

# **Media Convergence in Ethiopia: The Practice of Ethiopia Radio and Television Agency/ERTA/**

**Zerihun Hailu**

**A Thesis Presented to the School of Journalism and Communication**

**Presented In Partial Fulfillment of the Requirements for the Degree of Master of  
Arts in Journalism and Communication**

**Advisor: Abdissa Zerai (PhD)**

**Addis Ababa University**

**Addis Ababa, Ethiopia**

**June 2013**



**Addis Ababa University**  
**School of Graduate Studies**

This is to certify that the thesis prepared by Zerihun Hailu, entitled *Media Convergence in Ethiopia: The practice of Ethiopia Radio and Television Agency/ERTA/* and submitted in partial fulfillment of the requirements for the Degree of Master of Arts in Journalism and Communication complies with the regulations of the University and notes the accepted standards with respect to originality and quality.

Signed by the Examining Committee:



Examiner \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

Examiner \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

Advisor \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

---

Chair of department or Graduate Coordinator

## ABSTRACT

### **Media Convergence in Ethiopia: The Practice of Ethiopia Radio and Television Agency /ERTA/**

Zerihun Hailu

Addis Ababa University, 2013.

Literature on media convergence clearly shows that countries across the globe are entered into the new phenomenon. Ethiopia as a country and Ethiopia Radio and Television Agency as a media institution are experiencing convergence since 2001. However, little is known about the meaning and benefit of convergence. With the view to bridging this knowledge gap, the study aims at examining the experience of convergence in ERTA. In order to analyze the structure and change of ERTA newsroom and workflow, Diffusion of Innovations theory is used as a conceptual framework. A qualitative phenomenological study designed is also employed. What is more, an in-depth interview was conducted with nine journalists from the three platforms including the management. In order to make up for the shortcomings of the in-depth interview, document analysis and participant observations were employed.

Data was analyzed through thematic analysis. From the research analysis, the finding is obtained that ERTA as a media institution is on the path to adopting a cross media platform, or is functioning at the level of newsroom 2.0, where collaboration and integration has occurred among the media platforms to gather and define the news contents for each platform. However, ERTA has not restructured the newsroom as a full convergence newsroom, which could integrate the high level of convergence. To do the changes and structure the newsroom and the work flow process, the

management admits that they have faced some constraints in doing the convergence. Absence of medium specific leadership is the major hurdle for the newsroom. In order to maintain the brand as a strong national media company with diversity of voices, ERTA needs to go far better than where it is now.

## **Acknowledgements**

This thesis project couldn't have been completed in this form without the encouragement and support of many persons, including my advisor, family, and friends.

First of all, I am highly indebted to the Almighty God for making everything possible. I am very grateful to my advisor, Dr. Abdissa Zerai, who not only was advising me but also was encouraging me to have the paper done. I have benefited a lot from his tireless effort in making sense of the issues. I have learned much from his thorough and frequent comments as well as prompt response. I appreciate his help ranging from shaping the focus of the topic to having it the way it is now. One last point, I understand that, no book can substitute the place of a good advisor and I thank him for this.

I would also like to thank my mother for being there whenever I needed her words of encouragement, from a distant abode. My gratitude goes to the rest of my family who were there to comfort me while undertaking the study. I am grateful, especially, to my sisters Mekdes Hailu and Roza Hailu for their dedication in helping me not only in the course of undertaking the research but also in fulfilling their responsibility as sisters.

I would not let this opportunity escape without expressing my gratitude to Kebede Kassa, Yohaness Gedamu whose contributions were significant in the successful completion of this study.

I would have been more joyful had my beloved dad been around, and I dedicate this thesis to his memory.

## Table of Contents

<b>Table of Contents</b>	<b>Pages</b>
Abstracts.....	i
Acknowledgements .....	iii
Table of Contents.....	iv-vi
Lists of figures.....	vii
List of acronyms .....	viii
<b>Chapter One</b>	
1. Introduction. ....	1
1.1. Background of the study. ....	1
1.2. Statement of the problem. ....	5
1.3. General objective... ..	8
1.3.1 Specific objectives. ....	8
1.4. Research questions.....	9
1.5. Significance of the study .....	9
1.6. Scope of the study.....	10
1.7. Limitations of the study .....	10
<b>Chapter Two</b>	
2. Review of Related Literature .....	11
2.1. Historical and conceptual overview of convergence .....	11
2.1.1 Historical overview of convergence.....	11
2.1.1.1. Media studies use of the term convergence .....	13
2.1.2. Conceptual Overview of Convergence .....	16

2.2. Models of convergence .....	20
2.2.1. Convergence: ownership .....	21
2.2.2. Convergence: tactical .....	23
2.2.3. Convergence: structural.....	24
2.2.4. Convergence: information gathering.....	25
2.2.5. Convergence: presentation (information gathering... ..	26
2.3. Debates on convergence.....	27
2.4. Convergence continuum model.....	30
2.5. Types and components of contemporary newsroom .....	32
2.5.1. Types of newsroom convergence.....	32
2.5.1.1 -Newsroom 1.0 .....	34
2.5.1.2 -Newsroom 2.0 .....	34
2.5.1.3 -Newsroom 3.0.....	34
2.5.2. Components of newsroom.....	35
2.6. Obstacles of media convergence .....	36
2.7. Theoretical framework: Diffusion of innovations.....	38
2.7.1. Agenda setting .....	40
2.7.2. Matching.....	41
2.7.3. Redefining/Restructuring .....	41
2.7.4. Clarifying.....	42
2.7.5. Routinizing .....	43
<b>Chapter Three</b>	
3.1 Introduction .....	44
3.2. Methodology.....	44
3.3. Rationale for Qualitative Research Method .....	45
3.4. Research site .....	48

3.5. Sampling technique.....	49
3.6. Participant selection.....	49
3.7. Data Collection Tools .....	50
3.7.1. Interview.....	50
3.7.2. Participant observation... ..	51
3.7.3. Archival Records.....	51
3.8. Analytical Procedures .....	52
 <b>Chapter Four</b>	
4. Data Presentation and Analysis .....	53
4.1. ERTA Practitioners perception of newsroom convergence. ....	53
4.2. Barriers of newsroom convergence.....	59
4.3. The state of quality journalism in convergence phenomenon .....	62
4.4. Is convergence a threat or an opportunity for ERTA NEWSROOM?.....	65
4.5. Training and communication strategy in ERTA.....	68
 <b>Chapter Five</b>	
5. Conclusion and Recommendations.....	74
5.1. Conclusions .....	74
5.2. Recommendations.....	76
Bibliography .....	78
Appendix one .....	88
Appendix two.....	90

**List of Figures**

Figure 1.1. Types of Newsroom (Pit Gottschalk, 2010)..... 34

Figure 1.2. Convergence Continuum (Daily et al., 2003)..... 59

## **List of Acronyms**

ERTA- Ethiopia Radio and Television Agency

BBC- British Broadcasting Corporation

## **Chapter One: Introduction**

### **1.1. Background of the Study**

The media industry is dynamic and innovations are constant. Change is more pervasive and happening more quickly than at any time in the history of the media industry. Technological advances across all forms of media are bringing about a revolution. Huge improvements in gathering, production and delivery of content are occurring almost daily and traditional media systems are attempting to keep up with the rapid changes and improvements that new media technologies bring. Ethiopia cannot be immune from such changes. As historical records show, the first formal manuscript had been introduced to Ethiopia in the 15<sup>th</sup> century in the language of Geeze (the Ethiopian liturgical language). After that, several manuscripts which were useful as materials to the royal families and to the religious groups were made available. After the first printing machine was introduced to the world in the 16<sup>th</sup> century, the invention came to Ethiopia during the reign of emperor Menelik II in the late 19<sup>th</sup> century. Before the first Amharic news- paper, A'emro, there was no any media which could help the rulers, the citizens and the societies to communicate with each other. Therefore, the introduction of Aemiro newspaper, which was hand written at its commencement in 1902, heralded the beginning of journalism in Ethiopia. Since then, journalism has been expanding in print and electronic format (Birhanu cited in Getachew 2003: 519).

Though Ethiopia is an ancient country, she is late to experience the ICT. She has used the primary resources for a long period of time; and the mass media, both print and electronic, has short history since it has been as introduced as institution for providing information to the public.

The audio (radio) and video (television) technologies emerged in the country in 1935 and in

1964, respectively. However, when we look at the media development and progress in the country, we can say that it lags far behind other nations. The TV channels are only 3 in number after a century of its introduction. If we look at its transmission area coverage, techniques, programs and air time, much remains to be done. The Ethiopian Television has 24 hours transmission. The other two channels, ETV 2 & 3, have only 18 hours of transmission, reaching limited areas. In fact, the media may learnt many things by itself but their mission is more concerned on the governmental issues, as long as they are under the authority of the government itself."As members of society and being role takers in discharging informational functions, irrespective of the medium's ownership style, journalists do not escape the influence of the ideologies in the system,"(Birhanu cited in Ramaprasad, 2001; Shoemaker and Reese, 1996).

Various efforts have been exerted to pressure the government to allow private television station since the régime of H/ Selassie, but the door is still closed. The main reason for the failure was the fact that the government was too suspicious to give permission to those who wanted to establish TV station privately and it was also very pessimistic with regard to the ownership of a TV station by private or commercial organization. To be clearer, the government had fear of the possibilities of problems that could be encountered in controlling the whole concepts of programs having to be transmitted by the prospective TV station," (Leykun Berhanu, July 5, 1997: P.4).

The oldest electronic media is the Ethiopian radio. It is also under the administration of the government. It reaches the whole area of the country and beyond. In recent years, some FM radio stations like FM Addis 97.1 (24 hrs transmission), FM 96.3 (Addis Ababa Administration Radio), FM 102. 1 (private radio), FM 105.1 (English and some other foreign language based radio), and others have emerged. Most of the FM radio stations have 18 hrs of transmission.

When we come to the new powerful media, Internet, the sector in the Ethiopian context, is not well- utilized by the people and it can be said that there are no organizations which are providers of website news; however, ethiomeia.com, Nazareth. Com, and iagaforum.com are some of news websites which provide news; but these websites are established abroad. The websites based in the country are largely providers of their own company reports and profiles.

This being the case, however, with the proliferation of the internet, the media industry in the world has been undergoing a fundamental paradigm shift since the end of the 20<sup>th</sup> century. More and more media companies have merged with local news papers, television stations, on line news operations and radio stations to disseminate news via multiple media platforms. Some media companies have co-operated with other media companies to report from multiple platforms without going through business mergers. More media companies, on the other hand, have done multiplatform reporting on their primary platform, such as newspaper or television, and on their on-line news site. Such a trend of media convergence has brought up many concerns, such as the need to update news staff, production quality and who is benefiting from convergence, (Huang et al. 2006, P. 2).

Media convergence is a recent phenomenon that has come with the advancement of technology. Since the late 1980's, the term convergence has been used to refer to a variety of concepts related to the technological transformation of telecommunications; it has had heterogeneous meanings, complementing each other on occasions and elusive on others. This is due to the variety of approaches and perspectives adopted in studies on media convergence: technological (Forgacs, 2001; Idei, 2002), cultural (Jenkins, 2006), business (Killebrew, 2005; Lawson- Borders, 2006), all of which highlights the close relationship amongst technology, industries, markets and business.

Certainly, there is no single and unanimously accepted definition of the concept of

convergence. In fact, a great part of the research related to this question underlies the difficulty of reaching such consensus. And this conceptual discrepancy affects both the academic and the professional literature.

As indicated above, the Ethiopian radio was launched in 1933 while the Ethiopia television /ETV/ was inaugurated in 1964. However, these two distinct media outlets came under the same roof in 1995 forming the Ethiopian Radio and Television Agency /ERTA/. ERTA disseminates its news and programs nationwide and overseas via Radio, Television, and online, (www. erta .gov. et). As the largest national media in Ethiopia, (National radio, FM 97.1, TV, Online), ERTA has made some new changes by introducing and promoting the news readers' culture in reading news. The broadcast content is transformed into other news outlets and is able to be viewed in many platforms. It serves as the largest mega portal in Ethiopia via its website (erta.com) erta.com.

Regarding the development of media industries in Ethiopia, some people think that our national media has not converged yet; but others argued that it has converged, because it applies content sharing among the different platforms. According to an editor from ERTA (personal communication, September 23, 2012), "ERTA is moving in the direction of convergence, but it needs to figure out how convergence will be implemented in the organization.

As Cindy (2011, P. 7) stated "Convergence is a key point to maintain the relationships between the media and its public by building a two-way communication channel between traditional media and their public." In line with this, Lawson- Borders (2006, P.8) argued that "convergence could also be viewed as the window of opportunity for traditional media to align itself with technologies of the 21<sup>st</sup> century"

What one should bear in mind is that, "convergence doesn't mean ultimate stability or unity.

It operates as a constant force for unification but always in dynamic tension with change... There is no immutable law of growing convergence; the process of change is more complicated than that" (Jenkins, 2006, P. 11); hence the way is widely open for a better change and what is needed is exerting maximum effort to achieve the desired convergence level. ERTA's move towards adopting convergence cannot be an exception this regard.

## **1.2. Statement of the Problem**

The Gutenberg era was over. A new digital communications technology has emerged. An electronic superhighway is beginning to girdle the globe as voice, video, and data convergence, bring in their wake a new basket of digital, multimedia and interactive communication technologies.

The popularity of the digital media and the availability of a borderless world of communication networks have formed a new environment, supported by the Information and Communication Technologies (ICT). With this influx of information, Ethiopia is moving to the new era of knowledge creation and fast-moving competitive edge. The new technology has blurred the boundaries between telecommunications, broadcasting and computing industries, in terms of roles, functions and economic scales. "Because of significant changes in technology, globalization, regulatory reform and demographic changes, media organizations must develop innovative strategy to survive the competitive media world" (Hendricks, 2010).

After surveying 200 newspaper publishers worldwide, the World Association of Newspapers found: "Despite a somewhat gloomy outlook for wholesale convergence in media companies worldwide in the near term, convergence is already being implemented with varying degrees of enthusiasm and speed among the world's media companies" (Convergence: Fact or Fiction? 2001, P. 3).

From the above survey, we can understand that convergence is happening already on a global scale. Because of this, some media scholars and media practitioners predict that the old media would be dead. Meyer (2009), in the vanishing newspaper, calculated that “the first quarter of 2043 will be the moment when news print die in America as the last exhausted readers tosses aside the last crumpled edition (The Economist August 24, 2006). This is because the audiences are looking another media outlet. The convergence phenomenon is also a threat to broadcast. Rozell states" While television remains the most influential medium, in American politics, in terms of numbers of consumers and campaign dollars spent, it is clear that television has a challenger on the scene: the internet" ( Media Power, Media Politics, p. 297).

Due to this advancement of technology and migratory behavior of the audience, many countries across the globe are adapting their media environment to the new phenomenon, convergence.

It has the potential to vastly increase the range of services available, and offers its users a large choice of applications but new technologies alone will not ensure success. It is the people who use it who will decide the future of multimedia. The user's wants and needs; how they will manage the flood of opinions; and, above all, whether or not they will pay for the freedom of choice is what counts. As Jenkins (2006), an American scholar of media studies stated, “Convergence is not just about technology shift, but relates with the brains of consumers.”

Convergence changes the media landscapes across the globe by exploiting the relative strengths of each medium “Convergence brings together the depth of newspaper coverage, the immediacy of television station and the interactivity of the web, (Media General, 2003, P.4). However, it doesn't mean that media convergence is devoid of shortcomings and free of criticism. Critics complain that by requiring journalists to be jack of all trades, (print,

broadcast, and web,) the journalists will be masters of none. An ardent opponent of convergence, Robert J. Haiman, president emeritus of the Poynter Institute and ex-editor of the St. Petersburg Times, argued that the converged media world is one from which good journalism and, good journalists are going to be in great need of defense, (Haiman, 2001). In other words, the vast potential of information and communication innovations such as satellite and telecommunications systems and the computer based communication network, the internet, is indeed a blessing. However, it could affect social changes and development in a country. Advances in information and communication technology, particularly the internet has also brought about new challenges in the media régime, especially in the news environment.

Consequently, with the advancement of technology and migratory behavior of the audience, many media industries across the globe adjust their media environment with this change; though these news organizations have been embracing convergence at different speeds (Giner, 2001). Thus, there is no way that Ethiopia can escape from this wave.” We can’t direct the wind... but we can adjust the sails.” ERTA, as a media company, is in transition to convergence, adjusting itself with this wave of change. With the new environment, there might be uncertainty and problems. Different research and case studies show the experience of developed countries like USA and Europe including Scandinavian countries. Even, the experience of these countries show that still the practice is in its infancy and poses relevant questions about the future of journalism (Salaverria, Garcia Aviles, and Masip, 2008).

For developing countries, like Ethiopia, the challenge (especially from technological point of view) is enormous, and could be devastating; because technology appears to be the acting as a super-catalyst in the convergence race. Killebrew(2006, P.3) argues that “technological developments are at the origin of convergence process, but the players involved in these critical changes, in particular, practitioners /managers are the ones facing the most ambitious

challenges.” As I have noted in above, Ethiopia’s mainstream media (ERTA) largely lags behind in embracing these new tools of the digital age. Due to this, there is little understanding of the meaning and benefits of convergent journalism in Ethiopia.

Despite the fact that convergence is seen as a major driver of change in many media industry settings, the phenomenon remains unexplored and studied in ERTA. There is no single study on ERTA’s newsroom convergence. As Quinn (2005, P. 32) argues, “ For knowledge management to flourish, change has to start in the engine- room of the information driven organization- the newsroom. Reinforces this idea, Hendricks (2010) noted that as convergence became a buzz word, scholars began to examine the phenomenon mostly in newsrooms, where convergence was most likely to take place. Thus, newsroom is an important place to start the change and implement new technology.

This paper examines how ERTA, particularly the newsroom, is practicing convergence in light of the alteration of technology, consumers’ cultures, and other interests. As technology platforms emerge and industries converge, new entrants and incumbent firms face uncertainty and it is of great importance to look into how ERTA is responding to such uncertainties in the course of its practice of convergence.

### **1.3. General Objective**

The research focuses on examining how ERTA newsroom is practicing convergence in light of the alteration of technology, consumers’ cultures, and other interests.

#### ***1.3.1. Specific Objectives***

The study attempts to:

1. Examine how ERTA is practicing convergence in its newsroom

2. Identify the media convergence model ERTA has employed.
3. Examine the challenges ERTA is facing in adapting to the new convergence environment.
4. Look in to how ERTA socializes its journalists and staff into the adoption of the practice of newsroom convergence.
5. Find out how ERTA's journalists and other staff members perceive the newsroom convergence.

#### **1.4. Research Questions**

The study aims to answer the following research questions:

1. How is ERTA practicing convergence in its newsroom?
2. How does ERTA socialize its journalists and staff to the adoption of the practice of newsroom convergence?
3. How do ERTA's journalists and other staff members perceive the newsroom convergence?
4. What are the challenges ERTA faces in exercising newsroom convergence?
5. What model of convergence does ERTA practice in its newsroom?

#### **1.5. Significance of the Study**

The study is significant in that it will make a body of knowledge available on the subject of media convergence with particular reference to Ethiopia. The study will also help media organizations and policy makers understand the opportunities and challenges of undertaking

media convergence. The study will also serve as a springboard for those who might want to conduct further study on the subject.

### **1.6. Scope of the Study**

This research focuses on ERTA's newsroom workflow and its structure. It is understood that there are five core processes in ERTA. These are: media technology core process, news and current affairs, sport and entertainment, educational programs, and finance core process. However, this research focuses only on news and current affairs as this is the core process responsible for the management of newsroom.

### **1.7. Limitations of the Study**

The absence of few informants and the unwillingness potential informants to give an interview is the big limitation. In addition, the tight bureaucratic structure was a serious challenge for the smooth conduct of the study.

The absence of a previous research in the area was another challenge for the researcher. Such research would have provided an important background and could have been of a great help in enriching ideas and information for this study. However, the limited previous studies within specific area of research hopefully underline the need for the present study. In addition, the unavailability of the informants on the scheduled time is the other limitation of this study.

## Chapter Two: Review of Related Literature

### 2.1. Historical and Conceptual Overview of Convergence

#### *2.1.1. Historical Overview of Convergence*

The term convergence derives from the Latin word “convergere” (to gather) and means coming together (Katarzyna, 2011, P.1). Though its meaning mostly is associated with the coming of digitalization in the 1960’s and 1970’s, the concept of convergence is not a new thing.

Northwestern university new media scholar Gordon (2003) provided a historical look at the term convergence which dates back to the oxford English Dictionary in the 17<sup>th</sup> and 18<sup>th</sup> centuries when English scientist William Derham used the term to describe experiments measuring the speed of sound. According to Gordon (2003), convergence has been used to describe everything from “wind current, mathematical series, non- parallel lines and evolutionary biology” (cited in Lawson- Borders, 2006). The term was used for the first time in 1713 by William Derham (Katarzyna, P. 1).

As Storsul and Stuedahl note (cited in Katarzyna,2001, P. 1), the beginnings of the vision of convergence should be also recognized in popular science literature: in a novel of Edward Bellamy looking Backward (polish title Wroku 2000) from 1888, where the city of the year 2000 is described, a vision of music telephone appears, and in the novella of Herbert G Wells the *Time Machine* ( Polish title Wehikul czasu) from 1895, in which the author describes a vehicle that allows for time convergence: past, present, and future (Katarzyna, P. 2).

However, it was the fields of exact and natural sciences where scientific conception of convergence has been developed. The term is used in biology where it stands for” the development of similar structures in unrelated organisms as a result of lining in similar

ecological condition; [...] distinct groups of animals have independently adapted in a similar way to life. In meteorology, convergence means lines of air currents approaching towards each other in a certain field or along a certain line. In geology, it means assimilation of stones at different origins. In mathematics, convergence occurs when “function or a sequence approach certain limit value “; it is also “geometrical entity that defines mutual location of two straight lines or planes that intersect each other”(Katarzyna, P. 2).

The humanities and the social sciences have also converted the term for their needs. In sociology has developed symbolic convergence theory that concerns the occurrence of group awareness thanks to common interpretation of events that allow meeting Psychological or rhetorical group need.

Anthropologists take notice to the similarity of cultures that have not been in direct contact with each other. In psychology, it is noticed as a phenomenon determined as “the coming together on judgments individuals make, particularly when there is a doubt about what is the correct judgment”. In political science, convergence theories were developed: assimilation of capitalistic and socialist societies, mainly thanks to the bureaucracy, planning, and administrative control. In the economists’ opinion, convergence is seen in the approach of countries in terms of productivity (in per capita income). In management sciences, there is a talk about strategic convergence in cases where companies become similar to each other by imitating leaders’ practices.

### *2.1.1.1. Media Studies' Use of the Term "Convergence"*

Lehtonen (2000, P.271) observes that "as phenomena, convergence is old, but as systematically developed concepts for media research, is fairly new. Its early histories date back to the 19<sup>th</sup> century's techno- cultural utopias, but it raised its head in earnest during the 1960's and 1970's, in the wake of computerization. However, it was not discussed and theorized critically as academic concepts before the 1990's." As of the birth of the idea of convergence has been anchored more in technological developments, whereas due to the polysemic and dynamic nature of the word, it has led to multiple approaches from diverse perspectives (Ellestrom, 2010; Lawson- Borders, 2006; Jenkins, 2006).

In this information age, the ecology of media is changing in an alarming rate. Digital communication technologies have changed the ecosystem of journalism. With the borders of news production for different media being eroded or disappeared content flows freely via the multimedia new channels enabled by the internet. In response, these media organizations are moving inevitably in the direction of convergence (Quinn, 2004).

Several factors have recently sparked off media convergence, such as the decrease in newspaper sales, and the stagnation of television audiences, a ferocious competition for advertising income, the growth of internet news users, the introduction of budgetary cuts, together with the need for producing news content for several platforms with the same media company (Wien, 2008; Snoddy, 2002).

Actually, media may take an advantage from convergence strategies. Newsrooms from different departments can share sources and file material, offer common advertising packages, develop cross- promotion and even use the same facilities and office space. Multimedia diversification also allows to diversify potential risks and to enter into new sectors with growth potential.

Media convergence as a process is existing in harmony of the old media with the new media in order to survive and remain in the market place of ideas. "Rather than the new media replacing the old, traditional and new media co-evolve and co-exist. Nearly all the new media corporations around the world including print, radio, television, and online services are evolving from one single media outlet into a true "mediamorphosis," (Fidler, 1997, 73).

As some scholars argued nobody knows exactly who proposed the term "media convergence" but it was definitely Pool who popularized it in his book *Technologies of Freedom* (Pool, 1983). Jenkins (2006) believed "if wired magazine declared Marshal McLuhan the patron saint of the digital revolution, we might well describe the late MIT political scientist Ithiel de Sola Pool as the prophet of media convergence. Pool's *Technologies of Freedom* (1983), was probably the first book to lay out the concept of convergence as a force of change within the media industries" (Jenkins, 2006, P. 18).

In his book, he noted a process called, "the convergence of modes":

A process called the "convergence of modes" is blurring the lines between media, even between point- to-point communications, such as the post, telephone, and telegraph, and mass communications, such as the press, radio and television. A single physical means- be it wires, cables or airwaves- may carry services that in the past were provided in separate ways. Conversely, a service that was provided in the past by any one medium- be it broadcasting, the press, or telephony- can now be provided in several different physical ways. So, the one – to –one relationship that used to exist between a medium and its use is eroding (Pool, 23).

As Jenkins (2006, cited in Erdal 2007, P.52), “de Sola Pool (1983) was perhaps the first to recognize convergence as the “force of change” in the media industries, in what he describes as the “convergence of modes.”

However, other scholars, on the other hand, argued that though “Marshal McLuhan is the first person in an explicit theorization of the impact of converging media technologies in his ideas of “an electronic global village” Nicholas Negroponte, in the late 1970’s transferred McLuhan’s ideas to the new computer age, when he realized that the digitization was emerging as a key aspect of the converging communication and media technologies,” (Herkman, 2012, P. 18).

So they try to convince that it is Negroponte that calls attention to the phenomenon of media convergence in speeches to raise funds for the construction of a head quarter for the media lab at the Massachusetts Institute of Technology. Therefore, he is the real prophet of media convergence.

Lawson-Borders (2006) noted that, generally, discussion of convergence of technologies and industries have been integrated into the popular vernacular beginning with de sola Pool’s (1983), *Technologies of Freedom*, continuing with Negroponte’s (1995) *Being Digital* on moving from atoms to a series of 0’s and 1’s to transmit data, and concluding in the 1990’s when convergence hit the popular press. The concept of convergence catapulted in to our conscience in 2000 when the highly publicized AOL and Time Warner 166 billion dollar stock merger was announced as the unheralded convergence of a new (internet) and old(cable) media company (Gordon, 2003).

Therefore, the issue should not be who the prophet of convergence is. First, it may be helpful to know what it means to realize the term well. In other words, if we give priority for the meaning of the term, it may lead us to the direction where it started. So, the most

arguable point is not and should not be when is started and takes the lead of convergence; rather what it means and its significance for the society and how it steps forward and developed. Because there is a huge gap between when something started and the proliferation of the thing, hence, it is better to focus on the present situation of convergence. A look at how the nature of convergence is polysemic and dynamic is now in order.

### *2.1.2. Conceptual Overview of Convergence*

The current and future movement of modern media industry is dominated by the new philosophy, the process known as “convergence.” No empirical global definition would clearly describe this environment on the conceptual basis. As Quinn (2005) stated that, because media convergence can mean many things for many people: technology, industry, business, newsroom structure, journalistic practice, content, news delivery, roles of journalists, market, and audience consumption behavior. Due to this fluidity, the meaning of the term is elusive in nature.

For Quinn (2005, P.3), “as beauty is in the eyes of those who see it, the definition of convergence depends on each person’s perspective. Among its features is the fact that it varies from country to country, from culture to culture and from company to company.”

Various scholars (E.g. Cottle, 1999; Kung et al., 1999; Mueller, 1999; Pool, 1983; cited in Herkman, 2012) for example, linked convergence to the development of integrated circuits. Berger (2001; cited in Appelgren, 2004) shares with them and said that “the force behind convergence is competition, and the people, not technology make convergence happen,” (P. 245).

On the other hand, Henry Jenkins (2008) views convergence from different perspective. Though he never undermines the role of technology in the convergence process, he argues

that convergence should be viewed in the angles of culture instead of the galaxy of technology. He prefers to talk about the 'convergence culture' or the cultural logic of convergence instead of technology. According to Jenkins (2008),

Media convergence is more than simply a technological shift. Convergence alters the relationship between existing technologies, industries, markets, genres, and audiences. Convergence alters the logic by which media industries operate and by which media consumer's process news and entertainment. Keep this in mind; convergence refers to a process, not an end point, (PP, 15-16).

From Jenkins (2008, P.15) perspective, convergence means 'both a change in the way media is produced and a change in the way media is consumed. Talking about convergence culture instead of technological convergence makes it possible to understand that the 'hardware' is diverging while the content (simultaneously) converge. Thus, Jenkins (2008, PP. 372-373) broadens the technological dimensions of convergence with cultural dimensions that take seriously the role of human agency in media and communication industries and practices.

He also views convergence as uses the flow of content across multiple media platforms, the cooperation between multiple media industries, and the migratory behavior of media audiences. "In the world of media convergence, every important story told, every brand gets sold, and every consumer gets courted across multiple platforms," (Jenkins, 2006, 1).

Those definitions of Jenkins (2008) about convergence culture promise us a journey to see how new and old media intersect, where grassroots and the media organization collide, where the power of media producer and the power of the consumer interact. Jenkins's (2008) combination of these dynamics defines a sense of "convergence," that is well beyond a simplistic understanding of this trendy concept as a mere intersection of technologies. The

author convincingly shows a shift of paradigm within which new media, instead of simply replacing old media, now interact in more complex ways. In addition, his discussion of convergence moves from seeking the perfect technological nexus that all media content will follow to the pivotal role that individual consumers and citizens play in forming collective intelligence and boosting a participatory culture that negotiates with media industries, mobilizes media content.

Like Jenkins (2006), Deuze (2007) defines convergence not just as a technological process but a mediated culture, blurring the lines between production and consumption, between making media and using media, and between active and passive spectatorship. This reinforces Jenkins's (2004) idea that convergence is both "Top-down corporate driven process and bottom- up consumer driven process" (P. 37).

Lawson- borders (2006; cited in Zhang, 2009, P. 332) define "convergence as a continuum in which organizations must select the appropriate medium or combination of media. It is the strategic, operational, and cultural fusion of traditional and new media encompassing newspaper, broadcast and online services."

If we simply look at the above given definitions of convergence, it shows whether an operation was doing convergence. It didn't explain the degree/level to which it was converged. If we believe that convergence is in transition and experimentation, it is better to measure the degree of convergence instead of focusing on the operation. "Media convergence is an ongoing process. It is not an end state" Jenkins (2006, [18]). This is the point that makes the idea of convergence utopian.

Larry Dailey (2003) noted that an important question was not whether an operation was doing convergence, but the degree to which it was converged. He and his colleagues

proposed a “Convergence Continuum” to provide a conceptual framework for understanding this innovation from the perspective of behavior.

The term “co-opetition” as Quinn & Quinn Allan (2005) pronounce is the fusion of both competition and coordination to do a business. They added that the competition and coordination of an activity is depending on the situation. When the situation suitable and allowed them to coordinate, they will do it, if not remained competitors. Walter Keichel (2001, Cited in Quinn & Quinn Allan, 2005) editor of the *Harvard Business Review*, said the essence of the theory could be reduced to two sentences: “cooperate with others to increase the size of the pie. Compete in cutting it up.” However, he warned that: “the others with whom you may wish to cooperate could include businesses with which you compete on other fronts,” (P. 7).

As can be seen from the above discussion, there is no single definition that satisfies all media scholars and practitioners. However, there are some basic and important elements in the given definitions. So, we can sum up the basic characteristics of media convergence in this way: an interconnection of multiple platforms, cooperation and collaboration amongst industries, business, and newsrooms, and interaction between news producers and consumers.

Though Quinn (2005) pronounces convergence means different things for different people and varies from country to country, culture to culture, and company to company, Professor Larry Pryor (2005), from the University of Southern Carolina, maintains that a definition is essential because a new concept needs a common vocabulary. Otherwise, if everybody has a different idea of what convergence means, it would be very difficult to progress. For Pryor(2005), convergence is what takes place in the newsroom as editorial staff members work together to produce multiple products for multiple platforms to reach a mass audience

with interactive content, often on a 24/7 time scale. His definition points where exactly convergence takes place, i.e., newsroom.

Finally, Salaverria et al. (2008, P. 7.) gives a more elaborative definition. "Media convergence is a multidimensional process that is facilitated by the generalized implementation of digital telecommunications technologies, affects the technological, business, professional, and publishing environment of mass media. This promotes an integration of previously dispersed tools, spaces, working methods, and languages, with the result that journalists produce content that is distributed through numerous platforms, using the languages corresponding to each of these."

## **2.2. Models of Convergence**

Consider the media company as hierarchical organizations. At the top is a parent corporation, which in turn owns individual media properties. Within each company are the organizational structures, workflow processes and tactics that reflect the way the enterprise operates. At the bottom are the individual employees who create the content--- among them, the journalists. The word convergence can be applied to all of these: the companies, their operations and the way their employees do their jobs. Using this framework, we can identify at least five different meanings of convergence and discuss their implications for different layers of a media company. These forms of media convergence were advanced by Professor Rich Gordon (2003), Director of Digital innovation at Northwestern University in the United State. The models are: ownership Convergence, structural convergence, tactical convergence, Information gathering convergence, and storytelling convergence. Though he proposed these models in the context of united state, they can also be applied for other countries that have embraced convergence.

### *2.2.1. Convergence: Ownership*

At the pick of today's media conglomeration, "convergence" means the ownership of multiple content or distribution channels. In the global communication economy, Viacom, Disney, Vivendi universal and AOL Time Warner are frequently used examples of what has been called ownership convergence (Gordon, 2003).

In the United States, tribune Company, Belo Corporation and Hearst Corporation are examples of companies--- smaller, but still large--- that own newspaper, Television, internet and other media properties. The merger between AOL and Time Warner in 2000 marked a particularly significant event in the annals of ownership convergence. As the Financial Times of London reported, it was "the clearest indication to date that the much- anticipated coming together of programming of all kinds and the means to deliver it is becoming a reality" (cited in Gordon, 2003 P. 63). Some compare this model with the merging of companies.

In the eyes of many media critics, ownership convergence raises significant concern. (Kolodzy, 2003; cited in Lawson- Borders, P. 31) pronounced that perhaps in the age of concentration and convergence, " The issue is not who owns the media; it is what those owners do with it" that will determine the good and bad of concentration and convergence. Regarding of such argument, in 1983, in the first edition of "The Media Monopoly", Journalist and academic Bagdikian (1990, p. 28), predicted that "a handful of corporations would control most of what the average American reads, hears, and sees." And he worried that the concentration of ownership and control of content by companies with an interest in preserving the status quo would stifle the diversity of voices necessary to produce an accurate "picture of reality" in news coverage. Especially, if we look at this media

ownership from the view of building an open democratic society, it cripples or down sizes the range of voices that should be heard; and its impact is severe. It is based on the core belief that excessive media concentration is inimical to the democratic process.

We can site one of the greatest political catastrophes of 20th century's rise of Nazism in Germany. The role of the very powerful media group or media empire owned by Hugenberg had a very destabilizing effect in the Weimer Republic in Germany 1919-1933 (Williams; "Media Ownership in the age of convergence,"2010). Hugenberg controlled Germany's major film company and also the nationally exhibited newsreel which would appear regularly in German cinemas. He also had a very powerful hold on advertising and also owned close to 1/2 of the German press. He had a very powerful imprint on the way in which people in Germany received information and entertainment.

The most important point, however, Hugenberg is partisanship, the motivations behind his media empire were strongly anti- Semitic, very powerfully anti- American, most importantly, however, pro-nationalist. So he used his media to promote and deploy the above mentioned interests of him and the party that he belongs to. Actually, he was the member of the national socialist party. He has a strong power in downsizing the different voices. So, Hugneberg exerted a very powerful influence through his media curtain.

Along a similar line, Eksteins (1975) explained how the excessive monopoly of media becomes the cause for the collapse of the Weimar democracy. Modris (1997) argued that:

Without asserting that Hugenberg's press domination destroyed the Weimar republic, one can say that it presented a major obstacle to the implantation of democratic, republican ideas amongst the German people (P. 48).

So, in other words, Hugenberg's role in using his media in a very partial way in support of

one particular group did have a destabilizing influence; he used it for propaganda. Judt (2005), in his book "post war, the history of Europe since 1945", shows the strong impact of that propaganda. As he stated, still 37% of people thought it was better to have no Jews territory and 25% admitted to have a 'good opinion of Hitler.' This shows the powerful influence of how long standing that propaganda was. This happens due to the excessive monopoly of the media in few hands.

As Gordon (2003) stated, ownership convergence doesn't necessarily require shared editorial decision making or other kinds of collaboration across distribution platforms. AOL Time Warner executives were still struggling mightily to figure out how they could get their different media properties to work together more effectively. The case of Tribune Company which owned newspapers and broadcast stations is not different from the case of AOL Time Warner (Gordon, 2003).

### *2.2.2. Convergence: Tactical*

Media convergence can be understood in a number of ways and involves a number of changes to the pre-convergent media environment. It may be because of the rise of the World Wide Web or because of the inexorable fragmentation of the mass media that traditional media companies in the late 1990's began engaging in a variety of activities such as tactical convergence (Gordon, 2003).

According to Gordon (2003, p.65), Just as ownership convergence doesn't necessarily imply collaboration on tactics, tactical convergence doesn't require common ownership. Gordon (2003) added that, in the content and marketing arenas, the most common model was a partnership between a TV station and a newspaper, in most cases (but not all) under separate ownership.

The primary motivation of such kind of media convergence is cross promotion. With a converged media environment, multiple sub-brands (i.e. separate 'platforms',) can exist within a single parent brand belonging to a single media enterprise. In cross media promotion practices sibling sub-brands refer to each other's content for the purposes of cultivating audience activity within the closed ecology of the parent media enterprise's online environment. For instance, it would drive newspaper readers to watch the local news and TV viewers to read the newspaper. The TV viewer would hear about a story in tomorrow's paper. The reader of the newspaper's weather page would come to rely on the station's meteorologists for up-to-date forecasts (Gordon, 2003).

The most challenging problem of this kind of convergence is the challenge to overcome the cultural stereotypes. The journalists in each platform may have low attitude to one another. For example, newspaper staff members view the TV journalists as shallow and more interested in image than substance. Whereas, the TV staff, saw the print reporters as ruffled, hostile and unappreciative of the challenges involved in putting together a good broadcast news piece. "In both newsrooms, there was reluctance to allow the other to publish an enterprise story first" (Gordon, 2003, p.66).

### *2.2.3. Convergence: Structural*

Gordon (2003, p.68) noted that "ownership and tactical convergence don't necessarily require significant changes in organizational structure or the way employees do their jobs. In markets where TV, newspaper, or online operations collaborate, it is clear that most staff members focus their energies on the primary medium they work for. But the more aggressive the goals for convergence, the more likely it is that job descriptions and organizational structures will change."

Since most of the changes happen in the newsroom in the context of media convergence (Quinn, 2004), structural convergence takes place within the editorial departments, influencing the editors to become more of multimedia editors.

#### ***2.2.4. Convergence: Information Gathering***

As described by Gordon (2003), it could be best summarized as a form of back-pack journalism where the reporters carry all their equipment with them, producing content for all imaginable publishing channels.

Here, reporters, editors, and photographers collaborate on story production in its simplest form, news crews. A TV reporter might cover an event for broadcast, and then write a longer story for the website. It is what is called “backpack journalism.” In 2002, the idea of backpack journalist generated strikingly different outlooks in a point- counterpoint pairs of articles (Gordon, 2003).

Some voiced that the outcome of backpack journalists’ labor would be a “Mush of Mediocrity.” These old school scholars and journalists, like Stone (2011) justifies that when news breaks for an online site, it is very labor- intensive to get all the pieces together in a few minutes. One person cannot do it. It needs someone organizing, someone reading main bars, someone looking for sidebars, someone putting together the multimedia and someone creating the message board and opening a chat room. In an emergency, all of these short cuts will work. But none of them is the top quality of choice. Due to this, as they conclude, the do- it- all journalists should be the exception, not the rule.

However, contrary to the above argument, advocates of the backpack journalism argued that it plays a pivotal role in today’s multimedia environment. It affords journalists’ creative control over their news stories; and, allows the opportunity for the end users to get

information in a variety of different mediums. What that means is thinking bigger than we have in the past. Jane Stevens' (2011, p.1), in his "Backpack Journalism is Hero to Stay" article, says, "In a few years, backpack journalists- or at least those who are familiar with backpack and converged journalism- will not only be the rule, they will rule." He is certain enough that news organizations would adopt a multimedia journalism in their news rooms, hiring more backpack journalists.

As both articles, "Mush of Mediocrity" by Martha Stone and "Backpack Journalism is Hero to Stay" by Jane Stevens' explore, this type of journalism was quickly gaining momentum in 2002.

All in all, backpack journalism is very useful, especially in today's multimedia- driven climate, but it is also wise enough not to fail to see its faults. There are ways to improve upon it and eventually master it, but when that time comes, usually a new type of reporting will emerge and begin to take over.

#### ***2.2.5. Convergence: Presentation (Story Telling)***

This is the last model of media convergence whose ultimate goal is creating greater collaboration among journalist teams (Gordon, 2003). In the early days of web journalism, innovative story telling didn't attract much of an audience. This happens maybe due to slow dial up connection, or may be because web users were so task-oriented; due to this, they didn't want to be destructed with these elaborative interactive presentations. (Gordon, 2003)

It holds water because when new innovation comes to exist, due to the uncertainty of the innovation, there might be lack of enthusiasm and unwillingness; because, change is not easy. As Gordon (2003) asserts, every new medium has come up with a series of conventions for telling stories. He added that, these conventions take time to evolve. In fact,

the use of transmedia story telling to enhance the participation and enjoyment of the audience is relatively new to the area of mass communications; however, it has proven to effectively engage various audiences when the correct use is applied.

### **2.3. Debates on Convergence**

There is no doubt that changes are happening in the media landscape and they are visible and measurable. However, the meaning and its consequences are still far from being a consensus and are a cause for debate and speculation by those who advocate a break with the old paradigm and those who believe in continuity of the conventional model.

Advocates of the multimedia journalism argue that the professional component is emphasized Vis-a -vis the financial component. They maintain that the multiskilled journalist has more control over the work, which achieves greater unity and internal consistency of the information since there is a single author. They also contend that technology gives the professional more scope and freedom to deal with any current event of interest. Not only this, convergence also allows the group to increase advertising revenue through, for example, package deals for slots on multiple platforms. For example, the manager of Badalona comunicacio, Montornes, interprets that this system “allows you to design commercial strategies (...) that work. Advertisers appreciate us offering them exposure in three media in the same package, that can reach different audiences and at an affordable price,” (Montornes, 2007, p.12).

Most importantly, for companies' remains to survive, convergence in all its forms is a valid survival strategy in the current changing environment marked by uncertainty. Its advantages, a priori, are manifold. To mention some of them: cost reduction, more efficient production,

loyal audiences that circulate among the media of the same group, diversification of business risk, etc.

Robinette, editor of newscast. Com, the website of a Florida newspaper, says, "Convergence is adding value to all three media (TV, online, print)... journalists these days have to know all three to be journalists" (Cole, 2001, cited in Berger, 2001, P.88). The approach then is tri-media journalists for now. As media houses service more and more platforms, the demands on journalists' skill will continue to rise. "Convergence brings together the depth of newspaper coverage, the immediacy of television station and the interactivity of the web," (Media General, 2003, P. 4).

However, critics disagree. In their view, convergence leads to the standardization of discourse and the consequent loss of pluralism. Furthermore, when the specific nature of each medium's language is not respected and immediacy takes precedence over analysis, quality also suffers. They also argue that the multiskilled reporter would be the perfect justification for reducing staff members. The professionals' increased workload forces them to spend less time on each piece. As a result, the news is superficial or incomplete. Lastly, opponents of convergence are critical of the lack of professional and financial recognition of the extra workload arising from the new assignments and the increase in working hours (Models of business convergence in the information age, 2009; P. 133-134). In relation to addressing the issue of compensation, Lawson- Borders (2006, p. 16) argued that "media managers must consider how to acknowledge and compensate for the additional skills and expertise expected of the changing role of staffers."

In the news media particularly, newsroom staff have been substantially reduced and journalists are being asked to produce more stories each day, stories which can be used by more than one news medium. This trend has the potential to reduce the quantity and the diversity of news coverage.

What is more, Nelson (2002, cited in Huang et. al.,2006, p. 85) asserts that, “convergence is great for television news, great for newspaper marketing and awful for both the market place of ideas and the market ability of talented geeks, who, from his experience, are the bed rocks of quality print journalism in America.”

Another ardent opponent of convergence, Haiman (2001), president Emeritus of the Poynter Institute and ex-editor of the St. Petersburg Times, compared the media convergence trend to an Amphicar, a cross between a boat and a car. The Amphicar, hawked in Florida during the 1950’s, flooped. “It flooped because people quickly discovered that while it really was an ingenious combination of a car and a boat. It was a lousy car (because it also had to be a boat), and it was a lousy boat (because it also had to be a car (Haiman, 2001, p.18). He argued that the converged media world is one from which good journalism, and good journalists, are going to be in great need of defense. He added, “I think that convergence may end up being good, may be even very good, for media companies. I fear, however, that is going to be bad, and may be even very bad, for journalism,” (Haiman, 2002, p. 19). According to Haiman (cited in Anderson, 2002, p. 24), ‘Convergence is the enemy of quality journalism.’”

The other point of argument on convergence is a multiskilled journalist being a “backpack journalist” or a “one-man-band.” And this jack of all trade, (print, broadcast, and online,) and a master of none philosophy gives immediacy rather than the verification of news. And it is really very bad for quality journalism. Because as critics argued, these multi skilled journalists adapt collecting interviews, photographs, audio and video footage for dissemination in print, broadcast, and online formats. Such kind of operation gives premium for immediacy, not for the verification of news, and this, they argue is really very bad for quality journalism.

Whereas the advocates alleged that, “the primary concept of the multi skilled journalist is not the mastery of a particular set of skills but simply the mindset that the information being gathered will be distributed through a variety of media, with recognition of the individual elements that must be captured in order to bring the story to the consumer” (Grant, 2004, p. 8). Hence, rather than thinking of themselves as “print” or “television” reporters, multi skilled journalists look at all elements of a story from the written article in a newspaper to the photo essay on the web. Then, these journalists craft a story in the appropriate formats for the best delivery.

#### **2.4. Convergence Continuum Model**

The meaning of convergence, as discussed earlier, is obscure in nature. To articulate that one media house is practicing full convergence, all the activities of the news would be managed by one assignment desk. One of the key features of convergence is having a range of meanings depending on the perspectives of advocates. Some glimpse convergence from business viewpoint while others perceive it from managerial view and yet others understand from the standpoint of content. Lori Demo (2003) and his colleagues from Ball State University crop- up with the idea of “Convergence Continuum Model,” they identify and define five levels of activity among news organizations. The levels – the 5c’s of convergence- are cross promotion, cloning, co-opetition, content sharing, and full convergence. According to Dailey, et al. (2003),

Five circles on the continuum illustrate that each position is characterized by a range of behaviors that can overlap as the degree of interaction and cooperation activities increases. In the continuum partner’s place on the model is not fixed; it can move back and forth depending on the nature of

the news and the commitment to convergence by workers and managers. For example, partners might demonstrate a greater degree of interaction and cooperation on a special project- such as election coverage- but exhibit lesser degrees of interaction and cooperation during the average news day ( P.4).

Their placement on a continuum provides the flexibility researchers need to identify and measure the degree of cooperation and interaction of organizations staff members to develop and promote news stories

At the other end of the continuum is the cross promotion level in which the least amount of cooperation and interaction occur among members of the different news organizations. At this level, the media outlets promote the content of their partners through the use of words or visual elements. A newspaper, for example, might place a television station's logo within an article, or a television news anchor might direct viewers to the newspaper or a common website for more information on a story. The outlets do not work together to produce content.

Another element in addition to cross promotion is cloning, a practice in which one partner republishes the other partner's product with little editing (e.g. content from a newspaper is displayed on a TV partner's website or jointly owned web portal). News outlets at the cloning level do not discuss their news gathering plans and share content only after a story has been completed.

What is central in the continuum is co-opetition, the stage at which news outlets both cooperate and compete. At this level, the staff members of separate media outlets promote and share information about some stories on which they are working. One entity also might produce some content for its partner, but at this level, years of competition and cultural

differences combine to create mutual distrust that limits the degree of cooperation and interaction. For example, a newspaper reporter might appear as an expert or commentator on a television station's newscast to discuss a current issue, but the two staffs are careful not to divulge any information that might be exclusive to their news products.

A further element in the model is content sharing, the level at which a media outlet regularly (but not always) shares information gathered by its cross media partner and publishes it after it has been repackaged by the organization's staff members. The partners also might share news budgets or attend the other partner's planning sessions. Collaboration on a special, investigative or enterprise piece is possible. In general, however, the news organizations produce their own stories without helping each other.

The final aspect of the model is full convergence, the stage in which the partners cooperate in both gathering and disseminating the news. Their common goal is to use the strengths of the different media to tell the story in the most effective way. Under full convergence, hybrid teams of journalists from the partnering organizations work together to plan, report, and produce a story, deciding along the way which parts of the story are told most effectively in print, broadcast, and digital forms. The teams gather and produce content for specific projects and then disband.

## **2.5. Types and Components of Contemporary Newsroom**

### ***2.5.1. Types of Newsroom Convergence***

Defining the concept of newsroom convergence is not easy; this is because it has "almost as many interpretations as it has advocates" (Quinn, 2005, P. 30). But it may be important to view some of the definitions of newsroom.

Newsroom is the social, formal and economic entity that employs news workers in order to produce news content (Turow, 1984; Shoemaker and Reese, 1991; Esser, 1998). The effects of technological, historical, and societal factors on media organizations build newsroom traditions in the realm of structural relations, organizing processes and logistic possibilities. At the same time, a newsroom is a constantly evolving space predominantly shaped by the relationship between news work and technology (Hardt, 1990, 2005; Pavlik, 2000; Hemingway, 2005).

According to Cottel (2004), the introduction of new technologies led to changes in the newsroom space itself, a spatial reconfiguration that significantly affected the working environment. On this point, he is supported by Bodzkowski (2004, P.177), who argues that “materiality matters in online newsrooms”. Newsrooms are a socio-metrical space in which technical considerations affect that gets to tell the story, what kinds of stories are told, how they are told, and to what audience they are addressed.

In the direction of this, newsroom is often associated with the heart of news industry, which is the nucleus of news circulation and workflow of editorial and journalists. As Quinn (2002) noted, newsroom is the engine- room of the information- driven organization. “Newsroom is part of media industry, where journalists, editors, producers, and other news staff together in gathering- selecting- producing, and supporting information and news to be transmitted in television, radio, or on-line” (Cindy, 2011, P. 37).

Journalist and educator Stevens (2002, as cited in Quinn and Filak, 2005, P. 158) believes that convergence and multimedia will change “the face, heart, and guts of newsrooms” during the next 20 years. In view of this, Gottschalk (2010; cited in Cindy, 2011) measured the development of convergence and integration in the level of editorial. He (2010) found three types of newsrooms that also could be used for the measurement in every newsroom.

### 2.5.1.1 'Newsroom 1.0' or 'the multiple media newsroom'

It provides dedicated editorial resources for each platform that is serviced by the publishing houses. This results in separate editorial units for the print edition and for the online site. The newsroom structure is not changed; each newsroom in every media platform runs on its own tasks. There has been no collaboration between platforms. The editorial staffs still work with the main task, for example, a journalist writes only for TV/radio.

### 2.5.1.2 'Newsroom 2.0' or 'the cross media newsroom'

It works on the principle that the content gatherers generate the content for all channels served by the editorial department. Meaning that, the collaboration occurs in the newsroom. It is seen from the workflow on each section, not only making for one media platform, but contributing for all platforms. The content then is selected and decided by editors from each platform. In this newsroom, the structure is slowly changing.

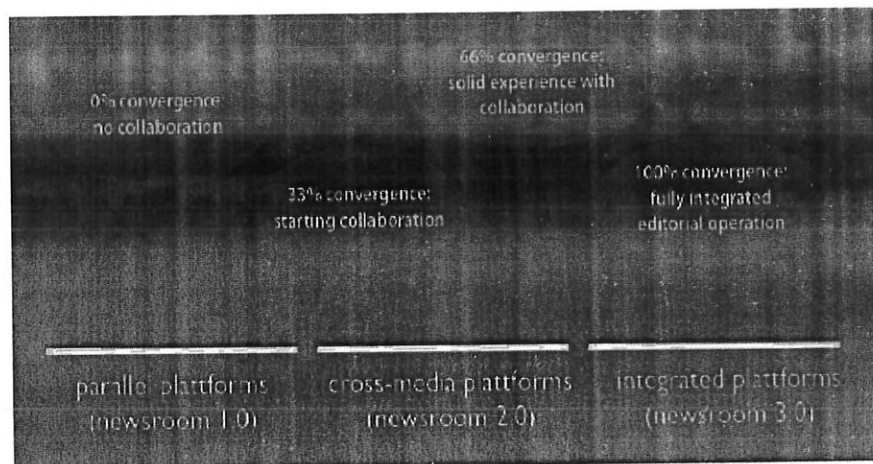


Figure: 1.2. Types of Newsroom: by Pit Gottschalk (2010).

### 2.5.1.3 'Newsroom 3.0' or 'the integrated newsroom'

It aims to provide content on multiple channels by integrating the complete news flow across broadcast and digital media from the planning to the production.

There is a full collaboration in terms of content, resources, and the layout of the newsroom. Journalists become multi task resources. Each section is not only responsible for gathering content, but also selecting and taking decision to display the content for each media platform. In other words, in this type of newsroom, there is no single responsible person for each channel. The responsibility for the coverage of the stories across broadcast and digital channels is with the section head. Therefore, there is no online department as in type 1 or an online editor as in type 2.

This concept follows the premise that the topic owner knows best how a story should be built up well timed across the different channels by using the appropriate format. There is no “US” and “THEM” between the different channels and no conflict between different people or teams regarding where to break a story for instance. The story owner decides what aspects of a story are told on which channel with a certain format. But this type of newsroom does not of course exist in the world in its pure form. Some role models, such as the Daily Telegraph’s newsroom come closer to the ideal model, (Audience interactivity and participation, 2012, P. 2).

### ***2.5.2. Components of Newsroom***

Gottschalk (as cited in Cindy, 2011), a former editor- in- chief of the German newspaper “sport-Bild”, analyzed specifically four aspects in an organization: culture, tasks, people, and systems. In order to evaluate the journalist’s practice, newsroom management, working organization and also convergence, considering the above four elements is very crucial.

- A. **Culture:** involves the culture of newsroom of media integration, such as the whole behavior pattern, the thought pattern, the belief system, shared values, and the informal culture.
- B. **Tasks:** involves the roles, responsibilities in the newsroom. However, in each type of newsroom, the tasks are different. For instance, in the newsroom 1.0, a journalist is responsible in writing the article for the broadcast, but in the newsroom 3.0, the role is more complex. The journalist would make the story across different platforms and write in different versions.
- C. **People:** examines the area of skills, knowledge and abilities of resources (journalists). It focuses on whether the journalists are capable of thinking across media.
- D. **Structure/system:** the systems involve the management systems, such as the processes and organizational structures as well as the leadership and management system. If, for instance, there are incentive systems in place when a journalist becomes a multi tasking journalist.

## 2.6. Obstacles of Media Convergence

In the practice of convergence, diverse kinds of obstacles may appear. These include, as Silcock & Keith, (2006, cited in Ekwo, n.d), stated there might be the potential conflict of newsroom culture and incompatibilities of culture and work process between broadcast and print journalists. Not only had this, as (Dailey, et.al, 2005) argued that, business and professional rivalry can be considered as another unseen obstacle of media convergence. Since convergence journalism involves partnerships, mergers, cross promotional activities, technological convergence, and re-alignment of work routines in media organizations (Quinn, 2005; Dailey et.al), it is expected that the practice will precipitate legal and ethical

dilemma for practitioners. It will not be surprising if a change in work routines and the subjection of media professionals to extra labor without reward is seen as both illegal and unethical.

These unethical dimensions were also featured in studies by Davies and Craft (2000), and Dailey et. al., (2005). They reported instances of conflict of interest and how newspaper journalists who work in partnership with broadcast journalists complain of being exploited in a converged newsroom operation to the advantage of their television counterparts. If the complaints persist and they feel that they shoulder the burden of producing media contents, they will end up questioning the value of convergence itself.

Media convergence being a new concept is likely to be met with some fears about what it means to media producers and consumers. Resistance to change is therefore a normal human inclination and therefore should be seen as part of an activity that supports change (Dym, 1999). But as Ford, Ford, and Melio (2002) pointed out that change agents and change recipients have equal responsibility to ensure that change succeeds or fails. However, how this change phenomenon occurs in Africa is uncertain.

In a survey of convergence practice in seven West African countries, Kwami (2008) argued that, shortage of financial and human resources, lack of leadership and understanding were factors that militate against the growth of media convergence which he admitted was in its infancy. Other challenges according to Kwami (2008, as cited in Ekwo, n. d) include the epileptic GSM network and internet facility with limited services to urban centers, and the inability to develop team spirit among different media organizations due to competitive factors.

## 2.7. Theoretical Framework: Diffusion of Innovations

Theories are described as important road map for research (Potter and Riddle, 2007) because theories guide research by providing clarity to ideas and findings that require testing and interpretation. Grant and Wilkinson (2009) believed that the application of theory had the potential to expand knowledge and thereby increase the chances of understanding the rapid spread and methods of media convergence in addition to its consequences.

Due to the hydra-headed nature of media convergence there is no one-size-fits-all theoretical perspective that encompasses the concept. It can be viewed from different perspectives. Thus, this study is informed by diffusion of innovation theory.

Tarde, a sociologist of the late 19<sup>th</sup> and early 20<sup>th</sup> centuries, forwarded a theoretical framework for diffusion of innovations based on the premise that to understand a social structure and social change, the fundamental unit of study should be individuals and the interactions between them (Katz, 2006).

Next to Tarde, Everette Rogers, added strength to Diffusion of Innovation by emphasizing its importance for understanding the new media environments and explaining the process in these environments. While diffusion of innovations theory is still applicable to various fields its relevance is of particular interest to the communication discipline (Papacharissi, 2010). Rogers (1995) described two terms “diffusions” and “innovations”, before he discussed about the theory: “Diffusion is a process, wherein, an innovation is communicated through certain channels, overtime, among the members of a social system” (Rogers & Shoemaker, 1971). Innovation, on the other hand, is defined as “an idea, practice, or object that is perceived as new by an individual or other unit of adoption” (Rogers 1995, p. 11).

Rogers and Kincaid (1981, cited in Cindy 2011, p. 42) see “communication as a two way process of convergence, rather than one way, a linear act in which one individual seeks to

transfer the message to another, in achieving certain effects.” It is an interaction between a change agent and new client that enables to adopt an innovation. The clients, perhaps, have some problems with the innovation and seek the solution with the agent. It takes several processes to decrease the uncertainty which is involved in diffusion. Thus, “diffusion is a special type of communication concerned with the spread of messages that are perceived as new ideas.”(Cindy, 2011, p. 42)

The internet is emerging as an important tool for organizations to communicate with journalists and the public’s. The key to the diffusion of media convergence is the internet. The internet, defined as “global network of networks using universal standards to connect millions of different networks” is considered to be the worlds’ most public communication system. Some scholars pronounce that internet is the “international Negotiated Space” in the information super high way (Aletta, 2009).

Based on Rogers’ (1986) analysis, media convergence has all the characteristics of diffusion and innovation because it is a relatively new concept, especially in Africa where, as Rogers predicted, diffusion has the potential to trigger social change and unprecedented multiple communication exchange. There is a measure of uncertainty in the adoption of innovations such as media convergence because its effects in terms of transforming the political and social landscape of Africa are unpredictable. Nyamnjuh (1996, cited in Ekwo, n.d., P.92) argued that the appalling application of Information and Communication Technology in the continent remains a challenge for effective social change to occur.

The innovation process consists of a usual sequence of five stages, each characterized by a particular range of events, actions, and decisions made at that point. Later stages in the process can’t be undertaken until earlier stages have been settled (Rogers, 1983, p.362).

Rogers (1995, p. 392) recognized two broad activities of the process in the organization: 'initiation'; defined as "all of the information gathering, conceptualizing and planning for the adoption of an innovation, leading up to the decision to adopt," and implementation, defined as "all of the events, actions and decisions involving in putting an innovation into use." Initiation incorporates Agenda Setting and Matching; then, a decision is made on the innovation, and events move to implementation, which includes Redefining/Restructuring, Clarifying, and Routinizing. The five stages/steps are described in the following section.

#### *A. Agenda Setting*

Diffusion of innovation begins with the exposure to a new idea. Sometimes some organizations seek innovations as remedies for established needs. Some organizations continuously scan their environments for innovations and then match them to organizational needs (Rogers, 1995). For instance, in many newsrooms during the early 1990s, access to the internet at work stations was not widespread: in the world of computer-assisted reporting today, it is the norm.

When the company recognizes the emergence of technologies, internet, and the new media Rogers' theoretical arguments seem more applicable to media in the agenda-setting stage. Here is where the media industry recognized that new ways of connecting to readers and viewers were necessary to remain a viable commodity in the lives of busy users and readers (Lawson-Borders, 2006).

Vision is the weapon for any organizational transformation. It helps the management in determining meaningful change efforts to implement. "Vision tightly directs attention to the critical factors that produce long term success--- vision becomes a decisional guide" (Belasco, 1990, P.12). Such a guide allows people to align their efforts with organizational priority with a certainty that is empowering. It provides a potential inclusion avenue for

stakeholders to become involved."Beliefs from a shared organizational vision can guide an innovation to institutionalization," (Linda, 1999, P 11).

### *B. Matching*

Matching is the period of determining the innovations fit with the organization. Rogers (1995) argued that, it is an evaluative period of determining if the innovation would minimize identified performance gaps in the organization.

Media organizations reach the matching stage by developing online divisions with staff and resources within the organization or as separate business units; for example, nytimes.com as the alternative news of The New York Times has presence in the online world. "The Website is applicable to discussions of the matching stage because its creation is a response to the agenda that was set in the public and media industry as computer and Internet use escalated" (Lawson-Border, 2006, p. 49).

One strategy to boost the adoption rate is offering the innovation on trial basis. As Rogers (1995) stated, innovations adopted on a trial are generally adopted more rapidly. Observing early adopters may serve as a vicarious trial for later adopters. "Later adopters learn from their peers' accumulated personal experiences with the innovation; thus, much of the uncertainty of the innovation is removed by the time the later adopters first use a new idea, making a personal trial of the new idea less necessary for them" (Rogers, P. 194).

### *C. Redefining/Restructuring*

Rogers (1995) defined the innovation process as a composite of two distinct activities, initiation and implementation. Implementation consists of three stages. The first, Redefining/Restructuring, includes changes to both the innovation and the organization. The innovation is reinvented, often in a proliferation of adding and discarding through a process

of redefining. Furthermore, the organizational structure is modified to accommodate the innovation.

Hence, when the technology is adjusted to meet the needs of the organizations, the media organizations could be placed in the redefining / restructuring stage. As the reaction of the innovation is adjusted, the media organizations could do the business change, even it could change its economic models, and merge with other company, cutting staff for efficiency, or practice cross promotions or cross media platforms to optimize the delivery of content and information. "This redefining / restructuring stage is where multiple adjustments can be made by an organization to tweak an innovation to its best potential" (Lawson-Borders, 2006, p.52).

#### *D. Clarifying*

Clarifying, as the name indicates, is the period where refining an innovations' position and role in the organization is done. At this stage, members of the organization discuss about the innovation within their complex system of communication networks. A common understanding of the innovation emerges through this interactive social process (Rogers, 1995).

At this stage, potential adopters look for technical assistance to answer the how to question. How do I get materials? How do I use them? How do I reconcile time spent on this new idea with accountability for other responsibilities?

Generally, it is the stage when the significance and functions of innovation is understood in the organizations and staff. For example, journalists are trained in other business units, such as newspaper photographers, video journalists, broadcast cameraman, etc. Furthermore, the management style changes in line with the innovation adjusted (Lawson- Borders, 2005,

P.52); and the management is commitment towards the innovation, in collaboration of the technological access, makes the convergence drive to the desired goal of the organization.

#### *E. Routinizing*

This is the fifth stage of innovation where the innovation becomes institutionalized. The innovation becomes part of their daily activity and business. The industry continues to develop its strategy for the future. The study employed Diffusions of Innovations theory in order to understand how a media organization deals with the new technology in its drive to get the innovation adopted by the organization. The theory is relevant in explaining the first layer of technology implementation in media organizations, such as, ERTA.

## **Chapter Three: Methodology**

### **3.1. Introduction**

All research is based on certain philosophical assumptions about what constitutes 'valid' research and which research methods are appropriate for the development of understanding and knowledge in a given study. Within the academia, it is common knowledge that a paradigm is a set of assumptions, concepts, values, and practices that constitutes a way of viewing reality for the community that shares them, especially in an intellectual discipline like media convergence, (Lincoln & Guba, 2000; Neuman, 2000).

Whatever the case, without adequate understanding of methodological precepts and the relation between methodology and method, researchers will fail in their pursuit of 'best research practice'. In order to conduct and evaluate any research, it is, therefore, important to know what these assumptions are. This chapter discusses the philosophical assumptions, research site, participant selection, and sampling technique, methods of data collection, and data analysis and interpretation.

### **3.2. Methodology**

It is an unfortunate practice that many people use the word methodology and method interchangeably. These two words are not one and the same. The word methodology refers to the philosophy and the word method refers to the technical procedures applied to conduct research (Gunter, 2000). More significantly, methodologies shape the diversity of the entire body of knowledge. Simply put, methodologies refer to the logic, reality, values, and what counts as knowledge inform research. On the other hand, methods are the techniques and procedures followed to conduct research, and are determined by the methodology."The

misuse of [the term] methodology obscures an important conceptual distinction between the tools of scientific investigation (methods) and the principles that determine how such tools are deployed and interpreted (methodology)” (American Heritage Dictionary, 2000, Web Citation).

The most common classification of research methodology is qualitative and quantitative. Quantitative research methods were originally developed in the natural sciences to study natural phenomena; whereas, qualitative research methods were developed in the social sciences to enable researchers to study social and cultural phenomena. Though neither of these methods is intrinsically better than the other; the suitability of which needs to be decided by the context, purpose and nature of the research study in question; in fact, sometimes, one can be alternative to the other depending on the kind of study, (Barrie Gunter, 2000).

Some researchers, however, prefer to use mixed methods approach to exploit the advantages of both quantitative and qualitative methods. Applying more than one research approach is advised in a single study. It is maintained that mixed-methods are valuable because they could assist the researcher to triangulate or vary data sources thereby eliminate possible biases that any single research method might produce (Creswell, 2007; Brysman and Burgess, 1999, P.45).

### **3.3. Rationale for a Qualitative Research Method**

This researcher employs qualitative research methodology. Media convergence in the milieu of this study refers to a situation whereby the broadcast and the online media outlets in ERTA newsroom engage in collaboration, content sharing and cooperation at different levels. As this media organization in general and the newsroom in particular is socially built

and the cooperation of journalists is crucial in studying the environment, the use of qualitative research method is appropriate in studying the new phenomenon, i.e., convergence in the newsroom. What is more, it is mostly based on the experience of each individual in the newsroom, the target individuals' views towards the activities in converged newsroom is pivotal to a sound understanding of the phenomena under investigation.

Because research is the fundamental cornerstone upon which sound theory is transformed into effective practice and vice-versa, it is important that scholars articulate the methodological, philosophical foundations upon which their research is based (Kim, 2003). That is the reason why researchers have presented different perspectives concerning appropriate approaches to media and communication research. As noted earlier, this study has considered different models of qualitative research with the intention of choosing the most appropriate for the study. Jensen (2002; cited in Ekwo, n. d., P. 95) notes that "because the field of media and communication derives from other disciplines, such as sociology, anthropology, and other social sciences, it is a subject of controversy as to the best method of inquiry that can help to illuminate the role and influence of the media in society." Nevertheless, qualitative approach is employed in this study to generate information regarding the understanding of media convergence.

Those undertaking qualitative studies have a baffling number of choices of approaches. One can gain a sense of this diversity by examining several classifications or typologies. One of the more popular classifications is provided by Creswell (2007). According to Creswell (2007, p.53) there are different approaches of qualitative research. These constitutes: ethnography, grounded theory, narrative, phenomenology, and case study. As Creswell (2007, p. 11) however, noted that, "for beginning researchers, I wouldn't recommend choosing more than one approach". But choosing one should be based on its appropriateness to the study in question. Thus, the researcher prefers phenomenological approach.

The focus of phenomenological approach in qualitative research is on making use of a person's real life experiences or activities to explain a phenomenon. According to Willig (2008), phenomenology focuses on what human beings see and experience at a particular time in real world. Researchers undertake this kind of study by using data generated from personal stories, experiences, and in-depth interviews (McNabb, 2008).

Phenomenology is a philosophical approach to the study of experience. There are many different emphasis and interests amongst phenomenologists, but they have all tended to share a particular interest in thinking about what the experience of being human is like, in all of its various aspects, but especially in terms of the things which matter to us, and which constitute our lived world. Many phenomenologists have also been committed to thinking about how we might come to understand what our experiences of the world are like (Jonathan, & et.al. 2009; P.11).

Husserl, Heidegger, Merleau- Ponty and Sarte are leading figures in phenomenological philosophy. The work of all of these writers have the complex understanding of experience, invokes a lived process, an unfurling of perspectives and meanings, which are unique to the person's embodied and situated relationship to the world (Jonathan, & et.al. 2009; P.21).

“Edmund Husserl's (1931) ‘transcendental phenomenology’ approaches the study of human experience with the aim of discovering underlying, fundamental aspects of experience-features that are universal and that lie at the very heart of human experience. Though differing somewhat, the ‘existential phenomenology’ of Jean- Paul Sartre (1956) and the ‘hermeneutic phenomenology’ of Martin Heidegger (1962) draw on similar European philosophical roots and have a crucial thing in common. They share a concern with investigating the essence of human experience,” (Martyn Denscombe, 2007, P. 83).

Even though, Alfred Schultz (1962, 1967) known by 'social phenomenology' is categorized under the North American version of phenomenology and primarily interested in mental processes, he gives attention to human experience. He is well engrossed in the mental processes through which humans make sense of the many things they experience (Denscombe, 2007). According to Denscombe, (2007),

Social phenomenology is less concerned (doesn't necessarily mean not concerned; (emphasis mine) with revealing the essence of experience, and more concerned with describing the ways in which humans give meaning to their experiences. Here lie the defining characteristics of the North American approach: its concern with the ways people interpret social phenomena (p. 84).

As discussed above, phenomenological approach seeks to understand the subjective, lived experiences and perspectives of participants and helps the researcher to gather information regarding a person's unique experience; therefore, this unique or subjective experience is very vital for such kind of research approach (phenomenology) because "we see (interpret) things as we are rather than as they are.

#### **3.4. Research Site**

As the principal aim of this study is to explore the experience of convergence in Ethiopia, it is proper to select the specific media organization which suits for the converged media environment. Thus, ERTA is preferred as an institutional site for the study. However, since ERTA as a media organization has various core- processes like, finance core-process, technology core-process, sport and entertainment core-process and news and current affairs core- process, it is important to identify which core- process is relevant for this study. As the

objective of this study is to explore the lived experience of journalists, the ideal place to meet this objective is newsroom which is directly led by news and current affairs core-process. This is the place where journalists meet, cooperate and process news. Generally, the newsroom is a particular setting where the actual convergence is entertained.

### **3.5. Sampling Technique**

The study employed purposive sampling technique. Purposive sampling is a non-random method of sampling where the researcher selects “information rich” cases for in-depth study (Patton, 2000). Purposive sampling takes place when the researcher selects a sample from which the most can be learned (Merriam, 1998). The main goal of purposive sampling is to focus on particular characteristics of a population that are of interest, and which will best enable the researcher to answer the research questions. In other words, it is a strategy in qualitative research that seeks information rich cases which can be studied in great detail about issues of central importance to the purpose of the research. The benefit of purposeful sampling is that, “Any common patterns that emerge from great variation are of particular interest and value in capturing the core experience and central, shared dimensions of a setting or phenomenon” (Patton, 2002, p.16).

### **3.6. Participant Selection**

As this method seeks to understand a journalists lived experiences, participants were chosen because they have lived, or are currently living the experience the study aims to find out. It is crucial that participants be willing to share their experiences, and be able to discuss them in a purposeful way. In this regard therefore, the respondents were selected based on their contributions to the news process and their involvement in news convergence. In order to

further diversify the sample, the researcher also sought respondents in different types of news decision-making roles as well as those in news content development and news production roles. For balance of perspective, the researcher chose three respondents from each of the three platforms (TV, Radio, and Online) in ERTA's newsroom. Totally nine key informants are selected for the study. Reporters, editors, deputy director, directors, were the participants involved in the news production process and editorial route. In addition to their involvement in news production and convergence, the participants' experience was also considered; five years and above working experience in ERTA's newsroom and editorial activity was chosen. This is because ERTA started to exercise convergence since 2001. Given that, without a committed role of the management the convergence process cannot be successful. Hence, the voice of the management of ERTA was also included.

### **3.7. Data Collection Tools**

The main data collection techniques used in this research study are in-depth interview, participant observation, and archival records.

#### ***3.7.1. Interview***

Interviews represent a classic qualitative research method that is directly interactive. It helps to better understand the meaning of media convergence, the changes in the newsroom culture, and the implications for journalism (Tampa news Center, 2006). Depending on the need and design interviews can be unstructured, structured, semi-structured. This study employed semi-structured interview approach with the participants. Since this method of interview has features of both structured and unstructured interviews, it uses both closed and open questions (Walliman, 2006). However, the researcher asked mostly open ended

questions to provide respondents the opportunity to express their views more openly. “The more open-ended the questioning, the better, as the researcher listens carefully to what people say or do in their life settings” (Creswell, 2007, P.8). The researcher selects nine key informants based on the criteria mentioned above. From these three were females and seven were males. For those participants with the same experience and gender, accessibility was taken as a criterion. For the interview, the researcher used a mini voice recorder and the recording was done after obtaining the consent of the interviewees.

### *3.7.2. Participant Observation*

Participant observation is a qualitative method frequently used in social science research. It is based on a long tradition of ethnographic study in anthropology. In participant observation, the observer becomes “part” of the environment, or the cultural context. The hallmark of participant observation is interaction among the researcher and the participants. It has an advantage of directly evaluating journalists’ relation with their environment. The researcher could explore how journalists’ process news-how they interpret and make sense of the subject (Walliman, 2006). The researcher of this study stayed almost for two months in the newsroom as a participant observer.

### *3.7.3. Archival Records*

The media convergence theme was analyzed in detail through the interviews, but as part of this study, it is also useful to review the accounts prepared in the newsroom (Fitzgerald, 2001). Methodologically, documents play a vital role in the data collection of a study and offer a means to verify other evidence sources. The researcher takes forty-eight days news from the broadcast authority. Since the Ethiopian radio and television agency has only 3

months of news in its archive, the researcher choose the Ethiopian Broadcast Authority, as it has six months news archive. From the six months news, the researcher randomly took two-day news every week. Accordingly, the total number of news collected over the six month period was forty-eight. All the collected news were aired at 8: 00 pm local time.

### **3.8. Analytical Procedure**

The data collected from interviews, observations and archival sources were systematically organized. The qualitative data from key informants' interviews were transcribed and significant anecdotes were presented, analyzed and used to corroborate the findings of the qualitative inspection. The transcription summarized each interviewee's response to each question in such a way that it reflected the content and spirit of the response.

## **Chapter Four: Data Analysis and Presentation**

This chapter analyzes and presents data collected through in-depth interview, participant observation and archives on the basis of the objectives set for the study. The study mainly targeted to answer the following research questions. How the journalists and staff members of ERTA perceive the newsroom convergence? How does ERTA socialize its journalists and staff to the adoption of the practice of newsroom convergence? What are the challenges ERTA faces in exercising newsroom convergence? Do journalists and staff see convergence a threat or an opportunity for ERTA? And the model that ERTA used in implementing convergence.

Qualitative data collected from key informants were transcribed, analyzed and presented to answer relevant questions. The transcription summarized each interviewee's response to each question in such a way that it reflected the content and spirit of the response.

A media organization is said to be practicing convergence when all parts of a media organization, such as, newsrooms, professionals (journalists, editors, and staff), products, technology, and the environment in the media is integrated as a collaborative structure.

### **4.1. ERTA Practitioners Perception of Newsroom Convergence**

Since there is a direct relation between thought and action, the researcher responds the perception of the journalists working in ERTA newsroom in the following section. Their practice is the outcome of their understanding. Therefore, it is necessary to understand the meaning of the term "convergence" especially as understood by the major actors directly involved in the newsroom. How they did is the direct reflection of how they understood the term. But it doesn't necessarily mean that one agreed upon definition and understanding of

convergence is expected from each respondent. As Quinn (2006) noted, convergence means many things for many people, various kinds of understanding are entertained by various people. However, other scholars, like Professor Larry Pryor from the University of Southern Carolina, claims that unless we have one vocabulary and the same understanding of what convergence means, it would be very difficult to progress. Therefore, there should be a common vocabulary in the working place of the phenomena, according to Pryor. Having said this, let us look at how journalists understand newsroom convergence in ERTA newsrooms.

Ato Abera Bulcha, who worked for 21 years in the newsroom, considers convergence as a new phenomenon which is practiced in ERTA. Due to its newness, he doesn't have a clear picture of what convergence means. However, in practice, he is doing it; because the news that he makes is distributed across all platforms (radio, television, and online). However, he doesn't know exactly what it means.

Such problem of understanding convergence is not only the problem of Ato Abera, to Belhu Terefe, who has worked for 27 years in ERTA, also does not fully understand fully understood the concept of convergence. He said, "Though I can't understand in detail the professional definition of the phenomena, it is different from what I heard from other countries" (Personal interview, 30 March, 2013). He is practicing it but does not know of that is what convergence is. It is difficult to say that the management has a good understanding of newsroom convergence. If that was the case, they would have created awareness in the staffers in general and in the practitioners in particular. Doing something without a clear understanding of the idea is flying blind.

Ato Daniel, who has worked for 15 years in ERTA and is a director of education and training, views convergence as a process. He also adds:

The two platforms were under the same agency but working as medium specific. However, this trend changed since 2001 (the time where ERTA started to entertain the practice of convergence). Convergence comes with process based practice instead of medium based practice. Therefore, convergence is a process based phenomenon which focused on content (personal interview, 25 April, 2013).

For Daniel, therefore, convergence is viewed from the content perspective. He noted that, since news was dispersed in terms of angle in the conventional way of doing, the coming of convergence in ERTA has stopped such kind of practices. With the coming of convergence, the news content for the three platforms comes from one hub. Due to this, as Abera stated, "One News for One Nation" is a kind of thought implemented in ERTA with all its challenges. However, many criticized such kind of one news for one nation notion. According to these critics, it highly kills diversity of voices. Bagdikian (1990, P. 29) argued that, "the concentration of ownership and control of content by companies with an interest in preserving the status quo would stifle the diversity of voices necessary to produce an accurate 'picture of reality' in news coverage." Similarly, many of the informants believe that media concentration is inimical to the democratic process. Those who control the media have the power to decide what the society watch, read, and listen. Most of the key respondents were reluctant to describe what they were practicing. What they focused on was the manifestations of media convergence.

Some scholars indicate that, several factors have recently sparked off media convergence, such as a decrease in newspaper sales, stagnation of TV audiences, a ferocious competition for advertising income, the growth of internet news users, the introduction of budgetary cuts together with the need to produce news content for several platforms within the same media company (Medienhaus Wien, 2008, P. 4; Snoddy, 2002).

Ato Fikir Yilkal, who has worked for the last 9 years in ERTA and is a member of the top management, views convergence positively. According to him, the aim of the platforms working together is to be a leader in terms of strong content and dissemination of similar content via radio, TV and online. He added that a lot of elements were considered before the media came to convergence, and he added that convergence was also meant to address the following objectives: recruiting a journalist who is capable of producing news for two platforms, taking the news from the same hub and then filling the information gaps and producing a tri-medial journalist who is capable of doing for the three platforms.

In terms of managerial view, the two platforms (radio & TV) were working independently in different locations though they shared the same name and were under one agency (ERTA). Because of this, it was difficult to exchange archives and to do other works together. This convergence in ERTA was driven by the need to solve the above mentioned problems. But most importantly, it was meant to create strong media in terms of content.

In terms of the forms of convergence, however, according to the researcher's observation and the information collected from the interviews, it is hard to say that ERTA is experiencing ownership type of convergence. In ERTA, the newsrooms of TV radio and online were located in different places but it has an editorial staff who decides about the news that would be aired in the three platforms. As Gordon (2003) argued, ownership convergence doesn't necessarily require shared editorial decision. But ERTA's experience shows that, there is a shared editorial decision.

On the other hand, though there is a room to argue that ERTA is entertaining tactical convergence, the fundamental aim of ERTA is not cross promoting news. As is well known, the primary motive of tactical convergence is cross promotional. Data obtained from the researcher's observations and participations in the newsroom and from interviews shows that there are elements of tactical convergence in ERTA's newsroom.

As Gordon (2003) asserts, in this type of convergence, each media platform refers to the content of the other outlet. Indeed, in ERTA, there are no “them” and “us” among the platforms though there is undeniable resistance. One journalist has the responsibility to do for the three outlets. But it doesn’t necessarily mean that all news would aired on TV would aired on radio and online. The nature of the audience would be considered before airing news. For instance, let us take election news. If the news aired on radio about electoral procedures, it would be unwise to expect the same news on online: since the online audience is much better informed than the rural audiences in terms of understanding the procedures. The same is true, if the issue is about the Diaspora community, it would be aired for the primary /target audience living abroad and in urban areas of the country via online and TV. Hence, the nature of the audience matters for determining what type of news would be aired for what type of audiences.

As noted earlier, the primary motive of tactical convergence is cross-promotional and ERTA has signs of tactical convergence. For instance, the anchor person on TV leads the audience to visit the organizations web ([www.erta.gov.et](http://www.erta.gov.et)) and the radio anchor also does the same thing. Hence, the cross-promotion activity is clearly observed though it is like a campaign. They do it one day and not the next day. It lacks consistency. This shows that they do not have enough understanding even why they are doing it.

It is often argued that, convergence is a process and takes a long time. Every media industry has its own convergence model, which is not always suitable for others. Perhaps, the relatively appropriate model for studying the experience of ERTA newsroom seems structural convergence model since it is both a management process in the sense of introducing changes in work practice, though many things have remained in the confines of the management and something associated with changes in newsgathering and distribution

As Gordon (2003, P. 68) noted, “Ownership and tactical convergence do not necessarily

require significant changes in organizational structure or the way employees do their jobs. In markets where TV, newspapers or online operations collaborate, it is clear that most staff members focus their energies on the primary medium they work for. But the more aggressive the goals for convergence, the more likely to change job descriptions and organizational structures" This is the performance practicing in ERTA. Since most of the changes happen in the newsroom in the context of media convergence (Quinn, 2004), structural convergence takes place within the editorial departments, influencing the editors to become more of multimedia editors. In ERTA, there is no single medium based editorial. The shared editorial (radio, TV, and online) team meet twice a day. They meet every day at 10:30 am to discuss about the previous day's job and at 2: 30 pm to plan about the next day's work. But that was not the experience before convergence; it comes with the coming of the practice of convergence.

Although the concept of convergence has not been implemented fully, some media platforms have reached the level where the collaboration and integration between members from other platforms are formed. Based on the convergence continuum model, introduced by Dailey, Demo, and Spillman (2003), ERTA media platforms have implemented the collaboration level, such as cross-promotion, cloning, and content sharing arrangements. At the cross promotion level, the media platforms invite their reader to see related and detailed information on other platforms of the media. For instance, the TV anchor leads the viewers to visit their online link for related story.

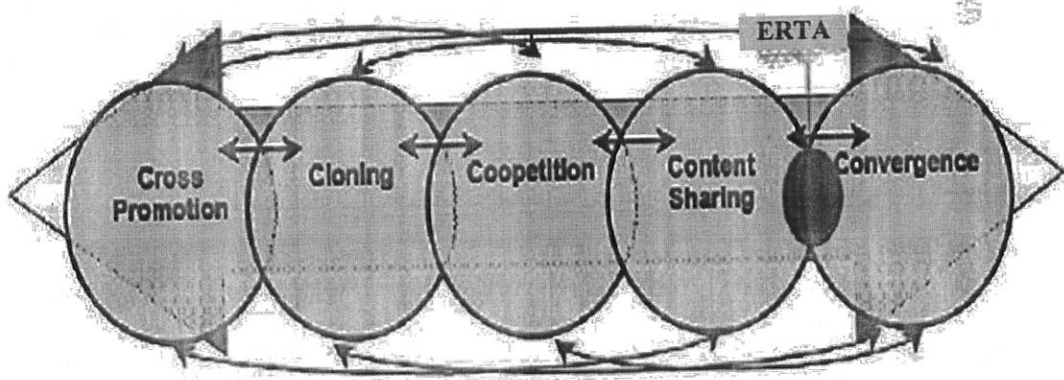


Figure 1.1 *Convergence Continuum* (Dailey et al., 2003)

At the Cloning level, the media platforms display the partners product, without editing the story, for instance, the content of online news is aired on television. In ERTA, the news aired on TV is directly dabbed to the radio and online platforms, too. Mostly, the news is prepared directly from the recorded video. There is no any difference of content among the three platforms. This has a big impact on quality of the news.

#### 4.2. Barriers of Newsroom Convergence that ERTA Faces

Behind the various forms of media convergence are obstacles that confront convergence operation. ERTA as a media organization has started entertaining convergence since 2001. With this practice of convergence, the intended and untended impediments may appear. Scholars (Quinn, 2005; Dailey et al. 2003) point out that since convergence journalism involves partnerships, mergers, cross-promotional activities, technological convergence, and re-alignment of work routines in media organizations, it is expected that the practice can generate legal and ethical dilemma for practitioners. Therefore, when the wave of change comes to an institution, obstructions may come with the change because change is always challenging. Let us look at the hindrances that ERTA is facing with the coming of convergence.

Ato Abera, Belhu, Birtukan, Netsanet, and Rahel (staff of ERTA) agreed that the fundamental obstacle for doing convergence journalism is the management itself. As it is remarked in the first section of the analysis, the journalists were not quite sure about the managements' understanding of how to implement convergence journalism. They also reported that the management do not have enough knowledge about modern media management. The above named journalists including Ato Daniel and Ato Fikir noted that they are not practicing convergence journalism based on the specific nature of each medium; this is the serious problem of ERTA. Convergence is a curse for one medium and a blessing for the other medium in ERTA's current situation Birtukan, said. According to her, this is due to lack of understanding of the core concept of convergence. In her stay in the media house she said that, the institution did not have its own house style, though different suggestions were made on this point.

On the same issue, Ato Ashebir Getnet said, "We have our own home style as a media institution;" whereas, Ato Daniel confessed, "We do not have our own home style as a media institution, but now we are on the way to have one. And this gap drives the journalists to copy one another, contributing to the flourishing of various personal styles. This is especially very visible when one journalist does for the three platforms. For instance, looking at the news archives, the researcher witnessed that, one journalist said, Great Britain on radio, in the mean time, the same person said Britain on TV, and also this person said England on the online version. This happens due to the unavailability of a style book for the media house.

Cultural differences are also the other obstacle in the environment of ERTA's newsroom. In my interview and observation most of the journalists were interested in working only in one platform. Many of them preferred working on television. Ato Kebede, a director of online and monitoring said the following in regard: "the barriers in our media are lack of capacity

and attitude problem.” (Personal interview) According to him, one of the most serious problems in ERTA was attitude towards convergence. In other words, both the culture and technology were barriers in ERTA’s context. He argued that the capacity problem is one of the manifestations of technology problem; whereas, the attitude dilemma is the sign of cultural barrier.

Furthermore, Ato Ashebir reinforced the idea that cultural differences of both platforms are the big barrier in ERTA. He said, “Especially at the beginning of our experience, the problem was devastating but now after a continuous training we are on the way to solve it” (personal interview, 20April, 2013).

Ato Daniel added another barrier for the practice of convergence. This is related to lack of journalists who are capable of doing for the two platforms. He added that, though taking the news from one hub is their strength, doing it based on the nature of each medium is their weakness, especially for the radio.

Netsanet, editor in the media house and served for 8 years in ERTA, believes that:

The above mentioned barriers exist in the media but the source of all the above problem is that the journalists are told to do for all platforms without creating enough awareness and training how to do it. Therefore, the root cause is lack of understanding of what we practice. And with respect to technology, there is only one computer to upload for the media house (Personal interview, 16April, 2013).

Generally, she listed the following as some of the major barriers for effectively doing convergence on ERTA: Lack of new media/convergence education, lack of effective and efficient leadership who has a good understanding of modern media management and

limitations of understanding of what to do; and embarking on implementing convergence in a campaign mode

Netsanet's argument seems to concur with Kwami (2008) who argued that shortage of financial and human resources, lack of leadership and understanding were factors that militate against the growth of media convergence.

According to Ato Fikir, who is a member of the top management, the basic challenge of practicing media convergence is resistance. According to him, this resistance is not only from the side of journalists but also from the management members. He added that they were solving this resistance through continuous training and informal communication.

This is predictable, media convergence being a new concept is likely to be met with some fears about what it means to media producers and consumers. As Dym (1999) said resistance to change is, therefore, a normal human reaction and should therefore be seen as part of change process.

#### **4.3. The State of Quality Journalism in Convergence Phenomenon**

Jenkins (2006) stated that convergence is both a change in the way media is produced and a change in the way media is consumed. Is this change good or bad for both sides, especially, here in ERTA? How is ERTA as a media organization maintaining quality in this convergence phenomenon? The following subsection looks at these points.

Ato Abera said, journalism is always in a state of change. He noted:

It is not viable to say the conventional form of doing journalism is good.

In addition, we are not certain about the future. The information age is showing progress in an alarming rate," (personal interview, 30April,

2013). He also adds "In media history, the past experience is not better than the current situation (Personal interview 30 April, 2013).

The current experience of convergence shows that it is not implemented based on the necessary training which suits all platforms. What is observed in ERTA is just like flying blind. Since priority is given for the resemblance of messages in all platforms, the issue of quality journalism is forgotten. Of course, the news documents that were analyzed were totally similar, especially the radio and TV news. Each medium specific nature was not respected. Convergence could lead to the standardization of discourse and the consequent loss of pluralism. Furthermore, when the specific nature of each medium's language is not respected and immediacy takes precedence over analysis, quality suffers.

According to Ato Belhu, each platform should be independent. Each outlet should organize its own department to secure the professional quality of each activity, he added that each outlet should keep its independence in the professional area but they may be led by one management to enable cooperation with other departments, like finance department, to maintain the quality of journalism.

Time constraint is the other core element that has a great influence on the quality of journalism in ERTA's experience of journalism. It constrains the opportunity for verification. Priority is just given to air news on time. But, speed is not everything. That is the reason why the news and the programs lack depth. Convergence as a principle should not have such kind of weakness. In fact, it posses the good qualities of TV, radio, and newspaper, Ato Daniel said. "Convergence brings together the depth of newspaper coverage, the immediacy of television station and the interactivity of the web (Media General, 2003, P. 4).

Journalists argued that, in ERTA, the resource utilization component is emphasized to the detriment of the professional quality. As Ato Daniel with the practice of convergence, both the organization and the journalists have been benefited. The organization has benefited in terms of taking news from one hub and transmitting it via the three platforms; it also has benefited in terms of resource utilization. The journalists also have benefited in taking training for all platforms and having an exposure for all platforms. On the other hand, Ato Abera argued that no one has benefited from the convergence. He believes that what the management has proposed is not working and the journalists are not going to do their jobs based on the notion of convergence. Ato Belhu, however, argued that the institution has benefited from the system. Because, it cut the budget and all platforms have used the same resources. However, the journalists have not benefited from the training of convergence, and that has affected the quality of journalism. As Haiman (2002) argued, the converged media world is one from which good journalism, and good journalists, are going to be in great need of defense. He added, "I think that convergence may end up being good, may be even very good, for media companies. I fear, however, that is going to be bad, and may be even very bad, for journalism". 'Convergence is the enemy of quality journalism; (according to Robert Haiman as Cited in Anderson, 2002, P. 13).

The researcher's own observation of the news content shows how the process of convergence experienced in ERTA has affected the quality of its news. It was observed that, there was a complete dab of the radio news onto TV, or vice-versa. The slight difference observed was on the online news. Here, there was little editing and the whole content aired on the broadcast was not posted on the online platform. I was also observed that the media house did not have its own home style. Different names were given to one thing.

#### 4.4. Is Convergence a Threat or an Opportunity for ERTA Newsroom?

There is no doubt that changes happen in the media landscape and they are visible and measurable. However, the meaning and its consequences are still far from being a consensus and a cause for debate and speculation by those who advocate a break with the old paradigm and those who believe in continuity.

As mentioned above, ERTA as a news institution has started to practice convergence since 2001. Due to its practice of convergence, the participation in the newsroom staff might see this new phenomenon as a threat or an opportunity based on their level of understanding of convergence and their experience.

According to Ato Belhu, convergence, in all accounts, is not a threat. He said,

I can't take it as a threat; it is an opportunity. By opportunity I mean it gives an opportunity for journalist to do on both platforms when necessary. It shouldn't be a rule and mandatory to do on all platforms equally. If it is, it has a room to say convergence is a threat (Personal interview, 10 April, 2013).

Martha Stone (2011) and other old school scholars strengthen the above argument of Ato Belhu. They argue that the do- it- all journalists should be the exception, not the rule. On the other hand, W/ro Birtukan takes convergence as a threat for ERTA at the present situation. She argues that:

The practice of convergence in ERTA has marginalized one medium and magnified the other platform; radio is highly overlooked and Television is highly privileged. Due to this, 80% of the rural audience is forgotten.

Radio has almost more than 97% area coverage and this medium is becoming dead now, (Personal interview, 25 April, 2013).

Surprisingly, this medium seems to be almost forgotten in a country that is lead by the government that believes its political base is the peasant community. The experience of convergence gives priority for urban dwellers but the urban society has many options. They have FM's, foreign big news outlets, like BBC, CNN, Aljazeera, and also internet access better than the rural audiences. Birtukan concludes that the pace of change in the in the country and the pace of change in the media have not matched. The country's developmental process is far better than the development of the media.

According to Netsanet, convergence is as an opportunity if it is applied properly. However, Netsanet noted it is difficult to say with confidence that convergence, as it currently practiced in ERTA newsroom is an opportunity. But as a science, it can't be considered as a threat. Particularly, in terms of reaching for heterogeneous audiences via TV, radio, and online it can be said that convergence has created an opportunity for ERTA. It has also created an opportunity for journalists, at least, to think about the three platforms and to have the opportunity to do for all platforms if they can use the opportunities with all the inconvenience of in the institution. In that sense, Netsanet believes that it is an opportunity.

Advocates of convergence journalism, like Jane Stevens (2011), add force to the idea of Netsanet. They said that convergence plays a pivotal role in today's multimedia environments. It affords journalists creative control over their news stories; and allows the opportunity for the end users to get information in a variety of mediums. Jane Stevens (2011, P. 6) believes that, "... convergence will not be the rule, it will rule."

Ato Ashebir Getnet, who is a director of news and current affairs, forwards his ideas towards the existing situation of ERTA in implementing convergence. According to his statement,

“Anything can not be x and y when we enter into a new system and experience and it is important to see the comparative advantage of the new idea” (Personal interview, 30April, 2013). He adds that the media house should choose better one through cost benefit analysis. Eight and nine months before, convergence was a threat for ERTA, especially for radio, because we made the TV to kill radio. Now, through process, it has come to the normal condition. Therefore, it is an advantageous if it is applied properly based on knowledge. He draws attention to understanding the human behavior and the propensity of more journalists wanting to do on TV since it is promotional.

Although Ato Ashebir said that, many journalists are interested in TV there are journalists who are much interested in working on radio. For instance, Ato Belhu, W/ro Birtukan, and W/ro Netsanet, have an interest to stay in radio section. Even these journalists, including some others, complain about the coming of the platforms in one roof. They believe that the radio program was very interesting and produced quality programs as a result of many audiences. They do not see that the flourishing of FMs as the factor for the current weakness of the radio. They have a firm belief that since radio has a wide area coverage it can be a highly competitor platform. They complained that the management deliberately killed the radio as it stands now, there are even government authorities who are not willing to give an interview for radio but very happy to do it for TV.

Ato Fikir Yilkal, who is member of the top management, and Ato Daniel, who is director of education and training, do not dispute the arguments noted above. However, Ato Daniel thought that, Convergence is a process and that process based philosophy has helped ERTA to observe the weakness and strength of convergence. As a result, it has observed that radio is weakening. Now, though too late, the media house is trying to make an adjustment. “... Convergence refers to a process; it is not an ultimate stability” (Jenkins, 2008; 15-16). It gives a space to make amendments.

#### **4.5. Training and Communication Strategy in ERTA**

Training is everything that is done to improve knowledge or skills or to refresh employee's memories on previously learned knowledge or skills. It can best be imagined as bridging the gap between what employees know now and what they have to know about media convergence and the appropriate skills and knowledge to face it. Many different training methods and media can be used to acquaint the target group with the new concept and achieve the goal.

Rogers and Kincaid (1981, p.128) argued that "Communication is a two way process of convergence, rather than one way, a linear act in which one individual seeks to transfer the message to another, in achieving certain effects." Therefore, since convergence is a new phenomenon, the central idea of it should be effectively transferred from the change agents to the journalists to have a desired effect. It will help to diffuse a new idea to the direct practitioners. Moreover, Rogers (1986) stated that, media convergence has all the characteristics of diffusion and innovation because it is relatively new concept, especially in Africa, and the diffusion of the new concept has the potential to trigger social change and unprecedented multiple communication exchange.

Keeping the above ideas in mind, we will look at the training and communication system of ERTA in introducing convergence for practitioners based on five sequential stages of Rogers (1986), which are agenda setting, matching, redefining/restructuring, clarifying, and routinizing.

If we view ERTA in terms of the first stage of Rogers (1986) Diffusion Innovation, we can say that it has been implemented. ERTA has started implementing convergence since 2001. This means that the media house gives a response to the new wave of change coming to the

media world. As Rogers (1986) said, agenda setting existed when the media industry recognized the new ways of connecting to readers and viewers. It was necessary to remain a viable commodity in the lives of busy users and readers (Lawson- Borders, 2006). However, the media has loose communication system in acquainting the staff with the new phenomenon. Often, the communication system privileges in ERTA are informal communication and short term training, and the nature of the training and the content of the communication are often attitude based not professional trainings. Because the management believes that the fundamental problem of the journalists is the problem of attitude towards convergence, not the lack of professional knowledge. Whereas, the journalists claim that, their basic problem is the management who have not updated themselves with the new technology. Awareness creation is directly related to the skills, knowledge, and strategies necessary to do a particular job. Conversely, the experience of ERTA shows that due to lack of good communication, they are not able to create the intended understanding, resulting in having different views and visions for the institution. If there are no shared visions towards the media, the projected plan may not be achieved. "Beliefs from a shared organizational vision can guide an innovation to institutionalization" (Linda, 1999). ERTA lacks shared organizational views. This happens due to a lack of a good communication channel. Every message comes from the top to the bottom in a command mode. There is no bottom up approach. However, convergence is both top- down corporate driven process, and bottom-up consumer driven process (Jenkins, 2006). What we see in ERTA lacks such kind of thought. The basic element of diffusions matching stage observed in ERTA is its having an online division. ERTA, though it is a very recent section, has its own online service which is WWW. erta. gov.et. But what is observed here is that most journalists talk about radio and TV and not about online. Even in the researcher's interviews with the key informants, they talked about the broadcast, not the online section. They have not sufficient knowledge about the online platform. It is hardly introduced. ERTA is implementing a matching stage in that,

it has an online service. "The website is applicable to discussions of the matching stage because its creation is a response to the agenda that was set in the public and media industry as computer and internet was escalated" (Lawson- Borders, 2006, P.49).

This is the third stage where the organizational structure is modified to accommodate the innovation. ERTA is trying to reshape the media landscape. With this redefining stage, each medium has its own newsroom, there is no them and us among the journalists. They use the resources equally including the human power. Also, cross- promotion and optimization of content delivery through all platforms are implementing in ERTA, as a response to diffusion. "This redefining/restructuring stage is where multiple adjustments can be made by an organization to tweak an innovation to its best potential" (Lawson- Borders, 2006, P. 52).

It is difficult to say that the clarifying stage is implementing in ERTA. The very first thing, according to my interview, the management is not committed towards the innovation in collaboration with the practitioners and the technological access. The management has knowledge gap. On the side of practitioners, though there are some journalists who understand how to implement convergence, there are many who are resistant and know nothing about how to use it. And this few are dominated by the majority. As Birtukan said, "I am with the system because they told us to implement convergence but I know nothing the notion of convergence," (personal interview, 21 March, 2013).

In order to create awareness convergence, mean, needs a clear system of communication among the top, middle, and operational management. In my observation, however, I detect that the bridge among the three management level is loosen. I can't see their formal relationship; the informal communication exceeds the formal one. At this stage, as Lawson- Borders(2005, P.52) stated, the management style change in line with the innovation adjusted and as Rogers (1985) stated a common understanding of the innovation emerges through this interactive social process. However, the reality is not as the above scholars

revealed. In ERTA, one thing the far placed newsrooms (radio &TV) comes to one roof with different section but lead by one management. Second, there is sharing of resources. Nevertheless, it is difficult to say the staff members have a common understanding towards the innovation and the management style is changed, though the editorial is somehow changed. We saw how their understanding of convergence looks like in the first analysis of this chapter. Their understanding is far apart. And, in the mean time, as my interview shows, the management is not capable to lead modern media system like convergence. Therefore, ERTA is not fully reached at clarifying stage though it has elements of clarifying.

The final stage is routinizing. Since Rogers (1983, P. 362) said that, later stages in the process can't be undertaken until earlier stages have been settled. Therefore, as the fourth stage of diffusion is not entirely settled it is tough to reach at this level easily. ERTA is trying to make the phenomenon institutionalized but there are enormous resistance from both the management and the practitioners.

Generally, the role of the change agents, in ERTA case the management, has a pivotal role in facilitating the intended change. However, it is so tricky to say that ERTA's management is playing its role in doing that. They have a great responsibility to create a solid bond between the staff and lead the convergence process effectively. To have effective bonding of people in a converged and dynamic environment, the management has to get members of the organization, particularly the journalists, to relate to one another, to build trust and confidence, and to have the ability to reach group decisions while they work independently and make crucial decisions on their own. This is failed in the management of ERTA.

Finally, in the term of convergence, integration involves the management of the organization, such as newsroom management, staff (including journalists, technology and operation. As Singer (n.d) stated that "newsroom convergence- a combination of technologies, products, staffs, and geography among the previously distinct provinces of

print, TV, and online media. And the newsroom is the heart of news industry, which is the wheel center of news circulation and workflow of editorial and journalists.

According to the director of ERTA, Kebede Kassa and my observation:

ERTA hasn't applied yet single newsroom, but still separate in tri-newsrooms (TV, radio, online), which in each newsroom, consists editors that responsible for their own responsibility. (Personal interview)

It is difficult to group ERTA's contemporary situation based on Gottschalk's (2010) classification of newsroom. Gottschalk (2010), a former editor-in-chief of the German newspaper. He evaluated and figured three types of newsrooms as the result of his research on newsrooms in Germany. To describe the changing of newsroom, here explain the position of ERTA newsroom is very vital. Therefore, based on the pictures he figured out ERTA's newsroom have the following features, according to the researcher's observation:

- ❖ Each platform has its own separate newsroom
- ❖ There is collaboration among journalists though it is not satisfactory. It is seen from their workflow.
- ❖ One journalist not only makes for one platform but contribute for all platforms.
- ❖ There are no "THEM" and "US" among journalists.
- ❖ The content is selected and decided by the shared editorials of TV, radio, and online.

Bearing the above features in mind, we can decide where the current newsroom position of ERTA. As we see the features, there are elements of both newsroom 1.0 and newsroom 2.0. In newsroom 1.0 or 'the multiple media newsroom', the newsroom structure is not changed, each newsroom in every media platform running on its own tasks. There has been no

collaboration between platforms. The editorial performance still work with the main task, for example, a print journalist writes only for newspapers. On the other hand, in newsroom 2.0 or 'the cross media newsroom' the collaboration occurs in the newsroom. It is seen from the workflow on each section, not only making for one media platform, but contributing for all platforms. The content then is selected and decided by editors from each platform. In this newsroom, the structure is slowly changing. Finally, newsroom 3.0 or 'the integrated newsroom' is almost the level of full convergence, according to convergence continuum model. There is a full collaboration in term of content, resources, and the layout of the newsroom. Journalists become multi task resources. Each section is not only responsible for gathering content, but also selecting and taking decision to display the content for each media platform. Since there is the wave of resistance is going around the newsroom, it is difficult to achieve newsroom 3.0 in ERTA in the near future.

Nonetheless, the elements of newsroom 2.0 (mentioned on the above) exceeds newsroom 1.0. Therefore, according to the features, the current newsroom structure of ERTA is seems to be newsroom 2.0. However, to change the newsroom and going to be a convergence need time; it might develop the new infrastructure and convergence level in the newsroom.

## **Chapter Five: Conclusion and Recommendations**

### **Introduction**

This chapter present conclusion of findings. In addition, recommendations for the areas which need improvement are also forwarded. These recommendations are believed to expand our understanding of how convergence is implementing in ERTA.

### **5.1. Conclusion**

From the overall results of this study, it can be concluded that understanding the notion of convergence is of very crucial importance in implementing it in an effective way. Convergence occurs (the path begins) in ERTA, affecting most, if not all, practitioners in the way they work. The study reveals that there is serious gap among both workers and management of ERTA, in the understanding of what they are doing with respect to convergence.

National and mega media portal, like ERTA, needs to have a well organized communication strategy in order to adopt the new innovations and socialize the staff to the new phenomenon of convergence. The study also shows that, ERTA has a loose communication channel among its staff for creating awareness among the staffers in general, and the journalists, in particular. Short-term training and informal communication were the typical ways employed in adopting the innovation.

The convergence experiments in ERTA were constrained by factors, such as poor management, cultural difference, and gap in technological know-how.

The hardest to be changed is the paradigm and journalists' attitudes. It is difficult to change the habit in the newsrooms that formed since years ago. Resistant, even occurred at the beginning, but they are slowly adapting the new innovation.

ERTA management needs to develop efforts continuously, to realize the vision. Besides planning the future newsroom, training the journalists, ERTA also expecting the agents of changes appear in the internal and influence others to plan for the future newsroom.

Every media industry has its own convergence model, which may not always suitable for others. It seems that structural convergence model with newsroom 2.0 might be more appropriate model for ERTA.

## **5.2. Recommendations**

Against the backdrop of the conclusions given above, the study makes the following recommendations.

Staff retraining is an important requirement for gearing up for the new markets will need people with the right mix of skills. A growing number of journalism schools have modified their curricula to adapt to trends in media convergence. These schools believe that students must be able to present news across different platforms- newspaper, television, radio, and the web. The students must obtain a diverse skill sets. Therefore, it is advantageous if ERTA and higher institutions, like Addis Ababa University establish a strong link in order to enhance the competitiveness of the organization.

Behind the various forms of media convergence are hidden obstacles that confront convergence operation. ERTA also faces various kinds of obstacles that impede the efficient implementation of convergence. Future implementation strategies must overcome these barriers through an understanding of the forces and variables influencing practice and through the use of methods that are practical- and all- encompassing rather than didactic.

Though the appropriate model of ERTA newsroom convergence is inclined to structural model, it lacks many qualities of the model to pronounce in confidence. Therefore, in order to enhance the features of structural convergence the newsroom need to go far, like restructuring the newsroom configuration.

Convergence is already showing signs of being a key driver of current developments in telecommunications, media and information technology industries. In order to formulate an

appropriate response to current developments, it is important to launch a broad debate what, barriers exist – which may hold back the trend towards convergence

## BIBLIOGRAPHY

- Anderson, B. (2002). 'Convergence: "The Enemy"' Retrieved from <http://www.poynter.org/forum/default.asp?id=17167>
- Appelgren, E. (2004). *CONVERGENCE AND DIVERGENCE IN MEDIA: DIFFERENT PERSPECTIVES*. Lindstedtsvägen 5, 100 44 Stockholm, Sweden: The Royal Institute of Technology (KTH). Lindstedtsvägen 5, 100 44 Stockholm, Sweden
- Audience Interactivity and Participation: Media Company Representatives, Interviews and Essays. B. S. B. I. Mierzejewska (Ed.) *Transforming Audiences, Transforming Societies*. Retrieved from <http://www.jour.sc.edu/news/convergence/v5no2>
- Aviles, e. A. (2009). Newsroom integration in Austria, Spain, and Germany. *Journalism practice*. (3) 3, 285-303.
- Bagdikian, H. (1990). *The New Media Monopoly*: Bosten Beacon Press.
- Belasco, J. A. (1990). *Teaching the Elephant to Dance: The Manager's Guide to Empowering change*. New York: plume.
- Belmont, C. W. R., H. (1994). Researching Media Convergence and Cross- Media news production. An introduction (pp. 122-129).
- Berger, G. (2005). *Doing Digital Journalism: How Southern African Newsgatherers are Using ICT*: New Media Lab.
- Boczkowski, P. F., J. (2005). Multiple media, convergent processes, and divergent products: Organizational innovation in digital media production at a European firm. *The Annals of the American Academy of political and Social Science*, 597, 32-47.
- Boczkowski, P. J. (2004). The processes of adopting multimedia and interactivity in three online newsrooms. *Journal of Communication* 54(2), 177-213.

Changing information workplace. . *The International Journal on Media Management*, 5, 39-

46. *concentration in the UK and European media*. London: SAGE Publications

Cindy Royal. (2005 ). "Teaching Web Design in Journalism and Mass Communication

Programs: Integration, Judgment, and Perspective," *Journalism & Mass*

*Communication Educator*, 59, 400-414.

Cole, D. M. ( 2001). "The completely electronic workflow." *Presstime*. Newspaper

Association of America: Configuring Convergence: Southern Africa websites

looking at American experience. . 87.

Convergence in European Digital TV Regulation. (1999). C. a. V. Marsden (Ed.)

*Convergence: The International Journal of Research into New Media*

*Technologies.*, 85.

Cottle, S. a. M. A. (1999). 'From BBC Newsroom to BBC News centre: On Changing

Technologies and Journalist Practices', *Convergence* 5, 3 22-43.

Creswell, J. (1998). *Qualitative inquiry and research design: choosing among five traditions*.

Thousand oaks', Calif: Sage publications.

Czarniawska, B. (2004). *Narratives in social science research*. London: Sage.

D., B. G. a. M. ( (2006).). A case study of Media Convergence at Media General's Tampa

News Center. 17.

Dailey, L. D., L.; Spillman, M. . (2005). *The Convergence Continuum: A Model for*

*Studying Collaboration Between Media Newsrooms. . Atlantic Journal of*

*Communication*,vol, 13, 150-168.

Denscombe., M. (2007). *The Good Research Guide for Small Scale Social research projects*.

3rd ed. Maidenhead: Open University Press.

Deuze, M. (2007 ). *Media Work*. Cambridge: Polity Press.

- Doing Digital Media in Africa Prospects, Promises and Problems. (2009). F. Mdlongwa (Ed.)
- Doyle, G. (2002 ). Media ownership: The economics and politics of convergence.
- Dupagne, M. a. G., B. . (2006). The meaning and influence of convergence: A qualitative case study of newsroom work at the Tampa News Center. . *Journalism Studies* 7(2), 237–255.
- Dym, B. (1999). Resistance in organizations: How to recognize, understand and respond to it. . *Journal of Organizational Development* 31(1).
- Economist., T. (2006). Who Killed The Newspaper? Retrieved from <http://www.economist.com/>
- Elvira Esmeralda, v. N. (2007). Newsroom Convergence at Mail & Guardian a qualitative case study. 16.
- Erdal, I. J. (2009). Cross-Media (Re)Production Cultures. *Convergence : the Journal of Research into New Media Technologies*. 15 (2), 215.
- Esser, F. (1998). “Editorial Structures and Work Principles in British and German Newsrooms.” *European Journal of Communication*, 13(3).
- Fidler, R. F. (1997). *Mediamorphosis: understanding new media*. Thousand Oaks, CA:
- Fitzgerald, M. (2001). Media convergence faces tech barrier. *Editor & Publisher*, 134, 30, 32.
- Forcacs, D. (2001). Scenarios for the digital age: Convergence, personalization, exclusion. *Modern Italy*, 6(2), 129-139.
- Ford, J., Ford, L., & D’Amelio. (2008). Resistance to change: The rest of the story. *Academy of Management Review*, 33(2).
- Français. (2002). ‘Convergence – Fact or Fiction?’ URL (accessed 27 September 2002):<http://www.wan-press.org/IMG/pdf/doc-360.pdf#search='Convergence%20-%20Fact%20or%20Fiction?>

- G., M. (2000). Digital futures: European television in the age of convergence M. G. a. D. P. Wieten J (Ed.) *Television Across Europe. A Comparative Introduction* (pp. 35–58).
- Garcia Aviles, J. A. C. P., Miguel (2008). Integrated and Cross-Media Newsroom Convergence, in: *Convergence. . The International Journal of Reserach into New Media Technologies,, Vol. 14/ 2008.*
- Gilder, G. (1994). *Life After Television: The Coming Transformation of Media and American Life.* New York.
- Giner, J. A. ((2001a).). From Media Companies to ‘information engines.’ In, *Innovations in Newspapers the 2001 World Report.* Pamplona, . Spain Innovation International.
- Gordon, R. (2003). ‘The Meanings and Implications of Convergence’, in K. Kawamoto *Digital Journalism: Emerging Media and the Changing Horizons of Journalism.* pp. 57–73. Lanham, MD: Rowman and Littlefield.
- Gottschalk, P. (2010 ). 65 Percent Convergence in German Newsrooms. Retrieved from <http://www.pitgottschalk.com/2010/12/65-percent-convergence-in-german.html>.
- Grant, A. (2004). Comments noted at Newsplex training. Columbia, South Carolina.
- Grant, A. W., J. (2009 ). *Understanding media convergence: The state of the field.* New York; Oxford University Press Inc.
- Guba, E. G., & Lincoln, Y. S. . (2005). Paradigmatic controversies, contradictions, and emerging influences. In N. K. Denzin and Y. S. Lincoln (Eds.), *The Sage Handbook of Qualitative Research* (3rd ed.) (pp. 191-215). Thousand Oaks, CA: Sage.
- Gunter, B. (2000). *Media Research Methods. Measuring Audiences, Reactions and Impact.* London: Sage Publications

- Haiman, R. (2001). "Can convergence float?" Presentation to journalism educators' at Washington.
- Hammersley M, A. P. (1995). *Ethnography: Principles in Practice*. 2<sup>nd</sup> ed. London: Routledge.
- Hardt, H. (1990). 'Newsmakers, Technology and Journalism History', . *Critical Studies in Mass Communication*, 7, 346–365.
- Heidegger, M. (1962). *Being and time*. New York: Harper & Row.
- Hemmingway, E. (2005). 'PDP, the News Production Network and the Transformation of News', *Convergence*. 11(3), 8–28.
- Hendricks., J. A. (2010). *The twenty first century Media Industry: Economic and Managerial Implications in the age of New Media*. Roman and Littlefield Publishers Inc.
- Herkman, J. (2012). Convergence or intermediality ? Finnish political communication in the New Media Age. *The International Journal of Research into New Media Technologies*, 18(4), 369-384. [sagepub.co.uk/journalsPermissions.nav](http://sagepub.co.uk/journalsPermissions.nav) DOI: 10.1177/1354856512448727 [con.sagepub.com](http://con.sagepub.com)
- Hodder, A. (2003). *Mass Media and Society*. Edinburgh University Press
- Huang, E. (2006). 'Facing the challenges of convergence: Media Professionals' Concerns of Working across Media Platforms', *convergence* 12 (1), 83-98.
- Husserl, E. (1931). *Ideas: General introduction to pure phenomenology*. (W. R. B. Gibson, Trans.). London: George Allen & Unwin.
- IDEI, N. C. d. c. (2002). "What happened to convergence?" J. M. RICE, B. (Ed.). *Creating digital content*. New York: McGraw- Hill, pp. xix -xxii.
- Iosifidis, P. (2002). Digital convergence: Challenges for European regulation. *Javnost – The Public* 9(3): 27–48.

- Jenkins, H. (2006). *Convergence Culture: Where Old and New Media Collide*. New York: New York university press.
- Jonathan A. Smith, P. F., Michael Larkin. (2009). Interpretive phenomenological Analysis: Theory, Method and Research. . *Journal of Research Into New Media Technologies*, 14(1), 5-8.
- KATARZYNA, K.-P. (2011). *Media convergence concepts*. Roman and Littlefield Publishers Inc.
- Keichel, W. (2001). "Co-opetition true and false: An alternative to convergence?". Paper presented at the the World Association of Newspapers Hong Kong, 6 June 2001.
- Kenneth, C. K. (2003). *Managing Media Convergence: pathway to journalistic cooperation*. Washington D.C.
- Ketter, S. e. a. (2004). "Case Study Shows Limited Benefits of Convergence", *Newspaper: Multimedia Newsrooms*. Number 4, April 2002, 1-2
- Ketterer, e. A. (2009). *Models of Business convergence in the information industry*. 127.
- Kim, S. (2003). Research paradigms in organizational learning and performance: Competing modes of inquiry. . *Information Technology, Learning and Performance Journal*, , 2(1), 9-18.
- Kolodzy, J. (2003). Everything that rises. *Columbia Journalism Review*, 42(2), 61-62.
- Kung, e. a. (1999). *Impact of The Digital Revolution On The Media And Communications Industries*. 6( 3), 29-48.
- Kwami, A. (2008). *Converged newsrooms: A case study from West Africa*. Accra, Ghana: *International Institute of ICT journalism*. Lanham, MD: Rowman & Littlefield Publishers, Inc

- Lawson- Borders, G. (2006). *Media Organizations and Convergence: case studies of media convergence pioneers*. Mahwah, NJ: Lawrence Erlbaum.
- Lehtonen, M. (2000). On no man's land. Theses on intermediality. *Nordicom Information*, 22(3-4), 11-23.
- Leykun, B. (1997). Structure and function of Ethiopia Television. 4.
- Lincoln, Y. S., & Guba, E. G. (2000). Paradigmatic controversies, contradictions, and emerging confluences N. K. D. Y. S. Lincoln (Ed.) *Handbook of qualitative research*.
- McCracken, G. (1988). *The Long Interview*. Newberg Park, CA: sage.
- Megwa, E. R. (2005). Bridging the digital divide: Community radio's potential for extending information and communication technology benefits to rural communities in South Africa. *The Howard Journal of Communications*, 18:335-352
- Meier, K. (2007). Innovations in Central European Newsrooms. Overview and case study. In: *Journalism Practice*. (1).
- Merriam, S. B. (1998). What can you tell from an N of 1?: Issues of validity and reliability in qualitative research. *PAACE Journal of Lifelong Learning*, 4, 51-60.
- Meyer, P. (2004). *The Vanishing Newspaper: Saving Journalism in the Informatio Age*. Columbia: University of Missouri Press
- Moustakas, C. (1994). *Phenomenological research methods*. Newbury Park, CA: Sage.
- Mueller, M. (1999). Digital convergence and its consequences. *The Public*, 6(3), 11- 28.
- Negrophonte, N. (1995). *Being Digital*. New York: Alfred A. Knopf.
- Neuman, W. L. (1991/2006). *Social Research Methods: Qualitative and Quantitative Approaches*. Boston: Pearson.

- Birhanu, O. (2006). *The professional Orientation of Journalists in Ethiopia: Survey of their self perception*. MA, Addis Ababa University.
- Papacharissi, Z. (2010). The citizen is the message: Alternative modes of civic engagement. Z. Papacharissi (Ed.) *Journalism and Citizenship: New agendas in communication* (pp. 29-43).
- Patton, M. Q. (2000). *Qualitative research and evaluation methods*. (3<sup>rd</sup> ed). Newbury Park, CA: Sage
- Pavlik, J. S. (2000). The impact of technology on journalism. [Journalism Studies]. *1*(2), 229–237.
- Pool, I. d. (1983). *Technologies of Freedom: On Free Speech in an Electronic Age*. Cambridge, MA: Harvard University Press.
- Potter, W. J. a. R., K. . (2007). A content analysis of media effects literature. *Journalism and Mass Communication Quarterly*, *84*(1), 90.
- Pryor, L. (2005). “A converged curriculum: One school’s hard-won lessons,”. *OJR: Research Journal*, *25*( 3), 52-65.
- Quinn, S., & Quinn-Allan, D. (2005). The World-wide spread of journalism convergence. Proceedings of the Journalism education conference. Griffith University: Proceedings of the 2005 Journalism Education Association Conference.
- Quinn, S. A. F. V. (2005). *Convergent Journalism: An Introduction- Writing and Producing across media*. New York, Focal Press.
- Robert, N. (2002). *Convergence: The International Journal of Research into New Media Technologies.*, 85.
- Rogers, E. (1986). *Diffusion of Innovation*. London: The Free Press.
- Rogers, E. (1995). *Diffusion of Innovations*. New York: Free press.

- Rogers, E., & Kincaid, D. L. . (1981). *Communication Networks: Toward a new Paradigm for research*. New York: Free Press.
- Rogers, E. S., F. . (1971). *Communication of Innovations: A cross- cultural approach*. (2<sup>nd</sup> ed.). New York: Free Press.
- The Sage Handbook of Qualitative Research I. N. K. D. a. Y. S. Lincoln (Ed.)
- Sartre, J.-P. (1956). *Being and Nothingness*. Translated by Hazel Barnes. New York: Philosophical Library.
- Shoemaker, P., & Reese, S. D. . (1991). *Mediating the message: Theories of influences on mass media content*. New York: Longman.
- Silcock, B. W. K., S. . (2006). Translating the tower of Babel? Issues of definition, language, and culture in converged newsrooms. [*Journalism Studies*]. 7(4), 610-627.
- Silverman, D. (2005). *Doing qualitative research*. (2nd ed.) London: Sage.
- Snoddy, R. (2000). Newspaper editors should take heed of the “prophets of doom”. [*Marketing*]. 28.
- South, J., and Nicholson, J. . (2002, July/August). Cross training: In an age of news convergence, schools move toward multimedia Journalism. [*Quinn Magazine*]. (90), 0-15.
- Stone, M. L. (1999). “Exodus of the Web People.” [*American Society of Newspaper Editors convention*]. 28-29. “The future of technology and its impact on newspapers.” 1999 American Society of Newspaper Editors convention. 13 April 1999. <http://www.asne.org/kiosk/archive/convention/conv97/itsstillthecontent.htm>.
- Stone., M. (2011). “Mush of Mediocrity.” *Mapping the Field. Nordicom Review*, 28(2).
- Turkle, S. (1995). *Life on the Screen: Identity in the age of internet*. New York: Simon and Schuster.

- Turow, J. (1984). *Mass Media Industries*. New York: Longman.
- Uchenna, A. E. (n.d). *Towards Africa's Renaissance: Analyzing the influence of Media convergence on Democracy and Governance in Nigeria*. ph. D.
- Walliman, N. (2006). *Social Research Methods* . Sage course companions.
- Wien., M. (2008). Newsroom Convergence: A Transnational Comparison. [Online Journalism Review]. *Journal of Communication*, 54(2), 197-213.
- Wilkinson, J., McClung, S. and Sherring, V. (2009). "The Converged Audience" A. a. W. Grant, J. (Ed.) *Understanding Media Convergence*. Oxford: Oxford University Press.
- Wimmer, R., & Dominick, J. (2000). *Intensive reviews and Case studies*. In *Mass media*. Oxford: Oxford University Press.
- Yin, R. K. (2003a). *Case study research: Design and methods*. (3rd ed.). Thousand Oaks, CA: Sage.

## Appendix - One

### Interview questions for key informants

1. For how many years have you served in journalism?
2. What is your current position in the media?
  1. Do you think that convergence gives you an opportunity to do better journalism than the previous ones? (What competitive advantages may convergence create?)
  2. What are the greatest barriers to convergence?
  3. As some think cultural resistance is considered as the biggest obstacle in converged newsroom. How do you see it?
  4. Do you think that journalists in the newsroom have equal perception of status among radio, TV, and online?
  5. Did you get sufficient multimedia training that helps you to exercise journalism in the converged newsroom?
  6. How do you perceive the pressure in creating more content in a limited time?
  7. How do you see convergence: as threat or an opportunity?
  8. In what ways does your broadcast and online publications cross-promote news?
  9. Do you really think that convergence has reshaped the media landscape of ERTA?
  10. Do the opportunities of convergent media outweigh the challenges, and what in fact are the various implications (good or bad) of cross-media production?
  11. How do you evaluate convergence with regard to diversity of voices?
  12. What are the communication channels that the institution employs to create awareness about the changing phenomenon? In other words, how is the institution entertaining the diffusion process of the new phenomenon?
  13. What forces drive your media move to the event of convergence? Technology, business, or any other interest?

14. Does convergence has an impact on the quality of doing journalism? In what way?
15. Whom do you think that the beneficiary of the converged newsroom of ERTA? The institution or the journalists? How?
16. Do you have compensations for the extra work that you perform since the coming of the platforms into the same roof?

## Appendix - Two

### List of key informants

Kebede Kassa (Director of online and monitoring)

Ashebir Getnet (Director of News and Current Affairs)

Birtukan Haregewoyn (deputy director of news production)

Fikir Yilkal (Head of Sport and Entertainment)

Daniel (director of education and training)

Abera Bulcha (Editor)

Belhu Terefe (Editor)

Rahel (Editor)

Netsanet (Deputy Editor)