

DIGITAL ENTREPRENEURSHIP: A DISRUPTIVE RESPONSE TO THE NEWSPAPER INDUSTRY IN NIGERIA

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ABSTRACT

This study examined digital entrepreneurship as a disruptive response to the newspaper industry in Nigeria. The aim of the study was to determine the extent to which digital entrepreneurship has disrupted the operations of newspaper companies in Nigeria and how these companies can sustain their business in this era of digitalization. Three (3) research questions and hypotheses were developed to address the objectives of the study. The study adopted the positivist research philosophy and cross-sectional survey research design. The population of this study comprised all the 37 registered Nigerian newspapers in South-South Nigeria. The sampling unit consisted of managers drawn from the registered newspaper companies in Nigeria. A structured questionnaire was used as the main instrument for data collection. The data collected were analyzed statistically while the Pearson Correlation Coefficient (r) were used to test the hypotheses. The correlation analysis was done with the aid of the SPSS version 24.0. The findings revealed that digital technology has a significant relationship with operational disruption in the newspaper industry in Nigeria. The study also found a significant relationship between social media entrepreneurs and reduction of customer patronage of newspaper companies in Nigeria. The study equally revealed that digitization of newspaper operations has significant relationship with business sustainability. From the findings, it was concluded that digital entrepreneurship significantly disrupt the operations of newspaper industry in Nigeria. Based on these findings and conclusions, the study recommended that newspaper companies should digitized their operations as it would ensure business sustainability in this present era of digitalization.

Keywords: Digital entrepreneurship digital technology, operational disruption, social media entrepreneurs, customer patronage and business sustainability.

INTRODUCTION

The advent of digital technology has changed the way in which businesses are being conducted. These changes have affected visually all sectors of the economy to the extent that there is no single sector that has no integrated into the digital world. Even the advertising industry has been greatly affected by the introduction of digital technology. While some industries see the emergence of digital technology as a welcome development, others considered it as a disruption to their businesses. The newspaper industry is one of the industries that considered digital technology as a disruption to their business. The newspapers usually carried out their advertising business in the form of print messages. They print advertising messages in paper form and distribute it to the public for the people to purchase and read daily updates such as news, government announcements, Ads, and other crucial information. The cost of newspaper advertisement is usually higher than digital forms of advertisement but also depend on the size of advertisement, the position of advertisement placement, type of advertisement and the frequencies of running advert (Jurkowitz, & Mitchell, 2013). For instance, if a person or corporation wants to place advertisement on the front page of a newspaper or a full page of a newspaper, it will cost the advertiser more than when it places its advertisement inside the page or half of a page.

Newspaper advertisement has enjoyed massive patronage from members of the public over the years. Individuals, corporate entities, government agencies, Non-Governmental Organizations

(NGOs), churches, pressure groups and even political parties pass their messages to the public through the newspapers (Nambisan, 2017). As an oldest form of advertising, the industry has witnessed sustainable growth but recently the level of customer patronage of the newspapers have reduced drastically due to the arrival of digital entrepreneurs whose value creation is well appreciated by significant number of advertiser and marketer. Digital entrepreneurs such as social media influencers, content marketers, social media advertisers, etc. have captured significant number of customers from the newspaper industry due to their fast, reliable and cheaper way of advertising. Dumpala (2009) noted that information passed through social media platforms and email get to their target audience quickly than any other form of print media including the newspaper. Kelestyn and Henfridsson (2014) added that advertising on social media platforms, email or any other digital platform does not only get to the target audience in seconds but also generate quick response from them.

Given the increased patronage of digital entrepreneurs, some scholars and industry analysts consider digital entrepreneurship and their value orientation as a threat to the continuous existence of the newspaper industry. For instance, Stack Zolnikov (2020) reported that since the arrival of digital entrepreneurs, only 34% of consumers still read and trust newspaper advertisement. This means that the remaining 65% of consumers rely on digital advertisement. Considering these statistics, one might argued that newspaper advertising has no future as it might ceased from operation in the come years if nothing is done to sustain the business in this era of digitalization. The Newspaper Association of America (NAA) has announced that the industry is making significant changes in their business models. For example, the industry is making move to connect with the digital technology, analyzing the behaviour of customer and understanding the interest of advertisers among others (NNA in Karimi & Walter, 2021). The big questions are: how far has the Nigerian newspaper industry gone in this digital world? Should the newspaper industry continue to see digital entrepreneurs as a threat to their very existence? What measures have been put in place to sustain the newspaper industry in the era of digital communication? These questions are begging for answers as this paper makes an attempt to provide answers to these burning questions.

Statement of Problem

The arrival of digital technology is seen as a welcome development but some industries in Nigeria considered it as a serious disruption to their business operations. The newspaper industry in Nigeria considers digital technology as a serious disruption to their business as this technology has changed the way in which advertising is being conducted. Since the arrival of digital technology, many customers seems to prefer digital advertising to newspaper advertising. Many digital entrepreneurs such as social media advertisers, social media influencers, content marketers etc. are beginning to enjoy increased level of customer patronage in this era of digitalization much to the detriment of their newspaper rivals. Given the increased patronage of digital entrepreneurs, it becomes imperative for newspaper companies to take urgent steps to recapture their lost customers and sustain their business growth. It is believed that the newspaper industry has taken some measures to sustain their business in this era of digitalization. However, there is no substantial evidence that shows the actions taken by the Nigerian Newspaper Industry to sustain their business in this era of digitalization as studies that examined digital entrepreneurship as a disruption to the newspaper industry in Nigeria are lacking. This has created a gap in literature which this paper intends to fill.

Conceptual Framework

The conceptual framework of digital entrepreneurship as a disruptive response to the newspaper industry is shown in figure 1 below:

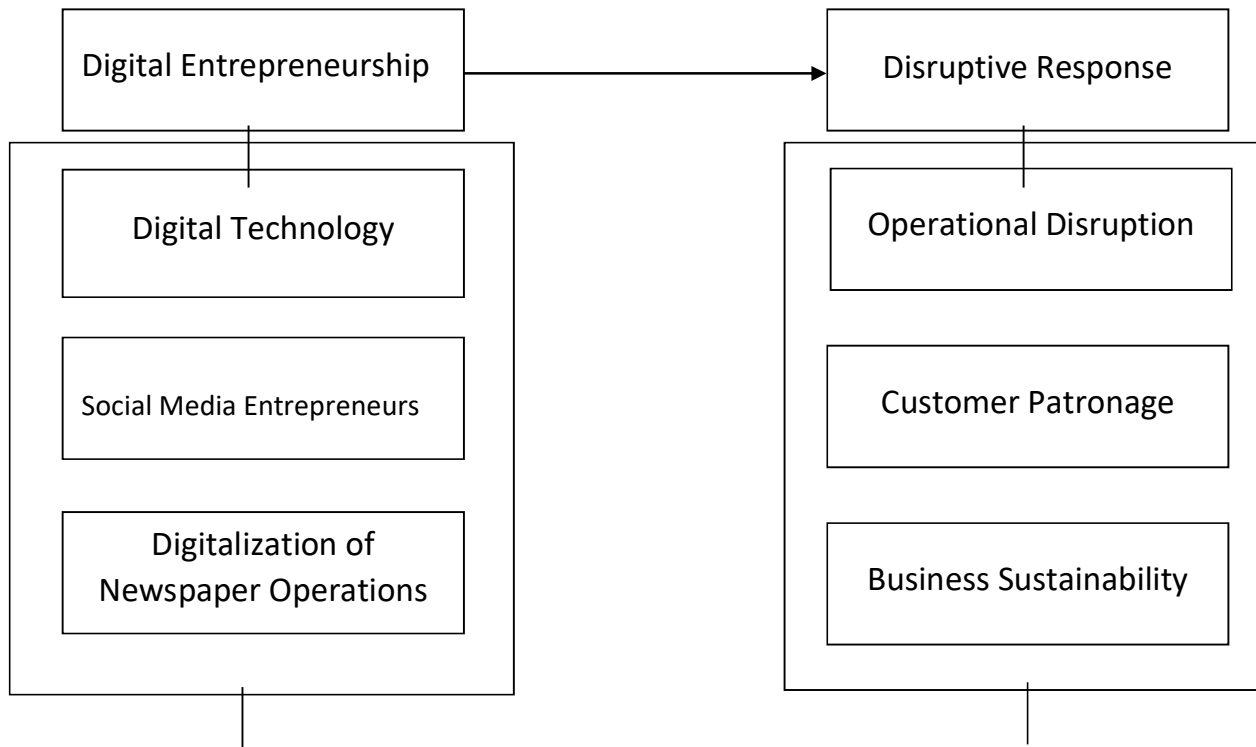


Fig 1: Conceptual framework of digital entrepreneurship as a disruptive response to the newspaper industry

Aim and Objectives of the Study

The aim of this study is to examine digital entrepreneurship as a disruptive response to the newspaper industry in Nigeria. The specific objectives of the study are to:

1. ascertain the extent to which the arrival of digital technology disrupts the operations of newspaper companies in Nigeria;
2. determine the extent to which social media entrepreneurs have reduced the level of customer patronage of newspaper companies in Nigeria;
3. ascertain the extent to which the digitization of newspaper operations sustains the business in the present of digital entrepreneurs.

Research Questions

Efforts were made to answer the following research questions:

1. what extent has the arrival of digital technology disrupt the operations of newspaper companies in Nigeria?
2. what extent have social media entrepreneurs reduced the level of customer patronage of newspaper companies in Nigeria?
3. what extent would the digitization of newspaper operations sustain the business in the present of digital entrepreneurs?

Research Hypotheses

The following hypotheses were formulated in this study:

- Ho₁: There is no significant relationship between digital technology and operational disruption in the newspaper industry in Nigeria.
- Ho₂: There is no significant relationship between social media entrepreneurs and reduction of customer patronage of newspaper companies in Nigeria.
- Ho₃: There is no significant relationship between digitization of newspaper operations and business sustainability.

Review of Related Literature**Concept of Digital Entrepreneurship**

Entrepreneurship is defined as the process of designing, launching and running a new business with its sole aim of creating value that will satisfy consumer needs and maximize profit (Hsieh & Wu, 2018). Schumpeter in Gugercin and Onan (2021) described entrepreneurship as a source that creates conditions for creative destruction and disturbs the economy. Digital entrepreneurship on the other hand, is a term used to describe online businesses which individuals create and manage (Nambisan, 2017). Such entrepreneurial ventures can be a passive income or an active site for advertising and selling goods and services (Nambisan, 2017). Schumpeter in Gugercin and Onan (2021) explained that digital entrepreneurs create conditions for creative destruction and disturbs the economy because of their new ways of doing business which had an enormous effect on the world at large. Google, Microsoft, Facebook and Apple have not only changed the business world completely but have also shaped the way in which we interact with each other on a daily basis (Kelestyn & Henfridsson, 2016). Today, we live in a digital world where artificial intelligence can be utilized to improve the quality of our decisions and perceptions. As digitalization phenomenon causes several disruptions through transformative and rapid change, it becomes imperative for newspaper companies to be aware of the related outcomes and exploit the opportunities that come with it. Sahut et al (2019) stated that digital entrepreneurship creates new business opportunities for fostering sustainability by developing and using new digital technologies to accelerate business transformation.

Digital Technology and Operational Disruption in the Newspaper Industry

Digital technology has caused serious disruption to the operations of newspaper companies. According to Jafari-Sadeghi et al (2021), digital technology has disrupted the operations of newspaper companies by altering the structure, system and methods of conducting their business. Song (2019) stated that the operational disruption in the newspaper industry comes in form of the opportunities which digital technology brings into the print media world. Skog et al (2018) described the disruption brought into the newspaper industry as a digital disruption which means a rapidly unfolding processes through which digital innovation comes to fundamentally alter historically sustainable logics for value creation and capture by unbundling and recombining linkages among resources or generating new ones. Kirimi and Walter (2015) noted that digital entrepreneurs create values for their customers by coming up with new ways of advertising goods and services which is detrimental to the operations of the newspaper industry. Berman and Bell (2011) posited that the digital form of advertising has become the new and most popular way of reaching out to the public because it is fast, reliable and generate quick response from the target audience. Thus, digital entrepreneurs have challenged the newspaper industry to redesign their operations by integrating some element of digitalization into their newspaper practices (Kelestyn & Henfridssonm 2014). Dumpala, (2009) noted that newspaper companies need to restructure their operations to align with the digital world and sustain their business growth in this era of digitalization. Skog et al (2018) stated that digital technology has come to change virtually everything including the way newspaper companies conduct their business. It alters the structure of the newspaper industry, the level of

competition, the way in which the news writers produce their news as well as customer engagement (De Reuver et al, 2018).

Social Media Entrepreneurs and Reduction of Customer Patronage of Newspaper Industry

The newspaper industry has suffered a huge loss of customers since the arrival of social media platforms. Despite the fact that newspapers remain the oldest form of advertising, its market share has been drastically reduced due to the springing up of more social media entrepreneurs (Berman & Bell, 2011). Jurkowitz and Mitchell (2013) noted that social media entrepreneurs such as social media influencers, content promoters, bloggers, Facebook, MySpace and search engine have captured a significant number of customers from newspaper companies. While newspapers still remain the valuable means of advertising, social media entrepreneurs have come to change the dynamics of advertising, creating superior value at a lowest cost (Bradley & Toole, 2016). Kirimi and Walter (2015) noted that many consumers still prefer social media to newspaper advertising because of the low costs, speed of delivering message, and quick response and interactive ability. The value creation of social media entrepreneurs has attracted more customer patronage much to the detriment of their newspaper counterpart. Stack Zolnikov (2020) reported that since the arrival of digital entrepreneurs, only 34% of consumers still read and trust newspaper advertisement. This means that the remaining 65% of consumers rely on digital advertisement. A recent survey conducted by Jafari-Sadeghi (2021) revealed that 71% of marketers remarked that they prefer to advertise on social media than newspapers because it enables them to connect quickly with their target audience, interact with them effectively and collect customer data.

Digitalization of Newspaper Operations and Business Sustainability

The newspaper industry has been greatly affected by the springing up of digital entrepreneurship. Many observers are beginning to wonder if the industry can sustain its business till the next decade. Nambisan (2017) noted that digital entrepreneurship and their value creation have disrupted the operations of newspaper companies to the extent that their sustainability is now doubted in this era of digitalization. Dumpala (2009) urged newspaper companies to embrace digital technology if they want to sustain their business in the present of digital entrepreneurs. Okon and Kolo (2021) noted that digital entrepreneurs pose a threat to the very existence of newspaper companies and unless the newspaper industry integrates some element of digitalization into their operations, they will cease from operation in a matter of time. Considering the threat pose to the newspaper industry, some institutions and associations in developed countries have called on their members to digitize their operations in order to sustain their business. For instance, the American Press Institute (API) has called on newspaper companies to create a digital marketing solution, user-generated digital content, paid searches and other digital support services to keep pace with the developments in the digital world (Karimi & Walter, 2021). The API in Karimi and Walter (2021) also advised newspaper companies to build two new digital platform capabilities to connect with customers and connect to businesses to meet their digital challenges. Cuhadar (2005) opined that if a newspaper company establishes a digital platform to connect with its customers, it will be able to reach out to new audience and create superior value to its readers. By creating a digital culture and allowing user-generated content-reader journalism, the company will be able to sustain its business in the present of digital entrepreneurs (Catlin et al, 2018).

Theoretical Review

This study was anchored on the disruptive innovation theory which was developed by Clayton M. Christensen in 1997. The theory describes the situation in which an industry is shaken up and previously successful incumbents stumble (Bradley & Toole, 2016). It demonstrates how new entrants in an existing market can disrupt the established businesses. Christensen (1997) described

innovation as the process whereby a smaller company, with limited resources, is able to challenge an established business (known as incumbent) by entering at the bottom of the market and continuing to move up-market. Skog et al (2018) stated that disruptive innovation is a kind of innovation that creates a new market and value or enter at the bottom of an existing and eventually displaces established market-lead firms, products and alliances. The theory of disruptive innovation addresses issues related to the development of new business models and the ability of business firms to reach out to markets which are previously inaccessible, and turning disruption into opportunities (Bradley & O'Toole, 2011). This theory has proved to be a powerful tool for thinking about innovation-driven growth.

The disruptive innovation theory is relevant in explaining the disruption in the newspaper industry in Nigeria brought about by digital entrepreneurs. The theory describes how the newspaper industry in Nigeria is shaken up by the arrival of digit. It demonstrates how the entry of new digital entrepreneurs in the newspaper market disrupt the established businesses. The theory explains that a smaller company like digital entrepreneur, with limited resources, is able to challenge the established newspaper companies by entering at the bottom of the market and continuing to move up-market. The digital innovation which entrepreneurs brought into the newspaper industry create a new market and value and eventually displaces established newspapers and their alliances. The theory of disruptive innovation has been proved to be a powerful way of thinking about innovation-driven growth.

Empirical Review

A number of related empirical studies have been conducted on digital entrepreneurship as a disruptive response to the newspaper industry. For instance, Karimi and Walter (2021) examined the role of entrepreneurship agility in digital entrepreneurship and creating value in response to digital disruption in the newspaper industry. Their study adopted the positivist research philosophy and cross-sectional survey research design. The researchers collected their data from CEO, President, Vice President, Chief-in-Auditor from 136 newspaper companies in United States. The data collected were analyzed using Structural Equation Modeling (SEM) and Path Analysis. The finding revealed that entrepreneurial agility has a direct impact on building digital platform capabilities for products and business model innovation. The study also revealed that building digital platform capabilities has indirect impact on creating value through business model innovation adoption.

Khan and Islam (2017) empirically examined the impact of digital marketing on customer loyalty. The researchers collected their data from customers in Dhaka City in Bangladesh using a structured questionnaire. The data collected were analyzed using exploratory factor analysis. The study revealed that value added attributes ranked top in terms of increasing customer loyalty in the presence of digital marketing. The study also revealed that content attributes, customer service attributes and 24/7 appearance were ranked second, third and fourth respectively.

In another study on social networking sites as advertisement environment, it was revealed that consumers are affected by the views of their friends on social media while deciding to buy, and friends' opinions guide consumers to choose a certain product or company (Haciefendioglu in Hayta, 2013). The study conducted by Ioanas and Stoica (2014) on social media and its impact on consumers behaviour revealed that consumers usually inform themselves from forums, company's websites, Facebook accounts or peer reviews before purchasing a product on online.

Fullerton (2002) examined the effect of social media advertising on brand commitment and loyalty. His study employed the correlation survey research design. A self-developed questionnaire was used

to elicit data from customers in Jordan. The data collected were analyzed using mean, standard deviation and Pearson Product Moment Correlation. The findings revealed that customers easily share information with their friends through social media. The study also reported that social media marketing significantly enhance brand commitment and loyalty.

Madni (2014) examined consumer's behaviour and effectiveness of social media in Pakistan. The aim of the study was to determine the effects of social networks on the purchasing behaviour of consumers in Pakistan. Using a sample of 1,000 young consumers between the age group of 18-50 years using social media platforms, Madni found out that 76% of consumers in Pakistan between the age group of 18-50 years usually access information they need about goods and services on popular social media platforms like Facebook and Twitter before making their purchasing decision. The study however concluded that social media has a significant impact on consumption behavior in Pakistan.

A study conducted by Deloitte Touche in the United States as reported in Ioanas and Stoica (2014) revealed that 62% of US consumer read consumer generated online reviews and 98% of them find these reviews reliable enough; 80% of these consumers said that reading these reviews has affected their buying intentions. According to the recommendations on purchases, 59% of all respondents were using Facebook as their social media tool when they received a product recommendation, while 37% of all users were using Twitter (Sema, 2013).

Gap in Reviewed Literature

This study reviewed both theoretical and empirical studies related to digital entrepreneurship and value creation as a disruptive response to the newspaper industry. Having reviewed these literatures, the researcher identified two major gaps. First, it was observed that most of the previous studies conducted on digital entrepreneurship as a disruptive response to the newspaper industry were carried out in the United States while empirical studies that examined digital entrepreneurship and value creation as a disruptive response to the newspaper industry in Nigeria are absent. Secondly, it was observed that most of the previous studies focused on how digital and social media advertising increase customer loyalty while studies that focused on the measures taken to sustain newspaper business in this era of digitalization are lacking. Considering the gaps created in literature, this study attempts to determine the extent to which digital entrepreneurship has disrupted the operations of newspaper companies in Nigeria, the extent to which social media entrepreneurs have reduced the level of customer patronage of the newspaper industry, and how the digitalization of newspaper operations can help to sustain the business in the present of digital entrepreneurs.

METHODOLOGY

This study adopted the positivist research philosophy and the cross-sectional survey research design. The population of this study comprised all the 37 registered Nigerian newspapers in the South-South Nigeria (<https://aboutnigerians.com>). The 37 registered newspapers have branch offices across the country with most of them having their headquarters in Lagos and Abuja. The unit of analysis consisted of branch managers, marketing managers, advertising managers, distribution managers and logistics managers. A population of 185 managers was drawn from the 37 registered newspaper companies on the ratio of 5 per company. The census sampling technique was applied in this study where all the population (185 managers) were used as the sampling frame for the study. The main instrument used for data collection was a structured questionnaire. The questionnaire was structured using the modified four (4) point Likert scale-type which range from Strongly Agree, Agree, Disagree to Strongly Disagree. A total copy of 185 questionnaires was administered to the respondents (managers) of the newspaper companies in South-South Nigeria.

Out of the 185 questionnaires administered to the respondents, 131 copies were collected from them. The data collected were analyzed statistically while the hypotheses were tested using Pearson Product Moment Correlation Coefficient (r). The correlation analysis was performed with a computer software program known as ZSPSS version 24.0

RESULTS AND DISCUSSION

The results of the correlation analysis carried out were presented in this section. The SPSS software program version 24.0 was used to perform the correlation analysis for each hypothesis. The results of the correlation analysis are presented in the tables below:

Table 1: Result of correlation analysis between digital technology and operational disruption in the newspaper industry

			Digital Technology	Operational Disruption
Pearson (r)	Digital Technology	Correlation Coefficient	1.000	.718**
		Sig. (2 tailed)	.	.001
		N	131	131
	Operational Disruption	Correlation Coefficient	.718*	1.000
		Sig. (2 tailed)	.001	.
		N	131	131

**Correlation is significant at 0.01 levels (2 tailed)

*Correlation is significant at 0.05 levels (2 tailed)

Source SPSS-generated Output

Table 1 shows the result of the correlation analysis carried out between digital technology and operational disruption in the newspaper industry in Nigeria. The result indicates that digital technology is strongly and positively correlated to operational disruption in the newspaper industry ($r = .718^{**}$) and this correlation is significant at 0.01 level as signified by the symbol **. Consequently, the null hypothesis (H_{01}) is rejected and the alternate hypothesis is accepted. This means that we then accept that there is significant relationship between digital technology and operational disruption in the newspaper industry in Nigeria.

Table 2: Result of the correlational analysis between social media entrepreneurs and reduction of customer patronage of newspaper companies

			Social Media Entrepreneurs	Reduction of Customer Patronage
Pearson (r)	Social Media Entrepreneurs	Correlation Coefficient	1.000	.816**
		Sig. (2 tailed)	.	.001
		N	131	131
	Reduction of Customer Patronage	Correlation Coefficient	.816**	1.000
		Sig. (2 tailed)	.001	.
		N	131	131

**Correlation is significant at 0.01 levels (2 tailed)

*Correlation is significant at 0.05 levels (2 tailed)

Source SPSS-generated Output

Table 2 presents the result of the bivariate analysis carried out between social media entrepreneurs and reduction of customer patronage of newspaper companies in Nigeria. The result shows that social media entrepreneurs has a strong positive correlation with reduction of customer patronage of newspaper companies ($r = .816^{**}$) and the symbol ** indicates that this correlation is significant

at 0.01 level. Based on this result, the null hypothesis (H_{02}) is rejected and the alternate hypothesis is accepted. This means that we then accept that there is significant relationship between social media entrepreneurs and reduction of customer patronage of newspaper companies in Nigeria.

Table 3: Result of the correlation analysis between digitization of newspaper operations and business sustainability

			Digitalization of Newspaper Operations	Business Sustainability
Pearson (r)	Digitalization of Newspaper Operations	Correlation Coefficient	1.000	.693**
		Sig. (2 tailed)	.	.001
	Business Sustainability	N	131	131
		Correlation Coefficient	.693**	1.000
		Sig. (2 tailed)	.001	.
		N	131	131

**Correlation is significant at 0.01 levels (2 tailed)

*Correlation is significant at 0.05 levels (2 tailed)

Source SPSS-generated Output

Table 3 contains the result of the correlation analysis carried out between digitalization of newspaper operations and business sustainability. The result shows a strong positive correlation between digitalization of newspaper operations and business sustainability ($r = .693^{**}$) and the symbol ** indicates that this correlation is significant at 0.01 level. Based on this result, the null hypothesis (H_{03}) is rejected and the alternate hypothesis is accepted. This means that we then accept that there is significant relationship between digitalization of newspaper operations and business sustainability.

Discussion of Findings

It was reported that digital technology has significant relationship with operational disruption in the newspaper industry in Nigeria. This finding emerged from the result of the correlation analysis carried out on two variables. The result revealed that digital technology is strongly and positively correlated to operational disruption in the newspaper industry ($r = .718^{**}$) and this correlation is significant at 0.01 level (see table 1). Consequently, the null hypothesis (H_{01}) was rejected and the alternate hypothesis was accepted. This means that we then accepted that there is significant relationship between digital technology and operational disruption in the newspaper industry in Nigeria. This finding is consistent with the research conducted by Dumpala (2009) which reported that the emergence of digital technology has changed the way in which advertising operations are conducted. Karimi and Walter (2015) also supported this finding when they stated that digital technology have influenced the operations of newspaper companies.

This study also found a significant relationship between social media entrepreneurs and reduction of customer patronage of newspaper companies in Nigeria. This finding emanated from the result of the correlation analysis carried out on the two variables. The result revealed that social media entrepreneurs has a strong positive correlation with reduction of customer patronage of newspaper companies ($r = .816^{**}$) and this correlation is significant at 0.01 level (see table 2). Based on this result, the null hypothesis (H_{02}) was rejected and the alternate hypothesis was accepted. This means that we then accept that there is significant relationship between social media entrepreneurs and reduction of customer patronage of newspaper companies in Nigeria. This finding is supported by Karimi and Walter (2021) which reported that social media advertisers reduce the level of customer patronage of newspaper companies. Song (2019) also supported this finding when they

stated that the level of customer patronage of newspaper companies has reduced because of the springing up of social media advertisers.

Finally, it was discovered that the digitization of newspaper operations would ensure business sustainability. This finding was derived from the result of the correlation analysis carried out on the two variables. The result showed a strong positive correlation between digitalization of newspaper operations and business sustainability ($r = .693^{**}$) and this correlation is significant at 0.01 level (see table 3). Based on this result, the null hypothesis (H_{03}) was rejected and the alternate hypothesis was accepted. Based on this result, the null hypothesis (H_{03}) was rejected and the alternate hypothesis was accepted. This means that we then accept that there is significant relationship between digitalization of newspaper operations and business sustainability. This finding is supported by Sahut et al (2019) who noted that newspaper companies can sustain their business growth if they embrace digital technology. Nambisan (2017) also agreed with this finding when they stated that digitalization of newspaper operations will ensure the survival of the companies in the midst of digital entrepreneurs.

CONCLUSION

This study examines digital entrepreneurship and value orientation as a disruption response in the newspaper industry in Nigeria. It discovered that the newspaper industry is facing serious threat from digital entrepreneurs. The industry's operations have been disrupted due to the arrival of digital technology. Many newspaper companies in Nigeria have lost a significant number of their customers due to their preference for digital and social media advertisement. The empirical results of this study confirmed that social media entrepreneurs has reduced the level of customer patronage of newspaper companies in Nigeria. The study however acknowledged the fact that digitization of newspaper operations would sustain the business in the present of digital entrepreneurs.

RECOMMENDATIONS

The following recommendations are provided for the study:

1. That, newspaper companies in Nigeria should digitalized their operations as it would enable them sustain their business in this era of digitalization.
2. That, newspaper companies in Nigeria particularly those that are experiencing low level of customer patronage should create a digital advertising solution with user-generated digital content, paid searches and other digital support services as this would help them to keep pace with the developments in the digital world.
3. That, newspaper companies in Nigeria should build a digital platform capability to connect with customers as this would enable them to reach out to new audience and create superior value to its readers.
4. That, newspaper companies in Nigeria should build two new digital platform capabilities that will connect with customers and connect to businesses to meet their digital challenges.
5. Finally, it is recommended that newspaper companies in Nigeria should take urgent steps to acquire modern technology and connect with the digital technology as this would enable them to interact with their customers regularly, analyze their behaviour thoroughly and understand the interest of advertisers.

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