
La optimización del funcionamiento de la Redacción Digital de Solvisión desde la capacitación de sus profesionales

The optimization of digital writing in Solvisión based in the training of its professionals

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Resumen: Este artículo aborda las competencias profesionales presentes en la redacción digital del Telecentro Solvisión de Guantánamo, Cuba, y las características del periodismo digital que se realiza en la web de este medio. Mediante la aplicación de diversas técnicas de investigación tales como: la observación participante, cuestionarios, entrevistas semiestructuradas y grupos de discusión, fueron determinadas las carencias cognoscitivas y comportacionales de los periodistas. Como resultado se establecen elementos indispensables en la producción ciberperiodística y se ofrece como solución la creación de un espacio de capacitación con la finalidad de crear las competencias profesionales necesarias para realizar esta actividad.

Palabras clave: Periodismo digital; Medios de prensa; Redacción digital; Competencias profesionales

Abstract: The paper analyses the professional competences related to digital writing at the Television center of Guantánamo: Solvisión, and the characteristics of the online journalism on the Solvisión net. Through the application of various research techniques such as participant observation, questionnaires, semi-structured interviews and discussion groups, some cognitive and behavioral deficiencies of journalists were detected. As a result, essential elements in the cyber-journalistic production are established, and the creation of a training space is recommended as a solution, with the aim of training the professional competences necessary to carry out such activity.

Keywords: On- line journalism; Media; Digital writing; Professional competences

Introduction

The imperative of making quality digital journalism is a common denominator for all professionals in the press sector around the world, not only because communication trends are moving more and more towards cyberspace, but because within 10 years the internet and the Technologies of the Information and Communications will occupy a more preponderant place than they currently perform in all spheres of human life. With the emergence of the Internet and its implementation as one of the largest information highways in the world, a

wide universe of possibilities has opened up for the advancement of diverse spheres of scientific and material production of human beings. It has also disrupted the traditional paradigms that protected communication and journalism, as it was known until the emergence of the World Wide Web (www), in the late eighties.

Before the emergence and development of digital journalism, within this professional field, the practice has been the mother of a theory that is not even far away. The urgency of being in this medium that is the worldwide web, in its beginnings, conditioned newspapers and agencies to launch themselves to conquer cyberspace, armed only with the urgency and the need to be. The evolution of the web, of the users, the equipment, the technology in a general way, and the increasing use of it, were shaping the ways of doing also in this sense, because it is not yet science that totally orients or predicts the phenomena that will happen, as it happens with other fields.

Less than 20 years after the birth of this phenomenon, we still do not have the truth in hand in terms of theorization of it. What is digital journalism? A valid question if we bear in mind that the definitions obtained so far are fruit of new interpretations of the concept of journalism, which in turn requires a revision and even a possible update (Ramonet, 2011, pp. 17-18)

At the same time, the practice of digital journalism still lacks, in some countries, regions or specific means of generalized norms, procedural manuals or style that do exist for the exercise of this profession in traditional media - the printed press, radio and television -.

This was conditioned by the absence or late appearance of style books referring to the exercise of digital journalism from the international media, with specific indications to incorporate into journalistic writing elements such as hypertextuality, interactivity and multimedia. It conditioned to some extent the inexistence of this type of documents in Latin American media of large or small format (Salaverría, 2016, p.14).

In the case of Cuba, the communicative activity and with it the journalistic, is conditioned by material factors and subjective conditions that determine a particular panorama that at the same time requires the application of measures or formulas somewhat different from the rest of the nations or means that could be taken as references. In a general way, it can be

affirmed that even the organizational design of journalistic newsrooms, in what refers to their inclusion in the web, is not fully understood and every day new roles and professional competences appear that are relevant for the exercise of this type of task.

The largest of the Antilles entered the Internet in 1995, when the first site under the .cu domain was launched, which would be the beginning of a long road that is still being worked with many difficulties. CubaWeb, with the url: www.cubaweb.cu was the pioneer and the antecedent for the first press website in 1996. The work in these pages, according to Cuban researchers, was characterized by improvisation and lack of knowledge regarding the cyber-journalistic activity, which together with the precarious technological conditions of that time - and now, although to a lesser extent - facilitated the mistakes made (Santana, 2004); (Recio, 2006); (Rodríguez Calzadilla, 2006); (Ray Haynes, 2009); (Montoya Pupo, 2009).

Even today, more than two decades after the first Cuban publications on the web, the examples obtained of hypermedia and interactive journalism are counted, because, although the number of websites associated with the Cuban press has grown considerably, they show problems such as overturning journalism, the absence of multimedia or the incorrect exploitation of hyperlinks, as resources of this activity.

Other element to consider is the numerous technological deficiencies existing in the media. The low level of connectivity and necessary equipment, together with the cognitive and behavioral inadequacies of the professionals of the national media panorama and the lack of the formal structuring of the digital newsrooms, the absence of integrated newsrooms in the country's media and insufficient academic research done in this regard, are some factors that affect the current scenario (Reyes, 2005); (Oviedo Bravo, 2009); (Diz Garcés, 2011). Inside the Cuban newsrooms there are still lags brought from the traditional press, as well as cognitive and even cultural limitations regarding ICT (Gárciga & García, 2015, p. 7).

The challenge imposed by the exercise of digital journalism for Cuba is divided into two essential directions: a subjective one, which goes from the preparation of the professionals in this environment to equip them with the necessary competences before this platform, as well as contributing significantly to the academic research carried out on this object; and another that implies providing the institutions and professionals in the field with the

necessary material base to carry out this activity. This paper directs attention towards the first of them with the objective of determining the cognitive and behavioral deficiencies of journalists.

Development

In the easternmost province of Cuba, Guantánamo, the picture is not very different from what has been described at the national level so far. While it is true that all provincial media and even some traditional municipal media in the territory have a website, they have a daily update and with the participation of a team of journalists, most of them from the generations prior to the digital explosion. The truth is that the articulation of the structures of the web departments or newsrooms, the definition of their functioning, the necessary professional skills as well as the productive routines of journalists and the final result of these tasks, are nothing more than a reflection of a progress slowed down in the 2.0 environment, marked by material and human deficiencies that weaken the media of the province (Romero, 2016, p.10).

All of the above is further complicated in the case of audiovisual support by the structure currently owned by the television media system in Guantánamo, the functioning of the information departments in the municipal and provincial telecentres of Baracoa and Guantánamo respectively, as well as the correspondents located in San Antonio del Sur and Maisí. It also influences technology, the availability of terminals with internet connection and the shortage of personnel with interest and knowledge on this subject. In addition, the projection of the National Directorate of Radio to articulate and organize work on the Internet, for more than a decade, has not yet been approved on television, thus leaving a deep void for practical purposes.

Another solution to the problem could have been scientific research. Those carried out on this subject in the territory, with very few exceptions, (Recio, 2006, Díaz, 2009, Montoya, 2009, Diz, 2009, Elizalde, 2014, Marrero, 2011, Bosch, 2013, Leyva, 2014, Díaz, 2014 Sayú, 2014), are descriptive or explanatory investigations of such particular phenomena, without assuming the phenomenon of integrated newsrooms and their functionality as a whole.

Given the impossibility of solving in a short period of time the limitations faced by professionals committed to the exercise of digital journalism in Cuba, from materials to the constant modification and improvement of mechanisms for training and overcoming human resources is used in this task, it is necessary to establish mechanisms that, in practice, structure, order, coordinate efforts in this regard and allow optimizing the functions and ensure a better use of resources within the media, which in turn articulate training spaces with which to solve some of the problems of an academic nature, training and improvement of the professionals who work in them.

That is why as a result of a wider investigation the improvement of the design, planning and content production was raised, as well as the creation of a training space oriented essentially for the professionals within the Information Department of the Solvisión Telecentre as a valid tool for the progressive creation of the professional competences referring to the digital journalism of the journalists of this structure.

Regarding the media, Ramonet (2011) explains that "The planet [...] is experiencing a commotion of intensity never before known. The impact of the "Internet" meteorite, comparable to that which made the dinosaurs disappear, is causing a radical change in the entire "media ecosystem" (p.1).

Bardoel and Deuze (2001) pointed out that:

From the result of the evolution of the so-called digital or online journalism, a transformation is expected: The outcome seems to suggest a turn towards what the authors [...] call 'network journalism'; the convergence between the core competences and functions of journalists and the civic potential of online journalism. (p.2)

There is a great diversity of definitions around digital journalism. The authors of this article assume this practice as the specialty of journalism that uses convergence for the preparation and dissemination of journalistic content, which breaks with linear and unidirectional communication while also involving a series of fundamental changes regarding competencies and routines of traditional journalism. In this case, "digital journalism" should be understood not as the practice that prevailed at the beginning of the web, the journalism of electronic, dump or 1.0, but as hypermedia journalism emerged in light of the

development of web 2.0, characterized by multimediality, interactivity, hypertextuality, the versatility of journalists and convergence as phenomena of this practice.

This is also considered by Diz Garcés (2011) who states that "[...] digital journalism or hypermedia journalism is a form of exercise of this profession that depends on its insertion in networks, particularly on the web, and is characterized by recourse to functional tools and particular expressive resources: hypertextuality, multimedia and interactivity "(p.11).

This is due in large part to the fact that the internet is a platform whose technological features allow the confluence of the formats used for all previously known means of communication, since it concentrates on its support audio, text, images - fixed or movement, from published journalistic materials to coverage in real time - among other elements that diversify the treatment of the same subject from a multiplicity of formats.

Professional skills for digital journalism

In order to carry out all these characteristics, a set of professional competences is necessary. The constant technological evolution and digital convergence currently condition most of the changes in the professional profile of the journalist, while promoting the versatility-ability to perform various tasks on a regular basis, whether to seek, treat or disseminate information on diverse topics, for different supports and interacting with the audience- in the elaboration of the contents. According to the criteria of González and Ortells (2012), the hypermedia scenario that constitutes Internet brings new tasks that in turn condition the emergence of new professional skills in the journalistic sector, which are divided into three major areas: interaction management with the audience, the distribution of contents, and the elaboration of the new type of information products.

Barrios and Zambrano (2015, p.3) propose in this sense that this practice requires "[...] mastery of new languages, characteristics and behaviors of users, as well as new production schemes in which text, audio and the video under a new way of telling stories: the transmedia narrative." Hence, three different types of versatility can be established in the journalistic sphere: the media, referred to the ability of the professional to develop communication products for different media; the subject, because the journalist is forced to treat diverse spheres and sectors; and the technological, because in the world more and more

the professionals of the word take charge of the totality of the productive process of their information or works.

Irala Hortal (2014) describes this phenomenon as "[...] a multimedia and hypertextual communication formula based on the transmission of a content, a story or a journalistic piece through different media (image, audio, video) respecting the formulas of expression of each one of them "(p.1).

Scientific research shows that the profiles demanded by the journalistic market (Vivar, 2010, Micó JL, 2011, Micó JL, 2012, Micó, Pere, and Domingo, 2013) suggest that instruction from training institutions should focus on promoting versatility in the performance of professional functions. In this new scenario of intermediate communication, the journalist becomes a meeting facilitator, so he must develop new communication skills in the network environment, as opposed to traditional media, the Internet promotes interpersonal communication and in small groups.

For the rest, competences that were previously in these professional profiles are maintained and others are added that facilitate the integration of this new type of professional into a labor market in which the productive forces acquire value precisely because of their competences: the initiative, analytical thinking, planning and organization skills, creativity, flexibility, and ability to work in teams.

Description and diagnosis of the Digital Drafting of the Solvisión Telecentre

The Solvisión Telecentre website was one of the first to emerge within the Guantánamo media scene in 2006. Currently, the digital panorama of this province is made up of several institutional pages belonging to the media of the territory - provincial and municipal -, cultural institutions, commercial or companies, and blogs, virtual spaces gaining strength in this scenario. In its beginnings, the page obtained positive results in the assimilation of some elements of hypermedia journalism reflected in the positioning achieved in the search engine news platform Google - Google News - as reported by some of the interviewees, as well as in the implementation of interactivity with the enabling of comments, the creation and updating of institutional profiles in social networks such as Facebook, Twitter, GooglePlus and YouTube.

The certain thing is that after the loss of the own dominion, www.solvision.co.cu, in the year 2013, and the assimilation of the domain icrt.cu, the exit of the web by difficulties faced in the technical support that supplies the Direction National Institute of Information Technology of the Cuban Institute of Radio and Television (ICRT in Spanish), for more than one year, period comprised during the first months of 2014 and until April 2015, as well as the instability in the organizational structure - absence or change of the web designer, essential role in the maintenance of the infrastructure of a department of this type - and insufficient control and monitoring by the management of the environment, evidenced in the minutes and archived documents resulting from the boards of directors, the department meetings information until 2014, influenced the panorama observed today.

The absence of specialized courses, workshops, events and improvement exercises with respect to the practice of digital journalism, both inside and outside the media, in which the International Institute of Journalism "José Martí", the universities that form these professional profiles and the lack, for a long time, of postgraduate, specialization and masters courses that would provide an update on the practices, in Cuba and abroad.

Since April 2015 the website is online, with a change in its structure and operation from studies and decisions taken within the media and indications of the direction of the same strengthened the structure of the Digital Writing that currently has four people, so it works with two web publishers, a content manager and social networks, and a webmaster.

Although after its restructuring and enlargement of the staff some achievements are observed, evidenced fundamentally in the progressive increase of the own contents, the increase of the traffic towards the relatively new page in the cyberspace, the growth of the number of "Likes" and interactions in the institutional profile of Facebook, but not in other networks such as Twitter, GooglePlus and Youtube, a correct use of all the values and possibilities offered by the internet as a multimedia platform, immediate and interactive, conditioned in part by the shortcomings of the professional skills necessary for this.

On the professional competencies of the journalists of Solvisión

The members of newsrooms are called to versatility, an ambitious term in an editorial where about 85% of their journalists belong to the generation of digital migrants, with the usual

disadvantages that this entails in the use of technology, as well as shortcomings in their training in what refers to new ways of communicating and perform in the journalistic profession. Therefore, it is urgent to implement systematic training spaces in which the creation of those skills needed to achieve the long-awaited polyvalence in the hypermedia journalistic scenario is promoted.

The absence of the fundamental competences of the profile of the digital journalist, the predominance of overturned journalism, devoid of hypermedia and multimedia narrative resources in its generality, put the Solvisión Telecentre at a disadvantage with respect to competition, which is no longer the newspaper or local radio, but websites, not only media, international agencies, magazines and large media consortiums that deploy technology and budget in order to monopolize connected audiences. Just over 85% of the journalists in the newsroom of the Solvisión Telecentre recognize that they do not have the necessary professional skills to perform a hypermedia journalism autonomously or with the technology to provide the contents in the different formats that should be used, which transcended in the applied questionnaires and in the discussion groups.

However, 55% of journalists associated with news writing recognize the importance of having the necessary professional skills for this new medium, while the rest of the professionals do not list them as fundamental for the performance of their activity, which was checked in the questionnaires and the realization of the focus groups. Those that do give importance to the work in the networks expose between the necessary competences the autonomy for the taking of images, fixed or in movement, with electronic devices designed for it; the edition of photography, audio and video; the management of content management systems for the publication of journalistic materials on the web and the management of social networks. It also shows little preparation of journalists and web editors in the techniques and demands of multimedia, hypertextuality and other defining characteristics of cyberjournalism, conditioned by the lack of updating in the trends of tasks around the world.

Chart on the distribution of the professional competences of the Solvisión Editorial Board

Professional competences	Capture photos	Video recording	Audio recording	Video editing	Audio editing	Picture Editing	CMS management	Management of Blogs and Social Networks	Redacción Multimedia
No. of journalists who dominate them	10	2	7	6	5	4	4	9	2
% that represents	71, 42	14, 28	50	42, 85	35, 71	28, 57	28, 57	64, 28	14, 28

Source: The authors

All of the above has a negative impact on the preparation of the final product. Based on the results of the evaluation of the content units published on the Solvisión Telecentre website, it can be stated that they present the following problems: delays in updating the contents of the day; insignificant contents; copy of newspaper works, radio news or TV without taking into account the language of the internet; low production of own contents; low quality photographs; little use of hypertexts and related topics; errors in the metadata of the main pages and the interiors that prevent the search engines from lifting the sites; and little or no positioning management.

On the site of Solvisión, the video is used as an added value to the services of a website in which the use of text and fixed images predominates, which do not have all the required quality. Infographics, surveys, audios and other elements with which to diversify the journalistic discourse that is transmitted are not exploited. The works, in general, lack

hyperlinks, very few have identified related topics or other articles by the same author with which the viewer can delve into the contents offered.

The multimedia elements, especially the relationship between text, image and video, are usually worked in a juxtaposition relationship and not through the harmonic integration of those codes in a unitary message. Therefore, the information product that is found does not admit that the different journalistic formats complement each other within the structure. In many cases, a "duplicated narration" is generated, which occurs when the same content is repeated in the text or video, the latter having as its origin the work that is done for the traditional platform of the audiovisual medium.

The evaluation of the final result of the journalistic and communicative products published in the hypermedia platform also coincided with the problems encountered and made explicit up to now. A methodology proposed by Fondevila Gascón (2014) was used because it allows, through the application of a relatively simple system, an evaluation of the use of hypermedia resources on a website. For the application of the methodology, the period of September was established and the articles published in this period are assumed as content units. From the application of this technique the following data is offered:

Out of 279 content units analyzed, 140 are produced by the media itself - by journalists and collaborators, as well as by content management -. The data on the Solvisión Telecentre website reflects a very low use of hypertextuality. A figure of 0.34 links per published piece, little more than one link for every three news, which is well below the established between the optimal characteristics of the use of this resource of journalism. According to the methodology applied in regard to the use of hyperlinks, it proposes that they should be used at a rate of ≥ 2 per unit of content, however, the classification that is reached in this scale is 0.25-0.74, which is classified as "Low". The greatest weight of the links is in the relational ones, which represent 52, 34% of the total of links found in the content units analyzed during the month of September. The recommended links appear with a representation in 45.8%, while the contextual or scientific ones are not found.

Regarding the use of multimedia content - text, photography, videos, audio and infographics - it behaves in a particular way, since in the use of the first two it is rated as Very High in

the table of the scale that measures this However, in terms of Video, employment is just over 14%, while audio and computer graphics do not appear, so the classification in these sections is between Low and Normal, Very Low and Very Low, respectively.

-Table 1. Percentages of contextual, relational, recommended and scientific links on the total news in the Solvisión Telecentre website

Total news	279
Average link by Content Units	0.34
Total news	239
Total contextual links	94
Total relational links	49
Total recommended links	43
Total scientific links	2
% contextual links	0 %
% relational links	52.13 %
% recommended links	45.8 %
% of scientific links	2.13 %

Source: The authors

Table 2. Percentage of destination of the links on the Solvisión Telecentre website

Types of link	Links	% that represents
External	68	72,34 %

Internal	26	27,66 %
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Source: The authors

Table 3. Use of multimedia resources (% of content units)

Content Units	Text	Photography	Video	Audio	Infographics
279	279	279	40	0	0
% that represents	100 %	100 %	14. 34 %	0 %	0 %

Source: The authors

Between what is and what should be: the necessary transformation

To solve these problems, part of the solution is to stop producing for the internet with what is intended for audiovisual programming. It is necessary to move from a degree of convergence by cloning - one in which the content of a medium is published without alteration in another medium - to a total convergence in which both essays or integrated wording is the place where you choose which topics should be treated in the different formats and in what spaces have to be published, whether digital or traditional.

We need spaces for editorial foresight, with the help of the main heads of the area and the head of the media, in order to choose how each of the news events in the territory and the country will be treated, both in the traditional medium as in the various digital platforms. A comprehensive communication policy must be drawn up to guide specialists in the Programming Department, program directors and artists to create profiles on social networks and to promote the institutional brand and the contents that it places in these virtual spaces. At the same time, these figures must become prosumers, encouraging the constant interaction of the public in whatever profile they are. With a view to this goal, the routines of the professionals who work in the correspondent offices of Maisi, San Antonio del Sur and Baracoa must be transformed, who must be provided with training for the creation of institutional blogs, the use of tools and hypermedia resources and the

implementation of a media strategy for social networks, as part of the Provincial Television System in Guantánamo.

Regarding the layout of the media agenda, digital writing should be viewed in terms of equality, so the level of call for the work for this platform should be as much weight as those that are oriented for the traditional media. In summary, work on the Internet, even when local contents are reflected, must be conceived with vision and language for the world; generate own contents for digital platforms; the concept that the website of a television channel is a replica of the form and content of what is published only in the information spaces must be subverted.

Conclusions

The Cuban university system for the training of journalists must be conceived based on competencies, which means directing the development of the students' abilities, their abilities and skills towards the concrete and effective performance of specific work tasks. The primordial of the approach and development of the competences is the fact that the acquired knowledge in the classroom can be taken to the professional practice by means of the transferability of the knowledge to the doers.

From everything that has been explained up to now, there is a need to create and articulate a training space within the environment, which is included in the routines of the work plan of the Solvisión Telecentre Information Department, in which, through conferences, workshops, Practical classes, commented readings and evaluative exercises, will solve the cognitive and behavioral deficiencies that today are present within this structure in the middle, and that many and such negative incidences entails in the presentation of the final product that is published in the Web. This is also validated with the thesis that scientific production in the times of the information society is advancing by leaps and bounds, so it is necessary to update the knowledge of professionals in their area of action.

For the materialization of this objective, we have the necessary technological assurances and materials, as well as the bibliography, because as a result of the present study a virtual repository was created with a compendium of more than 100 researches, articles of updated specialized magazines on the subject , manuals for the management of publications on the

Internet and social networks, covering a broad spectrum according to the knowledge that is intended to be applied.

For the realization of this space, which duration will be of one hour and with a weekly frequency, it will also have the support of other professionals of the press media of Guantánamo and other provinces, who will share their experiences with the journalists of Solvisión and other media centres.

Likewise, the need to guide the knowledge imparted in the subjects related to traditional media to hypermedia production was clearly established, which clearly is the production and consumption trend of the media and infotainment, taking into consideration the user mobile and multiscreen.

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