Integrating New Media and Old Media: Seven Observations of Convergence as a Strategy for Best Practices in Media Organizations

by Gracie Lawson-Borders, Southern Methodist University, Dallas, U.S.A.

Introduction

Convergence is the window of opportunity for traditional media to align itself with technologies of the 21st century. The digitization of media and information technology and the ensuing transformation of communication media are major contributors to convergence (Gershon 2000; Fidler 1997). Digital technology compresses information and allows text, graphics, photos, and audio to be transmitted effectively and rapidly across media platforms. The phenomenal growth of the Internet from the introduction of the Mosaic graphical browser to PDF files, audio and streaming video has resulted in a rapid expansion of online content. Changing demographics and competing messages have made the Internet particularly attractive to traditional print and broadcast media who have sought to protect brand name and their historical specialty of gathering and disseminating news, information, and entertainment.

The integration of content across media platforms to connect users is part of the goal of convergence in media organizations. This is all in its infancy and it’s happening because newspapers are seeing subscriptions declining and TV stations are watching viewers decline and they figure that if they can cross promote each other and share resources, they can attract new audiences and save money,’ according to James Gentry, dean of the University of Kansas School of Journalism (Wendland 2001, par. 11). Gentry states by 2001 there were some 50 media partnerships or affiliations across the U.S. practicing convergence, and the lure for the media companies ‘is increased advertising revenue brought about by higher ratings, more subscribers, or more website traffic’ (Wendland 2001, par. 10). There is an economic and philosophical duality to the convergence goal for media organizations that seek to capture users and audiences for their online and offline business units.

The Study

This study examines convergence as both a concept and a process. I examine the current state of convergence, various definitions of convergence, convergence practices, and I identify Seven Observations of Convergence to be used as a strategy for best practices in organizations to integrate new and old media. Everett Rogers’ (1995) diffusion of innovations and the five stages of the innovation process in organizations, coupled with innovation management research (Day & Schoemaker 2000; Murtha, Lenway & Hart 2001; Saksena & Hollifield 2002; Wheelwright & Clark 1992) are theoretical foundations used to examine the infusion of technological change into business practices in the media industry. The study is based on research conducted during the summer of 2002, and includes excerpts from more than 36 hours of taped, in-depth interviews, participation-observation field study, and archival documents from three leading corporate

Abstract

This study examines convergence as both a concept and a process. It examines the current state of convergence, various definitions of convergence, convergence practices, and it identifies Seven Observations of Convergence to be used as a strategy for best practices for organizations to integrate new and old media. Everett Rogers (1995) diffusion of innovations and the five stages of the innovation process in organizations, coupled with innovation management research are theoretical foundations used to examine the infusion of technological changes into business practices in the media industry. The study is based on research conducted during the summer of 2002 that included in-depth interviews, participation-observation, and archival documents from three leading corporate media groups and convergence pioneers-Tribune Company, Media-General, and Belo Corp at their integrated business units in Chicago, Dallas, and Tampa, Florida. The three organizations were selected for field study because they are convergence pioneers that fell under the grandfather clause of the U.S. Federal Communications Commission 1975 cross-ownership rule and were allowed to maintain ownership of their television broadcast and newspaper business units in the same market.

Gracie Lawson-Borders, Ph.D., (gracie@mail.smu.edu)
is an Assistant Professor at Southern Methodist University, Dallas, Texas, U.S.A. Her research focuses on media convergence, media management and ethics.

media organizations. Tribune Company, Media General, and Belo Corp. are pioneers in convergence at their integrated business units in Chicago, Dallas, and Tampa, Florida. The convenience sample set of the three organizations was also selected for field study because they are convergence pioneers that fell under the grandfather clause of the U.S. Federal Communications Commission (FCC) 1975 cross-ownership rule and were allowed to maintain ownership of their print and broadcast units in the same market (Gomery 2002). (Author’s Note: the FCC abandoned the cross-ownership rule on June 2, 2003.) When the three companies include their online business units, they have three platforms to deliver content in one market. In Dallas, Belo also owns The Dallas Morning News, WFAR the ABC affiliate, and the statewide cable, TXCN. In Chicago, Tribune owns The Chicago Tribune, WGN radio and WGN-TV, and a local cable franchise, CLTV. Media General in Florida owns The Tampa Tribune, and WFLA the NBC affiliate. Tribune, Media-General, and Belo are touted in the popular press, trade press and scholarly works as examples of organizational commitment to convergence practices.

The research questions that guide this study are:
1. What are the daily processes used by media organizations to operationalize convergence in their newsrooms?
2. What best practices or business models have been identified as applicable for convergence?
3. What are the cultural changes (for employees and the organization) that occur when media outlets adopt convergence as a way of doing business?

The media industry is challenged by emerging digital technologies that have hoisted innovations in technological tools into business units with incredible speed. The transformation to electronic delivery of content and the channels we select have accelerated. What has facilitated so much of this change in data and content is the distribution system that has pushed beyond dots and dashes through wires to millions of 0s and 1s, the digitization of content (Negroponte 1995). Compaine (1981) argues that the information marketplace presents different challenges because of shifting boundaries as technology increased the variety of delivery channels. The content of messages is not changing so much as it is the range of alternative conduits by which they can be processed and transmitted and the variety of formats in which they can be displayed,’ according to Compaine (1981, p. 135). Media organizations in today’s environment must cope with technological changes that move exponentially to the next competing content delivery device.

The wedding of technology and content delivery by computer has opened the doors to new opportunities in the media industry under a term called convergence. Chris Kelley, editor of Belo Interactive’s Dallas Web Operations, states that we are in a ‘digital revolution’ that is powered by the convergence of different content delivery technologies (Kelley. C. 2002. pers. comm. 3 June). Where convergence will lead is still unknown, but the media industry is stretching to meet the challenge in an evolving multimedia environment.

**Defining Convergence**

Convergence definitions vary, but in most incantations it is the blending of old media, (e.g., traditional media such as magazines, newspapers, television, cable, and radio) with new media (computers and the Internet) to deliver content. Convergence is an elusive term that is used in multiple contexts, and is often ambiguous in its definition. Jenkins (2001) argues convergence is not a simplistic statement of electronically retrieving information but occurs on multiple levels through five processes: technological, economic, social, global, and cultural convergence. Seib (2001) states, ‘convergence involves marrying the slick format of television to the almost infinite information-providing capacity of the Internet’ (p. 7). Andrew Nachison of the American Press Institute’s Media Center defines convergence as ‘the strategic, operational, product and cultural union of print, audio, video and interactive digital information services and organizations’ (Nachison, A. 2002, pers. comm., 9 Aug.).

The list of convergence definitions are consistent in the discussion of blending technological capabilities to deliver content on multiple platforms through computer driven distribution systems.

I characterize convergence as the realm of possibilities when cooperation occurs between print and broadcast for the delivery of multimedia content through the use of computers and the Internet. This is based on a model illustrated in Figure 1 that privileges electronic delivery of content by using computers and the Internet as the core at which the intersection of data can arrive from numerous platforms.

![Figure 1: Convergence Definition Model](image-url)
The current debate revolves around the issue of whether media organizations are in the content business and what are the complimentary channels to deliver that content. Convergence is driven by the intersection of content delivery through different platforms, but what content gets there and how in that combination of text, audio, and video is central to the decision. The interactivity provided with online content delivered by the computer is enticing. The old one-way model of mass communication from one source to many, must adjust in the converged world to a two-way communication from many individuals in an interactive new media environment.

**Theoretical Focus**

Rogers (1995) seminal work “Diffusion of Innovations” has been used in numerous industries as a theoretical foundation to examine how new innovations are adopted. Historically as new media devices are developed, users adapt in various ways according to a need that may be met or satisfied. From an audience perspective, media organizations must assess how to meet the needs of its end users in an electronic environment. From an organizational perspective, Rogers (1995) arguments on the innovation process in organizations, particularly the five stages of the innovation process: agenda-setting, matching, redefining/ restructuring, clarifying, and routinizing are noteworthy. In Table 1, the five stages of Rogers’ the innovation process are illustrated to examine their applicability to media organizations.

**Table 1: The Innovation Process in an Organization**

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<th>I. Initiation</th>
<th>Decision</th>
<th>II. Implementation</th>
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<tr>
<td>#1</td>
<td>Agenda-Setting</td>
<td>#2 Matching</td>
<td>#3 Redefining/ Restructuring</td>
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<td>General organizational problems that may create a perceived need for innovation.</td>
<td>Fitting a problem from the organization’s agenda with an innovation.</td>
<td>The innovation is modified and redefined to fit the organization, and organizational structures are altered.</td>
<td>The relationship between the organization and the innovation is defined more clearly.</td>
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Innovation management research focuses on issues organizations incur when new technologies enter their environment. The research has often addressed new products, competition, and privileged the adoption of innovations from the individual or consumer perspective (Frambach 1993; Edler & Meyer-Krahmer 2001). Buggle (2001) suggests in order to stimulate and manager growth four phases of innovation:

1. strategy development,
2. ideation,
3. evaluation, and
4. implementation must be incorporated in business processes.

Some research suggests the emphasis should be placed on creating a systematic process for generating and testing using the knowledge brokering cycle (Hargadon & Sutton 2000). Change can also be managed utilizing theoretical approaches such as Theory E, based on economic value; or Theory O, which focuses on organizational capability (Beer & Nohria 2000).

The old adage that innovation is often the mother of necessity is key in a competitive environment in which organizations adopt changes to remain viable. Therefore, to understand innovation management from the perspective of organizations is salient to understanding their adoption of technology (Saksena & Hollifield 2002; Frambach 2003).
The successful acclimation of new technologies into an organization entails embracing change through strategic management (Day & Schoemaker 2000). The two scholars suggest four solutions to handling change, which include widening the peripheral vision of the organization for better reception of early signals, developing a learning culture with mechanisms to foster collective learning, maintaining organizational flexibility strategically to adjust to environmental changes, and providing organizational autonomy for expanding new technologies while maintaining established practices (Day & Schoemaker 2000).

The transformation that computer-driven delivery of content brought to media organizations is understandable when consideration is given to the fact that organizations in competitive environments are more likely to adopt an innovation to remain viable even if it is considered a disruptive technology (Silverthorne 2002; Tidd 2001; Edler & Meyer-Krahmer 2001).

Convergence Processes

Media historians and scholars have noted that each medium builds and adapts to the one that precedes it. Radio was considered a threat to newspapers, television to its predecessors, cable was to unset television, and now satellite and the Internet hover as technological unrest for their predecessors. All of these mediums coexist in an intricate communication delivery system that has expanded choices for the public. Western readers are linear creatures accustomed to reading from left to right. The interactivity and hypermedia use of electronically produced text creates a dynamic experience for users (Fredin & David 1998).

Convergence is not static, but rather a continuum in which organizations must select the appropriate medium or combination thereof to reach their goals. Convergence for the sake of convergence is not advisable. The blending of media forms should be the strategy when the content and the delivery programs necessitate the arrangement, according to Forrest Carr, news director of WFLA-TV Channel 8 in Tampa, Florida. Carr’s television station is a subsidiary of Virginia-based Media General. ‘One of the basic truths about convergence is that not every story or tip that excites one platform is suitable for another. Sometimes a good newspaper story is just that—a good newspaper story, not suitable for TV,’ according to Carr (2002, par. 4). Media managers must be judicious in the choice of content for use across platforms.

Discussion of the various approaches, definitions, and characterizations of convergence helps to contextualize convergence as more than a concept, but a process in which organizations must manage in order to integrate content across platforms. The technological capabilities are key to enabling the daily process of convergence to occur as well as and understanding of users, and what their content delivery needs might be. This leads to my identification of Seven Observations of Convergence to guide the process within media organizations to enhance the integration of new and old media.

Seven Observations of Convergence

From my analysis and research of convergence in the media industry, I identify Seven Observations of Convergence as a form of best practices to be used as a strategy for media organizations in their efforts to operationalize convergence across business units. Identification of an issue or problem within an organization leads to practices that incorporate acceptance, development and growth. The seven observed elements of convergence are:

1) communication,
2) commitment,
3) cooperation,
4) compensation,
5) culture,
6) competition, and
7) customer.

They are not mutually exclusive and their dynamics are such that they don’t require a specific order, but rather they overlap at different points to serve as a guideline for best practices to expound on convergence as both a concept and process.

First, communication is imperative because every individual from corporate leaders to editors, and other media workers involved in the gathering and distribution of content must be involved in the ongoing conversation about convergence. If an organization is to successfully capture convergence, the planning and execution of processes must center on communication.

An example of integrating the communication of convergence into the fiber of the organization occurs daily at The Tampa Tribune. There are rules of engagement that state how business units will cooperate and share content. In Tampa, ‘The News Center Pledge, and WFLA-TV Channel 8’s ‘Statement of Philosophy’ are internal documents that articulate the philosophical approach to convergence at the business units. At The News Center, managers and editors conduct two budget meetings daily to discuss the content across business units. A scorecard is marked as the discussion focuses on daily coverage to identify where convergence occurred across platforms, diversity in content, and placement of stories. At the Chicago Tribune a similar process occurs at its daily budget meetings for content with interactive editors on hand to discuss how the newspaper, online, radio, cable and television content can be shared, promoted and integrated. The Chicago Tribune’s ‘Multimedia Journalism’ and the Tribune’s ‘Content Sharing’ policy statements elucidate their rules of engagement for convergence. At The Dallas Morning News the afternoon page one meeting, editors watch as a member of
the interactive staff, projects pages of the dallasnews.com site on the conference room wall. The editors are engaged in exchanging comments and ideas about convergence applications as they watch various section fronts and pages from the website projected on the wall. This type of communication and activity must resonate at media organizations if convergence is truly to serve as a concept and process that is operationalized only on a daily basis within organizations.

Second, commitment is an organization’s incorporation of convergence as a part of its mission and philosophy. This is the way the organization conducts business. This argument is more than a top down initiative, but a commitment externally and internally from corporate leaders to front line workers, economics, and technology. The economic commitment must be coupled with support of research and development as well as skills development and training (Smythe 1999; Griffith, Zammuto & Aiman-Smith 1999) Such a commitment is evidenced by Media General’s $40 million temple to convergence in Tampa-The News Center—which houses the television station, newspaper and online business units under one roof. At Tribune headquarters in Chicago, The Chicago Tribune, WGN, and Tribune Interactive sites are housed in Tribune Tower in downtown Chicago. The CLTV Chicagoland cable is housed in one of the newspaper bureaus in DuPage County west of the city.

At Belo’s Dallas-based headquarters local business units include The Dallas Morning News, WFAA-TV (the ABC affiliate), TXCN statewide cable, and dallasnews.com. All of the properties are located on one campus in downtown Dallas. The online operations are housed on one floor inside The Dallas Morning News. In 1997 Belo executives brought senior managers together across business units to discuss sharing resources, which was the forerunner to the convergence operation that exists today (Murphy 2002). Stuart Wilk, vice president and managing editor of The Dallas Morning News, states that the meeting was not without wariness on the part of executives from each business unit who were accustomed to being competitive and building their outlet’s brand (Wilk, S. 2002, pers. comm., 26 Aug.).

Third, cooperation is a necessity for editors, managers, reporters, and photographers to work together daily in a cooperative manner to share stories and ideas. Members of news organizations must be open to sharing ideas and making decisions on how convergence is best operationalized. The advancements of new media are not seen as supplanting traditional media, but rather offering an alternative for content delivery. For example, Forrest Carr, news director of WFLA-Channel 8 in Tampa, suggests that breaking news, enterprise, weather, and public service are areas where convergence works well, but not every print story translates to broadcast or the Internet or vice versa (Carr 2002). Some stories are better served on one platform.

Cooperation also entails staff from different departments and business units collaboratively working together to develop and execute ideas for content. In convergence operations, print and broadcast journalists or exchanging hats with print journalists conducting broadcast stand-ups or being interviewed on air. Broadcasts journalists are refining their skills to write for print and online units. At The Dallas Morning News, the multimedia liaison regularly attends meetings at the newspaper, online, and television units maintaining and office at each location. The Chicago Tribune set aside space in its fourth floor newsroom for a camera and desk operation for live newscasts and interviews for WGN-TV and its CLTV cable. These are examples of strategic initiatives used by different media to integrate convergence into the philosophy and practices of the organization.

Fourth, compensation is a growing concern for journalists, particularly in print, as expectations of the skills and knowledge of individuals are raised in the organization. Media managers must consider how to acknowledge and compensate for the additional skills and expertise expected of the changing roles of staffers. In a digital environment, journalists and other workers may have a specialty in one area, but having an understanding of the multimedia environment is at a premium. Though some media organizations are including multimedia initiatives by staff as part of performance reviews, managers have not taken a step to reward these skills monetarily.

In the winter 2000 edition of the Nieman Reports, journalists Jackie Barron (2000) described multimedia reporting in the era of media convergence as a continuous news cycle. Barron provided an account of covering a month-long murder trial in which she was responsible for providing daily footage for her Florida television station, writing a piece for the daily newspaper, and providing content for a daily online journal. Convergence transforms a journalist’s experience in the field. According to Barron: ‘Trained as a broadcast journalist, the greatest challenge for me was writing for print. ...The juggling act that came with meeting three deadlines during the same 24-hour period meant that I had to establish a pecking order early and stick to it’ (2000, p. 52). Barron explored the territory called convergence, but she did not receive additional compensation. Media managers will have to reconcile with the fact that additional training will be necessary for many journalists to operate across platforms (Rich 2002). Arguably, some debate in the industry centers on union contracts in several U.S. markets that prohibit job-sharing if journalists do not receive additional compensation (Steinberg & Sorkin 2003). The additional training and new responsibilities that are expected of journalists must result in pushing past merit pay into issues of enhanced com-
pensation. Employees that are trained, allowed to grow, paid well for their services, and yes, happy with their work, will perform better in a converged environment.

Fifth, cultural changes are necessary and continue to contribute to the acceptance and the advancement of convergence by working journalists. There are different cultures for journalists working in print, broadcast and electronic delivery environments. There is a difference in the language used and methods of production. Donna Reed, managing editor for The Tampa Tribune, states the three business units in Tampa met for two years before moving into The News Center. During that time they sought to share and learn the language and needs of each unit (Reed, D. 2002, pers. comm., 18 July). For example, the use of the term ‘budget’ has different meanings for print and broadcast journalists. One group understands budget as a newspaper’s slate of stories and photos, while the other pictures financials for the business unit. Print journalists have argued that they bring depth to the printed word, and suggest that sound bites and electronic clicks are not enough to satiate the needs of readers. Broadcasters recognized the visual nature of society and their ability to capture people’s attention. Among the many strengths of the Internet, is that it is interactive and has infinite space. The blending of the cultural dynamics that are specific to a medium is key to the success of convergence.

Sixth, competition is approached in different ways in the new media environment. No longer is the competitor just the local print or broadcast franchise, but online activities create national and global competition in local markets. The New York Times and New York Times Digital must compete with Yahoo, the Drudge Report, Microsoft, AOL, and others to be the voice of authority on news and entertainment. Though media organizations have relied on their history as gatherers of news and information, brand name, and credibility, there are companies such as Yahoo that seek a paradigmatic shift to new content providers. Media companies that are practicing convergence through different business subsidiaries must handle local competition in the core market as well as outside those limits. Organizations that do not own other media outlets in their markets are seeking partnerships to maximize the convergence potential.

Another competitor is ‘time,’ according to Stuart Wilk, of The Dallas Morning News (Wilk, S. 2002, pers. comm., 26 Aug.). There is a massive attempt to capture people’s attention at a time when most have little time for all of their needs from commuting, to jobs, family, activities, media, government, etc. The Internet only intensifies the 24-hour news cycle because of its immediacy. Any media organization with an online presence must be committed to immediacy through constant updates throughout the day. Though many media outlets state their online traffic volume increases from 9 to 5 daily as users arrive at offices where connections are faster through T1 lines and broadband, a dated online site sounds the death knell for reliable, fast and up-to-date information.

Seventh, the customer in the new media environment is central to convergence. Traditional newspaper readers were distinguished from television viewing audiences by their desire to have the printed, portable document in hand for perusal. In the era of convergence, when assessing online editions of newspapers, are the users readers or viewers of content? Does the broadcast and cable viewing audience remain as such, or become users or customers of multimedia by accessing through convergence processes, electronic content of all the mediums owned by an organization? The customer-reader, audience, viewer, or user-in a sea of changing terms have more control over which medium they choose for information.

Traditional media theories such as gatekeeping have privileged journalists such as editors, reporters, and news producers as the determinants of the flow of information. The Internet has created producers as well as consumers of media. In the convergence arena, that has been transformed and customers decide when and what they select to access. A computer, modem, time, and creativity can turn anyone into a producer of content economically accessible to millions. The segmentation of audiences dictates that people have diverse interests and utilize media in different ways. Media companies practicing convergence are challenged with how to meet those needs and when.

### Convergence Models

The Seven Observations of Convergence I posit here are salient because whether individually or as an aggregate they form a foundation for best practices to become embedded in an organization’s culture. These elements are central to research on media companies and convergence as media organizations seek to strategically position themselves to face competitors through the formulation of operating practices they consider essential in a converged environment. Business models may vary among business units under one corporate owner such as those discussed earlier in this study, or the goal may be to develop new partnerships and alliances in different markets to deliver content (Colman 1999).

The Chicago Tribune has been fine-tuning its model for quite some time, since the 1920s when WGN radio was used to promote the newspaper. The technological vision of the company is evidenced by an old Tribune photograph of the Clarence Darrow Scopes monkey trial. In that photo the radio call letters on the microphone for WGN translate to ‘World’s Greatest Newspaper,’ according to Vice President and Managing Editor Ann Marie Lapinski (2000). In addition to the convergence operations in
Chicago, Tribune Company has grown to a presence in the top three media markets of Chicago, New York, and Los Angeles that include 23 television stations, 15 daily newspapers, 3 cable outlets, 1 radio station, 1 magazine, and 15 online publications, and the Chicago Cubs, a Major League Baseball franchise. In addition to its Dallas properties, Media General’s holdings include 76 daily and weekly newspapers, 26 television stations, and several other venture partnerships. For the Belo Corp., its business units include 21 television stations, 6 cable outlets, 10 newspapers, and part ownership in the Dallas Mavericks NBA franchise.

Magretta (2002) argues good business models are essential for organizations and ‘a successful business model represents a better way than the existing alternatives’ (p. 88). The Wall Street Journal Interactive model continues to serve as a barometer of the possibilities of a paid-subscription model that has capitalized on brand, specialized content, and a targeted market (Steinbock 2000; Budde 1998). The partnerships and alliances that have proliferated in the media industry in recent years have contributed to convergence efforts in numerous markets. The relaxation of the FCC cross-ownership rule in 2003 may accelerate the number of mergers and acquisitions, partnerships, and alliances in the U.S. media industry. Global media conglomerates such as AOL Time-Warner, Viacom, Disney, and News Corp., which incorporate print, broadcast, film, entertainment, music and video games, may seek to accelerate cross-ownership of media properties and promotion of convergence operations on an international scale (Dreazen & Flint 2003; Hickey 2003).

Conclusion

In today’s technologically advanced society, there is a greater expectation of original content, interactivity, and a dynamic presence in an electronic environment. Internet and computer users have raised the bar for content providers on what is expected from an online experience. Media executives want to determine what will resonate across platforms with electronic information users. In Dallas, the focus of Belo’s convergence operations is to make its journalistic and business practices meet its customer needs across platforms. The same is true in Chicago and Tampa, as those convergence operations are enhanced and expanded. Although there are similarities, the business strategies are distinctive to the three media organizations and their markets. The Tribune Company, Belo, and Media General are among the leading convergence pioneers and serve as working laboratories for other media companies to observe.

What are we to make of the changing public in all of these markets? Individuals no longer access and utilize the media in the way they did just 10 years ago. Newspaper readership penetration is down, and younger audiences particularly 18-30 year olds are reportedly not reading newspapers (Newspaper Association of America 2003; Compane 2000; Dizard 2000). The Internet has become a channel for media companies to reach a younger audience while trying to maintain existing audiences. Broadcast news has evolved with viewers interchanging between cable and network television outlets. There is intense competition for the public’s time and attention. The Seven Observations of Convergence provide media organizations a strategic set of business practices in which to assess convergence processes and help to formulate or refine business models.

Limitations

The limitations of this study derive from the study’s time frame and selection of only three media convergence pioneers with a case study approach to the data collection. The study focuses more on the ‘what’ and ‘why’ of media convergence at this point and time as the industry adjusts the traditional model of content delivery through established mediums to newer models inclusive of the transformative nature of emerging technologies and new delivery channels. However, the study contributes to mass communication scholarship by serving as a snapshot of convergence at this moment in the industry as it is operationalized in the working laboratories of the three media companies analyzed in the study.

I suggest future research should expand into the ‘how’ of convergence and its implications as the evolution of emerging digital technologies continues to unfold. Future research on media convergence would benefit in being more longitudinal in its focus and include both qualitative and quantitative methods of collecting data. Even in the age of convergence, the nature of operations at media organizations is insular to those outside of the industry, therefore, understanding its business processes and organizational culture are key to extrapolating strategies utilized by companies.

I argue that convergence as a concept and process is in a stage of evolution, and it is unclear how the final chapter will unfold in the media industry. What is clear is that media organizations must continue in their quest for the best practices to integrate new media and old media in a converged world. This is a salient area of research for media scholars because of the visceral nature of the media industry and the uncertainties that lie ahead with advancements in technology and its applicability to convergence.
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