

Файвішенко Діана, д.е.н., професор, завідувач кафедри журналістики та реклами Державний торговельно-економічний університет

Вінс Валерій, магістр кафедри журналістики та реклами Факультет торгівлі та маркетингу Державний торговельно-економічний університет

Тимошенко Дар'я, магістр кафедри журналістики та реклами Факультет торгівлі та маркетингу Державний торговельно-економічний університет

Fayvishenko Diana, Doctor of Science (Economic), Professor, Head of the Department of Journalism and Advertising State University of Trade and Economics, <https://orcid.org/0000-0001-7880-9801>

Vins Valerii, Master's degree student Faculty of Trade and Marketing State University of Trade and Economics, <https://orcid.org/0009-0002-2380-8283>

Tymoshenko Daria, Master's degree student, Faculty of Trade and Marketing State University of Trade and Economics, <https://orcid.org/0009-0006-9566-7255>

АДАПТАЦІЯ СУЧАСНИХ МАС-МЕДІА ТА НОВИНИХ МЕДІА ДО МУЛЬТИКАНАЛЬНОГО ІНФОРМАЦІЙНОГО СЕРЕДОВИЩА ADAPTATION OF MODERN MASS MEDIA AND NEWS MEDIA TO A MULTICHANNEL INFORMATION DISTRIBUTION ENVIRONMENT

Файвішенко Д., Вінс В., Тимошенко Д. Адаптація сучасних мас-медіа та новинних медіа до мультіканального інформаційного середовища. *Український журнал прикладної економіки та техніки*. 2026. Том 11. № 1. С. 70 – 73.

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У статті досліджується трансформація мас-медіа та новинних організацій в умовах адаптації до мультіканального середовища поширення інформації, що визначає сучасні комунікації. У дослідженні узагальнено результати міжнародних аналітичних звітів і наукових праць, присвячених глобальним тенденціям споживання новин, фрагментації аудиторії та стратегічним крокам медіаорганізацій у відповідь на ці зміни. Емпіричну основу становлять дані звіту Reuters Institute Digital News Report 2025, регіональні дослідження та академічні розвідки. Отримані результати засвідчують, що традиційні медіа стикаються з низкою серйозних викликів, зокрема зі зниженням рівня довіри, зростанням явища уникання новин (news avoidance) та посиленням залежності від цифрових платформ. Водночас онлайн-платформи домінують у структурі споживання новин, забезпечуючи близько 70% щотижневого охоплення аудиторії. Попри це, традиційні медіа зберігають вагомі переваги з точки зору сприйняття достовірності, точності та професійних стандартів журналістики. На основі проведеного аналізу запропоновано практичні рекомендації для медіаорганізацій щодо ефективного управління фрагментацією аудиторії. Зокрема, обґрунтовано доцільність упровадження інтегрованих мультіканальних стратегій, використання data-driven підходів до персоналізації контенту, розвитку аналітичних інструментів для вивчення поведінки аудиторії, а також посилення акценту на якісній журналістиці, що поєднує суспільну значущість із залученням аудиторії та дотриманням етичних стандартів.

Ключові слова: медіаадаптація, мультіканальна дистрибуція, фрагментація аудиторії, споживання новин, цифрова трансформація, довіра до медіа, платформна стратегія.

The article examines the transformation of mass media and news organizations in the context of adaptation to the multi-channel information distribution environment that defines modern communications. The study summarizes the results of international analytical reports and scientific studies on global trends in news consumption, audience fragmentation, and media organizations' strategic responses to these changes. The empirical basis comprises data from the Reuters Institute Digital News Report 2025, regional studies, and academic intelligence. The results obtained show that traditional media are facing several serious challenges, particularly a decline in trust, an increase in news avoidance, and an increase in dependence on digital platforms. At the same time, online platforms dominate the news consumption landscape, accounting for about 70% of weekly audience coverage. Despite this, traditional media retain significant advantages in terms of perceived reliability, accuracy, and professional standards of journalism. Based on the analysis, practical recommendations for media organizations on effective audience fragmentation management are proposed. In particular, the feasibility of implementing integrated multi-channel strategies, using data-driven approaches to content personalization, developing analytical tools to study audience behavior, and increasing the emphasis on quality journalism that combines social relevance with audience engagement and adherence to ethical standards is substantiated. Contemporary media that integrate technology, multichannel strategies, and ethical journalism standards not only survive in challenging conditions but also strengthen public trust, support democratic discourse, and effectively engage audiences in the digital age.

Keywords: media adaptation, multi-channel distribution, audience fragmentation, news consumption, digital transformation, media trust, platform strategy.

Statement of the problem

The contemporary media landscape is undergoing rapid and far-reaching change driven by technological progress, mobile connectivity, and the strong influence of social media. Traditional mass media, which for decades operated through centralized distribution aimed at broad audiences, are now functioning in an environment defined by fragmentation and complexity. This multichannel information distribution environment creates both serious risks and important strategic opportunities for news organizations.

Recent findings from the Reuters Institute Digital News Report 2025 point to a challenging paradox for journalism today. Traditional news media are finding it harder to stay connected with large parts of the public, as engagement declines, trust is low, and digital subscriptions grow slowly [1]. Research by the Office of Communications (Ofcom) in the United Kingdom also shows that online news now reaches 70% of people weekly – a figure that nearly matches television, including on-demand, which stands at 68%, and surpasses linear broadcast channels at 63% [2]. These shifts reflect major changes in how people find, consume, and share information across multiple platforms throughout daily life.

The multichannel environment demonstrates the phenomenon of «audience fragmentation», in which consumers are divided into smaller, specialized groups as the number of channels, formats, and thematic niches grows. Whereas mass media previously targeted a broad, generalized audience (national television, newspapers, radio), today users access information through a variety of platforms, social media, messaging apps, video-sharing services, podcast platforms, and streaming applications. For example, according to the Reuters Institute Digital News Report 2025 [3], younger audiences increasingly consume news through short-form video formats on TikTok and YouTube, while older age groups remain more loyal to television and news websites.



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Such differentiation leads to a decline in the effectiveness of universal news products: audiences expect personalized content tailored to their age, values, social experience, and information needs. As a result, media organizations are compelled to create multiple versions of the same message for different platforms, a short video for social media, an analytical article for a website, and an explanatory format for a podcast.

The relevance of this issue is reinforced by its economic dimension. Fragmentation complicates monetization, as advertisers increasingly prefer narrowly targeted digital campaigns instead of placements in traditional media. This undermines the financial stability of newsrooms, particularly at the regional level. Moreover, algorithm-driven social media feeds create «information bubbles» where users predominantly receive content aligned with their prior preferences. This increases the risk of social polarization and weakens the quality of public debate.

From a democratic perspective, fragmentation weakens the shared information space. Whereas societies once relied on a relatively unified agenda (evening news broadcasts or national newspapers), today different social groups may exist within entirely separate informational realities. In the context of information warfare and disinformation campaigns, this challenge becomes especially acute, as it complicates consensus-building and erodes trust in institutions.

Thus, audience fragmentation is not merely a technological or market-driven issue but also a socio-political one. It requires a strategic response from media organizations through integrated multichannel approaches, the promotion of media literacy, and the preservation of high journalistic standards as a foundation for democratic public discourse.

The purpose of the research

The purpose of the article is to analyze international experience and national practices in personnel development management in the context of digital transformation.

Presentation of the main research material

The multichannel information distribution environment. In practical terms, these processes are clearly reflected in the structure of contemporary media consumption. Modern information distribution is characterized by competition among numerous platforms, each striving to capture audience attention and establish its own models of user engagement [1]. In Germany, for example, 66% of adults consume news online weekly, 33% via social media, 22% through news magazine and newspaper websites, and 21% through digital services provided by broadcasters [4].

Mobile devices and algorithmic recommendations further intensify fragmentation by delivering individualized content feeds and encouraging news consumption at different times and in diverse formats. The behavior of younger audiences is particularly illustrative: among American teenagers, nearly half report being online almost constantly, and 90% identify YouTube as their most frequently used platform. This demonstrates the consolidation of a digitally oriented model of media consumption in which traditional channels are increasingly being supplanted by platform-based ecosystems.

Several forces drive this platform expansion. Digital media have dramatically increased the number of content channels, social networks personalize content streams and streaming services allow people to consume content whenever they choose. The widespread use of mobile devices adds another layer of fragmentation. For example, studies on American teenagers show that nearly half are online almost constantly and 90% name YouTube as their most used platform [3,13].

News consumption habits are shifting accordingly. UK research shows that while 96% of adults consume news in some form, how they do so is changing quickly. Notably, 71% of adults say they avoid news at least sometimes, and 13% avoid it “often” [2]. Globally, selective news avoidance has risen from 29% in 2017 to 39% in 2024, with reasons including emotional fatigue, overwhelming amounts of information, too much conflict reporting and doubts about trustworthiness [4, 5].

Germany provides further insight into these motivations. Negative emotional impact is the most common reason (48%), followed by too much war and conflict coverage (39%) and information overload (39%) [4]. Younger audiences (18–24) more often report overload at 43%, while older audiences (55+) more often cite conflict coverage at 49%. These differences indicate that engagement strategies must be adapted to different age groups.

Contemporary news discovery follows complex pathways. In the UK, 60% of adults use online intermediaries such as search engines, social media and news aggregators. Meta platforms reach 39% and Google services 34% [2]. Preferences differ greatly by age: 35% of all adults access news directly on websites, yet among 18–24-year-olds only 49% visit news sites directly while 37% find news via social media and 52% via search [4].

Each social media platform shows distinct patterns. In Ukraine, Telegram leads with 73% using it for news and 81% for communication, while YouTube has grown to reach 19% for news [6]. In Germany, WhatsApp (15%), YouTube (18%) and Facebook (15%) are common among general users, but younger users prefer Instagram (29%), YouTube (23%) and WhatsApp (20%) [4].

Challenges confronting traditional mass media. Even though news consumption overall remains high, trust in media remains a significant global issue. In 2024, Hungary and Greece had the lowest trust levels at just 23%, and 59% of people worldwide were concerned about distinguishing real from fake information online [7,10]. In Germany, 45% believe most news can be trusted – a stable, but not strong, figure [4].

There is a clear trust gap between traditional and digital platforms. In the UK, traditional media, such as television, radio, and print, receive around 70% positive ratings for accuracy and trustworthiness, compared to about 60% for online news and only 40% for social media [2]. In Germany, only 41% trust news on social media, compared to 62% for traditional platforms [4]. Young people (12-15) in the UK echo this: 52% trust social media news, compared to 82% for TV and 78% for radio.

Despite these advantages, traditional media continue to lose reach. UK linear TV news has been declining, though now showing slight stabilization, while online growth has plateaued [2]. In Germany, 61% watch linear TV news weekly, but only 32% of 18-24-year-olds do so [4].

Dependence on platforms also creates vulnerabilities. Social networks deprioritize news, with Facebook news use dropping 4 percentage points in one year to reach 37% [7]. Platforms are shifting focus from publishers to individual “creators”, and entertainment often outweighs journalism [8]. AI-powered search and chatbot interfaces may further reduce direct visits to news sites [9], though so far only 4% of Germans use generative AI tools weekly for news (9-10% among under-35s) [4].

Economic pressures intensify these challenges. Digital subscription rates have stalled at 17% across wealthy nations, with wide national variation [8]. Germany remains at 13%, mainly among major national outlets and local newspapers [4, 8]. Economic pressure encourages publishers to produce faster, platform-friendly content, often at the expense of in-depth reporting [8,11].

Strategic adaptations. Strong media organizations increasingly rely on broad multichannel strategies rather than abandoning difficult platforms. Research shows that effective adaptation means maintaining a presence across platforms while tailoring content to each one’s audience expectations [3]. For example, the BBC combines TV, radio, web, apps, and social media, reaching 67% of UK adults [2].

Each platform requires specific strategies. YouTube and TikTok depend heavily on algorithmic recommendations, pushing news outlets to create content optimized for short-form video formats [8]. German findings show that younger audiences respond strongly to TikTok-style content, though concerns about manipulation remain [4].

To navigate fragmentation, media organizations rely more on data analytics to understand audiences. This helps segment users and shape personalized strategies [3, 11]. However, personalization itself remains controversial. In Germany, only 33% feel comfortable with personalized news, while 18% feel uncomfortable. People are far more open to personalization in domains such as weather and entertainment [4]. Concerns about filter bubbles and bias remain key barriers.

High-quality journalism has become a key differentiator in an environment characterized by information overload and declining trust. When audiences are exposed to large volumes of superficial, emotionally charged, or manipulative content, adherence to professional standards becomes a competitive advantage for media outlets. Transparency of sources, clear separation of facts from commentary, balance of perspectives, and pluralism of viewpoints foster a sense of reliability and predictability in editorial policies.

Empirical evidence from international studies supports this connection. For example, the Reuters Institute Digital News Report 2025 shows that audiences place significantly greater trust in media outlets that openly explain their sources, data collection methods, and editorial processes. In countries with strong public broadcasting traditions, such as Germany and the United Kingdom, news organizations that maintain rigorous fact-checking and editorial independence earn higher levels of trust than social media platforms. For instance, news services like BBC or ARD Tagesschau consistently receive higher trust ratings than digital-only platforms.

A distinct role is played by so-called “solutions journalism,” which not only reports on problems but also analyzes potential solutions. Research indicates that excessive negative or conflict-oriented content contributes to “news avoidance” due to emotional fatigue. In contrast, constructive reporting that highlights effective practices or alternative solutions increases engagement and reduces informational burnout.

Moreover, the separation of facts from opinion is particularly important in the context of hybrid informational influences and the spread of disinformation. Clearly labeling analysis, commentary, and sponsored content helps mitigate manipulation risks and strengthens the media's reputation as a responsible public institution.

Thus, high-quality journalism functions not only as an ethical standard but also as a strategic resource for competitiveness. In a multichannel environment, trust, professionalism, and transparency form the foundation for the long-term resilience of media organizations and the support of democratic public discourse [5].

Quality-oriented strategies include transparent sourcing, separating facts from opinion, offering diverse viewpoints and using solution-oriented journalism that pairs problem reporting with coverage of responses and possible ways forward [4, 8].

Regional perspectives. Ukraine offers a unique example of adaptation under conditions of war and intense information conflict. According to USAID-Internews, 84% of Ukrainians use social media, with Telegram dominating both communication (81%) and news (73%). YouTube continues to grow, especially among younger users [6]. Ukrainians are well aware of the risks of disinformation on Telegram and often cross-check content across multiple channels.

Despite concerns about security, 51% oppose government restrictions on Telegram, valuing freedom of speech. Ukrainian newsrooms therefore must carefully balance multichannel strategies with the need to counter Russian disinformation while maintaining public trust.

On the other hand, Germany offers a more stable media environment, with public broadcasters remaining strong. ARD Tagesschau and ZDF heute are the most trusted providers [4]. Online news consumption has plateaued at 66%, with social media at 33%. Interestingly, 52% prefer reading online news, versus 29% watching video and only 8% listening – challenging assumptions about inevitable video dominance.

The United Kingdom shows the important role of public service broadcasting. Despite declines in reach, UK public broadcasters still reach 74% of adults weekly for news, with BBC One alone reaching 41% [2]. Among youth (12–15), TikTok (31%) and YouTube (30%) are the most used platforms, but trust remains much higher for traditional media.

Emerging technologies and challenges. Artificial intelligence brings both benefits and concerns. Many audiences remain skeptical of AI-produced news, especially in politics or war coverage, though they are more open to technical tasks such as translation [7]. In Germany, 54% feel uncomfortable with AI-produced news even when supervised by humans, though only 34% feel uncomfortable with AI-assisted journalism where humans remain in control [4].

Younger audiences are more open. Among Germans aged 18–24, interest in AI-generated summaries (27%), translations (24%) and simplified versions (24%) is nearly twice that of older users. This suggests that AI tools could help reach younger audiences, provided human oversight remains strong [12].

The multichannel environment also raises regulatory questions. In Ukraine, where 67% get news from social networks, incentives for clickbait and sensationalism can degrade information quality [6]. Platform algorithms determine visibility and can directly affect the survival of news organizations, yet platforms insist they have minimal responsibility toward journalism [8].

Conclusions and prospects for further research

The contemporary media environment is undergoing profound transformations driven by technological progress, mobile platforms, and social networks, creating a multichannel information ecosystem. These changes have significant implications for the structure, economics, and democratic role of mass media. Traditional media face increasing audience fragmentation, as users increasingly choose niche channels and formats, leading to declining reach of mass audiences and complicating the creation of a shared informational space.

Dependence on digital platforms introduces additional risks. Social media algorithms and recommendation feeds create “information bubbles,” reduce direct visits to news websites, and increase the influence of technology companies on content visibility. This undermines the financial stability of traditional newsrooms and heightens the importance of content adaptation and personalization for diverse audiences.

Research also highlights the crucial role of trust and high-quality journalism. Organizations that adhere to standards of source transparency, clearly separate facts from opinions, provide multiple perspectives, and implement solutions journalism maintain high levels of trust even among digital-native audiences. Such practices not only preserve credibility but also serve as a competitive advantage in the multichannel environment.

Technological changes and digitalization also create new opportunities for media. Niche audiences, lower barriers for new voices, interactive formats, and the use of artificial intelligence to automate routine tasks or adapt content can engage younger audiences and generate innovative forms of interaction. At the same time, AI usage requires ethical oversight, transparency, and human supervision to prevent manipulation and maintain trust.

Effective adaptation requires integrated multichannel strategies. Successful media organizations combine a presence across platforms with the use of data analytics to personalize content, while maintaining editorial quality, ethical standards, and pluralism of viewpoints.

From this analysis, several key conclusions emerge. High-quality journalism and trust remain the foundation for media survival and competitiveness. Multichannel strategies are critical for retaining audiences and responding to contemporary information consumption habits. Data analytics and content personalization should be applied ethically, taking into account the age, social, and cultural characteristics of audiences. Investments in media literacy and public engagement foster critical thinking and strengthen democratic processes. Balancing commercial and democratic objectives remains essential: media must simultaneously ensure financial sustainability and fulfill their public mission by informing citizens and holding power accountable.

Thus, contemporary media that integrate technology, multichannel strategies, and ethical journalism standards not only survive in challenging conditions but are also able to strengthen public trust, support democratic discourse, and effectively engage audiences in the digital age.

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