

Digital Transformation and the Reshaping of Media Business Models: A Study on the Impact of Digitization on Media Business Models and Media Content Financing (Case Studies: The New York Times, BBC, The Guardian, Al Jazeera, and Al Arabiya)

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Abstract: This research paper examines the impact of digital transformation on media business models and content financing in light of rapid technological changes. It highlights the challenges media organizations face in adapting to ensure financial sustainability in a competitive digital environment. The study aims to analyze new financing mechanisms such as digital subscriptions, targeted advertising, and crowdfunding, and their impact on organizational strategies. The research adopts a descriptive and analytical methodology, including a literature review and case studies of prominent media organizations: *The New York Times*, *BBC*, *The Guardian*, *Al Jazeera*, and *Al Arabiya*. The study is divided into three main sections: the general framework of the research, the theoretical framework, and the impact of digital transformation on media business models, followed by case studies of the selected organizations. The findings reveal the emergence of innovative business models, such as paid content and interactive platforms, which have enhanced revenue and audience engagement. However, the study also identifies challenges, including competition with global platforms and the difficulty of balancing content quality with financial returns. The paper concludes with recommendations, emphasizing the need for innovative digital strategies to enhance user experience and diversify funding sources to ensure sustainability in the evolving digital landscape.

Keywords: Digital Transformation, Media Business Models, Digitization, Content Financing, Digital Platforms, Media Revenue, Media Sustainability.

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I- Introduction :

Digital transformation has become one of the defining phenomena shaping the future of various industries, particularly the media sector. Digital transformation refers to the use of modern technologies to convert traditional processes into digital systems reliant on the internet, artificial intelligence, and big data analytics. These transformations play a pivotal role in reshaping economic and social models. As technological advancements accelerate, the media industry has transitioned from traditional formats to a fully digital environment. The impact of modern technologies on content production, distribution, and consumption cannot be ignored.

In recent years, the internet and social media have become essential tools for news and information distribution, leading to a qualitative shift in how audiences access media content. These technological changes have forced media organizations to rethink their economic strategies, posing significant challenges for traditional media outlets that relied heavily on advertising revenue and print sales. The traditional business model, which focused on physical distribution of media content such as newspapers and magazines, has been disrupted.

On the other hand, digital transformation has created numerous opportunities, redefining the concept of media and its relationship with audiences. Digital platforms such as Facebook, Twitter, and YouTube have become primary channels for news and media content dissemination, where information circulates faster and more widely than ever before. The simultaneous increase in demand for digital content has pushed media organizations to adopt new methods of content production and distribution, leading to the emergence of digital business models such as paid subscriptions, digital advertising, crowdfunding, and AI-driven platforms.

However, despite these opportunities, digital transformation remains a challenge for media organizations that must navigate complex issues such as declining traditional advertising revenue and the need to produce digital content that meets audience expectations in an era of intense competition for attention. In this context, it is essential for media organizations to explore new ways of financing media content, including models based on paid subscriptions, targeted online advertising, and crowdfunding through platforms like Patreon.

Additionally, digital transformation has altered the relationship between media and audiences. Media outlets are no longer just content providers but have become interactive platforms that allow audiences to participate in content creation, direction, and even funding in some cases. These changes have led to significant challenges related to sustainable financing and ensuring media independence in an era rife with fake news, bias, and misinformation.

Given these developments, studying the impact of digitization on media business models has become essential to understanding how media organizations adapt to rapid changes in the digital environment. Digital transformation in media is not limited to updating technological tools but requires a rethinking of production, distribution, and financing methods. Therefore, this study is of paramount importance in understanding how media organizations interact with technological changes and how they can ensure financial sustainability and growth in a rapidly evolving digital landscape.

The media sector is undergoing unprecedented transformations driven by technological advancements, with digitization becoming a central factor in reshaping media business models.

According to the Reuters Institute for the Study of Journalism (2023), over 70% of the global audience relies on digital platforms for news and media content (Reuters Institute, 2023, p. 12). This shift compels media organizations to adapt to the digital environment to ensure their survival.

This study addresses this emerging topic and is divided into four main sections:

1. Introduction
2. The General Framework of the Research
3. The Theoretical Framework and Literature Review
4. The Impact of Digital Transformation on Media Business Models
5. Case Studies of Media Business Models
6. Findings and Recommendations

II– Chapter One: The General Framework of the Research

1. Research Problem

The world is currently witnessing an unprecedented digital transformation across various sectors, including the media industry. This transformation has not only affected how media content is produced and distributed but has also reshaped the economic foundations of media, including business models and content financing methods.

Before the rise of digitization, media organizations relied primarily on traditional models such as selling print copies of newspapers and magazines or revenue from television and radio advertising. However, with the advent of the internet and its widespread use, these traditional models have been deeply affected, leading to a noticeable decline in revenue. Meanwhile, new methods relying on the internet for producing and distributing media content have emerged.

Digital media has become a primary tool for information dissemination, as audiences can now access news and content through mobile devices and other electronic gadgets. This has changed the concepts of traditional media, and social media platforms have altered how audiences interact with news and media content. This has imposed new challenges on media organizations in terms of delivering relevant content and capturing audience attention amidst digital chaos.

At the same time, digital transformation has created new opportunities related to financing media content, which may make traditional media face challenges in maintaining old models such as paid advertising or print subscriptions. In contrast, digital media can benefit from new models such as digital advertising, crowdfunding, and paid online subscriptions.

From this context, the research problem emerges: **How has digital transformation impacted traditional media business models, and how has this impact changed the methods of financing media content?** The study seeks to understand how media organizations adapt to this transformation to ensure their sustainability and profitability amidst industry challenges.

Main Research Question:

How has digital transformation impacted media business models, and what changes have occurred in media content financing methods? How can media organizations adapt to this transformation to ensure their sustainability and maintain their competitiveness in the market?

Sub-Questions:

1. How have media business models evolved from traditional to digital?
2. What changes have occurred in media business models as a result of digital transformation?
3. How has digital transformation impacted media content financing methods?
4. What challenges might media organizations face in the future due to media digitization?
5. How can media organizations adapt to the changes brought about by digitization to ensure their sustainability?
6. Are there new opportunities for media organizations in the digital transformation era that can be leveraged to increase revenue?

2. Importance of the Topic

The topic of digital transformation and the reshaping of media business models holds significant importance in light of rapid technological changes that profoundly affect the media sector. Digitization has not only changed the tools but has also brought about a fundamental shift in how media content is produced, distributed, and consumed, forcing media organizations to reconsider their traditional strategies.

The importance of the topic lies in the impact of digitization on media financing models, as digital advertising, paid subscriptions, and crowdfunding have become prominent alternatives for financing content. This requires media organizations to adapt to these changes to ensure financial sustainability. Moreover, the sector faces new challenges in maintaining its independence and professionalism amidst fierce competition from major digital platforms that dominate the advertising market and influence public opinion.

Thus, the significance of this topic lies in providing strategic solutions for media organizations to develop innovative business models that keep pace with digital developments and enable them to maintain their position in this profound transformation.

3. Research Objectives

The primary objective of this study is to understand the radical changes brought about by digital transformation on traditional media business models and media content financing methods in the digital age. This is achieved by analyzing the impact of these transformations on all aspects of the media sector. The study also aims to shed light on the future directions of media organizations in light of ongoing technological developments, requiring a thorough examination of various economic, technical, and social factors that have contributed to changing the traditional media landscape. It also explores how media organizations can adapt to these changes to ensure their sustainability and achieve success in the future.

Detailed Objectives:

1. **Analyzing the Impact of Digital Transformation on Traditional Media Business Models:**
The study aims to examine how digitization has affected traditional models that media organizations relied on, such as television and print advertising. It seeks to determine how these models have declined due to the rise of digital media and the extent to which media organizations can adapt to these transformations.
2. **Studying Media Content Financing Methods in the Digital Age:**
The study aims to analyze new financing models that have emerged in the digital era, such as digital advertising, paid subscriptions, and crowdfunding. It explores how media content financing methods have been redefined in the digital age and identifies the most prominent financing models currently adopted by media organizations.
3. **Identifying Future Trends in Digital Media and Adaptation Strategies:**
The study aims to identify future trends in digital media in light of new technologies such as artificial intelligence, big data, and virtual reality. It seeks to answer how media organizations can adapt to these future technologies and digital trends that will significantly impact the media industry.
4. **Understanding Adaptation Strategies to Ensure Media Sustainability:**
The study focuses on analyzing adaptation strategies that media organizations can adopt to address ongoing digital challenges. It includes examining how digital innovations are used in production and distribution strategies and the role of big data in developing digital media strategies.
5. **Exploring the Relationship Between Digital Media and Government Media Policies:**
The study aims to explore how government policies interact with digital transformation in the media sector. It seeks to understand the measures governments take to ensure the continuity of media in the digital age, including protecting press freedom and combating fake news.

4. Type of Study

This study adopts applied research aimed at analyzing the impact of digital transformation on media business models and media content financing methods. It is a descriptive and analytical study that focuses on understanding the changes that have occurred in the media sector due to digitization and how these changes have affected the economic and commercial models that traditional media organizations rely on. The study also examines the practical experiences of major media organizations such as *The New York Times*, *BBC*, *Al Jazeera*, and *Al Arabiya*, which have adopted new digital strategies to address technological transformations.

5. Methodology

The study follows a descriptive and analytical approach, focusing on:

- **Case Study Analysis:** To examine the experiences of the five organizations in digital transformation.

- **Comparative Method:** To compare financing models before and after digitization and assess their impact on revenue.
- **Quantitative Analysis:** By comparing financial data (growth/decline rates in revenue).
- **Qualitative Analysis:** To understand the strategies adopted to address challenges and leverage opportunities.

6. Study Sample

The following media organizations were selected as the study sample:

- *The New York Times*
- *BBC*
- *The Guardian*
- *Al Jazeera*
- *Al Arabiya*

Justifications for Selection:

- **Geographical Diversity:** Includes global (The New York Times, BBC, The Guardian) and Arab (Al Jazeera, Al Arabiya) organizations, enabling a comparison between different contexts.
- **Diverse Financing Models:** Financing sources vary between government funding (Al Jazeera, BBC), private funding (Al Arabiya), and hybrid models (donations, subscriptions).
- **Media Influence:** These organizations are among the most influential in the global and Arab media industry, making them rich case studies.

7. Data Collection Tools

The study relies on:

- **Primary Sources:**
 - Annual reports of the organizations (e.g., The New York Times and BBC reports).
 - Official financial data released by the organizations.
- **Secondary Sources:**
 - Academic studies and international reports (e.g., Reuters Institute and UNESCO reports).
 - Media articles analyzing the performance of the organizations.
- **Content Analysis:**
 - Reviewing digital transformation strategies announced by the organizations through their websites and platforms.

8. Research Limitations

1. **Temporal Scope:**
 - Timeframe: The study focuses on the period from 2010 to 2022, with particular attention to the years 2020–2023 due to the accelerated digital transformation during the COVID-19 pandemic.
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Justification: This period represents the radical shift from traditional to digital models, with sufficient data available to assess long-term trends.

2. **Geographical Scope:**

- Global Scope: Includes organizations from the United States (The New York Times) and the United Kingdom (BBC, The Guardian).
- Arab Scope: Includes organizations from Qatar (Al Jazeera) and Saudi Arabia (Al Arabiya).
- Justification: This sample allows for an analysis of the impact of digital transformation in different media environments (liberal/government-controlled) and an understanding of the interaction between local and global factors.

3. **Thematic**

Scope:

The research is limited to studying the impact of digital transformation on media business models and content financing methods, without delving into the technical aspects of the technologies used.

III– Chapter Two: Theoretical Framework and Literature Review

1. Key Concepts

1. **Digital Transformation:** Defined as the process of integrating digital technology into all aspects of media operations, leading to a radical change in how content is produced, distributed, and consumed. According to Ali Abdel Wahab (2021), digital transformation is "the reshaping of media models using modern technology to enhance audience experience and increase revenue" (Abdel Wahab, 2021, p. 15).
2. **Digitization:** Refers to the conversion of traditional content and processes into digital formats. According to a UNESCO report (2022), digitization enhances access to media content and improves its quality (UNESCO, 2022, p. 8).
3. **Media Business Models:** These are the structures media organizations rely on to generate revenue, such as advertising, subscriptions, and crowdfunding. According to Baker and Albrecht (2020), digital transformation has led to the emergence of new business models based on direct interaction with audiences (Baker & Albrecht, 2020, p. 23).
4. **Digital Media:** Includes all types of media content created and distributed online, such as digital news articles, videos on internet platforms, and interactive graphics published on platforms like YouTube, Twitter, and Facebook (Hermida & Thurman, 2008, p. 515).
5. **Crowdfunding:** A method of raising funds from many individuals through online platforms to finance media projects or works. This approach allows media organizations to collect funds directly from audiences interested in their content (Schwienbacher & Larralde, 2010, p. 440).
6. **Digital Advertising:** Refers to advertisements displayed online using platforms like Google and Facebook. These ads rely on personalizing content based on users' online interests and behaviors (Kannan & Li, 2017, p. 24).
7. **Paid Subscriptions:** Models that charge audiences a fee for access to exclusive or premium content. These are among the primary means for digital media organizations to maintain financial sustainability (New York Times Company, 2020, p. 5).

8. **Social Media Platforms:** Online platforms that allow users to create and share content and interact with others, such as Facebook, Twitter, and Instagram. These platforms play a crucial role in disseminating news and media content to a wide audience (Kaplan & Haenlein, 2010, p. 60).
9. **Digital Journalism:** A form of journalism produced and distributed online, including news coverage using digital media such as text, videos, and images, alongside direct interaction with audiences (Napoli, 2011, p. 12).
10. **Business Model Reconfiguration:** Defined as the process of modifying or changing business models to align with new technological and economic changes. In digital media, this involves transitioning from traditional revenue models like print advertising to digital models such as subscriptions or crowdfunding (Chesbrough, 2010, p. 357).
11. **Media Sustainability:** Refers to the ability of media organizations to continuously meet audience needs and achieve economic, social, and cultural benefits while preserving resources and developing business models that support their continuity in a changing media environment.

2. Literature Review

Several studies have addressed this topic, including:

- **Ali Abdel Wahab (2021):** Focused on the impact of digital transformation on Arab media organizations, noting that digitization improved audience experience but also posed significant financial challenges (Abdel Wahab, 2021, p. 67).
- **Baker and Albrecht (2020):** Examined media business models in the digital age, noting that digital subscriptions have become a primary revenue source for many media organizations (Baker & Albrecht, 2020, p. 45).
- **Reuters Institute (2023):** Reported that over 70% of the global audience relies on digital platforms for news, highlighting the importance of digital transformation for media organizations (Reuters Institute, 2023, p. 12).
- **Smith et al. (2019):** Analyzed the impact of digitization on traditional media business models and how the internet and digital technologies have affected media financing strategies.
- **Jones (2020):** Studied the impact of digitization on the media market structure and revenue from traditional versus new business models.
- **McKinsey (2021):** Focused on the development of financing models in digital media, emphasizing the importance of targeted online advertising and alternative models like crowdfunding.
- **Harrison (2018):** Examined the challenges traditional media face in competing with digital platforms like Google and Facebook.

3. Knowledge Gap

While previous studies have addressed digital transformation and its impact on media business models in general, there is a gap in understanding how major media organizations like *The New York Times*, *BBC*, *Al Jazeera*, and *Al Arabiya* have adapted to digital transformation in different contexts (local and global). Most previous studies have focused on Western media organizations or have not addressed the intersection of traditional and digital models in major media organizations.

Another gap lies in the lack of comprehensive comparative analysis of how these media organizations interact with modern technological innovations such as artificial intelligence, big data, and virtual reality, as well as how they adjust their media content financing strategies to keep pace with the changing digital environment. This research fills this gap by providing a comparative study of several major media organizations and proposing practical solutions to support their financial sustainability and enhance audience engagement.

IV– Chapter Three: Digital Transformation and Its Impact on Media Business Models

1. Evolution of Media Business Models: From Traditional to Digital

Media business models have undergone significant evolution with the advent of digital technology. In the past, media organizations relied primarily on traditional advertising and print sales. According to a UNESCO report (2022), digital transformation led to a 30% decline in traditional advertising revenue between 2015 and 2020 (UNESCO, 2022, p. 10).

In contrast, new business models relying on digital platforms, such as digital subscriptions and targeted advertising, have emerged. According to Baker and Albrecht (2020), media organizations that adopted these new models saw a revenue increase of up to 40% (Baker & Albrecht, 2020, p. 34). This evolution reflects the urgent need for media organizations to adapt to the digital environment to ensure their survival.

2. Impact of Digitization on Content Production and Distribution

Digitization has led to a radical change in how content is produced and distributed. According to Ali Abdel Wahab (2021), digital technology has accelerated content production and reduced costs, enabling media organizations to reach a wider audience (Abdel Wahab, 2021, p. 89).

In terms of distribution, digital platforms like YouTube, Facebook, and Twitter have become primary channels for media content distribution. According to the Reuters Institute (2023), over 60% of media organizations rely on these platforms to distribute their content (Reuters Institute, 2023, p. 15).

Comment: Digitization has not only changed how content is produced but has also expanded its distribution, leading to increased audience engagement.

3. Media Content Financing Models in the Digital Age

Several new financing models have emerged due to digitization, including:

- **Digital Subscriptions:** These have become a primary revenue source for many media organizations. According to Newman (2022), *The New York Times* generated over 70% of its revenue from digital subscriptions in 2022 (Newman, 2022, p. 5).
- **Targeted Advertising:** Relies on analyzing user data to deliver relevant ads.
- **Crowdfunding:** Has become a popular method for financing media content, especially for small and independent projects.

These new models reflect diversification in funding sources, contributing to the sustainability of media organizations.

4. Financing Challenges

Despite the diversity of financing models in the digital age, media organizations face several challenges in achieving financial sustainability:

1. **Reliance on Advertising:** Many media organizations still heavily depend on commercial advertising as their primary revenue source. However, the increasing reliance on platforms like Facebook and Google for selling ads has made revenue less stable.
2. **Pressure from Digital Subscriptions:** While some newspapers have successfully increased the number of paid digital subscribers, convincing audiences to pay for digital news remains a significant challenge.
3. **Changing Content Consumption Habits:** Audiences accustomed to free online content may find it difficult to transition to paid models.

In summary, digital transformation has profoundly impacted media content financing methods. While traditional models like print advertising and newspaper sales were once primary revenue sources, media organizations must now adapt to the digital age by developing new financing models such as digital advertising, paid subscriptions, and crowdfunding to ensure financial sustainability.

X-Chapter Four: Case Studies: Analysis of Successful Media Organizations in Digital Transformation (The New York Times, BBC, The Guardian, Al Jazeera, and Al Arabiya)

The media industry has witnessed significant digital transformation over the past decade, leading to radical changes in business models and the emergence of new financing methods. *The Guardian*, *The New York Times*, *BBC*, *Al Jazeera*, and *Al Arabiya* are prominent examples of media organizations that have adopted digital transformation strategies and successfully enhanced their revenue through digital advertising and subscriptions. This chapter discusses the financing transformations and revenue sources of these organizations, comparing their revenues before and after digital transformation.

1. The Guardian

Period	Revenue Sources	Revenue Size
Before Digital Transformation	- Print Advertising (60%) - Print Subscriptions (30%) - Newspaper Sales (10%)	£194 million (2010)
After Digital Transformation	- Digital Advertising (40%) - Digital Subscriptions (30%) - Donations (20%) - Content Sales (10%)	£255.8 million (2022)
Source: The Guardian Annual Reports		

2. Al Jazeera

Period	Revenue Sources	Revenue Size
Before Digital Transformation	- Government Funding (90%) - Television Advertising (10%)	\$500 million (2010)
After Digital Transformation	- Government Funding (80%) - Digital Advertising (15%) - Content Sales (5%)	\$750 million (2022)
Source: Various Media Reports		

3. Al Arabiya

Period	Revenue Sources	Revenue Size
Before Digital Transformation	- Television Advertising (70%) - Private Funding (30%)	\$300 million (2010)
After Digital Transformation	- Digital Advertising (50%) - Private Funding (40%) - Partnerships (10%)	\$450 million (2022)
Source: Various Media Reports		

4. BBC

Period	Revenue Sources	Revenue Size
Before Digital Transformation	- Television License Fees (90%) - International Advertising (10%)	£4.8 billion (2010)
After Digital Transformation	- Television License Fees (80%) - International Advertising (15%) - Content Sales (5%)	£5.3 billion (2022)
Source: BBC Annual Reports		

5. The New York Times

Period	Revenue Sources	Revenue Size
Before Digital Transformation	- Print Advertising (70%) - Print Subscriptions (30%)	\$2.4 billion (2010)
After Digital Transformation	- Digital Advertising (40%) - Digital Subscriptions (50%) - Content Sales (10%)	\$2.3 billion (2022)
Source: The New York Times Annual Reports		

Comparison of Revenue Sizes Before and After Digital Transformation:

Institution	2010 (in million)	2022 (in million)	Growth/Decline
The Guardian	£194	£255.8	+31.8%
Al Jazeera	\$500	\$750	+50%

Al Arabiya	\$300	\$450	+50%
BBC	£4,800	£5,300	+10.4%
The New York Times	\$2,400	\$2,300	-4.2%

Challenges and Opportunities

Challenges

- Decline in traditional advertising revenue.
- Intense competition with social media platforms.
- Changing content consumption habits.

Opportunities

- Increase in digital subscriptions.
- Diversifying revenue sources (such as donations and partnerships).
- Reaching a global audience via digital platforms.

Revenue Sources and Sizes for Each Institution in 2022

Institution	Revenue Sources	Revenue Size (2022)
The Guardian	- Digital Advertising (40%) - Digital Subscriptions (30%) - Donations (20%) - Content Sales (10%)	£255.8 million
Al Jazeera	- Government Funding (80%) - Digital Advertising (15%) - Content Sales (5%)	\$750 million
Al Arabiya	- Digital Advertising (50%) - Private Funding (40%) - Partnerships (10%)	\$450 million
BBC	- Television License Fees (80%) - International Advertising (15%) - Content Sales (5%)	£5.3 billion
The New York Times	- Digital Advertising (40%) - Digital Subscriptions (50%) - Content Sales (10%)	\$2.3 billion

Detailed Analysis of the Data

1. Growth and Decline Trends:

- **Highest Growth:** Al Jazeera and Al Arabiya achieved a 50% increase, reflecting their success in integrating digital advertising and content sales while maintaining core funding sources (government/private).
- **Modest Growth:** BBC achieved a 10.4% growth, supported by increased international advertising and content sales, despite its heavy reliance on license fees.

- **Slight Decline:** The New York Times experienced a 4.2% decline, possibly due to insufficient compensation for the decline in print advertising through digital subscriptions.

2. **Successful Financing Strategies:**

- **Diversification:** The Guardian increased its revenue by 31.8% by introducing donations (20%) and increasing digital subscriptions (30%), reducing its reliance on advertising.
- **Reliance on Public/Private Funding:** Al Jazeera maintained government funding (80%), while Al Arabiya relied on private funding (40%), providing financial stability that supported growth.
- **Focus on Subscriptions:** The New York Times shifted 50% of its revenue to digital subscriptions but did not fully compensate for the decline in print advertising.

3. **Challenges and Opportunities:**

- **Challenges:**
 - Decline in traditional revenue (print/TV).
 - Fierce competition with social media platforms.
- **Opportunities:**
 - Global reach through digital platforms, especially for organizations like BBC and The Guardian.
 - Innovative income models such as donations (The Guardian), content sales (Al Jazeera), and partnerships (Al Arabiya).

4. **Notable Observations:**

- **Government Support:** Al Jazeera and BBC still rely on government funding or license fees, which may limit their flexibility in the face of political changes.
- **Currency Impact:** Data is presented in different currencies (£ and \$), so exchange rate fluctuations may affect the accuracy of international comparisons.
- **Content Quality:** High digital subscription rates (e.g., The New York Times at 50%) may reflect investment in premium content that attracts audiences despite competition.

5. **Strategic Conclusions:**

- **Digital Transformation is Not Optional:** Organizations that adopted diversified digital income sources (advertising, subscriptions, donations) succeeded in growth.
- **Flexibility is Essential:** Organizations with more flexible financing models (e.g., Al Arabiya and The Guardian) outperformed those reliant on a single source.
- **Potential Risks:** Over-reliance on government funding or license fees may jeopardize long-term financial stability.

IX- Results and discussion :

1.General Findings of the Study

The study reached several key findings reflecting the impact of digital transformation on media business models and content financing, focusing on major media organizations such as *The New York Times*, *BBC*, *Al Jazeera*, *Al Arabiya*, and *The Guardian*. The main findings are as follows:

1. Changes in Financing Sources:

- Before digital transformation, media organizations relied heavily on print and TV advertising and print subscriptions. After digital transformation, digital advertising, digital subscriptions, and crowdfunding became primary income sources.

2. Increased Reliance on Digital Subscriptions:

- Organizations like *The New York Times* and *The Guardian* successfully compensated for the decline in traditional advertising revenue by increasing digital subscriptions. *The New York Times* generated over 60% of its revenue from digital subscriptions in 2022.

3. Diversification of Income Sources:

- New financing models such as donations and crowdfunding emerged, particularly in organizations like *The Guardian*, which relied on reader donations to boost revenue. Meanwhile, *BBC* and *Al Jazeera* maintained government funding while increasing digital advertising and content sales.

4. Decline in Traditional Advertising Revenue:

- Media organizations experienced a significant decline in print and TV advertising revenue, prompting them to seek alternative income sources.

5. New Challenges:

- Media organizations faced challenges such as intense competition with social media platforms (e.g., Facebook and Google) and changing content consumption habits. Capturing audience attention in a digital environment saturated with free content became a major challenge.

6. Digital Opportunities:

- Digital transformation created new opportunities, such as reaching a global audience through digital platforms and delivering interactive and personalized content. Some organizations successfully increased audience engagement using artificial intelligence and data analytics.

7. Variation in Models Among Organizations:

- *The New York Times* and *The Guardian* successfully transitioned to digital models based on subscriptions and crowdfunding, while *BBC* and *Al Jazeera* maintained traditional funding sources (license fees and government funding) alongside increased digital advertising.

IIIX- Conclusion:

Digital transformation has brought about radical changes in media business models, shifting organizations from reliance on traditional advertising and print subscriptions to digital models based on digital advertising, paid subscriptions, and crowdfunding. However, challenges remain, particularly in the face of intense competition from global digital platforms and changing content consumption habits.

To ensure their sustainability, media organizations must adopt innovative digital strategies that enhance user experience and diversify funding sources. They must also leverage modern technologies such as artificial intelligence and data analytics to deliver personalized and engaging content. Ultimately, adapting to the evolving digital environment is key to the success of media organizations in the future.

Recommendations

This research offers several recommendations to help media organizations maintain their sustainability in the digital age and attract financing from new sources:

1. **Diversify Financing Sources:** Media organizations should continue diversifying their income through digital subscriptions, targeted advertising, and crowdfunding.
2. **Enhance User Experience:** By using artificial intelligence and data analytics to deliver personalized and engaging content.
3. **Collaborate with Digital Platforms:** Media organizations can partner with platforms like YouTube and Facebook to reach a wider audience.
4. **Invest in Premium Content:** By offering exclusive, high-quality content that justifies paid subscriptions.
5. **Deepen Audience Engagement:** Through premium membership models or interactive content and tools like direct comments and community participation to increase audience interaction.
6. **Invest in Technology:** To analyze data and personalize content, enhancing the appeal of digital advertising.
7. **Expand into Emerging Markets:** Especially for global organizations like *BBC* and *Al Jazeera*.

In summary, digital transformation is a decisive factor in the survival of media organizations, but its success depends on the ability to innovate in income models, respond quickly to market changes, and maintain a balance between traditional and new funding sources.

Referrals and references:

Considers Times New Roman font, size 10, and interlines spacing 1, and a space before the reference. The bibliographic sources of the scientific material in the article are only those from which quotations are made, and precise exactly page / The referrals and references are arranged sequentially as they appear in the text of the text, and are all listed according to the American Psychological Association (APA) method as follows:

1. Books

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