

Lindenwood University

## Digital Commons@Lindenwood University

---

Theses

Theses & Dissertations

---

Spring 5-2021

### The “New Normal”: A virtual insight from industry professionals on pivoting within the digital ecosystem during a global pandemic.

Delina Corcione  
*Lindenwood University*

Follow this and additional works at: <https://digitalcommons.lindenwood.edu/theses>



Part of the [Social Media Commons](#)

---

#### Recommended Citation

Corcione, Delina, "The “New Normal”: A virtual insight from industry professionals on pivoting within the digital ecosystem during a global pandemic." (2021). *Theses*. 9.  
<https://digitalcommons.lindenwood.edu/theses/9>

This Thesis is brought to you for free and open access by the Theses & Dissertations at Digital Commons@Lindenwood University. It has been accepted for inclusion in Theses by an authorized administrator of Digital Commons@Lindenwood University. For more information, please contact [emacdonald@lindenwood.edu](mailto:emacdonald@lindenwood.edu).

*The "New Normal": A virtual insight from industry professionals on pivoting within the digital ecosystem during a global pandemic.*

by

Delina Corcione

Submitted in Partial Fulfillment of the Requirements  
for the Degree of Master of Arts in Social Media and Digital Content Strategy  
at  
Lindenwood University

© May 2021, Delina Corcione

The author hereby grants Lindenwood University permission to reproduce and to distribute publicly paper and electronic thesis copies of document in whole or in part in any medium now known or hereafter created.

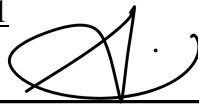
Delina Corcione 7 May 2021

*Delina Corcione*

---

Author

Andrew Smith 7 May 2021



---

Committee chair

Krista Tucciarone 7 May 2021

*Krista Tucciarone*

---

Committee member

Ben Scholle 7 May 2021

*Ben Scholle*

---

Committee member

*The “New Normal”*: A virtual insight from industry professionals on pivoting within the digital ecosystem during a global pandemic.

A Thesis Submitted to the Faculty of the Art and Design Department  
in Partial Fulfillment of the Requirements for the  
Degree of Master of Arts in Social Media and Digital Content Strategy  
at  
Lindenwood University

By

Delina Corcione

Saint Charles, Missouri

May 2021

## Abstract

Title of Thesis: *The “New Normal”*: A virtual insight from industry professionals on pivoting within the digital ecosystem during a global pandemic.

Delina Corcione, Master of Arts/Social Media and Digital Content Strategy, 2021

Thesis Directed by: Andrew Smith, Digital Marketing Program Chair

This project is over industry professionals within a relative field of Digital Content Strategy, and their professional experiences as it relates to the global pandemic that hit the United States in 2020. This virus (COVID-19) has boosted us into a predominantly digital world, with little analysis on how society is to handle or adapt. The final deliverable is short documentary offering insight on industry professionals within the field of study. *The “New Normal”* takes a unique approach on analyzing the state of the field as it relates to the pandemic, focusing on the personal experiences these industry professionals went through within their professional lives, and how they dealt with the trials and tribulations the pandemic brought about. These industry professionals are listed below:

- Adam Birke: Virtual Fitness Coach, Music Coach, Zoom Consultant
- Bronwyn Ritchie: Digital Transformation Strategist at Worldwide Technology
- Keenon Anthony: Director, Filmmaker, Content Creator, Photographer
- Maddie Raineri: Social Community Director at Cannonball Agency
- Rashida Dinehart: Lead Strategist at Media Cross

### **Acknowledgements**

Foremost, I would like to express my sincere gratitude to my advisor and committee chair, Prof. Andrew Smith for the ongoing support throughout my master's study and research, for his patience, ideas and insight, and endless encouragement. His guidance has played an essential role in all the time of researching and conducting of this final project.

Aside from my advisor and committee chair, I would like to thank the rest of my committee members, Prof. Krista Tucciarone (Tucc) and Prof. Ben Scholle. Tucc has pushed me to my limits over the past two semesters, urging me to find the best information and effort to put forth in my final project. Ben, while coming in on my last semester, has helped me in finding my vision for the final production of this short documentary. His knowledge and insight has immensely helped me outline key points and post-production techniques I would have not have thought of on my own.

Additionally, I would like to thank all of the interview subjects, who are included within my documentary, for their professional knowledge and support in contributing to my final deliverable. Without you all, I would not be able to complete my film.

In conclusion, I would like to thank the ones closest to me, especially my roommate, Jamie Lerman, and my parents, John and Suzan Corcione. Jamie, you have been the best study buddy and proof-reader. Even though you are not in school anymore, you have continuously supported and motivated me to make it through these last two years in my graduate program. Mom and Dad, you have supported and motivated me since day one. All of my accomplishments throughout the past 24 years of my life go to you. I thank all of you for your love and support and I will forever be grateful.

**Table of Contents**

Abstract..... 2  
Aknowledgements..... 3  
Introduction..... 5  
State of the Field ..... 5  
Research Methodology/Production and Analysis..... 12  
Conclusions..... 16  
Final Deliverable..... 18  
Bibliography ..... 19

## **Introduction**

While the digital revolution has already arrived, the Coronavirus pandemic took advantage of the very means of communication that society had manufactured. Since the virus hit America, face-to-face interactions have become taboo and the demand for communication through technology rapidly increased. The rapid spread of technology accelerated by the pandemic has led to a pressing need for individuals, businesses and governments to adapt. While it is obvious that the pandemic is amplifying the adoption of new technologies, technological advancements have already been changing the world over the past two decades, from the living standards of society to the very nature of society's work environments (Saliola and Islam 2020). In other words, society was rapidly forced into a digital world due to the global pandemic with little information on how to handle or adapt to it. The pandemic has pushed society to a point where embracing technology is no longer an option but a necessity. With the right information and research analyzation, businesses and individuals can take this pandemic crisis as an opportunity to build and improve for the future.

Now that embracing and understanding technology is a necessity, there is also now a need for industry professionals to help society through this digital transformation the pandemic has accelerated. My project focuses on this assistance in adapting throughout the COVID-19 era by creating an informative, insightful documentary film which students, faculty and industry professionals will find useful. While there has been immensely in-depth research done on the digital state of society and the field of digital content strategy as it relates to the pandemic, there has not been many opinion-based, qualitative research done on the state of the field. Most of the conclusions on the state of my field has been strictly fact-based, attained through quantitative

research and data-analyzation. My project takes a unique approach to academic research on the state of the field, focusing on the personal experiences industry professionals went through within their professional lives and how they coped and adapted their strategies throughout the global pandemic.

In addition to the assistance through the digital transformation of society throughout the COVID-19 era, collaboration with fellow industry professionals is an essential skill that anyone within the field of digital content strategy must master. I aim to highlight the importance and effectiveness of collaboration with fellow industry professionals, as this plays an essential role in ensuring that my knowledge on the state of the field is up-to-date and useful. I did this through interacting with fellow professionals within my field which assisted me in gaining insight on their professional experiences. This interaction with fellow professionals was conducted through interviewing five individuals that work in a relative field to social media and digital content strategy. These individuals, along with their professions, are as follows:

- Adam Birke: Virtual Fitness Coach, Music Coach, Zoom Consultant
- Bronwyn Ritchie: Digital Transformation Strategist at Worldwide Technology
- Keenon Anthony: Director, Filmmaker, Content Creator, Photographer
- Maddie Raineri: Social Community Director at Cannonball Agency
- Rashida Dinehart: Lead Strategist at Media Cross

I am presenting the research attained from these individuals through a short documentary, which is an innovative technique used to compile a bulk of information to find common trends and themes within the field of study.



As someone with an interest in both content creation (video production) and digital content strategy, I chose this research topic because this industry requires ongoing analysis of the state of the field. Therefore, my goal is to be proactive in researching what other industry professionals are doing to find ways to effectively communicate with them, as well as perfect my craft and ensure my knowledge is up-to-date with the current industry trends and strategies. My experiences and research of the field of study have made me come to the conclusion that analyzation and adaptation is the only way to be an outstanding contributor to a highly competitive field. This can be done through utilizing other industry professionals and their experiences and knowledge which assist me in perfecting my own content strategies, and provide future students, faculty, and fellow professionals with unique perspectives and information on the field of study.

### **State of the Field**

For a visual presentation on insight into the social and digital world, it is necessary to have relevant sources which offer detailed insight from industry professionals on the current state of the field of digital content strategy. This will also provide contextual value in regard to what the interviewees are going to be speaking on throughout the film.

Industry professionals, such as content creators filmmakers, brand managers, content strategists, etc., should always be watching out for and stay updated on the current trends within their respective fields. Since the internet and technology is ever-changing and updating, there are key trends to watch out for in the year of 2020 and beyond to ensure that the development of digital content strategies are up-to-date and useful. According to the article “10 Biggest Marketing Trends That Will Dominate 2020” by Edward Dennis, there are 10 top current trends within the field of digital content strategy (DCS) which are essential knowledge to any

organization or individual looking to use information systems such as social media as a tool of communication with their consumer audiences. The trends listed below are a few of the top 10 trends industry professionals should pay attention to when generating their distribution strategies which also relate to the information which will be brought forth in the production of my final project:

1. “Results-focused content” (Dennis).

The content created must have an appeal to the target audience and provoke engagement to generate traffic to the individual’s platform.

2. “Video and live-stream take center stage” (Dennis).

Content creators and organizations must distribute content that is appealing to their prospective viewers. Video and live-stream content is proven to be the “go-to” styles of content that have performed the best to numerous demographics.

3. “Conversational marketing continues to evolve” (Dennis).

Creating a main, easily accessible pathway of communication between industry and consumer will benefit the content creator and limit the time the consumer has to spend finding the desired results they are looking for.

4. “User and search intent drives content creation” and “Content gets tailored to voice search and smart devices” and “Data-driven content creation” (Dennis).

Analyzing the data of what different demographics are consuming and creating content that tailors to that will result in the content created performing well and boosting engagement with online posts. Additionally, online content is consumed from mobile phone devices more than any other avenue. Recent reports in “The State of Digital Marketing in 2020” indicate that the voice

search industry is projected to earn over \$40 billion by 2022 (Gomez 2020). Throughout researching the field of digital content strategy, in regard to using social media as a marketing tool, an article by Christian L. Tom outlined some helpful observations related to content creation and audience behavior that people within the field of DCS can utilize. He writes that consumer behavior in the “scrolling economy” have three core observations. First, as stated before, online content is consumed from mobile phone devices more than any other avenue. Due to this, all content must be viewable on a small screen size, and the creator must take into consideration the consumer behavior on the mobile. Second, the content must be created for social consumption. Lastly, all forms of content need to have aspects that elicit earned media potential. These observations outline key trends within the industry of DCS that all content creators must take into consideration when generating a strategy on how to distribute content in the most effective fashion.

5. “Personalized content gets a shot of steroids” (Dennis).

Creating content to personalize the brand or service with the audience will boost audience engagement and following. When the consumer feels as if they have a say in the content they are consuming, or personally relate to the content, they will be more interested and come back for more. An organization’s audience does not want to receive the exact same collection of content that all the other consumers are getting. Rather, the individual consumer wants to receive content tailored specifically to their interests and needs, with regard to the initial brand or service (Dennis).

6. “Topic-focused content to build authority” (Dennis).

Brand consistency is essential when utilizing social media marketing. “This is done by creating long-form pillar pages that act as a foundation for content marketing initiatives and building off

of this foundation as time goes on” (Dennis). In creating pillar content, the initial idea is to cover a wide variety of topics that fall under a single umbrella or category. In doing this, it helps the creator stay consistent to their brand and ensures the consumer will find what they are looking for when consuming the content.

While these trends listed above are some of the trends and strategies which have stayed consistent within the field of digital content strategy. In contrast, some trends and strategies may have to adapt over time to keep up with the constant convergence of technology and the internet. Research has shown that there are two things which can be said in regard to content marketing or content creation for the year of 2020 and beyond: digital content marketing will become even more important in developing digital content strategies and digital content creation along with content distribution will change rapidly with the ongoing convergence of technology and the internet (Dennis).

While the statements above remain true, the accelerated digital transformation of society the Coronavirus pandemic caused has led to a pressing need for brands and businesses to adapt their marketing strategies to new consumer audience behaviors. These businesses need to act fast and lay the foundation for their brand by pivoting their content distribution strategies to keep up with emerging consumer behaviors brought about by the pandemic. To pivot their strategies, these brands and businesses must ask themselves, what significant changes have come to light in the way society interacts with content and advertising across platforms and how has this impacted consumption trends and the resulting impact on advertising and media industries? The research listed below attempts to answer these posing questions and provide further explanation in regard to the state of the field during the digital transformation of society during the COVID-19 era:

- Employees are seeing an increase in accomplishing day-to-day work within networked organizations due to utilization of collaborative technology such as enterprise social networks (Wu 2019).
- The pandemic has outdated the traditional marketing funnel, forcing brands to focus on existing audiences rather than generating new leads (Harlan 2020).
- According to recent research from Global Web Index, over 80% of consumers in the U.S. and U.K. have increased their content consumption since the outbreak began (Harlan 2020).
- The pandemic crisis has highlighted an already pressing issue for society, the digital divide (Starks et al. 2020).
- A recent survey conducted by McKinsey & Company confirms the COVID-19 crisis has boosted the digitization of customer interactions by several years (LaBerge et al. 2020).
- 52% of Americans are spending less money due to concerns around the economy (Harlan 2020).
- COVID-19 has brought about increased concerns of financial and health worries which are influencing the notion of brand loyalty due to consumers now seeking out businesses and brands that stand for certain social issues.
  - “Interestingly, a recent survey from RetailMeNot found 74% of respondents ages 22 to 37 claim more brands should take public stances on important social values” (Harlan 2020).
  - This brings about the notion that consumer audiences are now spending more time planning and observing before purchasing.
- Brands and marketers need to note how the pandemic will impact brand loyalty:

- 73% of consumers in America are open to considering pursuing a new brand in at least one shopping category according to a Criteo report (Harlan 2020).
- 77% of U.S. consumers indicated that they do not remain with one brand as long as they did three years ago (Harlan 2020).
- 61% of U.S. consumer audiences have switched brands within the last year (Harlan 2020).

In gathering this research, it can be concluded that the minds of consumer audiences will continue to evolve and the fight for brand loyalty is getting increasingly harder for businesses and brand managers. That being said, remaining with pre-pandemic strategies of moving consumer audiences through a traditional marketing funnel will no longer be a viable strategy for brands and marketers moving forward. Based on this research, it now seems that the digital transition has become a necessity for society, rather than a choice.

### **Research Methodology/Production and Analysis**

The research methodology of this project is a qualitative approach attained through interviews and cultural studies is the theoretical framework. The cultural studies theoretical framework was chosen because the main subject areas of cultural studies focus on the analyzation of music, television, film, literature, online digital content and more, it analyzes how these art forms are produced, distributed, and consumed by a consumer audience. This methodological approach is the preferred route because the film will focus on the following genres within cultural studies: television, film, and online digital content, the challenges industry professionals faced and how their professional lives were affected as it relates to the pandemic.

The first method of research spanned from the last semester (August 2020-January 2021), where I created a documentary treatment which outlines the story, structure, timeline, and

background information for the documentary production. Once I had the treatment completed, outlining specific steps for the production process, it was time to get to work on filming.

The second method of research consisted of gaining insight from individuals and professionals within certain demographics and career fields. The demographics and career fields that were analyzed include: marketing, advertising, public relations, content creation, video production, and digital content strategy. There were five industry professionals that were interviewed. These professionals were interviewed via zoom and were asked an array of questions which focus on the social and digital world, their professional experiences, and the impacts the global pandemic had on their professional and personal lives. While there were some questions that remained consistent, such as when they first heard of the coronavirus and how it impacted their professional lives, a majority of the questions asked were tailored specifically to their job position and the career field they are in. This approach to interviewing the subjects was done to create more of an interactive interview setting, with the goal in mind to attain in-depth details on what their jobs require them to do on a daily basis in order to understand how the pandemic effected these day-to-day tasks. Additionally, the subjects were asked to give any advice they might want to give to professionals within their field, and those who are just trying to start out.

The entirety of the project consists primarily of specific clips from these interviews strung together in a video sequence in such a way that tells a story on how these industry professionals moved throughout the pandemic. Through the production and editing of the final deliverable, there are some common themes found within the interviews that are important to pay attention to:

- When the pandemic first hit, all subjects found that their creativity and ability to efficiently strategize their content creation and distribution was stifled.
- As virtual, visual, and digital service providers, the pandemic brought about a need for them to provide the public with something to look forward to.
- Being forced to come up with ways to provide content for the public to look forward to presented more resources which provided opportunity to innovate the ways the subjects were servicing their clients.
- While everyone has had to pivot quickly towards communicating through technology, most find this as a burden, rather than a benefit. For example, many students who take online classes most times find difficulty learning efficiently because of the disconnect from their professors due to a sense of lacking guidance that face-to-face interactions provide. However, the subjects that were interviewed found that they were connecting and communicating more with their clients by interacting virtually.
- The pandemic brought about increased workload for these individuals, which blurred the lines of when work started and when work should end. In other words, these individuals were buried in work due to being able to work from home and it was hard to find time for themselves within their personal lives due to the increased workload.
- Content creation and distribution strategies shifted. Instead of creating new concepts and taking the time to perfect them, the content strategies relied on stock footage and former concepts to get content out to their clients quickly due to the public's demand for quality content and information.
  - The type and style of posts shifted from the purpose of simply posting to have a successful online presence to posting to entertain and inform. An assumption can



be made that this is due to the shift in audience behavioral trends throughout the pandemic.

- While the pandemic brought about serious concerns of mental health due to quarantine, these individuals found that it opened the door for communication within society to be more comfortable talking about mental health.

The style of my film will take an observational approach and primarily based on the qualitative research, such as the common themes listed above. The video evidence and interview footage will take a stylized video essay approach. This means there will be talking heads, along with video evidence that portrays a visual representation of what the talking heads are speaking on, including screen recordings of virtual group conference calls, examples of content the interviewees created, etc. It is worth noting that all of the interview footage shown was attained through virtual zoom calls.

In structure and style, the overall vision of my film will treat the digital transformation of society during the COVID-19 era similar to the way Vox Media's limited series, *Coronavirus, Explained*, approached bridging the knowledge gap on the common myths and misconceptions that society initially had on the virus. This particular film took an informative approach, explaining various topics around the subject of the Coronavirus pandemic which explored the efforts to contain it. Their story structure consisted of a chronological approach, with the first episode covering how the Coronavirus became a global pandemic and impacted every aspect of society's day-to-day routine, along with experts and data providing a clear, factual overview of the virus. This episode provided a Segway into the next subject matter, the race for a vaccine, which outlined what society was to expect on the unprecedented road ahead. Lastly, the third episode provided "How to Cope" moving forward throughout the global pandemic, providing

information on the fear and anxiety people are experiencing across the globe, why they are reacting this way, and helpful coping mechanisms people can utilize while experiencing mental, physical and emotional obstacles that quarantine and isolation caused. My film plans to adopt this chronological story structure and introduce the different characters and their experiences as it relates to the timeline of the accelerated digital transformation of society during the global COVID-19 pandemic.

### **Conclusions**

A large portion of the filming and footage attained for the documentary relied solely on the individuals who were interviewed. That being said, the pandemic, along with my relocation to Florida within the last year, presented the production of the film with some extenuating circumstances. Due to fears of infection and spread and not being local to the individuals who were being interviewed, I was not able to film in-person interviews. To combat this issue, the interviews were conducted through zoom. This is one of the main challenges that the content creators and brand managers spoke about during the course of their interviews for the documentary. They indicate that the limits quarantine forced upon them required them to utilize technology and implement new strategies for their content creation and distribution. While there were concerns of the quality of the film due to the virtual interviews, it actually turned out to give the film unique value because the subject area of the film follows the digital transformation of society as it relates to the pandemic.

That being said, my project is innovative and contributes to my field because this particular obstacle of limiting face-to-face interaction forced me to utilize the same tactics in the production of the film that other professionals within my field are using. In other words, I am utilizing the same resources and tools that will be recommended to others within my film and

implementing that within my own content creation strategies. Rather than being limited by the uncertainty and fears the pandemic has presented society with during this time, there remains opportunity to be open to letting the limitations that have surfaced become an important part of the story that will be told.

Additionally, there are many obstacles throughout the semester that made production difficult. First, I had initially planned to have 19 individuals to interview last semester. When the production for the film started this semester, all but two of those individuals opted out of being a part of the film. In order to meet my deadline and have enough footage to create the film, I was presented with the task to find new people to interview, and fast. Once I had conducted the first few interviews, I realized that I was gathering more content than I had originally planned for. This made me realize that I could make do with less people to interview through generating questions that got the interviewees talking. While this obstacle seemed like it would derail the whole production in the beginning, it helped me in finding a clear, less tedious path in completing the final production.

Moving forward, there was a specific strategy implemented when choosing the individuals I wanted to interview. This came to me in trying to answer the question that my committee member, Krista Tucciarone, asked in one of our meetings, why did I choose these people to interview? My answer to this question, and the story line my film now has, is that I chose these five individuals because they all have professions I once tried to pursue and I wanted to gain their experiences and knowledge to see how these industry professionals coped within their professional lives throughout the pandemic. While the documentaries on this subject matter that have been broadcasted in the past do provide insight and guidance from experts within the industry of digital content and social media, the style, structure, and messages of this previous

content is outdated and there is room for a fresher perspective and public perception of media and content creation. Films such as *Totally Under Control* which cover the governments' response to the pandemic offer perspectives and ideas from an older generation. There are not really any visual publications thus far which the younger generations can relate to or are interested in viewing. My film will be unique and innovative because its overall vision is based on more recent insights from industry experts and content creators such as myself. This will offer numerous perspectives from a younger generation which will perform and relate well to a younger audience.

In conclusion, this project offered an opportunity to examine how industry professionals within my field pivoted throughout the global pandemic and if these pivot strategies succeeded or failed. With a variety of positive and negative impacts the Coronavirus presented them with, others within my field can learn from these successes and failures of their past experiences to inform and give direction to future endeavors.

### **Final Deliverable**

*The "New Normal"*

Deschamps, Tara. "Online platforms race to keep up with moderating content amid pandemic." *Globe & Mail [Toronto, Canada]*, 8 June 2020, p. B5. *Gale OneFile: Business*,

<https://link.gale.com/apps/doc/A626045340/GPS?u=sain20269&sid=GPS&xid=11007291>

Sousa, Rafaela. "How to Reach Gen Z in the Coronavirus Era - Focus. ." 8 Aug. 2020. *Gale OneFile: Business*, [link.gale.com/apps/doc/A631928465/GPS?u=sain20269&sid=GPS&xid=caecf3f6](https://link.gale.com/apps/doc/A631928465/GPS?u=sain20269&sid=GPS&xid=caecf3f6).

Reddy, Srinivasa. "Impact of COVID-19 on the Broadcast and Cable Industry, and Strategy for the Remaining 2020." Sept. 2020. *Gale OneFile: Health and Medicine*,

[link.gale.com/apps/doc/A636730841/GPS?u=sain20269&sid=GPS&xid=e01405da](https://link.gale.com/apps/doc/A636730841/GPS?u=sain20269&sid=GPS&xid=e01405da).

"COVID-19: Its Impact on the Media World -- Part II." *Broadcast Pro Middle East*, 15 May 2020. *Gale OneFile: Health and Medicine*,

[link.gale.com/apps/doc/A623886213/GPS?u=sain20269&sid=GPS&xid=e3767844](https://link.gale.com/apps/doc/A623886213/GPS?u=sain20269&sid=GPS&xid=e3767844).

"Said Ahmad on How Lockdown Has Created an Impact on Content Making, Says We Are Limited in Terms of Resources." *Plus Company Updates*, 15 May 2020. *Gale OneFile: Business*,

[link.gale.com/apps/doc/A624039527/GPS?u=sain20269&sid=GPS&xid=80e9986b](https://link.gale.com/apps/doc/A624039527/GPS?u=sain20269&sid=GPS&xid=80e9986b).

Kumar, Pulak Satish. "How Robots Will Change the Face of Human-Machine Interaction in the Post-COVID World. ." *Express Computer*, Athena Information Solutions Pvt. Ltd., 10 Dec. 2020, [www.expresscomputer.in/guest-blogs/how-robots-will-change-the-face-of-human-machine-interaction-in-the-post-covid-world/70095/](http://www.expresscomputer.in/guest-blogs/how-robots-will-change-the-face-of-human-machine-interaction-in-the-post-covid-world/70095/).

Bode, Leticia, and Emily K. Vraga. "See Something, Say Something: Correction of Global Health Misinformation on Social Media." *Health Communication*, vol. 33, no. 9, 2018, pp. 1131–1140., doi:10.1080/10410236.2017.1331312.

- Bradshaw, Samantha, et al. "Sourcing and Automation of Political News and Information over Social Media in the United States, 2016-2018." *Political Communication*, vol. 37, no. 2, Mar. 2020, pp. 173–193., doi:10.1080/10584609.2019.1663322.
- Pompper, Donnalyn, and Lindsay Hoffman. "From What IS News to How Vital Is News." *Mass Communication and Society*, vol. 23, no. 5, 2020, pp. 603–607., doi:10.1080/15205436.2020.1802927.
- Duffy, Brooke Erin, and Jefferson Pooley. "Idols of Promotion: The Triumph of Self-Branding in an Age of Precarity." *Journal of Communication*, vol. 69, no. 1, 2019, pp. 26–48., doi:10.1093/joc/jqy063.
- Marcos-García, Silvia, et al. "Extending Influence on Social Media: The Behaviour of Political Talk-Show Opinion Leaders on Twitter." *Communication & Society*, vol. 33, no. 2, 2020, pp. 277–293., doi:10.15581/003.33.2.277-293.
- Serazio, Michael. "Making (Branded) News: The Corporate Co-Optation of Online Journalism Production." *Journalism Practice*, vol. 14, no. 6, Aug. 2020, pp. 679–696. *EBSCOhost*, doi:10.1080/17512786.2019.1637273.
- Dennis, Edward. "The Future of Content Marketing: 10 Biggest Content Marketing Trends That Will Dominate 2020." *Core Dna*, Core Dna, 31 Mar. 2020, [www.coredna.com/blogs/content-marketing-trends](http://www.coredna.com/blogs/content-marketing-trends).
- Wu, Bing. "Sociotechnical Fit and Perceived Usefulness of Enterprise Social Networks. ." *Social Behavior and Personality: An International Journal*, vol. 47, no. 12, Dec. 2019. *Gale In Context: Opposing Viewpoints*, doi:http://dx.doi.org/10.2224/sbp.8458.
- Tom, Christian L. "How to Thrive in the Scrolling Economy: How Brands Can Win in a Media World Shaped by the Ergonomics of Social, Mobile and Video Platforms." *ADWEEK*, 11 July 2016, p.

12. *Gale Group*, [www.questia.com/read/1G1-458680378/how-to-thrive-in-the-scrolling-economy-how-brands](http://www.questia.com/read/1G1-458680378/how-to-thrive-in-the-scrolling-economy-how-brands).
- Gantz, Rachel. "Comscore Reveals How the Pandemic Has Changed Consumer Behavior." *Comscore*, Comscore, Inc, 6 Oct. 2020, [www.comscore.com/Insights/Blog/Comscore-Reveals-how-the-Pandemic-has-Changed-Consumer-Behavior](http://www.comscore.com/Insights/Blog/Comscore-Reveals-how-the-Pandemic-has-Changed-Consumer-Behavior).
- Molay, Autum, and Ian Essling. "Media Consumption During the Coronavirus Pandemic." *Comscore*, Comscore, Inc, 17 Mar. 2020, [www.comscore.com/get/Insights/Blog/Media-Consumption-during-the-Coronavirus-Pandemic](http://www.comscore.com/get/Insights/Blog/Media-Consumption-during-the-Coronavirus-Pandemic).
- Gomez, Alexandra. "The State of Digital Marketing in 2020." *Digital Resource | Your Resource for Everything Digital*, Digital Resource LLC, 3 Feb. 2020, [yourdigitalresource.com/the-state-of-digital-marketing-in-2020/](http://yourdigitalresource.com/the-state-of-digital-marketing-in-2020/).
- Jankovic, Marija M. "Holistic Marketing Approach in Media Communications of Sports Organizations." *Sport Mont*, vol. 17, no. 3, Oct. 2019, pp. 91–95. EBSCOhost, [search.ebscohost.com/login.aspx?direct=true&AuthType=sso&db=s3h&AN=139246446&site=ehost-live](http://search.ebscohost.com/login.aspx?direct=true&AuthType=sso&db=s3h&AN=139246446&site=ehost-live).
- Funk, Tom. *Advanced Social Media Marketing: How to Lead, Launch, and Manage a Successful Social Media Program*. 1st ed., Apress, 2012.
- Harlan, Ken. "Daily Dive." *MarketingDive.com*, 6 May 2020, [www.marketingdive.com/news/what-does-the-marketing-funnel-look-like-post-pandemic/577415/](http://www.marketingdive.com/news/what-does-the-marketing-funnel-look-like-post-pandemic/577415/).
- Starks, Geoffrey, et al. "#Disconnected: COVID-19 & the Digital Divide." *Aspen Digital*, The Aspen Institute, 24 Apr. 2020, 11:30 AM, [www.aspeninstitute.org/events/disconnected-covid-19-the-digital-divide/](http://www.aspeninstitute.org/events/disconnected-covid-19-the-digital-divide/).

LaBerge, Laura, et al. "How COVID-19 Has Pushed Companies over the Technology Tipping Point— and Transformed Business Forever." *McKinsey.com*, McKinsey & Company, 5 Oct. 2020, [www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/how-covid-19-has-pushed-companies-over-the-technology-tipping-point-and-transformed-business-forever#](https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/how-covid-19-has-pushed-companies-over-the-technology-tipping-point-and-transformed-business-forever#).

Robinson, James, et al. "The Covid-19 Pandemic Accelerates the Transition to Virtual Care." *NEJM Catalyst Innovations in Care Delivery*, Massachusetts Medical Society, 10 Sept. 2020, [catalyst.nejm.org/doi/full/10.1056/CAT.20.0399](https://catalyst.nejm.org/doi/full/10.1056/CAT.20.0399).

Saliola, Federica, and Asif M Islam. "How to Harness the Digital Transformation of the Covid Era." *Harvard Business Review*, Harvard Business Publishing, 24 Sept. 2020, [hbr.org/2020/09/how-to-harness-the-digital-transformation-of-the-covid-era](https://hbr.org/2020/09/how-to-harness-the-digital-transformation-of-the-covid-era).



