

**GHANA INSTITUTE OF JOURNALISM**

**EXPLORING SOCIAL MEDIA USE IN THE MEDIA SPACE: A CASE OF GBC**

**BY**

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## STUDENT'S DECLARATION

I hereby declare that this dissertation, with the exception of quotation and references contained in published works which have all been identified and acknowledged, is entirely my own original work, and it has not been submitted, either in part or whole, for another degree elsewhere.

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SIGNATURE:

A handwritten signature in red ink, appearing to be 'Selikem Acolatse Apaloo', written in a cursive style.

DATE: 15<sup>th</sup> November, 2021

### **SUPERVISOR'S DECLARATION**

I hereby declare that the preparation and presentation of this work was supervised in accordance with the guidelines for supervision of Dissertation as laid down by the Ghana institute of journalism.

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## **DEDICATION**

I dedicate this dissertation to God Almighty, my family and all who have supported me through my academic journey. I appreciate my supervisor for being magnanimous and school for inculcating these important academic values in me.

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## **ABSTRACT**

The purpose of this study is to explore the reasons why Ghana Broadcasting Corporation has not effectively employed social media in the phase of media pluralism in Ghana. Qualitative method, interpretive philosophy, inductive approach, exploratory design, and purposive sampling technique were used to sample six respondents of Ghana Broadcasting Corporation. Interview guide was used to collect primary data from respondents. Narrative and analytical approach were used to analyse interview responses. The result shows that: desire of management of Ghana Broadcasting Corporation to follow technology trend, cost efficiency, convenience and customer feedback are the reasons Ghana Broadcasting Corporation is embracing social media. Viewers and listeners of perceive that Ghana Broadcasting Corporation's social media programmes are locally focused, appealing and socially responsible. Unreliable internet infrastructure, high cost of internet data, insecurity are the main factors constraining effective use of social media by Ghana Broadcasting Corporation. Multiple visibilities, creative content, instant messaging, independence of Ghana Broadcasting Corporation and credibility of followers are some measures that Ghana Broadcasting Corporation can employ to effectively use social media for broadcasting activities. Based on the findings, the study recommends that management of Ghana Broadcasting Corporation should continue supporting social media strategies with more investment to enhance its benefits. Broadcasting activities should focus on Ghanaian issues, and offer quality and sufficient information for viewers and listeners. Security systems should be improved to ensure boost confidence of viewers and listeners who rely on their content.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **Background to the Study**

The advent of multiparty democracy in Ghana brought with it, the liberalization of the media. Until the 1990s, broadcasting in Ghana had been a monopoly of the public service broadcaster, the Ghana Broadcasting Corporation (GBC). The restrictive nature of the media space in Ghana initially created broadcasting monopoly. The public service role of GBC was necessary and critical to encourage divergent opinions, foster unity, promote national culture and bring development (Ferguson, 1990). Currently, liberation in media space in Ghana has created media pluralism. People are expressing their views through several media broadcasting houses offering radio and television content through physical and digital systems. According to Castells (2009), the last generation has been described as the digital age in which technology devices, formats and applications are used in radio and television broadcasting.

In the last decades, the internet revolution in the radio and television industry is widening contact to current information, improved communication, and media pluralism (Akar & Topçu, 2017). The internet has become an important channel that many broadcasting firms use to engage, communicate and exchange information. The surge in internet usage is driving major transformation in the media industry where media content is streamed live on social networks (Dumpe, 2015; Harrigan, et al., 2017). Digital newsroom has every component: text, data, graphics, audio, and video, computerized (Pavlik, 2001). This provides multiple sources of, cutting, pasting, manipulating, and sharing video and audio and sharing easily (Pavlik, 2001). As a result of these changes, many media content providers are moving from traditional “brick” television and radio delivery to social networking sites, particularly social media (SM) (Akar & Topçu, 2017). It is not surprising that radio and television houses are creating social media accounts to stream live events, advertise and engage viewers and listeners (Knoll, 2015).

Social media is an internet enabled technology channel allowing users to engage, collaborate, interact, facilitate, and share online content (Richter & Koch, 2007). Several SM channels exist for radio and television broadcasting firms to use to reach viewers and listeners, and they include: Facebook and Twitter. Originally intended for social interaction over the internet, these social media channels have now become primary sources of news for many

internet users (Pew Research Centre, 2014a). Traditional news outlets (print, radio, and television) are progressively incorporating social media into their news distribution operations, with many maintaining substantial social media presences on platforms like Twitter and Facebook (Groshek & Groshek, 2013). News content from traditional media platforms is made available on social media either through native social media content or through internet links that lead to online versions of the original content.

Considering the importance of social media in the radio and television industries, managers, advertisers, and content managers are moving their platforms to social media platforms (Kim & Ko, 2012). For instance, traditionally, radio and television firms relied on viewers' and listeners' access to television and radio sets before they can share content (Kim & Ko, 2012). The nature of competition in the general media industry has forced many radio and television media firms to subscribe to social media channels to share content and engage viewers and listeners. According to Čiarnienė and Vienažindienė (2014, p.567) "media" represents all activities such as creating, producing, delivery, marketing and retailing of information. The change from traditional information/content sharing to social media in the radio and television industry is as a result of the personal, interesting, interactive, and social preference of viewers and listeners (Dumpe, 2015). And this is forcing media houses and managers to employ a social oriented system to broadcast content and reach viewers and listeners irrespective of where and when they are available. (Alhaddad, 2015).

The presence of traditional news media, combined with the growing use of social media as primary news sources, as studies (Fu, 2013; Groshek & Groshek, 2013; Kushkin, 2010) have shown, has led to the generation of news agenda from within social media. Traditional news media have, for that matter, been found to imitate salience as sourced from social media (Fu, 2013; Li, 2015). Social media enable radio and television firms to broadcast news live online, share adverts live online and interact with listeners and viewers irrespective of news and content to listeners and viewers irrespective of their location and time (Alalwan et al., 2017; Duffett, 2015). The social media system allows managers of radio and television stations to provide regular updates on their social media handles to advertise and inform listeners and viewers of upcoming events (Kim & Ko, 2012). Similarly, the era of social media also allows listeners and viewers to express and share their feelings, ideas, opinions, and sentiments about live events (Teng, Khong, Goh & Chong, 2014).

In the 21<sup>st</sup> era of the media industry in Ghana and across the globe, listeners and viewers want convenience, flexibility, efficiency, and interactivity. Coupled with the face of media plurality where different perspectives to media broadcasting exist, it behoves on every broadcasting house to re-engineer its systems to embrace and keep pace with the changes and challenges. In view of this, social media and other internet-based networking sites have become very significant. The certainty about the relevance of social media in the radio and television industry in the face of intense media competition and pluralism are the basis for this study.

The Ghana Broadcasting Corporation (GBC) began television transmission in 1965 using the monochrome technology. GBC over the past years is still in their creeping phase of embracing and integrating social media technologies into their content. In view of the changes in the social media broadcasting technologies, this study seeks to explore why GBC has not been able to effectively employ social media technologies as compared to other media organisations. The study also seeks to understand reasons why GBC embraces social media in broadcasting, perception of viewers and listeners about GBC's social media broadcasting and measures to improve social adoption and usage of social media at GBC. This study has become incredibly significant because, GBC is state owned and has nation-wide coverage. It is therefore important to investigate why GBC has not effectively leveraged on social media to meet the changing preference of its nation-wide viewers and listeners.

### **Statement of the Problem**

Social media is relevant this technology age and plays an integral role in communication and relationships (Dumpe, 2015). Social media is transforming how radio and television organisations share content, communicate, engage, and interact with online viewers and listeners, and influence their views (Akar & Topçu, 2017; Dumpe, 2015; Nasiruddin & Hashim, 2015). Listener and viewers have the liberty to express their views, perspectives, and opinion through any medium of choice as feedback. Regrettably, not much exploration has been done into why media houses are also adopting social media as supplementary channels. This growing phenomenon requires much attention by conducting studies into the adoption, use and the advantages of social media (Dumpe, 2015; Khan, et al., 2015; Felbermayr & Nanopoulos, 2016).

This phenomenon is indeed important to examine because, according to Dumpe (2015), online viewers and listeners who visit a social media site of a media organisation look out for other important features - likes and other review comments from other users which influence their perception about the organization. According to Cespedes (2015 p.342), some viewers and listeners may not have read the content or interacted with the brand, but media organizations are deceived that those viewers and listeners are listening or viewing their content". The issue is that media companies are duped into believing that everyone who signs into their social media platform would obtain insight into their content, resulting in an inaccurate assessment of their social media performance. In light of this predicament, it is necessary to investigate additional essential social media qualities that entice online viewers and listeners to view, listen to, or read social media content. (Cespedes, 2015; Smith, 2015). Again, Smith (2015) and Dumpe (2015) note that, in the era of media pluralism, media houses must begin to explore ways that will generate positive reviews and comments from viewers and listeners. There is also the issue of fake news, which is impacting viewers and listeners' believability, and compounding their difficulty in establishing and differentiating the authenticity of some media houses from fake ones, making it increasingly difficult for some media houses to assert themselves as credible channels in contention with other media houses.

Additionally, studies have shown that whilst social media is relevant in the media space very little empirical evidence exists in a developing world context. Understanding why and how media organisations use social media will not only grow literature but extend insights into its use in practice.

In Ghana for instance, the Ghana Broadcasting Corporation (GBC) has existed before the social media revolution in the last decades. However, with the introduction of social media, the state broadcaster is incorporating social media in its operations. This introduction has been pioneered by some other major media houses in the country including Multimedia, Media General and EIB networks who have significant and effective presence on social media. For example, TV3, CITI TV, MYJOY and Ghana web have regular live streaming of news and events on networks such as Facebook. Scholars (see Cespedes, 2015; Smith, 2015) have noted that, social media ineffectiveness many be explained by user perception about the media house or other challenges. Smith (2015) however called for investigations into reasons

for social media ineffectiveness and the role of the consumer. This suggests the incorporation of social media in traditional media must be holistically investigated. Consequently, to bridge the lacuna in literature, this study explores the reasons why Ghana Broadcasting Corporation still lags behind with regards to adopting social media in all its activities, especially in the phase of media pluralism in Ghana.

That notwithstanding, this study will take a broader perspective by examining the reasons for the adoption of social media in traditional media houses' operations focusing on GBC as the case study.

### **Purpose of the Study**

The purpose of this qualitative exploratory case study is to explore the reasons why traditional media houses have simultaneously employed social media.

### **Research Objectives**

The following objectives were pursued towards attainment of the purpose of the study:

1. To understand the factors that underpin the use of social media by traditional media houses.
2. To explore the perception of Viewers and Listeners about social media activities of traditional media houses.
3. To explore factors that inhibits effective adoption of social media by traditional media houses in Ghana.
4. Identify measures to improve effective adoption and usage of social media by traditional media houses.

### **Research Questions**

This qualitative exploratory case study research was guided by the following research questions that were developed from the research objectives:

RQ1: What factors influence traditional media houses to use social media in their activities?

RQ2: How do viewers and listeners perceive social media activities of traditional media houses?

RQ3: What factors inhibit full and effective adoption of social media by traditional media houses?

RQ4 : What measures can be employed to improve effective use of social media by traditional media houses?

### **Significance of the Study**

The research is significant because it adds to the knowledge of Ghana Broadcasting Corporation managers about how to effectively use social media to drive their broadcasting activities. This study teaches existing media outlets and those interested in entering the media industry in Ghana how to effectively use social media to drive their activities. The findings also provide insight into why they need to use social media, the challenges of using social media, people's perceptions of social media activities, and how to effectively use social media to drive positive responses.

The study brings to fore the social media cues that viewers and listeners look out for in the social media activities and content of broadcasting houses. The use of the Internet and social media has become part of the daily lives of both individuals and industry (Chung & Austria, 2010). This study will expose the flow of media content between the media house and their digital platform users and could be used as the basis for training of staff. It will assist media organizations in developing internal policies that will improve or enhance the use of social media in broadcasting.

The study is significant from an academic standpoint since it contributes to existing knowledge and understanding of the media broadcasting industry. It also contributes to the body of knowledge in areas like social media and broadcasting. As a result, the growing phenomena of traditional media companies' apparent horizontal integration into social media, as well as their adoption of social media as a component of their operations, has received some attention.

## **Delimitations**

The proposed qualitative exploratory case study research is limited to a relatively small sample size of respondents of GBC. This study focuses on only Ghana broadcasting corporation in Ghana. There may be other media houses using social media in broadcasting, hence the study will not consider those channels. Only eight respondents will be engaged from GBC. These limitations mean that the findings are only limited to GBC and any other media houses that share similar characteristics with GBC.

## **Organisation of the Study**

This dissertation is divided into five sections that are all interconnected. From chapter one through chapter five, this lengthy work is divided into five main segments. The first chapter focuses on the study's broad overview, including the introduction, problem statement, research objectives, scope of the study, significance of the study, and chapter organization.

Chapter two: This chapter reviews literature related to the research topic. The chapter presents of the concept of social media, important of social media, challenges in using social media, effective social media use in broadcasting and media broadcasting. The chapter also presents some empirical works on social media broadcasting.

Chapter three: This chapter discusses the methodology of the study. The chapter discusses and justifies the choice of qualitative research methods, exploratory design, deductive reasoning approach, case study strategy and purposive sampling to select sixteen respondents for the study.

Chapter four: This chapter presents the research result and discussion of the findings. Field data is analysed based on the objectives of the research and relating the findings to previous literature on the issue.

Chapter five: This chapter present key findings emerging from the study. This chapter also provides conclusions and recommendations for managerial, practical and policy direction. Future research direction is also provided in this section.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **Introduction**

The current chapter of the study presents the previous research done on the topic under consideration. Specifically, the chapter presents the theoretical, empirical and the theoretical foundation of the issue. The chapter explains the elaboration likelihood model that underpins the study. The chapter also presents the review of the concept of social media, social media, factors driving social media usage in broadcasting and perception of listeners and viewers. The chapter concludes with a brief discussion on public service broadcasting and GBC.

#### **Theoretical Framework: Elaboration Likelihood Model**

This study is underpinned by Elaboration likelihood model. This theory has remained very significant in the understanding of how viewers and listeners in social media environment perceive and process information in a message they receive. The Elaboration Likelihood Model (ELM) developed by Petty and Cacioppo (1983) has been adopted to underpin this study. Although several models explain factors that influence social media engagement, the ELM specifically addresses the issues and processes involved with how people process information or messages. The concept of “elaboration” explains the degree to which a person deliberates over issues contained in a message (Petty & Cacioppo, 1983 p. 32). Proponent of the ELM model explains that, there are two separate routes to attitudinal change and these routes are central and peripheral routes to behaviour change. While central routes see behaviour change from complex analysis of pros and cons of advert information, peripheral sees behaviour change from observing cues.

The central route considers behaviour change as resulting from a person's thorough deliberation and discussion of information that the person considers essential to the facts of a particular behavioural position (Petty & Cacioppo, 1983). For instance, when an individual is introduced to an advert about a drug brand, such as a person is more likely to read more about the drug to authenticate the genuineness of the brand. The consumer is likely to process information about the benefits of the drug, negative side effects and the content of the drug. Griffin (2012) further notes that, a consumer, in an effort to process the new information about the drug, accurately synthesizes and tries to understand if the information is accurate and sufficient to take a decision. Consumers, who process information using the central route,

are highly involved to diligently grasp the information that the seller is sending through the adverts.

The second approach to persuasion emphasizes more on a peripheral route to attitude change (Petty & Cacioppo, 1983). “The peripheral route of message processing does not rely solely on scrutiny of the message as much as it does on hints unrelated to the information”.(Baran & Davis, 2010 p. 34). They further explained that a person’s behaviour change through the peripheral route do not occur because of a person’s central route (well-thought-out the pros and cons of the issue), but because the attitude issue or object is related with important positive or negative cues (Petty & Cacioppo, 1983). In the peripheral route, involvement and information processing time is low, but the consumer quickly moves to look for positive and negative cues from the ads (Petty & Cacioppo, 1983).

The basic theme in the Model is that, there are different methods to information processing, which depend on whether the elaboration likelihood of the communication situation is high or low (Petty & Cacioppo, 1983). When the elaboration likelihood is high, the central route to persuasion should be particularly effective, but when the elaboration likelihood is low, the peripheral route should be better (Petty & Cacioppo, 1983). This explains why there is usually loyalty associated with viewers and listeners who subscribe to a firm after fact-checking as compared to viewers and listeners who just subscribe to an organisation based on their aesthetic outlook.

The model points out that sometimes persuasion starts from central route and leads to the peripheral route and vice versa thus persuasion occurring through both routes (Petty & Cacioppo, 1983). For instance, a user who just saw a content by a media house online can start processing message through the peripheral route (look at the design of the watch) then, diligently consider the merits (durability and performance) in the information (central route). The instance stated shows a peripheral route central route path to persuasion. It can also be the vice versa where persuasion starts from central route peripheral route.

In relation to social media use and adoption, the Elaboration Likelihood Model (ELM) explains that, the cues in any social media content from an organisation stem from other secondary characteristic such as; Expert or source credibility, Likeability and Consensus. First, expert or source credibility factor of the theory argues that, viewers and listeners of

GBCs' programmes on social media are persuaded when the message from an expert or credible source. Viewers and listeners in this regard will look for the source of the information that is being put on the platforms. Second, from the likeability feature, the theory argues that, viewers and listeners are easily persuaded by the visual appeal of a message. Here, viewers and listeners will want to see the visual presentations of the content from the media house, analyse them and take decisions based on the appealing nature content.

The third factor is the consensus, which explains that, viewers and listeners are persuaded by information or message when a majority of viewers and listeners have already accepted the content. For instance, in the case of GBC some viewers and listeners will consider when there are a lot of people using social media applications and get good reviews about it via online and word of mouth. The individual in this instance is likely to be persuaded via the consensus cue about the social media handle of GBC. In effect, the credibility, likeability, consensus may define why GBC has not been able to effectively use their social media to drive the needed attention.

### **Social Media**

Even though the concept of "social media" (SM) has not achieved consensus in term definition (Busscher, 2013), scholars have generally described it as tools and applications used for engagement in a socially based environment. (Mikalef et al., 2013). These activities are sharing of pictures and videos, networking within the social context and engaging in both blogging and micro-blogging. It represents several technological innovations that allow users create inexpensive content/information, interact, and engage their viewers and listeners (Berthon, Pitt, Plangger & Shapiro, 2012). According to Alalwan et al. (2017 p. 12), social media has an influential and often common efficient technological implication employed in social life, education, politics and commercial life to promote interaction among users of the application.

Many consumers have transformed their channels of interaction with firms and other viewers and listeners based on the fastest growing nature of social media platforms. Similarly, brand owners have changed their ways of attracting and maintaining prospective consumers (Leung, Bai & Stahura, 2015). Previously, marketers would design attractive advertising messages and buy mass media space and hope that it will create brand awareness and preference for consumers (Chandra, Goswami & Chouhan, 2013; He & Zha, 2014). The birth of social

media has resulted in the loss of viewership and readership in traditional media such as television and their impact as advertising channels may have declined. As a result, social media budgets with digital interactive advertising are being increased by marketers (eMarketer, 2014).

Different social media applications and tools have emerged, and organisations are employing them based on the purpose, availability, and the significant role in accessing public opinion in real time (Hassan, Nadzim & Shiratuddin, 2015). Common among SM tools and applications include Facebook, YouTube, LinkedIn, Twitter and others which have also become of great importance to organizations, managers, and academics (Saxena & Khanna, 2013). Kaplan and Haenlein (2010) also noted that there are no clear differences of various kinds of social media but the distinction is clear among sites that engage in social networking such as Facebook and platforms that are designed for professionals to interact like LinkedIn; those that are crafted for the dissemination of videos such as YouTube, sites for the sharing of pictures such as Flickr, social bookmarking sites like Delicious and Digg and those that are invented for the purpose of disseminating knowledge online such as Wikipedia. The usual feature of social media is the ability to present an opportunity for individuals to have social interactions in a manner that did not previously exist (Fischer & Reuber, 2011).

### **Social Media Broadcasting and Perception of Viewers and Listeners**

Often called “F-commerce” or social commerce (Shadkam & O’Hara, 2013), the concept of social media broadcasting concept is defined as the “use of social media networks to promote a company and its services” (Zhu & Chen, 2015 p. 57). Other scholars such as Akar and Topçu (2011) define the concept of social media broadcasting as a process that presents the opportunity for media organisations to share and promote their events and programmes via internet enabled online social networks. They added that, the online platform enables individuals and businesses to engage viewers and listeners and communicate to a wider community. However, Marzouk, (2015) suggested that social media broadcasting is any form of direct or indirect use of social media to build awareness, recognition, recall, and action about the programmes and activities of a media organisation. Akar and Topçu (2011) also describe social media broadcasting as a sub-set of online broadcasting activities that aid traditional Web-based broadcasting strategies, such as online advertising campaigns and e-mail newsletters. Akar and Topçu (2011) further notes that, social media sites for

broadcasting activities are platforms that allow media houses and listeners to exchange thoughts and information on the internet about a programmes and event.

Sajid (2016) in discussing social media broadcasting, assert that social media (SM), broadcasting is significantly different from conventional or traditional broadcasting methods, and it offers three different benefits. First, SM broadcasting offers the opportunity to showcase events and programmes to viewers and listeners, listen to complaints, opinions and suggestions in an interactive manner. Second, SM broadcasting allows broadcasting firms to identify target a group on social media and target their broadcasting events and programmes. Third, SM marketing is less expensive to employ. SM broadcasting offer very high returns for media firms (Okazaki & Taylor, 2013).

Other empirical works show that, SM broadcasting strategies increase quality of relationship experience, trust, and positive word-of-mouth with other users on the social networks. (Clark & Melancon, 2013). It is now the modus operandi of the 21st century, as the use of SM channels has aided an exceptional growth in the way media organisations create, share content and interact with viewers and listeners. Even the way people live and do business is already being re-defined by the opportunity of social media (Dumpe, 2015).

Given the benefits of social media broadcasting, essential questions that remain are that, why are some organisations unable to effectively use the social media concept and how do people perceive broadcasting activities on social media? Consumer perception about social media broadcasting has been mixed in literature with varied perspectives (Whiting & Williams, 2013). While some viewers and listeners see social broadcasting as important mechanisms to help them access timely relevant information from a broadcasting house, others perceives that, social media broadcasting promotes the interest of the media house and not their interest (Forbes & Vespoli, 2013). In general, consumers' perceptions of the efficacy of an SM technology are shaped differently when it is used to promote their interest in the online environment. When used effectively, SM broadcasting technologies make people's "knowledge visible," that is, they allow people to see information easily and quickly about other people, brands, and organizations.

Consumers also believe that, SM offers users the ability to make their behaviours, knowledge, preferences, and communication network links that were once unseen, or at least

very hard to see, available to others in their organisation. Research shows that, if consumers perceive that information is hard to access, or they do not know what information exists for them to access, then it is unlikely for them to look out for it. Academics have noted that social media's ability to offer improved visibility into both behaviours and information separates them from other technologies and creates exceptional significances. Contributions to social media are visible to all who have access to it whether through posts, comments, status updates, votes, friending, revisions, or pictures (Treem & Leonardi, 2012).

In an empirical investigation, Forbes and Vespoli (2013) examined if social media broadcasting does influence consumers' buying behaviour and perception through other viewers and listeners' responses. In their study, 249 consumers with experience of purchasing based on consumers' recommendations took part in the study. Forbes and Vespoli (2013) study drew the conclusion that social media usage does influence consumers' buying behaviour and perception of the whole broadcasting activities. However, the study further stated that, this influence is based on recommendations from individuals who consumers might not even consider as "opinion influencers or leaders".

### **Motivation for Social Media Usage and Adoption**

In the 21<sup>st</sup> century, several brands have established their presence on social media applications or tools such as Facebook, twitter, YouTube, blogs, wikis and other Social Networking Sites (SNS). Several varied factors account for the usage of social media as a broadcasting. SM helps media houses to interact with viewers and listeners and vice versa (Mangold & Faulds, 2009). For instance, organisations are using SM to communicate and execute business anywhere and at any time (Ainin et al., 2015). Meske and Stieglitz (2013) in their study analyzed that the use of social media is an additional way to getting in contact with a viewers and listeners and to support internal communication and collaboration. SM tools have also been employed for purposes such as broadcasting; communication; advertising and customer service and these benefits are driving continuous use of social media (Marzouk, 2015).

Real-time interactive features of social media broadcasting content are also driving the growth of social media usage as broadcasting strategy. In a survey investigation of Nguyen et al. (2015) the study indicated that, in achieving brand loyalty, social media sites enable businesses to have interaction directly with users of their brands and it also serves as channel

through which businesses tend to have information about their brands through following, tweeting, blogging, and reviewing. Advertisers often gain feedback on how viewers and listeners or audiences view their products and services and address their concerns instantly. This interactivity does not only confirm the reach of SM advert but also enable advertisers to understand the viewers and listeners (Lightcap & Peek 2012).

In an interactive and engaging social media platform, companies and internet users can participate by providing product information, sharing opinions, suggestions while consumers can also share reviews and comments about the brand on social media platforms. Social media sites are accessible to every user to exchange information and have collaboration-works together. People can build or join in different groups or communities where they can share common interests in social media platforms. In examining the role of social media in Broadcasting, Neti (2011) suggests that social media today is among the best opportunities available to a brand for connecting to prospective consumers. Social media creates a bond between content creators/owners and consumers and aids in the consolidation of the relationship (Filo et al., 2015).

Alalwan et al. (2017) in a review of 144 articles on social media indicated that 89 percent of studies supported the crucial roles of social media. The review revealed using social media platform messages enhances customer's perception of the brand and the level of awareness of the brand. Similarly, Duffett (2015) also indicated that the efficiency and effectiveness of social media platforms advertising messages significantly drives how viewers and listeners perceive the brand, either positively or negatively and formulate their attitudes. Duffet (2015) noted that positive perception and constant awareness about the brand are significant antecedents for building the brand equity. Again, organizations can now maintain a public profile on Facebook, Twitter, and Instagram for free and the cost of advertising on these platforms is relatively cheap (Olotewo, 2016). Brands now aim at interacting with devoted users, persuading views on the business, circulating messages, and gaining insights from and about consumers (Algesheimer et al., 2005).

Using social media for broadcasting also creates the opportunity for brand owners to identify brand influencers who can be used as brand evangelists for the brand (Brown 2012). SM is also relatively cheaper than the traditional media. To Lightcap and Peek (2012) and Mulhern (2009), production of digital information formats coupled with their replication and

distribution across consumer networks are some of the critical factors contributing to the growth and popularity of the social media broadcasting mechanism. In the digital media, content of varied forms can be copied and shared on many occasions without reducing the quality of the original information or message being communicated.

The communication mechanism allows a two-way system between the organisation and the consumer. For instance, a study conducted by Procter and Gamble (P&G) and General Electric (GE) on the use of SM as a promotional tool, demonstrates that SM has two related promotional roles in the marketplace. First, SM enables companies to talk to their viewers and listeners, and second, it enables viewers and listeners to talk to one another. This is evident in the work of Meske and Stieglitz (2013) that reported that, at least 72 per cent of large companies are now employing SM tools for broadcasting and about 40 per cent are broadcasting through social sites.

Media houses are motivated to employ SM broadcasting because; unlike other technologies used for broadcasting it may not require a great deal of investment or maintenance by organisational officials. A study on an IT company showed that new employees of the company use social media blogs to gain access to established information (Treem & Leonardi, 2012). In addition, researchers noted that the ability to easily access and keep employees contributing information in social media was particularly attractive to new viewers and listeners; meaning viewers and listeners could access the SM applications by asking colleagues basic questions such as where to find supplies or quality of the brand. Stelzner (2011) also reports that, SM broadcasting strategy helps media houses to reduce expenses and improved sales.

### **Features Driving Effectiveness of Social Media Adoption and Usage**

What do media houses employ social media for and what do listeners and viewers look for when they visit social media pages of a particular media house? What social media broadcasting features enhances effectiveness of social media broadcasting and what are the fundamental factors constraining the effective adoption and usage of social media in broadcasting activities? Several perspectives have been offered to respond to some of these questions. These answers have taken both empirical and theoretical dimensions. In this study, the research employs a synergy between the dimension of Elaboration Likelihood Model (ELM) (likability, expert or credibility and consensus) to explain why some organisations

have effectively used social media for their activities while others have not. These features among other characteristics have been discussed below.

### **Likeability**

Regarding the ELM, the likability dimension explains that, consumers look for cues when they visit social media platforms and they are easily persuaded by visual appeal of a message or a product (Petty & Cacioppo, 1983). Here online users or consumers look out for features such as ratings by other consumers such as stars, likes, comments and objectives/features expressing like or dislike of the brand. Usefulness-rating review is one of the important characteristics of online reviews that consumers consider in their online purchase decisions. By this, potential consumers who visit online retail sites evaluate the reviews from other consumers, and the evaluation to support their own understanding of what is “useful or helpful” to them. Park et al. (2007) posited that, usefulness-rating shows all evaluation reports or information, and they serve as cues for the consumer.

The work of Ghose and Ipeirotis (2006) which examined social media features report that, consumers look for different features of criteria such as ‘stars’ or “grades” average rating from an extremely low rate to extremely high rating. These ratings form the basis of their self-rating and usefulness-rating features that consumers look out for in online ads (Pang & Lee 2008). In a similar work of review rating, Mudambi and Schuff (2010) assessed 1,587 online reviews from consumers of six categories of products from Amazon. The study revealed that online social media adverts contain several features; rating review extremity “the star rating”, review depth “word counts”, and product type “search good vs. experience good”. The study found that these features of usefulness are strong among online review that other consumers look out for including the colours which help to make useful online purchase decisions.

In an interesting remark, Ghose and Ipeirotis (2002) posit that, usually consumers read many online reviews rating many times before they make their final decisions about the brand. Their study added that, even consumers who have not participated in the rating or voting review process are influence by high ratings of the online reviews and they will look out for these ratings before they decide on the brand. This is because they can easily know how other consumers think about a product through this tool. These consumers can also predict the popularity of the product, hence influence their purchase decision (Park, et al., 2007). Zhang

et al. (2010) further state that, the ratings of the majority of online reviews are relatively high. This can probably be explained by the fact that products with low ratings are not purchased, thus no additional ratings are given. This leads to an average rating that may not be very valuable to a potential buyer, because in this case the reader must read the reviews. These perspectives pose interesting arguments regarding what cue could be a usefulness-rating or quality rating which can help consumer decision making. So, the relevant question in this study is, in the case of broadcasting in Ghana, what will viewers and listeners online customers consider “useful” or “helpful” to boost social media effectiveness? And what should broadcasting houses do to enhance effectiveness of social media broadcasting?

### **Expert or source credibility**

Every consumer wants a trustworthy social media environment but because of the uncertainty in the social media architecture, it is always almost impossible to trust everyone on social media page, including the owner of the page. Social media marketing requires sending information or delivering messages and information to users or participants, as a way creating an image about the brand (Ainin, et al., 2015). Largely, broadcasting firms expect messages to connect with users emotionally and drive them to take favourable decisions about the brand. Social media platforms such as Instagram, Twitter, WhatsApp, and Facebook have been variously employed to personalize engagement and build confidence and trust of through direct contact and instant responses to questions (Taprial, & Kanwar, 2012). The question then is, what will a potential consumer look out for in such social media?

A potential brand lover may be exposed to a load of existing information or continuous conversation ongoing on the platforms. In this case, a potential consumer will look out for the source of the message and even verify the source of the information from other users on the platform. Some social media ads, organisations employ bloggers to do the advertising on their behalf, which further trigger the issue of credibility of the person and the authenticity of the person acting on behalf of the organisation. Based on the peripheral route principle in the Elaboration Likelihood Model, consumers do not just read the message and take decisions immediately (Ghose & Ipeiritis, 2011). Such consumers will first verify the source of the information and critically analyse and understand the information from different dimensions to check the authenticity before they take decisions.

Consumers who are sceptical about credibility of social media messages are not moved by cues or emotional appeals of the information as stated in the peripheral route of consumers in the Elaboration Likelihood Model. Such consumers take their time to read and understand the information and even verify the credibility of the source. Literature has found that social media users have become very observant about the source of social media marketing post and ads and these observations positively influence the credibility of a brand, thus improve the image and performance of the brand (Kim & Ko, 2012). Similarly, Kim and Ko (2010) concluded that social media post and advertising information that contain clear message and verifiable source positively influence the user's perceived credibility of a media.

### **Consensus**

Consensus is another feature that consumers look out for in a social media marketing platform. The Elaboration Likelihood Model explains that, an online consumer is persuaded when majority of people have already accepted the social media message or information about the brand (Ghose & Ipeirotis 2011; Petty & Cacioppo, 1983). The Consensus cue is about majority or many people sharing similar sentiment, feeling and usage of the brand. The consensus cue is different from the likability cue in the sense that, here a potential consumer is concerned about the number of people using the product or sharing similar views about the product. Hence the cue here is that, "Everyone is using it so it is good". For instance, individual who is deciding on whether to purchase a 'selfie' stick or not, sees a lot of people using it and gets good reviews about it via online and word of mouth (Leung et al., 2015).

Here, the individual in this scenario is likely to be persuaded via the consensus cue in the social media adverts. For consumers who process using the central route, there is usually high level of involvement to diligently grasp the information being put across. There is usually low involvement in peripheral - the consumer spends little time processing the information and is moved by the positive and negative cues (Petty and Cacioppo, 1983). An important component of social media marketing is the degree of interactivity of the platform. Generally, social media is built through interconnecting with people, resources, knowledge, and information (Hajli, et al., 2017).

For instance, social media platform gives direct, quickly, and concurrently (Berselli, Burger, & Close, 2012). According to Fsieher and Reuber (2011), social networking help users give

up-to-date information, which is made possible through consistent interaction and engagement to give consumer relevant information. Similarly, social media presents applications, platforms and media which facilitate interactions, collaborations among users (Richter & Koch, 2007). In view of this, social media sites enable businesses to have interactions directly with consumers and through which marketing managers gather information about their products and services through social media following, tweeting, blogging, and reviewing. Barger et al. (2016) defined degree of integration as consumer's reactions such as likes and consumer comments to brand-related content in the social media environment.

During social media interaction, firms or brands build community around its products/business. Vibrant communities create loyalty and encourage discussions, which can contribute towards business development and improvement (Taprial, & Kanwar, 2012). In effect, social media interaction creates a personal bond between organisations and consumers (Filo, et al., 2015; Bartlett, 2010).

### **Empirical Review**

Using Rogers (2003) diffusion of innovation theory, Singer (2004) examined the aspect of newsroom convergence where journalists struggled to adapt to new environments that changed their work practice and their fundamental ideas of what they do and why they do them. She found that journalists can envision those broader advantages in the new policy of convergence despite “culture clashes and other compatibility issues, journalists see clear advantages in the new policy of convergence”

In order to help explore convergence and track its development in different media environment to see the results, Domingo et al (2007), studied 58 Spanish media organisations, categorising their levels of convergence into four. These levels are integrated production, multi-skilled professionals, multi-platform delivery and active audience. The study suggests that many national media groups are coordinating, collaborating, or integrating strategies within their branches, but this does not affect their national newsrooms.

Kaur (2008) conducted an explanatory study to explain the factors and reasons for using or not using social networking sites as an online advertising medium by companies. Her main objective was to determine the underlying factors that determine why some footwear

companies use online social advertisement whereas others do not. A total of 126 people responded to the online survey within a period of two weeks. Both primary and secondary sources were used to collect data. The data was analysed with the aim of identifying the factors responsible for using social networking advertising by some footwear sales companies. The research was conducted using a sample size of 12 footwear retail stores which were selected based on having a web site on the internet. The research found out that different advertising media and strategies were used by footwear sales companies. The study reports that, marketing managers dwell much on engaging positive comments and reviews on their pages. The companies engage viewers and listeners to like and rate their events.

In an empirical work by Vries, Gensler and Leeftang (2012), their study determined possible drivers for brand post popularity. They analysed 355 brand posts from 11 international brands spread across six product categories. Results from the study showed that different drivers influence brand post popularity which they identified as vividness, interactivity, the content of the brand post (information, entertainment), the top position of a brand post, and the valence of comments on a brand post as determinants of brand post popularity.

In another empirical work, Bond, Ferraro, Luxton and Sands (2010) point out that the use of social media advertising in multichannel communications tactic can have long lasting effect on brand allegiance and engagement. Their study also revealed that interactive advertising creates the platform for brands to engage with viewers and listeners. In their study, consumers regard average of how many consumers like the product in making their purchase decision. Erdogmus and Tatar (2015) found something different in a similar study. Their study found that social commerce inducements such as interactivity and star rating as features that consumers regard when they visit online platforms. In effect, studies conclude that, the success of social media marketing campaign and advertisements depends wholly on the advertiser or marketer's skill to create novel messages, interactive comments and delivery quality service that will make consumers post positive comments about the brand (Naidoo, 2011).

### **Public Service Broadcasting**

Several descriptions have been proposed to explain and describe the concept of public service broadcasting. In the works of UNESCO (<http://portal.unesco.org>), they described public

service broadcasting (PSB) as broadcasting made, funded, and controlled by the public, and for the public. It is neither commercial nor state-owned. They further stated that, PSB is free from political interference and pressure from commercial forces. This definition encapsulates the popular notion that PSB is characterised by programming that is broad and diverse and addresses all citizens rather than some citizens through both general programmes that are of high quality and specific programmes catering for special interests, tastes, minorities, and marginalised groups.

From a general perspective, PSB among other things is the act of broadcasting a ‘public utility; by providing the population with airwaves service on a number of levels. According to Born (2004), PSB seeks to satisfy public need or at least attempt to satisfy them by offering airwaves services. A publication by the World Radio and Television Council (2000) defines public service broadcasting as “neither commercial nor state-controlled”. It is the public’s service broadcasting organization that speaks to everyone as a citizen. The motive of public service broadcasting is to encourage access to and participation in public life.

According to World Radio and Television Council (WRTC, 2000) public service broadcasting (PSB) rests on certain basic principles of broadcasting, defined in an era of general interest media, long before the multiplication of channels and the era of specialization. These principles remain essential today and public broadcasting authorities must give them a meaning, reinterpret in a world characterized by media fragmentation. These principles of PSB include universality, diversity, independence, and distinctiveness.

### **Universality**

This principle states that public broadcasting must be accessible to every citizen throughout the country. This is a deeply egalitarian and democratic goal to the extent that it puts all citizens on the same footing irrespective of their social status or income. The principle forces the public broadcaster to address the entire population and seek to be “used” by the largest possible number. This does not mean that public broadcasting should try to always optimize its ratings, as commercial broadcasting does, but rather that it should endeavour to make the whole of its programming accessible to the whole population. This does not merely involve technical accessibility but ensuring that everyone can understand and follow its programming. As well as democratic, public broadcasting programming must be “popular,” not in the pejorative sense, but in the sense that the public forum should not be restricted to a

minority. Thus, public broadcasting, while it should promote culture, should not become a ghetto constantly frequented by the same group of initiates.

### **Diversity**

The second principle states that, the service offered by public broadcasting should be diversified, in at least three ways: in terms of the genres of programs offered, the audiences targeted, and the subjects discussed. Public broadcasting must reflect the diversity of public interests by offering different types of programs, from news to light programs. Some programs may be aimed at only part of the public, whose expectations are varied. In the end, public broadcasting should reach everyone, not through each program, but through all programs and their diversity. Finally, through the diversity of the subjects discussed, public broadcasting can also seek to respond to the varied interests of the public and so reflect the whole range of current issues in society. Diversity and universality are complementary in that producing programs intended sometimes for youth, sometimes for older people and sometimes for other groups ultimately means that public broadcasting appeals to all.

### **Independence**

The third principle states that public broadcasting is a forum where ideas should be expressed freely, where information, opinions and criticisms circulate. This is possible only if the freedom of public broadcasting is maintained against commercial pressures or political influence. Indeed, if the information provided by the public broadcaster were influenced by government, people would no longer believe in it. Likewise, if the public broadcaster's programming were designed for commercial ends, people would not understand why they are being asked to finance a service whose programs are not substantially different from the services provided by private broadcasting.

### **Distinctiveness**

The last principle of distinctiveness requires that the service offered by public broadcasting distinguishes itself from that of other broadcasting services. In public-service programming, the public must be able to identify what distinguishes its service from other services based on the quality and character of its programs. It is not merely a matter of producing the type of programs other services are not interested in, aiming at audiences neglected by others, or

dealing with subjects ignored by others. It is a matter of doing things differently, without excluding any genre. This principle must lead public broadcasters to innovate, create new slots, new genres, set the pace in the audio-visual world and pull other broadcasting networks in their wake. This is an important principle for public broadcasting corporations such as GBC and BBC who are constantly required to innovate and stay distinctive from the other.

### **Ghana Broadcasting Corporation (GBC) and Social Media Usage**

The Public broadcasting, for that matter, radio, was introduced to the Gold Coast by Governor Sir Arnold Hodson in 1935. The first broadcast was made on July 31, 1935, via “Station ZOY”, with the broadcasting service introduced for that purpose. The station was established as a public service tool with the main motive of bringing news, entertainment, and music into the homes of Ghanaians (Ansah, 1985). After 1939, the station was used for a variety of purposes, including educational support services and the dissemination of British propaganda during World War II. The station, which was originally part of the Information Services Department, was separated in 1962 and renamed the Ghana Broadcasting Corporation (GBC) to serve as the government's mouthpiece (GBC Report, 2006).

In 1967, television was introduced into Ghana with the help of the Canadian Broadcasting Corporation. Two years later, the Ghana Broadcasting Corporation (GBC) embarked on a significant policy shift to enter commercial broadcasting. This was in defiance of a Broadcasting Commission recommendation against commercial radio in 1953 (Broadcasting in the Gold Coast, 1953). This marked the beginning of the GBC’s commercialization. As a result, the GBC began to engage in programming that could earn it advertising revenue. The GBC remained Ghana's sole broadcaster. It was a monopoly until Ghana returned to multi-party democracy in 1992. The 1992 constitution made specific provisions for the liberalisation of the media in Ghana, a democratic country. Chapter five (Article 162) of the constitution states: “Freedom and independence of the media are hereby guaranteed”.

In accordance with the Geneva 2006 (GE06) Agreement of the International Telecommunications Union (ITU), television stations are required to migrate from analogue to a digital platform by 2015. Under the direction of the National Communications Authority (NCA), broadcasting organizations in Ghana began migrating to the Digital Terrestrial Television (DTT) platform in accordance with and pursuant to the aforementioned global agreement. The GBC, as a public broadcaster, had no choice but to follow the status quo.

Consequently, the Ghana Broadcasting Corporation (GBC) has begun migrating from analogue to digital transmission, in line with the demands from the National Communications Authority (NCA) and to be at par with contemporary, global trends in broadcasting. However, GBC over the past years is still in their creeping phase of embracing and integrating social media technologies into their service deliveries. At the time of this study, GBC had five digital channels to cater for the emerging taste of the public. The channels are *GTV* (an all-purpose channel), *GTV Sports+* (a channel for sports), *GBC 24* (a news channel), *GTV Life* (a religion and culture channel) and *Obonu TV* (a channel for the people of Greater Accra and a window for the Ga-Dangbe).

Despite this, GBC appears to be struggling to fully embrace the 21st century approach to broadcasting. Management has made some efforts to use social media. Unfortunately, GBC has not been able to fully utilize social media in terms of streaming programs and live events for viewers and listeners. In comparison to other radio and television stations, GBC is yet to fully embrace social media. In view of the changes in the social media broadcasting technologies, this study seeks to explore why public media has not been able to effectively employ social media technologies compared to other media organisations. The study also seeks to understand reasons why GBC embraces social media in broadcasting, perception of viewers and listeners about GBC's social media broadcasting and measures to improve social adoption and usage at GBC.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **Introduction**

The purpose of this qualitative exploratory case study was to examine social media use in the media space. The purpose of the study was achieved through findings obtained from the 16 research participants associated with social media activities at GBC. Interview data from research participants were analysed using the narrative technique. This chapter discusses the

research design, study area, study population and sample procedure, data collection instruments, data collection procedures, data processing and analysis, and ethical considerations.

### **Research Approach**

This study employs qualitative approach in collecting data from the respondents. Qualitative approach is used because it is important for researchers to document and get deeper understanding from the views of the respondents. Mahembe (2013) indicated that, a qualitative research focuses on the process, context, and experiences of respondents. Qualitative research typically helps develop in-depth knowledge and understanding of events so as to explain intricate social and organisational phenomenon (Punch, 2005). One significant justification for choosing the qualitative method of research is that, it is appropriate for the researcher to explore the factors constraining effective use of social media for broadcasting activities at GBC. Furthermore, a qualitative approach helps the researcher to understand the issues from the opinions and perception of managers, viewers, and listeners of GBC regarding the use of social media. The researcher does not intend to generalise the findings but rather provide specific recommendations for the media space. Analysing the opinions of individual respondents from managers, viewers and listeners with quantitative figures may be limiting; hence, qualitative approach affords the researcher the opportunity to understand the phenomenon from the exploratory perspective (Cox, 2010). Again, the qualitative method was employed because it helps provide a descriptive insight into attitudes, beliefs and motivations (Enochsson, 2005) which underline the issue under investigation.

### **Research Design**

In this research, the researcher employs exploratory research design to explore from the perspective of respondents. Exploratory research design is employed because, Creswell and Plano-Clark (2017), notes that exploratory research design is appropriate and mostly used to answer research questions such as 'why', 'what' and 'how'. Based on the above reason, this study employs exploratory design, which sought to explore the factors constraining effective use of social media for broadcasting activities in the media space. The purpose of the study is consistent with scholarly definition of exploratory design which seek to obtain in-depth

understanding of a phenomenon by asking questions such as ‘what’, ‘how’ and ‘why’ (Creswell & Plano-Clark, 2017). Based on the purpose of this study and the justification for exploratory design, the researcher deems this study as exploratory in nature, hence adopts the exploratory research design to achieve its objectives.

### **Research Strategy**

This research employs a case study strategy to explore the study objectives. According to Saunders et al. (2009), a research strategy is general plan for answering of research questions and can either be experiment, archival research, grounded theory, ethnography, action research, survey, and case study. A researcher can choose from a variety of research strategies irrespective of whether the study is exploratory, descriptive, or explanatory (Yin, 2013; 2003). The researcher wants to understand the phenomenon from the viewpoint of specific individuals and industry who use social media in their activities; hence case study strategy is preferred. The fundamental reason for the case study strategy is that the study employed a qualitative and exploratory design. Case study strategy approach is most appropriate for researchers in search for rich understandings of a phenomenon in a given context and the processes being enacted (Morris & Wood, 1991).

The reason for choosing case study strategy, according to Cresswell (2005 p.15) “is to enable the researcher explores program, an event, an activity, a process, or one or more individuals”. To Saunders et al. (2009), this strategy is appropriate and mostly used in explanatory and exploratory studies because it helps researchers answer research questions such as 'why', 'what' and 'how'. These questions better address the study objective of understanding the ineffective adaptation and usage of social media by GBC in the era of media pluralism in Ghana.

### **Population**

The population of a study is the collection of elements from which the sample is drawn (Yin, 2009). The participants in this study are GBC managers who oversee content creation and sharing policies, as well as feedback control. Despite the fact that other companies utilize social media to broadcast their events and programs, the researcher chose GBC, which has a

state-wide television network but is steadily adopting the usage of social media, which has become an effective way of broadcasting. The population also includes viewers and listeners of GBC's programmes on its Facebook and YouTube platforms. At the time of this study, GBC had ten (10) divisions, namely; Audit, Corporate Affairs, Technical Production, Engineering, Radio, TV, Legal Services, HR, Marketing, and Finance Divisions. According to the Human Resource division at GBC, the staff strength of GBC nationwide, at the time of this study, was 1775 employees. The Broadcasting House (Headquarters) had 1228 employees. The unit of analysis for this study include eight divisional managers of GBC, who have extensive knowledge on the broadcasting activities before and after adoption of social media by GBC. The researcher believes that these individuals possess information relating to why GBC adopted social media and why it has not been able to effectively leverage on it compared to other media houses.

### **Sample Size**

This is a qualitative study, and the sample size for this study is sixteen (16) with eight (8) respondents from GBC who are divisional managers with extensive knowledge of GBC's broadcasting activities prior to and following the adoption of social media and eight (8) participants who are viewers and listeners of GBC. Sixteen (16) respondents were considered because Baker, Edwards, and Doidge (2012) and Creswell (2007) stated that a sample of two and above is adequate for a single case study if they can provide rich information about the phenomenon under investigation.

According to Morse, Barrett, Mayan, Olson, and Spiers (2002), the sufficiency of the number of respondents for qualitative research is measured by the depth of information and degree of data they can provide to the research questions rather than the number of respondents. As a result, the eight participants represent the true study population, and they can provide detailed insights into the research problem.

### **Sampling Procedure**

Sampling refers to the selection of a subset of persons or things from a larger population, also known as a sampling frame (Scott & Morrison, 2007), with the intention of representing the population (Neuman, 2011). A non-probability sampling procedure (Merriam, 2002) was used for the selection of knowledgeable and experienced research participants. Specifically, the researcher adopts purposive sampling technique to sample respondents for the data. Purposive sampling is a type of sampling technique which is based on judgment of the

researcher. The study uses purposive sampling because the researcher is only interested in respondents who are active in the broadcasting and management activities of GBC and have remained active for the past 5 years. In qualitative research, purposeful sampling is commonly used to identify and select information-rich cases related to the phenomenon of interest. Again, the purposive sampling was used to get respondents who possess the required knowledge and information relating to the issue under investigation.

In doing this, the researcher makes initial contact with the identified potential respondents via telephone to seek their consent and confirm their availability before visiting them for interview. The researcher also leverages on his working relationship to ensure access to respondents for the interview. After, the researcher books appointment for the interview.

### **Data Collection Procedure and Instruments**

In this qualitative data collection, the researcher uses primary data which is acquired through in-depth face-to-face interviews. Primary data remains very important in social science research because it gives first-hand information. According to Yin (2009), primary data is important for qualitative research because it prevents distortion and manipulation.

In terms of the research instrument, the study employed an interview guide to obtain data from the participants. The term “research instruments” refers to a set of methodologies and procedures that have been designed to aid in data collection. With the use of an interview guide, the researcher conducted an in-depth face-to-face interview to collect primary data from the selected sample. The researcher uses an interview guide because it is appropriate for a qualitative study, flexible, and it also allows a researcher to probe the research problem with follow-up questions (Malhotra & Birks, 2007). Additionally, the interview guide permits interviewers to obtain additional significant information that is not explicitly stated and asked in the interview guide. Patton (2002) opined that the “purpose of interviewing is to find out what is in and on someone else’s mind.” In this current study, the researcher employed in-depth face-to-face interviews, with questions drawn from the interview guide. Prior to the main interview session, the research conducted a pretest. Oksenberg and Kalton (1991) asserted that pretesting of interview questions in qualitative studies ensures early resolution of challenges, such as comprehension problems, lack of common understanding of concepts used, and respondents’ difficulty in mental processing of information.

The instruments were designed with both questions to collect data relating to the research questions/objectives. The interviews were conducted in the offices of the respondents. Each data collection session with a respondent took about 30 minutes. The interview responses are recorded in audio format and transcribed for the analysis.

### **Data Processing and Analysis**

The process of data collection is not an end in itself (Creswell, 2012). The culminating activities of qualitative inquiry involve data collection, analysis, interpretation, and presentation of findings (Patton 1990). Interview recordings were transcribed using Microsoft Word Application software. After transcription, the raw data now in the form of written statements captured in sentences and paragraphs, were sorted and analyzed and synthesized to derive meaning out of the huge information at hand. And in ensuring that a good understanding is obtained, the researcher listened to the recordings a few times, followed by a reading of the handwritten field notes.

The material then obtained was categorized into specific themes relevant to the problem statement as these provide meaning to addressing the research questions. Emerging themes were sorted into categories that align with objectives underpinning this qualitative exploratory case study research. This study employs both narrative and thematic techniques to analyze the interview transcripts. Thematic analysis is used to analyze themes in the interview result and inferences drawn from the findings. The researcher employs narrative analytical approach because it allows the researcher to make reasonable inferences from the results. (Vaismoradi, Turunen & Bondas, 2013).

### **Ethical Considerations**

Ethics in research is defined as norms for conduct that distinguish between practices that are acceptable and unacceptable. Resnik (2015) observed that norms promote aims of the research such as knowledge, truth, and avoidance of error. Additionally, ethical standards promote the values that are essential for collaborative work such as trust, accountability, mutual respect, and fairness. Ethical considerations in research also play a significant role in promoting moral and social values such as social responsibility, human rights, and compliance with law.

Detailed information about the purpose of this qualitative exploratory case study was given to research participants as reflected in the Informed Consent Form (Appendix D). Respondents

were assured of their right to withdraw from the study at any point in time – before, during, or after the research, without penalty. No one was forced to participate in the interviews. Participants were also not compelled to disclose information that would jeopardize their work after data had been collected. Participants’ anonymity was respected throughout the study since no names were used. The dignity of all participants was respected.

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSION**

#### **Introduction**

This chapter of the research report presents and discusses the interview responses (results) from respondents who were engaged in the research project. It is recalled that, the principal aim of this study is to explore the reasons why GBC has not effectively employed social media in the phase of media pluralism in Ghana. Eight respondents from GBC were interviewed to answer to achieve this research objective. After data was collected, narrative data presentation and analysis technique was used to present and discuss interview responses. The five respondents were identified and interviewed at their location. The chapter focuses on application of findings from the study to address the research questions.

The chapter is organized as follows: data collection, demographics of participants, findings from interview data, and chapter summary. The findings are organized under the themes that emerged from analysis of the qualitative interview data collected.

#### **Presentation of Study Responses**

The researcher interviewed eight (8) respondents regarding social media adoption in broadcasting activities at GBC. This section details the main qualitative themes that emerged from the data. This section also discusses whether the findings affirm or contradict existing literature of social media adoption is service provision. In presenting and analysing the result the researcher employed narrative data analytical techniques and representative quotes. The quotation technique gives a detail description of the interviewees' experiences about the four main objectives of the study. The four main objectives of the study formed the major themes while other sub-themes have also been presented and discussed in the study.

## **Factors that influence GBC to Use Social Media**

The first research objective sought to explore the reasons why GBC is employing social media to broadcast their activities. Social media is an emerging revolution and has been regarded as one of the critical channels used by organisations across many industries to attract clients, engage them, delivery service and receive feedback in a more convenient and efficient way. Literature explains that in most service organisations, both service consumers and providers are beholding social media channels for several reasons including interaction and delivery-consumption of service (Xu, 2017). Service providers are migrating service delivery activities and processes onto social media platforms because of the convenience associated with it (Alalwan, et al., 2017). This is because consumers have seen social media usage as a central component of their daily lives and all their purchase decisions are based on the benefits associated with using social media (Xu, 2017).

Analysis of the respondents showed a sense on commonality of the factors that are driving management of GBC to embrace social media in their broadcasting activities. Until recently, GBC did not have social media presence but now the corporation is gradually streaming some of the programmes on social media. The first reason why GBC is embracing social media is management orientation. There is a willingness from management of the corporation to embrace the digital changes in the 21<sup>st</sup> century. It was evidence that GBC as public Broadcasting Corporation employs social media because of the orientation of management to change and adapt to technology revolution.

The second reason why GBC is embracing social media is cost efficiency and convenience associated with social media use compared to the traditional radio and television style of broadcasting. GBC is able to interact and provide up-to-date information to viewers and listeners and also generate feedback from viewers and listeners about their programmes. Social media create a strong level of interactivity between service providers and consumers,

thus boosting interest of viewers, listeners and the general public. The feedback is then integrated into operations to improve service delivery to the general public.

The third reason is that the corporation wants to engage their viewers and listeners in order to track feedback and concerns. The three comprise the sub-themes that emerged from the study objective one which sought to explore the reasons why GBC is embracing social media. The three reasons why GBC is gradually embracing social media: management orientation, efficiency and convenience, track customer feedback and concerns are presented below and discussed below.

### ***Management desire to change***

Social media technology has become an organisation wide function in many organisations. According to Akaba (2015), management are committing huge resources to support electronic technologies like social media. Any organisation that wants to survive and grow in the 21<sup>st</sup> century must embrace technology like social media. Participants indicate that orientation of management of GBC is the significant reason GBC is using social media is online broadcasting. The reason is predominantly an orientation of management to change and embrace social media revolution.

Respondents also added that adjusting from the conventional mode of broadcasting to the social media era was very difficult but the result is significant. Results also appear to suggest that the change in the media and technology landscape also contributed to management orientation embracing social media at GBC. These changes were mostly technological and thus required utmost commitment and desire from top management to accept the change. For instance some respondents said that;

*“It is the desire of management to invest in these technologies to improve GBC’s presence in the media space. We want to promote our programmes because that brings us the sales. Radio and television broadcasting is changing so we decided to embrace the change.” [Interviewee 9/10/2021]*

Another respondent also said that;

*“Modes of broadcasting are improving. New technologies are coming and we cannot be sit beck. Management of GBC want to change because all media houses are on one or two social media platforms. We cannot do the same thing and expect new viewers and listeners to hear us from where they are. We wanted to change and top management was supportive of this initiative. The benefits have been good so far.” [Interviewee 9/10/2021]*

On the same issue another respondents said;

*“You see all media houses! They are migrating to social media channels changing so why not us. Management is so much interested in this and that is why they have invested resources to make sure we take advantage of the technology.” [Interviewee 9/10/2021]*

### ***Convenience and cost effective***

The second sub-theme on the reason why GBC is embracing social media is to provide convenience for themselves and the clients. Literature explains that preferences of viewers and listeners regarding media content are changing. The changes relate to how they access radio and television content. Viewers and listeners want to have easy access to content at the comfort of their location without been limited by time and space. Some viewers and listeners do not have luxury of time even though they need contents from broadcasting houses.

In view of this these viewers and listeners resort to social media platforms which provide limitless access to content. This limitless boundary allows viewers and listeners to watch live event through the mobile devices, as well as opportunity to ask questions, recommend changes and suggestion. These suggestions are integrated into the operations of GBC to improve service delivery at the corporation. In effect the desire for convenience is the driving force behind adoption of social media at GBC. A participant said that;

*“...viewers and listeners are very busy these days but they still want to watch and listen to our programmes. We stream our programmes live so that we satisfy the needs of all our cherished customers irrespective of where they are located.” [Interviewee 9/10/2021]*

Similarly to the earlier comments, another respondent indicated that;

*“[...],GCB uses social media because it save time of our customers who are mobile. We want customers to watch our programmes from wherever they are. It also helps us as well.” [Interviewee 9/10/2021]*

The researcher probed further to determine how GBC inform viewers and listeners about their upcoming live event. This is what the customer said;

*“[...], we send them notification and update of upcoming programmes through our Facebook platform. It is very easy and convenient for our viewers and listeners to access our programmes.” [Interviewee 9/10/2021]*

In order to further authenticate the view of the respondents, the researcher visited the website of GBC to check if they social media platform allow customer to access the live event. The platform provides constant notification and updates on the platform and it convenient and easy to access.

Analyses of the responses show the need to keep the GBC brand alive within the limited resource available. The only way to do that is to employ digital technologies such as social media because it is cost effective. A respondent said that;

*“We are employing social media because some viewers and listeners told use to use technology platforms where they can search for information and place view or listen to our programmes. Instead of visiting or calling the information, they can go to websites for information and order to save time and cost of transportation.” [Interviewee 9/10/2021]*

Similarly to the earlier comments, another employee indicated that;

*“[...], in this era of digital wave, management thought is wise that, we should create simple, convenient and cost effective platforms to make our products especially the hard liquors accessible. So now we have websites and social media platforms for our customers to ask as questions and place their orders.” [Interviewee 9/10/2021]*

### ***Interaction and customer feedback***

The third sub-theme of the first objective is the fact that GBC is embracing social media because it allows for interactivity and tracking of feedback from online viewers and listeners. GBC want to provide better services to their clients and one important way to do that is to understand their need and how it is changing. Even though GBC has a traditional module of radio, the inefficiencies of the physical form mean they must employ a more interactive format to engage their customers. The reason compelled GBC to use social media in order to tract customer feedback, engage them and also boost their trust in the services of GBC. The corporation is able to receive customer concerns and complaints and respond to them in a quickly through social media platforms. The concerns and feedback are the use to improve service operations. A respondent said that:

*“GBC wants to get closer to the viewers and listeners and know what they think about programmes and how we serve them. of course we also want to understand them so we give them opportunity to tell us and that is why we use social media. It is easy for them to talk about our programmes and what we are not doing right.” [Interviewee 9/10/2021]*

Another respondent stated that;

*“Cherished viewers and listeners are always calling and asking questions. We want to use social media as a platform to resolve their concerns faster. Now we have instant messaging where any person who follows our online platform can chat, ask questions and we will respond to them quickly and instantly.” [Interviewee 9/10/2021]*

Similarly, another respondent stated that;

*“Viewers and listeners are important and whatever they say is also important so we use our social media platforms to get whatever they want to say and we use that feedback to improve our subsequent production.” [Interviewee 9/10/2021]*  
]

Another respondent added that;

*It makes it easy for us to send updates to our viewers and listeners. Sometimes viewers who want to experience our services are too busy so we use the notification portal to update of upcoming event.” [Interviewee 9/10/2021]*

The consensus here is that three common themes explain the reason why GBC is gradually embracing social media. These are that management orientation to change and embrace technology revolution, convenience and efficiency, and lastly tract feedback for service improvement. The findings is consistency with Hackworth and Kunz (2011) and Richter and Koch (2007) found evidence that service organisations are motivated to use social media because it is convenient and cost effective hence managers are investing resources in them to better serve customers.

GBC use social media platforms because of orientation of management of GBC to change and adapt to technology revolution. Again, social media adopt social media because it is convenient, provide prompt and interactive feedback that allow GBC to tract concerns of viewers and listeners. GBC use their social media platforms to generate customer concerns and feedback about their activities through review comments from viewers and listeners who use the online platforms. GBC is able to address concerns quickly using social media than visiting the GBC. This finding is consistent with Rodriguez and Honeycutt (2015) service providers use social media to build networks with clients and consumers, interact with the consumers, make follow-ups in a convenient manner and use the feedback to address future deficiencies. GBC rely on comments to correct any defect and deficiencies about their broadcasting activities. Interactive therefore boost trust and confidence of listeners and viewers. This finding is consistent with the work of Forbes and Vespoli (2013).

### **How do listeners and viewers perceive social media activities of GBC**

The second objective of this qualitative study is to explore how viewers and listeners perceive online activities of GBC. Participants at the interview indicated that most viewers and listeners perceive GBC's social media activities as appealing with good designs. Again, GBC is perceived as good for their focus on showing local contents (programmes) and been socially responsible. This finding is consistent with the work of Leung, Bai and Stahura (2015) who found that, viewers respond to social media platforms that show appealing contents and design.

Viewers and listeners are able to relate to the physical items through the pictures and videos on platforms. Participants also said that viewers perceive that GBC is locally conscious and environmentally responsible. This is consistent with the work of To He and Zha (2014) who found evidence that online consumers respond to social media content that appeal to them and show content that is locally acceptable and recognised. The three major sub-themes that emerged in the second objective are that viewers and listeners perceive the social media activities of GBC as local focus, appealing and socially responsible.

### ***Local content***

It was evident that the state-owned corporation, GBC, was more concerned about the content and whether the programme was local or foreign. GBC was concerned about local versus foreign content. There was no difference between responses derived from state-owned media regarding the content they stream live on social media. This finding is also consistent with previous studies which found evidence that, consumers have positive perception about service provider when they service delivery programmes relate with the consumers and satisfy their needs (Alalwan et al., 2017). A participant said that;

*“Most of our programmes are local; about 80%. Our foreign content are usually documentaries on animals, technology or religious programmes and these generally are not paid for except for the foreign religious programmes. We don't usually air*

*foreign drama. About 85% of the news we air is local news. We don't have a lot of foreign music; we give priority to local content.” [Interviewee 9/10/2021]*

Another respondent said that that:

*“In terms of news we have more local content which takes about 80%. In terms of music, we do more local. When it comes to film or drama, we do more foreign. I can say that about 100% of our programmes on film or drama are foreign.” [Interviewee 9/10/2021]*

Another respondent said that;

*“We consider content, language, set design and quality. Basically it's the content and whether the programme is in-house or sourced from independent producers. I'm not sure of the quota now but we were driving for 70-30, 70% local 30% foreign.” [Interviewee 9/10/2021]*

### ***Appealing content and design***

Respondents also stated that, the content of GBC is emotional which attract potential viewers and listeners to visit GBC's social media pages. Emotionally appealing content and design of the programmes to reflect Ghanaian environment are also important features that drive viewers and listeners to make watch programmes such as news using GBC's social media channel. Respondents had this this say;

*“Some viewers like attractive design and I think a social media page with appealing designs and content like ours is very important. Our features and pictures reflect Ghanaian environment. These designs attract Ghanaian who cherish local features to use our social media page.” [[Interviewee 9/10/2021]*

Similarly, another respondent said;

*“They think about how appealing and elegance your design and sites is. They think of something that catches they attention.” [Interviewee 9/10/2021]*

### ***Social responsibility***

Respondents also indicated that viewers and listeners perceive social media activities of GBC as socially responsible. This finding corroborates previous evidence that consumers

have become socially responsible, thus consumers are likely to respond to social media platforms with socially responsible events and programmes (Filo, et al., 2015; Bartlett, 2010). The general response from the interviewees showed they had much knowledge of the existence of media policies on local broadcasting houses and the content that they create;

*“We try to do what we call compliance with all rules concerning broadcasting from the NMC and NCA... We also have a team which works on the programmes to ensure that our focus on promoting national agenda is pursued. They try to edit portions of strong language, or nudity. There are regulations concerning airing of alcoholic beverages, one does not have to air alcoholic beverage ads before 4pm on weekends. You can promote it after six or so.” [Interviewee 9/10/2021]*

This shows that that GBC use their activities to promote socially responsible agenda. A respondent stated that;

*“Aside the online streaming of event, GBC informs listeners and viewers about who they are and what they do especially helping people improve their health. We promote positive agenda of Ghana and that is our main aim.” [Interviewee 9/10/2021]*

Another respondent said that:

*“Our mandate is to serve the people of Ghana with information that concerns Ghana so our focus is mainly on Ghana.” [Interviewee 9/10/2021]*

### **Factors that inhibit full and effective adoption of social media by GBC**

The third research question sought to explore the factors that constrain full adoption and integration of social media into the operations of GBC. Analysis of the qualitative result that unreliable internet infrastructure, insecurity and cost of internet materials such as data services are the factors that restrain full adoption and usage of social media at GBC. GBC is a public owned entity financed by that state.

Due to the limited resources available, management have to manage the limited resources to ensure that they have resources available to maintain the digital system. This hampers improvement in the system as well as finance for innovation. The open architecture of social media also makes in vulnerable for hackers to hack and steal data of viewers and listeners who follow GBC. People create fake GBC social media account and use it to post fake information. These affect the full realisation of the benefits and usage of social media platforms. These findings also confirm previous studies that reported that the role of insecurity in the social media space and unreliable internet infrastructure are significant constraints that restrict full implementation of internet infrastructure (Shadkam & O'Hara, 2013).

### ***Unreliable internet***

Social media was not a prominent feature of the internal communication activity at GBC. Though social media can be accessed easily on common communication gadgets like cell (android smartphones) phones, laptops, palmtops, tabs and computers, it appeared that both viewers and listeners, communicators and the staff of GBC were not too enthused with incorporating social media as a channel for communicating and receiving information on GBC's digital migration. This study found that a few factors account for this state of affairs at GBC. First of all, the respondents had mixed perceptions about social media communication due to poor infrastructure of internet in Ghana. The respondent said:

*“Social media is not something we have explored yet in this organisation. I'm afraid; it does not work effectively here, because it just doesn't help us sometimes. First of all, the internet systems are not reliable and stable. Sometimes it is very slow while sometimes its very good. This is really a problem especially when you needed it for important activity.” [Interviewee 9/10/2021]*

The respondent added:

*“Not only that also, a lot of our offices do not have internet connection. Those which are hooked to the internet are not able to access it constantly, because of network problems. These hiccups make internet communication quite undesirable. Lastly, some do not even have computers. Some of them use their personal laptops and so they cannot extend its use to other staff, and that is a challenge.” [Interviewee 9/10/2021]*

### ***Insecurity***

The open architecture of social media creates a sense of mistrust and security situations which hampers full utilisation of the platform. Therefore, users want a sense of assurance and trust that their information is safe before they subscribe to use any social media handle for purchase decision. The study also found that participants at GBC have a sense of insecure which forces management to constantly upgrade their security features. Participants indicate that fake account handles, and posting of fake content are the security situations affecting full utilization of social media by GBC. A participant said that;

*“Sometimes people create fake GBC account to post fake messages. This is very dangerous so we are very careful how we use social media and the kind of content with post on the page.” [Interviewee 9/10/2021]*

Another respondent said that;

*“..., it has become very difficult these days to use social media for all functions because you may be exposed to hackers who are constantly looking for opportunities. Sometimes we are very cautious of how we use the media.” [Interviewee 9/10/2021]*

### ***Cost***

The respondents indicate that it really cost some resources to maintain infrastructure. New plans to improve services are often abandoned because the expected funds for capital investments are never received. The most recent (2011) funding data available shows that up to 70% of the corporation’s operational funds had been provided by the state. This one year funding alone is not enough to supports all the important initiatives of GBC. This hinders

their ability to understand important initiatives including digital initiatives. A respondent said;

*“Due to lack of needed funds, I have had to cut budget on some key expenses including digital infrastructure. This in turn affects our operations generally. We are therefore running GBC through ingenuity and with what we may have in our coffers. Remember that, if we could receive all the financial/ capital investments we really need, we can improve services and expand our impact.” [Interviewee 9/10/2021]*

Another respondent said that;

*“We don’t have enough resources to constantly improve our digital infrastructure. We only do what we can so that we don’t compromise on our security.” [Interviewee 9/10/2021]*

### **Measures to improve effective use of social media by GBC**

It is very important to recognise that GBC’s social media applications use private and confidential information of viewers and listeners. The study result shows that GBC uses multiple messaging systems, creative content, instant messaging, independence, and credibility of followers to boost effective use of social media at GBC.

Security and privacy of social media is an important concern at GBC that use social media platforms to engage customers. GBC create and post content on their social media platforms. Within the same environment, unauthorized persons also post information to deceive people. These people also hack accounts and post false content on the page. When this happens followers of GBC are not able to differentiate true social media accounts from fake GBC accounts (information). Some users may find it difficult to authenticate such information, hence falling victims to scammers and fraudulent people. Consequently, measures such as multiple visibility, using credibility of followers and instant messages can be employed by GBC to authenticate the links and information sources of GBC. This confirms the work of Teng, Khong, Goh and Chong (2014), that creative social media content

generates, instant messaging and credibility of followers to generate interaction which are very important to influence consumer purchase decision

### ***Multiple visibility***

Visibility is an important attribute that GBC uses to distinguish fake social media post from original posts from GBC. Original brand, promote the brand and also generate positive responses about the brand (Barger et al., 2016; De Vries et al., 2014). From this study, one respondent narrated that;

*“After we receive the messages we don’t end there because the post might be fake. I interact with viewers and listeners to indicate to them the original post from them. Sometimes we ask them I call us on live chats to make sure they are using the right platform.” [Interviewee 9/10/2021]*

Similarly, another respondent said that;

*“There are people out there who are ready to deceive our viewers and listeners by creating fake social media account. So we have introduced some security features to make sure our viewers receive content from the right sources.” [Interviewee 9/10/2021]*

Another respondent also said that;

*“[...], we always encourage our viewers and listeners to open sites to check whether the programme was posted from the original sites of GBC.” [Interviewee 9/10/2021]*

### ***Quality content***

Analysis of the study result study shows that, GBC can employ interactive and involvement approach to effectively use their social media to promote their brands. The interview responses show that, the rate at which customers and brand managers are involved and engaged in the electronic broadcasting is increasing. Consumers want to get all what they

want from one stop shop. In view of this, GBC must improve their systems so that they can interact and engage their viewers and listeners. For instance, a respondent stated;

*“Like I said earlier, our aim is to promote programmes so what we do it that we make sure we post innovative content and engage our viewers and listeners.” [Interviewee 9/10/2021]*

Another respondent also stated that;

*“We do promotion on our social media platforms and websites so we generate traffic where people visit our page, read about the programmes and follow our live event.” [Interviewee 9/11/2019]*

Another customer reemphasised that;

*“The e-commerce people are active posting appealing and creative advertising content to get attention of consumers. The aim is to get the people to visit our websites and social media pages to read what the company post there.” [Interviewee 9/10/2021]*

Consumers are likely to choose purchase channel that offer the sufficient and quality information about what they are looking for. Respondents indicated that, they provide quality, sufficient and credible information to help customer make good purchase decision. They post information and links that lead customer to further explanation and information that they may need. The information is protected so customers are assured of the credibility of the information. This finding is consistent with other studies that found that, the ability of the seller to engage customers and provide quality, error free, credibility and informative content significantly drive customer attention (Lee & Hong, 2016; Taylor, et al., 2011). A respondent in this study stated that;

*“[...], we post good information and links that help visitors to our sites to read further information. Any information you want is posted there. If you don't get what you want just message us on email, mobile phone or any of our social media platforms.” [Interviewee 9/10/2021]*

### ***Instant Messaging Modes***

Another mode of improving social media use is instant messaging. On instant messaging mode the respondent indicated that, respondent prefer radio station who have instant message system that allow viewers and listeners to verify any content that they receive. On instant messaging model and social responsibility dimensions, the study finding confirms previous empirical work which found evidence that, consumers are likely to choose a purchase challenges which promotes involvement and engagement of viewers and listeners through live chats and messages (Mohr, 2012). A respondent said;

*“Sometimes viewers just need instant answers so I think that, if we can respond to their inquiry very fast they will be happy.” [Interviewee 9/10/2021]*

Another respondent said that;

*“If you are quick and you respond to the inquiries of your customers it help customer fall in love with you.” [Interviewee 9/10/2021]*

Similarly, another respondent stated;

*“Technology is changing so if you are a media house and you cannot provide quick answers to concerns of your concern then they will not go with you” [Interviewee 9/10/2021]*

### ***Independence of GBC and financial support***

Another participant however believes there is more to be done to ensure this independence. In terms of ways of making GBC a more independent broadcaster, He said;

*“GBC can be truly independent if it is made to run as a company to generate revenue for itself without depending on government purse. GBC can be run like the Graphic Communications Group Ltd, although it is the only state and public broadcaster. The appointment of key pleaders such as Director Generals and the Board of Directors is still by government and hence opens GBC up for political influence. So we are not able to generate resources to compete with commercial firms.” [Interviewee 9/10/2021]*

Another respondent indicate that;

*“GBC financially depends on the state for subvention to undertake infrastructure development. However if it is made purely commercial, where the revenue generated*

*is used to take care of its operations, financing and investment activities, the organisation will be truly and totally independent from the state and we will be able to improve upon our digital infrastructure.” [Interviewee 9/10/2021]*

### ***Credibility of followers***

The respondents also indicated that, the credibility of the people who like and commenting about the online social media programmes of GBC help followers to distinguish fake social media programmes from original ones. People who are credible such as lawyers, politician and celebrities who follow GBC goes a long way to boost confidence of people who want to rely information on social media page of GBC. Viewers and listeners use the comments and likes of these people to determine assure viewers and listeners of their authenticity of their social media page. Some respondents said that;

*“We ask viewers and listeners to look at the people who like and comments about our page. Those people like politician and celebrities will not like or share a post that are not credible. There are fake people so we also tell our viewers and listeners to look at the person who is sharing or liked the post.” [Interviewee 9/10/2021]*

Similarly another respondent said that;

*“Important personalities receive genuine post from us so I trust the post from these celebrities as not fake and this is what we use to encourage our viewers and listeners.” [Interviewee 9/10/2021]*

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

The purpose of this qualitative exploratory case study was to explore the reasons why GBC has not effectively employed social media in the phase of media pluralism in Ghana. Perspective of research participants were shared on personal experiences regarding reasons why GBC has not been able to embrace social media in a manner compared to others. This section of the research report presents the summary of findings from the data analysis, major conclusions, and implications of findings as well as the recommendation for policy decision and future research. This research was necessitated by the fact that, in view of social media pluralism in Ghana it therefore appears to suggest that GBV has not been able to fully embrace social media compared to other media houses. To achieve the study purpose the following questions were objectives were pursued:

The study sought to achieve four specific objectives which includes to;

- 1) explore factors that influence GBC to use social media in broadcasting activities.
- 2) understand how listeners and viewers perceive social media activities of GBC.
- 3) explore factors that inhibit full and effective adoption of social media by GBC?
- 4) identify measures that can be explored to improve effective use of social media by GBC.

To achieve these results a qualitative study method was employed, interpretive philosophy, inductive approach, case study strategy and exploratory design to explore these key issues. Purposive sample technique was employed by the researcher to interview five respondents from GBC. Qualitative primary data was gathered using interview guide. The interview was conducted at the premises of GBC. Responses were recorded, transcribed and

analysed using thematic and content analysis. Narrative analytical approach was used to present the qualitative responses. After analysis of the interview result some major themes emerged as key findings from the study.

### **Summary of Findings**

It has become inevitable for any firm to do away with technology-driven applications such as social media. Finding from this qualitative exploratory case study has established that GBC is not left out of the social media revolution even though the public awareness is low. It is evident that GBC is aggressively embracing social media into stream their news and other activities online. GBC is gradually embracing social media to stream their activities live on Facebook to allow viewers and listeners access their programmes online. The following are some key findings;

Objective one of the study sought to explore the motives and/or the reasons why GBC is employing social media. Analysis of interview responses relating to objective one revealed that, the GBC is employing social media platforms because of three main reasons (sub-themes). These reasons include: desire of GBC's management to change, convenience and cost effectiveness and the ability of GBC to track feedback of viewers and listeners. Among other responses, these three appear to be the major motivation and reasons why GBC is integrating social media into their broadcasting operations.

Respondents expressed that commitment of management of GBC played a significant role in driving social media adoption. Management wanted to change and follow the technology revolution. Many viewers and listeners are using social media to access radio and television service, hence the need for GBC to also follow this significant trend. Management of GBC had the desire to change and follow the electronic and digital trend thus committed resources. Other reasons such as cost efficiency and convenience, and access to feedback

were also important reasons why GBC decided to integrate social media into their operations. Among these three sub-major themes the desire of management of GBC to change was the significant reason that ensured survival of the social media initiative.

The second research objective was to explore the people's perception about social media use at GBC. The key findings showed that GBC is perceived as locally focused (local content), create appealing design and content and socially responsible. Viewers and listeners perceive social media programmes of GBC as focusing on broadcasting programmes that relate to Ghana as compared to foreign programmes. Social media programmes are socially responsible that improve wellbeing of the public such healthy diet tips and clean campaigns.

The third objective found that despite the relevance of social media and positive public perception about social media programmes of GBC there are important challenges that must be addressed. The study found that unreliable internet infrastructure, insecurity of social media platform and cost of digital infrastructure (data) is issues constraining GBC's effort in using social media. Poor internet infrastructure in Ghana coupled with high cost of data is hampering the full integration of social media into the operations of GBC. Issues of hacking and fake content are also constraining the effort of GBC to fully integrate social media into operations.

The last objective of the study sought to explore the strategies that GBC can use to enhance effective use of social media. GBC may consider encouraging viewers and listeners to use multiple visibility, instant messaging, and credibility to boost their confidence in social media post. Other options are that GBC have to create innovative content and become independent to be able to improve and can help GBC's effective use social media for broadcasting activities. For instance, creative advertisement is important to draw attention viewers and listeners to utilize the social media page of GBC. Multiple visibility and credibility of followers boost trust and confidence of people who may feel insecure of social

media. Appealing and creative programmes are also important to attract viewers and listeners to use the social media platform of GBC. This reinforces the view of Hackworth and Kunz (2011) and Richter and Koch (2007) who noted that service providers must use social media as Facebook and Instagram because they provide instant responses to their concerns and it is also convenient.

## **Conclusions from Interview Data**

Policymakers worldwide have pointed out that in the Ghanaian media space, Facebook is a common social media platform frequently used by media organisations to stream their programmes live. Based on the findings from the study the following conclusions have been drawn.

GBC is gradually embracing social media to engage, interact and stream their programmes live for viewers and listeners. Specifically, the study concludes that GBC that GBC is employing social media applications based on push factors. These push factors include management desire to follow technology trend, desire to be cost effect and convenient and the ability to tract customer feedback.

Viewers and listeners perceive GBC's social media programmes as locally focused, appealing and socially responsible. Viewers and listeners are gradually embracing social media programmes of GBC because of their focus on Ghanaian issues and their desire to promote socially responsible behaviour in Ghana.

Unreliable internet infrastructure, high cost of internet such as data and insecurity in the social media space are the main factors constraining effective use of social media by GBC. Viewers and listeners will not patronise or subscribe to social media platforms of GBC if their security and safety is not assured. They will not rely on social media message when they cannot authenticate or verify the source of information.

In order to ensure effective use of social media at GBC, strategies such as multiple visibilities, creative content, instant messaging, independence of GBC and credibility of followers are some ways that GBC can employ.

## **Recommendations**

Based on the findings and conclusions of the study, the following recommendations are made:

Based on the study findings that emerged from the study, it is therefore indicative that social media technology is very critical for any 21<sup>st</sup> century organization that wants to survive and grow. This study has demonstrated that, GBC has begun employing social media technologies to improve their presence and enhance their performance. The study recommends that, management of GBC should continue supporting social media investment to boost its benefits to GBC. Not only in the live streaming event, the entire marketing department but other functional areas should be integrated into the social media frameworks which links to the overall social media strategies. The aim should be to build strong awareness among the Ghanaian populace about the good service of GBC.

Management of GBC must ensure that they provide reliable electronic platforms that are convenient, easy to use and cost effective. Such platforms must meet users' expectations, as well as ensure they provide helpful and quality information to users. Marketing and sales managers must provide relevant, sufficient and up-to date information to users to enable them make decisions. This should be done using instant messaging systems, credible follower and multiple visibilities.

GBC must ensure that the social networking sites are always available, active and interactive. Periodic routine maintenance and upgrades must be prompt to prevent service disruptions. This will ensure improve service delivery, provide safe, accurate, reliable and dependable services to viewers and listeners customers who rely on the GBC's platforms for information.

Not only information, but they must also engage other people and friends to post positive social messages to influence other users. Messages such as devotional messages, diet

tips and good daily living also help draw attention of social media users to GBC. This recommendation is consistent with Kuksov, Schachar and Wang (2013) who indicated that, social media applications are predominantly used to create brand stories to appeal users and participants in an online platform. GBC may also engage other social media experts to help create innovative contents and programmes.

Adequate protection and security are therefore needed to protect the social media platforms from virus attack and hackers as some of the viruses can virtually prevent the social platforms from functioning thereby creating unexpected flaws and breaches in security and authenticity of social media content. The study therefore recommends that, GBC should create instant messaging mode where consumers can use to check authenticity of any social media programmes. Again, codes design should be attached to all messages or social media programmes that will be employed.

Programmes and event of GBC should be creative and innovate with emotional and appealing features. Programmes of GBC focus on offering creative which contain quality information relevant.

### **Suggestions for Future Research**

The focus of this qualitative exploratory case study was limited to investigating. This study employed qualitative analytical approach to investigate the phenomenon. This makes generalization relatively difficult. Hence, the researcher makes recommendation that future studies may adapt or adopt the variables and apply them in a quantitative approach to help generalization of the study findings. It was practically impossible for this study to use all staff of GBC in Ghana. The study recommends that future works may use other broadcasting houses to expand knowledge. Also, for a study of this nature, much time is required to carry out. But in the case of the current study, the researcher had only a few months to conduct this

work. Furthermore, it was difficult getting a lot of respondents for the study due to the busy schedules and fragmentation of these personnel engaged in the study.

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## APPENDIX

### INTERVIEW GUIDE GHANA INSTITUTE OF JOURNALISM Social Media Adoption in the Media Space: A Case Study of GBC

I am Selikem, a Masters student conducting research on the reasons why Ghana Broadcasting Corporation has not effectively employed social media in the phase of media pluralism in Ghana. I will be most grateful if you will answer the questions to the best of your ability. Your responses will be treated confidentially and used only for academic purposes.

#### 1. **Kindly introduce yourself:**

- a. Gender:           a. Male        b. Female
- b. What is the legal status of this company a. Partnership  b. Company  c. Joint Venture  d. other.....
- c. How many years have you been working with this Company: a. 1-5 b. 6-10 c. +10
- d. What is your Position in this company.....

#### **Factors that influence GBC to Use Social Media**

1. Does your organisation use social media?
  - If yes, which social media do you use in your company?
  - When did your organisation start integrating social media in its activities?
2. What do you think are some of the factors that influence social media use in GBC?

#### **Factors that inhibit full and effective adoption of social media by GBC**

1. Do you have challenges implementing social media in your organisation?  
If yes, have these problems been solved?
2. Kindly describe other factors that constrain the full adoption and integration of social media in operations of GBC

#### **Measures to improve effective use of social media by GBC**

1. Kindly describe measures to improve the effective use of social media by GBC

#### **Listeners and viewers perception of social media activities of GBC**

1. How do you perceive social media activities of GBC?
2. In your view, do you perceive GBC's social media activities as appealing with good designs?
3. In your opinion, are you able to relate to the physical items through the pictures and videos on the platforms of GBC?

**---This is the end of the questions---Thank you for your time and patience**