

แนวทางในการพัฒนารายการข่าวเพื่อสร้างความได้เปรียบในการแข่งขันของ ผู้ประกอบการโทรทัศน์ในยุคทีวีดิจิทัล : กรณีศึกษา บริษัท เวิร์คพอยท์ เอ็นเทอร์เทนเมนต์ จำกัด (มหาชน)*

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บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์เพื่อศึกษาสถานการณ์ของอุตสาหกรรมโทรทัศน์ในยุคทีวีดิจิทัล โดยศึกษาคุณภาพของรายการข่าวผ่านการวิเคราะห์องค์ประกอบในการประเมินคุณภาพรายการข่าวของบริษัท เวิร์คพอยท์ เอ็นเทอร์เทนเมนต์ จำกัด (มหาชน) ซึ่งประกอบด้วย 4 ด้าน ได้แก่ (1) รูปแบบและเนื้อหารายการ (2) ผู้ประกาศข่าว พิธีกรข่าว และนักข่าวภาคสนาม (3) เทคนิคการนำเสนอรายการและ (4) การมีส่วนร่วมของผู้ชม และส่วนประสมทางการตลาดซึ่งประกอบด้วยด้านผลิตภัณฑ์ ราคา ช่องทางการจัดจำหน่าย และการส่งเสริมการตลาด มาใช้ประกอบการวิเคราะห์และเสนอแนวทางในการพัฒนารายการข่าวของบริษัท เวิร์คพอยท์ เอ็นเทอร์เทนเมนต์ จำกัด (มหาชน) ให้สามารถสร้างความได้เปรียบในการแข่งขันในบริบทของการเปลี่ยนแปลงด้านเทคโนโลยีและพฤติกรรมผู้ชม โดยเน้นการบูรณาการด้านเนื้อหา กลยุทธ์ และการมีส่วนร่วมของผู้ชมในยุคสื่อดิจิทัล การวิจัยนี้เป็นการวิจัยเชิงคุณภาพ โดยใช้การสัมภาษณ์เชิงลึก เป็นเครื่องมือหลักในการเก็บข้อมูล โดยเลือกกลุ่มตัวอย่างแบบเจาะจงจากผู้ที่มีบทบาทในการผลิตรายการข่าวของเวิร์คพอยท์ รวมทั้งสิ้น 12 คน ประกอบด้วยผู้อำนวยการฝ่ายข่าว บรรณาธิการข่าว ผู้ประกาศข่าว โปรดิวเซอร์ นักข่าวภาคสนาม ครีเอทีฟข่าวและฝ่ายเทคนิคการผลิตข่าว ซึ่งข้อมูลที่ได้ถูกวิเคราะห์ด้วยการจัดหมวดหมู่เพื่อหาแนวโน้มและข้อเสนอเชิงกลยุทธ์

ผลการวิจัยพบแนวทางสำคัญในการพัฒนารายการข่าว 7 ด้าน ได้แก่ (1) ยกระดับเนื้อหาให้ลึก ซื่อตรง และมีคุณค่าเชิงสาธารณะ (2) ใช้เทคโนโลยี เช่น ปัญญาประดิษฐ์ อินโฟกราฟิก และเทคโนโลยีโลกเสมือนเพื่อเสริมการเล่าเรื่อง (3) สร้างภาพจำและความเชื่อมโยงระหว่างผู้ชมกับผู้ประกาศข่าว (4) ปรับรูปแบบข่าวให้สอดคล้องกับแต่ละแพลตฟอร์ม (5) ผลิตข่าวที่สะท้อนประเด็นทางสังคมและส่งเสริมการเรียนรู้เท่าทันสื่อ (6) พัฒนาเดสก์บอร์ดและห้องปฏิบัติการเนื้อหาเพื่อทดลองข่าวใหม่ และ (7) เชื่อมโยงการมีส่วนร่วมกับรูปแบบรายได้ใหม่ เช่น การสมัครสมาชิกหรือการระดมทุนสาธารณะ ข้อเสนอจากการวิจัยนี้ชี้ให้เห็นว่าการแข่งขันในอุตสาหกรรมข่าวยุคดิจิทัลควรใช้กลยุทธ์แบบผสมผสานระหว่างคุณภาพเนื้อหา เทคโนโลยี และการสร้างความสัมพันธ์กับผู้ชม เพื่อให้สื่อสามารถรักษาอิทธิพลเชิงสังคมและสร้างความยั่งยืนทางธุรกิจได้ในระยะยาว

คำสำคัญ: ทีวีดิจิทัล, การพัฒนารายการข่าว, การประเมินคุณภาพสื่อ, กลยุทธ์การตลาด, เวิร์คพอยท์เอ็นเทอร์เทนเมนต์, การมีส่วนร่วมของผู้ชม, ความได้เปรียบในการแข่งขัน

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Guidelines for Developing News Programs to Create a Competitive Advantage for Television Operators in the Digital TV era : A Case Study of Workpoint Entertainment Public Company Limited*

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Abstract

This study aims to examine the current landscape of the television industry in the digital TV era by assessing the quality of news programs through an analysis of four key components: (1) news format and content, (2) news anchors, hosts, and field reporters, (3) presentation techniques, and (4) audience engagement. Additionally, the study incorporates the marketing mix comprising product, price, place, and promotion into the analysis to propose development strategies for news programming at Workpoint Entertainment Public Company Limited. The objective is to enhance competitive advantage in the context of rapid technological advancement and evolving viewer behavior, with an emphasis on integrating content innovation, strategic direction, and participatory engagement in the digital media era. This qualitative research employed in-depth interviews as the primary data collection method. Purposive sampling was used to select 12 key informants who are directly involved in the news production process at Workpoint. The data were analyzed using thematic content analysis to identify trends and formulate strategic recommendations.

The study identified seven key approaches to developing modern news programming: 1) enhancing content to be in-depth, ethical, and publicly valuable; 2) incorporating technologies such as AI, infographics, and immersive media (VR/AR) to improve storytelling; 3) strengthening personal branding and emotional connection between news presenters and the audience; 4) adapting formats based on platform-specific behaviors through platform-first and format-first strategies; 5) producing CSR-based news and promoting media literacy campaigns; 6) utilizing real-time dashboards and establishing a Content Lab to pilot innovative news formats; and 7) connecting audience participation with alternative revenue models such as subscription-based access and crowdfunding. Digital news competition demands a blend of quality content, technology, and audience engagement to ensure long-term sustainability.

Keywords: Digital TV, News Program Development, Media Quality Assessment, Marketing Mix, Workpoint Entertainment, Viewer Engagement, Broadcast Strategy

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Research Significance and Problem Statement

Traditional television media face a number of difficulties in this age of swift technical change, such as improvements in production technology, changing consumer preferences, and heightened competition from digital media. Conventional broadcasters are under pressure to change in order to compete in a media ecosystem that is constantly evolving, since online platforms in particular provide consumers with more instant and individualized access to material (McQuail, 2010; Westlund and Lewis, 2020).

The television industry underwent major structural changes in 2015 when Thailand fully switched to digital terrestrial television. A greater number of channels, fiercer rivalry for viewers' attention, and the requirement to diversify and customize material for certain target audiences are some of these changes (Office of The National Broadcasting and Telecommunications Commission, 2020).

Workpoint Entertainment Public Company Limited is widely recognized as one of Thailand's most successful content producers, particularly in the field of entertainment programming. Its flagship shows-such as Ching Roi Ching Lan and The Mask Singer-have consistently achieved high ratings and generated nationwide popularity (Workpoint Entertainment, 2024).

The company's 2024 financial report states that Workpoint made 2,339.78 million baht in total sales. According to Workpoint Entertainment (2024), the creation of television programs accounted for the majority (1,643.78 million baht or 70.25%), followed by theater and concert performances (323.97 million baht), event management services (282.60 million baht), and other commercial operations (89.42 million baht).

Notably, Workpoint's morning news show surpassed news programs from Channel 3 and Channel 7 to reach the top national rating on January 16, 2024, with a score of 0.923 (TV Digital Watch, 2024). Additionally, Workpoint's average ratings in Bangkok increased from 0.460 in January to 0.533 in February 2025, putting it in second place after Channel 7 for two months in a row (Pantip, 2025). These figures demonstrate Workpoint's increasing attempts to improve its news programming in the face of fierce competition in the digital media market.

Even though Workpoint has had great success in the entertainment industry, its attempt to produce news is still difficult. In the news industry, Workpoint has not yet attained the same degree of public awareness and trust as more established broadcasters like Channel 3 or Channel 7. It still lacks a systematic framework for assessing the quality of news and has not yet shown how marketing strategies can be

effectively used to make its news programs more competitive, despite modernizing its news format by adding captivating visuals and increasing its digital reach.

Even after spending money to update its news presentation style, Workpoint still has trouble establishing credibility and becoming known as a reliable information source. In particular, its news broadcasts must be evaluated based on established quality standards, such those offered by the Thai Media Fund (2022), which cover journalistic ethics, storytelling, and content. Furthermore, the application of the marketing mix (Product, Price, Place, and Promotion) to enhance the impact and reach of its news offerings-aspects that are essential for developing a strong brand over the long term-has not been well examined.

Previous research has largely focused on established news-centric broadcasters-such as Channel 3, Channel 7, and Thai PBS-or examined general content quality (Nieminen and Rapeli, 2021). However, little attention has been given to news programs produced by entertainment-oriented networks like Workpoint, particularly in terms of integrated analysis combining content quality and marketing strategy, both of which are essential to media survival in a multi-platform environment.

Accordingly, this research aims to evaluate the quality of Workpoint's news programs based on the criteria established by the Thai Media Fund, and to analyze how the 4Ps marketing mix has been applied in content production and promotion. The ultimate goal is to propose strategic directions for improving the competitiveness and sustainability of news programming in the digital era.

Research Objectives

1. To examine the quality of Workpoint's news programs based on the media quality assessment criteria established by the Thai Media Fund.
2. To analyze the application of the 4Ps marketing mix strategies in the production and distribution of Workpoint's news programs.
3. To propose strategic directions for enhancing the competitiveness of Workpoint's news programming in the era of digital television.

Related Concepts and Theories

Media Quality Assessment Criteria

The Media Fund for Safe and Creative Media (2020) provides a structured framework for evaluating news program quality, covering four key dimensions:

1. Program Format and Content - Evaluates journalistic integrity, legal compliance, public benefit, and clarity in news selection and storytelling.
2. News Presenter and Reporter Professionalism - Assesses ethical conduct, communication skills, linguistic clarity, and professional demeanor.
3. Technical Presentation - Focuses on the effective use of visuals, sound, graphics, and production aesthetics to enhance viewer understanding.

As modern audiences no longer passively consume news but actively engage with it, shaping public discourse, evaluating audience interaction not only measures trust and relevance but also aligns with the principles of participatory journalism. This insight helps news producers develop content strategies that build community connection and enhance social impact in competitive media environments. Audience engagement is therefore included as one of the key factors examined in this study

Marketing Mix

The marketing mix framework, commonly referred to as the 4Ps-Product, Price, Place, and Promotion-offers a strategic foundation for delivering consumer value (Kotler, 2000). In the context of television news programming, this model is especially relevant in the digital era where audience preferences and media consumption behaviors are rapidly evolving.

1. Product refers to the design and content quality of the news program. A high-quality news product must be credible, accurate, and socially relevant. Applying the media quality assessment framework by the Creative Media Development Fund (2020) allows producers to systematically enhance content value and align with journalistic standards. This supports perceived quality and brand trust (Wibowo, 2022), while brand identity can be further reinforced through distinct formats and storytelling approaches (El-Rayhan Food Industries, 2024).

2. Price in the television context does not denote monetary cost, but rather the viewer's time and attention. In a saturated information environment, audiences evaluate value based on content relevance and time efficiency. Programs that fail to deliver depth or timely information risk being dismissed (Uruwasi, 2020).

3. Place involves multi-platform content delivery. With audiences increasingly consuming news across digital devices, extending distribution via YouTube, Facebook, and mobile apps is critical. Multi-channel access enhances convenience, supports cross-platform behavior, and maximizes viewer reach (Nielsen, 2023).

4. Promotion focuses on brand engagement strategies. Effective promotional tools include social media presence, trusted news anchors, and interactive formats that stimulate audience participation. Viral content, live comments, and platform-native formats like TikTok and Shorts help expand reach and viewer loyalty (Keller, 2013).

This study applies **the 4Ps framework** to analyze how news programs-especially Workpoint's-can integrate content quality with strategic marketing to achieve competitive advantage. The marketing mix serves not only as a model for audience satisfaction but also as a means to strengthen brand positioning and sustain viewer trust in a fragmented media environment.

Research Methodology

This study employs qualitative research methodology with the objective of exploring the quality and marketing strategies of Workpoint's news programming. The aim is to offer practical recommendations for improving competitiveness.

1. Key Informants: The study involved 12 purposively selected participants, editors, including news executives, producers, creatives, and video editors, who finalized the gathering of in-depth perspectives from both production and content viewpoints.

2. Research Instrument: A semi-structured interview guide was designed based on the study objectives. The guide includes four sections: demographic data, media quality assessment, marketing mix strategy, and future development directions. Interviews were conducted face-to-face, with both audio recordings and field notes.

3. Data Validation: Three validation techniques were employed: (1) immediate post-interview analysis to preserve context and detail, (2) member checking by sending transcripts back to participants for verification, and (3) data triangulation through comparison with academic literature, interviews, and field observations to strengthen data reliability.

4. Data Collection Procedure: The researcher followed a systematic process beginning with the preparation of research information sheets outlining study objectives, scope, and participant rights. Suitable participants were contacted and scheduled for interviews. Semi-structured questions were objective and finalized, participants and tools such as audio recorders and consent forms were prepared in advance.

5. Data Analysis Process: A six-step qualitative analysis framework was applied:

The data analysis followed a six-step qualitative framework involving verbatim transcription, familiarization with the data, systematic coding, thematic categorization, interpretive analysis grounded in theory and literature, and synthesis into a narrative supported by direct quotes-ensuring a rigorous and meaningful examination of media quality and marketing strategy in the digital news production context.

Research Findings Summary

Based on in-depth interviews with 12 key informants-including the news director, news editors, producers, program directors, news anchors, creative team members, and technical staff from Workpoint Television-three major thematic areas emerged:

1. Media Quality

Workpoint's news program emphasizes journalistic standards, especially in terms of accuracy, ethical responsibility, and audience trust. The content is carefully designed to serve diverse viewer interests, combining in-depth analysis, creative reporting, and socially oriented stories while avoiding sensationalism. The program also reflects a commitment to Slow News and Participatory Journalism, providing structured channels for public input via chatbots and dashboards.

News anchors and field reporters are portrayed as composed and respectful communicators, using careful language and showing sensitivity to vulnerable groups. There are proposals to enhance their communication skills through language and cultural training, while reporters in the field are encouraged to uphold ethical standards, especially in sensitive stories. The use of mobile journalism tools and ethical review checklists is complemented by suggestions for developing AI-based ethics alert systems.

In terms of news presentation techniques, Workpoint adopts a cross-platform, multi-format strategy with tailored content for each channel-horizontal video for YouTube, vertical clips for TikTok, and short videos for Facebook. Tools such as infographics, 3D simulations, AI-generated captions, and centralized dashboards are employed to simplify complex information. The production team consciously avoids emotional manipulation, and there's a push for cloud-based collaborative editing to increase efficiency.

The organization also fosters audience participation, allowing users to contribute and engage through various digital platforms. These inputs are analyzed to guide news production, supported by proposed AI systems to assess story value and public sentiment. Backstage staff and assistant producers are encouraged to engage with the audience through behind-the-scenes content, helping foster transparency and a sense of shared ownership.

In summary, Workpoint News demonstrates a holistic commitment to quality in content, personnel, production technology, and audience interaction-underpinned by continuous innovation, ethical awareness, and adaptive communication-ensuring its relevance and credibility in the digital era.

2. Marketing Strategy (4Ps)

Workpoint's integration of the marketing mix into its news programming reflects a strategic approach, particularly in the following aspects:

2.1 Product

Workpoint's news program demonstrates clear strengths in content quality, emphasizing journalistic ethics, accuracy, and clarity. The program adopts easy-to-understand language, making it accessible to both mass audiences and families. Each news segment undergoes a meticulous review process, ensuring both factual correctness and emotional sensitivity-particularly for vulnerable groups such as children, the ill, or victims of violence.

Program design is tailored to time slots: morning news is concise, evening news is analytical, and weekend news offers a more emotional range. The use of modern production techniques-such as infographics, motion graphics, virtual studios, and 3D visualization-enhances viewer understanding of complex issues. The program also emphasizes "human-centered storytelling," particularly in field reporting that integrates voices from affected communities.

However, the program lacks innovation in content formats, with limited presence of interactive news, on-demand content, or segment-specific news (e.g., for youth, environmental issues, or the elderly). The use of a linear rundown structure further limits its ability to adapt to the preferences of digital-age viewers.

2.2 Price

Workpoint operates on a free-to-access model, distributing news via digital TV and multiple online platforms (YouTube, Facebook, TikTok, LINE TODAY) without paywalls or subscriptions. This model increases accessibility for all viewers, including those with income limitations. Despite this, the program maintains professional production standards through strict quality control and experienced teams.

Currently, the program relies primarily on advertising revenue and lacks value-added monetization models, such as subscription-based special reports, CSR-linked content, or B2B news services. Several editors and producers have proposed packaging news into monetizable formats-e.g., CSR-based news segments, collaborative content with NGOs or government agencies, and analytical reports for corporate use.

Additionally, Workpoint prioritizes social value by ensuring content is ethically produced and emotionally safe, especially in sensitive stories like mass shootings or natural disasters. Anchors use calm, respectful language, and production teams avoid visuals that could be distressing or violate personal dignity. These editorial decisions reflect a long-term investment in public trust and social responsibility, even though they may not yield immediate financial returns.

2.3 Place

Workpoint has strong cross-platform distribution, broadcasting via digital TV and major online platforms (YouTube, Facebook, TikTok, LINE TODAY). Its field reporting capacity is bolstered by OB units, mobile streaming systems, and mobile journalism (MoJo) equipment, enabling real-time reporting from the scene.

The technical team ensures smooth live broadcasting with backup systems, delay controls, and centralized signal management from the master control room.

However, content management across platforms remains fragmented. Editors and producers noted inefficiencies in integrating TV and online operations, leading to inconsistencies and a lack of unified planning. Moreover, there is no centralized dashboard to monitor viewer behavior across platforms-such as viewing duration, engagement rates, or audience preferences-which hinders “platform-first” or “content-first” production strategies. The absence of AI tools to track feedback or trending topics in real time is another notable gap.

2.4 Promotion

Workpoint benefits from its established entertainment brand, which lends trust and recognition to its news program. The blend of entertainment experience and serious journalism allows the news to appeal to family audiences, the elderly, and general viewers who value trustworthy content that avoids emotional manipulation.

However, promotion strategies remain limited. The news team has not fully leveraged personal branding through platforms like TikTok, YouTube Shorts, or podcasts. Anchors, reporters, and editors have yet to build individual media presences to connect with younger or niche audiences.

Additionally, behind-the-scenes content-such as ethical decision-making, fact-checking processes, or live production challenges-has not been used to strengthen viewer connection or trust. Engaging in CSR and media literacy initiatives to build public awareness and social responsibility, positioning Workpoint as a trustworthy and ethical news leader.

Discussion of Findings

This study aimed to assess the quality of Workpoint's news programming and the application of marketing strategies to enhance its competitiveness in the digital TV era. Drawing upon relevant theories and international literature, this section synthesizes and contextualizes the empirical findings within four key dimensions:

1. Program Format and Content: Upholding Journalistic Integrity

Workpoint demonstrates a strong dedication to the core journalistic principles of verifiability, objectivity, and accuracy. This is in line with Wibowo (2022), who emphasizes that, particularly in the age of disinformation, media should put public responsibility ahead of viewership metrics. In order to improve long-term credibility, the network uses a multi-layered editorial screening procedure that includes fact-checking, ethical evaluation, and visual appropriateness (Alonzo and Homan, 2021).

Workpoint's ability to institutionalize ethics through operational processes, like editorial duties that are clearly defined and hierarchical content verification, is one of its main advantages. A public-facing ethical framework, or "public code of ethics," could, however, strengthen the function of the media as a societal forum by enhancing transparency and fostering audience trust in response to the difficulties presented by information overload and fast-paced reporting.

2. News Anchors and Journalists: Professionalism and Ethical Reporting

Workpoint's personnel demonstrate a deep awareness of their role as public communicators. Anchors use respectful, neutral language, aligning with the Safe and Creative Media Development Fund (2020). Field reporters exhibit ethical sensitivity, avoiding interviews with victims during crises and refraining from broadcasting identifiable footage-practices consistent with the cultural and social accountability discussed by Hanitzsch et al. (2019).

Despite strong ethical grounding, informants suggested further training in contemporary cultural literacy and sensitive topics such as gender diversity and local politics. The implementation of an AI-driven ethical risk alert system and the creation of a sensitive-news database could prevent ethical oversights in fast-paced production environments (Diakopoulos, 2019).

3. Presentation Techniques: Modern and Platform-Responsive

Workpoint adopts a cross-platform content strategy using the "multi-format by design" model—landscape videos for YouTube/TV, vertical formats for TikTok, and snackable content for mobile audiences—aligning with Nielsen and Kalogeropoulos (2021). Infographics, motion graphics, and AI captioning help simplify complex information (Pavlik, 2013). The use of cloud-based tools and visual templates also enhances real-time collaborative efficiency.

While the program’s technical execution is strong, it could further benefit from exploring AR/VR content or live interactive news formats that enable real-time audience engagement through voting or polling. These tools transform news consumption from a passive act into a participatory experience.

4. Audience Participation: From Viewers to Co-Producers

Workpoint embraces participatory journalism through chatbots, dashboards, and social media-based reporting systems, consistent with the 4A model (Westlund and Lewis, 2020). Viewer engagement is encouraged through co-creation tools, including behind-the-scenes series, topic voting, and live Q&A sessions, which help foster brand loyalty.

Transforming audiences into active participants enhances media credibility and bridges the trust gap with mainstream media. Future developments could include establishing a “news commons” to let audiences co-define news agendas or organizing monthly virtual town halls with news teams. Empowering viewers in agenda-setting processes reframes news as a shared social good rather than a one-way broadcast product—a critical paradigm for 21st century journalism.

Marketing Strategy: The 4Ps Framework

Workpoint has implemented the 4Ps marketing strategy to some extent, successfully positioning itself as a credible and accessible multi-platform news provider; however, the overall application of the marketing mix remains incomplete, highlighting opportunities for more strategic and integrated development.

1. Product

The news program on Workpoint has a strong emphasis on factual accuracy, lucidity, and clear communication using audio, graphics, and easily understood language. It is based on responsible journalism ideals and aims to engage a broad audience. However, the show does not have a segmented content strategy that targets particular demographics, such as providing socially relevant content for older audiences, brief analytical summaries for working professionals, or inspirational news for younger viewers.

The program's ability to use AI to deliver customized material is limited by the lack of personalization tools or recommendation algorithms, which are frequently employed by international news platforms like the BBC, CNN, or NHK+ (Thurman and Schifferes, 2012; Lindgren, 2019). Furthermore, despite their shown ability to improve viewer involvement and cultivate a feeling of ownership, interactive news formats-such as audience voting on subjects, real-time Q&A, or participatory fact-checking-have not yet been extensively adopted (Lewis et al, 2014).

2. Price

Workpoint has not yet created value-added income models, despite the fact that its news material is freely available on television, YouTube, Facebook, and TikTok, enabling a wide audience reach without direct financial constraints. These could be pay-per-insight access to premium content, subscription systems, or tiered membership programs, such to the methods used by Nikkei Asia, The Guardian, or The New York Times.

As audience behavior changes toward ad-free experiences through platforms like YouTube Premium and on-demand streaming services, relying solely on advertising revenue may present long-term sustainability problems. As a result, Workpoint ought to think about expanding its sources of income. A "WP+ Membership" for viewers looking for behind-the-scenes information or exclusive investigative content is one option; this strategy would not only bring in money but also foster a devoted and active community.

3. Place

In order to adapt to changing media consumption trends, Workpoint shows a remarkable strength in content distribution by skillfully leveraging a variety of platforms, including television, official websites, and social media outlets like YouTube, Facebook, TikTok, and Instagram. But according to the report, there isn't a real-time analytics dashboard or an integrated content management system (CMS) that can combine and track viewer behavior across platforms.

In contrast to global news outlets like Deutsche Welle or Al Jazeera, which successfully handle cross-platform content delivery, Workpoint might not be able to meet the standards for data-driven strategic planning and performance optimization without such a system. In order to improve targeting accuracy, production efficiency, and platform responsiveness in a sustainable way, Workpoint should think about creating a consolidated CMS and audience analytics system.

4. Promotion

Workpoint's promotion is aided by a reputable company image and a clear, approachable news presentation style that stands in stark contrast to the highly charged content that is frequently shared on social media. However, there is need for more strategic improvements, especially in the form of "news personality branding." To promote openness, closeness, and trust, this could entail pushing field reporters and anchors to run their own YouTube channels, create short-form TikTok news, or engage in live viewer conversations (Chadha and Wells, 2016).

In a time when consumers value the individual above the organization more and more, such an approach may also lead to the development of sub-brands within Workpoint that compete with independent news producers. Furthermore, revealing behind-the-scenes information about editorial decision-making or fact-checking procedures could increase viewer engagement and confidence even more.

In conclusion, Workpoint lacks an integrated strategic marketing system that aligns all four marketing mix dimensions, despite its obvious capabilities in content distribution (Place) and brand image (Promotion). Workpoint will be able to broaden its customer base, diversify its product offerings, and maintain its competitiveness in the quickly changing digital news landscape by shifting from a broadcast-centric to an audience-centric model, bolstered by real-time data analytics and platform-sensitive communication tactics.

Guidelines for developing news programs to create a competitive advantage for television operators in the digital TV era. A case study of Workpoint Entertainment Public Company Limited.

Based on qualitative interviews and theoretical synthesis, the study concludes that Workpoint's news program demonstrates key strengths in accessible presentation, credibility, and digital adaptation. However, limitations persist in content innovation, technology use, audience interaction, and marketing. Therefore, strategic directions are proposed to enhance competitiveness and long-term sustainability in line with modern media consumption trends.

1. Enhance Content Depth and Ethical Standards

Developing investigative and analytical journalism is essential for improving news quality, especially amid increasing misinformation and superficial reporting. In-depth reports such as "Why Are Prices Rising?" or "Where Does the State Budget Go?" help the public understand underlying structural issues (Graves, 2017; Carlson, 2009). Establishing a "Community Desk" where citizens can propose

topics for investigation reflects a community-led agenda-setting approach and fosters grassroots trust (Fletcher et al., 2020).

2. Leverage Technology for Participatory Storytelling

The application of AI to analyze viewer sentiment on social media and the use of sentiment analysis to guide editorial direction allows for a responsive and context-aware newsroom (Stray, 2019; Graefe, 2016). Interactive journalism-where viewers select news topics or participate in fact-checking-has been adopted by outlets such as The New York Times and BBC to promote engagement and build a sense of news ownership and brand loyalty (Merten, 2020).

3. Build News Branding and Anchor Identity

Personal branding of news anchors-for example, segment-based programming like “Morning News with [Name]” or behind-the-scenes field vlogs-can strengthen the audience's emotional connection with journalists. This approach is widely adopted by modern media outlets like NowThis and Vox Media, particularly among younger audiences (18-34), who value authentic communication over institutional formality (Rosenstiel et al., 2015; Brandtzaeg and Følstad, 2017).

4. Embrace Platform-First and Format-First Content Design

A platform-first strategy involves designing news content specifically for the intended platform from the outset. For example, TikTok content should be vertical, under one minute, and auto-captioned, while YouTube Shorts should capture attention within the first five seconds. This departure from traditional broadcast formats enhances platform efficiency and reduces content adaptation costs, aligning with emerging norms in post-linear digital news consumption (Nielsen and Kalogeropoulos, 2021).

5. Expand News Marketing through CSR-Based Content and Media Literacy Campaigns

News programming can serve broader civic purposes. For example, initiatives like "Workpoint Green" (environment), "WP Justice" (civic rights), or youth-oriented media literacy campaigns such as “Know the Media, Know the News” can position Workpoint as a socially responsible media entity. These initiatives can also attract partnerships with public agencies and civil society organizations (Livingstone & Bulger, 2014; UNESCO, 2021), elevating Workpoint’s role as a civic actor within society.

6. Establish Real-Time Audience Analytics and a News Content Lab

Developing a real-time analytics dashboard to monitor viewer behavior—such as average watch time, shareability, and high-engagement topics—can support timely editorial adjustments (Cherubini and Nielsen, 2016). Additionally, an in-house "Content Lab" can experiment with innovative storytelling formats, such as virtual studios, 360° video, or interactive quizzes, reinforcing Workpoint's image as a leader in news innovation (Pavlik, 2013).

7. Align Audience Engagement with Revenue Models

Introducing a subscription-based model (e.g., "WP+ Membership") for premium content—such as early access, behind-the-scenes features, or participation in topic selection—follows successful models used by The Guardian and Mediapart, which sustain operations without advertising (Cornia, Sehl and Neilson, 2020; Newman et al., 2023). This approach fosters long-term audience loyalty and builds a community of committed supporters.

These strategic directions illustrate Workpoint's potential to evolve beyond a traditional content broadcaster into a facilitator of collaboration between media, technology, and communities. By doing so, Workpoint can enhance not only content quality but also the cultural and societal value of its media brand. Ultimately, the integration of technology with journalistic ethics—what may be termed "tech-ethical integration"—is the cornerstone of sustainable news organizations in the 21st century.

Recommendations

This study presents several limitations, including constraints related to the timeframe and context of a rapidly evolving digital media landscape, the limited perspectives gathered solely from internal news producers, and the single-case study design focused on a hybrid news-entertainment organization. Additionally, the qualitative nature of the research restricts statistical generalization, while fast-paced technological changes may affect the long-term relevance of the strategic recommendations.

To address these limitations, future research should broaden its scope to include diverse audience groups across platforms, explore the integration of AI and emerging media technologies, conduct comparative analyses across different news organizations, examine alternative revenue models, employ quantitative validation methods, and promote culturally inclusive content. These directions would contribute to more meaningful, effective, and future-ready news communication strategies.

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