

Digital entrepreneurship and the promotion of innovation culture in media industries

Khawla Chadi ¹, and Afifa Ladjal ²

¹ Mohamed Boudiaf University, Algeria. Email: khawla.chadi@univ-msila.dz

² Mohamed Boudiaf University, Algeria. Email: afifa.ladjal@univ-msila.dz

Abstract---This study aims to make light around the role of culture of innovation and also digital entrepreneurship in supporting the effectiveness of digital media institutions, and how can this culture help in facing the challenges actual today in the media industry. In the shadow of very fast technological developments and changes in the behaviors of consumers, the media institutions meet a lot of obstacles that need adoption of innovative strategies and building new models of work. This brings to the development of new business models that meet the audience's requirements and strengthen financial sustainability. Where it gives big contribution in building and making again the structure of media industries. This study stressed the important of integrating innovation and digital entrepreneurship as main factors for developing digital media industry, which increases the capacity to adapt with the fast changes in the media environment and gives guarantee for sustainable growing. Also, it shows how the innovation culture can push the competitive capacity and support the evolution for the digital media industry.

Keywords---innovation culture, digital entrepreneurship, digital media institutions, creating opportunities, media industries.

Introduction

As a result of the continuous increase of digital technology and its uses in institutions and in all sectors, it became necessary for these latter to change and adapt with the environment and to integrate within this digital world in its different sides and shapes, which are based on digital technologies. The media sector is among the important sectors that adopted this digital wave in its media institutions. The digital media industry is witnessing fundamental changes in how the content is produced and consumed while the challenges resulting from the accelerating technological changes and the changing of consumer behavior are increasing. This requires strengthening the culture of innovation and entrepreneurship, as

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innovation and entrepreneurship are considered two essential elements for guaranteeing the sustainability of media institutions and their competition in a market going towards digitization. This is because entrepreneurial projects are the backbone of the economy and have become defining the economic fabric and raising the level of production, as well as encouraging innovation by establishing innovative institutions.

There is now what is called media entrepreneurship, which is the work and projects that aim to face the challenges which new media faces, and became a necessary thing for countries, starting from small inspiring ideas to embody them in purposeful entrepreneurial projects serving media institutions first, which requires heading towards the field of entrepreneurship. Investing in the field of media or developing innovative models in the media field is among the most important challenges which media institutions face in creating new economic models.

Also, the culture of innovation and entrepreneurship is considered basic factors that enhance the success of digital media institutions under the continuous challenges they face and which the current media environment requires, marked by rapid changes and technological advances, and new strategies to adapt with the growing ambitions of the audience and the changing needs of the market.

Most researchers agree that institutions have an urgent need for innovation because of its role in their survival, continuity, and development. It is considered a tool for institutions to adapt with all changes and to face contemporary problems and future challenges. They need a knowledge base which through it can meet all challenges and take all policies to raise research, development, and innovation, and this is by pushing the cultural change towards innovation, increasing spending on it, exploiting its results, and connecting it with industry, which will improve the performance of media institutions in creating new income resources. In this research paper, we will try to answer the following main problem:

How can the culture of innovation and digital entrepreneurship create opportunities in developing media industries?

And to answer this problem, the following sub-questions were proposed:

- In what does the culture of innovation and entrepreneurship consist in media institutions?
- What is digital entrepreneurship?
- What are the main challenges facing entrepreneurship and innovation in media?

I. Enhancing Innovation Culture and Entrepreneurship in Digital Media Institutions

First: The Concept and Importance of Innovation:

The term innovation appeared in the thirties of the last century by the economist (Schumpeter), who defined it as: "the result produced by creating a new way or system in production that leads to change in the product components and how it is designed", presenting five types of innovation: (Sassi, 2007)

- ✓ Presenting a new product;
- ✓ Presenting a new production method;
- ✓ Entering a new market;
- ✓ New source of raw materials;
- ✓ New organization for production.

Also, (Najm Aboud Najm) defined it as: "reaching what is new in the form of organized development and practical application of a new idea." (Najm, 2006). With a broader look to innovation, it can be said that it is finding a new thought, whether technically, administratively, socially or economically, related to developing what is already existing and turning this idea into a project that is executable and profitable economically. (Mohamed, 2010)

Afnor considered innovation a process that puts into implementation one or several products, processes, methods, and services, whether new or improved, and able to answer the expected and unexpected needs of the customers, and produce economic, environmental and social value for all stakeholders. (Fernez- walch Sandrine, 2013)

So, innovation is bringing a wise idea that is successfully applied in the market, meaning creating a successful business from a good idea, which shows that innovation is built on the basis of an idea that reflects the good overview and correct understanding for all market changes, aiming to build a successful project through applying the ideas and translating them into real innovations.]

Second: Importance of Innovation

Innovation takes its importance from the different contributions it offers to the institution, which can be summarized as follows: (Najm Aboud, 2006)

- **Finding and continuously developing new products:** In the contemporary business environment, products and services are innovated faster than ever before, and most institutions seek to have programs for continuous improvement for these products and to innovate new ones;
- **Lowering expenses and improving quality of products and services delivered:** Depending on innovation helps to lower production costs, whether by reaching less use of materials, providing faster services or more precise operations, which leads also to improving the product or service quality, and this helps to strengthen the competitiveness of the institution;
- **Finding new markets:** Innovating new products and services with high quality and high competitiveness leads the institution to search for new markets to discharge its outputs, and also presenting innovations that others did not reach allows it to monopolize a part of this market, even if temporarily;
- **Improving the institution's performance:** Innovation improves performance in administrative functions and increases the quality of decisions made to solve the problems facing it in various technical, financial and marketing fields. E-marketing, for example, has contributed to improving customer relationship management by responding quickly and efficiently to their needs, helping in creating and enhancing a good mental image about it for them. And since the functions are related to the human element in the institution, innovation increases the personal capacities and skills of individuals and their group interaction at the institution level, which motivates them to provide the best;
- **Creating new and different job opportunities:** The positive effect of innovation on personal capabilities gives individuals the opportunity to create new institutions and open new production and service lines that require labor with certain levels and qualifications to manage, maintain, and develop them continuously.

Third: The stages of innovation

The model that was presented by Zaltman in 1973 is considered from the most famous models of stages, where he describes the process in two main stages: the initiation stage and the implementation stage, and these two stages are divided into five sub-stages as follows: (Neil, 2004)

The first stage: The initiation stage

And under it come the following stages:

- **Interest in knowledge:** In this, the institution becomes interested in the existence of an innovation that it has chance to use;
- **Forming attitudes:** The working individuals do the forming and showing of their attitudes toward the proposed innovation;
- **Decision:** The expected innovation is evaluated, and a decision is taken relating to continuing working or leaving the idea.

The second stage: The implementation stage

And under it come the following stages:

- **Initiation and execution:** There are attempts to use the innovation;
- **Continuation and keeping implementation:** The innovation becomes like a routine process as part of the organization's life.

So, in Zaltman's model, the division takes the form of two main stages, one of them at the point of adopting the innovation, which is the point where the institution takes the decision for implementing the innovation, and this to separate between the post-adoption phase of the innovation that is present in most models that were built on stages. In general, the process of innovation starts when the performance gap is diagnosed between the actual performance and the expected performance.

Zaltman says that this happens in two ways: either the institution discovers that its performance is not satisfactory, so it searches for an innovation that can help to close this gap—this is the case that concerns big institutions or small and medium ones; or, it becomes interested in the expected innovation in its own environment, which is the case for the innovative emerging institution that looks for an innovation that fulfills a desire from the market's desires.

Fourth: Media Institutions and Media Entrepreneurship

1. The concept of media institutions:

Media or the media institution is an objective expression for the mentality of the group and its entity and its tendencies and orientations... Where Dr. Abd al-Latif Hamza explains in his book "Media: Its History and Its Schools" that the expression is based on facts and statistics that no doubt touches, and not subjective expression from the side of the editor or broadcaster or the presenter of television programs. (Al-Hashimi, 2006)

And by it, it is meant that the facts that are presented by media institutions must rely on an actual reality that is based on objectivity, and to be proportional and consistent with the opinions and ideas of the group and carries a lot of correct information. And the media institution must enable the citizen to obtain the lowest necessary freedom to know the background of the state's activities at all levels, as media in general is providing for the function of the state.

And the aim of these media institutions is to encourage the advanced media industry in the field of production and research while observing international agreements. Also, they must keep up with the technological and technical development that supports the rise of the media institution and focus on the quality of its performance. (Al-Ifa, 2010)

2. The concept of media entrepreneurship:

The term "media entrepreneurship" or "media leadership," Media Entrepreneurship, refers to the process or the way by which a simple idea is transferred to an entity or a small institution that contributes in one way or another to the media sector, which is considered from the biggest sectors in our age, and that by passing through all the stages of foundation and growth and funding with the aim of getting profit and achieving financial independence by developing a start-up company that creates a positive impression for the clients and suppliers and investors. And there are many courses and lessons on media entrepreneurship that are studied in journalism and media faculties in many countries in the world like the United States of America. (Zarara, 2023)

II. Digital Entrepreneurship:

First: The concept and importance of entrepreneurship

1. The definition of entrepreneurship:

Entrepreneurship is defined as: "a driver for innovative dynamics and economic growth, and entrepreneurs as creators, and that the modern developments in digital technologies contributed in an

active way for moving entrepreneurial work to the digital direction by providing digital enabling factors like: business digitization, the creation of digital companies, and other." (Mishri., 2024)

Entrepreneurship is also defined as: "the ability to embrace new and innovative projects by relying on the advantages of the digital transformation, which makes easy the process of searching for available opportunities and opens the space for excluded entrepreneurs." (Bican, 2020)

So it is the process and the procedures in which a new thing of value is created, and it requires bearing the risks that result, with the necessity of dedicating time and effort and money to apply it, which produces receiving the material and moral returns that are with it.

And digital entrepreneurship is widely defined as creating new projects and transforming existing projects and companies by developing new digital technologies or by new uses for these technologies. (Bendaoud, 2022)

Media entrepreneurship can be defined as the creation of a group of new and innovative entrepreneurial opportunities for the biggest possible number of entrepreneurs by relying on the outputs of digital transformation, from technological and digital platforms and modern techniques.

2. The importance of digital entrepreneurship:

Because of the good opportunities that digital entrepreneurship provides to entrepreneurs, it has big importance in the business world, and its importance appears as follows:

- It is considered from the most important basic drivers for the development of the digital economy and stimulating the ecosystem for creativity and innovation;
- Enabling and developing digital entrepreneurship and supporting its growth and progress, from the early stages that are represented in generating ideas and specialized research projects and contributing to their development and sustainability and keeping their growth pace until they become business opportunities;
- Stimulating and developing new digital business models and founding new digital start-ups, and putting the incentives for attracting tech investments by providing different support elements, and this leads to localizing technologies and creating more job opportunities;
- Also, it contributes to reducing the impacts of future risks that depend on developing digital competencies and innovative products and services. (Ben Daoud, 2022)

Second: The pillars of entrepreneurship

The European Commission has identified a group of pillars on which digital entrepreneurship is built based on the following elements:

- **Digital knowledge and technology market:** Good knowledge of digital technologies that depend on information and communication technology, like social media which represents the infrastructure for digital entrepreneurship activities, guarantees innovative aspects for the competitive and organizational ability of entrepreneurship, in terms of time planning, resource analysis, marketing management, and the innovative distribution of products and provided services;
- **Ease of access to finance and investment:** The finance and the ability of the institution or the project owners to provide their financing needs in the best way, with considering the cost from official and non-official sides, is one of the hardest and most important stages that face digital entrepreneurs;
- **Digital business environment:** The digital business environment helps in forming the needed virtual place to organize and record information and complex data, both organized and unorganized, and save them, so the entrepreneurs can interact with clients and customers in an easy and smooth way;
- **Digital skills and electronic leadership:** Digital skills mean the ability of the entrepreneur to use digital techniques and tools, where usually this is the most prominent problem that faces entrepreneurs in adapting to the digital environment. As for electronic leadership, it is the degree of technological awareness that can impact the intention and decisions of people and change them

according to what serves the entrepreneur or the provider of the product or service, by good control in the technologies that allow them to present an innovative business model;

- **Entrepreneurship culture:** Strengthening the culture of entrepreneurship by creating new university ecosystems where digital technology is added to academic entrepreneurship gives entrepreneurs a chance to achieve connection between individuals, clients, and places that were impossible before. And this opens new markets especially for new university graduates who usually do not own enough capital to open entrepreneurial companies with big capital;
- **Digital products:** Digital technology creates fundamental changes in products, which leads to the creation of new markets and disturbance in the current industry market. It also changes the needs of clients, and thus creates new opportunities for digital entrepreneurs by depending on creative innovation and presenting new creative digital solutions. (Shehada, 2022)

III. The challenges facing entrepreneurship and innovation in media

Digital entrepreneurs face many issues and challenges during the implementation of their projects, and among these challenges, we mention the following: (Ben Daoud, 2022)

- **Infrastructure:** Digital entrepreneurship mainly depends on information and communication technology. Without information and communication technology, digital entrepreneurs cannot provide services and products. In many parts of the world, especially in developing countries, access to broadband infrastructure, with affordable and reliable high speed, is a big challenge;
- **Cultural and social issues:** With the best business environment and proper infrastructure, there is still a lack in community or cultural readiness for this type of business. This is due to several reasons, including: lack of trust in electronic business, lack of awareness, and fear from everything new;
- **Intellectual property rights issues:** Many digital entrepreneurs globally are born on the internet, or computational computing, or they have the ability to grow and expand across borders very fast. So, often, the capital for these entrepreneurs is intellectual capital, which may raise issues related to protecting their intellectual property;
- **Skills issues:** It starts with the ability to identify the required skills and employ them, to owning the skills to discover new technology that allows business opportunities and bringing it as a new project, or as new business models. There is also a need for electronic leadership skills, for people who combine the entrepreneurship mentality with business and communication skills, as well as technical skills. As more countries move to a knowledge-based economy, the concept of computational computing and big data analysis continues to acquire critical importance, but reaching these skills is a big challenge for entrepreneurs;
- **Cyber attacks:** Despite the advantages that digital transformation brings to business organizations, this process does not lack risks and challenges that are related to cybersecurity, and the danger of cyber attacks and electronic crimes.

The problems facing digital entrepreneurship can be summarized as follows:

- Cyber attacks are the biggest challenges, which require digital institutions at all levels to form networks to defend themselves against coming challenges, and to discover and respond to them dynamically;
- The absence or deficiency of infrastructure and the legal framework to help digital transformation;
- The absence of issuing laws and legislations related to digital entrepreneurship;
- The absence of licensing and facilitation for conducting financial operations across all economic sectors;
- There is also the challenge to obtain necessary approval and infrastructure licensing to develop mechanisms and applications needed to integrate all relevant stakeholders for the start up;
- The challenges related to internet networks;

- The challenge of spreading awareness of digital culture, creativity, and innovation.

Conclusion

Digital entrepreneurship and the culture of innovation are considered among the basic elements that contribute by a big way in reshaping the contemporary media industries. The fast technological developments and the change of consumers' behavior has imposed new challenges on the media organizations that require innovative strategies and advanced business models.

Whereas, strengthening the culture of innovation inside media institutions is not limited just to developing new products and services, but also includes improving the operations and motivating the working teams on creativity. The media institutions must adopt new ways of thinking and working that enable them to quickly respond to the market requirements and change. This gives them the ability to create new opportunities and achieve sustainable growth in a competitive environment. The institutions that adopt digital entrepreneurship and prepare an innovative environment have more flexibility and ability to adapt with changes, which strengthen their chances to exceed their competitors. Through investment in education and training and promoting cooperation between different parties, the media institutions can stay in front and present content that meets the growing needs of the audience.

Therefore, the media industries should consider the digital entrepreneurship and the culture of innovation as strategic priorities. By combining these two elements, these institutions will be able to reinforce their competitive ability and guarantee their sustainability in the long-term. The direction toward innovation and digital transformation is the most promising way to face the current challenges and build a flowering future for the media industries.

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