

THE ADOPTION OF NEW MEDIA TECHNOLOGIES BY THE NAMIBIAN PRINT
MEDIA: A CASE STUDY OF THE NEW ERA AND THE NAMIBIAN NEWSPAPER

A THESIS SUBMITTED IN PARTIAL FULFILMENT

OF THE REQUIREMENTS FOR THE DEGREE OF

MASTER OF ARTS IN MEDIA STUDIES

OF

THE UNIVERSITY OF NAMIBIA

BY

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April 2019

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Abstract

This study investigated the strategies employed by newspapers in Namibia to adopt new media technologies in their daily operations with a specific focus on *New Era* and *The Namibian* newspaper. The study also assessed how the print media has adopted new media technologies and examined how new media technologies have changed operations of news organisations. Using a qualitative method in the form of a case study, a non-probability sampling technique was used to purposively select the sample from *New Era* and *The Namibian* newspaper. The sampling quota included one managing editor, one marketing manager, one Information Technology (IT) manager, and six journalists, from each newspaper. The total number of participants in this study was 18.

The study revealed that media practitioners from the two newspapers all acknowledge the need to adopt new media technologies, within their operations and appreciated opportunities of being able to reach their audience on different platforms, other than the hard copy newspaper. Furthermore, the study revealed both newspapers have aggressively implemented online newspapers (E-paper), as a complimentary platform for their print editions, websites and mobile applications.

The study also found that despite the flexibility in operation that is presented by new media technologies to the journalists, they now face challenges of competing for news with citizen journalists, which forces newspaper journalist to be more creative in their writing and also maintain credibility. The study concluded that newspapers in the country are gradually adopting new media technologies, with different platforms that align with the telecommunication infrastructure in the country. The study thus recommends that news organisation create more awareness on the platforms they have implemented, in order to attract interest from the audiences, to be able to explore such platforms.

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Acknowledgements

First and foremost, I would like to thank God Almighty for giving me strength and wisdom to conduct this study. I am grateful to my supervisors, Dr. Fred Mwilima and Ms. Martha Mosha, for their time and effort in guiding me throughout the write up of this thesis. I would also like to acknowledge the guidance and encouragement I received from Alvine Kapitako and Chisala Lupele during the course of my study. Your advice and constructive criticism helped me to grow.

This thesis would not have been completed without the love and support from my family. I would like to thank my mother, Aina Nghitongo, for your prayers, sacrifice and financial support. To my siblings Aina, Ernst-Emmy, Raimo and Johannes thank you for your love, support and understanding. I would like to thank Tangeni Ilovu for your continued advice, love and motivation. Thank you all.

Thank you to my former editors Festus Nakatana, Yanna Smith, Dorcas Mhungu, Namene Helmich and the entire Namibian Sun team for your support, since my coursework. I couldn't have made it if it was not because of your great support. I appreciate it so much.

I am indebted to the management and journalists from *New Era* and *The Namibian* newspapers, for making it possible for me to carry out this study. Your time and cooperation is not forgotten.

Lastly, I would like to thank my classmates, for always being there to guide me when I did not understand something and when I felt like giving up. May God bless you all!

Dedication

I dedicate this thesis to my late father, Johannes Nghitongo, my lovely mother Aina Nghitongo and Aunt Frieda Makili. I also dedicate this thesis to my twin brother Johannes Nghitongo and all my siblings.

Declaration

I, Kaino Iyaloo Ndeumono Nghitongo, hereby declare that this thesis is a true reflection of my own research, and that this work or part thereof has not been submitted for a degree in any other institution of higher education.

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Abbreviations

DIN	- Diffusion of Innovation Theory
FGDs	- Focus Group Discussions
ICT	- Information and Communication Technology
IT	- Information Technology
SMS	- Short Message Services
UNAM	- University of Namibia

CHAPTER 1

INTRODUCTION

This chapter provides a brief background to the study and discusses the statement of the problem, objectives, significance, limitations, and delimitations of the study.

1.1 Background of the study

Namibia's newspaper history dates back to the 19th century when the nation only had one publication in circulation. With time and the gaining of independence, new newspapers such as community and privately owned media steadily emerged and grew in numbers along with a diversity of opinion (Press References, n.d). Although the public relied on newspapers, radio and television as their source of information, the recent advances in communication technology such as Web 2.0 and especially the participative social media internet, has had a dramatic impact in transforming the patterns of communication (Fox & Jones, 2009).

According to Esipisu and Kariithi (2007), the 1990s also witnessed a surge in the uptake of Information and Communication Technologies (ICTs) in Africa.

While mainstream mass media outlets harnessed ICTs to achieve significant efficiencies and economies of scale, the period saw the emergence of pioneering grassroots media initiatives leveraging ICTs and integrating ICTs into traditional media to offer a diversified media and medium.

The advancement of technology brought forth the evolution of new media technologies. According to Otieno (2009), new media technologies have disrupted the print media industry

to an extent that journalists and media managers are required to adapt their processes for story-telling and rethinking business strategies if they are to remain competitive.

Amobi (2011) defined new media as an interactive digital medium, computerised or networked information and communication technologies such as the Internet, as opposed to traditional media such as print and television.

Lister, Dovey, Giddings, Grant, and Kelly (2009) further define new media technologies as all environments that allow users to search, research, share and configure their media experience. The birth of new media technologies has however also shaken up the rethinking of storytelling and business strategies within the Namibian newspaper industry as newspapers started to explore different opportunities presented to them by new media technologies.

In 2007, *The Namibian* newspaper introduced a Short Message Service (SMS) page in addition to its website, where readers can send in their comments on various topics featured in the day's news pages. Such a platform, according to Tyson (2007), has highlighted the fact that media technology is not a concept reserved for the elite and technologically savvy but something that has passionately been adopted by all Namibians across the spectrum. Tyson (2007) further noted that the SMS pages are an example of new media technology but the power of such platforms is yet to be determined.

Meanwhile, *New Era* also took an initiative in 2014 and launched their E-newspaper which grants subscribers access to the digital archive dating back to the first copy of *New Era*, more than 20 years ago (Nunuhe, 2014).

Despite the two initiatives by the two newspapers, it cannot be concluded that they have successfully embraced new media technologies, but it remains of great importance to highlight the changes that have been made so far in this study as they concern new media technologies.

Mdlongwa (2009), however, stated that the media environment, particularly the print media, faces new challenges and describing the situation as a 'moment of truth', which calls for proper analysis and solutions for survival.

Although Namibians still seem to be fond of their newspaper hard copies, social media in itself is not an uncommon phenomenon in Namibia. Before dwelling much on social media, it is important to define the term. Coombs (2008) says social media involves the use of technology to facilitate interaction and the sharing of information.

According to Socialbakers (n.d), *New Era* newspaper has 212 610 Facebook followers and 13 759 on Twitter, while *The Namibian* has 204 754 Facebook followers and 64 372 on Twitter.

The future of newspapers in Namibia has however not become life threatening yet; as Tyson (2013) found that there is a zealous excitement by journalists and editors in Namibia to incorporate new media technologies in their operations.

Meanwhile, Kasote (2014) found that digital media has brought about a wave of change on traditional newspapers in Namibia as they have managed to increase their sales and circulation of the print newspaper due to the power of social media and their websites to attract readers to the hard copy.

Kasote (2014) further found that the newspaper industry is not yet threatened by the internet in terms of operations, revenue, and organizational structure.

Nevertheless, there is no doubt today that there is a massive shift from the old media as people are migrating to the use of smart phones and social media. Social media became popular after the advent of Web 2.0 which enhances great interaction. This has been fuelled by the growing use of mobile devices such as smart phones commonly used to access these social media services.

The concern of this study is however on whether newspapers in Namibia, particularly *New Era* and *The Namibian*, have a grasp on the opportunities brought by the birth of new media technologies. Furthermore, it is to investigate the platforms they have eagerly taken on to maximize their reach whilst simultaneously ensuring that they do not kill the print version of their newspaper.

Salman, Ibrahim, YusofHj, Abdullah and Mustaffa (2011) argue that new media technologies have a direct impact on the daily circulation of newspapers, as the audience with the Internet now has access to online platforms. Although no studies have yet revealed how newspapers in Namibia have adopted new media technologies, Kasote (2014) has found that the impact of new media technologies on the Namibian newspapers is more positive than negative. Auwal (2015) stated that the survival of newspapers will depend on their ability to adapt to new media technologies.

Tyson (2007) concurs and further adds that the challenge for Namibian media will not be whether to embrace these new technologies but how to apply them to ensure they stay relevant in the changing media landscapes.

Despite this, academic research on the adoption of new media technologies by the print media in the Namibian context is lacking. Hence, this study investigates how *New Era* and *The Namibian* are creatively appropriating new media technologies to enhance their news production and distribution practices.

1.2 Statement of the problem

New media technologies are platforms of how the audience can access information, share and interact with each other. There is however, a need to examine the fast changing ecology of news.

Literature reveals that new media technologies have brought both a mixture of excitement and a negative impact on the print media which according to Everett (2011), has forced newspapers either to fight for survival or to surrender as newspaper readers are starting to prefer online platforms.

While researchers focused on the impact of new media technologies, Adegbilero-Iwari and Ikenwe (n.d) assessed the adoption and use of social media by the print and electronic media from a Nigerian perspective. Although the above-mentioned study also focuses on the adoption, little attention was paid to the print media which is going through a major transformation to keep up with technology.

Moreover, a study by Khoury (2014) examined the adoption and adaptation of new media by online newspapers in Lebanon. This study's finding could however not be generalised to the African countries and in particular to the Namibian context. This is mainly because the newspapers under investigation are online and Europe is more technologically advanced than Africa.

It seems that there is no study in Namibia that was conducted on the adoption of new media technologies and that such media environment creates a knowledge gap and an opportunity for research.

1.3 Objectives of the study

The primary objective of this study is to investigate the strategies employed by newspapers in Namibia to adopt new media technologies in their daily operations, with a specific focus on *New Era* and *The Namibian* newspapers.

The subsets of the main objective are:

- To assess how the print media has adopted new media technologies;
- To examine how new media technologies have changed operations of newspaper organisations;
- To assess the marketing strategies employed by the print media.

1.4 Significance of the study

This study will create an opportunity for media managers to review policies on embracing new media technologies within their institutions. While various studies focused on the impact of new media technologies, this study will contribute to the literature of how newspapers can embrace new media technologies without having to kill some of their traditional processes. Essentially the study will contribute to the academic body of knowledge of adopting new media technologies from a Namibian perspective focusing on its role in the 21st century.

1.5 Limitation of the study

The findings of the study will not be generalised because the study will only focus on one government funded newspaper, the *New Era Corporation* and one privately funded newspaper, *The Namibian*. This is not full representation of the Namibian media industry.

1.6 Delimitation of the study

This study focuses on the Namibian print media, particularly the *New Era* and *The Namibian* newspapers that are all Windhoek based. Thus its findings may not be generalised to the entire Namibian media.

1.7 Summary

Chapter 1 introduces the background of the study; it states the problem (statement of the problem), research questions, the relevance or significance of the study, and its limitations.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The literature that is discussed in this section includes what new media technologies are, the print media's adoption of new media technologies, newspaper operations and news organisations in the presence of new media technologies and marketing strategies employed by the print media in relation to new media technologies. The purpose of literature review is to highlight research work that is relevant to the area of this study from scholars across the globe. It however appears that there is scarce academic literature in the area of new media technologies particularly in Namibia, hence the few newspaper articles on new media and social media that do not dwell much on the focus of this research topic.

Given this challenge, the researcher has generally consulted "foreign" literature, and mostly online literature which all provided an insight on new media technologies. Finally, this section also features the theoretical framework undergirding the study which is the Diffusion of Innovation Theory by Rogers.

2.2 New media technologies

The process of disseminating information and methods of communications cannot be ignored in the 21st century where everything now happens fast and information is spread at a quicker pace.

It is against this background that the researcher deems it important to understand these new ways of communication which have dramatically affected and changed industries across the globe.

Bjerre and Mogensen (2012) noted the changes in communication and information dissemination and how different it is from the mid-15th century when people either had to travel from place to place to speak directly to each other or pay hefty fees to copy a manuscript by hand.

That change in communication is what has widely been referred to as the revolution of new media technologies, an era that has dramatically affected how information is shared and at what pace it spreads (Otieno, 2009).

Furthermore, Lister, Dovey, Giddings, Grant and Kelly (2009) define new media technologies as all environments that let users search, research, share and configure their media experience and will become valuable mediums. According to Asemah (2011, p. 18), “new media technologies are channels or technological devices through which messages are conveyed to a large and heterogeneous audience. They are the vehicles that are used for conveying messages from a source to a large destination.”

Despite the above definitions, different terms have also been used to describe or refer to new media technologies which Auwal (2015, p. 29), observed “are used interchangeably to describe the new media technologies in the communication industry.” However, Nwabueze (2009, p. 146) affirms that, “it is still difficult to accurately state what comprises the new media”.

Scholarly research to find new and appropriate definition of new media technologies continues. Nonetheless, the above definitions offer an overview of what new media technologies are and their roles in information sharing and gathering in the media industry.

2.3 Print media's adoption of new media technologies

This sub-section sought to give detailed information on new media technologies and their relevance to the current times. It was necessary to give background information in order to answer the research objectives. This would contribute to the existing body of knowledge on the topic in a Namibian context.

Technology spreads at a faster pace that mostly forces industries to either adapt or survive or to sink in the old ways. This is exactly what the media industry particularly the newspaper industry is facing due to technological advancement. Mdlongwa (2009) describes this situation as the 'moment of truth', which calls for proper analysis and solutions for survival.

Such sentiments are supported by Otieno (2009), who noted that new media technologies have disrupted the print media industry to an extent that journalists and media managers are required to adapt their processes for story-telling and rethinking business strategies if they are to remain competitive.

This provokes questions such as, with the lack of full coverage of telecommunications in Africa, particularly Namibia where the study was conducted, what are newspapers and in this case the *New Era* and *The Namibian*, doing to survive the birth of new media technologies which are also referred to as the digital era?

A study by Atton and Mabweazara (2011) examined the impact of new technologies on mainstream journalism practices in economically developed countries of the North from a variety of theoretical traditions. While pockets of research are beginning to emerge from African journalism scholarship, research has largely lacked theoretical and empirical grounding in terms of examining how African newspapers are forging 'new' ways to practise their profession in the light of technological changes in their newsrooms. It is not clear how

they deal with these changes and more importantly how they have adjusted their professional notions.

Change is not easy because organisations are mostly reluctant to embrace change. However, Esipisu and Kariithi (2007), posit that the 1990s witnessed a surge in the take-up of Information and Communication Technologies (ICTs) in Africa. Masau (2016) also observed that conventional media practitioners in Africa are adapting to a new media world that is time-sensitive and more interactive.

The findings of Masua (2016), already confirm that there is some adoption going on in Africa. The remaining question is on the extent of adoption and the attitude by newspapers in Africa towards this adoption process. It is for this reason that Lesitaokana and Akpabio (2014) conducted a study in Botswana and found that online newspapers are making a lot of inroads but they are yet to overtake readership of print products.

Mabweazara (2010) also conducted a study in Zimbabwe and found that despite the economic situation that has plagued the Zimbabwean nation, the early 1990s saw the country's newspapers commit themselves to raising editorial standards through the use of new media technologies.

Mabweazara (2010) further posits that prior to the adoption of new technologies; journalists in Zimbabwe relied on telephones, face to-face interviews, faxes and other traditional means of news gathering.

Moreover, Mabweazara (2010) revealed in his study that Zimbabwean newspapers then took the lead in harnessing the perceived power of the Internet in its news making operations, following the increased use of the new technologies as journalistic tools throughout the developed world.

Meanwhile, Newsclip (2016) also revealed that despite the gradual decline in print media circulation and revenue, South Africans are avid consumers of newspapers and the audience still rely heavily on traditional media to access the news.

Bearing in mind the technological advancement in South Africa and its internet coverage, the Internet World Stats (n.d) found that South Africa had 28,580,290 Internet users as of June 30, 2016.

“Social media, in particular, has increased both connectivity and participation in all spheres of social life, transforming what was previously known as audience to netizens (Luoma-aho, 2010). This transformation has been observed in Namibia where the number of people using internet daily has risen from 16 percent in November 2012 to 39 percent in September 2014 (Stoman & Stoman, 2014) but the extent of the impact remains undocumented.” (Mutonga, 2017, p. 1).

The lack of Internet coverage however plagued newspapers in Africa, as they brace for the birth of new media technologies, a situation that has taken its course in Lesotho. According to Foko (2000), exorbitant charges asked by the Internet cafés and the Lesotho Telecommunication Company are an impediment to the growth of the Internet in Lesotho.

Pew Research Centre (2012) revealed that Internet is proving to be an aggressive medium taking over much of the traditional role of newspapers. Salman, Ibrahim, YusofHj. Abdullah and Mustaffa (2011) argued that new media technologies have a direct impact on daily circulation of newspapers as audience with Internet now have access to online platforms. Saur (2008) supports this view that the number and variety of online newspapers is enormous, the use of screens to present information is very different from the format of newspapers printed on paper and the bright screen capable of displaying multiple colours has brought forth a great number of different designs for the presentation of information.

Despite the internet becoming a major source of news and information in recent years, Salman et al. (2011), noted that print newspapers in Malaysia still remain as the main and important reading and informative document for the people to rely on and the Internet is still grappling with privacy issues, content accuracy, reliability, and other related concerns.

The advent of new media has also caught the attention of the traditional media players in Indonesia. According to Tjokrodinata (2016) newspaper publishers, television stations, radio stations, advertisers and the rest of the traditional media companies have started to use new media outlets available on the Internet.

Tjokrodinata (2016), further noted that broadcast televisions does not hesitate to enhance their video contents with longer text contents in their website, while traditional newspapers utilize videos to attract their website visitors. Traditional mass media scope of work is not limited to their own media technology but rather by their own capacity to bring information towards their audience through one or more mediums.

Meanwhile the power of new media technologies is so immense that even the way information is delivered has changed and because readers are able to frequently get updates faster and timely more than the print media, they opt to go for the online platforms, (Saur, 2008).

This assertion shows that readers or information seekers are more likely to be lured into using new media technologies than the slow printed newspapers.

Moreover, newspapers are now also adopting e-papers as a way of reaching their audiences across the globe, an innovation. Eriksson and Svensson (2007) observed that most newspaper companies had started publishing digitally on the web in the mid-nineties and online

newspapers have since then found their own form and content to attract both audience and advertisers.

Although the e-paper system took centre-stage around 2006, newspapers in countries such as China and Sweden have aggressively taken on this initiative (Eriksson & Svensson, 2007). This point on the advantages of e-paper will however be discussed later in this paper from an African and Namibian context.

Despite the survival threats by the news media technologies and need for newspapers to be innovative in embracing such technologies, the newspaper industry has not turned a blind eye to such developments, as Gicheru (2014) posit that most newspapers in Africa also have an online presence. However, most of these websites have been primarily a reproduction of the day's print edition with little or no change to the form, shape, style and presentation of the content.

“It is only in recent years that some of the newspaper websites have come to recognise the importance of their online presence and are making efforts to reap the benefits of introducing multi-media content as well as updating their websites regularly (Gicheru, 2014, p. 54).”

Masua (2016) supports such sentiments, noting that the new media technologies were welcomed across the continent but technological adoption of such technologies continues to pose a major challenge to the print media houses.

Namibia is however not exempted from the evolution of new media technologies and according to Tyson (2013) there is a zealous excitement by journalists and editors in Namibia to incorporate new media technologies in their operations. Tyson (2013), also noted that newspapers are now using social media platforms to reach their audience and by so doing

they upload the next day's publication front page, hoping to attract more people to the print edition.

Such initiatives then just show that the Namibian print media industry is not substituting the role of traditional media but rather using it as a complimentary tool to maximise their reach, (Kasote, 2014, p. 73).

From the above literature it is quite evident that although newspapers are eagerly taking on opportunities presented by new media technologies they seem to be encountering trials along the way.

Lister (2016) pointed out that most newspapers today have already created an online presence in a bid to remain relevant. Otieono (2009) shared similar sentiments that the print media industry, to an extent is required to adapt their processes for story-telling and rethinking business strategies if they are to remain competitive.

As part of answering the objective of assessing how print media has adopted new media technologies, the researcher sought to find out whether the *New Era* and *The Namibian* newspapers use their websites as well as their social media platforms to attract readers to their printed newspapers or whether they have adopted the social media platforms as part of their news operations totally by keeping up with the times. This would confirm existing literature or bring in a new dimension regarding the Namibian literature on this topic, taking into consideration that there are not so many academic literatures on Namibia regarding how the print media has adopted new media technologies.

In addition, the findings of this study *the adoption of new media technologies by the print media: a case study of New Era and The Namibian newspaper* would confirm the relevance of new media technologies in the print media working environment and whether journalists

and media managers have adapted their story-telling and business strategies to remain competitive and relevant. Lister (2016) further alluded to the fact that important choices need to be made on varying content for the print and online platforms. She further recognised that publishing in local languages and providing short-message pages to create a conduit between people and government are just a few of the innovations at various African newspapers.

2.4 Newspaper operations and news organisations in the presence of new media technologies

The birth of new media technologies has not only changed the way in which information is disseminated but has also affected the way journalists gather and tell their stories.

According to Everett (2011), using up-and-coming technologies could provide newspapers with many advantages as new technologies attract audiences to the news industry. For instance, the interactivity of social media is transforming the way consumers receive and participate in news (Gleason, 2010).

Farhi (2009) observed that social media especially Twitter has changed the newspaper landscape as consumer involvement appears to be a significant advantage of using new innovative technologies. The audience participation makes them feel appreciated.

News organisations have, of late, taken on the opportunities presented to them by new media technologies. As a way of reaching out to a wider range of audiences, they have aggressively created online platforms using different new media technologies. According to Salwen, Garrison and Driscoll (2005), there are many active online news sites and newspapers on the Internet through which audiences read, discuss and share news content today.

Palvik (2000), found that the Internet has brought about changes in the journalism career which are not necessarily negative changes but rather positive ones that help journalists to

improve the way they go about their tasks; improve relationships between newsrooms and audiences; and expansion of newsroom structures.

On that note, the advantage of online newspapers and in particular the Internet has also received academic attention that such platforms are also seen to be breathing new life into journalism and re-engaging once sceptical and alienated audiences (Matheson, 2004).

According to Obalanlege (2015), recent studies have also shown that we now ‘experience journalism through the eyes of technology’ while (Bonin, 2013, p. 1), noted that new media technologies and of recent social media in the likes of Twitter and Facebook are the new ways through which products of journalism are being felt. Bonin (2013), noted that unlike previous technologies, these allow online communities created by readers, listeners and viewers to discuss issues, have their voices heard, and get feedback in record time.

The journalism career; however seems to be more flexible and relaxing than in the older days where journalists had to be out of the office most of their time gathering news. This is supported by Friedrichsen and Kamalipour (2017), who state that new media technologies have accelerated the news gathering process due to its digital nature and offers flexibility to journalists by way of allowing them to spend more time in the office. Friedrichsen and Kamalipour (2017), further note that news media technologies now contrast with traditional journalism routines which induce reporters to roam the streets in search of news without adequate communication devices for networking and direction. It is evident that new media technologies offer different platforms through which newspapers can get their news across. It is crucial that the importance of such platforms are also discussed in this subsection.

According to O’Sullivan and Heinonen (2008), the new media technologies offer a novel platform for reaching audiences. They have become part of newsgathering and news

processing routines which raises an array of new questions about practices and values entrenched in journalism practice. .

Numerous studies have found that new media technologies have impacted journalism practices. Obalanlege (2015), notes that journalists in Nigeria for example are no longer using an official voice recorder for interviews as their Smartphone equally serves the same purpose. Therefore, new media technologies such as smart phones have made the use of notebooks and voice recorders redundant. Furthermore, Obalanlege (2015) found that most of the journalists working for print media admit that they sometimes use their smart phones to video record important news events which they believe is in the public interest and in turn share such recording on their newspaper website. The way journalists in Nigeria use their smart phones boils down to the world in which a journalist should not only rely on being a print journalist but be able to operate on different platforms and still deliver.

Oblanlege (2015) stated that the internet has brought about significant changes in journalism. It has initiated rationalisation into journalism in the sense that certain functions can be outsourced while others could be combined in order to reduce cost. For instance, most media organisations in Nigeria have embraced multi-platform journalism. Journalists are now trained not just to specialise in print journalism but to be able to handle video and some online operations including the merging of online teams and traditional newsrooms together (Oblanlege, 2015). All these assertions confirm that the birth of new media technologies gives complementary tools to the newspaper operations.

Meanwhile, Auwal (2016) concurs that the advent of new media technologies complements the operation of print media such that the management, production and distribution processes of newspapers and magazines have been made much easier.

Friedrichsen and Kamalipour (2017) indicated that the process of adopting and adapting to the consequences of new technologies in news production is ambivalent. Again, it is no longer an argument that organising production and managing creativity in the news industry is driven by technology (Deuze, 2008). Yet many African journalists have failed to recognise the need to examine their role in view of the present challenges and opportunities offered by internet technologies to producers and consumers of news (Friedrichsen & Kamalipour, 2017).

Meanwhile, journalists now also operate under difficult circumstances because of the opportunities that Internet has offered to the readers as everyone is free to contribute news content especially on social media. This situation now allows readers to compete with journalists in the area of news gathering and production. Friedrichsen and Kamalipour (2017) stated that journalists are more concerned about losing their relevance in the face of challenges posed by new media technologies as they are quick to point out that internet technology does not pose a threat to their traditional role in the society, rather it has enhanced the quality of news being produced.

Despite having to juggle for news with readers and aiming to remain relevant, journalists can remain relevant based on their interpretative, investigative and disseminator roles played in society. According to Friedrichsen and Kamalipour (2017), no matter the technology advancement, journalists will continue to play an important role in society based on their investigative skills which are crucial in scrutinising government decisions and timely verification of news, conferring credibility on the news production process and analysis of complex issues in society.

Journalists are generally responsible for producing their own story ideas. The presence of new media technologies and citizen journalism also means that journalists now have to be

innovative in how they present their stories and also their news ideas. According to Phillips, Singer, Vlad, and Becker (2009), new media technologies have influenced story ideation since nowadays journalists do not have to rely on traditional sources like other newspapers or newswires for story ideas. A journalist can get story ideas and background information on a particular story from the Internet (Phillips et al., 2009).

Phillips et al. (2009) further posit that journalists can also read blogs and check social-networking sites for story ideas and to get a sense of prevailing or trendy issues.

Missing is the question on the extent to which the Internet including smart phones and their applications are considered a source of new opportunities by journalists especially in Africa.

Atton and Mabwezara (2011) found that African journalists are still coming to terms with the implications and adoption of new media technologies. According to Masau (2016), Nigeria unsuccessfully tried to enact a vaguely worded social media bill that suggested draconian punishments for saying the wrong things online. Chad, Congo Brazzaville and Uganda blocked social media during elections and the move was contemplated even in such professed democratic countries as Ghana, Masau (2016).

Gicheru (2014) found that journalists in Mali characterise online media as in its infancy while in Botswana journalists do not adequately use online resources to gather and distribute news.

Gicheru (2014) further found that although online advertising is flourishing in Malawi, questions of profitability remain, while Namibia's lack of local language content online presents a barrier to many.

The policies made by African countries are meant to sort of influence press freedom. In the Namibian context where the president has declared press freedom, the Ministry of

Information and Communication Technology tabling a social media bill just shows the direction in which the Namibian government is facing (Shapwanale, 2017; Tjitemisa, 2017).

Because of the global transformation that is not only being felt by the print but by both the corporate industry and government, the Namibian government has tabled a Social Media Use Policy and Implementation Plan for 2016/17 to 2019/20. According to Tweya (2017), “The policy provides guidelines on the code of conduct for government officials using social media networks for official purposes, with the aim of improving transparency and interaction with the public (p. 4).”

The newly developed Social Media Use Policy and Implementation Plan includes platforms such as Facebook, Twitter, Instagram, YouTube, blogging websites, LinkedIn, Short Messaging Services (SMS) and WhatsApp. Tweya (2017), stresses that “the use of social media in government should not be seen as a replacement of traditional media outlets but as a complementary tool to enhance greater information dissemination and government communication with the general public in accordance with Vision 2030,” (Tweya, 2017, p. 4).

Although the Namibian government is only introducing the social media policy to the public sector now, the Namibian print media industry has already taken on being active on social media platforms and according to Social bakers (n.d) *New Era* newspaper has 212 610 Facebook followers and 13 759 on Twitter, while *The Namibian* has 204 754 Facebook followers and 64 372 on Twitter.

The Namibian Media Code of Ethics (2017) has made room for online reporting. It also gives detailed information on how journalists ought to behave. The media shall take care to report news truthfully, accurately and fairly.

The *New Era* newspaper is owned and operated by the Namibian government and was in the past criticised several times and threatened with funding cuts by government which complained about the compromised and biased reporting. Apart from this, interference has taken a rather subtle form (Titus & Brombart, 2015). “You won’t be told you cannot write this or that but your story might just not make it into the paper. And further that it also happens that suddenly you have a minister, a Chinese or another state visitor in the office to visit during meetings. These kinds of visits have been publicised in the newspaper but their effects on the editorial independence of the paper are not documented.” (Titus & Brombart, 2015, P. 32).

In order to assess how new media technologies have changed the operations of news organisations, the researcher gave background on the operational environment at the two news outlets. The researcher deemed it necessary to review literature in various countries including Namibia in order to better understand how new technologies have changed the operations of news organisations. The findings would put this into perspective by highlighting specifically how the *New Era* and *The Namibian* newspapers have adopted the new media technologies. The literature reviewed was necessary to gain a better understanding on the prevailing paradigm and at the same time it adds to the body of knowledge as it would confirm or add a different perspective to existing literature.

2. 5 Marketing strategies employed by print media in relation to new media technologies

As new media technologies gain prominence there is also pressure set on to newspaper’s marketing managers to strategically develop plans that will continue to generate income for the media organisation in the presence of new media technologies.

Everett (2011) argues that newspapers are businesses and the goal of businesses is to be profitable. Using technology to deliver news is opening up a whole new realm of money-

making possibilities. Although the concept of newspaper advertising has been around for many decades, there are many forms of advertising that would not be possible without technology (Everett, 2011).

Newspapers have now taken an initiative of publishing online and also offering their clients online advertising space. Everett (2011) noted that publishing online continues to be an experiment for newspapers and for years they spent resources on developing websites and lost money but they are now employing various strategies to make online businesses profitable. The most common approach is to require consumers to register before permitting access to content which consequently boosts advertising revenue (Everett, 2011).

Today there are many organisations adopting new media technologies in their marketing or sales strategies and hope to generate income by utilising the new media technologies in addition to their print media.

According to Everett (2011), new forms of advertising make it much easier for advertisers to gain attention and make money because clicking on a link on a web newspaper is easier than looking up the advertising company from a print version. Even though newspapers struggled in the past with how to make money from technology, they are beginning to figure out how to profit successfully even though it may take time (Everett, 2011). Despite the lack of literature on how Namibian newspapers market themselves to be able to attract advertisers to their print editions, it is evident that the economic crunch felt within the Namibian economy has contributed to the decision by cabinet to cut down on the number of copies *New Era* prints (Titemisa, 2017a).

The publication has reduced the number of copies printed per day from 17000 to 8000 from Monday to Thursday and 25,000 to 17000 on Fridays (Tjitemisa, 2017a). Although the cut down is due to the financial crunch experienced in the country, *New Era* has platforms such

as its online newspaper that requires subscription hence the need to understand if such platforms are part of the marketing strategies employed by the publication as a way of generating revenue.

The E-newspaper by *New Era* is also among the platforms employed by the newspaper in 2014 which grants subscribers access to the digital archive dating back to the first copy of *New Era* more than 20 years ago (Nunuhe, 2014).

The Namibian newspaper also took up the opportunities presented by new media technologies and launched its E-reader in 2017 (Kahiurika, 2017).

Meanwhile, Eriksson and Svensson (2007) state that the newspaper industry has been lately faced with declining subscription and advertising revenues forcing them to seek new alternative ways to profit and to attract new audiences. Further they predict that potential replacement of the printed edition with the e-newspaper in the future would dramatically reduce production and distribution costs making it an interesting prospect. Moreover, there is a belief within the branch that the e-newspaper could reach new audiences, e.g. young people (Eriksson & Svensson, 2007).

On the other hand, Crous and van der Merwe (2017) have indicated that Namibia is unique in its own right and does share one similarity that advertisers and marketers are taking note of which is the power of mobile phones and gadgets.

Marketing strategies are important if newspapers are serious about using new media technologies to their advantage. The study looked at how marketing and IT managers at the two newspapers have been forced to keep up with the times by coming up with creative concepts that would attract readers to such platforms.

2. 6 Theoretical Framework

This study employed the Diffusion of Innovation Theory (DIT) to understand how the print media, with special focus on *New Era* and *The Namibian* newspapers, are adopting new media technologies in terms of their operations and use of interactive features.

According to Rogers (1995) the DIT is “the process by which an innovation is communicated through certain channels over time among the members of a social system” (p. 7-8).

Rogers (1995), further defines innovations as any new idea, practice, or object considered new to an individual.

The environment in which newspapers operate today provokes innovative ways for them to remain relevant and competitive in the digital era. This researcher thus saw the need to employ the DIT to critically understand how *New Era* and *The Namibian* newspapers go about their operational plans and how they implement such plans.

The decision to adopt different mediums within a newspaper organisation has different benefits. Khoury (2014) sees the purpose of adopting new media technologies as to increase sales. If the purpose of adopting new media technologies is then to increase sales it is crucial to also understand the adoption process by the newspapers and innovative ways employed by the newspaper management in their efforts of keeping up with technology. According to Khoury (2014), it is then through analysing and understanding the adoption process that newspaper managements are able to develop a fully integrated marketing and communication plan focused on predetermined stages of the adoption process.

The diffusion process is important in any aspect of a business because the innovators of such ideas have to fully understand the plans and be the leading examples of such an innovation. Hence, even within newspapers the managers need to understand the new technological plans

they wish to implement before rolling them out. It is critical to test level of acceptance of such innovations in the newsroom before attempting to popularise them with audiences. It is for that reason that Akhagba (2014) noted that the diffusion of innovation theory offers a way to explain the spread of new ideas and the acceptance of such new ideas into practical situations. Furthermore, Akhagba (2014) stated that by definition diffusion is a process by which an innovation is communicated through certain channels over time among the members of a social system.

The diffusion of innovation towards adoption process moves through five stages. These are: knowledge, persuasion, decision, implementation, and confirmation (Akhagba, 2014).

Hence, when newspapers have an idea that they wish to put across, its adoption goes through similar stages. In the Namibian case where Internet coverage is already falling short, media managers have to be innovative in getting their new plans across to their audience and be able to implement them.

However, despite the benefits of this theory and it being considered a credible model, it too has some deficiencies that may hinder the study of adoption of new innovations. First of all, not all new innovations guarantee success and continuity as the theory assumed. This might be the first hindrance even in the Namibian case, simply because of the lack of telecommunication coverage in the country and also the reluctance of the public to try out new products.

According to Akhagba (2014), there is an underlying assumption that innovations are considered 'good' regardless of the consequences to the values and practices of journalism commonly known as 'pro-innovation' bias. The perceived pro-innovation bias has led critics to question the impartiality of diffusion research because it seems to align the interests of researchers with those of change agents or technology proponents. According to Lievrouw

and Livingstone (2012), critics charge that diffusion of innovation theory is technologically deterministic because it treats innovations as given and focuses more on the effects or impacts of innovations in social systems. The Theory is further criticised on the grounds that it assumes that technologies and other innovations are unitary, stable phenomena throughout the diffusion process. However, most sociologists, communication researchers and economists acknowledge that technological innovations are rarely singular inventions. Rather, they are constellations or 'clusters' of interrelated or complementary innovations. (Lievrouw & Livingstone, 2012)

Regardless of the limitations that the DIT has, it remains the most applicable theory for this study in describing the adoption of new media technologies. It best describes how different categories of people or organisations react and deal with new technology such as the Internet and social media.

2.7 Summary

This chapter discussed literature on new media technologies and the print media particularly on revolution of new media technologies and how they are being embraced by the newspaper industry. Although there was scarce literature on the topic from the Namibian context, literature revealed that there was interest by the Namibian newspaper industry in embracing new media technologies.

Literature review also revealed the benefits of new media technologies, and that in spite of survival threats that they have posed on newspapers in countries such as the United States of America, new media technologies have made the job of media practitioners (journalists' and editors') easier.

Under this chapter, the Rogers Diffusion of Innovation Theory as the theoretical framework for this study was also discussed. The next chapter presents the study methodology.

CHAPTER 3

METHODOLOGY

3.1 Research Design

This chapter gives an overview of the research methodology, explains research methods used and what prompted these choices; research population; ethical considerations and the data analysis plan. A research design is essential for research, because “it facilitates the smooth sailing of the various research operations” (Kothari, 2004, p. 32). It is therefore impossible to carry out a research study without clearly stipulating how the researcher will go about conducting such study hence the need to point out what design will be used for that study. Burns and Grove (2003) define a research design as “a blueprint for conducting a study with maximum control over factors that may interfere with the validity of the findings”.

This study employed the qualitative method in the form of a case study. The purpose of a case study was to understand the case under investigation in its natural setting. *New Era* and *The Namibian* newspapers were the unit of analysis to determine how they have adopted new media technologies.

A case study provides a unique example of real people in real situations which enables readers to understand ideas more clearly rather than by simply presenting them with abstract theories or principles (Cohen, Manion & Morrison, 2007). Kothari (2004) explains that a suitable design or approach should be flexible, appropriate, efficient and economical. Given the characteristics of a suitable design and approach it seems that the case study design was an appropriate approach for the study because it is flexible and efficient. The qualitative

research approach was appropriate for the study because it minimised bias and maximised the reliability of the data collected and analysed (Kothari, 2004).

According to Cohen, Manion and Morrison (2007), qualitative data analysis involves organising, accounting for and explaining the data and in short it entails making sense of data in terms of the participants' themes and categories. Given this explanation it is clear that the qualitative approach was appropriate for the study because the process of data analysis involved organising raw data from the two newspapers under investigation.

The choice of qualitative method in this study is due to the possibility provided by qualitative method to delve into a subject matter where no prior study has been done and the results can be used by further researches. Qualitative method also enables the researcher to explore a complex subject matter where a controlled approach may fail. In addition, another benefit of qualitative study is to be able to observe the situation from the point of view of the subject matter. The contextual understanding of what is happening within the media industry is important for this study.

The research also used Focus Group Discussions (FGDs) which according to Gilbert (1997) have the advantage of drawing upon respondents' attitudes, feelings, beliefs, experiences and reactions in a way that would not be feasible using other methods.

3. 2 Population

A research population is generally a large collection of individuals or objects that is the main focus of a scientific query. It is for the benefit of the population that researches are done. However, due to the large sizes of populations, researchers often cannot test every individual in the population because it is too expensive and time-consuming. This is the reason why researchers rely on sampling techniques. A research population is also known as a well-

defined collection of individuals or objects known to have similar characteristics (Explorable, n.d).

Creswell (2008) defines population as a total number of individuals with common characteristics and are of particular interest to the researcher.

The research population of this study was the Namibian news media and in particular the newspaper industry in Namibia excluding the online newspapers.

Online newspapers were specifically omitted in the study because the study wanted to investigate the print newspapers and bearing in mind that online newspapers are more posed to adopt the new media technologies faster, the researcher opted not to include them in the study.

3.3 Sample

Creswell (2008) describes sample as a subset of the population which “is the full set of elements or people from which one is sampling.”

The researcher employed a purposive sampling method to select the sample from *New Era* and *The Namibian* newspapers. The sampling quota included one managing editor, one marketing manager, one Information Technology (IT) manager, and six journalists, from each newspaper. The total number of participants in this study was 18.

Considering that there are 14 journalists in the *New Era* newsroom and 16 in *The Namibian's* newsroom, firstly the researcher sent an invite of participation to the education, political, business, court, entertainment, and sports journalist to take part in the study; however interns from the two newspapers were excluded from being part of the FGD.

In the event where a journalist from any of the beats wished not to take part, a collective invite was sent to the entire newsroom and any of the journalist that gave consent to take part was considered.

Meanwhile, no manager was part of the FGDs but acting managers in editorial, marketing and IT manager were considered for the interviews. Each interview was conducted with only the manager and the interviewee (the researcher).

3.4 Research Instruments

The study used interview guides administered to editors, marketing managers and IT managers. According to McNamara (1999) interviews are useful for getting the story behind the participant's experiences and that they allow the interviewer to pursue in-depth information around the topic which further creates room for follow up questions. Interview guides were specifically designed for each manager and being in line with their duties. The researcher did not just use one interview guide for all the managers.

A FGD guide was also administered on journalists only. Managers did not form part of the discussions. According to Gilbert (1997) FGDs have the advantage of drawing upon respondents' attitudes, feelings, beliefs, experiences and reactions in a way that would not be feasible using other methods. A voice recorder was used to record all interviews and focus group discussions.

3.5 Procedure

Permission to conduct the study was requested from the University of Namibia (UNAM). The researcher also requested written permission from all participants to conduct the interviews and FGDs. Written permission was further requested from participants to record them during the interviews and FGDs.

In situations where the participants did not want their voices recorded the researcher stopped the recording and took notes as the participants spoke.

Written consent was sought from all participants. The signed consent forms, authorised by the University of Namibia, are attached at the end of the research report in the appendix 1.

3.6 Data analysis

Cooper and Schindler (2006) explain that data analysis usually involves reducing accumulated data to a manageable size, developing summaries, looking for patterns, and applying statistical techniques.

Cohen, Manion and Morrison (2007) explain that qualitative data analysis involves organising, accounting for and explaining the data; in short, making sense of data in terms of the participants' themes and categories.

To analyse data, the researcher used the constant comparative method and coding whereby distinct concepts (master headings) and categories (sub-headings) were highlighted with one colour code for concepts, and another colour code for categories.

3.7 Research Ethics

The researcher complied with the code of ethics of the university and obtained an ethical clearance certificate from UNAM Research Ethics Committee before embarking on the fieldwork. Participants were informed about the purpose of the study and that participation was voluntary and may leave the study any time without any negative consequences. All participants signed written informed consent forms prior to the commencement of the study. They were assured that the data collected will be used exclusively for the purpose of the study.

Furthermore, the researcher assured the participants that no data of the two newspapers will be shared between each other and confidentiality and anonymity will also be applied across the board to all respondents by withholding any names, be it that of the participant or newspaper.

The participants were all informed of the use of a voice recorder and that they could ask not to be recorded and the researcher took notes while the respondent spoke. All participants were assured and reassured of confidentiality and that they were at liberty to withdraw from the research at any time. The research data will be used only for academic purposes and stored for five years before being destroyed in accordance with UNAM rules. The researcher is not an employee of any of the two newspapers therefore no conflict of interest was involved.

3.8 Summary

This chapter outlined and justified the research design used to investigate the adoption of new media technologies by the Namibian print media: a case study of the *New Era* and *The Namibian* newspaper. It described the population of the study, the sampling techniques used, the data collection instruments used and how the research instruments were administered. The ethical considerations that guided the researcher were also explained. The next chapter presents the findings from the study.

CHAPTER 4

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter presents the data collected from participants and provides an analysis of this data guided by three research objects. The chapter will attempt to surface the challenges faced by the print media in adopting the new media technologies. The units of analysis are the *New Era* and *The Namibian* newspapers which represent both government and independent print media.

Hudson, Roth and Madden (2012) see the world that has been changed by the adoption of the digital media that almost no one is left out; young and old are connected through the internet and via a variety of devices and networks. This digital connectivity, they argue, raises new opportunities and challenges for organisations striving to manage and maintain their customer base. (p. 1).

The opportunities for media organisations come at a cost of time, money, expertise and equipment. Research shows that effective management and utilisation of the new media technologies is essential for success.

While Namibia is rated the freest country in Africa in terms of media freedom by the Reporters Without Borders (2017), media mapping of the adoption of new media technologies is yet to be undertaken in Namibia.

In presenting and analysing data, the chapter focus on how the Namibian media has adopted the new media technologies in their daily operations and how these technologies have changed their operations and the marketing strategies employed by these news media.

4.2 Demographic data

The study consisted of 18 participants, who were all selected purposively depending on their positions and their contribution to the adoption of new media technologies within their organisation.

4.2.1 Demography of interview participants

A group of six managers were interviewed on how their newspapers were adopting new media technologies within their daily operations. While the adoption of new media technologies can be viewed as an exercise that requires attention and correlation from all departments within the newspaper, the six managers being; editors, marketing managers and IT managers all play a crucial role in the adoption of new media technologies.

It is worth noting that the researcher has found that all the managers were males, however, no interrogation was done to establish why the two newspapers only had males in those managerial positions.

4.2.2 Demography on FGD

Two separate FGDs were conducted with 12 journalists from the two newspapers being studied. Journalists being the news gatherers have an important role, and their views on the adoption of new media technologies and how they have impacted their operations, news gathering and story writing are significant in this study.

The researcher has observed that 58% of the FGD were females, while 48% were males, although no concerted effort was made to explore such findings, the researcher has observed that there were more females in both newspapers' editorial teams.

4.3 An overview of the adoption of new media technologies

The newspaper industry in Namibia has taken advantage of the revolution of new media technologies and adopted them into their operations. *The Namibian* newspaper, which is a unit of analysis for this study is predominantly sold in hard copies with a circulation of 65 000 from 2012, (Newsdesk, 2012). The newspaper has however also leapfrogged into new media technology when it moved from being a hard copy to the website and now has an E-reader, which was launched in 2017. The newspaper's E-reader is the exact copy of the print edition, which is accessible online.

Meanwhile, the government-funded newspaper, *New Era* is also predominantly sold in hard copies with 8 000 copies on Monday to Thursday and 17 000 on Friday. Due to financial constraints, the publication has cut down on copies printed per day from 17 000 to 8000 Monday to Thursday and from 25 000 to 17 000 on Friday (Tjitemisa, 2017a).

The publication has however maximised on the marketing of their E-paper, which was launched in 2014.

Although technology and the Internet have fundamentally altered the way the world interacts and communicates, media consumers in Namibia still patronise the print media.

The question of whether new media technologies have impacted the marketing communication, news gathering, writing and presentation within newspaper will be discussed in this section. Moreover, how the new media technologies have impacted the general or some operations in the newsroom will also be discussed.

4.4 The adoption of new media technologies by the editor's office

4.4.1 Newspaper A

The managing editor revealed that the newspaper organisation adopted an electronic newspaper, which they refer to as an E-paper. According to the managing editor, the pace at which technology is moving has forced his newspaper organisation's managers to think of innovative ways of disseminating news on other platforms that would complement the hard copy.

The managing editor also revealed that his newspaper organisation also set up a mobile application that can be downloaded on the phone to enable readers to access news on their cell phones.

Considering the "high" printing costs, the newspaper had to look out for "cheaper" and "faster" ways to reach its audience and new media technologies have presented ways to reach its audience.

For this reason, the respondents noted that embracing new media technologies into their newspaper operations was mainly because they want to be the instant deliverer of news, a role that a hard copy newspaper cannot play, especially with the advancement of social media.

The respondent also revealed that the newspaper has also aggressively taken on the use of social media, as a faster means of news delivery and breaking of news on Facebook and Twitter.

The editor acknowledged the adoption of new media technologies within the newspaper organisation. , however, provokes questions such as how are the adopted platforms assisting the editor's office, in performing his duties as the leader of the editorial team.

4.4.2 Newspaper B

The news editor confirmed that his newspaper was aggressive in embracing new media technologies and has adopted an e-reader in August 2017 (Kahiurika, 2017). By the time this data was collected in June 2017, the e-reader was not yet fully operational.

The respondent however highlighted social media platforms such as Facebook and Twitter that are being used for instant dissemination of news.

The organisation has also adopted sharing of live feeds on its website.

Although newspaper A seems to be more aggressive in adopting new media technologies than newspaper B, newspaper B also seems to be eager to keep up with the new trends in the use of new media technologies.

4.5 The adoption of new media technologies by the marketing department

Marketing managers were also interviewed on what strategies their newspapers employed to survive the birth of new media technologies as part of their marketing plans. The two managers both shared similar sentiments that although the hard copy newspaper is still the preferred source of advertising, the marketing departments had to think of different ways to reach the audience in areas where they do not distribute their hard copies.

4.5.1 Marketing Manager: Newspaper A

The marketing manager responded to the question by explaining that they wanted to reach out to their audience on different platforms and also offer their clients other platforms for advertising rather than just advertising in the hard copy.

For example, the respondent noted that the newspaper management made it their responsibility to ensure that their audience is engaged and informed via different platforms. It

is for that reason that the management introduced an electronic version of their hard copy, just to cater for the audience in different areas and to generate income from the subscriptions to the electronic newspaper.

In addition, the respondent pointed out that as a marketing department, they have successfully implemented their electronic hard copy version, however, the public is reluctant to subscribe to the e-reader, and rather prefers to buy the hard copies.

4.5.2 Marketing Manager: Newspaper B

Questions similar to those posed to newspaper A manager were also posed to the marketing manager of newspaper B. The respondent noted that although they had previously only thought of the hard copy version as a means of advertising, they have now started making use of their website, as an advertising platform. They have embarked on an aggressive campaign to promote advertising on their website.

4.6 Newspapers' marketing strategies

This objective was achieved by asking the question around how newspapers are generating revenue in the digital era and what they are doing to ensure that their clients continue to advertise in their newspapers.

4.6.1 Newspaper A: Marketing Manager

According to the marketing manager, they have taken a different approach, such as giving added value to their advertisers citing an example that if a client is advertising for three consecutive days, the newspaper gives the client two or three placements for free, just to say “thank you” and to retain the client.

The respondent pointed out that subscribing to the electronic version of the hard copy is one of the platforms they generate income from. This revenue is over and above that from advertising on the website.

The respondent was also asked how the advertising trends have been for the past two years. He noted that although advertising has been satisfactory for the past two years, it is not the case this year (2017) because companies have cut their advertising budget and “unfortunately that is where we tap income from.” Therefore both newspapers concur that advertising and sale of electronic and hard copies of their newspapers generate revenue for the newspapers.

4.6.2 Marketing manager: newspaper B

This newspaper generates its income from adverts in its hard copy as well as the website.

The respondent noted that they always offer their clients options of advertising on their website and also in the hard copy.

The responder pointed out that they always make reference to the number of copies they print daily when they negotiate prices with clients and the exposure thereof, that a client can expect.

Although the marketing manages opted not to divulge more on their marketing strategies, they both shared how they closely work with the editorial team (journalists and editor) when approaching clients for possible advert placements and offering them a free editorial piece in their news papers.

4.7 The adoption of new media technologies by the IT department

Bearing in mind that this study focuses on technology, the researcher deems it crucial that Information Technologist (IT) also form part of the study, mainly because they are the people

responsible for developing applications and implementing new technology platforms within the newspaper organisation. The managers also shared similar sentiments of developing different platforms, for them to reach a bigger audience.

4.7.1 IT Manager: Newspaper A

The IT manager of Newspaper A revealed that in addition to the print newspaper and the website; they have developed a mobile application that audiences can download and be able to access the newspaper content online.

The respondent explained that the reason behind creating an application was for people to have easy access to news. In addition, the IT department of the newspaper created an electronic version of the hard copy, called the e-paper, which was also created with the aim of reaching audiences locally and also globally.

4.7.2 IT Manager: Newspaper B

IT manager of newspaper B also developed applications in-house that would assist the editorial team in carrying out their work easily.

For example; the respondent mentioned that previously journalists had to submit their stories and pictures manually to the editors, using a flash drive or memory cards but the IT department has now created a system where both journalists and editors can upload stories and pictures online and everything is done via the online uploading software.

4.8 Newspaper operation in the digital era

4.8.1 IT manager, newspaper A

The IT manager highlighted that they have to engage their audience on different platforms and in different ways, because of their preferences.

“Young people nowadays prefer online news, while the older generation like their hard copies, so as a newspaper organisation; we had to make sure that both our readers are engaged on the platforms that they prefer.”

The respondent noted that with the revolution of new media technologies, they could easily create platforms that catered for all their audience, and have so far reached their expectations, in terms of the engagement level they now have with the audience.

4.8.2 IT manager, newspaper B

The IT manager was of the opinion that new media technologies have aided newspaper organisations in reaching a wider audience. “Deploying the hard copy newspaper can only go as far as availability can come, while with online media it goes further.”

The respondent narrated that for example someone did not get the hard copy but they have access to the Internet; they will still be able to read the news on the website.

On the contrary, the respondent noted that the challenge with only having a website as an online platform is that readers are unable to view the adverts in the hard copy, hence the need to look out for other platforms such as the electronic version of the hard copy.

The respondent further alluded to that, although new media technologies make it easier for news organisations to disseminate their news and reach their clients on different platforms, they still have to maintain their hard copy because of the Internet data rates in the country, which are “too expensive.”

4.9 The adoption of new media technologies by the newsroom

To journalists, the news gatherers and writers, the adoption of new media technologies may seem to be a managerial function, however, the researcher deemed it important to get the

journalists' views on how the adoption of new media technologies have changed or affected their operations.

The Journalists revealed that they now have to be on their toes if they want to be the first to break the story because they are competing with citizen journalists. The journalists also pointed out that new media technologies force them to be creative in their writing and to be multi-skilled; meaning being able to write stories, take photos and shoot videos.

4.9.1 Newspaper A: FGD

Journalist 1: According to journalist one, new media technologies have affected the way journalists write their stories because their stories now have to be more captivating so that readers can be interested in reading them both online and in the hard copy.

Journalists 2 and 3: Journalists two and three noted that the fact that stories now break on social media, means journalists have to dig deeper by looking at what has not been spoken about and go beyond the event itself, and avoid repeating the exact information that people already read on social media.

The respondent added that journalists also have to be more creative in the way they write and how they tell their stories to make sure it is different from what has been presented on social media by citizen journalists.

Journalists 4, 5 and 6: According to Journalist four, five and six new media technologies makes the process of delivering news easier and faster. The journalists explained that with new media technologies, they are able to break news faster on social media platforms, such as Facebook and Twitter. They also noted that they get news tips from social media platforms and establish news sources from such platforms.

4.9.2 Newspaper B: FGD

This focus group was of the opinion that their newspaper organisation has taken note of the birth of new media technologies and the need to adopt such technologies into their operations.

The group indicated that the adoption of using social media platforms such as Facebook, Twitter, YouTube and Instagram are platforms that their newspaper has aggressively taken on, as part of disseminating news. Furthermore, they indicated that their newspaper organisation has also implemented an electronic newspaper and a mobile application, for readers to access news from anywhere in the world.

Journalist 1: According to Journalist one, the pace at which technology is growing, newspaper organisations have to be innovative and adopt different platforms that they can use to disseminate news to their audience. The journalist for example pointed out social media platforms as platforms that newspaper organisations can adopt.

Journalist 2: Journalist two was of the opinion that Internet coverage in Namibia is still nascent and is limited to cities and towns. Rural electrification continues to be a serious challenge. Many rural schools remain off-grid and the absence electricity in most parts of the country is a serious disincentive in the adoption of new media technologies.

Journalist 3: Journalist three was also of the opinion that “With our internet penetration being low in Namibia, the significant footprint for any online news media that you come up with probably won’t work.”

Journalist 4: Journalist four observed that newspaper organisations in Namibia cannot ignore the revolution of new media technologies and how newspapers globally have migrated to online, hence the need for them to keep up with the new trends in the media.

Journalist 5: Journalist five pointed out the issue of affordability, noting that due to the high prices of Internet connectivity in Namibia, the newspaper industry still has time to survive in the digital era because more people cannot afford reading news online and rather prefer to buy the hard copy.

Journalist 6: Journalist six observed that normally people are resistant to change that even when the newspaper develops a new platform such as an electronic version of the hard copy newspaper, people will still prefer to buy the hard copy.

4.10 The impact of new media technologies on newspaper A and B

The findings in the sub-section above revealed how the newspaper organisations have adopted new media technologies in their daily operations. Under this subsection, a detailed overview of what is the advantages and disadvantages of new media technologies and newspapers have been presented.

According to the managing editor, the revolution of new media technologies brought a new way of thinking for journalists and editors.

For example, the respondent narrated how journalists are constantly reminded to think of new angles when writing a story for hard copy, especially when a story was already published online. “New media technologies get the best out of us in terms of what new dimensions we can add to a story, to broaden the knowledge of our reader.”

The respondent added that new media technologies have also brought a sense of emergency and innovation, meaning journalists and editors all rush to be the first to break the news and also what new angle they can take for their hard copy, to still attract readers.

Furthermore, the respondent noted that from a business point of view, printing newspapers is a costly exercise, hence the need to think of new ways of reaching their audience without straining their budget.

“Printing is a very costly exercise and from a Namibian point of view it has been monopolised as there have not been many printing companies for a very long time, so whatever price they threw on you, you had to comply.”

The respondent also pointed out that as a newspaper organisation; they had to come up with initiatives that will assist the newspaper in reaching its audience without spending a lot of money. “We then thought of ways on how to reach our audience even beyond the Namibian borders, through online platforms such as our e-reader newspaper.”

According to the managing editor, new media technology platforms, such as social media do not carry a huge volume of information, compared to newspapers.

For example, the respondent alluded to that twitter updates are limited to a number of pages, while in newspaper writing there are no limits, and that gives editorial teams’ room to expand on their stories and give more details, than what was presented on social media.

He further added that Namibians still appreciate the hard copy, but maintained that as a newspaper organisation, they have to be strategic to make sure that they defend the ideals of original print journalism.

The researcher was interested to find out the motive behind why the newspaper uploads its hard copy front page photo on social media. The respondent answered that they make use of social media to tease their readers. “We upload our following day’s front page to create hype for our readers, and to be eager to buy the paper the following day.” In addition, the

respondent noted that it was to boost their sales because more people will be interested in buying the hard copy to read the different stories in the newspaper.

On the other hand, news editor pointed out that new media technologies allow them as a newspaper to reach more audience, both locally and internationally. “So it has a great impact on enhancing the profile of the newspaper because anybody in the world can access our newspaper and find out what is happening in Namibia and that is a positive impact.”

However, the respondent noted that new media technologies also exert pressure on journalists’ because they have to create content for different platforms, in addition to the hard copy content.

The respondent further noted that the fact that Internet connectivity is limited in Namibia means a lot of people still rely on the traditional print version (hard copy), for their information. “So there is still a legacy place for the traditional print media because of the technological barriers that we face largely in society.”

Moreover, the respondent added that because they target low, middle and working class in Namibia, they largely make use of social media platforms to engage with the audience. For this reason, the newspaper prefers to share its front page to engage with its audience and for them to be informed on current issues.

Meanwhile, according to journalist one from newspaper A the new media technologies have made their work easier because they at the time also get news tips from social media. The respondent also added that journalists’ nowadays do not have to spend most of their time in the field hunting for stories, but instead spend more time in the newsroom and still be able to provide two to three stories in a day.

Journalist two added that reaching sources has now also been made easier, as interviews are now done via email, WhatsApp or phone calls.

On the other hand, journalist three noted that despite the high speed at which new media technologies have arrived, the journalist believes that newspapers will never die out because “every generation comes with new developments and there are still those people who refuse change and that just confirms that newspapers won’t die out.”

According to Journalist four, five and six, there is also a lot of fake news going around and social media is not reliable as the traditional way of news because there is no accountability. In addition, the journalists noted that advertisers they are assured that their advert will be carried in a physical newspaper and can be viewed by many people, while as with digital “you are not guaranteed as to how many people are likely to view your advert.”

Journalist one from newspaper B pointed out that social media is the best way that newspaper organisations can interact with the audience because people are constantly on social media.

Equally, journalist two, three, four, five and six explained that although there is a “great” engaging opportunity of social media, there is a quality control check within the editorial team that has to be adhered to, just as a story for a newspaper would go through.

In conclusion, the journalists’ added that with the high rate of citizen journalists, newspaper organisations have the upper hand to ensure that they give out credible and verified news they can make use of social media platforms to give the correct information to the audience.

4.11 Summary

This chapter presented an overview of the findings from data that was gathered through interviews, and focus group discussions. The use of new media technologies by the print media, (newspapers), according to the findings, has made the work of journalists easier and the same time be innovative and creative in their writing.

This chapter sought to answer the research objectives, and one highlight from this chapter is that both newspapers recognise the birth of new media technologies, opportunities it presents to newspapers and the role of newspapers in the digital era.

It can also be deduced from the findings that the print media is preparing for the future, of being in a digital world.

CHAPTER 5

DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the findings from chapter four in relation to the statement of the problem which suggests that there is a need to examine the fast changing ecology of news. There is no study in Namibia that was conducted on the adoption of new media technologies. This creates a knowledge gap and an opportunity for this research. The findings are also in relation to the research objectives of this study, which were; to investigate the strategies employed by newspapers in Namibia to adopt new media technologies in their daily operations, with a specific focus on *New Era* and *The Namibian* newspapers.

- To assess how the print media has adopted new media technologies;
- To examine how new media technologies have changed operations of newspaper organisations;
- To assess the marketing strategies employed by the print media.

The discussion strengthens the findings that were presented, by discussing their implications and relating the findings to reviewed literature and theory of Diffusion of Innovation by Rogers (1995) as explained in chapter two. The research objectives, theoretical framework and literature reviewed were used to search for meanings from the data collected. The discussion of the results is therefore presented according to the findings.

5.2 Ways of using new media technologies

This section responded to research objective one, where questions centred on the adoption of new media technologies by the print media were asked.

The study found that the newspaper industry in Namibia is fully aware of the arrival of new media technologies and not turning a blind eye on the fast emerging technology, but are looking out for ways in which they can embrace new media technologies (see section 4.4). In line with this, Mdlongwa (2009) described the revolution of new media technologies as the ‘moment of truth’, which calls for proper analysis and solutions for survival.

Additionally, literature reviewed shows that there is need for proper analysis, if print media houses want to remain competitive. This was clearly mentioned by a News editor from newspaper B who indicated that, “new media technologies have affected the newspaper industry in other countries and the Namibian newspaper industry cannot ignore adopting such technologies. Hence there is need to embrace such technologies, so we have to be prepared for the future.”

The study reveals that the newspaper organisations have not only recognised the revolution of new media technologies but have started to embrace new media technologies in the form of electronic newspapers and creation of social media pages. This coincides with what Eriksson and Svensson (2007) explain that most newspaper companies started by publishing digitally on the web in the mid-nineties and online newspapers have since then found their own form and content to attract both audience and advertisers. This strengthens the finding in that; both newspapers’ have started using different platforms such as E-paper, Facebook, Twitter and mobile applications to attract audience and advertisers.

Furthermore, the study found that newspapers have adopted new media technologies by setting up platforms such as e-paper which are alternatives to traditionally distributed newspaper in order to reach a wider audience globally. The implementation of e-paper by *New Era and The Namibian* is not the first adoption globally, in fact it relates to Eriksson and Svensson’s (2007) work which found that the system of an e-paper took centre-stage around

2006 and newspapers' in countries such as China and Sweden aggressively took on the initiative.

This adoption by both the *New Era* and *the Namibian* confirms that these two Namibian newspaper organisations are on the lookout for new systems within the industry. Nunuhe (2014) observes that the E-paper by *New Era* is among the platforms employed by the newspaper from 2014, which grants subscribers access to the digital archive dating back to the first copy of *New Era* more than 20 years ago and *The Namibian* newspaper followed suit in adopting an E-reader in 2017 (Kahiurika, 2017). This shows that the two newspapers have found a niche for both modern technologies and the print media.

Although the Namibian print has adopted e-paper systems, evidence of this study reveal that the *New Era* and *the Namibian* newspapers are making use of their websites to disseminate news, and generate income from advertising on their website, in addition to social media platforms, such as Facebook and Twitter. This is consistent with Gicheru (2014) who explains that newspapers recognise the importance of their online presence and are making efforts to reap the benefits of introducing multi-media content as well as updating their websites regularly.

Moreover, newspapers have not only shifted their attention to new media technologies alone, but are also looking out for ways to attract readers to their hard copies. For example it is evident in this study that *New Era* and *The Namibian* both make use of social media to upload their hard copy newspaper's front pages, as teasers to attract readers to buy their newspapers. This phenomenon is widely being practised by newspapers in Namibia and according to Kasote (2014), such initiatives show that the Namibian digital media landscape is not substituting the role of traditional media but is using it as a complimentary tool to maximise their reach.

On the other hand, despite efforts being made by newspaper organisations to embrace and implement the different platforms that they introduce into their operations, evidence reveals that the lack of Internet connectivity and high data bundle prices hinders their progress. This challenge can be used in a positive way of motivating newspaper organisations to increase the number of newspapers they print and aim at delivering the hard copies in all parts in Namibia.

The element of internet connectivity and data bundle prices is however not only a Namibian issue, as Foko (2000), found that exorbitant charges asked by the Internet cafés and the Lesotho Telecommunication Company are an impediment to the growth of the Internet in Lesotho, and to the dissemination of online news. Masua (2016) supports such sentiments, noting that new media technologies were welcomed across the African continent, but technological adoption of such technologies continues to pose a major challenge to the print media houses.

The challenges faced by newspaper organisations in their quest of being at par with new media technologies is not reason enough for newspaper organisation management not to be innovative and come up with platforms that will reach a wider audience. Lister (2016) alluded that important choices need to be made on varying content for the print and online platforms. She further recognised that publishing in local languages and providing short-message pages to create a conduit between people and government are just a few of the innovations being employed by various African newspapers.

Although, Gicheru (2014) reveals that Namibia's lack of local language content online presents a barrier to many people, this study's findings indicate that both *New Era* and *The Namibian* were not looking at providing more local language content online other than the minimal local language content that is currently published.

The evidence shown in chapter 4 and discussed here relating to research objective one, is that there is an excitement about the revolution of new media technologies and the different opportunities they present the newspaper industry with. However, there is need for the Namibian newspaper industry to be more innovative in adopting and implementing platforms that their audience will welcome and adapt. Furthermore, the Newspaper organisations have to consider the infrastructure, such as telecommunication infrastructure that provide internet services in the country before adopting new ways of disseminating information on new media that might not work for the Namibian people.

5.3 The Impact of new media technologies on daily operations

This section responded to research objective one, on how new media technologies have changed operations of newspaper organisations, in particular on *New Era* and *The Namibian*.

The study revealed that the presence of new media technologies has also challenged the writing creativity of journalists and editors. This creativity includes new angles for stories written for online, (social media) and that written for the hard copy, the creativity also includes digging deeper when a journalist gathers a story, to provide readers with a detailed story from different sources. Moreover, journalists shared that they are now more office based in the digital era compared to when there were no online newspapers and social media. Phillips, Singer, Vlad, and Becker (2009) postulate that new media technologies have influenced story ideation since nowadays journalists do not have to rely on traditional sources like other newspapers or newswires for story ideas. A journalist can get story ideas and background information on a particular story from the Internet (Phillips et al., 2009).

Literature justifies this finding that new media technologies have accelerated the news gathering process due to its digital nature and offers flexibility to journalists by way of allowing them to spend more time in the office (Friedrichsen & Kamalipour, 2017).

In addition to these, findings revealed that newspaper organisations appreciate the revolution of new media technologies, in the sense that they are now kept on their toes, as they scramble for news and aiming to be first to break the news. The scramble comes from the competition now posed by citizen journalists who use the social media. These citizen journalists are multi skilled hence take pictures, videos and break news without worrying about quality of offered news. The professional journalists , who have to report on already broken news, are now pushed into becoming more creative in presenting such stories and making them more worthwhile for the reader who has already seen the story on social media.

The findings further provide evidence that new media technologies have created a flood of information, bringing about a situation that makes it difficult for journalist to weigh the credibility of such information. However, Friedrichsen and Kamalipour (2017) justify that journalists are more concerned about losing their relevance in the face of challenges posed by new media technologies, as they are quick to point out that Internet technology does not pose a threat to their traditional role in the society, rather it has enhanced the quality of news being produced. This coincides with evidence presented in section 4.7 which outlines how journalists at newspaper A feel that they have a bigger role to play in ensuring that they gain the trust of their audience and increase their news credibility.

Despite the plethora of information driven by citizen journalism, Friedrichsen and Kamalipour (2017) indicate that regardless of the technology advancement, journalists will continue to play an important role in society based on investigative skills, crucial in scrutinising government decisions and timely verification of news, conferring credibility on the news production process and analysis of complex issues in the society.

Evidence from the study shows that journalists play multiple roles when they are out on a story and instead of the traditional form of taking notes; they are now required to take photos

and record videos. This relates to Oblanlege (2015) who reveals that new media technologies have initiated rationalisation into journalism in the sense that certain functions can be outsourced, while others could be combined in order to reduce cost.

“For instance, most media organisations in Nigeria have embraced multi-platform journalism; journalists are now trained not just to specialise in print journalism, but to be able to handle video and some online operations, including the merging of online team and traditional newsroom together (Oblanlege, 2015, p. 76).”

In addition to Oblanlege’s (2015) remarks, Palvik (2000) notes that e such changes are not necessarily negative but are positive ones that help journalists improve the way they go about their tasks; improve relationships between newsrooms and audiences and expansion of newsroom structures.

Matheson (2004) further posits that such platforms are also seen to be breathing new life into journalism, and re-engaging once sceptical and alienated audience.

5.4 The Marketing Strategies employed by the print media

This section responded to the third research objective, where questions centred on what marketing strategies *New Era* and *The Namibian* newspapers marketing departments employed in the digital era.

The aspect of marketing newspaper organisation’s initiatives, such as the launch of the E-papers, with the aim of generating income is evident in research findings presented in chapter.

The aspect of marketing newspaper organisation’s initiatives, such as the launch of the E-papers, with the aim of generating income is evident in research findings presented in chapter 4. Newspapers are businesses entities whose ultimate goal is to generate profit.

Everett's (2011) findings show that newspaper organisations have measures in place on how to retain customers after placing an advert, evidence indicates that if a client is advertising for three consecutive days then they can add up to two or three placements for free just to retain the client. Although the concept of newspaper advertising has been around for many decades, there are many forms of advertising that would not be possible without technology (Everett, 2011).

Newspapers have now taken an initiative of publishing online and also offering their clients online advertising space. One of the respondents revealed that as a newspaper organisation, they had previously only thought of offering advertising space in the hard copy and not on the website (see section 4.7). Everett (2011) noted that publishing online continues to be an experiment for newspapers, and for years they spent resources on developing websites and lost money, but they are now employing various strategies to make online businesses profitable. The most common approach is to require consumers to register before permitting access to content, which consequently boosts advertising revenue (Everett, 2011).

Drawing on the Diffusion of Innovation Theory as a concept discussed in section 2.6, the decision to adopt different media within a newspaper organisation has different benefits and according to Khoury (2014) the purpose of adopting new media technologies is to increase sales.

The two newspapers conclude that the main purpose of adopting new media technologies is then to increase sales. This is supported by Khoury (2014), who admits that it is through analysing and understanding the adoption process that newspaper managements are able to develop a fully integrated marketing and communication plan focused on predetermined stages of the adoption process.

The Diffusion of Innovation Theory offers a way to explain the spread of new ideas and the acceptance of such new ideas into practical situations, however, *New Era* and *The Namibian* have revealed that they are struggling with spreading their innovations and get the audience accept such innovation.

Despite the fact that social media has also become an advertising platform; the researcher observed that the only online platform *New Era* and *The Namibian* make use of is advertising on their websites.

On how advertising trends have been for the past two years, the findings show a drastic decline in advertising a situation that also forces the newspaper organisations to think of other platforms through which they can generate income. Eriksson and Svensson (2007) stated that the newspaper industry has been lately faced with declining subscription and advertising revenues, forcing them to seek new alternative ways to profit and to attract new audiences.

5.5 Conclusions and Recommendations

5.5.1 Conclusions

This section outlines the conclusion of the study as well as the recommendations for future research. The recommendations are presented in relation to the research objectives and literature review, and further areas of research are suggested at the end of the chapter.

The findings how the new media has adopted new media technologies show that the two newspapers are fully aware of the birth of new media technologies and have aggressively started putting measures in place to adopt such technologies.

The findings further revealed that the newspaper organisations are making efforts to reach their audience in different ways, apart from just the hard copy. Such a revelation is a

confirmation that newspapers recognise their role in societies and that they should be on the lookout for new ways of disseminating news.

Although the two newspaper organisations have adopted different platforms, such as e-newspapers, there is no awareness strategy in place to inform their readers of their adoption of the technologies. The lack of such awareness can be the reason why audiences are reluctant to migrate to such platforms.

On how new media technologies have changed their operations, the two newspapers appreciate the birth of new media technologies and cite examples that they now can deliver news on time using new media technologies which was not possible with the hard copy.

In addition, it can be concluded that newspaper operations, in terms of gathering and presenting news, have been made easier as they now spend less time in the field hunting for news. It is easier now to produce stories by doing interviews via cell phones or by email.

New Era and *The Namibian's* management have also put measures in place to train their journalists to be able to take picture, video footage and still write stories, which is a positive approach that will assist the newspapers in being able to cater for their audiences' needs. Such multi skilling is likely to give the newspapers a competitive edge through cost-cutting by using one person in news gathering instead of more than one.

On the other hand, it can be concluded that although the respondents pointed out that new media technologies have created a flood of information, the situation makes it difficult for journalists to weigh the credibility of such information. Findings have also revealed that journalists recognise their responsibility of being the deliverers of credible news.

On the marketing strategies employed by the two newspapers, the findings show that they have adopted new marketing strategies to generate revenue, in addition to the income generated from advertising in the hard copy.

Although the newspapers have established platforms such as e-newspapers, where they can also generate income from the subscriptions, findings revealed that there is reluctance by the audience to make use of such platform. This reluctance should be the baseline for the newspaper management to be more innovative and think of ways to promote such platforms to generate revenue.

It can further be concluded that the newspaper organisations are still dependent on generating income from the adverts in the hard copy, although findings have revealed that newspaper printing costs are high which can be an incentive to adopt new technologies at a quicker pace.

The researcher observed that the two newspapers are not making use of their websites extensively to generate revenue as they are still experimenting with the process.

5.5.2 Recommendations

The following recommendations are made based on the three objectives of this study;

The first recommendation is to adopt best practices that can work in Africa by copying what newspapers in Europe have adopted. This for example can be maximising the use of social media platforms as also an advertising platform and not just advertising on their websites.

Secondly, there is need for these newspapers to pilot their innovations within a group of audience, just to get their reaction. Piloting of an idea before rolling it out will spare the newspaper from spending a lot of money on a project that will later fail.

Thirdly, the two newspapers should create ongoing awareness of the adoption of new media technologies to ensure that their audiences are aware of the alternative platform through which they can access these services in cases where they for example do not get the hard copy or are not in areas where the hard copy is distributed.

Fourthly, newspapers can strengthen audience engagement through social media and adding a commenting section on their websites. Constant polls on websites through which newspapers can engage with the audience.

The fifth recommendation relates to the IT departments. These should ensure that the developed applications are user friendly and proper guidance is made available for audiences to follow if they are to explore a developed news application.

The sixth recommendation is that the marketing departments should strengthen their presence online and be innovative about how to retain their clients and what platforms they can advertise on. Instead of just offering the hard copy as an advertising platform, the newspapers should also promote online advertising.

The seventh and final recommendation is that much must be done to promote research on the adoption of new media technology by the Namibian print media. The researcher recommends further studies on how the audience are adopting to new media technologies, and what platforms they prefer to access news. More attention is also required to interrogate the extent to which new media technologies have affected the larger newspaper industry in terms of generating income.

There is also a need to investigate how the public sector in Namibia has adopted new media technologies, in relation to the government's Social Media: User policy and implementation

plan 2016-2017 and 2019-2020, and how this will affect or compliment the role of journalists in disseminating news.

5.6 Summary

This chapter discussed on the findings of the study based on the research objectives. The findings revealed that the newspaper organizations are aware of new media technologies, the opportunities they present and what impact they can have on a newspaper. However, literature revealed that although the newspapers are excited about the revolution and opportunities by new media technologies, which befit their audience. Findings and literature review show that new media technologies have a positive and negative impact on the operations of a newspaper organisation.

Findings have also revealed that new media technologies are not an evil development, but rather complementary tools, that enhance the operations of newspaper organisations.

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APPENDICES

Appendix A: Interview guide for managing editors

TITLE: THE ADOPTION OF NEW MEDIA TECHNOLOGIES BY THE NAMIBIAN PRINT MEDIA: A CASE STUDY OF THE NEW ERA AND THE NAMIBIAN NEWSPAPER

PRINCIPAL INVESTIGATOR: Kaino I. N. Nghitongo

CONTACT NUMBER: +264813162885

Thank you for voluntarily agreeing to participate in this interview on the adoption of new media technologies by the print media in Namibia.

Right to participate

Your participation is entirely voluntary and you are free to decline from participating at any time, without being negatively affected in any way. You are also free to withdraw from the study at any point, even if you had agreed to take part.

This study has been approved by the Research Ethics Committee at The University of Namibia and will be conducted according to the ethical guidelines and principles of the international Declaration of Helsinki, South African Guidelines for Good Clinical Practice and Namibian National Research Ethics Guidelines.

In case of doubt about participants` rights, please contact Dr. F. Mwilima at tel: +264612063638 if you have any further queries or encounter any problems.

1. How has your newspaper welcome the revolution of new media technologies?
2. Why do you think it is important to take on different opportunities presented to you by new media technologies, rather than just being in a print version
3. What changes has new media technologies bring within your newsrooms presented to you by new media technologies?
4. What impact has new media pose on your newspaper this far?
5. From the editorial team, how are you ensuring that the advent of new media technologies does not kill the print newspaper?
6. What was the main aim of going online, in addition to the print newspaper?
7. Who are your target audience?
8. Why do you think it is relevant to publish your stories and front-page images on social media platforms?
9. With all the new media technology platforms, how do you ensure that your stories are still relevant when they reach the public?
10. How do you take record of news tips, complain, etc, made by the public on your platforms?

Thank you once again for agreeing to participate in this interview.

Appendix B: Interview guide for marketing managers

TITLE: THE ADOPTION OF NEW MEDIA TECHNOLOGIES BY THE NAMIBIAN PRINT MEDIA: A CASE STUDY OF THE NEW ERA AND THE NAMIBIAN NEWSPAPER

PRINCIPAL INVESTIGATOR: Kaino I. N. Nghitongo

CONTACT NUMBER: +264813162885

Thank you for voluntarily agreeing to participate in this interview on the adoption of new media technologies by the print media in Namibia.

Right to participate

Your participation is entirely voluntary and you are free to decline from participating at any time, without being negatively affected in any way. You are also free to withdraw from the study at any point, even if you had agreed to take part.

This study has been approved by the Research Ethics Committee at The University of Namibia and will be conducted according to the ethical guidelines and principles of the international Declaration of Helsinki, South African Guidelines for Good Clinical Practice and Namibian National Research Ethics Guidelines.

In case of doubt about participants` rights, please contact Dr. F. Mwilima at tel: +264612063638 if you have any further queries or encounter any problems.

1. What marketing strategies has your newspaper employed to survive the birth of new media technologies?

2. Companies are now using different advertising platforms, how does your newspaper generate revenue from adverts?
3. How is the advertising trend been for the past two years for your newspapers?
4. How has the print version's advertising been affected by the advent of new media technologies?
5. What offers do you give to your clients, to ensure that they continue advertising with you?
6. Why do you think print is still the preferred source of advertising in the 21st century?
7. How has the printing of your newspaper been affected by new media technologies?
8. What platforms do your clients mostly prefer advertising on today?
9. What impact has new media technologies impose on your marketing plan?
10. How do you monitor subscriptions to your online versions?
11. What can newspaper's marketing departments do to keep the print version relevant?

Thank you once again for agreeing to participate in this interview.

Appendix C: Interview guide for IT managers

TITLE: THE ADOPTION OF NEW MEDIA TECHNOLOGIES BY THE NAMIBIAN PRINT MEDIA: A CASE STUDY OF THE NEW ERA AND THE NAMIBIAN NEWSPAPER

PRINCIPAL INVESTIGATOR: Kaino I. N. Nghitongo

CONTACT NUMBER: +264813162885

Thank you for voluntarily agreeing to participate in this interview on the adoption of new media technologies by the print media in Namibia.

Right to participate

Your participation is entirely voluntary and you are free to decline from participating at any time, without being negatively affected in any way. You are also free to withdraw from the study at any point, even if you had agreed to take part.

This study has been approved by the Research Ethics Committee at The University of Namibia and will be conducted according to the ethical guidelines and principles of the international Declaration of Helsinki, South African Guidelines for Good Clinical Practice and Namibian National Research Ethics Guidelines.

In case of doubt about participants` rights, please contact Dr. F. Mwilima at tel: +264612063638 if you have any further queries or encounter any problems.

1. What platforms have your newspaper embraces in the era of new media technologies?
2. How has your engagement with the public been on such platforms?

3. With the lack of telecommunication networks in some parts of Namibia, how do you ensure that all citizens receive your newspaper content?
4. What challenges has new media technologies imposed on your IT plans for the newspaper?
5. Why did you see it necessary to have a website in addition to the print version?
6. Did setting up of such online platform meet its expectations?
7. What can newspapers do to keep up with new media technologies?

Thank you once again for agreeing to participate in this interview.

Appendix D: Focus group discussion guide for journalists

TITLE: THE ADOPTION OF NEW MEDIA TECHNOLOGIES BY THE NAMIBIAN PRINT MEDIA: A CASE STUDY OF THE NEW ERA AND THE NAMIBIAN NEWSPAPER

PRINCIPAL INVESTIGATOR: Kaino I. N. Nghitongo

CONTACT NUMBER: +264813162885

Thank you for voluntarily agreeing to participate in this Focus Group Discussion (FGD) on the adoption of new media technologies by the print media in Namibia.

Right to participate

Your participation is entirely voluntary and you are free to decline from participating at any time, without being negatively affected in any way. You are also free to withdraw from the study at any point, even if you had agreed to take part.

This study has been approved by the Research Ethics Committee at The University of Namibia and will be conducted according to the ethical guidelines and principles of the international Declaration of Helsinki, South African Guidelines for Good Clinical Practice and Namibian National Research Ethics Guidelines.

In case of doubt about participants` rights, please contact Dr. F. Mwilima at tel: +264612063638 if you have any further queries or encounter any problems.

1. What is your take on newspapers going digital, in addition to the print version?
2. As journalists` how has new media technologies change/ affect your way of storytelling?
3. How do you engage with your audiences, in the presence of new media technologies?

4. When you have breaking news, how free are journalists from sharing such news on platforms presented by new media technologies.
5. How is the workload on journalists with the presence of new media technologies?
6. What can newspapers do to ensure that they remain relevant in the digital era?

Thank you once again for agreeing to participate in this FGD.

Appendix E: Research Permit from

University of Namibia, Private Bag 13301, Windhoek, Namibia
340 Mandume Ndemufayo Avenue, Pioneers Park
☎ +264 61 206 3111; URL: <http://www.unam.edu.na>



RESEARCH PERMISSION LETTER

Student Name: Kaino Ndeumono Nghitongo
Student number: 200944916
Programme: MA Media Studies

Approved research title: The adoption of new media technologies by the Namibian print media:
A case study of the New Era newspaper

TO WHOM IT MAY CONCERN

I hereby confirm that the above mentioned student is registered at the University of Namibia for the programme indicated. The proposed study met all the requirements as stipulated in the University guidelines and has been approved by the relevant committees.

The proposal adheres to ethical principles as per attached Ethical Clearance Certificate. Permission is hereby granted to carry out the research as described in the approved proposal.

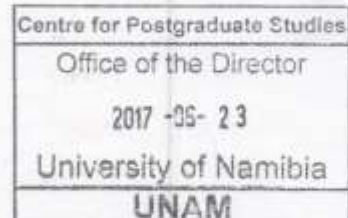
Best Regards

A handwritten signature in black ink, appearing to read "M. Hedimbi", is written over a horizontal line.

Dr M. Hedimbi
Director: Centre for Postgraduate Studies
Tel: +264 61 2063275
E-mail: directorpgs@unam.na

23/06/17

Date



Appendix F: Consent letter

PARTICIPANT INFORMATION LEAFLET AND CONSENT FORM

ANNEX 5



TITLE OF THE RESEARCH PROJECT: THE ADOPTION OF NEW MEDIA TECHNOLOGIES BY THE NAMIBIAN PRINT MEDIA: A CASE STUDY OF THE NEW ERA AND THE NAMIBIAN NEWSPAPER

REFERENCE NUMBER: 200944916

PRINCIPAL INVESTIGATOR: Kaino I. N. Nghitongo

ADDRESS: P O Box 532, Ondangwa

CONTACT NUMBER: +264813162885

You are being invited to take part in a research project, titled (*The adoption of new media technologies by the Namibian print media: a case study of the New Era and The Namibian newspaper*). Please take some time to read the information presented here, explaining details of this project. It is very important that you are fully satisfied and that you clearly understand what this research entails, and should you not understand any part of this document, please feel free to ask this researcher for clarification. Also, your participation is **entirely voluntary** and you are free to decline from participating at any time, without being negatively affected

in any way. You are also free to withdraw from the study at any point, even if you had agreed to take part.

This study has been approved by the Research Ethics Committee at The University of Namibia and will be conducted according to the ethical guidelines and principles of the international Declaration of Helsinki, South African Guidelines for Good Clinical Practice and Namibian National Research Ethics Guidelines.

1. What is this research study all about?

- a) *This research study will be conducted in Windhoek, with focus being on two newspapers, (New Era and The Namibian), and 18 participants.*
- b) *This research study aims to get views on the use of new media technologies by the print media in Namibia, from media managers and journalists. The study will benefit newspaper managers and journalists on how to embrace new media technologies, without killing their print version of the newspaper.*
- c) *Permission to conduct the study will be requested from the University of Namibia. The researcher will seek permission from all participants to conduct the interviews and Focus Group Discussions (FDGs). Permission will also be requested from participants for the researcher to use a voice recorder during the interviews and FDG) and will also sign a declaration that they have given consent for the researcher to use a voice recorder. Considering that six managers will be interviewed in this study, anonymity cannot be guaranteed. However, anonymity will be guaranteed to all the journalists.*
- d) *In an event where a manager is not available, the successor in that managerial position will be asked if they are willing to take part in the study.*

2. Why have you been invited to participate?

This researcher deems it fit that you are the suitable candidate to participate in this research study because of the position you hold. Also, your knowledge will be of high quality in this data collection process.

3. What will your responsibilities be?

a) Your responsibility in this research project will be to answer questions posed by the researcher, and to be elaborative as possible and to decline to comment on any question when you wish not to answer.

4. Will you benefit from taking part in this research?

a) This study's main objective being; to investigate the strategies employed by newspapers in Namibia to adopt new media technologies in their daily operations with specific focus on New Era and The Namibian newspapers.

This study will offer media managers opportunity to review policies within their institutions on embracing new media technologies, and in addition, contribute to the academic body of knowledge in the subject of adopting new media technologies from a Namibian perspective and its role in the 21st century.

Furthermore, this study will enlighten you as a participant about new media technologies, and how newspapers can survive the digital era and keep print media flourishing.

5. Are there any risks involved in your taking part in this research?

There are no risks involved in taking part in this study, as the researcher will not cause or bring harm to the two newspapers. This will be done by not sharing data of the two newspapers to each other, subsequently maintaining confidentiality of each data set of the sampled newspaper.

6. If you do not agree to take part, what alternatives do you have?

In an event were the participant chooses not to take part in the study, this researcher will ask the next person who normally acts as a successor for that participant in the work place, that will however only apply to the managerial positions.

If a journalist declines to form part of the focus group, another journalist in the newsroom, regardless of what newsroom beat they cover, will be considered to take part if they wish to do so.

If they wish not to, the researcher will conduct the focus group with the available journalists and that will be clearly stipulated in the report that the number of journalists was trimmed down due to that others wished not to part take in the study.

7. What will happen in the unlikely event if some form injury occurring as a direct result of your taking part in this research study?

8. In an unlikely event of some form of injury, no insurance cover is involved for participants and the researcher will not cover medical expenses. This will be clearly explained to the participants prior to the commencement of the data collection process.

9. Will you be paid to take part in this study and are there any costs involved?

Participants will be fully informed that participation in the study is entirely voluntary and no compensation will be made.

1. Collected data will be kept in a compact disc, which will be kept confidentially according to UNAM regulations.

10 Is there anything else that you should know or do?

- a) *You can contact Dr. F. Mwilima at tel +264612063638 if you have any further queries or encounter any problems.*
- b) *You can contact the Health Research Ethics Committee at +264 061 2063061 if you have any concerns or complaints that have not been adequately addressed by your study doctor.*
- c) *You will receive a copy of this information and consent form for your own records.*

11. Declaration by participant

12. By signing below, I agree to take part in a research study entitled *(The adoption of new media technologies by the Namibian print media: a case study of the New Era and The Namibian newspaper)*. I also agree to have my voice recorded during the interview/ FGDs..... (Signature).

I declare that:

- a) I have read this information and consent form and it is written in a language with which I am fluent and comfortable.

- b) I have had a chance to ask questions and all my questions have been adequately answered.
- c) I understand that taking part in this study is **voluntary** and I have not been pressurised to take part.
- d) I may choose to leave the study at any time and will not be penalised or prejudiced in any way.
- e) I may be asked to leave the study before it has finished, if the study doctor or researcher feels it is in my best interests, or if I do not follow the study plan, as agreed to.

Signed at (*place*) on (*date*) 2017.

.....

Signature of participant

.....

Signature of witness