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**Business Processes Hybridization in Russian News Agencies  
in the Context of Media Convergence**

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## GENERAL CHARACTERISTICS

**Relevance of the Research Topic.** The present paper focuses on the newest tendencies in the production activities of three leading federal information agencies of Russia: TASS, “Rossiya Segodnya”<sup>1</sup> and “Interfax”. In recent years, the business processes within these agencies have undergone a transformation, shifting from media texts production for news feed keyed on subscribers, mainly businesses, (b2b-segment) to a comprehensive process model, where the traditional form of business relations with other news media has come to include distribution of information for mass audience (b2c-segment). Whereas previously news agencies operated as closed “raw information bases”, they have now, while continuing to serve as infrastructural components of the industry, entered the broader competitive media market. The reasons for this change lie in general tendencies of media sphere development, among which we should specifically highlight the following: media convergence and multichannel information distribution. As the result of these phenomena, the accessibility of the distributed news has increased and news agencies have lost their functional exclusivity.

According to Similar.Web, within three months from April to June 2024, the online portal “RIA News” (ria.ru) recorded 116.6 million site visits<sup>2</sup>. At the same time, the same resource reports that, “RIA Novosti” competes with such online platforms as “lenta.ru” (85.7 million), “kp.ru” (80 million), “gazeta.ru” (48.4 million), and “Interfax.ru” (10.8 million)<sup>3</sup>. As it can be clearly seen, IA (information agencies) have actively joined the competition for mass audience with other mass media on the internet.

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<sup>1</sup> The news agency RIA Novosti is part of this media group.

<sup>2</sup> Traffic Analytics, Rating, and Audience of ria.ru [June 2024] // Similarweb. URL: <https://www.similarweb.com/ru/website/ria.ru/#overview> (Accessed: September 17, 2024)

<sup>3</sup> Ibid.

The emerging comprehensive model, which we will refer to as “hybrid”, entails changes in editorial and managerial processes in Russian federal information agencies. These transformations will henceforth be referred to as “hybridization of business processes”, which in this context constitutes a new stage of convergence for the mass media subject to this analysis.

The trend for hybridization of business processes itself has significant importance for the analysis due to audience segmentation, search of new platforms and content distribution aimed at engaging this audience and consequently, at monetization of the content produced by news agencies, which is especially crucial in times of a crisis in the media market. Furthermore, a comparative analysis of hybrid workflows of agencies, being media trendsetters, will allow to generate an updated picture of the domestic media field, which could serve as an example for federal and regional mass media.

It seems relevant to consider the activities of news agencies using a comprehensive approach, in the context of growing popularity of platform-based media, as audiences increasingly turn to social media, video hosting services and messengers. Information agencies occupy a unique niche in digital media consumption, as shown by the reports of the “Medialogy”<sup>4</sup> company. The importance of the research lies also in the fact that content units of news agencies shape the agenda for mass audience, and serve as sources for other mass media, hold top positions in online news aggregators and social media.

**Degree of the Research Development.** The first academic papers that in one way or another examined the activities of information agencies of the

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<sup>4</sup> See, for example: Federal Media: June 2024 // Medialogia. URL: <https://www.mlg.ru/ratings/media/federal/13256/> (Accessed: September 17, 2024).

world appeared in the late XIX-th century and early XX-th centuries. These papers mostly focused on a single IA, for example, Associated Press<sup>5</sup>. Starting in the mid-XX-th century there appear research publications of a more general kind, where different information agencies, primarily on the international level, are compared<sup>6</sup>.

In the Russian-language academic literature, interest towards IA as an independent research object developed only by the mid-XX-th century, during the Cold War period. It is mainly associated with the propaganda confrontation between the USSR, leading the soviet block, and the USA and their allies, where IA played a special role<sup>7</sup>. The first dissertations dedicated to IA appeared in the Soviet Union approximately in the 1960s, and they too were focused on the propaganda activities<sup>8</sup>. This tendency persisted until the collapse of the Soviet Union<sup>9</sup>.

In the post-Soviet period the research focus shifts from an exclusively propagandistic perspective to a more diverse topic range. During the years 1990-2020, Russian-language academic literature develops at least six major research directions in IA studies, mostly reflected upon in PhD and science candidate dissertations. The first research direction focuses on different

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<sup>5</sup> See, for example: Simonton, J. W. *The Associated Press: It Is Not a Monopoly, but an Independent Cooperative Union of Newspaper Publishers, and Only a Private Business*. New York: John Polhemus, Printer, 1879; Noyes, F. B. *The Associated Press*. *The North American Review*, 1913, Vol. 97, pp. 701-710; at al.

<sup>6</sup> See, for example: McNaught C. *How we get our world news*. Toronto : Publication jointly by the Canadian Association for Adult Education and the Canadian Institute of International Affairs, 1941; Razi G. M. *Le droit sur les nouvelles; agences d'informations, entreprises de presse*. Paris : Recueil Sirey, 1952; *News Agencies. Their Structure and Operation*. Paris : UNESCO, 1953 et al.

<sup>7</sup> See, for example: Palkunov, N. G. *Basics of Information in the Newspaper: TASS and Its Role*. Moscow: Moscow University Press, 1955; Kruglak, T. *The Two Faces of TASS* (trans. from English). Moscow: Foreign Languages Publishing House, 1963; at al.

<sup>8</sup> Valuzhenich, A. V. *U.S. News Agency: Its Role in Foreign Policy and Place in the Foreign Policy Mechanism*. Thesis ... Candidate of Historical Sciences. Moscow, 1969.

<sup>9</sup> See, for example: Yermolaev, E. F. *The United States Information Agency (USIA) - Center and Organizer of Imperialist Ideological Diversions: Abstract of the Thesis ... Candidate of Historical Sciences*. Moscow, 1971; Khatsenkov, G. F. *The Information and Propaganda Activities of TASS and Increasing Its Effectiveness (Based on TASS Union Information for Soviet Newspapers, Television, and Radio: 1976-1980): Abstract of the Thesis ... Candidate of Historical Sciences*. Moscow, 1982; Kdep, A. S. *The Iraqi News Agency in the Country's Media System: History of Development, Forms and Methods of Operation, International Relations: Thesis ... Candidate of Philological Sciences*. Moscow, 1985; *TASS Reports... / Edited by D. P. Goryunov, L. Yu. Zubkova*. Moscow: Politizdat, 1988.

aspects of IA functioning in the international environment<sup>10</sup>. The second one examines news agencies within the system of national and regional mass media<sup>11</sup>. The third one concentrates on the creation of news materials, produced by information agencies, including the formal content-related characteristics and the language of such materials<sup>12</sup>. The fourth direction centers on historical aspects of IA activities<sup>13</sup>. The fifth one describes the influence of digital technologies on IA functioning<sup>14</sup>. And finally, the sixth direction studies the socio-economic and managerial aspects of IA work<sup>15</sup>. In addition to the above mentioned research directions, there are single works,

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<sup>10</sup> See, for example: Kaddour Z. Problems of Functioning and Cooperation of News Agencies in Arab Countries: summary of the thesis ... of Candidate of Philological Sciences. Moscow, 1993; Moka-Mokoyo Yu. Pan-African News Agency PANA. History of Creation and Activities (1963-1994): summary of the thesis ... of Candidate of Historical Sciences. Moscow, 1995; Salyakhova N.V. The Role and Place of the Agence France-Presse in Global Information Processes: thesis ... of Candidate of Philological Sciences. Moscow, 2005, et al.

<sup>11</sup> See, for example: Kulikovskiy A.V. Specifics of the Development of News Agencies in the Kyrgyz Republic: thesis ... of Candidate of Philological Sciences. Bishkek, 2013; Kurilov A.E. Structure and Mechanisms of the News Field Functioning (Based on the Examples of Interfax, TASS, MIA "Rossia Segodnya"): thesis ... of Candidate of Philological Sciences. Moscow, 2016; Mansurova B.S. News Agencies in the Media System of the Republic of Tajikistan: summary of the thesis ... of Candidate of Philological Sciences. Dushanbe, 2019, et al.

<sup>12</sup> See, for example: Lashchuk O.R. Principles and Methods of Editing News Agencies Materials (Based on ITAR-TASS, RIA Novosti, Interfax): thesis ... of Candidate of Philological Sciences. Moscow, 2003; Lashchuk O.R. Rewriting News Reports: Creation and Editing. Moscow: MediaMir, 2013; Viren G.V. Principles of News Text Creation in Russian News Agencies: thesis ... of Candidate of Philological Sciences. Moscow, 2011; Golovanova N.I. Semantic, Syntactic, Referential and Pragmatic Foundations for Representing the Frame "Armed Conflict" in Journalistic Texts (Based on Russian Newspapers and News Agencies' Online Publications): thesis ... of Candidate of Philological Sciences. Stavropol, 2015; Uryvskaya T.A. Linguo-Pragmatic Characteristics of Alphabetic Words in Chinese Media Discourse (Based on Xinhua News Agency Texts): summary of the thesis ... of Candidate of Philological Sciences. Kazan, 2022, et al.

<sup>13</sup> See, for example: Sapunov V.I. Financial-Economic and Socio-Cultural Aspects in the History of the Reuters News Agency: thesis ... of Candidate of Philological Sciences. Voronezh, 2000; APN from Sovinformburo to RIA Novosti: 60 Years in the World of Information Tension. Compiled by Afanasyeva M.I.. Moscow: RIA Novosti, Vesti, 2001; Bityutskaya V.V. The Soviet News Agency: Evolution of Content and Activity Technologies (Based on TASS Materials): thesis ... of Candidate of Philological Sciences. Saint Petersburg, 2019, et al.

<sup>14</sup> See, for example: Mogilevskaya E.V. News Agencies on the Internet: Features and Principles of Operation: summary of the thesis ... of Philological Sciences. Voronezh, 2008; Polynov V.A. Content Models of Russian News Agency Websites in the Context of Media Convergence: summary of the thesis ... of Candidate of Philological Sciences. Moscow, 2020, et al.

<sup>15</sup> See, for example: Egorov A.I. News Agencies in the German Economic News Market. Specifics, Main Development Patterns, and Stylistic Features: a summary of the thesis ... of Candidate of Philological Sciences. Moscow, 2001; Pogorely Yu.A. International Economic News Agencies: Development Strategy and Creative Aspects of Activity: summary of the thesis ... of Candidate of Philological Sciences. Moscow, 2001; Voytsekhovich K.A. The Associated Press in the Modern Information Market: thesis ... of Candidate of Philological Sciences. Moscow, 2005.

dedicated to professional activity of journalists working in IA, and some others that fall outside the scope hereof<sup>16</sup>.

Henceforth the attention hereof will be focused on the publications, related to the economic and managerial aspects of the leading news agencies. Talking about the work of agencies in the context of domestic and foreign media systems, the works of O. Boyd-Barrett and T.Rantanen, who have comprehensively described in great detail operation of global news agencies, as well as specifics of TASS and “Interfax”, should be singled out<sup>17</sup>. Among domestic academic papers the textbook by G.V.Viren, T.I.Frolova, V.A.Polynov<sup>18</sup> should be highlighted. Therein the researchers study the typology and criteria for the agencies operations, address some historical aspects of media development, identify patterns in creating content for news feeds. The place of IA in the modern media market and their typological characteristics are described by E.L. Vartanova, G.V.Viren and T.I.Frolova in a composite article<sup>19</sup>. Furthermore, the Russian media system itself is quite fully described in a textbook of the same name, written by a team of researchers from Lomonosov Moscow State University<sup>20</sup>.

An important foundation for this research roots in the published editorial standards of TASS and “Interfax”<sup>21</sup>, which describe in detail the work structure of an editorial office, as well as modern formats, used in the

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<sup>16</sup> See, for example: Alekseenko D.I. Special Aspects of the Professional Activity of a News Agency Journalist in Working with Economic Information: a summary of the thesis ...of Candidate of Philological Sciences. Chelyabinsk, 2014.

<sup>17</sup> Boyd-Barrett O. News Agencies in the Era of the Internet // *Media Asia*. 2008. Vol. 35, No. 3. P. 163-169; Boyd-Barrett O., Rantanen T. News Agencies. Global and National News Agencies: Opportunities and Challenges in the Internet Age // *Media: An Introduction*, edited by A. Briggs, P. Cobley; translated from English by Nikulicheva Yu. V. 2nd ed. Moscow: Unity-Dana, 2012. Pp. 66–81.

<sup>18</sup> Viren G. V., Polynov V. A., Frolova T. I. Op. cit.

<sup>19</sup> Vartanova E. L., Viren G. V., Frolova T. I. Typology of News Agencies // *Moscow University Bulletin. Ser. 10. Journalism*. 2013. No. 3. Pp. 6–30.

<sup>20</sup> *Media System of Russia: A Textbook for University Students* / Ed. by E. L. Vartanova. Moscow: Aspekt Press, 2021.

<sup>21</sup> *Editorial Standard of TASS: A Textbook for University Students* / Comp. by Lebedev A. V.; Ed. by Filimonov M. G.. Moscow: Aspekt Press, 2019; Gerasimov V., Romov R., Sleptsov I. et al. *Interfax. News Technology: A Textbook* / Ed. by Pogorely Y. Moscow: Alpina PRO, 2022.

agencies operations. Crucial contributions to this paper was also made by the academic works, dedicated to the historical development of the media subject to our analysis<sup>22</sup>, which became a supportive base for retrospective study of news agencies activities throughout the years. Additionally a book by O. Boyd-Barrett, dedicated to information agency “Interfax”, which offers a historical and political research with regards to this private agency, played an important role<sup>23</sup>.

Hybridization of business processes in news agency is studied by E. L. Vartanova and A. V. Vyrkovsky<sup>24</sup>, however, the authors focus on the specifics of this model only in relation to TASS agency. In their article the researchers use interview materials with top-managers of the agency. In the article they raise questions related to the synergy of processes aimed at different audience segments.

In recent years, the Russian discourse on communication and media has featured several articles, dedicated to the current state of IA on the Internet, exploring both international and domestic practices, including political aspects of IA operation, technological infrastructure (databases in particular), tendencies in the development of news agencies in the historical context, etc. A. A. Ryabov’s research where he studies TASS and "Rossiya Segodnya" agencies in the context of the state system of distribution of news, is of particular interest. Ryabov addresses a relevant academic research question: “are state news agencies truly one of the central and most important elements of Russia’s media system, playing the leading role in enabling state information politics?”<sup>25</sup> An article by E. V. Kopitkova, dedicated to the

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<sup>22</sup> APN from Sovinformburo to RIA Novosti. Op. cit.; TASS Reports... Op. cit.

<sup>23</sup> Boyd-Barrett O. Interfax. Breaking into global news. Lancaster : Scotforth Books, 2014.

<sup>24</sup> Vartanova E. L., Vyrkovsky A. V. Between the State and the market: an analysis of TASS' fall and rise // Journalism. 2020. Vol. 21, No. 4. P. 1842–1858

<sup>25</sup> Ryabov A. A. Special Aspects of the Operation of TASS and MIA "Rossia Segodnya" at the Present Stage: A Comparative Analysis // Communications. Media. Design. 2021. Vol. 6, No. 1. pp. 162–163.

problems of anti-crisis management in Russian state information agencies, should also be noted<sup>26</sup>.

In concluding this brief overview of what has been fulfilled in the sphere subject to our analysis, it should be mentioned that as yet there are no comprehensive publications, dedicated to business processes within modern Russian information agencies, except for the articles by the author of the present thesis. It opens up an opportunity to carry out such research and fill in the existing gap in the academic understanding of the subject matter.

**The Object of the Research** is leading Russian information agencies, often referred to as the “big three”. Herein the research will be limited to three of them: TASS, "Rossiya Segodnya" and “Interfax”. The choice of these agencies is based on the following factors: a) they are federal media; b) they cover all spheres of life; c) they have extensive correspondent networks both in Russia and abroad; d) these three agencies compete with each other in the general media market - the Medialogia and Mediascope systems together analyze TASS, "Rossiya Segodnya" and “Interfax” from the point of view of efficiency and citation; e) the concept of the "big three" news agencies is considered not only in the industrial environment, but also in the academic.

**The Subject of the Research** is the transformation of media production at TASS, Rossiya Segodnya and Interfax (diversification of product portfolios, formation of new content formats, transformation of management processes) as a result of the hybridization of business processes of the studied mass media in the context of media convergence.

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<sup>26</sup> Kopytkova E. V. Special Aspects of Crisis Management in State News Agencies // Communications. Media. Design. 2024. Vol. 9, No. 2, pp. 145-174.



**The Goal of the Research** is to identify key patterns of hybridization in business processes of three leading Russian information agencies in the context of continuous media convergence.

In order to achieve the above stated goal the following tasks have been set:

1. to examine fundamental theoretical and methodological basics of media economics and media management;
2. to specify the concept of “business processes” in relation to process management in management theory and media management;
3. to analyze different theoretical concepts of media convergence;
4. to study theoretical approaches to information agencies as a distinct type of media;
5. to identify key tendencies in the diversification of product portfolios within information agencies, in particular, to consider media texts, audiovisual formats and information agency services;
6. to consider genres and formats hybridization in editorial practices of media agencies;
7. to specify current managerial practices in news agencies, as well as development strategies of the mass media subject to the analysis.

**Research Methods and Methodology.** Among the general scientific methods, the following were used: analysis and synthesis, comparison, systematization (in particular, typology); among the theoretical methods, the structural-functional method, reflexive analysis. Among the empirical research methods, we note the following: secondary analysis of open data, analysis of media texts, semi-structured expert interviews, and participant observation.

The structural-functional method was used when considering news agencies as special social, systemic structures; reflexive analysis - when generalizing the results of individual research tasks.

Secondary analysis of open data was used when considering product portfolios, reference information, and preparing an interview guide; analysis of media texts - when identifying key patterns in the development of news agency products, the transformation of genres and formats in the practice of agencies; expert interviews - when clarifying managerial practices; participant observation - when describing editorial work regarding the analysis of news agency business processes. Participant observation as a method of editorial ethnography was conducted according to the following parameters, which were recorded in the author's diary program: 1) the editorial daily routine; 2) the structural characteristics of the editorial offices (editorial boards) of the news agency; 3) the specifics of holding briefings; 4) the procedure for setting work tasks; 5) the procedure for monitoring the implementation of work tasks; 6) the use of standardization and codification methods in editorial practice; 7) the level of use of technologies in editorial practice; 8) interaction with non-editorial departments of the news agency. Due to the author's work in the industry, it is not possible to provide full-fledged diaries due to obligations to maintain corporate confidentiality - the presentation of specific insider information entails legal punishment.

Qualitative content analysis consisted of examining 76 media texts of three agencies; identifying format patterns; features of the presentation of news and non-news content of the news agency in the context of convergent changes. The purpose of the expert interview was to review the current audit of business processes and digital development strategies of the agency.

The general guide is divided into several questionnaires intended for the heads of a particular agency block (for ourselves, we divide the

departments of interest to us into the following blocks: editorial (produces content for the b2b segment); digital (produces content for the b2c segment); product (responsible for the development and implementation of the agency's product line); technological (responsible for the technological development of the agency)). We note a qualitative error, which lies in the possible bias of experts who are current employees of agencies.

**Research Hypothesis.** Three leading information agencies of Russia, namely TASS, "Rossiya Segodnya" and "Interfax", have developed a new hybrid "b2b+b2c" business process model. Model in the agencies subject to the study hereunder leads to a systemic transformation of managerial practices, manifesting particularly in: 1) diversification of product portfolios; 2) technological reforms, including increased implementation of technical innovations; 3) changes in the organizational structures of companies; 4) introduction of new content genres and formats; 5) changes in the professional staff of the news agencies.

**Theoretical Framework of the Research.** Having analyzed the current business processes of the news agencies TASS, "Rossiya Segodnya" and "Interfax", it was decided to divide the research foundation into four subject fields: media economics, media management, media convergence theory and the theory of information agencies' operations.

Key works for our theoretical research are the papers of Dallas Smythe<sup>27</sup> and Robert Picard<sup>28</sup>, dedicated to the commodification of media audience and the dual media market.

Elena Vartanova's work<sup>29</sup> and Andrey Virkovsky's monograf<sup>30</sup> played an important role.

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<sup>27</sup> Smythe D. Op.cit.

<sup>28</sup> Picard R. Media economics: concepts and issues ... Op.cit.

<sup>29</sup> Vartanova E.L. Media Economics of Foreign Countries. Op. cit.

<sup>30</sup> Virkovsky A.V. Editorial Management. Op. cit.

Papers, dedicated to journalism genres and formats, were also explored<sup>31</sup>.

Among the research works on convergence as a socio-cultural phenomenon, Henry Jenkins' work on convergent culture stands out<sup>32</sup>.

Domestic textbooks from Moscow State University and the Higher School of Economics on internet media and multimedia journalism<sup>33</sup>, as well as the collective work of media industry theorists and practitioners titled "How New Media Changed Journalism. 2012–2016"<sup>34</sup> can be subsumed under sources on media convergence and digitalization of editorial processes in traditional media. HSE textbooks<sup>35</sup> also provided key insights for the examination of media convergence theories.

Within the framework of the topic regarding news agencies, in addition to the numerous works mentioned in the review of Degree of the Research Development, one of the key studies for this paper is the research carried out by O. Boyd-Barrett and T. Rantanen on "wholesale" and "retail" media<sup>36</sup>.

Another key concept in this study is the work of A. V. Vyrkovsky and D. A. Borisyak titled "Business Processes in News Journalism."<sup>37</sup> In this work, analyzing the experience of a daily business newspaper, Vyrkovsky

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<sup>31</sup> Ilchenko S.N. Transformation of the Genre Structure of Contemporary Domestic TV Content: Actualization of the Playful Nature of Television. thesis ... the Doctor of Philological Sciences. St. Petersburg, 2012; Kim M.N. Genres of Contemporary Journalism: Monograph. St. Petersburg: Mikhailova V.A. Publishing House, 2004; Kiuru K.V. Digital Genres of Contemporary Media Text: Pin, Insta, Twit // Sign: Problem Field of Media Education. 2016. No. 1 (18). pp. 39–42; Lazutina G.V. Genres of Journalistic Creativity: Textbook. Moscow: Aspect Press, 2012; Melnik G.S., Vinogradova K.E., Liseev R.P. Fundamentals of Creative Activity for Journalists: Textbook. Moscow: Flinta: Science, 2015; Tertychny A.A. Genres of Periodical Press: Textbook. Moscow: Aspect Press, 2006; Shostak M.I. News Journalism. Press News: Textbook and Practice for Undergraduate and Graduate Studies. Moscow: Yurait, 2023

<sup>32</sup> Jenkins H. Convergence Culture: Where Old and New Media Collide. Moscow: Ripol Classic, 2019.

<sup>33</sup> Lukina M. M., Vartanova E. L., Volts A. O. Internet Media: Theory and Practice. Moscow: Aspect Press, 2010; Kachkaeva A. G., Shomova S. A., Lapina-Kratasyuk E. G. et al. Op. cit.

<sup>34</sup> Amzin A. A., Galustyan A. N., Kulchitskaya D. Y. et al. Op. cit.

<sup>35</sup> Kachkaeva A. G., Kiriya I. V., Kolomeets K. G. et al. Op. cit.

<sup>36</sup> Boyd-Barrett O., Rantanen T. Op. cit.

<sup>37</sup> Vyrkovsky A. V., Borisyak D. A. Business Processes in News Journalism // Vestnik Moskovskogo Universiteta. Ser. 10. Journalism. 2013. No. 4. pp. 90–103.

and Borisyak identify three models of journalistic work in modern media that combines the principles of creating both traditional and online texts<sup>38</sup>.

**Empirical Foundation of the Research.** The empirical part includes regulatory documents on the legal and financial status of news agencies<sup>39</sup>; statistics: media use report<sup>40</sup>, data on the efficiency and citation of news agencies<sup>41</sup>; the sites and other online services, that form part of the media product portfolio of the agency's content units; transcripts of seven semi-structured expert interviews with top-managers of the news agencies.

**Scientific Novelty of the Research.** This work is the first comprehensive study of the logics of modern media production in contemporary leading domestic information agencies in Russia in the context of the current convergence and digitalization.

With regard to the genre theory of the media and the formats of media texts, the author's definition of "hybrid news format" was formulated; with regard to issues of media management, the concepts of "business process in the media" and "product of an information agency" were updated.

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<sup>38</sup> Ibid., p. 93.

<sup>39</sup> On the Federal Budget for 2023 and for the Planned Period of 2024 and 2025: Federal Law No. 466-FZ of December 5, 2022 // Collection of Legislation of the Russian Federation. 2022. No. 50 (Part I, II, III). Art. 8760; On Mass Media: RF Law No. 2124-1 of December 27, 1991: as amended on March 11, 2024 // ConsultantPlus. URL: [https://www.consultant.ru/document/cons\\_doc\\_LAW\\_1511/](https://www.consultant.ru/document/cons_doc_LAW_1511/) (Accessed: September 17, 2024); Charter of the Federal State Unitary Enterprise "Information Telegraph Agency of Russia (ITAR-TASS)" // Government of the Russian Federation. URL: <http://archive.government.ru/special/gov/gagencies/202/base.html> (Accessed: September 17, 2024); Charter of the Federal State Unitary Enterprise "International Information Agency Russia Today" (new edition) // Government of the Russian Federation. URL: [https://digital.gov.ru/uploaded/files/ustav-federalnogo-gosudarstvennogo-unitarnogo-predpriyatiya-mezhdunarodnoe-informatsionnoe-agentstvo-rossiya-segodnya-novaya-redaktsiya\\_aADHZ2Q.pdf](https://digital.gov.ru/uploaded/files/ustav-federalnogo-gosudarstvennogo-unitarnogo-predpriyatiya-mezhdunarodnoe-informatsionnoe-agentstvo-rossiya-segodnya-novaya-redaktsiya_aADHZ2Q.pdf) (Accessed: September 17, 2024).

<sup>40</sup> Media Consumption in Russia — 2020. // OOHMAG – News of Outdoor Advertising. Only Current Trends. URL:

<https://oohmag.ru/wp-content/uploads/2020/11/mediapotreblenie-v-rossii-2020.pdf?ysclid=lu6s9pnrqe583256213> (Accessed: September 17, 2024); Media Consumption – 2023 // Mediascope. URL:

<https://mediascope.net/upload/iblock/226/e71wh96qizxpwhf1rj2ttfzkwl8vr8/%D0%BC%D0%B5%D0%B4%D0%B8%D0%B0%D0%BF%D0%BE%D1%82%D1%80%D0%B5%D0%B1%D0%BB%D0%B5%D0%BD%D0%B8%D0%B5%202023.pdf> (Accessed: October 01, 2024); Media Consumption – 2024 // Mediascope. URL:

[https://mediascope.net/upload/iblock/f33/ual5i70kf7n9df7qzkq0gf238bidh3xv/%D0%9C%D0%B5%D0%B4%D0%B8%D0%B0%D0%BF%D0%BE%D1%82%D1%80%D0%B5%D0%B1%D0%BB%D0%B5%D0%BD%D0%B8%D0%B5%202024\\_%D0%9D%D0%90%D0%A2\\_27.08.2024.pdf](https://mediascope.net/upload/iblock/f33/ual5i70kf7n9df7qzkq0gf238bidh3xv/%D0%9C%D0%B5%D0%B4%D0%B8%D0%B0%D0%BF%D0%BE%D1%82%D1%80%D0%B5%D0%B1%D0%BB%D0%B5%D0%BD%D0%B8%D0%B5%202024_%D0%9D%D0%90%D0%A2_27.08.2024.pdf) (Accessed: October 01, 2024)

<sup>41</sup> Federal Media: June 2024... Op. cit.

Within the framework hereof this research focuses on what we consider to be three key aspects of agencies operations: their assets, modern formats and managerial strategies. This “triad” offers a new perspective on the work of the agencies in the modern digital environment, which is undergoing a constant transformation. The research also clarifies the notion of a hybrid business process with regard to operation of news agencies.

This study uses an extensive empirical base expressed in content units of IA, which have been analyzed by the author, as well as in expert interviews with top-managers of information agencies.

**The Philological Aspect of the Research** consists of an analytical review of media texts (content) of news agencies as key elements of the editorial practice of the analyzed media; consideration of genre theories of the media; revision of the concept of "format" in relation to modern digital media and in the formulation of the author's definition of "hybrid news format"; analysis of current formats of news agencies and subsequent reflection on the genre-format system of agencies.

**Theoretical Significance of the Research.** The main theoretical achievement hereof is the new model of process management in Russian news agencies, called “hybrid “b2b+b2c” business process model”. Within the framework of the model the typology of business processes was introduced, determined by the legal status of IA. Two types of this model were discovered: the state-commercial type, distinctive for state news agencies, where state subsidies are combined with paid commercial services; and the commercial one, typical for private news agencies, where the absence of state subsidies leads to a wider list of paid services.

Furthermore it was established that hybridization leads to systemic transformation in IA operation regardless of their legal status, which

manifests in particular in the diversification of product portfolios, technological reforms, changes in companies organizational structure, introduction of new genres and content formats, changes in IA professional staff.

This thesis also expands upon the concept, suggested by A.V. Vyrkovsky and D.A. Borisyak., dedicated to business processes in the news journalism regarding IA practices.

**Practical Significance of the Research.** The results hereof can serve as recommendations for managing convergent editorial offices in traditional media. In particular, the research can be useful for regional information agencies, specialized federal-level agencies, willing to strengthen the digital component of their editorial office, working with both news and non-news content. The key results of the research were used to create new academic courses for the educational programs “Journalism” and “Media communication”. Moreover, the materials were used for developing framework and working curricula, dedicated to modern journalism and media communication.

#### **Theses Submitted for Defense:**

1. It has been established that TASS, Rossiya Segodnya and Interfax have formed a new hybrid business process model, which we have designated as the b2b+b2c model. We see the root cause of hybridization, the emergence of a single b2b+b2c model in all three news agencies, in the obvious impossibility of agencies existing only as infrastructure media in the context of convergence.

2. Two types of the hybrid b2b+b2c business process model have been identified, determined by the legal status of the news agency: state-commercial and commercial.
3. It has been established that with a common hybrid business process model b2b+b2c, agencies diversify their product portfolios, developing both content and service assets. The business activities of news agencies in the digital environment are aimed at expanding the audience and subsequent monetization.
4. The organizational structure of agencies is changing: entire digital blocks or online editorial offices are being created. Editorial offices prefer to find a "golden mean" between different audience segments, working partly with different teams for different environments. Such diversification of business processes requires additional professional competencies, new editorial roles.
5. The logic of producing news and non-news content is being transformed - new editorial work processes are emerging. For example, most of the content of closed feeds is duplicated on mass platforms, but at the same time, some editorial offices have a tendency to create original content internally.
6. With the hybrid model, new formats are emerging that are popular with the mass audience: explainer, online report, timeline. In addition, the explainer format is already replacing the usual format of traditional generalization on the agency's feed. In this regard, the question arises about the importance of including the concept of a hybrid news format in the academic and industrial discourse.



**The Structure of This Thesis** is determined by the goal and tasks of the present research. The thesis includes a list of key terms and concepts, a list of abbreviations, an introduction, two chapters – the theoretical one and the empirical one, a conclusion, a list of references and appendices (a list of analyzed internet resources, a list of analyzed content units, an expert interview guide, a transcript of interviews with top managers, notes on the research findings implementation).

## MAIN CONTENT

The structure of the paper is determined by the goals and objectives of the present research. This thesis includes an introduction, two chapters, a conclusion, and a list of references and appendices.

**The first chapter “News Agencies in the Context of Media Research: Theoretical Aspect”** is dedicated to the theoretical aspects of the whole research. It logically falls into several thematic areas, which reflects the interdisciplinary approach of the research.

**Paragraph 1.1.** is dedicated to the concepts and theoretical paradigms of media economics and editorial management. It reviews key works of foreign and domestic researchers in media management and economics. In this paragraph the definitions of “media economics”, “media management”, “media market”, “media enterprise”, “editorial office” are clarified.

**Paragraph 1.2.** focuses on the concept of “business process” as applied to management theory and modern editorial practices. In applying the term “business process” with regard to media research, academic works of A. V. Vyrkovsky, D. A. Borisyak, V. L. Ivanitsky were referred to. While Ivanitsky focused on problems of media business modeling, the first two, in addition to their research on editorial management, addressed the issues of business processes in the news journalism, forming a generalized model of such with regard to printed media with online resources.

Business processes in mass media were studied on two levels – creative and managerial.

The research put emphasis on process management as the optimal way of managing a company (including a media enterprise). In addition to the theoretical overview, it was attempted to update the definition of a “media

process” in media. This work defines this term as “a combination of editorial and managerial actions, aimed at planning, creating and publishing media content of various types and kinds, as well as maintaining the functioning of the editorial office and back office of a media enterprise”.

**Paragraph 1.3. and paragraph 1.4.** serve as theoretical summaries as they describe still relevant concepts of convergence and approaches to defining information agencies as a distinctive type of media, a specific segment of a media market.

The paragraph “Media Convergence as a Paradigm of Digitalization” considers digital transformation and theoretical understanding, as well as convergent approaches themselves. Key elements in this part of work include the analysis of the typology of convergent editorial offices, and the understanding of the so-called reconfiguration of editorial offices and editorial space under the influence of convergent processes.

The paragraph “Information Agency as a Media Type” includes description of the main stages in the development of the domestic news agencies subject to this analysis, thus forming a historical background for the evolution of TASS, "Rossiya Segodnya" and “Interfax”. In addition, approaches to news agencies as to infrastructural media and as internet-based media were explored.

### **Summary of Chapter One**

Having reviewed a wide range of academic sources regarding the topic, the following conclusions have been reached:

- “media economics” appears to be close theoretically-wise to this research, which can be classified as social and industrial, as it focuses on the analysis of internal editorial processes, which should ideally become drivers for the

formation and/or maintenance of a successful business model for an information agency;

- Robert Pikar's concept together with the theory of audience commodification proposed by Dallas Smythe, as well as the modified concept by Allan Albarran form part of the theoretical framework for this research. These theories emphasize the importance of audience metrics, which should consequently lead to the commercialization of content and the media enterprise itself, an idea that appears quite revolutionary for the usual model of operation of traditional news agencies;

- regarding media management and a wide spectrum of ideas, concepts and theories surrounding it, it is found interesting to examine media enterprise management from the perspective of strategic management theory, which has been briefly defined in this research;

- Gurevich S. M.'s concept of media management approaches became a solid and fundamental theoretical base for this research;

- regardless of changes in the industry and academic field, these approaches remain universal. One could say that Gurevich's concept is a cornerstone of the general theory of editorial management.

- The typology of business processes in the news journalism under study appears clear; however the degree of its development remains narrow. Currently, it is only applicable to the editorial experience of printed and online mass media, and does not align with the type of media we call "information agencies", which is highly standardized and officially codified, but *de facto* has significant discrepancies in process management, in particular on the editorial level, due to different business approaches to the "b2b" and "b2c" segments. Moreover, the studied typology only partially addresses the online part, and it does not cover at all the multimedia

component of creating a media text of any type and subject area. The task hereof will be to expand the conceptual foundation of the business processes typology in the news industry taking into consideration the divergence between “b2b” and “b2c” principles and focusing on audiovisual environment included into news agencies’ materials;

- media convergence is considered to be an ongoing process herein, since news agencies, which entered the digital environment in the late 1990s – early 2000s and generally adapted to it, are still dealing with new challenges like changes in behavioral patterns of their audience, appearance of new platforms and channels of distribution of content and increasing market competition. All these challenges compel convergent editorial offices to continue evolving, further transforming, experimenting with formats and platforms, developing new professional skills.

**Chapter two “Operation of Information Agencies in Digital Environment: Assets, Formats, Strategies”** is empirical. Content-wise it is divided into three paragraphs: “Product Portfolio Diversification of an Information Agency”; “Hybridization of Formats in Information Agencies as Part of the Business Process”, “Current Processes and Strategies for the Development of News Agencies”.

**Paragraph 2.1.** focuses on the examination, clarification and analysis of the product assets of the three information agencies. Content-wise the paragraph echoes the theoretical basis of media management and media convergence.

In this paragraph, it was attempted to clearly articulate the research position, which main idea is that the key aspect of a media agency’s functioning in digital environment is a marketing approach, that is, viewing content as a product which needs to be sold, even if the agency is

state-owned. This approach is considered herein to be highly relevant for understanding the efficiency of media agency management. However it cannot be considered solely in the context of news content production. Due to convergent processes, and increasing number of distribution channels the logics behind this approach undergoes changes as well, therefore the product portfolio diversifies, agencies get more assets, than just the terminal and the site. This research links such a vast variety of mass media end products to convergence. Agencies, using information and telecommunications technologies and focusing on trends in digital media consumption and changes in potential media users' habits, reconsider their approaches to product distribution and begin to explore new audience segments.

In this part of research the definition of “an information agency’s product” was updated. This research states this product is a “result of information agency’s activity as both an infrastructural and online media, which is expressed as a complex of services, informational, informational and analytical materials in textual, audiovisual and virtual forms, which can be implemented within the framework of a mixed business model and provided to different types of audience segments”.

**Paragraph 2.2.** takes a step aside from purely economic and managerial components, and focuses on the transformation of content units in information agencies. When previously this type of media strictly used in its editorial practice the established agency cycle (“flashing news” – “breaking news” – “version” – “summary”), the present variety of genres and formats is abundant and caters to different audiences.

The appearance of new formats entails changes in the principles of creation and management of both news and non-news media content, which affects directly the transformation of business processes in editorial offices.

New departments, entire editorial teams, video production units are being created. Most importantly, there appears a demand for new-generation specialists, ready to follow world trends and form their own media market, which is currently undergoing deep reformation process.

In addition to the analysis of content units, the paragraph offers a comprehensive overview of key academic works, dedicated to journalistic genres.

Throughout the research a new concept of “a hybrid news format” was introduced. This concept is defined as a “structural segment in the system of modern digital media communications, formed through the merging of traditional journalistic elements and developed within editorial practices in the process of online media transformation”.

**Paragraph 2.3.** is dedicated to managerial strategies of the agencies, and the emphasis is made on expert interviews with top-managers of the three agencies. The speakers were the Editor-in-Chief of the TASS agency Mikhail Petrov, the Deputy Editor-in-Chief of the media group "Rossiya Segodnya" Dmitry Gornostaev, the Head of the Economics Department of "Rossiya Segodnya" Dilyara Soltseva-Elbe, the Director of Digital Technologies of "Rossiya Segodnya" Aleksey Philippovsky, the Deputy General Director of the “Interfax” Group Yury Pogorely, and the Commercial Director of the “Interfax” group Daria Zhevlakova.

As a reference for summarizing the results in this part of the research the monograph “Industry of Russian Media: Digital Future” by a team of researchers from Lomonosov Moscow State University was used. In this empirical part the attempt was made to divide topic blocks into several parts: 1) editorial organization; 2) platforms and products; 3) genres and formats; 4) technologies; 5) business models.

## **Summary of Chapter Two**

Based on the findings of the conducted analysis of content and expert interviews, a unified understanding of agencies' functioning in the digital environment have been developed hereunder, based on the theoretical framework used herein and understanding of business processes in media:

- almost all the formats used by information agencies are hybrid, however there are distinctive formats, actively used specifically in this segment, such as online reports, explainers, posts;

- new formats, therefore, change the organization of content production, as well as the structure of the editorial office itself, hereby disrupting the traditional editorial system. The usual agency cycle becomes just one of the practices for handling a news story;

- product portfolios of all the analyzed agencies are highly diversified: the business activities of information agencies in digital environment are aimed at expanding the audience, at acquiring it and at its consequent monetization. Furthermore, this kind of diversification can be viewed as an example of innovation management theory and creativity management theory, which were described by Vyrkovsky A. V.;

- the majority of editorial offices aim to find the “golden mean” between different audience segments, working partially with different teams for different media environments;

- an agency, trying to find the “golden mean” between “b2b” and “b2c” segments, aim to fully become classical online media for mass audience. This strategy leads to diversification of business processes in TASS publishing editorial offices, requires additional professional skills and new editorial roles;



- a significant part of the news flow released onto the closed news feeds is duplicated for mass digital platforms, however, some editorial offices in certain agencies (in particular, in TASS and RIA Novosti) tend to create original content for public platforms;

- all the agencies actively use the rewrite method when releasing news content to mass platforms;

- the economic editorial department of RIA Novosti tries to manage its own digital platforms independently, distancing itself from the so called digital block, which, just like in TASS and RIA Novosti, generates already published news (or “rewrites”) and creates its own content;

- the issue of creating original content “bypassing” the feed is relevant both for TASS and RIA. They have a group of writers, who can independently handle online reports, design explainers, release timelines, and social media departments actively work with multimedia posts;

- news can be released not only on the newsfeed or website, but on new experimental platforms, which are actively being tested by two agencies. So there is no issue of duplicating content completely or creating only original content for the digital environment.

This research would like to expand on the concept of information agencies’ operations and state, that the publishing office (which is a key department in media content planning and publishing) is not only an editorial department, responsible for releasing content specifically for news terminals (news feeds), but also a website editorial office along with a social media department, which adapts news feeds content for digital platforms, and is able create independent content, distinct from the news feed. This renders the thesis about organizational integration of these structures highly relevant.

## CONCLUSIONS

The aim of this thesis research was to identify key patterns in editorial and managerial processes of the leading information agencies of Russia – TASS, "Rossiya Segodnya," and "Interfax" – in the context of ongoing media convergence. The above mentioned agencies served as the objects hereof while hybridization of processes within these agencies became the subject matter of the research. The key point of the research was the identification of the contradictory nature of the news agencies being both infrastructural media and online media. This contradiction represented the main research problem. In addressing this issue it was determined that the agencies aimed to present themselves as “dual-nature” mass media, pursuing a policy of hybridization of their workflows and transformation of the so-called "triad" of assets, formats, and managerial strategies.

The review presented in Chapter 1 allowed for a clearer definition of the theoretical foundation further used in the empirical section of the research. A wide range of theories, concepts, and models relating to the operations of news agencies was examined within various academic fields, such as media theory, particularly media convergence theory; media economics; general and strategic management; media management, including models of editorial management; cultural industries theory; and others.

The analysis of theoretical works brought a number of important findings. Firstly, the relevance of the audience commodification concept by D. Smythe and the theory of R. Picard remain relevant for description of news agencies' operations, even though these theoretical principles were developed decades ago. Indeed, all three Russian leading agencies, regardless of their legal status, strive to maximize audience metrics. These metrics turn into a “commodity”. It is worth noting that this approach is correct not only

from the economical point of view, but also from the political one, especially for editorial politics of state-owned agencies. In addition to selling news feeds and advertising spaces, shaping public opinion on various issues is just as important.

Secondly, the research defines the concept by Boyd-Barrett O. and Rantanen T. as a “golden mean”. News agencies aim to operate both as “wholesale” and “retail”. While TASS and "Rossiya Segodnya" do not show any certainty in this perspective, “Interfax” openly defines itself as a “wholesale” media, using the language of researchers.

Thirdly, the collected empirical data (expert interviews, content analysis, participant observation) allowed for the clarification of the concepts of "news agency product portfolio," "business processes in media," and also helped define the concept of "hybrid news format", which emerged from the examination of genre and format trends in various theoretical schools of journalism, as well as examples from agency editorial practices.

Fourthly, an attempt was made to expand upon the concept by A.V. Vyrkovsky and D.A. Borisyak concerning business processes in news journalism. The primary addition concerned the specifics of the approaches that news agencies take in creating and managing media content, as well as the thesis viewing publishing editorial offices as key departments in TASS, "Rossiya Segodnya," and "Interfax," as well as the differences in their priority tasks and work approaches integrated into the business processes of the analyzed media. The structure of publishing units becomes crucial in the agencies' practices. Production editorial offices, *de facto*, accumulate all editorial activities. They not only handle the collection, processing, and publishing of information, but they also evaluate it, produce news topics, and assign tasks to creative staff.

The review showed that the existing theoretical concepts are not able to fully describe the current practice and real life operations of modern news agencies.

In an attempt to fill in the gap in the theoretical foundation the necessity to carry out an empirical examination became evident. The findings thereof are presented in Chapter 2 and can be summarized as follows:

- almost all formats used by news agencies are of hybrid nature, however there are some distinct formats used actively in this field in particular, such as online reports, explainers, posts;
- thus new formats change the organization of content production and the structure of editorial offices, leading to the transformation of the traditional editorial system. The conventional news agency cycle becomes just one of the practices for handling a news story;
- product portfolios of the three agencies under study are highly diversified. News agencies in their business operations aim to expand their audience resulting in subsequent monetization thereof. Moreover, this kind of diversification can be viewed as an example of the innovation management and creative management theories, as described by A. V. Vyrkovsky;
- most editorial offices choose to find the “golden mean” between different audience segments working partially with different teams for different media fields;
- while trying to reach the “golden mean” between working both for “b2b” and “b2c” segments, news agencies aim to fully become traditional online media for mass audience; this strategy leads to diversification of business processes in publishing editorial offices and requires new professional skills and editorial roles;

- most part of the news released onto closed feed is duplicated to mass digital platforms, however separate editorial units of some agencies (in particular this is present in TASS and RIA Novosti) tend to create original content for public media environment;
- all the agencies actively use “rewriting” in publishing news content on mass platforms;
- the economic editorial department of RIA Novosti tries to manage its own digital platforms independently, distancing itself from the so-called digital block, which, just like in TASS and RIA Novosti, rewrites already published news and creates its own content;
- the issue of creating original content “bypassing” the feed is relevant both for TASS and RIA. They have a group of writers, who can independently handle online reports, design explainers, release timelines, and social media departments actively work with multimedia posts;
- news can be released not only on the newsfeed or website, but on new experimental platforms, which are actively being tested by two agencies. So there is no issue of duplicating content completely or creating only original content for the digital environment.

This research resulted in a conclusion that the operational publishing office (which is a key department in media content planning and publishing) is not only an editorial department, responsible for releasing content specifically for news terminals, but also a website editorial office along with a social media department, which adapts news feeds content for digital platforms, and is able to create independent content, distinct from the news feed. This proves organizational integration of these structures.

The application of typology methods based on legal status criteria allowed for the identification of two types of the hybrid "b2b+b2c" business process models among the three news agencies subject to examination hereunder.

The first type of the hybrid "b2b+b2c" business process model, referred to hereunder as the state-commercial model, was identified in the operations of the news agencies TASS and "Rossiya Segodnya" through a range of empirical methods. This model combines direct state subsidies, an advertising model, and a pay wall granting access to news terminals, audiovisual materials, and reference information. Additionally, it was found that, beyond the income sources named in the hypothesis, state-owned news agencies also rent out press centers for events.

The second type of the hybrid "b2b+b2c" business process model, referred to hereunder as the commercial one, is present in the operations of Interfax, a private news agency that does not receive direct state subsidies. It was identified through a range of empirical methods. This model combines an advertising model with a pay wall granting access to news terminals, a client mobile application, and financial-economic monitoring and analytics services. Additionally, it was found that, beyond the income sources named in the hypothesis, Interfax also provides commercial access to databases, various systems for corporate information disclosure, its own audiovisual materials, and rents out press centers for events. Since this hypothesis was tested using only one private news agency, the result should be considered to be preliminary rather than definitive, serving as a foundation for Hypot

Let's restate the hypothesis and comment on the results.

***Hypothesis:*** *Three leading information agencies of Russia, namely TASS, "Rossiya Segodnya" and "Interfax", have developed a new hybrid*

*“b2b+b2c” business process model. Model in the agencies subject to the study hereunder leads to a systemic transformation of managerial practices, manifesting particularly in: 1) diversification of product portfolios; 2) technological reforms, including increased implementation of technical innovations; 3) changes in the organizational structures of companies; 4) introduction of new content genres and formats; 5) changes in the professional staff of the news agencies.*

***This hypothesis was confirmed.*** Using a range of methods (including participant observation, content analysis, monitoring of open data, and expert interviews), it was established that the three leading Russian news agencies—TASS, "Rossiya Segodnya" and "Interfax" – indeed developed a new hybrid business process model, which is referred hereto as the "b2b+b2c" model. The main reason for hybridization of business processes is the impossibility for news agencies to exist solely as infrastructural media in the context of ongoing convergence, which deprives the agencies of the competitive advantages they enjoyed before the widespread digitalization.

Hybridization logically leads to systemic transformation in management practices. The five items listed in this hypothesis were identified through a set of empirical methods. Specifically, it was established that:

- product portfolios undergo diversification. Agencies produce original exclusive content specifically for their digital platforms, along with non-news content in the form of explanatory journalism and special multimedia projects;
- technological reform is in progress. This includes introduction of up-to-date equipment, software, and the increasing use of artificial intelligence;

- news agencies see organizational and structural changes. New digital units, online editorial teams, and other departments emerge within news agencies;
- new genres and formats develop, gaining popularity among mass audiences, such as explainers, online reports, timelines, and others;
- there is a growing challenge in finding employees with new professional skills. Where once news agencies were content to have a team of creative specialists focused on writing or photojournalism, today's media need a wider range of professionals, including IT specialists, producers, and marketing experts.

The results provide a solid foundation for introducing new elements into the practices of news agencies, not only those at the federal level but also those industry-specific and regional agencies. On the other hand, perfunctorily transferring the experience of the three studied agencies to others poses risks, as generalizing the unique experience of these agencies to a wider group may not be entirely correct. It brings up the issue of continuing the research, focusing on specialized and regional news agencies as the next object of study.

In addition, the possibility of continuing the research in the context of a comparative analysis of Russian and leading foreign news agencies (Reuters, AP, AFP, Bloomberg, Xinhua, Kyodo) is being considered, as well as within the framework of the planned scientific project “The News Media Industry in Russia: New Professional Competencies”.



## EVALUATION OF RESULTS

Papers, published by the author of the thesis in leading peer-reviewed scientific journals of the Russian Federation:

1. M. V. Zelentsov. To the Question of Defining a Hybrid News Format in Digital // Communications. Media. Design. 2021. V. 6. No 3. Pp. 5–22.
2. M. V. Zelentsov. Culture of News Media Consumption in Runet: Points of Entrance// Information Society. 2022. No 1. Pp. 38–49.
3. M. V. Zelentsov.,T. O. Acheto Product Approach in the Work of a News Agency: the Case of the Rossiya Segodnya Media Group// Tomsk State University Journal of Philology. 2024. No 88. Pp. 265-285.
4. M. V. Zelentsov. Business Processes of the News Hub of a News Agency (Using the Example of TASS)// Vestnik NSU. Series: History and Philology. 2024. V. 23, No. 6: Journalism. Pp. 54–62.
5. M. V. Zelentsov. Business processes in the media: review of theoretical concepts and actualization of the term // Information Society. 2024. V. 4. Pp. 121–129.

The applicant also developed an original lecture course “How Information Agencies Work. Formats, Technologies, Business Processes”, which was delivered in academic years 2023/2024 in Higher School of Economy.

The findings hereof were discussed at leading scientific conferences:

- “Media in contemporary World. 60s Petersburg Readings”, St.Petersburg 30.06 – 02.07.2021;

- II International Scientific and Practical Conference “Journalism and Public Communications in Digital Environment: Creating New Meanings”, Vladivostok, 29.09 – 01.10.2022;

- “Actual Problems of Media Research – 2023.” XIII International Scientific and Practical Conference under the National Association of Mass Media Researchers”, Moscow, 08.12.2023;

The theses were published in the conference digest of the Journalism Faculty of Lomonosov Moscow State University:

“Journalism in 2021: Creativity, Profession, Industry”, and “Journalism in 2023: Creativity, Profession, Industry”<sup>42</sup>.

The results of the research were also discussed at the scientific seminar “Modern Media: Structures and Effects” at the Department of Media of the St. Petersburg School of Arts and Humanities National Research University Higher School of Economy on May 20, 2024.

The certificates on introducing the results of the research into academic and editorial practices have been provided (National Research University Higher School of Economy and ITAR-TASS News Agency).

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<sup>42</sup> Zelentsov M. V. Russian News Agencies in Search of New Business Models: Specifics of the Hybrid B2B+B2C Process // Journalism in 2021: Creativity, Profession, Industry: Collection of Materials from the International Scientific and Practical Conference (Moscow, February 3-5, 2022). Moscow: Moscow University Publishing House, 2022. Pp. 165–166; Zelentsov M. V. From Telegraph to "Telegraph": Experience of Implementing a New Digital Platform at TASS // Journalism in 2023: Creativity, Profession, Industry: Collection of Materials from the International Scientific and Practical Conference (Moscow, February 5-6, 2024). Moscow: Moscow University Publishing House, 2024. Pp. 12–13