

The Challenges of Newspaper Management in Information and Communication Technology Age: The Nigerian Situation

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Abstract

The paper set out to examine the challenges of newspaper management in information and communication technology age, paying attention to the Nigerian situation. The study seeks to achieve the following objectives: to find out the challenges of newspaper management in a digital age, to determine the regularity of change of ICT facilities in select newspapers, to find out the impact of ICTs adoption in operating cost and revenue and to explore ways of handling ICTs challenges. The paper employs two theoretical propositions as its basis. First, is the change theory and the second is mediamorphosis theory. The survey research method was adopted while the questionnaire was used as an instrument of data collection. Findings show that the challenges of newspaper management are administrative in terms of operating cost, security, and fall in revenue and challenge from social media. A key issue in newspaper management is the combination of editorial decisions with technical decisions to bring about quality print run. More so, the decision of which ICTs facility to acquire, when and how, poses a challenge to management. This is because of the state of social infrastructures, such as electricity, Internet penetration; etc, that put undue pressure on management. The costs of maintaining these facilities run into millions of naira. The paper concludes that while ICTs may have influenced the practice of journalism substantially, they have in strong ways, raised several challenges to the management of newspapers in Nigeria, where the economic downturn, poor social infrastructures and the death of media technology experts are putting strain on managers. The paper therefore, among others recommends that a good number of the administrative challenges can be overcome if government provides the needed social infrastructures, which the media need to operate. In this sense, government should improve on the power supply situation so that ICT facilities can function under the right environment.

Keywords: Newspaper, Information and Communication Technology, Management and Challenges

Introduction and Conceptual Clarification:

The art and science of newspaper management in contemporary societies have become more challenging. The difficulty emanates essentially from the innovative change occasioned by information and communication technologies. This is because management is the “process of combining and utilising or of allocation an organisation’s inputs (men, materials machines money and manpower) by planning, organizing. Directing and controlling for the purpose of producing outputs (goods and services or whatsoever are) desired by customer so that the organizational objectives are accomplished. In the process, work is performed with and through organisational personnel in an ever – changing organisational environments (Akhator 1997, p. 78).

Information and communication technologies simply refer to the harnessing of computer and telecommunication systems to create services or products that have the capacity to service man’s information or communication needs. Adamu (2007) observes that ICTs includes computers, ancillary equipment, software and firmware. (hardware) and similar procedures, services, including support services and other related resources. The term “information technology” also includes any equipment or interconnected system or subsystem of equipment, that is used in the automatic acquisition, storage, manipulation, management, movement, control display, switching interchange, transmission or reception of data or information.

The world over, new technologies have shaped or are reshaping media practice. This, Tiarniyu (2001) notes, when he stated that information and communication technologies are now generally perceived as strategic activities and the management of resources for stimulating personal, organisational and national productivity, growth and development. Towing the same line of thought, media experts like John (2009), Croteau and Hoynes (2003) acknowledge that there is a revolution in media industry everywhere in the world brought by new media technology or convergent media that changes the character of communication in society.

The bottom line in these experts’ thoughts on information technologies is innovation. Joyce Wycoff defines innovation as “the creation, development and implementation of a new product, process or service, with the aim of improving efficiency, effectiveness or competitive advantage”. In the light of this paper, Joyce Wycoff’s definition suggests two primary challenges to management, first, the need for the adoption or deployment of information and communication technologies as part of the newspaper organisation’s culture, second, the use of these technologies as part of the newspaper organisation’s culture, third, ++the use of these technologies in an efficient and effective ways for better competitive advantage to the company. Anim (2006) thought is of essence, in that product excellence production facilities working tools and equipment, as well as working capital are not enough to make a successful newspaper, though they are necessary for a newspaper’s success.

The Nigerian newspaper industry has come of age, from the earliest newspaper, *Iwe Iohin*, to the latest; *The Monitor*. The industry has been a beehive of activities, though the various challenges confronting the industry have led to the death of most newspapers. The challenges are so pervasive that only a few are in production continuously for 10years and wabove. The advents of new information technologies have added a new dimension to the challenges prevalent in managing the newspaper industry in Nigeria

Management as a Concept

Management may simply be seen as the process of coordinating, arranging, organising, planning and directing activities in an organization, so as to use minimum input to achieve maximum output. This description of management is in line with Odoh (2007,p.70) in Nwosu (ed) who explains that management is the direction of the enterprise through

planning, organising, coordinating and controlling of its human and material resources towards the achievement of the predetermined objective. It is the process of coordinating individual and group activities towards group goals. This therefore explains why Mullins (2007, p. 11) says that it is the duty of the management of an organisation to manage an organization, effectively so as to achieve the aims and objectives that have been set. Commenting on the concept of management, Nwanwene (2005, p.3) says that management is the process of gathering and using human and non-human resources in order to attain objectives. While the non-human resources pose challenge, the ability to work with people and to accomplish jobs through others is an essential part of management.

The implication of this definition is that organisations must achieve their set aims and objectives and for such aims to be achieved, there is the need for effective coordination of both human and material resources. These include men, material, money, minute, machine and method. They are the resources an organisation needs to seriously manage, so as to achieve set objectives. Management is a process which takes place at all levels in an organisation. It is not carried out only by those people with the word “manager” in their job title. Section leaders, supervisors, chief clerks, foremen, etc, all carry out managerial functions, although obviously not all are of the same type or equal importance. It is the task which is performed that is of importance, not the title. Odoh (2007, p.69) in Nwosu (ed).

In a nutshell, management is the organisation and co-ordination of human and material resources through the realisation of an organisation’s overall objectives. Thus, as a concept, according to Asemah (2011), it entails that an organisation must exist, it must have set goals and objectives, the goals and objectives set must be achieved and they must be achieved through human beings with different techniques.

Objective of the Study

1. To find out the challenges of newspaper management in a digital age.
2. Determine the regularity of change of ICTs facilities in select newspaper.
3. To find out the impact of ICTs adoption in operating cost and revenue.
4. To explore ways of handling ICTs challenges.

Theoretical Framework

This paper employs two theoretical propositions as its basis. First, is the change theory, and the second is mediamorphosis. There are different schools of thought regarding change theory. However, the “pragmatic or Big Bang change theory” and “emergent change” schools of thought are of focus here. The pragmatic or big Bang school, which movement started in 1947, views change as a set sequence where the first phase is to disengage an organisation from its inertia, and create a sense of urgency and dissection (“change”). The third and final phase is about making the change stick, putting in systems to reinforce new mindset and behaviour, ensuring that the organisation does not revert to its old ways (refreeze).

According to Omiyi (2009, p. 10) the “Emergent Change” programme, which became popular around the 1990s following lessons from research into complex adaptive systems, starts with the assumption that change is happening all the time and that is emerging around every living system. He asserts that the proponents of the thought believe that change starts with attempts at discovering existing pockets of innovation (“freeze”), working with that energy and shaping it (“adjust”), and then, setting the organisation free again (unfreeze”). He believes that the school of thought assumes a more organised, yet, also unpredictable change sequence.

Lewin's change model explains the theory further; using a three – step change model as a framework for planned change. The first step is unfreezing. Sharpe (2008, p. 8 – 9) asserts that it is a process of objectifying existing behaviours and the desired organisation behaviours needed to achieve the organisation's mission and shared goals. This he notes can be done by analysing the difference between existing behaviours and needed behaviour with the involvement of organisational members. This is known as “unfreezing” existing change.

The second step, he notes is moving. The step involves the process of developing new behaviours, values, and attitudes by identifying the processes and changes in organisational structure that will facilitate the accomplishment of the new behaviour combined with implementation and evaluation of achievement.

The last step is refreezing. It means the stabilisation of the organization's new group behaviour, values and attitudes. It is normally accomplished through system that reward the new behaviour and with policies, education and communication that reinforces the new culture and behavioural norms

Mediamorphosis is a recent theory propounded by Roger fiddler in 1997. According to him, mediamorphosis is the transformation of communication media, usually brought about by complex interplay of perceived needs, competitive and political pressures and social and technological innovations. He asserts that the essence of mediamorphosis is the notion that the media are complex adaptive systems. Anaeto Osifeso and Onabajo (2008, p.191), note that the media, as other systems, respond to external pressure, with a spontaneous process of self – reorganisation. Fiddler (1997) contends that new media do not arise spontaneously and independently; rather, they emerge gradually from the mediamorphosis of older media. He suggests that emerging forms of communication media propagate dominant traits from earlier forms

The relevance of these theories to the paper cannot be over – emphasized. First, the adoption of various ICTs in newspaper operations indirectly or directly course change, since new pattern of operations is learnt from such. Second, old machines are often replaced by new ones or with the relevant ICTs features that can make operations faster. In the modern era, only newspapers which adopt these new technologies stand a better chance to compete in the volatile newspaper environment. The adoptions of these technologies require frequent training, frequent evaluation and practical use to make the desired change possible. Again, the non-adoption limits the capacity of a newspaper to achieve its ultimate goal.

The Place of ICTs in the Nigeria Print Media Industry

The increasing role of information and communication technologies in media operations cannot be overemphasised. Soola (1998) observes that information and communication technology has precipitated a revolution in the communication industry with an emphasis on improved methods and efficiency. It guarantees accuracy and efficiency. Information technology provides near limitless possibilities of increasing quantity and enhances the quality, speed and availability of information in a complex, but increasingly interdependent world of business.

ICTs have brought quality and value to newspaper prints as they help graphic artist to creatively use various tools to shape and reshape artistic works. Satellite technology now makes it possible for newspaper houses to print the same edition of newspaper hard copies at various locations, thereby breaking or beating the barrier of distance and timeliness in distribution. Nelson (2008, p. 170) observes that satellite communication as a form of ICT eases the problem of newspaper production and distribution.

The laborious task of newspaper planning has been overcome with information technology. It is now easy to plan the pages of newspaper on computers. The beauty of it is

that stories can be removed and replaced with little change on the entire planned copy, unlike the traditional method of page planning.

With the aid of digital camera, photograph can be taken and edited online without the rigours of going to a photo laboratory. Apart from this, it is also possible through technology to reshape a photograph for better image. Unlike the traditional method where photo cropping takes the photo editor a great deal of time to handle. In addition, software aided recorders or midgets that can record up to six (6) hours uninterrupted now makes it possible to conduct long interviews without the fear of faulty tapes, machine breakdown and poor audio.

Biri (2007, p. 237) asserts that before the ICTs revolution, print media operation was cumbersome. He notes that ICTs have simplified the complicated process as the journalist of today types the news reports on the computers and the news editor recalls them on his computer and does all vetting on the computer. The sub-editor also recalls the available news report on their computers or Videos Display Terminal (VDTs) and handles the editing and all the formatting right on the computer. He further notes that modern lithographic machines and printing machines are digital thereby eliminating time waste. The machines print faster, collate, count and do other necessary finishing.

One notable area in which ICTs have influenced print journalism field is news gathering and filling of reports. For instance, the Internet and Global System for Mobile communication phones now make it easier for reporter to file in reports from the scene of an event without having to travel kilometers to the news room or struggling to beat traffic in busy cities like Lagos, Abuja and Port Harcourt, where the traffic gridlock is often nightmarish.

Besides the area of news report, the internet has put research at the finger tips of the journalist. The reporter can access or surf the net to back up stories that require certain facts and detailed explanation of certain terms which may be alien to the newspaper readers. The platform also enables him/her to get reports from other media organizations unhindered.

One visible impact of ICTs in Nigeria print media industry is the quality of print run. The problem of blurred picture and graphics, which characterised the pre-ICTs age have finally given way to high quality print, occasioned by digital equipment. Colour separation is incomparable to the past and advertisement copies are now distinct and alluring. Agba (2001, p. 10) painted a picture of the state of ICTs in Nigeria print media industry. According to him:

State correspondents of the leading newspaper in the country such as the Guardian, Daily Times, Champion and National Concord, now make use of fax machines instead of telex or telephone to file in their stores. These newspaper and some others, have satellite dishes for receiving live transmission, from foreign media. A majority of the private and some government papers now use computers in editing and page planning. Some of them, including Punch are already hooked to the Internet, needless to talk about Newswatch, complete football international and other existing magazines in area of computerised publishing and Internet connectivity.

It can therefore be said that modern newspaper management success rests on how well managers employ these facilities in the day to day operations of a newspaper organisation given the tremendous influence of these technologies in print media operations. In spite of the tremendous influence of ICTs in today's print media industry, they have however, posed serious challenges to newspaper management. These challenges which emerge from the new technologies, further compound the traditional problems facing newspaper management.

Anim (2006) in his examination of ‘inefficient management as a factor in the collapse of newspaper: A case study of the “*Defunct SunRay*’ identifies organisational structure, personal; policy, boardroom politics, planning and system overload, as factors that led to the death of the newspaper. Ahuja (1997) also noted the following problems of newspaper management as: intense competition, fight for circulation, administrative problems, scientific management, the welfare idea, buying of supplies and newspaper accountancy.

In a seminar paper presented by Ibekwe (2010), he highlighted the challenges of ICTs utilisation in journalism practice in Nigeria to include; the challenge of use, reduction in cover price revenues and advertising, poor infrastructure, challenge of application, the challenge of capacity building, challenge of cost and journalists remuneration, challenge of news reporting and presentation skills, the challenge of job security, the challenge of equipment complexity, challenge of content transparency and objectivity and sustenance of security.

Methodology

The study adopted the survey method of research to generate data for the paper. The choice of survey is anchored on the fact that the study intends to find out the challenges encountered by newspaper managers in their day to day operations. The study purposively selects five newspapers; *The Vanguard*, *The Guardian*, *the Nation*, *Compass* and *National Mirror*, based on their perceived level of circulation, readership and years in print. Five copies of questionnaire were given out to key department heads in select newspaper houses. They are editorial, administration and production. The administrative department was given additional two; for head ICT and distribution. Out of the twenty-five (25) questionnaire, nineteen (19) copies were returned, while six (6) were not. The data generated are hereby analysed in simple percentage tables based on the copies questionnaire returned.

Data Presentation and Findings

1. Designation

Department	Respondents	Percentage (%)
Editorial	5	26.3
Administration	10	52.6
Production	4	21.1
Total	19	100

2. Agreement on whether the digital age poses any challenges

Variable	Respondents	Percentage (%)
Yes	11	57.89
No	8	42.11
Total	19	100

3. Regularity of Change in ICTs

Variable	Respondents	Percentage (%)
Regularly	6	31.57
Once a while	3	15.78
Based on demand	10	52.63
Total	19	100

4. Cost of ICTs Operations

Variable	Respondents	Percentage (%)
Very high	2	10.53
High	10	52.63
Average	5	26.31
Below average	2	10.53
Total	19	100

5. Impact of ICTs adoption

Variable	Respondents	Percentage (%)
Rise on sales	9	47.4
Decline on sales	5	26.3
No idea	5	26.3
Total	19	100

Results and Discussion

1. What are the Challenges of Newspaper Management in a Digital Age.

Data from table 2 show that 11 respondents, representing 57.89 percent agreed that there are challenges facing newspaper management, 8 respondents, representing 42.11 percent however feel there are no challenges. As a follow up to this question, they enumerated the challenges as administrative in terms of operating cost, security, fall in revenue and challenge from social media.

A key issue in newspaper management is the combination of editorial decisions with technical decisions to bring about quality print run. However, balancing the ICTs application with organisation's resources becomes an issue for management. Management has to give consideration to staff knowledge of certain IT facilities before they are acquired; where the knowledge is low, training would have to be organised. Even when these have been meant, the environmental challenges regarding regulations, standards, etc, may become manifest. This is why Ibekwe (2010, p. 11) notes:

In operating the media houses as businesses in Nigeria today, the focus is on commercial viability and the journalist has to attune himself and develop skills sufficient for the satisfaction of the social economic and technical needs of the organisation. Though it has been argued that ICT does not mean computer, it has become fashionable for manufactures to model the ability of most ICTs on the computer technology; hence, software and hardware of most ICTs are computer-like.

The bottom line here is that managers must make training and retraining and integral part of the newspaper organisation goals, if they must meet current trends in packaging, designing and production. Decision on all these rests with the managers of the newspaper. Again, the decision of which ICTs facility to acquire, when and how, poses a challenge to management. This is because of the state of social infrastructures, such as electricity, Internet penetration; etc, that put undue pressure on management. The costs of maintaining these facilities run into millions of naira. All these pose serious challenges to newspaper management.

In addition, the level of competition amongst newspapers, range from national competition, to regional or local competition. This is because the issue of distribution, which hitherto gave advantage to local and regional newspaper over national newspapers, has to be overcome through the use of the satellite reproduction. For instance, the *SUN*, *The Nation* and *THISDAY* newspapers have satellite facilities in Lagos, Aba, Agbor, Port Harcourt and Abuja. The presence of the facilities in these cities have made the reach of their newspaper wider in coverage. Two management challenges emanate from this, firstly, newspaper houses who are yet to have their own satellite production facilities outside Lagos or production centre, risk been extinct, since their print run that get to the cities where others already have advantage would have become stale, or the delay edition. Secondly, having an uninterrupted transmission from the corporate headquarters to the redistribution centres, going by the non-availability of URL domain in Nigeria. The task of getting planned page can sometimes be problematic. Ahuja (1997, p. 32) points a way of the first challenge when he notes:

This constant pressure, which means a never – ending fight to gain circulation on the part of the big papers and an equally strenuous struggle to retain it on the part of the smaller ones, raises serious problems for newspaper managers. The “National” papers, of course, have their own special circulation difficulty, which they try to overcome in a variety of ways, including the duplication of their plant in one of the northern centres. It is fairly certain that there will be important extensions of this method. It is probable that in a very few years, we shall see at least, one of the national morning papers making a bold bid for a circulation far in excess of anything yet achieved, with a triplicated or even a quadrupled plant in chosen centres. This will mean a still greater intensification of newspaper competition.

Even when such facilities have been installed, the challenge of constant maintenance of the satellite facilities and vehicles for prompt delivery occupies management board meetings. The establishments of these centres add to the responsibilities of the head of circulation, which needs to monitor supervisors and distribution clerks to ensure that issues reach its readership as timely as possible and to beat competitors. Of the four newspapers purposively selected, only *the Nation* has satellite reproduction facilities in ogbese,

Portharcourt and Abuja. Others do not have. It means they will continue to grapple with the challenge of circulation.

Another challenge is from the social media. Technology has shaped journalism practice all over the world and Nigeria is no exception. This assumption is well acknowledged by Kovach and Rosenstiel (2001) that “new technology, along with globalisation and the conglomeration of media, is causing shift away from journalism that is connected to citizen building and one that supports a healthy democracy”. Citizen journalism is a type of journalism that allows individual with the help of information and communication technologies such as the Internet, mobile phones, etc, package and transmit information to media houses on one hand and also, sort for information and try to establish the truth or the veracity of the story without recourse to the journalist who usually package the information prior to now. Bowman and Wollis (2003) define citizen journalism as the act of a citizen, or group of citizens, playing an active role in the process of collecting, reporting, analysing and disseminating news and information. The independent of the participation is to provide independent, reliable, accurate, wide-ranging and relevant information that a democracy requires.

They go further to say that it is a bottom – up, emergent phenomenon, in which there is little or no editorial oversight or formal journalistic workflow, dictating the decisions of a staff. How does citizen journalism and social media pose a challenge to newspaper management? Since technology has made nonprofessional to be creators, the challenge is how to authenticate stories, and avoid legal tussles arising from stories presented by citizens. Another challenge for newspaper organisations that are yet to adopt this genre of journalism is how to involve Nigerian audience as participants in the news gathering process, bearing in mind the level of vulgarity, abuse, and propaganda dominant in most citizen journalism sites. Readers’ comments in online editions raise serious questions about the abuse of freedom. Where individuals abuse others in the name of fair comment. Bowman and Willis (2005) sum up this challenge thus:

The greater threat to the longevity of established news media might not be a future that is already arrived. It might be their inability to do anything about it. Bureaucratic Inertia, hierarchical organisational structure and a legacy mentality have paralysed many news organisations from developing a meaningful strategy in this dynamic information age.

Most Nigerian newspapers now have online copies. The challenge emerges from the possibility of internet hackers breaking into the security code of most newspapers to paste materials that have the capacity to breach national security or subject a newspaper house to legal tussle. For instance the September 16th, 2008 closure of channels television was attributed to an alleged security breach of the News Agency of Nigeria (NAN) official website. In this case, channels TV had reported in one of its news item, that late president Yaradua will resign at a future date after reshuffling the cabinet. The news which was attributed to Reuters was quoted to have emerged from the News Agency of Nigeria. Remi Oyo, Director-General of the agency, denies the agency’s culpability in the story. The fallout of this incident is the influence of internet hackers on the security domain of online materials.

According to Mr. Ndukwe Kalu, president of the Nigerian Internet registration Association in an interview with **Punch** newspapers in 2008 noted that it is possible for persons who are familiar with the password of the agency or by persons who have skills to break protective codes of computer networks to have done that. Int eh noted case, he said:

If they (NAN) are using yahoo address, someone can send the mail and make it look as if it were coming from the president, but if you chick reply, the message may go nowhere or go somewhere else. But the truth is that the person would have achieved what he wanted for you to believe that the message came from the president.

He further hyped on the dangers of using the Internet without proper protection. The imports of his position cannot be overemphasised, as media managers risk been terrorised by the activities of hackers. The danger really emanates from the fact that some media houses employ consultants and these consultants who manager the sites have young men with vaulting ambition who would want to do anything for monetary gain. The recent arrest of the founder of Wikileaks, Mr. Jowan Assange over illegal publication of certain security documents of countries re-emphasis this

2. What is the Regularity of Change of ICTs Facilities ?

The manifest data from table 3, show that 10 respondents, representing 52.63 percent of the total respondents share the view that change or replacement of ICTs is based on demand, 6 respondents said it is regular while 3 respondents opine that it is once in a while. These views suggest that the replacement or change of ICTs is motivated by the prevailing work environment, the quality of the facilities and level of maintenance. Where the regularity is high, it may be the quality or low level of maintenance or perhaps the key personal operating them that show a level of neglect.

3. What is the Impact of ICT's Adoption on Operating Cost and Revenue on Newspapers in Nigeria?

Table 4 provides answer to this question. 10 respondents, representing 52.64 assert that the cost of operation is high, 5 respondents, representing 26.31 percent opine that it is on the average. 2 respondents, representing 10.53 noted that it is very high and below average respectively. Similarly, 9 respondents, representing 47.4 percent of the total respondents contend that the adoption of ICTs has led to increase in the sales of print run, 5 respondents representing 26.3 observe that the adoption has led to decline in sales and no idea respectively. In an open ended question, on the average cost of maintenance, some said, two million five hundred thousand (2.5m) a month, others peg it at two million (2m) a month.

Although the opinion that it has led to profit differ considerably from expose` given At the 2008 annual general meeting of the Association of Advertising Agencies of Nigeria (AAAN) in Sheraton hotel Lagos, where the then President, Lolu Akinwumi, noted that sales have declined and there are no current statistics on the level of distribution in the country. According to him, the highest circulating newspaper is probably the *Sun* and it does not regularly do more than 100,000 copies daily. In the same country, a few year ago, the *Times* group did over 600,000 on Sundays. Many of the so-called national papers sometimes do not do more than 20,000 or 30,000 copies and mostly seen in Lagos, Abuja and maybe, Port Harcourt. With this drop in circulation, it has become even more difficult to reach consumers through this medium (Adnews, 2008, p. 8)

The decline suggests a shortfall in cover price revenue. This is further exacerbated by the evolution of ICTs like the Internet, where editions of newspaper can be read from connected laptops or mobile phones. Ibekwe (2010, p. 9) contends that at the heart of the issue of using ICTs like the Internet in providing the Nigeria media with a wider audience to circulate, is the challenge of reduced cover price revenue and advertisements, the later being closely linked to each other. He notes that the Free-readers Association of Nigeria (FAN) concept, which refers to the practices of locals congregating round newspaper vendor's table to read newspapers and magazines for free without actually buying any, affects sales. He

further notes that it seems therefore that with ICTs utilization, such practices have now been elevated and taken to another level with the advent of the Internet, since the free readers or porters now only need to log on and then read freely any newspaper or magazine of their choice; this he contends obviously have a huge negative impact on revenues as daily return issues to distributors seem to suggest.

In a study conducted by Talabi (2008) on the influence of online newspaper readership on hard copy sales: a study of Port Harcourt metropolis. He discovered that online readership has a tremendous negative influence on hard copy sales, as respondents who patronise the online sites, hardly buy the hard copies. The question is, if media houses spend upward of two million to main ICTs facilities, what will be the profit margin at the end of the day?

Research Question 4: How Can the Challenges be Handled?

The open ended question in the questionnaire provided the answers. According to the respondents, security challenges can be handled through the adoption of soft wares that are in line with global practice, frequent change of passwords to prevent hackers from gaining access to newspaper domain, creation of customised web addresses. They suggest the need for government to fix the Power Holding Company of Nigeria (PHCN) to guarantee regular power supply, which can reduce the operating cost considerably. Others believe that media organisations should invest in the acquisition and training of ICTs equipment.

Summary/Conclusion

While ICTs may have influenced the practice of journalism substantially, they have in strong ways, raise several challenges to the management of newspapers in Nigeria, where the economic downturn, poor social infrastructures and the death of media technology experts are putting strain on managers.

Although, all hope is not lost as some have wriggle their ways out of the daunting challenges and remain afloat and profitable, while serving the public interest, to the best of their abilities. The frequency of change of some of the information technologies put constant pressure on management, added to the harsh economic conditions, which tend to vitiate the progress been made.

Recommendations

- a. A good number of the administrative challenges can be overcome if government provides the needed social infrastructures, which the media need to operate. In this sense, government should improve on the power supply situation so that ICT facilities can function under the right environment.
- b. Media managers should have well trained web editors who can manage citizens' reports that have the capacity of instituting litigations against the newspaper.
- c. Newspaper access codes should be well protected to prevent hackers from tampering with online stories.
- d. Newspapers that are yet to establish satellite production facilities outside their primary domain should do that urgently, to curtail the declining level of distribution and readership of such newspapers.

- e. Regular training should be organised for practitioners to keep them abreast of developments on the field.
- f. Newspapers should protect their online copies and ensure that readers pay for subscription to curtail the high level of declining revenue from hard copy sales.

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