

ENTREPRENEURSHIP AT WORK:

ANALYSING PRACTICE, LABOUR, AND CREATIVITY IN JOURNALISM

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Summary

In a time when established legacy news media face significant challenges –crises in funding models, declining audiences, and fierce competition– new forms of journalism are emerging. These new forms differ from traditional journalism in fundamental ways and, thus, the ways in which information relevant to society is produced is undergoing major change. An emerging form of journalistic production is captured by the term ‘entrepreneurial journalism’, which is characterised by a precarious work culture of flex working, freelancing, and converging of personal and professional space and time. Entrepreneurial journalism not only challenges the professional and scholarly understanding of journalism, it also impacts the type of journalistic information available to the democratic public.

Characterised by ‘precarious’ and ‘atypical’ work cultures, research of emerging journalistic practices needs to address the volatility and complexity of the field. Conceptualising entrepreneurial journalism as open practice involving a variety of activities and actors, this project moves away from more conventional institutional, newsroom and genre-based understandings of journalism. Advancing an understanding of entrepreneurship as social phenomenon rather than focus on individual traits and actions it: 1) participates in and observes entrepreneurial work (auto-ethnographies); 2) analyses new categorisations and practices of journalism (ethnographies and interviews); 3) examines the economic and material factors impacting its sustainability (longitudinal survey); and 4) theorises the overarching practices of emerging forms of working in journalism and the challenges it contains.

Combining practice-based research with more conventional methods, this Vidi-project provides a comprehensive understanding of the practices in the various stages of the journalistic process. The central aim is to theorise emerging shared understandings, everyday work activities, and material contexts of entrepreneurial journalists to understand how these challenge traditional conceptualisations of journalism. Ultimately, it concludes whether these new practices form a sustainable alternative of informing society, enhancing the diversity of information available to democratic publics.

1. Introduction

Precarious practices of journalism. The ways in which journalism is produced, consumed, funded and monetised are rapidly expanding. Moreover, where journalistic content is produced, as well as by whom, is increasingly dispersed. Taken together, these trends have resulted in the academic, societal and professional understanding of journalism changing in radical ways. This research traces and theorises the emerging practices of entrepreneurial journalism, an increasingly popular new conceptualisation of journalism. Where journalism for long has been understood as a practice thoroughly embedded in institutional structures, we now see a significant shift in journalism education, critique and practice where the future of journalism is envisaged to (also) lie in journalistic start-ups, changes in individual journalist's mind-sets, and journalists' capability to recognise and grasp business opportunities. As this new way of defining and producing journalism impacts the type of news and current affairs available in society, it is important to examine new journalistic work practices on a micro-level and map their implications on a wider scale.

The current journalistic landscape is characterised by a precariousness of work (Deuze 2008) where flex working, freelancing, merging personal and professional spaces and time all become increasingly common. In The Netherlands, the country focused on in this study, at least half of all journalists –approximately 7,000 people– work this way (Vinken & Ijdens 2013). Moreover, entrepreneurial journalism involves an increasing hybridity of roles: journalists do not 'simply' produce the news, but have to conduct part or all of the others aspects of the (economic) process as well: they have to find ways to monetise their content; identify target audiences; define niche markets; design their website optimally; maintain networks of sources and funders of their work; and the list continues. These changing work practices affect professional self-understandings, motivations to enter or remain in the profession, as well as the output of journalists. However, the intensity and the nature of the changes, be they positive or negative, still remains to be examined.

To grasp the consequences for society and democracy, this Vidi-project employs a multi-methodological approach that provides a detailed patterning of everyday activities, understandings and material contexts of entrepreneurial journalism. At the heart of the research programme are two practice-based, auto-ethnographic PhD projects in which this emerging form of journalism is practiced as well as examined. Combined with data gained through more conventional methods (interviews, ethnographies, longitudinal survey), this project aims to theorise emerging practices of journalism, and reflect upon their impact on the quality and diversity of information available to the democratic public.

Traditional journalism under siege. Traditional news journalists have long been the ones who decide on the news of the day, but in the current digital age their monopoly on publishing information is challenged fundamentally (Hansen 2012). With information abundant, and many new providers of news and information, journalists see competitors enter the field with amazing speed (Russell 2007). These competitors do not only compete for audiences, but also for the understanding of journalism, affecting how journalism is defined and how the journalistic profession is conceptualised. These new actors challenge journalistic norms, work routines and audience interactions in a time when journalism is already under attack: The long-established models of funding the news (which featured subsidising of news by public and/or advertising money (Curran 2002)) are no longer sufficient to pay for the costs of producing news (Phillips and Witschge 2012).

In this economic and professional crisis, journalistic organisations have seen major budget cuts, redundancies, reorganisations, and considerable downsizing. Responding to technological disruptions (Witschge 2012a) and changing audience practices (Witschge 2012b), the production practices are undergoing rapid change. Emerging new practices of journalism raise fundamental questions about who is a journalist, where and how journalism is produced and what journalism is for.

Entrepreneurship as the future of journalism. A most notable emerging conceptualisation of journalism is entrepreneurial journalism: start-ups abound; courses and degrees in entrepreneurial journalism have been developed; and it is strong on the scholarly radar (Anderson 2014). Emphasising individual traits, skills and mindset, the future of journalism is envisaged in the form of journalists who (alone or in collaboration) are able to monetise content in innovative ways, connect to its publics in interactive new formats, grasp opportunities and respond to (and shape) its environment (see, for instance: Briggs 2012).

In presenting the entrepreneur as a ‘saviour’¹ of journalism, however, the focus has been largely on the traits of individual journalists, and not enough on the structural issues underlying production processes or the arbitrariness often involved in the process (Görling and Rehn 2008). The handful of examples of alternative models that are often mentioned (such as ProPublica, TalkingPointMemo and The Huffington Post) do not give insight in the everyday activities involved in setting up, managing and working in journalistic start-ups. The pilot study conducted for this project proposal demonstrated that for Dutch start-ups the business models are fragile at best and that there is no stable model of work and funding yet. Opinions, optimism, and worries abound about this proposed future of journalism. But these responses are not based in a rich understanding of the everyday activities of entrepreneurs working in the domain of journalism.

¹ On the conceptualisation of entrepreneurs in the creative industries as saviours see: Sørensen (2008).

2. Scientific relevance and challenges

Journalism's importance to democracy. The way in which journalists prepare and tell their stories informs societal understandings of news and current affairs. Journalists have long had a monopoly on publishing information in the public domain (Hansen 2012), and their ways of selecting, making and distributing this information affected what is deemed as authoritative account of what is going on, how societal problems are perceived, and the priority given to issues. In other words: journalists have long been able to decide 'the news of the day' (Nerone 2013). However, in the digital age traditional journalistic actors are rapidly losing their monopoly on publishing information. New players, big and small, commercial and non-commercial, challenge the definition of journalism and/or the practice of journalistic production.

A need for new conceptualisations and methodological tools. We currently do not have the theoretical understanding and methodological tools to substantiate the claims for or against the entrepreneurial conceptualisation of the future of journalism. The dominant ways of theorising and studying journalistic production centre on the newsroom and traditional media institutions as the location of analysis (Wahl-Jorgensen 2009; Anderson 2011). Yet, to understand the many new actors involved in the production processes, this approach is not sufficient. With the rapid changes in work cultures of established journalists as well as the entry of new producers of journalism, not traditionally labelled as journalists, the focus on the newsroom needs to be reconsidered.

Institutional journalism can no longer be presumed to be the exclusive centre of journalistic production, nor should it be taken for granted that traditional journalists continue to determine 'the news of the day' as they have long done. What is more, even traditional media have become institutions populated by an increasingly fluctuating, precarious body of contracted and subcontracted reporters and editors, freelancers, temp agency workers, interns, and independent entrepreneurs.

Shifting understandings of journalism. The field of journalism studies is invested with such strong normative expectations, in particular journalism's importance for democracy (Peters & Witschge 2014; Zelizer 2013), that new understandings have been slow to develop (Joseph 2013). This creates a disciplinary understanding grounded in a thorough knowledge of the workings within newsrooms and institutional media, but very little knowledge of what happens outside of that. This is a blind spot, especially considering that this is where journalistic content production is practiced more and more. A radical new approach is needed to move beyond the long-standing understanding of journalism that exists in journalism studies (Turner 2005).

Rather than uncritically embracing the entrepreneurial view as the future of journalism, the main purpose of this Vidi-research is to provide a comprehensive

empirical examination of the shifting understanding and practices of entrepreneurial journalism and to critically interrogate what is at stake for society with the redefinition and reshaping of journalism. The knowledge this would generate about how journalism works in the digital age, is needed both for the fundamental re-theorising of journalism, and as a basis to gain insight into the sustainability of new forms of journalistic practices.

This project defines journalism as practice, using practice theory (Couldry 2012; Bräuchler and Postill 2010; Schatzki 2001, 2012) to provide an extensive account of how the emerging practices and definitions of entrepreneurial journalism diverge from traditional conceptualisations. It theorises the way emerging entrepreneurial practices impact the quality and diversity of news and information in Dutch society. The central questions underlying this research programme are:

- 1) *To what extent and how do emerging shared understandings, everyday work activities and material contexts of entrepreneurial journalists converge or diverge from traditional conceptualisations?*
- 2) *What are implications for journalism's role in society as an important provider of information that is in the public interest?*

3. Approach and aim

A practice theory approach. This Vidi-project will employ a practice theory approach (Schatzki, 2005) to trace and theorise the shared practice as it is constituted by the many different activities, understandings and material contexts of emerging forms of entrepreneurial journalism. Conceptualising journalism as an open practice in which many actors and many activities are involved, it moves away from more conventional institutional, newsroom and genre-based understandings of journalism. As such, the project addresses an important need in media studies to include both a detailed analysis of the everyday activities constituting the practice, and the many competing categorisations as made by the practicing actors themselves (Couldry 2004).

Enacting the entrepreneurial process. By adapting Bengt Johannisson's enactive approach to 'entrepreneurship' (2009) for the field of journalism studies, this Vidi-project introduces a new way of examining journalistic production practices. At the heart of the research programme are two PhD-projects in which the researchers practice as well as examine journalistic entrepreneurship in enactive auto-ethnographies. This approach, though not without pitfalls (detailed below), allows the analysis of all stages and all aspects of the entrepreneurial process.

The pilot studies conducted for this project (Witschge 2014; Witschge & Deuze 2014) suggest that journalistic entrepreneurship is a messy, paradoxical process that is based on affective as well 'rational' considerations. To capture the affective, paradoxical

and spontaneous features of entrepreneuring, such a daring approach of enactive research is needed (Steyaert & Landström 2009). To optimally design these projects, we vary the conditions in which the entrepreneurs work: One will be formally embedded in the network of the Nieuwsatelier, an organisation that aims to provide support (desk space and expertise) for entrepreneurial journalists. To understand the impact of the material context and embedment in formal networks, the second PhD-student will work individually. Combined with more conventional methods of interviewing, ethnography and longitudinal survey, we aim to provide a comprehensive understanding of journalistic work in the digital age in its many forms and disguises.

The research programme will consist of four sub-projects:

- 1) *Enacting Entrepreneurial Journalism:*** Auto-ethnographies providing detailed observations of everyday activities in entrepreneurial journalism (PhD-student 1 and 2, supervised and supported by the applicant and postdoc).
- 2) *Learning from Success and Failure:*** Interviews and ethnographies to gain insight into the extent to which activities, aims and categorisations are shared amongst a diverse group of entrepreneurial journalists (applicant and postdoc).
- 3) *Following (Future) Leaders:*** Longitudinal survey to understand the economic and material contexts impacting the sustainability of the emerging practices (postdoc and applicant).
- 4) *Towards a Practice Theory of Entrepreneurial Journalism:*** Theoretical project theorising the practices of entrepreneurial journalism, on the basis of the understandings, everyday work activities and material contexts analysed in projects 1-3. Reflection on how these new practices impact on the professional and societal understanding of journalism and the quality and diversity of information available to the democratic public (applicant).

Aim. Media play an important role in voicing opinions and in making ‘contemporary contests’ visible (Couldry, 2010: 148), but traditional journalism is known to employ ‘rigid formats’ (Fairclough in: Chandler 1997, 10). This project will theorise the way in which these emerging, alternative journalistic actors produce information for the public domain. The aim of this Vidi-project is to:

Theorise whether, and if so how, emerging shared understandings, everyday work activities and material contexts of entrepreneurial journalists challenge dominant conceptualisations and practices of journalism, and to conclude to what extent they provide a sustainable way of informing society.

4. Research design

The design of the research programme is purposefully multi-methodological, so that each project provides a different perspective on the practice of entrepreneurial journalism (on the importance of multi-methodological approaches, see Witschge 2008). The three empirical sub-projects (*Projects 1-3*) will provide detailed patterning of everyday activities, understandings, aims, affective features and material and economic contexts. These three empirical projects inform the development of a practice theory of entrepreneurial journalism, situating the practice in its economic and material context and understanding the wider societal implications of the changes of work practices (*Project 4*).

Scope and sampling. Given the depth of the research proposed, this research programme limits itself to the Dutch context. However, where relevant, we will include international cases to add a comparative angle (see *Project 2*). It is important to note here that with so many players producing journalistic content to identify all practices involved is beyond the scope of this project. The aim of this project is not to get a representative sample of sites where journalism is conducted, but rather to get rich understandings of key practices that allow us to theorise entrepreneurial journalism. In line with the practice approach, I will not define entrepreneurial journalism beforehand, but will include all those working outside of institutional media who self-define as journalists or are defined as such by others. The pilot study conducted for this project showed that the best method for sampling is an iterative sampling process, where critical cases for the qualitative projects (Projects 1 and 2) and a representative sample for Project 3 are selected on the basis of: 1) information from key actors within the network; 2) journalistic content online; 3) funding agencies and other organisations who support entrepreneurial journalists.

Pitfalls enactive approach. The two practice-based, auto-ethnographic PhD-projects at the heart of the research programme introduce an 'enactive' approach (Johannisson 2009) where entrepreneurial journalism is practiced as well as examined. Though not so common in Journalism Studies, this type of PhD-project is successfully employed in fields such as Arts, Science and Technology Studies, and Organisational Studies. Some central concerns in this approach are: Balancing creative and analytic work; theoretical embedment of the practice-oriented project; methodological rigour of the research project; and building confidence and skills for the analytic writing (when the creative mode becomes the default) (Hockey & Allen-Collinson 2000). Reflecting these concerns, in this Vidi-project the process will be carefully designed and embedded in a network of experts. First, a careful selection process will aim to ensure the appointment of PhD-students with excellent journalistic and academic skills. Second, the academic integrity and quality of the projects will be co-supervised by Prof.dr. Marcel Broersma (University

of Groningen, RUG) who has ample experience in PhD-supervision as well as practice-based research projects. Third, the entrepreneurial work will be coached by the appointed postdoc (a specialist in entrepreneurship) and Prof. Jeroen Smit (RUG) who teaches and practices entrepreneurial journalism. Acknowledging with this careful design and coaching structures the pitfalls involved in practice-based research, this approach is ultimately deemed the necessary academic response to the new journalistic environment.

Project 1: Enacting Entrepreneurial Journalism: Auto-Ethnographies (PhD1, PhD2)

Methodology: Auto-ethnographic, enactive research

Period: Months 1-48

Objective: To provide lived experiences of the practice of entrepreneurial journalists.

Approach: Working alongside other journalists (PhD1) and individually (PhD2), the two PhD-researchers will practice entrepreneurial journalism and write auto-ethnographies about the process. The students will participate in the different phases of entrepreneurial journalism including the conception stage. They will reflect on the different components constituting their practice including: everyday work activities; professional self-understandings; short and longer term aims; emotions (excitement and/or anxiety about the creative and precarious process); personal and professional network relations; material and economic context.

NB: The applicant and postdoc are involved in co-designing and supervision of the project (for further staff involved, see ‘Pitfalls’ above).

Table 1: Time allocation and activities PhD-projects

<i>Month</i>	<i>Task</i>	<i>FTE</i>
1-18	Literature review and research design	0.55
	Developing entrepreneurial project	0.25
	Reflections on practice (auto-ethnography)	0.1
	Training, supervision and conferences	0.1
19-36	Performing journalistic project	0.4
	Writing up and analysing auto-ethnography	0.4
	Writing academic output, conferences and training	0.2
37-48	Writing PhD-thesis and other academic output	0.9
	Knowledge utilisation activities (7)	0.1

Project 2: Learning from Success and Failure: Critical Case Studies (PI, postdoc)

Methodology: Mini-ethnographies, and interviews

Period: 1-48

Objective: To gain insight in the everyday work activities, understandings of the profession, and the aims, worries and emotions constituting the practice of entrepreneurial journalists.

Approach: To complement the thick (auto-)ethnographic descriptions from Project 1 with comparative insights from a wider set of cases, the applicant and postdoc will conduct mini-ethnographies, shadowing ten entrepreneurial journalists (one week each), and conduct interviews with 30 more Dutch entrepreneurial journalists. We use a critical case study approach for selecting the cases (Yin 2013), either on the basis that they are successful (commercially, journalisticly, or innovatively) or because they 'failed' (where a start-up does not come off the ground or is discontinued). Last, we will include ten international cases, as identified by our research participants as 'best practice', or as influential for Dutch practices. These cases can become benchmarks in the practices of other organisations, impacting understandings, work practices and aspirations of entrepreneurial journalists, and as such form a constituting part of journalistic practice. This project will give specific attention to: the role of personal and professional network relations; material and economic conditions; other structural contextual factors impacting the practices.

Sample: The sample will contain a mix of established and starting journalists selected through: 1) journalism graduates who have applied for seed funding for their entrepreneurial idea at 'the Challenge' of the *Stimuleringsfonds voor de Journalistiek*; and 2) snowball method through key research partners.

Project 3: Following (Future) Leaders: Longitudinal Survey (Postdoc, PI)

Methodology: Longitudinal survey

Period: Months 1-52

Objective: To gain insight into precariousness of journalistic work, development of professional self-understanding over time, entrepreneurial ambitions and anxieties, material and economic contexts, sustainability of practices.

Approach: A longitudinal, structured survey, employing mostly closed-ended questions, will ask entrepreneurial journalists (particularly starting journalists) about issues such as: demographics; journalistic training and experience; economic and material conditions of start up; work practices; self-understanding of professional role; affective attitudes towards journalism in general and entrepreneurial journalism in particular; short term goals and longer term aims; embedment in networks; anxieties and confidence. The survey will be administered four times during the project, every 14

months, in months 7, 21, 35 and 49.

Sample: We will start with setting out a broad net from the population of recent university graduates in Journalism from the Universities of Groningen and Amsterdam (collaborating with Prof.dr. Mark Deuze); participants from the *Challenge*; and contacts from our broader networks. From this, a panel is sought of 75-100 journalists who have experience in, concrete aspirations or abstract hopes for entrepreneurial journalism.

Project 4: Towards a Practice Theory of Entrepreneurial Journalism (PI)

Methodology: Theoretical approach

Period: Months 42-59

Objective: To theorise whether, and if so how, emerging shared understandings, work activities and material contexts of entrepreneurial journalists challenge dominant conceptualisations and practices of journalism, and to conclude to what extent they provide a sustainable way of informing society.

Approach: In this sub-project I will theorise how the different elements analysed in Projects 1-3 (activities, understandings, material factors) constitute emerging practices of entrepreneurial journalism. Bringing together the detailed patterning of entrepreneurial journalistic activities and understandings (*Projects 1 and 2*) and the overview of the quantifiable features of activities, understandings and material factors gained (*Project 3*), I theorise how these elements organise the practice: What are the shared understandings guiding their practice; which rules do they collectively observe, or disregard; and which emotions and aims are admitted to the practice (Schatzki 2005: 472)? Specific attention is given to the way in which practices are dependent on and affect material arrangements, so as to allow a gauging of the sustainability of this emerging practice of journalism.

5. Originality and innovative aspects

Key features that set the proposed approach apart from those currently dominant in the field of journalism studies are:

- Rather than privilege the newsroom as the site of journalistic production, the project examines journalism as a set of everyday work activities and understandings embedded in varying (material) contexts.
- It moves away from the individualistic understanding dominant in entrepreneurial research (Gartner 1988) and views journalistic entrepreneurship as social practice, instead of a collection of individual traits.
- It combines conventional and non-conventional methods, enacting as well as critically examining entrepreneurial journalism, to gain insight into the messy, non-straightforward, complex process of the initiation of journalism start-ups and the development trajectory that follows it.

6. Work plan and timetable

Table 2: Timetable and work plan for requested personnel*

Activity	Staff	Month	1	7	13	19	25	31	37	43	49	55
1. PROJECT DESIGN												
1a. Literature review	All											
1b. Research design Projects 1-3	All											
1c. Design entrepreneurial project	All											
2. DATA COLLECTION												
2a. Auto-ethnography	PhD1, PhD2											
2b. Interviews entrepreneurial journalists	PI, PD											
2c. Mini-ethnographies start-ups	PI, PD											
2d. Survey entrepreneurial journalists	PI, PD											
3. DATA ANALYSIS												
3a. Auto-ethnography	PhD1, PhD2											
3b. Interviews, mini-ethnographies	PD, PI											
3c. Survey	PD, PI											
3d. Practice theory	PI											
4. WRITING / DISSEMINATION												
4a. Conference papers	All			◆		◆		◆		◆		◆
4b. Journal articles	All				◆		◆		◆		◆	
4c. Edited book collection	All									◆		
4d. Monograph	PI											◆
4e. Thesis	PhD1, PhD2									◆		
5. KNOWLEDGE UTILISATION												
5a. Consultation entrepreneurial journalists	All		○									
5b. Workshops post-institutional journalism	PI, PhD1 & 2							○	○	○	○	
5c. Workshop regulators	PI						○					
5d. Open source e-book	PI										○	
5e. International conference	PI, PhD1 & 2								○			
6. PROJECT MANAGEMENT												
6a. Supervision PhDs	PI											
6b. Coaching PhDs entrepreneurial project	PD											
6c. Coaching Postdoc	PI											
6d. Contacts with industry	PI											
6e. Managing media contacts	PI											
6f. Administrative tasks	PI											
6g. Research Coordination	PI											

* PhD1/2 = PhD Student project 1/2; PD = Postdoc; PI = Principal Investigator.

◆ **Key deliverables Academic output**

Conference papers: The participants will each seek to produce and present one (co-authored) conference paper per project year.

Journal articles: Envisaged output is six articles: two co-authored by PhD1/PhD2 and PI; one co-authored by PD and PI; one single-authored by PD; two single-authored by PI.

Edited book collection: The project will result in a book edited by PI, with contributions by each of the project participants as well as invited, international experts.

Monograph: The applicant will write a monograph as a result of the project in which all results are synthesised.

Theses: The project will result in two separate PhD theses at the end of year four.

○ **Key deliverables knowledge utilisation (see section 7)**

7. Knowledge utilisation

Relevance and approach

This Vidi-project has professional, societal and interdisciplinary relevance. The **professional relevance** lies in the project's aim to understand shifting journalistic practices. Many entrepreneurs are actively involved in reshaping the journalistic field driven by the belief that journalism matters for the public and for democracy. We will aim to work together with journalists to further the agenda of sustaining journalism in the public interest. To make the project as relevant and up-to-date as possible, we will consult with entrepreneurial journalists and other stakeholders involved in building a stronger journalistic environment (**Activity 1**, details for activities below). We then aim to feed back into the field through a series of hands-on workshops on topics that will be identified in the research as being important (this may include funding, digital publishing tools, and open access publishing) (**Activity 2**).

The **societal relevance** lies in the role that journalism plays in society, and the threats that it faces. Acknowledging the importance to the democratic public, and building on my previous outreach activities (see CV), the project aims to share knowledge with policy makers and governmental organisations on the ways in which diversity of information in the public domain can be strengthened (**Activity 3**). The societal relevance reaches beyond this as the project provides insight into the problems, opportunities and emotions that feature in work practices of creative professionals beyond those working in the field of journalism. To make the knowledge on creative work in the digital age widely accessible, we will publish a general-audience, open-source e-book sharing stories that detail life choices, ambitions and worries of journalistic entrepreneurs (**Activity 4**).

The **interdisciplinary relevance** of the project furthers the application of the project's insights beyond the field of journalism: Entrepreneurship is practiced in a variety of in creative professions including those in digital arts, gaming, popular music and graphic design. We will aim to contribute to understandings of entrepreneurship in these creative professions by sharing knowledge gained and methodological tools developed. To enable this and pursue a wider exchange of knowledge, an international conference will be organised that is decidedly interdisciplinary. The international conference 'Entrepreneurship in Creative Professions' will seek to invite, next to journalism scholars, scholars from disciplines such as arts, media studies, and organisational and management studies (**Activity 5**).

Planned activities, aims and target groups

1. Consultation ‘Inventory of issues entrepreneurial journalists face’

Aim: To make an inventory of the issues that entrepreneurial and starting journalists face, and incorporate these in the research design.

Target group: Entrepreneurial & Starting Journalists

Organised by: PI, PD, PhD1&2; in collaboration with *Stimuleringsfonds voor de Journalistiek, Nieuwsatelier, Denieuwereporter.nl*.

When: Month 6

What: Consultation with around 30 journalists discussing issues they struggle with and questions they have for the research. The consultation will be reported upon and opened up to a wider group of stakeholders via *Denieuwereporter.nl* and relevant social media.

2. Workshop series ‘Post-Institutional Journalism’

Aim: To provide entrepreneurial and starting journalists hands-on knowledge on specific issues of concern as identified in Projects 1-3.

Target group: Entrepreneurial & Starting Journalists

Organised by: PI, PhD1&2, in collaboration with *Hybrid Publishing Consortium* and *Mediamatic*, plus invited experts.

When: Months 36-48, on three-month intervals.

What: This workshop series consists of five workshops organised over a span of a year:

- 1) Digital Publishing Tools Q&A;
- 2) Open Access Publishing;
- 3) How to Fund your Start-up;
- 4) Work/Life Balance for Independent Journalists;
- 5) Building and Maintaining your Network.

NB: These topics are indicative at this stage and will be informed by Projects 1-3.

3. Media Regulators’ workshop

Aim: To bring together media regulators, entrepreneurs and scholars to share findings, discuss regulatory tools and issues of infrastructure, and consider policy implications.

Target group: Regulators, entrepreneurial journalists, scholars

Organised by: PI.

When: Month 30.

What: This workshop will share findings on and discuss issues such as: Regulatory tools for the support of emerging journalistic practices; (infra)structural issues; international ‘best practices’ of regulation that support diversity and quality of entrepreneurial journalism.

4. **Open source e-book 'Precarious Work in Creative Professions'**

Aim: To tell accessible stories of entrepreneurs, who share doubts, motivations, and views on the future of work and professions.

Target group: A general audience interested in creativity in an age of precarious work.

Organised by: PI in collaboration with partners from the field.

When: Month 50.

What: Together with a journalist and graphic designer, I will co-author an open source book telling the stories of ten professionals. Featuring personal life stories it tells the story of what it means to be an entrepreneur in a creative profession. They will be rich accounts giving insight into shifting professional roles, understandings and practices of work, and creativity in the digital age.

5. **International conference 'Entrepreneurship in Creative Professions: Theories, Methods and Research'**

Aim: To bring together scholars from a variety of disciplines to exchange knowledge, theory and methods.

Target group: Scholars from a variety of disciplines (such as journalism and media studies, the arts, management and organisational studies)

Organised by: PI, PhD1&2.

When: Month 40

What: International academic conference, inviting experts from different disciplines (in combination with an open call for papers) to exchange and develop knowledge, theoretical frameworks and methodological approaches.

Effectiveness and feasibility

To ensure effectiveness and feasibility I will work together with experienced partners from industry. Budgetary allocation has been set aside for the activities. Key partners:

- *DeNieuweReporter:* Online platform for debating the future of Dutch journalism with an extensive network and considerable audience.
- *Hybrid Publishing Consortium:* A research group based at Leuphana University, Germany with expertise on professional digital publishing systems and substantial experience liaising and engaging in knowledge sharing practices with practitioners.
- *Mediamatic:* Cultural organisation in the Netherlands with wide experience in providing training and sharing information with practitioners in cultural industries.
- *Stimuleringsfonds voor de Journalistiek:* An organisation providing support for the development of the independent press in the Netherlands, including seed funding for start-ups.
- *Nieuwsatelier:* Provides an incubator space for journalism, sharing workspaces and expertise.

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