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CONVERGENCE OF DIGITAL MEDIA AND INFORMATION GROWTH IN NEWSPAPERS: A CASE STUDY

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Abstract

At the state of the art, both in information systems and (media) management studies, there is still few researches which investigate how newspaper companies organize their activities in order to manage the critical developments challenging their organisations through the digitalization of news distribution). In order to explore these issue, in this paper we first consider how the adaptation to convergence and information growth can be managed in newspaper companies undergoing reorganization to embrace technological innovation and alignment to the environment. Besides the adaptive cycle, indeed, we also consider how organizations align the adopted strategy to operations and in particular to the current information technology infrastructure and how it enhance (internal-external) user innovation In particular, we discuss these issues in a pilot case study carried out at Corriere della sera, one of the main Italian newspaper. The aim of the research at Corriere della Sera is to understand how a major national newspaper organization manages the integration between activities related to the print newspaper and at the same time opportunities enabled by Information and Communication Technologies (ICTs) as well as by networks, social media and mobiles technology. Besides how the aim of the research is also to provide evidence of why the strategy is linked to organizational structure as well as information management configurations.

Keywords: newspaper, adaptive cycle, integration , digitalization.

1 INTRODUCTION

The convergence of Web 2.0 technologies and service oriented architectures together with the growing relevance of software as a services (Saas) and cloud computing lead to challenges and opportunities for knowledge management and information systems research. These latter at different levels, both within and outside the organization. At internal level these technologies have the potential to make work practices and their output more visible and to support a better decision making by emphasizing multiple facets of employees and managers opinions (also overcoming the risks of the social network related belief of a supposed common perspective on strategic topics in a given community). At outer level, the organization may exploit external knowledge (collective intelligence) and work (people services and crowdsourcing), see for example (Kern, Zirpins, & Agarwal, 2009; Malone, Laubacher, & Dellarocas, 2009). In this context, at technological level, the main challenge is related to the definition of new models of data governance and information quality management for available information sources (in particular at legal and contract level). As pointed out by Zhu et al. (2009) information reuse and aggregation from multiple sources is what actually provides value to businesses, where intermediaries are the emerging relevant actors. Traditional newspapers, magazines, professional journals are the natural candidates to this roles; nevertheless they needs new business models and IT strategies to prevail on portal and aggregators emerged during the still ongoing convergence of web 2.0 and service oriented architecture.

Furthermore, these information related changes provide challenges also at institutional level. Considering newspaper publishing companies as institutions, as pointed out by Kallinikos (2006) the implications of the growing relevance of technological information have a significant impact on three general cluster of changes, namely (i) work practices, (ii) the reconstitution of the heterogeneous nature of reality as permutable information, (iii) modes of action and control of collective effort.

Taking these issues into account, the research questions in our contribution concern how organizations traditionally involved in mass-product such as traditional paper based newspapers adapt to this new information ecology and value constellation (Normann & Ramirez, 1994), both in terms of information management practices and related business models, and how they are (re-)configuring their routines and work practices, considering their impacts at institutional and outer context level (Avgerou, 2002; Kallinikos, 2006).

In this perspective, the case study of *Corriere della Sera* (one of the major newspapers in Italy) seeks to give a detailed description of the technological and organizational transformation. The aim of the research at *Corriere della Sera* is to develop a pilot case study (Yin, 2003) in order to understand how a major national newspaper organization manages the integration between activities related to the print newspaper and at the same time opportunities enabled by Information and Communication Technologies (ICTs) as well as by networks, social media and mobiles technology. Besides how the aim of the research is also to provide evidence of why the strategy is linked to organizational structure

as well as information management configurations. This paper discusses the case study by completing the preliminary analyses presented in Solidoro & Viscusi (2010).

2 BACKGROUND AND MOTIVATIONS

At the state of the art, both in information systems and (media) management studies, there is still few researches which investigate how newspaper companies organize their activities in order to manage the critical developments challenging the newspaper organisations through the digitalization of news distribution (Boczkowski, 2004a, 2004b; Madnick & Siegel, 2002; Zhu & Madnick, 2009). In order to explore these issues we first consider how the adaptation to convergence and information growth can be managed in newspaper companies undergoing reorganization to embrace technological innovation and alignment to the environment. Miles and Snow (2003) offered a theoretical framework composed of a model of the adaptive process (called the “adaptive cycle”) and four empirically determined strategic typologies of moving through this process.

According to Miles and Snow (2003) the complexity of the adaptation or alignment process can be penetrated by searching for patterns in the behaviour of organizations, by means of a model that takes into account the interrelationships among strategy, structure, and process. Each of the strategic typologies (or archetypes) proposed by Miles and Snow (2003) has its own strategy in responding to changes in the environment, and its typical configuration for technology, structure and process consistent with its strategy (i.e. chosen areas of future innovations, consistent rationalisation of structure etc.). Three stable strategic typologies are named “Defender”, “Analyzer” and “Prospector”. In these strategic typologies the organisation is competitive over time if organized according to its strategic type. The fourth strategic typology is called “Reactor”. The Reactor organisation represents an unstable situation, a form of strategic "failure" in which inconsistencies exist among its strategy, technology, structure, and process (Miles & Snow 2003, 29).

“Defenders” are organizations which seldom apply primary attention to improving the efficiency of their existing operations. In the newspaper industry this is the case of organisations in which the focus is on publishing a newspaper. The large investments that have been made to digitalize the production process appear mostly to be about producing the same thing in a more efficient way. Defenders also tend to ignore developments and trends outside of their domains, choosing instead to grow some limited product development. Defenders usually do little or no investigation of the environment for new areas of opportunity, but, instead, intensive planning oriented toward cost and other efficiency issues. Stable industries lend themselves to this type of organization more than turbulent industries such as those of the media market, in which technology and audiences consume patterns are in constant innovation.

Unlike the Defender, whose success comes mainly from efficiently responding to a stable domain, the “Prospector” organisation's prime aptitude is that of finding and exploiting new product and market opportunities. The Prospector adapts itself to the changes of the environment in a more dynamic way than those of other types of organizations within the same industry. Thus, these

organizations often are the agents of change to which their competitors must respond. We can suppose The New York Times, in 1999, being a “prospector” organization, since this newspaper company, as early as that, had already separated its online activities into a separate company with the intention, amongst others, to take advantage of the high value estimate and collect external capital to finance further growth (Krumsvik, 2006).

Between “Defender” and “Prospector”, a third type of organization is called the “Analyzer”. The Analyzer is a combination of the Prospector and Defender types and represents a possible alternative to these other strategies. A true Analyzer is an organization that attempts to minimize risk while maximizing the opportunity for profit. The Analyzer main question is: how to locate and exploit new product and market opportunities while simultaneously maintaining the firm core of traditional products and customers? The Analyzer's answer is often that of moving toward product or market innovation through imitation and only after their success has been demonstrated by others (i.e. some “Prospector” competitor). “Analyzer” as the chosen main strategy in the today newspaper industry would seem to be a reasonable supposition, at least for largest newspapers (see Krumsvik, 2006).

A fourth type of organization, the “Reactor”, exhibits a pattern of adaptation and alignment to its environment that is both inconsistent and unstable. Reactors are organizations in which top managers frequently perceive change and uncertainty occurring in their organizational environments but are not able to respond effectively. This kind of organisation seldom makes adjustments of any sort until forced to do so by environmental pressures. The Reactor's "adaptive cycle”, thus, usually consists of responding inappropriately or too late to environmental change and uncertainty, performing poorly as a result, and then being reluctant to act proactively in the future. Many newspapers act in a way that may fall into the Reactors category. This happens, for examples, when top management is only partially at ease with online activities, and/or the balance between traditional and new activities in an “Analyzer model” has not been established in a efficient and effective way.

Besides the adaptive cycle we also consider how organizations align the adopted strategy to operations and in particular to the current information technology infrastructure (Luftman, 1996) and how it enhance (internal-external) user innovation (Nambisan, Agarwal, & Tanniru, 1999) .

As underlined by Lawrence and Lorsch (1986; 1972), more complex and uncertain is the external environment (such as today’s newspaper industry) the greater, consequently, will be the internal differentiation between departments. This happens as departments develop their own attitudes, goals, work orientation and internal structures and processes to accommodate the requirements of their specialised sub-environments. This internal differentiation impacts on internal coordination between departments and, consequently, to a greater need for internal integrating mechanisms. This is because organization sub-units (for examples the print newsroom and the online newsroom) and sub-organizations (for example, the marketing department) operate in different environments, mainly having information from their particular sub-environments, and this can lead to a state of conflict at the organizational level. Thus, organizational conflicts can be linked to structural misalignment, as well as cultural. For example, if the marketing department is able to gather information about audience more efficiently than the print newsroom and therefore influence on how content is proposed to

readers, marketing department may help the newsroom to adjust the product by creating new services in order to fulfil the readers' unsatisfied needs. Taking these issues into account, newspaper organisations intrinsically face these organisational conflicts (Achtenhagen & Raviola, 2009). These conflicts may even be intensified during change process and are due to many reasons. First of all, newspapers are not totally commercial entities, but must also act in accordance with public interest and cultural imperatives (Caves, 2001; Küng, 2007), as well as forced to appeal to both audiences and advertisers (Picard, 2005). As a result, one of the unique features of newspaper companies is the internal competition, on the one hand, between editorial and management staff, on the other hand, between the newsrooms and the business departments (Underwood, 1993). Other conflicts may also emerge within the newsroom, amongst print newsroom and online newsroom. Conflicts and misalignment issues may therefore be related to different perspectives on content orientation versus technology orientation or product defined by publisher versus entrepreneurial content developer, traditional human talent versus technological savvy talent, and managers as positional leaders versus managers as facilitators conflicts (see Achtenhagen and Raviola 2009). The reorganization linked to the "adaptive cycle" that the organisation is undergoing may even augment differentiation and thus complicate tensions at the process level due to new workflows. This creates uncertainty in the organization, since the organizational units are not independent in completing their tasks but are dependent on the actions and decisions made by other units. This is why, when both the level of differentiation and the information technology related innovation is high, more emphasis is needed on absorptive capacity of the organization (Francalanci & Morabito, 2008) and on "integration mechanisms" (Lawrence & Lorsch, 1986). Lawrence & Lorsch (1986) define "integration" as the process of achieving effective unity of efforts as well as the level of cross-functional interaction, communication, information sharing, coordination, and level of joint involvement.

The chosen model of analysis is developed to understand companies within an industry, and we propose to use it in analysis of a newspaper company based in Milan, *Corriere della Sera*. The aim of the research at *Corriere della Sera* is to develop a pilot case study (Yin, 2003) in order to understand how a major national newspaper organization manages the integration between activities related to the print newspaper and opportunities enabled by Information and Communication Technologies (ICTs) as well as by networks, Social Media and mobiles technology. The aim of the research is also to provide evidence of why the strategy is linked to organizational structure as well as information management configurations. To these ends, we investigate if there is clear formulation of the strategy and which may be the necessary adjustment of structure and processes as well as mechanism of integration between different sub-units.

The case study has been carried out following an interpretive research approach to field studies (Klein & Myers, 1999; Geoffrey Walsham, 1993; G. Walsham, 1995), aiming at understanding how participants interpret their context and act on the basis of their interpretation of institutional constraints (Berger & Luckmann, 1991; Kallinikos, 2006), influencing also the researchers subjective construction of their interpretation of observations.

The access to the domain of analysis has been provided by an external journalist of the print newsroom and the data have been collected in a first stage in February 2010, by means of 15 semi structured interviews and document reviews leaded together by both the authors. A second stage of 2 semi structured interviews has been carried out in April 2010.

The interviews had a duration of nearly 40 minutes each and involved five members of the online newsroom (one deputy chief editor, one head of service, and three editors), the head of department of marketing, three journalists of the print newsroom, four members of the ICT function, the head of the ICT applications function, three experts, external at the organization, but very familiar with it.

Corriere della Sera is the best-selling and most prestigious Italian daily newspaper. It is published by RCS Quotidiani, company of the RCS MediaGroup, an international multimedia publishing group that operates in daily newspapers as well as magazines and books, radio broadcasting, new media and digital and satellite TV. In the digital media sector, Corriere della Sera web site, Corriere.it, is operated through RCS Digital, company of the group which manages and develops digital media publishing activities, as well as coordinate marketing and advertisement.

The newsroom of Corriere.it (the online version of Corriere della Sera) has been chosen as the main subject of the pilot case study because geographically congenial, consistent with respect to the aims of the research and accessible in terms of availability of interviewees and secondary data.

The online newsroom of Corriere.it is composed of 17 people divided in three main areas, namely desk, editors, and art direction (while print newsroom is composed of about 65 people, divided into specialist areas). In the following, we first describe relationship between information management and strategy of the overall newspaper organization; then, we discuss routines and work practices at Corriere.it newsroom.

Strategy is characterized by a general vision and mission, and indecision about the sustainable business opportunities of digital media for Corriere: “we need to be online as the others do”. Strategy and culture orientation have an impact on information management and IT strategy which is centralized and depends on the RCS group IT strategy. The central CIO authority defines the IT investments and the projects in collaboration with the head of the three main IT units, namely IT rotary, IT infrastructure, and ICT application. These latter are in charge of the information systems of the overall group, but are de facto located in the same building of the Corriere della Sera, close to the Corriere.it newsroom. Furthermore, the ICT application unit design services for the newspaper together with marketing and the editorial director of the online newsroom on the basis of local needs and requirements.

Organisation appears to be comfortable with using online operations as the distribution platform for breaking news and unique content. Questions about workflow procedures and the production of news content revealed, however, that print-side staffs remain relatively uninvolved in the online side of the business. Online staff develop content for the exclusive use of the online service, whereas print staff members rarely edit content specifically for the online service, and when it happens, it is only because some younger journalist of the print newsroom decides by him/herself to

do so, on volunteer basis. Both managers and print journalists reported that still some print staff members think that online staff has lesser status, and most online staff members think the print staff has greater status. Most managers and journalists reported that only few online staff members attend routine news planning meetings, where they answer questions and make occasional content suggestions, but are not really joint participants. The online staff role during special-planning meetings, such as planning election coverage, is far more participatory, which suggests that news managers appreciate the unique offerings of the online medium during projects that go beyond day-to-day news coverage.

Asked the degree to which the newspaper utilizes the online service to scoop news, respondents reported hardly ever this happens, this because scoops are preferred to be left to the print.

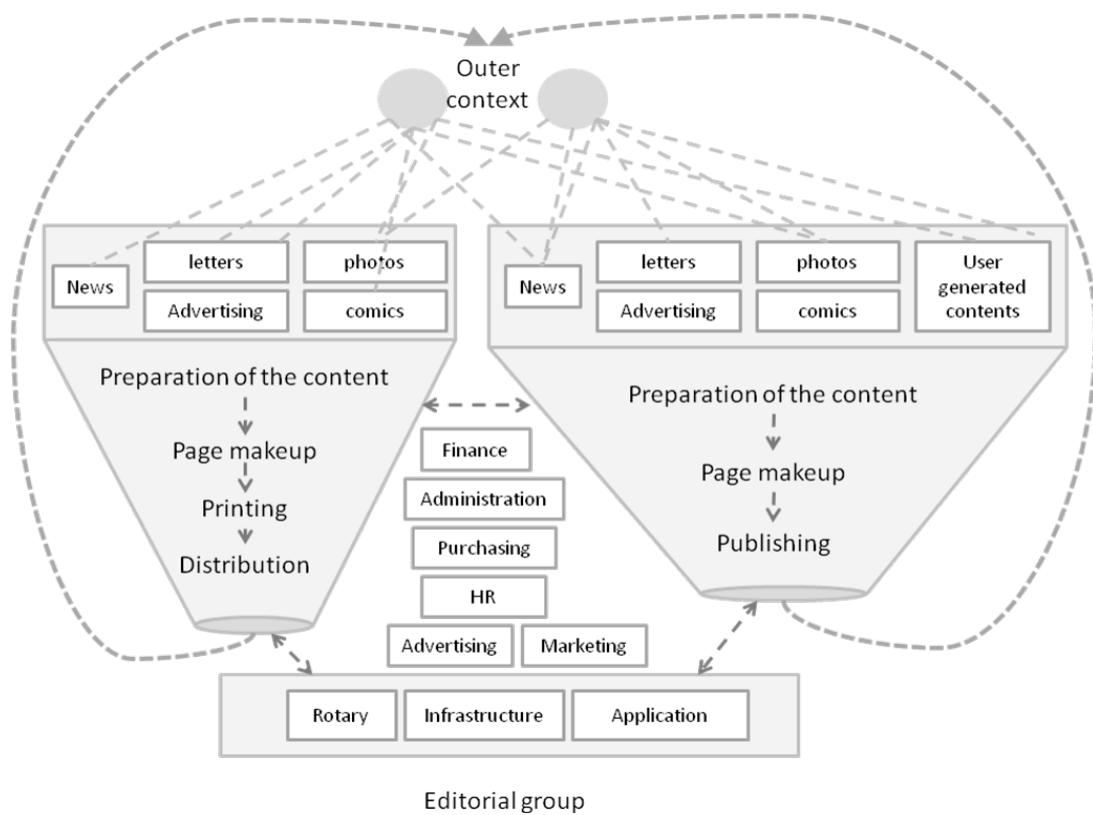


Figure 1. Omnigraph of Corriere della Sera

In Figure 1 we describe the Corriere della Sera newsrooms activities by using the “organigraph” approach proposed in Mintzberg et al. (1999). The main constructs of organigraphs are i) *set* (namely arrows representing organizational resources used by business processes and activities), usually connected in a ii) *chain*; other constructs are iv) *hub*, that is any physical and conceptual point at which actors and information move from a focal point, and v) *web*, describing complex connections between network nodes. Figure 1 shows how the Corriere della Sera is characterized by two major hubs producing a set of information products for the society as outer context in form of news, letters, photos, comics, advertising, and user generated contents (these latter mainly produced by the online

newsroom). The online and print newsrooms work in a separate way carrying out two different chains of activities, where paper based newsroom (left end hub in Figure 1) confirm the chain represented in Mintzberg et al. (1999), ending with printing and distribution as final activities. Web newsroom deals mainly with publishing of information without internal time limits from 7 a.m. to 23 p.m.; being not bounded by the time constraints of rotary and distribution processes. For what concerns the IT strategy, Corriere della sera depends on the central function of the RCS group. Indeed, the CIO of RCS group is in charge of defining the IT strategy both at horizontal and vertical level for all the companies of the group. Nowadays, Corriere della sera has a priority in terms of IT demand management because of the relevance of the number of readers and the economic impact of its initiatives at group level. Due to these issues, Corriere della sera has an internal factory and a facility management for the development of applications and IT solutions, leading to a close interaction at operational level between newsrooms and IT function, on the one hand, and marketing, on the other hand. Indeed, it is important to note the distribution of functions, where i) marketing and ICT application organizational units are closer to the web newsroom, ii) IT function for rotary are mainly associated to print newsroom, and iii) IT infrastructure support both the newsrooms.

The information management at Corriere.it as the main editorial activities in the print newsroom is based on Méthode middleware framework, an editing and pagination digital environment for the design of newspapers and magazines. Méthode is based on Web technologies and has print functions completely integrated with online publishing in a multichannel fashion. Newspaper editors can work directly on the page or in a separate editing window, exploiting a range of advanced graphic design functions fully integrated with standard software. Although Méthode offers several advanced and Web 2.0 oriented functionalities, at the newsroom of Corriere.it these are bounded and constrained by the adoption of Windows 2000 as desktop operating system related and of not up-to-dated and lower performance hardware desktop for the newsroom. This configuration is dictated by union rules asking for uniformity between online newsroom and print newsroom because all the journalist must share the same equipment by contract. A uniformity that is a de facto duplication of the newspaper editorial activities in two independent newsrooms producing parallel contents without no room for a real integration. For what concerns information reuse and aggregation of multiple external sources, the exploitation of user generated contents, although encouraged by marketing department, is limited by the little availability of (human) resources needed for activities of selection and editing of the huge amount of information on hand. User generated content is checked for reuse if coming from external sources or is moderated when generated in Corriere.it web services (comments at forum, blogs etc.) with the help of outsourcing editorial services.

The effects of information growth and convergence on the newspaper formal organization is limited by four constraining forces acting mainly at business model and information management level. The operational role of IT together with the other previous cited constraining forces allows the enforcement rules preserving the interests and organizational relevance of the print newspaper newsroom as shown by the rules indicated by the union of journalists, forcing the adoption of an

obsolete IT portfolio, also to the online newsroom, which, consequently, results “penalized” because of the lack of up-to-dated complementary IT resources (Melville, Kraemer, & Gurbaxani, 2004)

3 DISCUSSION

Corriere della Sera presents both characteristics of an “Analyser” and a “Reactor” organization at the same time. The establishment of the online newsroom can be seen as a shift towards the category Analyzer, with operations in one relatively stable part of the market (print) and one rather unstable (online). In the traditional line of operations (print) the focus is on routine and efficiency, whereas in the new line of business (online), Corriere della Sera seeks to adopt good ideas already tested by competitors. The majority of the Corriere della Sera's revenue is, in fact, generated by a fairly stable set of products and customer or client groups (a Defender characteristic) linked to the print newspaper. At the same time, the most successful product or market innovations developed by prominent Prospectors are adopted: for example, mobile services or real time video-content. In order to be successful, the Analyzer organisation should be able to respond quickly when following the lead of key Prospectors while at the same time maintaining operating efficiency in its stable product and market areas. As Analyzer, Corriere della Sera presents therefore a dual technological core reflecting solutions of both the Prospector and the Defender. The aim of the Corriere della Sera is in fact to enlarge its product line (online, mobile, archive search, user generated content etc.) without incurring the Prospector's extensive research and development expenses. Hence, from the organisational point of view, the challenge is how to differentiate the organization's structure and processes to accommodate both stable and dynamic areas of operation. The Analyzer typically solves this problem with some version of a matrix organization structure. The structure and processes of the organization are differentiated in order to account for both stable and dynamic spheres of activity. Consequently, heads of key functional units, editorial and marketing, are unite to form a balanced dominant coalition, which is typical of an Analyser organization. In the case of Corriere della Sera, this can be observed, although the marketing manager's influence seems to be greater on the online newsroom than on the print newsroom since his task is to identify promising product-market innovations.

Nevertheless, Corriere della Sera presents also characteristic of the “Reactor” organisation. First of all because it is still not clearly stated what may the exact answer to following question: “What kind of strategic role do the online newspaper play?”.

The more common answer amongst both managers and journalists interviewed has been that “exploring new opportunities in new media” is the primary function of the online newsroom at Corriere della Sera. It seems as though both managers and journalists at Corriere della Sera find it hard to respond efficiently to the uncertainty created as a result of changes in the environment. It nevertheless seems that the a state of “exploration” may best summarize the situation of many players, since fear, uncertainty and doubt are still part of the newspaper industry, also in 2010.

In this climate of uncertainty, the “Analyzer” areas cannot be supported by intensive planning between the IT group and the marketing managers for the development of new products. In this

situation, therefore, the key characteristic of the Analyzer's system of balancing between the stable and dynamic areas of operation is difficult to achieve. This is because *Corriere della Sera* has not yet succeeded in finding a balanced focus between traditional and new activities.

Although there are undoubtedly many reasons why organizations become Reactors, Miles and Snow (2003) have identified three. First, top management may not have clearly articulated the organization's strategy. For example, *Corriere* was created by a small group of editorial managers, prospectors of immense personal skills, but to the effort of this small coalition have not followed a shape of the organization's structure and processes to fit a strategy clearly chosen by the top management (and this "unclearness" is the second reason identified by Miles and Snow why organizations become Reactors). Furthermore, unless all the different domains, cultural, technological, structural and procedural, are properly aligned, strategy is a mere statement, not an effective guide to behaviour. And this seems to be the current situation at *Corriere della Sera*.

However, the present goal of the organisation does not appear to be an integration between print and online newsrooms, as well as different units. And, as noted above, the absence of IT in the dominant coalition is to represent an underutilisation of technology, which is usually a trait of the Reactor organisation. The result is that dual technological core (newsrooms technology, routine information management systems versus web and mobile solutions) are not integrated in a flexible way. Organization's existing technological capabilities are not, thus, well matched with the new products desired by the IT and marketing departments, not even in front of the evidence of the (commercial) performance of the online newspaper, with nearly 1 million and 600 thousand readers each day and most of the revenues coming from advertising and events promotion.

In areas where *Corriere della Sera* wish to "prospect" (online newsroom and marketing department), these present a functional structure, as well as share the same technology with other units and with print newsroom, thereby making it difficult for the organization to respond to market opportunities quickly. Accordingly, *Corriere della Sera* exhibits a weak link between its strategy (of being an Analyser organisation, although not clearly stated) and its structure-process characteristics.

The third cause of instability defined by Miles and Snow is a tendency for management to maintain the organization's current strategy-structure relationship despite overwhelming changes in environmental conditions. And this is also the case of *Corriere della Sera*, afraid of losing the status-quo of its influent brand.

Misalignment, though, is not only toward external environment but also, to some extent, also within organisation. At *Corriere della Sera* the achieving of integration seems to be perceived as a cost that might outweigh the benefits or at least significantly reduce the value of integration itself. This because reciprocal interdependence requires for example timely information sharing, whereas team interdependence requires joint problem solving and direct observation. And these are costly.

Furthermore, the achieved integration at *Corriere della Sera* seems uncertain, at the it seems there is no tensions or very low conflict, the misalignment between the two newsrooms or between functions is showed by the lack of accurate information regarding other units as well as the feeling that different functions or/and different units do not behave as a unified whole. Also the rare utilization of

online service to scoop news might indicate a low level of integration between the print and online units. The need of “integration mechanism” is therefore perceived.

At Corriere della Sera, at the moment, inter-units integration and mutual adjustment and feedback rely on mainly horizontal mechanisms, such as informal communication across print and online newsrooms or across functions (mainly IT and/or marketing) or managerial meetings. The role of small numbers of influent testimonials (chief editors of the recent organizational past or influential journalists) and champions (younger journalists of the online and print newsrooms as well as technology “experts” working in the IT department) are also important because they represent potential agents of change.

Integration mechanisms appear, therefore, to be relevant to the Analyser parts of the Corriere della Sera because they increase the amount of information processed in the organization, as well as the richness of that information, providing the organisations with informal devices of coordination, overcoming the organizational members’ limitations regarding perceptions and understanding in the ability to achieve the common goals. Together with achieved integration and integration mechanism, the third dimension of integration is requisite integration or “required interdependence”, (Lorsch and Lawrence, 1972), which is the felt need for joint decision making.

At Corriere della Sera this is highly felt by online staff. This varies across situations but the common feeling is that of a desired continual collaboration with print staff, in order of being able of taking common decisions before act. This is mainly to overcome uncertainty but also for the wish of a more significant participation in decision making. At the moment, though, only the already mentioned informal lateral integration mechanisms provide some sort of casual integration. The online newsroom managers and the marketing managers are the most ones committed to integration at Corriere della Sera, but they said it had been modestly successful, which suggests that further evolution may be required to meet these news managers’ objectives.

4 CONCLUSION AND FUTURE WORK

Corriere della Sera presents both characteristics of an “Analyser” and a “Reactor” organization at the same time. The majority of the Corriere della Sera's revenue is, in fact, generated by a fairly stable set of products and customer or client groups (a Defender characteristic) linked to the print newspaper. At the same time, the most successful product or market innovations developed by prominent Prospectors are adopted: for example, mobile services or real time video-content, as well as the opening to user generated content.

Nevertheless, Corriere della Sera presents also characteristic of the “Reactor” organisation. Strategy about online opportunities is still not clearly stated and online newsroom primary function is still that of an “explorative” role. The climate is still of uncertainty, and there is no intensive planning between the IT group and the marketing managers for the development of new products.

Furthermore, print and online operations are very small integrated. The misalignment between the two newsrooms or between functions is showed by the lack of accurate information regarding other units as well as the feeling that different functions or/and different units do not behave as a unified whole. Inter-units integration and mutual adjustment and feedback rely on mainly horizontal mechanisms, such as informal communication. This, even though, in the online newsroom the common feeling is that of a desired continual collaboration with print staff, in order of being able of taking common decisions before act but also for the wish of a more significant participation in decision making. The online newsroom managers, the marketing managers, and IT applications staff are the most ones committed to integration at Corriere della Sera, but they said it had been modestly successful, which suggests that further evolution may be required to meet these news managers' objectives. At Corriere della Sera, management attempts to promote greater integration may help improve the status of online staff members. In fact the cultural issues emerge has the main constraints for a value added exploitation of information related to the digitalization of news distribution and the development of new media infrastuctures. A more highly integrated newspapers could bring to production efficiencies in the form of the online staff's greater empowerment and involvement in the organization's activities and the print staff's more frequent contributions to the online operations. A higher level of integration may also bring an internal personnel relationships characterized by equalized perceptions of status between print and online employees, as well as having online staff actively participate in planning meetings, which in turn may help the institution of explicit policies for cross-promotion of content.

Additional research is needed to determine if integration may help meeting specific strategic as well as management goals. Furthermore, case studies which consider newspaper with integrated newsrooms will provide evidence of cultural factors defining a "Prospector" type in the newspaper sector. Furthermore, a multiple case studies approach will support the definition of a new typology framework combining adaptive cycle, integration strategies, and absorptive capacity attitudes. In future work will we carry out the second stage of interviews and replicate the case study to others large and middle-size Italian newspaper organizations in order to evolve the research towards the above mentioned integrated framework.

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