Convergence In Broadcast Media: Examining Newsroom Integration At CCTV And BBC

YIN ZHONGHUA[1] , MOHD.NOR SHAHIZAN ALI*[2] , SHAHRUL NAZMI SANNUSI[3]

Abstract

The digital revolution has transformed the ways in which news consumers interact with news content. *Moreover, traditional news media organisations have been facing great challenges in terms of sustaining their consumer base due to emerging technologies and streaming platforms. Therefore, media giants have been participating in media convergence practices to establish an integrated newsroom. Similarly, the BBC and CCTV, two prominent broadcasters, have also been engaging in newsroom integration. However, there has been very limited research on their newsroom integration. Therefore, this study explores the newsroom integration and convergence in these two contemporary media organisations. The study adopts a qualitative research design to collect both primary and secondary qualitative data. The primary qualitative data has been collected by conducting structured interviews with five respondents from each organisation. The convenience sampling technique has been used to select the interviewees. The data was later analysed with the help of thematic analysis. On the other hand, the case study method was used to analyse the secondary qualitative data related to media convergence and newsroom integration in BBC and CCTV. The findings of this study revealed that both BBC and CCTV have been at the forefront of newsroom integration through technological innovation, which has revolutionised their broadcasting practices.*

Keywords: Media convergence, newsroom integration, BBC, CCTV.

1. Introduction

The newsroom has always been subj[1]ect to change. The rate of change, however, has quickened and taken on a new dimension throughout the previous fifteen years due to technical, cultural and economic developments (Neto et al., 2019). The newsroom production process has been hit very hard such as falling ad income, falling circulation numbers, or economic constraints on the business models of conventional media. The four main aspects of journalistic convergence were commercial or economic, technical, professional, and communicative, which encompassed these shifts. Traditional income sources may give way to digital advertising, subscriptions, or other kinds of alternative monetization as a result of shifting customer behavior and the proliferation of digital platforms (Opdahl et al., 2022).

There are now multidisciplinary experts in newsrooms due to convergence, but there are still two distinct cultures: the journalistic and the technical and associated (statisticians, designers, sociologists, etc.). Dissimilarities do exist, and they may have their roots in the

[1]Universiti Kebangsaan Malaysia, Malaysia.

[2]Universiti Kebangsaan Malaysia.

[3]Universiti Kebangsaan Malaysia.

*Corresponding Author

unique pursuits pursued by the two civilizations in question (Hendrickx & Picone, 2020). Journalists prioritize narrative clarity over IT specialists, and the two cultures couldn't be more different. Inequalities affect newsroom dynamics, and collaboration is needed to overcome communication barriers to create a consistent, fluid narrative. When it comes to reporting on topics outside of the newsroom, journalists must adhere to certain standards of objectivity and impartiality. Concerns pertaining to the tools used by readers, the creation of news stories, and the infrastructure supporting journalism are the primary areas of study for those working in the field of technology and allied fields. News recovery, multichannel dissemination, and audience consumption analysis are further unique challenges (Neto et al., 2019). On the other hand, most experts want to do the same thing: provide their audience with accurate information.

New communication technology, such as cyberspace and new kinds of sociability, have the power to change the way people interact with themselves, their jobs, and the environment. These new gadgets, known as ICT (Information and Communication Technology), along with the proliferation of platforms and communication channels, have set the stage for the development of novel social practices in the home, the classroom, and the workplace (Tong, 2022). There is no "irreversible" inherent consequence to the technical convergence of the cultural sector, telecommunications, and computers. It is a direct outcome of the demands of business groupings that want to maximize their production and operations by taking advantage of economies of scale. The editorial department's e-book editing and the newsroom's use of social media as examples of content exchange and collaboration networks in Digital publishing and social media (Ghinea et al., 2022).

Journalists are worried about a loss of expertise in their field (Cottle, 1999) They put their sentiments into words by describing how they felt trapped in their "dream job," how they were always on edge, how psychologically taxing it all was, and how unsupported they felt by both their industry and their coworkers (Mathews et al., 2023). The "one-person craftsman specialist" may be rendered obsolete and unemployed due to the advent of multimedia and multi-skilled work practices, as demonstrated at the BBC News Centre in Bristol (UK) (Wallace, 2019). The BBC's approach of promoting but not mandating multiskilling appeared, at least in the medium term, to develop two distinct sorts of journalists, according to interviews with 20 journalists. Professionals with a single skill set who are "esteemed for their high journalistic standards" and those with many skill sets who are "esteemed for their versatility and adaptability" make up this group (Wallace, 2019). The timeconsuming aspect of working on several platforms and multitasking, together with competitive demands, can put those multiskilled journalists under a lot of stress, inadequate training might amplify these pressures. The resultant output's level of professional competence can suffer as a result of these issues (Gutierrez Lopez et al., 2023).

To ensure that 'a properly reasoned, well-told and balanced story to the public', it is suggested that aspiring journalists get instruction in multimedia writing and production alongside critical thinking. It has also been thought that convergence-based collaborative work techniques could improve content by including more perspectives (Porcu et al., 2020). Now that merged producers and consumers, news consumers are altering how they access and engage with news information. Consequently, communication companies are confronted with significant difficulties caused by dwindling paying readers and the competition from new forms of news production and dissemination made possible by emerging technology (Neto et al., 2019). Media organizations trying to adapt to the rapidly changing broadcast media landscape are concerned about newsroom integration. The environment changes constantly. It examines the dynamics and strategies of newsroom integration at the BBC and CCTV, two of the world's most famous broadcasters, to provide new insights and fill knowledge gaps. Convergence is becoming a key topic in the industry, although there has been little qualitative research on integration procedures at different institutions. Despite convergence's growing importance andit is important to emphasize their challenges, successes, and different strategies as they approach convergence. This encourages excellent practices and makes sector development more accessible.

By qualitatively investigating the BBC and CCTV's newsroom convergence strategies, this research seeks to understand their complexity. The research seeks to illuminate integration's complicated dynamics through systematic interviews and case studies. Individual case studies analysis will be used. This study seeks to explore the challenges these broadcasters face in achieving convergence.

Figure 1: Most popular news apps in the United Kingdom (UK) in October 2023, by audience
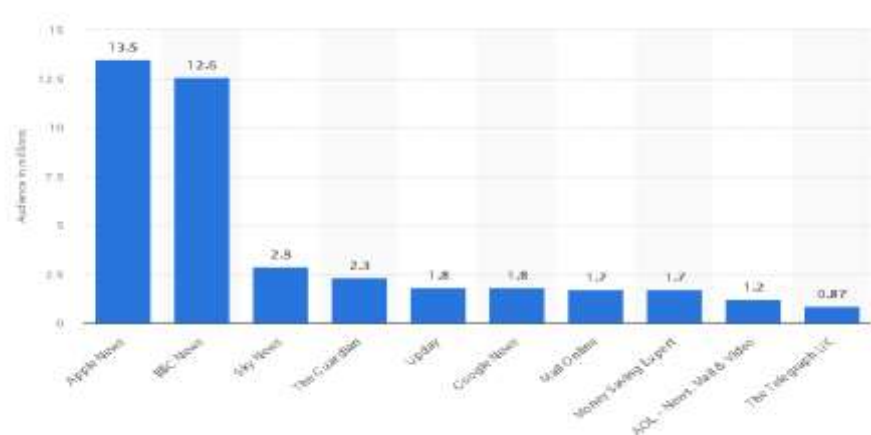
Source: (Satista, 2023)

As in Figure 1, demonstrates the most popular news app in the United Kingdom (UK) in October 2023 is the BBC. Therefore, this study selects the BBC as a case study to illustrate how global broadcasters have integrated their newsrooms. It does so by examining how broadcasters have adopted these ideas. Media companies and academia may use the findings to better understand and handle convergence issues. The research project aims to provide a more intelligent and flexible broadcast media environment

2. Literature Review

2.2 Definitions and Concepts

2.2.1 Media Convergence

Media convergence refers to the integration of different digital platforms and technologies in order to create an engaging and interactive experience for the audience (Khan & Din., 2022)   According to (Hadland et al., 2019), the traditional methods of broadcast media including television, radio, and print media are being replaced by innovative technology. The researchers have explained that the adoption of media convergence has influenced various aspects including organizational structures, content creation, technological use, and change in processes etc. The newsroom is designed in a way to cater for the demands of evolving media and provide content according to the expectations of the audience (Akalili, 2020). Hence, convergence has opened new opportunities for media industries resulting in engagement and profitability. Media convergence opens the doors for content creation in the form of inetarctive multimedia presentations, launching mobile apps that people can assess anytime anywhere, and using social media tools including Facebook, YouTube, Instagram where the channels and pages are made containing the information in order to target diverse users and these platforms use   certain audio, videos, and graphics are used to represent the thought. The media industry is versatile including publishing, telecommunication, advertising, and entertainment and the implementation of broadcasting practices helps in eliminating the gap between these industries and they are coordinated with each other in order to perform collaborative practices and achieve combined goals (Adhiarso et al., 2019).

2.2.2 Newsroom Integration
Newsroom integration is the process in which various departments of an organization work together in order to streamline the processes in order to enhance productivity and reshape the media industry. According to (Adhiarso et al., 2019), they integrated newsrooms produce content which is available on different platforms and editors and journalists create content for audience and share that on social media platforms. This integration in newsroom helps in using certain software like video editing, photo editing, graphic designing etc. which helps to produce captivating content and attract the audience. Not only this it also assists in reporting any breaking news and events and technology can be used to gather real-time information by conducting interviews through online interviews and report updates (Adhiarso et al., 2019). Although newsrooms are integrated, they maintain ethical standards and ensure the accuracy and fairness of news and avoid any unauthentic news in order to build the trust of the audience and maintain the credibility of news.

2.3 Convergence Continuum Model and Metamorphosis Theory
Certain theories explain the concept of convergence and that can be applied to our study. One of which is the Convergence Continuum Model, which provides an understanding of convergence in media. According to (Maurin et al., 2019), this theory explains four stages in convergence one of which is the Parallel stage which explains that the broadcast channels operate at different media independently and there is no integration among their processes and operations. The second stage is Integrated in which media organizations coordinate with each other and share content and resources but these are still in a limited context and there exists some barriers in terms of sharing as well (Dressler & Paunovic, 2021). The third stage is unified in which there is a high level of integration and the content is being shared without any restriction. Departments work in accordance with each other and produce mutual content. The highest form of convergence lies in the Fusion stage where AI and other tools are used to create content. This theory is applicable in our study as it helps in the assessment of organizational structures and the use of technology to get an insight into whether the organization is parallel or integrated. Moreover, it also helps in the identification of new opportunities for media convergence and implementation in organizations (Sehl et al., 2019).

Another theory which explains the impact of digital technologies on media organizations is the Metamorphosis Theory. This theory discusses the changes that media organizations undergo while adopting new technologies (Yung, 2020). This theory also contains three stages one of which is the Caterpillar stage in which traditional methods are used for media like print media in order to produce and share content. It does not include diverse interaction among people. The next stage is Chrysalis stage where the media organizations adopt technologies in order to interact with people and produce digital content (Vázquez-Herrero et al., 2020). Lastly, the butterfly stage where media organizations fully adopt the newest technologies and content is created is distributed on various platforms and engages their audience. This theory is applicable in our study as it helps in the assessment of the current stage at which the organization stands. It also helps in understanding the transformational process that organizations undergo and identifies the potential risks and opportunities linked with that and also provides future recommendations regarding advancement in technology and how these can be integrated in organizations.

2.4 Newsroom Integration at Media Channels
Newsroom integration is the process in which departments of the channel are working together and their processes are streamlined which helps to improve efficiency and creates quality content. The media channels disseminate information regarding political parties or any current or international affairs in which the ideologies of the parties are included that represent certain countries on International platforms and help in building the image of the country nationally as well as internationally (Guo & Guo, 2021). According to (Park, 2019), newsroom integration helps in leveraging digital technology for all the stakeholders

including editors, journalists, anchors etc. and these technologies help in breaking news faster and increase audience engagement. Similarly, the channel for instance GNN is an example of newsroom integration and it plays a part in collaborative working and comes up with quality content which is trusted by the audience. Moreover, media channels have also invested in technology in order to enhance their capabilities regarding news reporting and make their presence on different platforms like mobile apps, and social media platforms in order to reach large audiences within the same region as well at the global level and make them aware of the ongoing situations. Media channels have also made efforts to expand their services on a foreign scale by launching channels in foreign languages like English, French, and Arabic etc. which help in the promotion of their perspective regarding global events or any issue which is undergoing.   The media channels produce content and disseminate it on different platforms at the same time. According to (Neto et al., 2019), channels have transformed themselves in disseminating news through different forums like television, radio, media platforms etc. which allows audiences to trace news anytime anywhere despite of location. They have also adopted integration towards news collection where the employees share their resources of news and they have become a unified network of operations which results in the consistency of news. According to (Neto et al.), media channels that implement newsroom integration have established user-friendly websites as well as mobile apps which help users to easily operate the app and website and get their required information and for doing so the channels have invested heavily in digital technology. They have also provided collaborative workspaces to its employees where the producers, editors, and journalists share their spaces and coordinate with each other hence improving the efficiency.   Moreover they also provide training to its staff regarding advance digital technology in order to make the capable of designing strategies and create content which is appealing for the audience and it has gained the trust of many audiences around the globe due to its authentic information and credibility (Thurman, 2021).

The newsroom integration in media channels has its challenges one of which is cultural shift which the integration of convergence needs to break the traditional setup between the department and help employees in adopting new technologies and working across the teams no matter what culture one belongs to. According to (Sehl et al., 2019), there is a bulk of content available on social media so channels need to struggle with it and design strategies that help reach the target audience and engage them. Moreover, the presence on different platforms requires respective strategies for all of them because of different audiences and competitors. The integration of media faces certain challenges including strict control of government and political parties as it limits the editorial ability to discuss and print whatever they can and the control of government threatens the public trust and the credibility of the channel as they perceive it to be biased (Huang, 2020). Similarly, the competition in the media industry is so versatile that alternative channels are always in a struggle to adopt advancements and come up with new dynamics for their audience.

2.6 Audience Perception and Reception of Media Convergence

The audience plays a critical role in the perception of media convergence as the audience raises concerns regarding the credibility of news channels as according to them the channels are struggling for speed in order to provide the fastest news to people but their accuracy is an audience question. According to (Salamzadeh et al., 2019), due to competition in the industry, the news channels are producing content in order to be present on each platform which impacts the quality of content and the audience perceives it as decisive information. Media convergence requires the use of media in order to reach an audience, establishing a digital disparity among audiences because not all individuals have access to the internet and media like mobile phones and television and cannot access the news. Similarly, some old citizens are not aware of the use of digital media and cannot access the channel (Coddington et al., 2021). Audiences' perception is also affected due to the conflict of interests and the editorial journals which are being published by the news channels. Similarly most of the time the audience is resistant to change and is used to the ordinary

method of watching news either print media or radio which is challenging for channels (Tkalac Verčič et al., 2019).

2.7 Impact of Media Convergence on Broadcasting Practices
Media convergence has a significant impact on broadcasting practices and has transformed the industry that how it operates and creates content. According to (Salamzadeh et al., 2019), media convergence has helped in content diversification as it helps to produce a variety of content which can be available on different platforms like social media, mobile phones etc. and target large audiences in order to cater for their preferences. Similarly, media convergence helps in the integration of technology as it promotes seamless production and includes advanced hardware and software in order to maintain the workflow and the adoption of cloud storage devices will help in storing data and can easily be retrieved whenever it's needed (Brooks & Pinson, 2022). Broadcasting practices enhance audience engagement as the presence on digital platforms helps keep the audience interactive through designing polls and involving the audience in sharing their opinion regarding the event similarly audience feedback can also be obtained in order to find the gap and identify the demand of the audience in order to produce content which is preferred by the audience. According to (Adhiarso et al., 2019), broadcasting practices have resulted in multichannel distribution keeping in view the audience and their preferred medium for instance most of the audience prefer television whereas the remaining rely on smart smartphones and digital media so media channels distribute their news on wider platforms and use diverse spectrums. Hence media convergence enables greater flexibility and promotes innovation towards creating content and distributing it.

2.8 Research Gap
There is a research gap in the literature regarding convergence in broadcast media in CCTV and BBC newsroom integration and study needs to be done in order to understand the cross-cultural impact of these channels and how are they designing strategies to minimize the differences. Similarly, the working of these two media channels including their organizational structures and processes need to be identified and the challenges being faced by these channels in implementing media convergence. Moreover, the integrated practices in CCTV and BBC need to be investigated including the impact of them on these channels. Both CCTV and BBC are larger platforms for news broadcasting and target their specific audience but there exist differences in their operations and processes. Media convergence is of significant importance as it helps channels to enhance their presence and engage audiences and its identification in CCTV and BBC needs to be studied.

3. Method
The present study adopted a secondary qualitative approach to conduct case study analysis and the primary qualitative approach to conduct structured interview methods to collect the relevant qualitative data.

3.1. Case Study
This study has adopted a case study method to examine the role of media convergence in transforming newsroom integration in both of these channels. The data was collected from the exclusive content available on the official websites of both media platforms. Moreover, information was also retrieved from the online digital archives and publications of both media organisations. Furthermore, the researcher also reviewed various academic journals, articles, and case studies related to BBC and CCTV. In addition, various news articles and press releases from both organisations were also examined to gain valuable information.

3.2. Structured Interviews
In addition to the collection of cases, the researcher also organised structured interviews with journalists from both BBC and CCTV to gain their subjective insights and perspectives regarding media convergence in their respective media organisations. Since it was not

possible to interview all of the journalists from both organisations, therefore, the researcher selected a sample of 10 interviewees based on the convenience sampling technique. This allowed the researcher to access those journalists who were readily available for the interviews. Table 3.1 shows the demographic information of the research participants.

Table 3.1: Background of Informants

Informant	Age	Gender	Education	Years of Experience	Specialization	News Media
Informant 1	35	Male	Journalism	10	Politics	BBC
Informant 2	28	Female	Communication	5	Technology	BBC
Informant 3	40	Male	Media Studies	15	Economics	BBC
Informant 4	32	Female	International Relations	8	Foreign Affairs	BBC
Informant 5	45	Male	English Literature	20	Culture/Arts	BBC
Informant 6	38	Male	Broadcast Journalism	12	Environment	CCTV
Informant 7	29	Female	Political Science	6	Human Rights	CCTV
Informant 8	33	Male	Media Studies	9	Health	CCTV
Informant 9	31	Female	Public Relations	7	Business/Economy	CCTV
Informant10	37	Male	Journalism	13	Technology	CCTV

The structured interviews consisted of questions related to media convergence and newsroom integration as shown in Table 3.2.

Table 3.2: Interview Questions

Question Number	Interview Questions
1	Can you describe the process of newsroom convergence and its key objectives?
2	What are some of the main challenges you encounter in achieving newsroom integration and convergence between different media platforms (e.g., television, online, radio)?
3	How does your organisation ensure cross-platform content production?
4	Have you recently been a part of any cross-platform newsroom integration? How was your experience?
5	Can you discuss any specific technologies or tools that have been implemented to facilitate newsroom integration at your organisation?
6	In your opinion, how does media convergence benefit broadcasting practices, both for the organization and audiences?
7	How does your organisation sustain a balance between traditional journalistic practices and the demands of the digital revolution?
8	How have the changing audience preferences influenced the news reporting practices?

9	Do you have any indicators to measure the effectiveness of your newsroom integration?
10	In your opinion, what are some of the future trends that you anticipate in newsroom practices?

3.2. Data Analysis

The data analysis consisted of two parts: case study analysis and thematic analysis. The case study analysis of both BBC and CCTV was performed to highlight the newsroom integration in both organisations. The analysis revealed the major challenges faced by these organisations in media convergence and its impact on their broadcasting practices. Next, the thematic analysis of the structured interviews was performed in line with the guidelines of Braun and Clarke (2012) as shown in Figure 3.1.

**Figure 3.1:**

Phases of thematic analysis

The thematic analysis led to the generation of major themes as identified in the interview transcript.

4. Results

4.1. Findings from the Case Studies

4.1.1. The Case of the BBC

The "British Broadcasting Corporation (BBC)", originally established in 1922, is a British public service broadcaster. It was first introduced as an integrated newsroom in 2008 and it converged radio, TV, and digital media. Later, in 2013, BBC News shifted into a newsroom that integrated global and regional broadcasts. The move was aimed at ensuring media broadcasting across digital platforms (Sehl et al., 2019). Over the years, the BBC has transformed into the world's leading media broadcaster. It offers various cross-platform services, including television services in the form of BBC One, which is currently the most-watched channel across the UK. There are ten radio networks of the BBC across the UK, offering live music broadcasting and speech radio services. In addition, the BBC has also entered the digital services, through "BBC News, Sport, Weather CBBC and CBeebies, iPlayer and BBC Sounds, and BBC Red Button". Moreover, BBC World Service offers services in more than 40 languages (BBC, 2024a). The BBC has always been at the forefront of media convergence and newsroom integration. For instance, in 2016, BBC Three became the first TV channel worldwide to shift from its linear broadcasting practices towards a model of on-demand streaming through the internet (Thurman, 2021). Today, BBC News Online has gained a loyal consumer base, as evidenced by the 2023 Reuters Digital News Report, which revealed that 43 per cent of the UK population uses the BBC website every week as shown in Figure 4.1. Moreover, the BBC also had the highest trust score for news, (61%) (Newman et al., 2023).

Figure 4.1: Weekly online and offline reach of leading media platforms in the UK
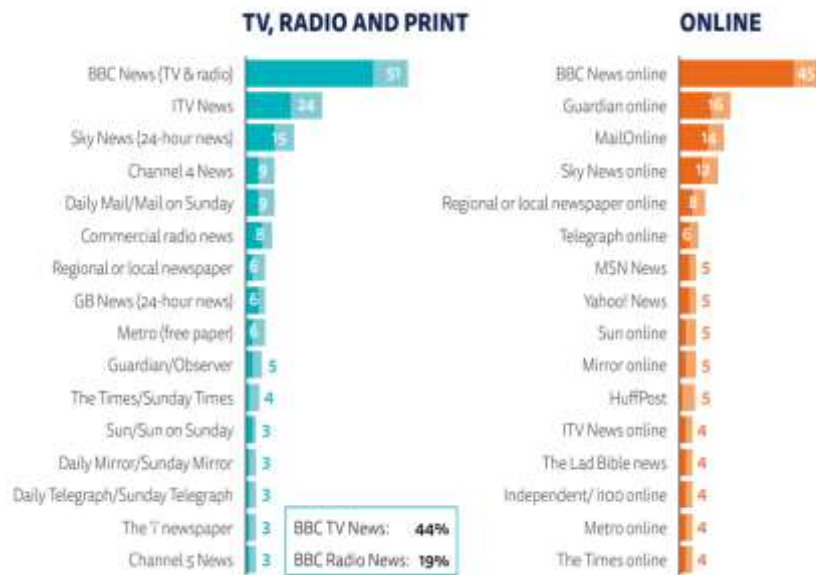
Source: (Newman et al., 2023)

According to the findings of Zaragosa-Fuster and García-Avilés (2020), the BBC is no longer a mere news media platform. Still, it has transformed into a leader of innovation in broadcast media all over the world. The Research and Development department of the BBC, under the direction of Adrian Woolard, launched BBC News Labs in 2012. The purpose of this laboratory is to drive innovation for BBC news broadcasting practices. It is responsible for introducing innovative and effective strategies and tools for revolutionising online news broadcasting practices across the platforms. Thus, the employees at the laboratory supervise the convergence of traditional journalism and digital media (BBC, 2024b). However, the road to media convergence for the BBC is not devoid of challenges. The organisation is facing fierce competition from streaming services like Netflix and the BBC. The funding is limited to £5bn, which has made it difficult for the organisation to meet the programming costs while maintaining its multiplatform broadcast (Rajan, 2022). As a result of high inflation, the BBC had to merge its domestic and global TV news channels, leading to a loss of employment for 50 employees (Newman et al., 2023).

4.1.2. The Case of the CCTV

"China Central Television (CCTV)", the national television broadcaster, currently operates 50 channels in six languages with a viewership of more than 1 billion (CCTV, 2019). The CCTV has made major strides in terms of media convergence, particularly through its consolidation with "China National Radio" and CRI into "China Media Group (CMG)". In addition, CGTN, a global branch of CCTV, has been working since 2016 to encourage international communication through the platforms of TV and social media. CGTN has launched its broadcast not only on regional channels but also on global social media platforms (Jia & Lu, 2023). According to Xia (2021), CCTV has converged TV, PC, and mobile devices with the establishment of CNTV, which has consumers in more than 2010 countries. Moreover, CCTV uses advanced technologies, such as big data and cloud computing to perform multiplatform operations, such as "4G mobile TV Broadcast control platform," "social TV platform," "user database" and "video database". Thus, CCTV has successfully revolutionised the production of news, its editing and broadcasting, and the integration of various technologies. In 2013, "CCTV News" launched its official WeChat, to integrate traditional broadcasting practices with social media and to enhance user experience (Huang, 2020). The study conducted by Yudian et al. (2021) examines CCTV's release of "Kanghui VLOG" on social media platforms to explore the efforts made by the

platform to transform and upgrade its traditional broadcasting practices through the process of media convergence. The study reveals that CCTV releases short videos and VLOG on social media platforms to reduce the traditional seriousness of news broadcast practices and to form a more intimate connection with the audience. Moreover, the use of VLOG has paved the way for a new reporting method, which is different from the previously used micro-narratives and procedural reporting. The traditional method is no longer attractive to the younger audience. Today, CCTV attracts 43 per cent of the news audience, making it the news platform with the largest consumer base in China (Tai et al., 2023). However, the biggest challenge for CCTV has been dealing with the influence of the government, which has been gatekeeping the editors and owners to take control of the news broadcast (Zeng & Sparks, 2019).

4.2. Findings from the Thematic Analysis
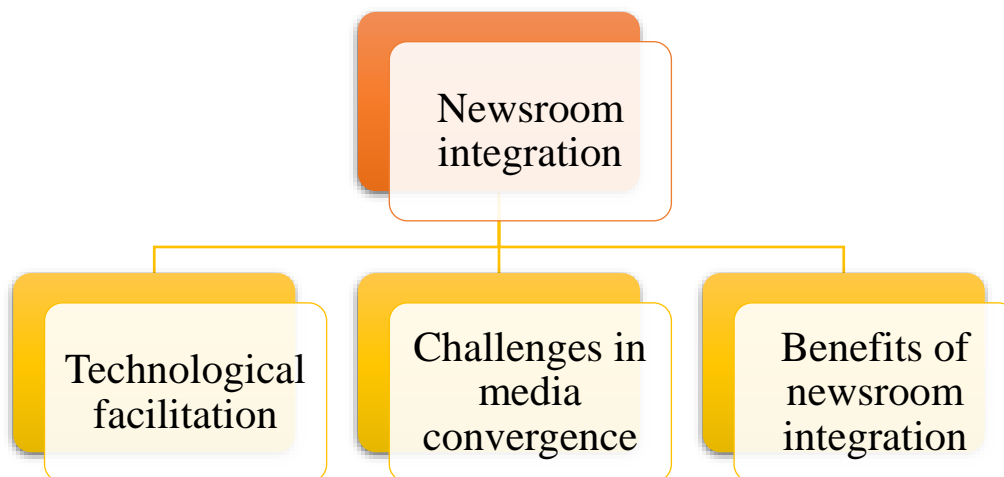The thematic analysis of the structured interviews led to the generation of themes as shown in Figure 4.2.

Figure 4.2: Findings from interviews

4.2.1. Theme I: Technological Facilitation
When asked about the strategies used to ensure media convergence in an integrated newsroom, almost all of the participants emphasised the role of technology in ensuring cross-platform collaborations. The BBC journalists highlighted the central of technological innovation and the impact of BBC News Lab in the integration of newsroom practices into other platforms. The interviewees also mentioned the efficient content management systems, which have been specifically designed to manage multiplatform news content at the same time. For instance, the 3rd informant emphasised the social media management tool to ensure a seamless cross-platform newsroom integration:

"At BBC, we have specialised technological tools that make it easier for the organisation to operate its broadcast on various social media platforms, allowing for a converged broadcasting practice."

Similarly, CCTV journalists also acknowledged the role of technology in integrating the newsroom, leading to the production and distribution of news content across various platforms. The informants mentioned the effective role of CCTV's proprietary content management system, which allows it to tailor its content according to the nature of the platform. In addition, the interviewees also highlighted the role of cloud technology, which

has empowered CCTV to collaborate with WeChat. In this regard, the 7th informant is of the view:

"The CCTV used a cloud-based tool to operate its broadcast on WeChat. In addition, the company has also been using AI technologies for repetitive tasks."

4.2.2. Theme II: Challenges in Media Convergence

When asked about the major challenges concerning media convergence and newsroom integration, the informants highlighted the unique demands and formats of each platform. They showed concerns about maintaining a high quality of the content while shifting from one platform to another. In addition, informants also highlighted the need for effective communication and collaboration among different departments while working in an integrated newsroom. Furthermore, the informants also mentioned the budgetary constraints as a potential hindrance to effective media convergence. For instance, the 2nd journalist from the BBC mentioned the financial challenges faced by the BBC:

"While the BBC has been exceptional during its shift towards digital platforms, the limited finance is something the company has always struggled with. The company needs more financial support to ensure a seamless newsroom integration and the well-being of its employees so that it doesn't have to use downsizing to meet its financial requirements."

The CCTV journalists found it challenging to cater to a diverse audience pool of various social media platforms. Furthermore, moving from the traditional broadcasting practices to the digital platforms is a major cultural shift, as reported by the 8th informant:

"It can be overwhelming for senior journalists to suddenly shift to a different news reporting platform. They may require extra training and support."

4.2.3. Theme III: Benefits of Newsroom Integration

When inquired about the benefits of newsroom integration, the informants offered various insights into its positive impact on broadcasting practices and audience engagement. For instance, the 4th journalist from the BBC highlighted the role of newsroom integration and media convergence in accessing a wider audience:

"In my opinion, a converged and integrated newsroom allows you to get access to a wider pool of audience who consumer content from a variety of digital platforms."

The 9th informant from the CCTV was of the view:

"Media convergence and newsroom integration can pave the way for more innovative and creative ways of news reporting and storytelling."

5. Discussion

5.1. Discussion of Findings

The findings from the case study analysis of both BBC and CCTV have led to valuable findings regarding the role of emerging technologies in terms of newsroom integration. The BBC, which has always been regarded as a flagbearer of innovation in broadcasting practices and newsroom integration, has a well-established consumer base across various platforms. The network is currently operating on various content platforms to offer seamless news reporting. Thus, the BBC has gradually transformed from a news reporting platform to a global media giant, with its foreign correspondents working across the globe. However, the findings also reveal several challenges faced by the network in terms of its financial requirements. Despite being the most consumed and the most trusted channel across the UK, (Newman et al., 2023), the BBC is still struggling with its budgetary constraints. On the other hand, media convergence in CCTV has mostly been controlled by the government. Currently, the network has the largest share of news audiences in the country. Moreover, the cross-platform collaborations of the network have increased its visibility on other platforms like WeChat. This has also increased its consumer engagement. However, the network has not yet gotten rid of the state-controlled narratives,

which may hinder its effective convergence into other media platforms at the global level, where there is fierce competition.

The findings from the thematic analysis of the structured interviews have led to valuable perspectives of journalists regarding the impact of media convergence on newsroom integration in BBC and CCTV. Journalists view the technology as a robust tool to reform the news reporting practices of the networks. Moreover, the findings reveal the role of newsroom integration in revolutionising traditional procedural reporting practices into more interactive and user-friendly practices. The analysis reveals that BBC and CCTV rely on advanced content management technology to tailor their news content according to the guidelines of each platform. Moreover, the role of AI technology has also emerged as quite significant in terms of enabling newsroom integration. In terms of the challenges faced by the networks, the financial challenges are of great concern. Journalists expressed their concerns regarding their organisation having to use downsizing to meet the financial demands. In addition, the need for offering advanced media convergence training to journalists in media has also been highlighted in the findings. Above all, newsroom integration has emerged as a valuable strategy to enhance the consumer base of the network. Thus, the findings of this study are in line with those of Neto et al. (2019) who are of the view that an integrated newsroom will help journalists fulfil the needs of the modern audience who is gradually losing interest in traditional news reporting.

5.2. Conclusion

The present study has highlighted the transformative impact of digital revolution and technological innovation on broadcasting practice, newsroom integration, and audience preferences. The findings from both case analysis and thematic analysis have helped explore the impact of media convergence practices on news broadcasting practices. The study concludes that media giants have been increasingly adopting an integrated newsroom practice to fulfil the demands of the fragmented audience on various platforms. The use of various content management technologies can help organisations like BBC and CCTV to offer integrated news content by collaborating with other media platforms. According to the findings of this study, it can be concluded that media convergence has the potential to enhance consumer engagement of news networks while enhancing the audience pool simultaneously. However, both BBC and CCTV are facing various challenges in their efforts to promote an integrated newsroom. These challenges range from financial requirements to the need for training and development of journalists.

5.3. Implications

The present study has enhanced the understanding regarding the technological modification of newsrooms in two major industry giants: the BBC and CCTV. The present study has elaborated on the need for integrating advanced technology to ensure seamless media convergence. The study has also explored how the digital revolution has caused advancements in newsroom integration, leading to reforms in both news production and consumption across various platforms. In addition, the study has made a significant contribution to the media convergence literature by integrating valuable theoretical concepts of convergence continuum and Metamorphosis theory. Furthermore, the study has also enhanced the theoretical literature of the aforementioned theories.

The practical implications of this study encompass various platforms of news broadcast. The study implies the need for news organisations to make bigger investments in their R&D departments to ensure enhanced consumer engagement. Moreover, the newsroom practices require more innovative practices to sustain the interest of the audience in the news content. Moreover, journalists should be offered valuable training to offer tailored content and services according to the format and guidelines of each platform. Furthermore, media platforms like BBC and CCTV need to design innovative strategies to address the challenges associated with media convergence in newsroom practices.

5.4. Limitations and Future Directions

The present study has offered valuable findings in terms of the impact of media convergence on the newsroom practices of both the BBC and CCTV. However, the study is not devoid of limitations. The methodological design of this study can be a limiting factor for its findings. The present study has adopted a qualitative design, which has not offered any quantifiable findings. Future studies can integrate a survey approach and receive numerical responses from the journalists, which can be statistically analysed. Moreover, the primary focus of this study is on two major media giants: the BBC and CCTV. Therefore, the findings of this study may not be sufficient to get a comprehensive picture of the existing media converging practices at other media platforms. Future studies can conduct a comparative analysis of other such newsgroups like CNN, Al Jazeera Network, NBC News, and Reuters.

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