

**AN ASSESSMENT OF NEWSROOM CONVERGENCE: CASE STUDY OF NATION  
MEDIA GROUP'S BUSINESS DESK**

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## DECLARATION BY CANDIDATE

This research study is my original work attained through research and has been presented to the University of Nairobi for academic credit. This study should not be produced without prior permission from the author.

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Signature..... Date.....

Declaration by supervisor

This study has been submitted with my approval as the university supervisor.

.....

Muiru Ngugi, PhD

Date

(Supervisor)

## **DEDICATION**

This work is dedicated to my parents Margaret and Samson Gicobi whose motivation has kept me going and to my dear husband Godfrey Mwaura.

## **ACKNOWLEDGEMENT**

I thank God for His love, strength and grace that made it possible for me to do this study.

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## ABSTRACT

This study examined convergence at Nation Media Group using the business section as the case study. The study's objectives were; to find out how convergence has evolved at Nation Media Group's business desk since its conception in 2016; to find out the effect convergence has had on business news collection, analysis, packaging and dissemination, and to identify issues that are emerging in the context of multi-media and multi-platform content production at the business desk in Nation Media Group. Technology adaptation theory and media convergence theory were the anchors of the study. The research approach employed was qualitative and the research design was descriptive. The population of the study was 23 journalists and the sample population was 13 staff. The sampling method used was purposive. Data was collected through in-depth interviews with staff working in the business desk. The staff ranged from newspaper and television reporters, editors of both television and print, photo journalists and web subeditors. The findings were presented through narrative method. The findings of the study were that convergence at Nation Media Group's business desk had kept changing with new ideas and strategies being employed. Production of multi-media content for different platforms brought with it more demands and more workload to the journalists. Further, the process of assignment, packaging and production of content and distribution which was supposed to involve newspaper, television and online editors was partially working. The reporters also underscored the need for training to improve on convergence delivery. The study recommends that the digital desk which has only two journalists be expanded to collect the content for the website since online is the anchor of a converged desk. The study also recommends that the business desk should have one site for the three products, that is, *Daily Nation* business, *Business Daily* as well as *NTV* business. There is also the need for some monetary incentives for staff involved in convergence as well as an intensive training to the journalists.

## Table of Contents

DECLARATION BY CANDIDATE .....	ii
DEDICATION .....	iii
ACKNOWLEDGEMENT .....	iv
ABSTRACT .....	v
List of tables.....	ix
List of Figures .....	x
List of acronyms and abbreviations .....	xi
<b>CHAPTER ONE:INTRODUCTION .....</b>	<b>1</b>
1.0 Overview .....	1
1.1.1 Media convergence .....	3
1.1.2 Media in Kenya.....	5
1.2 Problem Statement .....	6
1.3 Research Objectives .....	7
1.4 Specific Objectives: .....	8
1.5 Research questions.....	8
1.6 Justification of the study .....	8
1.7 Significance of the research .....	9
1.8 Scope and limitation of the study.....	9
1.9 Operational definitions.....	11
<b>CHAPTER TWO:LITERATURE REVIEW .....</b>	<b>12</b>
2.0 Overview .....	12
2.1 Media convergence evolution .....	12
2.2 Convergence of a newsroom section .....	15
2.3 Analytical Framework .....	19
2.3.1 Theoretical Framework.....	19
Media Convergence Theory.....	19
Diffusion of Innovations Theory .....	20
2.3.2 Conceptual Framework.....	22
<b>CHAPTER THREE:METHODOLOGY .....</b>	<b>23</b>
3.0 Overview .....	23
3.1 Study site.....	23
3.2 Research Design.....	23
3.4 Study population .....	25

3.5 Sample size and sampling procedure .....	26
3.5.1 Sample size .....	26
Sample size of a study is the set of units from the population that is used in a study. ....	26
3.5.2 Sampling procedure .....	26
3.6 Data collection methods.....	27
3.6.1 Data collection procedure .....	28
3.7 Reliability and validity.....	29
3.8 Data analysis .....	30
3.9 Data Presentation .....	30
4.0 Ethical Considerations .....	31
<b>CHAPTER FOUR:DATA PRESENTATION, ANALYSIS AND INTERPRETATION</b> .....	<b>32</b>
4.1 Overview.....	32
4.2 Data Presentation, analysis and interpretation.....	32
4.3 Issues emerging in multi-media and multi-platform media content production at business desk .....	33
4.4 Impact of convergence on business news collection, analysis, packaging, and dissemination .....	37
4.5 Trend in newsroom changes .....	43
<b>CHAPTER FIVE:SUMMARY, CONCLUSION AND RECOMMENDATIONS .....</b>	<b>50</b>
5.1 Overview.....	50
5.2 Summary of findings.....	50
5.3 Recommendations.....	51
5.4 Recommendations for further research.....	54
<b>References.....</b>	<b>56</b>
Appendix A: schedule for in-depth interviews .....	58
Appendix B: Sitting Arrangement Business Hub .....	65
Appendix C: Staff Performance Appraisal Forms .....	66

Appendix D: <i>Business Daily</i> newspaper design .....	75
Appendix E: Emails announcing converging of desks .....	77
Appendix F: Certificate Of Fieldwork.....	80
Appendix G: Certificate Of Correction.....	81
Appendix H: Certificate Of Originality .....	82



## **List of tables**

Table 3.1: Clustres and staff number of NMG Business Section .....	26
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## List of Figures

Figure 2.1: Conceptual Model .....	22
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## **List of acronyms and abbreviations**

BD: Business Daily

CMS: Central Management System

DN: Daily Nation

MCK: Media Council of Kenya

MPRC: Media Policy Research Centre

NMG: Nation Media Group

NTV: Nation TV

PwC: PriceWaterhouse Coopers

SG: Standard Media Group

SMS: Short Message Service

TV: Television

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.0 Overview**

This study examined convergence at Nation Media Group, one of Kenya's leading media houses, using the business section convergence as the case study. It argues that convergence is evolving and media organisations are now merging sections of their organisations. Convergence in media is defined as the integration and collaboration of previously distinct media operations like print, television in the packaging, generation, delivery and distribution of content. Traditional media is media that existed before the emergence of the internet like newspapers, magazines, radio, television as well as film.

### **1.1 Background of the study**

According to Singer (2006), reporters globally who once thought they worked for a single medium like print, broadcast or the website are now realising that they work for an organisation that supposes them to come together and work with what was once a competitor in the common interest of delivering the information to the audience. Therefore, convergence of the business section refers to coming together of the business section of the television division, with that of the newspaper division to execute key parameters which in this case are content, advertising, circulation as well as the revenue. Digital media provides different content and at the same time allowing flexibility and convenience as consumers can access information they want anywhere, anytime and through an array of gadgets like smart phones, laptops, tablets and desktops (Jenkins, 2006). Digital media also allows for interactivity and changes tremendously, the relationship between consumers and news producers (Killebrew, 2005).

The difference between traditional media and digital media is that unlike traditional media where communication channel is one way that is from media house to the consumers, new media gives a two-way communication channel, where the news providers and consumers are creators (Newman, 2009). Messaging and the feedback is fast and in real time. This has brought with it new facets of journalism like blogging, vlogging, citizen journalism where the public can collect and disseminate news just like a media house, social media and others. This study however argues that even with new facets of journalism, the business section is able to utilise the new media devices and platforms to produce multi-media content like videos, photographs, posting news updates on social media platforms like Twitter and Facebook and producing multi-platform content to fit on many sites.

José, Garcia-Aviles, Kaltenbrunner and Meier (2009) presents an example of how the biggest print publication called El-Mundo in Spain successfully undertook the convergence model. The convergence of the papers was started around June of 2007 and was fully merged in the end 2009. The process started by bringing together the online and print platforms and later the science and sports desk. The goal was to have a platform that traversed the print and online boundaries.

Macluhan (1964) came up with the concept of “medium is the message” during a period when media industry was moving from traditional to modern platforms. The idea was that one cannot separate the content from the media and that communication was not complete if you did not question the way it was transmitted (Aduda, 2016). This work was the messenger of media revolution and was later fast tracked by the growth of information and technology by the close of the 20th Century. The emergence of Internet technology has greatly shaped every aspect of human existence, including our professional and individual lives. In journalism, technology has brought with it emerging trends and practices that were not there

before, from access of global information to instant reporting, multi-media content and customising of content in ways that could not be done previously (Pavlik, 2002).

### **1.1.1 Media convergence**

Technology also enabled the introduction of convergence. Convergence or merging together of desks is an ambiguous term that is used by different disciplines to define and analyse procedures of change concerning uniformity or union (Latzer, 2013). Media convergence is old, very old, Miller (2011), it dates back to the nineteenth century. According to Booker (2013), the merging of media on the mobile phone that is the internet, television, and radio means the diversity of news available has changed greatly. The merging of desks produced by digital tools has made broadcasting, telecommunications as well as the internet be close as it has become possible for any given platform to disseminate different types of content (Simiyu, 2014). Media was previously divided in broad distinct categories like electronic and print (Karlsson, 2011). Wanjiku (2009) reckons that the increasing convergence as well availability of different media platforms has further led to a wealth of experience between media, the producers and also consumers.

Consequently, newsrooms all over the world are in a remodelling process, that depicts the changes that are happening in the media world especially technological changes (José García Avilés, 2009). Digital devices with a display, whether a smartphone, tablet or a computer, are now enabling distribution different kinds of information, with wide and trans-media implication (Jenkins, 2006). The editorial staff too are being converged depending on the content they deal with (José García Avilés, 2009). This professional convergence is focusing on the changes in firms, professional practices and also content dissemination in the newsroom (Killebrew, 2005). Further, media has adopted a multi-platform method of content creation and supply through the development of websites, social media pages and other

digital platforms capitalising of prevalent content products (Doyle, 2010). This move is known as convergence- a new mode of operations where the media structures are dismantled in every facet from operational and physical form, to the professional aspect (Erdal, 2011). “Convergence” in this context is operationalised as the “combination of technologies, products, teams and location among what was before distinct operations of print, broadcast and online media” (Singer, 2006). According to Namasinga (2011), this development has had a “profound effect on the job description of reporters and therefore necessitates the need to an all-round education on the journalists”. Globally, the newsroom is becoming smaller as a less number of reporters can work for different platforms that is television, print and online (José García Avilés, 2009). According to Marc (2012), convergence has managed to achieve two goals set by the media organisation, that is, as a tool for cutting on expenses and at the same time able to get a wider audience and getting the quality of the products right.

In media houses in Nigeria for example, aside from sharing content across different media platforms, there is the emerging challenge posed by the internet and new media which encourages “integrating and co-opting, merging and synergising their products and intellectual knowledge across all of these different channels (Jenkins, 2006).

Another challenge according to Dele (2014), is the speed at which the dissemination of innovations in the modern media industry is taking place and is posing a test to media tutors because the newsrooms seems to be frequently ahead of the education system. In Kenya, journalism lecturers are struggling to meet up the pace of technological changes and innovations and getting them incorporated in the curriculum as well as having students take up the different specialisation. Dele (2014) posits that in Nigeria, one hundred and fifty-two years of journalism, there is still concern on how to make sure an effective mix of journalism curriculum with the ever shifting requirements of the media industry.

### **1.1.2 Media in Kenya**

Whatever is happening in the media business globally has an impact on media players in Kenya. There has been a compelling and practical need for the media houses in Kenya to adopt what is happening in the western world considering most of the media houses are reaping the benefits of media convergence. According to Doyle (2010), *Financial Times*, *The Telegraph Media Group* and *Huffington Post*, have started to reap from effective implementation of media convergence. Tapsell (2014) also shows how two media houses in Indonesia, namely, The Globe Media and Media Indonesia Group, have profited from the adoption of media convergence in their newsroom.

Locally, NMG is in the process of changing the structure and operations by merging print, online and the broadcast platforms. The business news sections of Nation Media Group which include *Business Daily*, *NTV* business and *Daily Nation's* business desk were in 2016 integrated into one desk. The aim was to eliminate duplication of roles in the previous system where *NTV* business *Daily Nation* business, and the *Business Daily* would each send their own teams to cover a function. Under the new converged newsroom, only one reporter and a cameraman are enough to cover news across the three platforms. The merged teams are also expected to operate on a 24-hour work shift, as part of the attempt by the media to meet the news and information demands by the audience.

The sports desk is next in line as Nation Media Group in 2016 announced it had initiated plans to merge *Daily Nation* sports, *Taiifa Leo*, *NTV* and Digital Sports, to be headed by one managing editor. The goal is that the newsroom will function with a main central desk where all the content will be converged and then sent to different platforms like the business, science or international desk. NMG has also put in place a Content Management System that allows the media house to select content from different news sites and place them in a



converged platform (Mbeke, 2010). This allows uncomplicated flow between print stories and online. According to Media Council of Kenya (Media Council of Kenya, 2016), what NMG is implementing is merging different staff to work towards a common agenda that will make maximum use of the staff, financial and other assets as media houses are in a time when they are trying to cut expenses amid tight competition and a reducing readership.

The NMG's office plan has also changed. Previously, *Daily Nation* business, *NTV* business and *Business Daily* (BD) sat at different locations. The *NTV* business reporters have now moved from the 5<sup>th</sup> floor and *Daily Nation* business writers moved from 3<sup>rd</sup> floor to all join the *Business Daily* reporters at 7<sup>th</sup> floor, where space was created to accommodate all the business journalists who were converged. All editors, both TV and business editors moved to 7<sup>th</sup> floor. This new arrangement has enabled all the converged journalists to sit on one floor. Walls had to come down on the floors where news reporters are occupying the converged newsroom and offices have adopted a wider open plan setting to accommodate the increased number of reporters sitting at each floor. The reporters now easily mingle with each other, which has enhanced interaction and consultation among the heads of different sections, editors and reporters for a more consultative well-oiled media house operation.

## **1.2 Problem Statement**

According to José García Avilés (2009), there are three types of merging of a newsroom. There is cross-media production which involves a coordinated release of information from a number of media platforms in online, print and television. The aim of this model is to improve the quality of different sections for instance print or the broadcast. This study sort to find out what platform has been enhanced by convergence of BD, NTV and DN Business. A study on media convergence by Aduda (2016) showed how convergence had caused disruptions in the newsrooms in terms of job description, technology, policy and even

strategies hence this study went further to find out how journalists in a section have adapted to the requirements of convergence.

It is prudent to study convergence in Kenya since convergence varies from country to country and even company to company (Quinn, 2005). It is also necessary to find out how converging a section like business will impact on the media business as well as the journalists. This study is therefore a contribution to the researches that address the bottle necks and opportunities that come with merging of desks brings of a section of a media organisation in Kenya. The study was keen on the preparedness of the Kenyan reporters and media owners on embracing media merging and bring together sub-sections of different platforms in media house.

Studies done on media convergence in the region and Kenya have their focus on social political and even business performance with convergence of a newsroom (Aduda, 2016). Other studies, Juma (2013), Mukhongo (2013) and Booker (2013) have done on impact of media convergence in improving the speed of dissemination information, enabling multiple content sourcing, ethical issues, policies and others. However, little has been done on convergence of a section of newsroom.

This research was therefore done to fill the knowledge gap by examining how convergence of a section has been carried out by NMG. In so doing, it has provided information on how a media house can merge different platforms of a similar section. Thus, the research helps to add to the changing knowledge of convergence in media in the country especially in Kenya and the region where the concept is still at early stages.

### **1.3 Research Objectives**

The study's main objective was to assess business section newsroom convergence of the business section at Nation Media Group.

#### **1.4 Specific Objectives:**

1. To identify the emerging issues in the context of multi-media and multi-platform media content production at business desk at Nation Media Group.
2. To investigate how convergence has changed the business news collection, analysis, packaging, and dissemination at Nation Media Group.
3. To find out how convergence at Nation Media Group's business section has changed or not changed since 2016.

#### **1.5 Research questions**

Below are the research questions that will guide the study.

1. What are the emerging issues in the context of multi-media and multi-platform media content production at business desk at Nation Media Group?
2. How has convergence changed business news collection, analysis, packaging, and dissemination at Nation Media Group?
3. How has convergence at Nation Media Group business section changed or not changed since?

#### **1.6 Justification of the study**

There is abundant research done on convergence especially in the United States of America, South American countries like Spain and in Europe (José A. García Avilés, 2009). Those done in Kenya for example, Aduda (2016), Mukhongo (2013) and Juma (2013) are on media convergence and the region and have focused on the social, financial and political impact on the whole newsroom. However, there is not enough research on how to successfully convergence a section of a media house as is evidenced by the minimal literature on merging of a newsroom in Africa. The scanty knowledge on convergence in Africa underscored the

need of carrying out this study The study is also beneficial to the students who want to examine the merging of desks in a newsroom locally.

### **1.7 Significance of the research**

The findings from the study will assist to give knowledge on whether convergence is a proper method of getting the quality of media content right as well as getting to a wider readership. The answers that reporters give will be useful to key to media owners to know the challenges that they will face in the culture change from a normal media house or traditional one to a merged one.

Also, this study provides fresh views from reporters who are in the field who will have given their views clearly on the emerging issues on media convergence. This research gives recommendations that are extracted from the findings of the study and they will help reporters and media owners into a smooth change into a merged newsroom. This research illuminated the merging of desks phenomena by trying to understand the working of newsroom convergence from the point of view of a journalist with an aim of understanding their struggles better. It also adds to the changing knowledge on merging of desks in Kenya and the region as well as Africa, where the phenomenon is still on the infancy stages.

### **1.8 Scope and limitation of the study**

This study focused on convergence at Nation Media Group, which is the biggest media firm in Kenya. NMG's main publication, the *Daily Nation* sells around 120,000 copies a day compared to the second largest publication, *The Standard*, which sells around 60,000 copies and *The Star* newspaper which distributes around 20,000 copies (Media Council of Kenya, 2016). The study focused specifically on three sections of the company that is *NTV Business* desk, *Business Daily* and *Daily Nation Business*, as they are the first ones in the country to converge TV and print section of a newsroom.

The reason for selecting NMG is because of its long history of operating print, broadcast and digital media (Loughran, 2010) and therefore provided an ideal environment for examining media convergence in newsrooms, its impact on the practices and culture of reporters, their job descriptions as well as their skills set. The study however recognised other media houses like Standard Media Group (SG), Capital Group and Royal Media Group who have a strong digital presence as well. However, NMG commands a large proportion of media market (Media Council of Kenya, 2016) through its different medium, both locally and regionally, Standard Media Group has not converged its business section, Royal Media Group and Capital group are not in the print business, therefore this study suited Nation Media Group. The study was conducted at Nation Centre, the company's headquarters in Nairobi as that is where the business convergence desk is stationed.

The study assumed that the respondents would be willing to respond to the questionnaires and provide valid and reliable information and that the management of the Nation Media Group would okay the research to be done in their premises by one of their staff. Considering how busy and deadline sensitive a newsroom is, getting some of the respondents because of the demanding nature of their responsibilities was a challenge.

The media landscape is changing rapidly and the findings of the research may be obsolete quickly, nevertheless, the findings given offers invaluable views on the convergence of a section of a media house.

## 1.9 Operational definitions

**Audience:** The individuals who subscribe to a particular media channel.

**Blogging and Vlogging:** Blogging is an online informational website displaying information where a writer shares their views on an individual subject and vlogging is a blog that contains video content.

**Consumer:** A person who reads the newspaper as a source of news

**Converged newsroom:** Where reporters from various media (Television, radio, print, online) all share the same workstation and space instead of being in different offices.

**Editing suites:** This is room containing computers used for editing films or television programmes.

**Media Convergence:** This is combined presentation of news and photos through distinctive media like the Internet, e-mail, Short Media Service, Multi Media Service, radio, TV, pod casts, newspapers as well as the websites.

**New media:** This is mass communication using different digital skills like the Internet.

**Print Media:** Technologies that give information in using newspapers, magazines and books.

**Story:** A news article as presented in a newspaper or on TV.

**Structural convergence:** A set up of a media house that is not fixated on a particular product, like a newspaper but instead have staff to prepare content, repackage the product for various outlets.

**Tablet:** This is a movable computer that uses a touchscreen as its main device for inputting information.

**Voicing suites:** A room with equipment where reporters record script to go with the TV story.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Overview**

This section describes a review on different literature on media convergence. The study reviews in detail publications and materials on converged newsrooms. The section will begin with various definitions and descriptions of convergence. Before getting into the literature organised in way to address the objective and questions of the research, there will be a general review on evolution of the convergence of media. This will be followed by literature on convergence of a section in a newsroom which will detail how the second biggest newspaper in the country of Spain, has assumed the total incorporation convergence model, which started off by converging the newspaper and online sections of science and sports.

#### **2.1 Media convergence evolution**

Convergence is ideally combination of traditional media for instance (newspapers, television, radio) alongside new media systems like computers and the internet so as to guarantee the distribution of media products to different, varied audiences (Lawson-Borders, 2009). It is “the strategic, operational, content and cultural bringing together of newspaper, audio, video and collaborative digital news services and organisations” (Lawson-Borders, 2009, p. 234), it is more than a technological change and is a process but no so much an endpoint (Jenkins, 2006). It could also mean online journalism, digital journalism, internet journalism, citizen journalism or web journalism (Kemboi, 2010). From these definitions, media convergence can be interpreted as the method of producing- collecting and organising, reporting and distributing news using technology like the internet and other associated platforms.

Media convergence has become popular in the recent years but is old, very old (Miller, 2011). Biagi (1996) states that convergence journalism began when media houses started delivering of news and newspapers electronically in the 1990s. Basically, computers became the store areas and transmitters of huge amount of information that would previously be written down.

However, Kolodzy (2006) traces the concept of media convergence to Nicholas Negroponte, the founder of MIT Media Lab who in 1979, advanced that the then main media platforms, electronic or broadcast and publishing or print would come together at the beginning of the 21<sup>st</sup> century. This proposition looked farfetched then and almost untenable but computer technology was however growing quickly and as such posed a threat to the traditional media platforms. More conversation on media convergence followed thereafter. Jenkins Henry, a distinguished media scholar posits that the turning point in the discourse of media convergence came through the studies of political scientist called Ithiel de Sola Pool who is also an MIT scholar, and he clearly explained the strong impact that technology would have on media (Jenkins, 2006).

Jenkins (2006) posits that there is connection in these three models, media convergence, participatory culture, and collective intelligence. That convergence actually signifies a cultural change as readers are encouraged to look out for new material and make networks among media product which is dispersed. Jenkins (2006) describes convergence as the movement of information across different media products, the collaboration between different media organisation and the nomadic behaviour of media consumers who go to all lengths to get the kind of entertainment they actually want. In the realm of media convergence, every significant story gets to be told, each brand gets market and all the audiences are captured by any of the multimedia platforms.



The term ‘participatory culture’, according to Jenkins (2006) contrasts with older notions where people were seen as passive spectators. Media consumers and producers, instead of doing different roles, now interrelate in a new rule that no one understands. Audiences empowered by technology are dominating the joint between traditional and digital media and are asking for a right to be involved. The audiences are not created identical; some audiences have more capabilities to be part of the emerging culture compared to others. Jenkins (2006) urges producers to embrace the changing media audience otherwise they will face declining gross will and diminishing revenues. All over the world, revenue from print advertisements have declined as well as newspaper advertisements becoming less popular with those who place adverts than they used to be and the online adverts on the other hand bring much less revenue. In a report done by global audit firm PricewaterhouseCoopers (PwC), that covered Kenya, Nigeria and South Africa, which are the some of the continent’s strong economies, newspaper advertisement in these countries is projected to diminish as digital advertisement picks up (Aduda, 2016). In Kenya, PwC estimates show that revenue grew by 8.5 per cent in 2013 and is projected to reduce to five per cent in 2018. In Nigeria, PwC states that revenue from newspaper adverts stagnated in 2013 and is likely to decline by three per cent.

Consumption is now collective process— collective intelligence, a term invented by French cyber theorist called Pierre Levy (Levy, 1997). He uses the phrase ‘collective intelligence’ to define the extensive information collecting and processing undertakings that have emerged in online and internet communities. He posits that no one knows everything, as there is more information that any one head can hold. On the web, he posits that consumers harness their expertise towards shared ambitions and aims (Jenkins, 2006) and collective intelligence is seen as a substitute to media power. Collective intelligence further assumes that everyone has something to give even when they are called upon on ad hoc basis. Therefore, we are

adapting on how to use that power in our everyday contacts within the culture of convergence.

Jenkins (2006) posits that technological convergence is the cross-platform movement of media products enabled by the web. José (2009) proposes three models of converging of a newsroom. The first convergence model is cross-media creation which implements a harmonised reporting of news in different outlets in newspaper, online and broadcast. The purpose of this harmonisation model is to improve the quality of a particular isolated product such as newspaper, using various strategies. The totally integrated model is ideally a medium organisation secured with different strong sub-sections. The planning method is content, platform or topic oriented. It has a complete functional newsroom that works using the Central Management System (CMS).

## **2.2 Convergence of a newsroom section**

Earlier studies carried out by José (2009) on three media organisations in Germany, Spain and Austria display that print journalists were at first wary of the idea of working for the website. This is due to the fact that there is a certain pride that print journalists have on the type of articles that they write. (José García Avilés, 2009). However, the approach of the journalists changes soon as they came to see the need of the online platforms in reaching greater number of audiences, locally and in the diaspora achieving more prominence and immediate feedback.

The research by (José (2009) established that El-Mundo, the second biggest print publication in Spain, has assumed the total combination convergence model. Convergence at the El-Mundo publication was started in June of 2007 and became totally converged by the end 2009. The merging process started by converging the newspaper and the website sections of sports and science desk and the idea was to produce content that could be used in the

newspaper and the website too. The process towards a totally integrated merged model has been such that there are no disparities between newspaper and website platforms. The reporters now do their duties putting in mind both newspaper and online platforms. The print side has come up with similar staff payment agreements. So as to empower its reporters, El Mundo has adapted a rigorous training programme to teach the reporters what backpack journalism is, that is where they take videos, edit and produce content for the website. The reporters at El-Mundo have multi skills, they collect information for news using different tools such as their phones or tablets for audiovisual, pictures, and integrate visuals into their articles José (2009).

This full integration José (2009) found, changed the staffer's look on convergence. Their perception towards the trade is to get content that is can be used and is unique across the different medium. The print section has also implemented a common breaking news desk where every content is received for rerouting to different platforms. In Germany, Welt Kompakt, the Welt and Berliner Morgenpost have taken up the cross media convergence model, and work under the dictum "Online First" where stories are put up online first as soon as they are written by the journalist (2009) found. The print section operate under a system called the content management system (CMS), which is in anchor a virtual newsroom. The reporters are required to take up a digital-first attitude by first writing a story for the website then improving it for the next day's newspaper edition. This study focused on the 'digital-to-print' convergence process.

In another study, Austria, the *Der Standard*, a national print publication that is in Vienna, has taken up model of convergence that involved the coordination José (2009). This coordination model maximises the unique platforms like online and newspapers. What goes online on the website is sometimes different to what appears on the newspaper the following day and vice versa. In this convergence mode of operation, the quality is paramount for the

culture of newsroom section and thus the quality and exclusive stories are the ones that make it to the print publication.

The usage and increase of an interactive broadcast platform and its consequences on the TV industry was researched in-depth by Lugmayr (2012) who established that using technology boosts interactivity of the user and this was creating room for innovation in the television market. The researchers forecasted and rightly so, that there will be a shift in how media audience consume TV, marked by growth in audience interface and great use of social media platform to complement and improve TV watching experience. Another research by Mariana Baca of the Massachusetts Institute of Technology Media Lab found the need of weaving in old television into a social network.

The growth of the Internet and the introduction of social networks like Facebook have been a stimulus to media convergence. A new tendency of social TV (STV) has begun. Social TV was reviewed in detail by Cesar (2008) who was keen on the value chain of merged networks in the social TV. The research found that there has been a growth in interest from old media operators. The new operators, trying to keep up with the merged times, came up with the model of the virtual operator who are the audiences interacting with the products in social media or various other ways.

A study by Mishra (2014) conducted on journalists' perception of media convergence in India found out that any plan of bringing convergence in their newsrooms and media houses has to consider the strength and reach of the newspapers in the country and that the need for multi-platform delivery by the same journalists was strongly challenged among the Indian reporters. Further, delivery on multi-platform was more noticeable in breaking news stories than other areas.

There is evidence that the debate on media convergence is gaining currency locally. Mukhongo (2013) and Juma (2013) acknowledge that Kenya's media is fast implementing convergence with some level of success.

A study by Mudhai (2012) on digital openness and network convergent journalism in Kenya shows Nation Media group and Standard Media Group have adopted structural convergence where they have created staff specifically for the digital platforms whose main task is putting the task received from print and broadcast reporters into content for the online audience.

A study by Aduda (2016) on impact of media convergence on corporate performance of media organisations in Kenya found out that media convergence has affected advertising and circulation of papers leading to reduced profitability. The study focused on the business side of the media houses like ratings, advertising, circulation and profits without a mention on how sections of newsroom had converged and how that affected journalists' work flow.

A study done by Juma (2013) examines the adoption of convergence technologies at Nation Media Group as they implemented convergence journalism using new convergence and digital technologies revealing that the reporters understood the concept of convergence journalism but still found it difficult to integrate technologies into their work using the digital tools and some believed that using technology in journalism was not easy (Juma, 2013).

From the literature above, little has been done on convergence of a section of a media house which involves broadcast and print. Studies above have focused on convergence of print and online, or TV and social media or convergence of a whole newsroom. The research aim was to fill an important gap by engaging in discourse that takes into account convergence in the Kenyan media and its relationship to African media.

## **2.3 Analytical Framework**

### **2.3.1 Theoretical Framework**

Two theories, media convergence theory and diffusion of innovation theory were the anchors for this research.

#### **Media Convergence Theory**

Media convergence theory is usually understood from the standpoint of the two media ages; that is the first age and second media age and is enabled by understanding the new media theory. In the 1980s, the second media age was started to commence a new era of media and communication. The perception of media has transformed from a mass communication model to a diverse one which is a more tailored method that places the audience as well as their needs at the focus of media operations. *Business Daily* for example has had to do paper re-design to a newspaper that is heavy on visuals that is big and elaborate pictures, shorter stories that mirror the website and bold headlines as well as more colour to make it more attractive to today's reader. Interactive technologies like the internet would change the society and by further, the media Poster (1995). Littlejohn and Foss (2008) say that the first media era was amidst other things, depicted by central production that is one to many, one-way method of communication and disintegrated mass audience. The second media phase was decentralised, two-way, democratising and independently oriented. The new media model can be observed from two different approaches, that is the social interaction approach and social integration approach. New media gives much more collaboration between different audiences and provides 'personalised communication' as Littlejohn (2011, p. 19) suggests. On the other hand, Levy (1997) says that that the World Wide Web has liberalised communication by introducing flexible ways and offering its users deep knowledge in a dynamic and also collaborative space, where they get involved on the stories through the comments segments where the readers become part of the news collecting process through

the feedback that they give. The second approach is social integration and it is characterised by how the consumers use media to create a legion of readers, and viewers.

Jenkins (2006) proposes the media convergence that new technologies combines different mediums and as such they redefine the media environment. Business desk at Nation Media Group has brought about the newspaper, online and broadcast division together redefining a media environment where three desks are merged to form one desk. This theory posits that variations in communication and information technologies usually shape and disrupt the consumers of media's lives. According to Jenkins (2006), the model of convergence can be approached as a top-down process and this process is corporate-pushed. On one hand, media houses are stressed with a seamless and structured news flow and content across different platforms (TV, Radio, Newspaper, Online), as they expand their income base across broader industry. Contra wise, customers are using these different media technologies to get media information and also to be part of the web community of viewers and readers.

### **Diffusion of Innovations Theory**

Diffusion of innovations theory examines and evaluates how inventions and innovations are taken up by consumers (Rogers, 1995). *Business Daily* for instance has introduced e-paper, a new invention that readers now access on their mobile devices as well as their computers and tablets. News alert, also an innovation to respond to customers need for instance news on their mobile phones has been adapted. The study used diffusion of innovation theory Singer (2006) to problematise facets of convergence that are very important to editors and staff as they try to get struggles of their new routine, out of their comfort zones. As new media devices are produced, media audience tends to change in several ways and learn to apply them to meet their different needs. Their need that may be gratified, determines their early or late adoption (Lawson-Borders, 2009). Rogers (1995), gives the five stages of the process of innovation. They are- the agenda-setting phase, matching phase, redefining or restructuring

phase, clarifying and routinising phase. This theoretical framework is paramount to this study. For example, at the agenda setting phase when media firms learnt the significant function of the internet and the extensive take up of personal computers and mobile as a way of communication and information collecting. At the matching stage, media firms created online forms of their media content and re-organised their teams and resources into various business units to serve the online market. Business Desk has an online version which is the website [www.businessdailyafrica.com](http://www.businessdailyafrica.com) . The diffusion of innovations has four key aspects of social change which include; the innovation stage, communication channel, time and the social system. The innovation stage is concerned about the perceived characteristics of the specific innovation which takes into account its relative advantage in the field for which it is intended for (Singer, 2006). The communication channel is concerned with how the message about the innovation is shared; whether interpersonal or otherwise. Time, is concerned with the period between the individual's initial introduction and awareness to an innovation and when they adopt the decision. Finally, social system constitutes the boundaries within which a particular innovation is practiced.

The redefining or reformation stage was characterised by the [dot.com](http://www.dot.com) which started in 2001 and it was adopted in the media organisation by job losses particularly in their online platforms (Moses 2001). The clarifying phase witnessed a renewed focus on merging in the media organisation and media houses took this chance to train reporters on online platform. Most media organisation are still grappling with the last and fifth stage; routinising. Media organisations like business desk at NMG are considering on the best ways to boost them into the future online is the future of journalism. Media organisations, especially in Kenya, are at this phase, trying to come have a sustainable business model for online media. NMG for instance is bringing trainers from Europe and America to train their staff on how report



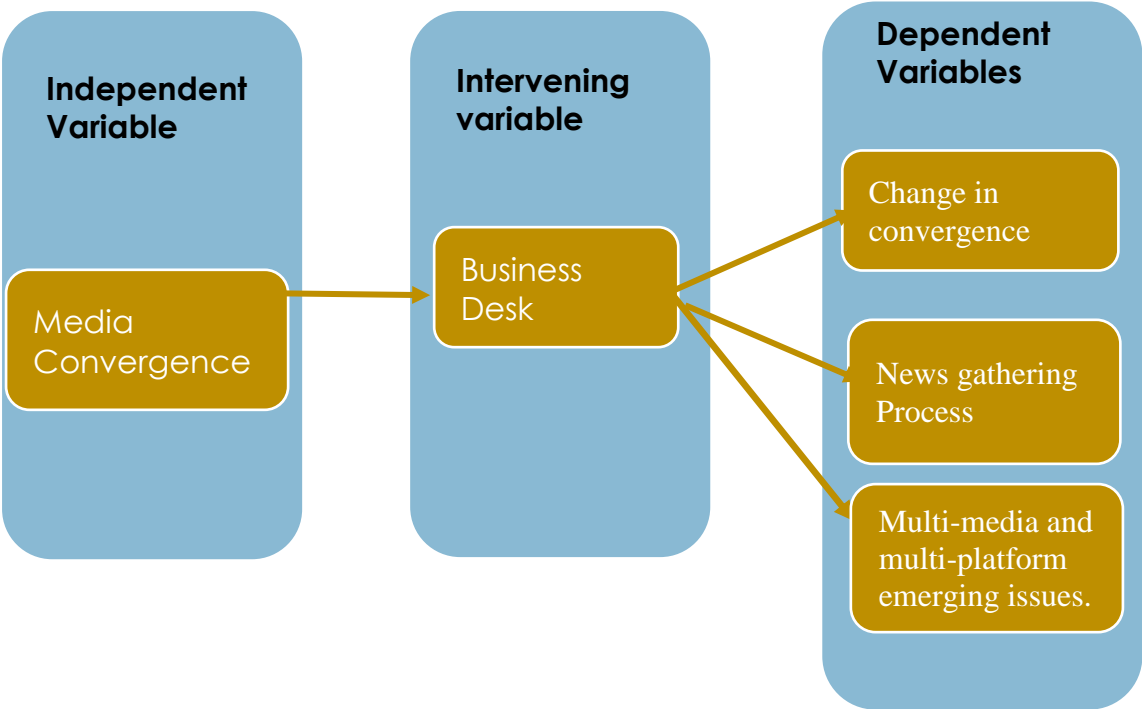
online. The aim is to advance the quality of the media content and at the same time reaching out to greater audiences all the while, increasing their advertising income.

### 2.3.2 Conceptual Framework

The conceptual model was designed to answer the research question and is based on the findings of the literature review. It examined the relationships between dependent variables and independent variable. The independent variable is media convergence while the dependent is evolvement of convergence at NMG business desk, news gathering process as well as multi-media and multi-platform content production. The conceptual model is presented in the figure below.

Figure 2. 1: Conceptual Model

An assessment of convergence at Nation Media Group



## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Overview**

This section provides the process that was followed when carrying out the research and it also shows the steps applied to collect and analyse data. It describes the study site, research design for the study, the target population, the sample and the sampling procedure used in conducting the study, methods of collecting data and methods of analysing the data and also presentation and ethical considerations. According to (Kothari, 2004), methodology helps researchers with “bent of mind” to objectively scan and observe the field.

#### **3.1 Study site**

The study site was the Nation Media Group office at Nation Centre in Nairobi. This was area for the study because it is where the converged business journalists are located. Nation Media Group was the primary area of research because it is the only media house in Kenya that has converged a section currently. The other media houses in Kenya such as Standard Media Group has not converged its business section, Royal Media Group and Capital group are not in the print business.

#### **3.2 Research Design**

The research studied how convergence has taken place at Nation Media Group and used the media house’s business sections as a case study within a case study. The case study method was picked since it is a tool that is valid when analysing a compound phenomenon in its own setting. Case study usually deeply observes the characteristics of a person or a unit so as to analyse various phenomena in relation to the unit being studied. According to (Gray, 2004), case studies have been applied as a methodological instrument to study the implication of newsroom convergence. (Yin, 1987) defines case study research technique as an “empirical

inquiry that studies a modern phenomenon within its real life setting”. He also describes case study as being either qualitative or quantitative.

Case study was used as qualitative research approach as it was able to provide detailed observation of how convergence at Nation Media Group had been carried out. The qualitative research method relied on sources like written records, and interviews and documents that were available and to validate the conclusion. Case study was appropriate as a method because it enabled the researcher to closely examine the information collected within a specific context and in this case the Nation Media Group business desk. Through the method, the research focused 13 individuals as the subject of the study.

Case study was also most plausible choice to answer the research questions because it concentrated on a thorough investigation of a single element (Babbie, 2001). The unit in this case was NMG’s business desk. With reinforcements and dependence on qualitative research methods like interviews and observations, the case study gave a grounded description to create what is usually taken as the cases own interpretations, issues and context (Stake, 2005).

The deep description was the result of data on respondent’s experiences and perspectives within their natural set up (Gray, 2004). Using interviews as well as observation generated descriptions that granted material to understand convergence at NMG business desk. It also provided information on how (Gray, 2004) the convergence procedure had been enabled or hindered by the attitude of journalist in the newsroom.

### **3.3 Research Approach**

Qualitative research was collected through in-depth interviews of working journalists and was conducted on 13 of the 23 respondents such as editors of BD’s Top News pages, the

Economy and Politics page, reporters and one photo journalist. For this study, the researcher developed the questionnaires, for the respondent's open ended questions. The questions were in different sets, each for different categories. There were in-depth questions for *Business Daily* reporters and the editors, for *Business Daily* photo journalists, *NTV* business editors and reporters and for the online sub-editors. Before the interviews were conducted, the researcher sought consent from the respondents to audio record the interviews and transcribe the voice later. The respondents were allowed to go off the record if they wished the information they gave not to be used and those not comfortable with being recorded had the question sent to them to answer and email back to the researcher.

In-depth interviews provided a chance for the researcher to get deep information that otherwise could not be obtained from a questionnaire as well as helping get context of the study (Wisker, 2001). The downside is that the in-depth interviews gathered some irrelevant information and was also time consuming.

The research used secondary data which involved reviewing records such as online data traffic, reviewing the newspaper designs pre and post convergence (See Appendix D) and current appraisal forms (See Appendix C) as well as some TV shows mentioned by the respondents which helped give a context on how convergence has affected the business desk. It also boosted the study since the research used purposive sampling, whose downside is that it can be subjective as selection of the respondents is determined by the researcher.

### **3.4 Study population**

The study population was 23 respondents entailing *NTV* business reporters, *Business Daily* reporters, editors of both *NTV* Business and *Business Daily*, online desk editor and subeditor as well as the photojournalists for the business desk.

**Table 3. 1: Clustres and staff number of NMG Business Section**

Section	Number of staff
NTV Business	2 Reporters
Business Daily	12 reporters
Business Daily Editors	5 editors
Photo desk	2 Photographers
Online Producers	2 Sub editors
Total	23

### **3.5 Sample size and sampling procedure**

#### **3.5.1 Sample size**

Sample size of a study is the set of units from the population that is used in a study.

A population of 23 journalists at the business desk were the universe of the study. From the total population, purposive sampling method was used, which involved going to the business section at NMG and choosing representative for the in-depth interviews. Purposive sampling is defined as a non-probability sampling method and it is employed to capture information-rich cases for an in-depth study (Patton, 1990).

#### **3.5.2 Sampling procedure**

Through purposive random sampling, the researcher got 13 representatives from the *Business Daily* newspaper, online division and TV division to do the in-depth interviews. According

to (Reinard, 2006) purposive sampling is known cluster sampling and he describes it as comprising collecting a sample made up of subjects selected purposefully or deliberately by researchers basically certain characteristics of the sample are usually typical or representative of the population. The interviews involved business reporters, editors, online subeditors and photojournalists with varied experience levels in the old and new production technologies and the old and new techniques of disseminating news.

The study targeted 23 participants to give detailed information on the objectives of the study, however by the 13<sup>th</sup> participant, interview data saturation had been reached with no new information being given by the respondents.

The interviews helped to answer the research objectives and gave insights into what has evolved with business news convergence as well as give the issues arising in the context of multi-media and multi-platform media content production and how convergence had influenced news collection, analysis, packaging, and dissemination at business desk at NMG. The respondents who were interviewed were editors in the, the Top News pages, the Economy and Politics page, the reporters in this sections of the *Business Daily* and two TV reporters and were chosen purposely to they have prior experiences of the production processes before the commencement of the new technology and can comment on the exact change in their work processes.

### **3.6 Data collection methods**

To conduct the study exhaustively, the research employed primary sources of data and to some extent, reviewed secondary data. Primary data was collected using in-depth interviews guide (See Appendix A) that were conducted in their place of work during office hours. The guide helped the respondents provide specific information that is related to the research.

### **3.6.1 Data collection procedure**

In-depth interviews were used to collect qualitative data through interrogating working journalists and was conducted on 13 of the 23 respondents such as editors of BD's Top News pages, the economy and politics page, reporters and one photo journalist. For this study, the researcher developed the questionnaires, for the respondent's open ended questions. The questions were in different sets, each for different categories. There were in-depth questions for *Business Daily* reporters and the editors, for *Business Daily* photo journalists, *NTV* business editors and reporters and for the online sub-editors. Before the interviews were conducted, the researcher sought consent from the respondents to audio record the interviews and transcribe the voice later. The respondents were allowed to go off the record if they wished the information they gave not to be used and those not comfortable with being recorded had the question sent to them to answer and email back to the researcher.

In-depth interviews provided a chance for the researcher to get deep information that otherwise could not be obtained from a questionnaire as well as helping get context of the study (Wisker, 2001). The downside is that the in-depth interviews gathered some irrelevant information and was also time consuming.

The research used secondary data which involved reviewing records such as online data traffic, reviewing the newspaper designs pre and post convergence (See Appendix D) and current appraisal forms (See Appendix C) as well as some TV shows mentioned by the respondents which helped give a context on how convergence has affected the business desk. It also boosted the study since the research used purposive sampling, whose downside is that it can be subjective as selection of the respondents is determined by the researcher.

All the purposively picked respondents picked by the researcher responded because the research involved going to have a sit down with them for in-depth interviews. It was

also easy to get the respondents from NMG because the researcher works there and was able to set and meet the respondents on their free time and is also conversant with newsroom timelines.

The demographics of the respondents was analysed using level of experience in the business news and how many years the respondent has been on the business desk. The research was specific on respondents who had been working before the merging business desk. This was particularly important because it helped tell the difference between business news pre converged era and how they have interacted with it after the merging of desks. New employees who have not had any experience before the business desk was merged were not interviewed. All the three research objectives were keen on issues arising before and after convergence.

### **3.7 Reliability and validity**

According to Creswell (2003) validity in study is the consistency in the findings from the researched and reliability is the credibility of the results of a research.

In this study, validity and credibility was grounded by using the selecting the requisite size of the sample. Ethical dilemmas is a pertinent issue in research and according to Creswell (2003) in qualitative research, the reflexivity of the researcher should go further than “recording facts” to questioning and dissecting the interpretation. As such, in this study the researcher is staff working at Nation Media Group and thus, an insider. Therefore, to safeguard the research from any exposure to bias, the researcher looked at the consistency of the respondent’s view and any outlier stand was questioned. Further, strict adherence to the methodology of the research as stated above assisted the researcher into shrinking any lack of objectivity that may compromise the findings of this study. The number of respondents who gave similar views on the in-depth question also gave the research assurance that the view of



majority could be credible. This research is thus devoid of bias and influence and is a true position of the procedure followed.

### **3.8 Data analysis**

According to (Kothari, 2004) data analysis is the process of computing measurements to find out the relationships between data groups collected in a research and thus confirm or reject the objectives of the study. Data was collected using qualitative research approach and the analysis will be done through the narrative method. The method is an interpretive approach in the social sciences and normally uses story telling kind of methodology (Egud, 2003). It focusses on individuals or groups when a researcher is making sense of events or actions that have happened in their lives. The informants' stories are captured by the researcher through techniques such as observations and interviews

### **3.9 Data Presentation**

The presentation is according to the objectives of the study which were to find out how convergence at business desk has changed since 2016, influence of convergence on business news collection, analysis, packaging, and dissemination and issues that are emerging in the context of multi-media and multi-platform media content production at business desk.

In presenting qualitative data, the researcher demonstrated that the conclusions drawn within the study are consistent with the evidence. The analysis focuses primarily on the information collected on this study, but also use secondary literature and articles published outside of the time under review. The findings are presented in a narrative methods presented according to the each of the study objectives.

#### **4.0 Ethical Considerations**

The study followed the established ethical practices in research. The researcher got due approvals from the management of the business desk at Nation Media Group before commencing on the interaction with respondents. This was after a successful defence of the proposal at School of Journalism and Mass Studies at the University of Nairobi upon which a Certificate of Fieldwork was given (Appendix F). After final defences and corrections done, a Certificate of Corrections (Appendix G) was issued to the researcher. Upon passing the plagiarism test, the researcher was issued also with a Certificate of Originality (Appendix H).

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

#### **4.1 Overview**

This section analyses data, presents and discusses the findings of the research by striving to make sense of the information collected from the one on one interviews. The findings answered the objectives of the study as well as link them to wider debates of convergence of a section of a newsroom. The objectives of the study were to find out how convergence at business desk has changed over the last two years, influence of convergence on business news collection, analysis, packaging, and dissemination and issues that are emerging in the context of multi-media and multi-platform media content production at business desk.

#### **4.2 Data Presentation, analysis and interpretation**

According to Kothari (2004) data analysis is the process of computing measurements to find out the relationships between data groups collected in a research and thus confirm or reject the objectives of the study. Data was collected using qualitative research method and the analysis was done through the narrative method. The method is an interpretive approach in the social sciences and normally uses story telling kind of methodology ( Egud, 2003). It focusses on individuals or groups when a researcher is making sense of events or actions that have happened in their lives. The informants' stories are captured by the researcher through techniques such as observations and interviews.

In presenting qualitative data, the researcher demonstrated that the conclusions drawn within the study are consistent with the evidence. The analysis focused primarily on the information collected on this research, but will also use secondary information and articles published

outside of the time under consideration. The findings are presented in a narrative method presented according to the each of the study objectives.

#### **4.3 Issues emerging in multi-media and multi-platform media content production at business desk**

The study also sought to determine the issues that arose from journalists writing for different platforms like broadcast, the website and the newspaper and producing content that has multi-media elements like videos and photos for the website. Respondents said multi-media and multi-platform media content had brought with it more work demands, with NTV business reporters saying they would be required to write for *Business Daily* yet writing for broadcast is very different compared to writing for print. TV works with short scripts of less than 200 words whereas a print story requires as many as 1,500 words.

According to Singer (2006), producing content for another media platform is time consuming and results to time pressure that can cause considerable stress. The demands of reporters on their primary platform has not been made lighter as new demands for convergence content have grown. Newspaper reporters also had to go an extra mile to be comfortable on television newscasts to give good analysis on their beats. Therefore, due to these challenges, only a small number of cases so far have worked.

I would have preferred it to be done differently, especially on training, you do not converge people and the first few days you really want us to be on TV to talk about some things, do some clips, appear on video recording talking about the whatever story you have done for that day, that approach was not good, people should have been properly trained. It would have been better had we been trained, especially on matters TV so that we can know how TV works. Ideally, we were supposed to go to an event and when there are no TV guys, we were supposed to file a story and come and either give them or do it, but that has not happened. Said one respondent from Business Daily, with another one adding: We have had videos aired on NTV, it was made possible for us to talk on NTV on our stories, but it was a quick fix experiment that never took off. Most of these things started and stopped. We used to do videos, and newspaper reporters were going on TV but it never worked as well. (Respondent A)

Further, print photographers shot images for all the platforms. One respondent who is a multi-media photographer takes photos and videos for the website-*www.businessdaily.com* and for *NTV* business in addition to doing his primary role which is taking photos for *Business Daily*.

When on an assignment, I normally take footage for *NTV* and get compensated wherever I give a video. Like today, I took videos on Nzioka Waita visit to traders in Nyamakima and Laikipia County Abstract Launch. Even on the website, I get paid. (respondent B)

Further, there is now an everyday process many journalists talked about, to meeting with, seeing, speaking to, and relating in other ways with reporters from sections other than the one within where journalist works. Respondents credited this new sense of togetherness to the new structure, its architectural design, and the fact that all news section are located in one floor. This has led to a staff approach and reducing the need for internal rivalry and conflict over methods and resources.

Respondents said that they put in mind more about multimedia stories at different levels. Multimedia method in coverage of a particular news story can be first on this list. Multimedia, particularly for the online section, is at the core of storytelling and the attention a media receives. Reporters said that they think differently on how to write story and how to report it and this awareness is shared across all sections. The editors said the goal was to produce content that was useful and engaging enough to loosen the purse-strings of the business news readers either through subscriptions or donations. They gave examples of *New York Times (NYT)* and *The Guardian* who are already implementing strategies geared at having more reader-oriented content, and it is paying off.

If *NYT* continues with this trend, I foresee them reaching their \$800 million target in digital revenue even before their 2020 mark, making *NYT* the most (digitally) profitable newspaper in the world- more profitable than all their rivals put together. Our readers pay us the highest complements and for long, particularly the during the newspaper “golden age” we ignored them and focused on advertisers a little too much. However, in this economic cataclysm,

we are compelled to rethink both our business and content strategies.  
(Respondent C)

One of the *Business Daily* editor said: Could we invest in a Netflix of our own and get serious about producing high-quality content and open up the space for young and talented African writers, directors, producers as we use our media resources for marketing? Do we do invest in a digital agency like the NYT's T-Brand studio and venture into native advertising proper? Studies show that native advertising is no longer profitable; BuzzFeed, the defending champion of native ads admitted this last year.”

The editors among the respondents also indicated that the level of multi skilling was quite low among the editors as the concept of a roving editor had not been implemented. The respondents believed that being stuck at one desk meant the only editor who could claim to be multi-skilled is digital editor. A roving editor is an all rounder, if something breaks they can post it on all platforms, that is the website and the TV. The editors are still traditional editors, who are single skilled on print or TV.

Level of multi skilling of editors is quite low, there are some places where you are a roving editor but here you are stuck at your desk. The only editor who claims to be multi skilled is digital editor. A roving editor is an all-rounder, if something breaks you can handle it, bring time updates, video, but here, it is those traditional editors, you are still a print guy. They do not know even what software is used to edit videos. (Views of respondent A)

Another related element which the study sought to find out was if journalists were required to be multi skilled when getting hired and what percentage of the respondents are multi-skilled. Multi-skilled journalists produce for more than one platform using technological tools needed in each step of the process. In the business hub, journalists are encouraged to be multi skilled at the news gathering level that is they are required to take videos, take photos and voice clips for a multi-media story to run on the website and the newspaper too as well as for television. However, respondents indicated that it was a tricky balance taking

photos and videos at the same time write notes and send WhatsApp short text message to the editor in the office to write a story for the website before competition. One photojournalist was taking photos for the newspaper as well as taking video clips to be published in the website and to be used in *NTV Business*.

We have bought cameras but we have never trained journalists on how to use them. This floor, we have two cameras, they have never been brought here. Most people have never handled a camera in their life, only the photo journalist is handling camera, and he tells you one thing, there is potential, but others have not been used on how to use camera. (Respondent D)

The researcher also enquired whether journalists get paid for working for multi medium other than the one they work mainly for, whether a *Business Daily* reporter working on a *NTV* business story gets paid for that, or an *NTV* business reporter, who has written a piece for *Business Daily*. The respondents indicated that only the staff who were on contract get paid for each work they produce for a different platform, for example the photographer get paid if their video clip get aired on *NTV* business or on the *Business Daily* website-[www.businessdailyafrica.com](http://www.businessdailyafrica.com). The rest did the extra work with no additional remuneration. Editors however encouraged journalists by appealing to personal success and the professional reward when they see their work published in more than one platform. Therefore, convergence at business desk did not lead to any major change in the pay of the staff and the system of employees, though most staff felt their workload had increased with the requirement of multi media reporting, yet their salary had stagnated. The respondents inference that media merging of the desks and the new tasks had not been rewarded and the extent that staff did not see the new merger connect to an increase in their pay, led to the tendency of the negativity to change.

Respondents said news editors were keen on organised cross-media approaches or convergent production, combination and dissemination of content. This was after the

researcher enquired on how often editors from newspaper, the web and broadcast met to exchange ideas, give one another feedback, share information from the stories they have been doing as well as planning long-term investigative features while sharing the expenses on the special projects. The respondents said they needed to see their editors meet to wade any fears of job loss, concerns of lack of teamwork, as it was an open plan office layout, so people see the lack of teamwork

This is the greatest impediment of convergence, because it is not coming from the top. We need to see our editors meet, to wade any fears of job loss, concerns of lack of teamwork, it is an open plan office layout, so people see. (Views of respondent F)

#### **4.4 Impact of convergence on business news collection, analysis, packaging, and dissemination**

The second objective was to find out how convergence at business desk had affected news flow which is described as the process from a reporter going to an assignment, gathering of information and production to content packaging and circulation to reach a wide audience. The procedure of covering and getting out stories, particularly breaking news and the evolution of the process of the story writing has been influenced by convergence. Convergence was envisioned to eliminate duplication of roles in news collection where *Daily Nation*, *Business Daily* and *NTV* would each send their own teams to cover a function. The respondents said under the new converged business newsroom, only one reporter and a cameraman are enough to cover news across the three platforms.

Initially we would report the same function differently, with reporters from different platforms covering one function, but now it is harmonised. We are also able to efficiently use staff. Before you would find two vehicles going to the function and have a whole set of photographers from the same company NMG. (Views of respondent D)



The respondents however said in a few cases there was a relapse and one business function could have as many as four writers on the same story, especially for a story that was a popular and the editors ended up sending more people.

We sit at different corners but we share vehicles. But there was once in a function where we had four vehicles from the same organisation. BD, DN and TV car and an Uber. It was a business stories even that everybody wanted. (Respondent E)

The in-depth interviews found out that the business desk is no longer the only source of collecting and distributing business news. From the literature review, it was found that messaging and the feedback is fast and in real time. This has brought with it new facets of journalism like blogging, vlogging, citizen journalism where the public can collect and disseminate news just like a media house, social media and others. Consumers get have blogs, tweets, podcasts and even the company's particular websites as well as a new strategy where they are using influencers, providing multiple content sourcing. So the business desk has changed the news production processes to what they call digital first where the content collected from the field goes straight to the website and later repacked and re-angled for the NTV Business news at 9pm and for the *Business Daily* and *Daily Nation* for the following day.

Main challenge of business news collection is citizen journalism- everyone has become a journalist. You attend a meeting at Central Bank of Kenya, but someone took a video and put it online, that means it's not easy to be the only source of news. Events have been recorded, taken pictures, tweeted, you really have to think about something else. ( Respondent G)

To address this challenges, Jenkins (2006) urges producers to embrace the changing media audience otherwise they will face declining gross will and diminishing revenues. Newman (2009) posits that challenges emanate from the difference between traditional media and digital media in that unlike traditional media where communication channel is one way that

is from media house to the consumers, new media gives a two-way communication channel, where the news providers and consumers are creators.

News flow in the newsroom since convergence has also changed. The procedure from assignment and production to content writing and dissemination is now done cumulatively with the newspaper, TV and online editors where each expects a story when the reporter is in the field. The respondents underscored a need for them to get proper training to get the right skills and aptitudes to enable them deliver on multi-media content across the platforms. According to Lawson-Borders (2009) the move from legacy or the traditional form of media to digital platform requires intense training and mind set reorientation of the staff. Reporters who collect news are thus required to grow multiple skills so that they are able to file reports for the various platforms that is for mobile, for the website, for TV and for the newspaper José (2009). This has led to development of mobile reporters who carry backpack with an array of devices to file content for different medium from the field. The respondents also said a WhatsApp group for the office with all the reporters and editors had been formed to be a point of collecting live updates as they happen. As such, when the business reporters are in the field, they send short texts to the WhatsApp group which the editor in the office picks and combines to form a story to go online. The editors said the competitiveness in access to news forces them to be fast and first in uploading stories on the website.

The presence of an “online first” policy was clearly stated by reporters in *Business Daily*, *NTV Business* and the online desk as well as the editors. The respondents said exclusives are held first for print, but everyday stories that all other media houses might have like press statements or a press conference went online. Of concern by the respondents was that by uploading the story on the website, the journalist both tipped the competition as well

as scooped themselves. The staff were required to file stories quick for online before the competition but exclusives are held for print.

On dissemination, having editors sit in one central desk had quickened dissemination on news, with the respondents stating that they got faster approval to run a story especially the breaking news. However, some respondents said more than content, the business desk could diverse into ways of reaching out and taking a pulse check on its audience to know if the online content they are serving is what they want. Considering what the website normally give in real time what everyone else has. There was also the need to find out the demands and how long the viewers were spending online per each clip or how long they were spending reading an article, whether they scroll to the bottom or just read the introduction of a piece. Know which stories attract clicks and this will give data to the business desk on how to tailor news in the way the audience would like to consume it.

A lot of stories are preserved for print first. It is an editor who decides whether a story will be an online copy or a newspaper copy. It is not like Daily Nation where automatically you have a story it goes to online and it is able to really drive traffic. The ones that go online, are the ones that we think are of national interest and chances are high that other media houses have the same story. (Respondent D)

Another *Business Daily* respondent J added:

Some stories go online first whereas most exclusives are held for print. Stories that everyone has, those ones you have run faster than capital FM, or The Star Newspaper. But something exclusive, you don't push it online, because you are not an online publication, you have a print to do. There is no day I will do my investigative piece and take four paras and put them online, the story will die a natural death. (Respondent J)

This practice is similar to Germany's publication, the Welt, Welt Kompakt, Berliner Morgenpost who have taken the cross media convergence system, and work under the maxim "Online First" where stories first go online first as soon as they are written by the reporters Garcia et al., (2016) found. The print section uses the content management system (CMS), which is in practice a virtual newsroom. The reporters are asked to adopt a digital-first

method by first producing stories for online then changing them and rewriting them up for the next day's newspaper.

From in-depth interviews, it was explained that the packaging of the news had changed. *Business Daily* had a paper re-design to a newspaper that is heavy on visuals that is big and elaborate pictures, shorter stories that mirror the website and bold headlines as well as more colour to make it more attractive to today's reader. See the before and after redesign of the *Business Daily* on Appendix D. The editors explained that the newspapers are competing for the online audience and thus the need to attract them with proper packaging of the content. According to Media Convergence Theory, the understanding of media is that it has changed from a mass communication notion to a changed, more personalised method that puts the consumers and their needs at the centre of media processes.

Newspaper changed design sometime last year. The bit that has changed in the newspaper is the managing between digital and print, so we have more graphic, shorter stories, almost like the newspaper is mirroring the website, so we do not have those long 700-word article as section leads. So they have become shorter. It is more visual than before. (Respondent F)

Asked if convergence influenced design of the newspaper and NTV Business news, respondent A said:

Yes, it has. Newspapers are now keener on doing "Day two" journalism that are crisp and shorter with punchy headlines to capture the masses. For example, the story of Ruth Kamande is a resounding echo of how convergence has influenced the newspaper. When news broke that the Langata Beauty Queen had been handed a death sentence, social media came to with tweets and retweets on whether justice has been served. Newspapers had to find a clever, relevant and new twist in the story to give readers the following day. This is because telling readers that she had been sentenced to death was already stale news. (Views of respondent A)

What the researcher found in the dissemination of news is that a story will appear in *Daily Nation* business pages and the same story appears on *Business Daily*, with the same by line and headline and the same story probably ran on *NTV* business news the previous night and

the readers feel cheated having bought the two papers and watched news only to get the same content.

I write for DN and probably the same story is done for BD with my byline and the readers think they are being played. Because when they are buying papers, they don't buy BD and Daily Nation as one. They do not want to buy BD and still believe that it belongs to Nation. Like a BD reader want to believe BD is BD and Nation is Nation, that they are distinct. So when they see the same by line on the same paper, they feel like they are being played to buy the same story twice and not getting value for money. (Respondent B)

Journalism of this age required reporters to be multi skilled to collect and package news. Respondents said they had not been given tools or the skills to edit video footages. Some have gone out of their way to learn and post on their individual social media pages. It is required of the respondents that every time they go out on a function, they take a video. They cited editing as their biggest challenge as it takes days before your video churns out as there is a shortage of video editors. In other media houses for example, in El Mundo, in order to empower its reporters, they started on thorough training process to train the reporters on backpack journalism where they take videos, edit and writing for the online platform. The reporters at El-Mundo have various skills, they collect news using devices such as mobile phones and tablets for audiovisual, pictures, and include visuals into their copies (José, 2009). In Diffusion of Innovation Theory, training is part of the clarifying stage in the five phases of the innovation process, where there is need for a renewed focus on merging in the media market and media houses took this chance to train writers on writing for the website.

But for *Business Daily*, asked whether they had been properly trained, a reporter responded.

Nobody has taught us about audio editing. I want to do a video, edit it and give it done, because the staff at fourth floor are busy. I also put it on my Facebook page. I do it because it is journalism of this age. If you can't do that, it will be hard for you. If I put a photo on Facebook, I get likes but a video, I get more video views. Video brings traffic, if you are scrolling and see a video, you stop there. (Respondent B)

When collecting news, respondents said the internet is no longer a safe source of news. A lot of misinformation, when you go online to search, some companies put misinformation and resignation letters and fake news.

Fake news and business news, you need evidence to back up some Business Daily stories and some companies plant numbers online and so you need to verify. One goes to the economic survey, leading economic Indicators meaning you have an extra job to do. Like KPLC and ERC did when they were launching the power tariff, they lied to people that about the cut down, KTN went with power prices are down, but when you do a background check, you realise it is the opposite. (Respondent E)

Further, on dissemination of news, respondents D said the online audience is impatient.

Some of these business things are complex and one needs to break them down in stages, which might be quite lengthy, so most of the time you realise you lose your audience. You have 150 words to discuss a complex thing like interest rate yield, they find you have uploaded 1000 jargon and they will walk away from it. Because online is very short stuff, which you find you cannot exhaust. (Respondent D)

#### **4.5 Trend in newsroom changes**

This third objective of this study dealt with how convergence has evolved since its implementation in the Nation Media Group newsroom in general and in the business section in particular. Convergence of the business desk was Nation Media Group's strategic re-organisation plan where the partnership was expected to bolster efforts of making the media house maintain its plan towards a digital first media group. The Nation Media Group was looking for a cooperation among newspaper, broadcast and online reporters to get content for audiences in different delivery systems. It commenced in 2016 and has since kept on changing with new ideas and strategies being employed. Therefore, convergence was analysed from the perspective of the redefinition of professional process over the last two years.

The gradual procedure towards a completely integrated merged model has been such that there are no disparities between newspaper and online platforms. The reporters now undertake their work with both newspaper and online platform. The respondents were asked a set of questions to get to know how convergence has changed since inception. The respondents were reporters, editors of both *NTV*, online and *Business Daily* and photojournalists who were present before and after merging of desks.

The first area to be examined was how merging of the desk was communicated to journalists during the initial stages of merging the *Daily Nation* business desk, *NTV* business as well as *Business Daily* that is, how the internal communication on convergence was done. This looked whether the convergence strategy was discussed at length with journalists before being merged and whether there was a newsroom “change management” process which would permits new information- processing approaches. Singer (2006) posits that cultural resistance is the biggest challenge for merging a newsroom and as such, while converging a newsroom, there need to explain to the once competing platforms, the need to cooperate and collaborate. The respondents indicated that there was an attempt on discussions with reporters during the start of the implementation of the convergence procedure on business desk. Reporters at *Business Daily* said they got an email communication from the managers followed by four to five meetings to discuss on merging of business desks (See Appendix E). Four of the meetings were in-house and one held with company’s editor in chief and the human resource director to address the issue of whether people would lose jobs. This was because convergence was deeply rumoured that it would lead to redundancy and it was almost mixed with the message of retrenchment, respondents could not tell if it was merging desks or downsizing. On respondent from *Business Daily* said:

Convergence was almost mixed with the message of retrenchment, people going home so the meaning of merging of desks was mixed with job losses. We could not tell if it

was really convergence or down sizing and that was hard to distinguish. (Respondent H)

Job cuts that respondents were referring to is a redefining or restructuring stage in the Diffusion of Innovation Theory. There are five phases of the innovation process outlined by (Rogers, 1995), restructuring stage is the third phase and is illustrated by the dot.com growth in 2001 and which transformed in the media market by job losses particularly in their online platform (Moses 2001).

On the other hand, respondents from *NTV* business said they did not have communication at the department level but were informed on convergence at the company's staff meeting when discussing on the overall goal of the company was to move towards convergence. To move to the business hub, *NTV* reporters got official letters that addressed the change of line of communication with the new developments. The new reporting person was the managing editor who was the over head of the business hub. The *NTV* reporters would then report to TV managing editor then to their line manager who is the business news editor

An *NTV* business reporter stated:

The convergence strategy was not discussed with TV business journalists, not at departmental level, but at the group's staff meetings. We were told of the overall strategy, overall goal of convergence, why the company was moving towards convergence at a group perspective. The only time it was spoken to TV journalists was when it was on rumours that convergence would cause job losses, and it this was not official communication, it was rumour, convergence is happening, watch out, you will lose your job. (Respondent K)

Other respondents said they got a lot of the information from blogs which reported furiously on convergence at Nation Media and how key editors would be affected.

The second area examined was the physical setting of the business section desk and how it changed with convergence. The architecture and infrastructure for the newsroom has changed over the last two years in different aspects to support multi-channel production. Some of the



aspects include that the newsroom was combined in one newsroom called the Business Hub and controlled via a central news system to help in managing the work processes. News flow is also based around a central desk where the editors of *Business Daily* and NTV business sit. The central desk is situated right in the middle of the newsroom. The effect of this re-organisation of office space is communication is seamless between the editors and reporters from the central hub to the different locations the reporters are located, that is the business hub adopted a main breaking news section where all information is centralised for sending to different sections. See Appendix B on sitting arrangement of the business hub.

Respondent F from *Business Daily* said:

The company brought down walls that used to separate the Digital Team and the News Team. With an open plan, the two teams can now mingle freely and consult in case there is an anomaly that requires fixing. No more need for bureaucracy, protocols and phone calls. We are just a walk away! Also the TV Business crew were brought on our floor such that what we have right now is a Business Unit rather than fragments of print and broadcast business. (Respondent F)

The breaking down of walls may be an outward strategy to move with the times but there exists a hurdle that management would have to face over time, which is journalistic culture. Most of the journalists are career journalists who have sacrificed years in the newsroom perfecting a craft, be it in print or television and a mere collapsing of walls would not likely bring forth the best in them without a complete mind set change. The old way of reaching the audience has been greatly threatened by the digital wave and a change of mind set and culture will ensure that journalists go with the times. Though difficult to do in the short term, editors and senior management can do this in phases ensuring talent or work motivation is not injured in the process.

The researcher also interrogated whether convergence was regarded both an end game or as a tool for implementation within the specific time. There were questions enquiring as to whether convergence is a long-term procedure, which will stay for a number of years or a

short-term process. The questions also interrogated whether the process of implementing the project had been from bottom to up or top to down. Respondents said convergence was largely done at the managerial level and the decisions were passed down after they had been concluded, that is receiving what had already been passed but not contributing on what might have been done before. Asked if convergence was strategy discussed with journalists, respondent J from *Business Daily* said:

Not with journalists at my level. I could say it was discussed with editors and reporters were just informed of the new developments, with another one from NTV business saying: We did not get time to raise our issues. It was a very top down approach. How you guys feeling, how do you want to do this, was not asked on the way it can be done. (Respondent A)

In terms of technology changes since convergence started, the respondents said a video hub was set up on fourth floor a year into convergence where some staff were deployed and were provided with desk tops to edit video. The company paid a lot of attention to videos that can complement an online or a print piece, hence they often make use of YouTube. Google offers money to YouTube content creators who have over 50,000 subscribers. However, video creation was not at the generation level but at the editing level. Therefore, for video generation the respondents did not have the equipment but were expected to use their phones to take videos and also buy any other tools like recorders or good cameras to deliver on convergence content.

We are still relying on our own devices to take videos. Newspaper reporters have not been given equipment, so we rely on our phones to take videos or we liaise with the photographers to do that for us. We haven't received communication on convergence for a long time. We have asked whether we could get recorders of something like that but so far nothing. (Respondent K).

Another respondent L added:

I cannot say for a fact that the company has equipped the journalists with tools of trade. The company used to loan smartphones to journalists at a subsidized but that scheme ended abruptly. (Respondent L)

To examine the changes that had occurred since 2016, the study sought to know if there were new titles that had been introduced in line with media convergence as well as new job descriptions. Respondents posited that no official new titles had been introduced, there was one multi-media photographer who doubled as a photographer as well as taking videos but no official title from human resource had been given to him. For the reporters, no new titles had come, with some respondents saying convergence to them was just sharing a floor, bringing people to sit together.

We have seen digital sub editor, but we are yet to have structures. Like you sit here as an editor for print but where do you sit on the digital floor. Can I go and assign a digital story? The digital editor has no team, he ends up sitting there the whole day, waiting for content from print. (Respondent A)

The study also examined the whether the system of appraising the staff had changed with convergence and whether the job description was tweaked to include the new modus operandi. The respondents said the appraisal form had not been improved to accommodate convergence to be included as part of the job description. A copy of the old and new appraisal form examined by the researcher to confirm what the respondents said confirmed they were right. (see Appendix D on new and old convergence forms). However, some of the reporters respondents said they were asked by the editors on the number of videos and online stories that they had delivered which went to overall determining the score they would get on the employee performance evaluation.

An appraisal is done, based on my overall performance, but it does not segment to say this is print, this is TV etc. It is general, it is an editor's perception of my performance respondent C)

A business Daily editor explained:

If you look at appraisal, I don't see a portion where we ask reporters how many videos you have edited. We are still on the old template. We are yet to catch up with our own thing. We are still judged in terms of how many print pieces you have edited or produced. (Respondent A)

On how business newsroom meetings had changed, the researcher sought to find out if editorial meetings both print and TV editors attended same meeting or they hold separate meetings. This is because convergence also meant in a departure from the past, editorial meeting was to be attended by both TV and newspaper editors which the editors among the respondents saying it happened but not constitutently. The editors said there were challenges when editors with heavy print background met with those heavily leaning on broadcast when discussing stories for the day. Some of the challenges included TV being asked to take stories that do not have all the aspects of broadcast as TV needs light, camera, cut-ways and clips which might not be available in a story based on for instance, a report. *NTV* business reporters went to meet on fifth floor where the *NTV* news desk is located. *Business Daily* and *Daily Nation* reporters do not attend the meetings. The researcher also found out that the two online reporters were too overwhelmed in the uploading stories on the website to attend the meetings. Further, when one them is on leave, it becomes difficult for the other one to attend meetings and leave the desk empty. An *NTV* Business news respondent A explained.

We hold separate meetings with the Business Daily reporters. It is a worry. We normally have meetings with the main desk at NTV, to know the key take-outs, the key deliberations that will be done. So all the business guys go down to fifth floor to attend the meeting, every day, once a day and BD guys meet in the board room.  
(Respondent B)

Respondents cited that convergence has led to cutting pages sometimes especially business pages on Sunday Nation from out three pages to about one a half or two pages. Sunday has no business team and the converged business desk does not work on Saturday, so Sunday Nation picks stories that were published on Friday which is not fresh.

Business news on Sunday Nation is about one a half to two pages. We used to have eight, then went to four, now it is less. Sunday has no business team and business desk does not work on Saturday. So the Sunday team have to pick on stories done on Friday. And you can't have so much, two days before you go to the press.  
(Respondent L)

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Overview**

This section gives the conclusions of the research based on the findings and later gives recommendations. The conclusions are from the three objectives that the study sought to answer. As such, the study sought to find out how business desk has evolved since its convergence two years ago and this was examined from how the communication on merging the desks was done, to moving reporters to one central location to what has changed over the last two years from new roles, to new technology that might have been introduced. Further, the study also sought to determine the issues that arose from journalists writing for different platforms like broadcast, the website and the newspaper and producing multi-media content for the website. Also checking how convergence has affected how news is collected, sent to readers and in what ways it is packaged.

#### **5.2 Summary of findings**

The findings indicate that business desk has evolved since its convergence two years ago. The business desk redesign did not involve high technological standards but it brought together reporters from different platforms into one shared sitting location. Some employees accepted and adapted to technological changes to their day to day lives, like taking photos and sending short messages for stories to be updated in the website. The staff are in themselves a means and a platform of implementing media convergence and change in mind-set as well as adopting technology is ones of the ways of realising the benefits of convergence. However, other editorial team attitude to convergence is still slow and the organisation has not properly trained the journalists to be multi skilled. The difference in uptake of convergence by staff was partly because there was a hangover to the traditional media work processes which can be translated to resistance to change. Hence, some

journalists said they did not see a major shift in their work process and they still carried on their business as before.

On the other hand, television seems to be the real winner of a merged desk. They benefit from the depth of sources from *Business Daily* and *Daily Nation* business, which they did not have previously when they were housed in a different floor and did not work together.

At the start of convergence, there was evidence of some cross-media working where print journalists would avail themselves for television news talk and *NTV* business reporters would write for *Business Daily*, but this seems to have died off.

The media convergence had led Nation Media Group investing a bit on technology and equipment as well as giving staff training, to help automate work and processes, be efficient and change their mind-set. Nation Media Group gave business reporters the required devices such as small laptops, smartphones, as well as desktops that can edit videos so employees can deliver on convergence. However, in many ways, the respondents said their tasks have remained much the same as they have always been, which beats the reasons as to why the desks were merged. No new titles have been introduced apart from a digital editor and basically TV reporters have remained reporters leaning on TV and newspaper reporters do stories for the print. The only change is that some roles at editor level have been merged, for instance, the news editor of the newspaper is also working with TV editor and TV reporters are answerable to the Managing Editor who is the overall boss, but apart from that, everyone has kept their title.

### **5.3 Recommendations**

From the findings, the study recommends some interventions that will help media houses seeking to converge a section of their newsroom.

First, the digital team which is one of the branches of the merged desk has only two staff serving as an editor and sub-editor. The study recommends that the desk need to be expanded to be able to collect the content for the website, as online is the anchor of a converged desk. Currently, the website gets their content from *Business Daily* and *NTV* business reporters and upload it on the website, making them more of website managers than digital journalists. Instead of picking articles from the *Business Daily* and lifting *NTV* business video clips, digital journalists can produce content purely for the website.

Secondly, even with convergence, the three business desks that is *Daily Nation*, *Business Daily* and *NTV Business* each has its own websites two years later, something that makes them look like they are different entities and not a merged one as it is the case. The study recommends that the business desk have one site for the three products then have tabs to that drives online readers to a specific publication.

Thirdly, the respondents all talked of the days when convergence was somewhat working, when print journalists would appear on television and *NTV* business reporters would write for *Business Daily*, but this seems to have died off. The study recommends this practice be revived as its one of the key elements that made journalists feel they were actually merged. It was also a time of excitement as each learnt on the other kind of job, that is as print reporters learnt how TV works and broadcast reporters learning how to piece together an article suitable for publication.

Fourthly, more than content, the business desk can look at ways of reaching out and taking a pulse check on its audience to know what some of their demands are. To know how long, the viewers are spending online per clip as well as how long the readers are spending per article. This will give data to business desk on how to tailor news in the way the audience would like

to consume it. The challenge here is how to combine views from the diversity of its audience, both geographically, economically and socially

Another recommendation is that there was also evidence that no new roles and scope of work officially included for the journalists with the appraisal system which checks on staff performance remaining unchanged as evidenced by the copies of old and new staff appraisal form. The study recommends that the human resource includes in the appraisal system performance indicators that point to convergence, like measure on the number of videos a newspaper journalist brought for the website or television or how many stories per week a television reporter wrote for the *Business Daily* or *Daily Nation* business.

Further into this, for reporters to do extra work willingly and efficiently, some monetary incentives like awarding excellent online pieces maybe necessary. Reporters who are permanent basis said their workload had increased but they did not earn extra for producing content for another platform and as such, have no much motivation to go the extra mile. The changes relating to additional roles in scope and depth beyond the single platform environment should be provided by the human resource with the help of the managing editor.

Stories that appear in *Daily Nation* business pages and should not appear on *Business Daily* and vice versa with the same by line and headline and the same story probably ran on NTV business news the previous night and the readers feel cheated having bought the two papers and watched news only to get the same content.

Also clear was lack of intensive training to the journalists on using digital tools which is a key element is convergence. Lack of proper and adequate training had slowed the adoption of media convergence at the business desks and this calls for more budgets to fully implement media convergence. According to Lawson-Borders (2009), where he studied three media companies in the United States, communication, compensation, culture and commitment



were all important components for media convergence to work and notably all these pointers revolve around the employees and reinforce the fact that convergence is not about technology but a combination of different determinants and key among them culture and people which all relate to training the people.

Lastly, from the research it was evident that convergence has effects on the upcoming reporters and thus there is a lot on merging of desks and media convergence to consider a course in the school of journalism in the times to come. The effect of convergence will cut at the core of media houses, from organisation structures, budgets and even personnel and learners should be to present news across platforms like print TV and also deliver for the website. Therefore, it would be prudent for colleges to consider a redesign on the curricula for the students coming to the learning institution. If a convergence curriculum is fruitful, it is essential to decide what new approaches are being employed in the newsroom.

#### **5.4 Recommendations for further research**

This study examined how convergence at the business desk had changed and the issues that arose from merging the desks together. However, it was not conclusive. The findings found that a number of news consumers get their news online and this provokes an interesting discourse that would require a study to interrogate the over-reliance of newspapers on advertising revenue and the apparent shift towards reader-revenue, a space that many international titles are already exploring. The Guardian Media Group in its last company news announcement said that they had made more cash from its digital wing compared to its print newspapers, for the first time in the history of the newspaper which was founded in 1821. A significant chunk of this digital cash came from readers who are conscious of the fact that good, independent journalism comes at a cost thereby supporting the media group through constant and one-off donations. If we are to follow history, this wave might catch on

us. A study on whether business desk, especially the website should charge for premium, exclusive, in-depth content and offer basic, incremental news for free would be ideal, but still consider that news has never been a commercially viable product. Statistics show that advertising revenue is declining in many newspapers across the world as internet and mobile phone lowered barriers to entry. The readers are a plausible source of revenue, and can be caught on where they are keep on getting their news from.

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## **Appendix A: schedule for in-depth interviews**

### **Schedule for in-depth interviews for *Business Daily* reporters**

1. Was the convergence strategy discussed with journalists
2. Explain what the organisation has done regarding technology and equipment to deliver on multi-media content. For example, has the employees been equipped with resources to enable them deliver digital content?
3. What new roles and titles have been introduced in your organisation in line with media convergence?
4. Do journalists receive specific training for multiskilling? And are multi-skilled journalists compensated economically, or in any other way?
5. 4. Do you think convergence has increased newspaper readership, TV viewership explain?
6. Has convergence influenced design of the newspaper? And NTV Business news?
7. What changes has the company introduced in its staff performance appraisal system due to convergence?
8. What effect has the re-organisation of office space due to convergence had on the delivery of news?
9. Business newsroom meetings, how are they done now? Are the editorial meetings attended by print and TV editors or do they hold separate meetings?
10. Is there an “online first” policy or are exclusives held for print first?
11. How often do editors from print, and TV meet to exchange ideas, provide each other with feedback, share material from the stories they have covered, plan longer investigative pieces together and share the cost for special project?
12. The concept of convergence was designed to merge TV and print journalists in each section even in sitting arrangements, how has this been done?

13. How is the level of multi-skilling for journalists in the business section and what percentage of multi-skilled journalists work for more than one platform?
14. What are the challenges experienced in reporting business news in the age of digital media, including key trends noted in audience appreciation of business news, changing trends in sources for business journalism?
15. Are technological equipment skills, e.g taking videos, a precondition in news gathering in the business section?
16. 15. Do journalists get paid when producing for the other medium, eg a print journalist who produces video to NTV business, do they get compensated for that? Or a NTV Reporter's piece being published on *Business Daily* or *Daily Nation* business pages?

#### **Schedule for in-depth interviews for web editors**

1. Was the convergence strategy discussed with journalists
2. Explain what the organisation has done regarding technology and equipment to deliver on multi-media content. For example, has the employees been equipped with resources to enable them deliver digital content?
3. What new roles and titles have been introduced in your organisation in line with media convergence?
4. Do you think convergence has increased newspaper readership, online traffic , TV viewership explain?
5. Has convergence influenced design of the newspaper? the website, and NTV Business news?
6. What changes has the company introduced in its online staff performance appraisal system due to convergence?

7. What effect has the re-organisation of office space due to convergence had on the delivery of news?
8. Business newsroom meetings, how are they done now? Are the editorial meetings attended by print, online and TV editors or do they hold separate meetings?
9. Is there an “online first” policy or are exclusives held for print first?
10. How often do editors from print, online and TV meet to exchange ideas, provide each other with feedback, share material from the stories they have covered, plan longer investigative pieces together and share the cost for special project?
11. The concept of convergence was designed to merge TV, online and print journalists in each section even in sitting arrangements, how has this been done?
12. How is the level of multi-skilling for journalists in the business section and what percentage of multi-skilled journalists work for more than one platform?
13. What are the challenges experienced in reporting business news in the age of digital media, including key trends noted in audience appreciation of business news, changing trends in sources for business journalism?
14. Are technological equipment skills, e.g taking videos, a precondition in news gathering in the business section?
15. Do journalists get paid when producing for the other medium, eg a print journalist who produces video to NTV business, BD website do they get compensated for that? Or a NTV Reporter’s piece being published on *Business Daily* or *Daily Nation* business pages?
16. Do journalists receive specific training for multiskilling? And are multi-skilled journalists compensated economically or in any other way?

### **Schedule for in-depth interviews for *Business Daily* and *NTV* editors**

1. How do newsrooms organise the editorial workflow between the various platforms?
2. Was the convergence strategy discussed with editors?
3. Is news flow based around a central desk, or several editors or another model?
4. Explain what the organisation has done regarding technology and equipment to deliver on multi-media content. For example, have the employees been equipped with resources to enable them deliver digital content?
5. What new roles and titles have been introduced in your organisation in line with media convergence?
6. Do you think convergence has increased newspaper readership, TV viewership, explain?
7. How have the salaries and pay structures of editors changed with the introduction of business desk convergence?
8. Business newsroom meetings, how are they done now? Are the editorial meetings attended by print and TV editors or do they hold separate meetings?
9. Has convergence influenced design of the newspaper? And NTV Business news?
10. 8. What changes has the company introduced in its editors performance appraisal system due to convergence?
11. What effect has the re-organisation of office space due to convergence had on the delivery of news?
12. Is there an “online first” policy or are exclusives held for print first?
13. How often do editors from print, and TV meet to exchange ideas, provide each other with feedback, share material from the stories they have covered, plan longer investigative pieces together and share the cost for special project?



14. The concept of convergence was designed to merge TV and print editors in each section even in sitting arrangements, how has this been done?
15. How is the level of multi-skilling for editors in the business section and what percentage of multi-skilled journalists work for more than one platform?
16. What are the challenges experienced in editing business news in the age of digital media, including key trends noted in audience appreciation of business news, changing trends in sources for business journalism?

#### **Schedule for in-depth interviews for *NTV* reporters**

1. Was the convergence strategy discussed with TV business journalists
2. What new roles and titles have been introduced in your organisation in line with media convergence?
3. Do you think convergence has increased newspaper readership, online traffic , TV viewership explain?
4. Has convergence influenced design *NTV* Business news?
5. What changes has the company introduced in its TV staff performance appraisal system due to convergence?
6. What effect has the re-organisation of office space due to convergence had on the delivery of news?
7. Business newsroom meetings, how are they done now? Are the editorial meetings attended by print, online and TV editors or do they hold separate meetings?
8. The concept of convergence was designed to merge TV, online and print journalists in each section even in sitting arrangements, how has this been done?
9. How is the level of multi-skilling for journalists in the business section and what percentage of multi-skilled journalists work for more than one platform?

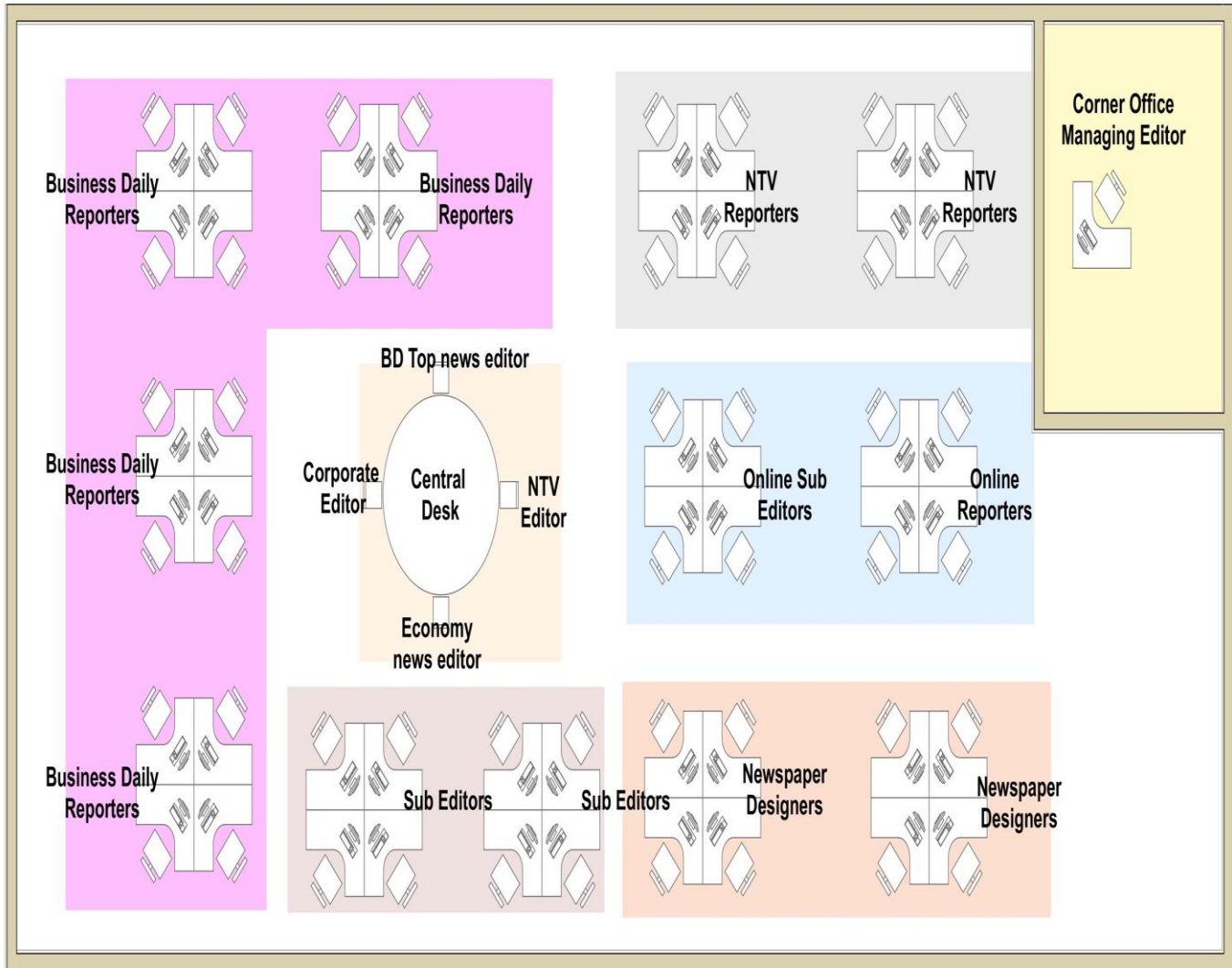
10. What are the challenges experienced in reporting business news in the age of digital media, including key trends noted in audience appreciation of business news, changing trends in sources for business journalism?
11. Do journalists get paid when producing for the other medium, e.g a print journalist who produces video to NTV business, BD website do they get compensated for that?  
Or a NTV Reporter's piece being published on *Business Daily* or *Daily Nation* business pages
12. Do journalists receive specific training for multiskilling? And are multi-skilled journalists compensated economically, or in any other way?

#### **Schedule for in-depth interviews for photojournalists**

1. Was the convergence strategy discussed with photojournalists
2. What changes has the company introduced in its staff performance appraisal system due to convergence?
3. How is the level of multi-skilling for photojournalists in the business section and what percentage of multi-skilled photojournalists work for more than one platform?
4. What are the challenges experienced in taking business photos in the age of digital media, including key trends noted in audience appreciation of business news, changing trends in sources for business journalism?
5. Are technological equipment skills, e.g taking videos, a precondition in photo taking in the business section?
6. Do journalists get paid when producing for the other medium, eg a photo journalist who produces video to NTV business, do they get compensated for that

7. Do photojournalists receive specific training for multiskilling? And are multi-skilled journalists compensated economically, or in any other way?

**Appendix B: Sitting Arrangement Business Hub**



**Appendix C: Staff Performance Appraisal Forms**

**Old staff performance appraisal form**

NATION MEDIA GROUP

EDITORIAL PERFORMANCE EVALUATION FORM

NAME:	POSITION:	DIVISION: NND DEPARTMENT:
-------	-----------	------------------------------

PERFORMANCE EVALUATION FORM

PERIOD COVERED BY THIS REVIEW:

RATINGS:

RATINGS:

- 1 – Clearly exceeds job requirements
- 2 – Meets and Exceeds some job requirements
- 3 - Meets all job requirements
- 4 - Meets some but not all job requirements
- 5 – Does not meet job requirements

OVERALL: This rating is a summary of your overall performance and includes the reliability, dependability and consistency of your work.

-----

Performance Rating

**PRODUCTIVITY**

This rating is based on your ability to produce at least two quality stories per week.

**ACCURACY AND COMPLETENESS**

This rating is based on your ability to cover assignments free of factual errors, on your ingenuity, judgement and breadth of research, how well you ferret information and on the existence of holes in your stories.

**DEVELOPING A SOURCE NETWORK**

This rating is based on your cultivation and maintenance of a network of expert and industry sources that result in breaking news and excellent analytical pieces for the newspaper, your ability to scan your beats for important breaking news and trend stories, maintenance of effective beat event diaries and consistently pitching by the set deadline.

**MASTERY OF BEAT**

This rating is based on your ability to cope with the technical mastery of

<p>the beat subject matter by demonstrating that you can learn and stay ahead of industry issues. This is due to the fact that a lot of the time our reporters are covering complex political, economic, business, security and social issues that require higher standards in understanding these subjects.</p>	
<p><b>RREPORTING AND WRITING SKILLS</b></p> <p>This rating is based on your improvement in reporting and writing, filing stories that are structurally well written in terms of intro writing, “dear reader or who cares” paragraph, widening the story, adding context, backgrounds and demonstrating proper sourcing and attribution standard. An award won counts positively to your good work and peer recognition.</p>	
<p><b>PROFESSIONALISM</b></p> <p>This rating is based on your ability to carry yourself in a professional manner devoid of tardiness and absenteeism.</p>	
<p><b>DISCIPLINE</b></p> <p>This rating is based on your ability to observe set office rules and regulations such as reporting to work on the set time, observing deadlines, being reachable on phone all through.</p>	
<p>Ability to grow/Potential for development:</p> <p>Yes</p>	

<p>Personal short-term goals:</p> <p>Continue learning on writing well researched and in-depth stories according to The East African style. Contribute more for online to make the newspapers have a strong presence on the web.</p>	
<p>Long-term goals: Get more training on how to make a weekly business paper better maybe through short online courses so as to have The East African a stronger product.</p>	
<p>Areas for emphasis/training: Business reporting</p>	
<p>Key Objectives for the next working period:</p>	
<p>1.</p>	
<p>2.</p>	
<p>3.</p>	
<p>4.</p>	



EMPLOYEES COMMENTS:

Employee's Name: ... ..

Employee's Signature: .....

Appraisers Name: .....

Position:

.....

Appraiser's signature: .....

Date:

.....

Reviewer's Name: .....

Position:

.....

Reviewer's signature: .....

Date:

.....

## New staff performance appraisal form



### PERFORMANCE MANAGEMENT

- Setting of Objectives
- Performance Evaluation
- Development Plan



<input type="checkbox"/> Ms	First Name:	Family Name:	Position Title:
Institution / Department		Line Manager / Appraiser:	Other Key Stakeholder(s) / Appraiser(s)*: <i>(where applicable)</i>
Job Grade:		Contract type:	

\*Please mention here any person in a position to assess the appraisee's performance.

Before completing this section, make sure you and your manager have discussed Nation Media Group Strategy.

PERFORMANCE APPRAISAL RATINGS DEFINITIONS.
Exceeded all objectives/expectations
Met all
Met most
Did not meet

KEY RESULTS AREA (SMART OBJECTIVES)	MEASURES (Quality requirements)	ACTUAL ACHIEVEMENT	PERFORMANCE RATING
1.			
2.			
3.			
4.			
5.			
6.			

Performance Management Form – Nation Media Group Ltd.



BEHAVIOURAL	RATING	COMMENTS
<b>Continuous improvement &amp; Innovation:</b> <ul style="list-style-type: none"> <li>➢ I put the company's interest first</li> <li>➢ I respond quickly to my consumers and my internal &amp; external customers</li> <li>➢ I make informed decisions based on market feedback</li> <li>➢ I balance public and commercial interests in my work</li> </ul>		
<b>Consumer Focus:</b> <ul style="list-style-type: none"> <li>➢ I share my ideas on opportunities and gaps</li> <li>➢ I often pilot new things but remain logical</li> <li>➢ I am constantly reviewing what and how we are doing, and how we can improve</li> <li>➢ I give room for mistakes</li> </ul>		
<b>NMG your employer of Choice:</b> <ul style="list-style-type: none"> <li>➢ I will receive and give qualitative feedback to my superiors and peers at the time it is relevant</li> <li>➢ I am treated and treat others with respect and dignity</li> <li>➢ I am provided and provide others with information and statistics</li> <li>➢ I am recognized when I deserve it and recognize others when they deserve it</li> <li>➢ I am coached in my career growth and development. I also help others to grow.</li> </ul>		
<b>Integrity &amp; Trust:</b> <ul style="list-style-type: none"> <li>➢ I am accountable &amp; responsible for my actions</li> <li>➢ I say it the way it is and I walk my talk</li> <li>➢ I give and seek honest feedback</li> <li>➢ No ambushes!</li> </ul>		
<b>Drive for Performance:</b> <ul style="list-style-type: none"> <li>➢ I think like a landlord and not like a tenant</li> <li>➢ I know our business performance</li> <li>➢ I contribute to the desired direction our business is going</li> <li>➢ I give glory to the person(s) who deserve(s) it</li> </ul>		

Performance Management Form – Nation Media Group Ltd.



**COMMENTS AND SIGNATURES**

LINE MANAGER	OTHER KEY STAKEHOLDER(S) /APPRaiser(S) <i>(where applicable)</i>	APPRAISEE
Date: <input type="text"/> / <input type="text"/> / <input type="text"/>	Date: <input type="text"/> / <input type="text"/> / <input type="text"/>	Date: <input type="text"/>

**Overall Performance Rating**

Seen by Appraiser (Line Manager)'s Manager: \_\_\_\_\_ (signature)

Old *Business Daily* newspaper design of Top News page

TOP NEWS

# Wangusi says MPs out of order on Equity's SIM card

»From Page 1 government or commercial interests," Mr Wangusi told the *Business Daily*, adding that the CA is the only body mandated by law to license and regulate mobile network operators.

Mr Wangusi's declaration effectively draws the communications authority into a power struggle with the National Assembly's committee on Energy, Information and Communication Technology (ICT) that could further delay Equity Bank's intended rollout of services based on the paper-thin SIM card.

The parliamentary committee responded to this by warning the regulator that they "have the powers of a High Court", saying that the authority would "face the consequences" for disregarding its instructions.

The committee said it was concerned about the security risks that the thin SIM technology might pose when it is overlaid on the original SIM card.

"If the CA continue with the rollout plans and the matter is under investigations by Parliament, the authority will face full consequences if anything goes wrong," said Kigumo MP Jamleck Kamau, who chairs the committee.

"When the CA appeared before

this committee two weeks ago, the director-general and the board had not agreed. We have genuine concerns that when the thin SIM is put on the standard SIM, there is a possibility users' PINs and SMSes will be revealed to third parties." But Mr Wangusi maintained the law was on the regulator's side and urged Equity Bank to go ahead and issue the thin SIM cards.

The Kenya Information Communication (Amendment) Act gives the authority powers to conduct its business without hindrance.

**The approval for a one-year trial still remains, unless Equity decides otherwise**

FRANCIS WANGUSI  
CA DIRECTOR-GENERAL

"The Authority shall be independent and free of control by government, political or commercial interests in the exercise of its powers and in the performance of its functions," reads chapter (5) of the KICA Act.

"Before we came up with the decision, we conducted a very thorough research and consulted widely. As such, the approval for a one-year trial still remains, unless Equity decides otherwise."

John Waweru, executive director of Finserve, declined to discuss Equity's position on the matter.

The parliamentary committee has responded saying that Article 125 of the Constitution gives it the powers to stop any project in the country. The



National Assembly's Energy and ICT committee members Jamleck Kamau (left) and Nicholas Gumbo at a news conference where they announced their opposition to the rollout of Equity Bank's thin-SIM card technology on Wednesday. EMANUEL

committee has warned the regulator that it will bear "full consequences if it goes ahead and rollout plans and anything goes wrong".

Article 125(2) states: "A House of Parliament and any of its committees has the same powers as the High Court." However, the law notes that this is only for the purposes of summoning witnesses and enforcing their appearances.

On Wednesday, the committee directed that the use of the thin-SIM be stopped until experts verify that it cannot be tampered with. The committee also announced that it had constituted an 11-member team to draw up terms of reference for the hiring of an independent international consultant to audit the technology Equity Bank

plans to roll out.

Finserve was granted the mobile virtual network operator (MVNO) licence in April alongside Mobile Pay Ltd and Zioncell. Equity plans to use the licence to roll out telecommunications and mobile banking services, riding on Airtel's network and using 'piggyback' SIM cards provided by Telsys. The strategy allows Equity to aim their services at all mobile users, not just new subscribers and those who leave the competition.

Safaricom, however, filed a petition with the CA, claiming that Equity's service would pose a security threat to their M-Pesa mobile money service subscribers. After a series of meetings involving Equity, Safaricom and other operators, the industry regulator gave

Finserve the green light to introduce the technology, initially on a test run for a period of one year.

During this period a reputable independent consultant will carry out a technical audit to determine if any security risks exist. The authority has also demanded that Equity undertake to compensate subscribers for any losses.

The SIM card in contention is paper-thin and embedded with a chip. Users overlay it on their primary SIM cards, regardless of the network, and can then receive services from two mobile service providers simultaneously.

Parliament's committee on Energy and ICT said the National Assembly was mandated to oversee any institution that is funded by the public, including constitutional and independent commissions.

Igembe South MP Mithika Linturi said that, like the High Court, Parliament could issue orders stopping the implementation of any project, pending the conclusion of investigations.

"People say the House cannot stop the Executive from implementing its decision. They forget that Parliament has oversight powers to investigate and stop any projects that are not in public interest," Mr Linturi said. "We have the same powers of the High Court to stop thin SIM, call for evidence and give guidance to the House for a decision to be made."

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[www.businessdailyafrica.com/26092014](http://www.businessdailyafrica.com/26092014)

# Court okays Sh1.2 billion CBK surveillance deal

»From Page 1 the second time last year, which forced Horsebridge to seek the intervention of the Court.

When it first cancelled the tender in 2012, Horsebridge moved to the Public Procurement Administrative and Review Board, which ordered CBK to go ahead with the deal.

Displeased with Justice Weldon Korir's judgment in favour of Horsebridge, Eacc made an oral application to have CBK and Horsebridge restrained from completing the deal for 30 days, so as to allow it to move to the Court of Appeal.

Both Horsebridge and CBK opposed the application, arguing that the services in question are of a sensitive nature and involve massive public funds, hence should be concluded as soon as possible.

"If you grant stay, it should be limited to seven days due to the sensitive nature of the tender," said Andrew Wanda-

bwa, who is representing Horsebridge in the suit.

"If Eacc is truly interested in investigating further, it should make a formal application for stay clearly indicating grounds so that CBK has an opportunity to meet its case and allow the Court to rule on solid material," added Waweru Gatonye, CBK's lawyer.

Mr Justice Korir had granted the IT firm the orders it sought, arguing that none of the other bidders had appealed the decision of the Public Procurement Administrative and Review Board to grant Horsebridge the tender.

CBK had earlier argued that it had every intention to go through with the deal, but had cancelled the contract to allow Eacc a chance to conclude its investigations.

Eacc on its part insisted that the CBK had budgeted for the supply of the services at Sh800 million, but that the tender awarded is worth Sh1.2 billion. This, it held, was evidence that



Central Bank of Kenya governor, Prof. Njuguna Ndung'u SALATONAU

the entire process was tainted with illegality.

"It would defeat the purpose of judicial review if this court was to deny an applicant remedies where it has established that orders ought to be issued. Those are the circumstances in this case and orders will be issued as sought by Horsebridge," said the judge.

Eacc had said in its pleadings that

its investigations led to the recommendation that CBK Governor Njuguna Ndung'u be arrested and charged with offences regarding the alleged irregular award of the deal to Horsebridge.

The CBK governor, however, obtained orders from the High Court in February barring his arrest until his suit against the Director of Public Prosecutions is determined.

Justice Korir added in his judgment that the Eacc's failure to conclude its investigations into the tender procurement process was partially the reason he ruled in favour of Horsebridge.

"On July 30 Eacc informed the Court that it needed 45 days to conclude investigations. The time has since elapsed. The Court cannot speculate why it has not been concluded," added Mr Justice Korir.

He, however, declined to agree with Horsebridge's argument that Eacc had no jurisdiction to investigate the procurement process.

Horsebridge had told the Court that the Public Procurement and Disposal Act does not provide leeway to the Eacc to investigate procurement matters.

"In my view, the provision does not take away the powers of the Eacc or any other agency to investigate crimes that may occur in the course of procurement," the judge added.

The highly coveted deal saw 58 firms buy the tender documents, but only six bid for the deal.

Mr Gatonye, on behalf of Central Bank, said that Indra Limited and Engineered Systems Limited, the other two firms that had made it to the final evaluation stage, may have used the Eacc to further personal interests.

This, he said, was because they were the ones that gave information to Eacc that led to the investigations.

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# Obado to spend two nights in prison

Sam Kiplagat  
skiplagat@ke.nationmedia.com

Migori Governor Zacharia Okoth Obado will spend two more nights at Industrial Area remand prison awaiting a ruling on his bail application.

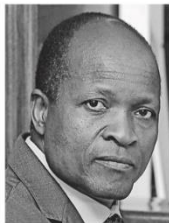
Mr Obado, who has since denied murdering 28-year-old Sharon Otieno, was arrested last Friday and spent the weekend in police custody. But the Governor will still be a State guest until Thursday when Justice Jesse Lesiti will decide on whether to release him on bond or not.

The prosecution, led by Deputy Director of Public Prosecutions Jacob Ondari, opposed his release saying he is an influential person and most of the witnesses are from Migori - some

**The right to bail is not absolute. We urge you to consider the gravity of the offence and the punishment,"**

JACOB ONDARI | DEPUTY DPP

of them county employees. He said the likelihood of Mr Obado interfering with witnesses or suppressing investigations was high if he is released on bond. He further said that the



Migori governor Okoth Obado in court yesterday. -JEFF ANGOYE

police were yet to complete investigations and releasing him might compromise the probe.

"The right to bail is not absolute. We urge you to consider the gravity of the offence and the punishment," Mr Ondari said, adding that they had evi-

dence that Ms Otieno was lured to her death.

Further, the prosecution said the confession made by suspect Jackson Gombe made it compelling not to release Mr Obado. He said Ms Otieno's relatives had been threatened and have a reason to be apprehensive.

In response, Mr Obado's lawyers Cliff Ombeta and Nicholas Ombija said the alleged confession was doctored or falsely procured. Mr Ombeta questioned why the police were in a rush to charge Mr Obado and still claim that investigations were not over.

Mr Ombeta said the prosecution should not use Mr Obado's position as a governor to "crucify him" as he too has protection and equality before the law. The

lawyer said the prosecution should give evidence of the alleged connection between Mr Obado and the hit-men or abductors who carried out the murder and not make mere allegations.

"It is not enough to say that he will interfere with witnesses. If the prosecution is apprehensive that some of the witnesses might be harmed, they can use the Witness Protection Act," he said.

On Monday, Mr Obado denied that he murdered Ms Otieno, an offence he allegedly committed between September 3 and 4 at Owade area in Rachuonyo sub-county, Homa Bay County. The charge stated that he committed the offence with others not before the court.



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**COMPANY INDEX**

This index of businesses mentioned in today's issue of the Business Daily is intended to include all significant references to companies

KQ	7
BMW	7
Chase	7
BAT	7
CBK	19
KCB	19
APA	19

## Millers abandon plan to raise flour prices

Boniface Otieno  
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Millers have made a U-turn on plan to increase maize and wheat flour prices after a review of the law that allows them to claim additional expenses from the rise in petrol prices following the new fuel tax.

Millers said the change in value-added tax (VAT) to allow them to reclaim costs from raw materials used in the manufacture of the two commodities had cushioned them from new tax on petroleum products.

The status of wheat and maize in the law has been changed to from exempt to zero rate, allows manufacturers to claim VAT from raw materials used in making their products

The millers had earlier warned they would pass on to consumers the additional

costs brought by the 8 per cent VAT imposed on petroleum products. Now, they will claim from Treasury the additional costs from the petrol tax that has sparked consumers' anger and raised fear of a rally in product prices.

"We will be able to claim back the VAT from the fuel and this will not affect flour prices," said Cereal Millers Association chairman Mohamed Islam.

The lower millers' tax burden comes at a time when maize flour cost has dropped to a six-year low on increased supply of maize in the market.

Most brands are now trading at less than Sh90 in retail outlets for the two-kilo packet, coming as a relief to consumers.



## Search for peace

NAROK County commissioner George Ntembeya addresses Olingape residents yesterday. Clashes escalated in Narok North after arsonists torched more houses in the morning following a calm Monday night in the clash-torn Olupisimoru ward. Police engaged armed youths during an operation to restore order in the area. -JOHN NURGOGE

## City MCAs defy court order on Elachi, elect new 'Speaker'

John Mutua  
jmutua@ke.nationmedia.com

Nairobi County Assembly has defied the courts and replaced embattled Speaker Beatrice Elachi, who was impeached earlier in the month, with Chege Mwaura.

Ward representatives yesterday elected the new Speaker in a stormy session triggered by protests from Mary Aliviza who had been proposed to vie for the

seat alongside Mr Mwaura who is the Ngara MCA.

The Labour Court on September 6 overturned Elachi's impeachment and ordered the ward representatives to allow her to perform the Speaker's duties pending determination of the case on September 28.

The ward representatives impeached Elachi accusing her of interfering with the procurement of the Speaker's residence,

using public funds to pay for plastic surgery and travelling first-class contrary to State requirements, among other accusations.

The Nairobi assembly said yesterday it was not bound by courts to respect the judgment and that failure to elect a Speaker would severely affect

its business. "Absence of the speaker affects the house in the running of its responsibilities in ways we cannot afford," said deputy Speaker John Kamangu.

Ms Aliviza had threatened to scuttle the whole process, when she declined to accept her nomination by Minority Whip Peter Imwatok, saying she was not consulted and that the election was an illegality.

According to the County Gov-

ernment Act of 2012, ward representatives can elect a Speaker from among persons who are not MCAs through a majority vote.

A section of the house had also raised reservations on the validity of the exercise, with South B MCA Waithera Chege citing High Court's decision to nullify the deputy speaker's post at Murang'a County Assembly. "We are leaving our county assembly exposed because look-

ing at past incidents we do not know what will happen," said Ms Chege.

The election pits the Assembly against the Labour Court that had warned that the county assembly risked being denied audience for failing to allow Ms Elachi access to her office.

The house returned from a month-long recess yesterday, with the election of Ms Elachi's replacement top on its agenda.

## **Appendix E: Emails announcing converging of desks**

**From:** Announcement

**Sent:** Thursday, March 10, 2016 2:12 PM

**To:** AllStaffKE <AllStaffKE@ke.nationmedia.com>

**Subject:** Convergence on Business Desk

Dear Colleagues,

You are all aware that we have rolled out the newsroom convergence programme to firmly entrench working processes that will make us a truly digital-first company. The process has been explained at various forums and we will continue to engage as we get feedback on how it is going.

The first desk to be converged is the Business Desk. From last week, the business teams from the Daily Nation and have been working together with colleagues on the Business Daily under Ochieng Rapuro's overall direction. They will be expected to jointly plan the content generation (first for mobile), then rework the stories in a joint production pool for the print platforms. It is the responsibility of the individual platform champions to ensure that the papers maintain their identity and uniqueness and become true homes of Day 2 journalism. The business team will sit on the 7<sup>th</sup> floor.

Because one of the key objectives of convergence is to eradicate the silos that we have been operating in, reporting lines are not being interfered with unnecessarily. We will have matrix reporting, meaning the current reporting lines remain but tasks are executed under a separate structure. We intend to include the NTV team in this converged operation very shortly.



I could like to ask for everyone's cooperation to make this process work with as little inconvenience as possible. Please share feedback to enable us review and amend as we along.

One thing though is that we are not going back.

Regards,

Tom Mshindi

Editor-in-Chief

---

**From:** Washington Gikunju  
**Sent:** Thursday, July 7, 2016 6:10 PM  
**To:** BD Newsroom (KE) <[BDnewsroom@ke.nationmedia.com](mailto:BDnewsroom@ke.nationmedia.com)>  
**Subject:** RE: Announcement

Team,

Kindly note that this meeting has been postponed to next Friday, July 15, at 8.30am.

Rgds,  
--Washington Gikunju

---

**From:** Washington Gikunju  
**Sent:** Tuesday, June 21, 2016 4:09 PM  
**To:** BD Newsroom (KE)  
**Subject:** Announcement

Team,

As we continue to streamline operations of the converged Business Desk, kindly note the following:

1. All the reporters who sit on 7<sup>th</sup> floor are directly answerable to the editors on the floor. If, as may happen from time to time, you're asked to write a story for any other platform within NMG, you must let the ME, News Editor or any of the other editors know about the details and full context of such an assignment.
2. All feedback/complaints regarding stories already published either on BD or DN Business should be forwarded/directed to the ME, News Editor or any of our other editors. No writer should get into detailed discussions with news makers or public relations persons on newsroom processes such as who edited which story, who wrote a certain editorial etc.
3. These guidelines are purely meant to help us have a full view of our operations, and respond effectively to queries that may arise regarding our journalism.

>>The next monthly meeting of the converged Business Desk will be on Friday, July 8, at 8.30am. All will be expected to attend, including the production team. Issues regarding convergence of the Business Desk will be discussed.


Rgds,  
--Washington Gikunju

NTV, Turning on your World of Laughter

<b>MAFUNDI</b> <small>Kazi Ni Kazi</small>	<b>Auntie Boss</b>	<b>THE TRAP HOUSE</b>	<b>CHURCHILL</b> <small>RAW</small>	<b>THE WICKED</b> <small>EDITION</small>
<b>Mondays</b> @ 7.30 p.m.	<b>Tuesdays</b> @ 7.30 p.m.	<b>Wednesdays</b> @ 7.30 p.m.	<b>Thursdays</b> @ 7.30 p.m.	<b>Fridays</b> @ 7.30 p.m.

Appendix F: Certificate of Field Work

Appendix F: Certificate of Field Work

  
**UNIVERSITY OF NAIROBI**  
**COLLEGE OF HUMANITIES & SOCIAL SCIENCES**  
**SCHOOL OF JOURNALISM & MASS COMMUNICATION**

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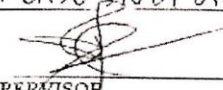
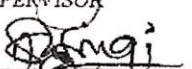
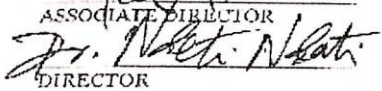
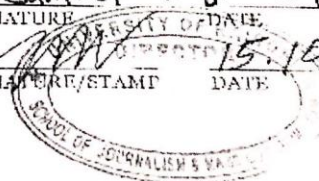
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REF: CERTIFICATE OF FIELDWORK


This is to certify that all corrections proposed at the Board of Examiners meeting held on 29.06.2018 in respect of M.A/PhD. Project/Thesis Proposal defence have been effected to my/our satisfaction and the project can be allowed to proceed for fieldwork.

Reg. No: K50/87822/2016  
Name: MARYANNE GICOB

Title: AN ASSESSMENT OF NEWSROOM CONVERGENCE:  
A CASE STUDY OF NATION MEDIA GROUP BUSINESS NEWS

 SUPERVISOR	<u>Muriuki Njiru</u> SIGNATURE	<u>24y 6, 2018</u> DATE
 ASSOCIATE DIRECTOR	<u>Dr Samuel Sirugi</u> SIGNATURE	<u>09/10/18</u> DATE
 DIRECTOR	 SIGNATURE/STAMP	<u>15.10.18</u> DATE

**Appendix G: Certificate Of Corrections**

  
**UNIVERSITY OF NAIROBI**  
**COLLEGE OF HUMANITIES & SOCIAL SCIENCES**  
**SCHOOL OF JOURNALISM & MASS COMMUNICATION**

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P.O. Box 50107-00100  
Nairobi, GPO  
Kenya

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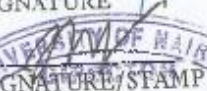
**REF: CERTIFICATE OF CORRECTIONS**


This is to certify that all corrections proposed at the Board of Examiners meeting held on 26.10.2018 in respect of M.A/PhD. Project/Thesis defence have been effected to my/our satisfaction and the project/thesis can be allowed to proceed for binding.

Reg. No: K50/87822/2016

Name: MARYANNE GILOBI

Title: AN ASSESSMENT OF NEWSROOM CONVERGENCE:  
A CASE STUDY OF NATION MEDIA GROUP'S BUSINESS DESK

<u>Maura Ngugi</u> SUPERVISOR	 SIGNATURE	<u>06.11.2018</u> DATE
<u>Dr Samuel Siringi</u> ASSOCIATE DIRECTOR	 SIGNATURE	<u>11/12/2018</u> DATE
<u>Dr. Ndetei Ndetei</u> DIRECTOR	 SIGNATURE/STAMP	<u>13.12.2018</u> DATE

  
UNIVERSITY OF NAIROBI  
13 DEC 2018  
SCHOOL OF JOURNALISM & MASS COMMUNICATION

## Appendix H: Certificate Of Originality



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***Marryanne Gicobi***

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