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United Arab Emirates University

College of Humanities and Social Sciences

NEWSROOM CONVERGENCE OF PRINT AND ONLINE MEDIA:
A STUDY OF THE GULF NEWS AND ALITTIHAD IN THE UAE

Ahmed Saddiq Mohamed Nedham Mansoori

This dissertation is submitted in partial fulfillment of the requirements for the degree
of Doctor of Philosophy

Under the Supervision of Dr. Muhammed Danladi Musa

December 2017

Declaration of Original Work

I, Ahmed Saddiq Mohamed Nedham Mansoori, the undersigned, a graduate student at the United Arab Emirates University (UAEU), and the author of this dissertation entitled “*Newsroom Convergence of Print and Online Media: A Study of the Gulf News and Alittihad in the UAE*”, hereby, solemnly declare that this dissertation is my own original research work that has been done and prepared by me under the supervision of Dr. Muhammed Danladi Musa, in the College of Humanities and Social Sciences at UAEU. This work has not previously been presented or published, or formed the basis for the award of any academic degree, diploma or a similar title at this or any other university. Any materials borrowed from other sources (whether published or unpublished) and relied upon or included in my dissertation have been properly cited and acknowledged in accordance with appropriate academic conventions. I further declare that there is no potential conflict of interest with respect to the research, data collection, authorship, presentation and/or publication of this dissertation.

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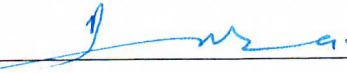
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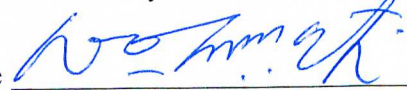
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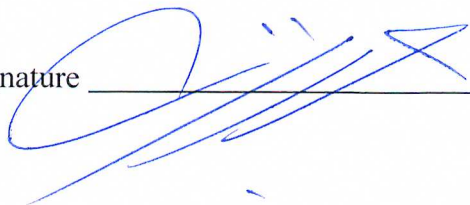
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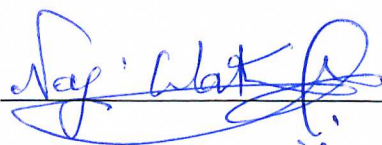


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Abstract

The media industry in the UAE, like elsewhere in the world, is experiencing significant changes due to the innovations brought by Information and Communication Technologies (ICTs). Newsrooms are especially center of such changes, forcing media owners and managers to recognize that convergence of print and online media is inevitable to sustain their newspapers. This research intends to develop an assessment method to determine how newspapers are performing in a convergent media environment. To investigate the three types of newsroom convergence levels (coordination, cross media, and full integration); the study develops an assessment model for the ten dimensions of newsroom convergence as provided by earlier scholars. The study employs newsroom ethnography and triangulation method in which the researcher conducted interviews, analyzed records, and observed different aspects of newsroom convergence processes. The results provided detailed assessment of each newspaper on the ten dimensions and the overall assessment of the convergence levels that each newspaper is operating on. The study reveals that convergence is more strategically planned in the privately owned newspaper but haphazard in government-owned newspaper. The study proved the validity of the assessment approach developed to determine convergence levels in the newsroom. This research can add to existing literature on newsroom convergence as well as provide a guide for media owners and managers who intend to plan for newsroom convergence projects, or to assess their current change projects.

Keywords: Newsroom convergence. Newsroom change management. Newsroom ethnography. Triangulation method. UAE press.

Title and Abstract (in Arabic)

التقارب في غرفة الأخبار بين الإعلام المطبوع والإلكتروني. دراسة لصحيفتي جلف نيوز والاتحاد في الإمارات العربية المتحدة

الملخص

تشهد صناعة الإعلام في دولة الإمارات العربية المتحدة، شأنها في ذلك شأن أماكن أخرى من العالم، تغيرات كبيرة بسبب الابتكارات التي جلبتها تكنولوجيا المعلومات والاتصالات. وتشكل غرف الأخبار مركزاً خاصاً لهذه التغيرات، مما دفع ملاك وسائل الإعلام والمديرين إلى الإدراك بأن التقارب بين وسائل الإعلام المطبوعة والإلكترونية أمر لا مفر منه للحفاظ على استمرارية صحفهم. ويهدف هذا البحث إلى تطوير نموذج لتقييم أداء الصحف في بيئة إعلامية متقاربة. ولتحقيق ثلاثة أنواع من مستويات التقارب في غرف الأخبار (التنسيق، ووسائط الإعلام، والاندماج الكامل)، تقوم الدراسة بتطوير نموذج تقييم للأبعاد العشرة لتقارب غرفة الأخبار على النحو الذي قدمه باحثون سابقون. واستخدم الباحث منهجاً إثنوغرافياً في غرفة الأخبار وطريقة التثليث من خلال إجراء المقابلات وتحليل السجلات وملاحظة جوانب مختلفة من عملية التقارب في غرفة الأخبار. وقدمت النتائج تقييماً تفصيلياً لكل صحيفة على مستويات البعد وتقييماً عاماً لمستوى التقارب الذي تعمل فيه كل صحيفة. وكشفت الدراسة أن التقارب مخطط استراتيجياً بشكل أوضح في الصحف المملوكة للقطاع الخاص ولكن أقرب إلى العشوائية في الصحف المملوكة للحكومة. وأثبتت الدراسة صحة نهج التقييم الذي طوره الباحث لتحديد مستويات التقارب في غرفة الأخبار. ويمكن لهذا البحث أن يضيف إلى الأدبيات الموجودة حول التقارب في غرفة الأخبار، فضلاً عن توفير دليل لمالكي وسائل الإعلام والمديرين الذين يعتمدون التخطيط لمشاريع التقارب في غرف الأخبار، أو لتقييم مشاريع التغيير الحالية.

مفاهيم رئيسية مفتاحية: التقارب في غرفة الأخبار. إدارة التغيير في غرفة الأخبار. إثنوغرافيا غرفة الأخبار. منهج التثليث. الصحافة الإماراتية

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Last but not least, my special thanks go to my parents and my family who helped me along the way. Their prayers and unlimited encouragement made this work possible.

Dedication

To my beloved parents and family

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Chapter 1: Introduction

1.1 Overview

For more than two decades, the media industry has been experiencing significant development with the advancement of new media technologies. With the digitization of media, outlets and platforms are converging in multiple platforms to produce media content for the audience when, where, and how that audience demands it, using all communication tools available (Kolodzy, 2013). The new digital communication tools such as interchange text, and audio, and visual communication over the Internet has fundamentally transformed the way news organizations operate. Convergence has enabled media companies to gather, distribute, and share information across a variety of platforms.

Media convergence is not a new phenomenon. It can be traced back to the 1990s, when media mergers and technological innovations gave birth to convergence journalism (Gordon, 2003; Killebrew, 2004). This convergence is a consequence of the advanced environment in Information and Communication Technologies (ICTs) in which it occurs. The concept of convergent journalism is the buzzword that is widely used among news organizations that are experiencing the transformation from traditional to digital media, and also among the academia. John Carey (2009) affirms that this term has fallen out of favor, and returned to popularity again, and although the term itself has been overused, it is an ongoing process with substantial implications for journalism. It is a response to both rapid changes in technology and shifting consumer behavior.

The rapid developments in ICTs have forced newspapers to adopt new digital media technologies in newsrooms to improve newsgathering, processing, and distribution, resulting in three types of newsroom models, as we will come to discuss later. These newsroom models can be distinguished one from another, based on the level of convergence of the traditional platform (i.e. the print) and the digital online platforms (i.e. website, mobile app, social media, etc.). They also describe how a newsroom is structured, how the news journey from the source to the audience is organized and operated in the newsroom, whether the journalists and editors engage in multi-skilling or not; whether they work for a single platform or multiple platforms; and how social media is deployed in the newsroom.

1.2 Statement of the Problem

Using different literatures and theories of media convergence, change management, and newsroom ethnography, this research intends to develop an assessment method to determine how newspapers are performing in a convergent media environment. To investigate the three types of newsroom convergence levels, the study develops an assessment model for ten dimensions of newsroom convergence employing newsroom ethnography in which the researcher conducts interviews, analyzes records, and observes different aspects of newsroom convergence. Most of the research on newsroom convergence has investigated it as a media phenomenon, proposing different models of the newsroom for discussion. On the other hand, media owners and leaders when making decisions about newsroom change do not often refer to academic research in coming to their decisions. This study intends to provide both a scientific and a comprehensive guide for assessing convergent newsrooms. As a result, the study benefits media research and the

profession in proposing a roadmap for media decision makers who want to drive change projects into their news organizations especially when attempting to converge between traditional and online media.

The focus of this investigation of newsroom convergence of print and online media is the United Arab Emirates (the UAE) which stands out as possessing the richest and most advanced media and telecommunications environment in the whole region, in terms of media availability, and telecommunications density and penetration rates (Ayish, 2003). The objective of this research is to assess those projects which have taken place in the UAE media industry. To do this, the study selected two newspapers (The Gulf News, the leading English newspaper, and Alittihad, the leading Arabic newspaper) as two different case study samples to assess the levels of convergence successes in their respective newsrooms.

After this introduction, Chapter 1 defines the concept of convergence and presents the discussions about this among media researchers. The chapter then presents two pioneering convergence projects conducted separately by the NY Times in the USA, and the Daily Telegraph in the UK. The chapter moves to discuss the inevitability of convergence, and why it is believed to be unavoidable for the traditional media in order to stay in business. The discussion in this section highlights the media landscape in the UAE and the challenges that face traditional media in a country with developed ICTs, high online connectivity and a growing population of new generations who are digitally literate and who increasingly interact with the world – socially, in terms of business, and in terms of accessing information – through digital platforms. Next, the chapter reviews related literatures to newsroom convergence models from different parts of the world, elaborating on three types of

newsroom, which we identify as Newsroom 1.0, Newsroom 2.0 and Newsroom 3.0. Finally, Chapter 1 discusses the theoretical framework of this research ranging from management theories and media theories. The discussion addresses strategic management theory with its different paradigms and approaches, then organizational development theory, and lastly, media evolution theory.

Chapter 2 describes the methodology of the research, explaining the data collection method and how the researcher developed the dimensions and elements from the original study of the newsroom convergence model. It then discusses the study sample of the newspapers in the UAE and the interviewee's sample of each newspaper. The chapter also indicates the steps and procedures taken to conduct the field work. It then moves to a discussion of the method of data analysis and the statistical tests conducted for the study, and the method for convergence levels assessments. Finally the chapter presents the 10 research questions of the study.

Chapter 3 presents the empirical findings of the research in three parts. The first part presents the findings of the demographics and biodata of the study sample. The second presents the findings regarding the triangulation ethnography method of the study. This relates to participants' perceptions, the evidence of records through their availability, and the researcher's observations. The final part of chapter 3 presents the overall results of the convergence levels of the two newspapers examined in the study.

Chapter 4 is the discussion and analysis of the empirical findings. The chapter discusses each research question on the newspapers under study, and explains the results of the research with in-depth analysis. The discussion involves qualitative

inputs from the personal observations and notes taken by the researcher while conducting the study in the respective newspapers.

In the concluding chapter, the researcher summarizes the main findings of the research and outlines implications, limitations, and recommendations for future research in this area. The researcher also makes recommendations for media organizations as to the best practices of a converged media.

1.3 Review of Literature

Starting from the early years of the third millennium, leading media organizations in the world began the push to converge their newsrooms by initiating projects aimed at the integration of print and online media aiming to, a) reach the growing audience for digital media, b) address the decline in the levels of both readership and advertisement experienced by traditional media, and c) to embrace the potential revenues that could come from the use of digital content. A few years on from those beginnings, newsroom convergence became the main subject of discussion, research, and implementation in news organizations, media conferences and amongst concerned academia around the globe. The attention and concern about this phenomenon resulted in several books, research studies, academic articles, conferences, and reports that discuss the challenges that face media organizations in an era of a revolution in information and communication technologies. These studies analyze this phenomenon, its effects on news media, and recommending media organizations to converge the traditional media and new media as the best way to cope with the challenges in order to sustain their businesses. The following discussion attempts to provide an insight into the main literature on newsroom convergence, starting with defining the term, discussing why it became so essential

in media business in the last fifteen years, and asking what are the early convergence projects and initiatives, what are the convergence models proposed, whether from different studies or initiated by newspaper organizations, and examining how all these studies are related to this research.

1.3.1 Concept Definition

The word, converge, is a verb that is defined in Merriam-Webster Online Dictionary in the following way:

- “1: To tend or move toward one point or one another: come together: meet <converging paths> <Police cars converged on the accident scene.>
- 2: To come together and unite in a common interest or focus <Economic forces converged to bring the country out of the recession.>
- 3: To approach a limit as the number of terms increases without limit <the series converges> ("Converge," n.d).

Convergence, however, is a noun and is defined in the same dictionary as “the merging of distinct technologies, industries, or devices into a unified whole, offering a variety of services” (“Convergence,” n.d). In media studies the term 'media convergence' became more familiar after the diffusion of Information and Communication Technologies (ICTs) into the media industry. “Media Convergence” is defined, according to the Encyclopedia Britannica, as a "phenomenon involving the interconnection of information and communications technologies, computer networks, and media content. It brings together the ‘three C’s’- computing, communication, and content - and is a direct consequence of the digitization of media content and the popularization of the Internet” (Flew, 2016).

Media theorists such as (Gordon, 2003; Janet Kolodzy, Grant, DeMars, & Wilkinson, 2014) have also provided definitions of media and journalism

convergence which elaborate on the concept of partnerships between two or more different media platforms, sharing newsgathering resources and content. Criado and Kraeplin (2008) provide a functional definition of convergence journalism as, “print, broadcast, and online news staffs forging partnerships in which journalists work and distribute content across several news platforms” (p. 19). They assert that newspapers in particular tend to be more concerned with implementing convergence than television stations, eventually because they have more to gain from convergence in journalism (Criado & Kraeplin, 2008).

Although many agree that convergence in general means the coming together of two or more things, different arguments are put forward to explain what exactly is coming together. Other media scholars argue that convergence can be viewed as the "coming together of different equipment and tools for producing and distributing news." (Grant & Wilkinson, 2008), and (Wilkinson, Grant, & Fisher, 2013). On the other hand Jenkins (2006) argues that it is a flow of content across multiple media platforms, suggesting that media audiences nowadays play a crucial role in creating and distributing content, and convergence therefore has to be examined in terms of social, as well as technological changes within the society. According to Jenkins, media convergence is an ongoing process which cannot replace the traditional media; it's more an interaction between different media forms and platforms (Jenkins, 2006).

Discussions on media convergence have expounded on the way newsrooms are using new technologies to improve the creation and delivery of content. Killebrew (2004) argues that media convergence generally means that all component platforms available for delivery to a web-based operating system contribute to the overall information product, asserting that information sharing and enhancement is

the central player along the process. With a definition similar to Killebrew's, Singer describes convergence as "some combination of technologies, products, staffs and geography among the previously distinct provinces of print, television and online media" (2004, p. 3). Singer believes that processes and outcomes of convergence vary widely among the markets in which the concept is being explored. For some, convergence emphasizes information sharing. For others, it involves newspaper reporters taping a voiceover for a newscast, or television reporters phoning in breaking news details to update a website (J. B. Singer, 2004). However, an important characteristic of converged newsrooms is that all journalists from different platforms (TV, radio, newspaper, online) share the same workspace instead of occupying separate offices in separate buildings.

In media organizations, the issue of newsroom convergence is about how it is understood and applied more than how it is academically defined. In what follows, we will try to highlight a couple of examples of early newsroom convergence projects in some leading, international newspapers.

1.3.2 Early convergence projects

Convergence has taken place in media organizations around the world for decades and was first known in the broadcast media. Appelgren (2004) affirms that convergence in media was present in the thinking and operation of broadcasting and telecom industries in 1990s, focusing on convergence of networks and services. S. I. Zhang (2014), argues that newsroom convergence has developed since the mid-1990s when internet usage became more widespread and newspapers launched their own websites to produce online content of their printed issues. However, newsroom convergence did not begin to appear in organizational jargon. It became intensified

as a subject of strategic planning in media organizations until the third millennium. Early, wide-spectrum newsroom convergence projects were initiated around 2005 in some leading outlets of the US press such as the New York Times and USA Today, which both introduced plans to converge their online and offline publications, aiming to raise digital journalism to the next level (Kiss, 2006). The New York Times, for instance, became one of the frontline newspapers in the introduction of newsroom convergence, when it created a major project for integrating its print and online divisions, starting from August 2005 (J. Burke, 2007). The aim of the New York Times was to diminish and eventually eliminate the difference between newspaper journalists and web journalists, and the first noticeable signs of integration at the New York Times began with a major website renovation in April 2006, with the emphasis on multimedia. Although the paper had already been doing a respectable job of connecting articles with related multimedia features, it was at this point that it introduced more podcasting and video, as well as debuted large, colorful pictures in the middle of the homepage (J. Burke, 2007).

After ten years major changes were made in the New York Times newsroom adapting to the demands of digital journalism. A study released in January 2017 by the newspaper calls for rapid change in the newsroom. The study, conducted by a group of seven journalists, provides a set of broad principles to accelerate the transformation while maintaining a commitment to high-quality journalism (Ember, Jan. 17, 2017). This would tend to assert and confirm that the rapid changes in ICT's encourage the news organizations to keep up with such challenges.

In the UK, the Daily Telegraph established from 2006 a significant newsroom convergence project to merge its online and print divisions, starting with coverage in

its business section. The convergence journey for the Daily Telegraph started with its newly appointed editorial team who had the responsibility to take a long-term strategic view and plan for the newspaper to embrace the enormous demands of the new digital age (Campbell, 2008). The Daily Telegraph team travelled to different newspapers around the globe which had started convergence strategies in their newsrooms. Moreover, the team was considering how the newsroom processes could be made more efficient and ready for a multiple media operation, and considered the visions and strategies of where the company should be going and organizational key principles about how this should be achieved (Campbell, 2008).

The team proposed a number of initiatives that were used as a guide for the new newsroom development project. These included such things as distinct audience segments for print and digital, and organizational changes in which the entire staff need to understand that the digital publications are as important to the company as the newspaper. The understanding included that the initiatives would require major changes to the workflow and responsibilities, and a newsroom restructure in which a new newsroom layout was created. All section editors would sit around a table driving the operations from that central desk and all departments or sections would be laid out in spoke-like formations (Campbell, 2008).

The two examples of the newsroom convergence projects at the New York Times and the Daily Telegraph are included here because they are most prominent of such projects, and they inspired other newspapers around the globe. An important question to raise here is why, in just a few years, convergence became a buzzword in newspapers and a global media trend.

1.3.3 The Inevitability of Convergence

“Convergence does not occur through media appliances, however sophisticated they may become. Convergence occurs with the brains of individual consumers and through their social interactions with others” (Jenkins, 2006, p. 3).

The conversation over media convergence as described by Henry Jenkins, the American media scholar and theorist, began as a cultural phenomenon from which it developed to be a collective progression of how we consume media and technology within our convergent culture (Jenkins, 2006). Jenkins is affirming that convergence between old and new technologies is inevitable for media companies because convergence is a cultural phenomenon of modern societies. If we accept this description, media convergence might be seen as an intelligent attempt on the part of media organizations to embrace the effects of the development of ICTs in modern societies, and newspapers in the world. Western countries especially became aware very early about the essentiality of converging their traditional platform with the newly emerging digital technologies which promised, and sparked, a revolutionary human communication experience. With the emergence of 'Web 2.0'¹ in smartphones linked to the social media network and loaded with instant messaging applications, the typical member of a modern society is connected to the world from anywhere at any time. Communication and media scholars are agreed on how media experience and practice has changed, affirming that media consumption is not any more restricted to the traditional way such as flipping the pages of newspapers in the

¹ Web 2.0 describes World Wide Web websites that emphasize user-generated content, usability, and interoperability (this means that a website can work well with other products, systems and devices) for end users. The term was popularized by Tim O'Reilly and Dale Dougherty at the O'Reilly in 2004. A Web 2.0 website may allow users to interact and collaborate with each other in a social media dialogue as creators of user-generated content in a virtual community (O'reilly, 2005)

morning, waiting for the evening news show, or booking a ticket from the cinema to watch the newly released movie.

The media experience is no longer a passive, one-way communication in which media messages are sent to the recipients; it's now become an interactive two-way communication process (Anderson, Bell, & Shirky, 2014; Batsell, 2015; Gordon, 2003; Manafy, 2010; Meikle & Young, 2012; Neuberger, Bruns, & Deuze, 2007; Pavlik, 2013; Weber & Monge, 2011).

Beside the revolutionary changes in media experience and practice from ICTs; the economic recession in 2008 provided a strong shake-up to media industries. Media companies in the West suffered from falling revenues from advertisements; all of which threatened thousands of professionals to become jobless and even the closure of businesses. The recession was a strong force that drove media companies to converge their platforms in order to cut costs and sustain their business (Edge, 2011; Manafy, 2010; Nikunen, 2014). Media companies also thought about convergence as an opportunity to seek alternative revenues in online and digital media, creating other business models such as the pay-per-content model to access online news (Gustafsson & Schwarz, 2013; Kaplan, 2012; Macnamara, 2010b; McPhillips & Merlo, 2008; Zott, Amit, & Massa, 2011).

The essentiality and inevitability of media convergence is not only an issue for Western media companies. With the globalization of ICTs and operating within a global economic system, countries in other parts of the world experienced to some extent the same challenges that attacked Western media companies. The Middle East region was not immune and the media landscape in the UAE – in which the two case

studies of our research are based – is an obvious example of how ICTs are changing the media experience. According to the Telecommunications Regulatory Authority TRA, the UAE is ranked first of all the Arab states in the 2015 Networked Readiness Index (NRI), issued by the World Economic Forum, and 23rd among all 143 countries assessed. The NRI measures the capacity of an economy to fully leverage ICT for increased competitiveness and development. The record measured several indicators and the UAE ranked 8th worldwide on both the use of virtual social networks and the availability of the latest technologies. ("Annual UAE Telecommunications Sector Review 2012 - 2015," Oct 2016). In the 2015 report of another international index, the ICT Development Index, which is issued by the International Telecommunications Union (ITU), the UAE is ranked 32nd in the world in the "International Development Index" IDI, among 167 economies worldwide, and this was the 3rd highest ranking among all the GCC and Arab states ("Annual UAE Telecommunications Sector Review 2012 - 2015," Oct 2016).

These indexes signify how the ICTs are strongly diffused and maintained as a basis of the economic and social development of the country. The new generations, especially the millennial, are digitally literate and highly exposed to ICTs. Using smart phones connected to the Internet, tablet devices, and personal computers, the average college student is “always on and everywhere” in terms of being connected online. The attitude of this sector of the population toward media and news information is becoming more in favor of online news media, compared to the offline traditional media (Bulla & Buie, 2016; Sokol & Sisler, 2010). This would assert the vital challenge facing traditional news media providers if they are not changing and converging their services in a way that satisfies the needs of the audiences from different backgrounds.

Beside the changing trends of media audiences because of ICTs, the media market is another component affecting the media landscape in the UAE and the Middle East. The traditional business model for newspapers relied on advertisement and subscriptions, alongside some direct or indirect government subsidies for some state-owned or privately-owned newspapers. Unlike the newspapers in Europe and North America the economic downturn in 2008 didn't have a major impact on media companies. According to a report studying Media Industries in the Middle East, the circulation in the MENA region has been more resilient than in the West and the region's share of the total advertising market remains significant at 32 percent in 2015, which is two to three times higher than in North America, Europe, and other regions as seen in Figure 1.1 ("Media Industries in the Middle East 2016," 2016). The report which was issued by Northwestern University in Qatar in partnership with the Doha Film Institute highlights the concern over the accuracy of newspaper circulation numbers in the region due to the lack of audited figures.

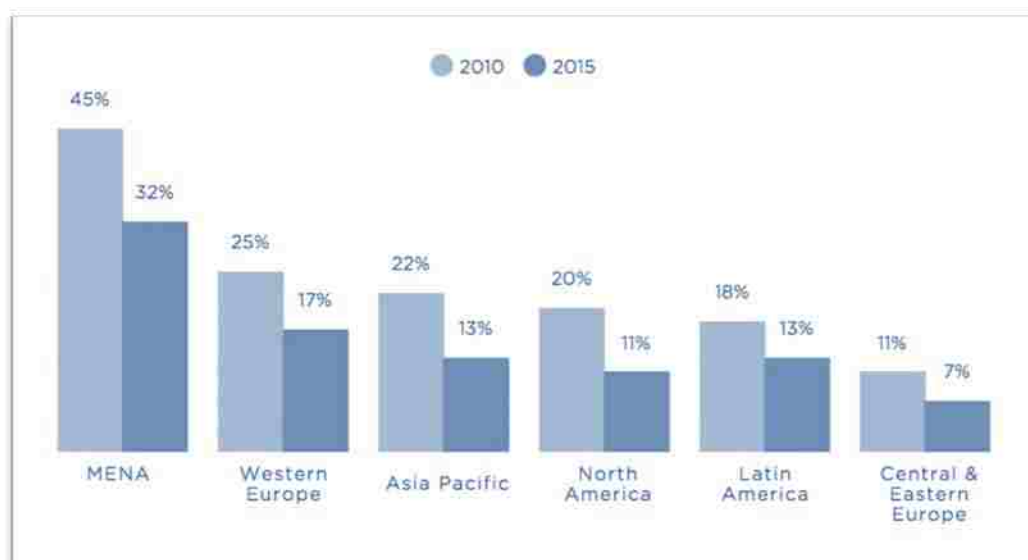


Figure 1.1 Newspaper advertisements as share of total media market in each region (Source: Media Industries in the Middle East 2016. mideastmedia.org)

However, newspapers in the Middle East have seemingly grown in overall circulation by 1.4 percent over the past five years ("Media Industries in the Middle East 2016," 2016). Even though in most local markets such as Tunisia and the UAE numerous titles have disappeared, the region's newspaper industry has maintained a relatively strong position in the advertising market

In its assessment of the newspaper market, the report affirms that newspaper advertising revenues overall, and as a share of the total advertisement market in the Middle East countries, has declined by more than a fifth since 2010, with the exception of two countries Qatar and Lebanon. The report also concludes that "while the medium has defended itself well against digital erosion in the region, it is inevitable that the observed trends of digital migration will continue to undermine newspapers' share of ad spend" ("Media Industries in the Middle East 2016," 2016 para 4).

The gradual fall in the oil price between 2015 and 2016, reaching a minimum of \$40 per barrel compared to close to \$115 a barrel in 2010-2013, has affected newspapers in the UAE according to experts from advertising companies. An advertising firm based in Dubai affirmed that print media and outdoor media suffered the most due to the advertising market which has softened over the past 18 months as low oil prices and regional instability weakened commercial and consumer confidence. As of the time of writing, the UAE publishing industry is continuing to suffer as advertisers cut back their budgets in an increasingly cautious market (Cornwell, 27 July 2016).

The UAE media landscape has also drastically changed due to the introduction of social media networks which provided a very powerful medium for media content sharing and distribution. Social Networks such as Facebook, Twitter, and Instagram became very popular in the recent years especially in post Arab Springs which struck the Arab countries in 2011. Social networks as new media became very powerful in mobilizing and influencing the public compared to the traditional media outlets.

Some online news outlets based in the UAE are competing with other traditional media sources in gaining audience. Online new outlets such as 'Bawabat Alain' and '24.ae' are both managed and operated by full team elite UAE and Arab media professionals who are highly experienced in the field of electronic media, aspiring to achieve a new and distinctive experience on the Arab media scene. These news outlets provide a combination of fast and professional content delivery, unprecedented in its style and characteristics, gaining in few years of their operation followers in social networks that exceed one million for each. Such lively and enthusiastic new players in the media landscape of the UAE are undoubtedly creating pressure on traditional media especially the printed newspapers. Newspapers, therefore, have to act upon such changes, and not allow the rug to be pulled out from under their feet as important and influential news media providers.

The newspaper industry in the UAE invested money and effort to act in accordance with changes of the global and local trends in online news services. Such efforts includes developing the means of news gathering, processing, and distribution, empowering journalists with technologies, digitizing the news workflow, bringing the latest printing press technologies, providing multiple news

output platforms, improving online content that is integrated with audio and video content, and utilizing social media in news, all for the aim of reaching the maximum size of an audience made up from different groups. The attempt to develop the newsroom is an on-going process in newspapers, because ICTs are changing and innovations are introduced from time to time as new technologies bring a promise of new possibilities. Newsroom convergence is therefore seen as a best and most sustainable approach for newspapers to take compared to the two alternatives: either staying as a single-platform, print-oriented newspaper, or shutting down the printing press and going fully digital.

In summary, there is an inevitability of convergence for media industries and particularly newspapers in the light of the challenges faced and the possibilities that are offered by ICTs. This inevitability has been well described in the following quotation: "Media convergence is inevitable because it may create a trajectory, which will lead media industry to creating good journalism, economic synergies, and competitive advantage. In other words, it may also converge good journalism, economic synergies, and competitive advantage" (Y. E. Zhang, 2008).

1.3.4 Newsroom Convergence Models

Media convergence has been theorized and applied in different ways. One of early models of convergent newsrooms in the millennium is the -IFRA Newsplex project developed in the association with The World Association of Newspapers and News Publishers, (WAN-IFRA) in 2002 at the University of South Carolina. This project was founded by Kerry Northrup, a career journalist and media executive, who specializes in prototyping the future of journalism (Veseling, 2 April 2015). The

Newsplex project that budgeted 2.5 million US Dollars was built with an eye toward physically fostering convergence, attaining for demonstration and training in convergent news handling technologies and techniques (Quinn, 2002, 2005). In Newsplex model, Desks were positioned in a circular format to encourage discussion and the sharing of ideas. Founding Newsplex Director Kerry Northrup oversaw the design and construction of Newsplex. He says traditional newsrooms are usually divided into work areas that match the steps of news-flow and production-writing, editing, and design (Quinn, 2002). Northrup suggests that newsrooms can make adjustments to their physical structure to enhance convergence by implementing the following actions: Appointing an editor to coordinate the newsroom's convergence efforts, establishing a central cross-media or multimedia news desk where key newsroom managers are co-located to best coordinate news efforts, and integrating similar staff functions from different media and weave reporters responsibilities together with that of other reporters as a way to foster collaboration and team work (Bhuiyan, 2009).

Dailey, Demo, and Spillman (2005) proposed a dynamic model called a 'convergence continuum' in which news convergence proceeded in a series of behavior-based activities, illustrating the interaction and cooperation stages of staff members at newspapers, television stations, and web organizations working together with news partnerships. The continuum's components provide media professionals a better understanding of an evolutionary trend in their industry as they develop cross-media alliances (Dailey et al., 2005). Interestingly, Dailey et al. are looking at convergence only as behavior based activities and interaction among staffs at the

newsroom. However, a broader understanding of newsroom convergence may better reflect the reality of such process.

David Domingo and his colleagues (2007) proposed the analytical structuring of convergence into four dimensions that cover different phases of the communication process in the newsroom: Integrated production, Multi-skilled professionals, Multiplatform delivery, and Active audience. With this convergence model, each of the dimensions can have a different level of development, making convergence an open process with many different possible outcomes. According to the researchers, this model helps in exploring convergence while avoiding deterministic assumptions and allowing the mapping of its development in different media companies as an open process with diverse outcomes (Domingo et al., 2007).

Meikle and Young (2012) observed that convergence can be understood in the following four dimensions:

- A) Technological—the combination of computing, communications and content around networked digital media platforms;
- B) Industrial—the engagement of established media institutions in the digital media space, and the rise of digitally-based companies such as Google, Apple, Microsoft and others as significant media content providers;
- C) Social—the rise of social network media such as Facebook, Twitter, and YouTube, and the growth of user-created content; and

D) Textual—the re-use and remixing of media into what has been termed a ‘trans-media’ model, where stories and media content (for example, sounds, images, written texts) are dispersed across multiple media platforms (Meikle & Young, 2012).

This model is providing a wider spectrum for modeling convergence in newsrooms, and should provide a more useful foundation for studying this phenomenon.

García Avilés, Meier, Kaltenbrunner, Carvajal, & Kraus (2009) proposed three different models of convergence: full integration, cross-media and coordination of isolated platforms. In the full integration, the architecture and infrastructure for multi-channel production are combined in one newsroom and controlled via a central news system with workflow management. Besides this characterization via external features, convergence is also a strategic goal and production and distribution on different platforms is subordinated to news production. "Online first" is a symbol for a paradigmatic shift from newspaper production towards multimedia production.

In the cross-media model, journalists work in separate newsrooms or sections for different platforms but are interconnected through multimedia coordinators and work routines. Cross-media collaboration refers to a process whereby more than one media platform is simultaneously engaged in communicating content. This does not necessarily happen in a completely integrated way. Usually, the production involves different kinds of co-operation.

In the co-ordination of isolated platforms co-operation is neither implemented systematically in news gathering nor in news production or news distribution. Journalism sections remain separate, and newsroom design does not strive towards integration. Borders and differences between online, print, radio and television sections in the same media company do not seem surmountable and convergence is not even seen as an appropriate means of quality improvement (García Avilés et al., 2009, pp. 299-300).

Some media strategists have proposed models of newsroom management which are different in the terminology they employ, while upholding the same concept. Schantin (17 Jan 2011, 28 April 2015) has looked at the organizational concepts that have been realized in editorial departments, proposing three concepts of newsroom editorial management strategies which share the same principles that are in García's model. From his perspective as a media strategist and the founder of the Institute for Media Strategies in Europe, Dietmar Schantin has proposed three main structural types. "Newsroom 1.0," which is also known as the "multiple-media newsroom" provides dedicated editorial resources for each platform that is serviced by the publishing house. This results in separate editorial units for the print edition and the website. "Newsroom 2.0," which is a "cross-media newsroom" works on the principle that the content gatherers generate content for all channels. "Newsroom 3.0" is an "integrated newsroom" that aims to "provide content on multiple channels by integrating the complete news flow across print and digital media from planning to production" (Schantin, 17 Jan 2011). To give further details of this depiction, Schantin discusses the characteristics of each newsroom in the following ways:

Newsroom 1.0

This is also called the 'multiple media newsroom,' which provides dedicated editorial resources for each platform that is serviced by the publishing houses (See Figure 1.2). This results in separate editorial units for the print edition and for the online site. The 'low-cost version' would be one in which one or a few editors would take the copy of the print edition, possibly rewrite that copy and upload it on the website. This can happen either before the story was published in the print edition or after the newspaper has hit the stands.

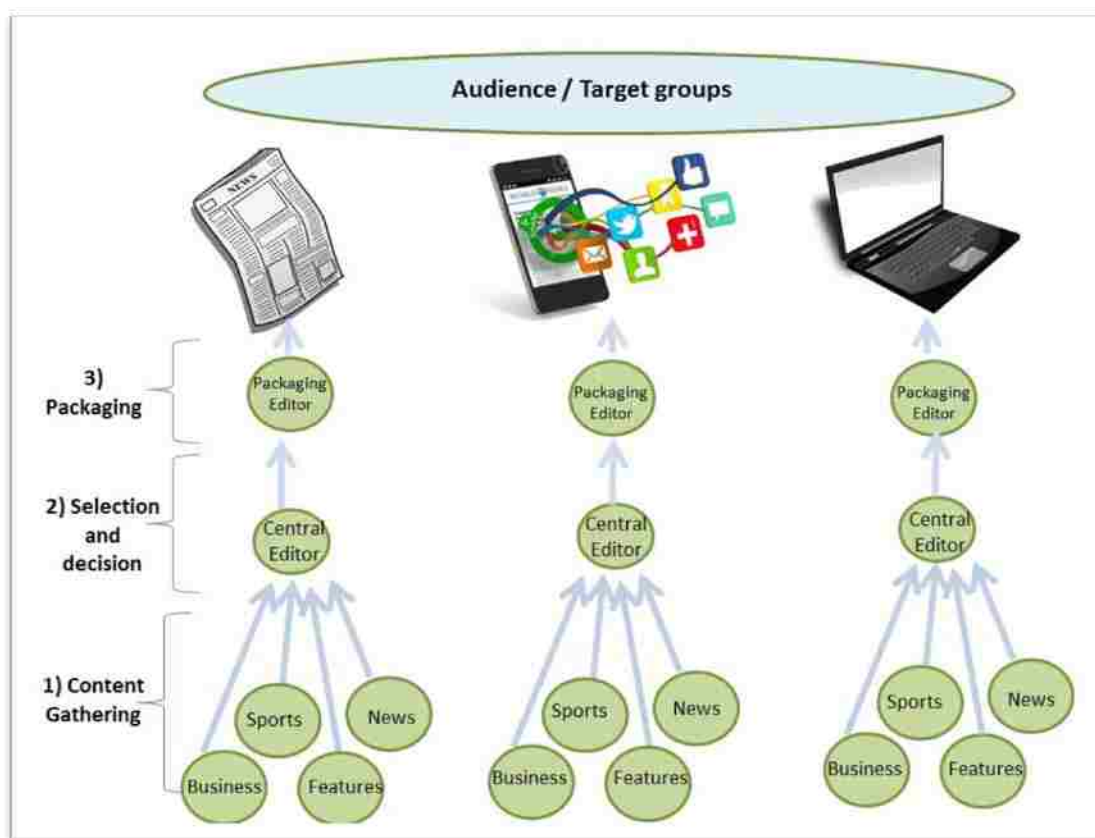


Figure 1.2 Newsroom 1.0 coordination level (Source: Institute for Media Strategies)

On the other end of the spectrum in the Newsroom 1.0 model is a fully equipped editorial department with online reporters and online editors who conduct

their own research and content generation and run the web site as more or less a separate channel from the printed edition. These kinds of online editorial operations can be either part of the print editorial or sometimes even a separate company with its own editorial team.

No matter what shape this type takes, the responsibility for the print and the online channel are divided among different people with often an editor for the printed edition and an online editor. The content generation, editing and production is by and large divided between the print and the online world. There are still a lot of newsrooms in the world that operate on these principles (Schantin, 17 Jan 2011).

Newsroom 2.0

The second type that can be distinguished is 'Newsroom 2.0' or the 'cross media newsroom' and this works on the principle that the content gatherers generate the content for all channels served by the editorial department (See Figure 1.3). In this case there are different responsibilities for each channel, but the different sections (news, sport, features etc.) generate the content for print and online and also provide other formats such as video or audio for the web and also provide input for Web-TV or Radio.

This matrix organization very often needs a 'moderator' or 'conductor,' in some newsroom called 'central desk editor' or 'hub editor'. This role is responsible for the total output of the editorial department such as print, online, radio and TV. This

person's task is primarily to handle the discussions between the editors responsible for the different channels in terms of periodization of channels and the decision as to what content goes when and where. And finally they serve as some kind of referee, balancing the different and potentially conflicting requests that are issued by each channel to the different content groups (Schantin, 17 Jan 2011).

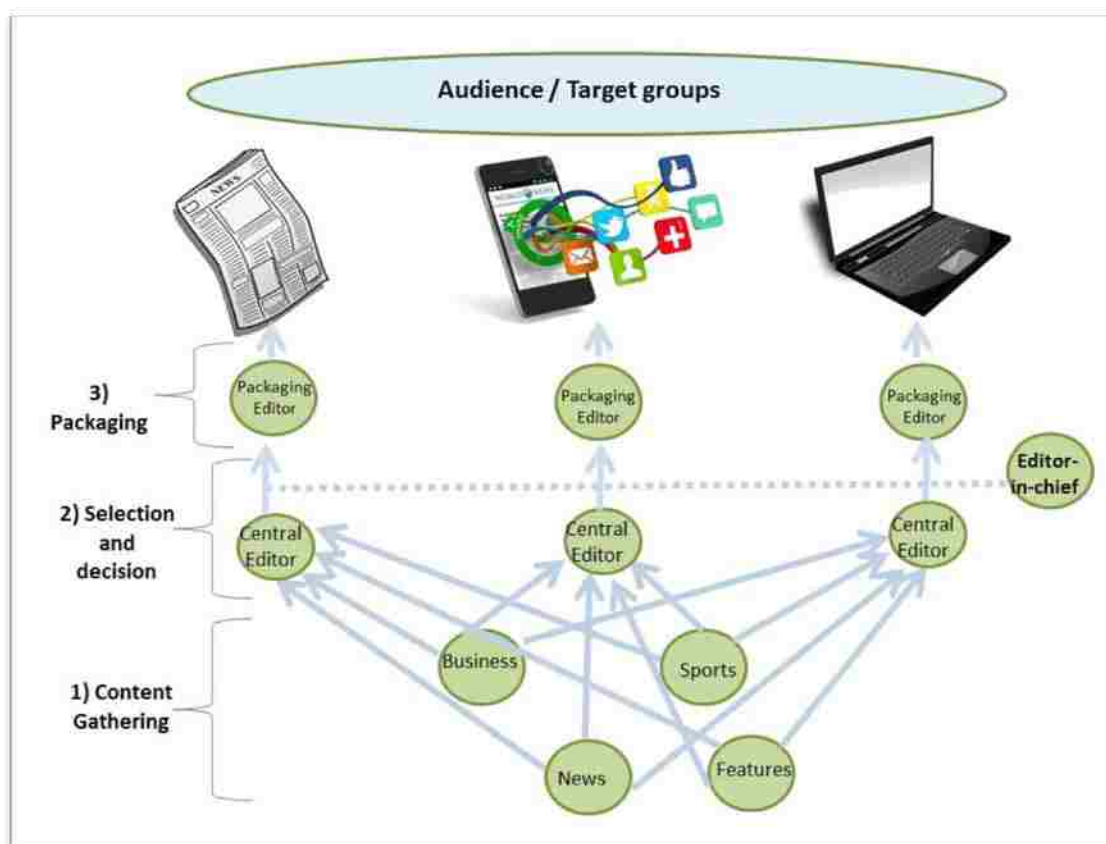


Figure 1.3 Newsroom 2.0 Cross media level (Source: Insitute for Media Strategies)

Newsroom 3.0

The third type is Newsroom 3.0 or the 'integrated newsroom,' which aims to provide content on multiple channels by integrating the complete news flow across print and digital media from the planning stage through to the production. In this type, there is no single person responsible for each channel. Instead, the

responsibility for the coverage of stories across print and digital channels is with the section head. Therefore, there is no online department as in Newsroom 1.0 or an online editor as in Newsroom 2.0. (See Figure 1.4)

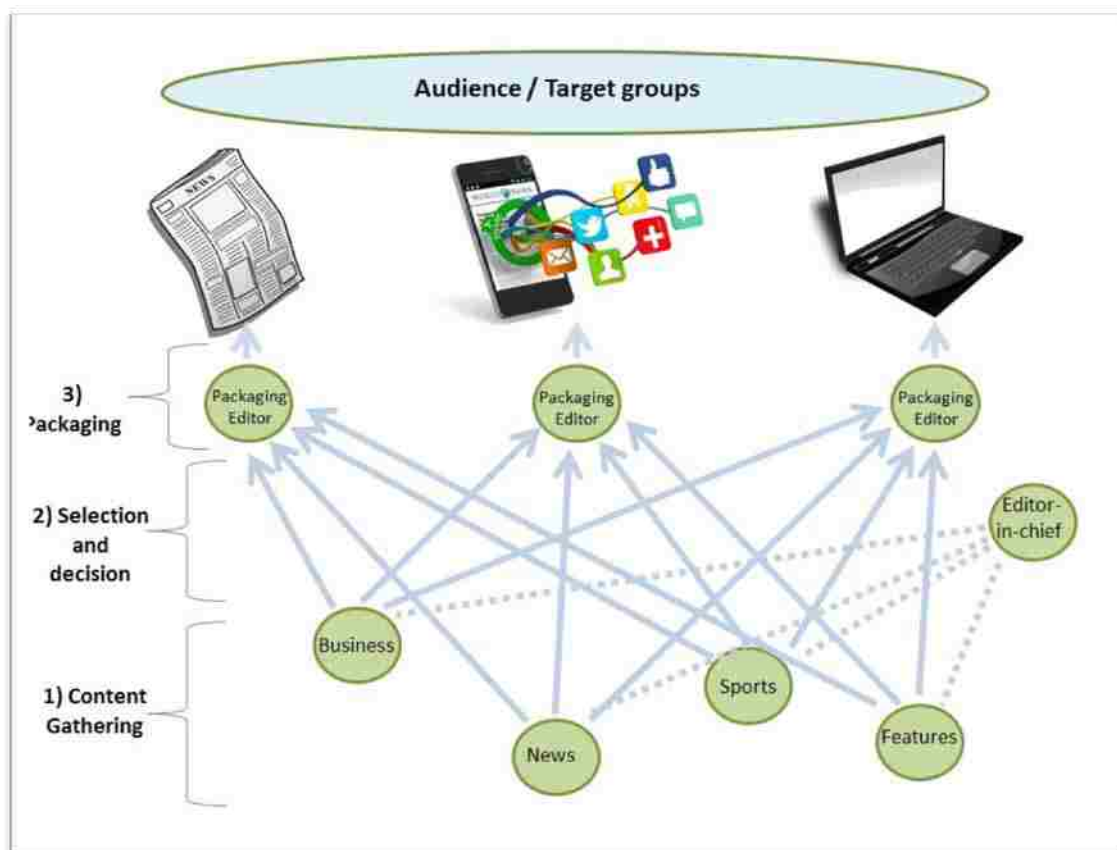


Figure 1.4. Newsroom 3.0 integrative level (Source: Institute for Media Strategies)

This concept follows the premise that the topic owner knows best how a story should be built up and well-timed across the different channels by using the appropriate format. There is no “us” and “them” among the different channels and no conflict among different people or teams regarding where to break a story for instance. The story’s owner decides what aspect of it is told on which channel with a certain format (Schantin, 17 Jan 2011).

All the models discussed have pros and cons, and none can claim to provide a complete, accurate and reliable model for the converged newsroom. However, some

models can fit better than the others depending on the country, the culture, and the sociopolitical environment. Both the García Avilés et al. and Schantin models have similarities in the principles of newsroom management. However, the model produced by García Avilés et al involves not only operational strategies in the newsroom, such as the overall culture in the newsroom, and user engagement. These models of convergent newsrooms provide a reliable reference for researchers, which they can use to classify the status of convergence in a newsroom. This study has found the model proposed by García Avilés et al, and that provided by Schantin as very thorough and rigorous in studying convergence in modern newsrooms. For this reason the study will depend primarily on the two studies as the way forward in understanding convergence in news organizations in UAE. We adopt the proposed characteristics of their models when analyzing and studying the two newspapers of our study as will be discussed in detail in the chapter on methodology.

There are studies on newsroom convergence from countries other than Europe and North America such as South Korea, Indonesia, Kenya and Saudi Arabia. Hyeong-Jun Pak (2017) studied the characteristics of ‘newspaper-led convergence’ with broadcast stations in South Korea by examining how convergence affects the production and distribution of news content. The Study incorporated both surveys and in-depth interviews with journalists from three South Korean multimedia groups that have maintained newspaper-led convergence since late 2011. The results indicated several asymmetries in terms of workload perceptions, multiple skills, cultural clash, and content quality among different media reporters (Pak, 2017).

Suwandi Sumartias and Mohamed Hafizni (2017) studied the trend of convergence in the television media industry, taking a case study of the Metro TV

station in Jakarta, Indonesia. The study data were gathered from observations and interviews with journalists. The results showed that the media industry in Indonesia, especially Metro TV has expanded its coverage broadcast, characterized by the use of streaming technology and distributed through online sites. However, the study found that until now in the Indonesian media industry, especially Metro TV, media convergence has not implemented an effective system. The study concluded that the broadcast media industry in Indonesia is still reluctant to switch to digital broadcasting due to the high costs of replacing the analog broadcasting (Sumartias & Hafizni, 2017).

David Aduda (2016) studied the impact of media convergence on corporate performance of media organizations in Kenya, and focuses mainly on the Nation Media Group and the Standard Group Limited. The study examines three objectives: impact of media convergence on advertising, circulation and profits. It uses quantitative and qualitative research methods. Data is collected through questionnaires, in-depth interviews and desk review of secondary sources, and presented through narrative and descriptive statistics. The findings show that media convergence has affected advertising, circulation and reduced profitability of the media houses (Aduda, 2016).

Ahmed Alzahrani (2016), in a study of newsroom convergence in Saudi Arabia, investigated transformations, implications and consequences of technological convergence at four Saudi newspapers: Al-Madina, Alriyadh, Alyaum, and Alwatan. Alzahrani's study particularly explored the impacts of online journalistic production in traditional newspapers to identify changes and challenges in newsrooms of these papers. The study used the observation method in the four newsrooms and in-depth

interviews with open ended questions with 60 professionals. The study found that there are ongoing transformations in the newsrooms in the country. Yet, these transformations are challenged by regulatory, business, and cultural forces. Despite embracing online and digital technology in news production and disruption, the four Saudi newspapers are still prioritizing the traditional print. Yet, full integration of online and print newsrooms does not exist in Saudi press (Alzahrani, 2016).

In this section of the literature review, we have attempted to discuss relevant literature about convergence as a concept in general and newsroom convergence in particular. The discussion has highlighted the inevitability of newsroom convergence in Europe and North America, and also from the regional perspective and the UAE in particular. The literature reviewed some relevant previous studies of newsroom convergence intending to benefit from their models in our study. In the next section we will discuss the theoretical framework for this study.

1.4 Theoretical Framework

The previous discussions emphasized the ways in which media companies view media convergence as an essential and inevitable trend to apply into newsrooms. Convergence is significantly related to media management and organizational development experience and practice. It is a project that involves creating a vision, developing the strategy, then setting a change management plan, and evaluating the project. Therefore, newsroom convergence should be understood within the framework of media management theories such as strategic management and organizational development. Also newsroom convergence may be understood as an evolutionary process when different means of communication and technologies

are integrating over a period of time and in response to continuing developments in order to improve content gathering, processing, and broadcasting.

Next, we will discuss the different theories and paradigms from the business management and media disciplines and try to emphasize their place within the media management perspective and in particular with the concept of newsroom convergence. The discussion begins by highlighting strategic management theory with its different paradigms and approaches, then organizational development theory, and lastly, media evolution theory.

1.4.1 Strategic Management Theory

'Strategy' is a word widely incorporated into business, management, and policies, and which business leaders and theorists refer to as the long-term plan of a particular company in order to gain competitive advantage. For Omalaja and Eruola "strategy is the pattern of decisions in a company that determines and reviews its objectives, purposes, goals, produce the principal policies and plans for achieving these goals and defines the range of business which the company is to pursue, the kind of economic and human organization it is or intends to be and the nature of economic and non-economic contributions it intends to make to its beneficiaries" (Omalaja & Eruola, 2011, p. 60). "Strategic management," on the other hand, is the process of transforming the goals and plans into actions in a company, and it is best described by Johnson, Scholes, and Whittington (2008) who explained strategic management as the direction and scope of an organization over the long term: ideally which matches its resources to its changing environment and in particular its markets, customers or clients as to meet stakeholder expectations.

Leadership and management researchers provided the elements and procedures of strategic management. Omalaja and Eruola (2011) summarize these procedures in the following steps:

- A) Setting company's mission and goal by identifying where the business is trying to get in the long-term.
- B) Identifying the market scope; which markets should a business competes in and what kind of activities are involved in such markets?
- C) Identifying the advantages by finding how the business can perform better than the competitors in those markets.
- D) Allocating resources by finding the required resources (e.g., skills, assets, finance, relationships, technical competence, and facilities) in order to be able to compete.
- E) Identifying the environment by finding what external environmental factors affect the business's ability to compete and;
- F) Finding the values and expectations of stakeholders.

Several paradigms have been developed under the strategic management theory which were thoroughly implemented and adapted in media management research (Chan-Olmsted, 2006; J. Dimmick, Chen, & Li, 2004; Gary & Anita, 2013; Mierzejewska, 2010; Mierzejewska & Hollifield, 2006; Wirth & Bloch, 1995). One of these important paradigms is the Structure-Conduct-Performance (SCP) framework, which focuses on the structure of industries and the linkage between an industry's structure and its organizational performance and conduct (Mierzejewska, 2010).

Another important approach in media strategy research is the Resource-Based View (RBV), which asserts that each firm is a collection of unique resources that enable it to conceive and implement strategies. RBV strategies suggest that firms should discover those assets and skills that are unique to their organizations and that cannot be imitated, thus protecting the organization with knowledge barriers (Barney & Hesterly, 1999).

The other important paradigm within strategic management theory is the ecological niche framework, which has emerged from the biological sciences. Niche Theory posits that industries occupy market niches just as biological species occupy ecological niches (Mierzejewska, 2010). Niche Theory conceptualizes that the competition within communications industries is a form of sociocultural evolution which, like its biological predecessor and counterpart, does not easily yield long-term predictions (J. W. Dimmick, 2003). Mierzejewska (2010) affirms that Niche Theory is used by media management researchers to prove its validity in examining competition among media corporations for scarce resources such as advertisers and audiences and also it helps explain how sectors of the media industry adapt to new competition such as that from the Internet or other new media and technologies. See also; Ramirez, Dimmick, Feaster, and Lin (2008), Ha and Fang (2011), Gaskins and Jerit (2012), Gary and Anita (2013), and Huang, Yang, Baek, and Lee (2015).

Media management research is substantially related to strategic management theory, which can exemplify applications of the changing environment in media industries with the globalization and the diffusion of ICTs. Strategy in media management is not only about setting missions, plans, and project tasks; it is, as Chan-Olmsted (2006) argues, about how media firms take various actions and obtain

competitive advantage and superior performance in the marketplace. Although the research on the strategic management of media companies continues, the field, as Mierzejewska (2010) argues, needs to develop its own strategic theories specific to the media industry which take into account the special economic, social, and regulatory environments in which media industries and organizations operate. Within its different paradigms and approaches, strategic management theory involves newsroom convergence research, as in the three models of newsroom convergence proposed by García Avilés et al. (2009) and García-Avilés, Kaltenbrunner, and Meier (2014).

1.4.2 Organizational Development Theory

The Organizational Development Theory (OD) – also referred to as organizational change – is a broad, interdisciplinary concept that draws from management theory, economics, psychology, and sociology. OD is generally about the process in which an organization changes its structures, strategies, operational methods, technologies, and culture to evolve development within itself (Armenakis & Bedeian, 1999; W. W. Burke, 2010; Cameron & Whetten, 1983; Keith & Thornton, 2013; Kezar, 2011; Singh, 2010).

The classical definition of OD is offered by Richard Beckhard, who proposed that “Organization Development is an effort: planned, organization-wide, and managed from the top, to increase organization effectiveness and health through planned interventions in the organization's 'processes,' using behavioral-science knowledge” (Beckhard, 1969, pp. 9-10). According to Peter Gade (2004) OD theory is well suited to explore and understand the process of change in the newspaper

industry. Gade's theoretical submission sounds very relevant to our study and will provide a useful theoretical framework in examining newsroom convergence in the UAE. In his study of management and journalists' perceptions of newsroom cultural change, Gade uses the OD theory to assess the perceptions and attitudes that top newsroom managers and rank-and-file journalists have about initiatives aimed at changing the newsroom culture (Gade, 2004). Within organizational theory, finding an answer to the question, "How should we best organize?" is considered crucial for achieving superior company performance. (Achtenhagen & Raviola, 2009)

One of the early and pioneering attempts to formalize a model for organizational change is the model of Kurt Lewin (1952) who suggested a natural model to explain organizational change through a process of three stages such as 'unfreeze,' 'change,' and 'refreeze.' Lewin's model, which is known as the 'Force Field Analysis model,' is based on the following:

A) Unfreezing: this is the process in which people become aware of the need for change. If people are satisfied with the current practices and procedures, they may have little or no interest in making employees understand the importance of a change and how their jobs will be affected by it. The employees who will be most affected by the change must be made aware of why it is needed, which in effect makes them dissatisfied enough with the current operations to be motivated to change.

B) Change itself is the movement from an old way of doing things to a new way. Change may entail installing new equipment, restructuring the organization, implementing a new performance appraisal system, or anything that is intended to alter existing relationships or activities.

D) Refreezing is what makes new behavior relatively permanent and resistant to future change. Examples of refreezing techniques include repeating newly learned skills in a training session and role-playing to teach how those new skills can be implemented in the workplace. Refreezing is necessary because, without it, the old way of doing things might soon reassert themselves while new ways are forgotten (Singh, 2010).

According to Keith (February 2011), Lewin's theory of change has at times been viewed as somehow simplistic. Nevertheless, the framework powerfully suggests that it may take a long time for new routines to solidify when media are going through an era of transition, as they have been in the first decade of the 21st century. Media researchers are still using OD theory to analyze the role of new technologies in media organizations.

1.4.3 Media Evolution Theory

The convergence of newsrooms is an element of media mutations and development, and it could be seen as an evolutionary segment in the context of the historical development of media. Among many theoretical approaches concerning the new media development, there are theories and models providing insights into the historical context of media evolution. These include theories such as the diffusion of innovation and media development theories, (Lerner, 1964; Pye, 1963; Rogers, 2003; Schramm, 1964; Sitaram, 1969), the media evolution theory (Stöber, 2004), as well as the new media evolution model (Lehman-Wilzig & Cohen-Avigdor, 2004). Other theorists perceive media evolution from a media ecological perspective such as

Scolari (2013) who proposed an integrated model for understanding the evolution of media (Macnamara, 2010a; Rabe, 2014).

In media evolution theory, Stöber (2004) views emergent media as an evolution that should be seen within its historical context. He believes that media are not merely the consequence of technical inventions, but derive from a two-stage process of inventing and ‘social institutionalizing.’ Stöber attempts to understand the past as more than a series of "random events," affirming that “the media are not only a product of technical innovation, but also of social institutionalization.” (Stöber, 2004, p. 483). For him, institutionalization is the interaction between four sub-systems, namely technology, law and politics, culture, and economy. These systems bring about change because of "dissatisfaction with the status quo." Stöber argues that the process of ‘social institutionalization’ changes the media themselves, when the society ‘institutionalizes’ inventions by discovering new possibilities of communication. He believes that society “formats new media functions and adapts new media; it develops new economic models; and, last but not least, society accepts new media by creating a new political framework and a new legal order for new media” (Stöber, 2004, p. 485).

Stöber's theory of media evolution consists of three stages:

A) The invention stage. This stage occurs with fundamental changes in the media, usually an improvement from an original purpose. Every new medium encloses older media; thus, “no exact date for the birth of an invention can be given," Moreover “many inventions have been made more than once” (Stöber, 2004, p. 489).

B) The innovation stage. This stage occurs when a new framework is established to legitimate changes. "Society is introduced to the new scenario through changes in media content." As soon as the new dispensation is accepted, debates on new laws and policies begin. The stage ends with the establishment of new functions, economic models and legal regulation (Stöber, 2004, pp. 492-493).

C) The diffusion stage. This stage is "the period of acceptance, or tolerance," of the new scenario. At this stage, the inventors are the industrial firms, at the same time the financial support by the state reduces, and further systematic improvements occur. Meanwhile, the product itself becomes more marketable for everyday use – becoming better and cheaper. At the beginning of this stage, there will be a dynamic growth in the public audience; then the rate of growth slowly flattens with increased satisfaction of the market. With the full diffusion the uses of the product are well known, and new legal regulations established. (Stöber, 2004, p. 493). However, "technical inventions always are based on earlier ones that have always been 'institutionalized' by society. So it is impossible to separate the technical developments from political, social, economic and cultural aspects. All fulfill their part in creating new media" (Stöber, 2004, p. 501).

The development of the press in the UAE went through evolutionary stages from the time of the 'invention' of the Internet until today, when newspapers are developing converged, modern, and digitized newsrooms. Indeed, the evolution of the press in the country is not only a process of 'technological diffusion' – it has been always an issue of social institutionalization that has political, cultural, social, and economic dimensions.

The newspaper industry in the UAE, like its counterparts worldwide, has been experiencing a trend in the last decade or more, with major developments and restructuring, all aiming to evolve the business, face challenges, and cope with new market trends and readers' demands. Newsroom convergence is an attempt to improve the news industry but which requires fostering change in organizational structure and work culture and practice.

As Appelgren (2004) affirms, some media researchers view convergence as a result of a change toward a more modern media society, while others treat the concept as denoting the actual process toward a more efficient management of the media value chain. It can be argued that newsroom convergence could be viewed from both perspectives to comprehend a wider spectrum of analysis about such phenomenon, and the three models of newsroom convergence (1.0, 2.0, and 3.0) discussed previously are applications of strategic management and organizational development theories aiming to bring the media profession to new levels of proficiency and profitability, and to maximize audience reach.

This research tries to assess the process of newsroom convergence in the UAE from the theoretical perspective of strategic management, organizational change and media evolution theories. Each of the mentioned theories provides a different perspective and framework for understanding of the convergence phenomenon which is occurring in newsrooms.

Chapter 2: Methodology

As we have already outlined the study aims to describe, analyze compare and provide an assessment of convergence levels at newspapers in the UAE based on the three models of convergence; 'coordination of platform,' 'cross media,' and 'full integration.' The previous chapter discussed the media landscape in the UAE and the ways in which new technologies are emerging and changing the media experience and practice in the country. The review of literature has looked at and engaged with studies on newsroom convergence around the world with the aim of understanding issues and trends that are important to consider in this study. This chapter explains the methodology of this research and how it will be applied in the study. The chapter also highlights the data collection method and how the researcher developed the dimensions and elements from the earlier studies of newsroom convergence models. The chapter then discusses the interviewee's samples from the two newspapers and also highlights the steps and procedures taken to conduct the field work. It then discusses the method used for data analysis and the statistical tests conducted for the study, before finally raising research questions.

2.1 Ethnography

One of the benefits derived from the literature review is the realization that ethnography has been widely adopted as the best method of studying what is happening in the newsroom in terms of the insights it produces (Delamont, 2006; Hammersley & Atkinson, 2007; Láb, Tejkalová, & Gillárová, 2014; Mawindi Mabwezara, 2010; Jane B. Singer, 2008, 2009; Willig, 2013). Ethnography employs a qualitative methodology that studies people and cultures systematically. It explores cultural phenomena where the researcher observes society from the point of view of

the subject of the study (Hammersley & Atkinson, 2007; Lindlof & Taylor, 2010; Ritchie & Lewis, 2003; Jane B. Singer, 2008, 2009). In terms of its adoption by researchers, newsroom ethnography is not a recent method. Early studies in news organization ethnographies enabled researchers to go straight to the heart of news organizations and show how journalists go about their daily routines (Willig, 2013). The development of online journalism and the digitization of newsroom and the emergence of social media have highlighted the importance of studying journalistic practices in convergent newsrooms.

A great deal of ethnographic research is associated with researches in anthropology but its adaption to mass communication and media studies has resulted in what we now know as 'participant observation.' The advantage of ethnography in studying newsroom convergence is the fact that it also combines or incorporates other methods such as in-depth interviews, document analysis and subject surveys (Jane B. Singer, 2008). Singer also affirms that, “qualitative ethnographic methods, drawing on participant observations and in-depth interviews of working journalists, have been widely used to explore newsroom convergence. Surveys also have been common, and while some of such studies are clearly not ethnographic, others are; quantitative data collected during ethnographic observation are included in the fieldwork concept that is central to the approach” (2008, p. 158). She has also asserted that the cultural interest of ethnography is crucial for studying how journalists perceive and adapt to changes in the way they make news. Media managers and practitioners have declared their occupational culture the hardest thing to change and “cultural resistance” the biggest hurdle to overcome (Jane B. Singer, 2008).

Traditional ethnographic research is a qualitative method; in which researchers conduct in-depth unstructured interviews and participatory observation as tools in their exploration of a socio-cultural phenomenon. Singer (2008) summarized a number of newsroom convergence studies that have drawn exclusively on traditional ethnographic methods, such as those by Cottle and Ashton (1999), Lawson-Borders (2003), Boczkowski (2004), and Silcock and Keith (2006).

However, Singer (2008) affirms that newsroom convergence has also been studied merely quantitatively. For example, Ketter, Weir, Smethers, and Back (2004) used a content analysis to examine the effects of convergence on the content of previously competitive print and broadcast media outlets in Oklahoma City, and Dailey et al. (2005) conducted the “convergence continuum” study, which was based on surveys of newspaper editors and television news directors. Another example of a survey of newsroom convergence is the study of Bressers (2006) who conducted a survey of 63 major metropolitan U.S. newspaper editors and showed that these managers have a high level of commitment to integration (Jane B. Singer, 2008).

Triangulation is used to indicate two or more methods in a study in order to check the results of one and the same subject. The purpose of triangulation is to increase the credibility and validity of the results (Bogdan & Biklen, 1998; Cohen & Manion, 1989). According to Paulette Rothbauer, "Triangulation in qualitative research has come to mean a multi method approach to data collection and data analysis. The basic idea underpinning the concept of triangulation is that the phenomena under study can be understood best when approached with a variety or a combination of research methods" (Rothbauer, 2008, p. 892).

Triangulation is most commonly used in data collection and analysis techniques, but it also applies to sources of data. It can also be a rationale for the use of multiple investigators in team research. It is from this that our study drew the idea of using both statistical data of quantitative tools (questionnaire and records analysis) as well as observation as qualitative tool in studying newsroom convergence. This research adapts the triangulation method in which the researcher attempts to validate results to increase the credibility of the findings, and support these findings qualitatively by personal observations of the newsrooms as will be discussed ahead.

2.2 Dimensions of Newsroom Convergence

This study makes use of the initial work of García Avilés et al. (2009) and García-Avilés et al. (2014) – the original and revisited studies – to develop a model of data collection tools to assess convergence levels at the newspapers under study. The research also aims to prove the viability of the three models of convergence and their validity in evaluating the level of convergence of any newspaper. The evaluation of the three newsroom convergence levels discussed previously is based on the ten dimensions as described by the researchers García Avilés et al. (2009) and García-Avilés et al. (2014). These dimensions are: project scope, market situation, change management, newsroom operation, newsroom management, journalistic practices, skills and training, work organization, newsroom organization, and audience participation. Each of the ten dimensions includes descriptors (a total of 44 elements), all of which, when taken together, determine the convergence level of the newspaper under study.

In this study, the researcher reviewed and developed the dimensions and descriptors, but excluded some due to overlaps and merged analogous ones. The

researcher also defined the descriptors in a questioning statement to suit the questionnaire format. Each descriptor is allocated three options to be selected by the interviewee and they reflect the convergence level of the newspaper on the particular dimension in the following way: (option A is the coordination level, option B is the cross media level and, option C is the full integration level). At the end, the researcher proposes final dimensions and descriptors which consist of ten dimensions and 44 descriptors (the questionnaire). These dimensions and descriptors, which are embedded in the pre-structured interviewing questionnaire (See Appendix I), are as follows:

Dimension A. Project scope and market situation: This descriptors covers areas concerning the newspaper development as an enterprise project and market situation. García Avilés et al. (2009) indicated project scope as the area which deals with the extent of the business development strategy (convergence strategy), which might involve the whole company or it might just be centered on collaboration among newsrooms. Also, it may allow calculating its cost and time frame as well as the project responsibilities and where it begins and ends. Market situations tends to be aware of the changing market and reacting with new business models, as per the change management strategies that may be adopted (García-Avilés et al., 2014) This dimension consists of five descriptors or questions for use in the interviews (coded A1 to A5 as seen in Appendix I).

Dimension B. Project change management: In the process of change from a pattern of work that had been established and followed over many years to a “convergent” pattern, adjustment is necessary. It cannot be assumed that all staff in an enterprise will view the new development in the same way or that they will agree

on the significance of the new technology or all accept the proposed solutions to its adoption. Discussion – or some process of negotiation – may be necessary; indeed any examination of organizational change leads to the conclusion that the effectiveness of any change process is directly related to the degree of such elements as preparation, education and coordination. Therefore, this dimension intends to consider aspects of the involvement of employees in a company's change project, including whether the company holds discussions with the employees about convergence, and if that process is supported by any seminars, together with questions on the level of participation in such seminars or discussions. This dimension consists of three descriptors (coded B1 to B3, as seen in Appendix I).

Dimension C. Newsroom management: Newsroom management addresses the management of the newsroom with its direct relevance to journalism practices and outputs, and the perception of the newsroom atmosphere related to the level of participation of reporters, and managers attempts to give journalists information on the coming changes (García Avilés et al., 2009). This dimension consists of five descriptors (as seen in Appendix I). The C1 descriptor investigates whether content or platform is the key driver. Descriptor C2 focuses on the existence or otherwise of a clear 'online first' policy. C3 asks if there is a single news editor, multimedia editors or another model. C4 asks, if there are editorial meetings attended by online, print and other editors or if they hold separate meetings? And lastly, the C5 descriptor asks if the journalists' collaboration with other platforms is encouraged.

Dimension D. Newsroom content management: This dimension is about the computer application system that is used by journalists and editors to operate the

flow of media content from the time the content is created until it is broadcast or published and then archived in the system. This dimension consists of three descriptors (as seen in Appendix I). Descriptor D1 asks the question whether there is one Content Management System (CMS) for all platforms or a different CMS for each one. D2 asks which objectives guided the editorial planning and production processes. Finally, the D3 descriptor asks whether there was a division between news gathering, production and distribution.

Dimension E "Newsroom operations workflow: This dimension focuses on the workflow of the content in the newsroom, and whether it is centralized or divided among several editors each of who serves different platforms. This dimension consists of two descriptors (as seen in Appendix I). The E1 descriptor asks whether news flow is based around a central desk, has several editors or follows another model. The E2 descriptor asks about the character of speed and routines, and what impact they can have on the quality of the news content.

Dimension F* Journalistic practices: Another aspect that we have considered in determining the level of convergence in a newsroom is analyzing from the standpoint of the redefinition of professional practices carried out by the journalists in the newsroom. This consists of seven dimensions (as seen in Appendix I). The first three relate to technological equipment and whether they are a precondition for journalists in news gathering, for news production and for distribution. The next three ask whether working for several media platforms is a precondition for those same areas (of news gathering, production and distribution), and the last descriptor asks whether an online video is produced in-house, externally, or by a combination of the two.

Dimension G² Journalistic skills and training:** This dimension is related to daily journalistic practices, skills, and training and covers the daily news production process: gathering the news, production, and distribution. In addition, companies tend to enhance their journalists' skills through seminars, workshops and training programs. This dimension consists of six descriptors (as seen in Appendix I). All these relate to multi-skilling – in news gathering, production and distribution; and to the question of the availability of training and to the effect of skills on the quality of content.

Dimension H. Work organization: This dimension (as seen in Appendix I) consists of five descriptors. The first two descriptors examine the physical setting of the newsrooms, whether they are located in the same building or in separate buildings, and if there is one newsroom or separated ones. The other three descriptors examine whether or not the changes in the newsroom affect the number of journalists; whether the company provides training in multi-skilling; and whether or not the multi-skilled journalists are compensated in some way.

Dimension I. Newsroom organization: This dimension is concerned with the implementation of news convergence, the results of having a convergent newsroom, and how the organizational culture, and values would affect journalistic practices. There are five descriptors in this (as seen in Appendix I). These descriptors look at journalists' attitude to the implementation of news convergence and ask

² *, ** Even though are separated, these two dimensions are, in reality, very close and could even appear inseparable. However, because there are so many descriptors attached to each of them, the researcher has found it more convenient and more manageable to separate them in this discussion.

whether new roles are being created. They ask about the basic organizational structure of the newsroom and whether there is a single journalistic culture or separate ones. And the last descriptor enquires into the role transparency plays in the newsroom.

Dimension J. Audience Participation: Audience participation is related to how the newspaper is handling user generated content and audience inputs via social media platforms. The more the audience participates, the greater is the increase in readership and profit. This dimension consists of three descriptors, as seen in Appendix I). The first two look at journalists' use of social media in terms of a company's media policy and in terms of spreading the medium's content. But the work of newspapers and the media is in communication with an audience and social media brings huge changes and possibilities for audience participation. The third descriptor is concerned with this question of issues like users' comments, audience participation, and their contributions and feedback.

2.3 Data Collection Methods

Based on triangulation as discussed earlier, and the three models of newsroom convergence, the researcher developed data collection tools that address the intangible dimensions and descriptors to make them tangible through questionnaire, the availability of evidence/records, and through observation which intends to support the quantitative findings of the questionnaire and analysis of records. The researcher had to deliberate carefully each of the 44 descriptors to allocate each with the questionnaire and the records, and also determined certain perspectives for qualitative newsroom observation as the following:

A) Interviews: A pre-structured interviewing questionnaire was designed and developed in order to conduct face-to-face interviews with people in leading/management positions, supervisory positions, and the journalists who do not perform a managerial role (reporter, copy-editor, web editor, and multimedia producer, etc.). The intention of the interviews was to gain insights into the participant's perceptions on most of the 40 descriptors (the other four descriptors are assessable by observation as to be highlighted ahead). The pre-structured questionnaire was designed in 'multiple-choice' format, in which the participant is given three options to select for each question (i.e., descriptor). Each option reflects the level of newsroom convergence as the following (A is for coordination of separated platforms level, B is for the cross media level, and C is for the full integration level) (See Appendix I).

B) Analysis of records: Newsroom convergence is a change process that should be strategically planned with dedicated goals to achieve. The leadership of the newspaper ought to communicate the change process effectively with the employees to be informed and for them to play the desired role toward achieving the goals. In this case the researcher intends to find the availability of evidence that prove the participants' selection of convergence level of the interviewing questions (i.e., the descriptors). The researcher developed a list of records that are tangible evidence to be presented by the participant (e.g.: operation plans, policies, memos, banners, circulations, etc.) The evidence or records should give an indication of the convergence level at the newsrooms as planned and documented process, and will give further proof of the validity of the perceptions of the interviewees (See Appendix III).

C) Observation: The assessment of newsroom convergence in quantitative approach uses interviewing and records analysis. Further, it is also assessed qualitatively by the researcher's observation of the newsroom. Observation intends to descriptively discuss personal experience of the researcher while he was observing, interacting, socializing and attending the editorial meetings in the two newspapers. Newsroom observation anticipates supporting the empirical findings of the questionnaire and records analysis focusing on areas of newsroom convergence which are related to the newsroom dimensions. Therefore, observation intends to provide comprehensive answers for the following: How convergence as strategy is implemented in the newsroom? How the newsroom is structured, and how sections are distributed? How the news content travels in newsroom from the source to the audience. How the journalistic culture in the newsroom is described. How the introduction of media technologies is fostering convergence in the newsroom.

The quantitative findings of the questionnaire and records that will be presented in Chapter 3, and will be further analyzed and discussed in Chapter 4 by supporting them with the observations of the researcher. However, beside the primary role of the observation as qualitative tool, it has also quantified role when certain descriptors are determined by observation to assess convergence level as in D3, F7, H1, and H2 descriptors (See Appendix IV).

The researcher spent about two months about six months developing the data collection tools (i.e., the questionnaire, and evidences/records, matrix), to reach the valid drafts of the final content. Two different rating scales (quantitative) were used: one to identify the level of implementation of the descriptor, and the other to identify the quality of the record reviewed which enables the results of the study to be quantified.

These two tools are further supported by the observation (a qualitative tool) to create a triangulation which, the three together, provides more accurate and precise assessment of newsroom convergence. The development of the data collection tools were evaluated according to the following steps:

- Constructing and designing the data collection tool (questionnaire) from ten dimensions and 44 descriptors targeting different levels of personnel at the targeted newspapers.
- Constructing and designing a new data collection format (i.e., a Check List) allocating evidences/records required of the responses of the questionnaire to be presented and evaluated by the researcher.
- Developing a survey questionnaire (in English and Arabic) for data collection to be distributed to targeted participants.
- Developing a consolidated e-survey questionnaire for data collection to be used by the researcher in parallel with the participant who is completing the hard copy of the questionnaire. The consolidated e-survey contains three elements in one: questionnaire, evidences/records availability, as well as some descriptors that are captured through the researcher's personal observations. (Appendix IV).

2.4 Questionnaire Validity

The questionnaire was approved by "Research Ethics Review Board at the UAEU", and also reviewed by the researcher's supervisor and two other media professors to pre-test its content and construct validity. The researcher then finalized the questionnaire after addressing all suggested feedback and comments from the reviewers.

The researcher also translated the pre-structured questionnaire from English to Arabic to be distributed to the participant at Alittihad Newspaper since they are Arabic language speakers (Appendix II).

2.5 The Study Sample

The researcher selected two newspapers, the Gulf News and Alittihad, as two case studies. The two newspapers are considered to be prominent in the UAE, and most advanced in adapting new media technologies in newsrooms.

Gulf News was first launched in tabloid format on September 30, 1978. It was founded by UAE businessman Abdullah Abulhoul; its offices were located on the Airport Road, Dubai. The format was changed from tabloid to broadsheet size on January 1, 1980, and publication became seven days a week. In November 1984, three leading UAE businessmen purchased the company and formed Al Nisr Publishing directed by them.

The first Web Edition of Gulf News was launched on September 1, 1996. The newspaper moved to its new head office on April 6, 2000. It contained state-of-the-art technology throughout, with fibre-optic cabling and the most advanced printing press in the Middle East.

In March 2007 Gulf News won a Silver Medal and five Awards of Excellence in the 28th Edition of Best Newspaper Design Creative Competition sponsored by Society for News Design. On February 2008, Gulf News received awards in the 29th Society for News Design competition, which comprises of one award in News Design/Pages category; four awards in Feature Design Pages; one award in

miscellaneous category and one award in illustration category. Further to these awards, Gulf News won the Best Print Award for Asia (IFRA) for outstanding print quality in newspaper production and has been nominated for 2008 as one of the top 50 IFRA Newspaper Quality Club members.

In 2009, the Gulf News initiated a strategic plan for newsroom convergence aiming to moving from a print-oriented newspaper to become a media brand that provides content via multiple platforms. The management established convergence change project and was documented under the title "The Hub Charter" containing the mission, goals, roles and responsibilities, and general instructions.

Since the year 2012, the newspaper established itself as the leading English language newspaper of the region - a position it has occupied for many years. This fact is validated by IPSOS MediaCT – NRS-UAE surveys, and the BPA Worldwide audit, confirming an average daily circulation of 109,905 in print, while online the newspaper dominates with 1,300,000 unique visits to the site monthly. Gulf News has consistently sold more, and been the most read news provider in the UAE - for decades. Gulf News and GulfNews.com simply reach more readers than all the other English newspapers combined. The Arab Media Outlook 2011-2015, an independent survey of Arab media published by the Dubai Press Club, rated Gulf News as “the most read” newspaper in the UAE, ahead of all other English and Arabic competitors.

Alittihad on the other hand is government owned newspaper that was first launched on 20th of Oct 1969 as a weekly 12-page volume and distribution of 5,500 copies. It was distributed free to stand in the face of competition from newspapers

from some of the other Arab countries. The newspaper's main goal was to campaign for the formation of the union of the seven emirates in which on the day of the proclamation of the UAE in 1971, the newspaper published for several consecutive days.

On 22 April 1972 Alittihad began daily publishing that consisted of 32 pages including several pages in color. Alittihad newspaper used technology to transfer press materials by satellite for the first time countries in 1981 when he established a printing press in Dubai to print the newspaper in Abu Dhabi and Dubai at the same time, to overcome the problems of delay in the distribution in the Northern Emirates.

The paper entered the world of the Internet on 15 March 1996 to provide a new service to its readers and became the first local newspaper to have online presence. From 2003 and on, the newspaper experienced on going change projects to facilitate the newsroom and the journalists with latest technologies for the workflow and content management. In 2008 the newspaper launched its new design moving from 8 columns per page to 6 columns format with new layout and writing style.

In 2014, and on its 45th anniversary, Alittihad brought another major design change, and introduced a paperless and state-of-art newsroom in which the workflow of content is operated fully electronically. The newspaper also introduced the first of its kind in the region 'the smart-room' with its 12 screens that show various news sources. It also has two screens with maps displaying breaking news from within the UAE, and two others showing trending social media topics. The aim of it is to receive breaking news fast, as the search engine will allow us to view all news articles.

The estimated daily circulation of the newspaper in 2006 was 94,275 copies, while it was 76,000 in 2008. According to ‘Ipsos’ – the global market research and a consulting firm - the paper had an increased readership of 59.3%. The paper's online version was the 24th most visited website for 2010 in the MENA region. The circulation of the daily during the first half of 2013 was 109,640 copies. Alittihad newspaper is now an entity belongs to ‘Abu Dhabi Media,’ which operates a variety of media outlets in print, TV, radio and multimedia.

The selection of the two newspapers is based on the fact that they are the dominant and leading papers in the country; the newspapers that have moved furthest in UAE in digitalization; and because they best reflect government and private media ownership.

Since the study intends to determine the perceptions of people who are involved with the convergence process at their newspapers, the interviewing sample should refer to journalists at both managerial and non-managerial levels at the newspaper. In addition, the sample should be representative of staff from every section involved in news gathering, news processing, and distribution. Therefore, the interviewee of this study is a stratified sample that is determined by the following:

A) Managerial level: This includes two levels of hierarchy at the newsroom; managers and supervisors. Managers belong to the top management and middle management such as executives who are in charge of the newsroom operation and development such as chief editors, managing editors, executive editors, department managers, and directors. Supervisors are those team leaders who are in charge of

managing routines for the daily news, and those who are in control of decision making with regard to the daily content, as well as supervising and guiding a team of journalists in a section of the newsroom. The titles of those people should include those such as, section heads/editors, and central desk editors, deputy section editors and team leaders.

B) Non-managerial level (Journalists): These are newsroom staff responsible for content gathering, production and distribution and do not play any managerial role. Titles should include reporters/journalists, copy editors/desk editors, online/web editors, multimedia producers, social media editor, etc. Sample of journalists to be interviewed should cover all editorial sections such as nation/local section, business/economic section, sports section, cultural/arts/lifestyle section, opinion/studies section, multimedia section, online/web section/department, and central desk/news hub section.

The interviewing excludes those who are not involved directly with news gathering, process and distribution such as photographers, proof readers, page designers or those responsible for lay-out, IT, archive team, secretaries, etc.

2.6 Field study (Data Collection)

The researcher made contact with the two targeted newspapers (the Gulf News and Alittihad) requesting their approval and support to establish the field work. An official letter was issued from the College of Humanities and Social Sciences to the

two newspapers requesting their support and corporation with the researcher (See Appendix V).

After several meetings, phone calls and email messages exchanged with the management at the Gulf News, the approval was given to start the field work in the newspaper on 22 May 2016. On the first day of the field work, the researcher was given a temporary access card to enter the building, and also provided with a desk in the newsroom. The editor-in-chief of Gulf News issued a memo to the staff informing them about the researcher's study and requesting their support and cooperation. He also introduced the researcher to attendees at the morning editorial meeting. The researcher spent two working weeks at the newspaper, from Sunday 22nd of May 2016 until Thursday 2nd of June 2016. Interviews with the journalists and editors were scheduled by the management in which four to six interviews were conducted each day.

The interviews took place either at the researcher's desk, the interviewee's office, or at the meeting room. The interview began with the handing of the consent letter to the participant in which he/she was informed about the study and in which the anonymity of biographic information was confirmed (Appendix I). A hard copy of the pre-structured questionnaire was given to the participant, and the researcher filled the answers directly on the electronic copy of the consolidated matrix form of the questionnaire for each participant and on an editable PDF file on the researcher's laptop (Appendix I and Appendix IV). Each participant was asked to read the questions carefully, and then to select the answer that describes the current situation at his/her newspaper from his/her own point of view. The participant was asked to provide evidence of any records (e.g., documents, whether soft or hard, systems,

printed matters, tools, devices, instruments, materials etc.). If the evidence/record was available, the researcher then had to review it to check its solidity and marked with a tick (✓) for either the available record or unavailable record on his consolidated matrix form. During the interview, the participant was able to ask any questions about the study, request clarifications on some statements, or add further comments and remarks which were taken independently onto a separate Word document. The average time spent to complete each interview was 42 minutes, as some took more time and others not less than 35 minutes. By the last day, the researcher was able to conduct interviews with 32 journalists and editors from different levels and sections of the newspaper at the Gulf News. The researcher also spent time for further observation, interacting and socializing with the staff, and was able to gain some indications into the direction of convergence in the newsroom.

The field work with Alittihad Newspaper was scheduled to begin on Saturday, 23rd of July 2016, and be conducted over a two-week period until Thursday, 4th of August 2016. As at Gulf News, the researcher was also provided with a desk in the newsroom to establish his work, and a memo was also issued to the staff requesting their participation in the study. A meeting was scheduled with interviewees and it took place either at the researcher's desk, the interviewee's desk or at the meeting room. The average time spent to complete each interview was the same as at Gulf News, 42 minutes, and by the last day, the researcher was able to conduct interviews with that same number as at the other newspaper, i.e., 32 journalists and editors from different levels and sections of the newspaper. The researcher also spent time for further observation and interacting and socializing with the staff. Again, this

observation provided useful information about the process of convergence in the newsroom.

The total number of interviews at the two newspapers was, therefore, 64. All of the interviewees agreed to participate in the study and signed a consent letter in which they were informed about the research on newsroom convergence models. All participants answered the questions and completed the interview to the end. Only one participant – in this case from Alittihad newspaper – showed hesitation and decided to withdraw, ten minutes after the start of the interview. The decision of the interviewee was respected and their consent letter was discarded. The withdrawn interviewee was replaced with another one from the same section and with a similar job title in order to fulfill the sample requirement.

2.7 Data Analysis

When all the data of the 64 interviews was available and ready, the researcher started entering this on SPSS (the Statistical Package for Social Science Version 20), which was designed, developed, and coded according to the consolidated matrix model of the study. The data in SPSS was imported automatically from the completed PDF forms of each interviewee. The researcher also confirmed the accuracy of automatic data entry by pair-matching each form from the SPSS with the PDF file.

The statistical analysis conducted for this research is to provide, at the beginning, descriptive facts of counts and percentages. Descriptive statistics are used to describe the basic features of the data in a study because they provide simple summaries about

the sample and the measures. Together with simple graphical analysis, they form the basis of virtually every quantitative analysis of data.

The relationship analysis conducted is the cross tabulation in which the researcher aims to extract and understand the process or function that combines and summarizes data from one or more sources into a concise format for analysis or reporting. Crosstabs display the joint distribution of two or more variables and they are usually represented in the form of a contingency table in a matrix.

2.8 Approaches in the Assessments of Convergence Levels

This section presents the approach taken for assessing the findings of the triangulation of the study (participants' perceptions, records analysis, and observations of certain descriptors) to identify the levels of convergence in each newsroom under the study. In order to make accurate and valid assessments of the level of convergence, the researcher developed an approach for this purpose. As the study indicated earlier in this chapter, there are three levels of convergence, these being referred to as: "Coordination level" (denoted by the letter A), "Cross media level" (denoted by the letter B), and "Full integration level" (denoted by the letter C).

The findings reached from the analysis of the three different types of data and information is placed into four groups of tables. The first group of tables represents participants' responses to questions indicating their perceptions on each descriptor within the ten dimensions of newsroom convergence (see Appendix VI). The second group indicates the association between respondents' perceptions on levels of convergence and the three job categories: these we refer to as management, supervisory, and journalists (Appendix VII). The third group of tables represents the availability and unavailability of evidences/records presented by the participants

during the interviews (Appendix VIII), and the last group of tables indicates the association between the record evidence related to each descriptor and the job category of the employee (Appendix IX).

As mentioned earlier, the response to each descriptor question in the ten dimensions is divided into the three levels of convergence that have been highlighted. These levels are determined by the respondents' perceptions on the level of convergence for each descriptor and also by the availability and validity of evidence of the desired records related to the descriptor. This information helped in interpreting the results and in deciding on the actual level of convergence on each descriptor, as follows:

- In arriving at the level of convergence from participants' perceptions on each descriptor, the study makes an assessment as to the convergence level which gained the highest percentage. When the percentages are distributed equally or approximately equally between the three levels then, according to the criteria, this will be assessed as level B (i.e., cross-media.)
- In benefiting from the association between participants' perceptions and their job category in order to reach a better assessment of the perception level.
- When the percentage of the available record is lying within the margins of low-range percentages (0.0% to 29.9%), then the study places this on convergence level A (i.e., coordination level). When the percentage of the available record is lying within the middle range percentages (from 30% to 69.9%) then the study describes this as being on convergence level B (i.e., cross media). When the percentage is lying within the ranges of what are decreed to be high range percentages (from 70% to 100%), then this is described as being on convergence level C (i.e., full integration).

- In benefiting from the association between the evidence of available records and job category in order to reach a better assessment as to the convergence level.
- When no evidences/records are required on certain descriptors (i.e., I1, I3, and I5), the assessment is based on the participants' perception only. In such a case, the record field is left empty.
- The assessment on the convergence level of some descriptors is determined by observation only, and it substitutes for both participants' perceptions and for evidences/records, as in descriptors D3, F7, H1, and H2.
- Having more than one evidence/record related to the descriptor, the availability of each record is assessed separately and the overall assessment is then determined as per the table below:

Convergence Level	Two Records			Three Records			
A = Coordination	2As			3As	2As+1B		
B = Cross Media	2Bs	1A+1B	1A+1C	3Bs	2Bs+1A	2Bs+1C	1A+1B+1C
C = Full Integration	2Cs	1B+1C		3Cs	2Cs+1A	2Cs+1B	

Table 2.1: Scale for assessment on more than one record

The final score on each descriptor is taken from the score of the participant's perception and the score of the available records, taking into consideration that the score of the available record is always favored over the score from the perception because, compared with perceptions, available records are documented provide solid evidence with which to make assessment about convergence level in the newsroom.

The unavailability of a record does not indicate any failure on the employee's part; rather it is the 'failure' (if that is an appropriate term) of the management for not

communicating to the employees the company's strategies, plans, systems etc. in an effective way. In this case and based on the percentage of available records in the hands of the employees, it is easy to decide the level the company is to be on – i.e., whether that is A – referring to coordination, B – cross media, or C – full integration.

Table 3.4, which follow, indicate the matrix model for scoring the final assessment of each descriptor from both employee's perceptions and the records.

		Employee's perception		
		A Coordination	B Cross-Media	C Full integration
Records availability	A Coordination	A	A	B
	B Cross-Media	B	B	B
	C Full integration	B	C	C

Table 2.2: Assessment matrix between perceptions and records level

2.9 Research Questions

From the theoretical framework and the review of the literature, this research tries to evaluate the level of newsroom convergence in two newspapers; the Gulf News, and Alittihad, according to the three convergence models (coordination of separated platform, cross media, and full integration).

Research questions are designed based on the ten dimensions that were discussed above, in this chapter and in chapter 1. Since the research depends on triangulation (interviewing, records, and observations), the following questions cover the overall goal of the study:

Dimension A: Project Scope and Market Situation

RQ1: Based on interviewees' perceptions, reviewed records and field observations, how can we evaluate the level of convergence in each paper in terms of project scope, market situation and change management? What role does job category play in the evaluation?

Dimension B: Project Change Management

RQ2: Based on interviewees' perceptions, reviewed records and field observations, how can we evaluate the level of convergence in each paper in terms of project change management? What role does job category play in the evaluation?

Dimension C: Newsroom Management

RQ3: Based on interviewees' perceptions, reviewed records and field observations, how can we evaluate the level of convergence in each paper in terms of newsroom management? What role does job category play in the evaluation?

Dimension D: Newsroom Content Management

RQ4: Based on interviewees' perceptions, reviewed records and field observations, how can we evaluate the level of convergence in each paper in terms of newsroom content management? What role does job category play in the evaluation?

Dimension E: Newsroom Operations workflow

RQ5: Based on interviewees' perceptions, reviewed records and field observations, how can we evaluate the level of convergence in each paper in terms of newsroom operations workflow? What role does job category play in the evaluation?

Dimension F: Journalistic Practices

RQ6: Based on interviewees' perceptions, reviewed records and field observations, how can we evaluate the level of convergence in each paper in terms of journalistic practices? What role does job category play in the evaluation?

Dimension G: Journalistic Skills and Training

RQ7: Based on interviewees' perceptions, reviewed records and field observations, how can we evaluate the level of convergence in each paper in terms of journalistic skills and training? What role does job category play in the evaluation?

Dimension H: Work Organization

RQ8: Based on interviewees' perceptions, reviewed records and field observations, how can we evaluate the level of convergence in each paper in terms of work organization? What role does job category play in the evaluation?

Dimension I: Newsroom Organization

RQ9: Based on interviewees' perceptions, reviewed records and field observations, how can we evaluate the level of convergence in each paper in terms of newsroom organization? What role does job category play in the evaluation?

Dimension J: Audience Participation

RQ10: Based on interviewees' perceptions, reviewed records and field observations, how can we evaluate the level of convergence in each paper in terms of audience participation? What role does job category play in the evaluation?

Chapter 3: Findings

This chapter presents the empirical findings of the study in three parts. The first presents the findings of the demographics and biodata of the study sample. The second presents the quantitative findings regarding the triangulation ethnography method of the study. This relates to participants' perceptions, the evidence of records, and some descriptors that are assessed based on researcher's observations. The final part presents the overall results of the convergence levels of each of the newspapers examined in the study.

3.1 Findings of Demographics and Biodata

Here we describe the sample distribution and characteristics of each newspaper under the study as shown in Table 3.1. The table shows the distribution of each sample on the six factors subcategories. The number of employees selected for interviewing was 32 from each newspaper using the stratified sampling method as discussed earlier in Chapter 2.

The first factor of interest focused on the period of employment at the newspaper. For the Gulf News, the findings show that 56.3% of participants had been working there for up to 10 years. Meanwhile, for Alittihad there are a similar but slightly lower number of employees in this subcategory (50.0%). The other two subcategories under this factor show somehow slight differences between the percentages of the distribution of the remaining number of employees (see Table 3.1). From the findings of this factor, "Years of working for this newspaper," it is clear that the two samples distributed closely similar across the three categories.

	Gulf News	Alittihad
	N (%)	N (%)
1. Years of working for this newspaper		
Up to 10 years	18 (56.3%)	16 (50.0%)
11 to 20 years	11 (34.4%)	12 (37.5%)
More than 20 years	3 (9.4%)	4 (12.5%)
2. Years of experience in the profession		
Up to 10 years	8 (25.0%)	6 (18.8%)
11 to 20 years	11 (34.4%)	10 (31.3%)
21 to 30 years	10 (31.3%)	10 (31.3%)
More than 30 years	3 (9.4%)	6 (18.8%)
3. Educational level		
Undergraduate	17 (53.1%)	25 (78.1%)
Graduate	15 (46.9%)	7 (21.9%)
4. Academic major		
Media Related Major	12 (37.5%)	17 (53.1%)
Non-media Related Major	20 (62.5%)	15 (46.9%)
5. Name of the section working in		
Local	3 (9.4%)	5 (15.6%)
Art	3 (9.4%)	4 (12.5%)
Business	3 (9.4%)	5 (15.6%)
Sports	2 (6.3%)	3 (9.4%)
Opinion	1 (3.1%)	2 (6.3%)
Political	5 (15.6%)	3 (9.4%)
Central desk	2 (6.3%)	2 (6.3%)
Online/ Web	3 (9.4%)	3 (9.4%)
Editorial Dept.	4 (12.5%)	3 (9.4%)
Multimedia	3 (9.4%)	2 (6.3%)
Readers Desk	3 (9.4%)	0 (0.0%)
6. Job category		
Management (e.g. top and middle)	5 (15.6%)	2 (6.3%)
Supervisory (e.g. section head, line manager)	14 (43.8%)	10 (31.3%)
Journalists (e.g. reporter, desk editor, and... etc.)	13 (40.6%)	20 (62.5%)

Table 3.1: Distribution of the demographics of both newspapers (Counts and percentages)

On the second factor of interest, "the length of experience in the profession", the findings presented in Table 3.1 show that the distribution of the two samples on

the four subcategories under this factor were found somehow equally distributed within the two newspapers.

The "level of education" factor shows there is great difference between the study samples at the two newspapers. Staff at the Gulf News were relatively evenly balanced in that 53.1% hold either a university degree obtained from four years of study or less, while 46.9% of them hold a graduate degree; either Masters or Ph.D. For Alittihad a significantly smaller number – only 21.9% – hold graduate degrees, while 78.1% of participants at the newspaper hold undergraduate degrees.

The next factor of interest was related to the academic major studied by each of the respondents. 37.5% of respondents at Gulf News obtained their qualification in media-related areas; i.e. journalism, mass communication, PR, film studies etc. The degrees obtained by the remaining 62% were in non-media-related areas. For respondents from Alittihad, the respective figures for degrees were 53.1% in media-related majors – a figure somewhat higher than in Gulf News – and 46.9% specializing in non-media-related majors.

The study sets out to be as fully representative as possible of competencies and responsibilities within the newspapers. Here, two factors are considered. The first is to cover all editorial sections in the newsroom – in a sense the “horizontal” factor of the staffing – and to capture as full a range as possible of responsibilities. The heading, “Job category”, in Table 3.1 may be regarded as a “vertical” factor on the staffing of the newspaper. In this the study draws information as to the hierarchical position of respondents in the structure of each newspaper.

As regards the former, Table 3.1 shows that this aim was achieved. All of the editorial sections in both newspapers (horizontal factor) are represented at least by one employee and a maximum of five employees. In addition, the table also shows that Gulf News has a “Readers’ Desk” section that does not exist in Alittihad.

With regard to the “vertical factor”, hierarchical dimension, the table shows that, of the respondents from Gulf News, 15.6% belong to top and middle management; 43.8% to the supervisory level such as section heads/ editors or deputy heads/ editors, or line managers, while 40.6% of the respondents are “journalists” such as reporters, desk editors, multimedia editors, web editors, etc. For Alittihad, the distribution of responsibilities is a little different. Only two of the overall respondents (representing 6.3% of the respondents) are from top and middle management, 31.3% are from the supervisory level, while 62.5% operate at the level of journalists.

In the UAE, newspapers operate in an environment where nationality is a crucial factor. Table 3.2 represents the distribution of the respondents of each newspaper according to their nationalities. In Alittihad, the Arabic-language paper, all employees are Arabic language speakers, whereas in the Gulf News, which is an English-language paper, the focus is on employing English language speakers. Throughout the two newspapers there are marked differences in the composition of the staff, according to nationalities.

Having analyzed the characteristics of each newspaper under the study in terms of staff work experience, qualifications and job responsibilities we move in the next section to a discussion of the findings of the convergence level of each newspaper under the study.

Nationality	Gulf News	Alittihad	Total
	N (%)	N (%)	N (%)
Emirati	2 (6.3%)	15 (46.9%)	17 (26.6%)
Indian	12 (37.5%)	0 (0.0%)	12 (18.8%)
Egyptian	0 (0.0%)	8 (25.0%)	8 (12.5%)
Jordanian	1 (3.1%)	4 (15.6%)	5 (7.8%)
British	4 (12.5%)	0 (0.0%)	4 (6.3%)
Canadian	3 (9.4%)	0 (0.0%)	3 (4.7%)
American	3 (9.4%)	0 (0.0%)	3 (4.7%)
Pakistani	2 (6.3%)	0 (0.0%)	2 (3.1%)
Yemeni	1 (3.1%)	1 (0.0%)	2 (3.1%)
Omani	1 (3.1%)	0 (0.0%)	1 (1.6%)
Sudanese	0 (0.0%)	1 (3.1%)	1 (1.6%)
Mauritanian	0 (0.0%)	1 (3.1%)	1 (1.6%)
Palestinian	0 (0.0%)	1 (3.1%)	1 (1.6%)
Lebanon	0 (0.0%)	1 (3.1%)	1 (1.6%)
Irish	1 (3.1%)	0 (0.0%)	1 (1.6%)
South African	1 (3.1%)	0 (0.0%)	1 (1.6%)
Filipino	1 (3.1%)	0 (0.0%)	1 (1.6%)

Table 3.2: Nationalities of respondents (Counts and percentages)

3.2 Findings on the Levels of Convergence from the Assessment Approach

This section presents the findings of the (participants' perceptions, records/evidences availability, and some aspects of observations) to determine the levels of convergence in each newsroom under the study. In order to make accurate and valid assessments of the level of convergence, the researcher developed an approach for this purpose to achieve this aim which is explained thoroughly in section 2.9 from Chapter 2.

As the study indicated earlier in Chapter 2, there are three levels of convergence referred to as: “coordination level” (denoted by the letter A), “Cross media level” (B), and “Full integration level” (C). The research questions are answered by presenting the findings on the descriptors of the ten dimensions of the newsroom convergence models. Each dimension is discussed for both newspapers

alongside the dimension's two tables that indicate the assessment on each descriptor for each newspaper with regard to employees' perceptions and the availability of valid evidence/records, which will help the researcher reach the final assessment on the level of convergence on that descriptor as described in Table 2.2 from Chapter 2.

The findings of the respondents' perceptions and availability of records of each descriptor of the ten dimensions for both newspapers are presented in Appendix VI and VIII. The findings in these appendices helped the researcher in assessing the level of convergence based on the levels of convergence assessment approach discussed earlier in Chapter 2.

The findings of the association between respondents' perceptions and availability of valid records with the job category will help the researcher to reach a better assessment of the level of convergence. The findings of these associations on each descriptor for each dimension are presented in appendices VII and IX. The findings of the association between respondents' perceptions and availability of valid records with the job category were discussed in this chapter when there are noticeable differences of the percentages distributed under each job category.

To determine the levels of convergence for each newspaper on each dimension, the researcher used the assessments of each descriptor to allocate them benefiting from the three assessment approaches primarily depending on employees' perceptions and availability of evidence/records for most of the descriptors. Then the researchers' observations are presented in the discussion chapter to support the final assessments with the analysis of the findings. The following sections present the findings that are drawn from the responses to research questions.

3.2.1 Levels of convergence revealed assessing project scope and market situation

The 'project scope and market situation' dimension consists of five descriptors, each being assessed individually. The results of the Gulf News and Alittihad on these descriptors are shown in Tables 3.3, and 3.4, respectively. The detailed breakdown for this can be found in Appendix VII. The following subsections from A1 to A5 explain each descriptor separately.

A1: Is it only company convergence, just the newsroom, or both?

The perceptions on the first descriptor 'Is it only company convergence, just the newsroom, or both?' as shown in Tables 3.3, indicated that (90.6%) of those interviewed in the Gulf News select the level C. Further, the association between perceptions and job category (as in Appendix VII) shows there is consistent agreement among the Gulf News three job categories on selecting the level C. Hence, the assessment about the convergence level for this descriptor is that there is full integration. Meanwhile, Table 3.4 indicated that (40.6%) of those interviewed in Alittihad selected option B and C, and (18.8%) selected option A. Further, the association between perceptions and job category (as in Appendix VII) shows there is inconsistency among respondents from Alittihad's three job categories in their selection of the level of convergence. Hence, the assessment on convergence level at Alittihad for this descriptor is B (i.e., cross media).

Dimension A: Project Scope and Market Situation	Perceptions of convergence levels				Records indicate convergence levels				
	A: Co-ordination	B: Cross media	C: Full integration	Perceptions	Convergence level based on records availability			Records	Final
	N (%)	N (%)	N (%)	Assessment	Rcord1	Record2	Record3	Assessment	Assessment
A1: Is it only company convergence, just newsroom or both?	0 (0.0%)	3 (9.4%)	29 (90.6%)	C	B	B	A	B	B
A2: Is convergence a company goal or a tool?	0 (0.0%)	9 (28.1%)	23 (71.9%)	C	B	-	-	B	B
A3: Is convergence considered a short-term or a long-term process?	0 (0.0%)	4 (12.5%)	28 (87.5%)	C	B	-	-	B	B
A4: Is implementation bottom-up or top-down?	1 (3.1%)	17 (53.1%)	14 (43.8%)	B	B	-	-	B	B
A5: Do the market situation and decisions on new business models influence the editorial convergence process?	0 (0.0%)	9 (28.1%)	23 (71.9%)	C	A	-	-	A	B
Overall convergence level on Project Scope and Market Situation				C				B	B

Table 3.3: Dimension a convergence levels assessment for Gulf News (on perceptions, available records and final)

Dimension A: Project Scope and Market Situation	Perceptions of convergence levels				Records indicate convergence levels				
	A: Co-ordination	B: Cross media	C: Full integration	Perceptions	Convergence level based on records availability			Records	Final
	N (%)	N (%)	N (%)	Assessment	Rcord1	Record2	Record3	Assessment	Assessment
A1: Is it only company convergence, just newsroom or both?	6 (18.8%)	13 (40.6%)	13 (40.6%)	B	A	A	A	A	A
A2: Is convergence a company goal or a tool?	3 (9.4%)	17 (53.1%)	12 (37.5%)	B	A	-	-	A	A
A3: Is convergence considered a short-term or a long-term process?	8 (25.0%)	12 (37.5%)	12 (37.5%)	B	A	-	-	A	A
A4: Is implementation bottom-up or top-down?	3 (9.4%)	21 (65.6%)	8 (25.0%)	B	A	-	-	A	A
A5: Do the market situation and decisions on new business models influence the editorial convergence process?	10 (31.3%)	8 (25.0%)	14 (43.8%)	B	A	-	-	A	A
Overall convergence level on Project Scope and Market Situation				B				A	A

Table 3.4: Dimension a convergence levels assessment for Alittihad (on perceptions, available records and final)

Moving to the evidence of levels of convergence as provided by the availability of valid records on descriptor A1 is assessed further by three types of records (as seen in Appendix VIII). The assessments of these records for the Gulf News are as follows; (A1_1 as 'B', A1_2 as 'B', and A1_3 as 'A') as per the rating scale for records already discussed. The overall assessment of the levels of convergence of records for the Gulf News is the level B. Further, the association between evidence of records and job category as in (Appendix IX) shows that records are mostly available among managers and supervisors, confirming the assessment that they are at the 'cross media' level (B). Meanwhile, the assessments of these records for Alittihad are A for the three records related to this descriptor. The overall assessment of the levels of convergence of records for Alittihad is the level A. Furthermore, the overall association between the evidence of the records availability (as in Appendix IX) shows that records are mostly unavailable among the different job categories, which asserts they are at 'A' (i.e., at the coordination level).

Therefore, from the assessments of perceptions and records, the final assessment for A1 descriptor – as per the scoring criteria discussed previously (and as seen in Tables 3.3, and 3.4) – is B for the Gulf News; i.e., that it is at the cross media level, and A for Alittihad Newspaper i.e., that it is at the coordination level.

A2: Is convergence a company goal or tool?

The perceptions on the second descriptor 'Is convergence a company goal or tool?' as shown in Tables 3.3, indicated that (71.9%) of those interviewed in the Gulf News selected option C, and (21.8%) selected option B. Further, the association between perceptions and job category (as in Appendix VII) shows there is consistent agreement among the Gulf News three job categories on selecting the level C. Hence, the assessment of the convergence level for this descriptor is that there is full

integration. Meanwhile, Table 3.4 indicated that (53.1%) of those interviewed in Alittihad selected option B, and (37.5%) selected option C. Further, the association between perceptions and job category (as in Appendix VII) shows there is inconsistency between respondents from Alittihad three job categories on selecting convergence level, with a quite significantly larger number from the journalists' category, this being twice as large a percentage as the other two job categories combined. The resulting assessment on the convergence level for this descriptor is 'B' (i.e. cross media).

Moving to the evidence of levels of convergence as provided by the records on descriptor A2 is assessed further by one record (as seen in Appendix VIII). The evidence of this record is available among (62.5%) of The Gulf News respondents indicating a level of convergence B as seen in Table 3.3. Further, the association between evidence of record and job category as in (Appendix IX) shows that the record mostly comes from managers and supervisors and asserts that they are at the cross media level. With regard to the result of records for Alittihad, a very significant majority of respondents (93.8%) have no record available for this descriptor (as seen in Appendix VIII), and the record assessment is A.

Therefore, from the assessments of perceptions and records, the final assessment for A2 descriptor – as per the scoring criteria discussed previously (and as seen in Tables 3.3, and 3.4) – is B for the Gulf News; i.e., that it is at the cross media level, and A for Alittihad Newspaper i.e., that it is at the coordination level.

A3: Convergence as a short-term or a long-term process?

The perceptions on the third descriptor 'Is convergence a company goal or tool?' as shown in Tables 3.3, indicated that this descriptor gained the highest rating among respondents from the Gulf News as (87.5%) of them selected option C, whilst

a significantly lower number (12.5%) selected option B. Further, the association between perceptions and job category as in (Appendix VII) shows a near consensus among respondents from the three job categories on selecting level C. Hence, the assessment of convergence level for the A3 descriptor is C (i.e., full integration) as can be seen in Table 3.3. Meanwhile, Table 3.4 indicated that (37.5%) of those interviewed in Alittihad selected option C, with the same (25.0%) selecting option B and option A. Further, the association between perceptions and job category as in (Appendix VII) shows there is inconsistency among the respondents from the three job categories in their selection of the level of convergence. The resulting assessment of convergence level for the A3 descriptor, as shown in Table 3.4, is that it is B (cross media).

Moving to the evidence of levels of convergence as provided by the records on descriptor A3 is further assessed by one record (as seen in Appendix VIII). The evidence of this record is available among (46.9%) of respondents from The Gulf News and the record assessment is B, as in Table 3.3. Further, the association between the evidence of records and the job category (as in Appendix IX) shows that records are mostly available among management and supervisors and assert that they are at the cross media level. With regard to the results of records for Alittihad on A3 descriptor, Table 3.4 shows a considerable majority of respondents (90.6%) have no record available (as seen in Appendix VIII). The record assessment is 'A,' as in Table 3.4.

Therefore, from the assessment of perceptions and records, the final assessment for A3 descriptor is for the Gulf News is B; i.e., that they are in the cross

media level as shown in Table 3.3, while the final assessment for A3 descriptor is for Alittihad is that it is at coordination level (i.e., A), as shown in Table 3.4.

A4: Implementation: bottom-up or top-down?

The A4 descriptor asked whether implementation was “bottom-up or top-down”. Here, the ratings of respondents’ perceptions from Gulf News are more evenly divided between two levels. In this case (53.1%) of them selected option B, and (43.8%) selected option C. However, (as is shown in Appendix VII) when the association between perceptions and job category, are considered, there is quite a marked variation in the respondents from the three job categories in selecting either option B or C. The resulting assessment of convergence level for the A4 descriptor is “B” (i.e., that they are at the cross media level) as seen in Table 3.3. Meanwhile, when the A4 descriptor is investigated at Alittihad, the association between perceptions and job category (as shown in Appendix VII) shows an overall high level of agreement in their perceptions, between respondents who are journalists and those who are supervisors. Those perceptions led them to selected option B. The detailed breakdown of ratings of respondents' perceptions shows that (65.6%) selected option B, (25.0%) selected option C, and just (9.4%) selected option A. The interpretation of those figures is that the assessment of convergence level for A4 descriptor is B (i.e., cross media) as seen in Table 3.4.

The evidence of records at Gulf News shows that (34.4%) of respondents have available records for the A4 descriptor (as seen in Appendix VII), and the record assessment is B as shown in Table 3.5. Further, the association between record evidence and the job category (as in Appendix IX) affirms that records are

mostly available among management and supervisors, which asserts they are at the cross media level. For Alittihad, the result of records (as in Appendix VII) shows that records were unavailable among any of the respondents for the A4 descriptor and the record assessment is A as seen in Table 3.4.

Therefore, Table 3.3 shows that from the assessments of perceptions and records, the final assessment for the A4 descriptor for Gulf News is B (i.e., that the newspaper is at the cross media level.), while the final assessment for the A4 descriptor for Alittihad (given in Table 3.4) is that it is A (i.e., coordination level).

A5: Market situations, decisions on new business models, and the editorial convergence process

The question asked by the A5 descriptor is whether the market situation and decisions on new business models influence the editorial convergence process and the highest rating among the respondents' perceptions at Gulf News indicate that (71.9%) of them selected option C, and (28.1%) selected option B. Further, the association between perceptions and job category in this case (as in Appendix VII) shows there is considerable agreement among respondents from the three job categories on selecting level C. The resulting assessment as to the convergence level for this descriptor is that it is C (i.e., full integration) as shown in Table 3.3. Meanwhile, the ratings of respondents' perceptions from Alittihad for the A5 descriptor were distributed across the three options, (31.3%) select A, (25.0 %) select B and (43.8%) select C. These results are shown in Appendix VII. Hence, the assessment of convergence level for A5 descriptor is B (i.e., cross media) as seen in Table 3.4.

In regard to the records for the A5 descriptor only (28.1%) of respondents from the Gulf News had evidence of records, (see Appendix VIII). Further, the association between there being records available and the job category (as in Appendix IX) shows a significant lack of records among the three job categories especially those who are journalists. The assessment on convergence level of records for the A5 descriptor is A, as seen in Table. 3.3. Meanwhile, the result of records for the A5 descriptor for Alittihad indicates that the majority of respondents have no record available, (as seen in Appendix VIII). Hence, the assessment on convergence level of records for A5 descriptor is A, as in Table. 3.4.

Therefore, the final assessment of the A5 descriptor for the Gulf News is B, as in Table 3.5, while for Alittihad is B (that convergence is at the cross media level) as per the scoring criteria and as in Table 3.4.

Overall convergence level assessment on Dimension A

The overall convergence level assessment for Gulf News on Dimension A (“Project Scope and Market Situation”), as per Table 3.3, indicates that the assessment score of employees’ perceptions on the level of convergence is C (i.e., full integration), and the assessment on available records is B (i.e., cross media). Therefore, the final assessment for Gulf News on Dimension A is B (i.e., that convergence is at the cross media level).

For Alittihad the overall convergence level on this same Dimension, as per Table 3.4, indicates that the assessment score of employees’ perceptions as to the level of convergence is B (cross media level), while the assessment on available

records is A (coordination level). Taking the two together we arrive at a final assessment for Alittihad on Dimension A as 'A' (i.e., coordination level).

3.2.2 Levels of convergence assessing project change management

Dimension B concerns Project Change Management and consists of three descriptors, as seen in Table 3.5 for the Gulf News and Table 3.6 for Alittihad. They all focus on aspects of involvement, and they range from discussion and preparation, through involvement in a process, to the support of that process and participation in it. Those three descriptors are: B1 ("Has convergence strategy been discussed with journalists?"); B2 ("Does the company see itself as involved in a change process?"); and B3 ("Is change management supported by special seminars to give staff the chance to participate in change process?")

B1: Has convergence strategy been discussed with journalists?

In the B1 Descriptor, the ratings of respondents' perceptions from the Gulf News indicate that well over half of them (i.e., 62.5%) selected option C, and (37.5%) selected option B as shown in Table 3.5. Further, the association between perceptions and job category (as in Appendix VII) shows that each of the three job categories have a sufficiently significant representation in those who selected option 'C.' Stated as percentages they show 28.1% of journalists, 21.9% of Supervisory and 12.5% of management. Hence, the assessment on convergence level for this descriptor is C (i.e., full integration) as seen in Table 3.5. Meanwhile, Table 3.6 indicated that (42.8%) of respondents from Alittihad choose option B, (31.3%) selected option A, and (25.0%) option C. Further, the association between perceptions and job category (as in Appendix VII) shows that those who selected option B and option A are mainly journalists and supervisors. From those responses, the assessment on convergence level for this descriptor for Alittihad is B (i.e., cross media).

Dimension B: Project Change Management	Perceptions of convergence levels			Records indicate convergence levels					
	A: Co-ordination	B: Cross media	C: Full integration	Perceptions	Convergence level based on records availability			Records	Final
	N (%)	N (%)	N (%)	Assessment	Rcord1	Record2	Record3	Assessment	Assessment
B1: Has convergence strategy been discussed with journalists?	0 (0.0%)	12 (37.5%)	20 (62.5%)	C	B	B	A	B	B
B2: Does the company see itself as involved in a change process	1 (3.1%)	12 (37.5%)	19 (59.4%)	C	B	-	-	B	B
B3: Is change management supported by special seminars to give staff the chance to participate in the change processes?	3 (9.4%)	16 (50.0%)	13 (40.6%)	B	B	-	-	B	B
Overall convergence level on Project Change Management				C				B	B

Table 3.5: Dimension B convergence levels assessment for Gulf News (on perceptions, available records and final)

Dimension B: Project Change Management	Perceptions of convergence levels			Perceptions Assessment	Records indicate convergence levels				
	A: Co-ordination	B: Cross media	C: Full integration		Convergence level based on records availability			Records Assessment	Final Assessment
	N (%)	N (%)	N (%)	Rcord1	Record2	Record3			
B1: Has convergence strategy been discussed with journalists?	10 (31.3%)	14 (43.8%)	8 (25.0%)	B	A	A	A	A	A
B2: Does the company see itself as involved in a change process	6 (18.8%)	12 (37.5%)	14 (43.8%)	B	B	-	-	B	B
B3: Is change management supported by special seminars to give staff the chance to participate in the change processes?	14 (43.8%)	15 (46.9%)	3 (9.4%)	B	A	-	-	A	A
Overall convergence level on Project Change Management				B				A	A

Table 3.6: Dimension B convergence levels assessment for Alittihad (on perceptions, available records and final)

Moving to the evidence of levels of convergence as provided by the records on descriptor B1 is assessed further by three types of records (as seen in Appendix VIII). The assessments of these records for the Gulf News are as follows; (B1_1 and B1_2 as 'B', and B1_3 as 'A') as per the rating scale for records. The overall assessment of the levels of convergence of records for the Gulf News is the level B. Further, the association between job category and the evidence of records (as in Appendix IX) shows that records are mostly available from among managers and supervisors for B1_1, and B1_2, which assert that they are at the 'B' (cross media) level. Meanwhile, the assessments of these records for Alittihad are A for the three records related to this descriptor. The overall assessment of the levels of convergence of records for Alittihad is the level A. Furthermore, the overall association between the evidence of the records availability (as in Appendix IX) shows that records are mostly unavailable among the different job categories, which asserts they are at 'A' (i.e., at the coordination level).

Therefore, from the assessments of perceptions and records, the final assessment for B1 descriptor – as per the scoring criteria (and as seen in Tables 3.5, and 3.6)– is B for the Gulf News; i.e., that it is at the cross media level, and A for Alittihad Newspaper i.e., that it is at the coordination level.

B2: Does the company see itself as involved in a change process?

The B2 descriptor's focus was on the company's perception of its involvement in a change process. The ratings of respondents' perceptions from Gulf News for this descriptor, as shown in Table 3.5, indicate that (59.4%) of them selected option C, and (37.5%) selected option B. With regard to the association between perceptions and job category (as shown in Appendix VII) the selection of

option C was made by respondents from the three categories, although the number from the management category was quite small at (3.1%), in this case representing a single respondent. Hence, the assessment on the convergence level for B2 descriptor for the Gulf News is C (i.e., full integration). Meanwhile, Table 3.6 indicated that (43.8%) of respondents from Alittihad chose option C, (37.5%) chose option B, and (18.8%), option A. Further, the association between perceptions and job category (as in Appendix VII) reveals inconsistencies among the respondents from the three job categories, which asserts they are B (i.e., cross media level).

Turning to the evidence of levels of convergence as provided by the records on descriptor B2 is assessed further by one record (as seen in Appendix VIII). The evidence of this record is available among (34.4%) of The Gulf News respondents indicating a level of convergence B as seen in Table 3.5. Further, the association between evidence of record and job category (as in Appendix IX) shows that record is mostly available among managers and then supervisors, indicating that they are in the cross-media level. With regard to the result of records for Alittihad, (Appendix VIII) shows that (31.3%) of respondents have the record available, and the record assessment is B as seen in Table 3.6. Further, the association between evidence of record and the job category as in (Appendix IX) shows the record is available among the three job categories, which indicate they are in the cross media level.

Therefore, from the assessments of perceptions and records, the final assessment for B2 descriptor – as per the scoring criteria (and as seen in Tables 3.5, and 3.6) – is B for the Gulf News as well as Alittihad.

B3: Staff opportunities to participate in the change process

The perceptions on the second descriptor “Is change management supported by special seminars to give staff the chance to participate in change process?” as shown in Table 3.5, indicated that (50.0%) of those interviewed in the Gulf News selected option B, and (40.6%) selected option C, while (9.1%) selected option A. Further, the association between perceptions and job category (as in Appendix VII) shows that in comparison with the judgments of respondents from three job categories on options B and C, only a small number selected option A. Hence, the assessment of convergence level for B3 descriptor is B (i.e., cross media) as seen in Table 3.5. Meanwhile, Table 3.6 indicated that (46.9%) of those interviewed in Alittihad selected option B, and (43.8%) selected option A. Further, the association between perceptions and job category (as in Appendix VII) shows that judgments of respondents who are supervisors and journalists are evident mostly for options B and C. Hence, the assessment of convergence level for the B3 descriptor is B (i.e., cross media level) as seen in Table 3.6.

Moving to the evidence of levels of convergence as provided by the records on descriptor B3 is assessed further by one record (as seen in Appendix VIII). The evidence of this record is available among (40.6%) of The Gulf News respondents, indicating a level of convergence B, as seen in Table 3.5. Further, the association between evidence of record and the job category as in (Appendix IX) shows that the record is mostly available among management and supervisors and asserts that they are in the cross media level. With the regard to the results of records for Alittihad only (25.0%) of respondents have the record available for descriptor B3 as seen in (Appendix VII), and the record assessment is A, as seen in Table 3.6.

Therefore, from the assessments of perceptions and records, the final assessment for B3 descriptor – as per the scoring criteria (and as seen in Tables 3.5, and 3.6) – is B for the Gulf News; i.e., that it is at the cross media level, and A for Alittihad Newspaper i.e., that it is at the coordination level.

Overall convergence level on Dimension B

The overall convergence level for Gulf News on Dimension B (Project Change Management), as per Table 3.5, indicates that the assessment score of employees' perceptions on the level of convergence is C (i.e., full integration), and the assessment on available records is B (i.e., cross media). Therefore, the final assessment for Gulf News on Dimension B is B (i.e., cross media level).

In the case of Alittihad the overall convergence level for Dimension B, as per Table 3.6, indicates that the assessment score of employees' perceptions on the level of convergence for "Project Change Management" is B (cross media level), and the assessment on available records is A (coordination level). Therefore, the final assessment for Alittihad on Dimension B is 'A' (coordination level).

3.2.3 Levels of convergence assessing newsroom management

Dimension C: "Newsroom Management" constitutes five descriptors. The C1 descriptor investigated as to whether content or platform was the key driver and asked, "Is content primary and platform secondary, the other way around or both are equally important?" Descriptor C2 focused on the existence or otherwise of clear policy and asked "Is there an 'online first' policy, are exclusives held for print first or is there no clear policy?" The question posed by C3 was "Newsroom management: is

there a single news editor, multimedia editors or another model?” Descriptor C4 asked, “Are there editorial meetings attended by online, print and other editors or do they hold separate meetings?” And lastly, descriptor C5 asked “Is journalists’ collaboration with other platforms encouraged?”

C1: Questioning whether content or platform was the key driver

The perceptions on the first descriptor, as shown in Table 3.7, indicate that (50.0%) of those interviewed in the Gulf News selected option C and (43.8%) selected option B. Further, the association between perceptions and job category (as in Appendix VII) shows that the perceptions of respondents from the three job categories vary between options B and C. The resulting assessment on convergence level for this descriptor is B (i.e., cross media level). Meanwhile, Table 3.8 indicated that (53.1%) of those who were interviewed from Alittihad selected option A, and (43.8%) selected option B. Further, the association between perceptions and job category (as in Appendix VII) shows that the perception of respondents who are journalists and supervisors are in favor of selecting option A compared to option B. Hence, the assessment for this descriptor is A (coordination level).

Moving to the evidence of levels of convergence as provided by the records on C1 descriptor (as seen in Appendix VIII) is assessed further from two types of records. The assessment for both types of records was B and the record assessment for C1 – as seen in Table 3.7 – is B, as per the rating scale for records. Further, the association between evidence of record and job category (as in Appendix IX) shows that records are exclusively available among managers and some of supervisors which asserts they are in level B (cross media level). With regard to the result of the

	Perceptions of convergence levels				Records indicate convergence levels				
	A: Co-ordination	B: Cross media	C: Full integration	Perceptions	Convergence level based on records availability			Records	Final
	N (%)	N (%)	N (%)	Assessment	Rcord1	Record2	Record3	Assessment	Assessment
Dimension C: Newsroom Management									
C1: Is content primary and platform secondary, the other way around or both are equally important?	2 (6.3%)	14 (43.8%)	16 (50.0%)	B	B	B	-	B	B
C2: Is there an “online first” policy, are exclusives held for print first or is there no clear policy?	0 (0.0%)	13 (40.6%)	19 (59.4%)	C	B	-	-	B	B
C3: Newsroom management: is there a single news editor, multimedia editors or another model?	0 (0.0%)	24 (75.0%)	8 (25.0%)	B	B	B	-	B	B
C4: Are there editorial meetings attended by online, print and other editors or do they hold separate meetings?	10 (31.3%)	22 (68.8%)	0 (0.0%)	B	B	B	B	B	B
C5: Is journalists’ collaboration with other platforms encouraged?	1 (3.1%)	12 (37.5%)	19 (59.4%)	C	B	-	-	B	B
Overall convergence level on Newsroom Management				B				B	B

Table 3.7: Dimension C convergence levels assessment for Gulf news (on perceptions, available records and final)

Dimension C: Newsroom Management	Perceptions of convergence levels			Records indicate convergence levels					
	A: Co-ordination	B: Cross media	C: Full integration	Perceptions	Convergence level based on records availability			Records	Final
	N (%)	N (%)	N (%)	Assessment	Rcord1	Record2	Record3	Assessment	Assessment
C1: Is content primary and platform secondary, the other way around or both are equally important?	17 (53.1%)	14 (43.8%)	1 (3.1%)	A	A	A	-	A	A
C2: Is there an “online first” policy, are exclusives held for print first or is there no clear policy?	12 (37.5%)	20 (62.5%)	0 (0.0%)	B	A	-	-	A	A
C3: Newsroom management: is there a single news editor, multimedia editors or another model?	18 (56.3%)	14 (43.8%)	0 (0.0%)	A	A	A	-	A	A
C4: Are there editorial meetings attended by online, print and other editors or do they hold separate meetings?	32 (100.0%)	0 (0.0%)	0 (0.0%)	A	A	A	A	A	A
C5: Is journalists’ collaboration with other platforms encouraged?	9 (28.1%)	17 (53.1%)	6 (18.8%)	B	A	-	-	A	A
Overall convergence level on Newsroom Management				A				A	A

Table 3.8: Dimension C convergence levels assessment for Alittihad (on perceptions, available records and final)

two records on C1 descriptor for Alittihad as seen in (Appendix VIII) an assessment of A was given for both the C1_1 and the C1_2 records, and the record assessment for C1 as seen in Table 3.8 is A.

Therefore, from the assessments of perceptions and records, the final assessment for the C1 descriptor as per the scoring criteria and as seen in Tables 3.7, and 3.8) is B for the Gulf News that is the cross media level, and A for Alittihad newspaper and that is the coordination level.

C2. 'Online first,' print first or no clear policy

The perceptions on the second descriptor 'online first' policy as shown in Table 3.7 indicated that (59.4%) of those interviewed in Gulf News selected option C, and (40.6%) selected option B. Further, the association between perceptions and job category (as in Appendix VII) shows there is considerable agreement among managers and supervisors in selecting level C. Hence, the assessment about the convergence level for this descriptor is C (full integration). Meanwhile, Table 3.8 indicated that (62.5%) of those interviewed in Alittihad selected option B, and (37.5%) selected option A. Further, the association between perceptions and job category (as in Appendix VII) shows there is considerable agreement among respondents from the three job categories in selecting option B. Hence, the assessment on the convergence level for this descriptor is B (cross media).

Moving to the evidence of levels of convergence as provided by the records on descriptor C2 is assessed further by one record (as seen in Appendix VIII). The evidence of this record is available among (59.4%) of The Gulf News respondents, indicating a level of convergence B as seen in Table 3.7. Further the pattern and

relationship of the evidence of records and their availability with job categories is shown in Appendix IX and asserts the B level assessment. With regard to the result of records for Alittihad, as in (Appendix VIII) indicates that (25.0%) of respondents have the record available, and the record assessment is A, as seen in Table 3.8. The pattern and relationship of the evidence of records and their availability with job categories is shown in Appendix IX also asserts the A level assessment.

Taking together the assessments of perceptions and records, the final assessment for the C2 descriptor is B (cross media level) for both the Gulf News and A (coordination level) for Alittihad newspapers as seen in Tables 3.7 and 3.8.

C3. A single news editor, multimedia editors or another model?

The C3 descriptor questioned the allocation of editors – whether the newspaper employed a single news editor or multimedia editors or, instead, used some other model in editorial decisions. In this descriptor, three-quarters of those interviewed in the Gulf News selected option B in their perception of newsroom management, with the remaining one-quarter selecting option C. Further, the association between perceptions and job category (as in Appendix VII) shows a near consensus in the selection of option B from journalists and supervisors, with a consensus on selecting option C from managers. Hence, the assessment about the convergence level for this descriptor is that there is B (cross media), as seen in Table 3.7. Meanwhile, Table 3.8 indicated that (56.3%) of those interviewed in Alittihad selected option A, and (43.8%) selected option B. Further, the association between perceptions and job category (as in Appendix VII) shows that journalists and supervisors are achieving near consensus on selecting option A, while there is a

consensus from managers on selecting option B. Hence, the assessment of convergence level for C3 descriptor is A (cross media) as seen in Table 3.8.

Moving to the evidence of levels of convergence as provided by the records on descriptor, C3 is assessed further by two types of records (as shown in Appendix VIII). The assessments of these two records is B which gives the final assessment for record for C3, as B. as shown in Table 3.9. Further, the association between evidence of record and job category indicates that records are exclusively available among managers; among a majority of supervisors; but among a minority of journalists which asserts they are at B (the cross media level). With regard to the result of records for Alittihad, for both C3_1 and C3_2 the assessment was A. The record assessment for C3 as seen in Table 3.10 is A as per the rating scale for records. Further, the association between evidence of record and job category (as in Appendix IX) shows that the C3_1 record is unavailable among majority of supervisors and journalists, while available among managers level, these asserting the assessment for C3 on records as determined in Table 3.8.

Therefore, taking together the judgments of perceptions and records, the final assessment for the C3 descriptor is B (cross media level) for the Gulf News and A (coordination level) for Alittihad as seen in Tables 3.7. and 3.9.

C4: Whether editorial meetings are separate or attended by all

The C4 descriptor explored whether editorial meetings were attended by online, print and other editors or whether their meetings were held separately. The perceptions as shown in Table 3.7 indicated that (68.8%) of those interviewed in the Gulf News selected option B, and (31.3%) selected option A. Further, the association

between perceptions and job category (as in Appendix VII) shows those selections of options B and A came from across the three job categories of respondents. Hence, the assessment of convergence level for the C4 descriptor, as seen in Table 3.7, is B (cross media). Meanwhile, Table 3.8 indicated that there is unanimity amongst those interviewed in Alittihad on selecting option A. Further, the association between perceptions and job category as in (Appendix VII), shows agreement between the three job categories in selecting that option. Hence, the assessment of convergence level for C4 descriptor is A (coordination), as seen in Table 3.8.

Moving to the evidence of levels of convergence as provided by the records on descriptor C4 (as in Appendix VIII), is assessed from three types of records. The assessments of these records for the Gulf News are 'B', for each of them, and the final assessment of records for the Gulf News is the level B. Further, the association between evidence of records and job category as in (Appendix IX) indicates that records are exclusively available among those who are managers and some of supervisors, which asserts they are in the cross media level (i.e., B). Meanwhile, the assessment of the three records for Alittihad is A for each record type giving the record assessment as A. Further, the association between the evidence of records and the job categories (as in Appendix IX) shows that the three types of records were mostly unavailable among journalists and supervisors while available only among managers asserting that they are the coordination level – i.e., A.

Therefore, from the assessments of perceptions and records, the final assessment for C4 descriptor – as per the scoring criteria (and as seen in Tables 3.7, and 3.8) – is B (cross media level) for the Gulf News and A (coordination level) for Alittihad newspaper.

C5: "Is journalists' collaboration with other platforms encouraged?"

The question in the C5 descriptor concerned the degree to which respondents felt that journalists' collaboration with other platforms was encouraged. The perceptions as shown in Table 3.7, indicated that (59.4%) of those interviewed in the Gulf News selected option C, and (37.5%) selected option B. Further, the association between perceptions and job category (as in Appendix VII) shows there is considerable agreement among respondents from the three job categories at Gulf News on selecting option C. Hence, the assessment as to the convergence level for this descriptor is C (full integration). Meanwhile, Table 3.8 indicated that (53.1%) of those interviewed in Alittihad selected option B, (29.1%) selected option A, and (18.8%) selected option C. Further, the association between perceptions and job category (as in Appendix VII) shows there is somehow agreement among respondents from the three job categories at Gulf News on selecting option B. Hence, the assessment for this descriptor is B (coordination level).

Moving to the evidence of levels of convergence as provided by the records, descriptor C5 is assessed further by one record (as seen in Appendix VIII). The evidence of this record is available among (53.1%) of The Gulf News respondents, indicating a level of convergence B as seen in Table 3.7. Further the association between evidence of record and job category (as in Appendix IX) shows that the record is available among the three job categories, in particular among managers. Hence, the assessment on convergence level of records for the C5 descriptor is B, as seen in Table. 3.7. With regard to the result of records for Alittihad, (28.1%) of respondents can provide evidence of records, as seen in (Appendix VIII. Further, the association between evidence of records and the job category (as in Appendix IX)

shows that records are available among the three job categories. Hence, the assessment of records for C5 descriptor for Alittihad is A as seen in Table. 3.8.

From the assessments of perceptions and records, the final assessment for C5 descriptor – as per the scoring criteria (and as seen in Tables 3.7, and 3.8) – is B for the Gulf News; i.e., that it is at the cross media level, and A for Alittihad Newspaper i.e., that it is at the coordination level.

Overall convergence level on Dimension C 'Newsroom Management'

The overall convergence level for the Gulf News on Newsroom Management (Dimension C) as per Table 3.7 indicates that the assessment score of employees' perceptions on the level of convergence and the assessment on available records are both B. Therefore the final assessment for Gulf News on this dimension is B (i.e., cross media). For Alittihad the overall convergence level on this Dimension C (as per Table 3.8) indicates that the assessment score of employees' perceptions on the level of convergence and the assessment on available records are both A. Therefore the final assessment for Alittihad on Dimension C is A (coordination level).

3.2.4 Levels of convergence from assessing newsroom content management

Dimension D focuses on Newsroom Content Management (CMS) and consists of three descriptors. Descriptor D1 asked the question whether there was one CMS for all platforms or a different CMS for each one. The second descriptor asked which objectives that guided the editorial planning and production processes. And finally, the D3 asked whether there was a division between news gathering, production and distribution.

D1: Content management systems – unified or separate?

In the D1 descriptor the perceptions of those interviewed in the Gulf News indicated that (78.1%) selected option C, and (12.5%) selected option A, while (9.4%) selected option B as shown in Table 3.9. Further, the association between perceptions and job category (as in Appendix VII) shows agreement among respondents from the three job categories in selecting option C. The assessment on convergence level for this descriptor, therefore, is C (full integration level). Meanwhile, the perceptions of those interviewed in Alittihad indicate that (75.0%) of them selected option C and (21.9%) selected option B, while only (3.1%) selected option A. Further, the association between perceptions and job category (as in Appendix VII) shows that the perception of respondents from three job categories agreed on the selection of option C. Hence, the assessment on convergence level for this descriptor is C (full integration level).

Moving to the evidence of levels of convergence as provided by the records, descriptor D1 is assessed further by one record (as seen in Appendix VIII). The evidence of this record is available among (87.5%) of those who interviewed from the Gulf News, indicating a level of convergence C as seen in Table 3.9. Further, the association between evidence of record and job category (as in Appendix IX) shows that records are available among the three job categories asserting level C (full integration level). Meanwhile, the evidence of this record is available among (84.4%) of those who interviewed from Alittihad indicating a level of convergence C as seen in Table 3.10. Further, the association between evidence of record and job category (as in Appendix IX) shows that records are available among the three job categories asserting level C (full integration level).

Dimension D: Newsroom Content Management	Perceptions of convergence levels				Records indicate convergence levels				
	A: Co-ordination	B: Cross media	C: Full integration	Perceptions	Convergence level based on records availability			Records	Final
	N (%)	N (%)	N (%)	Assessment	Rcord1	Record2	Record3	Assessment	Assessment
D1: Content management systems: is there one for all platforms or different CMS for each?	4 (12.5%)	3 (9.4%)	25 (78.1%)	C	C	-	-	C	C
D2: Which aims guide the editorial planning and production processes?	0 (0.0%)	14 (43.8%)	18 (56.3%)	C	B	B	C	B	B
D3: Is there a division between news gathering, production and distribution?	Through Observation			B	-	-	-	B	B
Overall convergence level on Newsroom Content Management				C				B	B

Table 3.9: Dimension D convergence levels assessment for Gulf news (on perceptions, available records and final)

Dimension D: Newsroom Content Management	Perceptions of convergence levels				Records indicate convergence levels				
	A: Co-ordination	B: Cross media	C: Full integration	Perceptions	Convergence level based on records availability			Records	Final
	N (%)	N (%)	N (%)	Assessment	Rcord1	Record2	Record3	Assessment	Assessment
D1: Content management systems: is there one for all platforms or different CMS for each?	1 (3.1%)	7 (21.9%)	24 (75.0%)	C	C	-	-	C	C
D2: Which aims guide the editorial planning and production processes?	11 (34.4%)	18 (56.3%)	3 (9.4%)	B	B	A	C	B	B
D3: Is there a division between news gathering, production and distribution?	Through Observation			B	-	-	-	B	B
Overall convergence level on Newsroom Content Management				B				B	B

Table 3.10: Dimension D convergence levels assessment for Alittihad (on perceptions, available records and final)

Therefore, from the assessments of perceptions and records, the final assessment for D1 descriptor – as per the scoring criteria (and as seen in Tables 3.9, and 3.10) – is C for both the Gulf News and Alittihad Newspapers; i.e., that it is at full integration level.

D2: Aims that guide the editorial and planning processes

The perceptions on the second descriptor asked 'which objectives guided the editorial planning and production processes?' As shown in Table 3.9, (56.3%) of those interviewed in the Gulf News selected option C and (43.8%) selected option B. Further, the association between perceptions and job category (as in Appendix VII) shows there is considerable agreement among interviewers from the three job categories on selecting option C and to a smaller extent on option B. Hence, the assessment on the convergence level for this descriptor is C (full integration). Meanwhile, Table 3.10 indicated that (56.3%) of those interviewed in Alittihad selected option B, (34.4%) selected option A, while only (9.4%) selected option C. Further, the association between perceptions and job category (as shown in Appendix VII) shows there is considerable agreement among respondents from the three job categories in their selection of option B and, to a lesser extent, option A. Hence, the assessment on the convergence level for this descriptor is B.

Moving to the evidence of levels of convergence as provided by the records on descriptor D2 is assessed further by three types of records (as seen in Appendix VIII). The assessments of these records for the Gulf News are as follows; (D2_1 as 'B', D2_2 as 'B', and D3_3 as 'C') as per the rating scale for records and as shown

in Table 3.9. The overall assessment of the levels of convergence of records for the Gulf News is the level B. Further, the association between evidence of record and job category (as in Appendix IX) shows that D2_1 and D2_2 records are mostly available among managers and supervisors, while those for D2_3 are available across the three job categories, and these assert the assessment of records taken for the D2 descriptor. Meanwhile, Table 3.10 shows the assessments of these records for Alittihad are as follows; (D2_1 as 'B', D2_2 as 'A', and D3_3 as 'C'). The overall assessment of the levels of convergence of records for Alittihad is the level B. Further, the association between evidence of record and job category (as in Appendix IX) shows that for D2_1 there is some record of evidence available across all the three levels. The D2_2 record has only limited unavailability, while there is good evidence of record D2_3 available across the three job categories. This asserts the validity of the assessment of records taken for the D2 descriptor.

Therefore, from the judgments of perceptions and records, the final assessment for the D2 descriptor is B (cross media level) as seen in Tables 3.9, and 3.10 for both the Gulf News and Alittihad newspapers.

D3: Is there a division between news gathering, production and distribution?

The D3 descriptor questioned whether there was a division between news gathering, production and distribution? Here, the assessment is determined by the observation of the researcher who selected option B for the Gulf New which indicated that there is basically no division or, at least, 'no more than there has always been.' (See D3 in Appendix VII). This assessment, as seen in Table 3.9, dominates over the perceptions and records as mentioned previously in the

assessment making method. Meanwhile, when applying the same process for determining the assessment for the D3 descriptor to Alittihad, it produced the same result as with Gulf News as seen in Table 3.10 Therefore, the final assessment for the D3 descriptor is B (cross media level) for Gulf News and Alittihad newspapers.

Overall convergence levels on Dimension D 'Newsroom Content Management'

The overall convergence level for Gulf News on Dimension D, as per Table 3.9, indicates that the assessment of employees' perceptions on the level of convergence is C (full integration), and the assessment on available records is B (cross media). Therefore, the final assessment for Gulf News on Dimension D is B (cross media). For Alittihad, the overall convergence level on this dimension, as per Table 3.10, indicates that the assessment of employees' perceptions on the level of convergence, and the assessment on available records is B (cross media). Therefore, the final assessment for Alittihad on Dimension D is B (cross media level).

3.2.5 Levels of convergence from assessing newsroom operations workflow

Dimension E – "Newsroom Operations Workflow" – constitutes two descriptors. The first – the E1 descriptor – asks whether news flow is based around a central desk, has several editors or follows another model. The E2 descriptor asks what is the character of speed and routines and what impact they can have on the quality of the news content.

E1: Whether news flow has a central desk, several editors, or another model

For E1 descriptor, the perceptions on the second descriptor 'Is convergence a company goal or tool?' as shown in Tables 3.11 indicated that (53.1%) of those

interviewed in the Gulf News selected option B and (43.8%) selected option C. Further, the association between perceptions and job category (as in Appendix VII) shows a majority of managers selecting option C, while a slightly smaller majority of supervisors and journalists tend to select option B. Hence, the assessment on convergence level for this descriptor is B (cross media level). Meanwhile, Table 3.12 indicated that (63.5%) of those interviewed in Alittihad selected option B, with (37.5%) selecting option A. Further, the association between perceptions and job category (as in Appendix VII) shows a consistent agreement among the three job categories in their selection of option B. Hence, the assessment on convergence level for this descriptor is B (cross media level).

Moving to the evidence of levels of convergence as provided by the records, descriptor E1 is assessed further by two records (as seen in Appendix VIII). The assessment of both of these records is B, and the assessment for E1, therefore, as seen in Table 3.11 is B as per the rating scale for records. Further, the association between evidence of record and job category (as in Appendix IX) shows that there is a greater availability of these records among managers and supervisors, with a lower level of availability among the journalists. The result asserts they are in the B (cross media) level. With regard to the result of records for Alittihad, the assessment of E1_1 record is B, and the assessment for E1_2 is A, therefore, as seen in Table 3.12 the assessment of E1 is B. Further, the association between evidence of record and job category at Alittihad (as in Appendix IX) shows that the record for E1_1 is available mostly among managers, and some of the supervisors and journalists, these asserting they are in the B (cross media) level, and validates the final assessment for records as seen in Table 3.12 as per the assessment index.

Dimension E: Newsroom Operations Workflows	Perceptions of convergence levels				Records indicate convergence levels				
	A: Co-ordination	B: Cross media	C: Full integration	Perceptions	Convergence level based on records availability			Records	Final
	N (%)	N (%)	N (%)	Assessment	Rcord1	Record2	Record3	Assessment	Assessment
E1: Is news flow based around a central desk, several editors or another model?	1 (3.1%)	17 (53.1%)	14 (43.8%)	B	B	B	-	B	B
E2: What is the character of speed and routines—and what impact can they have on the quality of the news content?	0 (0.0%)	20 (62.5%)	12 (37.5%)	B	B	B	B	B	B
Overall convergence level on Newsroom Operations Workflows				B				B	B

Table 3.11: Dimension C convergence levels assessment for Gulf news (on perceptions, available records and final)

Dimension E: Newsroom Operations Workflows	Perceptions of convergence levels				Records indicate convergence levels				
	A: Co-ordination	B: Cross media	C: Full integration	Perceptions	Convergence level based on records availability			Records	Final
	N (%)	N (%)	N (%)	Assessment	Rcord1	Record2	Record3	Assessment	Assessment
E1: Is news flow based around a central desk, several editors or another model?	12 (37.5%)	20 (62.5%)	0 (0.0%)	B	B	A	-	B	B
E2: What is the character of speed and routines—and what impact can they have on the quality of the news content?	7 (21.9%)	24 (75.0%)	1 (3.1%)	B	B	A	B	B	B
Overall convergence level on Newsroom Operations Workflows				B				B	B

Table 3.12: Dimension E convergence levels assessment for Alittihad (on perceptions, available records and final)

Therefore, from the assessments of perceptions and records, the final assessment for E1 descriptor as per the scoring criteria is B (cross media level) as seen in Tables 3.11, and 3.12, for both the Gulf News and Alittihad newspapers.

E2: The character of speed and routines

The question asked by the E2 descriptor was, “What is the character of speed and routines — and the impact they can have on the quality of the news content?” the perceptions on the second descriptor 'Is convergence a company goal or tool?' as shown in Tables 3.11, indicated that (62.5%) of those interviewed in the Gulf News selected option B, and (37.5%) selected option C. Further, the association between perceptions and job category (as in Appendix VII) shows that the majority of managers selected option C, whilst a majority of the journalists and supervisors selected option B. Hence the assessment on the convergence level for this descriptor is B (cross media). Meanwhile, Table 3.12 indicated that (75.0%) of those interviewed in Alittihad selected option B, and (21.9%) selected option A. Further, the association between perceptions and job category (as in Appendix VII) shows that the three job categories are consistent in their choice of option B. Hence, the assessment on the convergence level for this descriptor is B (cross media).

Moving to the evidence of levels of convergence as provided by the records, descriptor A2 is assessed further by three types of records (as seen in Appendix VIII). The Assessment for each record is B, and record assessment for E2, as seen in Table 3.11, is also B. Further, the association between evidence of record and job category (as in Appendix IX) shows that the three records are mostly available among managers and supervisors, while journalists have fewer available records. With regard to the result of records for Alittihad, the record assessment for E2_1 and

E2_3 is B, while record E2_2 is assessed A, and resulting the record assessment for E2 as B (cross media) as seen in Table 3.12. Further, relating evidence of records to job category (Appendix IX) indicates that for the E2_2 record there are very few available and none at all in the supervisory category. E2_1 and E2_3 records are available for around half of the sample of respondents – 46.9% for E2_1 and 56.3% for E2_3. These assert the judgments of records taken for the E2 descriptor to be B.

Therefore, from the assessments of perceptions and records, the final assessment for E2 descriptor as per the scoring criteria is B (cross media level) as seen in Tables 3.11, and 3.12, for both the Gulf News and Alittihad newspapers.

Overall convergence levels on Dimension E 'Newsroom Operations Workflow'

The overall convergence level for Gulf News on Dimension D, "Newsroom Operations workflow," as per Table 3.11, indicates that the assessment score of employees' perceptions on the level of convergence B (cross media), and the assessment on available records is also B (cross media). Therefore, the final assessment for Gulf News on this Dimension is B (cross media). For Alittihad the overall convergence level on the same Dimension as indicated in Table 3.12 that the assessment of employees' perceptions on the level of convergence is B (cross media), the assessment on available records is also B (cross media), and the final assessment for Alittihad on Dimension E is, therefore, B (cross media level).

3.2.6 Levels of convergence assessing journalistic practices

Seven descriptors make up the sixth dimension in this study: Dimension F, and these all relate to "Journalistic Practices." The first three relate to technological equipment and whether it is a precondition for journalists in news gathering,

production and distribution. The next three ask whether working for several media platforms is a precondition for those same areas (of news gathering, production and distribution), and the last descriptor asks whether an online video is produced in-house, externally, or by a combination of the two.

F1: Technological equipment for all journalists in news gathering

The F1 descriptor asks whether technological equipment for all journalists is a precondition in news gathering. The perceptions F1 descriptor as shown in Table 3.13 indicated that (50%) of those interviewed in the Gulf News selected option B, (37.5%) selected option C, while (12.5%) selected option A. Further, the association between perceptions and job category (as in Appendix VII) shows that a small majority of the managers selected option C, while a more marked majority of supervisors and journalists selected option B. Hence, the assessment on convergence level for this descriptor is B (cross media level). Meanwhile, Table 3.14 indicated that indicate that (75%) of those interviewed in Alittihad selected option B, while (25%) selected option A. Further, the association between perceptions and job category (as in Appendix VII) shows that there is high level of consistency among managers and supervisors in selecting option B. Hence, the assessment on convergence level for this descriptor is B (cross media level). Moving to the evidence of levels of convergence as provided by the records, descriptor A2 is assessed further by two types of records F1_1 and F1_2 (as seen in Appendix VIII). In both cases the assessment was A, and the assessment for F1 therefore, as seen in Table 3.13, is A, as per the rating scale for records. Further, the association between the evidence of records and job category (as in Appendix IX) shows that records were available from all managers but almost no evidence of records was

Dimension F: Journalistic Practices	Perceptions of convergence levels				Records indicate convergence levels				
	A: Co-ordination	B: Cross media	C: Full integration	Perceptions	Convergence level based on records availability			Records	Final
	N (%)	N (%)	N (%)	Assessment	Record1	Record2	Record3	Assessment	Assessment
F1: Is technological equipment for all journalists a precondition in news gathering?	4 (12.5%)	16 (50.0%)	12 (37.5%)	B	A	A	-	A	A
F2: Is technological equipment for all a precondition in news production?	4 (12.5%)	20 (62.5%)	8 (25.0%)	B	A	-	-	A	A
F3: Is technological equipment for all a precondition in news distribution?	3 (9.4%)	17 (53.1%)	12 (37.5%)	B	A			A	A
F4: Is working for several media platforms a precondition in news gathering?	1 (3.1%)	15 (46.9%)	16 (50.0%)	B	B	B	A	B	B
F5: Is working for several media platforms a precondition in news production?	1 (3.1%)	22 (68.7%)	9 (28.1%)	B	B	B	A	B	B
F6: Is working for several media platforms a precondition in news distribution?	3 (9.4%)	21 (65.6%)	8 (25.0%)	B	B	B	A	B	B
F7: Online video: is it mostly produced in-house, mostly externally produced or both?	Through Observation			C	-	-	-	C	C
Overall convergence level on Journalistic Practices				B				B	B

Table 3.13: Dimension F convergence levels assessment for Gulf news (on perceptions, available records and final)

Dimension F: Journalistic Practices	Perceptions of convergence levels				Records indicate convergence levels				
	A: Co-ordination	B: Cross media	C: Full integration	Perceptions	Convergence level based on records availability			Records	Final
	N (%)	N (%)	N (%)	Assessment	Rcord1	Record2	Record3	Assessment	Assessment
F1: Is technological equipment for all journalists a precondition in news gathering?	8 (25.0%)	24 (75.0%)	0 (0.0%)	B	A	A	-	A	A
F2: Is technological equipment for all a precondition in news production?	20 (62.5%)	12 (37.5%)	0 (0.0%)	A	A	-	-	A	A
F3: Is technological equipment for all a precondition in news distribution?	20 (62.5%)	12 (37.5%)	0 (0.0%)	A	A			A	A
F4: Is working for several media platforms a precondition in news gathering?	13 (40.6%)	19 (59.4%)	0 (0.0%)	B	A	A	A	A	A
F5: Is working for several media platforms a precondition in news production?	21 (65.6%)	11 (34.4%)	0 (0.0%)	A	A	A	A	A	A
F6: Is working for several media platforms a precondition in news distribution?	21 (65.6%)	10 (31.3%)	1 (3.1%)	A	A	A	A	A	A
F7: Online video: is it mostly produced in-house, mostly externally produced or both?	Through Observation			C				C	C
Overall convergence level on Journalistic Practices				B				A	A

Table 3.14: Dimension F convergence levels assessment for Alittihad (on perceptions, available records and final)

possible from the other two categories of jobs. The assertion from the evidence of records is that they are in the A (coordination) level. With regard to the result of records for Alittihad, Table 3.16 indicates that both records were assessed in A level, resulting to A (coordination level) assessment for F1. Further, the association between evidence of record and job category (as in Appendix IX) shows a complete absence of records (none were available) from among the three job category.

Therefore, from the assessments of perceptions and records, the final assessment for F1 descriptor for the Gulf News and Alittihad is A (coordination level), as per the scoring criteria, as seen in Tables 3.13, and 3.14.

F2: Technological equipment for all a precondition in news production

The question posed by the F2 descriptor was, “Is technological equipment for all a precondition in news production?” The perceptions F2 descriptor as shown in Table 3.13 indicated that (62.5%) of those interviewed in the Gulf News selected option B, (25%) selecting option C, and (12.5%) option A. Further, the association between perceptions and job category (as in Appendix VII) shows a consistent pattern of a majority across the three job categories in selecting option B. The assessment on the convergence level for this descriptor is, therefore, B (cross media). Meanwhile, Table 3.14 indicated that (62.5%) of those interviewed in Alittihad selected option A, while (25%) selected option A, and (37.5%) selecting option B. Further, the association between perceptions and job category (as in Appendix VII) shows significantly more of those who are supervisors and journalists favoring option A, while managers selected option B. The resulting assessment on the convergence level for this descriptor is A (coordination level).

Moving to the evidence of levels of convergence as provided by the record, Appendix VIII shows that the availability of record for this descriptor among the Gulf News respondents is only (21.9%), and the record assessment is A as per the rating scale for records. The association between records and job category indicates (as in Appendix IX) that the evidence of records is mostly available among managers. The assessment for records on this descriptor is A. With regard to the result of records for Alittihad, Appendix VIII shows that no records are available for this descriptor. The record assessment is A as per the rating scale for records.

Therefore, from the assessments of perceptions and records, the final assessment for F2 descriptor – as per the scoring criteria (and as seen in Tables 3.13 and 3.14) is A (coordination level) for both the Gulf News and Alittihad newspapers.

F3: Technological equipment as a precondition in news distribution

The F3 descriptor examined technological equipment as a precondition for all in news distribution. The perceptions this descriptor as shown in Table 3.13, indicated that (53.1%) of those interviewed in the Gulf News selected option B, (37.5%) selected option C, while (9.4%) selected option A. Further, the association between perceptions and job category (as in Appendix VII) shows a significant majority of managers selecting option C, while a slim majority of supervisors and a much clearer majority of journalists selected option B. Hence, the assessment on the convergence level for this descriptor is B (cross media). Meanwhile, Table 3.13 indicated that (62.5%) of those interviewed in Alittihad selected option A and (37.5%) selected option B. Further, the association between perceptions and job category (as in Appendix VII) shows that a clear majority of supervisors and

journalists selected option A, while the respondents from the managerial category selected option B. Hence, the assessment on the convergence level for this descriptor is A (coordination level).

Moving to the evidence of levels of convergence as provided by the records, descriptor F3 is assessed further by one record (as seen in Appendix VIII). The evidence of this record is only available among (28.1%) of the Gulf News respondents and the record assessment is A as per the rating scale for records. The association between records and job category indicates that the evidence of record is present among all managers but with very few available among supervisors and journalists, asserting the validity for the assessment of A for this descriptor. With regard to the result of records for Alittihad, Appendix VIII shows that no record is available for this descriptor among Alittihad respondents, and the record assessment is A as per the rating scale for records.

Therefore, from the assessments of perceptions and records, the final assessment for F3 descriptor – as per the scoring criteria (and as seen in Tables 3.13 and 3.14) is A (coordination level) for both the Gulf News and Alittihad newspapers.

F4: working for several media platforms a precondition in news gathering

The F4 descriptor looked at expectations as to how staff is employed in their news gathering when several media platforms are used and asked if working for several platforms was a precondition. The perceptions on this descriptor as shown in Table 3.13, indicated that (50.0%) of those interviewed in the Gulf News selected option C, (46.9%) selected option B, and (3.1%) selected option A. Further, the

association between perceptions and job category (as in Appendix VII) shows that those who are managers are consistent in selecting option C, while the supervisors and journalists are more into selecting option B. Hence, the assessment on the convergence level for this descriptor is B (cross media). Meanwhile, Table 3.14 indicated that (59.4%) of those interviewed in Alittihad selected option B and (40.6%) selected option A. Once again we look to Appendix VII for the association between perceptions and job category and this shows a clear majority of managers and journalists selecting option B while supervisors were evenly divided between A and B. Hence, the assessment of convergence level for descriptor is B (cross media).

Moving to the evidence of levels of convergence as provided by the records, descriptor F4 is assessed further by three types of records (as seen in Appendix VIII). The assessments of these records for the Gulf News as seen in Table 3.13 are as follows; (F4_1 as B, and F4_2 as 'B', and F4_3 as 'A') as per the rating scale for records. The overall assessment of the levels of convergence of records for the Gulf News is the level B. Further, the association between evidence of record and job category (as in Appendix IX) shows that the evidence of records for F4_1 and F4_2 is available from all managers and a minority of supervisors, these validating the B assessment for these two records; while the evidence of records for F4_3 comes almost exclusively from among the managers, which asserts they are at the A (coordination) level for. With regard to the result of records for Alittihad, the three types of records were given an assessment of A, (as seen in Appendix VIII) and the record assessment for F4, as seen in Table 3.14, is A as per the rating scale for records. Overall, in regard to the evidence of records and the association between

evidence of record and job category, Appendix IX shows that no records were available. The assertion is that they are in A (coordination level).

Therefore, from the assessments of perceptions and records, the final assessment for F4 descriptor – as per the scoring criteria (and as seen in Tables 3.13, and 3.14) – is B for the Gulf News i.e., that it is at the cross media level, and A for Alittihad Newspaper i.e., that it is at the coordination level.

F5: Whether working for several media platforms is a precondition in news production

The focus of the F5 descriptor was on news production and the question was whether working for several media platforms was a precondition. The perceptions on this descriptor as shown in Table 3.13 indicated that (68.7%) of those interviewed in the Gulf News selected option B, (25.0%) selected option B, while (9.4%) selected option A. Further, the association between perceptions and job category (as in Appendix VII) shows a clear majority across all three job categories selecting option B. Hence, the assessment on the convergence level for this descriptor is B (cross media). Meanwhile, Table 3.14 indicated (65.6%) that of those interviewed in Alittihad selected option A, and (34.4%) selecting option B. Further, the association between perceptions and job category as in (Appendix VII) shows that journalists and managers are more consistent on selecting option A. Hence, the assessment on the convergence level for this descriptor is A (coordination level).

Moving to the evidence of levels of convergence as provided by the records, descriptor F5 is assessed further by three types of record (as seen in Appendix VIII).

The assessments of these records for the Gulf News as seen in Table 3.13 are as follows; (F5_1 as B, and F5_2 as 'B', and F5_3 as 'A') as per the rating scale for records. The overall assessment of the levels of convergence of records for the Gulf News is the level B. Furthermore, the association between evidence of record and job category as in (Appendix IX) shows that F5_1 and F5_2 are mostly available among managers and a minority of supervisors, validating the B assessment for these two records. In the case of F5_3 very few records are available asserting the A level for this record. With regard to the result of records for Alittihad, The assessments of the records as seen in Table 3.14 are A for three types of records, and the overall assessment of the levels of convergence of records for Alittihad is the level A. In considering the association between the evidence of records and the job categories Appendix IX shows that no records are available from across the three job categories asserting the A assessment for F5 on records.

Therefore, from the assessments of perceptions and records, the final assessment for F5 descriptor – as per the scoring criteria (and as seen in Tables 3.13, and 3.14) – is B for the Gulf News i.e., that it is at the cross media level, and A for Alittihad Newspaper i.e., that it is at the coordination level.

F6: Is working for several media platforms a precondition in news distribution?

The F6 descriptor explores the question as to whether this requirement is a precondition for news distribution. Applying this firstly to Gulf News, The perceptions on this descriptor as shown in Table 3.13 indicated that (65.6%) of those interviewed in the newspaper selected option B, (25.0%) selected option C, while

(9.4%) selected option A. Further, the association between perceptions and job category (as in Appendix VII) shows that a significant majority of journalists and supervisors selected option B, whilst the managers were evenly balanced between options B and C. The resulting assessment on the convergence level for this descriptor is B (cross media). Meanwhile, Table 3.14 indicated that (65.6%) of those interviewed in Alittihad selected option A, while (31.3%) selected option B. Further, the association between perceptions and job category as in (Appendix VII) shows that managers and supervisors are somehow consistent on selecting option A. Hence, the assessment on the convergence level for this descriptor for Alittihad is A (coordination level).

Moving to the evidence of levels of convergence as provided by the records, descriptor F6 is assessed further by three types of record (as seen in Appendix VIII). The assessments of these records for the Gulf News as seen in Table 3.13 are as follows; (F6_1 as B, and F6_2 as 'B', and F6_3 as 'A') as per the rating scale for records. The overall assessment of the levels of convergence of records for the Gulf News is the level B. Further, the association between evidence of record and job category (as in Appendix IX) shows that F6_1 and F6_2 is mostly available among the managers and some supervisors which validates the B assessment for these two records, while F6_3 is almost unavailable which asserts they are in A level for this record. With regard to the result of records for Alittihad, assessments of the records as seen in Table 3.14 are A for three types of records, and the overall assessment of the levels of convergence of records for Alittihad is the level A. In considering the association between the evidence of records and the job categories Appendix IX

shows that no records are available from across the three job categories asserting the A assessment for F6 on records for Alittihad.

Therefore, from the assessments of perceptions and records, the final assessment for F6 descriptor – as per the scoring criteria (and as seen in Tables 3.13, and 3.14) – is B for the Gulf News i.e., that it is at the cross media level, and A for Alittihad Newspaper i.e., that it is at the coordination level.

F7: The online video and where it is produced

F7 is the final descriptor in Dimension F. It focuses on the online video produced for the newspaper and asks the question: “Is it mostly produced in-house, mostly externally produced or both?” For this descriptor the assessment is determined by the observation of the researcher who selected option C, "All in-house", for the Gulf News. The researcher selected the same option – option C – for the F7 descriptor for Alittihad. This assessment, as seen in Tables 3.13, and 3.14 dominates over the perceptions and records as mentioned previously in the judgment-making method. Therefore, the final assessment for the F7 descriptor is C (full integration level) for both the Gulf News and Alittihad newspapers.

Overall convergence levels on Dimension F 'Journalistic Practices'

The overall convergence level for the Gulf News on Dimension F, "Journalistic Practices," as per Table 3.13, indicates that the assessment score of employees' perceptions on the level of convergence is B (cross media), and the assessment on available records is also B. Therefore, the final assessment for Gulf News on Dimension F is B (cross media level). For Alittihad the overall convergence level on Dimension F, as per Table 3.14, indicates an assessment score of

employees' perceptions on the level of convergence as B (as with Gulf News), but with an assessment on available records as A (coordination level). For Alittihad, therefore, the final assessment on Dimension F is that the newspaper is at A (coordination level).

3.2.7 Levels of convergence from assessing journalistic skills and training

Dimension G: "Journalistic Skills and Training" constitutes of six descriptors. These all relate to multi-skilling – in news gathering, production and distribution; and to the question of the availability of training and to the effect of skills on the quality of content.

G1: Is multi-skilling a precondition in news gathering?

In G1 descriptor questioning if multi-skilling is a precondition in news gathering, the perceptions as shown in Table 3.15 indicated that (53.1%) of those interviewed in the Gulf News selected option C, (40.6%) selected option B, and only (6.3%) selected option A. Further, the association between perceptions and job category (as in Appendix VII) shows that a majority of journalists and managers selected option C. In the case of managers this majority was much more marked. In the case of respondents from the supervisory category a clear majority selected option B. The resulting assessment on the convergence level for this descriptor is C (full integration level). Meanwhile, Table 3.16 indicated that (59.4%) of those interviewed in Alittihad selected option B, (25%) selected option A, and (15.6%) option C. Further, the association between perceptions and job category (as in Appendix VII) shows that there is consistency among the three job categories in their selection of option B. Hence, the assessment on convergence level for this descriptor

Dimension G: Journalists' Skills and Training	Perceptions of convergence levels				Records indicate convergence levels				
	A: Co-ordination	B: Cross media	C: Full integration	Perceptions	Convergence level based on records availability			Records	Final
	N (%)	N (%)	N (%)	Assessment	Rcord1	Record2	Record3	Assessment	Assessment
G1: Is multiskilling a precondition in news gathering?	2 (6.3%)	13 (40.6%)	17 (53.1%)	C	B	B	A	B	B
G2: Is multiskilling a precondition in news production?	4 (12.5%)	19 (59.4%)	9 (28.1%)	B	B	B	A	B	B
G3: Is multiskilling a precondition in news distribution?	5 (15.6%)	20 (62.5%)	7 (21.9%)	B	B	B	A	B	B
G4. What percentage of journalists is multi-skilled and work for more than one platform?	6 (18.8%)	19 (59.4%)	7 (21.9%)	B	A	A	A	A	A
G5: What kind of training is offered for the newsroom staff?	13 (40.6%)	10 (31.3%)	9 (28.1%)	B	A	A	-	A	A
G6: Do staff skills affect the quality of content?	2 (6.3%)	13 (40.6%)	17 (53.1%)	C	A	A	-	A	B
Overall convergence level on Journalists' Skills and Training				B				A	B

Table 3.15: Dimension G convergence levels assessment for Gulf News (on perceptions, available records and final)

Dimension G: Journalists' Skills and Training	Perceptions of convergence levels			Records indicate convergence levels					
	A: Co-ordination	B: Cross media	C: Full integration	Perceptions	Convergence level based on records availability			Records	Final
	N (%)	N (%)	N (%)	Assessment	Rcord1	Record2	Record3	Assessment	Assessment
G1: Is multiskilling a precondition in news gathering?	8 (25.0%)	19 (59.4%)	5 (15.6%)	B	A	A	A	A	A
G2: Is multiskilling a precondition in news production?	13 (40.6%)	19 (59.4%)	0 (0.0%)	B	A	A	A	A	A
G3: Is multiskilling a precondition in news distribution?	16 (50.0%)	16 (50.0%)	0 (0.0%)	B	A	A	A	A	A
G4: What percentage of journalists is multi-skilled and work for more than one platform?	18 (56.3%)	14 (43.8%)	0 (0.0%)	A	A	A	A	A	A
G5: What kind of training is offered for the newsroom staff?	21 (65.6%)	10 (31.3%)	1 (3.1%)	A	A	A	-	A	A
G6: Do staff skills affect the quality of content?	13 (40.6%)	12 (37.5%)	7 (21.9%)	B	A	A	-	A	A
Overall convergence level on Journalists' Skills and Training				B				A	A

Table 3.16: Dimension G convergence levels assessment for Alittihad (on perceptions, available records and final)

is B (cross media). Moving to the evidence of levels of convergence as provided by the records, descriptor G1 is assessed further by three types of records (as seen in Appendix VIII). The assessments of these records for the Gulf News as seen in Table 3.15 are as follows; (G1_1 as B, and G1_2 as 'B', and G1_3 as 'A'). The overall assessment of the levels of convergence of records for the Gulf News is the level B. Further, the association between evidence of record and job category as in (Appendix IX) shows that the evidence of records for G1_1, and G1_2 is available from all managers and a minority of supervisors, and with only a single record available among journalists, the records asserting they are at B (cross media). From the assessment of perceptions and records, the final assessment for the G1 descriptor as per the scoring criteria is B (cross media level) as seen in Table 3.15. With regard to the result of records for Alittihad, Table 3.16 indicates that the three types of records were given an assessment of A, (as seen in Appendix VIII) and the record assessment for F4, as seen in Table 3.14, is A as per the rating scale for records. Further, the association between evidence of record and job category (as in Appendix IX) shows that records are unavailable among supervisors and journalists and merely available among the managers, which asserts they are in A=coordination level.

Therefore, from the assessments of perceptions and records, the final assessment for G1 descriptor – as per the scoring criteria (and as seen in Tables 3.15, and 3.16) – is B for the Gulf News i.e., that it is at the cross media level, and A for Alittihad Newspaper i.e., that it is at the coordination level.

G2: Multi-skilling as a precondition in news production

The G2 descriptor asks whether multi-skilling is a precondition in news production. The perceptions as shown in Table 3.15 indicated that (59.6%) of those

interviewed in the Gulf News selected option B, (28.1%) selected option C, and (12.5%) selected option A. Further, the association between perceptions and job category (as in Appendix VII) shows a clear majority (almost 60%) across the three job categories selecting option B, with the resulting assessment on convergence level for this descriptor as B (i.e., the cross media level). Meanwhile, Table 3.16 indicated that (59.4%) of those interviewed in Alittihad selected option B, and (40.6%) selected option A. Further, the association between perceptions and job category (as in Appendix VII) shows that there is consistency among the three job categories in their selection of option B. Hence, the assessment on convergence level for this descriptor is B (cross media level).

Moving to the evidence of levels of convergence as provided by the records, G2 descriptor is assessed further by three types of records (as seen in Appendix VIII). The assessments of these records for the Gulf News as seen in Table 3.15 are as follows; (G2_1 as 'B', and G2_2 as 'B', and G2_3 as 'A'). The overall assessment of records for the Gulf News is the level B. Looking at the association between the evidence of records and job category (as in Appendix IX), that records for G2_1, and G2_2 are available from all managers some supervisors, but almost none of the journalists, which asserts that they are in the B (cross media) level. As to the record for G2_3 there is very limited availability across all three job categories. The final assessment for the G2 descriptor for Gulf News is B (cross media level) and this is shown in Table 3.15. With regard to the result of records for Alittihad, Table 3.16 indicates that the three types of records were given an assessment of A, (as seen in Appendix VIII) and the record assessment for F4, as seen in Table 3.16, is A as per the rating scale for records. Further, the association between evidence of record and

job category (as in Appendix IX) shows that records were only available among managers. The result of this asserts they are at the A (coordination) level.

Therefore, from the assessments of perceptions and records, the final assessment for G2 descriptor – as per the scoring criteria (and as seen in Tables 3.15, and 3.16) – is B for the Gulf News i.e., that it is at the cross media level, and A for Alittihad Newspaper i.e., that it is at the coordination level.

G3: multi-skilling as a precondition in news distribution

Having looked at news gathering and news production, descriptor G3 – the third descriptor in this dimension – moves to the consideration of multi-skilling as a precondition in news distribution. The perceptions of this descriptor as shown in Table 3.15, indicates that (62.5%) of those interviewed in the Gulf News selected option B and (28.1%) selected option C, while (12.5%) selected option A. Looking at the association between perceptions and job category, (as in Appendix VII) we see that supervisors and journalists are somehow consistent on selecting option B, while the managers are in between options B and C. The resulting assessment on the convergence level for this descriptor is B (cross media). Meanwhile, Table 3.16 shows that (50.0%) of those interviewed in Alittihad selected option B, and the other (50.0%) selected option A. The association between perceptions and job category as in (Appendix VII) shows that managers are exclusively selecting option B, while supervisors and journalists are more into selection of option B than A. Hence, the assessment on the convergence level for this descriptor is B (cross media).

Moving to the evidence of levels of convergence as provided by the records, G3 descriptor is assessed further by three types of records. The assessments of these

records are as follows: (G3_1 and G3_2 as 'B', and for G3_3 it is 'A'). The assessment for G3, therefore, is B, as seen in Table 3.15 and as per the rating scale for records. Further, the association between evidence of record and job category as in (Appendix IX) shows that available records for G3_1, and G3_2 is exclusively present among managers, some of supervisors, and merely available among the journalists which asserts they are in B=cross media level, and the record for G3_3 is merely available among managers and supervisors, and none of the journalists. With regard to the result of records for Alittihad, Table 3.16 indicated that the three types of records for the G3 were given an assessment of 'A' as seen in (Appendix VIII) as per the rating scale for records. Appendix IX shows that the only records available come from among the managers, which asserts they are in A (coordination level).

Therefore, from the assessments of perceptions and records, the final assessment for G3 descriptor – as per the scoring criteria (and as seen in Tables 3.15, and 3.16) – is B for the Gulf News i.e., that it is at the cross media level, and A for Alittihad Newspaper i.e., that it is at the coordination level.

G4: Journalists who are multi-skilled and working for more than one platform

The G4 descriptor turned to a question related to actual numbers. The question asked was: “What percentage of journalists is multi-skilled and work for more than one platform?” Here, the perceptions on this descriptor as shown in Table 3.15 indicated that (59.4%) of those interviewed in the Gulf News selected option B, (21.9%) selected option C, and (18.8%) selected option A. This was consistent across the three job categories, as is clear in (Appendix VII). Hence, the assessment on the convergence level for this descriptor is B (cross media). Meanwhile, Table 3.16

indicated that (56.3%) of those interviewed in Alittihad selected option A, while (43.8%) selected option B. Further, the association between perceptions and job category as in (Appendix VII) shows that there is somehow consistency among supervisors and journalists on selection option A, while the managers are exclusively selection option A. Hence, the assessment on the convergence level for this descriptor is B (cross media).

Moving to the evidence of levels of convergence as provided by the records, G4 descriptor is assessed further by three types of records. G4_1, G4_2, and G4_3 (as seen in Appendix VIII), and each of which recorded an assessment of A for the Gulf News as seen in Table 3.15, and the record assessment for G4 A as per the rating scale for records. Further, the association between evidence of record and job category as in (Appendix IX) shows that the three records are mostly unavailable among the three job categories which validates the 'A' assessment for the records. With regard to the result of records for Alittihad, Table 3.16, indicates that the three types of records were given an assessment of A, (as seen in Appendix VIII) and the record assessment for G4, as seen in Table 3.16, is A as per the rating scale for records. In looking at the evidence of records and the association between evidence of record and job category (as in Appendix IX) the only records available were from among the managers. The assertion from this is that they are in level A (coordination level).

Therefore, from the assessments of perceptions and records, the final assessment for G4 descriptor – as per the scoring criteria (and as seen in Tables 3.15, and 3.16) – is A for both the Gulf News and Alittihad newspapers i.e., that it is at the coordination level.

G5: Training available for newsroom staff

This descriptor – Descriptor G5 – looked into programs and plans and asked, “What kind of training is offered for the newsroom staff?” the perceptions on this descriptor as shown in Table 3.15 indicated that (40.6%) of those interviewed in the Gulf News selected option A, (31.3%) selected option B, and (28.1%) selected option C. These three options are described in Appendix VII. Furthermore, the association between perceptions and job category as in (Appendix VII) shows that there is inconsistency among the three job categories on selecting option A, B or C. Hence, the assessment on the convergence level for this descriptor is B (cross media). Meanwhile, Table 3.16 indicated that (65.6%) of those interviewed in Alittihad selected option A; (31.3%) selected option B, while only (3.1%) selected option C. Appendix VII shows that this selection of option A is held consistently across the three job categories. So the assessment on the convergence level for this descriptor is A (coordination).

Moving to the evidence of levels of convergence as provided by the records, G5 descriptor is assessed further by two types of records (as seen in Appendix VIII). Each assessed at A level for the Gulf News, and the record assessment for G5 as seen in Table 3.15 is A as per the rating scale for records. Further, the association between evidence of record and job category as in (Appendix IX) shows a low level of availability of records for this descriptor which validates the 'A' assessment for the records. With regard to the result of records for Alittihad, Table 3.16, indicates that the two of records were also given an assessment of A, (as seen in Appendix VIII) and the record assessment for G5, as seen in Table 3.16, is A. In looking at the evidence of records and the association between evidence of record and job category

(as in Appendix IX) shows that just a very small number of the two records are available from the managerial and journalists categories, which validates the A assessment for the records.

Therefore, from the assessments of perceptions and records, the final assessment for G5 descriptor – as per the scoring criteria (and as seen in Tables 3.15, and 3.16) – is A for both the Gulf News and Alittihad newspapers i.e., that it is at the coordination level.

G6: Do staff skills affect the quality of content?

The G6 descriptor is final descriptor in this dimension which asks, “Do staff skills affect the quality of content?” The perceptions on this descriptor as shown in Table 3.15 indicated that (53.1%) of those interviewed in the Gulf News selected option C, (40.6%) selected option B, and (6.3%) selected option A. Further, the association between perceptions and job category (as in Appendix VII) shows a majority of managers and supervisors selecting option C, while a small majority of journalists selected option B. The assessment on the convergence level for this descriptor is C (i.e., full integration). Meanwhile, Table 3.16 indicated that (40.6%) of those interviewed in Alittihad selected option A, (37.5%) selected option B, and (21.9%) selected option A. Further, the association between perceptions and job category (as in Appendix VII) shows that the managers selected option B exclusively, while supervisors and journalists were divided relatively evenly between selecting options A and B, with a slight weightage towards option A. The assessment on the convergence level for this descriptor is B (cross media).

In considering the evidence of levels of convergence as provided by the records, G6 descriptor is assessed by two types of records. (as seen in Appendix VIII), and each recorded an assessment of A for the Gulf News, and the record assessment for G6 as seen in Table 3.15 is A as per the rating scale for records. The association between evidence of record and job category Appendix IX indicates that the two records are only available among managers which validates the A assessment for the two records. With regard to the result of records for Alittihad, Table 3.16, indicates that the two of records were also given an assessment of A, (as seen in Appendix VIII) and the record assessment for G6, as seen in Table 3.16, is A.

Therefore, from the assessments of perceptions and records, the final assessment for G6 descriptor – as per the scoring criteria (and as seen in Tables 3.15, and 3.16) – is A (coordination level) for both the Gulf News and Alittihad.

Overall convergence levels on Dimension G "Journalistic Skills and practices,"

The overall convergence level for the Gulf News on Dimension G "Journalistic Skills and practices," as per Table 3.15, indicates that the assessment score of employees' perceptions on the level of convergence is B (i.e., cross media), and the assessment on available records is A (coordination level). The final assessment for Gulf News on (Dimension G) is B (cross media level).

The overall convergence level for the Alittihad on Dimension G, as per Table 3.17, indicates that the assessment score of employees' perceptions on the level of convergence is B (cross media), and the assessment on available records is A (coordination). The final assessment for Alittihad on (Dimension G) is B (cross media level).

3.2.8 Levels of convergence revealed from assessing work organization

Dimension H: "Work Organization" constitutes of five descriptors. These investigate the location and number of newsrooms; whether they are separate or combined into one; the effects of convergence – i.e., whether this has impacted on the number of journalists; whether training in multi-skilling is provided; and what, if any, compensation or reward policy the company has in place for these multi-skilled employees. In the case of the first two descriptors in this dimension the results are obtained through the observations of the researcher. For the remaining descriptors the results are obtained from the responses of employees in the same way that has been described in the preceding descriptors.

H1: Are newsrooms located in one building or in separate buildings?

The H1 descriptor asks whether newsrooms are located in one building or in separate buildings. In this case the assessment is determined by the observation of the researcher who selected option C for this descriptor, which is 'the same building as precondition' (See H1 in Appendix VII). This assessment as seen in Table 3.17 dominates over the perceptions and records as mentioned in the assessment-making method. For Alittihad the researcher selected the same option as for Gulf News – option C – for this descriptor. This assessment can be seen in Table 3.18.

H2: Are there separate newsrooms or just one?

The second descriptor in Dimension H asked if there were separate newsrooms or just one and for Gulf News. The assessment is based upon the researcher's observation who selected option C (Full integration), which is 'one newsroom' (See H2 in Appendix VII). This assessment is shown in Table 3.17.

	Perceptions of convergence levels				Records indicate convergence levels				
	A: Co-ordination	B: Cross media	C: Full integration	Perceptions	Convergence level based on records availability			Records	Final
	N (%)	N (%)	N (%)	Assessment	Rcord1	Record2	Record3	Assessment	Assessment
Dimension H: Work Organization									
H1: Are newsrooms located in one building or in separate buildings?	Through Observation			C	-	-	-	C	C
H2: Are there separate newsrooms or just one?	Through Observation			C	-	-	-	C	C
H3: Does the number of journalists change as a result of convergence?	5 (15.6%)	15 (46.9%)	12 (37.5%)	B	A	-	-	A	A
H4: Does the company provide training in multiskilling?	13 (40.6%)	12 (37.5%)	7 (21.9%)	B	A	A	-	A	A
H5: Are multiskilled journalists compensated economically, or in any other way?	7 (21.9%)	5 (15.6%)	20 (62.5%)	C	A	-	-	A	B
Overall convergence level on Work Organization				C				B	B

Table 3.17: Dimension H convergence levels assessment for Gulf News (on perceptions, available records and final)

Dimension H: Work Organization	Perceptions of convergence levels			Records indicate convergence levels					
	A: Co-ordination	B: Cross media	C: Full integration	Perceptions	Convergence level based on records availability			Records	Final
	N (%)	N (%)	N (%)	Assessment	Rcord1	Record2	Record3	Assessment	Assessment
H1: Are newsrooms located in one building or in separate buildings?	Through Observation			C	-	-	-	C	C
H2: Are there separate newsrooms or just one?	Through Observation			C	-	-	-	C	C
H3: Does the number of journalists change as a result of convergence?	15 (46.9%)	17 (53.1%)	0 (0.0%)	B	A	-	-	A	A
H4: Does the company provide training in multiskilling?	23 (71.9%)	8 (25.0%)	1 (3.1%)	A	A	A	-	A	A
H5: Are multiskilled journalists compensated economically, or in any other way?	20 (62.5%)	7 (21.9%)	5 (15.6%)	A	A	-	-	A	A
Overall convergence level on Work Organization				B				B	B

Table 3.18: Dimension H convergence levels assessment for Alittihad (on perceptions, available records and final)

For Alittihad, the researcher again selected also option C (Full integration) for descriptor H2, just as with Gulf News. This assessment is shown in Table 3.18.

H3: Does the number of journalists change as a result of convergence?

Since the study is looking at multi-skilling, the H3 descriptor asked the question: “Does the number of journalists change as a result of convergence”? The perceptions on this descriptor as shown in Table 3.17 indicated that (46.9%) of those interviewed in the Gulf News selected option B, (37.5%) selected option C, and (15.6%) selected option A. Further, the association between perceptions and job category (as in Appendix VII) shows that those who are in the journalists category were evenly balanced between selecting options B and C, while supervisors and managers displayed a preference for B. The assessment on the convergence level for this descriptor is therefore B (cross media). Meanwhile, Table 3.18 indicated that (51.1%) of those interviewed in Alittihad selected option B, while (46.9%) selected option A. Further, the association between perceptions and job category as in (Appendix VII) shows that those who are supervisors and managers are more into selecting option B, while journalists are more into selecting option B. Hence, the assessment on the convergence level for this descriptor is B (cross media).

Moving to the evidence of levels of convergence as provided by the records, H3 descriptor is assessed further by one record. (as seen in Appendix VIII). The evidence of this record is unavailable among the Gulf News respondents, indicating a level of convergence A (coordination) as seen in Table 3.19. In ascertaining the association between evidence of record and job category, Appendix IX shows that no records are available among the three job categories, which asserts they are in level

A (coordination level). With regard to the result of records for Alittihad, (Appendix VIII) reveals that, for the H3 descriptor, there are no records available, and the assessment for H3 on records is A (coordination), as seen in Table 3.18. Looking at the association between the evidence of records and job category (as in Appendix IX) we see again that no records are available among the three job categories, which asserts they are in level A (coordination level).

Therefore, from the assessments of perceptions and records, the final assessment for H3 descriptor – as per the scoring criteria (and as seen in Tables 3.17, and 3.18) – is A for both the Gulf News and Alittihad newspapers i.e., that it is at the that it is at the coordination level.

H4: Does the company provide training in multi-skilling?

Multi-skilling means a change in what is demanded from an employee, so the focus of the H4 descriptor is the question: “Does the company provide training in multi-skilling?” For Gulf News the perceptions on this descriptor as shown in Table 3.17 indicated that (40.6%) of those interviewed selected option A, (37.5%) selected option B, and (21.9%) selected option C. Further, the association between perceptions and job category as in (Appendix VII) shows quite a marked difference in perceptions between the different job categories. To this question about whether the company provided training in multi-skilling, a clear majority of managers selected option C (i.e., “Yes, continuously and for all employees”). That view was not shared by other categories. A small majority of supervisors selected option A (“Not especially. Occasional participation in training programs is supported”). Journalists were evenly divided between selecting option A and option B, which said

“Yes, for some employees.” Only a very small minority of supervisors and journalists selected option C. Hence, the assessment on the convergence level for this descriptor is B (cross media). Meanwhile, Table 3.18 indicated that (71.9%) of those interviewed in Alittihad selected option A, (25.0%) selected option B, while only (3.1%) selected option C. The association between perceptions and job category as in (Appendix VII) shows that journalists and supervisors are consistent in selecting option A, while managers are consistent on selection option B. In the case of journalists and supervisors, the majority in favor of option A is a strong one. Hence, the assessment on the convergence level for this descriptor is A (coordination level).

Moving to the evidence of levels of convergence as provided by the records, H4 descriptor is assessed further by two types of records. H4_1, and H4_2 (as seen in Appendix VIII), and each of which recorded an assessment of A for the Gulf News as seen in Table 3.17, and the record assessment for H4 A as per the rating scale for records. Further, the association between evidence of record and job category (as in Appendix IX) shows a low level of availability of all three records (18.8%) across the three job categories which validates the A assessment for the records. With regard to the result of records for Alittihad, Table 3.18, indicates that the two types of records were given an assessment of A, (as seen in Appendix VIII) and the record assessment for H4, as seen in Table 3.18, is A as per the rating scale for records. Furthermore, the association between evidence of record and job category, (Appendix IX) shows that very few records are available from the journalists and supervisory category. The same is true for the small sample size of the management category respondents. This validates the A assessment for the records.

Therefore, from the assessments of perceptions and records, the final assessment for H4 descriptor – as per the scoring criteria (and as seen in Tables 3.17, and 3.18) – is A for both the Gulf News and Alittihad newspapers i.e., that it is at the that it is at the coordination level.

H5: Compensation for multi-skilled journalists

The H5 descriptor asked a question regarding compensation, whether that compensation was in economic terms or in some other form. For Gulf News the perceptions on this descriptor as shown in Table 3.17 indicated that (62.5%) of those interviewed selected option C, (21.9%) selected option A, while 15.6%) selected option B. Viewing perceptions against job categories (as in Appendix VII) we see broad agreement in that there is consistency among all three categories in selecting option C, which said that there was no compensation but that the "chances of career advancement are higher." Accordingly, the assessment on the convergence level for this descriptor is C (full integration). Meanwhile, Table 3.18 indicated that (62.5%) of those interviewed in Alittihad selected option A, (21.9%) option B, and 15.6%) option C. Analyzing the association between perceptions and job category (as in Appendix VII) we see a consistency between supervisors and journalists in that a clear majority selected option A, while the managers are unanimous in selecting option C. Hence, the assessment on the convergence level for this descriptor is A (coordination level).

In regard to the evidence of levels of convergence as provided by the records, H5 descriptor is assessed further by one type of record. The evidence of this record (as seen in Appendix VIII) is almost unavailable among the majority of the Gulf

News respondents, indicating a level of convergence A (coordination) as seen in Table 3.17. Meanwhile, Appendix VIII indicates that no records are available among any of those who interviewed in Alittihad, and so the record assessment is A (as seen in Table 3.18).

Therefore, from the assessments of perceptions and records, the final assessment for F4 descriptor – as per the scoring criteria (and as seen in Tables 3.13, and 3.14) – is B for the Gulf News i.e., that it is at the cross media level, and A for Alittihad Newspaper i.e., that it is at the coordination level.

Overall convergence levels on Dimension H "Work Organization"

The overall convergence level for the Gulf News on Dimension H "Work Organization," as per Table 3.17, indicates an assessment score of employees' perceptions on the level of convergence as C (full integration), and the assessment on available records as B (cross media level). The final assessment for Gulf News on this dimension is B (cross media level).

For Alittihad the overall convergence level for this dimension, as per Table 3.18, indicates that the assessment score of employees' perceptions on the level of convergence is B, the assessment on available records is A, and the final assessment for Alittihad on Dimension H is A (coordination level).

3.2.9 Levels of convergence from assessing newsroom organization

Dimension I is concerned with Newsroom Organization and considers five descriptors that are all related to the implementation of news convergence and the results of having a convergent newsroom. These descriptors look at journalists'

attitude to the implementation of news convergence and ask whether new roles are being created. They ask what is the organizational structure of the newsroom and whether there is a single journalistic culture or separate ones. And the last of the descriptors enquires into what role is played in the newsroom by transparency.

I1: Journalists' reaction to the implementation of newsroom convergence

Descriptor I1 looks at journalists' attitude and asks how they react to the implementation of newsroom convergence. For Gulf News the perceptions on this descriptor as shown in Table 3.19 indicated that (50.0%) of those interviewed selected option B and the other (50.0%) selected option C. Analyzing this further into association between perceptions and job category (as in Appendix VII) shows that those who are managers and journalists are more into selecting option C, while supervisors are more into selecting option B. Hence, the assessment on the convergence level for this descriptor is C (full integration). Meanwhile, Table 3.20 indicated that (53.1%) of those interviewed in Alittihad selected option B, (31.3%) selected option C, and 15.6 selected option A. In Appendix VII we see that a majority of supervisors and journalists have selected option B. The assessment on the convergence level for this descriptor is B (i.e., cross media).

Since this descriptor is based only on perceptions of participants, therefore, the final assessment for the I1 descriptor for Gulf News is level C (full integration), as seen in Table 3.19, while, final assessment for Alittihad on the I1 descriptor is B (cross media) as seen in Table 3.20.

I2: Are new roles being created as a result of convergence implementation?

The second descriptor in Dimension I asked if new roles are created as a result of convergence implementation. The perceptions on this descriptor as shown in

	Perceptions of convergence levels				Records indicate convergence levels				
	A: Co-ordination	B: Cross media	C: Full integration	Perceptions	Convergence level based on records availability			Records	Final
	N (%)	N (%)	N (%)	Assessment	Record1	Record2	Record3	Assessment	Assessment
Dimension I: Newsroom Organization									
I1: Journalists' attitude: how do journalists react to the implementation of newsroom convergence?	0 (0.0%)	16 (50.0%)	16 (50.0%)	C	Only Perception			-	C
I2: Are new roles being created as a result of convergence implementation?	4 (12.5%)	6 (18.8%)	22 (68.8%)	C	A	A	-	A	B
I3: Is there a single journalistic culture or separate ones?	1 (3.1%)	15 (46.9%)	16 (50.0%)	C	Only Perception			-	C
I4: What is the basic organizational structure of the newsroom?	2 (6.3%)	13 (40.6%)	17 (53.1%)	C	B	B	-	B	B
I5: What role does transparency play within the newsroom?	5 (15.6%)	16 (50.0%)	11 (34.4%)	B	Only Perception			-	B
Overall convergence level on Newsroom Organization				C				B	B

Table 3.19: Dimension I convergence levels assessment for Gulf News (on perceptions, available records and final)

Dimension I: Newsroom Organization	Perceptions of convergence levels				Records indicate convergence levels				
	A: Co-ordination	B: Cross media	C: Full integration	Perceptions	Convergence level based on records availability			Records	Final
	N (%)	N (%)	N (%)	Assessment	Rcord1	Record2	Record3	Assessment	Assessment
I1: Journalists' attitude: how do journalists react to the implementation of newsroom convergence?	5 (15.6%)	17 (53.1%)	10 (31.3%)	B	Only Perception			-	B
I2: Are new roles being created as a result of convergence implementation?	5 (15.6%)	22 (68.8%)	5 (15.6%)	B	A	A	-	A	A
I3: Is there a single journalistic culture or separate ones?	18 (56.3%)	5 (15.6%)	9 (28.1%)	A	Only Perception			-	A
I4: What is the basic organizational structure of the newsroom?	21 (65.6%)	11 (34.4%)	0 (0.0%)	A	A	A	-	A	A
I5: What role does transparency play within the newsroom?	11 (34.4%)	14 (43.8%)	7 (21.9%)	B	Only Perception			-	B
Overall convergence level on Newsroom Organization				B				A	A

Table 3.20: Dimension I convergence levels assessment for Alittihad (on perceptions, available records and final)

Table 3.19 indicated that (68.8%) of those interviewed in the Gulf News selected option C, (18.8%) selected option B, and (12.5%) selected option A. Appendix VII presents the figures in terms of the association between perceptions and job category. All three categories selected option C. In the case of supervisors and journalists it is a significant majority who made that choice and in the case of managers the selection of option C is unanimous. Hence, the assessment on the convergence level for this descriptor is C (i.e., full integration). Meanwhile, Table 3.20 indicated that (68.8%) of those interviewed in Alittihad selected option B, while options C and A had an equal number (15.6%) selecting them. As to how these perceptions related to job category, (Appendix VII) shows there is a consistency across the three job categories in selecting option B. Hence, the assessment on the convergence level for this descriptor is B (cross media).

Moving to the evidence of levels of convergence as provided by the records, descriptor I2 is assessed further by two records; I2_1, and I2_2 (as seen in Appendix VIII). Each of the two records were assessed as A for the Gulf News as seen in Table 3.19, and the record assessment for I2 is A as per to the record assessment. Further, the association between evidence of record and job category as in (Appendix IX) shows that the two records are merely available among the three job categories which validates the A assessment for the records. With regard to the result of records for Alittihad, Table 3.20, indicates that the assessment for the two types of records was A in both cases, as can be seen in (Appendix VIII) and the resulting record assessment for I2 is A as in Table 3.20. Further, Appendix IX shows that there are no records available from across the three job categories so this validates the assessment of A for the records.

Therefore, from the assessments of perceptions and records, the final assessment for I2 descriptor – as per the scoring criteria (and as seen in Tables 3.19, and 3.20) – is B for the Gulf News i.e., that it is at the cross media level, and A for Alittihad Newspaper i.e., that it is at the coordination level.

I3: A single journalistic culture or separate ones?

In the midst of this change to multi-skilling and a convergent style of working another question asked is whether there is one single journalistic culture or a number of separate ones and this is the question in the I3 descriptor. Table 3.21 indicates the perceptions of (50%) those interviewed in the Gulf News selected option C, and (46.9%) selecting option B, with only (3.1%) picking the third option – option A. Relating perceptions to job categories (Appendix VII) shows a near-unanimous response from managers in selecting option C, a small majority of supervisors selecting option B, and the choice made by journalists balanced evenly between options B and C. The resulting assessment on the convergence level for this descriptor is C (full integration).

For Alittihad Table 3.20 indicated (53.3%) of those interviewed in Alittihad selected option A, (28.1%) selected option C, while (15.6%) selected option B. From (Appendix VII) we see that clear majorities of journalists and supervisors selected option A, which is a marked contrast with Gulf News where almost no-one from these two categories chose that option, although a number of Alittihad journalists chose options B and C. At Alittihad managers once again all selected option C. The assessment on the convergence level for this descriptor is A (coordination).

Since this descriptor is also based only on perceptions of participants, therefore, the final assessment for the I3 descriptor for Gulf News is level C (i.e., full integration), as can be seen in Table 3.19, while, final assessment for Alittihad on the I1 descriptor is A (coordination level) as seen in Table 3.20

I4: What is the basic organizational structure of the newsroom?

For descriptor I4, the perceptions on as shown in Table 3.19 indicated that (53.1%) of those interviewed in the Gulf News selected option C, (40.6%) selected option B, and just (6.3%) selected option A. Further, the association between perceptions and job category (as in Appendix VII) shows a majority of managers and supervisors selecting option C while option B was selected by a majority of journalists. Hence, the assessment on the convergence level for this descriptor is C (full integration). Meanwhile, Table 3.20 indicated that (65.6%) of those interviewed in Alittihad selected option A, while (43.4%) selected option B. Further, the association between perceptions and job categories (as in Appendix VII) shows majority of journalists and supervisors selecting option A, managers, however, selected option B. The resulting assessment on the convergence level for this descriptor is A (coordination)

Moving to the evidence of levels of convergence for the Gulf News as provided by the records, descriptor I4 is assessed further by two types of records; I4_1 and I4_2 (as seen in Appendix VIII). The assessments for the two records were B and the record assessment for I4, as seen in Table 3.19, is B as per the rating scale for records. Looking at the association between job categories and the availability of records Appendix IX shows that the two records are available across all three job

categories, although only from among a minority of journalists, and this pattern validates the B assessment for the records. With regard to the result of records for Alittihad, Table 3.20 indicates that the assessment is 'A' for the two types of records (I4_1 and I4_2) respectively and the record assessment for I4 as seen in Table 3.20 is A. Further, the association between evidence of record and job category as in (Appendix IX) shows that the two record types have very limited availability among the three job categories validating the A assessment which the coordination level.

Therefore, from the assessments of perceptions and records, the final assessment for I4 descriptor (and as seen in Tables 3.19, and 3.20) – is B for the Gulf News that it is at the cross media level, and A Alittihad newspapers; and that is the cross media level.

I5: What role does transparency play within the newsroom?

The I5 descriptor enquires into the role of transparency within the newsroom and Appendix VII gives a brief summary of the items identified in the three options. For Gulf News, the perceptions on this descriptor as shown in Table 3.19 indicated that (50.0%) of those interviewed selected option B, (34.4%) selected option C, and just (6.3%) selected option A. Further, the association between perceptions and job category as in (Appendix VII) shows managers being unanimous in selecting option C, while a clear majority of supervisors and journalists selected option B. The assessment on the convergence level for the Gulf News for this descriptor is B (cross media). Meanwhile, for Alittihad, the perceptions on this descriptor as shown in Table 3.20 indicated that (43.8%) of those interviewed selected option B, (34.4%)

selected option A, while (21.9%) selected option C. The percentage selecting option A is considerably more than the number from Gulf News making that choice. Further, the association between perceptions and job category (as in Appendix VII) shows that there is no consistent pattern among the three job categories in their selections. A lot more of the supervisor category from Alittihad selected option A than did the ones from Gulf News. The resulting assessment on the convergence level for this descriptor for Alittihad is B (cross media)

Therefore, since this descriptor is based only on the perceptions of participants, the final assessment for the I5 descriptor, as shown in Tables 3.19, and 3.20, is B (cross media level) for both the Gulf News and Alittihad

Overall convergence levels on Dimension I "Newsroom Organization"

The overall assessment for the Gulf News on employees' perceptions is C (full integration), and the overall assessment on available records as B (cross media level). The final assessments for Gulf News on Dimension I "Newsroom Organization" is B (cross media level). Table 3.19.

For Alittihad, Table 3.21 shows an assessment score of employees' perceptions on the level of convergence as B (cross media level), and the assessment on available records as A (cross media level). Therefore, the final assessment for Alittihad on Dimension I is A (coordination level).

3.2.10 Levels of convergence from assessing audience participation

Dimension J: "Audience Participation" constitutes of three descriptors. The first two look at journalists' use of social media in terms of a company's media policy and in terms of spread the medium's content. But the work of newspapers and the media is in communication with an audience and social media brings huge changes in possibilities for audience participation. The third descriptor is concerned with this question of issues like users' comments, audience participation, their contributions and feedback.

J1: How are journalists using social media?

The J1 descriptor asked how journalists were using social media and whether the company had a social media policy in place. The perceptions on this descriptor as shown in Table 3.21 indicated that (53.1%) of those interviewed in the Gulf News selected option B, (43.8%) selected option C, and just (3.1%) selected option A. Appendix VII summarizes what these options are focused on, and shows a majority of journalists and supervisors selecting option B, while managers were almost unanimous in selecting option C. As a result the assessment on the convergence level for this descriptor is B (cross media). Meanwhile, Table 3.22 indicated that (53.1%) of those interviewed in Alittihad selected option B and (46.9%) selected option A. Further, the association between perceptions and job category as in (Appendix VII) shows a majority of managers and supervisors selecting option B, while journalists show a very clear preference for option A. The resulting assessment on the convergence level for this descriptor is B (cross media).

In regard to the evidence of levels of convergence as provided by the records, J1 descriptor is assessed further by one type of record. The evidence of this record (as seen in Appendix VIII) is available among (62.5%) of those interviewed in the

Dimension J: Audience Participation	Perceptions of convergence levels				Records indicate convergence levels				
	A: Co-ordination	B: Cross media	C: Full integration	Perceptions	Convergence level based on records availability			Records	Final
	N (%)	N (%)	N (%)	Assessment	Rcord1	Record2	Record3	Assessment	Assessment
J1: How are journalists using social media? Is there a social media policy in the company?	1 (3.1%)	17 (53.1%)	14 (43.8%)	B	B	-	-	B	B
J2: How do journalists use social media to spread the medium's content?	2 (6.3%)	22 (68.8%)	8 (25.0%)	B	B	-	-	B	B
J3: How do newsrooms/ journalists deal with users' comments, contributions (information, photos, videos) and feedback in the newsroom?	1 (3.1%)	19 (59.4%)	12 (37.5%)	B	B	-	-	B	B
Overall convergence level on Audience Participation				B				B	B

Table 3.21: Dimension J convergence levels assessment for Gulf News (on perceptions, available records and final)

Dimension J: Audience Participation	Perceptions of convergence levels				Records indicate convergence levels				
	A: Co-ordination	B: Cross media	C: Full integration	Perceptions	Convergence level based on records availability			Records	Final
	N (%)	N (%)	N (%)	Assessment	Rcord1	Record2	Record3	Assessment	Assessment
J1: How are journalists using social media? Is there a social media policy in the company?	15 (46.9%)	17 (53.1%)	0 (0.0%)	B	B	-	-	B	B
J2: How do journalists use social media to spread the medium's content?	12 (37.5%)	20 (62.5%)	0 (0.0%)	B	A	-	-	A	A
J3: How do newsrooms/ journalists deal with users' comments, contributions (information, photos, videos) and feedback in the newsroom?	17 (53.1%)	15 (46.9%)	0 (0.0%)	A	A	-	-	A	A
Overall convergence level on Audience Participation				B				A	A

Table 3.22: Dimension J convergence levels assessment for Alittihad (on perceptions, available records and final)

Gulf News, and that the record assessment is level B (cross media). Further, association between the job categories and the evidence of records as in (Appendix IX) indicates that the record is available among all managers, a majority of supervisors and a high percentage of journalists, thus validating the B assessment for the record. With regard to the result of records for Alittihad Appendix VIII shows (59.4%) of respondents have the record available and the record assessment is B (cross media). When matching the availability of records with job categories we see in (Appendix IX) that the record is available among a majority of managers and supervisors, but only from a small number of journalists. This validates the B assessment for the record.

Therefore, from the assessment of perceptions and records, the final assessment for the J1 descriptor as seen in Tables 3.21 and 3.22 is B (cross media level) for both the Gulf News and Alittihad Newspapers.

J2: How do journalists use social media to spread the medium's content?

The second descriptor J2 asks how journalists use social media to spread the medium's content. The perceptions on this descriptor as shown in Table 3.21 indicated that (68.8%) of those interviewed in the Gulf News selected option B, (25.0%) selected option C, while just (6.3%) selected option A. Further, Appendix VII shows a consistency across the three job categories in their selection of option B and so the assessment on the convergence level for this descriptor is B (cross media). With regard to the result of records for Alittihad Appendix VIII shows (62.8%) of those interviewed in Alittihad selected option B and (37.5%) selected option A. This choice of option B is by a consistent majority across the three job categories (as in

Appendix VII) although, in the case of journalists, the margin is not large between option B and option A. The assessment on the convergence level for this descriptor affirms B (cross media).

J2 descriptor is assessed further by one type of record. The evidence of this record (as seen in Appendix VIII) is available among (53.1%) of respondents who were able show records, (as can be seen in Appendix VIII), and the resulting record assessment is B (cross media). Further the association between the record and job categories as in Appendix IX affirms that record is available across all three job categories, which validates the B assessment for the records. With regard to the evidence of records for Alittihad, (Appendix VIII) indicates that the record for J2 is available only among (34.4%) of the respondents and the record assessment is A (coordination) as in Table 3.22. Matching job categories with evidence of records (as in Appendix IX) we see that the record is available from among managers and some supervisors, but that there is only a limited number of records among journalists. Hence, the assessment of A is validated for the records.

Therefore, from the perceptions and records, the final assessment for the J2 descriptor for Gulf News is B (cross media level) as seen in Table 3.21, and A (coordination level) for Alittihad as seen in Table 3.22.

J3: How do newsrooms journalists deal with users' comments?

The J3 descriptor concerns the nature of feedback and audience or user involvement and asks how newsrooms and journalists deal with such things as users' comments. For Gulf News, the perceptions on this descriptor as shown in Table 3.21

indicated that (59.4%) of those interviewed selected option B, (37.5%) selected option C, and just (3.1%) selected option A. Further, the association between perceptions and job category as in (Appendix VII) shows a general consistency across the three job categories in selecting option B but with slightly more in the supervisory category favoring option C. Hence, the assessment on the convergence level for this descriptor is B (cross media). Meanwhile, Table 3.22 indicated that (53.1%) of those interviewed in Alittihad selected option A, and (46.9%) option B. Analyzing the association between perceptions and job categories (Appendix VII) shows that while managers were in agreement on selecting option B, a majority of journalists selected option A, and supervisors were evenly divided between options A and B. Hence, the assessment on the convergence level for this descriptor is A (coordination level).

J3 descriptor is assessed further by one type of record. The evidence of this record (as seen in Appendix VIII) is available among (59.4%) of those interviewed in the Gulf News, and the record assessment is B=cross media as seen in Table 3.21. The evidence of records matched against job categories in (Appendix IX) shows that the record is available among all managers, a majority of supervisors and a minority of journalists, which validates the B assessment for the record. With regard to the evidence of records for Alittihad, (Appendix VIII) indicates that the record for J3 is available only among only (12.5%) of those interviewed, with the record assessment as A (coordination) as seen in Table 3.22.

Therefore, from the perceptions and records, the final assessment for the J3 descriptor for Gulf News is B (cross media level) as seen in Table 3.21, and A (coordination level) for Alittihad as seen in Table 3.22.

Overall convergence levels on Dimension J 'Audience Participation'

The overall convergence level for the Gulf News on Dimension J "Audience Participation" as per Table 3.21; indicates that the assessment score of employees perceptions on the level of convergence is B (cross media), and the assessment on available records is also level B (cross media). Therefore, the final assessment for Gulf News on this dimension is B (cross media level).

For Alittihad the comparable results, as per Table 3.22, are that the assessment score of employees' perceptions on the level of convergence is B (cross media), and the assessment on available records is A (coordination level). Therefore, in this case, the final assessment for Alittihad on Dimension J is A (coordination level).

This part has presented the findings of the triangulation ethnography method of the study (i.e., participants' perceptions, records availability, and researcher's observation) and has provided judgments on newsroom convergence levels for the two newspapers in the study: Gulf News and Alittihad. The research questions were responded to by presenting the findings of the ten dimensions of convergence. The next section discusses the overall result of convergence levels for each newspaper.

3.3 Overall Assessment on the Levels of Convergence

The 44 descriptors which form the 10 dimensions of newsroom convergence is separately tested and scored for each newspaper based on the interviewed participants, the record availability and researcher's observation. From the 44 descriptors, the convergence levels for four of them were scored according to the observation of the researcher and this score dominated over the perception and the record. Also, from the 44 descriptors, the assessments for three of them (e.g., I1, I3, and I5) were only determined from the employees' perceptions in which there were no records requested for these descriptors. Therefore the total number of descriptors with records that were requested and then scored is 41. The following Table 3.23 summarizes the overall assessments on convergence levels for the two newspapers.

3.3.1 Overall assessment on convergence levels for Gulf News

According to Table 3.23, the perceptions of respondents on 44 descriptors indicates that The Gulf News is assessed to be Cross Media level by (54%) while on the Full Integration level by (46%). The score of available records indicate that Gulf News is on Cross Media level by (64%), Coordination level by (24%) while on Full Integration level by only (12%). Therefore the overall score for Gulf News confirms that the newspaper is in the Cross Media stage by (70%), moving toward Full Integration by (14%), while the newspaper is still falling back in Coordination level by (16%).

Overall Assessments on Convergence Levels					
Newspaper	Convergence level		Perceptions	Records	Overall
			N (%)	N (%)	N (%)
Gulf News	Coordination	A	0 (0%)	10 (24%)	7 (16%)
	Cross Media	B	24 (54%)	26 (64%)	31 (70%)
	Full Integration	C	20 (46%)	5 (12%)	6 (14%)
Alittihad	Coordination	A	14 (32%)	33 (80%)	34 (77%)
	Cross Media	B	26 (59%)	4 (10%)	6 (14%)
	Full Integration	C	4 (9%)	4 (10%)	4 (9%)

Table 3.23 Overall assessments on convergence levels for Gulf News and Alittihad

3.3.2 Overall assessment on convergence levels for Alittihad

According to Table 3.23, the perceptions of respondents on the 44 descriptors indicates that Alittihad is at the Cross Media level by (59%) while still falling back in Coordination level by (32%), and evolving toward Full Integration by just (9%). The scores of available records indicate that Alittihad is at the Coordination level by (80%), Cross Media by (10%) while on Full Integration level by (10%). The overall score for Alittihad confirms that the Newspaper is still at Coordination level by (77%), moving toward Cross Media by (14%), while the newspaper has achieved only (9%) in Full Integration level.

Chapter 4: Discussion

This chapter reiterates the empirical findings presented in Chapter 3 and further supports them qualitatively with the researcher's observations of the newsrooms to fulfill the triangulation method that provides a holistic assessment of newsroom convergence of the newspapers under the study. The discussion in this chapter also emphasizes the ways in which the findings are related to the theoretical framework and to the literature review introduced in Chapter 1. The chapter also addresses what the findings mean for communication professionals and for researchers in media management and development.

The chapter starts with a comparative discussion of the findings of the biographical data for the two newspapers, and then it attempts to respond to the research questions in relation to the convergence levels at each newspaper under the study. The chapter finally provides a comparative analysis for both the Gulf News and Alittihad newspapers on the assessments of their overall convergence levels.

4.1 Discussion of Demographics and Biodata

The findings revealed from the first factor focused on the period of employment at the newspaper, and the second one focused on the years of experience in the profession. What emerges is that the employees from both the Gulf News and Alittihad are fairly equally distributed across the subcategories in terms of the years they have spent working in the newspaper or in the profession in general (up to 10 years, 11 to 20 years, 21 to 30 years, and more than 30 years). The findings also indicate that about half of the employees in each newspaper have been in the journalism profession for more than 10 years, thus qualifying them to be considered as senior employees compared to the other half – those who spent from between one

to 10 years – who can be considered as either juniors or newly-hired employees. This also indicates that there is a balance between the employees in each newspaper in terms of having senior journalists who are privileged with long experience in the profession compared with junior and newly-hired journalists who are younger but who have the advantage of being skilled in the use of digital technologies and social media.

The findings of the third and fourth factors of the biodata focus on the education level and the academic major of the participants in the study and these indicate that nearly half of those who are working in Gulf News hold graduate degrees (i.e. Master's or Ph.D.) compared to about a quarter of those who are working in Alittihad and holding similar qualifications. However, in Alittihad more than half of the journalists hold qualifications in media-related majors, in contrast to Gulf News where only about a third of the journalist hold such qualifications.

The fifth and sixth factors relate to the sections in which the employees are working and the job category of the participants were discussed previously in the sample section of the methodology chapter affirming that the aim is to reach a fully representative sample of competencies and responsibilities within the newspapers. As has been shown in the chapter that discusses findings, this aim was achieved. The job category factor is the variable through which the study tries to understand the role it plays in determining the convergence levels of each newspaper.

The last factor in the biodata considers the nationalities of respondents. This indicates that at Gulf News, which is an English language paper, the focus is on employing English-language speakers, whereas in Alittihad, the Arabic-language

paper, as might be expected, all employees are Arabic language speakers. That “internationality” may prompt questions about the assumptions that might be made about the effect of having representatives of so many countries of origin. Is it expected that having staff from a wider, more cosmopolitan range of backgrounds would encourage greater levels of integration and convergence? It should be added that simply recording the numbers of representatives of different countries of origin may be just a point of interest and may be insufficient if we wish to analyze whether this impacted on newsroom practice or company policy.

4.2 Project Scope and Market Situation

The first research question asked how the level of convergence in each newspaper can be evaluated in terms of project scope, market situation and change management. And it asked what role the job category plays in the evaluation. From the five descriptors of this dimension, we found there is consensus among the employees in Gulf News on seeing their situation as meeting the full integration level. This indicates that employees – especially managers and supervisors – have experienced convergence as a corporate project and as an overall strategy for better journalism and in terms of response to the new markets of digital media. Although convergence is perceived in Gulf News as a long-term process of change management, these plans and strategies are mainly discussed and communicated with managers and supervisors but, when it comes to journalists, they are merely shared. Gulf News initiated a strategic plan for newsroom convergence back in 2009 and documented this plan in what is called "The Hub Charter" that contains the mission, goals, roles and responsibilities, and the general instructions for moving from a print-oriented newspaper to become a media brand that provides content via multiple

platforms. According to what is revealed by the analysis of records, this "Hub Charter" was mainly available as a document, among managers and the majority of the supervisors, while being unavailable to most journalists, and with some of them having no idea about it. Moreover, from observation of the newsroom, the researcher could not identify any physical signs in the newsroom itself or from posts on the bulletin board asserting convergence as a goal to be achieved. There was equally no indication of an attempt to remind journalists about convergence or of any ongoing process of change development in the newspaper.

The Hub Charter for Gulf News is a significant convergence project which indicates that the newspaper has been involved in strategic change management. This change management can be related to both the strategic management theory (Mierzejewska, 2010; Omalaja & Eruola, 2011) and the organizational change theory (Beckhard, 1969; Gade, 2004) that were discussed in the theoretical framework of the study. This also confirms the fact that, for Gulf News, convergence is an enterprise coming from the higher levels of the company, not an initiative associated with those in the lower levels. Therefore, Gulf News established a pioneering project for newsroom convergence aiming for a fully integrative media brand, and it has succeeded in achieving an advanced level model of a cross media newsroom in terms of its corporate project market situation, and its processes of change management. This is not surprising because those who are at the lower levels of the company are not fully involved in the change process.

For Alittihad, the empirical findings of the five descriptors on the same dimension indicate a different level of convergence compared to Gulf News. Employees who operate at supervisory and journalist levels hold a perception that

they are at the cross media level in terms of how convergence is perceived as a project scope, and in terms of market situation and change management, while those who are at the managerial level believe they are operating at the level of full integration. On the other hand, the requested evidence of records to support such perceptions was unavailable among most journalists and supervisors. Only one of the managers, in this case, the editor-in-chief, was able to provide documented evidence indicating that convergence is seen in Alittihad as an overall strategy.

On its 45th anniversary in October 2014, Alittihad newspaper unveiled a new high-tech newsroom and introduced a new design of its print edition and its website in order to revamp the content and reach readers via different media platforms. The researcher observed several evolutionary initiatives such as a newsroom that utilizes a computerized smart system, eliminating paper from the editing process; the "Smart Room" with its 12 screens that show various news sources from around the world; and an initiative for "QR" coded articles, providing audio content on selected news items. These initiatives indicate that, following the media evolution theory of Stöber (2004), they are advanced in adopting new media technologies. The researcher also observed a flyer pasted on the top of the entrance gate of the newsroom that says, "2030 newsroom," and a slogan, "*Masdarok Alawal*," that translates as "Your First Source" which indicates the futuristic vision of such a development project of the newsroom. Yet however appealing these initiatives may look, their feasibility and sufficiency is determined by whether these initiatives are maintained according to the project scope, market situation, and program of change management. During the interviews, a number of participants affirmed that even though change management is occurring in the newspaper; it is not strategically planned, and mostly happened in

the form of instructions are communicated verbally to the employees. The editor-in-chief of Alittihad admitted such a claim, stating during the interview that there is a general framework and instructions about moving toward a convergent newsroom. However, these instructions have not so far been documented nor enforced for implementation. This asserts that they are at the coordination level as the empirical findings determined.

4.3 Project Change Management

The second research question asked how we can evaluate the level of convergence in each newspaper in terms of project change management, and what role a job category played in that evaluation. For Gulf News, the perceptions of employees over the three descriptors for this dimension indicate that they are in the full integration level for the first two descriptors, and at the cross media level for the third descriptor. There is a measure of consistency among managers, supervisors and journalists on their agreement that there is discussion with all employees about the convergence strategy, and the change management is considered to be a permanent and evolving process. However, only about half of the participants believe that occasional seminars and workshops are held for employees to support change management.

The assessment of records being available to provide evidence on supporting the convergence level for this dimension indicated that employees from different levels were able to present different records requested for the three descriptors, determining an overall assessment of cross media level for this dimension. This takes us back to the previous discussion of the "Hub Charter" which indicated that the convergence plan is mostly communicated and discussed with those who are in the

supervisory and managerial levels asserting that the Gulf News is in the cross media level, which is the overall assessment of Project Change Management Dimension.

In case of Alittihad, the overall assessment of the perceptions of employees over the three descriptors for this dimension indicates that they are in the cross media level. Employees of this newspaper, especially supervisors and journalists, indicated that not all of them are involved in the discussions about convergence strategy, and disclosed the feeling that there is no long-term planning and that change management occurs "as it happens," although they did concede that occasional workshops are held for the employees.

The evidence of records supporting the convergence level for this dimension was unavailable among journalists and supervisors, which indicates that they are in the coordination level. However, the unavailability of the evidence and records is a consequence of the fact that convergence in the newsroom is not strategically planned and managed as indicated in the previous dimension, which affects the assessment of convergence level for other dimensions. This again asserts the overall assessment of the convergence level of Alittihad as being in the coordination level.

4.4 Newsroom Management

The third research question asked how we can evaluate the level of convergence in each paper in terms of newsroom management, and what role job categories play in the evaluation. For Gulf News, the perceptions of employees across the five descriptors for this dimension indicate that they are at the full integration level on two descriptors, and at the cross media level on three descriptors. In the case of priority of content vs. platform, employees' perceptions indicated that

the strategic distribution of content is primary. However, platforms are also just as important. The managers and supervisors believe that there is a clear policy direction towards "online first," while few journalists presume that publication strategies are determined on a case-by-case basis. At Gulf News, there are news editors for each platform, and Hub editors for coordination. With regard to the editorial meetings, all journalists can attend the daily meetings organized in the Hub, while some platforms and sections organize their own daily meetings. Regarding the coordination between the journalists from different platforms, there is consistency, especially among managers, that such coordination is encouraged and inherited in the system, while some supervisors and journalists believe that coordination is partly encouraged.

The evidence of records supporting the convergence level for this dimension was mostly available from managers and from some supervisors, with the least availability being from the journalists. The evidence indicated the level of convergence as being on the cross media level. During the observation, the researcher witnessed the Hub editors (i.e. the central desk editors) as being responsible for both print and online content and as coordinating between the online editor and other section editors. On the other hand, section editors were mainly responsible for the print edition although they always coordinated with the Hub editor for online and social media content.

The researcher intended to attend and observe the daily editorial meetings, which are held at 10:00 a.m. in the heart of the newsroom – i.e., at "the Hub desk." The meetings are attended by section editors, hub editors, managing editor, and editor-in-chief and are open for any journalist to attend and share ideas. Although a formal agenda is set, the meeting is likely to be an open sphere of discussions

disagreement, the defending of opinions, decision-making, and task assignment. The "Hub Charter" stated a policy for "online first" for the breaking news and daily events. However, the Hub editors in coordination with section editors decide publication strategy on a case-by-case basis. The discussion of newsroom observations on areas related to this dimension support the overall assessment of employees' perceptions and records availability, and asserts that Gulf News operates at the cross media level.

In the case of Alittihad, the perceptions of employees over the five descriptors for the Project Change Management dimension indicate that they are at the coordination level for three descriptors and at the cross media level for the other two. The majority of journalists and supervisors presume that platform is primary over content, while some others are in agreement with the managers that there is strategic distribution of content. All employees in Alittihad agree that there is no "online first" policy for all media content, but they think instead that in some cases such as breaking news, stories are published first online and on social media platforms, and special reports and coverage are usually kept for the print version. Coordination between journalists from different platforms is partly encouraged and particularly so when building teams for special coverage.

The evidence of records supporting the convergence level for this dimension was available across the three job categories for all requested records of the five descriptors reaching the coordination level on the overall assessment of records. During the observation at Alittihad, the researcher concluded the role of the sections heads as being primarily responsible for the print edition, the central desk editors being responsible only for this edition. The online section is in charge of the web

content, and the editors in the "Smart Room" are in charge of broadcasting media content on social media. The researcher attended and observed several editorial meetings and witnessed the participation as being limited to the section editors or the deputy editor. The meeting is led by either the managing director or the editor-in-chief, who reviews the agenda of the meeting, assigns new tasks to the sections, and coordinates between different platforms. The researcher's observation of Alittihad supports the overall assessment of the employees' perceptions and the evidence of records, and asserts that the newspaper is still in the coordination level regarding the Newsroom management dimension.

4.5 Newsroom Content Management

The fourth research question asked how we can evaluate the level of convergence in each newspaper in terms of newsroom content management. And what role job categories play in the evaluation. For Gulf News, the perceptions of employees across the first two descriptors indicate that they are at the full integration level. Employees of Gulf News consistently agree that there is one Content Management System (CMS) used for all platforms. Regarding which aims guide the editorial planning and production processes, majority of employees from different sections hold the opinion that topics and stories take the center stage in the workflow, while platforms are secondary. However, that clearly leaves a minority believing that platforms take the center stage with long practiced workflow traditions.

The evidence of records requested for the second descriptor supports either argument resulting in an assessment of the cross media level of convergence, which is the same assessment as arrived at from the observation of the workflow. This could be interpreted as suggesting that there is no definitive separation between these

two levels of convergence on this descriptor. The third descriptor, which asks if there is a division between news gathering production and distribution, was assessed by the researcher after close observation of the workflow in the newsroom. This asserts that basically there is no division although it may occur occasionally when gathering materials to be produced for all platforms. This process is best described as the Newsroom 2.0 model, which was visualized in Figure 1.3 of the literature review. This resulted in an assessment of cross media level for this third descriptor, and supports the assessment of the records over the previous descriptor. Therefore, the overall assessment of a convergence level on newsroom content management dimension for the Gulf News is that it is at the cross media level.

In case of Alittihad, the perceptions of employees for the newsroom content management dimension indicates that they are at the full integration level for the first descriptor and at the cross media level for the second one, while the observation assessed the third descriptor as being at the cross media level. Employees in Alittihad are of the opinion that there is one CMS used by all journalists. However, journalists in the multimedia section affirmed that they have another internal CMS that is used beside the one that is used by everyone else. With regard to the second descriptor, which is concerned with the question as to either platforms or topic/stories taking center stage in the editorial planning and processing, a majority thinks that platform takes center stage with strategic case-by-case distribution which is sometimes enforced. However, some journalists and section editors believe that platforms dictate the workflow as an inherited tradition. Regarding the availability of records, the evidence of the three records requested indicates that platforms take center stage in editorial planning which resulted in an assessment of cross media level of

convergence. This process is best described as the Newsroom 2.0 model and to some extent the Newsroom 1.0 model, which were visualized in Figures 1.2 and 1.3 respectively of the literature review. Newsroom observation regarding the third descriptor indicated that there is basically no division between newsgathering, production and distribution although it may occur occasionally when gathering materials to be produced for all platforms. Therefore, the overall assessment of convergence over the newsroom content management dimension for Alittihad is that it is at the cross media level.

4.6 Newsroom operations workflow

The fifth research question asked how we can evaluate the level of convergence in each paper in terms of newsroom operations workflow. And what role job categories play in the evaluation. For Gulf News, the perceptions of employees toward the first descriptor indicates that some journalists and supervisors believe there are two different desks for print and online that work together with permanent coordination between them, while a few others agree with the majority of the managers that the news flow is organized around the central desk resulting in an assessment of cross media level which is supported by the same assessment from the evidence of records. From the observation, we noticed that the Hub editor always coordinates with the online section regarding contents to be broadcast. Therefore, although the news flow is organized from the central desk, the desk editor permanently coordinates with the online editor, which affirms that the newsroom is operating in the cross media level regarding this descriptor. The second descriptor asks about the character of speed and routines. Here journalists and supervisors expressed a belief in the importance of the timeliness of news for the online edition

as compared with the routine of daily deadlines for the print. For their part the belief expressed by managers was that websites and social media are drivers and that daily routines are taking a back seat, this resulting in an assessment of the cross media level. The assessment of evidence of records supports the perceptions of employees while the overall assessment for the Gulf News on newsroom operations workflow is that it is at the cross media level.

In the case of Alittihad, the perceptions of employees over the first descriptor indicate that the majority of employees from different levels believe that there are two different desks for print and online that work together with permanent coordination between them, while a few others assert that they are still in the stage in which several editors in the newsroom have responsibilities for their separated platforms. This has resulted in an assessment of cross media level, which was not, however, supported by the evidence of the requested records, this then leading to an assessment of the newspaper being at the coordination level. The observation of the newsroom in Alittihad indicated that platforms are usually operated independently but there is coordination between the central desk editors who are responsible for the print edition and editors of the website and social media. This supports the final assessment of the first descriptor that the newspaper is operating at the cross media level. Regarding the second descriptor, which asks about the character of speed and routines, employees from different levels are largely agreed on timeliness of the news as being of critical importance for the online edition whilst daily deadline routines are more significant for the print edition. However, some other journalists and supervisors think that speed of the newsroom is strictly split, resulting in an assessment of the cross media level. The evidences of records which were available

among employees from different levels indicated that the newsroom operated at the cross media level. The researcher's observation of the workflow operations indicated frequent coordination between the section editors, central desk editors, online and social media editors and the managing editor that plays such a coordination role, which supports the assessment of perceptions and records. Therefore, the overall assessment for Alittihad on newsroom operations workflow is at the cross media level.

4.7 Newsroom Journalistic Practices

The sixth research question asked how we can evaluate the level of convergence in each paper in terms of journalistic practices, and asked what role job category plays in the evaluation. For Gulf News, the perceptions of employees from different levels over six descriptors of this dimension (i.e. F1 to F6 as shown in table 3.15 in the previous chapter) indicated that they are operating in the cross media level more than at full integration. They believe that, to a certain extent, technological equipment is a precondition in newsgathering, production and distribution. Usually reporters have access to equipment, systems and software for newsgathering, production, and distribution, but multimedia editors and platform coordinators are the ones who typically use these programs and software. In addition, working for several platforms is a precondition to a certain extent, especially for platform coordinators who gather news and decide about news distribution. The evidence of records for these six descriptors indicated that records were mostly unavailable for the first three descriptors concerning the technological equipment resulting in an assessment of their being at the coordination level. There was some availability among the three job categories, especially from among the managers, on

the descriptors concerning the working for several platforms, this resulting in an assessment that they were operating at the cross media level. In his observation of the newsroom the researcher noticed that although the "Hub Charter" encourages journalists to use equipment and work for multiple platforms, it is not enforced clearly either in the workflow system or in those job descriptions that were reviewed. During the observation, the researcher was able to identify that multimedia editors are the ones who typically use the technology and work for several platforms in news production and distribution. For the last descriptor regarding the online video which is assessed by the observation, the researcher noticed that almost all online videos are produced in-house and the multimedia editors are the ones who are responsible for producing the videos, resulting in an assessment of full integration for this descriptor. Therefore, the observation of this dimension supports the overall assessment on journalistic practices for Gulf News, which is that it is at the cross media level.

In case of Alittihad, the perceptions of employees from different levels over the six descriptors of this dimension indicated that they are operating at the cross media level for the descriptor concerning the use of technological equipment being a precondition for all journalists in newsgathering, and working for several platforms being a precondition for all journalists in newsgathering, while the other descriptors were assessed as being at the coordination level. The evidence of records for these six descriptors indicated that records were mostly unavailable, resulting in an assessment of the coordination level. During the interviews with the employees in Alittihad, some journalists said that they are often encouraged by managers to report for several platforms, but that it is not a mandatory job requirement, nor enforced as a system of working in the newsroom. Technological equipment is mostly available

for journalists but rarely used by them other than by those who work in the online and multimedia sections. Some journalists affirmed that they use their own mobile phones to shoot still images or record videos to be used with their stories for different platforms. For the last descriptor regarding the online video, which is assessed just by observation, the researcher identified that almost all online videos are produced in-house and that the multimedia editors are the ones who are responsible for it, resulting in an assessment of full integration for this descriptor. Therefore, the observation for this dimension supports the overall assessment on journalistic practices for the Alittihad newspaper, which is that it is at the coordination level.

4.8 Newsroom journalists' skills and training

The seventh research question asked how we can evaluate the level of convergence in each paper in terms of journalists' skills and training. And it again asked what role job category plays in the evaluation. For Gulf News, the perceptions of employees from different job categories for the six descriptors of this dimension indicated that they are at the full integration level for the first and last descriptors, and at the cross media level for the other four descriptors. The majority of employees from different levels responding to the first three descriptors, which concerned the multi-skilling of journalists, indicated that multi-skilling is a precondition for all journalists in newsgathering, but either that it is not a precondition, or is only so to certain extent, in news production and broadcasting. Journalists at Gulf News are in agreement that about half of them are multiskilled. When participants were asked about the kind of training that is offered, journalists and supervisors said that training focuses on platforms and traditional reporting skills. However, managers and some supervisors asserted that some workshops were offered that focused on social media

and on new tools such as digital storytelling. For the last descriptor, managers and supervisors affirm that multi-skill roles give reporters more control over the final product and boost their creativity in storytelling, but may overload them with technical procedures and increase time pressures, while a majority among journalists expressed the opinion that multi-skill capabilities are required for some coordinating staff depending on personal interests or background, whilst admitting that some are more proficient than others. The evidence of records supporting the convergence level for this dimension were available mostly with managers, some supervisors, and least available with the journalists. This indicated an assessment of convergence level on the cross media level for the first three levels, and a coordination level for the other three descriptors. Combined together this leads to a judgment of the coordination level on the overall assessment of records.

During the time spent in the newsroom, journalists indicated that multi-skilling is encouraged in the newspaper, and admitted that some types of reporting cannot be accomplished if they don't have multi-skilling capabilities. The online and multimedia editors affirmed that multi-skilling is important for producing and broadcasting digital content. The researcher observed multi-skilling playing a role in the production process of the digital content like the editing of images, texts, and the embedding of videos with the story, all of which uses different applications that require technical skills and writing skills. The observation supports the overall assessment of the dimensions of journalists' skills and training which are at the cross media level.

Moving to the situation at Alittihad, the perceptions of employees from different job categories for the six descriptors of this dimension indicated that they

are operating at the cross media level on four descriptors and at the coordination level on the fourth and fifth descriptors. Employees in Alittihad from different job categories presume that multi-skilling is a precondition in newsgathering to a certain extent and it is encouraged as an option but not an obligation. For the news production and distribution, employees think that multi-skilling is not a precondition for all journalists; just for those who are involved in coordination between platforms. They also think that around 20% of journalists are multiskilled and work for more than one platform. With regard to the training, journalists from different levels asserted that the training offered for them focuses on platforms such as technical writing. Regarding the evidence of records supporting the convergence level for the seven descriptors of this dimension, records were mostly unavailable among supervisors and journalists, being only available from managers, this leading to an assessment of the coordination level on the overall assessment of records. The newsroom observation indicated that multi-skilling is practiced mostly by those who are producing content for the online and multimedia while few of journalists and editors in other sections practice multi-skilling. During the interview employees affirmed that there is no policy for enforcing multi-skilling or working for multiple platforms and this is dependent on the reporters' willingness to do so. Therefore, the observation supports the final assessment of the convergence level for the dimension of journalists' skills and training as being at the coordination level.

4.9 Work Organization

The eighth research question asked how we can evaluate the level of convergence in each paper in terms of work organization and what role the job category plays in the evaluation. For Gulf News, the first two descriptors asked about

where the newsroom is located, and whether there is one or whether there are multiple newsrooms. These questions were answered by the researcher based on his personal observation, and assessed as being at the full integration level. There is one newsroom that produces media content for the multiple platforms (i.e. print, website, and social media) which all are located in the same building and in the same editorial hall. For the other three descriptors, perceptions of employees from different job categories on the third and fourth descriptors were assessed as being at the cross media level, and the last one at the full integration level. Journalists agreed that as a result of convergence there might be an increase in the number of staff with high profile multimedia experience. They also agree that multiskilled journalists might have a chance for career advancement but not be compensated financially for their multi-skilling. Regarding the evidence of records on the convergence level for this dimension, the records were merely available from the managers and mostly unavailable from supervisors and journalists, thus resulting to an assessment of convergence level on coordination level. Therefore, from the overall assessment of perceptions, records and observations, the final assessment of the convergence level with regard to the work organization dimension for Gulf News is that it is at the cross media level.

For Alittihad, the first two descriptors concerning the newsroom location which were examined through the observation of the researcher were assessed at the full integration level. There is one newsroom that produces media content for the multiple platforms (i.e. print, website, and social media) which all are located in the same building and in the same editorial hall. For the other descriptors, the perceptions of employees from different job categories on the third descriptor were

assessed as being at the cross media level. For the fourth and fifth descriptors, the perceptions of the majority of supervisors and journalists indicated that they are at the coordination level while managers asserted they are between the cross media and full integrating levels. A majority of journalists and supervisors indicated that they haven't received training in multi-skilling, despite the existence of some occasional training that is supported for multi-skilling, while for their part managers believe that there has been training in multi-skilling for some employees. A majority of journalists and supervisors indicated that there is no compensation for multi-skilling journalists since it is not a job requirement while managers indicated that multi-skilling journalists have a higher chance of career advancement. Regarding the evidence of records on the convergence level for this dimension, the records were mostly unavailable with the three job categories resulting to an assessment of convergence level on coordination level. Therefore, from the overall assessment of perceptions, records and observations, the final assessment of convergence level on the work organization dimension for the Gulf News is that it is in the coordination level.

4.10 Newsroom organization

The ninth research question asked how we can evaluate the level of convergence in each paper in terms of newsroom organization and what role job category plays in the evaluation. For Gulf News, the perceptions of employees over the six descriptors were assessed as being at the full integration level with the exception of the last one, which was the cross media level. Journalists from different levels perceive their reactions toward the implementation of newsroom convergence either as being hesitant toward accepting the changes or as seeing those changes as

ideal. For some, the idea of the implementation of a single newsroom may result in a loss of quality of work, and a loss, too, of individual hierarchal positions, while others said that in general the journalists' reactions toward the introduction of a single newsroom is ideal and they are well prepared for such a change process. A majority of journalists also observed that new roles have been created, especially with regard to communication contact points such as the Hub editors. Regarding the newsroom culture, journalists and supervisors think that there are separate cultures, but there is some slow exchange for coordination, while managers, along with other journalists, said that the movement toward the integration of all platforms brings a common culture of a converged media. Regarding the organizational structure of the newsroom, managers and supervisors indicated that the sections and section heads are responsible for all platforms and the central desk (i.e. the Hub) is responsible for breaking news and news prioritizing. Journalists and some supervisors indicated that their newsroom is platform-oriented, but with a central desk or multimedia coordinator in charge of initiating and coordinating stories across platforms. For the last descriptor concerning transparency in the newsroom journalists and supervisors indicated that within the platform departments there is normally an open planning process. The open space and open conferences are options, while managers said that they have the philosophy of an open space, open conferences and open stories, where every journalist should have access to other materials. The evidence of records for this dimension was requested for just two descriptors. For the second descriptor, records were mostly unavailable, and for the fourth descriptor some records were available across the three job categories resulting in an overall assessment for records as being at the cross media level.

The researcher's observation of the newsroom concerning areas related to this dimension (newsroom organization) revealed the following: the newsroom of Gulf News is a large open space of an editorial hall that occupies an entire floor of a building. It hosts the editorial teams from different sections, levels, and platforms, as well as non-editorial teams, such as page and web designers, videographers, photo editors, and the technical support team. The newsroom is structured according to the Newsplex model discussed in Chapter 1 (Quinn, 2002, 2005), in which desks were positioned in a circular format to encourage discussion and the sharing of ideas. The editorial sections (i.e. Nation, Business, Sports, Middle East and International, Opinion, Web, Tabloid/lifestyle, and Readers Desk) are situated around the central desk or the Hub. The central desk, which is called "The Hub" in the Gulf News, is operated by a team of hub editors who are in charge of the breaking news, and who coordinate news content between the print and online platforms. The section editor, who is in charge of the content of his section for both print and online, is also a member of the editorial team of the Hub. The hub desk is in the center of the editorial hall in which several desks are set in a circular shape. Each hub editor is facing a different direction of the newsroom with their backs to one another. A circular meeting table is situated in the center of the Hub where the editorial teams conduct their meetings.

As part of the observation, the researcher wanted to understand the journalistic culture in the newsroom to see if there is one culture of convergence or separate cultures. The observation revealed that there is a common, harmonious culture among those who are involved in news production and distribution and who meet regularly – people such as the Hub editors, section editors and the managing

director who coordinates between all the sections. On the other hand, there is less of a common culture and fewer interactions among the journalists from different sections e.g. a reporter in the sports section versus a reporter in the economics section. Reporters from different sections are usually work on their own tasks and have less interference from and therefore interactions with other reporters in other sections. Journalists within a section have their own culture. This justifies the difference in perceptions of employees about the journalistic culture in the newsroom. Therefore, this discussion of newsroom observations on areas related to this dimension supports the overall assessment of employees' perceptions and records availability, and confirms the final assessment that Gulf News operates at a cross media level.

For Alittihad, the assessments of the perceptions of journalists from different levels indicated that the newspaper is operating at the cross media level in three descriptors – these being the first, the second and the last one – while operating at the coordination level with regard to the third and the fourth descriptors. The reactions and perceptions of journalists from different levels at the newspaper toward the implementation of newsroom convergence indicate a hesitance among many of them. They think that the idea of implementation of a single newsroom may result in a loss in the quality of work, and a loss of individual hierarchal positions. On the other hand some, especially managers, indicated reactions of the situation as being ideal and showing they are well prepared for the change process. Regarding the new roles created as a result of convergence, the majority of journalists asserted that this has occurred in their newsroom, particularly regarding multimedia editors and social media editor. Regarding the newsroom culture, journalists and supervisors presume

that there are separate cultures and that journalistic cultures are kept apart in order to keep expertise in each field without mixing up methods and practices. Managers on the other hand believe that the movement toward integration of all platforms brings a common culture of a converged media. Regarding the organizational structure of the newsroom, a majority of journalists and supervisors indicated that their newsroom is platform-oriented in which sections are doubled, while managers indicated that there are multimedia coordinators who are in charge of initiating and coordinating stories with different platforms. For the last descriptor concerning the transparency in the newsroom, managers and supervisors indicated that there is an open planning process normally within the platform departments, and that the open space and open conferences are options. However, journalists and some supervisors believe that there is basically no philosophy of open space. With regard to the evidence of records for the convergence levels for the two descriptors of this dimension, those records were mostly unavailable, resulting in an overall assessment for records as being in the coordination level.

The researcher's observation of the Alittihad newsroom concerning areas related to this dimension discovered the following: the newsroom of the newspaper is a large open space of an editorial hall that occupies an entire floor of a building. It hosts editorial teams from different sections, levels, and platforms, as well as non-editorial teams such as page and web designers, videographers, photo editors, and a technical support team. The newsroom is not structured based on independent working stations for each section. When entering the editorial hall, a walkway separates the newsroom into sections on the right and on the left. Each editorial section such as "Local, Business, Sports, Culture, Opinion, Website, "Dunya," Arts

and Lifestyle, Multimedia, and the central desk are located in designated areas in the newsroom. The Smart Room, which was described earlier, is located in a corner of the editorial hall. A circular meeting table is positioned in the middle of the walkway and is used to conduct evening editorial meetings to decide on the front page of the newspaper. With regard to observation of the convergence culture in the newsroom, and after attending several meetings, monitoring interactions between journalists, the researcher found that there is a shared culture among section heads, who meet every day to discuss the coverage. On the other hand, and as with the situation at Gulf News, there is less of a common culture and there are fewer interactions among the journalists from different sections e.g. a reporter in the sports section versus a reporter in the economics section. Journalists from different sections are usually focused on their own tasks and have less interference from and interactions with other reporters in other sections, so they have their own culture within their section. This explains the difference in perceptions of employees about the journalistic culture in the newsroom. Therefore, observations made of the newsroom on areas related to this dimension support the overall assessment of employees' perceptions and records availability, and confirm the final assessment that Alittihad is at the coordination level.

4.11 Audience participation

The tenth and final research question asked how we can evaluate the level of convergence in each paper in terms of audience participation and, once again, what role job category plays in the evaluation. For Gulf News, the perceptions of employees across the three descriptors were assessed as being at the cross media level. Regarding the policy for using social media, a majority of journalists and

supervisors submitted that social media platforms are mainly organized by one or several editors, and other journalists are encouraged to use social media, subject to individual decisions, while managers presumed that almost every journalist uses social media in a professional context. Regarding the ways in which journalists use social media to spread content, a majority of journalists from different levels affirmed that there are specialized social media editors who spread the content.

With regard to the last descriptor concerning how the users' comments and contributions are being handled, journalists from different levels affirmed that the comments and contributions are handled in the online department in collaboration with a special desk. On the evidences of records for the convergence levels for the three descriptors of this dimension; the records were available especially among all managers, majority of supervisors and, to a limited extent, available among journalists, resulting in an overall assessment for records in the cross media level.

During the time spent in the newspaper, the researcher observed how readers' comments and contributions in relation to social media are handled in the newsroom. At Gulf News, there is a special desk formed of several editors who are responsible for handling users' comments. They usually direct these comments to the special section in the newspaper to provide answers. The newspaper has a policy of using the texts, photos, and videos contributed by readers mentioned extensively in the "Terms and Conditions" section in their official website (www.Gulfnews.com). The official Twitter and Facebook accounts are held by a social media editor who broadcasts stories and breaking news into these accounts. There is no policy that obligates journalists to use social media in their daily work, but according to the managers, journalists are regularly encouraged to do so. Therefore, newsroom observations on

areas related to this dimension supports the overall assessment of employees' perceptions and records availability, and confirms the final assessment of Gulf News as being in the cross media level.

For Alittihad, the assessments of the perceptions of journalists from different level indicated that the newspaper is operating at the cross media level across three descriptors. A majority of journalists and supervisors express the opinion that social media platforms are mainly organized by an editor of the "Smart-Room," and other journalists are encouraged to use social media, subject to individual decisions, while journalists mostly asserted that social media is part of the online department, print journalists do use social media on an individual basis. Regarding the ways in which journalists use social media to spread content, a majority of journalists from different levels affirmed that there are specialized social media editors who spread the content. With regard to the last descriptor concerning how the users' comments and contributions are being handled, a majority of journalists and some supervisors indicated that the online department is responsible for handling comments and contributions, while managers and some other supervisors affirmed that the comments and contributions are being handled in the online department in collaboration with a special desk. On the evidence of records for the convergence levels of the three descriptors on this dimension, the records were somehow available among the three job categories for the first descriptor, while no records were available on the other two descriptors, resulting in an overall assessment for records in the coordination level.

As to the observation in Alittihad on areas related to how readers' comments and contributions and social media are handled, the researcher concluded that the

online editors are responsible for handling the comments and contributions of the readers, while the "Smart-Room" editor is the one who is responsible for handling social media accounts. There is no clear policy as to how the comments and contributions are handled but decisions are determined on a case-by-case basis in cooperation with the managing director. Therefore, this discussion of newsroom observations on areas related to this dimension supports the overall assessment of employees' perceptions and records availability, and asserts the final assessment that Alittihad newspaper is operating at the coordination level.

4.12 Overall convergence levels

The previous discussion intended to evaluate convergence levels of the newspapers under the study according to different dimensions. The following discussion is concerned with the assessment of convergence levels on the general score reached for participants' perceptions, the general score reached on available records, and then the overall assessment which provides a final evaluation of the convergence levels for each newspaper. The discussion will provide a comparative analysis between the two newspapers in relation to the theoretical framework of the study.

4.12.1 Newsroom convergence in the Gulf News

For Gulf News, the perceptions of employees as shown in Figure 4.1 indicates that employees in the newspaper believe their newspaper has accomplished beyond the coordination level, and that they are operating in between the cross media level and the level of full integration (i.e. 45% presence in the cross media and 46% presence in the full integration). However, the evidence of records couldn't fully

support their assumptions. Some requested records were entirely unavailable, and some other records were rarely available among the lower levels of employees at the newspaper. This resulted in an assessment of Gulf News in terms of records availability as showing the newspaper still operating in the coordination level by 24%, strongly present in the cross media level by 64% and achieving in the full integration level by only 14%. The final assessment of the convergence levels for Gulf News is determined from the assessment of the perceptions and the assessment of records availability, and taking into consideration that the score of the record dominates over the score of perceptions, as justified previously in the methodology chapter. Therefore, the overall assessment of the convergence levels of Gulf News, as shown in the third bar of Figure 4.1, indicates that the newspaper is significantly in the cross media level by 70%, while it is still operating in the coordination level by 16%, and achieved the full integration level in 14% of its newsroom convergence process.

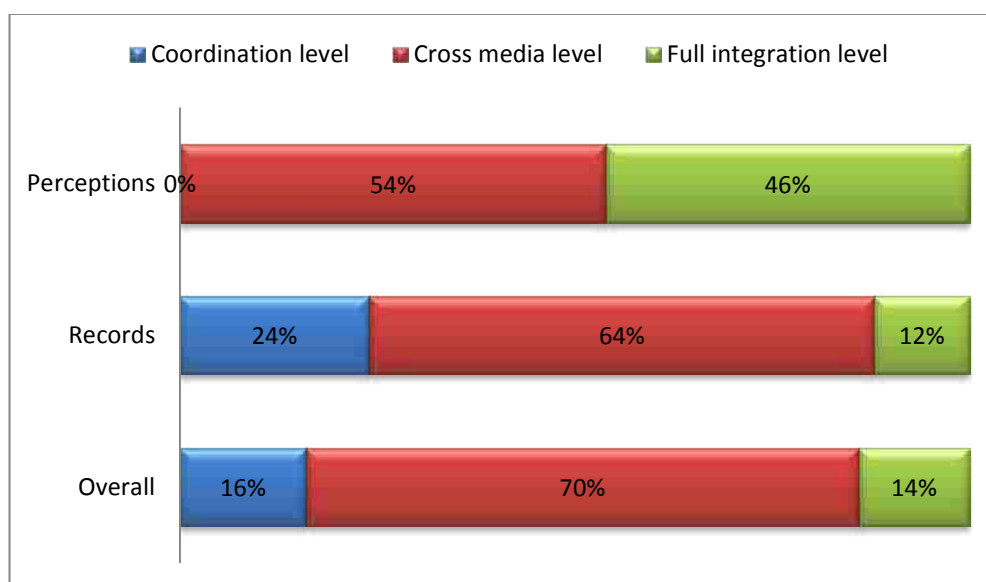


Figure 4.1: Overall assessments of convergence levels for the Gulf News

Newsroom convergence for Gulf News started early in 2009 when the company established a newsroom development project and initiated the "Hub Charter" to take the newspaper from a print-oriented newspaper to a newspaper that provides media content via multiple platforms. This project considered the changing news industry market, tried to attain the new business models led by digital technologies and social media, and is committed to reach audiences across different media platforms. This indicates that the newspaper is aware and responsive to the changing media landscape globally and locally, and aware of the fact that traditional media have to adopt the new trends of media in order to sustain their business, which was highlighted in the literature reviewed in the study (Anderson et al., 2014; Batsell, 2015; Gordon, 2003; Manafy, 2010; Meikle & Young, 2012; Neuberger et al., 2007; Pavlik, 2013; Weber & Monge, 2011). The Hub Charter is a strategic long term change project initiated by the company to foster change in the newspaper. Newsroom convergence in Gulf News has interestingly fulfilled the procedures and six steps proposed by Omalaja and Eruola (2011) in the theory of strategic management discussed previously and they are: setting company's mission and goal; identifying the market scope; identifying the advantages by finding how the business can perform better than the competitors in those markets; allocating resources by finding the required resources, identifying the environment by finding what external environmental factors affect the business's ability to compete; and finding the values and expectations of stakeholders.

However, the convergence strategy at Gulf News is mainly involved and communicated with those who are in the upper levels of the company. Not all the employees were involved in it and some didn't even know about it. The lower levels need to be refreshed with the change process and be more involved. The case of the organizational change at Gulf News could make a good example of a "Force Field Analysis" model proposed by Lewin (1952) who identified – as discussed in the theories section – the three stages of change. Here at Gulf News, the management needs to assert the "refreezing" stage after conducting the change. In this stage employees might show resistance. This requires more training sessions on change, and skill development. This refreezing is essential because without it the old ways of doing things in the newsroom might reassert themselves (Singh, 2010).

4.12.2 Newsroom convergence in Alittihad

For Alittihad, the employees' perceptions as shown in the first bar of Figure 4.2 indicate that employees believe that the newspaper is operating dominantly at the cross media level. However, the evidence of records requested couldn't support their perceptions. Most of the requested records were entirely unavailable, and some other records were rarely available and then only among the higher levels in the newspaper. This resulted in an assessment of the convergence level of Alittihad in terms of records availability as being in the coordination level by 80%, the cross media level by 10%, and the full integration level by 10%, as seen as Figure 4.2. The final assessment of the convergence levels for Alittihad is determined from the assessment of the perceptions and the assessment of records, as shown in the third bar of Figure 3, which indicates that Alittihad is operating in the coordination level by 77%, the cross media level by 14% and full integration level by only 9%.

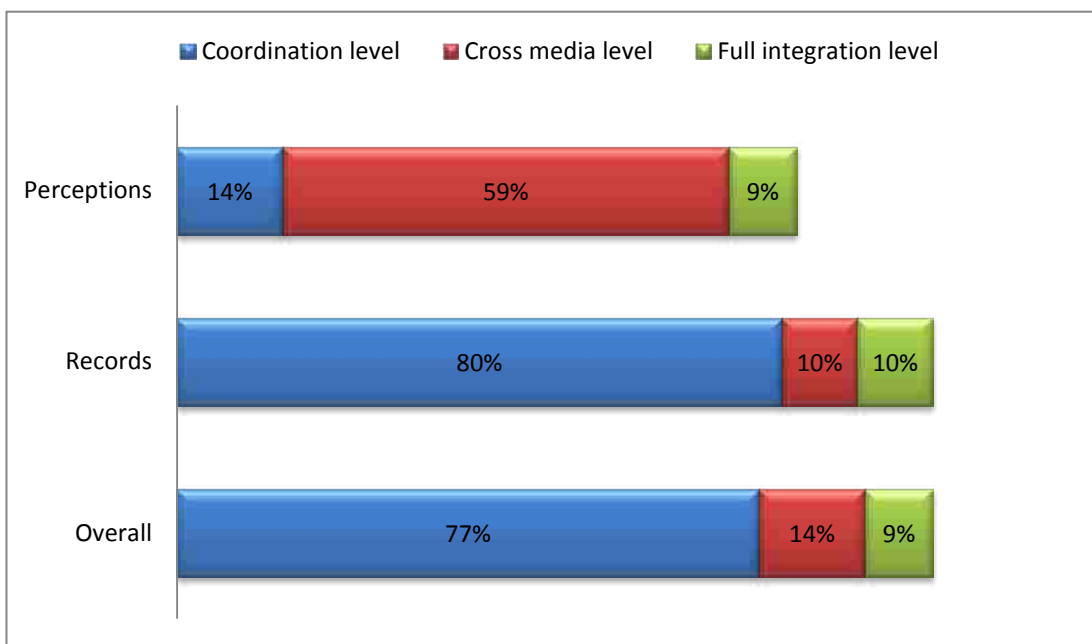


Figure 4.2: Overall assessments of convergence levels for Alittihad newspaper

This assessment might be seen as underestimating the evolving projects of the newspaper that have been mentioned earlier – projects such as the "Smart Room," high-tech newsroom with a paperless workflow, and a website embedded with multimedia features. However, newsroom convergence is eventually a matter of strategic change management that should involve the entire organization, and this is what the researcher was not able to identify in the records requested during interviews with the employees in the newspaper and through the observation. The lack of a strategic change management process, which is emphasized as the first dimension of the newsroom convergence resulted in the reduction of the assessment ratings of the newsroom convergence on other descriptors and dimensions. Another important indication of the situation at the newspaper being heavily in the level of coordination of separated platforms, is that the central desk is dedicated entirely for the print, and the editors in the central desk do not interfere with the breaking news

that is broadcast online, or other online stories which are the responsibilities of the editors in the online section and the Smart Room.

Alittihad newspaper, as indicated earlier in this chapter, is pioneering in adapting new technologies and initiatives such as social media for distributing content, smart watches and instant messaging applications for breaking news, QR for text to speech news items... etc.; not just because these are appealing new inventions, but because they should be adapted for the reason that they are socially institutionalized, as Stöber (2004) affirms in this theory of media evolution. Interestingly, social media networks which are fully institutionalized both regionally and globally are only regarded in Alittihad newspaper as platforms for distributing news content and as a source of news, but without investing in their capabilities for interactivity and audience engagement in the creation of news media content. Therefore, in Alittihad, some technological initiatives that are socially institutionalized are not fully and professionally adapted (e.g. social media networks); while other inventions are adapted while they are still not socially institutionalized (e.g. smart watches for delivering breaking news, and the smart room as information bank for the journalist).

Chapter 5: Conclusion

This chapter provides an overall summary and reports the major findings of the research. It outlines research implications for knowledge improvement and professional media development, and it also discusses the limitations of the study and provides suggestions for future research.

At the beginning, the study has noted the significant changes which have arrived and are affecting the media environment. The study also noted that newsrooms are especially centers of the new changes brought about by the developments in technology. Such transformations brought about by innovations in the Information and Communication Technologies (ICTs) have led to convergence in the newsrooms that may see as inevitable. To study newsroom convergence in the UAE, which is a leading country in the Gulf region in terms of the diffusion of ICTs, the study selected two newspapers that are widely circulated and the most prominent among Arabic and English language speakers in the country. The researcher argues that since these are leading newspapers, whatever findings he arrives at will give enough background to make fair generalizations about developments in the UAE media practice and environment.

In summary, the findings that this study has carried out for each newspaper can be listed as the following:

The study found that the Gulf News was pioneering in bringing convergence between their print and online editions. Convergence which took place in the newspaper under the newsroom development project named "Hub Charter" took the newspaper from a print-oriented outlet to a newspaper that provides media content

via multiple outlets. This project considered the changing news industry market, tried to attain the new business models led by digital technologies and social media, and is committed to reaching audiences across different media platforms. This indicates that the newspaper is aware and responsive to the changing media landscape globally and locally, and aware of the fact that traditional media have to adopt to the new trends of media in order sustain to their business.

However, the Gulf News as the results indicated is still operating primarily in the cross media level, implying that it should work hard to achieve the full integration level. The newspaper needs to revisit and improve its “Hub Charter” to catch-up with the new trends in news reporting and distribution brought by the ICTs. A revisited change project should involve employees from different levels in the company, not only the upper levels as it is the case right now. A constructive training sessions and workshops in latest trends of new reporting and multiskilling and news distribution should be planned for the journalists to empower them with the tools for a new era of media experience and practice.

For Alittihad, the newspaper, as mentioned, took vast development steps in technology acquisition in the recent years. The newspaper introduced high-tech and paperless newsroom which is facilitated with a smart-room and brought state-of-art technologies. However, as the results of this study found, the newspaper is still heavily print oriented, the division still exists between print and online departments, the central desk is only responsible for the print, and no clear online-first policy, all in which resulted that the newspaper is assessed primarily in the coordination level.

The results of this study indicated that newsroom convergence in Alittihad is eventually not planned strategically and not documented as a guide and reference for the managers and journalists to uphold to.

The major findings emerging from this study can be outlined as follows.

The private newspapers in the UAE and the English language ones particularly are more likely to be willing to introduce convergence in their newsrooms based on strategic change management plans. The private ones acknowledge the economic threat of relying on subscriptions and commercial advertising for profit-making, anticipating that converging between the traditional and new media technologies is the best decision and innovation to be taken for a sustainable business. On the other hand, the government newspapers are apt to introduce convergence in their newsrooms, not particularly because of economic reasons since they are not business-oriented entities, but they are more likely to introduce convergence in order to create an online presence and maintain influence as a reliable and important source of information. That could be an interpretation of why convergence is strategically planned and systematic in the private newspaper while in the government newspapers it is seen more as "haphazard" and not strategically planned.

The study found an overwhelming lack of documentation and record sharing and archiving with the employees as a noticeable issue in government newspapers. This is compared to a private newspaper, which is performing better in this regard. The lack of documentations means that there are no strategic plans to begin with, or there is an absence of proper communication channels between the management and

the employees both of which are not a good sign for a newspaper that intends to effect successful change management.

The study indicates that the assessment approach that the researcher has developed to determine convergence levels in the newsroom proved its validity when it showed that the newspaper cannot precisely perform entirely within a certain level of newsroom convergence. This indication supports the study conducted by García-Avilés et al. (2014), in which they asserted that "none of these models (i.e. coordination of separated platforms, cross media, and full integration newsrooms) exists in a pure form" (p. 581).

Another fact that was noticed is the absence of organized training in change management and in the empowering of employees with the skills and tools needed for a convergent newsroom. This matter was raised with the editors-in-chief of both newspapers during the interviews. The Editor-in-Chief of the Gulf News disclosed during the interview that there is a budget for training but due to financial shortages in previous years there is a lack of a training program for employees in the newspaper. For his part, the Editor-in-Chief of Alittihad affirmed that some internal workshops were conducted for the journalists when introducing new programs and software in the newsroom. However, although a list of courses that have been demanded in multi-skilling and other news reporting skills have been submitted to the training department at the company at the time of the study it was still waiting for approval.

5.1 Relevance of Research

The outcomes of this study benefit both academic research and professional media development. From the academic perspective, despite the fact that newsroom convergence has been an area of research for more than a decade, especially in Europe and North America, it is still a new phenomenon that is worth studying in the Gulf region. Newsroom ethnography has also been a method employed by many researchers studying newsrooms around the world, but the researcher could not identify any related study in the UAE. Therefore, the originality of this study is not only that it has studied a research phenomenon (i.e. newsroom convergence) in a new sociocultural context (i.e. the UAE), it has also developed an approach for the assessment of newsroom convergence levels which is valid and accurate and could be applicable anywhere in the world. The development of this assessment approach happened through a triangulation ethnography method involving different research methodologies and data collection tools. This triangulation included quantitative techniques, as in the development of the pre-structured interviewing questionnaire (Appendix I); the development of the list of records as tangible examples of evidence to be analyzed (Appendix III); and the consolidated e-survey questionnaire that contains the three elements in one: questionnaire, evidence/records availability, and some descriptors that are captured through the researcher's personal observations as in (Appendix IV).

Triangulation in this study involved further qualitative techniques by employing the researcher's own observation of the newsroom as additional support for the empirical findings. Even though we believe that the employment of these multiple research tools enhanced the accuracy and validity of the results, we do not

claim that our approach in assessing newsroom convergence levels is totally accurate and free of deficiencies. We intended to employ what is believed to be the best method in studying newsroom convergence, as Hammersley and Atkinson (2007) affirmed "what is involved in triangulation is not the combination of different kinds of data per se, but rather an attempt to relate different sorts of data in such a way as to counteract various possible threats to the validity of our analysis" (p. 184). We presume that the validity was attained when our convergence levels assessment methods were able to relate different sorts of data for the validity of the analysis.

From the professional media development perspective, this research can provide a guide for media owners and managers who intend to plan for newsroom convergence projects, or to assess their current change projects. The assessment approach developed from the ten dimensions of newsroom convergence and the 44 descriptors proposed by García-Avilés et al. (2014); García Avilés et al. (2009) provides a reliable method for monitoring and evaluating the change project in a newsroom of a media organization.

This research can provide professional recommendations such as the following:

- a) Newsroom convergence is a strategic media management project. It is not possible for the newspapers to move from a state of being a print-oriented paper with an online duplicate, to a fully integrated multiple media platform unless a newsroom convergence project is constructed based on a thorough media management strategy. Such a project should be the definite desire of the owners

and leaders in the newspaper who ought to have a clear vision and set goals for the change project.

- b) A newsroom convergence project must consider the current media landscape in the country in which it is operating, together with an analysis of future trends, taking into account the socio-political, cultural, technological and financial influences that shape media in the society. For a successful newsroom convergence project, the owners and managers of newspapers must be fully aware of the current media landscape and its peculiarities, as highlighted.
- c) A successful newsroom convergence project is a matter of investing in the manpower and human assets in the news organization; a process in which the involvement of employees in the decision-making for the change project is essential. Management should not decrease or abandon training as a first measure in reducing costs during a time of budget downturns or organizational restructuring as is the situation anecdotally reported of most managements. A minimum training requirement may include but not be limited to areas such as multi-skilling, audience augmentation, writing for multiple platforms, digital storytelling, and social media.
- d) During the change process, leaders aim to reach certain levels of achievement and to take the organization from one stage to another, and this might require a long period of time until the whole system adapts to the change. This could be related to the 'Force Field Analysis model,' of Lewin (1952), which was discussed in the theoretical framework section of chapter 1. As Keith (February 2011) asserted, it might take a long time for new routines to solidify when media are going through an era of transition. Therefore, changing the culture in the newsroom is not a task that is simply imposed by managerial decree; it requires steps, tactics, and the

continuous practice of the desired culture over and over until it is absorbed and becomes both a habit and a normal routine.

- e) Social media are playing incredible roles in shaping public opinion in our societies. Newspapers should be proactive in utilizing the social media to spread their content, engage audiences in discussions and stories, and crowd-source from the audience, rather than simply using these networks in a passive way as mere publishing platforms.
- f) Adapting state of the art technologies is essential for newsrooms. However, it is more important to adapt new technologies that have been socially institutionalized as Stöber (2004) suggests, and not be driven by any motive of simply being the first to adapt the technology.
- g) Newspaper managers and leaders should study successful newsroom convergence projects in the world and attempt to create their own benchmark goals. Newspaper managers should be actively present in associations that are focused on newspaper development, such as The World Association of Newspapers and News Publishers, known as (WAN-IFRA), in order to share experiences and knowledge on the best practices on the development of newspapers.

5.2 Research Limitations

The ten dimensions and the 44 descriptors of newsroom convergence proposed by García-Avilés et al. (2014); García Avilés et al. (2009), attempted to cover all aspects needed for a newspaper to determine its targeted level of convergence (i.e. coordination of separated platforms, cross media, and full integration). In our research, we have mostly adapted these dimensions/descriptors because they provide a holistic description of all aspects related to newsroom

convergence. Although these dimensions and descriptors are thoughtful and rigorous in assessing the convergence levels, they, need to be revisited and tweaked to include possible new dimensions/descriptors, and exclude some that are overlapping, or may not be applicable in some cultures.

For example García-Avilés suggests that newspapers should provide technological equipment for the journalists for content gathering such as digital cameras and audio/video recording devices, as one of the ways to facilitate integration in the newsroom. However, Journalists in the UAE depend mainly on their personal smart phones, to capture still images and video footages for news gathering. In short, they do not depend on the company to provide them with the equipment. Therefore García-Avilés own suggestion that providing technological equipment by the newspapers as a precondition is not relevant in the UAE.

García-Avilés also proposes a philosophy of open space and transparency for full integration newsroom, in such a way that every journalist should have access to other journalists' research materials. However, the philosophy of openness may not be applicable in those cultures where individual work is valued, and journalists demand authority and ownership over their own work.

Another limitation of the study is that for more accurate generalizations about convergence in the UAE, more print media including weekly and monthly magazines should be studied, since they are part of the UAE press landscape. Newsroom convergence is not a phenomenon restricted to print media only. Broadcast media also have newsrooms that are facing the challenge of convergence. It provides a

fertile area for study but an area not explored by the present study. This could be a suggestion for future research.

Some analysts of media can make an argument that it is too late now to discuss newsroom convergence of print and online media, because printed papers are not only declining, they are dying, as this appears to be the case in many places in the world. They can argue that it is more viable to think and study about how the newsrooms should prepare to abandon the print and transform to online platforms, not converging between print and online media. This argument is more applicable to countries in which the printed papers are facing a dramatic fall in both profits and readership, while this is still not the case in the UAE. Nevertheless, a strategically planned convergence project can determine which direction the newspapers are likely to follow, in which many of the dimensions and descriptors of the newsroom convergence are still applicable and valid even if the newspaper decides to shift entirely from a print platform to one that is online.

In closing we reflect on the fact that the media landscape in society is changing both fundamentally and at a very fast pace. This change is something that is being aggressively driven by new inventions in the world of ICTs. It is a change that is global in its impact. Yet, in the UAE, traditional media organizations are somehow falling behind their counterparts in the Western countries. They should keep up with best practices of media convergence, in order to produce effective media content for their audiences in the UAE. In such a time and with such a degree of imbalance, this study is an attempt to contribute to the development of both the media industry and media research in the United Arab Emirates.

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Appendices

Appendix I English Questionnaire

Newsroom Convergence of Print and Online: A Study of the Gulf News and Alittihad in the UAE

Consent Letter

Dear Participant,

Please read carefully before signing the Consent Form!

I'm Ahmed Mansoori, PhD. student at Mass Communication Department, the UAE University.

You are cordially invited to participate in a study under the title: **Newsroom Convergence of Print and Online Media: A study of The Gulf News and Alittihad Newspapers in the UAE.**

This research would benefit both academia and media professionalism, and will help understand how newsrooms are operating in respect to convergence of print and online media in the UAE newspapers.

This study requires employment of an ethnographic methodology by employing a pre-structured questionnaire containing items related to the subject under study, targeting journalists in the newsroom from different levels in addition to the newspaper management. I'm glad to meet you at your workplace and provide you with a copy of the questionnaire to discuss its embedded questions with you in connection to your experience with your distinguished newspaper. This interview will take approximately (\pm 40) minute of your valuable time to respond to its questions.

All your personal information and data provided, as well as your responses, will be maintained with high confidentiality, and will be used only for the study purposes. This study may be published in a book or in some scientific journals.

You have the right to withdraw from the interview and void your inputs to be included in the study.

Informed Consent

1. I confirm that I have read and understood the above information and have had the opportunity to ask questions.
2. I understand that my participation is voluntary and that I am free to withdraw.
3. I understand that my personal data and information will be kept confidential and if published, the data will not be identifiable as mine.

I agree to take part in this study in the direct interview and during the observation:

(Name of participant)

(Signature)

(Date)

Newsroom Convergence of Print and Online: A Study of the Gulf News and Alittihad in the UAE

The Questionnaire (English)

Interviewee name: _____

Interview No.: (____)

Paper: (1) Alittihad (2) Gulf News

Date: ____/____/____

Start Time: ____:____ (AM) (PM)

End Time: ____:____ (AM) (PM)

Part A. Personal Data and Information

Q1. Years of working for this newspaper: _____

Q2. Overall years of experience in the profession: _____

Q3. Your nationality: _____

Q4. Educational level:

1 High school or less 2 Diploma (2 or 3 years) 3 Bachelor 4 Masters 5 PhD

Q5. Graduation year: _____

Q6. Academic major (Subject) studied: _____

Q7. Name of the section you are working in now: _____

Q8. This section belongs to which department: _____

Q9. Your current job title: _____

Q10. To which of these job categories do you belong in your company?

- 1 Leadership (e.g. Chairman, CEO, GM)
 2 Top management (e.g. Director, Editor-in-Chief, Vice CEO)
 3 Middle management (e.g. department manager)
 4 Supervisory (e.g. section head, line manager)
 5 Executers (e.g. reporter, desk editor, and... etc.)

Q11. For how many years you have been holding this job title? _____

Newsroom Convergence of Print and Online: A Study of the Gulf News and Alittihad in the UAE

Introduction

Newsrooms structures have changed in the last decade. They have become more digitized and integrated with advanced information and communication technologies to reach audiences who are now converting to get the news from online media. Unlike the old practices (divergent newsrooms) of producing media content from a single newsroom for a single platform like the printed paper, the new practices (convergent newsroom) are intended to produce media content for multiple platforms, which can be implemented by any of the following newsrooms structural types:

- A. **Newsroom type 1.0** the “**Multiple Media Newsroom**”: also known as "**Coordination of Separated Platforms**" 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 the online edition.
- B. **Newsroom type 2.0** the “**Cross Media Newsroom**”: works on the principle that the content gatherers generate content for all distribution channels served by the editorial department.
- C. **Newsroom type 3.0** the "**Integrated Newsroom**”: aims to provide content on multiple channels by integrating the complete news flow across print and online media from the planning to the production.

Media experts and researchers reviewed the newsrooms structural types from ten dimensions. Each one includes descriptors (elements) determine the convergence level of the newspaper under study.

Dimension A: Project Scope and Market Situation

This dimension covers areas concerning the newspaper development as an enterprise project and market situation. Project scope is the area which deals with the extent of the business development strategy (convergence strategy), which might involve the whole company or it might just be centered on collaboration among newsrooms. Whereas market situations intends to be aware of the changing market and reacting with new business models, as per the change management strategies that may be adopted. This dimension consists of five descriptors (questions).

Please read the questions carefully, and then select the answer that describes from your point view the current situation of your newspaper.

A1 Based on your understanding of the description of convergence, does convergence exist in the whole newspaper or just in the newsroom, or both?

- Company convergence is an option. Newsroom convergence does not take place.
- Company convergence is an option. Newsroom convergence is an option.
- Both company and newsroom convergence.

A2 How is convergence viewed in your newspaper? Is it a company goal or tool?

- Neither company goal nor tool.
- A tool (a newsroom tool, not an overall strategy)
- A company goal and an overall strategy

A3 In terms of convergence duration process in your newspaper, is convergence considered a short-term or a long-term process?

- Company convergence can be a perspective - without precipitance
- As a long-term process in all the sectors involved
- As a Company's long-term process

A4 In terms of convergence implementation, how it is managed in your newspaper?

- If there is any, bottom-up development is more probable
- There is top-down implementation of convergence processes as well as bottom-up initiatives.
- Top-down, as convergence is seen as an overall strategy

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A5 Do the newspaper market situation and its decisions on adopting new business models influence the convergence of editorial process?

- Diversity of economic strategies is the rule; different journalistic strategies influence the editorial process of the isolated platforms in the newsroom
- Convergence is an option; discrete distribution channels normally do not have a common strategy; driven by economic needs and sales plans, forces in the newsroom may be pooled on a case-by-case basis
- Convergence as a foundation for company growth; digital platforms are promoted under different business models, but with a common economic strategy for all platforms and distribution channels

Dimension B: Project Change Management

This dimension, which consists of three descriptors (questions), intends to consider aspects of the involvement of employees in a company's change project, including whether the company holds discussions with the employees about convergence, and if that process is supported by any seminars, together with questions on the level of participation in such seminars or discussions.

Please read the questions carefully, and then select the answer that describes from your point view the current situation of your newspaper.

B1 Has convergence strategy been discussed with journalists?

- Discussion only on top level
- Not all employees are involved
- Discussion with all employees is part of the strategy

B2 Does the company see itself as involved in a change process?

- No organized change process.
- Change management "as-it-happens" and process development whenever new newsroom questions arise—no long-term planning
- Change is considered a permanent, flowing process.

B3 Is change management supported by special seminars to give staff the chance to participate in the change processes?

- If need be, participation in seminars to observe integration development in other newsrooms. No dedicated change task force or manager needed.
- Occasional workshops on topics like brand quality, social media future
- Mandatory change management seminars, task force discusses and plans the new workflows and work conditions.

Dimension C: Newsroom Management

This Dimension which consists of five dimensions addresses the management of the newsroom with its direct relevance to journalism practices and outputs, and the perception of the newsroom atmosphere related to the level of participation of reporters, and managers attempts to give journalists information on the coming changes.

Please read the questions carefully, and then select the answer that describes from your point view the current situation of your newspaper.

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C1 Is content primary and platform secondary, the other way around or both are equally important?

- Platform is primary
- Platform is primary, but strategic distribution of content is equally important.
- Strategic distribution of content is primary.

C2 Is there an “online first” policy, are exclusives held for print first or is there no clear policy?

- No online first policy, platform editors decide autonomously.
- Cross-media managers decide publication strategies case by case.
- Decisions on online first are made according to strategic principles/ clear policies.

C3 Newsroom management: is there a single news editor, multimedia editors or another model?

- A: News editors for each platform.
- B: News editors for each platform and multimedia editors for co-ordination.
- Central news editor, who is responsible for all platforms.

C4 Are there editorial meetings attended by online, print and other editors or do they hold separate meetings?

- Separate daily meetings in each platform.
- Editorial conferences can be attended by journalists from all platforms and must be organized and attended by multimedia coordinators
- All editors and section heads are responsible for all platforms in daily news production.

C5 Is journalists’ collaboration with other platforms encouraged?

- To a small extent. Too much crossover is regarded as problematic by platform managers. (Not favored)
- Partly - mainly when multimedia coordinators build teams
- Yes, as inherent to the system

Dimension D: Newsroom Content Management

This Dimension which consists of three dimensions is about the computer application system that is used by journalists and editors to operate the flow of media content from the time the content is created until it is broadcast or published and then archived in the system.

Please read the questions carefully, and then select the answer that describes from your point view the current situation of your newspaper.

D1 Content management systems: is there one for all platforms or different CMS for each?

- A. Different CMS as there is no need for permanent exchange of news and data
- B. One CMS is possible - but different CMS are usual as only coordinators are obliged to use all
- C. One CMS for all platforms

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D2 Which aims guide the editorial planning and production processes?

- With years' or decades' worth of workflow traditions, platforms dictate the workflows.
- Platforms take center stage in the planning process with long-time workflow traditions, but strategic case-by-case distribution is possible, sometimes enforced.
- The **topics/stories** take center stage in the workflows; **platforms** are secondary and only in focus at the end of the production process

D3 Is there a division between news gathering, production and distribution?

- No. Division remains as it has always been.
- Basically no, or not more than there has always been.
- Division may be one strategy to gather materials and produce for all platforms.

Dimension E: Newsroom Operations Workflow

This Dimension which consists of two descriptors focuses on the workflow of the content in the newsroom, and whether it is centralized or divided between several editors each who serve different platforms.

Please read the questions carefully, and then select the answer that describes from your point view the current situation of your newspaper.

E1 Is news flow based around a central desk, several editors or another model?

- Several editors with responsibility for their platform
- Two different desks for print and online that work together. There is some sort of permanent co-ordination
- News flow is organized around a central desk

E2 Is there a division between news gathering, production and distribution?

- No. Division remains as it has always been.
- Basically no, or not more than there has always been.
- Division may be one strategy to gather materials and produce for all platforms.

Dimension F: Journalistic Practices

This Dimension which consists of seven descriptors focuses on analyzing newsroom convergence from the standpoint of the redefinition of professional practices carried out by the journalists in the newsroom.

Please read the questions carefully, and then select the answer that describes from your point view the current situation of your newspaper.

F1 Is technological equipment for all a precondition in news gathering?

- No. But may be for multimedia editors.
- To a certain extent, e.g. video cameras in some sections
- Yes, e.g. video-equipment in every section

F2 Is technological equipment for all a precondition in news production?

- No. But may be for multimedia editors
- No. But platform coordinators do have all systems available. Some journalists will use them
- Yes. All journalists may use all systems

F3 Is technological equipment for all a precondition in news distribution?

- No. But may be for multimedia editors
- No. But may be for multimedia editors and journalists.
- Yes. Available for all - but in everyday practice with specialists using it, e.g. for editing video-productions.

F4 Is working for several media platforms a precondition in news gathering?

- No. It exists only as an exception
- To a certain extent. Necessary for platform coordinators
- Yes. To be able to decide which and how materials of own investigation will be used afterwards

F5 Is working for several media platforms a precondition in news production?

- No.
- To a certain extent.
- To a certain extent. There is always some specialization in production.

F6 Is technological equipment for all a precondition in news distribution?

- No.
- To a certain extent. Obligatory for coordinators who decide about news distribution
- Yes.

F7 Online video production: is it mostly produced in-house, mostly externally produced or both?

- Both. More externally, less in-house
- Both. More in-house, less externally
- All in-house

Dimension G: Journalists' Skills and Training

This Dimension which consists of six descriptors is related to daily journalistic practices, skills, and training and covers the daily news production process: gathering the news, production, and distribution. In addition, companies tend to enhance their journalists' skills through seminars and training programs. Please read the questions carefully, and then select the answer that describes from your point view the current situation of your newspaper.

G1 Is multiskilling a precondition in news gathering?

- Basically not. As journalists from different platforms are gathering materials irrespective of other platforms.
- To a certain extent. Multiskilled news gathering is encouraged as an option, never an obligation.
- Yes, all journalists are encouraged to be multiskilled in news gathering.

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G2 Is multiskilling a precondition in news production?

- No.
- No. Specialization in production is considered necessary to guarantee (technical) quality
- Yes, at least as a strategic goal.

G3 Is multiskilling a precondition in news distribution?

- No.
- To a certain extent. For some of the leading (coordinating) staff it is obligatory.
- Yes.

G4. What percentage of journalists is multi-skilled and work for more than one platform?

- Less than 20 %
- Between 20 – 70 %
- More than 70 %

G5 What kind of training is offered for the newsroom staff?

- Training focused on platforms (e.g. traditional writing courses, search engine optimization for online, etc.)
- Currently, social media training is offered frequently and often cross-platform (voluntary), cross-over interest in training is welcome—but participation is not enforced
- Training on new tools such as platform-neutral Content Management Systems, audio-visual recording, data mining, digital storytelling, social media.

G6 Do staff skills affect the quality of content?

- Skills focus on improving the quality of one specific/ isolated platform.
- Multi-skill capabilities are required in leading/ coordinating staff depending on personal interests or background, some are more proficient than others
- Multi-skill roles give reporters more control over the final product and boost their creativity in storytelling, but may overload them with technical procedures and increase time pressure

Dimension H: Work Organization

This dimension which consists of five descriptors examines the physical setting of the newsrooms, and if there is one newsroom or separated ones. Also examines whether or not the changes in the newsroom affect the number of journalists; whether the company provides training in multiskilling; and whether or not the multi-skilled journalists are compensated in some way.

Please read the questions carefully, and then select the answer that describes from your point view the current situation of your newspaper.

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H1. Are newsrooms located in one building or in separate buildings?

- Not of importance
- Same building or at least newsrooms within very short walking distance
- Same building as precondition.

H2 Are there separate newsrooms or just one?

- Separate newsrooms
- Separated newsrooms with interconnections (e.g. News desk).
- One newsroom.

H3 Does the number of journalists' change as a result of convergence?

- Same number. Since platform work is isolated, journalists go ahead with production as usual.
- Same number. There may be an increase of the necessary number of high-profile journalists with multimedia experience
- Full convergence is seen as a possibility to reduce staff, whereas in practice there is a change of qualifications but not of number of journalists

H4 Does the newspaper provide training in multiskilling?

- Not especially. Occasional participation in training programmers is supported
- Yes, for some employees
- Yes, continuously and for all employees

H5 Are multiskilled journalists compensated economically, or in any other way?

- No. multiskilling is not a job requirement.
- No. But optional decision by the management.
- No. But chances of career advancement are higher

Dimension I: Newsroom Organization

This dimension which consists of five descriptors is concerned with the implementation of news convergence, the results of having a convergent newsroom, and how the organizational culture and values would affect journalistic practices. Questions are related to journalists' attitude to the implementation of news convergence and whether new roles are being created. They also ask about the basic organizational structure of the newsroom and whether there is a single journalistic culture or separate ones.

Please read the questions carefully, and then select the answer that describes from your point view the current situation of your newspaper.

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I1 Journalists' attitude: how do journalists react to the implementation of newsroom convergence?

- Most journalists are opposed to the introduction of a single newsroom
- Many journalists are hesitant about the idea of implementation of one single newsroom, suspecting loss of working quality and individual hierarchical positions
- Ideal: they are **well prepared** for the **change process** which helps with **job satisfaction** and in seeing rather new possibilities than risks and threats of extra work

I2 Are new roles being created as a result of convergence implementation?

- No.
- Yes. Coordination capacities for cross-media activities.
- Yes, some. In convergence management as well as new communication contact points and team leaders for editorial staff.

I3 Is there a single journalistic culture or separate ones?

- Separate cultures. Journalistic cultures are kept strictly apart in order to keep up expertise in each field without mixing up methods and practices.
- Separate cultures. But the need for co-operation and communication brings on some slow exchange of positions and strategies.
- One culture. The move towards integration of all sections and platforms also brings on a common culture of converged media.

I4 What is the basic organizational structure of the newsroom?

- Platform-oriented division of the newsroom; sections are doubled
- Platform-oriented division of the newsroom, but with a central desk or multimedia coordinator in charge of initiating and coordinating stories with cross-media character; collaboration between similar sections in print and online is encouraged, but not obligatory
- Sections and section heads are responsible for all platforms; central desk only for breaking news and news prioritizing; new roles allocated to organizational functions

I5 What role does transparency play within the newsroom?

- No philosophy of open planning; journalists as "authors", with their "own" stories; platforms as competitors for users' and readers' interest
- Open planning process normally within the platform departments, open space and open conferences as options.
- Philosophy of open space, open conferences and open stories; every journalist should have access to other journalists' research material; CMS as "virtual newsroom", with focus on stories and, furthermore, on all platforms; no "comfort zones"

Dimension J: Audience Participation

This dimension which consists of three descriptors is related to how the newspaper is handling user generated content and audience inputs via social media platforms. The more the audiences are participants; the greater is the increase in readership and profit.

Please read the questions carefully, and then select the answer that describes from your point view the current situation of your newspaper.

J1 How are journalists using social media? Is there a social media policy in the newspaper?

- Social media are part of the online department; print journalists are not encouraged to use them, but do so on an individual basis
- Social media platforms are mainly organized by one or several social media editor(s)/ community manager(s); other journalists are encouraged to use social media, subject to individual decision
- Almost every journalist uses social media in a professional context; process journalism is fostered; strategy/ guidelines for the handling of social media in the newsroom

J2 How do journalists use social media to spread the medium's content?

- The online department spreads its content.
- Specialized social media editors select content to be spread.
- Almost every journalist uses social media to spread his/ her story; authors struggle for transparency on an individual level

J3 How do newsrooms/ journalists deal with users' comments, contributions (information, photos, and videos) and feedback in the newsroom?

- Users' contributions are handled in the online department.
- Users' contributions, comments and feedback are handled in the online department in collaboration with a special desk or news desk
- Policy on user generated content for all channels; general strategy towards transparency to the public; individual journalists are encouraged to discuss with audience on the website and in social media

***** Thank you for your cooperation and participation in this valuable study *****

Appendix II Arabic Questionnaire

تقارب غرفة أخبار الإعلام المطبوع والإلكتروني: دراسة لصحيفتي جلف نيوز والاتحاد في الإمارات العربية المتحدة.

إقرار بالموافقة على المشاركة في الدراسة

عزيزي المشارك/ عزيزتي المشاركة

تحية طيبة، وبعد...

ملاحظة: يرجى قراءة ما يلي باهتمام قبل التوقيع على نموذج الموافقة.

أنا أحمد المنصوري، طالب دكتوراه في قسم الاتصال الجماهيري. جامعة الإمارات العربية المتحدة.

يسرني دعوتك للمشاركة الطوعية في الدراسة التي أقوم بها حول: "تقارب غرفة أخبار الإعلام المطبوع والإلكتروني: دراسة لصحيفتي الاتحاد وجلف نيوز في الإمارات العربية المتحدة".

إن هذا البحث سيفيد كلا المجالين الأكاديمي والمهني في الإعلام، وسيساعد في فهم كيفية عمل غرف الأخبار فيما يتعلق بتقارب الإعلام المطبوع والإلكتروني في صحف دولة الإمارات العربية المتحدة.

تتطلب هذه الدراسة استخدام المنهج "الإثنوغرافي" من خلال تطبيق استبيان معد مسبقاً ويحتوي على فقرات مرتبطة بموضوع الدراسة، ويستهدف الصحافيين العاملين في غرفة الأخبار من مختلف المستويات الوظيفية بالإضافة إلى إدارة الصحيفة. ويسعدني الالتقاء بكم في مقر عملكم وتقديم نسخة من الاستبيان لمناقشته الأسئلة المتضمنة فيه استناداً إلى خبرتك في صحيفتكم المتميزة. تستغرق هذا المقابلة ما يقارب (40±) دقيقة من وقتكم الثمين للرد على أسئلته.

إن المعلومات والبيانات الشخصية التي ستوفرها، بالإضافة إلى إجاباتك، سيتم المحافظة على سريتها التامة، وستستخدم لأغراض الدراسة فقط. كما أن هذه الدراسة قد تنشر في كتاب أو في بعض الدوريات العلمية.

لديك الحق في الانسحاب من المقابلة وعدم تضمين ما أدليت به من مدخلات في الدراسة.

إقرار بالموافقة:

1. أقر بأنني قرأت واستوعبت ما ورد في المعلومات أعلاه وكانت لدي الفرصة لطرح أسئلة.
2. أقر بمعرفتي بأن مشاركتي في هذا البحث طوعية وأن لدي حرية الانسحاب منه.
3. أقر بأنني على دراية بأن معلوماتي وبياناتي الخاصة ستبقى سرية وفي حال نشرها لن يتم كشف عن هويتي الشخصية.

أوافق على المشاركة في هذه الدراسة بإجراء المقابلة الشخصية المباشرة ومن خلال الملاحظة الميدانية.

التاريخ

التوقيع

اسم المشارك

تقارب غرفة أخبار الإعلام المطبوع والإلكتروني: دراسة لصحيفتي اجلف نيوز والاتحاد في الإمارات العربية المتحدة.

استبيان المقابلة (النسخة العربية)

الاسم: _____ رقم المقابلة: ()

التاريخ: ____ / ____ / ____ الصحيفة: (1) الاتحاد (2) جلف نيوز

وقت البدء: ____ : ____ (AM) (PM) وقت الانتهاء: ____ : ____ (AM) (PM)

القسم Q. البيانات والمعلومات الشخصية

1. Q عدد السنوات التي عملت بها في هذه الصحيفة: _____

2. Q إجمالي سنوات الخبرة في مجال عملك: _____

3. Q الجنسية: _____

4. Q المستوى التعليمي

1 [] ثانوية أو أقل 2 [] دبلوم/ دبلوم عالي 3 [] جامعي 4 [] ماجستير 5 [] دكتوراه

5. Q سنة التخرج: _____

6. Q التخصص الأكاديمي/مجال الاختصاص: _____

7. Q اسم القسم الذي تعمل به حالياً: _____

8. Q هذا القسم يتبع أي إدارة؟: _____

9. Q المسمى الوظيفي الحالي: _____

10. Q إلى أي من هذه الفئات الوظيفية التالية تنتمي في مؤسستك؟

1 [] القيادة العليا (الرئيس، الرئيس التنفيذي، المدير العام)

2 [] إدارة عليا (رئيس تحرير، مدير تحرير)

3 [] إدارة متوسطة (مدير إدارة)

4 [] وظيفة إشرافية (رئيس قسم، مسؤول مباشر، ... إلخ)

5 [] وظيفة تنفيذية (مثال: صحفي، محرر، منتج وسائط، ... إلخ)

11. Q ما عدد السنوات التي قضيتها في مسمالك الوظيفي الحالي؟: _____

تقارب غرفة أخبار الإعلام المطبوع والإلكتروني: دراسة لصحيفتي جلف نيوز والاتحاد في الإمارات العربية المتحدة.

مقدمة

تغيرت الهياكل التنظيمية لغرف الأخبار في السنوات الأخيرة، وأصبحت أكثر رقمية ومدمجة بوسائل معلومات وتواصل تكنولوجية متقدمة للوصول إلى الجمهور الذي يتوجه في الوقت الحاضر للحصول على الأخبار من الإعلام الإلكتروني. وعكس الممارسات السابقة (غرف الأخبار المتباعدة) في إنتاج المحتوى الإعلامي من غرفة أخبار واحدة لمنصة واحدة كما في الصحف المطبوعة، فإن الممارسات الجديدة (غرفة الأخبار المتقاربة) تهدف إلى إنتاج محتوى إعلامي لمنصات متعددة، والتي يمكن تطبيقه بأي من الأنماط الهيكلية لغرف الأخبار التالية:

- غرفة أخبار النمط 1.0 "غرفة أخبار الإعلام المتعدد": تعرف أيضا بنمط "التنسيق بين منصات منفصلة" "Coordination of Separated Platforms". يوفر مصادر تحريرية حصرية لكل منصة يتم خدمتها من قبل إدارة النشر المعنية. وهذا يتم تحقيقه من خلال وحدات تحرير أخبار منفصلة للنسخة المطبوعة و للنسخة الإلكترونية.
- غرفة أخبار النمط 2.0 "غرفة أخبار الإعلام المشترك" "Cross Media Newsroom": تعمل وفق مبدأ أن جامعي المحتوى (مراسلين وصحفيين) يعدون محتوى المادة الإعلامية لجميع قنوات التوزيع المخدومة من قبل إدارة التحرير المعنية.
- غرفة أخبار النمط 3.0 "غرفة الأخبار المتكاملة" "Integrated Newsroom": تهدف إلى توفير المحتوى لقنوات متعددة وذلك بتكاملية انتقال الأخبار الجاهزة إلى وسائل الإعلام المطبوعة والإلكترونية بدءا من التخطيط ووصولاً إلى الإنتاج.

قام باحثو ومتخصصو الإعلام بمراجعة الأنماط الهيكلية لغرف الأخبار من خمسة أبعاد، يحتوي كل منها على موصفات (عناصر) تحدد مستوى التقارب في غرفة الأخبار للصحيفة قيد الدراسة.

البعد A: نطاق العمل، الموقع في السوق

يُعد "إدارة الصحيفة" بتطوير الصحيفة، وبمكائنها في السوق وبعملية إدارة التغيير فيها. ويُعنى هذا المجال باستراتيجية تطوير العمل (استراتيجية التقارب)؛ والتي قد تشمل الصحيفة ككل، أو قد تكون مقتصرة على التعاون بين غرف الأخبار، كما أنه من الممكن أن يسمح باحتساب الكلفة والوقت بالإضافة إلى المسؤولين عن مشروع التقارب من أين يبدأ وأين ينتهي. وكذلك، للبقاء على اطلاع بالتغيير في مكانة الصحيفة في السوق وتجاوبها مع نظم العمل الجديدة، وفقا لاستراتيجيات إدارة التغيير التي تتبناها الصحيفة.

يرجى قراءة الأسئلة بدقة، ثم اختر الإجابة التي تصف الوضع الحالي لصحيفتكم من وجهة نظرك. ثم قدر مدى تكرار ممارسة اختيارك في صحيفتكم.

1A بناء على فهمك من الوصف السابق لمفهوم التقارب، هل التقارب موجود في الصحيفة ككل، أم في غرفة الأخبار فقط، أم في كليهما؟

- لا يوجد أي تقارب يجري تنفيذه في غرفة الأخبار. ومن ناحية أخرى تعتبر الصحيفة التقارب أمرا اختياريا
- يعتبر التقارب أمرا اختياريا في كل من الصحيفة وغرفة الأخبار.
- التقارب موجود فعلا في كل من الصحيفة وغرفة الأخبار.

2A كيف يُنظر إلى التقارب في صحيفتكم؟ هل التقارب غاية للمؤسسة أم هو وسيلة؟

- لا حاجة لوضع أهداف للتقارب لا على مستوى الصحيفة ولا على مستوى الأقسام.
- يُنظر للتقارب كأداة تستخدم لتحسين عملية جمع ومعالجة ونشر محتوى الأخبار.
- التقارب ليس فقط أداة، هو غاية الصحيفة واستراتيجيتها العامة.

تقارب غرفة أخبار الإعلام المطبوع والإلكتروني: دراسة لصحيفتي الاتحاد وجلف نيوز في الإمارات العربية المتحدة.

3A من حيث المدة الزمنية لعملية التقارب في صحيفتكم، أي من العبارات التالية هي الأكثر ملائمة؟

- عملية التقارب تعتبر كوجهة نظر ولا يوجد مسببات كافية لتبنيها.
- يعتبر التقارب عملية طويلة الأجل عند قطاعات العمل المعنية بها.
- يعتبر التقارب عملية طويلة الأجل للصحيفة ككل.

4A فيما يتعلق بتطبيق التقارب، كيف يتم إدارة هذه العملية في صحيفتكم؟

- إذا وجد أي تقارب في الصحيفة، من المرجح أكثر أن يتم طلبه من الأدنى صعوداً إلى الأعلى من الأقسام إلى الإدارة العليا.
- يوجد تطبيق لعمليات التقارب تدار من الأعلى نزولاً إلى الأدنى وكذلك يوجد مبادرات من المستويات الوظيفية الأدنى إلى الأعلى.
- يوجد تطبيق لعمليات التقارب تدار من الأعلى نزولاً إلى الأدنى، لأن التقارب ينظر إليه كاستراتيجية شاملة.

5A هل مكانة الصحيفة في السوق وقراراتها حول تبني أساليب عمل جديدة تؤثر في تقارب عملية التحرير؟

- بسبب الفصل بين منصات غرفة الأخبار، فإن التنوع في الاستراتيجيات الاقتصادية هو السائد، مما نتج عنه استراتيجيات صحافية مختلفة قد تؤثر في عملية التحرير للمنصات المنفصلة في غرفة الأخبار.
- التقارب في عملية التحرير هو أمر اختياري؛ لأن قنوات النشر المنفصلة عادة لا تملك استراتيجية مشتركة؛ وبدافع الاحتياجات الاقتصادية وخطط المبيعات فإن القرارات في غرفة الأخبار تتخذ لكل حالة على حدة.
- باعتبار التقارب كأساس لنمو الصحيفة، يتم تعزيز المنصات الرقيمة وفق أساليب عمل مختلفة، ولكن ضمن استراتيجية اقتصادية مشتركة لكل المنصات وكل قنوات التوزيع.

6A هل يتم مناقشة استراتيجية التقارب مع الصحافيين؟

- مناقشة استراتيجية التقارب تتم على مستوى القيادة العليا فقط.
- المناقشة تتم على مستوى القيادة العليا ومع عدد معين من الصحافيين؛ ولكن لا يتم إشراك جميع الموظفين.
- مناقشة استراتيجية التقارب مع كافة الموظفين هو جزء من الاستراتيجية.

7A هل يوجد في الصحيفة أية عملية تغيير؟

- لا يوجد عملية تغيير منظمة. ولكن قد توجد حاجة لها.
- تنفذ عملية إدارة التغيير فقط عند الحاجة، ويتم تطوير العملية كلما طرحت غرفة الأخبار أسئلة جديدة - ولا يوجد تخطيط طويل الأجل لعملية التغيير.
- يعتبر التغيير في الصحيفة عملية مستمرة وممتدة.

8A إذا وجدت إدارة التغيير، هل تُدعم بندوات خاصة لإعطاء الموظفين الفرصة للمشاركة في عملية التغيير؟

- إذا دعت الحاجة لذلك، فإن المشاركة في الندوات هو ملاحظة تطور التكاملية في غرف الأخبار الأخرى. ولا تستلزم الحاجة إلى فريق التغيير أو مدير التغيير.
- تنفذ ورش عمل بين حين وآخر حول مواضيع مثل جودة العلامة التجارية، ومستقبل وسائل الإعلام الاجتماعي.. الخ
- ندوات إدارة التغيير إلزامية؛ حيث يقوم فريق التغيير بعرض وتصميم مسارات تنفيذ العمل الجديدة للعمليات وشروط تنفيذ العمل الجديدة.

البعد B: إدارة عمليات غرفة الأخبار (غرفة الأخبار، مسارات تنفيذ العمل، وإدارة المحتوى)

يتناول بُعد "إدارة عمليات غرفة الأخبار" إدارة غرفة الأخبار، بالإضافة إلى مسارات تنفيذ العمل للمحتوى الإعلامي. وهذا الأمر له صلة مباشرة بالممارسات الصحافية ومخرجاتها، وجو العمل المتصور لغرفة الأخبار والمتعلقة بمستوى مشاركة الصحفيين ومحاولات المدراء إعطاء معلومات حول التغييرات القادمة. كذلك، يرتبط بظهور تقنيات جديدة في غرف الأخبار والتي قد تغير مسار تنفيذ عملية إنتاج المحتوى الإعلامي اليومي.

يرجى قراءة الأسئلة بدقة، ثم اختر الإجابة التي تصف الوضع الحالي لصحيفتكم من وجهة نظرك. ثم قدر مدى تكرار ممارسة اختبارك في صحيفتكم.

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1B في صحيفتكم، هل يعد المحتوى هو الأساس والمنصة هي الثانوية، أم على العكس من ذلك، أم أن كليهما يتساويان في الأهمية؟

المنصة هي الأساس لأننا نركز على نجاح مختلف المنصات أكثر من نجاح عملية توزيع المحتوى.

المنصة هي الأساس، ولكن التوزيع الاستراتيجي للمحتوى له نفس القدر من الأهمية.

التوزيع الاستراتيجي للمحتوى هو الأساس.

2B فيما يتعلق بإدارة غرفة الأخبار، هل توجد سياسة نشر "الإلكتروني أولاً" "Online first"، أم هل نشر الأخبار الحصرية يتم وفق سياسة "المطبوع أولاً"، أم أنه ليست هناك سياسة واضحة؟

لا توجد سياسة نشر "الإلكتروني أولاً"؛ حيث يقرر المحررون سياسة النشر باستقلالية، ودائماً يعطون الإصدار المطبوع الأولوية.

يقرر المحررون المسؤولون عن التنسيق بين المنصات سياسات النشر لكل حالة على حدة، مع إعطاء الأولوية للإصدار المطبوع في نشر الأخبار الحصرية.

القرارات حول "الإلكتروني أولاً" يتم اتخاذها استناداً إلى المبادئ الاستراتيجية والسياسات الواضحة.

3B هل انتقال الأخبار مصمم حول دسك مركزي مسؤول عن كل المنصات، أم تنتقل بين عدة محررين، أم أن هناك نموذج آخر؟

الأخبار تنتقل بين العديد من المحررين الذين لديهم مسؤوليات تجاه المنصة التابعة لهم.

يوجد دسك للإصدار المطبوع وآخر للإصدار الإلكتروني يعملان معاً. ويوجد بينهما نوع من التنسيق الدائم.

انتقال الأخبار مرتب حول دسك مركزي مسؤول عن محتويات كلا الإصدارين المطبوع والإلكتروني.

4B فيما يتعلق بإدارة غرفة الأخبار، هل يوجد محرر أخبار واحد، أم محررو "ملثميديا" أم نموذج آخر؟

يوجد محررو أخبار "دسك" لكل منصة.

يوجد محررو أخبار لكل منصة، ويوجد محررو "ملثميديا" كمنسقين بينها.

يوجد محرر أخبار رئيسي، وهو مسؤول عن كل المنصات.

5B هل يوجد اجتماعات تحرير يحضرها محررو الإصدار الإلكتروني، والإصدار المطبوع وأي إصدار آخر، أم أنهم يعقدون اجتماعات منفصلة؟

يوجد اجتماعات يومية منفصلة. اجتماع واحد يومياً لفريق عمل كل قسم، واجتماع يومي رئيسي يحضره رؤساء الأقسام مع مدير التحرير.

يوجد اجتماعات تحرير يمكن حضورها من قبل الصحفيين من كافة المنصات ويجب تنظيمها وحضورها من قبل منسقي "ملثميديا".

الاجتماعات اختيارية، لأن جميع المحررين ورؤساء الأقسام مسؤولون عن جميع المنصات في انتاجهم للأخبار اليومية.

6B هل هناك تشجيع على التعاون بين الصحفيين من مختلف المنصات؟

يوجد تعاون إلى حد بسيط، لأن المسؤولين في كل منصة يرون أن التداخل الكثير يثير إشكالياً

يوجد تعاون جزئي، خاصة عندما يشكل منسقي "ملثميديا" فرق عمل للتغطيات الخاصة.

نعم، التعاون بين الصحفيين من مختلف المنصات منصوص عليه في النظام الإداري.

7B فيما يتعلق بأنظمة إدارة المحتوى (CMS): هل يوجد نظام واحد لكل المنصات، أم نظام مختلف لكل منصة؟

يوجد في كل منصة نظام مختلف لإدارة المحتوى CMS كما أنه لا حاجة لتبادل الأخبار والبيانات بشكل دائم

من الممكن استخدام نظام CMS واحد فقط، ولكن يتم استخدام أنظمة إدارة محتوى مختلفة حيث أن المنسقين يتعين عليهم استخدامها جميعها.

يوجد نظام إدارة محتوى واحد CMS لكافة المنصات.

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8B يتم تصميم عمليات إنتاج الأخبار وفقاً إلى الأهداف التي توجه مسارات العمل والمحتوى. عند البعض تكون الأولوية للموضوع/ القصة، وتكون المنصة ثانوية. وعند آخرين فالأمر معكوس. في غرفة الأخبار التي تعملون بها، ما الأهداف التي يسترشد بها عند التخطيط للتحضير وعمليات الإنتاج؟

- بعد سنوات وعقود من تقاليد العمل الراسخة، فإن المنصات هي التي تفرض مسارات العمل.
- تتولى المنصات مركز الصدارة في عملية التخطيط مصحوبة بأساليب عمل تقليدية قديمة، ولكن استراتيجية التوزيع حسب كل حالة هو المحتمل وأحياناً هو الواجب تطبيقه.
- تأخذ المواضيع/ القصص مركز الصدارة في مسارات العمل. والمنصات تعتبر ثانوية ويسلط الضوء عليها في نهاية عملية الإنتاج فقط.

9B ماذا يمكنك أن تقول حول صفتي السرعة وروتين العمل، وما الأثر الذي يمكن أن يحدثه في جودة محتوى الأخبار؟

- السرعة في غرفة الأخبار مجزأة بشكل صارم وبدون أي مرجعيات؛ ومسارات عمل الأخبار هي التي تعزز جودة محتوى المنصات.
- السرعة في غرفة الأخبار مجزأة الأخبار الآتية والعاجلة توجه إلى الإصدار الإلكتروني ومنصات التواصل الاجتماعي، وفي المقابل الأخبار اليومية الروتينية تذهب للإصدار المطبوع ولكن بعد أن تمر عبر عدة مرجعيات (مثل مدراء التحرير، والدسك المركزي، والمنسقين الإعلاميين).
- الموقع الإلكتروني والإعلام الاجتماعي بصفتها برامج تشغيل فإنهما يحددان مستويين للسرعة: السرعة في نشر الأخبار العاجلة، والأخرى تأخذ مدة أطول للنشر كالقصص المتعمقة (التحقيقات/ التغطيات الحصرية). أما روتين العمل اليومي للصحيفة فقد تبايناً مقعداً متأخراً.

البعد C: المهنية الصحافية (الممارسات، المهارات، والتدريب)

يرتبط بُعد "المهنية الصحافية" بالممارسات الصحافية اليومية في غرف الأخبار، والمهارات المطلوبة، بالإضافة إلى التدريب التخصصي. وتغطي الممارسات الصحافية عملية إنتاج الأخبار اليومية: جمع الأخبار، إنتاجها، ثم توزيعها. إضافة إلى ذلك، فإن الصحف تسعى إلى تطوير مهارات صحافيتها من خلال الحلقات النقاشية وورش العمل والبرامج التدريبية.

يرجى قراءة الأسئلة بدقة، ثم اختر الإجابة التي تصف الوضع الحالي لصحيفتكم من وجهة نظرك. ثم قدر مدى تكرار ممارسة اختيارك في صحيفتكم.

2C هل توفير المعدات التكنولوجية لجميع الصحافيين هو شرط مسبق في جمع الأخبار؟

- لا. ليس شرطاً مسبقاً في جمع الأخبار. وقد يكون كذلك لمحرري الـ"ملمتيميديا".
- متوفرة إلى حد ما. مثال: توفير الكاميرات في بعض الأقسام.
- نعم. شرط مسبق في جمع الأخبار، مثال: الكاميرات الرقمية ومعدات تسجيل الصوت والفيديو ... إلخ.

3C هل توفير المعدات التكنولوجية للجميع هو شرط مسبق في إنتاج الأخبار؟

- لا، ليس شرطاً مسبقاً في إنتاج الأخبار. وقد يكون كذلك لمحرري الـ"ملمتيميديا".
- لا، ليس شرطاً مسبقاً، ولكن منسقة المنصات تتوفر لديهم جميع أنظمة إنتاج الأخبار، ويتم استخدامها من قبل بعض الصحافيين.
- نعم. جميع الصحافيين يمكنهم استخدام أنظمة إنتاج الأخبار.

4C هل توفير المعدات التكنولوجية للجميع شرط مسبق في توزيع/نشر الأخبار؟

- لا. ليس شرطاً مسبقاً في توزيع الأخبار. وقد يكون كذلك لمحرري الـ"ملمتيميديا".
- لا. ليس شرطاً مسبقاً للجميع. وقد يكون كذلك لمحرري الـ"ملمتيميديا".
- نعم، متاحة للجميع ولكن في الممارسة اليومية يستخدمها المختصون، مثل: استخدامها في تحرير المنتجات المرئية.

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- 5C هل تعدد المهارات Multiskilling شرط مسبق في جمع الأخبار؟**
- لا، ليس شرطاً مسبقاً أساساً لجمع الأخبار. حيث أن الصحفيين من منصات مختلفة يجمعون المواد الخبرية دون النظر إلى أنشطة المنصات الأخرى.
- إلى حد ما. تعدد المهارات في جمع الأخبار يتم التشجيع عليه اختياريًا وليس إلزاميًا.
- نعم. يتم تشجيع جميع الصحفيين ليكونوا من ذوي المهارات المتعددة في جمع الأخبار.
- 6C هل تعدد المهارات شرط مسبق في إنتاج الأخبار؟**
- لا، ليس شرطاً مسبقاً في إنتاج الأخبار.
- لا، ليس شرطاً مسبقاً. لأن التخصصية في الإنتاج تعد ضرورية لضمان الجودة (من الناحية العملية).
- نعم. شرط مسبق في إنتاج الأخبار، على الأقل كهدف استراتيجي.
- 7C هل تعدد المهارات شرط مسبق في توزيع/نشر الأخبار؟**
- لا، ليس شرطاً مسبقاً في توزيع الأخبار.
- إلى حد ما. وللبعض المحررين القياديين (المنسقين) فهي إلزامية.
- نعم. شرط مسبق في توزيع الأخبار.
- 8C هل العمل لعدة منصات إعلام شرط مسبق في جمع الأخبار؟**
- لا، ليس شرطاً مسبقاً في جمع الأخبار. وهو موجود فقط كاستثناء.
- إلى حد ما. و ضروري لمنسقي منصات العمل في جمع الأخبار.
- نعم. ليكونوا قادرين على اتخاذ القرار حول المواد الخبرية الناتجة من تحقيقاتهم وكيف سيتم استخدامها بعد ذلك.
- 9C هل العمل لعدة منصات إعلام شرط مسبق في إنتاج الأخبار؟**
- لا، ليس شرطاً مسبقاً في إنتاج الأخبار.
- إلى حد ما. و ضروري لمنسقي منصات العمل في إنتاج الأخبار.
- إلى حد ما. حيث يوجد دائماً بعض التخصصية في الإنتاج.
- 10C هل العمل لعدة منصات إعلام شرط مسبق في توزيع/نشر الأخبار؟**
- لا، ليس شرطاً مسبقاً في توزيع الأخبار.
- إلى حد ما. وإلزامية للمنسقين الذين يتخذون القرار حول توزيع الأخبار.
- نعم، شرط مسبق في توزيع الأخبار.
- 11C في صحيفتكم، ما نسبة الصحفيين متعددي المهارات الذين يعملون لأكثر من منصة عمل؟**
- أقل من 20 %
- بين 20 - 70 %
- أكثر من 70 %
- 12C فيما يتعلق بإنتاج الفيديوهات المخصصة للنشر الإلكتروني، هل أكثرها تُنتج داخلياً، أم أكثرها تُنتج خارجياً، أم كلاهما؟**
- أكثرها تنتج خارجياً (... %) والقليل يتم إنتاجه داخلياً (... %).
- أكثرها تنتج داخلياً (... %) والقليل يتم إنتاجه خارجياً (... %).
- تنتج داخلياً (تقريباً بنسبة 100 %)

تقارب غرفة أخبار الإعلام المطبوع والإلكتروني: دراسة لصحيفتي الاتحاد وجلف نيوز في الإمارات العربية المتحدة.

13C ما نوع البرامج التدريبية التي تقدم لموظفي غرفة الأخبار؟

- التدريب يتمركز حول المنصات (مثل: دورات في الكتابة الصحفية التقليدية، أو لتطوير مهارات استخدام محركات البحث لمحوري النشر الإلكتروني، وغيرها).
- حالياً، يتوفر التدريب حول وسائل الإعلام الاجتماعي بشكل متكرر وأحياناً يوفر التدريب طوعاً لمنصات الإعلام المتشارك، الاهتمام بالتدريب المتشارك للمنصات مرحب به ولكن المشاركة غير إلزامية.
- التدريب على أدوات جديدة مثل كيفية استخدام نظام إدارة محتوى خاص بمنصة معينة، كيفية تسجيل مواد سمعية-مرئية، كيفية استخراج البيانات، كيفية كتابة القصص الرقمية، كيفية استخدام وسائل الإعلام الاجتماعي.

14C هل تؤثر المهارات على جودة المنتج؟

- المهارات تركز على تحسين الجودة لمنصة محددة/ مفردة.
- قدرات تعدد المهارة هي مطلوبة في الموظفين القياديين أو المنسقين بالاعتماد على اهتماماتهم الشخصية أو معرفتهم السابقة؛ بعضهم أكثر إتقاناً من غيرهم في إنتاج محتوى يمتاز بالجودة.
- المهام التي تتطلب تعدد المهارة تعطي الصحفيين مزيداً من السيطرة على المنتج النهائي وتعزز إبداعهم في كتابة القصص الاخبارية، ولكن قد تثقلهم بالإجراءات الفنية وتزيد ضغط الوقت.

البعد D: تنظيم العمل وغرفة الأخبار

يسعى بُعد "تنظيم العمل وغرفة الأخبار" إلى التحقق من الإعداد المكاني لغرفة الأخبار وكيف أن الهيكل التنظيمي، والثقافة، والقيم سوف تؤثر في الممارسات الصحفية. إن تنظيم غرفة الأخبار قد يحدد الحاجة إلى التوجه نحو نموذج تمكين الأقسام للعمل ضمن مصفوفة ونحو مزيد من الشفافية في غرفة الأخبار.

يرجى قراءة الأسئلة بدقة، ثم اختر الإجابة التي تصف الوضع الحالي لصحيفتكم من وجهة نظركم. ثم قدر مدى تكرار ممارسة اختيارك في صحيفتكم.

1D هل توجد غرف الأخبار في مبنى واحدة أم في مباني منفصلة؟

- ليست ذات أهمية. وقد توجد في مباني منفصلة.
- توجد في نفس المبنى أو على الأقل تقع غرف الأخبار ضمن مسافة سير قصيرة.
- توجد في نفس المبنى كونه شرط مسبق.

2D هل توجد غرف أخبار منفصلة أم غرفة واحدة فقط ؟

- توجد غرف أخبار منفصلة.
- توجد غرف أخبار منفصلة مع وجود نقاط اتصال بينية (مثل: دسك الأخبار)
- توجد غرفة أخبار واحدة.

3D فيما يتعلق بسلوكيات الصحفيين: كيف يتصرف الصحفيون تجاه تطبيق تقارب غرفة الأخبار؟

- غالبية الصحفيين (أكثر من 70٪) يخالفون فكرة غرفة الأخبار الواحدة.
- العديد من الصحفيين (بين 40-70٪) مترددون حول تطبيق فكرة غرفة الأخبار الواحدة، ومرتابون من حدوث خسارة في جودة العمل وخسارة الموقع الوظيفي التراتبي للفرد.
- يتصرفون بمثالية: تقرّباً جميع الصحفيين مهياون جيداً لعملية التغيير والتي تساعد في رضاهم الوظيفي وفي رؤيتهم لإمكانيات جديدة غير رؤيتهم لمخاوف وتوعدات بالعمل الإضافي.

4D هل عدد الصحفيين تغير (بقي نفس العدد، إزداد، أم انخفض) كنتيجة للتقارب في غرفة الأخبار؟

- بقي نفس العدد. طالما أن عمل المنصة منفصل، فإن الصحفيين يمضون قدماً في الانتاج
- بقي نفس العدد. أو ربما توجد زيادة ضرورية في عدد الصحفيين من ذوي الاختصاص الذين لديهم تجربة في الـ"مليتيمديا".
- التقارب الكامل ينظر إليه كفرصة لخفض عدد العاملين، بينما هناك تغيير في مؤهلات الصحفيين وليس في عددهم.

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5D هل توفر الصحيفة تدريباً في مجال تعدد المهارات؟

- التدريب المتوفر ليس بالتحديد في مجال تعدد المهارات. وهناك دعم من حين لآخر لحضور البرامج التدريبية
- نعم. يتم توفير التدريب في مجال تعدد المهارات لبعض الموظفين.
- نعم. يتم توفير التدريب في مجال تعدد المهارات بشكل مستمر ولجميع الموظفين.

6D في صحيفتكم، هل يتم تعويض الصحفيين متعددي المهارات بطريقة أو بأخرى؟

- لا يتم التعويض. أساساً تعدد المهارات ليس جزءاً من متطلبات الوظيفة.
- لا يتم التعويض. ولكنه قرار اختياري متروك للإدارة.
- لا يتم التعويض. ولكن الصحفيين متعددي المهارات فرصهم أعلى في الترقى الوظيفي.

7D هل يتم ابتكار مهام وظيفية (واجبات ومسؤوليات) جديدة كنتيجة لتنفيذ التقارب؟

- كلا. لم يتم ابتكار مهام وظيفية جديدة.
- نعم. تشكلت مهام وظيفية جديدة لها علاقة بكفاءة التنسيق بين أنشطة الإعلام المتشارك.
- نعم، بعض المهام الوظيفية الجديدة. حول إدارة التقارب وكذلك نقاط اتصال وتواصل جديدة وقادة فرق لموظفي التحرير.

8D هل توجد ثقافة صحافية واحدة سائدة في غرفة الأخبار أم توجد عدة ثقافات منفصلة؟

- توجد ثقافات منفصلة. حيث أن الثقافات الصحافية يتم الإبقاء عليها متفرقة بشكل حازم لغرض الاحتفاظ بالخبرات في كل مجال دون الخلط بين الأساليب والممارسات.
- توجد ثقافات منفصلة. ولكن الحاجة إلى التعاون والتواصل يُظهر للعلن بعض التبادل البطني في مراكز الموظفين وفي الاستراتيجيات.
- توجد ثقافة واحدة. حيث أن المضي باتجاه تكامل جميع الأقسام والمنصات يجلب أيضاً ثقافة مشتركة في الإعلام المتقارب.

9D ما هو الهيكل التنظيمي الأساسي لغرفة الأخبار؟

- الهيكل مقسم بحسب اهتمامات المنصة في غرفة الأخبار. ويوجد إزدواجية في الأقسام: فأقسام النشر الإلكتروني مسؤولة عن محتوى الـ"مليميديا". والدسك المركزي مسؤول بشكل أساسي عن الإصدار المطبوع.
- الهيكل مقسم بحسب اهتمامات المنصة في غرفة الأخبار، ولكن يوجد منسق مثل دسك مركزي أو منسق الـ"مليميديا" مكلف بتنسيق القصص الخبرية مع منسقي الإعلام المتشارك؛ ويتم التشجيع على التعاون بين الأقسام المتشابهة في الإصدارين المطبوع والإلكتروني، ولكنه ليس إلزامياً.
- الأقسام ورؤساء الأقسام هم المسؤولون عن جميع المنصات؛ والدسك المركزي هو المختص بالأخبار العاجلة ويحدد أولوية الأخبار. وتحدد مهام جديدة للفعاليات المؤسسية.

10D ما الدور الذي تلعبه الشفافية داخل غرفة الأخبار؟

- لا يتيح نظام إدارة المحتوى إمكانية إطلاع الصحفيين على أعمال بعضهم؛ حيث يعتبر الصحفيون كـ"مؤلفين" لديهم قصصهم الخاصة؛ وتظهر المنصات كمتنافسين على تلبية اهتمامات المستخدمين والقراء.
- يتيح النظام إمكانية الإطلاع على المواد ضمن إدارات المنصة الواحدة أو القسم الواحد. وتعتبر مكاتب العمل ذو الفضاء المفتوح واللقاءات المفتوحة أمراً اختيارياً.
- تسود ثقافة مكاتب العمل ذو الفضاء المفتوح، واللقاءات المفتوحة والموضوعات العلنية. ويمكن لأي صحفي الإطلاع على مواد الصحفيين الآخرين. وباعتبار نظام إدارة المحتوى كـ"غرفة أخبار افتراضية" فإنه يركز على الموضوعات وكذلك على كافة المنصات؛ ولا توجد مناطق محرمة.

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البعد E: مشاركة الجمهور

يرتبط بُعد "مشاركة الجمهور" بكيفية تعامل الصحيفة مع المحتوى الذي يُنشئه المستخدمون ومدخلات الجمهور عبر منصات وسائل الإعلام الاجتماعي. وكلما زادت مشاركة الجمهور ازداد عدد القراء والربحية، أيضاً.

يرجى قراءة الأسئلة بدقة، ثم اختر الإجابة التي تصف الوضع الحالي لصحيفتكم من وجهة نظرك. ثم قدر مدى تكرار ممارسة اختيارك في صحيفتكم.

1E كيف يستخدم الصحفيون وسائل الإعلام الاجتماعي؟ هل توجد سياسة للإعلام الاجتماعي في الصحيفة؟

وسائل الإعلام الاجتماعي هي جزء من إدارة النشر الإلكتروني؛ وصحافيو النشر المطبوع لا يُشجعون على استخدامها، ولكنهم يقومون بذلك بصفة فردية.

إدارة عمل منصات الإعلام الاجتماعي يتم بشكل رئيسي من قبل محرر أو محرري الإعلام المجتمعي/ مدير أو مدراء الأخبار الاجتماعية؛ كما يتم تشجيع بقية الصحفيين على استخدام الإعلام المجتمعي، باعتباره قراراً شخصياً.

يستخدم جميع الصحفيين تقريباً وسائل الإعلام الاجتماعي باحترافية بما يساهم في تعزيز العملية الصحافية، كما يوجد استراتيجية/ دليل عمل للتعامل مع الإعلام الاجتماعي في الصحيفة.

2E كيف يستخدم الصحفيون وسائل الإعلام الاجتماعي في توزيع المحتوى؟

تتولى إدارة النشر الإلكتروني توزيع المحتوى الخاص بها.

محررو الإعلام الاجتماعي المتخصصون ينتقون المحتوى الذي سيتم توزيعه.

كل صحافي تقريباً يستخدم الإعلام الاجتماعي لنشر قصته، يناضل المؤلفون على المستوى الفردي لتعزيز مبدأ الشفافية.

3E كيف تتعامل غرف الأخبار/ الصحفيون مع تعليقات المستخدمين ومساهماتهم (المعلومات، والصور، والفيديو)، وردودهم؟

يتم التعامل مع مساهمات المستخدمين في إدارة النشر الإلكتروني.

يتم التعامل مع مساهمات المستخدمين، وتعليقاتهم، وردودهم في إدارة النشر الإلكتروني وبالتعاون مع دسك خاص أو دسك الأخبار.

توجد سياسة حول المحتوى المقدم من المستخدمين عبر جميع القنوات. وتوجد استراتيجية عامة حول الشفافية تجاه الجمهور. ويتم تشجيع الصحفيين للتداول مع الجمهور عبر الموقع الإلكتروني وعبر قنوات التواصل الاجتماعي.

**** انتهى مع جزيل الشكر على المشاركة ****

Appendix III List of Records

Newsroom Convergence of Print and Online Media: A study of The Gulf News and Alittihad Newspapers in the UAE

List of records (documents (soft/hard), systems, printed matters, tools, devices, instruments, materials ...etc.) for reviewing and pair-matching with the responses of interviewees on the questionnaire.

SN	Record Name
1	Operational plan document.
2	Operational plan publication (hard/ soft)
3	Operational plan circulation (hard/ soft)
4	Minutes of meeting about the convergence operational plan.
6	Policy for organized change management process (memos, circular, minutes of meeting, bulletin, handbook, booklet, plan, guidelines, decisions ...etc.)
7	Seminars/ workshops list on change management
8	Newsroom workflow chart
9	Newsroom layout design as per newsrooms layout models.
10	Newsroom content management policy (memos, decisions, process, guidelines ...etc.)
11	Editorial meetings plan (attendees, agenda, minutes of meeting) (soft/hard)
12	Policies, management's decisions, or circulars assure collaboration of journalists between/ within platforms.
13	Content Management System CMS software(s) employment
14	Policy for the usage of technological equipment by journalists for news gathering, production, and distribution (memos, decisions, process, guidelines ...etc.)
15	Pledge of journalists receiving technological equipment for news gathering
16	Journalists' Job descriptions shows precondition needed in news gathering, production, and distribution.
17	Policy confirms employing skilled journalists for open positions in news gathering, production, and distribution.
18	Policy for developing existing journalist's skills in news gathering, production, and distribution.
19	Newsroom detailed structure explaining hierarchy and job descriptions related to.
20	Policies/ strategies determine % of multiskilling journalists who work for more than one platform.
21	Technical equipment's provided for the journalists in each platform.
22	Policy/ strategy confirm responsibility for carrying the production of online videos (i.e. memos, minutes of meeting, circular, bulletin, handbook, booklet, policy/plan, guidelines, decisions ...etc.)
23	Production source of published online videos
24	Newsroom staff training programs/ plan. (workshops, training courses, seminars)
25	Newsroom staff training policy/ strategy.
26	Policy confirms employing skilled journalists for open positions to maintain quality of content
27	Past and present organizational charts to revile changes in number of journalists, titles, and roles.
28	Multiskilled journalists compensation policy (rewarding and appreciation)
29	Policy confirms journalist's roles and responsibilities in using the social media.

Appendix IV Consolidated e-survey

Newsroom Convergence of Print and Online: A Study of the Gulf News and Alittihad in the UAE

Consent Letter

Dear Participant,

Please read carefully before signing the Consent Form!

I'm Ahmed Mansoori, PhD. student at Mass Communication Department, the UAE University.

You are cordially invited to participate in a study under the title: **Newsroom Convergence of Print and Online Media: A study of The Gulf News and Alittihad Newspapers in the UAE.**

This research would benefit both academia and media professionalism, and will help understand how newsrooms are operating in respect to convergence of print and online media in the UAE newspapers.

This study requires employment of an ethnographic methodology by employing a pre-structured questionnaire containing items related to the subject under study, targeting journalists in the newsroom from different levels in addition to the newspaper management. I'm glad to meet you at your workplace and provide you with a copy of the questionnaire to discuss its embedded questions with you in connection to your experience with your distinguished newspaper. This interview will take approximately (\pm 40) minute of your valuable time to respond to its questions.

All your personal information and data provided, as well as your responses, will be maintained with high confidentiality, and will be used only for the study purposes. This study may be published in a book or in some scientific journals.

You have the right to withdraw from the interview and void your inputs to be included in the study.

Informed Consent

1. I confirm that I have read and understood the above information and have had the opportunity to ask questions.
2. I understand that my participation is voluntary and that I am free to withdraw.
3. I understand that my personal data and information will be kept confidential and if published, the data will not be identifiable as mine.

I agree to take part in this study in the direct interview and during the observation:

(Name of participant)

(Signature)

(Date)

Newsroom Convergence of Print and Online: A Study of the Gulf News and Alittihad in the UAE

The Questionnaire (English)

Interviewee name: _____

Interview No.: (____)

Paper: (1) Alittihad (2) Gulf News

Date: ____/____/____

Start Time: ____:____(AM) (PM)

End Time: ____:____(AM) (PM)

Part A. Personal Data and Information

Q1. Years of working for this newspaper: _____

Q2. Overall years of experience in the profession: _____

Q3. Your nationality: _____

Q4. Educational level:

1 High school or less 2 Diploma (2 or 3 years) 3 Bachelor 4 Masters 5 PhD

Q5. Graduation year:

Q6. Academic major (Subject) studied:

Q7. Name of the section you are working in now: _____

Q8. This section belongs to which department: _____

Q9. Your current job title: _____

Q10. To which of these job categories do you belong in your company?

- 1 Leadership (e.g. Chairman, CEO, GM)
 2 Top management (e.g. Director, Editor-in-Chief, Vice CEO)
 3 Middle management (e.g. department manager)
 4 Supervisory (e.g. section head, line manager)
 5 Executers (e.g. reporter, desk editor, and... etc.)

Q11. For how many years you have been holding this job title? _____

Newsroom Convergence of Print and Online: A Study of the Gulf News and Alittihad in the UAE

Introduction

Newsrooms structures have changed in the last decade. They have become more digitized and integrated with advanced information and communication technologies to reach audiences who are now converting to get the news from online media. Unlike the old practices (divergent newsrooms) of producing media content from a single newsroom for a single platform like the printed paper, the new practices (convergent newsroom) are intended to produce media content for multiple platforms, which can be implemented by any of the following newsrooms structural types:

- A. **Newsroom type 1.0** the “**Multiple Media Newsroom**”: also known as “**Coordination of Separated Platforms**” provides dedicated editorial resources for each platform that is serviced by the publishing houses. This results in separate editorial units for the print and the online editions.
- B. **Newsroom type 2.0** the “**Cross Media Newsroom**”: works on the principle that the content gatherers generate content for all distribution channels served by the editorial department.
- C. **Newsroom type 3.0** the “**Integrated Newsroom**”: aims to provide content on multiple channels by integrating the complete news flow across print and online media from the planning to the production.

Media experts and researchers reviewed the newsrooms structural types from ten dimensions. Each one includes descriptors (elements) determine the convergence level of the newspaper under study.

Dimension A: Project Scope and Market Situation

This dimension covers areas concerning the newspaper development as an enterprise project and market situation. Project scope is the area which deals with the extent of the business development strategy (convergence strategy), which might involve the whole company or it might just be centered on collaboration among newsrooms. Whereas market situations intends to be aware of the changing market and reacting with new business models, as per the change management strategies that may be adopted. This dimension consists of five descriptors (questions).

Please read the questions carefully, and then select the answer that describes from your point view the current situation of your newspaper.

A1_1 Based on your understanding of the description of convergence, does convergence exist in the whole newspaper or just in the newsroom, or both?

- Company convergence is an option. Newsroom convergence does not take
- Company convergence is an option. Newsroom convergence is an option.
- Both company and newsroom convergence.

A1_2 Convergence planning existence

		Available	Not Available
A1_2_1	Operational plan document.	<input type="checkbox"/>	<input type="checkbox"/>
A1_2_2	Operational publication (hard).	<input type="checkbox"/>	<input type="checkbox"/>
A1_2_3	Operational plan circulation (hard/ soft)	<input type="checkbox"/>	<input type="checkbox"/>

A2_1 How is convergence viewed in your newspaper? Is it a company goal or tool?

- Neither company goal nor tool.
- A tool (a newsroom tool, not an overall strategy)
- A company goal and an overall strategy

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A2_2 Convergence planning purpose

		Available	Not Available
A2_2_1	Convergence embedded in operational plan document (activities, initiatives, projects, or program).	<input type="checkbox"/>	<input type="checkbox"/>

A3_1 In terms of convergence duration process in your newspaper, is convergence considered a short-term or a long-term process?

- Company convergence can be a perspective - without precipitance
- As a long-term process in all the sectors involved
- As a Company's long-term process
-

A3_2 Convergence process duration

		Available	Not Available
A3_2_1	Convergence embedded in operational plan document (activities, initiatives, projects, or program) with allocation of implementation period	<input type="checkbox"/>	<input type="checkbox"/>

A4_1 In terms of convergence implementation, how it is managed in your newspaper?

- If there is any, bottom-up development is more probable
- There is top-down implementation of convergence processes as well as bottom-up initiatives.
- Top-down, as convergence is seen as an overall strategy
-

A4_2 Convergence implementation hierarchy

		Available	Not Available
A4_2_1	Convergence embedded in operational plan document (activities, initiatives, projects, or program) with allocation of the business unit responsible for the implementation.	<input type="checkbox"/>	<input type="checkbox"/>

A5_1 Do the newspaper market situation and its decisions on adopting new business models influence the convergence of editorial process?

- Diversity of economic strategies is the rule; different journalistic strategies influence the editorial process of the isolated platforms in the newsroom
- Convergence is an option; discrete distribution channels normally do not have a common strategy; driven by economic needs and sales plans, forces in the newsroom may be pooled on a case-by-case
- Convergence as a foundation for company growth; digital platforms are promoted under different business models, but with a common economic strategy for all platforms and distribution channels
-

A5_2 Market situation influence on editorial convergence process

		Available	Not Available
A5_2_1	Convergence embedded in operational plan document containing indices (activities, initiatives, projects, or program) about targeted income, market situation, or market share.	<input type="checkbox"/>	<input type="checkbox"/>

Dimension B: Project Change Management

This dimension, which consists of three descriptors (questions), intends to consider aspects of the involvement of employees in a company's change project, including whether the company holds discussions with the employees about convergence, and if that process is supported by any seminars, together with questions on the level of participation in such seminars or discussions.

Please read the questions carefully, and then select the answer that describes from your point view the current situation of your newspaper.

B1_1 Has convergence strategy been discussed with journalists?

- Discussion only on top level
- Not all employees are involved
- Discussion with all employees is part of the strategy

B1_2 Convergence strategy communication

		Available	Not Available
B1_2_1	Minutes of meeting about the convergence operational plan..	<input type="checkbox"/>	<input type="checkbox"/>
B1_2_2	Document confirms convergence operation plan communicated with journalists (email, decision, circular, policy, strategy, posters, frames, sign boards, advertisement board ...etc.).	<input type="checkbox"/>	<input type="checkbox"/>
B1_2_3	Document confirms convergence operation plan implementation.	<input type="checkbox"/>	<input type="checkbox"/>

B2_1 Does the company see itself as involved in a change process?

- No organized change process.
- Change management “as-it-happens” and process development whenever new newsroom questions arise— no long-term planning
- Change is considered a permanent, flowing process.

B2_2 Organized change management process

		Available	Not Available
B2_2_1	Document for organized change management process (memos, minutes of meeting, bulletin, handbook, booklet, policy/plan, guidelines, decisions ...etc.).	<input type="checkbox"/>	<input type="checkbox"/>

B3_1 Is change management supported by special seminars to give staff the chance to participate in the change processes?

- If need be, participation in seminars to observe integration development in other newsrooms. No dedicated change task force or manager needed.
- Occasional workshops on topics like brand quality, social media future
- Mandatory change management seminars, task force discusses and plans the new workflows and work conditions.

B3_2 Seminars on change management

		Available	Not Available
B3_2_1	Seminars/ workshops on change management for employees to participate in the change processes.	<input type="checkbox"/>	<input type="checkbox"/>

Dimension C: Newsroom Management

This Dimension which consists of five dimensions addresses the management of the newsroom with its direct relevance to journalism practices and outputs, and the perception of the newsroom atmosphere related to the level of participation of reporters, and managers attempts to give journalists information on the coming changes.

Please read the questions carefully, and then select the answer that describes from your point view the current situation of your newspaper.

C1_1 Is content primary and platform secondary, the other way around or both are equally important?

- Platform is primary
- Platform is primary, but strategic distribution of content is equally important.
- Strategic distribution of content is primary.

C1_2 Priority of content and platform.

		Available	Not Available
C1_2_1	Newsroom workflow chart shows favoring of either the content or the platform in news distribution.	<input type="checkbox"/>	<input type="checkbox"/>
C1_2_2	Newsroom layout design shows favoring of either the content or the platform as per newsrooms layout models	<input type="checkbox"/>	<input type="checkbox"/>

C2_1 Is there an “online first” policy, are exclusives held for print first or is there no clear policy?

- No online first policy, platform editors decide autonomously.
- Cross-media managers decide publication strategies case by case.
- Decisions on online first are made according to strategic principles/ clear policies.

C2_2 Content management for either online or print

		Available	Not Available
C2_2_1	Newsroom content management policy (memos, decisions, process, guidelines ... etc.) confirms favoring either “online first” or “print first”	<input type="checkbox"/>	<input type="checkbox"/>

C3_1 Newsroom management: is there a single news editor, multimedia editors or another model?

- A: News editors for each platform.
- B: News editors for each platform and multimedia editors for co-ordination.
- Central news editor, who is responsible for all platforms.

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C3_2 Newsroom management model

	Available	Not Available
C3_2_1 Newsroom workflow chart shows newsroom management model.	<input type="checkbox"/>	<input type="checkbox"/>
C3_2_2 Newsroom layout design shows newsroom management model as per newsrooms layout models	<input type="checkbox"/>	<input type="checkbox"/>

C4_1 Are there editorial meetings attended by online, print and other editors or do they hold separate meetings?

- Separate daily meetings in each platform.
- Editorial conferences can be attended by journalists from all platforms and must be organized and attended by multimedia coordinators
- All editors and section heads are responsible for all platforms in daily news production.

C4_2 Editorial meetings

	Available	Not Available
C4_2_1 Editorial meetings plan indicates the attendees	<input type="checkbox"/>	<input type="checkbox"/>
C4_2_2 Editorial meetings agendas file (soft/ hard)	<input type="checkbox"/>	<input type="checkbox"/>
C4_2_3 Editorial team minutes of meetings file (soft/ hard)	<input type="checkbox"/>	<input type="checkbox"/>

C5_1 Is journalists' collaboration with other platforms encouraged?

- To a small extent. Too much crossover is regarded as problematic by platform managers. (Not favored)
- Partly - mainly when multimedia coordinators build teams
- Yes, as inherent to the system

C5_2 Journalists' collaboration encouragement

	Available	Not Available
C5_2_1 Policies, management's decisions, or circulars assure collaboration of journalists between/ within platforms.	<input type="checkbox"/>	<input type="checkbox"/>

Dimension D: Newsroom Content Management

This Dimension which consists of three dimensions is about the computer application system that is used by journalists and editors to operate the flow of media content from the time the content is created until it is broadcast or published and then archived in the system.

Please read the questions carefully, and then select the answer that describes from your point view the current situation of your newspaper.

D1 Content management systems: is there one for all platforms or different CMS for each?

- A. Different CMS as there is no need for permanent exchange of news and data
- B. One CMS is possible - but different CMS are usual as only coordinators are obliged to use all
- C. One CMS for all platforms

D1_2 Number of content management systems (CMS)

	Available	Not Available
D1_2_1 CMS software(s) employment	<input type="checkbox"/>	<input type="checkbox"/>

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D2_1 Which aims guide the editorial planning and production processes?

- With years' or decades' worth of workflow traditions, platforms dictate the workflows.
- Platforms take center stage in the planning process with long-time workflow traditions, but strategic case-by-case distribution is possible, sometimes enforced.
- The **topics/stories** take center stage in the workflows; **platforms** are secondary and only in focus at the end of the production process

D2_2 Aims guiding editorial planning and production

		Available	Not Available
D2_2_1	Newsroom workflow chart shows what guides the editorial planning and production processes	<input type="checkbox"/>	<input type="checkbox"/>
D2_2_2	Newsroom layout design shows what guide the editorial planning and production processes as per newsrooms layout models.	<input type="checkbox"/>	<input type="checkbox"/>
D2_2_3	CMS software(s) employment confirms what guide the editorial planning and production processes in newsroom(s)	<input type="checkbox"/>	<input type="checkbox"/>

D3_1 Is there a division between news gathering, production and distribution? (Researcher's own observation)

- No. Division remains as it has always been.
- Basically no, or not more than there has always been.
- Division may be one strategy to gather materials and produce for all platforms.

Dimension E: Newsroom Operations Workflow

This Dimension which consists of two descriptors focuses on the workflow of the content in the newsroom, and whether it is centralized or divided between several editors each who serve different platforms.

Please read the questions carefully, and then select the answer that describes from your point view the current situation of your newspaper.

E1 Is news flow based around a central desk, several editors or another model?

- Several editors with responsibility for their platform
- Two different desks for print and online that work together. There is some sort of permanent co-ordination
- News flow is organized around a central desk

E1_2 News flow process

		Available	Not Available
E1_2_1	Newsroom workflow chart shows ways of news flow process(s).	<input type="checkbox"/>	<input type="checkbox"/>
E1_2_2	Newsroom layout design shows news flow process(s) as per newsrooms layout models.	<input type="checkbox"/>	<input type="checkbox"/>

E2_1 Is there a division between news gathering, production and distribution?

- No. Division remains as it has always been.
- Basically no, or not more than there has always been.
- Division may be one strategy to gather materials and produce for all platforms.

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E2_2 Division between news gathering, production and distribution

		Available	Not Available
E2_2_1	Newsroom workflow chart showing division between news gathering, production and distribution.	<input type="checkbox"/>	<input type="checkbox"/>
E2_2_2	Newsroom layout design showing division between news gathering, production and distribution as per newsrooms layout models.	<input type="checkbox"/>	<input type="checkbox"/>

Dimension F: Journalistic Practices

This Dimension which consists of seven descriptors focuses on analyzing newsroom convergence from the standpoint of the redefinition of professional practices carried out by the journalists in the newsroom.

Please read the questions carefully, and then select the answer that describes from your point view the current situation of your newspaper.

F1_1 Is technological equipment for all a precondition in news gathering?

- No. But may be for multimedia editors.
- To a certain extent, e.g. video cameras in some sections
- Yes, e.g. video-equipment in every section

F1_2 Technological equipment as precondition in news gathering

		Available	Not Available
F1_2_1	Policy for the usage of technological equipment by journalists for news gathering (memos, decisions, process, guidelines ... etc.)	<input type="checkbox"/>	<input type="checkbox"/>
F1_2_2	Pledge of journalists receiving technological equipment for news gathering	<input type="checkbox"/>	<input type="checkbox"/>

F2 Is technological equipment for all a precondition in news production?

- No. But may be for multimedia editors
- No. But platform coordinators do have all systems available. Some journalists will use them
- Yes. All journalists may use all systems

F2_2 Technological equipment as precondition in news gathering

		Available	Not Available
F2_2_1	Policy for the usage of technological equipment by journalists for news production (memos, decisions, process, guidelines ... etc.)	<input type="checkbox"/>	<input type="checkbox"/>

F3_1 Is technological equipment for all a precondition in news distribution?

- No. But may be for multimedia editors
- No. But may be for multimedia editors and journalists.
- Yes. Available for all - but in everyday practice with specialists using it, e.g. for editing video-productions.

F3_2 Technological equipment as precondition in news distribution

		Available	Not Available
F3_2_1	CMS policy for news distribution	<input type="checkbox"/>	<input type="checkbox"/>

F4 Is working for several media platforms a precondition in news gathering?

- No. It exists only as an exception
- To a certain extent. Necessary for platform coordinators
- Yes. To be able to decide which and how materials of own investigation will be used afterwards

F4_2 Working for several platforms as precondition in news gathering

		Available	Not Available
F4_2_1	Journalists' Job descriptions contain roles and responsibility to work for several media platform as precondition in news gathering	<input type="checkbox"/>	<input type="checkbox"/>
F4_2_2	Policy confirms employing journalists to work in news gathering for several media platforms	<input type="checkbox"/>	<input type="checkbox"/>
F4_2_3	Policy for developing existing journalist's skills in working for several media platforms in news gathering	<input type="checkbox"/>	<input type="checkbox"/>

F5 Is working for several media platforms a precondition in news production?

- No.
- To a certain extent.
- To a certain extent. There is always some specialization in production.

F5_2 Working for several platforms as precondition in news production

		Available	Not Available
F5_2_1	Journalists' Job descriptions contain roles and responsibility to work for several media platform as precondition in news production	<input type="checkbox"/>	<input type="checkbox"/>
F5_2_2	Policy confirms employing journalists to work in news production for several media platforms	<input type="checkbox"/>	<input type="checkbox"/>
F5_2_3	Policy for developing existing journalist's skills in working for several media platforms in news production	<input type="checkbox"/>	<input type="checkbox"/>

F6 Is technological equipment for all a precondition in news distribution?

- No.
- To a certain extent. Obligatory for coordinators who decide about news distribution
- Yes.

F6_2 Working for several platforms as precondition in news production

		Available	Not Available
F6_2_1	Journalists' Job descriptions contain roles and responsibility to work for several media platform as precondition in news distribution	<input type="checkbox"/>	<input type="checkbox"/>
F6_2_2	Policy confirms employing journalists to work in news distribution for several media platforms	<input type="checkbox"/>	<input type="checkbox"/>
F6_2_3	Policy for developing existing journalist's skills in working for several media platforms in news distribution	<input type="checkbox"/>	<input type="checkbox"/>

F7_1 Online video production: is it mostly produced in-house, mostly externally produced or both? (researcher's observation of the production source)

- Both. More externally, less in-house
- Both. More in-house, less externally
- All in-house

Dimension G: Journalists' Skills and Training

This Dimension which consists of six descriptors is related to daily journalistic practices, skills, and training and covers the daily news production process: gathering the news, production, and distribution. In addition, companies tend to enhance their journalists' skills through seminars and training programs. Please read the questions carefully, and then select the answer that describes from your point view the current situation of your newspaper.

G1 Is multiskilling a precondition in news gathering?

- Basically not. As journalists from different platforms are gathering materials irrespective of other platforms.
- To a certain extent. Multiskilled news gathering is encouraged as an option, never an obligation.
- Yes, all journalists are encouraged to be multiskilled in news gathering.

G1_2 Multiskilling as precondition in news gathering

		Available	Not Available
G1_2_1	Journalists' Job descriptions shows the skills and qualifications needed for enrolment as precondition in news gathering	<input type="checkbox"/>	<input type="checkbox"/>
G1_2_2	Policy confirms employing skilled journalists for open positions in news gathering	<input type="checkbox"/>	<input type="checkbox"/>
G1_2_3	Policy for developing existing journalist's skills in news gathering	<input type="checkbox"/>	<input type="checkbox"/>

G2_1 Is multiskilling a precondition in news production?

- No.
- No. Specialization in production is considered necessary to guarantee (technical) quality
- Yes, at least as a strategic goal.

G2_2 Multiskilling as precondition in news production

		Available	Not Available
G2_2_1	Journalists' Job descriptions shows the skills and qualifications needed for enrolment as precondition in news production	<input type="checkbox"/>	<input type="checkbox"/>
G2_2_2	Policy confirms employing skilled journalists for open positions in news production	<input type="checkbox"/>	<input type="checkbox"/>
G2_2_3	Policy for developing existing journalist's skills in news production	<input type="checkbox"/>	<input type="checkbox"/>

G3_1 Is multiskilling a precondition in news distribution?

- No.
- To a certain extent. For some of the leading (coordinating) staff it is obligatory.
- Yes.

G3_2 Multiskilling as precondition in news distribution

		Available	Not Available
G3_2_1	Journalists' Job descriptions shows the skills and qualifications needed for enrolment as precondition in news distribution	<input type="checkbox"/>	<input type="checkbox"/>
G3_2_2	Policy confirms employing skilled journalists for open positions in news distribution	<input type="checkbox"/>	<input type="checkbox"/>
G3_2_3	Policy for developing existing journalist's skills in news distribution	<input type="checkbox"/>	<input type="checkbox"/>

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G4_1 What percentage of journalists is multi-skilled and work for more than one platform?

- Less than 20 %
- Between 20 – 70 %
- More than 70 %

G4_2 Multi-skilled journalists working for more than one platform

		Available	Not Available
G4_2_1	Newsroom detailed structure explaining hierarchy and job descriptions related to	<input type="checkbox"/>	<input type="checkbox"/>
G4_2_2	Policies/ strategies determine % of multiskilling journalists who work for more than one platform.	<input type="checkbox"/>	<input type="checkbox"/>
G4_2_3	Technical equipment's provided for the journalists in each platform	<input type="checkbox"/>	<input type="checkbox"/>

G5_1 What kind of training is offered for the newsroom staff?

- Training focused on platforms (e.g. traditional writing courses, search engine optimization online, etc.)
- Currently, social media training is offered frequently and often cross-platform (voluntary), cross-over interest in training is welcome—but participation is not enforced
- Training on new tools such as platform-neutral Content Management Systems, audio-visual recording, data mining, digital storytelling, social media.

G5_2 Newsroom staff training

		Available	Not Available
G4_2_1	Newsroom staff training programs/ plan. (workshops, training courses, seminars)	<input type="checkbox"/>	<input type="checkbox"/>
G4_2_2	Newsroom staff training policy/ strategy	<input type="checkbox"/>	<input type="checkbox"/>

G6_1 Do staff skills affect the quality of content?

- Skills focus on improving the quality of one specific/ isolated platform.
- Multi-skill capabilities are required in leading/ coordinating staff depending on personal interests or background, some are more proficient than others
- Multi-skill roles give reporters more control over the final product and boost their creativity in storytelling, but may overload them with technical procedures and increase time pressure

G5_2 Multiskilling for content quality

		Available	Not Available
G4_2_1	Policy confirms employing skilled journalists for open positions to maintain quality of content	<input type="checkbox"/>	<input type="checkbox"/>
G4_2_2	Training program tailored to improve skills in the quality of content.	<input type="checkbox"/>	<input type="checkbox"/>

Dimension H: Work Organization

This dimension which consists of five descriptors examines the physical setting of the newsrooms, and if there is one newsroom or separated ones. Also examines whether or not the changes in the newsroom affect the number of journalists; whether the company provides training in multiskilling; and whether or not the multi-skilled journalists are compensated in some way.

Please read the questions carefully, and then select the answer that describes from your point view the current situation of your newspaper.

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H1_1 Are newsrooms located in one building or in separate buildings? (Researcher's own observation)

- Not of importance
- Same building or at least newsrooms within very short walking distance
- Same building as precondition.

H2_1 Are there separate newsrooms or just one? (Researcher's own observation)

- Separate newsrooms
- Separated newsrooms with interconnections (e.g. News desk).
- One newsroom.

H3_1 Does the number of journalists' change as a result of convergence?

- Same number. Since platform work is isolated, journalists go ahead with production as usual.
- Same number. There may be an increase of the necessary number of high-profile journalists with multimedia experience
- Full convergence is seen as a possibility to reduce staff, whereas in practice there is a change of qualifications but not of number of journalists

H3_2 Convergence and the number of journalists

		Available	Not Available
H3_2_1	Past and present organizational charts to reveal changes in number of journalists	<input type="checkbox"/>	<input type="checkbox"/>

H4 Does the newspaper provide training in multiskilling?

- Not especially. Occasional participation in training programmers is supported
- Yes, for some employees
- Yes, continuously and for all employees

H4_2 Multiskilling training

		Available	Not Available
H4_2_1	Company training policy/strategy	<input type="checkbox"/>	<input type="checkbox"/>
H4_2_2	Training program tailored to improve skills in the quality of content.	<input type="checkbox"/>	<input type="checkbox"/>

H5_1 Are multiskilled journalists compensated economically, or in any other way?

- No. multiskilling is not a job requirement.
- No. But optional decision by the management.
- No. But chances of career advancement are higher

H5_2 Multiskilled journalist's compensation

		Available	Not Available
H5_2_1	Multiskilled journalists compensation policy (rewarding and appreciation)	<input type="checkbox"/>	<input type="checkbox"/>

Dimension I: Newsroom Organization

This dimension is which consists of five descriptors is concerned with the implementation of news convergence, the results of having a convergent newsroom, and how the organizational culture and values would affect journalistic practices. Questions are related to journalists' attitude to the implementation of news convergence and whether new roles are being created. They also ask about the basic organizational structure of the newsroom and whether there is a single journalistic culture or separate ones.

Please read the questions carefully, and then select the answer that describes from your point view the current situation of your newspaper.

I1_1 Journalists' attitude: how do journalists react to the implementation of newsroom convergence? (Through employees' perceptions)

- Most journalists are opposed to the introduction of a single newsroom
- Many journalists are hesitant about the idea of implementation of one single newsroom, suspecting loss of working quality and individual hierarchical positions
- Ideal: they are **well prepared** for the **change process** which helps with **job satisfaction** and in seeing rather new possibilities than risks and threats of extra work

I2_1 Are new roles being created as a result of convergence implementation?

- No.
- Yes. Coordination capacities for cross-media activities.
- Yes, some. In convergence management as well as new communication contact points and team leaders for editorial staff.

I2_2 Convergence implementation resulting new roles

		Available	Not Available
I2_2_1	Past and present organizational charts to revile changes in journalists' titles.	<input type="checkbox"/>	<input type="checkbox"/>
I2_2_2	Past and present job descriptions to revile changes in roles.	<input type="checkbox"/>	<input type="checkbox"/>

I3_1 Is there a single journalistic culture or separate ones? (Through employees' perceptions)

- Separate cultures. Journalistic cultures are kept strictly apart in order to keep up expertise in each field without mixing up methods and practices.
- Separate cultures. But the need for co-operation and communication brings on some slow exchange of positions and strategies.
- One culture. The move towards integration of all sections and platforms also brings on a common culture of converged media.

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I4_1 What is the basic organizational structure of the newsroom?

- Platform-oriented division of the newsroom; sections are doubled
- Platform-oriented division of the newsroom, but with a central desk or multimedia coordinator in charge of initiating and coordinating stories with cross-media character; collaboration between similar sections in print and online is encouraged, but not obligatory
- Sections and section heads are responsible for all platforms; central desk only for breaking news and news prioritizing; new roles allocated to organizational functions

I4_2 Newsroom organizational structure

		Available	Not Available
I4_2_1	Newsroom workflow chart showing the basic newsroom organizational structure explaining	<input type="checkbox"/>	<input type="checkbox"/>
I4_2_2	Newsroom layout design showing the basic newsroom organizational structure explaining as per newsrooms layout models.	<input type="checkbox"/>	<input type="checkbox"/>

I5 What role does transparency play within the newsroom? (Through employees' perceptions)

- No philosophy of open planning; journalists as “authors”, with their “own” stories; platforms as competitors for users’ and readers’ interest
- Open planning process normally within the platform departments, open space and open conferences as options.
- Philosophy of open space, open conferences and open stories; every journalist should have access to other journalists’ research material; CMS as “virtual newsroom”, with focus on stories and, furthermore, on all platforms; no “comfort zones”

Dimension J: Audience Participation

This dimension is which consists of three descriptors is related to how the newspaper is handling user generated content and audience inputs via social media platforms. The more the audiences are participants; the greater is the increase in readership and profit.

Please read the questions carefully, and then select the answer that describes from your point view the current situation of your newspaper.

J1_1 How are journalists using social media? Is there a social media policy in the newspaper?

- Social media are part of the online department; print journalists are not encouraged to use them, but do so on an individual basis
- Social media platforms are mainly organized by one or several social media editor(s)/ community manager(s); other journalists are encouraged to use social media, subject to individual decision
- Almost every journalist uses social media in a professional context; process journalism is fostered; strategy/ guidelines for the handling of social media in the newsroom

J1_2 Social media usage policy

		Available	Not Available
J1_2_1	Policy confirms journalist's roles and responsibilities in using the social media.	<input type="checkbox"/>	<input type="checkbox"/>

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J2_1 How do journalists use social media to spread the medium’s content?

- The online department spreads its content.
- Specialized social media editors select content to be spread.
- Almost every journalist uses social media to spread his/ her story; authors struggle for transparency on an individual level

J2_2 Social media content policy

		Available	Not Available
J1_2_1	Policy confirms journalist's roles and responsibilities in using the social media to spread the medium's content	<input type="checkbox"/>	<input type="checkbox"/>

J3_1 How do newsrooms/ journalists deal with users’ comments, contributions (information, photos, and videos) and feedback in the newsroom?

- Users’ contributions are handled in the online department.
- Users’ contributions, comments and feedback are handled in the online department in collaboration with a special desk or news desk
- Policy on user generated content for all channels; general strategy towards transparency to the public; individual journalists are encouraged to discuss with audience on the website and in social media

J3_2 Handling online audiences comments, contributions and feedback

		Available	Not Available
J3_2_1	Policy confirms journalist's roles and responsibilities in using the social media to deal with users' comments, contributions, and feedback.	<input type="checkbox"/>	<input type="checkbox"/>

***** Thank you for your cooperation and participation in this valuable study *****

Appendix V Letters to Newspapers

UAEU College of Humanities
and Social Sciences

جامعة الإمارات العربية المتحدة
United Arab Emirates University

No.: ADRGS/063-2015/2016

28 March 2016

**Dear Mr. Abdul Hamid Ahmed,
Editor-in-Chief of Gulf News, Dubai, UAE**

The College of Humanities and Social Sciences at the UAE University wishes you and your establishment the blessings and success in your remarkable contributions to media professionalism in the UAE.

In the context of coordination and collaboration between the UAE University and the private sector organizations, we highly appreciate your acceptance for assisting our distinguished students in accomplishing their academic research projects. Here, we would like to introduce our PhD student Mr. Ahmed Al Mansoori who is conducting a research study under the title: "Newsroom Convergence Progress from Traditional to Digital Media: A study of Alittihad and Gulf News Papers in the UAE". He has selected your respected newspaper as one of the case studies for the research.

This research would benefit both academia and media industry, and will help to enrich knowledge on how newsrooms are operating in respect to convergence in the UAE. The results of the research may be published in a book, and some other scientific journals.

For collecting the desired data from its targeted audiences, several data collection tools were developed targeting your employees from both managerial and non-managerial positions, using structured interview questionnaire aiming to measure their perceptions about newsroom convergence progress and another for reviewing some records confirming the same. A copy of the questionnaire and the records list are both attached with this letter.

To maintain the confidentiality of all information and data revealed by your esteemed employees, the researcher undertakes and strongly affirms that these information and data shall only be used for the study purpose, and will never be forwarded or revealed to a competitor or a third party other than his research supervisor.

In order to conduct the research properly and scientifically, several requirements are needed from your side, as listed below:

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- Access permit to the newspaper that helps him to collect the desired data and information, including a permit of carrying his personal laptop, cellular phone, and an Ipad.
- A working desk space in the newsroom where he can place his laptop to establish the work.
- Permission to conduct interviews with the journalists in the newsroom from different levels and sections, and the newspaper management.
- Permission to review some necessary records and data for the purpose of the study listed in the attached document.
- Permission to contact the IT and HR departments to assist him with some data as listed in the same attached document.
- Issuing an internal memo to the respected staff requesting their cooperation and collaboration with the researcher.

For further information, kindly feel free to contact the researcher Mr. Ahmed Al Mansoori on Mobile #: 0504468119, or email him on: ahmed.mansoori@uaeu.ac.ae

Or contact his research supervisor. Dr. Muhammed Musa Head of Mass Communication Department. Mobile #0563611467. Email: mu.musa@uaeu.ac.ae

Awaiting your kind positive confirmation to enable the researcher carry out his study at the newspaper.

Yours sincerely,




Dr. Fadwa Al Mughairbi
Assistant Dean for Research & Graduate Studies

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No.: ADRGS/081-2015/2016

16 Jun 2016

السيد / محمد الحمادي
رئيس تحرير جريدة الاتحاد
مدير إدارة النشر في أبوظبي للإعلام

تتقدم كلية العلوم الإنسانية والاجتماعية في جامعة الإمارات لكم بخالص التحية والتقدير وتتمنى لمؤسستكم الموقرة دوام التقدم والنجاح والريادة في مسيرة الإعلام الوطني والمهني بدولة الإمارات العربية المتحدة.

وفي إطار التعاون والتنسيق المستمر بين جامعة الإمارات والمؤسسات الوطنية في دعم وتدريب الطلبة والباحثين، نود أن نقدم إليكم طالب الدكتوراه السيد/ أحمد المنصوري، الذي يعكف حالياً على تحضير أطروحته بعنوان: "تقارب غرفة أخبار الإعلام المطبوع والإلكتروني: دراسة لصحيفتي الاتحاد وجلف نيوز في الإمارات العربية المتحدة"، حيث وقع الاختيار على جريدتكم الموقرة كأحدى صحف الدراسة.

إن هذا البحث سيفيد المجالين الأكاديمي والمهني في الإعلام، وسيساعد على فهم كيفية عمل غرف الأخبار فيما يتعلق بموضوع تقارب الإعلام المطبوع والإلكتروني في صحف دولة الإمارات العربية المتحدة.

إن هذه الدراسة تتطلب استخدام المنهج "الإثنوغرافي" وتستهدف إجراء مقابلات مع الصحفيين والمحررين العاملين في غرفة الأخبار من مختلف المستويات الوظيفية بالإضافة إلى إدارة الصحيفة. وقد تم إعداد أسئلة مقابلة معدة مسبقاً وتحتوي على فقرات مرتبطة بموضوع الدراسة، وتهدف إلى قياس آرائهم وتصوراتهم حول موضوع التقارب في غرفة الأخبار. كما تم إعداد نموذج آخر للاطلاع على بعض الوثائق والمستندات حول نفس الموضوع. وقد تم إرفاق نموذج للاستبيان مع هذه الرسالة.

ولضمان سرية جميع البيانات التي سيتم الكشف عنها من قبل موظفيكم الموقرين، فإن الباحث يتعهد ويؤكد بشدة أن المعلومات والبيانات سوف تستخدم فقط للأغراض البحثية، ولن يتم إطلاع أي طرف ثالث أو جهة منافسة على هذه البيانات عدى المشرف على البحث.

ومن أجل تسهيل مهام الباحث في عمله البحثي بصورة صحيحة وعلمية، فإن هناك بعض المتطلبات التي نرجو منكم التوجيه لمن يلزم بتوفيرها وهي مدونة كالتالي:

- تصريح دخول إلى مبنى الصحيفة لإجراء المقابلات، بالإضافة إلى تصريح لاصطحاب جهاز لابتوب شخصي، وهاتف جوال.
- توفير مكتب عمل متاح ضمن غرفة الأخبار حتى يباشر الباحث في عمله في إجراء المقابلات.
- السماح للباحث بعمل مقابلات مع الصحفيين والمحررين في غرفة الأخبار من مختلف الأقسام والمستويات الوظيفية بالإضافة إلى إدارة الصحيفة.
- السماح له بالاطلاع على بعض الوثائق والمستندات التي تخدم البحث مثل الخطة التشغيلية للجريدة والوصف الوظيفي للصحفيين والمحررين، وهيكل الجريدة ونموذج دورة الخبر ووثيقة الرؤية والأهداف وغيرها.
- إصدار تعميم داخلي للموظفين المحترمين لإعلامهم بمهمة الباحث والطلب منهم التعاون معه.

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ولمزيد من المعلومات يرجى عدم التردد في التواصل مع الباحث على الهاتف رقم 0504468119، أو من خلال التواصل مع المشرف على البحث د. محمد موسى رئيس قسم الاتصال الجماهيري على هاتف رقم 0563611467 أو البريد الإلكتروني: mu.musa@uaeu.ac.ae

إننا بانتظار تكممك بالتأكيد الإيجابي على الرسالة لتمكين الباحث من إجراء دراسته في جريدتكم الموقرة.

وتفضلوا بقبول فائق الاحترام و التقدير ،،،




د. فدوى المغـيربي
مساعد العميد لشؤون البحث العلمي والدراسات العليا

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Appendix VI Findings of the Perceptions of Participants

	Gulf News Paper				Alittihad paper			
	A: Co-ordination	B: Cross media	C: Full integration	Decision	A: Co-ordination	B: Cross media	C: Full integration	Decision
	N (%)	N (%)	N (%)		N (%)	N (%)	N (%)	
Dimension A: Project Scope and Market Situation								
A1: Is it only company convergence, just newsroom or both?	0 (0.0%)	3 (9.4%)	29 (90.6%)	C	6 (18.8%)	13 (40.6%)	13 (40.6%)	B
A2: Is convergence a company goal or a tool?	0 (0.0%)	9 (28.1%)	23 (71.9%)	C	3 (9.4%)	17 (53.1%)	12 (37.5%)	B
A3: Is convergence considered a short-term or a long-term process?	0 (0.0%)	4 (12.5%)	28 (87.5%)	C	8 (25.0%)	12 (37.5%)	12 (37.5%)	B
A4: Is implementation bottom-up or top-down?	1 (3.1%)	17 (53.1%)	14 (43.8%)	B	3 (9.4%)	21 (65.6%)	8 (25.0%)	B
A5: Do the market situation and decisions on new business models influence the editorial convergence process?	0 (0.0%)	9 (28.1%)	23 (71.9%)	C	10 (31.3%)	8 (25.0%)	14 (43.8%)	B
Overall convergence level on Project Scope and Market Situation				C				B

	Gulf News Paper				Alittihad paper			
	A: Co-ordination	B: Cross media	C: Full integration	Decision	A: Co-ordination	B: Cross media	C: Full integration	Decision
	N (%)	N (%)	N (%)		N (%)	N (%)	N (%)	
Dimension B: Project Change Management								
B1: Has convergence strategy been discussed with journalists?	0 (0.0%)	12 (37.5%)	20 (62.5%)	C	10 (31.3%)	14 (43.8%)	8 (25.0%)	B
B2: Does the company see itself as involved in a change process	1 (3.1%)	12 (37.5%)	19 (59.4%)	C	6 (18.8%)	12 (37.5%)	14 (43.8%)	B
B3: Is change management supported by special seminars to give staff the chance to participate in the change processes?	3 (9.4%)	16 (50.0%)	13 (40.6%)	B	14 (43.8%)	15 (46.9%)	3 (9.4%)	B
Overall convergence level on								

	Gulf News Paper				Alittihad paper			
	A: Co-ordination	B: Cross media	C: Full integration	Decision	A: Co-ordination	B: Cross media	C: Full integration	Decision
	N (%)	N (%)	N (%)		N (%)	N (%)	N (%)	
Dimension C: Newsroom Management								
C1: Is content primary and platform secondary, the other way around or both are equally important?	2 (6.3%)	14 (43.8%)	16 (50.0%)	B	17 (53.1%)	14 (43.8%)	1 (3.1%)	A
C2: Is there an ‘‘online first’’ policy, are exclusives held for print first or is there no clear policy?	0 (0.0%)	13 (40.6%)	19 (59.4%)	C	12 (37.5%)	20 (62.5%)	0 (0.0%)	B
C3: Newsroom management: is there a single news editor, multimedia editors or another model?	0 (0.0%)	24 (75.0%)	8 (25.0%)	B	18 (56.3%)	14 (43.8%)	0 (0.0%)	A
C4: Are there editorial meetings attended by online, print and other editors or do they hold separate meetings?	10 (31.3%)	22 (68.8%)	0 (0.0%)	B	32 (100.0%)	0 (0.0%)	0 (0.0%)	A
C5: Is journalists’ collaboration with other platforms encouraged?	1 (3.1%)	12 (37.5%)	19 (59.4%)	C	9 (28.1%)	17 (53.1%)	6 (18.8%)	B
Overall convergence level on								

	Gulf News Paper				Alittihad paper			
	A: Co-ordination	B: Cross media	C: Full integration	Decision	A: Co-ordination	B: Cross media	C: Full integration	Decision
	N (%)	N (%)	N (%)		N (%)	N (%)	N (%)	
Dimension D: Newsroom Content Management								
D1: Content management systems: is there one for all platforms or different CMS for each?	4 (12.5%)	3 (9.4%)	25 (78.1%)	C	1 (3.1%)	7 (21.9%)	24 (75.0%)	C
D2: Which aims guide the editorial planning and production processes?	0 (0.0%)	14 (43.8%)	18 (56.3%)	C	11 (34.4%)	18 (56.3%)	3 (9.4%)	B
D3: Is there a division between news gathering, production and distribution?								
Overall convergence level on								

	Gulf News Paper				Alittihad paper			
	A: Co-ordination	B: Cross media	C: Full integration	Decision	A: Co-ordination	B: Cross media	C: Full integration	Decision
	N (%)	N (%)	N (%)		N (%)	N (%)	N (%)	
Dimension E: Newsroom Operations Workflows								
E1: Is news flow based around a central desk, several editors or another model?	1 (3.1%)	17 (53.1%)	14 (43.8%)	B	12 (37.5%)	20 (62.5%)	0 (0.0%)	B
E2: What is the character of speed and routines—and what impact can they have on the quality of the news content?	0 (0.0%)	20 (62.5%)	12 (37.5%)	B	7 (21.9%)	24 (75.0%)	1 (3.1%)	B
Overall convergence level on								

	Gulf News Paper				Alittihad paper				
	A: Co-ordination	B: Cross media	C: Full integration	Decision	A: Co-ordination	B: Cross media	C: Full integration	Decision	
	N (%)	N (%)	N (%)		N (%)	N (%)	N (%)		
Dimension F: Journalistic Practices									
F1: Is technological equipment for all journalists a precondition in news gathering?	4 (12.5%)	16 (50.0%)	12 (37.5%)	B	8 (25.0%)	24 (75.0%)	0 (0.0%)	B	
F2: Is technological equipment for all a precondition in news production?	4 (12.5%)	20 (62.5%)	8 (25.0%)	B	20 (62.5%)	12 (37.5%)	0 (0.0%)	A	
F3: Is technological equipment for all a precondition in news distribution?	3 (9.4%)	17 (53.1%)	12 (37.5%)	B	20 (62.5%)	12 (37.5%)	0 (0.0%)	A	
F4: Is working for several media platforms a precondition in news gathering?	1 (3.1%)	15 (46.9%)	16 (50.0%)	C	13 (40.6%)	19 (59.4%)	0 (0.0%)	B	
F5: Is working for several media platforms a precondition in news production?	1 (3.1%)	22 (68.7%)	9 (28.1%)	B	21 (65.6%)	11 (34.4%)	0 (0.0%)	A	
F6: Is working for several media platforms a precondition in news distribution?	3 (9.4%)	21 (65.6%)	8 (25.0%)	B	21 (65.6%)	10 (31.3%)	1 (3.1%)	A	
F7: Online video: is it mostly produced in-house, mostly externally produced or both?	0 (0.0%)	9 (28.1%)	23 (71.9%)	C	1 (3.1%)	0 (0.0%)	31 (96.9%)	C	
Overall convergence level on									

	Gulf News Paper				Alittihad paper			
	A: Co-ordination	B: Cross media	C: Full integration	Decision	A: Co-ordination	B: Cross media	C: Full integration	Decision
	N (%)	N (%)	N (%)		N (%)	N (%)	N (%)	
Dimension G: Journalists' Skills and Training								
G1: Is multiskilling a precondition in news gathering?	2 (6.3%)	13 (40.6%)	17 (53.1%)	C	8 (25.0%)	19 (59.4%)	5 (15.6%)	B
G2: Is multiskilling a precondition in news production?	4 (12.5%)	19 (59.4%)	9 (28.1%)	B	13 (40.6%)	19 (59.4%)	0 (0.0%)	B
G3: Is multiskilling a precondition in news distribution?	5 (15.6%)	20 (62.5%)	7 (21.9%)	B	16 (50.0%)	16 (50.0%)	0 (0.0%)	A
G4: What percentage of journalists is multi-skilled and work for more than one platform?	6 (18.8%)	19 (59.4%)	7 (21.9%)	B	18 (56.3%)	14 (43.8%)	0 (0.0%)	A
G5: What kind of training is offered for the newsroom staff?	13 (40.6%)	10 (31.3%)	9 (28.1%)	B	21 (65.6%)	10 (31.3%)	1 (3.1%)	A
G6: Do staff skills affect the quality of content?	2 (6.3%)	13 (40.6%)	17 (53.1%)	C	13 (40.6%)	12 (37.5%)	7 (21.9%)	B
Overall convergence level on								

	Gulf News Paper				Alittihad paper				
	A: Co-ordination	B: Cross media	C: Full integration	Decision	A: Co-ordination	B: Cross media	C: Full integration	Decision	
	N (%)	N (%)	N (%)		N (%)	N (%)	N (%)		
Dimension H: Work Organization									
H1: Are newsrooms located in one building or in separate buildings?	Through Observation				C				C
H2: Are there separate newsrooms or just one?	Through Observation				C	0 (0.0%)	1 (3.1%)	31 (96.9%)	C
H3: Does the number of journalists change as a result of convergence?	5 (15.6%)	15 (46.9%)	12 (37.5%)	B	15 (46.9%)	17 (53.1%)	0 (0.0%)	B	
H4: Does the company provide training in multiskilling?	13 (40.6%)	12 (37.5%)	7 (21.9%)	B	23 (71.9%)	8 (25.0%)	1 (3.1%)	A	
H5: Are multiskilled journalists compensated economically, or in any other way?	7 (21.9%)	5 (15.6%)	20 (62.5%)	C	20 (62.5%)	7 (21.9%)	5 (15.6%)	A	
Overall convergence level on									

	Gulf News Paper				Alittihad paper			
	A: Co-ordination	B: Cross media	C: Full integration	Decision	A: Co-ordination	B: Cross media	C: Full integration	Decision
	N (%)	N (%)	N (%)		N (%)	N (%)	N (%)	
Dimension I: Newsroom Organization								
I1: Journalists' attitude: how do journalists react to the implementation of newsroom convergence?	0 (0.0%)	16 (50.0%)	16 (50.0%)	B	5 (15.6%)	17 (53.1%)	10 (31.3%)	B
I2: Are new roles being created as a result of convergence implementation?	4 (12.5%)	6 (18.8%)	22 (68.8%)	C	5 (15.6%)	22 (68.8%)	5 (15.6%)	B
I3: Is there a single journalistic culture or separate ones?	1 (3.1%)	15 (46.9%)	16 (50.0%)	C	18 (56.3%)	5 (15.6%)	9 (28.1%)	A
I4: What is the basic organizational structure of the newsroom?	2 (6.3%)	13 (40.6%)	17 (53.1%)	C	21 (65.6%)	11 (34.4%)	0 (0.0%)	A
I5: What role does transparency play within the newsroom?	5 (15.6%)	16 (50.0%)	11 (34.4%)	B	11 (34.4%)	14 (43.8%)	7 (21.9%)	B
Overall convergence level on								

	Gulf News Paper				Alittihad paper			
	A: Co-ordination	B: Cross media	C: Full integration	Decision	A: Co-ordination	B: Cross media	C: Full integration	Decision
	N (%)	N (%)	N (%)		N (%)	N (%)	N (%)	
Dimension J: Audience Participation								
J1: How are journalists using social media? Is there a social media policy in the company?	1 (3.1%)	17 (53.1%)	14 (43.8%)	B	15 (46.9%)	17 (53.1%)	0 (0.0%)	B
J2: How do journalists use social media to spread the medium's content?	2 (6.3%)	22 (68.8%)	8 (25.0%)	B	12 (37.5%)	20 (62.5%)	0 (0.0%)	B
J3: How do newsrooms/ journalists deal with users' comments, contributions (information, photos, videos) and feedback in the newsroom?	1 (3.1%)	19 (59.4%)	12 (37.5%)	B	17 (53.1%)	15 (46.9%)	0 (0.0%)	A
Overall convergence level on								

Appendix VII: Participants Perceptions and Job Category Crosstabs

Dimension A: Project Scope and Market Situation	Gulf News Paper				Alittihad Paper			
	Job Category				Job Category			
	Executers	Supervisory	Management	Total	Executers	Supervisory	Management	Total
	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)
A1. Is it only company convergence, just newsroom or both?								
A. Company convergence is an option. Newsroom convergence does not take place.				0 (0.0%)	3 (9.4%)	3 (9.4%)	0 (0.0%)	6 (18.8%)
B. Company convergence is an option. Newsroom convergence is an option.	2 (6.3%)	1 (3.1%)	0 (0.0%)	3 (9.4%)	8 (25.0%)	5 (15.6%)	0 (0.0%)	13 (40.6%)
C. Both company and newsroom convergence.	11 (34.4%)	13 (40.6%)	5 (15.6%)	29 (90.6%)	9 (28.1%)	2 (6.3%)	2 (6.3%)	13 (40.6%)
A2. Is convergence a company goal or a tool?								
A. Neither company goal nor tool.				0 (0.0%)	2 (6.3%)	1 (3.1%)	0 (0.0%)	3 (9.4%)
B. A tool (a newsroom tool, not an overall strategy)	6 (18.8%)	3 (9.4%)	0 (0.0%)	9 (28.1%)	10 (31.3%)	6 (18.8%)	1 (3.1%)	17 (53.1%)
C. A company goal and an overall strategy	7 (21.9%)	11 (34.4%)	5 (15.6%)	23 (71.9%)	8 (25.0%)	3 (9.4%)	1 (3.1%)	12 (37.5%)
A3. Is convergence considered a short-term or a long-term process?								
A. Company convergence can be a perspective - without precipitance				0 (0.0%)	5 (15.6%)	3 (9.4%)	0 (0.0%)	8 (25.0%)
B. As a long-term process in all the sectors involved	3 (9.4%)	0 (0.0%)	1 (3.1%)	4 (12.5%)	9 (28.1%)	3 (9.4%)	0 (0.0%)	12 (37.5%)
C. As a Company's long-term process	10 (31.3%)	14 (43.8%)	4 (12.5%)	28 (87.5%)	6 (18.8%)	4 (12.5%)	2 (6.3%)	12 (37.5%)
A4. Is implementation bottom-up or top-down?								
A. If there is any, bottom-up development is more probable	1 (3.1%)	0 (0.0%)	0 (0.0%)	1 (3.1%)	2 (6.3%)	1 (3.1%)	0 (0.0%)	3 (9.4%)
B: There is top-down implementation of convergence processes as well as bottom-up initiatives.	6 (18.8%)	9 (28.1%)	2 (6.3%)	17 (53.1%)	14 (43.8%)	6 (18.8%)	1 (3.1%)	21 (65.6%)
C. Top-down, as convergence is seen as an overall strategy	6 (18.8%)	5 (15.6%)	3 (9.4%)	14 (43.8%)	4 (12.5%)	3 (9.4%)	1 (3.1%)	8 (25.0%)
A5. Do the newspaper market situation and its decisions on adopting new business models influence the convergence of editorial process?								
A. Diversity of economic strategies is the rule; different journalistic strategies influence the editorial process of the isolated platforms in the newsroom				0 (0.0%)	7 (21.9%)	3 (9.4%)	0 (0.0%)	10 (31.3%)
B. Convergence is an option; discrete distribution channels normally do not have a common strategy; driven by economic needs and sales plans, forces in the newsroom may be pooled on a case-by-case basis	4 (12.5%)	4 (12.5%)	1 (3.1%)	9 (28.1%)	4 (12.5%)	4 (12.5%)	0 (0.0%)	8 (25.0%)
C. Convergence as a foundation for company growth; digital platforms are promoted under different business models, but with a common economic strategy for all platforms and distribution channels	9 (28.1%)	10 (31.3%)	4 (12.5%)	23 (71.9%)	9 (28.1%)	3 (9.4%)	2 (6.3%)	14 (43.8%)

	Gulf News Paper				Alittihad Paper			
	Job Category				Job Category			
	Executers	Supervisory	Management	Total	Executers	Supervisory	Management	Total
Dimension B: Project Change Management	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)
B1: Has convergence strategy been discussed with journalists?								
A: Discussion only on top level				0 (0.0%)	7 (21.9%)	3 (9.4%)	0 (0.0%)	10 (31.3%)
B: Not all employees are involved	4 (12.5%)	7 (21.9%)	1 (3.1%)	12 (37.5%)	8 (25.0%)	5 (15.6%)	1 (3.1%)	14 (43.8%)
C: Discussion with all employees is part of the strategy	9 (28.1%)	7 (21.9%)	4 (12.5%)	20 (62.5%)	5 (15.6%)	2 (6.3%)	1 (3.1%)	8 (25.0%)
B2: Does the company see itself as involved in a change process?								
A: No organized change process.	0 (0.0%)	1 (3.1%)	0 (0.0%)	1 (3.1%)	4 (12.5%)	2 (6.3%)	0 (0.0%)	6 (18.8%)
B. Change management “as-it-happens” and process development whenever new newsroom questions arise—no long-term planning	6 (18.8%)	5 (15.6%)	1 (3.1%)	12 (37.5%)	8 (25.0%)	3 (9.4%)	1 (3.1%)	12 (37.5%)
C: Change is considered a permanent, flowing process.	7 (21.9%)	8 (25.0%)	4 (12.5%)	19 (59.4%)	8 (25.0%)	5 (15.6%)	1 (3.1%)	14 (43.8%)
B3: Is change management supported by special seminars to give staff the chance to participate in the change processes?								
A. If need be, participation in seminars to observe integration development in other newsrooms. No dedicated change task force or manager needed.	2 (6.3%)	1 (3.1%)	0 (0.0%)	3 (9.4%)	8 (25.0%)	6 (18.8%)	0 (0.0%)	14 (43.8%)
B: Occasional workshops on topics like brand quality, social media future	7 (21.9%)	8 (25.0%)	1 (3.1%)	16 (50.0%)	11 (34.4%)	3 (9.4%)	1 (3.1%)	15 (46.9%)
C: Mandatory change management seminars, task force discusses and plans the new workflows and work conditions.	4 (12.5%)	5 (15.6%)	4 (12.5%)	13 (40.6%)	1 (3.1%)	1 (3.1%)	1 (3.1%)	3 (9.4%)

Dimension C: Newsroom Management	Gulf News Paper				Alittihad Paper			
	Job Category			Total	Job Category			Total
	Executers	Supervisory	Management		Executers	Supervisory	Management	
N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	
C1: Is content primary and platform secondary, the other way around or both are equally important?								
A: Platform is primary	0 (0.0%)	2 (6.3%)	0 (0.0%)	2 (6.3%)	10 (31.3%)	7 (21.9%)	0 (0.0%)	17 (53.1%)
B: Platform is primary, but strategic distribution of content is equally important.	6 (18.8%)	7 (21.9%)	1 (3.1%)	14 (43.8%)	9 (28.1%)	3 (9.4%)	2 (6.3%)	14 (43.8%)
C: Strategic distribution of content is primary.	7 (21.9%)	5 (15.6%)	4 (12.5%)	16 (50.0%)	1 (3.1%)	0 (0.0%)	0 (0.0%)	1 (3.1%)
C2: Is there an “online first” policy, are exclusives held for print first or is there no clear policy?								
A: No online first policy, platform editors decide autonomously.				0 (0.0%)	7 (21.9%)	5 (15.6%)	0 (0.0%)	12 (37.5%)
B: Cross-media managers decide publication strategies case by case.	9 (28.1%)	3 (9.4%)	1 (3.1%)	13 (40.6%)	13 (40.6%)	5 (15.6%)	2 (6.3%)	20 (62.5%)
C: Decisions on online first are made according to strategic principles/ clear policies.	4 (12.5%)	11 (34.4%)	4 (12.5%)	19 (59.4%)				0 (0.0%)
C3: Newsroom management: is there a single news editor, multimedia editors or another model?								
A: News editors for each platform.				0 (0.0%)	11 (34.4%)	7 (21.9%)	0 (0.0%)	18 (56.3%)
B: News editors for each platform and multimedia editors for co-ordination.	11 (34.4%)	12 (37.5%)	1 (3.1%)	24 (75.0%)	9 (28.1%)	3 (9.4%)	2 (6.3%)	14 (43.8%)
C: Central news editor, who is responsible for all platforms.	2 (6.3%)	2 (6.3%)	4 (12.5%)	8 (25.0%)				0 (0.0%)
C4: Are there editorial meetings attended by online, print and other editors or do they hold separate meetings?								
A. Separate daily meetings in each platform.	2 (6.3%)	7 (21.9%)	1 (3.1%)	10 (31.3%)	20 (62.5%)	10 (31.3%)	2 (6.3%)	32 (100%)
B. Editorial conferences can be attended by journalists from all platforms and must be organized and attended by multimedia co-ordinators	11 (34.4%)	7 (21.9%)	4 (12.5%)	22 (68.8%)				0 (0.0%)
C. All editors and section heads are responsible for all platforms in daily news production.				0 (0.0%)				0 (0.0%)
C5: Is journalists' collaboration with other platforms encouraged?								
A. To a small extent. Too much crossover is regarded as problematic by platform managers. (Not favoured)	0 (0.0%)	1 (3.1%)	0 (0.0%)	1 (3.1%)	6 (18.8%)	3 (9.4%)	0 (0.0%)	9 (28.1%)
B. Partly - mainly when multimedia co-ordinators build teams	6 (18.8%)	6 (18.8%)	0 (0.0%)	12 (37.5%)	9 (28.1%)	7 (21.9%)	1 (3.1%)	17 (53.1%)
C. Yes, as inherent to the system	7 (21.9%)	7 (21.9%)	5 (15.6%)	19 (59.4%)	5 (15.6%)	0 (0.0%)	1 (3.1%)	6 (18.8%)

	Gulf News Paper				Alittihad Paper			
	Job Category				Job Category			
	Executers	Supervisory	Management	Total	Executers	Supervisory	Management	Total
Dimension D: Newsroom Content Management	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)
D1: Content management systems: is there one for all platforms or different CMS for each?								
A. Different CMS as there is no need for permanent exchange of news and data	1 (3.1%)	3 (9.4%)	0 (0.0%)	4 (12.5%)	1 (3.1%)	0 (0.0%)	0 (0.0%)	1 (3.1%)
B. One CMS is possible - but different CMS are usual as only co-ordinators are obliged to use all	2 (6.3%)	1 (3.1%)	0 (0.0%)	3 (9.4%)	5 (15.6%)	2 (6.3%)	0 (0.0%)	7 (21.9%)
C. One CMS	10 (31.3%)	10 (31.3%)	5 (15.6%)	25 (78.1%)	14 (43.8%)	8 (25.0%)	2 (6.3%)	24 (75.0%)
D2: Which aims guide the editorial planning and production processes?								
A: With years' or decades' worth of workflow traditions, platforms dictate the workflows.				0 (0.0%)	8 (25.0%)	3 (9.4%)	0 (0.0%)	11 (34.4%)
B. Platforms take centre stage in the planning process with long-time workflow traditions, but strategic case-by-case distribution is possible, sometimes enforced.	7 (21.9%)	5 (15.6%)	2 (6.3%)	14 (43.8%)	9 (28.1%)	7 (21.9%)	2 (6.3%)	18 (56.3%)
C. The topics/stories take centre stage in the workflows; platforms are secondary and only in focus at the end of the production process	6 (18.8%)	9 (28.1%)	3 (9.4%)	18 (56.3%)	3 (9.4%)	0 (0.0%)	0 (0.0%)	3 (9.4%)
D3: Is there a division between news gathering, production and distribution?								
A: No. Division remains as it has always been.	Through observation							
B: Basically no, or not more than there has always been.								
C: Division may be one strategy to gather materials and produce for all platforms.								

	Gulf News Paper				Alittihad Paper			
	Job Category				Job Category			
	Executers	Supervisory	Management	Total	Executers	Supervisory	Management	Total
Dimension E: Newsroom Operations Workflows	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)
E1. Is news flow based around a central desk, several editors or another model?								
A. Several editors with responsibility for their platform	0 (0.0%)	1 (3.1%)	0 (0.0%)	1 (3.1%)	8 (25.0%)	4 (12.5%)	0 (0.0%)	12 (37.5%)
B. Two different desks for print and online that work together. There is some sort of permanent co-ordination	7 (21.9%)	9 (28.1%)	1 (3.1%)	17 (53.1%)	12 (37.5%)	6 (18.8%)	2 (6.3%)	20 (62.5%)
C. News flow is organized around a central desk	6 (18.8%)	4 (12.5%)	4 (12.5%)	14 (43.8%)				0 (0.0%)
E2. What is the character of speed and routines—and what impact can they have on the quality of the news content?								
A: Speed of the newsroom is strictly split—without interfaces, news workflows support platform’s content quality.				0 (0.0%)	4 (12.5%)	3 (9.4%)	0 (0.0%)	7 (21.9%)
B. Speed of the newsroom is split: timeliness of news data for online, versus daily deadline routine for print—but with several interfaces (e.g. managing editors, central desk, media coordinators)	10 (31.3%)	9 (28.1%)	1 (3.1%)	20 (62.5%)	15 (46.9%)	7 (21.9%)	2 (6.3%)	24 (75.0%)
C. Website and social media as drivers; two rhythms (independent of platforms): speed for breaking news and long-term, in-depth stories (investigative/ exclusive); daily newspaper routines have taken a back seat.	3 (9.4%)	5 (15.6%)	4 (12.5%)	12 (37.5%)	1 (3.1%)	0 (0.0%)	0 (0.0%)	1 (3.1%)

	Gulf News Paper				Alittihad Paper			
	Job Category				Job Category			
	Executers	Supervisory	Management	Total	Executers	Supervisory	Management	Total
Dimension F: Journalistic Practices	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)
F1. Is technological equipment for all journalists a precondition in news gathering?								
A. No. But may be for multimedia editors.	1 (3.1%)	3 (9.4%)	0 (0.0%)	4 (12.5%)	7 (21.9%)	1 (3.1%)	0 (0.0%)	8 (25.0%)
B. To a certain extent, e.g. video cameras in some sections	7 (21.9%)	7 (21.9%)	2 (6.3%)	16 (50.0%)	13 (40.6%)	9 (28.1%)	2 (6.3%)	24 (75.0%)
C. Yes, e.g. video-equipment in every section	5 (15.6%)	4 (12.5%)	3 (9.4%)	12 (37.5%)				0 (0.0%)
F2. Is technological equipment for all a precondition in news production?								
A. No. But may be for multimedia editors	3 (9.4%)	1 (3.1%)	0 (0.0%)	4 (12.5%)	12 (37.5%)	8 (25.0%)	0 (0.0%)	20 (62.5%)
B. No. But platform co-ordinators do have all systems available. Some journalists will use them	6 (18.8%)	11 (34.4%)	3 (9.4%)	20 (62.5%)	8 (25.0%)	2 (6.3%)	2 (6.3%)	12 (37.5%)
C. Yes. All journalists may use all systems	4 (12.5%)	2 (6.3%)	2 (6.3%)	8 (25.0%)				0 (0.0%)
F3. Is technological equipment for all a precondition in news distribution?								
A. No. But may be for multimedia editors	2 (6.3%)	1 (3.1%)	0 (0.0%)	3 (9.4%)	13 (40.6%)	7 (21.9%)	0 (0.0%)	20 (62.5%)
B. No. But may be for multimedia editors and journalists.	6 (18.8%)	10 (31.3%)	1 (3.1%)	17 (53.1%)	7 (21.9%)	3 (9.4%)	2 (6.3%)	12 (37.5%)
C: Yes. Available for all - but in everyday practice with specialists using it, e.g. for editing video-productions.	5 (15.6%)	3 (9.4%)	4 (12.5%)	12 (37.5%)				0 (0.0%)
F4. Is working for several media platforms a precondition in news gathering?								
A. No. It exists only as an exception	1 (3.1%)	0 (0.0%)	0 (0.0%)	1 (3.1%)	8 (25.0%)	5 (15.6%)	0 (0.0%)	13 (40.6%)
B. To a certain extent. Necessary for platform co-ordinators	5 (15.6%)	8 (25.0%)	2 (6.3%)	15 (46.9%)	12 (37.5%)	5 (15.6%)	2 (6.3%)	19 (59.4%)
C. Yes. To be able to decide which and how materials of own investigation will be used afterwards	7 (21.9%)	6 (18.8%)	3 (9.4%)	16 (50.0%)				0 (0.0%)

Dimension F: Journalistic Practices (Cont.)	Gulf News Paper				Alittihad Paper			
	Job Category				Job Category			
	Executers	Supervisory	Management	Total	Executers	Supervisory	Management	Total
	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)
F5. Is working for several media platforms a precondition in news production?								
A: No.	1 (3.1%)	0 (0.0%)	0 (0.0%)	1 (3.1%)	14 (43.8%)	6 (18.8%)	1 (3.1%)	21 (65.6%)
B: To a certain extent.	7 (21.9%)	12 (37.5%)	3 (9.4%)	22 (68.8%)	6 (18.8%)	4 (12.5%)	1 (3.1%)	11 (34.4%)
C: To a certain extent. There is always some specialization in production.	5 (15.6%)	2 (6.3%)	2 (6.3%)	9 (28.1%)				0 (0.0%)
F6. Is working for several media platforms a precondition in news distribution?								
A: No.	1 (3.1%)	1 (3.1%)	1 (3.1%)	3 (9.4%)	14 (43.8%)	6 (18.8%)	1 (3.1%)	21 (65.6%)
B: To a certain extent. Obligatory for co-ordinators who decide about news distribution	11 (34.4%)	8 (25.0%)	2 (6.3%)	21 (65.6%)	6 (18.8%)	3 (9.4%)	1 (3.1%)	10 (31.3%)
C: Yes.	1 (3.1%)	5 (15.6%)	2 (6.3%)	8 (25.0%)	0 (0.0%)	1 (3.1%)	0 (0.0%)	1 (3.1%)
F7. Online video production: is it mostly produced in-house, mostly externally produced or both?								
A. Both. More externally, less in-house	Through observation							
B. Both. More in-house, less externally								
C. All in-house								

	Gulf News Paper				Alittihad Paper			
	Job Category				Job Category			
	Executers	Supervisory	Management	Total	Executers	Supervisory	Management	Total
Dimension G: Journalists' Skills and Training	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)
G1. Is multiskilling a precondition in news gathering?								
A. Basically not. As journalists from different platforms are gathering materials irrespective of other platforms ...	1 (3.1%)	1 (3.1%)	0 (0.0%)	2 (6.3%)	4 (12.5%)	4 (12.5%)	0 (0.0%)	8 (25.0%)
B: To a certain extent. Multiskilled news gathering is encouraged as an option, never an obligation.	4 (12.5%)	8 (25.0%)	1 (3.1%)	13 (40.6%)	12 (37.5%)	5 (15.6%)	2 (6.3%)	19 (59.4%)
C: Yes, all journalists are encouraged to be multiskilled in news gathering.	8 (25.0%)	5 (15.6%)	4 (12.5%)	17 (53.1%)	4 (12.5%)	1 (3.1%)	0 (0.0%)	5 (15.6%)
G2. Is multiskilling a precondition in news production?								
A: No.	2 (6.3%)	2 (6.3%)	0 (0.0%)	4 (12.5%)	9 (28.1%)	4 (12.5%)	0 (0.0%)	13 (40.6%)
B: No. Specialization in production is considered necessary to guarantee (technical) quality	9 (28.1%)	7 (21.9%)	3 (9.4%)	19 (59.4%)	11 (34.4%)	6 (18.8%)	2 (6.3%)	19 (59.4%)
C: Yes, at least as a strategic goal.	2 (6.3%)	5 (15.6%)	2 (6.3%)	9 (28.1%)				0 (0.0%)
G3. Is multiskilling a precondition in news distribution?								
A: No.	3 (9.4%)	2 (6.3%)	0 (0.0%)	5 (15.6%)	12 (37.5%)	4 (12.5%)	0 (0.0%)	16 (50.0%)
B: To a certain extent. For some of the leading (co-ordinating) staff it is obligatory.	7 (21.9%)	10 (31.3%)	3 (9.4%)	20 (62.5%)	8 (25.0%)	6 (18.8%)	2 (6.3%)	16 (50.0%)
C: Yes.	3 (9.4%)	2 (6.3%)	2 (6.3%)	7 (21.9%)				0 (0.0%)
G4. What percentage of journalists is multi-skilled and work for more than one platform?								
A: Less than 20 %	5 (15.6%)	1 (3.1%)	0 (0.0%)	6 (18.8%)	12 (37.5%)	6 (18.8%)	0 (0.0%)	18 (56.3%)
B: Between 20 – 70 %	7 (21.9%)	9 (28.1%)	3 (9.4%)	19 (59.4%)	8 (25.0%)	4 (12.5%)	2 (6.3%)	14 (43.8%)
C: More than 70 %	1 (3.1%)	4 (12.5%)	2 (6.3%)	7 (21.9%)				0 (0.0%)

Dimension G: Journalists' Skills and Training (Cont.)	Gulf News Paper				Alittihad Paper			
	Job Category				Job Category			
	Executers	Supervisory	Management	Total	Executers	Supervisory	Management	Total
	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)
G5. What kind of training is offered for the newsroom staff?								
A: Training focused on platforms (e.g. traditional writing courses, search engine optimization for online editors, etc.)	7 (21.9%)	6 (18.8%)	0 (0.0%)	13 (40.6%)	13 (40.6%)	6 (18.8%)	2 (6.3%)	21 (65.6%)
B. Currently, social media training is offered frequently and often cross-platform (voluntary), cross-over interest in training is welcome—but participation is not enforced	2 (6.3%)	5 (15.6%)	3 (9.4%)	10 (31.3%)	6 (18.8%)	4 (12.5%)	0 (0.0%)	10 (31.3%)
C. Training on new tools such as platform-neutral Content Management Systems, audio-visual recording, data mining, digital storytelling, social media	4 (12.5%)	3 (9.4%)	2 (6.3%)	9 (28.1%)	1 (3.1%)	0 (0.0%)	0 (0.0%)	1 (3.1%)
G6. Do staff skills affect the quality of content?								
A: Skills focus on improving the quality of one specific/isolated platform.	1 (3.1%)	1 (3.1%)	0 (0.0%)	2 (6.3%)	8 (25.0%)	5 (15.6%)	0 (0.0%)	13 (40.6%)
B. Multi-skill capabilities are required in leading/ co-ordinating staff depending on personal interests or background, some are more proficient than others	7 (21.9%)	5 (15.6%)	1 (3.1%)	13 (40.6%)	7 (21.9%)	3 (9.4%)	2 (6.3%)	12 (37.5%)
C. Multi-skill roles give reporters more control over the final product and boost their creativity in storytelling, but may overload them with technical procedures and increase time pressure	5 (15.6%)	8 (25.0%)	4 (12.5%)	17 (53.1%)	5 (15.6%)	2 (6.3%)	0 (0.0%)	7 (21.9%)

Dimension H: Work Organization	Gulf News Paper				Alittihad Paper			
	Job Category			Total	Job Category			Total
	Executers	Supervisory	Management		Executers	Supervisory	Management	
N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	
H1. Are newsrooms located in one building or in separate buildings?								
A. Not of importance	Through observation							
B. Same building or at least newsrooms within very short walking distance								
C. Same building as precondition.								
H2. Are there separate newsrooms or just one?								
A. Separate newsrooms	Through observation							
B. Separated newsrooms with interconnections (e.g. News desk).								
C. One newsroom.								
H3. Does the number of journalists' change as a result of convergence?								
A: Same number. Since platform work is isolated, journalists go ahead with production as usual.	1 (3.1%)	3 (9.4%)	1 (3.1%)	5 (15.6%)	11 (34.4%)	4 (12.5%)	0 (0.0%)	15 (46.9%)
B. Same number. There may be an increase of the necessary number of high-profile journalists with multimedia experience	6 (18.8%)	6 (18.8%)	3 (9.4%)	15 (46.9%)	9 (28.1%)	6 (18.8%)	2 (6.3%)	17 (53.1%)
C. Full convergence is seen as a possibility to reduce staff, whereas in practice there is a change of qualifications but not of number of journalists	6 (18.8%)	5 (15.6%)	1 (3.1%)	12 (37.5%)				0 (0.0%)
H4. Does the newspaper provide training in multiskilling?								
A. Not especially. Occasional participation in training programmes is supported	6 (18.8%)	7 (21.9%)	0 (0.0%)	13 (40.6%)	15 (46.9%)	8 (25.0%)	0 (0.0%)	23 (71.9%)
B. Yes, for some employees	6 (18.8%)	5 (15.6%)	1 (3.1%)	12 (37.5%)	4 (12.5%)	2 (6.3%)	2 (6.3%)	8 (25.0%)
C. Yes, continuously and for all employees	1 (3.1%)	2 (6.3%)	4 (12.5%)	7 (21.9%)	1 (3.1%)	0 (0.0%)	0 (0.0%)	1 (3.1%)
H5: Are multiskilled journalists compensated economically, or in any other way?								
A. No. multiskilling is not a job requirement.	3 (9.4%)	4 (12.5%)	0 (0.0%)	7 (21.9%)	13 (40.6%)	7 (21.9%)	0 (0.0%)	20 (62.5%)
B. No. But optional decision by the management.	0 (0.0%)	4 (12.5%)	1 (3.1%)	5 (15.6%)	4 (12.5%)	3 (9.4%)	0 (0.0%)	7 (21.9%)
C. No. But chances of career advancement are higher	10 (31.3%)	6 (18.8%)	4 (12.5%)	20 (62.5%)	3 (9.4%)	0 (0.0%)	2 (6.3%)	5 (15.6%)

Dimension H: Work Organization	Gulf News Paper				Alittihad Paper			
	Job Category			Total	Job Category			Total
	Executers	Supervisory	Management		Executers	Supervisory	Management	
N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	
H1. Are newsrooms located in one building or in separate buildings?								
A. Not of importance	Through observation							
B. Same building or at least newsrooms within very short walking distance								
C. Same building as precondition.								
H2. Are there separate newsrooms or just one?								
A. Separate newsrooms	Through observation							
B. Separated newsrooms with interconnections (e.g. News desk).								
C. One newsroom.								
H3. Does the number of journalists' change as a result of convergence?								
A: Same number. Since platform work is isolated, journalists go ahead with production as usual.	1 (3.1%)	3 (9.4%)	1 (3.1%)	5 (15.6%)	11 (34.4%)	4 (12.5%)	0 (0.0%)	15 (46.9%)
B. Same number. There may be an increase of the necessary number of high-profile journalists with multimedia experience	6 (18.8%)	6 (18.8%)	3 (9.4%)	15 (46.9%)	9 (28.1%)	6 (18.8%)	2 (6.3%)	17 (53.1%)
C. Full convergence is seen as a possibility to reduce staff, whereas in practice there is a change of qualifications but not of number of journalists	6 (18.8%)	5 (15.6%)	1 (3.1%)	12 (37.5%)				0 (0.0%)
H4. Does the newspaper provide training in multiskilling?								
A. Not especially. Occasional participation in training programmes is supported	6 (18.8%)	7 (21.9%)	0 (0.0%)	13 (40.6%)	15 (46.9%)	8 (25.0%)	0 (0.0%)	23 (71.9%)
B. Yes, for some employees	6 (18.8%)	5 (15.6%)	1 (3.1%)	12 (37.5%)	4 (12.5%)	2 (6.3%)	2 (6.3%)	8 (25.0%)
C. Yes, continuously and for all employees	1 (3.1%)	2 (6.3%)	4 (12.5%)	7 (21.9%)	1 (3.1%)	0 (0.0%)	0 (0.0%)	1 (3.1%)
H5: Are multiskilled journalists compensated economically, or in any other way?								
A. No. multiskilling is not a job requirement.	3 (9.4%)	4 (12.5%)	0 (0.0%)	7 (21.9%)	13 (40.6%)	7 (21.9%)	0 (0.0%)	20 (62.5%)
B. No. But optional decision by the management.	0 (0.0%)	4 (12.5%)	1 (3.1%)	5 (15.6%)	4 (12.5%)	3 (9.4%)	0 (0.0%)	7 (21.9%)
C. No. But chances of career advancement are higher	10 (31.3%)	6 (18.8%)	4 (12.5%)	20 (62.5%)	3 (9.4%)	0 (0.0%)	2 (6.3%)	5 (15.6%)

	Gulf News Paper				Alittihad Paper			
	Job Category				Job Category			
	Executers	Supervisory	Management	Total	Executers	Supervisory	Management	Total
Dimension I: Newsroom Organization	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)
I1: Journalists' attitude: how do journalists react to the implementation of newsroom convergence?								
A. Most journalists are opposed to the introduction of a single newsroom				0 (0.0%)	3 (9.4%)	2 (6.3%)	0 (0.0%)	5 (15.6%)
B. Many journalists are hesitant about the idea of implementation of one single newsroom, suspecting loss of working quality and individual hierarchical positions	6 (18.8%)	8 (25.0%)	2 (6.3%)	16 (50.0%)	10 (31.3%)	6 (18.8%)	1 (3.1%)	17 (53.1%)
C. Ideal: they are well prepared for the change process which helps with job satisfaction and in seeing rather new possibilities than risks and threats of extra work	7 (21.9%)	6 (18.8%)	3 (9.4%)	16 (50.0%)	7 (21.9%)	2 (6.3%)	1 (3.1%)	10 (31.3%)
I2. Are new roles being created as a result of convergence implementation?								
A: No.	1 (3.1%)	3 (9.4%)	0 (0.0%)	4 (12.5%)	4 (12.5%)	1 (3.1%)	0 (0.0%)	5 (15.6%)
B: Yes. coordination capacities for cross-media activities.	3 (9.4%)	3 (9.4%)	0 (0.0%)	6 (18.8%)	12 (37.5%)	8 (25.0%)	2 (6.3%)	22 (68.8%)
C. Yes, some. In convergence management as well as new communication contact points and team leaders for editorial staff	9 (28.1%)	8 (25.0%)	5 (15.6%)	22 (68.8%)	4 (12.5%)	1 (3.1%)	0 (0.0%)	5 (15.6%)
I3: Is there a single journalistic culture or separate ones?								
A. Separate cultures. Journalistic cultures are kept strictly apart in order to keep up expertise in each field without mixing up methods and practices	1 (3.1%)	0 (0.0%)	0 (0.0%)	1 (3.1%)	11 (34.4%)	7 (21.9%)	0 (0.0%)	18 (56.3%)
B. Separate cultures. But the need for co-operation and communication brings on some slow exchange of positions and strategies	6 (18.8%)	8 (25.0%)	1 (3.1%)	15 (46.9%)	4 (12.5%)	1 (3.1%)	0 (0.0%)	5 (15.6%)
C. One culture. The move towards integration of all sections and platforms also brings on a common culture of converged media.	6 (18.8%)	6 (18.8%)	4 (12.5%)	16 (50.0%)	5 (15.6%)	2 (6.3%)	2 (6.3%)	9 (28.1%)

	Gulf News Paper				Alittihad Paper			
	Job Category				Job Category			
	Executers	Supervisory	Management	Total	Executers	Supervisory	Management	Total
Dimension I: Newsroom Organization (Cont.)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)
I4. What is the basic organizational structure of the newsroom?								
A. Platform-oriented division of the newsroom; sections are doubled	0 (0.0%)	2 (6.3%)	0 (0.0%)	2 (6.3%)	14 (43.8%)	7 (21.9%)	0 (0.0%)	21 (65.6%)
B. Platform-oriented division of the newsroom, but with a central desk or multimedia coordinator in charge of initiating and coordinating stories with cross-media character; collaboration between similar sections in print and online is encouraged, but not obligatory	8 (25.0%)	4 (12.5%)	1 (3.1%)	13 (40.6%)	6 (18.8%)	3 (9.4%)	2 (6.3%)	11 (34.4%)
C. Sections and section heads are responsible for all platforms; central desk only for breaking news and news prioritizing; new roles allocated to organizational functions	5 (15.6%)	8 (25.0%)	4 (12.5%)	17 (53.1%)				0 (0.0%)
I5. What role does transparency play within the newsroom?								
A. No philosophy of open planning; journalists as “authors”, with their “own” stories; platforms as competitors for users’ and readers’ interest	4 (12.5%)	1 (3.1%)	0 (0.0%)	5 (15.6%)	6 (18.8%)	5 (15.6%)	0 (0.0%)	11 (34.4%)
B. Open planning process normally within the platform departments, open space and open conferences as options.	7 (21.9%)	9 (28.1%)	0 (0.0%)	16 (50.0%)	10 (31.3%)	3 (9.4%)	1 (3.1%)	14 (43.8%)
C. Philosophy of open space, open conferences and open stories; every journalist should have access to other journalists’ research material; CMS as “virtual newsroom”, with focus on stories and, furthermore, on all platforms; no “comfort zones”	2 (6.3%)	4 (12.5%)	5 (15.6%)	11 (34.4%)	4 (12.5%)	2 (6.3%)	1 (3.1%)	7 (21.9%)

	Gulf News Paper				Alittihad Paper			
	Job Category				Job Category			
	Executers	Supervisory	Management	Total	Executers	Supervisory	Management	Total
Dimension J: Audience Participation	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)
J1. How are journalists using social media? Is there a social media policy in the newspaper?								
A. Social media are part of the online department; print journalists are not encouraged to use them, but do so on an individual basis	1 (3.1%)	0 (0.0%)	0 (0.0%)	1 (3.1%)	12 (37.5%)	3 (9.4%)	0 (0.0%)	15 (46.9%)
B. Social media platforms are mainly organized by one or several social media editor(s)/ community manager(s); other journalists are encouraged to use social media, subject to individual decision	8 (25.0%)	8 (25.0%)	1 (3.1%)	17 (53.1%)	8 (25.0%)	7 (21.9%)	2 (6.3%)	17 (53.1%)
C. Almost every journalist uses social media in a professional context; process journalism is fostered; strategy/ guidelines for the handling of social media in the newsroom	4 (12.5%)	6 (18.8%)	4 (12.5%)	14 (43.8%)				0 (0.0%)
J2. How do journalists use social media to spread the medium's content?								
A: The online department spreads its content.	1 (3.1%)	1 (3.1%)	0 (0.0%)	2 (6.3%)	9 (28.1%)	3 (9.4%)	0 (0.0%)	12 (37.5%)
B: Specialized social media editors select content to be spread.	9 (28.1%)	10 (31.3%)	3 (9.4%)	22 (68.8%)	11 (34.4%)	7 (21.9%)	2 (6.3%)	20 (62.5%)
C. Almost every journalist uses social media to spread his/ her story; authors struggle for transparency on an individual level	3 (9.4%)	3 (9.4%)	2 (6.3%)	8 (25.0%)				0 (0.0%)
J3. How do newsrooms/ journalists deal with users' comments, contributions (information, photos, and videos) and feedback in the newsroom?								
A: Users' contributions are handled in the online department.	0 (0.0%)	1 (3.1%)	0 (0.0%)	1 (3.1%)	12 (37.5%)	5 (15.6%)	0 (0.0%)	17 (53.1%)
B. Users' contributions, comments and feedback are handled in the online department in collaboration with a special desk or news desk	10 (31.3%)	6 (18.8%)	3 (9.4%)	19 (59.4%)	8 (25.0%)	5 (15.6%)	2 (6.3%)	15 (46.9%)
C. Policy on user generated content for all channels; general strategy towards transparency to the public; individual journalists are encouraged to discuss with audience on the website and in social media	3 (9.4%)	7 (21.9%)	2 (6.3%)	12 (37.5%)				0 (0.0%)

Appendix VIII: Records Results and Assessments

Dimension A: Project Scope and Market Situation	Paper	Records availability		Assessmen
		Not Available	Available	
		N (%)	N (%)	
A1: Is it only company convergence, just newsroom or both?				
A1_1: Operational plan document.	GN	14 (43.8%)	18 (56.3%)	B
	AI	28 (87.5%)	4 (12.5%)	A
A1_2: Operational plan publication (hard).	GN	12 (37.5%)	20 (62.5%)	B
	AI	31 (96.9%)	1 (3.1%)	A
A1_3: Operational plan circulation (hard/ soft)	GN	23 (71.9%)	9 (28.1%)	A
	AI	27 (84.4%)	5 (15.6%)	A
A2: Is convergence a company goal or a tool?				
A2_1: Convergence embedded in operational plan document (activities, initiatives, projects, or program).	GN	12 (37.5%)	20 (62.5%)	B
	AI	30 (93.8%)	2 (6.3%)	A
A3: Is convergence considered a short-term or a long-term process?				
A3_1: Convergence embedded in operational plan document (activities, initiatives, projects, or program) with allocation of implementation period.	GN	17 (53.1%)	15 (46.9%)	B
	AI	29 (90.6%)	3 (9.4%)	A
A4: Is implementation bottom-up or top-down?				
A4_1: Convergence embedded in operational plan document (activities, initiatives, projects, or program) with allocation of the business unit responsible for the implementation.	GN	21 (65.6%)	11 (34.4%)	B
	AI	32 (100%)	0 (0.0%)	A
A5: Do the market situation and Assessments on new business models influence the editorial convergence process?				
A5_1: Convergence embedded in operational plan document containing indices (activities, initiatives, projects, or program) about targeted income, market situation, or market share.	GN	23 (71.9%)	9 (28.1%)	A
	AI	30 (93.8%)	2 (6.3%)	A

Dimension B: Project Change Management	Paper	Records availability		Assesmen
		Not Available N (%)	Available N (%)	
B1: Has convergence strategy been discussed with journalists?				
B1_1: Minutes of meeting about the convergence operational plan.	GN	17 (53.1%)	15 (46.9%)	B
	AI	29 (90.6%)	3 (9.4%)	A
B1_2: Document confirms convergence operation plan communicated with journalists (email, Assessment, circular, policy, strategy, posters, frames, sign boards, advertisement board ...etc.).	GN	16 (50.0%)	16 (50.0%)	B
	AI	25 (78.1%)	7 (21.9%)	A
B1_3: Document confirms convergence operation plan implementation.	GN	23 (71.9%)	9 (28.1%)	A
	AI	31 (96.9%)	1 (3.1%)	A
B2: Does the company see itself as involved in a change process				
B2_1: Document for organized change management process (memos, minutes of meeting, bulletin, handbook, booklet, policy/ plan, guidelines, Assessments ...etc.)	GN	21 (65.6%)	11 (34.4%)	B
	AI	22 (68.8%)	10 (31.3%)	B
B3: Is change management supported by special seminars to give staff the chance to participate in the change processes?				
B3_1: Seminars/ workshops on change management for employees to participate in the change processes.	GN	19 (59.4%)	13 (40.6%)	B
	AI	24 (75.0%)	8 (25.0%)	A

Dimension C: Newsroom Management	Paper	Records availability		Assessm
		Not Available	Available	
		N (%)	N (%)	
C1: Is content primary and platform secondary, the other way around or both are equally important?				
C1_1: Newsroom workflow chart shows favoring of either the content or the platform in news distribution.	GN	19 (59.4%)	13 (40.6%)	B
	AI	24 (75.0%)	8 (25.0%)	A
C1_2: Newsroom layout design shows favoring of either the content or the platform as per layout models.	GN	20 (62.5%)	12 (37.5%)	B
	AI	29 (90.6%)	3 (9.4%)	A
C2: Is there an “online first” policy, are exclusives held for print first or is there no clear policy?				
C2_1: Policy (memos, process, guidelines ... etc.) confirms favoring either “online first” or “print first”.	GN	13 (40.6%)	19 (59.4%)	B
	AI	24 (75.0%)	8 (25.0%)	A
C3: Newsroom management: is there a single news editor, multimedia editors or another model?				
C3_1: Newsroom workflow chart shows newsroom management model.	GN	15 (46.9%)	17 (53.1%)	B
	AI	24 (75.0%)	8 (25.0%)	A
C3_2: Newsroom layout design shows newsroom management model as per newsrooms layout models.	GN	17 (53.1%)	15 (46.9%)	B
	AI	31 (96.9%)	1 (3.1%)	A
C4: Are there editorial meetings attended by online, print and other editors or do they hold separate meetings?				
C4_1: Editorial meetings plan indicates the attendees	GN	15 (46.9%)	17 (53.1%)	B
	AI	24 (75.0%)	8 (25.0%)	A
C4_2: Editorial meetings agendas file (soft/ hard)	GN	15 (46.9%)	17 (53.1%)	B
	AI	24 (75.0%)	8 (25.0%)	A
C4_3: Editorial team minutes of meetings file (soft/ hard)	GN	20 (62.5%)	12 (37.5%)	B
	AI	24 (75.0%)	8 (25.0%)	A
C5: Is journalists’ collaboration with other platforms encouraged?				
C5_1: Policies, management's or circulars assure collaboration of journalists between/ within platforms.	GN	15 (46.9%)	17 (53.1%)	B
	AI	23 (71.9%)	9 (28.1%)	A

Dimension D: Newsroom Content Management	Paper	Records availability		Assessment
		Not Available	Available	
		N (%)	N (%)	
D1: Content management systems: is there one for all platforms or different CMS for each?				
D1_1: CMS software(s) employment	GN	4 (12.5%)	28 (87.5%)	C
	AI	5 (15.6%)	27 (84.4%)	C
D2: Which aims guide the editorial planning and production processes?				
D2_1: Newsroom workflow chart shows what guides the editorial planning and production processes.	GN	15 (46.9%)	17 (53.1%)	B
	AI	18 (56.3%)	14 (43.8%)	B
D2_2: Newsroom layout design shows what guide the editorial planning and production processes as per newsrooms layout models.	GN	15 (46.9%)	17 (53.1%)	B
	AI	29 (90.6%)	3 (9.4%)	A
D2_3: CMS software(s) employment confirms what guide the editorial planning and production processes in newsroom(s)	GN	4 (12.5%)	28 (87.5%)	C
	AI	5 (15.6%)	27 (84.4%)	C
D3: Is there a division between news gathering, production and distribution?				
D3_1: Through observation	GN			B
	AI			B

Dimension E: Newsroom Operations Workflows	Paper	Records availability		Assessment
		Not Available N (%)	Available N (%)	
E1: Is news flow based around a central desk, several editors or another model?				
E1_1: Newsroom workflow chart shows ways of news flow process(s).	GN	14 (43.8%)	18 (56.3%)	B
	AI	17 (53.1%)	15 (46.9%)	B
E1_2: Newsroom layout design shows news flow process(s) as per newsrooms layout models.	GN	16 (50.0%)	16 (50.0%)	B
	AI	29 (90.6%)	3 (9.4%)	A
E2: What is the character of speed and routines—and what impact can they have on the quality of the news content?				
E2_1: Newsroom workflow chart shows the content processing stages (routines) and duration (speed).	GN	16 (50.0%)	16 (50.0%)	B
	AI	17 (53.1%)	15 (46.9%)	A
E2_2: Newsroom layout design shows the content processing stages (routines) and duration (speed) as per newsrooms layout models.	GN	17 (53.1%)	15 (46.9%)	B
	AI	28 (87.5%)	4 (12.5%)	A
E2_3: CMS software(s) employment shows the content processing stages (routines) and duration (speed).	GN	17 (53.1%)	15 (46.9%)	B
	AI	14 (43.8%)	18 (56.3%)	B

Dimension F: Journalistic Practices	Paper	Records availability		Assessment
		Not Available N (%)	Available N (%)	
F1: Is technological equipment for all journalists a precondition in news gathering?				
F1_1: Policy for the usage of technological equipment by journalists for news gathering (memos, Assessments, process, guidelines ... etc.)	GN	24 (75.0%)	8 (25.0%)	A
	AI	32 (100.0%)	0 (0.0%)	A
F1_2: Pledge of journalists receiving technological equipment for news gathering	GN	26 (81.3%)	6 (18.8%)	A
	AI	25 (78.1%)	7 (21.9%)	A
F2: Is technological equipment for all a precondition in news production?				
F2_1: Policy for the usage of technological equipment by journalists for news production (memos, Assessments, process, guidelines ... etc.)	GN	25 (78.1%)	7 (21.9%)	A
	AI	32 (100.0%)	0 (0.0%)	A
F3: Is technological equipment for all a precondition in news distribution?				
F3_1: CMS policy for news distribution.	GN	23 (71.9%)	9 (28.1%)	A
	AI	32 (100.0%)	0 (0.0%)	A
F4: Is working for several media platforms a precondition in news gathering?				
F4_1: Journalists' Job descriptions contain roles and responsibility to work for several media platform as precondition in news gathering	GN	22 (68.8%)	10 (31.3%)	B
	AI	32 (100.0%)	0 (0.0%)	A
F4_2: Policy confirms employing journalists to work in news gathering for several media platforms	GN	22 (68.8%)	10 (31.3%)	B
	AI	32 (100.0%)	0 (0.0%)	A
F4_3: Policy for developing existing journalist's skills in working for several media platforms in news gathering	GN	27 (84.4%)	5 (15.6%)	A
	AI	32 (100.0%)	0 (0.0%)	A

Dimension F: Journalistic Practices (Cont.)	Paper	Records availability		Assessment	
		Not Available			Available
		N (%)	N (%)		
F5: Is working for several media platforms a precondition in news production?					
F5_1: Journalists' Job descriptions contain roles and responsibility to work for several media platform as precondition in news production	GN	22 (68.8%)	10 (31.3%)	B	
	AI	32 (100.0%)	0 (0.0%)	A	
F5_2: Policy confirms employing journalists to work in news production for several media platforms	GN	22 (68.8%)	10 (31.3%)	B	
	AI	32 (100.0%)	0 (0.0%)	A	
F5_3: Policy for developing existing journalist's skills in working for several media platforms in news production	GN	29 (90.6%)	3 (9.4%)	A	
	AI	32 (100.0%)	0 (0.0%)	A	
F6: Is working for several media platforms a precondition in news distribution?					
F6_1: Journalists' Job descriptions contain roles and responsibility to work for several media platform as precondition in news distribution	GN	22 (68.8%)	10 (31.3%)	B	
	AI	32 (100.0%)	0 (0.0%)	A	
F6_2: Policy confirms employing journalists to work in news distribution for several media platforms	GN	22 (68.8%)	10 (31.3%)	B	
	AI	32 (100.0%)	0 (0.0%)	A	
F6_3: Policy for developing existing journalist's skills in working for several media platforms in news distribution	GN	29 (90.6%)	3 (9.4%)	A	
	AI	32 (100.0%)	0 (0.0%)	A	
F7: Online video: is it mostly produced in-house, mostly externally produced or both?					
Through Observation	GN			C	
	AI			C	

Dimension G: Journalists' Skills and Training	Paper	Records availability		Assessment
		Not Available		
		N (%)	N (%)	
G1: Is multiskilling a precondition in news gathering?				
G1_1: Journalists' Job descriptions shows the skills and qualifications needed for enrolment as precondition in news gathering	GN	21 (65.6%)	11 (34.4%)	B
	AI	31 (96.9%)	1 (3.1%)	A
G1_2: Policy confirms employing skilled journalists for open positions in news gathering	GN	20 (62.5%)	12 (37.5%)	B
	AI	32 (100.0%)	0 (0.0%)	A
G1_3: Policy for developing existing journalist's skills in news gathering.	GN	26 (81.3%)	6 (18.8%)	A
	AI	31 (96.9%)	1 (3.1%)	A
G2: Is multiskilling a precondition in news production?				
G2_1: Journalists' Job descriptions shows the skills and qualifications needed for enrolment as precondition in news production	GN	22 (68.8%)	10 (31.3%)	B
	AI	31 (96.9%)	1 (3.1%)	A
G2_2: Policy confirms employing skilled journalists for open positions in news production	GN	22 (68.8%)	10 (31.3%)	B
	AI	31 (96.9%)	1 (3.1%)	A
G2_3: Policy for developing existing journalist's skills in news production	GN	27 (84.4%)	5 (15.6%)	A
	AI	31 (96.9%)	1 (3.1%)	A
G3: Is multiskilling a precondition in news distribution?				
G3_1: Journalists' Job descriptions shows the skills and qualifications needed for enrolment as precondition in news distribution	GN	22 (68.8%)	10 (31.3%)	B
	AI	31 (96.9%)	1 (3.1%)	A
G3_2: Policy confirms employing skilled journalists for open positions in news distribution	GN	22 (68.8%)	10 (31.3%)	B
	AI	31 (96.9%)	1 (3.1%)	A
G3_3: Policy for developing existing journalist's skills in news production	GN	28 (87.5%)	4 (12.5%)	A
	AI	31 (96.9%)	1 (3.1%)	A

Dimension G: Journalists' Skills and Training (Cont.)	Paper	Records availability		Assessme
		Not Available	Available	
		N (%)	N (%)	
G4: What percentage of journalists is multi-skilled and works for more than one platform?				
G4_1: Newsroom detailed structure explaining hierarchy and job descriptions related to.	GN	28 (87.5%)	4 (12.5%)	A
	AI	31 (96.9%)	1 (3.1%)	A
G4_2: Policies/ strategies determine % of multiskilling journalists who work for more than one platform.	GN	28 (87.5%)	4 (12.5%)	A
	AI	32 (100.0%)	0 (0.0%)	A
G4_3: Technical equipment's provided for the journalists in each platform.	GN	31 (96.9%)	1 (3.1%)	A
	AI	31 (96.9%)	1 (3.1%)	A
G5: What kind of training is offered for the newsroom staff?				
G5_1: Newsroom staff training programs/ plan. (workshops, training courses, seminars)	GN	26 (81.3%)	6 (18.8%)	A
	AI	30 (93.8%)	2 (6.3%)	A
G5_2: Newsroom staff training policy/ strategy.	GN	27 (84.4%)	5 (15.6%)	A
	AI	29 (90.6%)	3 (9.4%)	A
G6: Do staff skills affect the quality of content?				
G6_1: Policy confirms employing skilled journalists for open positions to maintain quality of content	GN	29 (90.6%)	3 (9.4%)	A
	AI	32 (100.0%)	0 (0.0%)	A
G6_2: Training program tailored to improve skills in the quality of content.	GN	29 (90.6%)	3 (9.4%)	A
	AI	32 (100.0%)	0 (0.0%)	A

Dimension H: Work Organization	Paper	Records availability				Assessment
		Not Available		Available		
		N	(%)	N	(%)	
H1: Are newsrooms located in one building or in separate buildings?						
H1_1: Through observation	GN					C
	AI					C
H2: Are there separate newsrooms or just one?						
H2_1: Through observation	GN					C
	AI					C
H3: Does the number of journalists change as a result of convergence?						
H3_1: Past and present organizational charts to reveal changes in number of journalists.	GN	32	(100.0%)	0	(0.0%)	A
	AI	32	(100.0%)	0	(0.0%)	A
H4: Does the company provide training in multiskilling?						
H4_1: Company training policy/ strategy.	GN	26	(81.3%)	6	(18.8%)	A
	AI	30	(93.8%)	2	(6.3%)	A
H4_2: Training program provided to improve skills (list of: workshops, training courses, or seminars)	GN	26	(81.3%)	6	(18.8%)	A
	AI	30	(93.8%)	2	(6.3%)	A
H5: Are multiskilled journalists compensated economically, or in any other way?						
H5_1: Multiskilled journalists compensation policy (rewarding and appreciation)	GN	30	(93.8%)	2	(6.3%)	A
	AI	32	(100.0%)	0	(0.0%)	A

Dimension I: Newsroom Organization	Paper	Records availability		Assessment
		Not Available	Available	
		N (%)	N (%)	
I1: Journalists' attitude: how do journalists react to the implementation of newsroom convergence?				
I1_1: Through managers and employees' perceptions.	GN			B
	AI			B
I2: Are new roles being created as a result of convergence implementation?				
I2_1: Past and present organizational charts to revile changes in journalists' titles.	GN	23 (71.9%)	9 (28.1%)	A
	AI	32 (100.0%)	0 (0.0%)	A
I2_2: Past and present job descriptions to revile changes in roles.	GN	24 (75.0%)	8 (25.0%)	A
	AI	32 (100.0%)	0 (0.0%)	A
I3: Is there a single journalistic culture or separate ones?				
I3_1: Through managers and employees' perceptions.	GN			C
	AI			A
I4: What is the basic organizational structure of the newsroom?				
I4_1: Newsroom workflow chart showing the basic newsroom organizational structure explaining.	GN	17 (53.1%)	15 (46.9%)	B
	AI	28 (87.5%)	4 (12.5%)	A
I4_2: Newsroom layout design showing the basic newsroom organizational structure explaining as per newsrooms layout models.	GN	17 (53.1%)	15 (46.9%)	B
	AI	28 (87.5%)	4 (12.5%)	A
I5: What role does transparency play within the newsroom?				
I5_1: Through managers and employees' perceptions.	GN			B
	AI			B

Dimension J: Audience Participation	Paper	Records availability		Assessment
		Not Available N (%)	Available N (%)	
J1: How are journalists using social media? Is there a social media policy in the company?				
J1_1: Policy confirms journalist's roles and responsibilities in using the social media.	GN	12 (37.5%)	20 (62.5%)	B
	AI	13 (40.6%)	19 (59.4%)	B
J2: How do journalists use social media to spread the medium's content?				
J2_1: Policy confirms journalist's roles and responsibilities in using the social media to spread the medium's content.	GN	15 (46.9%)	17 (53.1%)	B
	AI	21 (65.6%)	11 (34.4%)	A
J3: How do newsrooms/ journalists deal with users' comments, contributions (information, photos, videos) and feedback in the newsroom?				
J3_1: Policy confirms journalist's roles and responsibilities in using the social media to deal with users' comments, contributions, and feedback.	GN	13 (40.6%)	19 (59.4%)	B
	AI	28 (87.5%)	4 (12.5%)	A

Appendix IX: Records Results and Job Category Crosstab

Dimension A: Project Scope and Market Situation	Record Availability	Gulf News Paper				Alittihad Paper			
		Job Category			Total	Job Category			Total
		Journalists	Supervisors	Managers	N (%)	Journalists	Supervisors	Managers	N (%)
		N (%)	N (%)	N (%)		N (%)	N (%)	N (%)	
A1: Is it only company convergence, just newsroom or both?									
A1_1: Operational plan document.	Not Available	9 (28.1%)	4 (12.5%)	1 (3.1%)	14 (43.8%)	18 (56.3%)	8 (25.0%)	2 (6.3%)	28 (87.5%)
	Available	4 (12.5%)	10 (31.3%)	4 (12.5%)	18 (56.3%)	2 (6.3%)	2 (6.3%)	0 (0.0%)	4 (12.5%)
A1_2: Operational plan publication (hard).	Not Available	8 (25.0%)	3 (9.4%)	1 (3.1%)	12 (37.5%)	20 (62.5%)	9 (28.1%)	2 (6.3%)	31 (96.9%)
	Available	5 (15.6%)	11 (34.4%)	4 (12.5%)	20 (62.5%)	0 (0.0%)	1 (3.1%)	0 (0.0%)	1 (3.1%)
A1_3: Operational plan circulation (hard/ soft)	Not Available	12 (37.5%)	9 (28.1%)	2 (6.3%)	23 (71.9%)	17 (53.1%)	8 (25.0%)	2 (6.3%)	27 (84.4%)
	Available	1 (3.1%)	5 (15.6%)	3 (9.4%)	9 (28.1%)	3 (9.4%)	2 (6.3%)	0 (0.0%)	5 (15.6%)
A2: Is convergence a company goal or a tool?									
A2_3_1: Convergence embedded in operational plan document.	Not Available	7 (21.9%)	4 (12.5%)	1 (3.1%)	12 (37.5%)	18 (56.3%)	10 (31.3%)	2 (6.3%)	30 (93.8%)
	Available	6 (18.8%)	10 (31.3%)	4 (12.5%)	20 (62.5%)	2 (6.3%)	0 (0.0%)	0 (0.0%)	2 (6.3%)
A3: Is convergence considered a short-term or a long-term process?									
A3_1: Convergence embedded in operational plan document with allocation of implementation period.	Not Available	9 (28.1%)	7 (21.9%)	1 (3.1%)	17 (53.1%)	18 (56.3%)	10 (31.3%)	1 (3.1%)	29 (90.6%)
	Available	4 (12.5%)	7 (21.9%)	4 (12.5%)	15 (46.9%)	2 (6.3%)	0 (0.0%)	1 (3.1%)	3 (9.4%)
A4: Is implementation bottom-up or top-down?									
A4_1: Convergence embedded in operational plan document with allocation of the business unit responsible for the implementation.	Not Available	10 (31.3%)	9 (28.1%)	2 (6.3%)	21 (65.6%)	20 (62.5%)	10 (31.3%)	2 (6.3%)	32 (100%)
	Available	3 (9.4%)	5 (15.6%)	3 (9.4%)	11 (34.4%)				0 (0.0%)
A5: Do the market situation and decisions on new business models influence the editorial convergence process?									
A5_1: Convergence embedded in operational plan document containing indices about targeted income, market situation, or market share.	Not Available	12 (37.5%)	9 (28.1%)	2 (6.3%)	23 (71.9%)	19 (59.4%)	10 (31.3%)	1 (3.1%)	30 (93.8%)
	Available	1 (3.1%)	5 (15.6%)	3 (9.4%)	9 (28.1%)	1 (3.1%)	0 (0.0%)	1 (3.1%)	2 (6.3%)

Dimension B: Project Change Managers	Record Availability	Gulf News Paper				Alittihad Paper			
		Job Category			Total	Job Category			Total
		Journalists	Supervisors	Managers		Journalists	Supervisors	Managers	
		N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)
B1: Has convergence strategy been discussed with journalists?									
B1_1: Minutes of meeting about the convergence operational plan.	Not Available	10 (31.3%)	6 (18.8%)	1 (3.1%)	17 (53.1%)	20 (62.5%)	8 (25.0%)	1 (3.1%)	29 (90.6%)
	Available	3 (9.4%)	8 (25.0%)	4 (12.5%)	15 (46.9%)	0 (0.0%)	2 (6.3%)	1 (3.1%)	3 (9.4%)
B1_2: Document confirms convergence operation plan communicated with journalists.	Not Available	9 (28.1%)	6 (18.8%)	1 (3.1%)	16 (50.0%)	18 (56.3%)	7 (21.9%)	0 (0.0%)	25 (78.1%)
	Available	4 (12.5%)	8 (25.0%)	4 (12.5%)	16 (50.0%)	2 (6.3%)	3 (9.4%)	2 (6.3%)	7 (21.9%)
B1_3: Document confirms convergence operation plan implementation.	Not Available	11 (34.4%)	11 (34.4%)	1 (3.1%)	23 (71.9%)	20 (62.5%)	9 (28.1%)	2 (6.3%)	31 (96.9%)
	Available	2 (6.3%)	3 (9.4%)	4 (12.5%)	9 (28.1%)	0 (0.0%)	1 (3.1%)	0 (0.0%)	1 (3.1%)
B2: Does the company see itself as involved in a change process?									
B2_1: Document for organized change Managers process.	Not Available	10 (31.3%)	10 (31.3%)	1 (3.1%)	21 (65.6%)	14 (43.8%)	8 (25.0%)	0 (0.0%)	22 (68.8%)
	Available	3 (9.4%)	4 (12.5%)	4 (12.5%)	11 (34.4%)	6 (18.8%)	2 (6.3%)	2 (6.3%)	10 (31.3%)
B3: Is change Managers supported by special seminars to give staff the chance to participate in the change processes?									
B3_1: Seminars/ workshops on change Managers for employees to participate in the change processes.	Not Available	10 (31.3%)	7 (21.9%)	2 (6.3%)	19 (59.4%)	14 (43.8%)	9 (28.1%)	1 (3.1%)	24 (75.0%)
	Available	3 (9.4%)	7 (21.9%)	3 (9.4%)	13 (40.6%)	6 (18.8%)	1 (3.1%)	1 (3.1%)	8 (25.0%)

Dimension C: Newsroom Managers	Record Availability	Gulf News Paper				Alittihad Paper			
		Job Category			Total	Job Category			Total
		Journalists	Supervisors	Managers		Journalists	Supervisors	Managers	
		N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)
C1: Is content primary and platform secondary, the other way around or both are equally important?									
C1_1: Newsroom workflow chart shows favoring of either the content or the platform in news distribution.	Not Available	11 (34.4%)	8 (25.0%)	0 (0.0%)	19 (59.4%)	14 (43.8%)	9 (28.1%)	1 (3.1%)	24 (75.0%)
	Available	2 (6.3%)	6 (18.8%)	5 (15.6%)	13 (40.6%)	6 (18.8%)	1 (3.1%)	1 (3.1%)	8 (25.0%)
C1_2: Newsroom layout design shows favoring of either the content or the platform as per newsrooms layout models.	Not Available	11 (34.4%)	9 (28.1%)	0 (0.0%)	20 (62.5%)	19 (59.4%)	9 (28.1%)	1 (3.1%)	29 (90.6%)
	Available	2 (6.3%)	5 (15.6%)	5 (15.6%)	12 (37.5%)	1 (3.1%)	1 (3.1%)	1 (3.1%)	3 (9.4%)
C2: Is there an “online first” policy, are exclusives held for print first or is there no clear policy?									
C2_1: Newsroom content Managers policy confirms favoring either “online first” or “print first”.	Not Available	9 (28.1%)	4 (12.5%)	0 (0.0%)	13 (40.6%)	14 (43.8%)	9 (28.1%)	1 (3.1%)	24 (75.0%)
	Available	4 (12.5%)	10 (31.3%)	5 (15.6%)	19 (59.4%)	6 (18.8%)	1 (3.1%)	1 (3.1%)	8 (25.0%)
C3: Newsroom Managers: is there a single news editor, multimedia editors or another model?									
C3_1: Newsroom workflow chart shows newsroom Managers model.	Not Available	9 (28.1%)	6 (18.8%)	0 (0.0%)	15 (46.9%)	14 (43.8%)	9 (28.1%)	1 (3.1%)	24 (75.0%)
	Available	4 (12.5%)	8 (25.0%)	5 (15.6%)	17 (53.1%)	6 (18.8%)	1 (3.1%)	1 (3.1%)	8 (25.0%)
C3_2: Newsroom layout design shows newsroom Managers model as per newsrooms layout models.	Not Available	11 (34.4%)	6 (18.8%)	0 (0.0%)	17 (53.1%)	20 (62.5%)	10 (31.3%)	1 (3.1%)	31 (96.9%)
	Available	2 (6.3%)	8 (25.0%)	5 (15.6%)	15 (46.9%)	0 (0.0%)	0 (0.0%)	1 (3.1%)	1 (3.1%)
C4: Are there editorial meetings attended by online, print and other editors or do they hold separate meetings?									
C4_1: Editorial meetings plan indicates the attendees	Not Available	9 (28.1%)	6 (18.8%)	0 (0.0%)	15 (46.9%)	17 (53.1%)	7 (21.9%)	0 (0.0%)	24 (75.0%)
	Available	4 (12.5%)	8 (25.0%)	5 (15.6%)	17 (53.1%)	3 (9.4%)	3 (9.4%)	2 (6.2%)	8 (25.0%)
C4_2: Editorial meetings agendas file (soft/ hard)	Not Available	9 (28.1%)	6 (18.8%)	0 (0.0%)	15 (46.9%)	17 (53.1%)	7 (21.9%)	0 (0.0%)	24 (75.0%)
	Available	4 (12.5%)	8 (25.0%)	5 (15.6%)	17 (53.1%)	3 (9.4%)	3 (9.4%)	2 (6.2%)	8 (25.0%)
C4_3: Editorial team minutes of meetings file (soft/ hard)	Not Available	11 (34.4%)	9 (28.1%)	0 (0.0%)	20 (62.5%)	17 (53.1%)	7 (21.9%)	0 (0.0%)	24 (75.0%)
	Available	2 (6.3%)	5 (15.6%)	5 (15.6%)	12 (37.5%)	3 (9.4%)	3 (9.4%)	2 (6.2%)	8 (25.0%)
C5: Is journalists’ collaboration with other platforms encouraged?									
C5_1: Policies, decisions, or circulars assure collaboration between platforms.	Not Available	9 (28.1%)	5 (15.6%)	1 (3.1%)	15 (46.9%)	14 (43.8%)	8 (25.0%)	1 (3.1%)	23 (71.9%)
	Available	4 (12.5%)	9 (28.1%)	4 (12.5%)	17 (53.1%)	6 (18.8%)	2 (6.3%)	1 (3.1%)	9 (28.1%)

Dimension D: Newsroom Content Managers	Record Availability	Gulf News Paper				Alittihad Paper			
		Job Category			Total	Job Category			Total
		Journalists	Supervisors	Managers		Journalists	Supervisors	Managers	
		N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)
D1: Content Managers systems: is there one for all platforms or different CMS for each?									
D1_1: CMS software(s) employment	Not Available	3 (9.3.3%)	2 (6.2%)	0 (0.0%)	5 (15.6%)	4 (12.5%)	1 (3.1%)	0 (0.0%)	5 (15.6%)
	Available	10 (31.6%)	12 (37.2%)	5 (15.6%)	27 (84.4%)	16 (50.0%)	9 (28.1%)	2 (6.3%)	27 (84.4%)
D2: Which aims guide the editorial planning and production processes?									
D2_1: Newsroom workflow chart shows what guides the editorial planning and production processes.	Not Available	9 (28.1%)	6 (18.8%)	0 (0.0%)	15 (46.9%)	11 (34.2%)	7 (21.8%)	0 (0.0%)	18 (55.9%)
	Available	4 (12.5%)	8 (25.0%)	5 (15.6%)	17 (53.1%)	7 (22.0%)	5 (15.5%)	2 (6.3%)	14 (43.8%)
D2_2: Newsroom layout design shows what guide the editorial planning and production processes as per newsrooms layout models.	Not Available	9 (28.1%)	6 (18.8%)	0 (0.0%)	15 (46.9%)	18 (56.3%)	10 (31.3%)	1 (3.1%)	29 (90.6%)
	Available	4 (12.5%)	8 (25.0%)	5 (15.6%)	17 (53.1%)	2 (6.3%)	0 (0.0%)	1 (3.1%)	3 (9.4%)
D2_3: CMS software(s) employment confirms what guide the editorial planning and production processes in newsroom(s)	Not Available	3 (9.3.3%)	2 (6.2%)	0 (0.0%)	5 (15.6%)	4 (12.5%)	1 (3.1%)	0 (0.0%)	5 (15.6%)
	Available	10 (31.6%)	12 (37.2%)	5 (15.6%)	27 (84.4%)	16 (50.0%)	9 (28.1%)	2 (6.3%)	27 (84.4%)
D3: Is there a division between news gathering, production and distribution?									
D3_1: Through observation									

Dimension E: Newsroom Operations Workflows	Record Availability	Gulf News Paper				Alittihad Paper			
		Job Category			Total	Job Category			Total
		Journalists	Supervisors	Managers		Journalists	Supervisors	Managers	
		N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)
E1: Is news flow based around a central desk, several editors or another model?									
E1_1: Newsroom workflow chart shows ways of news flow process(s).	Not Available	8 (25.0%)	6 (18.8%)	0 (0.0%)	14 (43.8%)	10 (31.3%)	7 (21.8%)	0 (0.0%)	17 (53.1%)
	Available	5 (15.6%)	8 (25.0%)	5 (15.6%)	18 (56.3%)	8 (24.8%)	5 (15.8%)	2 (6.3%)	15 (46.9%)
E1_2: Newsroom layout design shows news flow process(s) as per newsrooms layout models.	Not Available	10 (31.3%)	6 (18.8%)	0 (0.0%)	16 (50.0%)	18 (56.3%)	10 (31.3%)	1 (3.1%)	29 (90.6%)
	Available	3 (9.4%)	8 (25.0%)	5 (15.6%)	16 (50.0%)	2 (6.3%)	0 (0.0%)	1 (3.1%)	3 (9.4%)
E2: What is the character of speed and routines—and what impact can they have on the quality of the news content?									
E2_1: Newsroom workflow chart shows the content processing stages (routines) and duration (speed).	Not Available	10 (31.3%)	5 (15.6%)	1 (3.1%)	16 (50.0%)	10 (31.3%)	7 (21.8%)	0 (0.0%)	17 (53.1%)
	Available	3 (9.4%)	9 (28.1%)	4 (12.5%)	16 (50.0%)	8 (24.8%)	5 (15.8%)	2 (6.3%)	15 (46.9%)
E2_2: Newsroom layout design shows the content processing stages (routines) and duration (speed) as per newsrooms layout models.	Not Available	11 (34.4%)	5 (15.6%)	1 (3.1%)	17 (53.1%)	17 (53.1%)	10 (31.3%)	1 (3.1%)	28 (87.5%)
	Available	2 (6.3%)	9 (28.1%)	4 (12.5%)	15 (46.9%)	3 (9.4%)	0 (0.0%)	1 (3.1%)	4 (12.5%)
E2_3: CMS software(s) employment shows the content processing stages (routines) and duration (speed).	Not Available	9 (28.1%)	7 (21.9%)	1 (3.1%)	17 (53.1%)	9 (28.1%)	5 (15.6%)	0 (0.0%)	14 (43.7%)
	Available	4 (12.5%)	7 (21.9%)	4 (12.5%)	15 (46.9%)	10 (31.3%)	6 (18.8%)	2 (6.3%)	18 (56.3%)

Dimension F: Journalistic Practices	Record Availability	Gulf News Paper				Alittihad Paper			
		Job Category			Total	Job Category			Total
		Journalists	Supervisors	Managers		Journalists	Supervisors	Managers	
		N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)
F1: Is technological equipment for all journalists a precondition in news gathering?									
F1_1: Policy for the usage of technological equipment by journalists for news gathering (memos, decisions, process, guidelines ... etc.)	Not Available	12 (37.5%)	12 (37.5%)	0 (0.0%)	24 (75.0%)	20 (62.5%)	10 (31.3%)	2 (6.3%)	32 (100%)
	Available	1 (3.1%)	2 (6.3%)	5 (15.6%)	8 (25.0%)				0 (0.0%)
F1_2: Pledge of journalists receiving technological equipment for news gathering	Not Available	13 (40.6%)	13 (40.6%)	0 (0.0%)	26 (81.3%)	17 (53.1%)	7 (21.9%)	1 (3.1%)	25 (78.1%)
	Available	0 (0.0%)	1 (3.1%)	5 (15.6%)	6 (18.8%)	3 (9.4%)	3 (9.4%)	1 (3.1%)	7 (21.9%)
F2: Is technological equipment for all a precondition in news production?									
F2_1: Policy for the usage of technological equipment by journalists for news production (memos, decisions, process, guidelines ... etc.)	Not Available	12 (37.5%)	12 (37.5%)	1 (3.1%)	25 (78.1%)	20 (62.5%)	10 (31.3%)	2 (6.3%)	32 (100%)
	Available	1 (3.1%)	2 (6.3%)	4 (12.5%)	7 (21.9%)				0 (0.0%)
F3: Is technological equipment for all a precondition in news distribution?									
F3_1: CMS policy for news distribution.	Not Available	12 (37.5%)	11 (34.4%)	0 (0.0%)	23 (71.9%)	20 (62.5%)	10 (31.3%)	2 (6.3%)	30 (93.8%)
	Available	1 (3.1%)	3 (9.4%)	5 (15.6%)	9 (28.1%)				0 (0.0%)
F4: Is working for several media platforms a precondition in news gathering?									
F4_1: Journalists' Job descriptions contain roles and responsibility to work for several media platform as precondition in news gathering	Not Available	12 (37.5%)	10 (31.3%)	0 (0.0%)	22 (68.8%)	20 (62.5%)	10 (31.3%)	2 (6.3%)	32 (100%)
	Available	1 (3.1%)	4 (12.5%)	5 (15.6%)	10 (31.3%)				0 (0.0%)
F4_2: Policy confirms employing journalists to work in news gathering for several media platforms	Not Available	12 (37.5%)	10 (31.3%)	0 (0.0%)	22 (68.8%)	20 (62.5%)	10 (31.3%)	2 (6.3%)	32 (100%)
	Available	1 (3.1%)	4 (12.5%)	5 (15.6%)	10 (31.3%)				0 (0.0%)
F4_3: Policy for developing existing journalist's skills in working for several media platforms in news gathering	Not Available	13 (40.6%)	13 (40.6%)	1 (3.1%)	27 (84.4%)	20 (62.5%)	10 (31.3%)	2 (6.3%)	32 (100%)
	Available	0 (0.0%)	1 (3.1%)	4 (12.5%)	5 (15.6%)				0 (0.0%)

Dimension F: Journalistic Practices	Record Availability	Gulf News Paper				Alittihad Paper			
		Job Category			Total	Job Category			Total
		Journalists	Supervisors	Managers		Journalists	Supervisors	Managers	
		N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)
F5: Is working for several media platforms a precondition in news production?									
F5_1: Journalists' Job descriptions contain roles and responsibility to work for several media platform as precondition in news production	Not Available	12 (37.5%)	10 (31.3%)	0 (0.0%)	22 (68.8%)	20 (62.5%)	10 (31.3%)	2 (6.3%)	32 (100%)
	Available	1 (3.1%)	4 (12.5%)	5 (15.6%)	10 (31.3%)				0 (0.0%)
F5_2: Policy confirms employing journalists to work in news production for several media platforms	Not Available	12 (37.5%)	10 (31.3%)	0 (0.0%)	22 (68.8%)	20 (62.5%)	10 (31.3%)	2 (6.3%)	32 (100%)
	Available	1 (3.1%)	4 (12.5%)	5 (15.6%)	10 (31.3%)				0 (0.0%)
F5_3: Policy for developing existing journalist's skills in working for several media platforms in news production	Not Available	13 (40.6%)	13 (40.6%)	3 (9.4%)	29 (90.6%)	20 (62.5%)	10 (31.3%)	2 (6.3%)	32 (100%)
	Available	0 (0.0%)	1 (3.1%)	2 (6.3%)	3 (9.4%)				0 (0.0%)
F6: Is working for several media platforms a precondition in news distribution?									
F6_1: Journalists' Job descriptions contain roles and responsibility to work for several media platform as precondition in news distribution	Not Available	12 (37.5%)	10 (31.3%)	0 (0.0%)	22 (68.8%)	20 (62.5%)	10 (31.3%)	2 (6.3%)	32 (100%)
	Available	1 (3.1%)	4 (12.5%)	5 (15.6%)	10 (31.3%)				0 (0.0%)
F6_2: Policy confirms employing journalists to work in news distribution for several media platforms	Not Available	12 (37.5%)	10 (31.3%)	0 (0.0%)	22 (68.8%)	20 (62.5%)	10 (31.3%)	2 (6.3%)	32 (100%)
	Available	1 (3.1%)	4 (12.5%)	5 (15.6%)	10 (31.3%)				0 (0.0%)
F6_3: Policy for developing existing journalist's skills in working for several media platforms in news distribution	Not Available	13 (40.6%)	13 (40.6%)	3 (9.4%)	29 (90.6%)	20 (62.5%)	10 (31.3%)	2 (6.3%)	32 (100%)
	Available	0 (0.0%)	1 (3.1%)	2 (6.3%)	3 (9.4%)				0 (0.0%)
F7: Online video: is it mostly produced in-house, mostly externally produced or both?									
Through Observation									

Dimension G: Journalists' Skills and Training	Record Availability	Gulf News Paper				Alittihad Paper				
		Job Category			Total	Job Category			Total	
		Journalists	Supervisors	Managers		Journalists	Supervisors	Managers		
		N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	
G1: Is multiskilling a precondition in news gathering?										
G1_1: Journalists' Job descriptions shows the skills and qualifications needed for enrolment as precondition in news gathering	Not Available	12 (37.5%)	9 (28.1%)	0 (0.0%)	21 (65.6%)	20 (62.5%)	9 (28.1%)	2 (6.3%)	31 (96.9%)	
	Available	1 (3.1%)	5 (15.6%)	5 (15.6%)	11 (34.4%)	0 (0.0%)	1 (3.1%)	0 (0.0%)	1 (3.1%)	
G1_2: Policy confirms employing skilled journalists for open positions in news gathering	Not Available	12 (37.5%)	8 (25.0%)	0 (0.0%)	20 (62.5%)	20 (62.5%)	10 (31.3%)	2 (6.3%)	32 (100%)	
	Available	1 (3.1%)	6 (18.8%)	5 (15.6%)	12 (37.5%)				0 (0.0%)	
G1_3: Policy for developing existing journalist's skills in news gathering.	Not Available	11 (34.4%)	12 (37.5%)	3 (9.4%)	26 (81.3%)	20 (62.5%)	10 (31.3%)	1 (3.1%)	31 (96.9%)	
	Available	2 (6.3%)	2 (6.3%)	2 (6.3%)	6 (18.8%)	0 (0.0%)	0 (0.0%)	1 (3.1%)	1 (3.1%)	
G2: Is multiskilling a precondition in news production?										
G2_1: Journalists' Job descriptions shows the skills and qualifications needed for enrolment as precondition in news production	Not Available	12 (37.5%)	10 (31.3%)	0 (0.0%)	22 (68.8%)	20 (62.5%)	10 (31.3%)	1 (3.1%)	31 (96.9%)	
	Available	1 (3.1%)	4 (12.5%)	5 (15.6%)	10 (31.3%)	0 (0.0%)	0 (0.0%)	1 (3.1%)	1 (3.1%)	
G2_2: Policy confirms employing skilled journalists for open positions in news production	Not Available	12 (37.5%)	10 (31.3%)	0 (0.0%)	22 (68.8%)	20 (62.5%)	10 (31.3%)	1 (3.1%)	31 (96.9%)	
	Available	1 (3.1%)	4 (12.5%)	5 (15.6%)	10 (31.3%)	0 (0.0%)	0 (0.0%)	1 (3.1%)	1 (3.1%)	
G2_3: Policy for developing existing journalist's skills in news production	Not Available	11 (34.4%)	13 (40.6%)	3 (9.4%)	27 (84.4%)	20 (62.5%)	10 (31.3%)	1 (3.1%)	31 (96.9%)	
	Available	2 (6.3%)	1 (3.1%)	2 (6.3%)	5 (15.6%)	0 (0.0%)	0 (0.0%)	1 (3.1%)	1 (3.1%)	
G3: Is multiskilling a precondition in news distribution?										
G3_1: Journalists' Job descriptions shows the skills and qualifications needed for enrolment as precondition in news distribution	Not Available	12 (37.5%)	10 (31.3%)	0 (0.0%)	22 (68.8%)	20 (62.5%)	10 (31.3%)	1 (3.1%)	31 (96.9%)	
	Available	1 (3.1%)	4 (12.5%)	5 (15.6%)	10 (31.3%)	0 (0.0%)	0 (0.0%)	1 (3.1%)	1 (3.1%)	
G3_2: Policy confirms employing skilled journalists for open positions in news distribution	Not Available	12 (37.5%)	10 (31.3%)	0 (0.0%)	22 (68.8%)	20 (62.5%)	10 (31.3%)	1 (3.1%)	31 (96.9%)	
	Available	1 (3.1%)	4 (12.5%)	5 (15.6%)	10 (31.3%)	0 (0.0%)	0 (0.0%)	1 (3.1%)	1 (3.1%)	
G3_3: Policy for developing existing journalist's skills in news production	Not Available	13 (40.6%)	13 (40.6%)	2 (6.3%)	28 (87.5%)	20 (62.5%)	10 (31.3%)	1 (3.1%)	31 (96.9%)	
	Available	0 (0.0%)	1 (3.1%)	3 (9.4%)	4 (12.5%)	0 (0.0%)	0 (0.0%)	1 (3.1%)	1 (3.1%)	

Dimension G: Journalists' Skills and Training	Record Availability	Gulf News Paper				Alittihad Paper			
		Job Category			Total	Job Category			Total
		Journalists	Supervisors	Managers		Journalists	Supervisors	Managers	
		N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)
G4: What percentage of journalists is multi-skilled and works for more than one platform?									
G4_1: Newsroom detailed structure explaining hierarchy and job descriptions related to.	Not Available	13 (40.6%)	12 (37.5%)	3 (9.4%)	28 (87.5%)	20 (62.5%)	10 (31.3%)	1 (3.1%)	31 (96.9%)
	Acceptable	0 (0.0%)	2 (6.3%)	2 (6.3%)	4 (12.5%)	0 (0.0%)	0 (0.0%)	1 (3.1%)	1 (3.1%)
G4_2: Policies/ strategies determine % of multiskilling journalists who work for more than one platform.	Not Available	13 (40.6%)	12 (37.5%)	3 (9.4%)	28 (87.5%)	20 (62.5%)	10 (31.3%)	2 (6.3%)	32 (100%)
	Acceptable	0 (0.0%)	2 (6.3%)	2 (6.3%)	4 (12.5%)				0 (0.0%)
G4_3: Technical equipment's provided for the journalists in each platform.	Not Available	13 (40.6%)	14 (43.8%)	4 (12.5%)	31 (96.9%)	20 (62.5%)	10 (31.3%)	1 (3.1%)	31 (96.9%)
	Available	0 (0.0%)	0 (0.0%)	1 (3.1%)	1 (3.1%)	0 (0.0%)	0 (0.0%)	1 (3.1%)	1 (3.1%)
G5: What kind of training is offered for the newsroom staff?									
G5_1: Newsroom staff training programs/ plan. (workshops, training courses, seminars)	Not Available	12 (37.5%)	11 (34.4%)	3 (9.4%)	26 (81.3%)	19 (59.4%)	10 (31.3%)	1 (3.1%)	30 (93.8%)
	Available	1 (3.1%)	3 (9.4%)	2 (6.3%)	6 (18.8%)	1 (3.1%)	0 (0.0%)	1 (3.1%)	2 (6.3%)
G5_2: Newsroom staff training policy/ strategy.	Not Available	12 (37.5%)	12 (37.5%)	3 (9.4%)	27 (84.4%)	18 (56.3%)	10 (31.3%)	1 (3.1%)	29 (90.6%)
	Available	1 (3.1%)	2 (6.3%)	2 (6.3%)	5 (15.6%)	2 (6.3%)	0 (0.0%)	1 (3.1%)	3 (9.4%)
G6: Do staff skills affect the quality of content?									
G6_1: Policy confirms employing skilled journalists for open positions to maintain quality of content	Not Available	13 (40.6%)	14 (43.8%)	2 (6.3%)	29 (90.6%)	20 (62.5%)	10 (31.3%)	2 (6.3%)	32 (100%)
	Available	0 (0.0%)	0 (0.0%)	3 (9.4%)	3 (9.4%)				0 (0.0%)
G6_2: Training program tailored to improve skills in the quality of content.	Not Available	13 (40.6%)	14 (43.8%)	2 (6.3%)	29 (90.6%)	20 (62.5%)	10 (31.3%)	2 (6.3%)	32 (100%)
	Available	0 (0.0%)	0 (0.0%)	3 (9.4%)	3 (9.4%)				0 (0.0%)

Dimension H: Work Organization	Record Availability	Gulf News Paper				Alittihad Paper			
		Job Category			Total	Job Category			Total
		Journalists	Supervisors	Managers		Journalists	Supervisors	Managers	
		N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)
H1: Are newsrooms located in one building or in separate buildings?									
Through observation									
H2: Are there separate newsrooms or just one?									
Through observation									
H3: Does the number of journalists change as a result of convergence?									
H3_1: Past and present organizational charts to reveal changes in number of journalists.	Not Available	13 (40.6%)	14 (43.8%)	5 (15.6%)	32 (100%)	20 (62.5%)	10 (31.3%)	2 (6.3%)	32 (100%)
	Available				0 (0.0%)				0 (0.0%)
H4: Does the company provide training in multiskilling?									
H4_1: Company training policy/ strategy.	Not Available	12 (37.5%)	10 (31.3%)	4 (12.5%)	26 (81.3%)	19 (59.4%)	10 (31.3%)	1 (3.1%)	30 (93.8%)
	Available	1 (3.1%)	4 (12.5%)	1 (3.1%)	6 (18.8%)	1 (3.1%)	0 (0.0%)	1 (3.1%)	2 (6.3%)
H4_2: Training program provided to improve skills (list of: workshops, training courses, or seminars)	Not Available	11 (34.4%)	11 (34.4%)	4 (12.5%)	26 (81.3%)	19 (59.4%)	10 (31.3%)	1 (3.1%)	30 (93.8%)
	Available	2 (6.3%)	3 (9.4%)	1 (3.1%)	6 (18.8%)	1 (3.1%)	0 (0.0%)	1 (3.1%)	2 (6.3%)
H5: Are multiskilled journalists compensated economically, or in any other way?									
H5_1: Multiskilled journalists compensation policy (rewarding and appreciation)	Not Available	13 (40.6%)	14 (43.8%)	3 (9.4%)	30 (93.8%)	20 (62.5%)	10 (31.3%)	2 (6.3%)	32 (100%)
	Available	0 (0.0%)	0 (0.0%)	2 (6.3%)	2 (6.3%)				0 (0.0%)

Dimension I: Newsroom Organization	Record Availability	Gulf News Paper				Alittihad Paper			
		Job Category			Total	Job Category			Total
		Journalists	Supervisors	Managers		Journalists	Supervisors	Managers	
		N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)
I1: Journalists' attitude: how do journalists react to the implementation of newsroom convergence?									
I1_1: Through managers and employees' perceptions.									
I2: Are new roles being created as a result of convergence implementation?									
I2_1: Past and present organizational charts to revile changes in journalists' titles.	Not Available	11 (34.4%)	10 (31.3%)	2 (6.3%)	23 (71.9%)	20 (62.5%)	10 (31.3%)	2 (6.3%)	32 (100%)
	Available	2 (6.3%)	4 (12.5%)	3 (9.4%)	9 (28.1%)				0 (0.0%)
I2_2: Past and present job descriptions to revile changes in roles.	Not Available	11 (34.4%)	12 (37.5%)	1 (3.1%)	24 (75.0%)	20 (62.5%)	10 (31.3%)	2 (6.3%)	32 (100%)
	Available	2 (6.3%)	2 (6.3%)	4 (12.5%)	8 (25.0%)				0 (0.0%)
I3: Is there a single journalistic culture or separate ones?									
I3_1: Through managers and employees' perceptions.									
I4: What is the basic organizational structure of the newsroom?									
I4_1: Newsroom workflow chart showing the basic newsroom organizational structure explaining.	Not Available	9 (28.1%)	7 (21.9%)	1 (3.1%)	17 (53.1%)	17 (53.1%)	10 (31.3%)	1 (3.1%)	28 (87.5%)
	Available	4 (12.5%)	7 (21.9%)	4 (12.5%)	15 (46.9%)	3 (9.4%)	0 (0.0%)	1 (3.1%)	4 (12.5%)
I4_2: Newsroom layout design showing the basic newsroom organizational structure explaining as per newsrooms layout models.	Not Available	9 (28.1%)	7 (21.9%)	1 (3.1%)	17 (53.1%)	17 (53.1%)	10 (31.3%)	1 (3.1%)	28 (87.5%)
	Available	4 (12.5%)	7 (21.9%)	4 (12.5%)	15 (46.9%)	3 (9.4%)	0 (0.0%)	1 (3.1%)	4 (12.5%)
I5: What role does transparency play within the newsroom?									
I5_1: Through managers and employees' perceptions.									

Dimension J: Audience Participation	Record Availability	Gulf News Paper				Alittihad Paper			
		Job Category			Total	Job Category			Total
		Journalists	Supervisors	Managers		Journalists	Supervisors	Managers	
		N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)
J1: How are journalists using social media? Is there a social media policy in the company?									
J1_1: Policy confirms journalist's roles and responsibilities in using the social media.	Not Available	7 (21.9%)	5 (15.6%)	0 (0.0%)	12 (37.5%)	11 (34.4%)	2 (6.3%)	0 (0.0%)	13 (40.6%)
	Available	6 (18.8%)	9 (28.1%)	5 (15.6%)	20 (62.5%)	9 (28.1%)	8 (25.0%)	2 (6.3%)	19 (59.4%)
J2: How do journalists use social media to spread the medium's content?									
J2_1: Policy confirms journalist's roles and responsibilities in using the social media to spread the medium's content.	Not Available	9 (28.1%)	6 (18.8%)	0 (0.0%)	15 (46.9%)	17 (53.1%)	4 (12.5%)	0 (0.0%)	21 (65.6%)
	Available	4 (12.5%)	8 (25.0%)	5 (15.6%)	17 (53.1%)	3 (9.4%)	6 (18.8%)	2 (6.3%)	11 (34.4%)
J3: How do newsrooms/ journalists deal with users' comments, contributions (information, photos, videos) and feedback in the newsroom?									
J3_1: Policy confirms journalist's roles and responsibilities in using the social media to deal with users' comments, contributions, and feedback.	Not Available	8 (25.0%)	5 (15.6%)	0 (0.0%)	13 (40.6%)	17 (53.1%)	10 (31.3%)	1 (3.1%)	28 (87.5%)
	Available	5 (15.6%)	9 (28.1%)	5 (15.6%)	19 (59.4%)	3 (9.4%)	0 (0.0%)	1 (3.1%)	4 (12.5%)