices identified in the wider literature.

Table 5

Comparative Highlights of Confirmation, Extension of Literature

Literature topic/theme	Confirm or extend status	Frequency of literature sources	Percentage of total
Industry decline	Confirmed	6	13.3 %
Disruptive theory	Confirmed & extended	7	15.6 %
Historical disruptions	Extended	6	13.3 %
Business philosophy	Confirmed & extended	7	15.6 %
Competitive forces	Confirmed	3	6.7 %
Engagement drivers	Confirmed	4	8.9 %
Transition strategies	Confirmed	4	8.9 %
Sustainable monetization	Confirmed & extended	5	11.1 %
Platform power and AI dependenc	Extended	3	6.7 %
Total		45	100 %

Project participants' strategies largely align with international disruption, innovation, and strategic adaptation patterns as found in the existing literature, specifically, newspaper decline, circulation dynamics, strategic monetization, platform power, and AI dependence. The project participants' strategies are consistent with Christensen's (1997, 2024) disruptive innovation theory. These strategies help answer the project's overarching research question: What effective strategies do some Jamaican newspaper publishers use to transition from print publishing to web publishing to

improve and sustain profitability? During the thematic analysis the data revealed, cultural dimensions of innovation acceptance as described within Table 4 and it represented the cultural and strategic adaptations made within newspaper companies to embrace innovation, maintain credibility, and prepare for ongoing digital shifts. This discovery may extend existing researchers' relevant works (Alfadda & Mahdi, 2021; Ho, 2022; Sharara et al., 2023; Si & Chen, 2020).

By triangulating firsthand qualitative data with global academic and industry-focused research, the project contributes to affirming and advancing scholarly knowledge of media transition strategies and applying disruptive innovation theory.

Corroborate Findings to Disruptive Innovation

The newspaper sector is undergoing fundamental reconfiguration shifts shaped by digital disruption, consistent with broader developments in Global South industries (Al-Moaid & Almarhdi, 2024; Murschetz et al., 2020). Based on Christensen's (1997, 2024) disruptive innovation theory, these shifts illustrate how emerging technologies and business models challenge incumbent media organizations by offering streamlined, cost-efficient alternatives. This dynamic is particularly evident in small-island media markets such as Jamaica, where infrastructural limitations and constrained economies of scale intensify the pressures of disruption while fostering innovative, adaptive strategies to sustain profitability (Nyarko, 2023; PwC, 2024). Within this context, digital publishing technologies represent disruptive forces that compel publishers to rethink strategies, while researchers have extended Christensen's theory to media, highlighting cost

reduction alongside cultural, organizational, and audience-readiness factors (Dodds et al., 2023; Sharara et al., 2023).

Findings from this project confirmed Christensen's (1997, 2024) theory by showing how digital platforms, automated workflows, and analytics tools have displaced print dominance through alignment with consumer demand for immediacy, portability, and interactivity (Christensen et al., 2015; Ganguly et al., 2010; Onyenankeya, 2022).

However, the analysis also broadens the theoretical lens by drawing on the technology acceptance model (Venkatesh & Davis, 2000) and user-readiness perspectives (Alfadda & Mahdi, 2021; Si & Chen, 2020). The analysis revealed that adoption depends not only on technological availability but also on organizational culture and willingness to change. Project participants were not passive in this process. They acted as agents by negotiating retraining, developing digital-first mindsets, and gaining editorial buy-in, underscoring the human dimensions of disruption often overlooked in Christensen's structural framing.

Interview data further reinforced Ganguly et al.'s (2010) argument that disruption in journalism unfolds in cyclical, evolutionary patterns rather than abrupt breaks. Jamaican newspaper publishers adopted hybrid workflows that sustained print alongside digital, mirroring historical transitions such as the shift from telegraph to radio and later from radio to television (Rikitianskaia & Balbi, 2021; Winston, 1998). This continuity demonstrates how disruption often entails incremental transformation, where legacy and emerging formats coexist.

The dynamics of Porter's five forces framework described were evident in Jamaica, as publishers highlighted buyer power, digital substitutes, and intense competition as central concerns. These dynamics were evident in Porter's five forces framework (Porter, 2008b; Porter & Millar, 1985). The project participants' differentiation strategies, subscription innovations, and new content formats reaffirmed the relevance of competitive analysis. These strategies echoed the global pressures identified in World Press Trends Outlook 2024-2025 (Radcliffe & Nel, 2025), complemented by insights on platform power and AI dependence (Poell et al., 2023; Simon, 2024). Collectively, these findings illustrate how disruption is shaped not only by incremental organizational change but also by structural pressures from global platforms and competitive forces.

Finally, the project participants highlighted resilience and adaptability as mediating variables in the disruptive process. Jamaican newspaper publishers experimented with subscription models, branded content, and data analytics to segment audiences, illustrated how innovation cycles are iterative and anchor learning. These strategies extend Christensen's disruption innovation theory by emphasizing resilience and foresight, while also revealing the democratic role of media in small island developing states (SIDS). Publishers balanced economic survival with their civic responsibility to hold power to account, confirming their use of the disruption innovation theory and advancing it to reflect cultural, platform, and democratic contexts unique to the Jamaican newspaper publishers of this project.

Findings in Relation to Effective Business Practices

The findings of this project reinforce established scholarship on effective business practice, demonstrating that organizational success in digitally disrupted industries depends on adaptability, dynamic capabilities, and data-driven strategy. Jamaican newspaper publishers reported transitioning from print-centered models to audience-centric strategies that leveraged analytics, cross-platform content, and iterative experimentation. This transitioning aligns with Teece's (2016) emphasis on dynamic capabilities as firms navigate shifting environments and Vial's (2019) work on the transformative effects of digitalization on business ecosystems. Similarly, Li (2022) underscored that innovation success requires integrating technological and organizational competencies. This aligned with participants' accounts of retraining staff and embedding digital-first mindsets. These findings are also consistent with established literature in the Global South, where digital transformation is conditioned by infrastructural limitations and cultural adaptation (Onyenankeya, 2022; Si & Chen, 2020). Thus, the project findings confirmed that resilience and strategic agility as theorized by Christensen (1997, 2024) were indispensable for sustaining competitiveness in disrupted markets.

The evidence also extends the conversation on sustainable business models in media by highlighting how diversification and iterative learning underpin long-term viability. Jamaican publishers' adoption of hybrid monetization strategies (e.g., subscription experimentation, targeted advertising, and third-party platform revenue) demonstrates a pragmatic response to global industry pressures. This observation aligns with Matarazzo et al. (2021), who highlighted experimentation with emergent business

models, and Schneider et al. (2024), who also identified digital transformation as a continuous, non-linear process requiring resilience and learning. Likewise, Ramadan et al. (2023) stressed the role of adaptive organizational strategies in ensuring competitive advantage in fast-changing digital landscapes.

When put into perspective, with media-specific scholarship (Boyles, 2020; Chyi & Tenenboim, 2019; Fortunati & O'Sullivan, 2019), the findings confirmed that financial sustainability is achievable through integrated strategies that combine audience analytics, experimentation, and cultural readiness. The findings of this project coupled with the media specific scholarship underscore that the pathway to sustainability in SIDS' economies depends on technological adoption. It is also dependent and organizational willingness to innovate, adapt, and strategically balance global platform dependence with local audience trust.

Business Contributions and Recommendations for Professional Practice

The findings from this project make significant contributions to the professional practice of business, particularly within the media and publishing sector, undergoing digital transformation. This research project offers empirically grounded, context-specific strategies for transitioning from print to digital publishing in small-market environments such as Jamaica. Guided by Braun and Clarke's (2006, 2022b) reflexive thematic analysis and Christensen's (1997, 2024) disruptive innovation theory, the project findings connect theory to actionable frameworks, enabling publishers to redesign workflows, recalibrate market engagement, and diversify revenues to sustain profitability in the face of ongoing disruption.

The strategies identified through four themes – operational disruption response, strategic market realignment, revenue diversification and monetization models, and organizational adaptability and strategic resilience – offer actionable insights into how legacy print organizations can transition effectively into sustainable, digitally driven enterprises.

The theme of operational disruption response illustrated that workflow automation, platform integration, and production reengineering directly enhance operational agility while reducing costs, the findings consistent with global scholarship on media process optimization aligned with those of Boyles (2020) and Sharara et al. (2023). Evidence from the project participants showed that investment in integrated CMS and analytics-enabled editorial tools shortened cycle times and improved product consistency. Wu et al. (2023) posited that advanced analytics and automation are essential for delivering personalized, high-relevance content in competitive digital markets, and reinforced these results.

For professional practice, by embedding these practices into standard operating procedures, publishers can enhance productivity, shorten content delivery cycles, and free resources for innovation; this means that standardizing these technologies as part of newsroom infrastructure is no longer optional but a strategic necessity.

Strategic market realignment was a theme that emerged as a model for how publishers can align editorial priorities. The strategic market realignment theme aligned with existing researchers' findings related to audience behavior, particularly as mobile-

first, and multimedia formats that dominated consumption habits (Chen, 2024; Dodds et al., 2023). Additional findings related to integrating real-time analytics.

The act of integrating real-time analytics into editorial decision-making allows for data-informed commissioning and audience segmentation, improving engagement and retention. Dodds et al. (2023) supported this integration and highlighted how audience metrics shift editorial influence toward platform-driven visibility, underscoring the importance of balancing popularity metrics with editorial values. The publishers in this project who successfully employed tactical social media campaigns, segmentation, and reader analytics achieved greater audience retention and monetization potential.

Newsrooms should adopt robust analytics frameworks to ensure that editorial content performs well on platforms and aligns with the brand's mission.

The theme of Revenue Diversification and Monetization Models confirms that sustainable digital news economics require a mixed revenue portfolio, including subscriptions, differentiated bundles, branded content, and programmatic advertising, rather than reliance on traditional advertising (Chyi & Tenenboim, 2019; Nyarko, 2023). Project participants' experiences with tiered paywalls, dynamic pricing, and third-party monetization via platforms such as Taboola align with Nyarko's (2023) argument, that diversification safeguards editorial autonomy. These findings mirror global media trends where diversified income streams protect organizations from advertising downturns and market volatility (Radcliffe & Nel, 2025; Vardhan et al., 2025). For business leaders, this means adopting a portfolio revenue approach supported by audience data to maximize monetization potential.

Organizational Adaptability and Strategic Resilience is a theme that highlights the enabling role of culture, skills, and structural flexibility. Continuous staff reskilling, cross-functional collaboration, and institutional learning orientation were critical to sustaining transformation – findings supported by Chen (2024) and Sharara et al. (2023), who emphasized that digital transformation is as much about human capabilities as technological infrastructure. The integration of technology acceptance principles (Venkatesh & Davis, 2000) further reinforced that cultural readiness determines the success of innovation.

These findings matter for business practice in that, collectively, these strategies address well-documented challenges in the economics of news, including declining print demand, platform substitution effects, and competitive saturation, by optimizing production efficiency, improving audience value delivery, and broadening revenue streams (Franklin, 2008; Jenkins & Jerónimo, 2021; Nyarko, 2023; Onyenankeya, 2022; Radcliffe & Nel, 2025). While global scholarship provides extensive models for Western markets, fewer studies address the resource constraints, infrastructural realities, and audience dynamics of SIDS. Therefore, combining operational efficiency and market-responsive product strategy can be a decisive competitive advantage in resource-constrained Caribbean markets. I anticipate that the findings of this project serve as both a theoretical extension and a practical guide for regional media enterprises seeking transformation.

Actionable recommendations for professional practice include prioritizing investment in integrated editorial and advertising CMS platforms equipped with built-in

analytics to standardize and streamline production processes (Sharara et al., 2023; Wu et al., 2023). These systems, combined with a multi-product portfolio of e-papers, niche verticals, newsletters, and video, can be tailored to different audience willingness-to-pay, diversifying revenue and reducing reliance on a single format (Nyarko, 2023). Also, editorial and content managers drive this transformation by using audience-segmented planning and real-time analytics to make content decisions that are both data-driven and audience-focused (Chen, 2024; Dodds et al., 2023). Expanding multimedia capability, mainly in short-form video and interactive storytelling optimized for mobile consumption, is essential to capturing and retaining the attention of today's increasingly mobile-first audiences (Wu et al., 2023).

From a revenue and marketing viewpoint, I recommend hybrid monetization models that combine subscription models, branded content, and programmatic advertising as they offer a sustainable pathway to profitability (Nyarko, 2023). Continuous optimization through A/B testing and cohort analysis can further refine subscription conversion strategies and reduce customer churn (Nozal Cantarero et al., 2020). Policymakers and industry associations can augment these efforts by supporting national digital journalism training programs that build technical and analytical competencies within the media workforce (Chen, 2024; Sharara et al., 2023). Furthermore, establishing knowledge-sharing platforms to discuss regional best practices can help scale successful innovations and foster collective resilience across the Caribbean media ecosystem.

Implications for Social Change

The development of professional journalism in digitally viable forms yields significant social benefits that extend well beyond organizational survival. By transitioning to sustainable digital models, Jamaican newspaper publishers can reinforce their role as watchdogs of democracy, providers of civic education, and platforms for diverse community voices (Fortunati & O'Sullivan, 2019; Franklin, 2008). Digital-first strategies, when combined with analytics and user-centered content design, help bridge information gaps between rural and urban populations, advancing Jamaica's Vision 2030 and digital inclusion initiatives such as the National Broadband Initiative. Improved accessibility allows citizens to engage in meaningful civic discussions, regardless of geography or socioeconomic status, empowering marginalized communities and fostering inclusive participation in democratic processes.

Diversified revenue models are equally important, reducing dependence on politically influenced funding streams, enhancing editorial independence and accountability (Dodds et al., 2023; Nyarko, 2023; Radcliffe & Nel, 2025). In a context where media diversity is under pressure, these strategies safeguard press freedom and support an informed citizenry (Onyenankeya, 2022; UNESCO, 2023). Simultaneously, workforce reskilling and professional development strengthen human capital in the creative industries, equipping media professionals with competencies in AI-assisted journalism, multimedia production, and data literacy (Sharara et al., 2023; Wu et al., 2023). These outcomes sustain organizational transformation and contribute to national

development by enhancing employability, economic resilience, and knowledge transfer, illustrating how industry sustainability intersects with broader societal well-being.

Recommendations for Further Research

Future researchers can extend this project through comparative and cross-market analyses that address the limitations of scope and generalizability. The rationale for this it that this project contained a relatively small sample of Jamaican publishers. Future research projects may expand the sample size to include news organizations across multiple Caribbean territories and other SIDS. Larger, more diverse participant groups may provide a stronger basis for assessing the transferability of strategies and for identifying both universal and context-specific practices in digital transformation (Sharara et al., 2023).

Comparative studies between resource-constrained markets and more capital-rich environments could also help determine the scalability of strategies. Additionally comparative studies may uncover unique constraints that shape organizational responses to disruption. By broadening the empirical base, researchers may generate more generalizable insights into the business dynamics of digital publishing.

Another limitation of this study was its reliance on self-reported interview data, which, while rich in detail, poses challenges in validation and verification. To address this, future researchers can incorporate mixed methods designs that blend qualitative interviewing with quantitative approaches such as surveys, content analysis of organizational outputs, and or financial performance metrics. Longitudinal data collection would also help track whether participants' accounts align with observable outcomes in

profitability, audience growth, or editorial reach (Chen, 2024; Nyarko, 2023). By triangulating self-reported experiences with external performance indicators, future studies may strengthen validity and provide a more rigorous assessment of the effectiveness of transformation strategies.

Finally, another recommendation for future inquiry includes the exploration of systemic and technological influences that extend beyond organizational boundaries. Policy-oriented quantitative researchers could examine how government-led digital inclusion initiatives and regional broadband expansion programs affect the competitiveness of publishers and the sustainability of digital journalism. In addition, there is a growing need to investigate the implications of AI-driven tools, algorithmic curation, and emerging multimedia formats for both operational practices and editorial integrity (Dodds et al., 2023).

Addressing these areas while overcoming the methodological limitations of narrow sampling and reliance on self-reports may contribute to a richer understanding of digital transitions. Also addressing these previously mention areas may provide both scholars and practitioners evidence-based pathways for innovation in business practice. Hence, the conclusion of this project depicts the exploration of the strategic pathways Jamaican newspaper publishers to use to transition from print publishing to web publishing to improve and sustain profitability.

Conclusion

I used this project to comprehensively explore the strategies Jamaican newspaper publishers used to transition from print publishing to web publishing to improve and

sustain profitability. The findings of this project upheld the notion that publishers could navigate this transition effectively by integrating operational efficiency, strategic market realignment, revenue diversification, and organizational adaptability into an interconnected, evidence-based framework. The four overarching themes, operational disruption response, strategic market realignment, revenue diversification and monetization models, and organizational adaptability and strategic resilience, revealed an actionable interplay between technological adaptation, market repositioning, and organizational transformation. Grounded in Christensen's disruptive innovation theory and enriched by a series of contemporary scholarship (Chen, 2024; Christensen et al., 2015; Dodds et al., 2023; Nyarko, 2023; Radcliffe & Nel, 2025; Sharara et al., 2023; Wu et al., 2023), this research project not only confirms the theoretical underpinnings of disruptive change in the news media but also delivers practical strategies tailored to the Jamaican and broader small-market context. In doing so, the study directly answers the main research question: *What effective strategies do some Jamaican newspaper publishers use to transition from print publishing to web publishing to improve and sustain profitability?* – by identifying empirically validated strategies aligning with market realities and technological possibilities.

Moreover, the conclusions drawn here underscored the dual potential of strategic innovation to achieve business sustainability while safeguarding journalism's democratic and societal functions. The integration of operational optimization, data-driven market engagement, diversified revenue streams, and cultural readiness positions publishers to not only withstand the pressures of digital disruption but also transform them into

enduring competitive advantages. Implementing these strategies may enhance profitability, audience loyalty, and editorial independence, reinforcing Jamaican journalism's role as a cornerstone of democratic discussions and civic participation. The central insight is clear: when disruption encounters deliberate, evidence-based adaptation, it becomes a catalyst for renewal rather than a threat to survival, ensuring that the news industry continues to fulfil its critical public-interest role in an evolving media ecosystem.

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Appendix A: Interview Questions

The following targeted strategic questions (TSQ) will guide the discussions with the project participants:

TSQ1: What effective strategies did you use to transition from print publishing to web publishing to improve and sustain profitability?

TSQ2: How have you used your strategy to innovatively explore ways to deal with technological challenges?

TSQ3: What strategy did you use to improve sustainable profits?

TSQ4: How did each incremental step taken to transition from print publishing to web publishing relate to one another?

TSQ5: What strategies are you using to secure readership?

TSQ6: How has your web (digital) strategy affected your number of paid subscriptions?

TSQ7: What technologies did you embrace to sustain profitability?

TSQ 8: What would you like to share that I did not ask?

Appendix B: Interview Protocol

Interview Protocol

Research Question	What effective strategies do some Jamaican newspaper publishers use to transition from print publishing to web publishing to improve and sustain profitability?
Before the Interview	1. I will identify potential project participants through: newspaper publishers' websites, Press Association of Jamaica, Jamaica Stock Exchange, online newspaper publisher's directories, business and professional networking such as LinkedIn, Facebook and Instagram and Snowball sampling. 2. I will send an invitation email (see Appendix D) to each project participant identified from (1.) above . Also, I will include the consent form and the list of interview questions documents as attachments to the invitation. 3. I will verify consent when the potential project participant states, "I consent" during the interview (see Appendix B). 4. I will verify the project participant's preferred interview time and place and schedule an interview. I will remind participants 2 days prior to the interview.
At the Start of the Interview	1. Introduce myself and the purpose of the interview and in this manner setting the stage. 2. Hello, my name is Collin Turner, and I am a Doctoral Candidate with Walden University. The purpose of this interview is to identify and explore the effective strategies

	that some Jamaican newspaper publishers use to transition from print publishing to web publishing to improve and sustain profitability. I will be asking you eight questions to which I would like your candid responses. I thank you for agreeing to participate in this project. 3. Please allow me to indicate the following protocols: • The interview is voluntary • You may withdraw consent at any time • The interview will be no longer than 45 minutes • Breaks are possible at any time • The interview is now being audio-recorded • You may ask me questions • I will email you a summary of the interview for your verification
During the Interview	1. I will watch for nonverbal cues, paraphrase the project participant's response, and ask follow-up probing questions to get greater details. 2. I will begin recording the interview. 3. I will record notes in my field journal. 4. I will ask targeted strategic questions (TSQ) on Appendix A:

TSQ1: What effective strategies did you use to transition from print publishing to web publishing to improve and sustain profitability?

TSQ2: How have you used your strategy to innovatively explore ways to deal with technological challenges?

TSQ3: What strategy did you use to improve sustainable profits?

TSQ4: How did each incremental step taken to transition from print publishing to web publishing relate to one another?

TSQ5: What strategies are you using to secure readership?

TSQ6: How has your web (digital) strategy affected your number of paid subscriptions?

TSQ7: What technologies did you embrace to sustain profitability?

TSQ 8: What would you like to share that I did not ask?

At the End of the Interview	1. Wrap up the interview thanking participant. Thank you for contributing to my research project by participating in the interview. 2. I will explain member checking at this point, and then reiterate the next steps in the member checking process: • I will email participants a summary of the interview within 6 business days • I will remind the participants they can contact me if they have any concerns.
After the Interview	1. Schedule a follow-up interview to perform member checking with the project participant. 2. I will save the audio recording, name the file, and store the data in a secure location. 3. I will transcribe the data from digital recordings. 4. I will interpret the participants responses, incorporate any relevant journal notes, and prepare my interpretation. 5. I will email each participant my interpretation of their responses and ask for verification of the accuracy of my interpretation and make revisions if necessary. Known as member checking.

	6. I will use Braun and Clarke reflexive thematic analysis for data analysis and store electronically with secure password. 7. I will contact participants in a week to schedule a time to review the accuracy of my interpretations of the interview responses. 8. I will begin preparing the final analysis.
After the project is Complete,	I will email all project participants a one-to-two-page summary of the results.

Appendix C: Invitation

There is a new project about newspaper publishers using their successful publishing strategies to transition from print publishing to web publishing, that could help existing or new publishers in the Jamaican newspaper industry better understand publishing strategies to improve and sustain profitability. For this project, you are invited to share the publishing strategies you used to transition from print publishing to web publishing to improve and sustain profitability.

About the project:

- One 30 - 60-minute phone interview that will be audio recorded (no videorecording)
- To protect your privacy, the published project will not share any names or details that identify you.

Volunteers must meet these requirements:

- over 18 years of age,
- must be located in Jamaica,
- business leaders from established newspaper publishers, and
- have used their publishing strategy to transition from print publishing to web publishing to improve and sustain profitability.

This interview is part of the doctoral project for Collin G. Turner, a DBA student at Walden University. Interviews will take place during September 2024.

Please reach out to telephone # _____, _____or email _____, to let the researcher know of your interest. You are welcome to forward it to others who might be interested.