



FACULTY/COLLEGE	College of Business and Economics
SCHOOL	Johannesburg Business School
DEPARTMENT	Business Management
CAMPUS	APK
MODULE NAME	Contemporary Strategic Aspects
MODULE CODE	STM8X01
SEMESTER	Second
ASSESSMENT OPPORTUNITY, MONTH AND YEAR	Supplementary Summative Assessment January 2022

ASSESSMENT DATE	January 2022	SESSION	8:30
ASSESSOR	TFJ Oosthuizen		
MODERATOR	Dr H Jacobus		
DURATION	3+1 hours	TOTAL MARKS	300

NUMBER OF PAGES OF QUESTION PAPER (Including cover page)	16
---	----

INFORMATION/INSTRUCTIONS:

- **Question papers are to be viewed online and cannot be downloaded.**
- Consult the case study provided and answer **any three (3)** of the possible four questions. Create a cover page with name, student number and then number each question answered – starting each question on a new page.
- Make sure numbering of questions are correct. Submit your answer in a clearly structured (using headings, sub-headings, paragraphs, figures, tables, and bullets for listing) and written format, via the turn-it-in link on Blackboard for this module.
- Provide examples (application) only from the case study and make sure you focus on the topic at hand. Read the questions carefully and answer only what is asked.
- This is an **online open-book exam** - relevant study material can be utilised – **No persons** may be consulted. All answers must be originally typed – **NO copy and paste content are allowed from other electronic sources and will be penalized according to turn-it-in criteria.**
- Submit your final answer document in pdf format as ONE document before/by the end of the session closure at 12:30 (afternoon) via turn-it-in.
- The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.

Please read the following case study and then answer any three (3) of the questions:

CASE STUDY

MEDIA 24



SOUTH AFRICAN PRINT MEDIA HISTORY

The South African print media industry consists of newspapers, magazines and books. The history of the newspapers in the country dates back to 1800. The first published papers were the Cape Town Gazette and the African Advertiser – both controlled by the government. Through the years the industry evolved to being healthy and robust, with several government-owned and privately owned newspapers in a variety of languages. The contemporary magazine industry is dominated by four publishers, Perskor, Naspers, TML and CTP Holdings. Still one of the most popular magazines in South Africa, 'Die Huisgenoot' was first published in May 1916. Aimed mainly at white, Afrikaans speaking South Africans, 'Die Huisgenoot' also has two sister publications; 'Drum', launched in 1951 and aimed at black South Africans, and 'You Magazine', launched in 1987 and aimed at English speaking South Africans. The South African book publishing industry is relatively small but still plays a role in the economy.

INTRODUCTION – MEDIA24

Media24 is the print media division of the South African company Naspers, a multinational group of media and ecommerce platforms. It controls Naspers' newspaper and magazine Southern African publishing and printing activities, including Internet publishing of the 24.com collection of web portals. Media24 is Africa's largest publisher, printer, and distributor of magazines and related products, as well its largest newspaper publisher. Media24 is South Africa's leading media company and has interests in digital media and services, newspapers, magazines, ecommerce, book publishing, print and distribution.

Media 24s purpose: "We build communities through excellent journalism, smart technology and innovative services."

Media 24s motto: “Enriching lives 24/7”

Media 24s - how we do it: “We tell stories that matter. We turn data into insights. We design solutions that work.”

Media 24s values: The core values that drive Media24’s conduct are courage, integrity, accountability and respect.

The Media24 way: The 7 key behaviours helping them to live their values and drive their culture are:

- “We are a team
- We put our customers first
- We play to win
- We execute fast
- We employ only the best
- We keep learning
- We have fun”

MEDIA24 BRANDS

The various brands under the Media24 umbrella which have printed content are newspapers, magazines and books. Others with non-print content include digital, logistics, lifestyle tv, content marketing and the online shop Superbalist.

Newspapers

Media24 News publishes more than 60 titles and about 187,5 million newspapers annually. Many of these titles are leaders in their respective markets, such as South Africa’s top-selling daily newspaper, Daily Sun, which boasts a readership of more than 5 million a day.

Magazines

Media24 Lifestyle, the leading role player in the South African magazine industry, publishes a significant percentage of the magazines sold nationally at magazine stands. Together with its subsidiaries, Media24 Lifestyle currently publishes more than 60 titles, some under international licensing agreements.

Books

These include the following publishers:

- Collegium
- NB Publishers
- Jonathan Ball Publishers
- Van Schaik Publishers
- Via Afrika

Digital

Media24’s digital media division, 24.com, is a leading African network of popular digital publishing brands and online services across internet, mobile and applications. 24.com is dedicated to creating and sustaining uniquely African online and mobile communities.

THE PRINT MEDIA INDUSTRY – PRE-COVID TIMES

Following global trends, magazine sales figures in South Africa are not looking hot - down by 8.4% in Q4 of 2018, according to The Audit Bureau of Circulations of South Africa. In December 2018 alone, we saw the magazine pool shrink significantly, with last issue of Marie Claire in SA and the end of titles like Destiny and Elle, due to the liquidation of Ndalo Media.

Newspaper circulation figures have done no better, with a steady decline of a total of 49% in circulation over the past decade and publications like The Times being discontinued in print - not to mention widespread criticism that reporting has been reduced to tabloid, meaning consumers have to navigate more “fake news” than ever.

But after what feels like a lifetime of bad news for journalism (excuse the pun), there are some success stories beginning to emerge. British daily newspaper The Guardian recently announced they’d broken even for the first time in 20 years, due to a turnaround strategy with an emphasis on digital, membership subscriptions and once off donations. This marks a potential milestone for the style of true investigative journalism they promote, which seems to be dwindling in an era of “click-bait”.

Closer to home, Associated Media has worked to stay relevant by transitioning titles like Cosmopolitan to a multiplatform brand with an audience that is largely young and on the move in terms of how they engage with media – according to CEO Julia Raphaely. An example of this is making use of QR codes on their pages, so that readers can directly purchase featured products and fashion and partnering with online shopping websites like Takealot.com to create “shoppable issues.”

Another title under their banner, House & Leisure, has just relaunched a fresh new design, with an emphasis on timeless, catalogue content for its bi-monthly print, and a focus on news and trends for its digital platform.

In the same vein, Media24 magazines Women’s Health and Men’s Health have shifted focus to reader events, such as the hugely popular #WHFitNightOut with local celebrities who feature on their covers.

THE SOUTH AFRICAN PUBLISHING INDUSTRY – 2020

The South African print media industry has taken another hard blow following the announcement that Caxton & CTP Publishers & Printers Limited (CAT) plans to completely withdraw from magazine publishing. The board of directors of Caxton, one of the country’s biggest publishers and printers, announced in May 2020 that it had begun a process of withdrawing from magazine publishing and associated businesses.

The group was the publishing company of long-running magazine titles Bona, Rooi Rose, Garden & Home as well as Country Life, Essentials, Food & Home, People, Vrouekeur, Woman & Home and Your Family.

The Caxton board of directors said in a statement that the decision was informed by the steady and continuous reduction in the overall amount of ad-spend being allocated by advertisers to the magazine media sector as well as the negative impact of the recent Covid-19 lockdown on general economic activity.

“The high level of cancellations of advertising in the period leading up and over the lockdown period has already had a major impact on trading aggravated by the concern that this revenue will be permanently lost and will place serious extra pressure on the magazine business and the group as a whole. As such, the significantly reduced levels of revenue exacerbated by the potential long-term impacts of the Covid-19 combined with reducing circulation numbers are insufficient to sustain the business in the short- and long-term,” the board said.

The group said it was in the process of consulting with its employees and that it would be keen to engage with any other parties and publishers who would be interested in taking over any of its titles.

CAT’s announcement came one day after popular tabloid newspaper Daily Sun announced that it had ceased all print publishing in the Western Cape, Eastern Cape, Northern Cape, Free State and KwaZulu-Natal.

Also, Associated Media Publishing (AMP), one of South Africa’s most powerful independent media houses announced that it would close shop permanently. The company, which launched in 1983, announced during May 2020 that it would cease trading and publishing its magazines including Cosmopolitan, House & Leisure and Women on Wheels from Monday.

Meanwhile, Mail & Guardian made a public plea in March 2020 for readers to go out and buy the weekly newspaper and subscribe for online news after the company faced financial distress due to the lockdown.

The staff and journalists of the Independent Media group also received salary cuts in April 2020 due to low advertising revenue during the lockdown. Arena Holdings, which owns Sunday Times and Sowetan, told its staff that it would start cutting 30% of their salary starting May 2020.

Wits University Caxton professor of journalism Anton Harber said the coronavirus pandemic accelerated the deterioration of the print media industry that had been under way for some time. “Most publishers would have banked on a 2 to 3-year lifespan for an industry that was going to change or die, but the pandemic has brought the collapse upon us much sooner,” he said.

Harber said that all print media had been moving to digital for some time, but struggled to make it work financially because advertising worked very differently in digital media, and most of it was being swallowed up by sites such as Google, Facebook and YouTube. “Most worrying is that this comes at a time when we have a pandemic of disinformation on top of the Covid-19 pandemic,” Harber said.

The South African National Editors' Forum also expressed numerous times that it was deeply concerned about the increasing number of media houses which faced drastic falls in earnings.

Naspers's Media24 said that it planned to retrench several staff members and close some of its magazines as the Covid-19 pandemic hits its operations. Media24 plans to cut about hundreds of jobs and subsequently eliminate hundreds of positions across its print media and distribution divisions.

Media24's head of research, reporting and communication, Egbert de Waal, said the company was in consultation with its employees. "The process is starting today and I can't divulge much at this stage, because we are at the beginning of the consultation process with the employees. "What I can say is that the company tried all means necessary to avoid job losses, but the outbreak has had a negative impact on the group's revenue. Unfortunately, the group has decided to take this route," De Waal said.

The print media has been hard hit since the national lockdown was implemented in March, with advertising and sales revenue declining by 40 percent since the beginning of the lockdown. The Media24 announcement comes after Caxton closed its entire magazine division in May, and Associated Media Publishing, which published brands such as Cosmopolitan, Women on Wheels and House and Leisure, closed.

The print media's circulation figures have been falling in the past few years. The Audit Bureau of Circulations said consumer magazines declined by 20.1 percent year on year at the end of the fourth quarter of 2019.

Media24 chief executive Ishmet Davidson said the pandemic had accelerated the pre-existing and long-term structural decline in print, resulting in a devastating impact on the group's already fragile print media operations, with significant declines in both circulation and advertising since April 2020. "For many of our print titles, the benefits of prior interventions to offset the structural declines and keep them on the shelf no longer exist, and they have run out of options in this regard," Davidson said.

MEDIA24 - and COVID-19

Publisher Media24 has announced a number of closures and restructuring in its newspaper and magazine portfolio, which will affect 1,100 positions. The group said that it will consider the closure of five magazines and two newspapers, outsourcing and reducing the frequency of its remaining monthly magazines, taking two newspapers digital only and reducing staff in related support services.

Up to 510 positions will be impacted by the restructuring process involved with consolidating some titles and shifting others online, while 660 positions will be reduced, the group said. The company started consultations with staff early in July 2020.

It said that the Covid-19 pandemic in South Africa has accelerated the pre-existing and long-term structural decline in print media in the country, and has resulted in "a devastating impact on our own already fragile print media operations".

It pointed to significant declines in both circulation and advertising since April 2020. “For many of our print titles the benefits of prior interventions to offset the structural declines and keep them on the shelf no longer exist and they’ve run out of options in this regard,” the group said.

“Even with a return to pre-Covid-19 economic levels, the impact of the pandemic on our print media operations will be unrecoverable. Sadly, we have no choice but to restructure our business now to curtail the losses in our print portfolio and allow us to focus on keeping the retained titles sustainable and in print for as long as possible.”

The restructuring and closures will largely impact staff in the print media and distribution channels, it said. The group has a total staff complement of 2,971.

The changes at Media24 are outlined below:

Magazines

- Move! and the Hearst portfolio (Men’s Health, Women’s Health, Bicycling, Runner’s World) are closing.
- DRUM will be published in digital format only.
- A licensing agreement is in place with editor Helen Schöer to publish the parenting titles (Baba & Kleuter and Your Pregnancy) independently.
- Outsourcing the editorial production of the remaining monthly portfolio (Fairlady, SARIE, SA Hunter/Jagter, True Love, tuis | home, Weg! | go! and Weg! Ry & Sleep | go! Drive & Camp) as well as the fortnightly Kuier.
- Reducing the frequency of the monthly magazines to six issues per year, and eight issues for tuis | home, SA Hunter/Jagter and Man Magnum.

The flagship weeklies Huisgenoot, YOU and Landbouweekblad will continue to be produced and published in-house.

Newspapers

- Son op Sondag and Sunday Sun are closing.
- The Eastern Cape edition of Son is closing.
- Volksblad and Die Burger Oos-Kaap will be published as weekday digital editions only, available as complete PDFs on Netwerk24.
- Four community newspapers in KwaZulu-Natal are closing: Amanzimtoti Fever, East Griqualand Fever, Hillcrest Fever and Maritzburg Fever.
- Noordkaap and Kalahari Bulletin will be consolidated into a single newspaper, Noordkaap Bulletin
- Kroonnuus and Vrystaat Nuus will be consolidated into Vrystaat Kroonnuus.
- Theewaterskloof Gazette will be incorporated into the Hermanus Times.
- The digital transition of The Witness will be accelerated.

Other parts of the business impacted will reduce staff in the group’s media distribution business as well as in divisional and corporate services departments related to the proposed reduced print media operations, the group said.

SOUTH AFRICAN PRINT MEDIA INDUSTRY SHIFT

The announcement from Media24 follows a similar move by Caxton Publishing in May 2020, where it announced that it would exit the print media business. The closure of its magazine division impacted 10 well known publications in South Africa. Caxton cited the same reasoning as Media24 in the announcement: declining revenues in the print media space as a result of the Covid-19 pandemic, which exacerbated the steady decline seen in the sector before the crisis hit. “In view of these challenges, the group has decided, in principle, to close its magazine division. Whilst this has been a difficult decision it has been unavoidable in the interest of the group as a whole,” it said at the time.

Dwindling print circulations for various publications over the last 15-17 years have been noticeable. But the closure of Associated Media Publishing (AMP), which counted the globally recognisable *Cosmopolitan* magazine brand in its stable, brings into sharper focus the print media landscape — in particular newspapers.

Covid-19 has made the struggle to survive all the more difficult. The lockdown has seen newspaper sales drop sharply in an industry that can ill afford such disruption. But it was perhaps the first time these organisations were paying attention to the disruption. Their response: pay cuts, forced leave and threats of job losses after barely three weeks of the lockdown. How did this multi-billion-rand industry arrive here? To blame Covid-19 would be naïve.

The first sign of trouble in the 1990s was the demise of classified sections of newspapers. Back in the heyday, weekend newspapers were as thick as telephone directories with listings, auction supplements and property sections.

The arrival of Gumtree, OLX and other online classified sites was laughed off. But the ad execs started paying attention a short few years later when they started eating the newspapers' lunch. Classified sections of newspapers, once the big money spinner, are now single pages for death notices. An omen indeed.

But there was still a lifeline from the mid-1990s to the early 2000s. Display advertising remained a cash cow. Newspapers were still the preferred choice for the retailers such as Pick n Pay and Checkers. Ad execs were making cash hand over fist, despite declining circulations.

Then online advertising, as well as programmatic and social media arrived. Now Facebook and Google are now eating the lunch — ironically with content produced by newspapers. And big corporations have cottoned on to social media as an advertising, marketing and engagement tool all rolled into one, albeit a volatile one.

The point is, buying ad space no longer costs a fortune. Online and social media advertising spend is negligible to what newspapers used to yield. Still, the owners stuck to their guns and didn't learn from Kodak's moment despite newspaper circulations going into freefall as 2010 approached. And somehow editors still regarded daily newspapers as publications of record — the first draft of history. Or more accurately, purveyors of yesterday's news. It was a romantic ideal that was set to fail. Social media was breaking the stories.

Instead of innovating, editors clung to the idea that news was only authentic when it was in a newspaper. The circulation told a different story. Newspapers then started “sampling” — free copies were delivered to airport lounges and to people who didn’t ask for them.

The print media business owners didn’t want to listen. They expected the same profit margins despite the evidence that newspapers were in trouble. But the newspapers that grew their circulation were owned by people who knew this was a long play and that an investment in quality journalism brought rewards. Look at *The New York Times*, *The Washington Post* and the *Evening Standard*. They invested in quality journalism and are now seeing the rewards after just a few years. The *Evening Standard* became a free paper to commuters on the London Underground. With guaranteed eyeballs, 650 000 copies were put in the hands of the commuters and advertising yields went through the roof.

There are now young, talented people who are paid less to do far more. They must tweet, shoot video and come back to the office to write a few stories. Everything seen in newspapers these days, with a few notable exceptions such as the *Mail & Guardian*, you most likely have read the previous day on Twitter. They’re still newspapers of record today. It’s not the fault of the editors. The greedy owners have eroded these fine institutions and thereby eroded the Fourth Estate – a key part of democracy.

If newspapers are to turn the corner, they need to be invested in. Bring back quality journalism and the grey beards. Hire decent sub-editors and pay them properly. It is a long play that will probably never happen. The sad reality is that if newspapers in particular continue on this trajectory, as the vanity purchases of those who want to buy influence, we need to start writing their eulogies.

Is journalism dead ...

While considered old school, there’s still something about being published in magazines and newspapers that has perceived value to clients, which we cannot ignore. The local media landscape may be changing at a rapid rate, but it’s best to take an approach of old-meets-new, depending on the campaign.

We are dealing with a smaller pool of journalists who are under enormous pressure, so it’s more important than ever that we look out for them and make their jobs easier – for example, while you may have a shorter list of media people to invite to events, the same journalist could very well be covering for more than one publication, which is to your advantage.

The recent Reuters Institute Digital News Report for 2019 indicated that consumption of news in print form continues to decline, South African consumers are increasingly relying on digital platforms to get their news. Even as platforms like Instagram and podcasts play a bigger role for those Millennials and Generation Zs, brand clients still need bringing up to speed and the subject of measuring Return on investment remains controversial.

As the very face of how we perceive media continues to change due to “disruptive” technology and digital trends, it would be wise for PR professionals to work to adapt as innovatively as the traditional journalism sector seems to be doing.

PRINT MEDIA – REGIONAL IMPACT

The media in Southern Africa has over the years been facing a myriad of problems such as dwindling advertising revenue and declining sales for the print media amid the rapid shift to digital and online platforms. While the media, particularly print, have been able to innovate and survive these challenges, the COVID-19 pandemic presents an existential threat to an industry that was already limping.

Many industries have been impacted by the outbreak of COVID-19. However, the collapse of media in the region could have a serious impact on freedom of speech and democracy. A free and unfettered media is one of the pillars of democracy, thus, the collapse of media organisations poses a threat to democracy.

For countries to continue to develop, there is a need for plurality and diverse media platforms so that citizens are kept well informed for them to make informed choices and decisions.

While the argument can be made that the gap being left by closing print publications is being filled by online platforms, however, statistics show that only 34% of the region have access to the internet. This leaves 66% of the regional population without enough sources for news and other information, much to the detriment of democracy.

South Africa

At the beginning of May 2020, Associated Media Publishing (AMP), an independent media house launched in 1982, stopped trading and publishing its magazines. Caxton and CTP Publishers & Printers also announced that they were closing their magazine division. “Further, the negative impact of the recent COVID-19 lockdown on general economic activity and, as a consequence, on the ability of the business to trade normally in what were already difficult trading conditions for magazine publishers, has made this decision unavoidable,” Caxton said in a statement.

Due to the lockdown, newspapers such as the Citizen saw their income fall by as much as 60% during South Africa’s initial 21-day lockdown period that was announced towards the end of March. The company said 65% of adverts had also been cancelled due to the lockdown. To mitigate the losses, the newspaper company announced that workers may have to take pay cuts.

Independent Media and African News Agency (ANA), announced that staff may have to take pay cuts. On the other hand, the Mail & Guardian disclosed that some advertisers had cancelled their campaigns. Live events — which constitute about 20% of the company’s income — had also been stopped due to the coronavirus lockdown.

Zimbabwe

At the beginning of the country’s lockdown in March, Alpha Media Holdings (AMH), which publishes NewsDay, the Zimbabwe Independent and The Standard, announced that it had stopped printing its hard copies and would instead produce e-paper versions of its publications. The company also announced that all staff members would get a 50% pay cut, while those not directly involved in e-paper production were sent on leave.

Zimpapers, the publishers of The Herald, Sunday Mail, Chronicle and Sunday News, among a host of other titles, recorded some redundancies, with correspondents and workers in departments such as printing being laid off. AB Communications, the proprietors of ZiFM and Business Times, laid off several staff members, including journalists in the past month.

Subscription rates are very low on the Zimbabwean market, with companies relying on street sales. With citizens staying at home due to lockdown protocols, newspaper sales and revenue will certainly dip during this period, with serious implications for Zimbabwean media workers.

MISA Zimbabwe has written to the Minister of Information, Publicity and Broadcasting Services Monica Mutsvangwa proposing the setting up of a Media Sustainability Bailout Rescue Package. The package could be in the form of tax or duty exemptions and moratoriums on newsprint and other mass media and distribution equipment.

In addition, the government could also consider reducing registration and licence fees for media houses and also do away with some of the levies.

Botswana

News Company Botswana announced that they would stop printing and physically distributing the Botswana Gazette, which would now only be distributed as a digital copy. The Botswana Gazette had been in circulation for more than 36 years. News Company said they had been developing their online products since 2014, but conceded that the coronavirus lockdown had accelerated a decision for the company to take its products online and abandon the print copy.

Other publications such as the Business Weekly and Echo, have also temporarily frozen their print papers and gone digital, while the Telegraph has not printed since the lockdown and neither does it have an e-copy.

Namibia

Reports from Namibia shows that giant publications like The Namibian are also finding it difficult to absorb the shock and business model dislocations borne out of the pandemic. Reports show that the newspaper is also thinking of adjusting its cost structures which will affect close to 30-40% of its journalists as it tries to adjust to the ravaging impact of the COVID 19 crisis.

Regional snapshot

It is important to point out that these are independent publishing houses that are suffering under the strain of the COVID-19 lockdowns, and their failure to operate viably, has serious implications on democracy in the Southern African region.

This pattern is replicating itself throughout the region, with media companies suffering losses due to depressed advertising and sales revenues. In Lesotho for instance, the Lesotho Times announced that it was cutting staff salaries by 20% for two months. In Zambia, media houses have reported downturns in their advertising revenue and circulation figures.

GLOBAL PRINT MEDIA TRENDS

In conclusion the Key Findings of the 2020 Digital News Report have identified the following trends in the media industry, considering the implication of digital vs print media:

This year's report comes in the midst of a global health pandemic that is unprecedented in modern times and whose economic, political, and social consequences are still unfolding. The seriousness of this crisis has reinforced the need for reliable, accurate journalism that can inform and educate populations, but it has also reminded us how open we have become to conspiracies and misinformation. Journalists no longer control access to information, while greater reliance on social media and other platforms give people access to a wider range of sources and 'alternative facts', some of which are at odds with official advice, misleading, or simply false.

Much of the data in the publication was collected before the virus hit many of the countries featured in this survey, so to a large extent this represents a snapshot of these historic trends. But to get a sense of what has changed, the research team repeated key parts of the survey in six countries (UK, USA, Germany, Spain, South Korea, and Argentina) in April 2020. These responses confirm industry data which show increased consumption of traditional sources of news, especially television, but also some online news sources.

Journalism matters and is in demand again. But one problem for publishers is that this extra interest is producing even less income – as advertisers brace for an inevitable recession and print revenue dips. Against this background it is likely we'll see a further drive towards digital subscription and other reader payment models which have shown considerable promise in the last few years. This is what makes it so important to understand how various models are progressing in different markets, such as the United States, Norway, and the UK. While the coronavirus crisis is likely to dramatically affect the short-term prospects for many publishers, the findings provide long-term insights into one important part of the future of the business of news. The research also looks into the implications for society if more high-quality information disappears behind paywalls, a dilemma that has become more real during this health emergency.

Looking to the future, publishers are increasingly recognising that long-term survival is likely to involve stronger and deeper connection with audiences online, which is why the research team have also examined the growing importance of emails and podcasts, formats that are being deployed in greater numbers to increase engagement and loyalty. The coronavirus crisis has presented an immediate and urgent existential threat, but in the section on climate change, we explore how audiences access news about this longer-term threat to human existence and how they feel about media coverage. The report this year, based on data from six continents and 40 markets, aims to cast light on the key issues that face the industry at a time of unprecedented uncertainty.

A summary of some of the most important findings from the 2020 research:

- The coronavirus crisis has substantially increased news consumption for mainstream media in all of the countries where the research team conducted surveys *before and after* the pandemic had taken effect. Television news and online sources have seen significant

upticks, and more people identify television as their main source of news, providing temporary respite from a picture of steady decline. Consumption of printed newspapers, has fallen as lockdowns undermine physical distribution, almost certainly accelerating the shift to an all-digital future.

- At the same time, the use of online and social media substantially increased in most countries. WhatsApp saw the biggest growth in general with increases of around ten percentage points in some countries, while more than half of those surveyed (51%) used some kind of open or closed online group to connect, share information, or take part in a local support network.
- As of April 2020, trust in the media's coverage of COVID-19 was relatively high in all countries, at a similar level to national governments and significantly higher than for individual politicians. Media trust was more than twice the level for social networks, video platforms, or messaging services when it came to information about COVID-19.

South Africa

There is a strong tradition of highly trusted, independent media in South Africa, but this is increasingly under threat. Trust is being eroded by a combination of unethical business practices, lower-quality journalism, and escalating misinformation.

Note: Data are from more urban areas, rather than a fully nationally representative sample. These will tend to represent richer and more connected users.

Statistics	
Population	59 million
Internet penetration	55%

Top Brands - Weekly Reach - South Africa (2020)

TV

SABC News (incl. SABC 1,2,3)	51%
eNCA	40%
CNN	27%

Radio

SABC radio news	32%
BBC News	29%
Local radio news	29%
SAFM	13%

Print

The Sunday Times	26%
Daily Sun	24%
Regional or local newspaper	19%
City Press	16%
The Citizen	14%

Community newspaper	14%
Sowetan	14%
Mail & Guardian	11%
The Star	11%

Sources of News - South Africa (2020)

Uses Online	90%
Uses TV	68%
Uses Print	37%
Social media	73%

CONCLUSION**The Print & Digital Media Publishing Industry**

The evolution of major media publishers into multi-platform companies has resulted in the blurring of traditional publishing lines. Despite the growth of digital media, digital income streams have not adequately offset the decline in print revenues. Additionally, media companies are facing increased competition for ad-spend from social media platforms, search engines and websites. Although the circulation figures of most newspaper and magazine titles are in free-fall, research indicates that demand for reliable information and quality content has surged since the outbreak of the coronavirus pandemic.

Coronavirus Impact

While the printing of magazines was suspended at the outset of the lockdown, newspaper printing presses have continued to run and subscriber deliveries continued, although retail copy sales have declined. There has been a notable increase in online news site traffic, with audiences growing by as much as 76%. The pandemic has led to advertising cuts, smaller print-runs and distribution challenges. One magazine publisher has stopped trading while another announced plans to withdraw from magazine publishing.

Trends

As immediacy of response becomes increasingly important, major media publishing houses have evolved into multi-platform companies and print circulation continues to decline. With advertising revenue in decline, media publishers are diversifying into non-media services, such as the hosting of events, and are relying more on revenue from subscriptions and copy sales. Although magazine sales are in decline, certain niche publications continue to be well supported.

SOURCES:

Abarber, G. 2020. The writing was on the wall for SA newspapers long before Covid-19. Mail & Guardian. 2 May. Online. Available: <https://mg.co.za/coronavirus-essentials/2020-05-02-the-writing-was-on-the-wall-for-sa-newspapers-long-before-covid-19/> [Accessed 20 August 2021].

Briant, R. 2019. While print may be dying, traditional journalism is certainly adapting. BizCommunity. 12 July. Online. Available: <https://www.bizcommunity.com/Article/196/15/193117.html> [Accessed 19 August 2021].

Businesstech. 2020. Media24 announces magazine and newspaper closures – more jobs affected. 7 July. Online. Available: <https://businesstech.co.za/news/media/414139/media24-announces-magazine-and-newspaper-closures-more-jobs-affected/> [Accessed 18 August 2021].

Digital News Report. 2020. Online. Available: <http://www.digitalnewsreport.org/survey/2020/overview-key-findings-2020/> [Accessed 19 August 2021].

Digital News Report. 2020. Online. Available: <http://www.digitalnewsreport.org/survey/2020/south-africa-2020/> [Accessed 21 August 2021].

IFEX. 2020. COVID-19 accelerates media sustainability crisis in Southern Africa. 23 June. Online. Available: <https://ifex.org/covid-19-accelerates-media-sustainability-crisis-in-southern-africa/> [Accessed 20 August 2021].

Mahamba, C. 2020. Covid-19 pandemic accelerates deterioration of print media industry. IOL. 6 May. Online. Available: <https://www.iol.co.za/the-star/news/covid-19-pandemic-accelerates-deterioration-of-print-media-industry-47603569> [Accessed 19 August 2021].

Mchunu, S. 2020. Media24 to retrench more than 500 employees as print media hard hit by Covid-19. IOL. 8 Jul. Online. Available: <https://www.iol.co.za/business-report/companies/media24-to-retrench-more-than-500-employees-as-print-media-hard-hit-by-covid-19-50548333> [Accessed 18 August 2021].

Media24. 2021. Online. Available <https://www.media24.com/about-us/> [Accessed 18 August 2021].

Research and markets. 2020. South African Print & Digital Publishing Media Industry, 2020 - Analysis, Trends and the Impact of COVID-19. Online Available: <https://www.prnewswire.com/news-releases/south-african-print--digital-publishing-media-industry-2020---analysis-trends-and-the-impact-of-covid-19-301092106.html> [Accessed 19 August 2021].

South African Media. 2020. Online. Available: <https://www.southafricanmedia.co.za/history/> [Accessed 19 August 2021].

Please turn over for QUESTIONS/...

Answer any three of the following four questions.

QUESTION 1

[100 MARKS]

Consider the comprehensive change experienced at Media 24 and in the publishing and printing industry. Identify one of their change intervention solutions. Discuss and apply the steps of a substantial change management process to roll out the change intervention. The chosen change intervention should empower Media 24 to realise their goals and align with Media 24's vision.

QUESTION 2

[100 MARKS]

The top management of Media 24 instructs you to do research and analyse the situation to assist them in resolving the problems experienced in the printing and publishing industry. Provide a well-structured literature review of the following themes and apply each in context of the Media 24 scenario, as provided in the case study.

- Suitable leadership to facilitate the changes required at Media 24
- Identify, discuss, and apply two of Clem Sunter's 21ST CENTURY Megatrends to Media 24.

QUESTION 3

[100 MARKS]

Answer the following questions by considering the importance and impact of change on an organisation such as Media 24, considering the impact of COVID-19 on their business and industry:

- 3.1 Debate organisational conflict, its value in general to business, and the management of internal and external conflict typically experienced at Media 24. [50]
- 3.2 Debate the importance of acknowledging and managing emotional intelligence at Media 24 within the reality of the changes experienced during COVID-19. [50]

QUESTION 4

[100 MARKS]

Discuss and analyse the meaning, relevance, and importance of the following three key prerequisites for considerations by change agents when facilitating the participants and stakeholders of a change intervention. Also, investigate how Media 24 practically uses these three change prerequisites to address change currently experienced resulting from COVID-19:

- managing diversity and inclusion
- ethics, and
- corporate social responsibility.

END OF ASSESSMENT