

**LEAN AND MEAN: DETERMINING HOW HIRING MULTIMEDIA
JOURNALISTS TRANSFORMS COMMUNICATIONS TEAMS**

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Public Abstract**First Name: Daniel****Middle Name: George****Last Name: Yesenosky****Adviser's First Name: James****Adviser's Last Name: Flink****Co-Adviser's First Name:****Co-Adviser's Last Name:****Graduation Term: FS 2018****Department: Journalism****Degree: MA****Title: LEAN AND MEAN: DETERMINING IF HIRING MULTIMEDIA
JOURNALISTS TRANSFORMS COMMUNICATIONS TEAMS**

The purpose of this research was to determine if MMJs who previously worked in local TV news are adding efficiency and value to communications departments of non-publicly traded, non-Fortune 500 organizations located in TV news markets 1-50. The study used literature to examine the skills of a MMJ and analyze how transferable they are to the content creation roles on communications teams. Using a quantitative survey of communications managers who hire content creators, this survey gathered insights on how efficient and valuable MMJs are to the companies they work for. With this data, this research attempts to unveil the reasons that MMJs may or may not add efficiency and value to their organizations. The survey worked to compare communications teams that have hired MMJs with those that have not. With this collection of quantitative data, the goal was to determine if companies who have hired MMJs onto their communications staffs have improved efficiency and value. Through the transformative theory, this research could lead more companies to hire MMJs, impacting their career opportunities. Long-term, this data collection may call for change in the way companies hire for content creation openings by creating a mindset among communications managers that MMJs could be valuable additions.

Chapter 1

Definitions

This study will list a wide range of terms that could have various meanings in certain situations. For the purposes of this research, they will be defined as the following:

Communications Departments/Teams: a group of employees whose responsibilities may include public relations, content creation of video and/or writing, media relations, strategic communications and internal communications. Communications departments/teams are lead by communications managers and serve as a segment of a company.

Communications Manager: someone involved in hiring, supervising and/or leading former TV news journalists on communications teams. They may have various titles such as Communications Manager, Director of Communications, Chief Communications Officer, Chief Marketing Officer, VP of Communications, Director of Public Relations, Director of Media Relations or Director of Content.

Communications Professional: someone who works in content creation producing videos or written articles for company websites and social media pages. Communications professionals are employees who work on communications teams.

Companies: non-Fortune 500, non-publicly traded companies where content is published primarily to company websites and social media pages. These companies could be organizations in a variety of industries, such as healthcare, education and technology. They are in geographic areas ranked in the top 50 of Nielsen's 2017-2018 Designated Market Areas for local TV news viewers. These rankings start with New York City, Los

Angeles and Chicago at 1-3, and end with Greensboro, N.C., Louisville and Memphis at 48-50.

Multimedia Journalist (MMJ): a specific type of TV journalist that doesn't just report the news, but also operates solo when creating TV news content, shooting and editing their own video. MMJs have 5-10 years of experience working in local TV news, and most recently worked in one of the top 50 TV news markets before transitioning out of TV journalism and into communications.

Quality: video content produced that is comparable in appearance and structure to video shot and edited for local TV news stations in markets 1-50, or written content that is comparable to written articles on a local TV news station website or social media page in markets 1-50.

ROI: a company's financial, budgetary gains that correlate with hiring a MMJ, compared to the money spent on the MMJ's salary and any internal equipment.

Content: videos, pictures or written messages posted to a company's website or social media pages. This content is used to inform, educate, entertain and promote the company to its target audience.

Content Creator: refers to the new role that the MMJ holds on the communications team at his/her company. These content creators can hold a variety of job titles, such as content producer, video production specialist, public relations specialist, communications coordinator or multimedia producer.

Value: measured in website visits and social media engagement. Engagement includes likes, shares and comments on content posted on social media platforms.

Efficiency: measured in volume of content produced, how quickly content is produced, and how frequently deadlines are hit while maintaining the desired quality.

Brand Journalism Newsrooms: newsrooms created internally by companies looking to cover stories about their organizations in a news format. Brand journalism refers to news and stories specifically about the brand.

Public Relations/Communications: the industry that MMJs transition to when they leave local TV news. PR/Communications include communications teams at companies, the communications professionals working on these teams, and the communications managers leading those professionals.

Therefore, this study is attempting to answer the following question: Do non-publicly traded, non-Fortune 500 companies who hire MMJs for content creation positions improve the efficiency and value of their communications teams?

Chapter 2

Introduction

Many businesses could be missing out on potential opportunities to improve their communications departments. Research shows that journalists- working in print, broadcast and digital- have the skills to work in communications careers (Burke, 2017) and some companies have substantial percentages of their communications staffs made up of former journalists (Pacini, 2017). These former journalists are trained to adapt on the fly and are accustomed to working under pressure and on tight deadlines (Curran, 2017). Those daily parameters force them to be efficient, creating stories quickly before moving on to their next tasks.

Some companies are starting to create their own internal media outlets, news bureaus and social networks (Jutkowitz, 2014). These companies are hiring former journalists and using them to create brand journalism newsrooms to form their messaging to internal employees across locations (Jutkowitz, 2014) and externally to prospective employees and customers. Research shows that MMJs have the skills to create stories with visual content: videos, photos and charts (Scott, 2009). They know how to create interesting stories and pitch them to the media in ways that could lead to coverage because they do that with their own producers every day (Pacini, 2017). As social media has emerged, these efficiencies of MMJs in video, visuals and storytelling are relatively new skills being valued by communications teams.

Companies that have used newsroom techniques and thought processes have discovered the value of authentic storytelling (Vaughan, 2017). Exceptional writing, video and pictures engage audiences, and MMJs are experts in grabbing the attention of

their viewers (Vaughan, 2017). If MMJs are on communications teams, they could also find ways to reach a company's target audience through compelling content that resonates (Curran, 2017).

For most in the journalism profession, communications positions are the most common jobs that they transition to out of news (Davidson, 2016). MMJs may have more resources, more time to complete projects and more consistency in their roles on communications teams. Journalism experts have acknowledged the numerous former colleagues they know who have gone from journalism to communications roles, and emphasize how transferable a journalist's skills can be on this new career path (Grant, 2013). What hasn't been examined is whether it's better for companies to hire MMJs instead of communications professionals who don't have TV news experience. Researchers have not explored whether hiring a MMJ could give a communications department an employee with the skills to serve multiple roles.

The skills of MMJs could meet the requirements for companies who produce written and visual content in-house, which sources say can save companies money because they don't have to pay to outsource this work to production companies or other agencies (Crafts, 2015). However, further scholarly research can examine the specific financial comparisons between options, how efficiently the work is being done and how satisfied companies are with the quality of work being produced. Years ago, production crews consisted of a lot of people. However, due to evolutions in technology and equipment, the MMJ has the ability to create satisfactory content as a one-person operation. What can also be examined in further scholarly research is if hiring MMJs saves companies money by reducing the amount of staff they need to hire.

The purpose of this research is to determine how MMJs with 5-10 years of experience working in local TV news are adding efficiency and value to communications departments of non-publicly traded, non-Fortune 500 companies located in TV news markets 1-50. The study will use literature to examine the skills of a MMJ and analyze how they translate to content creation roles on communications teams. Using a quantitative survey of communications managers who hire content creators, this survey will aim to gather insights on how efficient and valuable MMJs are to the companies they work for.

With this data, this research hopes to unveil how MMJs add efficiency and value to their organizations. The survey will work to compare communications teams that have hired MMJs with those that have not. The identities of these companies and employees will remain confidential. With this collection of quantitative data, the goal is to determine how companies who have hired MMJs onto their communications staffs have improved efficiency and value.

Through the transformative theory, this research could lead more companies to hire MMJs, impacting their career opportunities. The long-term goal of this study is to understand how efficiency and value for communications teams are changing, and to discover how the skills MMJ's bring to the table can meet the new needs of these communications teams.

CHAPTER 3

LITERATURE REVIEW

Review of the Literature: Transformative Theory

The number of journalists leaving the media profession for careers in communications continues to climb for a variety of reasons (Comcowich, 2015). As MMJs make the career transition, they face challenges and must make various adjustments to their mindsets to be effective in their new roles (Fiske, 2011). Communications departments also face challenges of evaluating whether hiring MMJs will improve their current teams (Han, 2015). As they look for efficient individuals to bring on board, they are focused on what value those individuals could bring (Crofts, 2015).

Transformative theory has been used more frequently in research over the last 10-15 years and over that time it's become more widely accepted (Creswell, 2013). While many scholars believe knowledge is neutral, scholars who follow transformative theory believe knowledge is influenced by human interests (Mertens, 1999). By transforming views through discoveries in their research, they are attempting to improve society (Mertens, 1999). When something goes through a transformation, its core components go through significant change and when the transformation is complete, the result leaves something different than what was previously in place (Taylor, 2012). In the instance of using transformative theory in scholarly research, this means the results of the research lead to transformational changes in the way people think about topics or issues (Taylor, 2012).

To push for change, transformative theory researchers focus on work that will have the interests of entire groups, with benefits from the research felt by all, not a select portion (Taylor, 2012). Fostering change for others can mean transforming a universally accepted way of thinking to help others (Taylor, 2008). This correlates with the fact that transformative theory is often used in research that applies to people who are discriminated against and oppressed (Creswell, 2013).

Communications managers could use hiring opportunities to improve their teams' value and efficiency. This study will attempt to use transformative theory to determine how and why communications managers are hiring certain candidates, and whether the results of this study will transform it. While MMJs are not discriminated against or oppressed in the same sense as groups fighting for civil rights, some communications professionals still question whether MMJs are fully equipped to be successful transitioning out of careers in TV news and into communications jobs (Comcowich, 2015).

By transforming the way communications managers evaluate MMJs as potential candidates, this study could impact both individual MMJs working in TV news and the communications field (Creswell, 2013). The transformation in mindset that this research is targeting rests in how communications managers view a MMJ's productivity and skill set, and how their training and background can improve efficiency and contribute to value for companies. To research through the transformative theory, scholars often focus on answering a variety of questions (Creswell, 2013).

One of those asks if the data collection from the study will lead to opportunities for the impacted group to participate in the transformation process (Creswell, 2013).

Another asks if the results from the research will lead to further hypotheses, and if the results could push for additional analysis on multiple levels of the issue (Creswell, 2013).

The results of this study could facilitate social change (Creswell, 2013) by showing how MMJ's are marketable for communications positions and that they allow communications departments to improve their budgets through increased value and efficiency. This research has the potential to positively impact MMJs and communications professionals, and the transformation could therefore lead to new opportunities for scholarly research in the fields of journalism and mass communication.

If the trend continues, communications professionals will have the chance to work with MMJs on their teams (Comcowich, 2015). While transformative theory is also a relatively new concept, the amount of literature that uses transformative theory is growing (Creswell, 2013). Journalists have transitioned from jobs in the media to communications careers for a long time, but the frequency with which it is now taking place is uncommon for both industries (Comcowich, 2015).

One limitation to using transformative theory in this study is the lack of clarity in what truly defines what people consider to be transformative (Taylor, 2012). Dominant stances and mindsets are still subjective and vulnerable to constant change, diluting the accuracy to which certain statistics are truly being viewed as transformational (Taylor, 2012). Another limitation of using transformative theory for this specific study is that there will not be an opportunity to call for change in the journalism industry. While this study is targeting transformations for the communications field, and for all individual MMJs, it does not focus on research that could lead to positive social change for the news industry.

Review of the Literature: The Life of a Journalist

Looking at the skill set of a journalist, a communications manager will likely find that it aligns with creating content that educates, informs and entertains an audience (Hill, 2014). Journalists are also trained to produce content for social media (Hill, 2014). They use social media for ideas and information gathering and it helps them to connect and engage with their audiences through a platform that allows them to create relevant, valuable content (Dimoulas, 2013). They use these social platforms with techniques that facilitate conversation, participation, transparency and accountability (Dimoulas, 2013). Since they juggle these duties along with their standard news reporting obligations, the routine of a heavy workload trains journalists to accomplish their work efficiently and reliably (Dimoulas, 2013). Tying this research back to MMJs, multimedia refers to producing content for broadcast, digital, and social media platforms.

The multi-tasking skills of MMJs, which take problem solving and critical thinking (Miller, 2007), are elements that also translate to communications. Thanks to social media, companies have more access to audiences than in the past when they needed news coverage or commercials to get exposure (Fast Company, 2014). Now, they can reach audiences on their own and tell their stories (Fast Company, 2014) and the stories they tell are being told in new ways.

“Modern journalism has an effect that resembles corporate storytelling, such as profiling startup companies or showcasing the success of larger companies,” (Fast Company, 2014).

Newsrooms are filled with deadlines, pressure and constant breaking news, forcing journalists to adapt on the fly (Curran, 2017). Working in this environment molds

journalists into efficient, trusted employees (Curran, 2017). With journalists on communications teams, their productive habits will likely churn out a large amount of content at a rapid pace, and journalists can be relied on to present accurate information because accuracy is one of the core values of their training (Curran, 2017).

A function of journalism may be to help corporate companies tell stories about themselves, not just to inform the public about news taking place in their communities (Fast Company, 2014). In this way of thinking, hiring people trained as MMJs to tell those corporate stories might make sense.

Review of the Literature: Transitioning to Communications

MMJs are beneficial to consider for communications job opportunities that involve social networks, interactive presence of companies and the public (Sánchez-García, 2015). In 2015, several high-profile journalists were interviewed about their decisions to transition into communications careers. Asked if she'd ever looked back, Deborah Solomon, a former editor at the Wall Street Journal said she had not (Bonazzo, 2015). Her biggest surprise about being in PR was the value of her journalism experience.

“All the skills I honed as a reporter—sourcing, trust-building, synthesizing large volumes of information and writing clean copy—are critical to this job” (Bonazzo, 2015).

Kristin Boehm, who was a deputy editor at People.com and is now the Director of DKC's digital division, DKC Connect, also said she hasn't looked back since transitioning out of news because the skills she learned in the newsroom are what she uses daily in her communications job (Bonazzo, 2015).

Journalists already have the skills to work in communications (Burke, 2017).

Companies that understand their value, like digital content development company Highwire Press, which creates content for influential scientific journals and publishers around the world, will bring them on board.

“Even here at Highwire, about 30 percent of our staff are ex-journalists or hold degrees in journalism” (Pacini, 2017).

Managers can differentiate content creators who claim they are brand journalists from those who have actual training and experience reporting in the field (Curran, 2017). People with journalist backgrounds can pivot rapidly, identify worthy content and communicate well with clients all on a short learning curve during their career transition out of news (Curran, 2017). Communications requires very similar skill sets to journalism, in large part because the two work together frequently in their careers (Pacini, 2017). Both communications professionals and journalists need to clearly communicate with the public, they need to understand what is newsworthy and they need to be able to effectively tell stories (Fiske, 2011). Many in both professions say the most successful communications pros who work in public relations are the ones that can think like reporters and understand how to quickly and accurately provide them with the information they seek (Fiske, 2011). Research shows that many current communications professionals have backgrounds in journalism and have obtained journalism degrees (Fiske, 2011). With this training and experience, they understand the difficult challenges that reporters face each day (Fiske, 2011).

It is also worth noting that some who have left journalism are adamant that all journalists have the transferable skills to make the transition (Grant, 2013). Some of these

skills include good and thoughtful writing, being organized, and meeting deadlines (Cusido, 2014). Other former journalists stress the value of their storytelling skills, and their ability to adapt quickly to changing circumstances (Fiske, 2011). Communications professionals working specifically in public relations who were former journalists say insight and perspectives they gained while in news help in the aspects of their PR work (Pacini, 2017).

“One key to success in public relations is a keen awareness of current events and trending topics, thus knowing when and how to best insert a client into the larger social conversation. As do journalists, PR people must be newshounds. Secondly, as reporters pitch stories to their editors (and as freelancers do to various publications), PR people also have to know how to pitch publications effectively. We have to be able to show news outlets why a client’s information – an announcement, latest research, etc. – is newsworthy, and suggest the best angle in which it should be covered” (Pacini, 2017).

Most MMJs spend each day covering a different topic or subject than the day before, but in communications they would be focusing all that energy on their own companies. That familiarity could allow them to dig deep and uncover facts about their companies that could represent them well to the public, to customers and to prospective employees (Pacini, 2017). Research shows that former print, broadcast and digital journalists can create interesting stories to tell out of these facts and formulate them in ways that can get their companies exposure in the news (Pacini, 2017). Plus, as former journalists, these new communications professionals aren’t likely to pitch stories that

aren't relevant to the media because they know how that can hurt an organization's credibility with news outlets (Bark, 2008).

MMJs will likely notice many differences in process and procedure in the way their communications teams plan and strategize content creation compared to how their news stations operated. While news produces day-turns, much of which were "breaking news" or "news of the day" stories, communications teams typically do pre-planning and analysis ahead of actively pushing out content (Dianova, 2017). Defining objectives that are specific, measurable, achievable, realistic and time-focused can keep communications team members on the same page across the organization, creating content that hits key messages and target audiences (Dianova, 2017). MMJs need to be well versed in these strategies to effectively produce the content for the right channels that resonates and meets the team's objectives.

Just as the MMJ serves the roles of reporter, photographer and editor, communications professionals serve many roles: writers, editors, project managers and strategic thinkers to name a few (Han, 2015). A MMJ working in local TV news may have to shoot video from a ribbon cutting, and then edit an interview with a politician before reporting live from a house fire. In communications, a public relations specialist may have to write a media pitch, strategize an internal communications plan, edit a press release (Han, 2015) and conduct a video interview to post on social media. When former journalists go to "the dark side" their ability to multi-task efficiently is beneficial, but understanding what makes a good story and how the media makes coverage decisions are also valued traits (Han, 2015).

As MMJs go from serving their news organizations to serving as brand journalists for their companies, creating stories for potential customers and consumers, they're doing so with content: videos, podcasts, photos, charts, white papers and materials (Scott, 2009).

“At every speech I deliver I say to corporations one of the best ways to create great Web content is to actually hire a journalist, either full- or part-time, to create it. Journalists, both print and broadcast, are great at understanding an audience and creating content that buyers want to consume—it's the bread and butter of their skill set” (Scott, 2009).

Even with the evidence previously listed in this literature review, the transition out of news is still difficult for many (Marszalek, 2010). Some former TV journalists are surprised when their experience and accomplishments in the news business aren't as helpful as they'd assumed (Marszalek, 2010). They feel that communications departments are looking for people with prior experience that identically matches up with the role they are seeking to fill, instead of being willing to take a chance on someone who is transitioning out of TV journalism (Marszalek, 2010). These former TV journalists should drastically adjust the language of their resumes to clearly highlight how their experiences can transfer to this new career path (Marszalek, 2010).

Review of the Literature: Financial Impacts

Managers may also consider the positive financial impacts that MMJs could have on their companies. When it comes to external content, the focus for companies is often on engagement and audience retention (Dietrich, 2014). For example: if a consumer is on a web page for 10 seconds, they likely won't be engaged with an ad long enough to make

an impact (Dietrich, 2014). However, if they're reading a piece of long-form content, which includes video clips and graphics, they may stay on the web page for as long as twenty minutes (Dietrich, 2014). Combining page views with time spent on the web site leads to revenue, which can provide companies with positive financial impacts.

Journalists come from a workplace where objectivity is key and they're trained to focus on the audience members first, not their own subjective interests (Hill, 2014). If neutral content travels further online, then avoiding blatant self-promoting content would expand the impressions of blogs, posts and ads (Hill, 2014). Journalists are experts at building and maintaining relationships with their audiences (Snow, 2014).

“Today, large corporations are becoming their own media companies, news bureaus, research universities, and social networks. The rise of in-house broadcast further illustrates this. Big brands are poaching top-talent journalists in droves and implementing the most successful aspects of the traditional media house” (Jutkowitz, 2014).

If written and visual content is credible and focuses on a story, not a sale, then the audience may stay on the page longer (Hill, 2014). This may also motivate them to read and watch related articles, keeping them on the company's site or social media pages longer (Hill, 2014). This helps a company's search engine optimization and contributes to the likelihood that they'll appear in a prospective customer's Google search (Hill, 2014). Content that reaches a larger audience, and engages that audience for an extended period can provide value to an organization.

Review of the Literature: Return on Investment

Many companies outsource their video creation to third-party production companies. One of these businesses, Coastline Productions, lists on their website that “an industry rule of thumb estimates about \$1,000 per finished minute of video for a quality presentation” (Coastline Productions). This pricing certainly varies on a case by case basis, but we can use it as a benchmark for the following example: in one calendar year, a technology company creates twenty 10:00 training videos, ten 5:00 culture and team-building videos, ten 2:00 videos for career fairs and events, and five 1:00 videos for social media. The total cost of outsourced production would add up to \$200,000 for training videos, \$50,000 for culture and team building videos, \$20,000 for career fair and event videos and \$5,000 for social media videos. That total comes to \$375,000 of a communications team’s annual budget.

Yet, there is an alternative for companies to drastically reduce their spending: by producing these videos in-house (Crofts, 2015). Of course, these video shoots can present their own challenges, which require the in-house content creator to quickly and professionally solve issues (Crofts, 2015). This content creator will need video shooting and editing skills and will need to make sure the people being interviewed are relaxed and saying the right things (Crofts, 2015). He or she also needs to understand the storytelling objectives to make sure the content is effective for the target audience (Crofts, 2015). The interesting parallel here is that these skill criteria are qualifications that a MMJ needs.

While the video production quality may not be at the level of a fully outsourced production crew, the MMJ could get these projects completed more efficiently because of

their internal connection to the business and their ability to prioritize projects. If the content increases visitors to the company website, and engagement on social media, the value of the MMJ would be clear.

Review of the Literature: Challenges and Concerns

Not all MMJs will succeed in communications roles because the career transition from journalism does come with a learning curve (Comcowich, 2015). MMJs are used to pitching news stories to their managers, but pitching a business to a prospective client takes a different tone and tactic than pitching to fellow journalists (Comcowich, 2015). During the transition, journalists have struggled with developing internal and external communications plans for their organizations, or doing market research on their target audiences (Comcowich, 2015). Research shows that the former journalists most likely to succeed in communications will have gracious personalities and helpful attitudes (Comcowich, 2015).

MMJs aren't likely to be the only members of the communications teams they join. Some organizations have public affairs sections of communications teams which house employees with specific roles in digital media, employee communications, and media relations, while another section for communication services houses employees assigned to video content, graphic design and written content (CDC, 2016). Other teams may be even more extensive, with divisions for digital strategy, marketing content production, creative and news content (Simpson Scarborough, 2015). Where an MMJ would fit on these teams may vary, but their primary skills are in video content creation and storytelling.

Conclusion

This Literature Review demonstrates that there is evidence to support that hiring MMJs for content creation positions can increase efficiency and value for communications teams. The media and public relations industries mirror each other in many ways, requiring people with similar skills and experiences. Managers that recognize the unique traits and training that MMJs bring to the table could be rewarded with the ability to create more pieces of high-quality storytelling content in shorter amounts of time, which could result in increased website visitors and social media engagement.

In the next section of this research, I plan to discuss the use of quantitative methods. I believe using a sample survey will answer my research question. Results from a survey of communications managers will look to discover how hiring a MMJ for a communications team increases efficiency and value, because MMJs are able to do certain tasks on their own, quickly and to a high standard that companies may have either hired multiple people to complete in the past, or passed the work on to agencies outside the organization. The survey will be conducted online via email or direct contact through social media.

Chapter 4

Methods/Research Design

As I seek to answer the following research question: “Do private, non-Fortune 500 companies who hire former TV news MMJs for content creation positions improve the efficiency and value of their communications teams?” I’ll need to explore how frequently MMJs with 5-10 years of local TV news experience are leaving the news business for content creation positions at these companies. For this, I’ll conduct a quantitative survey of communications managers at companies that meet these criteria and are in TV markets 1-50. The list of top 50 markets will be taken from the 2017-2018 list compiled by Nielsen:

- | | |
|-------------------------------------|---------------------------------------|
| 1. New York | 26. Baltimore |
| 2. Los Angeles | 27. Nashville |
| 3. Chicago | 28. Indianapolis |
| 4. Philadelphia | 29. San Diego |
| 5. Dallas-Fort Worth | 30. Salt Lake City |
| 6. Washington, DC | 31. San Antonio |
| 7. Houston | 32. Hartford & New Haven |
| 8. San Francisco-Oakland-San Jose | 33. Kansas City |
| 9. Atlanta | 34. Columbus, OH |
| 10. Boston | 35. Cincinnati |
| 11. Phoenix | 36. Milwaukee |
| 12. Seattle-Tacoma | 37. West Palm Beach-Ft. Pierce |
| 13. Tampa-St. Pete | 38. Greenville-Spartanburg-Asheville |
| 14. Detroit | 39. Austin |
| 15. Minneapolis-St. Paul | 40. Las Vegas |
| 16. Miami-Ft. Lauderdale | 41. Oklahoma City |
| 17. Denver | 42. Jacksonville |
| 18. Orlando-Daytona Beach-Melbourne | 43. Grand Rapids-Kalamazoo |
| 19. Cleveland-Akron | 44. Birmingham |
| 20. Sacramento-Stockton-Modesto | 45. Harrisburg-Lancaster-Lebanon-York |
| 21. St. Louis | 46. Albuquerque-Santa Fe |
| 22. Portland, OR | 47. Norfolk-Portsmouth-Newport News |
| 23. Charlotte | 48. Greensboro-High Point |
| 24. Pittsburgh | 49. Louisville |
| 25. Raleigh-Durham | 50. Memphis |
- (Nielsen, 2018).

In each designated market area (DMA) I'll compile a list of companies that focus on producing daily content for their websites and social media pages. These companies could be chosen from a variety of industries such as healthcare, education and technology. From the created list of companies, I will take a random sample from each DMA to contact. I plan to use company websites and social media platforms to do single-stage sampling and access the names and contact information of communications managers at each of these organizations (Creswell, 2013).

The survey for this study will use the instrument Qualtrics and initially contact each communications manager via email or LinkedIn InMail. This form of data collection is beneficial because it won't cost anything to send it out, it's convenient for people to complete, the survey will be easily available through a link in their inboxes, and the results will be immediately available once completed (Creswell, 2013). This data will be cross-sectional, collected at one point in time (Creswell, 2013). However, depending on their response rate and the time they take to respond, the results of the survey will come in over time (Creswell, 2013). From these results, I plan to discover how bringing MMJs on board has improved the efficiency and value of their teams.

I believe a survey design is the best choice for this research because it could provide numeric trends and percentages that the researcher can draw inferences from (Creswell, 2013). Past TV news research has used email to contact participants for surveys (Bailey, 2015). Past researchers have also used the Nielsen TV market rankings to narrow their sample lists (Bailey, 2015).

In another case where online surveys were initially used, to bring more samples into the study, researchers reached out to non-respondents by phone and administered the

same survey questions they had initially attempted to send in the online survey (Becker, 2011). They attempted to contact every target in their sample until they had either gotten a completed survey or the interview subject declined the offer (Becker, 2011). If I am struggling to contact members of my sample through email or LinkedIn, then I will also consider other forms of communication.

Past research has offered compensation for participants who complete surveys (Bonnette, 2015). I don't plan to offer compensation because my survey sample targets likely won't be driven by money because they are people holding managerial positions who should have substantial levels of income. However, I believe an online survey will be beneficial to them because people in these positions often value their time and completing an online survey is quick and efficient (Creswell, 2013). Some research on related topics has been done with qualitative methods such as in-depth interviews to gather anecdotal analysis (Blye, 2012). Still, I believe quantified analysis will put the appropriate numbers behind the trends this study is attempting to see.

I plan to ask my sample the following 20 survey questions:

1. Tell us about your company. What industry would best classify your organization?
 - a. Healthcare
 - b. Education
 - c. Technology
 - d. Retail
 - e. Manufacturing
 - f. Finance

- g. Government
 - h. Tourism/Entertainment
 - i. Other
2. What city and state are you located in?
 - a. (Open-ended Response)
 3. If your communications team has ever outsourced any content creation projects, how would you evaluate the value of those projects?
 - a. 1= Not Valuable
 - b. 2
 - c. 3
 - d. 4
 - e. 5= Very Valuable
 - f. N/A
 4. How many pieces of written or visual content does your communications team produce per week?
 - a. Less than 1
 - b. 1-5
 - c. 6-10
 - d. 11-15
 - e. More than 15
 5. Since you've been at your current company, to the best of your knowledge, how many former TV journalists have your company hired?
 - a. 1

- b. 2-5
- c. More than 5
- d. My company doesn't have a need for those skills
- e. That function is handled by another department at my company
- f. 0

***If you selected (d.), (e.), or (f.) for question #5, please skip questions #6-15 before resuming at question #16**

6. Since hiring a former TV journalist, how would you rate the quality of content produced by your communications team?
- a. 1= Low Quality
 - b. 2
 - c. 3
 - d. 4
 - e. 5= High Quality
7. Since hiring a former TV journalist, how quickly can your communications team produce content?
- a. 1= Not quickly
 - b. 2
 - c. 3
 - d. 4
 - e. 5= Very quickly
8. Since hiring a former TV journalist, how would you rate your communications team's ability to meet deadlines?

- a. 1= Frequently miss deadlines
 - b. 2
 - c. 3
 - d. 4
 - e. 5= Rarely miss deadlines
9. Since hiring a former TV journalist, which of the following best describes the number of visitors to your company website?
- a. Website Visitors Decreased
 - b. Website Visitors Stayed the Same
 - c. Website Visitors Increased by 0-50%
 - d. Website Visitors Increased by More than 50%
 - e. I'm not sure
10. Since hiring a former TV journalist, which of the following best describes your overall engagement (defined as # of comments, shares & likes) on content posted to company social media platforms?
- a. Engagement decreased
 - b. Engagement Stayed the Same
 - c. Engagement Increased by 0-25%
 - d. Engagement Increased by 26-50%
 - e. Engagement Increased by More than 50%
 - f. I'm not sure
11. Please identify the current salary range that best describes the annual compensation of the former TV journalist that was hired:

- a. Less than \$40,000
- b. \$40,000-\$49,999
- c. \$50,000-\$59,999
- d. \$60,000-\$69,999
- e. \$70,000-\$79,999
- f. \$80,000 or more
- g. I'm not sure
- h. Prefer not to answer

12. For how long have you had a former TV journalist working on your communications team?

- a. Less than 1 year
- b. 1-2 years
- c. 3-5 years
- d. More than 5 years

13. Would you recommend hiring another former TV journalist to work on your team?

- a. Yes
- b. No

14. Since hiring a former TV journalist, has your communications team seen any budgetary benefits?

- a. Budget increased by more than \$500,000
- b. Budget increased by \$250,000-\$500,000
- c. Budget increased by \$100,000-\$249,000

- d. Budget increased by less than \$100,000
- e. No measurable budgetary benefits
- f. I'm not sure
- g. Prefer not to answer

15. What specific qualifications and characteristics were “must-haves” when the former TV journalist was hired? Select all that apply:

- a. Video Shooting experience
- b. Video Editing experience
- c. Writing experience
- d. Ability to produce content quickly
- e. Accuracy in content
- f. None of these

***If you filled out questions #6-15, you have completed your portion of the survey.**

***If you answered (d.), (e.) or (f.) to question #5, please read and answer questions #16-20**

16. If your company does not have a former TV journalist on staff, how would you rate the quality of content produced by your communications team?

- a. 1= Low Quality
- b. 2
- c. 3
- d. 4
- e. 5= High Quality

17. If your company does not have a former TV journalist on staff, how quickly can your communications team produce content?

- a. 1=Not quickly
- b. 2
- c. 3
- d. 4
- e. 5=Very quickly

18. If your company does not have a former TV journalist on staff, how would you rate your communications team's ability to meet deadlines?

- a. 1= Frequently miss deadlines
- b. 2
- c. 3
- d. 4
- e. 5= Rarely miss deadlines

19. If your company does not have a former TV journalist on staff, which of the following best describes the number of visitors to your company website over the last 3 years?

- a. Website Visitors Decreased
- b. Website Visitors Stayed the Same
- c. Website Visitors Increased by 0-50%
- d. Website Visitors Increased by More than 50%
- e. I'm not sure

20. If your company does not have a former TV journalist on staff, which of the following best describes your company's overall engagement (defined as # of comments, shares & likes) on content posted to company social media platforms over the last 3 years?
- a. Engagement decreased
 - b. Engagement Stayed the Same
 - c. Engagement Increased by 0-25%
 - d. Engagement Increased by 26-50%
 - e. Engagement Increased by More than 50%
 - f. I'm not sure

Through stratification, there are many categories that this research will be able to dissect from the results of this survey (Creswell, 2013). The survey data can reveal the various regional locations and market sizes of these companies. The data should be able to determine if MMJs are more likely to leave local TV news for communications jobs in markets 1-10, 11-20, 21-30, 31-40 or 41-50, and which of these DMA ranges has companies that are hiring them more frequently. It could also show trends by region, if MMJs in the northeast, or the southeast, or other regions are more likely to leave TV news, and if companies in any of these given regions are more likely to hire MMJs to be on their communications teams.

Even more stratification could take place when dissecting the various industries hiring MMJs. Seeing if healthcare companies are hiring more than technology companies, for example, could provide valuable data for further research. Lastly, analyzing the feedback from communications managers to determine if they are happy

with their decisions to hire MMJs could provide the answer to the research question, if they believe the MMJs have improved their teams' value and efficiency.

To avoid bias in this survey, I plan to contact additional communications managers who weren't in my original sample. I'll evaluate how their responses compare or contrast to the responses in my sample to see if there is any response bias that appears (Creswell, 2013). This can also help to determine whether my results reflect a significant pattern through statistical testing (Creswell, 2013). I'll be looking to determine if the survey measures the content it was intended to, if the scores predict a certain measurement criteria, and if they measure any hypothetical concepts (Creswell, 2013).

Using a quantitative survey will help to answer my research question through multiple layers. This survey will reveal how communications departments that hire MMJs are improving efficiency and/or value. This method relates back to transformative theory because if the survey reveals how MMJs can improve a communications team's efficiency and value to the organization, then there could be a transformation in the way communications departments hire for openings on their teams, and it could reveal how MMJs properly fit into the communications landscape.

CHAPTER 5

RESULTS

Descriptive Statistics

Do non-publicly traded, non-Fortune 500 organizations that hire MMJs for content creation positions improve the efficiency and value of their communications teams? More than 400 communications managers from nine different industries across 50 geographic areas were contacted. 75 completed the entire survey and an additional 14 respondents completed the first five questions. Depending on how each respondent answered question #5, they were redirected to either an additional 10 questions (#6-#15) or an additional 5 questions (#16-#20). For each table below, the number of respondents that selected each answer is listed on the right column, with the percentage of the total respondents in the column to the left.

Question 1 asked respondents to identify the industries of their organizations.

Education	56.18%	50
Healthcare	20.22%	18
Government	5.62%	5
Tourism/Entertainment	4.49%	4
Other	4.49%	4
Technology	2.25%	2
Manufacturing	2.25%	2
Finance	2.25%	2
Retail	2.25%	2
Total	100%	89

Question 2 asked respondents to identify the geographic location of their organizations. For this study, only companies located in the Nielsen top 50 DMA were contacted. Respondents from 47 different DMA completed question 2, but there was no

significance within the data as to why certain DMA were more heavily represented than others.

Question 3 asked respondents to evaluate the value of any outsourced content creation projects they've had done, on a scale of 1-5, with 1 being "not valuable" and 5 being "very valuable." This was asked to determine if there are certain projects that are too advanced for the internal team to produce on its own. However, outsourced companies can lack intricate knowledge of a company's messaging and voice. For this question, N/A refers to organizations that have never outsourced content creation projects.

1	1= Not Valuable	0.00%	0
2		2.25%	2
3		12.36%	11
4		38.20%	34
5	5= Very Valuable	32.58%	29
6	N/A	14.61%	13
	Total	100%	89

Question 4 asked respondents to select how many pieces of written or visual content their communications teams produce per week.

Less than 1	0.00%	0
1-5	22.47%	20
6-10	23.60%	21
11-15	14.61%	13
More than 15	39.33%	35
Total	100%	89

This response is significant because the largest percentage of respondents said their teams are producing 15 pieces of content or more per week. With so much demand for content to be created, and on short notice, being able to produce it quickly would make an employee more valuable to one of these organizations.

Question 5 was a defining question in this survey, because certain responses would lead to different sets of remaining questions. Question 5 asked: to the best of your knowledge, how many former TV journalists have your company hired?

1	19.10%	17
2-5	34.83%	31
More than 5	16.85%	15
0	26.97%	24
My company doesn't have a need for those skills	1.12%	1
That function is handled by another department	1.12%	1
Total	100%	89

These responses were significant because they revealed that 52 out of 89 respondents had hired former TV journalists, with a majority (n=31) having hired 2-5 of them. With only 26 respondents saying they hadn't hired former TV journalists, this question showed that the majority of responding communications leaders had already seen value in bringing former TV journalists on to their teams.

These answers resulted in 52 people being redirected to questions 6-15, meant for organizations that had hired former TV journalists, and 23 people were redirected to questions 16-20, meant for organizations that had not hired former TV journalists. Results from questions 6-10 and 16-20 will be displayed in the Inferential Statistics section.

Question 11 asked respondents to select the salary range that best described the annual compensation of the former TV journalist that was hired by their organization.

Less than \$40,000	0.00%	0
\$40,000-\$49,999	7.69%	4
\$50,000-\$59,999	5.77%	3
\$60,000-\$69,999	13.46%	7
\$70,000-\$79,999	17.31%	9
\$80,000 or more	34.62%	18
I'm not sure	5.77%	3
Prefer not to answer	15.38%	8

Total	100%	52
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Question 12 asked respondents how long they had a former TV journalist working on their communications teams.

Less than 1 year	11.54%	6
1-2 years	19.23%	10
3-5 years	23.08%	12
More than 5 years	46.15%	24
Total	100%	52

Question 13 asked respondents if they'd recommend hiring another former TV journalist to work on their teams. 94.23% (n=49) said yes, while 5.77% (n=3) said no. This number is a substantial majority and shows that 94% of communications leaders would bring more former TV journalists onto their staffs. The value and efficiency they provided earned credibility for former TV journalists to earn positions with those companies in the future.

Question 14 asked respondents if their communications teams had seen any budgetary benefits since hiring a former TV journalist. Based on the data, the study was not able to determine that there were any budgetary benefits of hiring former TV journalists.

Budget increased by more than \$500,000	0.00%	0
Budget increased by \$250,000-\$500,000	0.00%	0
Budget increased by \$100,000-\$249,999	3.85%	2
Budget increased by less than \$100,000	1.92%	1
No measurable budgetary benefits	65.38%	34
I'm not sure	15.38%	8
Prefer not to answer	13.46%	7
Total	100%	52

Question 15 was the final question for organizations that had hired former TV journalists. It asked respondents to select all qualifications and characteristics that were

“must-haves” when hiring the former TV journalist. Respondents could make multiple selections, leading to the total number of responses being greater than the sample number of (n=52) respondents.

Video Shooting Experience	12.57%	22
Video Editing Experience	13.71%	24
Writing Experience	24.00%	42
Ability to Produce Content Quickly	24.00%	42
Accuracy of Produced Content	24.57%	43
None of these	1.14%	2
Total	100%	175

In traditional communications positions, writing experience and the ability to produce accurate content are both expected for candidates. However, the need for employees who can produce content quickly, and leverage video shooting and editing skills, is a newer phenomenon that has emerged with a world that continues becoming more interconnected through devices and technology. The responses to this question highlight the importance of video shooting and editing experience for these former MMJs, and even more so, they show how heavily communications leaders are valuing the ability to produce content quickly.

Inferential Statistics

Questions 6-10 and 16-20 compared similar characteristics of organizations that had hired former TV journalists and those which had not. Questions 6 and 16 asked organizations to rate the quality of content produced by their communications teams on a scale of 1-5, where 1=low quality and 5=high quality.

Answer	No TV Journalist		TV Journalist	
1= Low Quality	0.00%	0	0.00%	0
2	4.76%	1	1.96%	1
3	0.00%	0	13.73%	7
4	47.62%	10	31.37%	16
5= High Quality	47.62%	10	52.94%	27

Total 100% 21 100% 51
 A t-test was run on the two samples with the following results: P-value= 0.8903; t =

0.1385, mean of TV journalist group=4.35, mean of non-TV journalist group=4.38.

Based on these results, the t-test concludes that there is not a statistically significant difference between the two samples. Looking at the data, a larger percentage of respondents who had hired former TV journalists rated them at a 5, compared to the percentage of respondents who had not hired TV journalists. However, there were also a percentage of respondents who had hired former TV journalists who rated them at a 3, compared to none of the non-TV journalist respondents.

Questions 7 and 17 asked organizations to rate how quickly their communications teams produce content on a scale of 1-5, where 1=not quickly and 5=very quickly.

Answer	No TV Journalist		TV Journalist	
1= Not Quickly	0.00%	0	0.00%	0
2	13.04%	3	3.85%	2
3	21.74%	5	17.31%	9
4	17.39%	4	34.62%	18
5= Very Quickly	47.83%	11	44.23%	23
Total	100%	23	100%	52

A t-test was run on the two samples with the following results: P-value= 0.4222; t = 0.8072, mean of TV journalist group= 4.19, mean of non-TV journalist group= 4.00.

Based on these results, we can conclude that there is not a statistically significant difference between the two samples. Looking at the data, a larger percentage of respondents who had not hired former TV journalists rated their teams at a 5, and a larger percentage of respondents who had hired former TV journalists rated their teams at a 4.

Questions 8 and 18 asked organizations to rate their communications teams' ability to meet deadlines on a scale of 1-5, where 1=frequently miss deadlines and 5=rarely miss deadlines.

Answer	No TV Journalist		TV Journalist	
1= Frequently Miss Deadlines	0.00%	0	0.00%	0
2	4.35%	1	0.00%	0
3	8.70%	2	11.76%	6
4	30.43%	7	27.45%	14
5= Rarely Miss Deadlines	56.52%	13	60.78%	31
Total	100%	23	100%	51

A t-test was run on the two samples with the following results: P-value= 0.6000; t = 0.5268, mean of TV journalist group= 4.49, mean of non-TV journalist group= 4.39.

Based on these results, we can conclude that there is not a statistically significant difference between the two samples.

Questions 9 and 19 asked organizations to describe the number of visitors to their company websites. If an organization had hired a former TV journalist, they were asked to describe how website visitors changed since the former TV journalist joined their communications team. If an organization had not hired a former TV journalist, they were asked to describe how website visitors had changed over the last three years.

Answer	No TV Journalist		TV Journalist	
Website Visitors Decreased	0.00%	0	0.00%	0
Website Visitors Stayed the Same	4.35%	1	13.73%	7
Website Visitors Increased 0-50%	52.17%	12	27.45%	14
Visitors Increased More than 50%	13.04%	3	3.92%	2
I'm not sure	30.43%	7	54.90%	28
Total	100%	23	100%	51

A t-test was run on the two samples with the following results: P-value= 0.2844; t = 1.0786, mean of TV journalist group= 4.00, mean of non-TV journalist group= 3.70.

Based on these results, we can conclude that there is not a statistically significant difference between the two samples.

Questions 10 and 20 asked organizations to describe their overall engagement (defined as # of comments, shares & likes) on content posted to their company social media platforms. If an organization had hired a former TV journalist, they were asked to

describe how engagement changed since the former TV journalist joined their communications team. If an organization had not hired a former TV journalist, they were asked to describe how engagement had changed over the last three years.

Answer	No TV Journalist		TV Journalist	
Engagement Decreased	0.00%	0	0.00%	0
Engagement Stayed the Same	0.00%	0	5.88%	3
Engagement Increased by 0-25%	26.09%	6	19.61%	10
Engagement Increased 26-50%	34.78%	8	15.69%	8
Increased More than 50%	30.43%	7	11.76%	6
I'm not sure	8.70%	2	47.06%	24
Total	100%	23	100%	51

A t-test was run on the two samples with the following results: P-value= 0.1016; t =

1.6581, mean of TV journalist group= 4.75, mean of non-TV journalist group= 4.22.

Based on these results, we can conclude that there is not a statistically significant difference between the two samples.

After conducting t-tests, the results did not determine that the research question was true. For each of the five pairs of questions, the statistics showed that the results were too similar to be statistically significant. While the results show that former TV journalists are capable of performing equally as well as non-TV journalists at communications jobs, the statistical tests did not prove that former TV journalists are better at performing these roles.

CHAPTER 6

DISCUSSION

The research question for this study was asked because it had the potential to reveal several possibilities. How do non-publicly traded, non-Fortune 500 organizations that hire MMJs for content creation positions improve the efficiency and value of their communications teams? By asking this question, the study would also show whether or not former MMJs are capable of performing successfully in content creation positions for these communications teams. Based on survey responses from these organizations, the study could determine how hiring former MMJs is a good move for communications teams.

Communications leaders, ranging in titles such as Chief Communications Officer, Chief Marketing Officer, VP of Communications, or Director of Communications were contacted via email and asked to complete a short survey of multiple-choice questions. The questions were structured to provide demographic information, salary and budget information, and ratings scales for respondents to describe the value and efficiency of their teams. 52 respondents had hired former MMJs in the past and 23 respondents had not, and the way each of those two groups rated their teams was compared in t-tests to determine if hiring former MMJs produces better results for communications teams.

The results of the survey supported the research question, which theorized that hiring former MMJs for content creation positions would improve the efficiency and value of their communications teams. However, results of the t-tests comparing each group did not support the research question, because organizations that had not hired former MMJs also rated their teams highly in value and efficiency categories.

Limitations

The survey had numerous limitations that may have impacted the results of this study. First, question 5 asks respondents if their organizations have ever hired former TV journalists. This was a critical question because it lead respondents to either answer 10 additional questions targeted specifically at organizations that had hired former TV journalists, or five additional questions for organizations that had not. However, it is likely that respondents may not be aware of former TV journalists on their staffs, especially if those employees had worked in other communications jobs prior to being at their current organization. Also, the employees may have been at the organization longer than the communications leader responding to the survey, making them less likely to have awareness to the employees' prior work histories.

When conducting survey outreach, response rates were extremely low. Communications leaders from more than 400 organizations were contacted, and only 75 full responses were obtained, a response rate of less than 19%. 14 additional respondents answered questions 1-5, but did not fill out the rest of the survey. Question 1 asked respondents to select what industry they worked in, and 56.18% of all respondents worked in education, and 20.22% worked in healthcare. No other industry held more than 6% of the total responses.

These limitations may have occurred for several reasons. First, both members of education and healthcare industries conduct surveys and studies of their own, making those people more accustomed to emails asking for responses, and more willing to help another researcher complete their work. Members of other industries, such as technology, manufacturing and finance, would be less likely to have significant experience working

with surveys and research. As for the low response rates, conducting this study over the summer lead to many targeted respondents being out of the office. During email outreach, automatic email replies alerting the sender of vacation time were frequently received.

Perhaps the largest limitation of this study is the lack of clarity around how to interpret how the results answer the research question. While organizations that hired former MMJs believed that they brought value and efficiency to their communications teams, organizations that had not hired former MMJs also believed their teams were highly valuable and efficient. The survey did not allow for determining if hiring a former MMJ is better for a communications team than hiring a non-MMJ. It was also unable to measure if the organizations without MMJs would experience additional values and efficiencies if they did hire MMJs, even though the survey results showed that they already rated their teams very highly in each category.

Theoretical and Practical Implications

This study used transformative theory because of the groundbreaking nature of the research question it was looking to answer. If communications managers changed the way they evaluated MMJs as potential candidates for positions on their teams, the study could transform how TV news employees spend their careers (Creswell, 2013). While transformative theory normally focuses on how a piece of research changes a group's mindset on a specific topic (Taylor, 2012), this study also dissects a different transformation: the one that MMJs go through when they leave TV news to become content creators for communications teams.

When attempting to compare previous studies to the one conducted here, it is difficult to find a direct comparison. Past research does not focus on the value and efficiency that former TV journalists bring in their new communications careers, and how positively they can impact their new organizations. Discussions on how former journalists can become successful public relations and communications professionals have been published in the past (Burke, 2017), and others give reasons why former journalists can add unique contributions (Curran, 2017). However, there are also articles online that describe former journalists as ineffective public relations employees (Fiske, 2011), referencing the learning curve that many must experience to adjust from a life in objective newsgathering to one of subjective promotion.

This study not only tells former TV journalists whether or not they are qualified to work in communications roles, but it informs communications managers that former TV journalists are qualified to be hired for these roles. Former journalists provide unique skill sets that written articles have cited as valuable for organizations to acquire (Hill, 2014). Other sources have recommended that communications teams think more like former journalists to improve efficiency and effectiveness (Vaughan, 2017), but many of those have generalized to journalists as a whole, not specifically TV journalists and MMJs. Still, this study breaks new ground in the specific area of focus, making it impossible to fully compare to other previous works, as through this research no scholarly studies were located that have dissected the value and efficiency of former TV journalists who make the transition. The results clearly show that former TV journalists produce high quality work, quickly and on deadline in content creation positions for their communications

teams. In some cases, website visitors and social media engagement increased after the former TV journalist joined the staff as well.

CHAPTER 7

CONCLUSION

The goal of this Master's Thesis was to determine if non-publicly traded, non-Fortune 500 organizations that hired former MMJs for content creation positions would see improvements in efficiency and value on their communications teams. By doing this, the study could determine how former MMJs are qualified to work in careers outside of TV news and transition into communications. In turn, hiring managers for communications teams could begin considering former MMJs as candidates for open positions, if they weren't already doing so.

First, a review of all relevant literature was done to gather what has been previously written on this topic. The research revealed that this study, with the research question specifically, breaks new ground. Still, plenty of past written work revealed that former TV journalists have made the career transition to communications positions. Past written work also revealed that many authors believe former journalists can be effective in these communications roles, but no scholarly journals specifically ask how these former MMJs can improve the value and efficiency of communications teams.

After the literature review, the methods of study were laid out. Communications managers working for organizations located in the Nielsen Top 50 TV markets would be contacted with an emailed online survey. The communications managers being contacted would be ones working for non-publicly traded, non-Fortune 500 organizations located in these 50 designated market areas (DMA). Once the survey was created, the study began and communications managers were contacted to complete the survey questions.

The survey results provided several conclusions. About 95% of the respondents said they would recommend hiring another former TV journalist. This number is extremely significant, and one of the biggest takeaways from this research is that nearly all communications leaders were satisfied with their decision and would make that decision again. Looking at the results, there are many organizations that are already hiring former TV journalists for communications roles. However, close to 30% of respondents had never hired a former TV journalist, and about 20% had only hired one. This study shows that it may still be a relatively new decision that communications managers are making, but those who have made it are glad they brought former TV journalists on board.

For organizations in the education and healthcare industries, former MMJs increase the value and efficiency of communications teams. Communications leaders that hired former MMJs rated the quality of work produced, speed at which content was produced, and ability to meet deadlines highly. However, the results did not provide enough information to determine if hiring a former MMJ will improve an organization's budgetary benefits because the majority of organizations were not aware of any measurable budgetary benefits, preferred not to answer, or weren't sure. The study also proved that organizations that had not hired former MMJs believed their teams were highly valuable and efficient. Those communications leaders highly rated their teams' abilities to produce high quality content quickly and meet deadlines.

Through statistical testing, there was not a statistically significant difference in the responses to survey questions from respondents who had hired former MMJs and those who had not. This was also the case for changes to website visitors and engagement on

social media channels, where both groups of respondents had similar responses about their communications teams.

Based on the study's findings, we can conclude that former MMJs working for education or healthcare organizations are not only capable of making the career transition from TV news to communications, but they provide value and efficiency in their new roles. However, we cannot conclude that former MMJs are better at these communications jobs than non-former MMJs. Teams that had not hired former MMJs were perfectly content with the efficiency and value of their teams, but those which had hired former MMJs felt that they were good hires, and would recommend hiring them again.

Respondents also acknowledged that outsourced content creation projects do provide value. While these communications leaders had their own internal teams, outsourcing specialized projects was seen as valuable for the organizations that did it. MMJs may also use this study as evidence for what life after TV news could be like. Respondents selected the salary ranges of the former TV journalists on their communications staffs, and the largest portion of respondents selected \$80,000 or more. Most MMJs could see this as a substantial raise, or at the very least it could show them the earning potential through growth in communications careers after they make the transition.

This study leaves many opportunities for future research. As a groundbreaking study on this topic, several routes could be taken to dive deeper into the career transition from TV journalism to communications. Investigating further on the specific geographic region to see if certain areas of the country, or sizes of DMA hire more former MMJs for

communications positions, or believe those former MMJs provide more value and efficiency, would be one area of research. Exploring the industries, such as education and healthcare to specify if those organizations feel hiring former MMJs is more efficient and valuable could also be an area of future research.

Perhaps the main area to investigate in the future is whether former MMJs provide more value and efficiency to communications teams than non-former MMJs. While this study compares the two groups and shows that each feel their teams were valuable and efficient, it doesn't provide a comprehensive comparison of former MMJs and non-MMJs to see who is more effective at providing value and efficiency for communications teams. It's worth noting, however, that non-MMJs were likely trained throughout their careers and educated in college for the communications careers they are currently in. For former MMJs, that's not the case. Their training and experience is in TV journalism, and their education prepared them for a career in the newsroom. Therefore, it may be an unreasonable comparison to make without creating a proper way to measure a former MMJ's value and efficiency, while factoring in the career transformation they underwent.

Further research on this topic could lead to more hiring of former TV journalists for communications positions, opening more doors for TV journalists to transition out of TV news. This could lead to transformations at the university level, with journalism schools also training students for potential future careers in communications, if they do decide to make the transition down the line.

Based on what was tried in this study, there are some lessons learned that could be beneficial for the next researchers to know. Some of the questions in this survey did not

end up bringing the results that were envisioned. Asking questions in different ways, or with more detail and focus, could have given respondents the opportunity to provide more specifics and lead this study to more conclusions. The survey brought in a lot of great information, but for several questions, that information did not provide any impactful conclusions on the study and its results.

Overall, this study clearly reveals that almost all communications leaders who have hired former TV journalists would hire more, and that the TV journalists working in communications positions are successful and providing value and efficiency. This value and efficiency is unique, because they are bringing modern attributes for video content creation through shooting and editing skills. They also leverage their MMJ skills by having the ability to produce content quickly, and with many respondents showing that their teams are producing 15 pieces of content or more per week, that productivity makes an impact.

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