


Chapter 8

The Transformation of Traditional TVs Into Digital Platforms: A Strategic Marketing Analysis on Turkish Market

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ABSTRACT

Digital transformation means developing new business models, unforgettable customer experiences, and competitive strategies by using digital technologies, thus creating efficiency in business processes and providing better customer value. While digital transformation is one of the important business decisions, more specifically, the pandemic and the increase in time spent at home have created a substantial growth opportunity for digital broadcast service providers. In this regard, the fact that an already growing market has increased its growth momentum with the effect of the pandemic has made the digital transformation of traditional TV media inevitable. In this study, digital broadcasting sector in Turkey has been examined in the context of strategic marketing management. In this way, by conducting the situation and competition analysis, suggestions were made regarding marketing strategies for Turkish digital platforms that have just entered the market.

INTRODUCTION

Digital transformation means developing new business models, customer experiences and strategies by using digital technologies in line with a specific goal, thus creating efficiency in business processes and providing better experiences. In other words, digital transformation is more strategic than a technological transformation, and the focus is on the customer (Genç, 2020). Until this time, the necessity of digital

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transformation has been emphasized by industry experts, academics, businesspeople and even government officials (Mergel, Edelmann and Haug, 2019). However, it should be noted that the pandemic has accelerated the digital transformation process. Changing business models, changing customer expectations and habits in this period will largely not return to the past, even if the pandemic ends.

Within the scope of the measures taken by almost all countries, digital media tools have become the most important channels for people staying at home to receive information, communicate, socialize and have fun. More specifically, the pandemic and the increase in time spent at home have created a growth opportunity for digital broadcast service providers (Iivari, Sharma and Venta-Ollonen, 2020). The fact that an already growing market has increased its growth momentum with the effect of the pandemic has made the digital transformation of traditional TV media inevitable.

In this context, specifically the popularization day by day in the world of digital broadcasting platform is important to examine the state of competition in Turkey from a strategic marketing perspective. Indeed, Turkey consumes content offered by digital broadcasting platform with a rate of 62% in the We Are Social 2020 Digital Report; thus Turkey is becoming a very attractive market. More importantly, what kind of a competitive position of the Turkey-based new digital platforms it will take against global digital publishing platforms is a matter of curiosity.

In this study, digital broadcasting sector in Turkey has been examined in the context of strategic marketing management. Thus, it is intended to shed light on the competitive situation of the Turkey-based digital broadcasting platforms. In this sense; situation analyses (SWOT, Porter's five forces) and competition analysis are carried out in the perspective of strategic marketing planning and recommendations are made on marketing strategies to be established afterwards. Within this framework, the following titles are included in the study.

- From Old Media to New Media
- The Transformation of Traditional Tvs Into Digital Platforms
- An Investigation on The Competitiveness of Turkish Digital Platforms in the Industry
- Recommendations for Marketing Strategies

BACKGROUND

From Old Media to New Media

Media are consistently evolving and getting faster. In that vein, old media is in decline, while new media is blowing up worldwide (Sanz and Crosbie, 2016). In fact, an inverse curve is not mentioned here. New media does not suppress or destroy old media. On the contrary, the new media seems to be a complement to the old media. In fact, old and new media work side by side to achieve the goals of an individual, a company, or a civil society organization (Friedman and Friedman, 2008). For example, while a newspaper is available in print in the newsstand, it can also provide up-to-date news flow on the website. In addition, a columnist can publish his articles both in print and in his social media accounts and personal blogs. An author's book can be found both in print in bookstores and on e-book sites.

New media transforms old media into digital. At this point, although theorists have made different definitions regarding the new media concept (Table 1); in this study, new media is regarded as digital media. In this context, it is necessary to mention the basic features of new media.

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