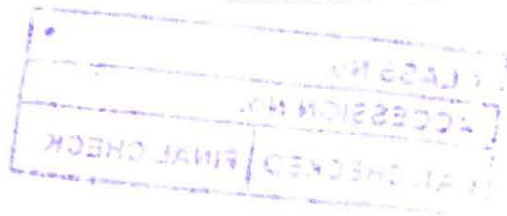


GHANA INSTITUTE OF JOURNALISM

**CONVERGENCE BETWEEN NEW MEDIA AND TRADITIONAL
MEDIA: A CASE OF GRAPHIC COMMUNICATIONS GROUP LIMITED**

BOAHENE ASAMOAH

MAMM 14005

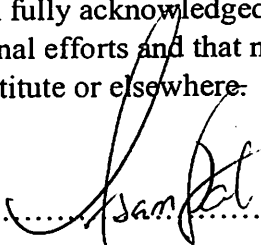


**A DISSERTATION SUBMITTED TO THE SCHOOL OF GRADUATE
STUDIES AND RESEARCH, GHANA INSTITUTE OF JOURNALISM IN
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
AWARD OF MASTER OF ARTS DEGREE IN MEDIA MANAGEMENT
OCTOBER, 2015**

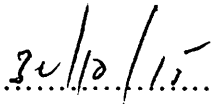
DECLARATION

CANDIDATE'S DECLARATION

I hereby declare that, except for references to other people's work, which have been fully acknowledged, this project work is the outcome of my own original efforts and that no part has been presented for another degree in this Institute or elsewhere.


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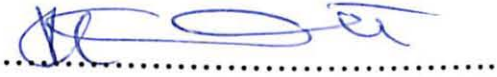
Boahene Asamoah


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Date

CERTIFICATION

I hereby certify that the preparation and presentation of this project work has been supervised by me in accordance with the guidelines on supervision of dissertation as laid down by the School of Graduate Studies, Ghana Institute of Journalism.



Mr. James Kwaku Asante

Date

(Supervisor)

DEDICATION

I dedicate this work first to God Almighty for giving me the gift of life and the spirit of finishing to finish this project in good time. Secondly, to my beautiful twin daughters, Nana and Maame Yaa Amfo-Asamoah, they are the reasons for me going strong and the many blessings in my life.

ACKNOWLEDGEMENTS

I owe all my life's work through those who inspired me, goad me on, lifted me up and to those who believed in me and bought into my life's vision. To God my unrelenting divine supporter, my reason for being and without whom I am nothing. To my friends of MAMM class of 2015 for their encouragement and to Mr James Asante, my Supervisor for the hard work he put in to get this work finished in good time. Above all to my family for staying by me throughout this very difficult period of my life. God Bless.

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CHAPTER ONE

1.1 Introduction

This chapter is dedicated to the background information and reasons for conducting this research.

1.2 Background of the Study

Graphic Communications Group is a mono-print state-owned newspaper media house in the country. It has six titles namely, *The Daily Graphic*, *The Mirror*, *The Graphic Sports*, *Junior Graphic*, *Graphic Business* and *The Graphic Showbiz*.

Its various brands are market leaders in their own segments of the newspaper market. Since its establishment in 1952, the company has metamorphosed from the government controlled into a state-owned newspaper delivering profits and paying dividends (Graphic Communications paid GHc500, 000 as dividend for the 2013 operational year) to the governments. Indeed it is the only state owned media organisation among the four state owned media organisations (Ghanaian Times, Ghana News Agency, Ghana Broadcasting Corporation and Graphic Communications Group) that has consistently paid dividend to government since the return to constitutional governance in 1992.

The proliferation of the media space since the advent of the constitutional democracy and the advent of the new media since 1992 has positioned the media industry in a very competitive environment.

Market share in terms of newspaper sales and reach have been grossly impacted negatively on Graphic and its brands. Even more disturbing is the advent of the new media and mobile telephony, which has brought about a new medium or channel of mass communication.

According to information from the National Media Commission (NMC)¹ and the National Communications Authority (NCA)², there are over 1800 Newspapers and publications registered in the country, over 342 radio stations and about 31 Television station (2014) made up of pay per view and free to air channels.

This coupled with the low literacy rate as well as poor reading culture of most Ghanaians have combined to have serious impact on the newspaper sales as in the sales of Graphic Communications Group brand of newspapers.

Newspaper sales since the advent of the new media have been on the decline globally. The Huffington Post in the USA has folded up and it is now publishing only the online version currently. New York Times still has the printed version. Indeed, it is one of few newspapers that have witnessed increased circulation and also one of few papers with very profitable online/digital subscriptions.

New media has not only changed the way news is delivered, but it has combined the powerful forces of the traditional media into one platform and offering that service at virtually free to users of the internet age.

¹ National Media Commission (NMC) report on the media

² National Communications Authority (NCA) report (2014)

The devastating effect of the new media especially social media is so crucial to the effect that traditional media role of the media which is to inform, educate and entertain has been over taken by social media. Social media currently provides a major source of information, and especially entertainment.

Again, the instantaneousness of the media platform provided on the back of the internet technology where information, news and entertainment are shared across faster among a community of online users turn to make print media old fashioned and their news dead on arrival.

Over the past years, the assumption especially for third world countries like Ghana is that technology is far off from killing the media industry. Whiles the argument has been that new media in Ghana is not as vibrant as the westernised economy, the point needs to be noted that Ghana is not an Island to itself. Recent happenings show that indeed, Ghana and for that matter print newspapers are very much vulnerable.

According to research from Synovate³ and other media research institutions, radio enjoys a 99% penetration, Television has about 60% penetration whiles print newspapers have a penetration of about 30% penetration rate in Ghana in 2014. Considering these figures therefore, it is imperative that newspapers have to reinvent themselves or fail. One sure way of migrating the downward spiral of newspapers in Ghana is convergence.

³ Synovate is a market research firm owned by the Aegis Group in Ghana.

Whiles Graphic and its brands have enjoyed some huge circulation figures as well as advertising spend from advertisers over the years, the trend over the past five years has been nothing but challenging.

A look at the financials of the company over the past years have shown that whiles the company has remained profitable on the back of price cover increases and advertising price hikes in real terms circulation figures have plummeted steeply over the past four years.

Within these same period however, online growth in Ghana has seen tremendous growth. There are currently over 25 news websites providing news sources for Ghanaian readers in Ghana.

Advertising revenue, which was a major source of funding for Graphic and many, newspapers alike are beginning to shrink. Advertisers are finding new and innovative means to reach out to many more people. Online advertising is one sure way of reaching and evaluate online campaigns for most advertisers and Ghana is no exception. Sources within the company have hinted of about 15% decreases in circulation figures year over the past five years. A review of the advertising spend of most Telecoms in the Print media in Ghana over a 10-year period will show a over 50 per cent decline in advertising spending on print adverts, however, online advertising is increasing over the same period. Convergence is not new. Examples exists outside the spheres of Ghana and indeed within the Ghanaian media space where some degree of convergence as a policy is emerging to shape the industry

and position companies like Graphic to stay relevant to the core business of newspaper business.

Convergence as a strategy for best practices in media organisations the digitization of media and information technology and the ensuing transformation of communication media are major contributors to convergence⁴.

According to her the potential of the Internet and its impact across the globe has been phenomenal. Since its invention, the Internet has become the most popular means of communicating news globally. Again the demographic changes across the globe with more youthful population have presented new opportunities as well as threats to old or traditional media like newspapers.

The study examined convergence as both a concept and a process and defines convergence or integration as the blending of old/traditional media with new media to deliver content.

1.3 Statement of the Problem

This research seeks to find answers to the challenges posed by Graphic with the onset of the online or new media. There is a general view that convergence offers managers of traditional media especially, a mono media platform like Graphic

⁴ Pavlik, J.V (2001) Journalism and New Media. New York Columbia University Press

Communications Group the opportunity to stay afloat the challenging times of the influx of the new media on the media landscape.

There is a younger generation of online readers, who have been so attached to the new media especially social media. Therefore, for newspapers like Graphic a convergence strategy that will offer opportunity for growth of its brands as well serve these growing niche of online news readers should be the way forward.

Even more important is the financial rewards that such a strategy brings to the table as additional source of revenue for print media house, which is challenged at all fronts with respect to dwindling newspaper sales and advert revenues.

It is against this background that this research seeks to find out the challenges and make recommendations on what is or should be the best strategy for convergence for Graphic.

1.4 Purpose or Aim of the Study

The purpose or the aim of the study is to find out how Graphic Communications Group Limited as a mono media is using convergence strategy, that is, merging its print editions with new media and to provide analytical basis for merging its traditional print platform with new media, so the company can still remain relevant in the nation's media landscape.

1.5 Objectives of the Study

The general objectives are to ascertain the growing influence and power of new media and how Graphic Communications Group can take advantage of it to stay relevant by converging its media platforms to deliver news and reach out to new readers.

Other objectives include:

1. To find out how relevant new media is to Graphic's operations.
2. To what extent has the new media affected sales and growth of Graphic Brands?
3. How Graphic can transform its business through a convergence strategy that delivers on profitability.
4. How Graphic Communications can make good use of new media without losing out on the news business.

1.6 Significance of the Study

The study is important because, as Ghana's leading newspaper brand, it is inevitable that what has led to the death of newspapers globally can be replicated in Ghana. Therefore, the study underscores why integrating new media with traditional media is so critical to the survival of Graphic Communications Group and to a larger extent the Ghanaian media going forward.

It is believed the results of the study can help Graphic Communications Group migrate this tough end of dwindling circulation figures as well as advertising revenue. It is again hoped that the results will also add to existing body of knowledge especially in the Ghanaian local media scene.

1.7 Research Questions

1. Does Graphic have a Convergence Strategy?
2. How does the Convergence Strategy look like? If not why?
3. How is the online website structured?
4. Is your online news complementary or competitive to the newspaper?
5. Do all Reporters write for the online Site?
6. Is the print newsroom separated from online newsroom? If yes why?
7. How many Reporters have online skills in the newsroom?
8. How resourceful is your online newsroom
9. Do your online generate revenue?
10. What is the effect of online on the newspapers?

1.8 Structure of the Study/ Chapter Disposition

This study is divided into five Chapters. Chapter 1 has its introduction and background of the study, statement of the problem, general purpose or aim of the study, specific objectives of the study, significant of the study and research questions. Chapter 2 looks at the theoretical framework and literature review of related works as well as the conceptual framework. Chapter 3 looks at research methodology, research design and sample, sample size, sourced of data and data collection.

Chapter 4 is on data presentation and analysis. This chapter examines and explains the data collected. Chapter 5 concludes the study. It summaries the research work, points out limitations and make recommendations for future work in that area.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

A literature review is an evaluative report of studies found in the literature related to a selected area of study. This review describes, summarize, evaluate and clarify this literature.

This chapter explores various related literature works focused on the phenomenon being studied. The chapter also tries to link various theories and concepts that relate and explain issues on the media as well as the concepts of convergence with regards to new media and print media. Literary materials reviewed for this purposes of this chapter include, books, journals, online publications and articles. This chapter, in addition, also provides a critic on previous studies on the subject being studied.

2.2 Theoretical Framework

2.2.1 Diffusion of Innovation Theory⁵

The diffusion of innovation theory was developed by Everett Rogers in 1962. It was originated to explain, how over time, an idea or product gains momentum and spreads through a specific population or social system with regards to communication. The end result of this theory is that people, as part a social system, adopt a new idea, behavior, strategy or product. In his definition, Rogers defined adoption to mean that a person does something differently than what they had

⁵ The Diffusion of innovation theory by Everett Rogers, 1962.

previously done, that is accepting a new idea, strategy or product and using it to better their lives. Within the context of the topic, it would show how new media is fast becoming the medium for which most people, Ghanaians included have or adopting new media especially online news sources as of their daily update. Users are finding social media as another channel for news entertainment and information, especially among the youthful population. And these segments of the population are not newspaper readers anyway.

Diffusion as defined by Rogers is usually carried out through certain defined channels. This constitutes the media and its ability to diffuse or spread new ideas and products across a wide range of audience within a short period. This theory predicts that the media as well as interpersonal contacts provide information and influence opinion and judgment which may lead to a change in attitude.

This theory provides vivid evidence of how the media is at the Centre of fostering change through the diffusion of ideologies and also creating development⁶. A careful study of the changes in the global technological space will reveal that indeed we are in the era of technology revolution. The driver of the technology development in the 20th and 21st Centuries has been on the back of advancement in the internet technology. This technology is being driven on the back of media tools and forms of communication, which is changing lives and improving on the living standards of the people. So, the media is not just the medium through which change is being fostered through the diffusion of ideologies and creating development as

⁶ Monfront, 2002 diffusion literature indicates much efforts in studying people differences in innovativeness (that is, in determining the characteristics of the different adopter categories).

expressly stated by Monfront but the media is at the very center of being changed significantly with respect to a new medium of news transmission that combines the power effects of all the traditional media channels. In effect, the new media power transcends the traditional media which is limited by scope and reach.

According to Montfort diffusion is a particular type of communication in which the information that is exchanged is concerned with new ideas. The essence of the diffusion process is the information exchange by which one individual communicates a new idea to one or several others. At its most elementary form, the process involves: (1) an innovation, (2) an individual or other unit of adoption that has knowledge of, or experience with using, the innovation, (3) another individual or other unit that does not yet have knowledge of the innovation, and (4) a communication channel connecting the two units.

A communication channel is the means by which messages get from one individual to another. The nature of the information-exchange, relationship between the pair of individuals determines the conditions under which a source will or will not transmit the innovation to the receiver, and the effect of the transfer.

Mass media channels are all those means of transmitting messages that involve a mass medium, such as radio, television, newspapers, and this case online news portal, which enable a source of one or a few individuals to reach an audience of many, otherwise also referred as one-to-many, that is one medium to many audience. On the other hand, interpersonal channels are more effective in persuading an individual to adopt a new idea, especially if the interpersonal channel links two or more individuals who are near peers.

Interpersonal channels involve a face-to-face exchange between two or more individual. The results of various diffusion investigations show that most individuals do not evaluate an innovation on the basis of scientific studies of its consequences, although such objective evaluations are not entirely irrelevant, especially to the very first individuals who adopt such innovations.

Instead, most people depend mainly upon a subjective evaluation of an innovation that is conveyed to them from other individuals like themselves who have previously adopted the innovation⁷. This dependence on the communicated experience of near-peers suggests that the heart of the diffusion process is the modeling and imitation by potential adopters of their network partners who have adopted previously.

The characteristics of an innovation, as perceived by the members of a social system, determine its rate of adoption. Some innovations diffuse from first introduction to widespread use in a few years. What characteristics of innovations affect the rate at which they diffuse and are adopted? There are four characteristics by which an innovation may be described, and shows how individuals' perceptions of these characteristics predict the rate of adoption, of the innovation.

The diffusion research literature according to Monfront indicates that much effort has been spent in studying "people" differences in innovativeness (that is, in determining the characteristics of the different adopter categories) but that relatively little effort has been devoted to analyzing "innovation" differences (that is, in investigating how the properties of innovations affect their rate of adoption).

⁷ Rogers 1995, Diffusion of Innovation Theory

Diffusion researchers in the past tended to regard all innovations as equivalent units from the viewpoint of their analysis. This is an oversimplification, and a dangerous one.

The four main elements in the diffusion of new ideas are:

(1) The innovation

(2) Communication channels

(3) Time

(4) The social system (context)

2.2.2 The Innovation

⁸An *innovation* is describe by some as an idea, practice, or object that is perceived as new by an individual or other unit of adoption. To some people an innovation matters very little, so far as human behavior is concerned, whether or not an idea is "objectively" new as measured by the lapse of time since its first use or discovery. The perceived newness of the idea for the individual determines his or her reaction to it. ⁹ If the idea seems new to the individual, it is an innovation. Newness in an innovation need not just involve new knowledge. The "newness" aspect of an innovation may be expressed in terms of knowledge, persuasion, or a decision to adopt. The question however, is why do certain innovations spread more quickly than others? One such example is the new media. The innovation which is to spread

⁸ Monfront's Characteristics of different adopter categories and the properties of innovations effects

⁹ Rogers - 1962

and be adopted should show Relative advantage, Compatibility, Complexity, Trialability and Observability to those people within the social system.

Relative advantage is the degree to which an innovation is perceived as better than the idea it supersedes. The degree of relative advantage may be measured in economic terms, but social prestige, convenience, and satisfaction are also important factors. It does not matter so much if an innovation has a real deal of objective advantage. What does matter is whether an individual perceives the innovation as advantageous. The greater the perceived relative advantage of an innovation, the more rapid its rate of adoption will be. For instance therefore, online news portal offers much more convenience than traditional newspapers. This can be said to offer relative advantage.¹⁰

Compatibility is the degree to which an innovation is perceived as being consistent with the existing values, past experiences, and needs of potential adopters. An idea that is incompatible with the values and norms of a social system will not be adopted as rapidly as an innovation that is compatible. The adoption of an incompatible innovation often requires the prior adoption of a new value system, which is a relatively slow process.

Complexity is the degree to which an innovation is perceived as difficult to understand and use. Some innovations are readily understood by most members of a social system; others are more complicated and will be adopted more slowly. New ideas that are simpler to understand are adopted more rapidly than innovations that require the adopter to develop new skills and understandings.

¹⁰ Rogers 1995

Trialability is the degree to which an innovation may be experimented with on a limited basis. New ideas that can be tried on the installment plan will generally be adopted more quickly than innovations that are not divisible. An innovation that is trialable represents less uncertainty to the individual who is considering it for adoption, who can learn by doing.

Observability is the degree to which the results of an innovation are visible to others.

The easier it is for individuals to see the results of an innovation, the more likely they are to adopt it. Such visibility stimulates peer discussion of a new idea, as friends and neighbors of an adopter often request innovation-evaluation information about it. The spread of Facebook and other social media platforms was on the back of observability. People observed how it was used by their friends and quickly adopted it usage.

2.2.3 Communication

Communication¹¹ is a process in which participants create and share information with one another in order to reach a mutual understanding. This definition implies that communication is a process of convergence (or divergence) as two or more individuals exchange information in order to move toward each other (or apart) in the meanings that they ascribe to certain events. Many think of communication as a two-way process of convergence, rather than as a one-way, linear act in which one individual seeks to transfer a message to another. Such a simple conception of

¹¹ Rogers and Kincaid and D.L. (1981), Communications Networks: Towards a new paradigm for research

human communication may accurately describe certain communication acts or events involved in diffusion, such as when a change agent seeks to persuade a client to adopt an innovation. A communication channel is the means by which messages get from one individual to another. Mass media channels are more effective in creating knowledge of innovations, whereas interpersonal channels are more effective in forming and changing attitudes toward a new idea, and thus in influencing the decision to adopt or reject a new idea. Most individuals evaluate an innovation, not on the basis of scientific research by experts, but through the subjective evaluations of near-peers who have adopted the innovation.

2.2.4 Time

The time dimension is involved in diffusion in three ways.

2.2.4(1) The Innovation-Decision Process¹²

The innovation-decision process is the process through which an individual (or other decision-making unit) passes from first knowledge of an innovation to forming an attitude toward the innovation, to a decision to adopt or reject, to implementation of the new idea, and to confirmation of this decision. The study conceptualizes the five main steps in the process: (1) knowledge, (2) persuasion, (3) decision, (4) implementation, and (5) confirmation.

(i) Knowledge occurs when an individual (or other decision-making unit) is exposed to the innovation's existence and gains some understanding of how it functions.

¹² Rogers (1995) Diffusion of Innovation Theory

(ii) Persuasion occurs when an individual (or other decision-making unit) forms a favorable or unfavorable attitude toward the innovation.

(iii) Decision occurs when an individual (or other decision-making unit) engages in activities that lead to a choice to adopt or reject the innovation.

(iv) Implementation occurs when an individual (or other decision-making unit) puts an innovation into use. Re-invention is especially likely to occur at the implementation stage.

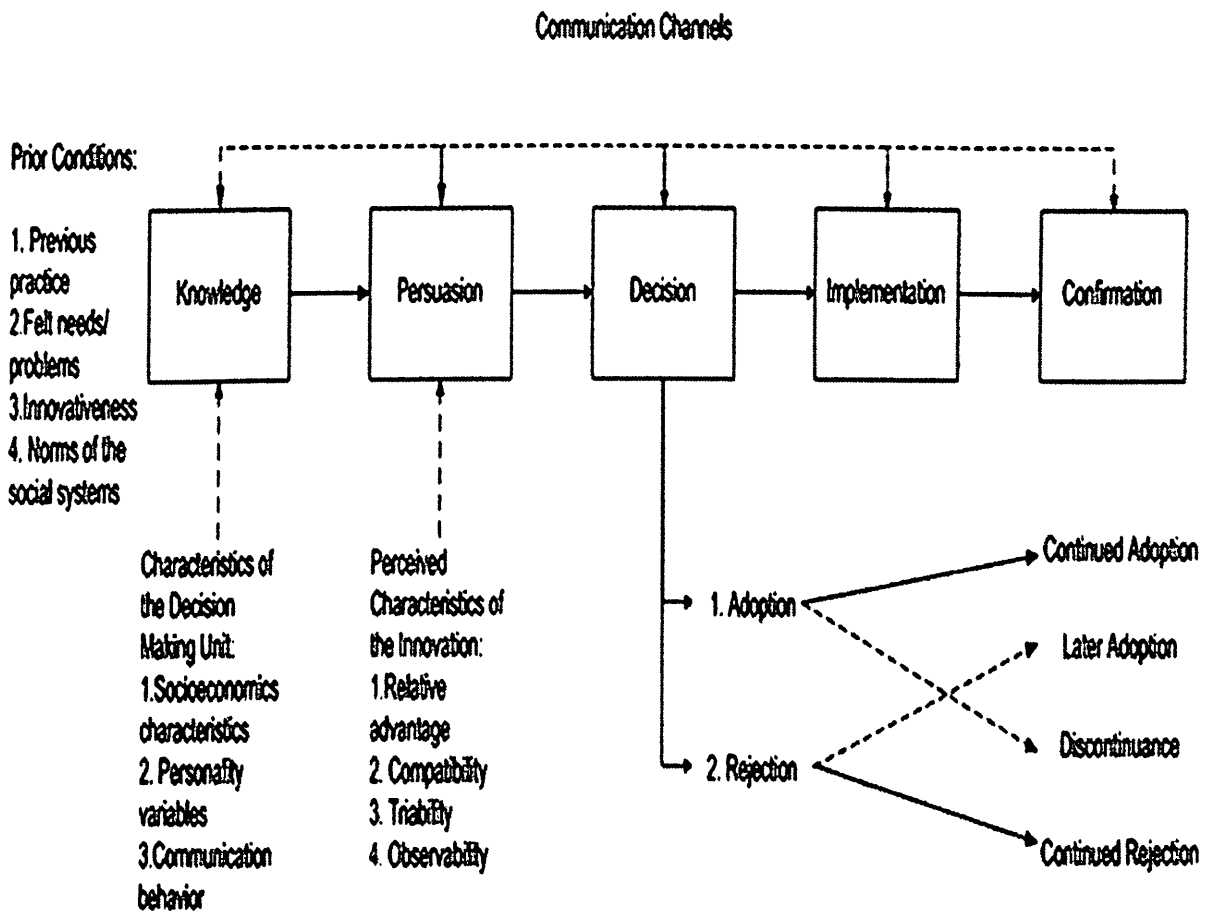
(v) Confirmation occurs when an individual (or other decision-making unit) seeks reinforcement of an innovation decision that has already been made, but he or she may reverse this previous decision if exposed to conflicting messages about the innovation. In some studies this is called cognitive dissonance.

At the knowledge stage an individual mainly seeks information that is exemplified in a technological innovation, information that reduces doubt about the cause-effect relationships that are involved in the innovation's ability to solve a problem. At this stage an individual wants to know what the innovation is, and how and why it works. Mass-media channels can effectively transmit such information. But increasingly at the persuasion stage, and especially at the decision stage, an individual seeks innovation-evaluation information in order to reduce doubt about an innovation's expected consequences.

The innovation-decision process can lead to either adoption, a decision to make full use of an innovation as the best course of action available, or to rejection, a decision not to adopt an innovation. Such decisions can be reversed at a later point; for example, discontinuance is a decision to reject an innovation after it had previously

been adopted. Discontinuance may occur because an individual becomes dissatisfied with an innovation, or because the innovation is replaced with an improved idea. It is also possible for an individual to adopt the innovation after a previous decision to reject it. Such later adoption and discontinuance occur during the confirmation stage of the innovation-decision process.

The Innovation decision Process¹³



SOURCE: [www, systemscraft.wordpress.com](http://www.systemscraft.wordpress.com)

¹³ Rogers (1995) The Diffusion of Innovation theory as explained in the diagram

2.2.4 (2) Innovativeness of an Individual or Unit of Adoption

The second way in which time is involved in diffusion is in the innovativeness of an individual or other unit of adoption. Where innovativeness is the degree to which an individual or other unit of adoption is relatively earlier in adopting new ideas than other members of a social system. There are five adopter categories, or classifications of the members of a social system on the basis on their innovativeness. Adopter categories are the classifications of members of a social system on the basis of innovativeness. The five adopter categories are; the innovators, early adopters, early majority, the late majority and the laggards. Rogers.¹⁴

According to Rogers innovators are the first 2.5 per cent of the individuals in a system to adopt an innovation. The innovator plays a gatekeeping role in the flow of new ideas into a system. Innovators are active information seekers about new ideas. They have a high degree of mass media exposure and their interpersonal networks extend over a wide area, usually reaching outside of their local system. Innovators are able to cope with higher levels of uncertainty about an innovation than are other adopter categories.

Early adopters are the next 13.5 per cent of the individuals in a system to adopt an innovation. Early adopters are a more integrated part of the local system than are innovators. Whereas innovators are cosmopolites, early adopters are localities.

The Early Majority interacts frequently with their peers, but seldom holds positions of opinion leadership in a system. The early majority's unique position between the

¹⁴ Rogers (1995)

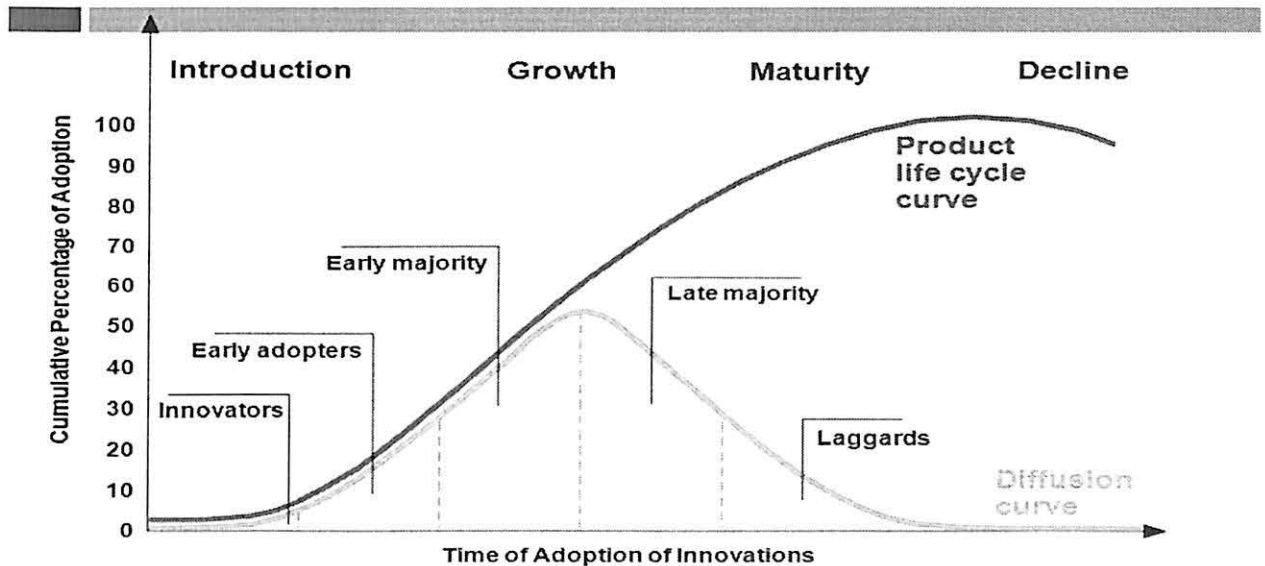
very early and the relatively late to adopt makes them an important link in the diffusion process. They form 34 per cent of the individuals in a system to adopt an innovation. The early majority adopt new ideas just before the average member of a system.

Like the early majority, the late majority make up one-third of the members of a system. Adoption may be the result of increasing network pressures from peers. Innovations are approached with a skeptical and cautious air, and the late majority do not adopt until most others in their system have done so. The late majority adopt new ideas just after the average member of a system.

Laggards are the last 16 per cent of the individuals in a system to adopt an innovation.

They possess almost no opinion leadership. Laggards are the most localities in their outlook of all adopter categories; many are near isolates in the social networks of their system. The point of reference for the laggard is the past. Decisions are often made in terms of what has been done previously.

Verspreidingscurve



SOURCE: www.systemscraft.wordpress.com.¹⁵

2.2.5 Rate of Adoption

Rate of adoption is the relative speed with which an innovation is adopted by members of a social system. When the number of individuals adopting a new idea is contrived on incremental frequency basis over time, the ensuing distribution is as-shaped curve. At first, only a few individuals adopt the innovation in each time period (such as a year or a month, for example); these are the innovators. But soon the diffusion curve begins to climb, as more and more individuals adopt. Then the path of the rate of adoption begins to level off, as fewer and fewer individuals

¹⁵ Rogers (1995) The Adoption of Innovation process. Rogers believes any population or social network can be broken down into these five segments for any given innovation.

remain who have not yet adopted. Finally, the s-shaped curve reaches its asymptote, and the diffusion process is finished.

Most innovations have an s-shaped rate of adoption. But there is variation in the slope of the "s" from innovation to innovation; some new ideas diffuse relatively rapidly and the s-curve is quite steep.

Another innovation may have a slower rate of adoption, and its-curve will be more gradual, with a slope that is relatively lazy. One issue addressed by diffusion research is why some innovations have a rapid rate of adoption, and why others are adopted more slowly

The rate of adoption is usually measured by the length of time required for a certain percentage of the members of a system to adopt an innovation. Therefore, the rate of adoption is measured using an innovation or a system, rather than an individual as the unit of analysis. Clearly, there are aspects of diffusion that cannot be explained only by the nature of individual behavior. The system has a direct effect on diffusion, and also an indirect influence through its individual members.

2.2.6. The Social System

The fourth main element in the diffusion of new ideas is the social system. A social system is defined as a set of interconnected units that are involved in joint problem-solving to achieve a common goal. The members or units of a social system may be individuals, informal groups, organizations, and/or subsystems. The social system constitutes a boundary within which an innovation diffuses. How the system's social structure affects diffusion has been studied. A second area of

research involved how norms affect diffusion. Norms are the established behavior patterns for the members of a social system. A third area of research has had to do with opinion leadership, the degree to which an individual is able to influence informally other individuals' attitudes or overt behavior in a desired way with relative regularity. A change agent is an individual who attempts to influence clients' innovation-decisions in a direction that is deemed desirable by a change agency, Rogers.

One reason why there is so much interest in the diffusion of innovations is because getting a new idea adopted, even when it has obvious advantages, is often very difficult. There is a wide gap in many fields, between what is known and what is actually put into use.

Many innovations require a lengthy period, often of some years, from the time when they were discovered to the time when they are widely adopted. Therefore, a common problem for many individuals and organizations is how to speed up the rate of diffusion of an innovation.

It is one of the reasons that one of the objectives of this study is the extent to which innovation is being speed up with regards to Graphic Communications Group Limited, especially with regards to new media.

This model provides a much-needed integration of the highly dispersed knowledge on the subject of technology adoption. However, there is clear limitations to this approach. First, much of the work on which this model is based on is from marketing theory. This field is dominated by the assumption that users adopt new technology to maximize their utility. On the other hand, the sociology literature

argues that consumers may adopt a new technology, for instance, by following a temporary fashion. In this case the user is not maximizing their utility, but rather maximizing their social orientation. The resulting conflict of assumptions means that the model is context dependent rather than generally predictive.

Second, the model does not fit in the overlapping effects of the different contexts and spheres in which almost all new technology operates. Thus, while each central box explains one important reason for non-adoption it does not explain how this may or may not be related to other reasons. This is useful as it provides a progressive system for the consideration of strategic choices; but Sociologists may find such explanations overly simplistic without discussion of the system as a whole.

Finally, we must highlight that this model is based on a comparison of existing theory with historic data on technology non-adoption. There is no direct evidence that the factors discussed in this case examples caused the non-adoption, or that the originating authors of the research would accept the interpretation of their results in a different way.

2.3 The Medium Theory

The Medium theory focuses on the characteristics of each medium (or of each type of medium) that make it physically, socially, and psychologically different from other media. The Medium theory also examines how communications through a particular medium or type of medium compare and contrast with face-to-face

interaction. Medium theory analyzes differences among communication environments.

The theory originated from Marshal McLuhan's ¹⁶'the medium is the message' statement. He challenged conventional definitions when he claimed that the medium is the message. With this claim, he stressed how channels differ; not only in terms of their content, but also in regard to how they awaken and alter thoughts and senses. He distinguished media by the cognitive processes each required. McLuhan popularized the idea that channels are a dominant force that must be understood to know how the media influence society and culture. In this case how new media is understood by Graphic Communications Group and how that understanding translates is influencing its culture.

Medium theory investigates the potential influence of communication technologies upon societies. Medium is understood not only as a channel of information transfer, but as a highly constructive shaper of social environment, including public discourse. Primarily oral, writing/printing and electronic media and their properties (e.g., the speed of dissemination of information, the number of people it reaches, whether it is uni- or bi-directional) are studied on the micro (individual) and macro (cultural) levels. The proponents of the theory rewrite the history of civilization from the medium-theory perspective claiming that individual phases of human civilization (traditional oral, modern print, electronic global societies) are shaped by the dominant media and by their epistemologies (i.e., ways of human

¹⁶ McLuhan (1964) *Understanding Media: The Extensions of Man*

knowledge). For example, the medium of writing/printing enabled the development of (linear) analytical thinking and has radically altered the course of civilization (e.g., redefinition, growth and dissemination of knowledge, growth of science, rise of nation states, Industrial Revolution, etc.,¹⁷

McLuhan, a classic among medium theorists, has enriched the media discourse with phrases like the medium is the message, Medium is the extension of man, Hot and Cool Media¹⁸ points at the pitfalls of the electronic age controlled by the epistemology of the TV medium.

The critical analysis of medium theory with regards to the phenomenon is the cognitive nature of the medium use, its apparent difference and its impact on the senses. With the evolution of the new media, a new channel of news delivery that offers readers and audiences new channel of information, entertainment and education.

New media influence and its impact on society cannot also not over emphasized. New media reach and impact in the Ghanaian space is becoming even more pronounced with new communication tools that offer on-the-spot news and entertainment that traditional media such as print newspapers are struggling to cope with.

¹⁷ . Meyerowitz (1994) Medium Theory: Communications Theory Today.

¹⁸ N. Postman (1985) Amazing ourselves to Death: Public Discourse in the age of Show Business

2.4 Literature Review

In 2002, Cariado and Kraeplin¹⁹ conducted a baseline survey that determined the extent to which convergence journalism had taken hold in U.S news media industries. The study concluded that most of the media houses sampled viewed convergence as important to the future of the profession. The study also noted that the majority of both newspapers and TV stations survey had forged convergence partnership with another media platform, around nine in 10 newspapers and eight in 10 TV stations.⁵⁵

There has been a debate as to what convergence means to especially media houses or what constitutes an entirely converged media. According to Kilebrew²⁰, convergence means that all platforms available for delivery to a web-based operating system contribute to the final information product. To some, it is sharing information and enhancing such information which takes place in a process. Singer²¹ notes that convergence journalism combines news staff, technologies, products, and geography from previously distinct print, broadcast and online media. Dailey, Demo and Spillman²² examined the role of convergence in both TV and newspapers. They defined convergence simply as newspapers and television staff working together. Their definition was limited to more of human resources working together, rather than the technology they use to deliver news on multiple platforms. But for the purpose of this study, convergence journalism is defined as print,

¹⁹ Cariado and Kraeplin (2003). *The Convergence of Journalism: Landmark US & University Study*

²⁰ Kilebrew, K.C. (2002), *Culture Creativity and Convergence: Managing Journalism a changing information workplace*

²¹ Singer, J. (2004) *Strange Bedfellows: The Diffusion of Convergence in Four news Organization's*

²² Daily, Demo & Spillman, M (2004), *Newsroom partnership Survey, Executive Summary*

broadcast, newspapers and online news staff forging partnerships in which journalists often work and distribute content across several news platforms. However, since this topic is limited to Print and New media using Graphic Communications Group as object to be studied, the study limited the definition to print and new media journalist working together to distribute content across several news platforms. (We should bear in mind that Graphic is a mono-media platform with a website complementing the newspapers.) The only difference between this definition and the one used by Dailey et al. is that the former does not explicitly highlight content sharing, although it does not preclude it. Clearly, working together could encompass content sharing. In both cases, the focus is on collaboration across media. It also does not spell out a clear line of distribution of the news in terms of which medium should be used to broadcast first in terms of news break.

In recent years, convergence has been driven by a combination of economic, regulatory, cultural, and technological forces.²³

The trade press closely covered the first industry experiment in convergence journalism. Much of this coverage presented the philosophical questions surrounding any news industry trend; will convergence work, and how? ²⁴ Will it help the industry or hurt it? And if it does help who will benefit most, company executives and shareholders, or frontline journalist and the public they serve? ²⁵,

²³ Pavlik, J. V., Shawn M. (2005)

²⁴ Pavlik, J.V., Shawn M. (2005)

²⁵ Tompkins (2001) Refer to Pavlik, J.V., Shawn M. (2005)

and other reports told stories of the news organization that had embraced the convergence model, the steps they had taken, and the lessons they had taught.²⁶

A number of recent convergence study by media scholars have taken a more systematic approach to surveying the new landscape at least one examining convergence strictly from the perspective of television practitioners. This survey explores how television news directors define convergence and how it was practiced in the United States television news rooms. Researchers found that nearly nine of ten of these affiliates were practicing a type of convergence²⁷. Respondents listed sharing content, sharing stuff or promoting another partner with whom they shared content as practices that define convergence. The study adopted this systematic approach by also looking at how Graphic Executive Management defines convergence and how it is practiced in the Graphic newsroom, if indeed they do.

A more common research method has been to interview both broadcast and print journalist. For instance, an online national survey of daily newspapers and commercial television stations noted the need to update news staff, production quality, compensation for multi-platform production, and the legitimacy of media convergence among the chief concerns of media professionals when it came to working across media platform²⁸.

²⁶ Havery 2001-Refer to Pavlik J.V., Shawn M. (2001)

²⁷ Duhe', Mortimer & Chow Refer to Pavlik J. V., Shawn M (2001)

²⁸ Huang B., et al, (2003). Identification of Novel Recognition Motives and Regulatory targets

Likewise as was noted earlier, Dailey et al.²⁹ used similar survey instruments and approaches to interview both newspaper editors and broadcaster. Their nationwide study of 372 newspaper editors found that about 30 per cent were involved in news gathering relationships with TV station. In addition newspaper partners were frequently found to participate in functions associated with convergence, such as sharing news budget, promoting the partners content and requiring stuff to appear in TV broadcasts. In the study it was found that half of the television news organizations in the United States had partnered with a newspaper. As reflect in the 2004 study, these partnerships were characterized by cross-promotion of the partner's content and some sharing of daily news line-ups. This is also similar to what pertains to Ghana, currently. Metro TV has an arrangement where it does cross-promotion of front page stories of Daily Newspapers overnight. Although, some newspapers have counted that arrangement as one possible cause for newspaper sales decline.

2.4.1 Product Differential

³⁰In some studies there has been some relationship between convergence and monopoly. In perfect competition, firms all supply an identical, standardized product. In monopoly, one firm sells a unique product, although that product may have indirect substitutes. Monopolist competition, as the term suggest, represent a

²⁹ Daily, Demo & Spillman, M (2004), Newsroom partnership Survey, Executive Summary

³⁰ Chyi, H.I., & Slyvie, G. (1998). Competing with whom? Where and How? A structural Analysis of the Electronic Newspaper Market.;

mixture of these two situations. The primary feature of monopolistic competition is the product differentiation, where firms compete by selling products that differ slightly from one another. Products differentiation occurs in most consumer markets. However, media products have often been very standardized. For instance, Powers ³¹noted that it is difficult to distinguish among different local newscast if one is not familiar with the stations' news personalities. Thus, she reported, even when viewership of local news was falling nationwide, many stations were reluctant to experiment with product differentiation.

Convergence partnerships also appear to offer an attractive approach to product differentiation for local broadcast organization, or at least the stations in the top 200 market survey for a study in the United States of America. For these broadcasters the appeal of partnership with newspapers is that the newspapers' report in depth. The definition of partnership can extend from sharing reporting tips to working together on investigative projects, which most likely would be promoted extensively on the broadcast media as well as by the newspaper partner. In addition newspaper reporters may appear on their partner station's broadcasts as "expert" sources, while popular newspaper sports writers or columnist may be featured on air in special segments of shows. The internet, however, may offer even more attractive ways of differentiating a newspaper brand. It provides the same competitive edge as broadcast, in addition to new story telling possibilities. ³²Chyi

31 Powers, G. (2000) *The Cultural Transformation of Newspaper: A comparison of Management and Rank and File Attitudes towards a conceptual model of organizational development*. See also; Miller, H. W., (Vol 4, 2007). *Advances in Communication & Media Research*

32 Chyi, H.I., & Slyvie, G. (1998). *Competing with whom? Where and How? A structural Analysis of the Electronic Newspaper Market*.

& Sylvie studied the role of the electronic, or online, newspaper in the media market place. They suggested that from the company's perspective, competition make sense in terms of profit making only if the two media can attract mutual exclusive audiences. To accomplish this, electronic newspapers should however, try to reduce substitutability with their print counter-parts, or to differentiate themselves.

Chyi & Sylvie writes that online papers should avoid relying on what they termed "shovel ware-moving" whatever is published in the newspaper on to the web without further developing the information. This is the case of Graphic Communications group. When online newspapers fail to distinguish themselves from their print editions people may not bother to read online for the same information available in the papers print edition. The authors argued that electronic newspapers distinguish themselves from traditional media by developing internet related features.

As different media satisfy medium specific needs, any new communication technology trying to survive must successfully define itself by fulfilling pre-existing needs or creating new need, thus services such as interactive forums, searchable news archives , online surveys, online transaction, up- to-the- minute information, life chat rooms , and audio/video presentations would make electronic newspaper a distinct medium and give internet news as opposed to TV news, cable news, radio news, or print news – technological definition.

Another important factor³³ involves how print newspapers think about their online experiments. Due to the inevitable interrelation with their print counterparts, many online newspapers have not become independent entities, not even conceptually. However, implementing inter-media product differentiation requires new ways of conceptualizing news. Chyi and Sylvie cite the example of how, in covering a spectacular murder case, Denver-area newspapers used their web sections to provide 'a mix of articles, sound files, discussion groups, and other material'. So in the context of online newspapers, product differentiate refers to the development of internet-specific features. The general principle remains-online papers must distinguish their product from print versions.

2.5 Convergence

³⁴Although scholars generally still do not agree on an exact and complete definition of the word convergence, it is known broadly as the coming together of computing, telecommunication and media in digital environment. The Latin word for two entities coming together is convergence, and might first have been described in the literature by a theologian named William Derham.

The first introduction of the concept media convergence into media research might have occurred even earlier, in 1979, when Nicholas Negroponte presented a convergence model based on three intersecting circles.

³³ Chyi, H.I., & Sylvie, G. (1998). Competing with whom? Where and How? A structural Analysis of the Electronic Newspaper Market. See also Miller, H. W., (Vol 4, 2007). *Advances in Communication & Media Research*

³⁴ Appelgren, E., (2004) *Convergence and Divergence in Media: Different Perspectives*

Trying to explain the phenomenon of convergence, Golding and Murdock³⁵ described convergence in the following manner: For the first time, all forms of communication – text, statistical data, images both moving and fixed, music and speech, can now be encoded, stored and forwarded with the same fundamental digital vector of zeros and ones, the language of the computers. The result is that the boundaries for what up until today have been separate areas of communications are now blurring. This definition of convergence is essentially a description of digitalization, which along with Negropontes circles are a common ground and starting point for defining convergence.

In Europe, during the 1990's, convergence was considered to be the driving force behind developments in telecommunications, media and information technologies. In 1997, the European Union presented a definition of convergence suggesting two possible uses of the concept, the first one being the possibility for many types of networks to distribute principally similar services and the second being the merging together of different electronic appliances such as telephones, television sets and computers.

The confusion and disagreement around the definition of the term indicates the far-reaching consequences of the changes taking place in mass communication today. Indeed they speak to the fact that there are many forces changing in ways that we do not yet have adequate prescription for, nor do we fully understand yet how these

³⁵ Appelgren, E., (2004) *Convergence and Divergence in Media: Different Perspectives*

changes will affect us. For now, convergence seems to come closest to encompassing many of these forces.

Three main categories of convergences can be looked at to frame our understanding of the changes taking place today in the media industries. These are technological convergence, economic convergence and cultural convergence. These three categories actually overlap in many ways.

2.5.1 Technical Convergence

Some 20 years ago, Pool³⁶ coined the term “convergence of modes” and offered an early conceptualization of media convergence as a process of “blurring the lines between media.” According to him, the traditional divisions between media industries, such as the newspapers, broadcasting, and telephone networks, were slowly collapsing due to the growing use and influence of digital electronics (see also Mueller³⁷). Therefore, the term “technical convergence” has come to signify the *“coming together of all forms of mediated communications in an electronic, digital form, driven by computers”*³⁸, (see also Blackman, Vallath³⁹). Technological convergence is not without its critics, though. For instance, Noll⁴⁰ argued that because television sets increasingly incorporate digital components this

³⁶ Pool, I. De S. (1983). *Technologies of Freedom*, Cambridge, MA: Harvard University Press

³⁷ Mueller (1999), *Digital Convergence and its Consequence*,

³⁸ Pavlik, J.V (1996) *New Media Technology and the Information Super Highway*.

³⁹ Dupagne, M & Garisson, B (2006) *The Meaning and Influence of Convergence*

⁴⁰ Noll, A. Michael (2003) “The Myth of Convergence”, *International Journal on Media Management*

does not automatically mean that television and computers are merging into a single home appliance. This definition according to Noll limits convergence to only technology. There is therefore a disagreement with this definition.

2.5.2 Economic Convergence

As the European Commission's (1997) Green Paper plainly stated, convergence goes beyond technology: "*it is about services and new ways of doing business of interacting with society.*" Economic convergence, also known as market or industrial convergence, can take place at the user or institutional level. User-oriented economic convergence may or may not involve significant vertical integration activity because it targets products and services, not acquisitions. For instance, some cable network operators can offer cable and broadcast programming, video on demand, voice over Internet Protocol, and Internet access in a bundled fashion on the same wired platform.

At the institutional level, economic convergence emphasizes multiple but integrated platforms. John Haile⁴¹, dubbed this form of convergence "complete convergence" and defined it as "*a single business operating with multiple platforms: common management, adverts sold across multiple media, and a shared news operation*" Aaron⁴² et al. As Killebrew⁴³ points out, the cross-promotional value of sharing and presenting information across platforms could bring about greater advertising revenues. But even such convergence advocates as Robert

⁴¹ A former Orlando Sentinel Editor in the USA and a media consultant

⁴² Aaron et al (2002) Convergence, Defined, Press Time, May, P18

⁴³ Killebrew, K. C. (2005) Managing Media Convergence: Pathways to journalistic Co-operation.

Decherd⁴⁴, Chairman and Chief Executive of Belo Corporation questioned the economic expectations of this type of integration. *“There is a belief on the part of some people in the financial community that there are tremendous efficiencies and revenue opportunities associated with any cross-ownership . . . That is just not correct”*⁴⁵.

So far, institutional economic convergence, which is supposed to produce cross media mergers, has not fared well in the marketplace, often because of philosophical and management differences. The failures of the AOL Time Warner and AT&T Broadband mergers are two often mentioned cited as examples. Mueller contends that most of the mergers and acquisitions after the Telecommunications Act of 1996 have fallen within the horizontal integration category which involves the acquisition of companies or units that operate at the same level of production as the acquiring company, see also Dennis⁴⁶. Chan-Olmsted⁴⁷ reported that despite a 200 percent increase in the number of transactions in the radio, television, cable, and telephone business between 1991 and 1996, the primary merger and acquisition strategy remained intra-industry, that is, merger between same media platforms.

2.5.3 Cultural Convergence

The term “Culture” is often a loaded word, and its definition is even harder to pin down than the term “convergence”. The notion of culture can refer to anything

⁴⁴ Robert Decherd, Chairman and Chief Executive of Belo Corporation a leading media group that owns a newspaper and/television combination in Dallas.

⁴⁵ Steinberg, J., Sorkin, A.R (2003) Easier Rules May not mean nor More Newspaper

⁴⁶ Dennis, E. (2003) Prospects for a Big Idea: Is there a Future for Convergence?

⁴⁷ Chan-Omsted, S. M (1998) Mergers Acquisitions and Convergence: The Strategic Alliances of Broadcasting

from a long distant tradition or heritage shared by group of people to a specific professional group's particular way of seeing the world or behaving as with, for example, "newsroom culture".

In this study reference to culture as something that characterizes the practices, beliefs and values that interacts with and influence each other in creating a shared worldview, or way of understanding the world, among group of people.

From this definition, one aspect of cultural convergence comes from the process of globalization of media content. Cultural convergence occurs, for example, when an television series airs in the United States of America like *Sex and the City* becomes widely popular among female office workers in Nigeria, or when a Mexican telenovela such as *Alca Copo Bay* gets high viewership among television audiences in Ghana and indeed become a favorite of many households, the popularity of such television shows across a variety of cultures demonstrates that there is some respect to them that foreign audiences identify with or aspire to and indicates that there may be more in common between young professionals in Nigeria and one in New York City than will first appear.

However, cultural convergence can be seen from the perspective of how media content is created, distributed and consumed. The shift from a largely passive and silent audience that consumes media produced by large-scale media companies to an audience with nearly equal ability to produce and distribute its own content is one of the major issues related to the new media, especially social media. Social media tools such as YouTube, Facebook gives media consumers the ability to

design their own content and distribute across these platforms at virtually no cost to them.

A central premise of this kind of convergence is that although there will continue to be mass communication in the sense that media companies and others will continue to produce messages for large audiences, frequently audiences may receive messages tailored to each individual, and audiences are empowered to become much more active in their engagement with communication than they have been. Furthermore, what was traditionally well-thought-out to be interpersonal communication, such as email, can be distributed through online networks in the same way that mass communication can, making the dividing line between interpersonal and mass communication increasingly hard to distinguish.

2.5.4 Convergence Effects

Some studies have investigated whether media convergence yields direct effects on media use, content diversity, newsroom practices, and curriculum structure.

In recent years, a growing number of convergence-type products and services, such as Television and personal computers (TV/PC), home media centers, voice over internet protocol, multi-function cell phones, and streaming technology, have been introduced on the market. But the evidence of convergence effects on individuals' media use has been mixed: a single device or Web based application offering multi-media attributes does not necessarily replace or displace traditional media usage. For instance, a survey conducted in America shows that while 22 percent of Americans reported using Internet radio or video in December 2004, the same

survey also indicated that 82 percent of the respondents plan to continue to listen to over-the-air radio in the future as much as they do now.⁴⁸ In the Lin⁴⁹ study, respondents who expressed greater interest in streaming were also more likely to consider newspaper and radio content substitution (but not television content substitution), to watch less television, and to spend less time on magazines (but not on newspapers). Kayany and Yelsma⁵⁰ concluded that *'time displacement effects are not uniform but different by medium and by communication activity.'* At the corporate level, a few studies have assessed the impact of newspaper-television cross-ownership on local news coverage bias, quality, and output. For instance, Pritchard⁵¹ analyzed whether 10 cross-owned newspaper-television combinations displayed a consistent slant in their news coverage in favor of a particular presidential candidate during the 2000 election. In five combinations, including Tampa, the overall slant of newspaper coverage was significantly different from that of television coverage. While most of the coverage of Media General's WFLA-TV was coded neutral, coverage of The Tampa Tribune was deemed pro-Bush. Another FCC report found that affiliated television stations that own daily newspapers aired more local news and public affairs programs and received more awards than those without such newspaper ownership (Spavins⁵² see also Project for Excellence in Journalism, 2003). Little research has examined how convergent

⁴⁸ Rose, B., Lenski, J. (2005) Internet and Multimedia 2005: The undemand Media Consumer

⁴⁹ Lin, C. A. (2004) Webcasting Adoption: Technology Fluidity, User Innovativeness and Media Substitution

⁵⁰ Kanyany, J.M., Yelsma, P. (2000) Displacement effects of Online Media in the Socio-Technical Context of Households

⁵¹ Pritchard, D (2002) View point Diversity in Cross-owned Newspapers and Television Stations: A study of the 2000 Presidential Campaign

⁵² Sparvins et al (2002) The Measurement of Local Television news and Public Affairs programs.

news operations, such as those at the News Center in Tampa, have affected newsroom practices, roles, and culture. Zavoina and Reichert⁵³ reported that photo editors working for the printed version of a daily newspaper handled photographic content differently from their Web director counterparts working for the online version of the same newspaper. Killebrew contends that *'Reporters, editors and the supervisors charged with making convergence or 'new media' journalism a reality are finding a great deal of conflict in the workplace today.'* Although he does not present specific empirical evidence, he assumes that convergence will disrupt news operations due to differences in cultures and decision making procedures.

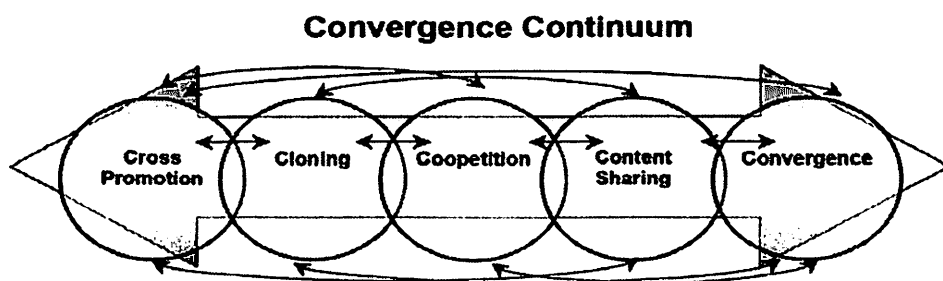
2.5.5 The Convergence Continuum

According to Dailey et al, cross promotion is defined as when partners cooperate and promote each other through their media publishing channels. Cloning is the stage where material is re-published in several publishing channels with minor adjustments or re-editing. Co-opetition is when material is shared among several of the competing but cooperating partners involved. Content sharing is where the partners involved exchange material and publish it in their respective publishing channels, after repackaging the content to suit each specific publishing channel. Full convergence exists, according to the authors, at the level where the cooperating partners share a central news desk. The work is performed in groups with representatives from several publishing channels, and the group members cooperate

⁵³ Zavoina, S., Reichert (2000) Media Convergence Management Change: The Work evolving workflow for visual journalists.

in both gathering and disseminating the news. In this manner it is possible to use the strengths of the different media publishing channels and emphasize aspects in the specific news content in different ways depending on the chosen publishing channel. For true convergence to happen, the designers of the Convergence Continuum model believe that the partners involved need to agree on news values. Dailey et al describe this model in detail. The graphical representation of the model, however, is hardly intuitive as the areas toward convergence are placed on a straight line, with arrows pointing between all areas. It would seem simpler to place the circles on a circle with all areas intersecting, much resembling the model presented by Negroponte⁵⁴ in 1979. To use the model to measure the effects of convergence in a uniform way in order to compare results seems like a difficult task since convergence is not measurable unless target variables are introduced. Some measure of time, money or other resources is required to enable such comparisons to be made.

Furthermore, this model is applied to convergence in newsroom content sharing, and is of little relevance to other types of convergence processes.



⁵⁴ Appelgren, E. (2004) E-Paper Production Workflow: Adopting Production workflow processes for newsprint.

Lawson-Borders suggest another model of convergence, where the starting point is that convergence is a concept as well as a process. She does not discuss creation of content to the same extent as is discussed in the Convergence Continuum, but has more of a technological approach. She claims that convergence could be described as a wedding of technology and content delivery by means of computer technology. She describes convergence as distribution of content through the blending of traditional and new media which leads to doors opening to new opportunities in the media industry. The consequence of this convergence process is that the traditional one-way communication model is modified to include two-way communication.

Lawson-Borders, Jenkins ⁵⁵ has identified seven observations of convergence all beginning with the letter c: Communication, Commitment, Cooperation, Compensation, Culture, Competition, and Customer. According to the Author, these seven areas are partly overlapping and can serve as a guideline for best practices to expound on convergence both as a concept and a process. The difficulty of using Lawson- Borders, Jenkins image of convergence as is that the consumer and the market are left out of the discussion. If the model is two-way oriented, the consumers should be included.

The suggested seven areas of convergence are however important. The two areas of compensation and culture are often left out of the discussion even though they are of great importance for both those working in media and for the audience. For journalists working with multiple media, compensation is of interest, since many

⁵⁵ Appelgren, E., Nordqvist S. (2003) "Evaluating Digital TV as a Publishing Channel for Newspapers" In Proceedings of the TAGA 55th Annual Technical Conference, April 2003, Montreal, Canada.

models for compensating journalists still are based on the belief that journalists work with one single medium only. As content is published globally, cultural differences might influence the popularity of the content as well as the way it is presented to suit its audience.

Contradictory to Lawson-Borders, Jenkins divides convergence into five areas, technological, economic, social or organic, cultural and global convergence. Technological convergence is the digitalization of all media content, economic convergence deals with the integration of the entertainment industry and the social or organic version of the process which handles the consumers multitasking strategies for navigating the new information environment. According to them, cultural convergence is the explosion of new forms of creativity at the intersections of various media technologies, industries and consumers.

Finally, global convergence is the cultural hybridity that results from the international circulation of media content. This definition is in line with the authors belief that convergence is a process rather than an effect and that it is important to distinguish what area of media convergence that is discussed.

2.5.6 Newsroom Convergence

"Convergence is using the resource at a newspaper to bolster the product on other media. Convergence is using the newspaper story in other media. It is not a loss of voices. Convergence is making the best use of your newspaper. The whole objective is to have a fully informed public, so convergence is making news available in all

*forms to reach as many people as possible, one story serving more than one purpose*⁵⁶.

A very critical component of convergence is the newsroom convergence. It is critical in the sense that building a cross-cultural functional newsroom that delivers multiple news platform for readers, will require some form of convergence within the newsroom that is the breaking down artificial barriers to a one seamless newsroom platform. That is the physical presence of all the actors in the convergence system.

Convergence in media content production is also discussed by Enlund and Lindskog⁵⁷.

They describe editorial convergence but also convergence of devices used for displaying content.

According to them, many devices are incarnations of the same basic technical solution and they believe that these devices can converge toward a generic media machine. Enlund and Lindskog exemplify convergence in content production as integrated computer systems supporting news production for a number of publishing channels. These definitions use convergence as a way of denoting ongoing developments within media. Enlund and Lindskog argued that the devices

⁵⁶ Keith Wheeler, Associate Managing Editor, Broadcast and Online, Orlando Sentinel, Florida, USA).

⁵⁷ Appelgren, E (2004) E-Paper Production Workflow: Adopting Production workflow processes for newsprint

are converging even though the content published in these devices at the same time may be diverging.

The number of media channels increases with the new possibilities in the content production technology. At the same time Enlund and Lindskog might be right in denoting it as convergence since the same content can be published in all the different media publishing channels. A TV can in this manner be used for surfing on the Internet and a computer for watching TV programs.

“Convergence is serving the customer with multiple channels making use of the basic raw material which in our case is mostly news and current information” says Ari Valjakka⁵⁸.

Convergence in journalism means different things in different situation. *Convergence is generally seen in terms of increasing co-operation and collaboration between the formerly destruct newsroom”* according to Mark Deuze, (University of Amsterdam, the Netherlands.)

According to Kerry Northrup⁵⁹, convergence coverage should be driven by the significance of the news event. That is, the importance of the story will dictate the converge and breath of the reporting. Multi-media assignment editors will decide on the most appropriate media for telling the story. From his perspective therefore a major fire outbreak in heart of Accra for an example may require a team of still photographers, video-journalist, online specialist, and reporters. The people who allocated stories to reporters are the key people in convergence journalism. Those

⁵⁸ Ari Valjakka , Editor-in-Chief of Turun Sanomat, Finland.

⁵⁹ Kerry Northrup , a former Director of Infra-Sponsored Newplex

editors need a mindset free of any one medium: *"A true multiple media will be one who recognizes, for instance that breaking news reporting is no longer a staple of print journalism and therefore printed newspaper content must rise to a higher level while working in concert with its online "siblings"*. Northrup was adamant that converge with the effort is measured by whether it gives news consumers something more than available to them before the media combined, by whether it results in some added value for the local news and information market place. If not, it is just an internal work flow exercise that will not significantly reposition the media company.

According to Giner⁶⁰ newspaper companies in the early twenty-first century were experiencing what happened to the circus business half a century earlier. "The one-man circus became a one-ring family circus and the one-ring family circus became the three-ring family circus". But integration was merely "co-operation". Different family circuses with different cultures (animals, clowns, musicians, singers, juggles and acrobats) shared the same unit, but in each ring they still were acting as a single circus. Real convergence only came when circuses mixed animals and people under the same unit and appointed a "three-ring master", my best advice is thus: go to Lingling Brothers and Barnum & Bewley circus and there, not in the newspapers you will see the greatest convergence show on earth! They are the real integrators, not the newspapers that still are in the era of three separate "rings" - Giner.

⁶⁰ Quinn, S. (2005), *Convergent Journalism: The Fundamentals of Multi-media Journalism*

Communication is a key factor in this full convergence process. If a story evolves to the point where one report is not enough, that reporting needs to be sufficiently flexible to know when and where to call for help will not lead to ridicule people. On the multi-media desk also need to be trained to assess a story and send the most appropriate individual in team. All information (image and text) must be fed into a central database from which relevant materials can be extracted to tell the story in the most appropriate way. Most reporters will remain specific to one medium, though the organization will employ a core of people experts in reporting in multimedia format and with time the proportion of these people will grow. These people will be prized. All budget will need to be linked so that each convergence partner knows what others are doing and covering. Editorial managers need to know enough about the strength of each medium to be able to discuss potential multimedia facets stories.

All of these necessities are change of mindsets and attitude among media managers and a willingness to learn about the potential of each medium to tell stories in different ways. The team is more important than tone wolf reporter because teams will produce better multimedia reporting. It also means that news organization will need to invest in widespread training, to teach journalist skilled in medium how to tell stories in another, as well as spend money on equipment. This form of convergence is expensive and complicated. In the more advance countries the concept of one-man band is evolved especially for television reporters. The concept notes the reporter being his/her own camera person, sound person and the reporter, a one man team.

The convergence process also requires significant organizational change. Newspaper consultant Andreas Pfeiffer said, newspapers were moving inevitably in the direction of convergence. But he issued a word of caution: “*what has become clear, however is implementing this word to dismember what is being required more and more in news rooms as journalism move into the digital age, it is flexibility. In an industry in which flexibility always has been an important element for success, it now seems to be vital for survival*”.⁶¹Convergence is about both survival and change.

In October 2003 BIG research of Columbus, Ohio, published a study showing that almost three in four consumers need multiple media simultaneously. The study found d that 74.2% of people regularly or occasionally watch TV and read newspapers at the same time and 66.2% regularly or occasionally watch TV while going online⁶².

At the same time the media consumption was growing, individual news media were seeing their market shares declined and people were willing to pay for media. The 2003 communication industry in the United States forecast reported that the media that consumers subscribed to (such as paid content TV) combined to grab market shares for advertising supplied media (such as newspapers or network TV). The former gained 10 points between 1997 and 2002. Ifra’s Northrup concluded that:

“More people are containing more news and information content than ever before. And they even seen increasingly inclined to pay for

⁶¹ Quinn, S. (2005), *Convergent Journalism: The Fundamentals of Multi-media Journalism*

⁶² (API 2003).

it. Forward thinking news organization are responding to this opportunity with strategies that involved combining content format and delivery channel to tap into new audiences and to better mirror the way contemporary news consumers integrate print, video, online and mobile to satisfy their need to be informed”.

“News information is all around: on mobile phones, newspapers, portable data assistants such as palm pilots, television, interactive and cable TV, the internet, teletext, kiosks (units which display the news in public places), radio, video scenes in hotel elevators, video programming for airlines and much more. The concept of news is changing all the time, it is becoming more personalized, more service-oriented and less institutional”.

In a fragmented market the ability to reach as many potential audiences as possible becomes highly attractive and may ultimately decide whether a news organization survives thence coverage makes it possible to reach more audiences.

Ulrik Haagerup⁶³, looked at the situation from a different perspective but came to the conclusion that convergence is about the mindset *“it is only in English that “newspaper” has something to do with technology or architecture. It has everything to do with the mindset. People out there are moving fast. They are changing the way they use news media and we have to change with them. Put the customers first”* he said.

⁶³ Ulrik Haagerup , Editor of Nord Jyske in Northern Denmark.

CHAPTER THREE

METHODOLOGY

3.1 Research Introduction and Methods of Data Analysis

This chapter captures the methodology employed in gathering and analyzing data from the data so gathered. ⁶⁴All methods used by a researcher during research study are termed as research methods. This process includes planned, scientific and value-neutral. Research methods calls explanation based on collected facts, measurements and observation and not just limited to reasoning alone.

This chapter therefore provides an insight into the research design that were used in gathering information from the *Daily Graphic*. It also states the study population and sample as well as the instruments and procedure used to collect data.

3.2 Research Design/Methods

Okafor⁶⁵ defines research design as a plan that a researcher has to take in order to tackle a problem. The research design provides with the logical sequence that connects with the claim, data or evidence Leary⁶⁶. The decision to use any strategy depends on the nature of work, the objectives of the study, the level and nature of the research questions and the practical considerations related to the research environment among others.⁶⁷

⁶⁴ Rajaskear, S (2006) Research Methodology

⁶⁵ Okafor (2009)

⁶⁶ Leary, D. (2010) Learys' Group Organization

⁶⁷ Shih, (1998)

For this study the research design, because of the nature of the topic, which is on convergence, the research was focused on qualitative methods. Qualitative in the sense that we need to have a better understanding of the topic by observing and participating on the research work, hence an in depth informal interview that allows for space and a relaxed atmosphere for discussions and feedback on the subject. This was the method adopt for data collection from Graphic Communications Group Limited.

According to Carbetta⁶⁸, qualitative research is soft, rich and deep. According to S.H. Priest, researcher are more likely to also recognise the value of interpretive methods, that is methods that the researcher makes use of (rather than ty to eliminate entirely) the thoughts, feelings and reactions of the researcher. Interpretative methods are generally qualitative ones, the results are expresses in language rather than in numbers. Therefore, for this study, a lot more of the interpretivist approach was use

According to S. H. Priest⁶⁹ qualitative research methods are designed to explore things that cannot easily be summarised in numerical terms. Description observations of another cultures' rituals, interviews that used open questions and verbal analysis of the tone of the arguments in a set of newspaper editorials are all examples of qualitative, that is they rely on the interpretation and analysis of what people do and say without making heavy use of numerical analysis. This research

⁶⁸ Cabretta, P (2003) Social Research Theory

⁶⁹ Priest, S.H. (1996) A Handbook of Media and Communication Research: Qualitative and Quantitative Research

will therefore be based purely on descriptions and observations of the respondents without any numerical terms.

Qualitative research is a scientific research method that consists of an investigation which seeks answers to questions, systematically uses a predefined set of procedures to answer questions, collects evidence and produces finding that were not found in previous studies and also produces finding that are applicable in this study.

A systemic approach was therefore use in the research to predefine the set of procedures to answer questions from the respondents. For instances open-ended questions and generalised questions were some of the questions to open up the discussion. Follow-up questions were also used to gain more understanding from the respondents.

Additionally, it seeks to understand a given research problem or topic from the perspectives of the local population it involves and is especially effective in obtaining culturally specific information about the values, opinions, behaviours, and social contexts of particular population⁷⁰.

It is also a process in which the researcher goes to the people, setting or site being studied so as to observe the behaviour and events.

Awagah⁷¹ posits that qualitative research is intended to penetrate to the deeper significance that the subject of the research ascribes to the topic being researched.

⁷⁰ Wyse, J (2011) Media Group Corporation

⁷¹ Batsa, D. (2010) Research Corporation

It involves an interpretive, naturalistic approach to its subject matter and gives priorities to what the data contribute to important research questions or existing information.

Therefore, the research method was do an informal interview of respondents drawn from Graphic Communications Group, and draw inferences from what the respondents had to say with regards to the phenomenon being studies.

3.3 RESEARCH/TARGET POPULATION

McMillan and Schumacher⁷² describe a population ‘as a group of elements or cases, whether individuals, objects, or events that conform to specific criteria and to which we intend to generalize the results of the research’.

In conducting a study, it is not possible, practical and sometimes expensive to gather data by considering entire population. Therefore smaller chunks of a unit sample are chosen to represent the relevant attributes of the whole of the units⁷³ (Graziano and Raulin, 1997).

For the purpose of this study the researcher chose this population from among the workers of Graphic Communications. A sample of the population of the general staff of the company were chosen based on their experience.

⁷² Macmillan, J. H., Schumacher, S (2001) *Research in Education: A conceptual Introduction*

⁷³ Graziliano, A. M., Raulin, M. L. (1997) *Research Methods, a Process of Enquiry*

3.4 Sample Size

A sample size represents the part of the larger population that will be used by the researcher to elicit information. Sample size for this study will be 3 Senior Executive, 2 senior Managers and 3 journalists were interviewed by the researcher. These sample are representative of the entire population of Graphic Communications Group. They are **Yaw Boadu Ayeboafoh, *the then Acting Managing Director of the Graphic Communications Group***, **Mr Ransford Tetteh, *the Editor of the Daily Graphic***, **Mr John Tagoe, *Strategy Manager***, **Mr Albert Salia, *Deputy News Editor, Daily Graphic***, **Mr Isaac Yeboah, *Online Editor***, **Ms Rebecca Quiacoe Duhu, *Staff Writer***, **Rebecca Kwei, *Staff Writer*** and **Enoch Darfah Frimpong, *Senior Reporter***. Because the research is on strategic management decisions with regards to convergence as a business case of staying ahead of the competition the research focuses on a sample size to gain understanding of the management principles and strategies for Graphic Communications Group Limited.

3.5 Sampling Technique

Sampling technique is a form of non-probability sampling in which decisions concerning the individuals to be included in the sample are taken by the researcher, based on a variety of criteria which may include specialist knowledge of the

research issue, or capacity and willingness to participate in the research⁷⁴. A purposive sampling technique was adopted by the researcher.

The size of the sample depends on the kind of data analysis the researcher want to perform. Also, when the population is homogeneous small sample size is sufficient for the study ⁷⁵.

Purposive sampling because the researcher was specific with respect with the particular characteristics needed for sample to have. Purposive in the sense that we needed specifically 3 senior executives, 2 senior managers and 3 journalists. Thus, the methods were purposive in choosing respondents with specific positions or job descriptions there was also random sampling as to which persons to select from within the lot that met the requirements. For instance the 3 journalists were randomly selected through the process of lots but the convenient method was also used in the approach hence the selection of Graphic journalists who are based in Accra and were readily available.

Therefore, non-probability sampling technique namely purposive and convenience sampling methods were used to select respondents based on specialist knowledge and capacity in the research area. Purposive in the sense that we need to gauge the understanding of the phenomenon by the senior managers of the Graphic Communications Group Limited.

⁷⁴ Batsa, D. (2010) Research Corporation

⁷⁵ Neuman, W. L. (2007) Basics of Social Research: Quantitative and Qualitative Approaches

3.6 Data Collection Procedure and Instruments

⁷⁶According to W. J. Ray one of the main advantages of face-to-face interviews especially, if the survey is somewhat complex such as convergence, is that you are able to achieve a better idea of the psychological set from which the person is answering the questions. For example you can judge the respondents understanding of the issues and you can always clear up any ambiguity or misunderstanding of the question. Face-to-face interviews were used in this study. To facilitate the likelihood of eliciting the appropriate responses, a questionnaire as well as questionnaire guide were formulated. Interviews were conducted with the help of specially designed interview guides for each respondent. Interviews are interactions where the researcher asks the questions directly either face to face. The technique used also allowed for the researcher to ask follow up questions. It also allowed for the respondents to elaborate more on their answers. The informal nature of the interview allowed for free flow of information and in-depth discussions.

Questions contained in each guide varied depending on the type of respondent. Data collected was obtained from both primary and secondary sources.

⁷⁶ Ray, W. J. Ray (2006) *Methods Toward a Science of Behavior and Experience* (7th Edition)

3.7 Data Sources

3.7.1 Primary Data

The primary source of data includes information that was gathered from the face-to-face interviews with the respondents to solicit first-hand information on the topic.

The advantage of using primary data is that they are more reliable since they come from the original sources and are collected specifically for the purpose of the study, in this case a face-to-face interview.

3.7.2 Secondary Data

Secondary data are data which is new to the research or which have not been collected with a specific purpose. ⁷⁷Church states that secondary data analysis may be based on the published data or it may be based on the original data and that secondary data analysis based on published data has been used effectively in research. In another study Weijun⁷⁸ noted that secondary data can be based entirely on documentary or survey data or documented information. Data collected from the secondary sources significantly complemented primary data and enhanced the interpretation of the results.⁷⁹

The secondary source of data for this study includes review of journals articles, both published and unpublished materials, and textbooks and company data.

⁷⁷ Church, R. & Clark, C. (2001) Product Development of Branded Packaged Household goods

⁷⁸ Weijun

⁷⁹ Batsa, D. (2010) Research Corporation

3.8 Data Handling, Analysis and Interpretation

The data collected was organized in relation to the research question of the research work. The data was collected through audio recordings, and notes written. The audio recordings were transcribed verbatim and analysed. Data was also gathered through observation for the period of the research at the Graphic Communications Group head office. The researcher observed from the Graphic newsroom during the period of the study.

Data analysis was purely interpretivist approach to understand the phenomenon that is subjective interpretation of the data so gathered.

3.9 Limitation of the Study

The study was unable to capture all the stake holders involved with all sectors of business at Daily Graphic due to time constraints and lack of knowledge on the subject area. Any research work in this area in future should also extend that research to cover other areas of the media such as television and radio and how a convergence strategy could work for such sectors as well.

3.10. Ethical Considerations

Ethical issues arise from the kinds of problems social scientists investigate and the methods used to obtain valid and reliable data.

Acting ethically requires that a researcher balance the value of advancing knowledge against the value of noninterference in the lives of others. The law and codes of ethics recognize some clear prohibitions: never cause unnecessary or

irreversible harm to subjects; secure prior voluntary consent when possible; and never unnecessarily humiliate, degrade, or release harmful information about specific individuals that was collected for research purposes⁸⁰

The issues of ethics raised in this research had to do with confidentiality of corporate financial figures and the subjective views of the researcher.

⁸⁰ (Neuman, 2007: 50-57).

CHAPTER FOUR

DATA FINDINGS & ANALYSIS

4.1 Introduction

In this chapter, the data gathered is presented on the interpretivism approach analyzed and presented. The analysis and the presentation focused on four main themes in line with the objectives of the study; the relevance of new media to Graphic's operations, the effect of new media on sales and growth of Graphic Communications Group, how Graphic can transform its business through a convergence strategy that delivers on profitability, and how Graphic Communications can make good use of the new media without losing out on its core traditional newspaper business. The data gathering was done over a one-week period. The researcher also had the opportunity of observing during the period of the study at firsthand how Graphic operationalizes its convergence strategy or otherwise.

4.2 Background Information of Respondents

Eight people participated in the study. The interviewees were made up of 3 senior executives, 2 senior managers and 3 senior journalists. The interviewees are all employees of Graphic Communications Group. It is clear from the responses that all the respondents are well educated and have the capacity to discuss the issue at hand. It was also important to find information on the duration of service the employee had had with Graphic. The responses indicate that majority of them have worked for more than 10 years. Indeed the 3 senior executives have over a

combined experience of close to 60 years at the top executive level of Graphic Communications Group Limited. All the interviewees exhibited a high level of maturity with respect to the issue at hand. The number of years an individual remains in employment enhances or attests to his/her level of experience. It can therefore be said that majority of the employees are experienced in the respective area of operations. They also clearly understood the concept of convergence although, it was also clear that there were some variations with respect to the answers to some of the questions as will be shown in the analysis.

The responses to the questions have been broadly group into the following areas;

4.2.1 Does Graphic Communications Group Have a Convergence Strategy?

Responses from John Tagoe, Strategy Manager

Yes Graphic has a convergence strategy. What we trying to do is knowing the trend about what is happening globally about the newspaper industry what we are trying to do is to build some synergies and the synergies is to ensure that even as there is a downward trend on the newspaper industry we will just hook up to what is trending in new media and also ensure that loses that are being made in terms of the hard copies are gained in terms of new media. So we have just introduced this in a pilot form a digital newspaper which is running and then there is that possibility that it will run till the end of this month then we will request for subscription and the target audience is I mean those in the

outlandish areas that don't have the privilege of buying the hard copies, and then Ghanaians in the diaspora yeah , what Ghanaians in the diaspora what they do is they just hook on to especially Ghana web and that is where they get their Ghanaian news. But knowing very well the credibility and authenticity of the news that Graphic churns out we believe we have that assurance that when the digital newspaper is unbilled the patronage will be over whelming.

Response from Yaw Boadu-Ayeboafoh, Director, Newspapers

There is no written policy but is a convention. We haven't written down a policy but are a conventional thing. But there are times we do not send out different reports for online and for the newspapers. Actually what happens is when people are going we tell reporters that they should look for different dimensions of the story so that they can write appropriately, fitting difference, and that has been part of us because we are producing different newspapers with different tittles. We have been doing that for some time and so when the online came, it was not difficult transferring that kind of relationship also there. You know so normally now what we have asked them to do is first to tweak their stories to the online so that online will break it because what is also important as is also the quality of the presentation and therefore we encourage everybody. whoever is working here

as a journalist must be ready to send the news in the proper capsule to whichever of the mediums.

Responses from Isaac Yeboah (Online Editor)

Yes graphic have a convergence strategy. Now there is the whole business, digital business that is being rolled out and the whole plan has been to roll on from the strengths of the traditional media, newspapers, to roll on from there in terms of content wise lead with the content then roll on the additional businesses that are going to come but specifically with convergence we have a newsroom staff who have practically been fashioned for print t, so the initial attempt had been to train some of them into producing new media content, rich media content in videos and audios of cos the text is always there but some of the additions that would come in terms of the digital business out flow will be marketing tools particularly I mean business tools as in in the immediate what you are going to roll out.

4.2.2 How does the Graphic Communications Group Convergence look like?

Responses from John Tagoe

What you want to do is to look what is happening globally and globally newspaper in terms of the Americas, in terms of Europe the rate of decline is alarming and since we are

all in a global village there is that possibility and propensity that it will catch-up with us IMMA has done some research and the research IMMA have done is that the next forty years this code that has caught up with the newspaper industry in Europe and the Americas will catch-up with Africa. So must we sleep? No we have to work strategically and position ourselves such that the going concern of our business will not be underestimated.

Responses from Yaw Boadu-Ayeboafoh

Some of the nationals which are on the online are picked from the newspapers, and in order to instances what we see in the newspapers is first broken online, because of the differences in delivery particularly in situations where some hot news is broken up, we think that the best thing is to announce it online and later publish the details in the newspapers, so that is how we have been going about it.

Responses from Ransford Tetteh

Yeah we work on and on, now it's been decided that when we have breaking news, that should be that we first use our online portals because this days with social media and its effect on news dissemination I mean we cannot keep tomorrows news today so we have told our reporters

particularly very topical issues just break it on the online portals before you come and do detailed reportage for the Daily Graphic.

4.2.3. How is the Graphic online Newsroom Structured?

Responses from Ransford Tetteh

Even though we are all working under the direction of the director newspapers, all the editors have their independence and do things according to their mandates. But that does not also mean that we don't coordinate we talk a lot we discuss issues, we discuss how we can manage the news such that all of us at the end of the day will benefit in terms of the impact we make on our readers and audiences and also if it is revenue we get the kind of revenue we need.

Responses from IY

The structure, we focus generally on news and news of course the newspaper stories find space online that is for now it is about our, major product but we also I mean when you came in was telling you about the story I was doing on the president interview. Ok then the small team there also generate own upon content now not just content in terms of text we also provide audios and videos and photographs as well. So there is some, is not a very perfect one but there is

one integration with the news room, the core newsroom where we also have access to all the stories that the reporters are sending and the stories are not peculiar, not just exclusive to graphic and is a general news story we publish straight away without waiting for the newspaper but if it is exclusive then we the newspaper to then roll out before we also publish online so that has been the sought of synchronization we have.

4.2.4 Graphic Online as a complement to the print newspaper or as a competitive brand

Responses from Ransford Tetteh

Yeah there is competition, I mean there are others like even the venders who will tell you that "why are you putting your stories online?" Because of online instead of buying people will rather visit the online but that is the latest technology how best we do is such that there is some complementarity is the strategy we have been working on. We have found some new way somehow, how to do it such that the online does not eat so much into the hard copy sales revenue. But our objective really is to make online as effective as possible where anybody who gets up in the morning and has the smart phone before walking away to the newsstands can have a

feel of what our newspapers not only Graphic, the other brands look like.

Responses from Yaw Boadu-Ayeboafoh

Yes breaking news stories, but the ones that we have done serious investigations, we want people to read it in the newspaper, because is the newspaper that we are selling, the online we are not. But sometimes also we want to lure people to buy the newspaper, so we just tease a teaser of it online so that it can draw people back and you see part of our complementarity or integration process is the KR code. You know the KR code that we implant in the newspaper it takes you back to the website and so that kind of interrelation is then automatically developed. Because if we are waiting until tomorrow before the news comes to the newspaper will not give us any advantage as the first to break it online okay. So that is at the competitive level and therefore they will take credit that Graphic online was the first to have broken the news. And then on the other hand if it is a good story that is something that we want to sell then that one we will break it in the newspaper and then follow up online.

Responses from Albert Salia (AS).

Oh yes there are lots of lots of time and even reporters will say oh they story has been online but is not in the newspaper yet and they wonder why its online and yet is not in the paper, and it goes to, I mean stress or make the point that some of them do not even appreciate what the online news. They think that is should be in the newspaper first before if goes into the, it goes online. Sometimes we have had instances where, I can give you two examples that yesterday, no, the day before yesterday where there was this story about Apollonia that some soldiers who had gone to terrorize estate developers there. It was the online editor himself who did it not just for the online and also brought it to us, we have had an instance when the junior doctors also picoted but the Accountant and Controller General's department for the non-payment of their it was one of the online reporters who went there, did the repost not only the online but also for the main newspaper and so that is how it works. It goes

Responses from Isaac Yeboah

Yes severally and is on a daily basis. There has been and those occasions have been when we have technical challenges if servers are down and we need to upload then

also occasionally you may if that is not all the stories that we want to put online sometimes no. Over 90% of newspapers go online and that is not just content we are talking about stories. Yeah the stories, features and other articles but in terms of editorials and have you sometimes we don't even touch them. In several instances every story go online unless we may have published the story earlier than the newspapers did then we don't want to publish it again or repeat it but otherwise everything goes online.

Response from Enoch Darfah-Frimpong (EDF)

I wouldn't say it is fully converged as at now. It looks like now the online is in a bit of a competition with the newspaper but then, because it looks like all the content that goes into the newspaper are also published online, same content are published online, even though the online tries to sometimes write different stories from scratch but it looks like everything that goes into print goes online as well. we don't really do very rigorous editing, they are some of them that they write and we do copy and paste, there are some of them that they write to suite print but we don't rewrite them to suite online and the reason is that basically we are a bit under staffed and if we are going to be able to rewrite almost every other story it is going to take a bit of time. So we do

copy and paste sometimes and just do a little twist to some of the stories.

4.2.5 Do Graphic Reporters All Write For The Online Version?

Responses from Enoch Darfah-Frimpong

Not all the journalist, just a few, it is all got to do with the awareness because many of them were employed as print journalists, the online is kind of new and they are not conscious about online. They are a few of them that there are times that they try to write copies for online and then try to write a different copy for the newspaper as well but the chunk of them they don't just think about online. What they do is they online concentrate on writing for print and maybe the next day online will just go and copy what they did for print then reproduce it direct.

Responses from Becky Kwei (BK)

Well I write for the paper and online pick it up

Responses from Albert Salia (AS)

Usually, I will say yes and no. Yes in the sense that when it is breaking, news is breaking some of them do live update for the online before they bring it to the news desk, so to that will say yes no to the extent that most often we, online feed

on the stories that reporters have done for the news desk to be published on the website.

Responses from Rebecca Quiacoe Duhu

I write for the online sometimes.

Responses from Yaw Boadu-Ayeboafoh

*Yes depending on the nature of the news but the angles maybe different because the style online is not the same as what is in the newspaper and there may be no development also that because online has the capacity like radio to be updating from now and then, which **the newspaper cannot do.***

4.2.6 Newsroom Convergence: Is The Online Newsroom Separated From The Main Print Newsroom?

Responses from Yaw Boadu-Ayeboafoh

Yes , the online newsroom is within the other premise but we are hoping that we are going to re – design the main newsroom that then we are going to accommodate online these so that they see the physical presence also I mean contributes to the fact that is a uniform thing because when you are separated thing kind of exclusiveness sometimes but and so we are hoping to bring them into the main newsroom

also so that when the stories are coming is not like somebody deciding because everyone is available and then we share it spontaneously rather somebody sending something to somebody , everybody knows about what is going on and therefore I mean online is about it , even as we are working towards the newspaper copy.

The online unit have limited journalists because they need dedicated staff for online but because everyone is contributing, you don't need a big scale this thing otherwise it will clump the system. So the limited this thing because some of them will be doing this thing posting, some of them will do the review, some of them will be doing the updates and that. And then the rest of the stories are coming from you know five cannot work you know online virtually work 24hrs a day because you have to be updating stories, new developments come you know newspaper cannot capture that you know or the newspaper will wait and put everything together in the next day but online can be picking as and when new developments come online so online is up to the scratch on developments and those issues.

Responses from Ransford Tetteh

No I don't think about that straight forward emergence but what we are thinking of is making sure that all the newspapers and the online work under one roof. Currently the online is located elsewhere within the vicinity but going forward and that will pretty soon we are all likely to work under one roof so that there can be collaboration there, there will not be a division between newspaper reporters and online reporters we will all be working under one roof its only when it comes to the direction that we will know that supervision is coming from here and is coming from there but we will all work under one roof then we can collaborate better.

Responses from AS

Yes and in fact for, yes but basically is due to lack of space and they have been plans to I mean re-engineer the entire department or unit, editorial unit where not online but Graphic Business, all the editorial units will come under the same umbrella for coordination and effective. For now, they separated but are due to lack of space.

4.2.7 Have all the journalists in the newsroom been trained in online writing skills?

Responses from Yaw Boadu-Ayeboafoh

Well we have exposed everybody to ,but is not every one of them who i mean does that but the majority of staff are trained enough to identify online stories and the stories that they bring to the newspaper and some of them , when they are there and the stories that they are there and the stories start breaking out they quickly post it to online because they know that the newspaper it cannot come until the next day yeah but they can send it to..., sometimes court stories , like yesterday about Dr Wereko Brobbey 's this thing , you know the judge made the pronouncement. The court reporter sent a story online before he comes to the office to do the story for newspaper.

Responses from Ransford Tetteh

Not very formal training but even taking through some skills and acquisition arrangement where the 2012 elections for instance all of them were made to feed the online because in the election, I can't remember now but at certain stages the newspapers will go to bed and you can only access what is going on and you know because elections are crucial issues people will want to follow it by the minute, everybody in the region was tasked to send the report straight to online and

even some not reporters here where assigned to polling stations, collation centers and stuffs like that or the streets to monitor the reactions and just submit one, two or three paragraphs of a story to online so yes they know how to feed the online with the story if the need arises . For the group I think they should be about 90 or let me put it about 100 for we know the titles are many including the online, the Daily Graphic, the Mirror, Showbiz, Graphic sports, Junior Graphic and Graphic business so that means seven so if we add online it means that we have seven and you know Graphic will have certainly more than 40 if the others have 8 or the average 6 each we can put it together. So on the average our reporters nationwide should be about 100.

Response from Albert Salia

NO but I know there has been some training on QR code, how to do recording and how to transcribe but in terms of online writing which is usually different from new print writing they have no training.

I will say yes because management acquired IPAD's and Samsung tablets for all the reporters and including some senior management or senior editors of the Daily Graphic so that wherever they are and there is a new break they could

do recording both audio, video recording, pictures for online.

Response for Isaac Yeboah

Everybody in the online unit has had some form of on the job training. In terms of formal online training, no. I will say that only two of us have some formal training in online journalism, the rest have converted from print and general news reporting to online journalists. In the main newsroom I only know of a couple, less than 5 journalists. But what they have also done and what we have also complimented is also to provide them with the new media editing skills. So, because of the nature of our operations you know the newspaper story the style is different from what goes online and that because we also serve as archiving tool for newspaper we don't alter the style of writing so everything that goes into the newspapers once we are picking the stories it comes the same way, long paragraphs and what have you sit on the pages because we want people to also access the content what will be relevant when it comes to search materials ok. So that is there so we've not got to the extent of altering their writing style but when it comes to the additions that we need and you, I am sure you know about that, our QR codes and what have you that is also one form

of the integration we do so what is online can also sit offline so we have videos that we may have published or they may have even contributed to online but because of the codes we are also able to embed them in newspapers for people to access so that is one integrations so we have also empowered them with those skills so they are able to edit whether is video or audio or photographs that they are can edit and publish or give it to us to publish and we synchronize from them.

Responses from John Tagoe

We have started already. We have some Google personnel from Google in the US to train our personnel and then we have I mean those people who have develop the apps, they have also trained our people and even we have some others who are being training right now. So as for the training I think the training should supersede the implementation of the program, because of you do that you have deficit in the human resource capacity to propound this programme then you better not do it.

4.2.8 What has been the impact of new media on Graphic?

Responses John Tagoe

Definitely like I said maybe online can kill the newspaper it's possible. I will say annually there has been about between 10 to 15 per cent annually decline in the sales of the newspapers. However, depending on if we have a boom in the economy. Especially election year we have an increase substantial increase in the election year and then if the economic conditions are also favourable we also have a boom in newspaper sale.

Responses from Ransford Tetteh

Well in our case we are not so worried about the online because at least you require a little bit of sophisticated equipment and some level of skills, training in IT to be able to access online. A problem but it is basically about newspaper review not so much of online all though we know that some others quite some number don't have the statistics though but also will access our newspapers online using their smart phones or on the internet using their computers and laptops but the issue seriously is about newspapers review not even on television so much but on radio. So yes it does affects our sales in a way but in this day and age where

everybody is talking about the need for social media and traditional media to work together we don't have a choice but to try as much as possible as to how best we can leverage the opportunities available there that is what we are doing and I mean here we know that newspaper sales all over the world have plummeted and it's not only in Ghana, in the advance countries and that is what at a certain time even "Time magazine" decided that they were only going to go online but their back, also then tells you that the hard copy sales will be with us for some time but it's the strategy that we adopt going forward such that online will thrive and then single copy sales will also thrive.

4.3 Analysis of Findings

To contextualize the study, it was important to first examine how relevant new media is to the operations of Graphic Communications Group. All the respondents, that is 100% agreed on the necessity or even the inevitability of media convergence. They agree to the growing influence of the new media, in this case online news. According to the respondents is absolutely necessary Graphic Communications adapt to that a convergence strategy or lose out. Again for the respondents convergence is an important survival strategy for local media even though it may not be the best strategy for every media entity in a market. As argued that media convergence is a difficult and challenging process because a converged approach to journalism takes more thought, effort and time. Responses point to support media

convergence. Respondents also Pointed out the fact that newspaper readership is declining, especially among young people, a lot of whom go to online for their source of news. Over the past five years the Daily Graphic, the flagship brand of Graphic Communications group has seen a decline of on average of 15% decline per year over the past four years in readerships on account of many factors, one which is the decline in readership and also the new young readers have a new medium, online news portal as their major source of news, this is according to sources within Graphic Communications Group.

All the respondents (100%) believed that the web is the future business, even though they think it will be some time before all reporters and editors here ‘act’ like online writers and producers. As a matter of fact, respondents were asked to indicate whether both graphic and online share some news or collaborate. In his response, the assistant editor of Graphic in the person of Albert Salia confirmed the assertion about collaboration between online and the main print edition”. This assertion collaborates the views shared by Kilebrew that convergence means that all platforms available for delivery to a web-based operating system contribute to the final information product. It also confirms Singer⁸¹, definition of convergence journalism which combines news staff, technologies, products, and geography from previously distinct print, broadcast and online media.

Ayeboafoh stressed that people want information, particularly news, on multiple media platforms, and that they also want convenience and versatility so that any

⁸¹ Singer (2005)

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news organization that wants to compete must provide its content across not just one platform, but multiple platforms. Enoch Darfah-Frimpong echoed Yaw Boadu-Ayeboafoh's statement by saying that the audience had already moved to a multimedia world so news organizations and or companies need to catch up with the audiences. EF insisted that it is inevitable for Graphic as a group to keep its online interactivity as one of its cutting-edge advantages because audiences have the whole web now, and there is much wider variety of choices now than it used to be even for local news.

This is what Enoch Darfah-Frimpong noted that the online should contribute to gather more audience for the print newspaper and the sell these audiences to advertisers.

The responses shows that it is important for the Graphic to feel convergence's inevitability and to reach out to their audience in many different ways so that when the news breaks they know where to turn on. John Tagoe believes that convergence necessity lies in the fact that readers and advertisers rely on the media to provide the content and audience, regardless of the vehicle used. Put differently, regardless of the medium used readers as well as advertisers seek to get something valuable from Graphic and that valuable thing is the news or wide audience for their products. This implies that whether or not they prefer television, internet, newsprint or direct mail, Graphic needs to deliver not on the back of the mono media platform, but across multiple platforms.

Graphic Communications Group has just recently introduced in a pilot form what it calls digital newspaper which provides the opportunity for online readers to read the newspaper online with additional functionalities such as flipping the pages as well as having the adverts in the print version online. In effect reading the same content and pagination from the print edition online. This pilot is currently running and then there is that possibility that it will run for some time after which readers will be required to subscribe and the target audience is those in the outlandish areas that do not have the privilege of buying the hard copies, and then Ghanaians in the diaspora. Another significant issue that should be considered is the issue of human resources. It is highly possible that human resources will be underutilized and nearly irrelevant if channeled through a single medium. Companies, for public good and as good business, will use convergence multimedia as a lever. This confirms the position of Dailey, Demo and Spillman who defined convergence simply as newspapers and television staffs working together. As per their definition human resources play a very significant role and therefore believe in human resources working together, rather than the technology they use to deliver news on multiple platforms. In recent times, there is the increasing trend of what has been described as “a one man band” where reporters or journalists are multi-skilled in video editing, film shooting and posting of stories for both traditional and new media. Human convergence especially in the newsroom is very critical for businesses like Graphic to adopt and leapfrog on technology to offer more choices for consumers.

The responses confirm literature position on the relevance of new media. Studies such as Cariado and Kraeplin⁸², Kilebrew, Singer, Dailey, Demo and Spillman and others. The study by Cariado and Kraeplin found that most of the media houses sampled viewed convergence as important to the future of the profession. Singer, says convergence journalism combines news staff, technologies, products, and geography from previously distinct print, broadcast and online media.

The new media has affected the circulation of the print to some extent however, there was no readily available information on the impact of especially new media on the sales and circulation figures to support that claim. As sources within the company indicated that the flagship brand, the Daily Graphic loses 10% to 15 % of its circulation numbers yearly over the past 5 years. Indeed confidential documents available indicate that all the six brands have had to grapple with low circulation figures.

Although, the QR codes tries to draw new readers in however, if there are any tangible benefits to Graphic it rather grows the eye ball impressions for the Graphic Online. Another issue is the physical absence of the online newsroom in the main newsroom or what Graphic staff calls it Editorial. Respondents accepted the fact that the online newspaper is separated from the main newsroom even though both the online team and the mail print journalists work together. By bringing the online unit to the mainstream editorial of Graphic, as described by Yaw Boadu-Ayeboafoh, Graphic hopes to converge its newsroom into one seamless operation.

⁸² Cariado and Kraeplin 2003

The responses enforces the observed global trend that new media plays a significant role in affecting sales and growth. For example Strupp⁸³ found out that in August 2000 five months after the three entities moved into the News Center, WFLA's overall ratings were up about 3% in July compared with a year ago after having done some research into the relationship between Media General's convergence model in Tampa and ratings, circulation, and page views. Strupp also noticed that The Tampa Tribune's daily circulation rose from 201,002 in July 1999 to 206,694 July 2000, and at TBO.com, page views (the number of requests for HTML pages as a measure of online audience size by online advertisers) were up 35% July 2000 compared with May in the same year. It has been cited that The Tampa Tribune is making money from cross-platform sales. The responses point to the fact Graphic can make more money through convergence, primarily through sales deals that involve all the available platforms.

On complementing newspapers with a web presence Chyi and Sylvie cite the example of how, in covering a spectacular murder case, Denver-area newspapers used their web sections to provide 'a mix of articles, sound files, discussion groups, and other material'. So in the context of online newspapers, product differentiate refers to the development of internet-specific features.

Respondents were also asked to show how management has strategically positioned Graphic in terms of convergence between the online and the print media. In response, John Tagoe revealed that the company has strengthen its online site to

⁸³ Strupp, H, Hilliard, R, B., William, P. (2000): *An Interpersonal model of psychotherapy: Linking patient and therapist developmental history, therapeutic process, and types of outcome*

add value to the business It was observed that although there has been some general training for the journalists in the newsroom, almost all the journalist lack the capacity to write for the online. Responses from the online Editor indicate even within the online unit, only 2 people out of 7 staff members do have skills in online writing.

Both Albert Salia and Yaw Boadu-Ayeboafoh believe convergence can bring about enhanced skills for journalists and ensure high quality reportage where coverage there will be a focus on in depth analysis where the journalists can tell stories in different ways and to supplement core information with additional features such as online links, keyword access to databases, video segments, and podcasts. It is argued that convergence enables journalists to diversify their talents, to think about alternative and multiple ways of telling stories, and to create more substantial content on the web.

Based on the discussions and submissions, respondents were asked to indicate where they think Graphic will be in the next 5 years. Becky Quaiocoe indicating the need for some restructuring of the newsroom as well as the strategy to converge the mediums to deliver value for both the business and the readers

The Bahasa Malaysia newspapers, for example have had an increased in circulation now compared to two decades ago.

Albert Salia added that although the print will remain relevant, however, there must be a means to reach out new readers especially those online

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the key findings, conclusions and recommendations based on the findings and conclusions drawn from the research work. It will present the findings as analyzed in the previous chapter, make recommendations on appropriate actions and strategies that Graphic can apply to conclude the research paper.

5.2 Summary of Key Findings

The research findings statement of the problems was to seek to find answers to the challenges posed by Graphic with the onset of the online or new media. Understanding the general view of convergence offers managers of traditional media especially, a mono media platform like Graphic Communications Group the opportunity to stay afloat the challenging times of the influx of the new media on the media landscape. From the research, that general view was confirmed that indeed Graphic Communications group recognize the urgent need for a converged media platform. However, it needs to be pointed out that, recognize a challenge and putting in the necessarily actions are quite not the same. The challenge has made Graphic to realize that it could not be leaving the younger generation of online readers. This is confirmed by the introduction of the QR codes, efforts to restructure the online site to increase its readers and the addition of new ideas such as the launching the digital versions of the newspaper during the course of the study.

Although, there has been an increase in the page impressions of Graphic from the abysmal records of over years ago, it is currently being ranked on Alexa⁸⁴ (which is the global ranking of online sites) at the time of the research to be the 29th among the best visited website in Ghana and the fifth most visited news portal in Ghana after ghanaweb.com, peacefmonline.com, myjoyonline.com, Citifmonline.com respectively.

Indeed there has been some revenue generated with regards to google ad sense in which google remits to Graphic a monthly revenue to the company in terms of page impressions on google adverts placed on the Graphic online site, it is a significant step towards some revenue stream which hitherto was not the case. As noted by one of the respondents, the total revenue contribution of the online adverts to the total revenue of Graphic is less than 1 per cent. This is happening in an era where advertisers are shifting focus from traditional vehicles of communication of their brands and finding new ways especially online advertising slots for huge followers

The findings also show that while there has been dwindling newspaper sales for Graphic Communications group as result of a multiplicity of factors, not much has been done in terms of convergence. The newsrooms have not been converged. The online section is separated from the main newsroom. The Journalists lacks capacity to write for the online sections. Interestingly Graphic has a lack pool of reporters dotted across the length and breadth of the country and number about 90 journalists, they are all basically, print journalists.

⁸⁴ Alexa online is the global ranking of online sites.

The study also unearthed that Graphic has a strategic vision and indeed has adopted the Balance Score Card management system, a review of the management document reviewed that while it has a vision to be a dormant multi-media brand in West Africa, its major tool for delivering on this promise is newspaper although the online plays secondary to its main business which is print or newspaper.

Another interesting findings has got to do with the transition from a mono-media platform and the strategies to adopt to infuse innovation along the supply chain of the business.

5.2.1 Summary of Findings in Relation To Statement of the Problem

Graphic Communications Group has made an effort to reach out to a new segment of readership as confirms the study's problem statement as stated on the previous chapter. It also ties in related literature as such the "*Future of News, BBC College*", 2009⁸⁵

In a preface to the book, "*The Future of Journalism*", by the BBC College of Journalism conference held in London at the end of 2008, the Editor, Charles Miller, noted that

"Today, as technology changes the lives of both journalists and their customers, assumptions about what journalism is and how it is practiced are being re-examined. These papers, from speakers at the conference, may help others embrace the new opportunities without

⁸⁵ "Future of News, BBC College", 2009

abandoning the best of the values and culture that have shaped journalism over many decades.”

In his presentation at the conference. Per Horrocks⁸⁶ writing under the topic “*The End of Fortress Journalism*” noted that most journalists have grown up with a fortress mindset. They have lived and worked in proud institutions with thick walls. Their daily knightly task has been simple: to battle journalists from other fortresses. But the fortresses are crumbling and courtly jousts with fellow journalists are no longer impressing the crowds.”

Horrocks further noted that with the coming of the internet age brings new challenges to especially traditional media and they need to revert themselves.

According to him the legacy costs of buildings, printing presses, studios and all the other structural supports of the fortress are proving too costly for the revenues that can now be generated. Internet-based journalism may be the most significant contributor to these challenges. But the cultural impact on what the audience wants from journalism is as big a factor as the economics. In his presentation he alluded to the fortress journalism world where the consumption of journalism was through clearly defined products and platforms – a TV or radio programme, a magazine or a newspaper. However, he notes that in the blended world of internet journalism all those products are available within a single platform and mental space. The user can now click and flit between each set of news. Or they can use an aggregator to

⁸⁶ Per Horrocks is a former Director of BBC World Service in contribution to the BBC College Book under the topic “The End of Fortress Journalism.

pull together all the information they require. The reader may never be aware from which fortress (or brand) the information has come.

The consequence of this change in users' consumption has only dimly been understood by the majority of journalists. Most of the major news organization's had the assumption that their news product provided the complete set of news requirements for their users. But in an internet world, users see the total information set available on the web as their 'news universe'. The ability of audiences to pull together their preferred news is bringing the walls of the fortresses tumbling down. In effect, the users see a single unified news universe and use technology (e.g. Google, Digg etc) to get that content to come together. So if the users require collaborative content, what of the competitively minded news organization? Clearly competition will still generate originality, enterprise journalism and can help to lower costs. This is the situation with the current Graphic Communications Group.

5.2.2 Summary of Findings In Relation To the Objectives of the Study

The objectives of the study was among other things to ascertain the growing influence and power of new media and how Graphic Communications Group can take advantage of it to stay relevant by converging its media platforms to deliver news and reach out to new readers. It also sought to find out how relevant new media is to Graphic operations; to what extent is new media being adopted into the operations of Graphic Communications Group. Another objective is to find out how

Graphic can transform its business through a convergence strategy that delivers on profitability and also how Graphic Communications can make good use of new media without losing out on the news business.

From the data analysis, respondents agreed on the urgent need or even the inevitability of media convergence especially for Graphic Communications Group Limited. Gauging from the responses of the interviewees, it is absolutely clear that, new media had impacted Graphic newspaper sales significantly as circulation numbers have plummeted significantly (although respondents refuse to give any figures). Available data from the company's financial books however, indicated that over the past four years the company has lost over 30% of its circulation figures over a period of 4 years. Even advertising sales has also declined, which presupposes that advertisers are finding new and smarter avenues to reach their targets. Convergence is an important survival strategy for local media even though it may not be the best strategy for every media entity in a market. With a declining newspaper sales volumes for all the 6 brands of the Graphic staple of newspapers, a key strategic position will be review how news content can be deploy to new readers who are not newspaper readers. Media convergence is inevitable because of the increasing sophistication of technology. As digital capabilities become more powerful, they offer society more convenient and less expensive ways to access news and information. This, in turn, puts pressure on dominant media organizations to offer more choices to their customers. The respondents think convergence is inevitable because, increasingly, readers and customers are converging their use of media.

“When the internet went public in 1983 there were 400 servers. Today there are well over 600 million. If you don’t get why you as a journalist, editor, programme or organization need to invest intelligently in web platforms, you risk being ignored by an ever growing number of young people for whom television is an irrelevant medium. In his book Grown up Digital, inspired by a \$4 million private research study into the habits of young people aged between 11 and 30, Don Tapscott reveals that 74 per cent of the UK’s ‘Net Generation’, if forced to choose, would prefer to live without television rather than the internet. I learnt firsthand the importance of recognizing the power of online platforms when Press Gazette, the magazine for which I was the broadcast reporter, was threatened with closure. Its illustrious history spanning more than half a century at the heart of Fleet Street was no protection against the inevitable migration to an increasingly online media landscape”⁸⁷ says By Zoe.

This confirms the objective that traditional media houses such as Graphic cannot, but converge its platform to survive due to the growing influence of the new media. It was again revealed that human resources will be underutilized and nearly irrelevant if channeled through a single medium. There has been the introduction

⁸⁷ Zoe Smith is former Columnist with Watford Observer in the United Kingdom Presented a paper on Introducing Multimedia to the Newsroom which was published in the book “The Future of Journalism”, by the BBC, 2009.

of new ideas such as QR Codes goes to show that it is just not enough to improve on technology, there must be a conscious effort at integrate the traditional media with the new media in order to see significant increase in the newspapers if Graphic has to steer the curve of survival. The challenge is that if circulation numbers falls, advert revenues also falls because newspaper are able to charge a premium based on their circulation figures.

5.2.3 Key Findings of the Study

From the Study there are some key findings that came up include but not limited to the following:

1. Graphic does not have a clear convergence strategy document
2. Graphic Journalists lack the capacity to write for both online and the print
3. Graphic does not have a converged newsroom that operates together with its online version
4. That Graphic indeed has realized (rather too late) the key influence of new media especially social media as key to its survival.
5. Graphic rate of adoption of the new media is slow and the need to hasten rather quickly to diffuse the innovation into the culture of all the operations.

I will proceed to the address the very critical three points above as was found in the study.

5.2.3(1) Graphic Does not have a Clear Convergence Strategy

From the study it brought to the fore the issues as earlier stated. That whiles is generally agreed by both management and journalists of Graphic Communications Group that a convergence strategy was the way for Graphic to go, there was no real strategic document that details the road map to achieve that strategy and within which time frame. This was as a result of the conflicting statements made by two executive management members Yaw Boadu-Ayebofoh analysis and John Tagoe. Whiles one conceded that there is a general understanding of the need for some form developing the website and fusing it with a print editions of the Graphic brands, there is no formal documentation as to what will constitute a convergence strategy and the platforms for delivering the news across multiple channels. This view was shared by an editor of the paper, and reinforced by an online editor, as well as the other respondent journalists. However, an executive management member was emphatic that there exists a document or more precisely a strategic document on a convergence strategy. There is clearly a lack of policy congruence even among the top executives of Graphic Communications.

The lack of such policy document, suggests that indeed while there is a general understanding of what is to be done, there is no clear policy under-pinning this. From the study therefore, one can deduce that even with the huge resources at its disposal in terms of the financial muscle as well as human capital, it is no wonder that Graphic Communications have not been able to transfer its huge credibility in terms of its print media presence as well as its huge impact on the Ghanaian media as the biggest brand to its online presence, playing only second fiddle to news portal

such as ghanaweb.com, myjoylone.com etc, which actually feed on the news content of Graphic to grow its news portal strength.

It also to be acknowledged that from strategic management books that the lack of a clear defined strategy does not make for good planning. In this vain, from the study, it emerged that indeed there is no direction with regards to what Graphic will look like in the next five years, although there is a corporate vision of being the multimedia brand telling the African Story by 2017, that strategy is hinged mainly on the back of newspaper growth with less growth and . A clearly defined goal or vision analyzing will provide for analyses into the steep decline in the newspapers and proffered solutions especially with the media as a strategic tool to reaching out to new readers.

It is also clear from the forgoing that a clear vision or strategic document detailing the plans and action steps to be taken to align the newsroom into one seamless operations as exist in other newsrooms such as the BBC and some very well established newspapers across the globe. This is not to say though the newspaper will not relevant, but research has shown that a converged media has the capacity to even grow the newspaper. This can be done through policies such as cross-promotion and contextualization of news without the current practice where the online uploads the stories from the print editions, which stories would have been dead news as of the time of uploading such stories. That is there is no clear policy on whether the online should be complementary or competitive to the newspapers. And this is the result of the conflicting responses from the respondents. Whiles, one respondent alludes to stories being broken on the online, other respondents also

allude to breaking news on the newspapers. Again, a respondent noted that a decision has been taken by top management that for stories that does not find space in the print should be published online. This is a very clear lack of focus and strategy for a converged media platform.

5.2.3(2) Graphic Journalists Lack the Capacity to Write For Both Online and the Print

Training is a key element in any form of convergence strategy. From the responses, one editor noted that there has not been any formal training for the over 90 journalists in the newsroom of Graphic Communications Group to acquire online skills, although there has been some attempt to train some of the journalist. Another editor in the online section noted that there is no formal training for even most of the journalist in the online unit. There are seven key journalists in the online unit, however, only two have training in online skills. The lack of capacity is a potential time bomb. In an era of continuous change overnight in the digital and electronic media, Graphic Communications Group cannot afford to train its journalists. This probably underscores why the print editions are uploaded to the Graphic website without any variations. An understanding of online news through training will ensure that journalists re-write stories for online using simple, and clear language as well teasers to draw in the readers to the website.

It was observed that strategically, Graphic and its management team understood what the online business is and its impact on the business. However, their understanding of convergence is limited to provision of some gadgets and merging

the newsroom. Convergence indeed goes far more than to a cultural change, more precisely change management.

Most of the respondents see convergence as a strategy for companies to take advantage of so as to create competitive advantage which will be beneficial to the firm. As a strategy for media companies to survive in competitive markets and to catch up with the trend in development momentum of technology and people's lifestyles.

Another point about convergence is not just about what Graphic Communications Group stands to gain if it is able make good use of the social media. This is because some respondents believe that when used properly, convergence fosters collaboration.

5.2.3(3) Graphic Does Not Have a Converged Newsroom Strategy

The concept of a newsroom where media professionals mix, mingle, share and collaborate is not a new one. There are examples of convergence in large media organizations such as CNN & News Corp. The idea of a convergence newsroom is simple: break down the walls between print and web, and create a "hub & spoke" model where journalists gather the story, then tell it in different ways through different media. IFRA's Newsplex explains it this way, "*using the possibilities and strengths of different channels, to reach the audience at any given place, and at any given time via the most appropriate media.*"

From the literature review there is a conscious attempt by a very functional media houses to integrate all their platforms, (technology, people and structures) and to produce news content through multiple sources that reaches to different audiences.

This is not the case of the Graphic Communications Group. For Graphic, there is no integration or whatsoever in terms of the physical structure that houses all its platforms in this case the online section and its print version. The online is totally housed outside the main newsroom, indeed even not in the same building structure but in totally new building or what many will call Siberia.

The point here is that having an idea about convergence journalism and providing ipads and technology is not just good enough as in the case of Graphic Communications Group. Singer, however provides a rather comprehensive approach that convergence journalism combines news staff, technologies, products, and geography from previously distinct print, broadcast and online media.

From the study however, and based on the defining by Singer, one can safely say that Graphic Communications is far cry from practising real convergence.

Newsroom convergence is even more critical than technology convergence and the reason is simple, tomorrow will always change. No matter how cutting-edge about the new tools of journalism, tomorrow that technology will be out of date. Rather, it is more important to talk about the culture of a convergence newsroom. The mindset that needs to be present. The traits that a new journalist needs to have.

In her article "*Convergence for Whom? Identifying Benefactors along the convergence Continuum*" Jennifer Bannocks⁸⁸ Cox of the University of Florida share her view of what it means to be a journalist in the 21st Century.

⁸⁸

1. Social

A journalist and a newsroom must be willing to be social. Like punk rock did for music in the 70s, the line between the creator of the content, and the audience should be blurred. Maybe even eliminated altogether. Where, "social media" tools become useful is in this exact function. As Hugh McCloud would say, the membrane is becoming more porous. And porous membranes subvert hierarchies. You can say there is a consequence to that, and I certainly agree. However, wherever more democratization (small "d") and, "leveling of the playing field" has happened in our society, the benefits have always outweighed the risks. We can use new tools such as twitter, Facebook, etc. to get the news out there more affordably, more quickly, to a wider audience, and also collect feedback instantly. That's a powerful new ability and has great potential to do great things.

2. Collaborative

Newsvine is a great example of users collaborating with news organizations. Owned by MSNBC, it's a website that feeds in news from all the major networks & wires, but as a user you can register, and post your own news articles as well as comment on those of other, "viners" (essentially, citizen journalists). What this represents to me is an opening of minds and of possibilities for journalists who may have different backgrounds, may cover

different beats or may have various levels of expertise, learning from and collaborating with each other to co-create news and editorial material.

3. creative

Journalism is also a business. One of my favorite t-shirts says, "Shakespeare got to GET PAID, son." No matter that he wrote the finest literature in the English language, at the end of the day Shakespeare still had to pay his rent and phone bill.

Not every niche in journalism has been filled. We've not even come close. As we will hopefully discuss...., there exist hundreds of untapped opportunities in this field. Where journalists can truly shine, is in thinking of new and creative ways to tell a story, different angles on stories, from different points of view, and most importantly new business models. We know the world of journalism is struggling, yet we also know the demand to know and discover. "what is going on in our world" will never dwindle.

5.2.4 Findings in relation to Theories and Concepts

5.2.4(1) Diffusion of Innovations Theory

As noted in Chapter 2 the diffusion of innovation theory was developed by Everett Rogers in 1962. It was originated to explain, how over time, an idea or product gains momentum and spreads through a specific population or social system with

regards to communication. The end result of this theory is that people, as part a social system, adopt a new idea, behavior, strategy or product. In his definition, Rogers defined adoption to mean that a person does something differently than what they had previously done, that is accepting a new idea, strategy or product and using it to better their lives. Within the contest of the topic, it would show how new media is fast becoming the medium for which most people, Ghanaians included have or adopting new media especially online news sources as of their daily update. With mobile technology users are finding social media as another channel for news entertainment and information, especially among the youthful population. And these segments of the population are not newspaper readers anyway.

Diffusion as defined by Rogers is usually carried out through certain defined channels. This constitutes the media and its ability to diffuse or spread new ideas and products across a wide range of audience within a short period. This theory predicts that the media as well as interpersonal contacts provide information and influence opinion and judgment which may lead to a change in attitude. This theory provides vivid evidence of how the media is at the centre of fostering change through the diffusion of ideologies and also creating development. Interestingly the media is itself the medium of change. According to the responses, although there is recognition of the fact that new media is the medium and is transforming the media industry rapidly, however, that diffusion of innovation has not been “culturalized” in the mindset of the entire staff. The lack of appreciation of this find expression once again the strategic document on convergence and how it is be practiced within Graphic Communications Group. Innovation therefore needs to be adopted through

the five-step processes alluded to in the Chapter 2. Identifying the people to drive innovation through-out the workflow of the entire production processes to where the news is delivered to the final consumer. That is the early adopters needs to be identified and trained and serve as peer educators.

For Graphic Communications Group specifically, the lack of capacity in writing for the online by the almost 90 staff underscores how the innovation of the new media has not been diffused from the strategic point to the entire process and or workflow. This indeed is a major setback.

The second point is diffusion of such innovation itself within the confines of Graphic Communications Group. This is where change management comes in. Graphic needs to change the mindset of its people by a diffusion of the online convergence strategy in all of its operations. The innovation of convergence should transcend and or permeate all functional areas of Graphic Communications Group.

5.2.4(2) The Medium Theory.

⁸⁹*Medium is the extension of man, Hot and Cool Media*, which have become proverbial. N. Postman (1985) in his book aptly titled *Amusing Ourselves to Death: Public Discourse in the Age of Show Business* points at the pitfalls of the electronic age controlled by the epistemology of the TV medium.

⁸⁹ Postman, N (1985) *Medium is the extension of man, Hot and Cool Media*,

With the evolution of the new media, a new channel of news delivery that offers readers and audiences new channel of information, entertainment and education.

New media influence and its impact on society cannot also not over emphasized. New media reach and impact in the Ghanaian space is becoming even more pronounced with new communication tools that offer on-the-spot news and entertainment that traditional media such as print newspapers are struggling to cope with. For Graphic, the online media is key to its success. Recognizing its potential force and its benefits to converge it with the traditional medium, that its print publications will have tremendous benefits for the company as it strive forward in survival. A study of the medium and its usage by new readers who ordinarily do not read its newspaper brand will help to calve a very niche products and services that meets the new readers.

5.2.5 Implications

The implications of the study is that Graphic needs to work on its Convergence strategy with the speed of light. The study provides a basis for building on the foundation work for Graphic Communications on how best to adopt a comprehensive convergence strategy that delivers on profitability of the business by roping in new audiences who do not patronize the print editions. For the target audience however, a converged platform that delivers on multiple platforms will further meets their needs.

In future studies however, research needs to be conducted into new areas such as disaggregating the down fall in newspaper sales from the various factors that impacts on sales. This could include research into how content also plays a role or

its impact on sales. It will not be entirely true to attribute the dwindling sales volumes to only new media or online, however, the study provides some contextualization of the new media space with regards to Graphic. Again a broader industry analysis of the impact of new media on all the traditional media in Ghana which time and space will not allow for this research will help deepen knowledge in the research area of study.

5.3 Conclusions

In conclusion these are some of the observations from the study.

1. Graphic Communications Group measures aimed at achieving greater online coverage so far have not achieved optimized results as per the studies.
2. Graphic communications group does not have a convergence strategy document
3. Graphic has so far not communicated effectively its convergence strategy to journalists.
4. Graphic Staff lack the capacity to write for both online and the print newspaper.

5.3.1 Measures Aimed At Achieving Greater Online Coverage So Far Has Not Achieved Optimized Results

Findings indicate that indeed Graphic Communications Group Limited has made attempts to integrate new media that is online version, however, it is clear from

the study that these measures have not yielded the optimum results as expected from a local media giant like Graphic Communications. Indications from the study point to an annual decline of all the six brands including the flagship brand, the *Daily Graphic* declining by 15% yearly translating to almost 50% decline cumulatively over the past four years. The introduction of the QR codes for instance has not brought any tangible benefits to the company in anyway. The re-launch of the website have also not brought about any tangible benefits. Therefore, a more comprehensive convergence strategy it is hope will bring about some benefits as the study has unearthed.

According to Kamere & Bressers⁹⁰ there has been a growing conviction industry wide that newspapers need an online presence to explore cheaper production and distribution methods; to reverse circulation declines by building a new base of young and computer-savvy readers; to develop new advertising revenue potential; and to protect their advertising base.

Technology advances in the media space makes available some technologies that optimizes the use of technology to reach out to all segments of readers across the operational area of the company. What an online platform can do is deliver both still and motion pictures as well as text. With the right technology, it should be possible for Graphic to deliver news across various platforms.

Therefore, for Graphic to stay relevant and become important, the company needs to reinvent itself or go bust. By adopting and adapting convergence practices into a

90

mono-media like Graphic, the company will be able to adopt to new technology to fight of stiff competition.

5.4 Recommendations

The following recommendations are made:

1. Graphic must include in its strategic document a Converged media platform strategy.
2. Capacity Building for Graphic Staff
3. Converged Newsroom
4. Graphic must communicate its Convergence strategy

5.4.1 Convergence Strategy development

There must be a conscious documentation of a clear corporate vision that outlines where Graphic intends to be in terms of its convergent strategy. That vision should expressly state the role of new media in its key functional areas, the human resources or capital needed to push through that agenda and the merging of all functional departments and or units to align with one newsroom that delivers on multi-platform. If Graphic's vision of becoming the dominant multimedia group in West Africa telling the African story is to be achieved, it can certainly not be on the back of a mono-media platform like what currently exist. One sure to achieve that would be online media, which has shown to break down physical and artificial barriers, transcending the air space of any country and providing what readers what

to read and hear. An example is ghanaweb.com which was built and hosted in Holland has over 2 million readers per month (According Google Analytics and Alexa Analytics) across the globe, two-thirds of which are Ghanaians and foreigners in the diaspora countries of Germany, United Kingdom, the United States of American, Holland and many other countries.

Such a strategy should be communicated clearly to all stakeholders especially internal staffs on where the business is going in the next five years. That communication process will enlighten all staff to be aligned to the corporate vision and to embrace the change that is about to come. This demands change management strategies that will build a culture of online newsroom that takes the lead in breaking news stories. In this case, there is the need for management to understand that change is a process and not an end in itself. When this is done coupled with the credibility that Graphic has as its major source of trust with audience will help propel the business to new heights.

5.4.2 Capacity Building for Graphic Staff

A very critical aspect of the recommendation is the need to train and re-trained the over 90 journalists as well as other staff in the chain of production, editing and social media. It is not enough to train journalists in new media. Every journalists, designers and proof readers and all staff in the chain of the newspaper production business must have basic understanding for writing for the web and the skills needed to attract new readers. The concept global is what is called “one-man band”

that is, a multi-skilled journalists who has the skills to write, shoot videos, take pictures, edit same and publish stories. It should be a core human development strategy that takes into consideration how the convergence strategy will be transformed across all core functional departments units, such as marketing, information technology, and supply chain, technical and marketing. Supporting units such as HR and Finance should also be a critical tool. Therefore whiles training of personnel in especially the newsroom is very critical, it would be absurd to assume that such training will merely transform Graphic. The complexities in managing a transition from a mono-media platform with a tradition and corporate culture built over 6 decades will require a more resolute leadership that understands change management and strategy execution. Therefore, training should be reinforced for all staff to guarantee and understand the dynamics on and converged media platforms that delivers on speed without compromising on its credibility.

This is critical for the business going forward. With a staff strength across the length and breadth of the country, a critical point of training journalists to be multi-skilled is critical business action that Graphic needs to undertake with all the seriousness it deserves. The training should also include online marketing skills to drive advertising sales to advertisers as the online version grows and delivers audiences to the advertisers. This is why it is critical for the business to train everyone. It should also transcend the Information Technology (IT) department as well as all the processes to understand the needs of the current readers who require and speedy information through a multi medium platform delivered through a more convenient medium.

Beyond that capacity needs to be built for all functional areas. With a staff strength of about 402, coupled with dwindling sales figures, transforming the huge workforce into multi-skilled journalists and operations across the functional areas will inure to the company. It will help the company operate a lean staff while delivering on profitability. The current situation of dwindling sales and the high staff numbers is unsustainable in the long term.

5.4.3 Converged Newsroom

Another critical recommendation to Graphic is to converge its physical space that creates an atmosphere of oneness. Where the online is very much part of the main newsroom and operates and publish the stories from the newsroom.

Based on the subjects responses, it is unclear whether total convergence is possible or desirable based on the range of divergence skills and procedures involved in working for the group.

However, there is no shred of doubt that a converged media platform for Graphic Communications Group will deliver on the corporate strategy of staying in business for the next 50 years.

Technological convergence is another critical investment decisions for Graphic Communications Group going forward. That is processes must be geared toward one seamless operations riding on the back of the same technology that delivers news on multiple platforms to the readers or audiences.

Technology advances in the media space makes available some technologies that optimizes the use of technology to reach out to all segments of readers across the operational area of the company. What an online platform can do is deliver both

still or motion pictures as well test. With the right technology, it should be possible for Graphic to deliver news across various platforms.

By adopting and adapting convergence practices into a mono-media like Graphic, the company will be able to adopt to new technology to fight off stiff competition.

This sounds pre-emptive.

“We cannot take the future for granted..... It is very difficult to determine what is around the next bend in the road-especially in a field as integrally connected with changes in culture, politics, technology and economics as journalism” Giles Snyder in his book “What’s Next”

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Appendix A
The Questionnaire Guide
MA Media Management
School of Graduate Research, Ghana Institute of Journalism, Accra

RESEARCH INTERVIEW GUIDE

1. Does Graphic have a Convergence Strategy?
2. How does the Convergence Strategy look like? If not why?
3. How is the online website structured?
4. Is your online news complementary or competitive to the newspaper?
5. Do all Reporters write for the online Site?
6. Is the print newsroom separated from online newsroom? If yes why?
7. How many Reporters have online skills in the newsroom?
8. How resourceful is your online newsroom
9. Do you online generate revenue?
10. What is the effect of online on the newspapers?

Appendix B

Transcriptions from Respondents

1. Transcripts of an interview with Yaw Boadu Ayeboafoh, General Manager Newspapers, (Acting Managing Director at the time of the Interview)
2. Transcripts of an interview with Mr Ransford Tetteh- Editor, Daily Graphic
3. Transcripts of an interview with Mr John Tagoe, Strategy Manager, Graphic Communications Group
4. Transcripts of an interview with Mr Isaac Yeboah, Online Editor, Graphic Communications group
5. Transcripts of an interview with Mr Albert Salia, Deputy News Editor, Daily Graphic
6. Transcripts of an Interview with Rebecca Quiacoe Duhu, Staff Writer, Graphic Communications Group
7. Transcripts of an interview with Becky Kwei, Staff Writer, Graphic Communications Group
8. Transcripts of an interview with Enoch Darfah-Frimpong, Senior Reporter/ Online, Graphic Communications Group

1. An Interview With Yaw Boadu Ayeboafoh, Acting Managing Director Of Graphic Communicatios Groups.

Good Morning Sir, As discussed with you the topic is on convergence and how Graphic is practicing it.

RESEARCHER: How does graphiconline.com and the newspaper complement each other?

YBA: well you know, is a symbolic kind of thing. Some of the nationals which are on the online are picked from the newspapers, and in order to instances what we see in the newspapers is first broken online, because of the differences in delivery particularly in situations where some hot news is broken up, we think that the best thing is to announce it online and later publish the details in the newspapers, so that is how we have been going about it.

RESEARCHER: is there a policy, like the convergence strategy for graphic?

YBA: Yea, we haven't written down a policy but are a conventional thing. But times we do not send out different reports for online and for the newspapers. Actually what happens is when people are going we tell that they should look for different dimensions of the story so that they can write appropriately, fitting difference, and that has been part of us because we are producing different newspapers with different tittles. A single event cant avenues for stay for all of them. We have been that for some time and so when the online came, it was not difficult transferring that kind of relationship also there. You know so normally now what we have asked them to do is first to twit to the online so that online will break it because who is just is also important as in important as the quality of the presentation and therefore we encourage everybody, whoever is working here as a journalist must be ready to send the news in the proper capsule to whichever of the mediums.

RESEARCHER: so there is no policy?

YBA: there is no written policy but is a convention.

RESEARCHER: is it a convention that every story must be twit.

YBA: No, not all stories, the ones that is very urgent.

RESEARCHER: so like breaking news stories?

YBA: Yes breaking news stories, but the ones that we have done serious investigations, we want people to read it in the newspaper, because is the newspaper that we are selling, the online we are not. But sometimes also we want to lure people to buy the newspaper, so we just tease a teaser of it online so that it can draw people back and you see part of our complementarity or integration process is the KR code. You know the KR code that we implant in the newspaper it takes you back to the website and so that kind of interrelation is then automatically developed.

RESEARCHER: how long has this thing been practicing?

YBA: you know the QR code is...

RESEARCHER: I don't mean the QR code, but the conventional.

YBA: it has existed for as long as we decided to go commercial with online, even before you know at all times. Even though in the initial stage and there were system administrators and the website was managed from the managing Director's office. There was always a journalist in charge. I mean initially we saw it more as an administrative thing not as news outlets. Even then the people who were always in charge were journalist. So from the onset we for saw that where we decided to go full log there will always be the necessity to connect web and the newspaper. Since we started this rarely in 2012, we have been doing that and we have limited permanent staff online because they need people to be there. But the bulk of what they put out comes from the rest of our journalists. And is our policy again, not written though but conventional that I mean regional people also submit stories online. Yeah

RESEARCHER: So in effect, your online is both complimentary and then competitive for the main paper?

YBA: Yes because if waiting until tomorrow before the news comes to the newspaper will not give us any advantage as the first to break it online okay. So that is at the competitive level and therefore they will take credit that is at the

competitive level and therefore they will take credit that Graphic online was the first to have broken the news. And then on the other hand if it is a good something that we want to sell then that one we will break it in the newspaper and then follow up online.

RESEARCHER: So the online people can use the following day the paper contextualize the news, more unless or you write the same thing.

YBA: Yes depending on the nature of the news but the angles maybe different because the style online is not the same as what is in the newspaper and there may be no development also that because online has the capacity like radio to be updating from now and then, which the newspaper cannot do.

RESEARCHER: So do all your reporters have been trained for online? Have you trained all the journalists?

YBA : Well we have exposed everybody to ,but is not every one of them who i mean does that but the majority of staff are trained enough to identify online stories and the stories that they bring to the newspaper and some of them , when they are there and the stories that they are there and the stories start breaking out they quickly post it to online because they know that the newspaper it cannot come until the next day yeah but they can send it to..., sometimes court stories , like yesterday about Dr Wereko Brobbey 's this thing , you know the judge made the pronouncement. The court reporter sent a story online before he comes to the office to do the story for newspaper.

RESEARCHER: So how many reporters do you have?

YBA: Mr. I didn't know you will ask me this question arttrician and replacement and all that I Haah may be about 60 or something.

RESEARCHER: And is the online newspaper separated from the main newsroom?

YBA : Yes , the online newsroom is within the other premise but we are hoping that we are going to re – design the main newsroom that then we are going to accommodate online these so that they see the physical presence also I mean

contributes to the fact that is a uniform thing because when you are separated thing kind of exclusiveness sometimes but and so we are hoping to bring them into the main newsroom also so that when the stories are coming is not like somebody deciding because everyone is available and then we share it spontaneously rather somebody sending something to somebody , everybody knows about what is going on and therefore I mean online is about it , even as we are working towards the newspaper copy.

RESEARCHER: So the online have their own journalist staff?

YBA: No they have limited journalists yeah because they need dedicated staff for online but because everyone is contributing, you don't need a big scale this thing otherwise it will clump the system. So the limited this thing because some of them will be doing this thing posting, some of them will do the review, some of them will be doing the updates and that. And then the rest of the stories are coming from you know five cannot work you know online virtually work 24hrs a day because you have to be updating stories, new developments come you know newspaper cannot capture that you know or the newspaper will wait and put everything together in the next day but online can be picking as and when new developments come online so online is up to the scratch on developments and those issues.

RESEARCHER: Ok Sir so far the stories that do not find space you know for the stories that are not twit or are not breaking news how the online treat it.

YBA : No normally so the next day because some of the stories go online before they come to the newspapers and then maybe some that the next day online will pick the relevant portions and re – broadcast you know recast it.

RESEARCHER: Is it edited or it is just?

YBA: No No No it will be re –written. In online manner because the styles are fundamentally different because on line's stories are not as lengthy as the newspaper one you know they are done in capsules you know and so they will pick the saliency of the thing and do so the you know it means that sometimes the information online becomes secondary sources for the newspaper a secondary source for online.

RESEARCHER: The decision to go the conventional thing you talk about is it got to do with more of economic issues that is?

YBA : Well not necessarily but it is because now is not everybody is doing you know because now is not everybody is doing you know because the general newspaper environment cannot remain aloof to new media you know the online become a supplementary source of information to the newspaper , it also gives the newspaper another space you know because when people read the story online and they are keen and they want to get more details and they make reference and go and get the copy but the newspaper will have more details than what the online version will have so that is how it works.

RESEARCHER: So sir do your online site generate revenue?

YBA: Yes somehow no not in this thing I mean the goggle analysis they have been you know I think the goggle they look at the chase of visits and then they aggregate it and thy pay something .So far that is what we have been yearning but we intend to go full commercial including taking advertisements and all that but as at now.

RESEARCHER: But when is it Sir?

YBA : It should have been done now but you know the sometimes there is no consistency in the traffic growth of this thing as at now we are about 20 in Ghana and it fluctuates and so is because of that and the idea of getting adverts , commercials , online has also not caught up with many Ghanaians. Yeah they do know the advantages that they get out of that and so we are still working towards that in the hope that it will catch on with people. They do once in a while I mean they put some adverts there for people to see how people go these and they call them that oh we saw this adverts here , it is a way of enticing advertisers to appreciate that the site too can offer there wonderful opportunities especially when it available worldwide you know yeah.

RESEARCHER: Sir earlier on you mention about cross promotion, do you do cross promotion cross promotion, do you do cross promotion across both of the medium?

YBA: Yes we do cross promotion within ourselves you know we promote online and we use online also to promote online and we use online also to promote the newspapers.

RESEARCHER: Has it been a study to find out the extent to which online has killed or enhance?

YBA: No we haven't errm

RESEARCHER: We were talking about the cross promotion?

YBA: Yes I have said that because the even the QR code is a cross promotional thing because you pick the thing from the newspaper and it takes you to the site you know and you see and then sometimes you go to the site and it gives you an idea about the story that you can read in any of our newspapers so yeah.

RESEARCHER: So we were also talking about whether a study has conducted?

YBA : There has not been a formal study as to whether online is helping or undermining circulation in date but at the surface they think that you can only be complimentary in the sense that we cannot we are not an island and the whole world is moving towards that where all newspapers own websites you know and they use the sites to either reproduce what is in the newspaper or pick the story that were broken online in the newspaper and also to draw people to your side because the more that people move to your side the more that you are your other publications will become familiar to them and they will develop the interest of getting that they saw online which is sketchy , if they want fullest understanding of it then will go back I mean to the newspaper. At the end of the day when we go fall commercial well we have to pay to assess even the newspaper online it will provide another avenue so that those who do not want to hold physically hold the newspaper copy maybe reading the newspaper online maybe also paying for that and so it has a long term implication in terms of revenue generation.

RESEARCHER: Is there a fear that online will eventually kill the newspaper?

YBA : Well that is the global trend but evidence from studies from the world association of newspapers have clearly established that it will not happen , that they will continue side by side and the newspaper will not die because of online.

RESEARCHER: Is graphic not assimilated from the global trend I mean in terms of

YBA: Not necessarily because of the handset yeah mobile handset you know mobile handset penetration in Ghana is very Yeah in terms of computers access you can say that there is a low penetration but now the apps are there and you click the button and the thing is on your cell phone and there are more cellphones in Ghana than the human beings. The data more cell phones in Ghana is like getting to about two and half times the population of Ghana you know so you see the figures MTN say they have so many subscribers , this one say they have so many subscribers , this one , is virtually every Ghanaian has more than one handset you know or a simcard you know.

RESEARCHER: Certainly but I have one.

YBA: Well if you have one you fall into average so you know because of that app you know because of that app you know because of the handset that is whose we cannot be immune from the global trend yeah but if it was about computer that one we can, we could easily sat that computer penetration in this country is low. People still have to troop to internet cafés before they can access things you know at that level but now that the thing available on your handset you can put the app on it , you can easily download anything and for as long as that exist we cannot be cocooned that is why we need to be concerned and we need to improve on our website so that it will do that it will do that cross purpose of focusing people 's attention and joining you back to the newspaper and then picking something in the newspaper and drawing you to the website.

RESEARCHER: Beyond the website is graphic looking at also adding more channels of communication or medium which like radio?

YBA: That is what I said, no you know, no for now what we want to do online is to add voice to port cast on the net and not to establish radio station.

RESEARCHER: So Sir, what future would graphic newsroom look like, its people look like and its processes in terms of news delivery, 5 years from now?

YBA: For as long as global research gives hope that the newspaper will not die, it will not die. it will not be a on us but what is means is that online will

also gain prominence and therefore the graphic reporter of tomorrow will be somebody who is grounded in writing stories for every genre of the media you know somebody who can write for online , who can write for the newspaper , who can also do broadcast because as I said we intent broadcasting on online you know because we apply you know we apply you know we apply long before and let's see had always conspired to twat our effort and all that and so now we have lost hope in terms of doing that. But we try , we have been doing once in a while something on online with voice and we think that there is some hope these are also and you know , so that Graphic reporter must be very very versatile , he must have skill in writing stories for any of the channels , whether online , whether newspaper or whatever it is .And in that we have the advantage because we are producing different kinds of newspapers the skill level that you require have been honed you know so that people have been writing for Graphic then they pick the same story turn it around in different manner for say Showbiz , pick the same say write it for Junior Graphic but you know develop that kind of versatility it doesn't bother you anymore about the mode of communicating so that is what yeah aiming at. We are aiming at one reporter who is writing the writing the story from as many angles as the channels require.

RESEARCHER: And in terms of processes in delivering the news.

YBA : Yeah we will follow the global trend and see but as I said the hope is that research by the World Association of newspaper you know in about some ten years back they said the newspaper you know in about some ten years back they said the newspaper was going to die and so the number of newspapers in the west which have folded up , there are many that are surviving because the staff agreed to pick up and all that but there are also some which have rather increase circulation despite is the mode of writing you know so that what the people are looking for it not just the ordinary everyday facts that yesterday there was rain that is no longer the kind because that one is known , what they are looking is what caused that what are the underlining things that are not easily how are you analyzing that information and so we that's where we are moving towards more of analysis and interpretation rather than the you and we are as at now our

advantage is the fact that we tell the facts when it comes to the passing of the facts the average Ghanaian believes that if it is in the Graphic then it is true. Now we are moving from there and using the facts to analyze and interpret so that we can demonstrate trends in the way that people will begin to appreciate the issue so that beyond them knowing that this is what happened yesterday, they will also understand the implications of what happened yesterday on their own lives and so we are gearing towards analysis more than straight news reporting.

RESEARCHER: I thank you very much for your time Sir.

2. An Interview With Ransford Tetteh Of Daily Graphic

RESEARCHER: Good morning sir your name and position

RT: Yeah Ransford Tetteh editor of Daily Graphic

RESEARCHER: ok sir so how long have you been working for Daily Graphic.

RT: oh I am a methuselah I have worked for more than 30 years. In some circumstances as a reporter, news editor, political editor, metro editor and various positions until now.

RESEARCHER: Thank you sir does Graphic has convergence between its print media and the new media?

RT: Yeah we work on and on, now it's been decided that when we have breaking news, that should be than first uurmm on online portals because uurmm this days with social media and this effect on news dissemination I mean we cannot keep tomorrows news today so we have told our reporters particularly very topical issues just break it on the online portals before you come and do detailed reportage for the Daily Graphic.

RESEARCHER: So in this sense the online complements the website.

RT: Yeah that's all.

RESEARCHER: Does it also compete with the newspaper?

RT: Yeah there is competition, I mean there are others like even the venders who will tell you that "why are you putting your stories online?" Because of online instead of buying people will rather visit the online but that is the latest technology how best we do is such that there is some complementarity is the strategy we have been working on. We have found some new way somehow, how to do it such that the online does not eat so much into the uurmm hard copy sales revenue. But our objective really is to make online as effective as possible where anybody who gets up in the morning and has the smart phone uurmm before walking away to the newsstands can have a feel of what our newspapers not only Graphic, the other brands look like.

RESEARCHER: Sir you mentioned about working together with online and what is the process like uurmm so is the online editor part of the decision making as to which news should go online.

RT: Not necessarily even though we are all working under the direction the director newspapers, all the editors have their independence and do things according to their mandates. But that does not also mean that we don't coordinate we talk a lot we discuss issues, we discuss how we can manage the news such that

all of us at the end of the day will benefit in terms of uurmm the impact we make on our readers and audiences and also if it is revenue we get the kind of revenue we need as usual so there that kind of collaboration virtually every day and even the reporters in the regions and even Accra we told “that hot hot stories don’t even wait for the editor or the news editor just break it and come and write your full story” so there is a process except that there is that kind of arrangement where the editor meets his or her team members every day at conference deciding which stories should go and should not go but at least there is the informer arrangement such that uurmm they should have a conversation virtually every day to ensure that whatever we do we do for the good of the company.

RESEARCHER: But the online attend editorial conferences?

RT: Yes they do. There is a representative, not the online editor but his representative attends editorial conference every day just to know what is trending around the newspaper and what we are going to do how best they can also factor their arrangement into what is going to come to the following day.

RESEARCHER: sir has there been a time where stories have just been written for the online without necessarily finding space in the print?

RT: Yes there have been occasions like that and many occasions because there is no space, and newspaper is constrain by space. So there is no space and online has unlimited space so it can always go there and there are also occasions where late on Fridays news break and you know the next edition will be Monday and at that time that news item may be still so it finds expression on the online portals without necessarily coming to the newspaper .

RESEARCHER: How many reporters are there in all for the group?

RT: For the group I think they should be about 90 or let me put it about 100 for we know the titles are many including the online, the Daily Graphic, the Mirror, Showbiz, Graphic sports, Junior Graphic and Graphic business so that means seven so if we add online it means that we have seven and you know Graphic will have certainly more than 40 if the others have 8 or the average 6 each we can put it together. So on the average our reporters nationwide should be about 100.

RESEARCHER: And are all these reporters trained in online and multimedia reporting. I mean the content will be the same.

RT: Not very formal training but even taking through some skills and acquisition arrangement where the 2012 elections for instance all of them were made to feed the online because in the election, I can't remember now but at certain stages the newspapers will go to bed and you can only access what is going on and you know because elections are crucial issues people will want to follow it by the minute, everybody in the region was tasked to send the report straight to online and even some not reporters here were assigned to polling stations, collation centers and urrmm stuffs like that or the streets to monitor the reactions and just submit one, two or three paragraphs of a story to online so yes they know how to feed the online with the story if the need arises .

RESEARCHER: In terms of resources as in technologies resources uurrmm have they been equipped with some equipment?

RT: Yeah we sure have I don't know of other places. Only in Graphic that I know that all the reporters have been supplied with "IPad" either it is "Samsung" tablets or it is the "iPhone" everybody is using and all the reporters including those in the regions have been given such facilities and they have gone through some streaming as to how to handle it I mean they are able to take video, audio so they are equipped to do the kind of convergence that everybody is talking about in recent times as well as news dissemination is concerned.

RESEARCHER : okay sir the decision to separate the online unit more or less from the main editorial unit was is it strategic purposes or going forward you are looking at you know merging it ?

RT: No I don't think about that straight forward emergence but what we are thinking of is making sure that all the newspapers and the online work under one ## 8:53## currently the online is located elsewhere within the vicinity but going forward and that will be ##9:05## pretty soon uurrmm we are all likely to work under one roof so that there can be collaboration there, there will not be a division between newspaper reporters and online reporters we will all be working under one roof its only when it comes to the direction that we will know that

supervision is coming from here and is coming from there but we will all work under one roof ##9:28## then we can collaborate better.

RESEARCHER: okay there have been talks that the online has taken a toll on newspaper globally is that the case for Graphic itself?

RT: well in our case we are not so worried about the online because at least you require a little bit of sophisticated equipment and some level of skills, training in IT to be able to access online. A problem but its basically about newspaper review not so much of online all though we know that some others uurrmm quite some number don't have the statistics though but also will access our newspapers online using their smart phones or on the internet using their computers and laptops but the issue seriously is about newspapers review not even on television so much but on radio. So yes it does affects our sales in a way but in this day and age where everybody is talking about the need for social media and traditional media to work together we don't have a choice but to try as much as possible as to how best we can leverage the opportunities available there that is what we are doing and I mean here we know that uurrmm newspaper sales all over the world have plummeted and it's not only in Ghana, in the advance countries and that is what at a certain time even "Time magazine" decided that they were only going to go online but their back, also then tells you that the hard copy sales will be with us for some time but it's the strategy that we adopt going forward such that online will thrive and then single copy sales will also thrive.

RESEARCHER: what do you envisage the place of online journalism in the scheme of things for Graphic in the next five years.

RT: well I think that is the way to go because management is encouraging everybody now to make sure that the online is not just online for just a group of people, it is for everybody, everybody who carries himself or herself as a reporter should see online as part of the business and indeed in Graphic for a very long time the process have change in a way. Those days some of us where in the region although we were writing for the other newspapers it was not mandatory today it is mandatory for those reporters in the region to write for other newspapers and for newspapers in the stable and uurrmm their assessments at the end of the year

is also based on their contribution to the other newspapers in the stable so going forward yes your contribution to the online is also going to affect your promotion so yes uurmm I see a bright future for it I see opportunity where young reporters are coming you know the younger generation are trending when it comes to online and social media, they are the people who go on WhatsApp, use Facebook , Instagram, twitter and all that so the future looks bright it is the kind of training that the present generation of journalists will offer the younger ones coming that will determine how successful that project will be but I think that it has a bright future.

RESEARCHER: I thank you very much sir for your support and God bless you sir.

RT: Thank you.

3. An Interview With John Tagoe, Strategy , Manager

RESEARCHER: Good morning sir, your name sir and your title

JT: Good morning my name is John Tagoe and strategic manager for Graphic.

RESEARCHER: Oh okay sir, so the topic as discussed with you the convergence between print and then new media I want to pick your thought in it sir. Does Graphic have a convergence strategy?

JT: Yeah they do

RESEARCHER: How does the convergence strategy looks like sir?

JT: Yeah what we trying to do is knowing the trend about what is happening globally about the newspaper industry what we are trying to do is to build some synergies and the synergies is to ensure that even as there is a downward trend on the newspaper industry we will just hook up to what is trending in new media and also ensure that loses that are being made in terms of the hard copies are gained in terms of new media. So we have just introduced this in a pilot form a digital newspaper which is running and then there is that possibility that it will run till the end of this month then we will request for subscription and the target audience is I mean those in the outlandish areas that don't have the privilege of buying the hard copies, and then Ghanaians in the diaspora yeah , what Ghanaians in the diaspora what they do is they just hook on to especially Ghana web and that is where they get their Ghanaian news. But knowing very well the credibility and authenticity of the news that Graphic chains out we believe we have that assurance that when the digital newspaper is unbilled the patronage will be overwhelming.

RESEARCHER: so you are transporting your readers from the print to online or you are looking for news readers beyond the shores of Ghana that's the new convergence of the media.

JT: Exactly

RESEARCHER: Oh okay. To what extent does the current online site compliment the newspaper. Has it been competitive or complementary?

JT: Yeah in terms of the statistics that we have, I mean the research that we have so far online media penetration uurrmm it is uurrmm if you want to compare it to the newspaper industry, the challenge isn't all that urrrmm material but then you

know strategically you can't say that oh you want ,what you want to do is to look what is happening globally and globally newspaper in terms of the Americas, in terms of Europe the rate of decline is alarming and since we are all in a global village there is that possibility and propensity that it will catch-up with us IMMA has done some research and the research IMMA have done is that the next forty years this code that has caught up with the newspaper industry in Europe and the Americas will catch-up with Africa. So must we sleep? No we have to work strategically and position ourselves such that the going concern of our business will not be underestimated.

RESEARCHER: So how has management strategically position in terms of convergence between the online and the print media, what has been the synergy in that area?

JT: Yeah so what we are trying to do is as much as possible knowing especially the youth of this country their taste and their desire for online what do you call it communications issues, we have also positioned ourselves to strengthen our online uurrmm Graphic online and apart from giving out news, we want to do some value addition in terms of the communications what the communications businesses do and this is has to do with hooking up with uurrmm E-commerce that is critical. E-commerce and E-commerce entails virtually all businesses that are being done may be traditionally but then because of issues about convenience to the consumer and the customer we want the customer in his or her own comfort may be transact business such that the hazards in terms of the traffic issues that we have in this capital will be the thing of the past so you seat in the comfort of your own home and any business that you want to transact you can just transact it on our platform and that is a mitch incarnate.

RESEARCHER: In terms of processes uurrmm what technology are you using it to breach the gap between the traditional paper and the online.

JT: Yeah What we have done is to uurrmm is to engage a lot of experts in that field to come out with a lot of applications that is making this convergence feasible. They have about three of them three apps that will be piloted and it's all

very good what we need to do is now engage in a promotion effective communications about it and then ensure that we get uurrmm quality customers.

RESEARCHER: In terms of people, do you have a strategy to train all your people to write for both?

JT: Oh we have started already. We have some Google personells from Google in the US to train our personells and then we have I mean uurrmm those people who have develop the apps, they have also trained our people and even we have some others who are being training right now. So as for the training I think the training should supersede the implementation of the program, because of you do that you have deficit in the human resource capacity to propound this programme then you better not do it.

RESEARCHER : okay so convergence according to some scholars available have pin point the process so to want extent has management taken decision to have a seamless operation where both online and the print are merged together to produce news.

JT: we have actually come out with a strategic paper and all this things we have a business planner who has prepared a business plan already on all this things and then all the stakeholders in bulk have been briefed, and the briefing is not onetime it is an un-going process and what we want to do is to ensure that we give them the necessary capacity so that when this things are implemented we will not be found wanting running helter skelter trying to say “ Hey Jack how do we do this and that” no we don’t want that we want to be amateurish we want to be very professional.

RESEARCHER: in terms of newspaper sales have you done a study to find out whether new media has impacted on your sales?

JT: Yeah we have done that but then like I said the impact isn’t as sweeping .

RESEARCHER: Does your online generate revenue?

JT: Yeah it does. Uurrmm it started in a very slow note but then it has picked up and then uurrmm it is just about less than a percentage of our total revenue yeah.

RESEARCHER: Is there a fear that new media will collapse? Apart from the IMMA reporters is there a fear looking at the figures yourself as a strategic

manager is there a fear that social media in particular or other factors probably could impact or wipe away Graphic ?

JT: Definitely like I said may be yeah yeah it's possible

RESEARCHER: In percentage terms what will you say has been the decline of newspaper for Graphic over the past five years?

JT: I will say uurrmm annually its been about uurrmm between 10 to 15 per cent annually.

RESEARCHER: That is over the past five years?

JT: Yeah but depending on the uurrmm if we have a boom in the economy.

Especially election year we have an increase uurrmm substantial increase in the election year and then if the economic conditions are also favourable we also have a boom.

RESEARCHER: Will Graphic remain a mono media or there is a strategy to go multi-media. I mean the online is more or less complementary for now the strategy says you are going to do it this way but basically is it going to grow into uurrmm fully flesh multi-media where you add other businesses?

JT: Yeah we don't want our mission statement to be platitudes. We want to leave it we say oh all the necessary strategies that uurrmm has to go with it I will monitor review evaluate and all that to ensure that we are online to archive all our mission statements that is a vision statement trying to be a multi-media in West Africa and even beyond that.

RESEARCHER: What is your staff's strength of Graphic?

JT: It is 402 now.

RESEARCHER: Do you envisage staff cut because of the decline as in talk about the 10 to 15 per cent?

JT: The issue is when you introduce technology ,technology is supposed to solve a certain repetitive manual problems so once you introduce the technology, you don't embed your excess staff in technology you don't do that then you are being inefficient and you are not being prudent. So it is a natural attrition which everybody needs to understand.

RESEARCHER: Five years from now what should you expect to see from Graphic.

JT: I want to see Graphic moving beyond the borders of Ghana entering into especially Liberia and this Francophone West African countries that what I want to see.

RESEARCHER: Being online or the print?

JT: No both the online and the print

RESEARCHER: So Graphic will still remain in newspaper complimented by the online

JT: Yeah Yeah

RESEARCHER: How profitable is the business for the newspaper?

JT: very profitable extremely profitable

RESEARCHER: In spite of the decline?

JT: yeah in spite of it.

RESEARCHER: And what has been the success behind this?

JT: Oh the success has to do with the human resource capacity that is critical and it looks as if Graphic has a very potential human resource capacity and the learning and growth strategy is working extremely well. We have also introduced systems of coaching ,mentoring and all those things so that you will have to buttress economic elements with this uurrm I will call them uurrmm intangibles these are intangibles and we are very good at that we have a training school and we are making maximum use of our training school.

RESEARCHER: So Graphic also adopted the balanced score card?

JT: Yes

RESEARCHER: To what extent did that strategy fuse into this direction in terms of online convergence?

JT: Yeah you know the balanced score card is urrrm an integrated strategic planning and performance management system. So we are leaving our strategy and then the performance that needs to go with that strategy, and all the necessary evaluation processes trying to ensure that the dynamics in the environment are well captured and dovetail into the system such that they don't live in an utopian

but we live in an environment that is real and that is pregnant with issues that are succinct, issues that are real, issues that are supposed to propel the whole industry and ensure that at the end of the day the shareholders' value is achieved.

RESEARCHER: I thank you sir, God bless you

4. Interview With Isaac Yeboah (Online Editor At Graphic)

RESEARCHER: so does graphic have convergence strategy?

IY: yes graphic does

RESEARCHER: ok what is the shape of the convergence strategy?

IY: now there is the whole business, digital business that is being rolled out and the whole plan has been to roll on from the strengths of the traditional media, newspapers, to roll on from there in terms of content wise lead with the content then roll on the additional businesses that are going to come but specifically with convergence we have a newsroom staff who have practically been fashioned for print t, so the initial attempt had been to train some of them into producing new media content, rich media content in videos and audios of cos the text is always there but some of the additions that would come in terms of the digital business out flow will be marketing tools particularly I mean business tools as in in the immediate what you are going to roll out.

RESEARCHER: digital researcher?

IY: oh digital newspaper has been tested

RESEARCHER: so it is a new something you are talking about?

IY: yeah I mean I wanted to outline some of the things but seriously we are there is an plan we are still in the is still in the works, some of the aspects are being

RESEARCHER: in fact is a plan but it is not

IY: yeah it is

RESEARCHER: oh ok, alright and in what shape will it take after it is finished?

IY: If you talk about shape, what are you looking at?

RESEARCHER: In what form would it take in terms of the going forward with the online, what would be the strategy that online first or Graphic will still be a print paper and complimented by online? Or online is going to lead that is what I am talking about?

IY: Ok so the whole thought is that the future of news is digital be it online, offline is digital so how we're ruling that out is part of the core strategy, now the digital versions of the newspaper that we talked about for instance of course the access currently is online but there is also an attempt to not just an attempt but a plan to get offline for people to access as well either through a banked server that will just distribute, that will be there that is one but one but already we have ruled out what we are doing in terms of the Graphic website that is now Graphic.com.gh is one leg out of the of the whole strategy that Graphic, even before Graphic itself started the website other media houses were ruling out the content of the newspapers and leveraging on traffic, so why, don't we with that we are developing the general digital business outlook of it. Yes the website not just the website for now is taking the lead role but is not about the biggest of them all. A whole lot of digital businesses are coming up.

RESEARCH: what is your, ... how is the online Structured?

IV: the structure, we focus generally on news and news of course the newspaper stories find space online that is for now it is about our, major product but we also I mean when you came in was telling you about the story I was doing on the president interview. Ok then the small team there also generate own upon content now not just content in terms of text we also provide audios and videos and photographs as well. So there is some, is not a very perfect one but there is one integration with the news room, the core newsroom where we also have access to all the stories that the reporters are sending and the stories are not peculiar, not just exclusive to graphic and is a general news story we publish straight away without waiting for the newspaper but if it is exclusive then we the newspaper to then roll out before we also publish online so that has been the sought of synchronization we have.

RESEARCHER: So in another terms you serve as a complimentary to the newspaper at some point you are also competitive to the newspaper?

IY: Yes severally and is on a daily basis

RESEARCHER: And has there been any other time at the stones online or printer has never found its place online?

IY: There has been and those occasions have been when we have technical challenges if servers are down and we need to upload then also occassionaly you may if that is not all the stories that we want to put online sometimes no.

RESEARCHER: On an average? How much percentage.

IY: Over 90% go online and that is not just content we are talking about stories.

Yeah the stories, features and other articles but in terms of editorials and have you sometimes we don't even touch them.

RESEARCHER: How many reporters are under you at the online side?

IY: They are not under me but online side including myself we are four reporters, journalists.

RESEARCHER: Are they all trained in multimedia online journalism?

IY: Everybody is trained.

RESEARCHER: Formal training in journalism or they are on the job trained.

IY: Training in journalism and the when.

RESEARCHER: I mean formal online training.

IY: No I will say that two of us are the rest have converted from print and general news reporting.

RESEARCHER: How about the newsroom?

IY: The newsroom i know a couple that online.

RESEARCHER: Out of the over 60 reporters?

IY: Yes

RESEARCHER: How many do you know, Less than 5 or 10 %

IY: Yeah less than 5 but what they have also done and what we have also complimented is also to provide them with the new media editing skills. So, because of the nature of our operations you know the newspaper story the style is different from what goes online and that because we also serve as archiving tool

for newspaper we don't alter the style of writing so everything that goes into the newspapers once we are picking the stories it comes the same way, long paragraphs and what have you sit on the pages because we want people to also access the content what will be relevant when it comes to search materials ok. So that is there so we've not got to the extent of altering their writing style but when it comes to the additions that we need and you, I am sure you know about that, our QR codes and what have you that is also one form of the integration we do so what is online can also sit offline so we have videos that we may have published or they may have even contributed to online but because of the codes we are also able to embed them in newspapers for people to access so that is one integrations so we have also empowered them with those skills so they are able to edit whether is video or audio or photographs that they are can edit and publish or give it to us to publish and we synchronize from them.

RESEARCHER: What is the process like? In terms of news gathering and publishing for both online. Do you converge and share ideas?

IY: So there are several levels in the mornings our operations in terms of news gathering are totally different of the main newsroom because sometimes of timeless we've not sought to fuse it. The newspapers work with some relaxed timelines and is still something that we are fighting to control because a reporter knows of course if he is able to, if he has a good story and it must go to conference he wants to be ready by midday so you can go to conference, online cannot do it, ours is get and publish and we deliberately work on the go. We don't have time for publishing, you know that online's time, we say that ok by 10am, between 6 and 10 gather whatever stories you have don't so once we get the stories it goes. What has been our operation is that we will discuss I mean the online unit I mean we will discuss what we can follow up also beyond that because we are the same people who are working on the news stories for the newspapers most of the time we are tied in-house so we do a lot of monitoring of live Tv and radio discussions. Virtually all the radio stations have morning shows, talking to officials and what have you. So why don't we also then step in and listen to these interviews and write stories from them while at the same time

spending the time to upload the content from the newspaper. Its only in recent times that we've had some additional hands in terms of national service persons to put two of them on night shift so they are cable early morning start uploading the newspapers content. On days when all the newspapers come out they are unable to complete that so the rest of it continue in the day but as a we have also access to the reporters in the regions and they also alert us on coming events.

RESEARCHER: So you upload all the stories of the six brands and 90% of are put online.

IY: In several instances every story go online unless we may have published the story earlier than the newspapers did then we don't want to publish it again or repeat it but otherwise everything goes online.

RESEARCHER: Do you have policy as to which medium prints it stories first.

IY: yeah there is policy and the policy is that online breaks first and we have also scaled the policy sometimes if is a development story, because online has capacity to edit and present a fresher outlook you may weigh the source up to about 70%, 75% if that source is 75% reliable we may want to break it. Fortunately it has worked for us in the sense that we have not had to retract or go back and re-edit what we have published previously but then with the sources we work with, they are very solid sources that is why I am saying that even in instances where we have only 75% conviction that this likely to be the situation, and we have published we have not gone back because we have regretted?

RESEARCHER: Does your online site raise revenue for you?

IY: We have except that it is not too big both in banner sales and then even in ad sense.

RESEARCH: others have been saying that he online really is craping the print paper. How true is it?

IY: Well we have also heard and we know about such claims. I do not believe that is the situation we all know that the newspapers sales everywhere is gone down and even in the developed economies newspapers have virtually stopped sales and they are distributing free of charge. It is not because we are publishing the content

online but peoples reading habits have changed, people no longer want to hold the hard copies. I see

The story that is in the paper if you get it you will read, but he wants it on his tablet he doesn't want to carry the newspaper Graphic with him where he is going if is available, the same story so if it is available online he will read so is not because they are not getting the stories or because we are publishing is the taste that has changed and you also look at the cost. You can look at the average reader everyday GH¢ 2.50 p for only the Graphic and you look at the numbers of newspapers you have when all he needs is to recharge his phone and with a little credit where ever he is going he has news to read.

RESEARCHER: How do you envisage Graphic 5 years from now ? Would online be the lead or the print will still lead?

IY: I will respond in two phases. In one to do with adverts in 5 years I still think that traditional media and for Graphic and then the other newspapers brands will still lead in adverts. What is unfortunate for online journalism is that I mean we have still not gotten to the point where advert sales or advert spent has come to online. Readership yes everybody is gradually drifting on like but not with advert in terms of adverts newspapers will still and then top of the mind awareness am sure Graphic Online will be leading.

What has not also worked for us in the immediate is our lack staff to sell online virtually people are now getting to know that look these is a different approach to selling online. Unlike the newspaper where people may even sit and others will walk in with adverts and what have you that is not it but the online demands that you generate the ideas and even go and propose to the client and tell the person who it can help to sell, so people are now coming to grasp with this new development and I am thinking that 5 years should be 2020 certainly online will be leading in content, generation and distribution.

RESEARCHER: God bless you sir, Thank you very much.

5. An Interview With Deputy News Editor For Graphic, Albert Sala

RESEARCHER: So how many reporters do you have in Daily Graphic Nationwide?

AS: Currently they are about 70 reporters

RESEARCHER: Do they all write for online and the papers?

AS: Usually, I will say yes and no. Yes in the sense that when it is breaking, news is breaking some of them do live update for the online before they bring it to the news desk, so to that will say yes no to the extent that most often we, online feed on the stories that reporters have done for the news desk to be published on the website.

RESEARCHER: And have they all had training in writing for online?

AS: NO but I know there has been some training on QR code, how to do recording and how to transcribe but in terms of online writing which is usually different from new print writing they had that training.

RESEARCHER: So are they also equipped technically to for instance take pictures with phone and iphones and other ones to upload for the website?

AS: Yeah I will say yes because management acquired IPAD's and Samsung tablets for all the reporters and including some senior management or senior editors of the Daily Graphic so that wherever they are and there is a new break they could do recording both audio, video recording, pictures for online.

RESEARCHER: What is the process like if there is a breaking story, do they write to the desk and then you forward it online or they write direct to the online?

AS: We we have a platform for all reporters including online team so when they yeah there is breaking news they go onto that platform and tag online breaking news please take note. Then they will be giving the updates meaning it is for the online team to be updating.

RESEARCHER: So the process doesn't come to your end at all, it goes straight to online?

AS: No no no it goes straight to online and online has an editor who will process it before.

RESEARCHER: Is it also because most of the reporters are not online trained so the online people are framed and be able properly writes it and put it online.

AS: Is not also just that and at least you need to manage it as well, so when they write, it is important that at least you can, like the normal news I mean writing process, you need an editor to go through I mean to make sure that not only does it conform to the style but it means all the ingredients of journalistic.

RESEARCHER: Do you share assignments with the online people, do you have meetings and share assignments with online or the online do their own thing and guys also do your own thing?

AS: They have a team of a few of them who also go out on assignments but in the afternoon for instance when we go for editorials conference we are together to discuss the stories that are coming, which stories could be published straight away for which one especially when there are exclusive stories and because we want to sell the paper because you put it online and other newspapers or online pick it up and then they break it and therefore it doesn't become you know, a seller again as we would have expected. So we have the meeting everyday in the afternoon, during editorial meeting we discuss...

RESEARCHER: Is it only at editorial meeting you discuss the...?

AS: In the mornings let's say I have been there this morning for instance they were no in, either they will call and what are we looking out for today then we will discuss that one is on phone or meet one on one and discuss it but I mean in terms of detail this thing if it is normally discussed at the editorial but operation wise it is more on phone and one on one discuss.

RESEARCHER: Has there been a case where the story has been broken online and it did not find space in the paper?

AS: Oh yes there are lots of lots of time and even reporters will say oh they story has been online but is not in the newspaper yet and they wonder why its online and yet is not in the paper, and it goes to, I mean stress or make the point that some of them do not even appreciate what the online news. They think that is should be in the newspaper first before if goes into the, it goes online.

RESEARCHER: So what other news can you share with us in terms of online, your your news complimenting online or the online complimenting the I mean, how does it work for you?

AS: Yeah very well sometimes we've had instances where, I can give you two examples that yesterday, no, the day before yesterday where there was this story about Apollonia that some soldiers who had gone to terrorize estate developers there. It was the online editor himself who did it not just for the online and also brought it to us, we have had an instance when the junior doctors also picketed but the Accountant and Controller General's department for the non-payment of their it was one of the online reporters who went there, did the repost not only the online but also for the main newspaper and so that is how it works. It goes

RESEARCHER: is the online separated from the newsroom.

AS: Yes and in fact for, yes but basically is due to lack of space and they have been plans to I mean re-engineer the entire department or unit, editorial unit where not online but Graphic Business, all the editorial units will come under the same umbrella for coordination and effective. For now, they separated but are due to lack of space.

RESEARCHER: Do you envisage a time in future where online probably will take over the print or you still think that print will still be relevant. Complimented by online.

AS: The print will remain relevant but obviously with the emergence of technology and the young people I mean who are IT savvy wanting to have it on the go, they will obviously want to have, maybe read it online but you know why I say the print is still relevant is that and I will use the New York Times for

instance where New York Times people think that, it is the dead but because the tool, the online and the main print you work I mean in a seem less operation, like you can't. yes if you want to read news item or you don't need the hard paper New York Times to read the news item and you want to read if online you will need to subscribe to the news item because yeah that particular item and you pay for it and in 2011 for instance, 75% of the revenue from New York Times were generated from online. And it was all based on subscription to news editorials, articles, columnists in the main newspaper.

So they tie it together and Graphic we are also moving towards that direction. Recently, we have launched an APP that will enable even advertisers to also advertise online. I mean, you know they have their adverts in the main paper also online but then it is only available to those who will subscribe. So the two will still be relevant.

RESEARCHER: In terms of content, how different is online from the newspaper or how different is print from online or they are the same?

AS: For now is virtually a reproduction of the should sag, of the print because;

1. The personnel there are inadequate to be going round.
2. Because I have indicated that the side of reporters towards online reporting or the lack of training for the online reporting also makes it difficult because under normal circumstance even as on assignment, you should be able to write for online which is different from the main print but because that is not there so obviously you will find it that you will only have to pick what has been printed or written for the paper to be also to be recast somehow in the online. So now is said is virtually the same.

RESEARCHER: You made mention of seamless operation in regards to the New York one so would have you recommend that. Because now it doesn't see like seem less platform even though there is meeting between you and the online.

AS: oh yes well they seem less platform will only be effective if and only if all the reporters are trained for online reporting and also the psych, they are psych up that online is not your competitor whether you like it or not, that is the way to go, so you need to come up and appreciate the fact that you can't do without online in fact you even become more relevant when you repost online.

And I know someone who was doing his thesis on foreign policy and then at the university of Ghana, he came here on this thing and he mentioned my name and he said oh you are this you did something on Ghana's foreign policy on this date and in fact it was very handy for my research so without even receiving the paper he went online and then he saw and he was able, so that is how it is.

RESEARCHER: I thank you very much Sir.

6. Interview with Rebecca Quarcoo (Staff Writer with Daily Graphic)

RESEARCHER: How long have you being here Madam?

RQ: 14 years.

RESEARCHER: 14 years okay, do you write for the Graphic paper?

RQ: Yeah I write for the Daily Graphic.

RESEARCHER: Do you also write for online?

RQ: I write for the online sometimes.

RESEARCHER: Sometimes, so do you have training in online?

RQ: Not Really.

RESEARCHER: Not really, so how do you write online?

RQ: I write my, like my normal stories the way I write for the newspaper and I give it to online they will edit to suite them.

RESEARCHER: The online publish what you have written for the Graphic when you give it to them to edit it themselves?

RQ: They edit it and publish.

RESEARCHER: How many times do you write for online in a week for instance?

RQ: Like twice a month.

RESEARCHER: Twice a month, that is directly for online?

RQ: (Affirmation) Directly for Online.

RESEARCHER: Has been a case when you have written only online and it has been published in the paper before?

RQ: Yeah there have been cases

RESEARCHER: So have you been equipped to write for online?

RQ: No.

RESEARCHER: You have not been given an IPAD?

RQ: Equipped as in tools?

RESEARCHER: Yeah

RQ: Okay I have an IPAD from the office

RESEARCHER: Given to you by the office?

RQ: Yes

RESEARCHER: Ok and that was meant to do what?

RQ: To assist me on my work not only for online you know I work as a journalist with the newspaper.

RESEARCHER: Have you written any breaking story for online?

RQ: No, I write it for the main paper then they will pick it.

RESEARCHER: Oh ok, do you believe online is the future?

RQ: No, I write it for the main paper then they will pick it.

RESEARCHER: Oh ok, do you believe online is the future?

RQ: Yeah I think it is.

RESEARCHER: Why?

RQ: Because now there are a lot of gadgets, a lot of Android phones, a lot of tabs so it is like the newspaper is fading out and everybody is reading online and doing everything online?

RESEARCHER: Will you feel equipped more if you are trained for online.

RQ: I think so yeah

RESEARCHER: You think it is something that can help you?

RQ: Yes I can help me.

RESEARCHER: And what is your understanding on the online journalism?

RQ: My understanding of online journalism, I understand it as what I do as a normal journalist but the time I don't print it in the newspaper but it is published on the web.

RESEARCHER: Are there other reporters for online?

RQ: Yes we have reporters.

RESEARCHER: How do you relate to each other in terms of professionalism?

RQ: It's normal we, I have not really thought about that but I think have a have a cordial relationship.

RESEARCHER: Okay, in terms if working together, does you all work in the same newsroom or you are separate?

RQ: They have their own office.

RESEARCHER: Okay, do you feel that they should be part of the newsroom?

RQ: Oh, I don't feel anything wrong with they having their own office, there is nothing wrong with it.

RESEARCHER: Okay thank you very much

RQ: You welcome

7. An Interview with Becky Quaye; Staff Writer with Junior Graphic

RESEARCHER: for how long have you been with the graphic?

BQ: 11 years officially and unofficially 14 years

RESEARCHER: And have you been writing for the past 14 years as a reporter?

BQ: Yeah, I mean I have written for "the mirror" for a longer time I just moved to junior Graphic

RESEARCHER: Do you write for online or only for the paper?

BQ: well I write for the paper and online pick it up

RESEARCHER: So they just pick what you write?

BQ: Yeah

RESEARCHER: And then reproduces that online?

BQ: Yeah

RESEARCHER: Oh ok, do you have any training in online writing?

BQ: Yeah I have had a few online training courses yeah on online.

RESEARCHER: And you understand how to write for the website?

BQ: Yes

RESEARCHER: Is writing for the website different from writing for the print?

BQ: Of course, I mean where it got to be short, straight to the point, must not be too lengthy. You know kind of Yeah.

RESEARCHER: So you have there been a case where you have written directly to online where it has been published in the print?

BQ: NO I haven't done that

RESEARCHER: All you do is to write for the paper?

BQ: Yeah for for print and online picks it

RESEARCHER: Ok, do the online, are the online people separated from you?

BQ: You mean in the office, I mean away?

RESEARCHER: yeah

BQ: No we are separated, we are not in the same office, they are in a different building and we are in a different building.

RESEARCHER: Alright, and in terms of equipments, have you been equipped to write or take pictures in terms of laptop or IPAD?

BQ: Yeah yeah of course with a tablet

RESEARCHER: And have you uploaded pictures online before?

BQ: Yeah yes I have, I do that

RESEARCHER: I mean the Graphic online site?

BQ: Yes I mean

RESEARCHER: You write for the web?

BQ: No I don't write for the web but for now you we have the QR codes so you have the opportunity to upload a lot of pictures and people scan and they are able to get it online.

RESEARCHER: Do the online department meet with your section, Junior Graphic on frequently basis to know the stories that you guys are doing?

BQ: No not that I know of, I mean we don't

RESEARCHER: So you mean the online is separate and it's on its own.

BQ: it's on its own, I mean like a unit so you know I mean you do your stories and then they decide which ones they want to put online but I have never seen them coming to us to ask us what stories we have for them to put online. Maybe they may do what with the editor and I am not aware but to come to me personally I know they don't do that what I know is that they look at the stories that are in the papers and then they reproduce online. Sometimes some reporters are on assignment and they are able to pick quickly give them a line or two for them to put online but I mean the nature of my work I don't.

RESEARCHER: Do you believe online is the future or you thinking the print will still be relevant?

BQ: You know online is the future but you still have a traditional people who will still want to hold a newspaper in hand to read but online is the future.

RESEARCHER: In terms of business you think the newspaper will survive?

BQ: It will survive, it will still be firm but then the new is gonna overshadow it a bit as I said earlier yeah you will still have a few who would want to take a newspaper in hand but majority of people now almost always click for stories online.

RESEARCHER: What role do social media play for you as a journalist?

BQ: Oh, its key I mean social media is the new thing now; I mean its fast I mean whatever happens that is where you get it.

RESEARCHER: Where do you think Graphic will be in the next 5years. Do you think online with overtake the newspaper?

BQ: In 5years, well it depends for now if what the online department as we have it if there isn't any revamp, if it's not properly equipped, if a things are not done then I think the situation will still be the same thing but if there is a conscious effort to make online be the main focus then I think the need to be some restructuring and a bit of focus and energy put into that but if it remains as it is I think in the next 5years it will still need a newspaper I think it will be 50,50 it wouldn't have over taken the newspaper because if as it is now if there is no revamp, if there is no, a lot of effort is not being put in I think it will be the same in 5years.

RESEARCHER: Thank you very much. God bless you

8. An Interview with Enoch Frimpong (Staff of Graphic Online Department)

RESEARCHER: so how long have from been working at the Graphic?

EF: I'm in my 14th year and then it's my 5th year here at the online department.

RESEARCHER: so how do the online compliment the print, newspaper how does the online

EF: well for as say the online is contributing to gather more audience for the newspaper because, it looks like Globally the trend has being like people are moving online to look for news and as newspapers normally do, newspapers get audience and they sell their audience to advertisers to make money and that if the newspaper is losing some of its audience who are now going online then they also have to make their persons, get more online persons so as to gather those audience as well and sell them to advertisers.

RESEARCHERS: from your practice is the online converged with the print media.

EF: I wouldn't say it is fully converged as at now. It looks like now the online is in a bit of a competition with the newspaper but then, because it looks like all the

content that goes into the newspaper are also published online, some content are published online, even though the online tries to sometimes write different stories from scratch but it looks like everything that goes into print goes online as well.

RESEARCHER: okay, to what extent does social media play in your online?

EF: Social media is got the traffic so what probably here at the online we are trying to do is we try to get the traffic of social media onto our site by sharing our stories on social media what people are talking about so as to be able to go and write stories around those areas to suit what people are talking about.

RESEARCHER: How does the online website, how is it structured?

EF: we have a news segment, we have entertainment, and we have sports, features articles and then pictures. So that is the structure of the online.

RESEARCHER: ok in terms of personnel, are online staffs different from the main newspaper staff?

EF: In terms of personnel I say will that we have a separate team working online but we still got journalists working for the newspaper also contributing to online as well because the stories that they write we publish them online, the stories that they write and it goes to print, we repeat them online.

RESEARCHER: ok so the stories that are printed do you just publish them online or you edit them first?

EF: we don't really do very rigorous editing, they are some of them that they write we do copy and paste, there are some of them that they write to suite print but we don't rewrite them to suite online and the reason is that basically we are a bit under staffed and if we are going to be able to rewrite almost every other story it is going to take a bit of time. So we do copy and paste sometimes and just do a little twit to some of the stories.

RESEARCHER: you talked about the competition with print, how would one look at it, in competition or competing in terms of getting the same news and broadcasting it?

EF: Competing in the sense of getting the same news and broadcasting them because there are times for example just this morning the president was on radio and we doing about 3 or 4 or stories, different angles then, the newspaper is going

to do one story and they are going to talk about the same thing. The competition here is that, why would people want to go and read what they have already read about online.

RESEARCHER: do all the reporters in the news room write for online?

EF: Not all just a few, it is all got to do with the awareness because many of them were employed as print journalists, the online is kind of new and they are not conscious about online. They are a few of them that there are times that they try to write copies for online and then try to write a different copy for the newspaper as well but the chunk of them they don't just think about online. What they do is they online concentrate on writing for print and maybe the next day online will just go and copy what they did for print then reproduce it direct.

RESEARCHER: have all the people in online section trained online journalists?

EF: No really

RESEARCHER: how many of you are online?

EF: we've got 4 journalists full time and a web master. So out of the four journalists, one is the editor and three are journalists who are working and writing stories all the time.

RESEARCHERS: how many are trained online journalists?

EF: I would say maybe a part of the editor and then one of the senior guys who have done some formal online training, the rest are learning on the job.

RESEARCHERS: and do you have an idea whether the main newsroom itself, how many journalists have been trained in online journalism?

EF: it wouldn't be more than two out of about 60 or 65 journalists at Graphic. I can't count about 5 of them who are having had formal online journalism training.

RESEARCHER: do you have a policy on breaking news' as to whether the online breaks the story first or you wait till the paper produces and you publish?

EF: yeah there is a policy, once breaking news comes online breaks it and the newspaper comes up with the day two story.

RESEARCHER: And the day two story is mainly the same story?

EF: virtually just like I said earlier on, because in the past we have not focused so much on online journalism like I was saying earlier they are times you get

journalists on the field working on the breaking stories. If you don't prompt them they kind of forget to even think that online is there. So many of times the copy they give and we break online in the same. Copies they repeat in print, day two.

RESEARCHER: so convergence happens on three levels, the people, the place and then the process. What is the process like for online that you pick the stories from the print and then publish it and then or the stories that come to you are edited or you process like?

EF: yeah it is two, it is the combination of the two, now what we do is that we pick what has been edited and published in print, and publish and then go ahead to also write our own stories, stories that are in print.

RESEARCHER: And those are stories that are breaking news stories but you do not find them in print?

EF: Yes

RESEARCHER: what are the ranking of the online site?

EF: In terms of news websites in Ghana, as of today the 12th of August we are ranked according to Alexa 30 and in terms of news websites we think we are number 4, Ghana web, myjoyonline.com, peace FM, Citi, yeah we are number 5

RESEARCHER: Some have been talking about the fact that online must be or online is taking an effect on the print paper, how true is this in terms of sales for the newspaper?

EF: It is true in a way because just like I said the social media or new media is a new thing that people are like have gotten hooked to. Almost everybody has a mobile phone which is internet enabled and people are getting information, reading stories on social media, getting information on whatsapp as and when they are happening and then so the traditional way where probably people have to wait when something happens for the newspaper to publish them is kind of moving away gradually, so in terms of sales yes, it is affecting newspapers in a way. they are going out but you can't blame it solely on online or new media.

RESEARCHER: Has your online being generating revenue?

EF: Yes, it is generating revenue, it is not coming in the numbers as we are expecting as of now but is been picking up gradually.

RESEARCHER: In terms of the space, how it is that online is separating from the newsroom and would that be a good convergence strategy?

EF: That is not good convergence strategy as of now but I know that there are plans to try and merge the newsroom and the online department. Maybe if I would go back I will say that when online journalism started in Ghana, Graphic per say did not pay so much attention to the online. Let's say around 2000 to 2001 there about when Ghanaweb was always diluting newspaper content just aggregating, taking from every news location and then publish it online, Graphic did not pay much attention, then Joy FM started with myjoyonline, still Graphic was sleeping, it was not until somewhere around I think "97", "98" there about or "96" there about that they started paying attention to online but even with that, they concentrated only on reproducing what had been printed in a newspaper, online until just about 2011 they had just about two or three staff, one journalist and one technical person who were doing this job. Until just about 2001 there about that there was the need to increase the number of journalist in here, increase the number to three, the editor and two reporters, no technical person to help until about 2013 that two three more additional journalist and a web master was employed, so it looks like we still in the process of working out how we will get the processes together with, how we can be able to merge the newsroom, the online newsroom together with the main stream newspaper because I know there are plans to go that way but we are not there yet as of now the online is part of the news desk always communicating with the news desk and online goes to the normal editorial conference that the main Daily Graphic attends and then so that they have an idea the kind of stories to expect, which ones can be published immediately online or which ones are exclusive that we should allow print to go ahead and publish.

RESEARCHER: Talking to the acting general manager, he talks about digital you know newspaper, how well is the online structured to take hold of that particular Or how involved are or does it remain on paper... how?

EF: Oh it doesn't remain on paper, we are still testing, the online is deeply involved in it and what we do is we pick the PDF of the print and then put it

online for people to subscribe. It's still in a test mode maybe in the month or two people will have to start paying for it and then to get monthly subscription so the online is involved.

RESEARCHER: But how will you want to see the online site and would you want to see Graphic going forward?

EF: Online is the future and just like we are talking about it looks like the newspaper sales are going down, audiences or as traditionally newspapers have a leverage kind of circulation they have and kind of numbers they are selling. That is what they sell to advertisers to make money and if with modernization with new media many of this audience are now moving towards online where they would want to read their news. Indirectly it means that the newspaper circulation will be going down but for the paper to be able to survive then it means that we must pay attention to the online and then go and get more audiences from there so that you can be able to sell them to the advertisers as well.

RESEARCHER: Thank you very much sir.