

ARTIFICIAL INTELLIGENCE AND ARGENTINE MEDIA 2026

ADOPTION, GOVERNANCE AND SUSTAINABILITY



ADEPA

WITH SUPPORT
FROM



International Fund
for Public Interest Media

PRESENTATION

By Martín Etchevers, President of ADEPA (2023–2026).

Just a year ago, artificial intelligence was perceived by much of the media industry as an emerging technology, shrouded in uncertainty and questions. The debate centered on its potential impact on journalistic employment, the quality of information, and the ethical challenges of its implementation.

Today, the situation is very different.

Artificial intelligence is no longer a future promise or an experimental tool. It has been rapidly integrated into newsrooms, production processes, and the way audiences access information. At the same time, it has highlighted a much deeper challenge: the massive use of journalistic content to train models and feed artificial intelligence systems, often without authorization, attribution, or adequate compensation.

We are facing a structural transformation of the information ecosystem. The media are ceasing to be merely destinations for information and are increasingly becoming inputs for technological systems that process, synthesize, and redistribute knowledge.

This shift has economic, business, and democratic consequences.

The consolidation of information consumption models based on AI-generated responses and zero-click environments weakens the direct link between media outlets and their audiences, reduces traffic to news sites, and deepens the asymmetries between those who produce information and those who capture the economic value it generates.

Faced with this scenario, the debate is no longer limited to copyright protection. It is fundamentally about discussing how value is created, distributed, and remunerated in the new digital ecosystem.

At ADEPA, we maintain that a sustainable relationship between artificial intelligence and journalism must be built on three fundamental principles:

- **Consent.** The use of journalistic content must be authorized by those who produce it.
- **Compensation.** The economic value generated from this content must be recognized and fairly remunerated.
- **Citation.** Professional and verified information must be properly attributed, preserving the link between audiences and original sources.

This report is a new contribution to the debate on the future of media and artificial intelligence in Argentina. Based on interviews with media executives, journalists, and innovation managers, as well as a survey of journalists across the country, it seeks to analyze how the adoption of these technologies is evolving, what their opportunities and risks are, and what challenges the sustainability of journalism faces in this new era.

Because the discussion about artificial intelligence and media is not just a technological or business issue.

It is also a discussion about the future of quality information and, ultimately, about the health of our democracies.

INTRODUCTION

P. **4**

WHAT HAS CHANGED OVER THE PAST YEAR?

P. **8**

FINDINGS

P. **10**

NEW SCENARIO : MEDIA AND ARTIFICIAL INTELLIGENCE

P. **16**

SITUATION IN ARGENTINA

P. **22**

CHALLENGES

P. **42**

CONCLUSIONS

P. **45**

APPENDICES

Report
methodology
Bibliography

P. **48**

This report updates the study [“AI Reconfigures the Argentine Information Ecosystem: Media Must Adapt Without Losing Their Essence”](#) (2025) on the use of artificial intelligence in Argentine journalism in the face of new sustainability challenges. Based on interviews with executives from 20 media outlets and a survey of 124 journalists, the research contrasts the institutional vision with everyday technical practices in newsrooms.

INTRODUCTION

INTRODUCTION

In 2025, ADEPA published the first report titled [“AI Reconfigures the Argentine Information Ecosystem: Media Must Adapt Without Losing Their Essence”](#) (2025) on the use of artificial intelligence in Argentine media. Based on interviews with executives from 20 media outlets of varying sizes, this comprehensive report characterized the initial state of these technologies’ integration into newsrooms and identified their main opportunities and challenges.

Since then, the news ecosystem has evolved rapidly. Artificial intelligence has been increasingly incorporated into journalistic processes, and at the same time, the debate on media sustainability, the use of journalistic content to train AI models, and the need to establish mechanisms for transparency and fair value exchange between technology companies and the journalism industry has gained greater relevance.

In light of these changes, ADEPA set out to update its previous report to examine how the adoption of artificial intelligence has evolved across Argentine media outlets, identify the main advances and challenges that have emerged over the past year, and generate evidence to inform strategies aimed at strengthening the sector’s sustainability and capacity for innovation. To ensure continuity and comparability with the 2025 findings, in-depth interviews were conducted again with representatives from the same 20 media outlets included in the original study.

In addition, as a new methodological feature, this edition incorporated a survey of 124 journalists from media outlets of varying sizes and editorial profiles. This new information allowed not only for a comparison of the organizations’ evolution

compared to the previous year, but also for a contrast between the institutional vision and the perceptions of those who use these tools in their daily work.

The sample consisted of journalists who perform writing, editing, management, and other journalistic roles, from local, regional, and national media outlets.

Journalists working in micro and small media outlets predominate (66.9%), while the remaining 32.2% belong to medium and large media outlets.

Furthermore, the majority hold positions directly related to journalistic production: 39.5% are reporters; 23.4%, directors; 21%, editors; and 16.1% perform other roles. The most frequent areas of coverage are local and community news (55.6%), politics (54.8%), and economics and business (43.5%), reflecting a sample comprised mainly of journalists dedicated to general and current affairs news.

Overall, 95.2% of respondents use artificial intelligence tools at least occasionally, demonstrating the high level of adoption of these technologies among Argentine journalists.

In this regard, throughout the report, the term “media” will refer to the responses obtained from the 20 organizations interviewed. The term “journalists,” on the other hand, will refer exclusively to the responses of the 124 journalists surveyed. To analyze the results according to the scale of the organizations and work teams, four categories were used in relation to the size of the media outlets: micro (1 to 9 people), small (10 to 24), medium (25 to 49), and large (50 or more).

THE ANALYSIS WAS STRUCTURED IN FOUR DIMENSIONS

01

Organization and governance

Strategies, protocols, and adoption of AI

02

Tools and work

Investment, uses and impact on routines

03

Distribution and visibility

Traffic, platforms, and content protection

04

Journalistic value

Recognition, attribution, and sustainability

With the aim of comprehensively analyzing the impact of artificial intelligence on the Argentine journalistic ecosystem, the report is organized into four dimensions of analysis that encompass both the experience of media and journalists.

The first dimension, Organization and Governance, addresses institutional strategies, adoption processes, the existence of protocols, and training opportunities related to the use of AI.

The second, Tools and Work, examines the concrete uses of these technologies, the tasks in which they are applied, and their impact on journalistic routines.

The third dimension, Distribution and Visibility, analyzes changes in access to information and the circulation of content resulting from the emergence of generative engines and new forms of digital intermediation, as well as their effects on traffic and audiences.

Finally, the Journalistic Value dimension focuses on discussions about attribution, recognition, and the economic sustainability of journalistic content in an environment increasingly mediated by artificial intelligence systems. These four dimensions allow us to compare the institutional perspective of the media outlets with the daily experience of journalists, identify points of convergence and divergence between the two perspectives, and offer a broader understanding of the transformations that artificial intelligence is producing in Argentine journalism.

AXES	ORGANIZATION AND GOVERNANCE	TOOLS AND WORK	DISTRIBUTION AND VISIBILITY	JOURNALISTIC VALUE
MEDIA OUTLETS	Institutional strategy, protocols, adoption, and training.	Tools used, investment, and use cases.	Impact of AI Overviews, traffic, and relationship with platforms.	Copyright, licensing, and economic sustainability.
JOURNALISTS	Knowledge of protocols, training, and perception of AI use.	Frequency of use, tasks, and tools used.	Knowledge of AI overviews and perception of content reuse.	Concern, regulation, and perception of recognition and remuneration.

INTRODUCTION
WHAT HAS CHANGED OVER THE PAST YEAR?
FINDINGS
NEW SCENARIO
SITUATION IN ARGENTINA
CHALLENGES
CONCLUSIONS
APPENDICES

A year after the first study, the debate on AI in Argentine media has shifted from mere adoption to economic sustainability and governance. Interviews with media executives and surveys of journalists consistently prioritize content protection and the relationship with platforms.

WHAT HAS CHANGED OVER THE PAST YEAR?

WHAT HAS CHANGED OVER THE PAST YEAR?

A year after the first study, the debate on AI in Argentine media has shifted from mere adoption to economic sustainability and governance. Interviews with media executives and surveys of journalists consistently prioritize content protection and the relationship with platforms.

One year after the first study, the debate on artificial intelligence in the Argentine journalistic ecosystem shows a clear evolution. The conversation has shifted from focusing exclusively on the adoption of tools and their potential impacts on

journalistic work to incorporating concerns related to governance, economic sustainability, content protection, and the relationship between media outlets and AI platforms.

While this transformation arises mainly from the comparison with the interviews conducted with media outlets in 2025, the incorporation of the survey of journalists allows us to observe how many of these concerns are also beginning to be reflected in the perceptions and experiences of those who work daily in newsrooms.

2025

EXPERIMENTATION

TOOLS

AUTOMATION

OCCUPATIONAL RISKS

TECHNOLOGICAL CURIOSITY

2026

GOVERNANCE

PROTOCOLS

TRAINING

AI OVERVIEWS

COPYRIGHT AND REMUNERATION

ECONOMIC SUSTAINABILITY

Methodological note: The survey of journalists was included for the first time in this edition of the report. Therefore, longitudinal comparisons of their perceptions and practices are not possible. Their responses are used to contextualize and enrich the interpretation of the changes observed at the organizational level.

The report reflects a cultural transformation where AI has gone from being perceived as a threat to becoming a human-supervised “co-pilot.” Although adoption and training are progressing, inequalities persist in governance and usage protocols among different newsrooms.

FINDINGS

INTRODUCTION

WHAT HAS CHANGED OVER THE PAST YEAR?

FINDINGS

NEW SCENARIO

SITUATION IN ARGENTINA

CHALLENGES

CONCLUSIONS

APPENDICES

FINDING

01

From fear to co-pilot

The main transformation was cultural. Artificial intelligence ceased to be perceived as a threat and became an everyday work tool. Both the media outlets and journalists no longer debate whether to use it, but rather how to integrate it effectively and responsibly into work routines.

“The most important change isn’t in the tools, it’s in the culture. A year or two ago, much of the internal conversation revolved around doubts about what could and couldn’t be delegated to a machine. Today, that debate is practically over. The question is no longer “Can AI do this?” but rather “What editorial decisions have improved since we started using it?”

- Media Executive -

“At first, I was a detractor, refusing to use it in journalism, but little by little I opened up and began using artificial intelligence. I managed to optimize all my tasks and be more effective within the newsroom, producing more content.”

- Journalist -

FINDING

02

Training drives AI adoption, but governance remains uneven

AI adoption is progressing rapidly, albeit with varying levels of maturity. While some media outlets have developed strategies, protocols, and training programs, others remain in more experimental stages. Among journalists, access to training and knowledge of usage rules also differ significantly.

“The perception of AI within the media outlet became more positive and normalized, especially after internal training sessions. In writing, it was well-received, and in multimedia, it became established as a key tool for streamlining creative processes and generating more sophisticated and consistent visual content—something that previously required much more time and manual labor.”

- Media Executive -

“The more we train ourselves, the more we will be able to benefit from AI.”

- Journalist -

“We need to learn more, train more, and decide accordingly to achieve higher-quality journalistic work while upholding ethical standards.”

- Journalist -

FINDING

03

A Cross-Functional Technology

AI is no longer a tool limited to newsrooms; it has become integrated into multiple areas of the organization.

At the same time, journalists have incorporated it into daily tasks such as information gathering, writing, editing, transcription, and summarizing.

“The use of artificial intelligence grew more organically and informally than through a formalized institutional strategy. Different areas began adopting tools on their own initiative and gradually. Currently, journalists, photo editors, and video teams use AI tools as a daily part of their work processes, especially for operational and support tasks.”

- Media Executive -

“Another use I have for it is as a spell checker: after rereading a text several times, I pass it on to the AI to flag any spelling mistakes. I also ask it to tell me what modifications it makes, so I have control over the changes. I also often use it to filter information or to generate extremely mechanical or repetitive texts or ads with a simple template. I consider it a great tool that helps speed up work, but I don't agree that all material should be written or produced with this tool, since human writing and creativity are fundamental for content to be authentic and engaging.”

- Journalist -

FINDING

04

Human in the loop

Human oversight remains a shared rule across the sector. None of the media outlets consulted are promoting fully automated editorial systems, and journalistic validation continues to be considered essential.

“The media outlet has editorial and ethical guidelines on the use of AI, especially related to image generation, writing, and human oversight.

Training establishes clear limits on what content can be generated with AI and under what conditions, always promoting journalistic review, editorial judgment, and preservation of the local tone and identity of the media outlet.”

- Media Executive -

“It is necessary to regulate the use of AI and also establish work guidelines in newsrooms. The essence of the profession and key steps in the task, such as fact-checking, must not be lost.”

- Journalist -

“The so-called “hallucination” is a pious veil—a deliberate lie—that AI platforms use to avoid having to warn that compiling everything published does not mean verifying sources and facts, two crucial keys to journalistic quality.”

- Journalist -

FINDING

05

The new challenge: sustainability

The central concern has shifted. While in 2025 the focus was on the replacement of journalistic tasks, today attention is concentrated on the impact of AI Overviews and generative engines on media traffic, visibility, and revenue.

“Much of the strategic energy is focused on finding new ways to recover traffic and visibility in the face of declining Discover and SEO performance, a problem that particularly affects smaller media outlets.”

- Media Executive -

“We must continue working to reach agreements with AI companies and ensure the government puts this issue on the agenda.”

- Journalist -

“We reached a point where journalism was regulated by Google with its SEO; now, it's regulated by AI. That terrifies me.”

- Journalist -

Generative AI has become a structural factor in the media, transcending internal tasks to impact distribution and economic sustainability. Although 97% of journalists use it and value its impact, only two out of ten media outlets have formal policies to regulate its use.

NEW SCENARIO

NEW SCENARIO: MEDIA AND ARTIFICIAL INTELLIGENCE

Over the past year, generative artificial intelligence has moved beyond the experimental stage in newsrooms and media outlets, becoming a structural driver of transformation for the information ecosystem.

Its impact has expanded beyond internal production, editing, and task automation routines to encompass content distribution, audience access to information, the protection of journalistic assets, and, most importantly, has sparked discussions about remuneration, copyright, and economic sustainability.

Among these changes, one of the most significant has been the consolidation of AI within newsrooms.

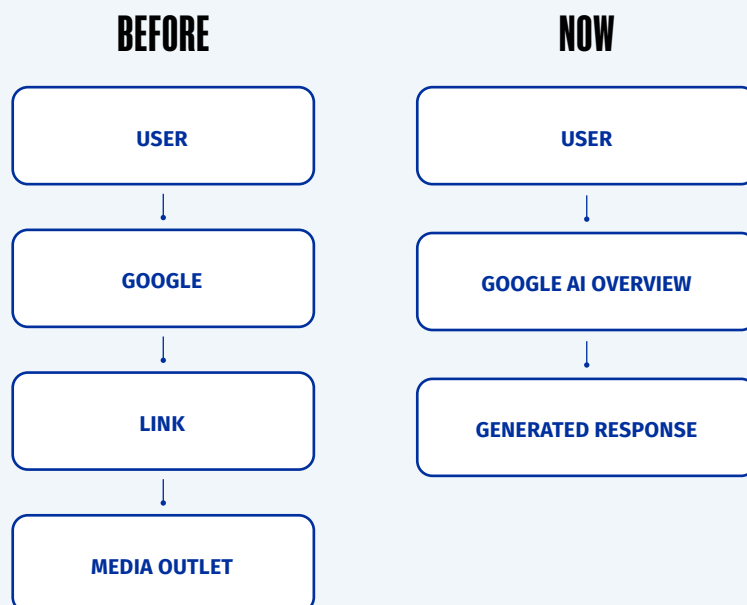
According to a study conducted by MagmaComms (2026) with 178 journalists from Argentina, Chile, Colombia, Mexico, Paraguay, Peru, and Uruguay, only 3% of respondents admit to not using any AI tools in their work, while 80% believe these technologies have a positive impact on the quality of their work. However, one situation that often arises and deserves attention is that only two out of ten media outlets, the study shows, have formal policies to regulate their use, which highlights the gap between adoption and institutionalization.



Source: MagmaComms (2026).

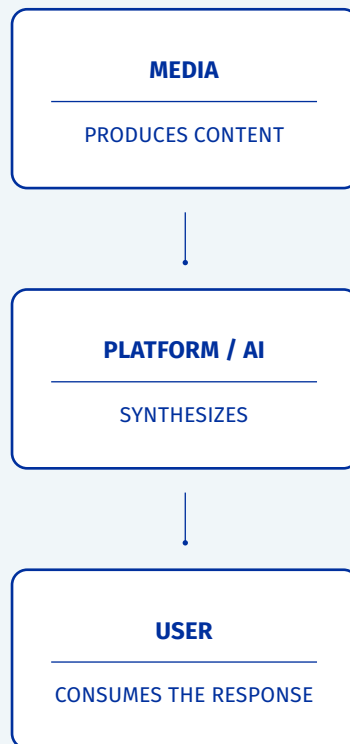
From search engine to answer engine

AI no longer just acts as an intermediary between media outlets and audiences. It is beginning to become the very interface for accessing information.



The zero-click economy

Content continues to generate value, but not necessarily for those who produce it.



What does the media lose?

Traffic

Advertising

Subscriptions

Brand Recognition

THE NEW CHALLENGE FOR THE MEDIA

01

Less traffic

The generated answers reduce the need to enter the original site.

02

Less visibility

The journalistic source is overshadowed by the response generated by AI.

03

Less recognition

The user receives information without necessarily identifying who produced it.

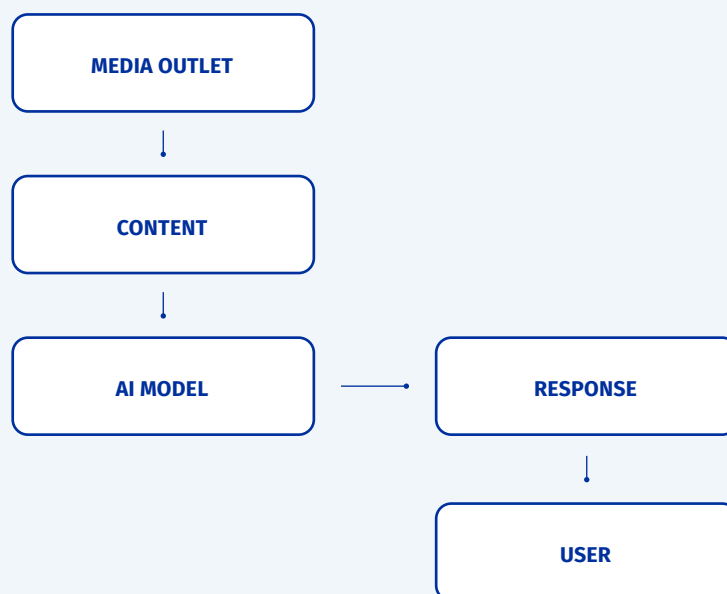
04

Less monetization

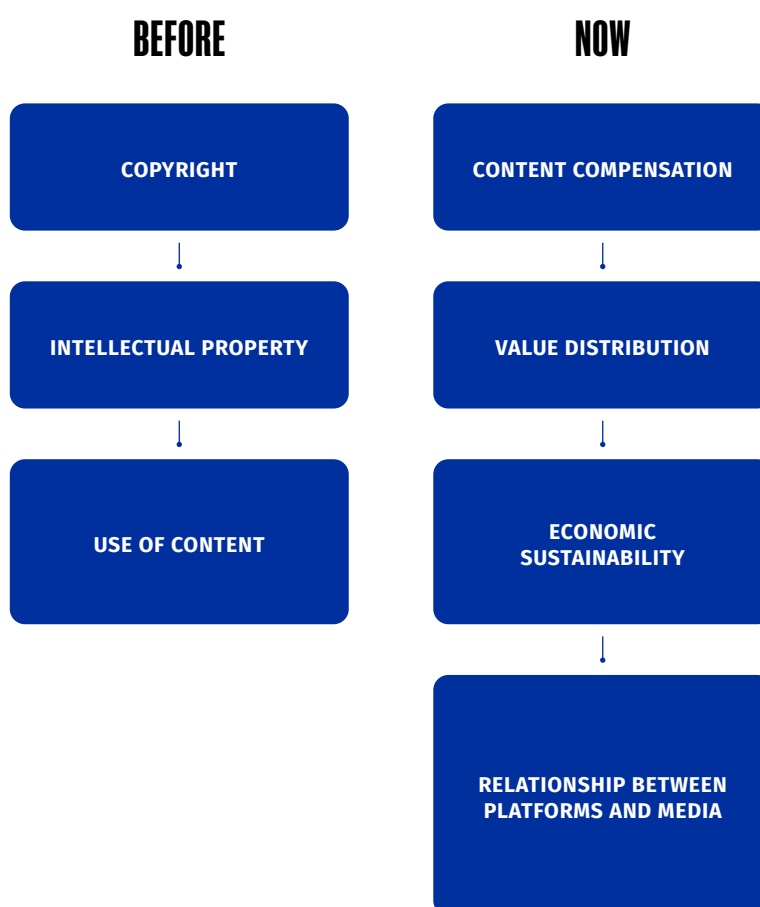
Opportunities to generate income through advertising or subscriptions decrease.

THE DISPUTE OVER VALUE**Who captures the value?**

If journalism generates the content that feeds AI, how is the economic value produced by that content distributed?

**A new stage in the debate**

The international debate is no longer focused solely on how to protect journalistic content, but on how to distribute the economic value generated by it in an ecosystem where AI platforms mediate, synthesize and monetize information produced by third parties.



UNITED KINGDOM



Year: 2026

Objective: To give media outlets more control over the use of their content.

Measure: Google allows users to exclude content from AI Overviews and AI Mode without leaving the traditional search engine.

Key: Separating search indexing and AI usage.



EUROPEAN UNION

Year: 2024

Objective: Increase the transparency of AI models.

Measure: AI Act. Includes:

- Obligations for general-purpose models
- Transparency on training
- Rules linked to copyright

Key: First comprehensive regulatory framework on AI.

SPAIN



Year: 2025

Emblematic case: AMI vs Meta.

Result:

- €479 million
- 87 media outlets benefited

Underlying debate: How do data and platforms affect competition in the advertising market?

Key: The conflict addresses not only copyright itself, but also economic competition in relation to the use of personal data and the advertising market.

HOW COUNTRIES ARE RESPONDING



AUSTRALIA

Year: 2026

Objective: To guarantee revenue for media outlets.

Measure: News Bargaining Incentive (NBI).

How it works: 2.25% of platform revenue. It is reduced or eliminated if platforms sign agreements with media outlets.

Key: Negotiating with media outlets is cheaper than paying the regulatory charge.

CANADA



Year: 2023

Objective: To financially compensate media outlets.

Measure: Online News Act (Bill C-18).

Result: Google committed to contributing approximately 100 million Canadian dollars per year to support eligible media outlets through a collective distribution mechanism created under Canada's Online News Act.

Key: The law mandates negotiations when platforms derive economic value from journalistic content.

These developments show that the international debate on artificial intelligence and media has rapidly evolved from technological adoption to issues related to the distribution of economic value, the sustainability of journalism, and competitive conditions in the digital ecosystem. What initially appeared to be a discussion focused on the possibilities and risks of artificial intelligence has increasingly incorporated concerns related to the use of journalistic content, mechanisms for economic compensation, and the balance between technology platforms and information producers.

In this context, the relationship between media outlets and technology platforms has become more complex. On the one hand, there are commercial agreements and licenses between AI companies and media outlets; on the other hand, there are conflicts related to the unauthorized use of content, the lack of transparency regarding training data, reduced traffic, and the absence of clear remuneration mechanisms. The discussion is no longer limited to whether AI should be regulated in general terms, but rather to how the value of journalistic content is recognized and compensated within these systems.

In Argentina, these tensions began to take on a concrete dimension. In August 2026, Editorial Perfil filed a lawsuit against OpenAI and Microsoft for the alleged unauthorized use of its journalistic content, bringing discussions related to intellectual property, competition, the recognition of the value of content, and its potential compensation into the local legal arena.

In this new scenario, the challenge for the Argentine journalistic ecosystem lies not only in incorporating artificial intelligence tools, but also in developing the capacity to govern them, measure their impact, protect the value of journalistic content, and preserve the conditions that make professional information production possible. This involves both media organizations, which must define institutional strategies in response to these changes, and journalists, who face new work dynamics, new training demands, and new questions about the sustainability and recognition of their work in an environment increasingly mediated by artificial intelligence systems.

“Today, artificial intelligence platforms offer no compensation for the training they’ve done on these models in the past. Nor do they compensate us for the daily updates we make when new and original content is produced. This creates an asymmetry that ultimately harms quality journalism because journalism needs funding; it has great value, but it also has a cost. The discussion with the artificial intelligence platforms that use this content and don’t necessarily acknowledge media outlets’ authorship or publish links to the original content is still pending.”

- Media Executive -

The adoption of AI in Argentine media has gone from experimental to a structural necessity. Although the technology is reorganizing workflows and infrastructure, human control and oversight remain an undisputed ethical boundary.

The strategic debate shifted from automation to economic sustainability, impacted by the loss of SEO traffic due to search engine automated responses.

SITUATION IN ARGENTINA

ORGANIZATION AND GOVERNANCE: STRATEGIES, PROTOCOLS AND ADOPTION OF AI

01

01

Organization and governance

Strategies, protocols and adoption of AI

02

Tools and work

Investment, uses and impact on routines

03

Distribution and visibility

Traffic, platforms, and content protection

04

Journalistic value

Recognition, attribution, and sustainability

“ The perception of AI in journalism has changed dramatically: it has gone from being seen as an optional or differentiating tool to being considered a necessity to maintain speed and scalability in the face of competition that also uses it.”

- Media Executive -

INTRODUCTION

WHAT HAS CHANGED OVER THE PAST YEAR?

FINDINGS

NEW SCENARIO

SITUATION IN ARGENTINA

CHALLENGES

CONCLUSIONS

APPENDICES

WHAT HAS CHANGED IN ARGENTINE MEDIA OVER THE PAST YEAR?

01

Training boosted adoption

Internal and external training was one of the main drivers of the cultural change observed during the last year.

“

In the beginning, when we were even providing training and so on, the initial reaction was, “I’m not going to write with this.” There was a lot of reluctance. And now I see how it flows; they understand that it’s part of the job. I think the adoption is positive. Very different from the atmosphere two years ago, or even a year ago.”

- Media Executive -

02

AI became integrated throughout the organization

Adoption ceased to be concentrated in isolated teams and began to expand into multiple areas and processes.

“

The use of AI in the media has changed significantly, expanding beyond the newsroom to different areas of the company through automation and training. Although the newsroom had already been working with AI tools, their use deepened in the last year, allowing them to maintain and even expand journalistic work despite having fewer staff.”

- Media Executive -

03

Governance structures are growing

More and more media outlets have managers, working groups, strategies, or formal spaces dedicated to AI.

“

The AI strategy is driven by the management team as part of the organization’s strategic planning. Technological implementation is led by the Innovation and Product Department, which has a Head of Product and Artificial Intelligence responsible for the development and integration of tools.”

- Media Executive -

04

Adoption is outpacing the rules

Although internal protocols and guidelines are increasing, the speed of technological evolution continues to challenge governance mechanisms.

“

The media outlet currently has internal guidelines for the use of artificial intelligence, based on a ten-point code. However, the rapid changes in tools and practices mean that some of these guidelines are no longer strictly followed and require constant updating.”

- Media Executive -

05

Human oversight remains the common limit

Beyond the differences between media outlets, there is a consensus that final editorial decisions should remain under human control.

“

Nothing produced by AI should be released as is without the oversight of a journalist. None of it should be published without strict human editing. The guideline is this: use it if necessary and always review what the AI produces. But we come back to the same point: as an aid, a tool to rely on, but it must still be controlled and filtered by a person.”

- Media Executive -

HOW DO MEDIA OUTLETS' AND JOURNALISTS' PERCEPTIONS DIFFER?

01

Training appears to be outpacing organizations

While 60% of media outlets report having conducted formal training, 77% of journalists say they have received AI training. This suggests that much learning is also occurring through individual initiatives, external courses, and self-directed learning.

03

Adoption is now virtually universal

100% of media outlets report increased adoption, and 97% of journalists use AI in their work. The discussion is no longer about whether or not to use these tools, but about how to integrate them strategically and responsibly.

02

There is a governance gap

75% of media outlets claim to have internal protocols or guidelines, but only 44% of journalists acknowledge their existence. The main difficulty appears to be not the lack of rules, but rather their communication and adoption within newsrooms.

04

The cultural transformation is still uneven

Although media outlets report widespread acceptance, journalists' responses show that different levels of adoption, knowledge, and trust in the tools still coexist.



The main tension lies not in the adoption of AI, but in its institutionalization. While the use of these tools is already widespread among journalists, gaps persist in governance, communication of protocols, and the formalization of organizational strategies.

TOPIC	MEDIA	JOURNALISTS	WHAT IT SHOWS
Protocols and guidelines	75% say they have protocols or usage criteria in place.	Only 44% say they exist.	There is a gap in communication and implementation of internal rules.
Training	60% completed formal training.	77% received some training.	Training also progresses through informal channels, self-learning, or individual initiatives.
Adoption and cultural change	100% observe greater acceptance and cultural change.	97% use AI in their work.	Adoption is now virtually universal and AI is part of the journalistic routine.

TOOLS AND WORK: INVESTMENT, USES AND IMPACT ON ROUTINES

02

01

Organization and governance

Strategies, protocols and adoption of AI

02

Tools and work

Investment, uses and impact on routines

03

Distribution and visibility

Traffic, platforms, and content protection

04

Journalistic value

Recognition, attribution, and sustainability

WHAT HAS CHANGED IN ARGENTINE MEDIA OVER THE PAST YEAR?

01

From isolated tools to organization-wide integration

AI is moving beyond specific, primarily content-focused applications and becoming increasingly integrated into systems, automated processes, and workflows across media organizations.



The use of AI has evolved from the development of specific tools to a cross-functional infrastructure integrated throughout the organization. In the last year, an institutional AI policy was defined, automatable processes were identified in various areas, and we began developing prototypes and agents to optimize tasks."

- Media Executive -

02

Productivity is the primary use case

The most frequently cited benefit is time savings on repetitive tasks.

AI allows resources to be shifted towards higher value-added activities, such as research, analysis, and original production.



AI significantly streamlined writing and multimedia processes. In writing, it enabled the automation of quick-response content, such as press releases or reprints, freeing up time for journalists to focus on original productions and valuable local content. In the audiovisual area, it generated a "massive" change in image and video editing, allowing for faster production of pieces with better results and lower costs, even replacing tasks that previously required animators or specialized editors."

- Media Executive -

03

Media outlets are starting to build their own technology

More than half of media outlets are developing internal tools, automation systems, or prototypes.

The trend shows an evolution from adopting external solutions to building their own infrastructure.

“

In the last year, we have progressively expanded our use of AI, both with external tools and internal developments. We have incorporated solutions for audiovisual production and made progress on a generative AI-based editor integrated into the CMS to streamline content production in certain sections.”

- Media Executive -

04

AI efforts remain focused on internal processes

Most resources dedicated to AI are being directed toward improving internal processes and operations, rather than developing audience-facing products.

“

At this stage, the media outlet prioritizes AI tools aimed at improving internal team productivity and optimizing workflows in the newsroom. While developing audience-facing solutions is being considered for the future, the main focus is currently on internal use.”

- Media Executive -

05

Media outlets are beginning to measure AI's impact

Three out of four media outlets have begun tracking productivity, efficiency, and performance related to AI use, although measuring its economic and editorial impact remains an emerging practice.

“

The media outlet has been measuring the impact of AI on productivity and editorial workflows quite concretely, especially in automatable tasks and mechanical processes. Among the metrics we monitor are the number of articles produced

before and after implementing tools like ‘Redactia,’ the automation of service content, and the reduction in workload for teams like Visual Arts. However, there are areas that are more difficult to measure, especially when AI functions as a partial assistant within the writing or editing process.”

- Media Executive -

INTRODUCTION

WHAT HAS CHANGED OVER THE PAST YEAR?

FINDINGS

NEW SCENARIO

SITUATION IN ARGENTINA

CHALLENGES

CONCLUSIONS

APPENDICES



FASTEST GROWING TOOLS

NotebookLM

Working with own-source materials

Gemini

Integration with Google ecosystems

Claude

Development and technical tasks

ChatGPT

Cross-functional use

Perplexity

Research and search

WHAT AI HASN'T YET REPLACED

- ✗ Final Publication
- ✗ Fact Checking
- ✗ Agenda Setting
- ✗ Editorial Prioritization
- ✗ Sensitive Coverage
- ✗ Journalistic Interviews



The main transformation is not that the media outlets are using more AI tools, but that they are beginning to integrate them into the everyday infrastructure that organizes journalistic work.

HOW DO MEDIA OUTLETS' AND JOURNALISTS' PERCEPTIONS DIFFER?

01

Media and journalists agree: AI improves productivity

Media outlets highlight time savings, task automation, and workflow optimization. Journalists, for their part, use AI primarily for specific tasks: information gathering, transcription, writing, editing, headlines, and summaries.

04

AI is used more to assist than to replace

Both media outlets and journalists agree that the most sensitive tasks should not be completely delegated. AI can help process, sort, summarize, or suggest, but verification, final publication, and editorial judgment remain human.

02

Media outlets focus on infrastructure; journalists focus on tools

Interviews with media executives reveal a shift towards in-house systems, AI-powered CMS platforms, automation, and proprietary development. However, the survey of journalists shows a more practical approach: using available tools to solve specific daily tasks.

05

Measurement is still evolving

Three out of four media outlets have begun to measure productivity, efficiency, or impact, but that measurement still focuses more on production volume, time savings, and operational performance than on editorial, economic, or journalistic quality impact.

03

Institutional investment is growing, but it coexists with individual use

85% of media outlets invest in paid tools or developments linked to AI. However, among journalists, use is still largely focused on accessible tools, often adopted on their own initiative.

TOPIC	MEDIA	JOURNALISTS	WHAT IT SHOWS
Main use	Internal productivity is the primary destination for investment and development.	The most frequent uses are information search, transcription, writing/editing, titles and ideas.	There is agreement: AI is primarily used to speed up operational tasks and free up time.
Tools	NotebookLM, Gemini, Claude, ChatGPT and Perplexity are growing.	Tools for individual use predominate for searching, summarizing, writing, translating, and transcribing.	Media outlets are starting to build infrastructure, while journalists use concrete tools to solve daily tasks.
Investment	85% of media outlets invest in paid tools, licenses, or developments.	Many journalists use available tools on their own or combine free and paid tools.	Institutional investment is growing, but everyday use still depends heavily on individual initiative.
Own developments	55% develop tools, automations or internal prototypes.	Journalists primarily use AI as direct assistance in their daily routine.	There is a difference in scale: the media think in terms of systems; journalists, in terms of tasks.
Human supervision	100% maintain that the final publication should have human control.	94% always or almost always verify information before using it.	There is a strong consensus: AI assists, but does not replace journalistic judgment.



AI is no longer just a content generation tool, but a technology that reorganizes routines: media outlets are integrating it into systems and workflows, while journalists are incorporating it as everyday assistance to save time, produce more, and improve processes.



DISTRIBUTION AND VISIBILITY: TRAFFIC, PLATFORMS AND CONTENT PROTECTION

03

01

Organization and governance

Strategies, protocols and adoption of AI

02

Tools and work

Investment, uses and impact on routines

03

Distribution and visibility

Traffic, platforms, and content protection

04

Journalistic value

Recognition, attribution, and sustainability

WHAT HAS CHANGED IN ARGENTINE MEDIA OVER THE PAST YEAR?

01

A new intermediary appears

AI-powered search engines and assistants are becoming a new way to access news, disrupting the traditional relationship between media and audiences.

“

Many long-standing SEO strategies focused on long-tail keywords and specific answers have lost effectiveness because more and more users are getting answers directly from Google or chatbots, without needing to visit news outlets. In response, we've started focusing more on breaking news content and competing for visibility within Google's traditional news carousel, where we still believe there's room for competition against AI-powered automated responses.”

- Media Executive -

02

From SEO to GEO

Media outlets are no longer just optimizing content for search engines. They are also beginning to adapt it for conversational assistants, AI Overviews, and language models.

“

The main concern now is no longer so much the replacement of journalists, but rather the impact that AI-generated responses and tools like Google AI Overviews are having on traffic, visits, and the sustainability of digital media.

In recent months, we have observed a significant drop in metrics related to SEO and Discover, which has forced us to rethink audience and content distribution strategies.”

- Media Executive -

03

Traffic is no longer guaranteed

More than half of media outlets report changes in visibility or traffic associated with AI-generated responses. The main risk is the reduction of clicks on basic informational queries.



Traffic from traditional search has been steadily declining, and we attribute a significant part of this decline to the growth of Google AI Overviews and other AI tools that directly answer user queries.”

- Media Executive -

We recognize the tension between protecting our content from AI scraping and maintaining visibility in search engines and recommendation systems. Technically, we could block access using tools like robots.txt, but we believe that would also harm our search rankings and visibility.”

- Media Executive -

04

Protect content or remain discoverable

Media outlets face a new dilemma: limit the automated use of content or maintain visibility within the new search and recommendation systems.

05

Some content is more resilient

Automated responses primarily affect generic and evergreen content, while local, original, and up-to-date information retains a competitive edge.

Practical experience has shown that AI cannot replace the contextual, territorial, and editorial knowledge that journalists provide, particularly in regional media outlets where understanding the local environment is central to journalistic work.”

- Media Executive -

WHAT ARE MEDIA OUTLETS DOING**MOST FREQUENT ADAPTATIONS**

FAQ
Executive summaries
Optimizing for AI
Conversational long-tail queries
New SEO formats
Editorial restructuring
Search intent analysis

THE NEW DILEMMA**Block**

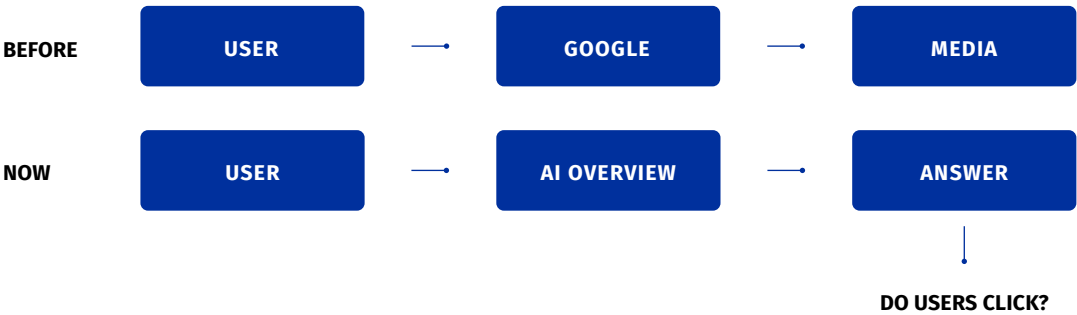
- ✓ Greater protection
- ✗ Less visibility

Being found

- ✓ More presence
- ✗ Greater exposure to scraping

Which content wins and which loses out against AI

MORE RESILIENT	MORE EXPOSED
Local Coverage	Weather
Breaking News	Horoscopes
Investigations	On This Day
Hyperlocal Information	Definitions
Fieldwork	FAQ
Original Stories	Evergreen content



HOW DO MEDIA OUTLETS' AND JOURNALISTS' PERCEPTIONS DIFFER?

01

The concern is no longer replacement, but sustainability

The main change from last year is that the debate has shifted from focusing on the automation of journalistic work to the economic impact that AI can have on traffic, audiences, and media revenues.

02

There is a high level of awareness regarding the use of journalistic content by AI

More than eight out of ten journalists know that AI tools use journalistic content to generate direct responses. This shows that the discussion about the value of information is no longer limited to business or technology sectors, but has taken root in newsrooms.

03

Attribution emerges as the minimum consensus

Both media outlets and journalists agree that if AI systems use journalistic content, they should at least acknowledge and cite the original source. Attribution arises as a minimum standard of legitimacy.

04

Regulation gains support within the industry

While media outlets begin discussing licenses, agreements, and protection mechanisms, a large majority of journalists believe there should be specific rules for the use of journalistic content by AI systems.

THE FINDING

Unlike the previous report, there is a shift in journalists' concerns: from the effects of AI on journalistic work to its implications for the circulation, value, and sustainability of news content.

In 2025, the focus was primarily on:

- automation;
- job losses;
- ethics;
- disinformation.

In 2026, new concerns emerged:

- traffic;
- attribution;
- compensation;
- regulation;
- sustainability.

TOPIC	MEDIA	JOURNALISTS	WHAT IT SHOWS
Use of content by AI	Growing concern over AI Overviews and generative responses that use journalistic content without generating traffic.	81% know that AI uses journalistic content to generate answers without necessarily redirecting traffic to the source.	There is a high awareness of the phenomenon throughout the industry.
Recognition and attribution	The loss of traffic and the obscuring of original sources are concerning.	Most accept the use of content only if the source is cited or there is an agreement with the media outlet.	There is consensus that attribution is a minimum condition.
Financial compensation	There is growing concern about the economic impact and sustainability.	A significant number of journalists believe that there should be financial compensation.	The debate ceased to be technological and became economic.
Regulation	Media outlets are beginning to discuss protection and licensing mechanisms.	77% believe that there should be some type of regulation.	There is a strong consensus in favor of clearer rules.
Visibility and traffic	More than half of the media outlets are already noticing changes in traffic and positioning.	Journalists express a high level of concern about the use of content without authorization or compensation.	Concern about the impact of AI is spreading from audience areas to the entire newsroom.



The main concern is no longer how to produce content with artificial intelligence, but how to preserve the visibility, recognition, and economic value of journalism in an ecosystem increasingly mediated by AI systems. For the first time, media outlets and journalists are facing the same problem.



JOURNALISTIC VALUE: RECOGNITION, ATTRIBUTION AND SUSTAINABILITY

04

01

Organization and governance

Strategies, protocols and adoption of AI

02

Tools and work

Investment, uses and impact on routines

03

Distribution and visibility

Traffic, platforms, and content protection

04

Journalistic value

Recognition, attribution, and sustainability

WHAT HAS CHANGED IN ARGENTINE MEDIA OVER THE PAST YEAR?

01

The focus of the discussion shifts

In 2025, concerns centered on automation, ethics, and the future of work. In 2026, the debate shifts toward the use of journalistic content by AI platforms and systems.

“

In the initial stage, the debate was still binary: for or against AI. Today, it's a debate about calibration: how much, where, with what rules, and with what oversight. The concern has also shifted from the fear of replacement to training: journalists who don't learn to work with AI are at a disadvantage compared to those who do.”

- Media Executive -

02

Attribution is no longer enough

The main concern isn't just who cites a news story, but who captures the economic value generated from it.

“

They don't acknowledge it because they don't pay for it. Specifically, they don't acknowledge it. If they did acknowledge it, they would pay you, they would say: “Hey, look, you generate content, we're using it, how do we make an agreement?” That doesn't happen. So, there's no acknowledgment from that side, because they don't acknowledge it. At a technical level, they do acknowledge it, because the AI shows it as yours. So it's acknowledging it—what I was saying before about the CMS: there's technical work, programming, engineering, and the AI recognizes it, it understands that you're a media outlet, that you have authority, that you have content about such and such. From that perspective, yes, it acknowledges it. But from

a real acknowledgment standpoint, no: none of them contacted us to say anything. To make an agreement, not even to tell you, “So-and-so from Gemini is contacting you to let you know we’ve added you to our media list.” No, there’s nothing.”

- Media Executive -

03

Demand for Compensation Grows

Six out of ten media outlets consider it necessary to develop remuneration mechanisms for the use of journalistic content in artificial intelligence systems.



Journalistic work is not being adequately recognized or compensated by AI tools.

Often, the generated responses cite secondary sources or content replicated by other sites, making the outlet that originally produced the quality information invisible, which further hinders the economic sustainability of professional journalism.”

- Media Executive -

04

There is no single solution

Media outlets reject exclusionary approaches and prioritize hybrid schemes that combine commercial agreements, collective bargaining, regulation, and licensing.



Recognition and compensation for the use of journalistic content in AI should be addressed collectively and internationally, rather than through individual actions. Platforms should attribute and drive traffic to media outlets when they use their content, but completely excluding media outlets from these tools could encourage the circulation of less rigorous or journalistically unsupported information.”

- Media Executive -

05

Journalism retains competitive advantages

Original production, verification, fieldwork, and trust-building remain key differentiators that are difficult to replicate through automated systems.



Over the past year, we have taken a more sophisticated look at which tasks truly benefit from AI and which necessarily require human intervention, especially in fact-checking, where we believe human verification remains indispensable.”

- Media Executive -

WHO CAPTURES THE VALUE?

MEDIA OUTLET

JOURNALISTIC CONTENT

AI SYSTEM

USER RESPONSE

ECONOMIC VALUE

SOLUTIONS MENTIONED BY MEDIA OUTLETS

- Commercial agreements.
- Licenses and agreements with platforms.
- Collective bargaining.
- Sectoral representation through associations.
- Regulation.
- Frameworks that balance the relationship between media and platforms.
- Legal action.
- Complementary tools for pressure and negotiation.

WHAT GENERATES CONSENSUS

Value continues to lie in:

- Original production.
- Verification.
- Research.
- Local coverage.
- Building trust.
- Brand credibility.



The main concern among media outlets is no longer the adoption of artificial intelligence, but the economic sustainability of journalism in an ecosystem where much of the value generated by information is beginning to be captured by new technological intermediaries.

HOW DO MEDIA OUTLETS' AND JOURNALISTS' PERCEPTIONS DIFFER?

01

The debate has shifted from technology to economics

In 2025, concerns centered on automation, ethics, and job displacement. In 2026, both media outlets and journalists are focusing on attribution, compensation, and the economic sustainability of journalism.

02

There is a consensus on the need for acknowledgment

Most journalists and media outlets believe that if AI platforms use journalistic content, it should be properly acknowledged and attributed to its original producers.

03

Attribution alone is no longer sufficient

Although citation appears as a minimum requirement, the discussion shifts towards who captures the economic value generated from the information produced by the media outlets.

04

Demand for compensation mechanisms is growing

Both media outlets and journalists increasingly consider it necessary to move towards remuneration mechanisms, licensing agreements, or forms of redistribution of the value generated by journalistic content.

05

The defining value of journalism remains its human element

In a context of increasing automation, original content, research, fieldwork, fact-checking, and trust-building emerge as the main competitive advantages of professional journalism.



Journalists express a concern that goes beyond the impact of AI on their individual tasks or employment and extends to the economic functioning of the information ecosystem. In particular, a more structural concern emerges: how can we ensure that those who produce quality information can continue to finance their work in an environment where a growing share of value is captured by technology intermediaries?

TOPIC	MEDIA	JOURNALISTS	WHAT IT SHOWS
Recognition of journalistic work	75% believe that journalistic work is not being adequately recognized.	73% believe that content used by AI should be recognized and attributed to media outlets and journalists.	There is broad consensus on the need for recognition and attribution.
Financial compensation	60% mention the need for remuneration or compensation mechanisms.	A large majority believes there should be some form of compensation when platforms use journalistic content.	The discussion ceased to be exclusively about copyright and became about the distribution of economic value.
Regulation and solutions	Media outlets prioritize hybrid schemes: agreements, regulation and collective bargaining.	77% believe there should be specific rules for the use of journalistic content by AI.	There is a growing demand for clearer rules and balancing mechanisms.
The distinctive value of journalism	Original production, research, and trust remain competitive advantages.	Journalists believe that verification, editorial judgment, and fieldwork remain irreplaceable.	There is a consensus on what AI still cannot replace.
Sustainability	The main concern is the capture of value by new technological intermediaries.	Journalists express growing concern about the impact of AI on media business models.	Economic sustainability became a shared concern throughout the industry.



The main discussion is no longer whether artificial intelligence can produce content, but how to ensure that the value generated by journalism continues to be recognized, attributed, and economically sustained in the age of artificial intelligence.



The sector faces the urgent challenge of consolidating clear governance and continuously training its teams to close existing organizational gaps.

At the same time, the industry must defend its economic sustainability and the intrinsic value of its news against the loss of traffic caused by new technological intermediaries.

CHALLENGES



GOVERNANCE

The adoption of artificial intelligence is advancing faster than the organizational structures for managing it. The challenge will be to develop protocols, usage criteria, oversight mechanisms, and institutional capacities to support a constantly evolving technology.

The comparison between the two surveys also reveals a governance gap: while 75% of media outlets claim to have internal protocols or guidelines, only 44% of journalists acknowledge their existence. This suggests that the challenge is no longer just creating rules, but also communicating them, implementing them, and fostering ownership within newsrooms.

WHAT'S AT STAKE



Protocols



Internal Governance



Training



Human Supervision



Communication and Ownership of the Rules



CAPACITY BUILDING

As artificial intelligence becomes integrated into more processes, the gap widens between media outlets with greater technological resources and those with more limited capabilities. Bridging these gaps, building teams, and developing new skills will be fundamental to sustaining innovation in the sector.

The journalists' responses also reveal a growing demand for training.

Although 77% report having received some training, there is a persistent interest in accessing further learning and professional development opportunities, reflecting that skills development will be an ongoing process rather than a completed stage.

WHAT'S AT STAKE



Specialized talent



Continuing education



Technological infrastructure



Skills gaps



Ongoing training



SUSTAINABILITY

The expansion of conversational assistants and response engines is transforming how audiences access information.

Media outlets will need to find ways to preserve traffic, revenue, and reach in an ecosystem where some news consumption occurs outside their own spaces.

Surveys show that this concern is no longer limited to business areas or audiences: journalists are also beginning to perceive the risks that new forms of information access pose to the economic sustainability of media outlets.

WHAT'S AT STAKE



Audiences



Traffic



Revenue



New intermediaries



Visibility and discovery



JOURNALISTIC VALUE

The increasing use of journalistic content by AI systems raises questions about attribution, licensing, and the distribution of the economic value generated by information. The challenge will be to build mechanisms that allow for the recognition, protection, and adequate remuneration of journalistic work.

The responses from journalists show broad consensus regarding the need for recognition, attribution, and clearer rules for the use of journalistic content by AI systems, demonstrating that this discussion is no longer solely a concern of media outlets but has become a shared issue across the entire industry.

WHAT'S AT STAKE



Remuneration



Content licensing



Collective bargaining



Regulation



Attribution and recognition of sources

Between 2025 and 2026, AI in Argentine journalism reached “maturity” and became integrated as a daily copilot in newsrooms. Media outlets and journalists agree that the strategic priority is to defend the sustainability and value of original content against new intermediaries.

CONCLUSIONS

CONCLUSIONS

The key word to understanding what changed in Argentine media between 2025 and 2026 regarding artificial intelligence is maturity.

While last year the predominant questions were about the potential of new technologies, particularly artificial intelligence, its risks, and the possibilities of its incorporation into newsrooms, today the situation has changed. As can be seen throughout the report, and as previously highlighted, AI has ceased to be an experimental innovation and has become a tool, an “assistant,” that is fully integrated into work routines, production processes, and the strategic planning of the industry.

“A year ago, artificial intelligence was perceived primarily as an experimental tool associated with the automation of specific tasks. Currently, there is a much broader understanding of its potential applications in different areas of journalistic work. The perception evolved from the idea of a simple conversational assistant to the understanding of a set of technologies applicable to different editorial, visual, product, and technological development functions.”

- Media Executive -

In this sense, one of the main changes identified compared to the previous year is the logic of technology integration, since most media outlets use it in different areas of work, have some type of internal guidelines regarding its use, and have begun to develop institutional capacities to manage it. Among its uses are: automating processes,

optimizing workflows, processing large volumes of information, assisting research tasks, and improving overall operational efficiency.

However, the most significant finding in this maturity is not simply related to its use and incorporation, but rather to an awareness within the industry about the changes that artificial intelligence is generating in the distribution and monetization of information, and the real value of producing quality journalistic content.

“The entire newsroom has been trained and has embraced artificial intelligence as a collaborator, a kind of co-pilot to help and systematize certain tasks. That’s the big change: its widespread and cross-functional use.”

- Media Executive -

This maturity is also evident among journalists. The adoption of artificial intelligence tools is now virtually universal, and the discussion has shifted from focusing exclusively on the impact of these technologies on individual tasks or the future of journalistic employment. Like media outlets, journalists have begun to show increasing concern about content attribution, the economic sustainability of journalism, and the conditions under which platforms use information produced by third parties.

For the first time, surveys show a convergence between the concerns of media outlets and those of journalists. Both groups agree that the main challenge is no longer the integration of artificial

intelligence into newsrooms, but rather building an ecosystem in which technological innovation can coexist with the economic sustainability of journalism and the recognition of the value of professional information.

The emergence of conversational assistants, response engines, and systems capable of synthesizing journalistic content has altered the traditional ways in which users access news. As a result, media outlets have almost inevitably faced—and continue to face—a scenario in which a growing portion of news consumption can occur without direct visits to news sites. This raises questions about the future sustainability of business models based on traffic, advertising, and own audiences.

“There is still no real awareness within newsrooms about the impact of AI tools using journalistic content. They point out that, although platforms like ChatGPT can cite the media outlet as a source, users often consume the response without registering or evaluating the journalistic origin of the information, which dilutes the recognition of the work done by media outlets and journalists.”

- Media Executive -

Along the same lines, another shift in media concerns has moved from ethical dilemmas to the use of journalistic content by AI platforms and systems. Indeed, as can be observed globally, the discussion about AI and the media is undergoing a similar transition worldwide.

The debate centers on the economic sustainability of journalism, the transparency of artificial intelligence systems, and the conditions of competition within the digital ecosystem.

In conclusion, artificial intelligence has ceased to be an emerging phenomenon and has become a structural component of the journalism industry.

“Today there is a real problem regarding the recognition of journalistic value within AI systems, because platforms use content produced by media outlets to answer queries without the end user necessarily identifying or valuing the original source. AI needs the work of the media because it possesses the technology, but not necessarily the judgment or the original content upon which to build relevant answers.”

- Media Executive -

The question is no longer whether this technology will transform the media, but how the benefits, costs, and responsibilities associated with that transformation will be distributed. In this process, media outlets and journalists seem to agree on the same diagnosis: technological innovation will only be sustainable if it manages to preserve what remains the main differentiating asset of professional journalism: the production of original, reliable, verified, and relevant information for society and democracy.

The study methodology combined an international reference framework with a mixed qualitative and quantitative approach applied in Argentina between March and April 2026.

Twenty in-depth interviews were conducted with key figures in national, regional, and hyperlocal media, along with a structured survey of 124 journalists. This strategy allowed for a comparison of the companies' institutional vision with the daily practices of newsrooms across four key areas: governance, routines, distribution, and sustainability.

APPENDICES

REPORT METHODOLOGY

The preparation of this report began with a review of studies, research, documents, and experiences developed by technology companies, journalistic organizations, media associations, international bodies, and research centers related to artificial intelligence and its impact on the news industry.

To this end, reports, guides, research, and recommendations produced by organizations such as the Reuters Institute, WAN-IFRA, INMA, the News/Media Alliance, and other institutions specializing in artificial intelligence, journalism, and digital governance were analyzed. Regulatory initiatives, sectoral debates, and international experiences related to the use of artificial intelligence in media, content distribution, the protection of journalistic assets, and mechanisms for recognition and compensation for the use of news content were also reviewed.

Based on this preliminary analysis and the findings obtained in the survey conducted by ADEPA during 2025, the main research areas for this new edition of the study were defined. Unlike the previous report, which focused primarily on the adoption of artificial intelligence tools within newsrooms, this work incorporated new dimensions related to the impact of AI on content distribution, traffic, digital asset protection, and the economic sustainability of journalism.

Accordingly, the research was organized around four main axes: organizational changes, strategies, and protocols for the use of artificial intelligence; tools, investment, and transformation of work routines; artificial intelligence, content distribution, traffic, and digital asset protection; and the recognition and valuation of journalistic content within the AI ecosystem.

For the preparation of this report, 20 semi-structured interviews were conducted with executives, journal-

ists, and heads of innovation, product, technology, and audience relations from Argentine media outlets of varying sizes, geographic reach, and editorial profiles.

The interviews were conducted during March and April 2026 and included both traditional and digital-native media outlets, with national, regional, and hyperlocal reach. All conversations were systematized and analyzed using a qualitative analysis methodology aimed at identifying patterns, trends, consensus, tensions, and differences surrounding the incorporation of artificial intelligence in the Argentine journalism industry.

In addition, as a complement to the qualitative approach, a quantitative survey was conducted using a structured questionnaire directed at journalists. The survey was answered by 124 journalists from the media outlets participating in the study and from other Argentine media outlets of varying sizes and editorial profiles. The questionnaire assessed the level of adoption of artificial intelligence tools, their most frequent uses, perceptions of their impact on journalistic work, training opportunities, the existence of internal protocols and policies, and expectations regarding the evolution of these technologies.

The inclusion of this second sample allowed for a comparison of the institutional perspective of media outlets with the daily experience of those who use these tools in newsrooms, enriching the analysis through the combination of qualitative and quantitative evidence. Based on this systematization, the analytical frameworks that structure this report were developed.

The following pages present the list of participating media outlets and the basic questionnaire used to conduct the interviews.

MEDIA INTERVIEWED

MEDIA OUTLET	HYPERLOCAL, REGIONAL OR NATIONAL	DIGITAL NATIVE OR NOT
0221	Hyperlocal	Yes
ADNSUR	Regional	Yes
Chequeado	National	Yes
Clarín	National	No
El Eco	Hyperlocal	No
El Litoral	Regional	No
El Tribuno	Regional	No
Grupo Crónica	National	No
Infobae	National	Yes
La Capital	Regional	No
La Gaceta	Regional	No
La Nación	National	No
La Voz del Interior	Regional	No
Los Andes	Regional	No
Misiones Online	Regional	Yes
Página 12	National	No
Perfil	National	No
Río Negro	Regional	No
TN	National	Yes
Todo Jujuy	Hyperlocal	Yes

DESIGN OF THE QUESTIONNAIRE FOR THE MEDIA

01. Changes since the previous interview

Since the previous interview, how has the use of artificial intelligence within the media outlet changed in the last year?

How did you see the impact of AI on journalism a year ago, and how do you see it now?

02. AI strategy and adoption

Does the media outlet currently have a specific strategy on the use of artificial intelligence? If so, who leads that strategy within the organization (technical, journalistic, or hybrid profile)?

Do you currently have internal guidelines, protocols, or criteria regarding the use of AI tools by journalists, editors, or technical teams?

03. Tools and operational changes

Are there any AI tools implemented in the last year that have generated a significant change in the way you work or in the results of the media outlet?

Are you developing tools or prototypes internally with Gemini or Claude, for example?

Do you prioritize free tools, or is there an investment? How do you manage those costs?

Where are you focusing your investment most: on audience reach or team productivity?

Are there any editorial tasks or decisions that you believe shouldn't be delegated to AI tools, even if it's technically possible?

How are you measuring the impact of AI? Any new metrics since the last interview?

04. Distribution, Audience, and Search

What changes—if any—have you made to your search or content distribution strategy since the emergence of tools like Google AI Overviews or search engines with AI-generated answers?

Have you observed changes in traffic, visibility, or audience engagement that might be linked to the use of these technologies?

05. Data, Content, and Monetization in the AI Era

In the last year, have you assessed how to protect your content, files, databases, or proprietary information from the use of artificial intelligence platforms?

06. Legal Framework and Regulation

In the current context, where artificial intelligence tools use journalistic content to generate answers, do you believe the work of journalism is being recognized? If not, how do you think it should be recognized?

Do you believe this issue should be resolved primarily through commercial agreements with technology platforms, through public regulation, through legal action based on copyright, or through a combination of these mechanisms?

DESIGN OF THE FORM FOR JOURNALISTS

01. Number of journalists in the newsroom where you work

- ☐ 1 to 9
- ☐ 10 to 24
- ☐ 25 to 49
- ☐ 50 or more

02. What topics do you cover?

- ☐ Local and community news
- ☐ Immigration and immigration policy
- ☐ Health and wellness
- ☐ Hispanic culture and identity
- ☐ Local/state/federal politics
- ☐ Economy and business
- ☐ Education
- ☐ Sports
- ☐ Investigative journalism
- ☐ Other

03. Role at the media outlet

- ☐ Director
- ☐ Editor
- ☐ Writer
- ☐ Other

04. Use of AI at work

Do you use artificial intelligence tools in your journalistic work?

- ☐ Yes, frequently
- ☐ Yes, occasionally
- ☐ No, but I'm interested in learning
- ☐ No

05. Frequency of Use

How often do you use AI tools for work-related tasks?

- ☐ Every day
- ☐ Several times a week
- ☐ A few times a month
- ☐ Almost never
- ☐ Never

06. Tasks where you use AI

What tasks do you use AI tools for in your work? (You can select more than one option)

- ☐ Information search
- ☐ Text summaries
- ☐ Content writing or editing
- ☐ Translation
- ☐ Headline or idea generation
- ☐ Interview transcription
- ☐ I don't use AI

07. Training

Did you receive any training on the use of AI in journalism?

- ☐ Yes, within the media outlet
- ☐ Yes, independently
- ☐ No

08. Rules or protocols in the media

Does your media outlet have guidelines or rules regarding the use of AI tools in journalistic work?

- ☐ Yes
- ☐ No
- ☐ I don't know

09. Verification of AI-Generated Content

When you use AI tools to obtain information or write content, do you verify the information before using it?

- ☐ Always
- ☐ Almost always
- ☐ Sometimes
- ☐ Never
- ☐ I don't use AI

10. Knowledge about how AI is trained

Did you know that many AI systems are trained using large amounts of content available online, including newspaper articles?

- ☐ Yes
- ☐ I had heard about it but wasn't sure
- ☐ No

11. Use of content in AI-generated responses

Do you find it acceptable for AI systems to use information from news articles to generate responses for users?

- ☐ Yes, always
- ☐ Yes, only if the media outlet and author are cited
- ☐ Yes, only if there is an agreement with the media outlet
- ☐ No
- ☐ Not sure

12. Concern about the use of journalistic content

How concerned are you about the use of journalistic content by AI systems without authorization or compensation?

- ☐ Very concerned
- ☐ Quite concerned
- ☐ Somewhat concerned
- ☐ Not at all concerned

13. Understanding how AI works

Do you consider it appropriate for AI platforms to reuse journalistic content to provide information to users without redirecting them to the original source?

- ☐ Yes, unconditionally
- ☐ Yes, but only if the media outlets receive financial compensation
- ☐ Yes, but only if the source and authorship are acknowledged
- ☐ No
- ☐ Not sure

14. Regulation

Do you think there should be some kind of regulation on the use of journalistic content by AI systems?

- ☐ Yes
- ☐ No
- ☐ Not sure

15. Perceived impact on journalistic work

Thinking about your work as a journalist, do you believe that AI will primarily be:

- ☐ A tool that will help improve journalistic work
- ☐ A technology that will bring both opportunities and risks
- ☐ A threat to journalistic work
- ☐ Not sure

16. Open space for additional reflections/ comments

BIBLIOGRAPHY

STUDIES, ARTICLES, INSTITUTIONAL DOCUMENTS AND REFERENCE REPORTS

ADEPA. (2025). Inteligencia artificial y medios argentinos: oportunidades, desafíos y perspectivas. Buenos Aires: Asociación de Entidades Periodísticas Argentinas.

Available in: [Informe de ADEPA: Cómo usan y adoptan la IA los medios argentinos](#)

Asociación de Medios de Información (AMI, España). (2026). Reino Unido marca el camino: los editores podrán excluir sus contenidos de los resúmenes de IA de Google sin desaparecer del buscador. Asociación Mundial de Editores de Noticias.

Available in: <https://www.ami.info/reino-unido-marca-el-camino-los-editores-podran-excluir-sus-contenidos-de-los-resumenes-de-ia-de-google-sin-desaparecer-del-buscador.html>

Asociación de Medios de Información (AMI, España). (2026). AMI gana la demanda contra Meta por competencia desleal.

Available in: <https://www.ami.info/ami-gana-la-demanda-contra-meta-por-competencia-desleal.html>

Asociación de Medios de Información (AMI, España). (2026). Reino Unido avanza más rápido que Europa en la regulación de la IA y los medios: un modelo que vale la pena seguir.

Available in: <https://www.ami.info/reino-unido-avanza-mas-rapido-que-europa-en-la-regulacion-de-la-ia-y-los-medios-un-modelo-que-vale-la-pena-seguir.html>

Asociación de Medios de Información (AMI, España). (2026). La Comisión Europea marca a Google el camino para cumplir la DMA: abrir sus datos de búsqueda a la competencia.

Available in: <https://www.ami.info/la-comision-europea-marca-a-google-el-camino-para-cumplir-la-dma-abrir-sus-datos-de-busqueda-a-la-competencia.html>

Australian Government, Treasury. (2025). News Bargaining Incentive.

Available in: <https://treasury.gov.au>

Canada. Innovation, Science and Economic Development Canada. (2025). Canada's National Artificial Intelligence Strategy.

Available in: <https://ised-isde.canada.ca/site/ised/en/canadas-national-artificial-intelligence-strategy-ai-all>

El Clip. (2025). El gobierno estadounidense fue por el mundo exigiendo menor regulación a las Big Tech como condición para bajar aranceles.

Available in: <https://www.elclip.org/el-gobierno-estadounidense-fue-por-el-mundo-exigiendo-menor-regulacion-a-las-big-tech-como-condicion-para-bajar-aranceles/>

European Commission. (2024). Artificial Intelligence Act (AI Act).

Available in: <https://digital-strategy.ec.europa.eu/en/policies/regulatory-framework-ai>

European Commission. (2025). General-Purpose AI Code of Practice.

Available in: <https://digital-strategy.ec.europa.eu/en/policies/ai-code-practice>

Google. (2025). AI Overviews in Search.

Available in: <https://blog.google/products/search/>

Government of Canada. (2023). Online News Act (Bill C-18).

Available in: <https://laws-lois.justice.gc.ca/eng/acts/O-9.3/>

Infobae. (2026, 16 de junio). De los diarios a los chatbots: la transformación del consumo de noticias en América Latina.

Available in: <https://www.infobae.com/america/america-latina/2026/06/16/de-los-diarios-a-los-chatbots-la-transformacion-del-consumo-de-noticias-en-america-latina/>

Journalism and Media Freedom Center. (2025). AI Content Licensing Report.

Available in: <https://www.journalismliberty.org/publications/ai-content-licensing-report>

La Nación. (2026). Un fallo alemán podría trastocar toda la apuesta de Google para sumar IA a las búsquedas.

Available in: <https://www.lanacion.com.ar/tecnologia/un-fallo-aleman-podria-trastocar-toda-la-apuesta-de-google-para-sumar-ia-a-las-busquedas-nid11062026/>

Liew, K. K., Chia, Y. T., & Lee, P. S. N. (Eds.). (2025). Artificial Intelligence and the Future of Journalism: Global Perspectives on Media, Technology and Society. Singapore: Springer Nature.

Available in: <https://link.springer.com/book/10.1007/978-981-95-2341-2>

MagmaComms. (2026). Ocho de cada diez periodistas latinoamericanos ya utilizan inteligencia artificial.

Available in: <https://magmacomms.com/ocho-de-cada-diez-periodistas-latinoamericanos-ya-utilizan-inteligencia-artificial/>

Newman, N., Fletcher, R., Robertson, C. T., Eddy, K., & Nielsen, R. K. (2025). Digital News Report 2025. Reuters Institute for the Study of Journalism, University of Oxford.

Available in: <https://reutersinstitute.politics.ox.ac.uk/digital-news-report/2025>

Nwachukwu, N. (2026). Media Capture Watch.

Available in: <https://nananwachukwu.github.io/media-capture-watch/>

Observacom. (2025). Australia: el fracaso de los acuerdos voluntarios entre plataformas y medios obliga al gobierno a cambiar la regulación.

Available in: <https://www.observacom.org/australia-el-fracaso-de-los-acuerdos-voluntarios-plataformas-medios-obliga-al-gobierno-a-cambiar-la-regulacion/>

The Guardian. (2026). Tech companies levy and Australian news journalism explained.

Available in: <https://www.theguardian.com/media/2026/apr/28/tech-companies-levy-australian-news-journalism-explained>

WEBINARS

News/Media Alliance & Center for Media and Digital Governance at Open Markets Institute. (May 20, 2026). *License, Please: Mapping the Road Ahead for AI Licensing*.

WAN-IFRA. (October 13, 2025). *Digital Taxes on Big Tech Platforms to Fund Quality Journalism: What Possible Strategies?* World Association of News Publishers.

WAN-IFRA. (June 11, 2026). *Media Policy Briefing: Australia News Bargaining Incentive*. World Association of News Publishers.

What is ADEPA?

The Argentine Association of Newspaper Publishers (ADEPA) is a national non-profit organization, founded in 1962, that brings together 180 media companies in Argentina, publishers of newspapers, magazines, and websites. Since its inception, ADEPA has played a leading role in defending and promoting press freedom, a cornerstone of the democratic and republican system. Currently, its work also encompasses key areas for the development of the news industry: the sustainability of media outlets throughout the country; the defense of copyright and intellectual property rights; the promotion of transformation and innovation; training and professional development; and the recognition of excellence through its awards for journalistic quality.

What is IFPIM?

The International Fund for Public Interest Media (IFPIM) is a new global, independent, and multilateral initiative that responds to the existential threats facing public interest media in low- and middle-income countries. IFPIM's purpose is to strengthen financial support for independent media organizations in crisis and accelerate systemic, long-term solutions to help the media ecosystem work for democracy.

Research and editing: **Agustina Ordoñez and Pilar Vezaro**
Coordination: **Andrés D'Alessandro and Agustina Ordoñez**
Design: **Facundo Segura**

ADEPA

WITH SUPPORT
FROM



International Fund
for Public Interest Media