

## NEWS INDUSTRY PERSPECTIVES: an analysis of innovation trends in media management

PERSPECTIVAS PARA O MERCADO DE JORNALISMO: uma análise das tendências de inovação em gestão de mídia

PERSPECTIVAS PARA EL MERCADO DE PERIODISMO: un análisis de las tendencias de innovación en la gestión de medios

### Francisco Rolfsen Belda

PhD in Production Engineering and Master in Communication Sciences from the Universidade de São Paulo (USP) and a degree in Journalism from the Pontifícia Universidade Católica (PUC) of Campinas. Professor at the Department of Social Communication at the Faculdade de Arquitetura, Artes, Comunicação e Design (FAAC) at Universidade Estadual Paulista (UNESP) - Bauru Campus. Professor and permanent researcher at the Graduate Program in Media and Technology (PPGMiT) at FAAC-UNESP.  
[francisco.belda@unesp.br](mailto:francisco.belda@unesp.br).

 0000-0001-6350-7026

### Jonas Gonçalves

Doctoral fellow at the Coordination for the Improvement of Higher Education Personnel (CAPES) of the PPGMiT of FAAC-UNESP, working in the research line Media and Technological Management. Master in Journalistic Production and Marketing from the Escola Superior de Propaganda e Marketing (ESPM) of São Paulo and a degree in Journalism from Cásper Líbero.  
[jonas.goncalves@unesp.br](mailto:jonas.goncalves@unesp.br).

 0000-0001-9189-8626

Mailing address: Avenida Engenheiro Luiz Edmundo Carrijo Coube, 14-01 - Vargem Limpa - CEP 17033-360 – Bauru/SP - Brasil.

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### ABSTRACT

This article explores innovation trends in organizational management in the journalism market globally. The method adopted for the work's initial step was a systematic literature review, collating academic and marketing sources that deal with the subject from two keywords: "media management" and "innovation in journalism". From this review, examples from two Brazilian news media outlets, *A Gazeta* and *Poder360*, were examined considering how and to what extent the innovation and management trends identified in the literature are reflected in transformation and adaptation practices of its processes and products in the digital context. As a result, premises are established for the elaboration of a specific taxonomy for the categorization of two different types of journalistic endeavors in the contemporary scenario, considering its distribution legacy supports and the way of organizing news production.

**KEYWORDS:** journalism; digital transformation; media management; trends; innovation.

"Being capable of changing, of transforming, is a mindset, not a six-month project. We're in an industry that will continue to evolve. The skills and technology are going to change, but for the organization not to have problems in the future, what we have to do is teach how to change".

(Anita Zielina, Director of Strategic Initiatives at the Craig Newmark Journalism School/CUNY)

## Introduction

The management models and practices of journalistic organizations — and more especially the administration of their nerve center, the newsrooms — have been intensely transformed in recent years to pursue an ideal of innovation. This is conceived as a

response to the challenge of adapting news processes and products to the demands of an increasingly volatile digital media system, with its rapidly accelerating information flows. More recently, the imposition of “remote” work modality was added to this scenario as a reflection of the Covid-19 pandemic, decreed by the World Health Organization (WHO) in March 2020, further altering the *modus operandi* of these companies and their newsrooms, without, yet, definitive solutions on how to reorganize journalistic work in the current circumstances and in those to come.

Even without the recommendable historical distance for such analytical exercises, the current context of a crisis in journalism (CHRISTOFOLETTI, 2019) urges the examination of the impact these transformations impose for the management of activities and teams dedicated to news production and distribution in digital journalism, or cyberjournalism. This is especially relevant at a time when alternatives are being developed for the hybridization of in-person and remote work regimes, not only in news media organizations, but in different sectors of the economy, as evidenced by surveys carried out by the KPMG consultancy since the beginning of the pandemic. According to the sixth and most recent edition of that survey (KPMG, 2021), which was carried out in July and August 2021 and released in September of the same year, 85% of the 287 entrepreneurs interviewed said they opted for a hybrid system, varying between home office and face-to-face work, and were still maintaining that option even with the advance of vaccination against Covid-19. Also 58% of respondents indicated that the frequency of attendance at the newsroom would be two or three times a week (each option reached a percentage of 29%).

The understanding of this new scenario can be enhanced by the comparison and articulation of the knowledge produced by two complementary spheres: the academia (expressed by recent publications by researchers whose work is produced mainly at universities, graduate programs and independent research centers) and the news industry (identified through business associations and entities representing economic organizations and professional categories operating in the sector). Based on this premise, the present work aims to analyze the subject and to contribute in updating the state of the art on the management challenges for news media organizations.

Aware of these challenges, the journalistic industry itself has intensified in recent years an effort to increase its own means of knowledge production and, with this, favor its ability to adapt to the processes of “digital transformation”, an imprecise term, but which has been well established for referring to the cycles of change in the news media environment since the beginning of the 2010s. Evidence for that can be observed in a

wide range of documents, reports, events and publications carried out by institutions such as the World Association of News Publishers (WAN-IFRA), as detailed below.

Another source on the subject is the yearbook *Journalism, Media, and Technology Trends and Predictions*, published by the Reuters Institute for the Study of Journalism at Oxford University, and which is part of the *Digital News Project*, an initiative currently led by the journalist and researcher Nic Newman. Its executive summary already stated: "2021 will be a year of profound and rapid digital change following the shock delivered by COVID-19" (NEWMAN, 2021, p. 5).

It is worth noting that such a comparison of industry and academia perspectives does not imply any type of confrontation or antagonism. Instead, these two different spheres of intellectual action should be understood as complementary and, in certain aspects, even symbiotic, given the degree of interaction that occurs in fieldwork or even in courses or events that bring together professionals working in news media companies and researchers from specialized centers, whose scientific basis comes, in many cases, from information obtained through case studies and in-depth interviews with journalists and executives responsible for managing workflows in the editorial sphere. Our objective here, in short, is to bring these perspectives together in a synthetic way, focusing on problems that are common to both areas.

### **Perspectives from academia**

According to García-Avilés *et al.* (2019, p. 2), research on journalistic innovation has considerably intensified in the last decade, encompassing a greater variety of objects and perspectives, such as: management strategies; new technologies and services; changes in production processes; interaction with the audience; business models; and newsroom culture.

At the same time, the scientific examination of what Flores-Vivar (2020) and other authors call "cyberjournalism" is outlined in several studies, emphasizing the inherent acceleration of journalistic processes in the online environment. "Currently, we all notice the prodigious speed with which the panorama in the virtual and technological world changes, which involves the study of a new paradigm in the communication process that permeates the environment of the so-called cybermedia and the consolidation of cyberjournalism" (FLORES-VIVAR, 2020, *our translation*).

However, this is not just a conceptual change in journalistic practice. The physical and technological structures of media vehicles have also been significantly impacted to meet contemporary demands. One of the most significant aspects of this process is the

so-called “integration” of different newsrooms. As Flores-Vivar (2020, p. 54, *our translation*) attests, “the convergence of media and formats that gave rise to multimedia forced a new definition of media”. Periodicals stopped being journalistic companies to become news organizations”.

In this sense, while aiming to supply a hyperconnected society, the news media must also undergo an “infomorphosis”, which consists of:

(...) process of change or transformation in the way in which news or other types of informative content are created, processed and produced, regardless of the support (web, podcast, blogs, telephony, etc.) inherent to the new media, combining different multimedia formats (texts, images, videos, graphics, audio) with hypertextual characteristics. (FLORES-VIVAR, 2020, p. 49, *our translation*)

Among the results obtained through the survey by the Reuters Institute for the Study of Journalism (*Digital News Report*), the impetus given by the pandemic to processes of change by journalistic outlets stands out. “Three-quarters (76%) of our sample of editors, CEOs, and digital leaders say COVID-19 has accelerated their plans for digital transition. Business plans include more remote working and a faster switch to reader-focused business models (NEWMAN, 2021, p. 5).

Creating an organizational culture that has a higher degree of innovation was one of the central concerns expressed by respondents in the *Digital News Report* survey, with the most cited references for generating innovative ideas ranging from insights from the audience and from data (chosen by 74% of the managers consulted), multidisciplinary teams (68%) and learning from the experiences of other media companies (source cited by 48%), all with rates much higher than those of newsroom leaders themselves (remembered by only 26 % of respondents).

With the Covid-19 pandemic, “[t]he most obvious shift in journalistic practice has been the forced adoption of remote working practices, using online collaboration tools like Zoom and Slack” (NEWMAN, 2021, p. 8). Moving on to a broader spectrum, the report affirms that experimentation has become more radical and accelerated in newsrooms, as “companies have been forced to think outside the box on a range of issues, from online working to developing new formats” (NEWMAN, 2021, p. 16).

### **Perspectives from news industry**

The publication *Burn the Ships - A Guide to Igniting Cultural Change for News Media Companies* (WAN-IFRA & FJP, 2021) condenses the four main lessons learned by news industry leaders within the scope of the *Cultural Change Ignition Program for Latin*

*American News Publishers* (promoted from October 2020 to January 2021). They are as follows: 1) place the user in the center; 2) adopt a product mindset; 3) implement effective leadership; and 4) create a data-based strategy. Such axes are considered critical success factors for overcoming the challenges of the current scenario, which is contextualized by the guide:

In the last two decades, the news media industry has undergone profound changes brought by the internet. However, digital transformation demands much more than mere wagers and simple intentions; it requires a new mindset, understanding that change is not the exception but the rule in the world where we now live. Cultural change, told by those who are leading the charge in digital, cannot be done in dribs and drabs or driven like rudderless cargo barge. Cultural change is as radical as burning the ships to guarantee that the only path leads forward. (p. 2)

In recent years, newspaper companies that had already established themselves before the advent of the internet (1990s), as well as traditional organizations from other sectors, have sought to undertake successful movements of digital transformation, a concept that can be understood based on the following considerations by Rogers (2017):

Technologies are not limited to transforming just one aspect of business management, but virtually every aspect. They are rewriting the rules for customers, competition, data, innovation and value. Responding to these changes requires more than a retail or piecemeal approach; requires a total integrated effort — a holistic digital transformation process across the entire organization. (p. 34-35, *our translation*)

One of the most relevant trends in the news media digital transformation process was highlighted during the LATAM Media Leaders eSummit 2021, an event organized by the aforementioned World Association of Newspapers and News Publishers (WAN-IFRA). In her presentation, Anita Zielina, responsible for the Executive Program in News Innovation and Leadership at Craig Newmark Graduate School of Journalism at the City University of New York (CUNY), highlighted that:

One of the keys is to form leaders at the intersection of three areas, editorial, business and technology, and turn their focus to the creation of products. Leadership in the media, says Zielina, “is about being able to be at that intersection. Even if you are an editorial leader, you must understand the technology side and the business side of the transformation, aiming to drive changes in the product sphere”. (*apud* FUNDACIÓN LUCA DE TENA, 2021, *our translation*)

Zielina also points out as “an important pillar in the roadmap for digital transformations” the focus on product-oriented management, considering that many newsrooms are not clear enough about what a journalistic product specifically aimed at digital media might be. “Out of 100 people in a newsroom who you ask what the product is, you’ll get 100 different answers,” she says. “The technology industry has been product-oriented for many years, but for news publishers this is something new” (idem).

### **A methodological proposal for researching newsrooms**

The search for understanding the processes of environment transformation and the innovation of work practices in journalism implies a methodological path oriented toward a holistic understanding of ongoing changes, so the subject can be framed in an analysis structure that is specifically designed for this purpose<sup>1</sup>. Such an approach is supported by García-Avilés (2021, p. 6), who consider this research area still an “incipient field”, which scientific development is still to be pursued:

Specific media innovations or case studies are often analyzed in one country, usually based on interviews of small samples of individuals. However, macro-level factors and their influence are barely studied, making it difficult to make systematic generalizations or rigorously develop theories. However, quantifying both research and development expenditure (innovation input) and the actual innovation volumes (innovation output) in terms of individual factors and overall performance cannot simply be based on parameters such as the number of patents registered in a sector during a particular period (Bleyen *et al.*, 2014). Therefore, methodology design deserves special attention to enable solid, comparable research that builds upon common scientific knowledge on media innovation. (GARCÍA-AVILÉS, 2021, p. 5)

This author is preceded in such understanding by others such as Bleyen *et al.* (2014) and Lowrey (2011), for whom “media innovation seems to be ill-defined and poorly captured by purely quantitative statistical methods” (*apud* GARCÍA-AVILÉS, 2021, p. 5). Schmitz-Weiss and Domingo (2010, p. 1158) have also been arguing, for more than ten years, in favor of the need for a “deeper, evidence-based theoretical framework”, especially when innovation became a crucial asset for the survival of the media industry.

In order to define the most adequate resources to meet this demand for research on changes in the work system of news organizations, we conducted a preliminary literature review aiming to identify which research methods and techniques are being

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<sup>1</sup> This proposal is under development by the authors through an ongoing doctoral research at the Media and Technology Graduate Program at the School of Architecture, Arts, Communication and Design (FAAC) at São Paulo State University (UNESP).

predominantly applied over time in the investigations of newsrooms. In this effort, we have reviewed 17 papers published between 2008 and 2021, using the Academia.edu and ResearchGate indexing databases. It was found that qualitative methodologies are the most frequently used, namely: 1) case studies; 2) ethnographic field research and 3) document analysis, most often the three of them in conjunction. Concerning to the techniques, there was a trend towards a mixed approach (qualitative and quantitative), with the predominance of the use of questionnaires and semi-structured interviews as complementary forms of data collection.

It is proposed that the aforementioned methods be combined in a triangulation to enable a study on the effects of the recent transformations undertaken in light of the Covid-19 pandemic, which had as one of its main outcomes the large-scale implementation and adoption of virtual work environments: at first, almost all news media teams started to work remotely (teleworking or home office); later, with the consolidation of sanitary protocols and the advance of collective immunization against the new coronavirus, many companies adopted a hybrid model, which reconciles virtual and face-to-face routines, with interactions being mediated by specialized applications.

In addition to identifying predominant research methods and techniques, the proposed approach to the subject may also use a taxonomy as a tool to categorize the different types of journalistic newsroom in the contemporary scenario, in order to place each news outlet in a specific spot of the transformation movements described.

The problem of organizational categorization to distinguish journalistic operations, as well as the search for the establishment of an adequate nomenclature to designate journalistic outlets at different stages of the digital transformation process, was previously addressed by Salaverría (2020):

A quarter of a century ago, when the first news publications appeared on the Web, the imprecise label 'new media' was broadly used to designate all types of digital publications. In recent years, however, journalism scholars and practitioners have started to distinguish between 'legacy' digital publications, meaning those derived from consolidated journalistic brands, and new online publications, characterized by their digital nature and recent origin. (p. 1)

Thus, taking these elements into account, current newsrooms can be broadly divided into two main categories (*Table 1*): digital legacy (which still conserve and reconcile legacy media platforms with emerging digital operations) and digital native (directed exclusively and since its inception to cybermedia, especially through the internet).

In order to allow a more complete understanding of the subject, we propose to divide each one of them into two subcategories. In the case of digital legacy newsrooms, the platform of origin (given its specificity) is seen as a determining factor for differentiation: those derived from printed newspapers and magazines are classified as being from a “print matrix”, while outlets derived from radio and television stations (broadcast) make up the “audiovisual matrix”. As for digital native ones, these are categorized according to the type of enterprise: content hubs are linked to mainstream media business groups (not necessarily having journalism as their core activity), while autonomous startups are those created from the own initiatives of journalists.

**Table 1** Journalistic Newsroom Types.

CATEGORY	SUBCATEGORY	SOURCE PLATFORM
Digital Legacy	Print Matrix	Newspaper/Magazine
	Audiovisual Matrix	Radio/Television
Digital Native	Content Hub	Website
	Autonomous Startup	Website

Source: self-elaboration.

Two exemplary cases, one in the digital legacy category and the other in the digital native, will be briefly contextualized below, based on a documental analysis. The aim is to demonstrate how and to what extent the trends presented by industry and academic analysts related to digital transformation (pre-pandemic) or structural and routine changes due to the recent health contingencies can be depicted in the reality of Brazilian news endeavors, regardless of their size or the scope of their news coverage.

### Transformation cycles in Brazilian journalistic outlets

The frequency of structural changes both in Brazilian digital legacy and digital native newsrooms has increased significantly in recent years. Among the examples legacy outlets from a print matrix are the cases of newsroom integration projects conducted by the newspapers *O Globo*, *Extra* and *Expresso*, in Rio de Janeiro (2017<sup>2</sup>), the

<sup>2</sup> More info in: <<https://oglobo.globo.com/brasil/o-globo-extra-expresso-se-integram-em-uma-redacao-multimidia-20840004#ixzz5I97wOoVB>>

reconfiguration process performed at the newspaper *Gazeta do Povo* (2017<sup>3</sup>), the project *Estadão 21*, a digital transformation plan implemented by *Estadão* newspaper (2019<sup>4</sup>), and *TDigital*, that integrated the newsrooms of Rede Gazeta, a communication group from Espírito Santo, one of the cases discussed in this paper. Among the audiovisual matrix newsrooms, it is worth mentioning the project that integrated television and internet teams of *Jornal Nacional*, at Globo (2017<sup>5</sup>); and the structuring of the new CBN radio headquarters in São Paulo (2018<sup>6</sup>).

Founded in 1928, the printed newspaper *A Gazeta*, in Espírito Santo, had its periodicity changed from daily to weekly in September 2019. More than a reflection of current times, marked by constant drops in publication circulation and by increasing cost containments with printing and distribution, the movement was part of a restructuring process called *TDigital*, which started in 2017. The project went through several stages, with emphasis on the integration of the newsrooms of *A Gazeta* newspaper and CBN radio station in Vitória (which belongs to the same business group, Rede Gazeta), and also the implementation in a new work environment centered in a “performance desk”, with a multidisciplinary team of journalists and professionals specialized in Search Engine Optimization (SEO), marketing and data analysis dedicated to developing content distribution strategies. Seeking to update and improve this model, *A Gazeta* was one of the outlets that had its executives participating in the *Cultural Change Ignition Program for Latin American News Publishers*, promoted by WAN-IFRA in conjunction with the Facebook Journalism Project from October 2020 to January 2021.

Digital native enterprises, on the other hand, are notable for having shorter transformation cycles, with a brief interval between each transformation phase and faster experimentation on new processes and products, which denotes greater flexibility and versatility of these outlets in comparison with digital legacy newsrooms. Among content hubs, challenges related to financing and management models prevail, including issues related to autonomy and sustainability at the local level, especially when it comes to branches of foreign outlets.

*HuffPost Brasil*, launched in January 2014 as a result of a partnership between AOL (then owner of *HuffPost* in the United States of America) and Abril publishing group, can

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<sup>3</sup> More info in: <<https://www.gazetadopovo.com.br/economia/gazeta-apresenta-seu-novo-projeto-editorial-ao-mercado-cq2q3xmwls1i83hjdpmadoz6s>>

<sup>4</sup> More info in: <<https://www.estadao.com.br/infograficos/economia,estadao-inicia-nova-fase-e-avanca-em-sua-transformacao-digital,1030420>>

<sup>5</sup> More info in: <<https://g1.globo.com/economia/midia-e-marketing/noticia/jornal-nacional-inaugura-estudio-no-centro-de-nova-redacao-integrada-da-globo.ghtml>>

<sup>6</sup> More info in: <[cbn.globoradio.globo.com/editorias/pais/2018/03/02/CBN-GANHA-NOVA-SEDE-100-DIGITAL-EM-SAO-PAULO.htm](http://cbn.globoradio.globo.com/editorias/pais/2018/03/02/CBN-GANHA-NOVA-SEDE-100-DIGITAL-EM-SAO-PAULO.htm)>

be taken as an example in this regard: the outlet underwent drastic changes in its administration in 2017, when the Brazilian group left the company. AOL, which had been acquired by the US telecommunications company Verizon, went through a merger process with Yahoo, which resulted in the creation of Oath. This company kept *HuffPost Brasil* until November 2020<sup>7</sup>, when its closure was decided after the sale of the *HuffPost* brand in the US to *BuzzFeed*, which had already closed its journalistic operations in Brazil in August of the same year<sup>8</sup>. When comparing these hubs with the so-called autonomous startups — that is, those that are not linked to pre-existing mainstream media groups — the latter have shown a greater degree of organizational stability, at least among the cases with major visibility in the Brazilian market.

The *Poder360* website, taken here as a second in-brief case study, was created in November 2016 by journalist Fernando Rodrigues, a former reporter and columnist for *Folha de S.Paulo* and *UOL*. Headquartered in Brasília, its revenue comes from the sale of newsletters (with *Drive* as its flagship), the sale of advertisements and the publication of sponsored content in the news website, in addition to sponsoring events and conducting opinion polls (via PoderData, an internal division of the company dedicated to this service). In April 2021, *Poder360* accepted as a shareholder Frederico Trajano<sup>9</sup>, which acquired 25% of the company (the other partners are journalists Fernando Rodrigues and Mariângela Gallucci, who share the remaining 75% and control the business together).

*Poder360* has become one of the most accessed websites specialized in Politics in Brazil, with a consolidated audience of 41 million unique users registered in 2020 (PODER360, 2021). In March of the same year, in order to avoid contagion by the new coronavirus, his team started working in a home office regime and the company installed computers similar to those used in the newsroom in the journalists' households. Months later, starting in July 2020, it invested in a new headquarters under the guidance of physicians, engineers and architects, aiming to ensure greater health safety for the team in the process of gradually returning to face-to-face work, on a rotating basis. In addition to a wider space to ensure the recommended social distancing, acrylic displays and hand sanitizing alcohol gel dispensers were installed to increase protection against Covid-19.

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<sup>7</sup> More info in: <<https://www1.folha.uol.com.br/mercado/2020/11/huffpost-encerra-atividades-no-brasil.shtml>>

<sup>8</sup> More info in: <<https://www.poder360.com.br/midia/buzzfedd-news-encerra-operacoes-no-brasil/>>

<sup>9</sup> More info in: <<https://www.poder360.com.br/institucional-poder360/poder360-anuncia-parceria-com-empresario-frederico-trajano/>>

## Final considerations

As pointed out by the *Digital News Report*, it is possible to infer that “the shock of coronavirus has been a catalyst for much-needed change for journalism as for many other industries” (NEWMAN, 2021, p. 35). Although the current health situation overcomes other transformative factors (such as process automation, the adoption of new information systems and even the reconfiguration of the journalists' professional profile), it is not to expect that the pandemic and its consequences come to definitively and completely modify the journalistic production process, since its consistency and integrity essence, based on methods of selection, investigation, verification and editing of public interest and actual information, should remain at the center of any organizational setting or context, whether in a physical, hybrid or virtual newsroom.

Behaving like “adaptable organisms”, newsrooms and their workflows have been put into a test amid a health crisis, regardless of their categorical position in the proposed taxonomy. However, this exercise of differentiating them to holistically understand their processes of functional change can contribute so that further studies in the journalistic field could be better defined. As García-Avilés (2021) argues, research on innovations in journalism has grown significantly in scope and intensity over the last two decades, but it still maintains a great potential for in-depth scientific exploration:

Research on journalism innovation has grown considerably over the last two decades, especially in the areas of management, diffusion, organizational culture, technology, and business models. However, researchers could broaden their interests to deal with issues related to professional culture, as technological tools, economic conditions, and organizational structures continue to transform journalism; interdisciplinary project management, team coordination, and knowledge transfer; leadership and effectiveness; sources of influence, innovation, and creativity; organizational decision-making processes and constraints; innovative professional practices and their influence on journalistic standards and values. These subjects provide a fertile landscape for researchers in journalism innovation to explore. (GARCÍA-AVILÉS, 2021, p. 15)

With this paper, we hope to have offered a contribution, even if an initial one, to the understanding of the particularities related to the processes of structural transformation in the news industry in its already advanced transition to digital media. By highlighting studies and reports on these trends, we sought to indicate some useful parameters to understand the current position of journalistic organizations in such a scenario, according to perspectives disseminated both in academia and in the industry.

As a preliminary research result, this analysis certainly has many methodological limitations. For its deepening, we plan to carry out detailed investigation based on in-depth case studies and ethnographic research in newsroom environments, in order to complement and contrast the information from the documental analysis presented here. This may include the application of questionnaires, interviews with members of each researched organization and observation of their production processes in face-to-face and/or remote situations, considering their hybridity. The sample of outlets studied should also be expanded, in order to characterize differences and similarities between outlets in each of the proposed categories, as well as to verify or refute the adequacy of such taxonomic classification to the organizational context of Brazilian journalism.

In near future, it will be possible to develop these assumptions as part of a specific methodological research proposal to be applied in the journalistic field, with the differentials of elaborating an expanded taxonomy about the categorization of new journalism ventures, in line with the reality of a dynamic business environment and with several digital transformation processes still in progress; and, not least important, thus contribute to the qualification of mapping initiatives in the sector, considering the specificities of each journalistic newsroom model and their respective capacities for operational convergence and organizational stability, fundamental factors for guaranteeing the sustainability of journalism.

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**RESUMO:**

O presente artigo examina tendências de inovação em gestão organizacional no mercado de jornalismo em âmbito global. O método adotado para a etapa inicial do trabalho foi o de revisão sistemática de literatura, cotejando fontes acadêmicas e mercadológicas que tratam do assunto a partir de dois termos-chave: “gestão de mídia” e “inovação no jornalismo”. A partir dessa revisão, foram examinados exemplos de dois veículos jornalísticos brasileiros, A Gazeta e Poder360, considerando como e até que ponto as tendências de inovação e gestão identificadas na literatura refletem-se em práticas de transformação e adequação de seus processos e produtos ao contexto digital. Como resultado, são estabelecidas premissas para a elaboração de uma taxonomia específica para a categorização de diferentes tipos de empreendimentos jornalísticos no cenário contemporâneo, considerando seus suportes legados de distribuição e o modo de organização da produção noticiosa.

**PALAVRAS-CHAVES:** jornalismo; transformação digital; gestão de mídia; tendências; inovação.

**RESUMEN:**

Este artículo examina las tendencias de innovación en la gestión organizacional en el mercado del periodismo a nivel mundial. El método adoptado para la etapa inicial del trabajo fue el de revisión sistemática de la literatura, comparando fuentes académicas y de mercado que abordan el tema desde dos términos clave: “gestión de medios” e “innovación en el periodismo”. A partir de esta revisión, se examinaron ejemplos de dos vehículos periodísticos brasileños, A Gazeta y Poder360, considerando cómo y en qué medida las tendencias de innovación y gestión identificadas en la literatura se reflejan en prácticas de transformación y adaptación de sus procesos y productos al contexto digital. Como resultado, se establecen premisas para la elaboración de taxonomía específica para la categorización de diferentes tipos de emprendimientos periodísticos en el escenario contemporáneo, considerando sus soportes de distribución heredados y la forma en que se organiza la producción de noticias.

**PALABRAS-CLAVES:** periodismo; transformación digital; gestión de medios; tendencias; innovación.