

CONVERGENCE OF DIGITAL MEDIA AND MANAGEMENT OF PRODUCTION IN NEW CONDITIONS

Viktorija Kafedziska

International Balkan University, Skopje, North Macedonia, vikikafedziska@gmail.com

Abstract: Today, the consumption of media content is more focused on digital media and their role and importance is increasing, which, for new generations of media workers, not only journalists, represents a challenge. Now, it's not enough just to attract attention with good headlines, but you have to somehow produce great content that will attract those who want to advertise. Hence, media work is not predominantly journalistic, but also implies other skills such as planning, marketing, creating video expression and others. This synthesizing of knowledge and skills is made possible through convergence, which means integration of systems and media forms, through the use of a computer. For young students in journalism this process is important because it is likely to influence their career. All journalists need to know how to tell stories in all media, and how to write appropriately for those media, as preparation for this new era. Historically speaking, this process of convergence has gone through 6 stages, the last of which belongs to the future, that is, the connection of information technology with biotechnology.

It is in this context that the question opens before us to what extent new media technologies influence the production, distribution and consumption of news. In the past, the presence of journalists at events was dominant, and today the so-called citizen journalism, which is initiated by individuals or groups that upload content on the Internet, dominates. For those reasons, many global media giants allow people from all over the world to contribute to media content through their videos. On the other hand, today's generation of media professionals need commercial and advertising knowledge and brand awareness. Marketing professionals, from their perspective, need to have a better possibility to recognize, media content that would enable them to build attractive media brands and commercialize them.

On the other hand, digital technologies daily force media managers to rethink their decisions and business models, and to be successful in that process, they must be ready to manage rapidly growing innovations and manage organizations through new techniques. Therefore, in this sphere, more research is needed, focused on technology. This means that management is not a goal in itself, which should be completed in a certain period, but on the contrary, it is a long-term process. This process of digital transformation will change the way of thinking, working, socializing. Digital technologies are daily forcing media managers to rethink their decisions and business models. A certain digital structural agility is needed, as a supporting pillar in the management of digital transformations, but, in which people will still have a central role.

Keywords: media, digitalization, convergence, management, innovations

1. INTRODUCTION

In the era of the Internet, printed media, electronic media (television and radio) are losing their primacy. In the digital landscape, they are increasingly struggling to maintain their positions in the market, as this requires creativity. Media content consumption habits are directed towards digital media and their role is becoming greater. Hence, the daily task of media workers is much more difficult because they need to know how to write for several media, but also to be able to produce a video expression. Somehow they need to produce great content that will be found and cause other industries to advertise. On the other hand, today's media audience is increasingly segmented, but also educated on how to use different media. (Malmelin, Nando & Villi, Mikko 2017)

Therefore, media work is no longer predominantly journalistic, but implies planning, production of news, but also content for marketing. The term itself, media work, is a relatively new one introduced by Mark Duze (2007) in his book *Media New York*. (Deuze, M. 2007) He talks about a community of professionals who will work on marketing communications, advertising, PR professionals, and even video game producers and producers. The changes that are happening now are the product of convergence, which means the integration of communication systems and media forms, through the centralization of their roles and functions (Murdock, G 2000), or as a cultural process in which all media professionals and audiences produce content (Jenkins, H., 2006).

2. CONVERGENCE AND INNOVATION PROCESSES IN THE MEDIA

The main technological trend in the convergence process is to increase the use of digital media through which information can be generated and published. Because the different forms of text, image, text, videos, sound are just different variations of the same base - computer use. Historically, this process of convergence went through the so-called 6 phases or 6 c for short. The first implies the unification of calculators, electronic components and codes

whose development led to the creation of the first computer. (Noam, E., 2019) The second convergence refers to the connection of computers with telecommunication companies. Next came cellular technology and the invention of the Internet. However, things changed with the invention of the World Wide Web, when computers and telecommunications became connected, so that today millions of people have small computers in their pockets.

The third c (convergence) refers to the integration of consumer electronics, in which the invention of radio in 1920, television in 1940, then cable television and satellite-connected TV receivers (1960s) play a major role; and then invention of MP3 players, smartphones and tablets .

The fourth type of convergence refers to the connection of media hardware with music, text, images, video, and games. Electronic books should also be mentioned here, and Apple's iPod and iPad were successful because Apple integrated hardware and content by creating their e-store, in which they sold millions of songs, many movies, millions of books

The fifth convergence refers to the creation of a media cloud and the sixth convergence can be said to belong to the future. That is, the connection of IT technology with bio-technology (McGee, Ellen M. and G.Q. Maguire, Jr. 2012) Such technologies may primarily be used for medical and military purposes, but may have implications for changing or controlling behavior.

3. THE IMPACT OF DIGITAL MEDIA ON WORKING SKILLS

It is in this context that the question opens before us to what extent new media technologies influence the production, distribution and consumption of news. In the past, the position of journalists was dominant, with a physical presence at the events, writing texts and editing the text with a picture, if it was for television. Today, the new model of journalism refers to the so-called citizen journalism, which is initiated by individuals or groups that upload content to the Internet. Thus, classic news has a solid alternative, especially since user-generated content made by so-called citizen journalists is easily available in abundance on the Web 2.0 interface. However, it should be noted here that the news generated in this way cannot always be qualified as a quality journalistic product, but in any case, sometimes, they can serve as an alternative. For those reasons, many global media giants allow people from the whole world to contribute to the media content through their videos (Kperogi, 2010) all the more, that it is almost impossible to have a professional journalistic team everywhere at the right time. (Kperogi, F.A., 2010.)

On the other hand, today's generation of media professionals should have a broader understanding and skills for working in media, in a way to present different views and ideas. Producers need commercial thinking, advertising skills and brand awareness, and marketing professionals, from their perspective, need to have a better understanding of media content that would enable them to build attractive media brands and their commercialization, such processes. would have been impossible without the emergence of the Internet, and with it the globalization of news and media as a whole. It is this change and transition, from public media to digital media, that also brings about many cultural changes.

In the "old days", if media workers had average results, it was not an obstacle to a certain success in work. But the internet has changed the rules of the game, so knowledge and quality now are on the first place. (Perez Latre, F.J & Sánchez-Tabernero, A. 2014)

4. MANAGING MEDIA IN DIGITAL ERA

Today organizations that find the best workers become benchmarks in the marketplace. Values are now not found only in material assets, but on the contrary in creativity and innovation, as an intangible product, but much sought after. (Bakker & Schaufeli, 2008).

Media companies now. they no longer differ only in their content, but also in their distribution. This means that access and transmission are easier, improving services for the audience. Communication is now two-way, unlike in the past, when it was one-way and therefore not very successful.

Therefore, we can now say that the possibility of choice and freedom, with the advent of the Internet, has long since begun. The position of a few purveyors of news and entertainment is gone forever. The digital improvement of the entire media industry is good for consumers, and forces companies to innovate, suppressing old working habits, which essentially through a series of bureaucratic procedures, enabled a certain "status quo" in the media markets. New media technologies have changed the role and of managers, which caused other effects. Thus, for example, globalization would not be possible without the Internet and the connection of people and businesses. However, the digital revolution requires new skills. "Disruption", now is the name of the new forth industrial revolution (Kumari, A.2023), and this means the use of digital technology in improving internal efficiency, and thus the ability of the organization from a managerial point of view to increase productivity (Vial, 2019).). Digital transformation can increase innovation, improve ways of working, and thereby improve customer service. (Niemi et al., 2021).

This process of digital transformation will change the way of thinking, working, socializing. Leading through changes and differences will also change management, which in this era of industrial revolution means influence, but also benefits for employees and the environment as a whole (Asri et al., 2020). The hybrid revolution encouraged the culture of choice and not only the tools that make it possible, but also the establishment of new work standards. Technological advances have broken down the barriers between home and corporate connectivity, in the same way that we have adopted, for example, the new habits of watching movies on streaming platforms rather than in the cinema. However, this new way of working should be based on responsibility and discipline (Lee, F., 2020)

Digital technologies are daily forcing media managers to rethink their decisions and business models (Bruskin et al., 2017), and to be successful in that process, they must be ready to manage rapidly growing innovations to lead organizations through new techniques, because only changes are everyday (Danoesastro et al., 2017). However, these changes do not go easily everywhere and have slowed down especially during the corona. Many believe that these processes, even in the media industry, take place slowly, and do not always guarantee success, especially in terms of productivity. (Maksimenko et al., 2021)

These changes should be kept in mind that they will mostly affect the people who will use this technology, above all the new generations of managers. Therefore, in this sphere, more research is needed, focused on technology, but also the business transformations that it brings, will challenge them. A certain digital structural agility is required as a backbone in managing digital transformations, as well as a change in purpose, speed and behaviour. in order to face the new trends that affect the work. This means that management is not a goal in itself, which should be completed in a certain period, but on the contrary, it is a long-term process, in which the center of attention will be , first of all people. (Kumari, A. 2023)

5. CONCLUSION

Convergence is a form of journalism, which takes place in the newsroom as editorial staff members work together to produce multiple products for multiple platforms to reach a mass audience with interactive content. If pressed for a simpler definition, we would argue that convergence is about doing journalism and telling stories using the most appropriate media. In the era of the Internet, printed media, electronic media (television and radio) are losing their primacy. The daily task of media workers is much more difficult because they need to know how to write for several media, but also to be able to produce a video expression. Somehow they need to produce great content that will be found and cause other industries to advertise. Therefore, media work is no longer predominantly journalistic, but implies planning, production of news, but also content for marketing. So, this became, community of professionals who will work on marketing communications, advertising, PR professionals, and even video game producers and producers.

In the past we were speaking about, at least five forms of convergence (ownership, tactical, structural, information-gathering, storytelling or presentation convergence). But historically, this process of convergence went through the so-called 6 phases or 6 c for short. The first implies the unification of calculators, electronic components and codes, the second convergence refers to the connection of computers with telecommunication companies. The third c (convergence) refers to the integration of consumer electronics, in which the invention of radio, television, then cable television and satellite and invention of MP3 players, smartphones and tablets. The fourth type of convergence refers to the connection of media hardware with music, text, images, video, and games. The fifth convergence refers to the creation of a media cloud and the sixth convergence can be said to belong to the future. That is, the connection of IT technology with bio-technology.

It is in this context that the question opens before us to what extent new media technologies influence the production, distribution and consumption of news. Today, the new model of journalism refers to the so-called citizen journalism, which is initiated by individuals or groups that upload content to the Internet. However, it should be noted here that the news generated in this way cannot always be qualified as a quality journalistic product, but in any case, sometimes, they can serve as an alternative. On the other hand, today's generation of media professionals should have a broader understanding and skills for working in media, in a way to present different views and ideas. In the "old days", if media workers had average results, it was not an obstacle to a certain success in work. But the internet has changed the rules of the game, so knowledge and quality now are on the first place.

In this circumstances, organizations that find the best workers become benchmarks in the marketplace because the values are now not found only in material assets, but on the contrary in creativity and innovation. New media technologies have changed the role and of managers, which caused other effects. The digital revolution requires new skills. "Disruption", now is the name of the new forth industrial revolution and this means the use of digital technology in improving internal efficiency, and thus the ability of the organization from a managerial point of view to increase productivity. Digital technologies forcing media managers to rethink their decisions and business models and to be successful in that process, they must be ready to manage rapidly growing innovations to lead

organizations through new techniques. These changes should be kept in mind that they will mostly affect the people who will use this technology, above all the new generations of managers in order to face the new trends that affect the work. This means that management is long-term process, in which the center of attention will be first of all to people.

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