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GRAPHICAL DESIGN TECHNIQUES AND HYBRIDISATION OF SOFTWARE IN NEWSPAPER PRODUCTION: A CASE OF THE DAILY NEWS

BY

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This dissertation is submitted in partial fulfilment of the Bachelor of Sciences Media and Society Studies Honours Degree

DECLARATION FORM

I, Alwyn Mabehla Chivanga, sincerely declare that this dissertation is my original work that has not been previously submitted to any other University. Proper citation and acknowledgements in line with copyright law and ethical requirements have been strictly adhered to, in writing this project.

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Alwyn Mabehla

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Signature ....Date...

DEDICATION

I dedicate this dissertation to my departed father Kenneth V. Chivanga for the inspiration that you always gave. Not forgetting my little nephews Namatai, Wesley and Ryan.

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This work is a testimony of the grace, goodness and faithfulness of the most high God, without whose wisdom, knowledge and guidance, it could not have seen the light of the day.

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ABSTRACT

Newspapers layout and design is meant to appeal to the preference of the reader. This in turn will also ensure the long term survival of the media entity in question through the realisation of significant daily sales. Even though daily sales do not determine the long term profitability of a media organisation, the sales go a long way in assisting some of the expenses such as printing. The newspaper industry in Zimbabwe is highly competitive because of various factors. Among them is competition in the market against the background of the issue of disposable income to purchase the newspaper on a daily basis. Competition in the *Daily News*paper market is characterised by three distinct players, Zimpapers, AMH and ANZ. The ultimate goal of these media institutions is to reach out to diverse readers with a well packaged newspaper. The alternative media has also emerged as one of the competitors to the hardcopy newspaper. Some readers for one reason or another prefer to read the newspaper online, a phenomena that has traceable consequences on the sales of the hardcopy newspaper. The growth in technology in various sectors of the society has essentially transformed practises in many media industries. This study sought to explain how technology has brought about variability in hybrid graphical design techniques at the *Daily News* in an attempt beat competition by offering a product that appeal to the taste of existing and potential readers. Observations, interviews, questionnaires, semiotics, critical discourse analysis, hermeneutics were used as methods of data gathering and analysis. The study found that the adoption of graphical techniques is centred in the use of a number of software in production process and meant to beat competition. It was identified that the use of contemporary technology is simple and flexible. However, it was also identified that the harnessing of modern technology also has some negativity that tail it and these issues have to do with neo-colonialism at every level of management structures. What can be taken from the study is that there is need to have more faith on local expertise in every level of management even though foreign expertise also brings intrinsic dimensions to every organisation.

ACRONYMS

AIPPA	Access to Information and Protection of Privacy Act
AMH	Alpha Media Holdings
ANZ	Associated Newspapers of Zimbabwe
GNU	Government of National Unity
ICT	Information and Communication Technologies
MIC	Media Information Commission
MSU	Midlands State University
UAE	United Arab Emirates
ZMC	Zimbabwe Media Commission

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Chapter One: Introduction

1.0 Introduction

The study is influenced by the emergence of hybrid graphical design techniques in the process of newspaper production. It also investigates the direct link between the adoption of graphical design and the hybridisation of design software. The different design techniques in essence have led to a different outlook of the newspaper. Adaptive changes to newspaper design; in relation to market performance and whether the changes in adoption of graphics deserve wider use will be the thrust of the study. Newspapers have adopted design change and some have made small changes frequently, but their efforts hardly have been noticeable by their readers from day to day. On the other hand, others have changes that readers have been aware of. This chapter gives the background of the research highlighting its key area concerns which include the research problem together with its objectives.

1.1 Background to study

This study focuses on the role of new graphical designs that have emerged as a trend and also as one of the dominant ways in the newspaper production process. Fourie (2005) notes that, the ultimate aim of newspaper editors is to sell their products to readers and advertisers. To do this they have to consider their market and present their product as attractively as possible. Giving the reader an attractively designed newspaper has led inspired the use of graphic design techniques. Fourie (2005) also notes that page layout of a newspaper is part of the over design of a newspaper. The concern for the outward appearance has also driven this orientation.

The *Daily News* as an organization has religiously adopted and conformed to the change that has been brought about by technology. The *Daily News* which was controversially banned in defiance of a court ruling in 2003 has since its relicensing in March 2011, purchased highly sophisticated equipment in their newsroom, a move that has effectively integrated the adoption of modern design techniques. Yzer and Southwell (2008) notes technological developments in the last decade have resulted in a staggering number of new devices that can mediate information in ways that would have been deemed science fiction not 20 years ago. Software that is being used in the production process of newspapers has gone through a constant change and

improvements. Technology has emerged as the rationale in the adoption of new design techniques. The circular process of newspaper production adopts and uses a number of software namely Adobe Photoshop, Corel Draw, Adobe InDesign CS5 among others like Photo mixer, Corel Paint and Image Editor. Adobe Photoshop is used in photocomposition. Harris and Spark (1993) cited in Fourie (2005) notes that a photograph needs to grasp the essence of the news. In their daily work, professional photographers bring to bear a wealth of photocomposition knowledge and techniques (Liu *et al*, 2010). According to www.ehow.com (accessed 07-11-2012) Adobe Photoshop has become the standard for graphic editing applications and is one of the best selling graphic editing software programmes to date. Since its release in 1991, Photoshop has enjoyed enormous popularity in both the professional and consumer markets; so much in fact, that the word photoshopping has become a verb. Corel Draw again is also used in photocomposition, adding dimensions that are not usually compatible with Adobe Photoshop.

The traditional newspaper has faced stiff competition as a result of the growth and impact of technology. Newspapers compete among themselves for potential readers. In Zimbabwe, the *Daily News*paper market has three independent players, *The Herald, NewsDay* and *Daily News.* The weekly market is more competitive with players like *The Sunday Mail, Zimbabwe Independent,* the *Daily News on Sunday* and *Financial Gazette* among others. Apart from direct competition in the industry itself, other forms of media have acted and rose to become a significant threat to the traditional newspaper. Patel (2010) posits that the traditional newspaper has been gradually disintegrating with the rise of the Internet since the millennium. The Internet has provided a platform that the industry can take full advantage of while at the same time introducing indirect competition. Reference to the competition is cited also as the rationale towards graphic design techniques. Any design should increase readability and attract readers into the news. The adoption of new graphical design techniques has transformed the delivery of news to the readers. Photographs are supposed to compliment headlines and story details. Thus essentially the emergence of new design techniques in newspaper production requires an enquiry.

1.2 Problem statement

To understand contemporary graphical design trends in newspaper production, there is need to analyse hybrid graphical techniques as used by the *Daily News*.

1.3 Research objectives

Harris (2003) stipulates that research objectives are the ones that set the focus and purpose of the research with the fundamental questions that will be addressed. The research seeks to:

- Help media houses to keep up with modern trends in newspaper production.
- Help academics understand trends in newspaper production.
- Encourage innovation in the print media industry.

1.4 Main research question

- What are the modern design techniques used by the *Daily News*?

1.4.1 Sub questions

- What is the role of contemporary software in newspaper production?
- What steps have been taken to ensure the effective integration of new trends in layout and design of newspapers?
- What are the technical difficulties associated with the software?

1.5 Research assumptions

According to Jenkins (1996) assumptions are statements by the researcher that certain elements of the research are understood to be true. The study assumes that:

- New trends in newspaper production have increased sales
- Ethical considerations are now being ignored in newspaper production
- Graphic imaging manipulates audiences
- Graphics artists have brought about new design techniques in newspaper production
- The adoption of different software have improved the quality and appearance of newspapers

1.6 Justification of study

Newspapers are undergoing the constant process of change to keep up with the demands and competition in the environment. Technology and competition has emerged as the major catalysts

of changes in newspaper design. Stewart *et al* (2001:6) notes that, "The technologies of production, distribution and exhibition are an integral part of the media themselves." The study analyses how technological development with regards to the software that is used in newspaper design and layout has contributed to the adoption of new design techniques. Competition has also emerged as an influence to new trends in design techniques so that the hard copy newspaper is packaged in an attractive way that will draw the readers' attention.

The study is thrust on the variability in newspaper design in relation to how it affects interpretation of news content. There is a greater concern for news appearance because some readers do not have the time to read through the whole newspaper. There is also the growing notion that a single picture saves a million words. One of the most basic presumptions in newspaper design is to place the reader at the forefront. In light of reader preference, it should also be brought into perspective that there is a growing influx of graphic artists from advertising agencies to the mainstream media who have brought about a different taste to the way design is done in newspaper production.

1.7 Delimitations of study

Harris (2003) defines delimitations as those characteristics selected by the researcher that define the boundaries of the study. The study focuses on newspaper production concentrating on the adoption of graphical design techniques at the *Daily News*. Hybrid graphical design is oriented by the continuous development of layout and design software. The major thrust of the study is the relationship between graphical design techniques and the growth of design software in newspaper production and how it has been incorporated and adopted by the *Daily News.*

1.8 Limitations of study

In as much as the research examines the relationship between graphical design techniques and hybridisation of software in newspaper production thoroughly, there are some difficulties in doing so. Firstly there is the issue of time as this research is broad, the prerogative is to do the research and present findings within a short period of time for academic purposes. Coupled by budget constraints for travelling purposes may limit the research to operate within strained means and this which may have an undesired bearing on the results of the research. The study it

will focus on one media house, the *Daily News*. It would have been ideal for the research to have an in-depth acquaintance of production process of other newspapers.

1.9 Structure of study

Chapter 1 is an introduction that presents the research objectives as well as a brief background to the key concerns of the research. Chapter 2, presents a theoretical review and a literature review; this chapter analyzes studies that have been carried out before, that were related to the study. It also highlights relevant theories that can be used for analysis. Chapter 3 articulates the methods and methodologies employed in this study. Chapter 4 gives an analysis of Associated Newspapers of Zimbabwe (ANZ) and its subsidiary the *Daily News*. Chapter 5 looks at the presentation of data and the analysis of the findings of this research project. Chapter 6 evaluates and concludes the study giving recommendations suggesting areas for further research.

1.10 Conclusion

This chapter gave an introduction of the research topic and all the other areas of interest to the study. It also highlighted the need to move from contemporary design and layout methods to the adoption of modern trends. A slight acquaintance of the adoption of new equipment by the *Daily News* has also been brought to light. The research investigates the role of graphical design techniques in newspaper production. The next chapter looks at the theoretical framework and a literature review done by other scholars that are in tandem with this study.

Chapter Two: Literature review and Theoretical framework

2.0 Introduction

The dissertation has thus far introduced the major concerns of the study giving the objectives and the research problem. This chapter reviews literature and also gives a theoretical framework that is pertinent to this study. Studies that analyzed design trends in newspaper production served as a guide to this research. The literature reviewed offered a broad dimension that informed critical areas concerns of this research. The arguments presented by the scholars reviewed and the theories addressed will be linked with concerns of this research.

2.1 Literature Review

Literature review in essence presents and weighs research ideas with what other writers have done and what already exists. Gunter (2000) notes that literature review is published information on a particular subject area within a certain time period. Branston and Stafford (1999) point out that an extensive literature review serves as the bedrock for identifying gaps in previous researches and in positioning the current study at par with similar previous works on a congruent subject. A number of woks have been written which placed particular attention and narratives on newspaper design, adoption of modern design trends and variability in newspaper roles.

2.1.1 Print media in Zimbabwe

Zimbabwe has got a rich history in terms of its media. According to http://www.pressreference.com/Uz-Z/Zimbabwe.html#ixzz2bcaf9Wp4 (accessed 06-11-2012) Zimbabwe has some of the oldest newspapers in Africa. Saunders (1999) *Dancing out of Tune* traces the development of the media both electronic and the print, in Zimbabwe from the colonial times in to the post independence era. Saunders (1999) argues that the newspaper did not hide its sympathies with the colonial government. This view is beaconed by Frederiske (1982) *None but Ourselves* in the chapter *Fighting Back* which articulates the function of the mass media in the colonial era and observed that the Rhodesian government realized that it was not making many inroads into communicating propaganda material to the local Africans. This was because of the barrier created by the English language and therefore to churn propaganda to the natives they had to turn to the press with vivid communication of propaganda material.

Frederiske (1982:121) asserts that:

> Given the lack of impact that such *African Times* propaganda had made on their market, the Psychological Operations Unit concluded that the problem lay not with the message, but with the medium. Since the 'tribesmen' were not taking the initiative to obtain these papers, the advertisers decided to take the papers to the 'tribesmen. The top graphic artists and copywriters of the Rhodesian advertising world went back to their drawing boards and typewriters to create a new product to stem the tide of the 'terrorist onslaught.'

The interesting dimension brought about by Frederiske (1982) was the realization of the relative importance of subjecting readers with material that appeal to their psychology thus the hiring of top graphic artists and copy writers for the *African Times*. The idea was centred in churning propagandist material to the natives. Thus design in essence was meant to appeal to the minds of the native blacks who have showed an alarming resistance to propaganda material offered to them by the colonial masters. Frederiske (1982:121) citing an excerpt from The African times of 1975, "But sometimes the printed word is not enough to make people believe. They need to be shown forcefully and at firsthand what terrorism is, before their minds accept the truth." Parallels can be drawn with this study, in the sense of hiring of graphic artists by the *Daily News.* Like the settler regime, there is the transition to the adoption newer trends to reach out to the readers.

Saunders (1999) asserts that independence sparked a veritable explosion in the private sector Press. New publications emerged to express long-neglected social and political issues. In essence, *The Herald* and the *Chronicle* remain the oldest newspapers in the country. As such it is arguable that the two newspapers would be expected to be ahead in terms technological advancements and market leadership. Saunders (1999) notes that at independence *The Herald* had a circulation of over 90 000 which by 1995 had grown to over 120 000 per issue. With such a market leadership the entry of new players in the market would mean the issues of stiff competition. Ronning (2005) goes on to argue that the Zimbabwean media scenario typifies the close relationship between politics and the media in Africa, where state media are stronger than private media.

Saunders (1999) again notes that in 1998 a new private newspaper group, Associated Newspapers of Zimbabwe (ANZ) was setup with local and foreign investment. The coming on board a new player presented new ideas as justified by the presence of foreign investment in the

Daily News. A year after its launch in 1999, the *Daily News*' circulation figures according to Saunders (1999) stood at 40 000 per issue. This development is relevant to this study in that it traces the emergence of the *Daily News* as a direct competitor to *The Herald*. Mukasa (2003) asserts that by 2002 the *Daily News* had the highest readership of 30.6 percent of the total reading population, followed by *The Herald* with 28.9 percent and the state-owned *Chronicle* with 13.7 percent. Pertinent to the study is the issue to do with competition that the *Daily News* offered and the expansion of the market which would go on to shrink soon after the closure of the *Daily News* in 2003 among many other private players in the *Daily News*paper market.

Technology has over the years continued to evolve, presenting both a platform for development of the newspaper industry and a threat in existence. Chari (2011) traces the impact of technology on the mainstream performance of the print media in Zimbabwe. Specific attention is granted to the Internet in reference to the newspaper in reference to the growth.

Chari (2011) notes that:

> The Internet has fundamentally transformed the media landscape in Zimbabwe. The technology has spawned new practices, whose impact on the printed newspaper is dialectical. On the one hand, newspapers are able to assert their presence globally through online editions, thus improving their readership. On the other, the technology portends the demise of the printed newspaper due to competition presented by online editions.

The aim of newspaper producers in this context is to push sales but Chari (2011) acknowledges that strides that the country has made in covering the digital divide with the west. However, Chari (2011) concedes that even though the traditional newspaper has faced stiff competition as a result of the growth and impact of the Internet, most Zimbabwean readers still prefer the printed newspaper. The debate on the possible effects of the Internet on the printed newspaper however, still rages on and is relevant to this study. Though this study is not centred mainly on the issue of the impact of the Internet on the printed newspaper, the issues of transformation of technology has given rise to new practices which have a telling effect on the circulation figures of the printed newspaper.

2.1.2 Newspaper design and production

As highlighted before, the thrust is on understanding the relevance of hybrid graphical design techniques in newspaper production. This thematic approach to focus on newspaper design and

production has precise and logical relevance to this research. A number of scholars have written extensively on newspaper design and production while giving a number of different perspectives on the subject. The research by, Vries (2008) describes the (re-) design of newspapers and magazines as a process of cultural change which goes beyond designing a publication's layout, typography and use of colour and includes designing the processes and structures of its production.

Vries (2008) states that:

> One obvious, yet difficult, solution for the publishers is to observe how society has changed from the heyday of newspapers, and to design a contemporary business-place and a new product that matches the lifestyle of readers more closely.

Vries (2008) analyses the issue of culture in the overall process of newspaper design. The study drew a survey approach, focusing on how some of Europe's and Asia's newspapers are promoting vivid visual communication through newspaper design. The research brings to light how visual communication in newspaper design is largely oriented by the constant development of technology. It goes on to highlight how some media houses are reluctant to promote new design methods.

Vries (2008) notes that:

> These are the issues: promoting visual communication in newspaper design from the profound heart of the organization, and changing the very meaning of newspapers as society and technology change. Unfortunately many newspapers are foolishly conservative when it comes to addressing these issues. It may be that by the time they are ready, their audiences will have moved on.

This research is relevant to this study as similar traits of the adoption and promotion of visual communication in newspaper design are distinguishing features. The promotion of visual communication in newspaper design according to Vries (2008) is because they have declining circulations, and their fundamental business model of advertising-funded journalism is under threat. The most plausible solution according to the research is what Vries (2008) notes as one obvious, yet difficult, solution for the publishers is to observe how society has changed from the heyday of newspapers, and to design a contemporary a new product that matches the lifestyle of readers more closely. At the *Daily News,* similar traits have been integrated and harnessed through the adoption of graphical design techniques which is basically oriented by the constant changes in software development.

Bekhit (2009) offers another dimension which is pertinent to this research. The study examined 180 issues of United Arab Emirates (UAE) newspapers by adopting a survey approach with 19 graphics journalists while interviewing their chief editors to explore the then current uses of infographics, factors affecting its use and graphic journalist's perceptions of infographics. Bekhit (2009) like Vries (2008) brings into perspective how technology has had a telling effect on the adoption of new design techniques in newspaper production. It goes on to highlight how infographics are periodically used in UAE newspapers and also how the graphic journalists view infographics as an essential part in delivering news content.

Bekhit (2009) notes that:

> The information revolution has paved the way for infographics to be one of the basic components of contemporary newspapers. The recent design revolution, which brought modular design, infographics and increased colour, has made today's newspapers more attractive, more navigable and easier to comprehend than ever before. By using infographics, newspapers could present their stories in a new way, and compete with other visual media. Nowadays, the use of infographics has become a regular and vital part of the way news is reported.

Bekhit (2009) concurs with Vries (2008) and offers more insight to this research in that, his study informs this particular research in the area of how infographics been used to give an interpretation to news content in a way that will attract the readers' attention. Like this research, the thrust is on paying particular attention to the way graphical design techniques have been adopted by the *Daily News*. The study by Bekhit (2009) focused on UAEs largest and most established newspapers that have the biggest circulation. It revealed how the use of infographics has generally increased in the UAE newspapers, due to the use of technology, competition between the newspapers and the impacts of globalization and the Internet. This research borrows heavily from the study by Bekhit (2009). However, it should be emphasized that in as much as shed light into this study, this research is only going to look at one media organization, the *Daily News*.

Sissors (1965) adds to what is noted by Vries (2008) and Bekhit (2009) by pointing out that there is a small, but growing movement by editors in the United States to modernize their newspapers' designs. The interesting point in the research is on how some of these new concepts can be adopted for wider use.

Sissors (1965) states that:

> A few newspapers have made some drastic changes in their basic design, changes which are so dramatic in concept that it would be well to study them to see whether they deserve wider use. These changes are really innovations in design.

The study however, unlike this one offers a wide range of design concepts of newspaper design which are not pertinent to this research. However, this research borrows the concept o the adoption of new newspaper design techniques. Sissors (1965) points out that out that those who have adopted the new changes have not abandoned entirely the basic concepts. Rather they have made additions while eliminating only a few of the older concepts. In relation to this study, the thrust is on understanding the new concepts of design that have been adopted by the *Daily News* like the ones that are being used in developed countries with those that have traditionally been in existence. The gap that was left by Sissors (1965) was that of the impact of technology that are raise by Bekhit (2009) and Vries (2008) in relation to the embracing of new newspapers design concepts. This study will go beyond focusing on how new design concepts improve news content readability to look at how technology has been eulogized in the adoption of graphical design techniques at the *Daily News.*

The processes of newspaper design offer a wide range of activities by different personnel. Lowrey (2003) unlike the aforementioned scholars raises interesting points with regards to the adoption of modern newspaper by noting that it is a far complex issue which is largely influenced by specialization of roles in the newsroom and also the orientation of technology. The concerns raised offer broad insights to this study as it premised on the embracing of new design techniques in newspaper production.

Lowrey (2003) notes that:

> Design variability has been linked to changes in newsroom and printing technology and to changes in the organization of newspaper production. Complex technological procedures demand greater role specialization. Once specialized roles form, expert subgroups develop. For example, the adoption of computerized pagination and computer networks in newsrooms during the 1990s led to an increase in the technological and graphical complexity of design work, which in turn contributed to designer specialization.

Findings from the Lowrey (2003) concurs with concerns of this research. The issue of competition was also noted as one of the major influences behind the adoption of innovative

design techniques. Management of newspapers is focused on pushing and improving circulation all the time. Consequently, it is the role of each newsroom subgroup to do their roles effectively. Lowrey (2003) posits that management has a say in deciding the prominence of designs because they are aware of the financial repercussions of a highly competitive market. With regards to role of subgroups in newsrooms, photography plays an important role in newspaper production. Graphical design techniques are centred on the manipulation of existing photographs to interpret an image in a different way. According to Sontag (2007) photograph is not just the result of an encounter between an event and a photographer; picture-taking is an event in itself, and one with ever more peremptory rights-to interfere with, to invade, or to ignore whatever is going on.

In light of the arguments presented above, Stone *et al* (1978) highlights some of the crucial elements to newspaper design. Important observations like how the adoption of modern design techniques is associated with large circulations on the paper having a larger percentage of street sales are eulogized in the study. Stone *et al* (1978) observeved that the adoption of modern newspaper design is not innocent in appearance but is centred on pushing sales are in harmony with the issues raised by Lowrey (2003) that management is aware of financial consequences of media entities if they fail to compete in the market.

Stone *et al* (1978) highlight that:

> Significant relationships were found between modern newspaper design and (i) a higher percent of street sales; and (ii) a greater city zone circulation. The first of these lends credence to the speculation that modern newspaper design is a method being used to attract readers rather than making newspaper more palatable to those who already do read the paper.

This important observation is in relation with the concerns of this research. The thrust of this study is also on understanding the relations between the taking up of new design techniques at the *Daily News* and market performance. Particular attention of this research will be on the use of contemporary technology in newspaper production.

2.1. 3 New Communication Technologies and ICT guide in Zimbabwe

Since the turn of the millennium there has been a technological revolution which has obviously impacted the economic, social and political contexts of almost every society. Communication technologies have had a telling effect on consumption patterns of the newspaper. Yzer and

Southwell (2008) note that a large part of the global population now have access to a vast and diverse array of information, which allows the theoretical possibility of an integration of different perspectives in opinion formation.

Yzer and Southwell (2008) state that:

> The recent emergence of new media, or better, new communication technologies, has afforded substantial commentary regarding societal effects, the latest chapter in a decades-old trend that rises and falls with each new communication technology. Technological developments in the last decade have resulted in a staggering number of new devices that can mediate information in ways that would have been deemed science fiction not 20 years ago.

They go on to posit that, new technologies do have a bearing on the circumstantial parameters under which human interaction occurs and do afford previously rare opportunities but also that these technologies do not fundamentally alter human needs and desires. Samu (2012:17) is in accord with this argument and posits that, "Developments of information communication technologies have ushered in a new dimension of democracy known as electronic democracy."

Chen *et al* (2006:3) goes on to say:

> The past 20 years have seen the acceleration and intensification of the use of computers and other digital communication technologies, with significant impacts on the economic and social life of Australians, as well as having considerable implications for political participation and democracy.

This therefore shows the power of technological developments can never be underestimated with regards to consumption patterns of media content. There are certain advantages that new communication technologies enjoy over existing media. This study sought to find out if the adoption of new graphical design techniques has been ushered in as a result of the growth of new communication technology.

Zimbabwe has made commendable strides in adopting and harnessing new communication technologies. Ndlovu (2009) however, acknowledges the digital gap that exists between Zimbabwe and the west. Ndlovu brings into light the slow pace in adopting wider range of technologies in the area of Internet, computer accessibility, electricity issues and the effects of brain on the information, technology and communication (ICT) sector. The major issues Ndlovu (2009) articulated issues that had to do with legislation and capital requirements of the ICT sector. However, Ndlovu (2009) does not articulate the trajectory of events from 2009 up to date. Makani (2010) goes on to note that there is the development of broadband optic fibre links to all

major cities and towns by December 2014. According to www.techzim.co.zw (accessed 09-03-2013) the government of Zimbabwe has progressively shown an awareness and deep appreciation of ICTs since the inception of Central Computing Services in 1972, which then fell under the ministry of Finance and had a mandate to provide a central computer facility to all government ministries and departments. This relatively conforms to the auspices of this study. The recent developments with regards to new communication technologies have a bearing towards the major concerns of this study in as far as the adoption of modern design techniques is concerned.

2.1.4 Newspapers and reader preferences

In purchasing newspapers, readers seek to have full value of their money by getting a quality product. Siskind (1979) evaluated the effect of newspaper design on readers. Siskind (1979) posits that newspaper design has the potential of capturing the readers' attention.

Siskind (1979) state that:

> Design components - contemporaneity and quality would contribute to the informativeness and entertainingness of newspapers, thereby influencing reader preferences and presumably satisfying not only the readers' objectives but also those of the newspaper ownership and staff.

The objective of newspaper editors is to sell their ideas to the public through a well packaged newspaper. The study brings into light the how newspaper editors place relative importance on newspaper design that as got that ability to capture the readers' attention. The study concurs with this research analyses the shift from traditional design methods to the adoption of contemporary graphical techniques at the *Daily News*. Siskind (1979) observed that in order to appeal to reader preferences, newspaper owners and staff members should be concerned with quality of design as well as contemporaneity. The research brings into light how prospective readers perceive well designed newspapers as entertaining and informative.

Newspaper layout and design is always done with the intention of getting the readers' attention in the market place. It is then up to the reader to decide which publication to purchase. Barnhurst and Nerone (1991) agree with Siskind (1979) by noting that a revolution in newspaper design had not only been influenced by the growth and impact of technological advancements but also

as result of improving readability and appearance so that the final product appeals to the prospective reader.

Barnhurst and Nerone (1991) argue that:

> The cause of the layout revolution was mainly the introduction of new technology, although competition from other media is also cited. But these explanations are unconvincing. Concern for appearance has certainly been a factor. Newspapers are applauded for modernizing or branded "stubborn" for "resisting" change.

This concurs with concerns of this research. Even though Barnhurst and Nerone (1991) focused on US newspapers that in essence are obviously ahead in terms of accessing newly developed software, and are the one that set pace for those in developing countries to follow. The issues of evolution of technology and the impact it has on design trends have traceable influence on appearance of newspapers and are obviously made with reader preference in mind, are raised in their study are also the ones that being focused on in this study. Just that this study is centred on the adoption of new graphic techniques rather than focusing only on the front page of a newspaper. It should, however, be noted that prospective readers are usually attracted first by the headline banner and the front page before eventually deciding to purchase a newspaper. Barnhurst and Nerone (1991) similar to Vries (2008) and Bekhit (2009) in their findings acknowledge the role of technology and competition in design revolution but give greater credence to the participation of editors in the production who is obviously concerned with the economics of the organization.

Readers have got their own perceptions that have an influence towards their reactions in whether they decide to purchase a newspaper or not. Ozerkan *et al* (2008) bring to light different reactions that there are a wide range of stimulants that have a telling effect on the way individuals react towards headlines, banners and photographs. They note that, due to the fact that colour usage has become more professional and psychological aspect considerations of colours have increased made the design concepts became more aware of the reader perception. The study was thrust in understanding the behaviour and reactions of readers that page designers in newspaper production have to be aware of so that they can use it to their advantage. Ozerkan *et al* (2008) noted that eye tracking studies demonstrated that readers have certain tendencies while reading the pages. One of them is they start the page from the dominant photograph. So in

essence, it is the headline then the dominant photograph on the page that captures readers' attention. In a way, Ozerkan *et al* (2008) concurs with Barnhurst and Nerone (1991) who placed particular attention to the design trends in US front page newspaper. Screaming headlines and graphically designed photographs are usually on the front page of the newspapers. Ozerkan *et al* (2008) go on to note that:

> Most of the big newspapers in Turkey employ graphical designers for page design. But the designers need to refrain from complex designs that use jumble of colours as these make reading more difficult and effect perception because this would lead to problems in readability and perception. Moreover, complex designs tend to distance the reader from the page rather than catch his attention. The best design is the plainest one.

This observation is an important to the adoption of new graphical design techniques especially with regards to the hiring of technically capable staff who know how to deliver the right product to their readers. As with this study, credence is placed on the adoption of graphical design techniques which are seemingly are dominant trend in developed countries.

2.1.5 Newspapers in the digital age

Competition has been cited as the one of the major influence in revolutionizing newspaper design through vivid visual communication. Patel (2010 sought to inform American publishers find a way for success in light of declining advertising revenue, changes in consumer behaviour, stiff competition from other mediums such as radio and television and the effects of recession. In light of such key factors that are major determinants media houses of even those in developing countries like Zimbabwe, the research raised relatable concerns to this research. For years the traditional newspaper has faced stiff competition from various mediums as a result of the impact of technology. Besides the economic factors the question of survival strategies is equally important.

Patel (2010) observed that:

> The newspaper industry needs a complete transformation. Given their current situation, this changes needs to be cost efficient and in keeping with consumer preferences. This is essential to ensure that newspapers can continue to compete in the news industry and gradually increase their percentage of market share. Therefore, I propose a paperless model as a survival strategy for newspapers. This means publishers will have to discontinue print circulation entirely and provide their news content only via digital platforms.

The conclusions drawn by Patel (2010) however, are difficult in application to media houses in developing countries. To do away in totality with a paperless newspaper industry is even difficult

in the developed countries. What can be borrowed from the concerns of the study is premised around the issue of developing viable business models that will ensure the long term survival of the newspaper.

In relation to the issue of initializing viable business models that ensure the survival of newspaper, Li (1998) seems to be in accord with Patel (2010) in digitalizing information. Li (1998) however, offers a more amicable resolution of harnessing technology, by introducing web-based newspaper while not abandoning the traditional newspaper. The study brings into light how breaking news can be published way before the publication of the original newspaper and also how many newspapers are moving towards creating online versions. While acknowledging that many newspapers have moved over to online versions, the emphasis is on producing news efficiently with a greater sense of immediacy.

 Li (1998) states that:

> The World Wide Web has an advantage over print newspapers because it is excellent for displaying colourful graphics? During the last decade, the most striking change of American newspaper design has been the increased use of graphics due to technological advances. With advanced computer technology, retrieving graphics from databases and updating them as required in an Internet newspaper can be completed in minutes. The trend of increasing newspaper use of graphics can continue in the Internet environment.

The study confirms that there has been a shift towards the adoption of graphical design techniques in some of American newspapers. The prominence is on how highlighting how graphical design techniques should not only be confined to the hard copy newspaper, as the can also be useful to the online version. The primary concern of this study however, is on the effect of on technology on existing media.

Wasserman (2008) brings into perspective how tabloids are proving to be a constant and real threat to traditional broadsheet newspaper. The study uses the case of the one of South Africa's newspaper *Daily Sun,* which according to Wasserman (2008) has a daily circulation of over 200 000, has thrived by taking this tabloid approach. Tabloidization is often associated with sensationalism that has the capability of pulling and attracting readers. The thrust of the study is not centred on the adoption of new design techniques like this one but the concern is on how, the tabloid approach can offer a "future" to existing newspapers.

Wasserman (2008) states that:

> Perhaps the most important point that the South African tabloids illustrate is that, whether a newspaper has all the technological bells and whistles, or whether it is printed on paper and passed on from hand-to-hand at taxi ranks and on the factory floor, interactivity takes many forms. What form it takes will depend on material conditions, historical context and social formations. And these conditions will keep changing constantly, now and in the future.

The striking feature of the study with this one is centred on the foundation that the South African social context is in some way similar to that of Zimbabwe. A newspaper should be understood in its historical and social context, is the argument that is presented by Wasserman (2008). Therefore interactivity in the instance of South Africa's *Daily Sun,* is not only centred on design and layout but in its ability to appeal to the country's working class. Similar approaches are useful to this study as is with the case with the *Daily News.* This is because it is not everyday that the approach of using graphical design techniques are used. Rowe (2011:463) adds that, "Tabloidization, then, is a complex conceptual process in that it encompasses a range of technical, economic, social, cultural, political, ideological, and ethical concerns." It is therefore relatively important to understand the *Daily News,* in its economic, social, cultural, political and ideological context with particular attention being placed on its newspaper content.

2.2 Theoretical framework

There are a number of theories in the field of social sciences that explain the behaviour of the mass media. Mosco (1996) notes that a theory is more than an arrangement of categories that summarize empirical material. A theory helps to constitute descriptive and interpretive material by pointing to connection elements of the material and between these processes and practices that provide the context for empirical description and interpretation. A collage of theories will be explored so that they can balance assumptions of the study with reality.

2.2.1 Technological determinism

This is the central theory in this study its key tenets are centred on how technology is instrumental in social change and how media technology shapes individuals in a society think, feel, act and how society operates as we move from one technological age to another. The theory was propounded by Marshall McLuhan (1962) and designed for the pragmatic purpose of trying to understand the technological environment and its psychic and social consequences. The basic precepts of the theory are that all technology is communication, an extension of us that allows us

to reach further through time and space. Gougen (2009) notes that a myth that is closely related to technological determinism is that technological progress are inevitable, and inevitably lead to social progress. MacKenzie and Wajcman (1999) go on to argue that technology matters, it matters not just to the material condition of our lives and to our biological and physical environment - that much is obvious - but to the way we live together socially. And to say that technology's social effects are complex and contingent is not to say that it has no social effects. Technological advancements are mainly noted in the area of hybrid model with regards to the use of a number of software. The newspaper production process at the *Daily News* uses a hybrid model of Adobe Photoshop, Adobe InDesign and Corel Draw. According to www.ehow.com (accessed 07-03-2013) Adobe Photoshop has become the standard for graphic editing applications and is one of the best selling graphic editing software programs to date. Since its release in 1991, Photoshop has enjoyed enormous popularity in both the professional and consumer markets; so much in fact, that the word "photoshopping" has become a verb.

However, technological determinism has been unpopular because it has been accused of being to simplistic. MacKenzie and Wajcman (1999) posit that technological determinism contain a partial truth. The notion is that individuals and societies are socially shaped by technology is totally dismissed as all that matters is the way they choose to use them. Smith and Marx (1994) cited by MacKenzie and Wajcman (1999) argue that, critics of hard determinism question the plausibility of imputing agency to technology; they dispel the idea of technological determinism because they argue technology alone cannot be the determining factor in a peoples way of life. They say technology is not an organized institution. They note that a "hard", simple cause-and-effect technological determinism is not a good candidate as a theory of social change. The validity of the arguments can never be underestimated, constant to be made to what has according to Smith and Marx "soft" determinism.

This theory helps describe how technology has revolutionized newspaper production process through the adoption of new design techniques. It is through the constant evolution of technology coupled with the skill that has given rise to new graphical design techniques. Since its launch in 1991, Adobe Photoshop, has gone under constant advancement to improve its capabilities. Adobe Photoshop is often used in tandem with Adobe InDesign.

2.2.2New Product Development theory

The theory is based marketing management but is equally useful in media entities. Mierzejewska and Hollifield (2006) posit that this approach sees new products, technologies, and innovations as a strategic weapon. The importance attached to new-product development reflects the fact that an organization's ability to innovate successfully has been linked to financial performance. According to Mierzejewska and Hollifield, (2006) within media management and mass communication literature, there has been relatively little examination of new-product development processes. Narayana (2011) there are factors which contribute to the success in marketing products that, understands the customer needs, being the entrant into the market and also strong management support. In essence, a newspaper is marketed in the way it is packaged through vivid layout and design. The importance attached to new product development reflects the fact that an organization's ability to innovate successfully has been linked to financial performance. Among the issues of new product development that have been examined in the organizational literature have been product design processes, technology and market forecasting, organizational commitment and goal-setting the effectiveness of the organizational structures and teams used in new product development leadership effects, and the effects of organizational, professional, and national cultures on innovation processes (Albaran *et al* 2006). Such relevant basic knowledge could be borrowed in the context of the *Daily News* in the way in which modern design techniques have been developed for the market.

2.2.3 Social construction of technology

The approach traces its origins to Trevor Pinch and Wiebe Bijker's (1987). In fundamental nature the theory according to Klein and Kleinman (2002) advocates that social groups interpret artefacts differently and seek to shape them according to their different systems of meaning. In this regard technology influences the development of work of art in societies. Meaning then that is attached to the manufactured articles is developed out of the existing cultural systems. As originally presented by Pinch and Bijker, the conceptual framework consists of four related components. The first is interpretive flexibility. It suggests that technology design is an open process that can produce different outcomes depending on the social circumstances of development. This then becomes useful to this study, in the sense that hybrid graphical techniques are developed in relation to the story that is to make the lead on the specific page.

The concept of the relevant social group is a second component of the approach. Relevant social groups are the embodiment of particular interpretations: "all members of a certain social group share the same set of meanings, attached to a specific artefact" (Pinch and Bijker 1987:30). For example, groups may have different definitions of a working technology, so development continues until all groups come to an agreement that their common piece works. The third tenet of the theory is closure and stabilization. Klein and Kleinman (2002) observe that a multi group design process can experience controversies when different interpretations lead to conflicting images of a manufactured article. Design continues until such conflicts are resolved and the artefact no longer poses a problem to any relevant social group. This basically describes the production process of the relations between software development and adopted design techniques. Then lastly there is the wider context. This is the wider socio-cultural and political environment in which artefact development takes place. The theory becomes relevant to this study in that it illuminates the way technology is being harnessed so that it fits into the society's fabric.

However, Klein and Kleinman (2002) go on to observe that the theory has made limited contributions to illuminating how social structures can influence the development of technology. A central target of criticism is view of society as composed of groups. As Winner (1993) suggests, this is an essentially pluralist view of society. Some groups may not be groups at all but may be a diverse collection of subgroups. The criticism levelled against the theory however, should be put into context in relation to the way societies are structured.

2.2.4 Development Theories

In its simplistic form development means an act of improving by enlarging or even refining. The development theories which reference will be made to are modernization and world systems theory. Gow (2005) notes that development theories analyze socio-economic problems of underdevelopment while offering solutions to development. The modernization theory, according to Gow (2005) gives a description and explanation of the processes of transformation from traditional or underdeveloped societies to modern societies. Historically, modernization is the process of change towards those types of social, economic, and political systems that have developed in Western Europe and North America from the seventeenth century to the nineteenth

and have then spread to other European countries and in the nineteenth and twentieth centuries to the South American, Asian, and African continents (Eisenstadt 1966). There are many versions of modernization theory, explicit tenets are that societies develop through a series of evolutionary stages; contemporary developing societies are at a pre-modern stage of evolution and they eventually will achieve economic growth and will take on the social, political, and economic features of western European and North American societies which have progressed to the highest stage of social evolutionary development; this modernization will result as complex Western technology is imported and traditional structural and cultural features incompatible with such development are overcome. At its core modernization theory suggests that advanced industrial technology produces economic growth.

However, modernization theory has been criticized as being redundant. The theorists are accused of ignoring crucial variables that include culture and nature of people whose lives may already been civilized but not necessarily in the Western sense. Fall (2006) posits that economic development does not necessarily lead to larger middle class or less relative and also certain forms of economic development might not lead to more modern upper class. In light of this theory, it can therefore be argued that the adoption new graphical design techniques can be viewed as a transition to modernity. Graphic design techniques have been dominant in western newspapers, thus the *Daily News* is conforming to the auspices of the modernization theory.

Immanuel Wallerstein's (1987) World Systems theory offers another intrinsic dimension to this study. At the heart of the theory is the notion that ever since the capitalist world system evolved, there is stark distinction between nations of the centre and the nations of the periphery. Wallerstein (1987) writes that:

> World-systems analysis offers the heuristic value of the media between trans-historical generalizations and particularistic narrations. It argues that the optimal method is to pursue analysis within systemic frameworks, long enough in time and large enough in space to contain governing 'logics' which 'determine' the largest part of sequential reality, while simultaneously recognizing and taking into account that these systemic frameworks have beginnings and ends and are therefore not to be conceived of as 'eternal' phenomena.

This theory gives credit to the way developed countries dominate and sets the pace for those in the developing world. The world systems theory is therefore to this study as it helps assess the adoption of seemingly western ways of newspaper production.

2.3 Conclusion

This chapter gave a literature review and theoretical framework that is relevant to this study. Relevant arguments by done in other studies by other scholars that are in relation to newspaper design and reader preferences have been articulated. The literature presented opened gaps that this research will dwell on. The theories that have been presented motivate, guide and inform crucial elements of this research. Some of the notions presented will be analyzed in relation with the findings of the study. The next chapter focuses on the research methods and methodologies to be used in this research.

Chapter Three: Research methods and methodology

3.0 Introduction

This chapter outlines the research methodologies which were used in the study. To this far, the objectives of this study as well the literature and the theoretical pertinent to this study have been reviewed. This chapter highlights the strategies used by the research in the quest to find out how the adoption of new graphical design techniques has improved newspaper production at the *Daily News*. Focus of this chapter is on the research design, population, sampling techniques, data collection procedures and data analysis methods as well as data presentation methods used.

3.1 Research methods and methodology

In this study, the focus is on finding out modern design techniques used by the *Daily News*. Manoharan (2010:2) notes that, "Research is an organized and systematic way of finding answers to questions." Harris (2003) holds that a research methodology is the analysis of the principles of methods, rules and postulates used by a discipline. Harris (2003) describes them as guidelines for solving a problem using specified methods, tools and techniques. Frey *et al* (1991) go on posit that research methods are the particular strategies researchers use to collect the evidence necessary for building and testing theories.

3.2 Research design

Mouton (2006) notes that a research design is a plan or blueprint regarding how one intends conducting the research focusing on the end product as opposed to the research methodology which focuses on the research process and the kind of tools and procedures to be used. Gray (2009:131) defines a research design as "the overarching plan for the collection, measurement and analysis of data." This research is going to make use of both qualitative and quantitative methods in gathering, analyzing and presentation of data. Mackey and Gass (2009) acknowledge that triangulation entails the use of multiple independent methods of obtaining data in a single investigation in order to arrive at the same research findings. Qualitative and quantitative methods were utilized. Johnson (1992) notes that, the value of triangulation is that it reduce observer or interviewer bias and enhance the validity and reliability of the information**.**

3.3 Qualitative research methods

Denzin and Lincoln (2000) claim that qualitative research involves an interpretive and naturalistic approach, this means that qualitative researchers study things in their natural settings, attempting to make sense of, or to interpret, phenomena in terms of the meanings people bring to them. Krippendorff (2004) posits that qualitative research has its roots in social science ad is more concerned with understanding why people behave as they do, their knowledge, attitudes, beliefs and fears. Corbin and Strauss (2008:12) observe that, "qualitative research allows the researcher to get at the inner experience of the participants, to determine how meanings are formed through, and in culture and discover rather than test variables". This study used qualitative research methods in the collection of data through tools face-to-face interviews, participant observations and questionnaires. Face to face interviews were conducted with the Group Editor, Chief Graphic Artist and the Chief Sub-Editor to get in-depth information on the adoption of new graphical design techniques and the hybridisation of software at the *Daily News*. The data gathered from the methods was analysed using methods like semiotics, critical discourse analysis and hermeneutics of interpretation. The same data was presented using descriptive, narrative and interpretive methods. Qualitative techniques were used to give a critical view of how different software is being manipulated in newspaper production.

3.4 Quantitative research methods

Quantitative methods entail counting and measuring of events and performing statistical analysis of a body of numerical data. McLeod (1994) notes that quantitative research is a method of gathering primary data from a representative sample of the target population using a highly structured format. Quantitative research methods also provide precise, quantitative, numerical data. Dornyei (2007) notes that this scientific method offers tools to explore questions in an objective manner, trying to minimize the influence of the researcher. This means that research results of quantitative research methods are relatively independent of the researcher and there is no researcher bias. Questionnaires were used to get views and feedback from readers with regards to their preferences towards graphically designed newspapers of the *Daily News*. This data was presented quantitatively using graphs and pie charts.

3.5 Unit of analysis

A unit of analysis is basically that critical aspect that is being studied. Bless and Smith (1965) note that unit of analysis is a person or subject from whom the social researcher collects data. Trochim (2006) states that the most important ideas in a research project is the unit of analysis as which is the major entity that you are analyzing in your study. In this study the unit of analysis will be graphic designing and the use a number of software in newspaper production. The centre of analysis will be how the move from contemporary software has revolutionised the newspaper.

3.6 Population

Trochim (2006) describes population as the universe of units from which the sample is to be selected. Russel and Roberts (2001) define a target population as, a group to which the results of a study are intended to relate and from which the individuals selected to participate in a study are drawn. Saunders *et al* (2009: 212) note, "The full set of cases from which a sample is taken is called a population." The sample reflects the characteristics of the population from which it is drawn. Figure 3.6.1 shows the population in relation to software use at the *Daily News*.

	Graphic Artists	Sub Editors	Proof Readers	Interns
Adobe Indesign	4	11	3	5
Adobe Photoshop	4	11	0	5
Corel Draw	4	0	0	0

Fig. 3.6.1

3.7 Sampling

Searle (1995) defines sampling as the selection of units of analysis such as people or institutions for the study. Adams (1989: 46) notes that sampling is done to create a "miniature replica of the population, reflecting the range of its characteristics" so as to generate representative results with great accuracy, focus and at reduced costs. The idea is about selecting a sample from a bigger group (sampling population) to become the basis for estimating or predicting a fact, situation or outcome regarding the bigger group. Sampling is a statistical practice concerned with the selection of individual observations intended to yield some knowledge about population of

concern especially for the purpose of statistical inference. Sampling is therefore the process of selecting units from a population of interest so that by studying the sample one can fairly generalize the results back to the population from which they were chosen.

3.7.1 Sampling Frame

The listing of the accessible population from which you will draw sample is called the sampling frame. In this study case the sub-editors, graphic artists, production editors and selected readers of the *Daily News* constitutes the sampling frame. Brown (1990) argues that sometimes no suitable frame is available, the population required may be part of a larger population and cannot be identified within it, and one method that can be used would be to make the first question determine if the respondent is within the special population required. Figure 3.7.1 represents the sample from which respondents were drawn from.

Graphic Artists	3
Sub Editors	10
Senior Editors	2
Readers	30
Interns	5
Total	50

Figure 3.7.1

3.7.2 Sampling Techniques

There are a number of sampling methods that can be utilized to create a representative population and results and these include convenience, purposive, random and quota sampling. Best and Khan (1993) argue that sampling is not a haphazard process but rather a deliberate way and means of selecting subjects of research. Adams (1989) notes that sampling is done to create a miniature replica of the population, reflecting the range of its characteristics so as to generate representatives results with great accuracy, focus and at reduced costs.

3.7.3 Convenience Sampling

As the name implies, it is convenient to the research. It is also called accidental or opportunistic sampling. Higginbottom (2004) defines a convenience sample as consisting of participants who

are readily available and easy to contact. This is the last rigorous technique, involving the selection of the most accessible subjects. It is least costly to the researcher, in terms of time, effort and money. However, Koerber and McMichael (2008) note that the major pitfall in using this technique is that the subject matter or population being studied is likely to be quite familiar, the researcher might be tempted to generalize beyond this narrow population, a researcher using a convenience sample, then, should be especially careful not to over-generalize. In light of this, convenient sampling was particularly useful to the research in that it conveniently drew respondents from the editorial and production staffs at the *Daily News* who were conveniently accessible.

3.7.4 Purposive Sampling

This method involves the research selecting participants who possess certain traits or qualities. According to Smith *et al* (1999) purposive sampling is that sampling method which is based on the judgment of a researcher regarding the characteristics of a representative sample. A sample is chosen on the basis of what the researcher thinks to be an average unit. The strategy is to select elements that are judged to be typical of the production under investigation and this saves resources as one does not run the risk of interacting with unnecessary people thus wasting time. Koerber and McMichael (2008) posit that the disadvantage of purposeful sampling appears when the researcher comes up with a sample that is not diverse enough to represent the variation known to exist in the population or phenomenon being studied. The research purposefully recruited production staff with different job description and levels of experience with regards to the use of the software.

3.7.5 Stratified sampling

Denscombe (1998:12) defines stratified random sampling as the "process in which every member of the population has an equal chance of being selected in relation to their proportion within the total population." Haralambos and Holborn (1995), say this method involves the division of the sampling frame into groups in order to ensure that the sample is representative. However, it is sometimes impractical to include all members of each stratum hence the method can be combined with others to improve on it while maintaining the sample's reliability. This method will accommodate the variations between the respondents to allow for more

representative results. Stratified random sampling allows the researcher to come up with more representative results. In this research, stratified sampling was adopted with regards to readers' preferences. There was a risk that some of the respondents selected might not be willing to participate in the survey which is why a rather friendly approach was central.

3.8 Data gathering methods

The aspect of data gathering was central to this research as inaccurate data collection can negatively impact the results of the whole work. Duffy (1986) contends that data collection involves applying the measuring instruments to the sample or cases selected for the investigation. This research made make use of face to face interviews, participant observation and questionnaires.

3.8.1 Observation

Observations were the major data collection method adopted for this research. According to Corbin and Staruss (2008:29) are of the view that, "The reason why observation is so important is that it is unusual for persons to say they are doing one thing but in reality they are doing something else. The only way to know is through observation." Participant observation is a method which is located among several observation methods and whose objective is to help researchers learn perspectives held by study populations. Schutt (2009) notes that, it is a qualitative method for gathering data that involves developing a sustained relationship with people while they go about their normal activities. The research had a 13-month acquaintance of newspaper production process at the *Daily News* acquired prior to the conducting this study. This experience alone enabled the research to examine the responses given by the respondents with regards to the whole process of software use and newspaper production.

Gold (1988) cited by Flick (2008:216) "observes four types of participant roles that is the complete participant, the participant as observer, the observer as participant and the complete observer." Gunter (2000:49) notes that, "In a structured observational study, the observers classify and quantify behaviours according to a predefined scheme. Effectively, they conduct a content analysis of the activities occurring in front of them." In this regard, data was gathered by both observing and participating in the newspaper process with the chief graphic artist and sub editors. Flick (2008:215) is of the view that, "Observations enables the researcher to get at the

inner experience of participants, to determine how meanings are formed through and in culture and to discover rather than test variables." The relevance of observation in relation to getting an understanding how the production desk relate to their experience in the everyday process of newspaper production justified the use of the method in the study.

3.8.2 Face to face interview

Cannel and Khan (1957) assert that an interview is a conversation initiated by an interviewer for the specific purpose of obtaining research relevant information. Denzin (1970) defines interviews as any face to face conversation whereby one person brings about information from another Gunter (2000) notes that in the interviewing situation, the social reality to be recorded is gathered by a verbal question-answer procedure. In this study, face to face interviews were conducted with the Group Editor, Chief Graphic Artist, and the Chief Sub Editor of the *Daily News*. The interviews sought to find out if the idea behind having graphic artists in a newspaper setup. The interviews also explored on the adoption of modern design techniques and the use of graphics as well as the use new software in newspaper production. The table below (fig 3.8.2) shows the response rate from the *Daily News* staff interviewed.

Job Title	Successful	Failed
Group Editor	✓	
Executive Assistant Editor		✓
Chief Sub-Editor	✓	
Deputy Chief Sub-Editor		✓
Graphic Artists	✓	
Senior Sub- Editors	✓	
Interns	✓	

Fig 3.8.2

The table above shows that the face-to-face interviews were a relative success as most of the people who were needed where interviewed with regards to their take on the adoption of hybrid graphical design techniques. Czarniawska (2004:169) argues that, "the method is more suitable if

the researcher intends to gather data that is based on emotions, experiences and feelings and on privileged information". The face to face interviews were useful in this study as they allowed the researcher to monitor the respondent's verbal and non-verbal cues so as to figure out if they are telling the truth or not. It also allowed the interviewee to clarify on areas that appear ambiguous to the research.

3.8.3 Questionnaires

A questionnaire is a list of questions designed particularly for the purpose of collecting data. Questionnaires were distributed to readers to gather information about on views, preferences and perceptions towards graphically designed images. They were also given to the production staff at the *Daily News*, and various questions were asked to capture information about the advantages and disadvantages of contemporary and modern software, their experience with regards to the use of the software, and their overall training as well. This technique was ideal for the research because it was cheap and less time consuming conducting of face to face interviews with every respondent would have time consuming and laborious. Leedy and Ormrod (2001) cited in Kotler and Lee (2008) argues that people are more truthful while responding to questionnaires.

3.9 Data Analysis methods

Data analysis methods try to interpret the meaning of the data gathered. This research made use of a number of methods to try and attach meaning of the data hat was gathered. The methods used in this research namely are semiotics, content analysis, critical discourse analysis and hermeneutics of interpretation.

3.9.1 Semiotics

Media content is composed of sets of signs that have meaning attached to them. Ferdinand de Saussure's study of signs, cited in Curran (2000), emphasizes the importance of studying whole systems of signs, rather than simply doing individual analysis. He argued signs draw meaning and significance from the way they interact with other signs in a system. In particular he observed "concepts are defined not 'positively' in terms of their content, but negatively by contrast with other items in the system." Semiotic analysis can be useful in analyzing meaning of texts and issues to do with placement of stories and pictures within a newspaper. McQuail (2009) notes that semiotics can reveal light on those who produce and transmit a set of messages. The

signifiers interact with each other in meaningful and sophisticated relationships, which makeup the code of the text. Barthes (1973) makes much more of the concept, and uses it to refer to the way that signs work much in the culture; he adds the dimension of the cultural values to Saussure's use of the term. He identifies two orders of signification the first is that if denotation in which Saussure calls signification and the second is that of connotation and myth and occurs when the first order meanings of the sign meet the values and establish the discourse of culture. Long and Wall (2009: 40) note that "there is an obvious sense in which the newspaper we read or the TV programme we watch is manufactured – part of an industrialised technical process pursued by media workers." They go on to argue that looking for elements that are significant is the basis of a good approach to the evaluation of visual signs such as those that constitute this text – or indeed other types of complex media signs. This study employed semiotics analysis to figure out the different design techniques used by the *Daily News* and the ways in which the readers interpreted them. However, Long and Wall (2009) posit that whether or not we can be sure that our interpretations are convincing – shared by other readers or analysts – and not based simply upon a very personal and aberrant reading of the text, there is no guarantee that an analysis is not partial.

3.9.2 Content Analysis

Content analysis is a type of secondary data analysis, is used to analyze text, including, interview transcripts, newspapers, books, manuscripts, and Web sites to determine the frequency of specific words or ideas. Mytton (1997) defines content analysis as a systematic classification and description of communication content according to certain categories that are usually predetermined. Kerlinger (1986) suggests that content analysis is a method of studying and analyzing communication in a systematic, objective and quantifiable manner for the purpose of measurable variables. It is concerned with unleashing the apparent content of the item in question and the hidden content. According to Lowery and Defleur (1995) it becomes necessary to probe beneath the surface in order to ask deeper questions of what would be happening. Thus content analysis has the virtue of stressing the relationship between content and background. Krippendorff (2004) posits that, analyzing texts in the contexts of their uses distinguishes contents analysis from other methods of inquiry. Content analysis helped the research analyze the dynamics in responses from the production staff at the *Daily News*.

3.9.3 Critical Discourse Analysis

Critical discourse analysis is a field that is concerned with studying and analysing written and spoken texts to reveal the discursive sources of power, dominance, inequality and bias. Van Dijk (1998) notes that critical discourse analysis is a type of discourse analytical research that primarily studies the way social power abuse, dominance and inequality are enacted, reproduced and resisted by text and talk in the social and political context. Fairclough (1993) defines critical discourse analysis as discourse analysis which aims to systematically explore often opaque relationships of causality and determination between discursive practices, events, texts and wider social and cultural structures, relations and processes, to investigate how such practices, events and texts arise out of and are ideologically shaped by relations of power and struggles over power and to explore how the opacity of these relationships between discourse and society is itself a factor securing power and hegemony. This method was used to assess whether data gathered from the *Daily News* staff was free of bias with regards their production process and the adoption of modern design techniques.

3.9.4 Hermeneutics of interpretation

Hermeneutics of interpretation is another method of data analysis which can also be traced from semiology. In simple terms this theory argues that for one to understand the whole, understand the part, to understand the part, understand the whole. This has become known as the hermeneutic circle. This method was used to study difficult texts in history including the Bible. Thiselton (2009) posits that, "Hermeneutics explores how we read, understand, and handle texts especially those written in another tie or context of life different from our own." Moreover it also emphasizes on the need for one to be conversant with history, political, social and economic context to understand phenomena. The goal of a hermeneutic approach is to seek understanding, rather than to offer explanation or to provide an authoritative reading or conceptual analysis of a text. Jardine (1992) states that hermeneutic inquiry has as its goal to educe understanding, to bring forth the presuppositions in which we already live. This approach was used to assess the rationale behind the adoption modern design techniques at the *Daily News*.

3.10 Data Presentation Methods

After the collected data has been analyzed, the findings were then presented qualitatively and quantitatively. Descriptive and narrative presentation methods were preferred by the research over other methods because they gave the research the leeway to explain and describe his findings as identified. Since there is risk of the results being subjective, the research decided to triangulate these methods with quantitative methods like graphs and tables. In narrative analysis, texts are considered as stories. All kinds of media products and media contents can be described from narrative point of view. Gunter (2000) notes that, narrative analysis distinguishes itself from other texts by a clearly marked beginning and ending.

 Graphs and tables were used by the research to document the data gathered. Rose (2011) notes that, a graph is a diagram showing the relation between variable quantities. Graphs ranging from pie charts, histograms were used because they have the ability to reflect a visual image that can simplify complex information as well as highlighting trends in the data

3.12 Conclusion

This chapter highlighted the strategies and tactics that the research used in this study so as to come up with results that are representative of the situation on the ground. Various methods of data gathering like face to face interviews and questionnaires as well as data analysis methods like semiotics and critical discourse analysis were articulated. The aspect of the respondent population has also been chronicled. The next chapter gives an analysis of the historical background, structure and performance of the *Daily News*.

Chapter Four: Organisational Analysis

4.0 Introduction

The chapter explores the origins and establishment of Associated Newspapers of Zimbabwe (ANZ) who are the publishers of the *Daily News*. The chapter also unveils the funding mechanism of the organization as funding is the most crucial aspect in the operations of any media house. Up to now, key aspects of the research have been highlighted, arguments made by other scholars and theorists pertaining the adoption of modern design techniques and the research methods and methodologies used in trying to come up with findings to that effect have also been chronicled. The chapter looks at the links between ANZ and other organizations within and outside the media fraternity.

4.1 Historical background of ANZ

ANZ is a public listed leading company in the printing and publishing industry and are publishers of the *Daily News* and its sister paper the *Daily News on Sunday*. Under the stable they also publish the *Weekend Post,* a weekly newspaper, which is registered under Jester Media Services. ANZ is headquartered in Harare and they now own their own commercial printing company, PrintCo situated a few kilometres outside the Harare central business district. Currently, ANZ's publications are all printed in Harare, with the *Daily News* and the *Daily News on Sunday* having a countrywide circulation of 30 000 copies a day and weekly respectively.

Prior to its re-launching in March 2011 the company was owned by a group of media moguls and other stakeholders in Zimbabwe. According to Munyuki and Misa Zimbabwe (2005) ANZ was registered in 1998, when the founding editors Geoffrey Nyarota and Wilf Mbanga teamed up with Africa Media Investments (AMI) to launch a daily paper – the *Daily News* - and four provincial newspapers – *The Tribune* (Masvingo), *The Dispatch* (Bulawayo) *The Express* (Chitungwiza) and *The Eastern Star* (Mutare). Its main publication, the *Daily News* was initially launched on July 31, 1999 and controversially banned in defiance of a court ruling in 2003. ANZ was then involved in a protracted legal battle for an operating license since its closure by the Media Information Commission (MIC) in September 2003.

The closure of the *Daily News* in September 2003 was widely perceived to be designations of the then Zanu PF-led government. Mukasa (2003) notes that the printing press of the *Daily News* was bombed in an obvious bid to silence it. Copies of the *Daily News* were banned in rural areas. Some people found reading the *Daily News* have been beaten or tortured. Stacks of the *Daily News* papers have been burned by government militia thugs. The highpoint of this harassment was the eventual banning of the *Daily News*. The enactment of the Access of Information and Protection of Privacy Act (Aippa), which among other provisions paved for the establishment of the MIC. One of the key mandates of MIC was to register media houses as well as to accredit foreign and local journalists. ANZ refused to be registered with MIC citing that the body was unconstitutional. Against this backdrop ANZ license was cancelled and it proceeded to challenge such actions to the Supreme Court. The Supreme Court dropped the accusations under the grounds that there was insufficient evidence to prove the newspaper was being published illegally and ordered that the newspaper be allowed to continue publishing. However, the government ignored this ruling by Justice Selo Nare, with the then Information minister Jonathan Moyo saying that it carried no weight, as the judge had no power to defy Aippa. MIC claimed that the newspaper did not have a license to publish under the new laws.

After intense lobbying and a protracted legal battle, ANZ was registered and granted with an operating license as a newspaper publisher in May 2010 after seven years of violent closure following a new governmental media commission of the Zimbabwe Media Commission (ZMC) established under the new political dispensation of the Government of National Unity (GNU) with publishing commencing in March 2011.

4.2 The nature of the organisations core business

ANZ's core business is in publishing and commercial printing. It also does printing for other independent newspapers like the *Financial Gazette* and more recently South African-based *Sunday Times*. The company ensures excellence in every aspect from the grassroots to the top starting from newsgathering. It produces a high quality product so as to make incredible sale for it to stay in the business. ANZ's pride hinges on its enviable newspaper brand, the *Daily News* and the *Daily News on Sunday* coupled. It has made significant inroads into the circulation of its newspapers and popularity with its revenue base growing from advertising. The core business is

to disseminate valuable information which is free, fair and reliable. It tells the true Zimbabwean story as it is making it the most favoured newspaper.

4.3 Vision

A vision or a strategic intent is, as Cornelissen (2008) notes, the desired future state of the organization. ANZ wants to be Zimbabwe biggest and preferred integrated content and media partner. Also to produce balanced, candid and newsworthy stories so as to give reader the best and gain trust of the reader. It wants to be unique and development oriented. ANZ also intends to curb monopoly in broadcasting by having a radio and television license so as to give the people of Zimbabwe a variety. ANZ also wants to make sure every age group has got a taste in the media thereby having a magazine for the youths. The company wants to make sure it captures all age groups in a variety of media products.

4.4 Objectives and Mission statement

- To serve and provide information to the public, which we strive to do with professionalism, courage and with a sense of responsibility while valuing our stakeholders and supporting freedom of the press, human rights and democratic values.

- To produce quality papers for a profit, while serving the best interests of the community and our company.

- To provide fair and objective news which adequately reflect occurrences taking place in all parts of Zimbabwe and the world in line with our motto.

- To establish and sustain a good relationship with commerce and industry and foster the company reputation for fair dealing, prompt service, dependability, integrity and courtesy.

- To provide working conditions and opportunities for advancement, that will attract and retain the type of required employees for the company.

- To build through planned selection, development and training, a climate conducive to cooperation, goodwill and loyalty among staff.

- To maintain within sound limits, the highest possible levels of modern technical production and in the face of competition from other newspapers and media, and offer the readers and advertisers the best facilities in the market.

4.5.1 Core Values

Danesi (2006) states that, core values of an organization are those that hold foundation on which workers perform work and conduct themselves. There are the basic elements of how workers are obliged to go about their work. ANZ's core values are honest, integrity, hard work and passion for excellence tempered by self discipline.

4.5.2 ANZ Motto

ANZ's publications, *the Daily News* and the *Daily News on Sunday* are guided by the motto, *Telling it like it is…without fear, without favour*. The other publication the *Weekend Post* is guided by the motto, *News worth knowing. Telling it like it is… without fear, without favour* directly implies that the company is an independent company which is not affiliated to any political party or organization meaning it's a political. The journalists are mandated not to be intimidated by threats which are imposed on them by politicians since they are supposed to "tell it like it is… without fear, without favour".

4.6 Funding mechanism of ANZ

As beaconed by Newbold *et al* (2002) funding is the most determining factor of the editorial policy of any media organization. ANZ boasts of highly sophisticated and modern equipment in their newsroom as well at their printing press which raised suspicions that the organization might be recipients of foreign and donor funding, however, the Editor-In-Chief of ANZ, has made it clear that the expensive machinery that the entity owns were purchased from personal funds. Financial stability is of great importance to any corporate entity. As this will go a long way in ensuring the realization of long term and short term goals. Funds are required for the day-to-day operations of the company. From the most basic expenses like rentals, telephone bills to transportation costs as well as loses that might be realized in the vents that newspaper copies do not sell-out.

Apart from the funds provided by the shareholders, most of funding at ANZ comes from advertising and sales. From an economic point of view, advertising is a selling cost, but according to Kotler (1990) advertising is any form of non-presentation of ideas, goods and services by an identified sponsor, addressed to specialized target groups with the objective of

selling. ANZ's publications have competitive advertising rates that go a long way in meeting and perhaps exceeding customer expectations. According to the most recent Zamps ratings ANZ's flagship publication, the *Daily News* is the second most popular and widely read paper in the country after *The Herald*. Besides boasting of competitive rates, they have a wide countrywide circulation such that clients are assured of wide intensive coverage of their products as well as the flexibility of choosing the size of the advertisement. Storey (1994), notes that, advertisers are concerned and interested in that the mass media that attract consumers and communicate content that is amenable to consumption. Companies in comparatively high competition markets spend more on advertising and provide a lot of revenue for the company for example Econet Wireless and TN Bank.

Daily sales from newspaper copies at $1 each also go a long way in funding operations at the organization since the pricing is generally considered to be reasonable that is in tandem with the quality of the content as well as the advertising is worth the money. ANZ is also been privileged in that it cuts costs of printing as it owns its own printing press, PrintCo that is situated in Harare's industrial Southerton area. Time is an important factor in the newspaper industry. Newspaper copies have to be timely delivered countrywide from Harare on a daily basis to minimize the possibility of returns.

More to that, ANZ has managed to acquire a highly sophisticated printing press, which is regarded to be one of its kind in Zimbabwe. The printing press prints over 15 000 copies within an hour. Basically, newspaper sales and advertising generate between 70 – 80 percent of the organization's income. Grossberg *et al* (1998) argue that the media operate to produce the kinds of products that they do is significantly influenced if not determined by their relationship to money and profits.

4.7 Organisational structure

Cornelissen (2004) defines an organization as the framework of the management process whose purpose is to create an arrangement of positions and responsibilities, through and by means of which an enterprise can carry out its work. An organogram is a drawing or a plan that gives the

names and job titles of all the staff of an organization or department, showing how they are connected to each other. (See appendix 1 for organogramme)

4.8 How Departments Mobilize to Achieve Organisational Goals

At ANZ, the spirit of team work is what essentially keeps the organisation on its feet. All the departments relate to each other in harmony so that the entity realizes profits at the end of the day. If one department does not discharge their duties effectively, the rest of the other departments are equally affected. So of the two principal departments, the editorial and administrative none is important than the other. Mullen (2008) notes that, money and power are able to filter out the news fit to print, marginalize dissent and allow the government and dominant private interests to get their message across to the public. The administrative department is headed by the Chief Operating Officer (COO) and there are a number of sub-departments that are fall under her jurisdiction. Importantly there is the Group Human Resources Manager who heads the Human Resources department which is responsible for coordinating policies and gives the go ahead for hiring staff sometimes in consultation with the Group Editor if it pertains to staff in the editorial department.

The Group Finance Manager heads the finance department and this department has unrestricted access to company's financial records and reports administratively to the COO and functionally the finance committee. The IT department is equally important as it responsible for the maintenances and repairs of all computers and the security system at the head office. Internet plays an important role on the day-to-day operations of every department within the organization. The IT has to ensure that Internet services are working well as the malfunction of Internet might result in delays of entire production. The department coordinates a particular unique system called FileZilla that's enables the Chief Sub-Editor on duty to send completed pages to the printers in a more faster and convenient way. Employees from the department have to be around until production is complete. It is also the responsibility of the COO to attend to their needs so that operation runs smoothly without any hassles. Within the same administrative department, the COO also has unlimited jurisdiction over the operations at PrintCo and the Sales and Advertising department. All these departments work in tandem with the editorial. The factory manager ensures that the process of printing is running smoothly and then reports to the

COO if the need for repairs as well as maintenance for machinery is required. The Factory Manager has got a big task at his hand, as it is his duty to ensure that drivers leave Harare on time to their respective destinations countrywide.

As advertising is the organization's cash cow, it is the prerogative of the Sales and Advertising manager to works with the Classifieds Supervisor so that they lure clients to the organization. The department plays a crucial role as without it there would be virtual no business to talk of at ANZ. The Sales and Advertising manager also works in tandem with Circulation manager who is responsible for sales from subscriptions and distribution of the newspaper copies around the country. The production supervisor is responsible for the incoming advertisements. Advertisers have specific pages within the newspaper that they require to place their advertisements. Once a client has confirmed and paid for and advertisement through an Advertising Sales Representative, it is the prerogative of the Production Supervisor to ensure that the specific advertisement is placed on the required page. After placing the advertisement on the page, the Production Supervisor has to inform the Group Editor the size which the advertisement occupies, so that he knows the size of the stories to place on a particular page.

4.9 Editorial staff

They are responsible for coming up with the editorial content of the newspaper. The editorial staff is guided by the editorial policy in the gathering, writing and editing of news. The editorial staff set the agenda in diary meetings and practice gate keeping in their selection of stories and sources. The thrust is on providing best news coverage that is news worthy and balanced.

4.9.1 The Editor -In- Chief

The Editor-In-Chief directs all editors under the ANZ stable. He reports directly to the board of directors. He is the link between the employees and management. As the custodian of ANZ editorial policy, he puts a final stamp on the stories published under. The Editor-In-Chief reviews newspaper content and makes suggestions with regards to design and layout. He has approved the adoption of hybrid graphic design techniques. Currently the Editor-In-Chief of ANZ is Jethro Goko and is based in South Africa.

4.9.2 Group Editor

Currently Stanley Gama is ANZ's Group Editor. He reports directly to the Editor-In-Chief. He has the final say on everything that happens in the editorial department and presides over the entire diary meetings. He is responsible for the content of the three newspapers – the *Daily News*, the *Daily News on Sunday* and the *Weekend Post*; he is the one who takes the heat if the paper is slapped with a lawsuit. The Group Editor gives his suggestions with regards to graphic designs appear on the front page and they are then passed on to the Chief Graphic Artist for perfection.

4.9.3 Executive Assistant Editor

The Executive Assistant Editor is the Group Editor's second in command; he works as an assistant to the Group Editor. All stories hat appear in the publications are copied directly to him line editors before submitting them to the Group Editor. Chris Goko is the currently the Executive Assistant Editor of the *Daily News*. The Executive Assistant just like the Group Editor has unlimited jurisdiction over newspaper content and also gives his suggestions with regards to graphic designs that appear in the *Daily News*.

4.9.4 Senior Assistant Editor

The Senior Assistant Editor is responsible for administration and recruitment of the newsroom staff. He monitors the senior and junior reporters, stringers and students on work related learning. He directs the activities of the editorial department. Guthrie Munyuki is the *Daily News*' current Senior Assistant Editor. Munyuki, has a weekly column entitled, "The Guthrie Munyuki Interview" which appears in the *Daily News.* The column uses graphically designed images and in tandem with the sub-editor designing the page, he specifically requests for graphic designs.

4.9.5 Assistant Editors

The Assistants Editors assign reporters duties and make sure that they get transport to the designated events. They make sure that national events are not overlooked by the paper. ANZ currently has two Assistant Editors, Maxwell Sibanda and Ray Matikinye who heads the organization's Bulawayo bureau. The more influential of the two is Sibanda who is based in Harare where most of the production work is done. He also jurisdiction over graphic design that

appear in the newspaper. At times he tasks the Graphic Artists and sub-editors to do graphic design on specific news stories.

4.9.6 News Editor

The News Editor is in charge of the news section. He gives assignments and diaries to the reporters, instructing them on which stories to cover and which slant to take. He reports to the Group Editor and the Executive Assistant Editor. The News editor has the power to spike stories before they reach the Group Editor. The News Editor has no unlimited jurisdiction of the newspaper's news content. Farai Mutsaka, is currently the News Editor at ANZ. The News Editor also has the privilege to specifically task the Chief Sub-Editor and Sub-Editors to use or adopt graphic design on specific news stories.

4.9.6 Chief Sub-Editor

The Chief Sub-Editor on duty supervises the Sub-Editors in their task of copy editing and design and layout of the newspaper. The Chief Sub Editor heads the newspaper's production section and makes sure that every story has an appropriate headline. The Chief Sub-Editor has unlimited jurisdiction to edit all the news copy. Currently, Edmore Zvinonzwa is the Chief Sub-Editor. He is in charge of training interns the use of Adobe InDesign and Adobe Photoshop. The Chief Sub-Editor is answerable for every graphic content that appear in the *Daily News.* Graphic designs which appear in the *Daily News* are laid out on the pages by Sub-Editors with his approval.

4.9.7 Chief Graphic Artist

The Chief Graphic Artist is responsible for all graphic work that appears in the newspaper. The Chief Graphic Artist reports directly to the Group Editor and works in tandem with the rest of the production team. Along with his team of graphic designers, they make sure that pictures that used in the newspapers conform to the required colour schemes before the newspaper is sent to printers. He is usually tasked to develop graphic concepts that interpret stories along the demands of the senior editors. Tinashe Nekati, is the current Chief Graphic Artist.

4.9.8 Line Editors

They are in charge of a team that writes on specialized beats. The *Daily News* has seven line editors namely, Community Affairs Editor, Political Editor, Sports Editor, Business and Online

Editor, Features Editor, Parliamentary Editor and Entertainment Editor. Each line editor chairs the diary meetings and assigns reporters to cover stories for the respective section. Line editors also have the privilege of requesting graphic designs from sub-editors for the stories that appear in their respective sections.

4.9.9 Pictures Editor

The Pictures Editor supervises photographers and reports to the editor, but can be assigned by any of the line editors. The Pictures Editor along with the photographers sources for pictures that are appropriate for the issues that are covered in the newspapers. Tsvangirai Mukwazhi is the current Pictures Editor. The Pictures Editors also works in tandem with the Chief Graphic Artist and Sub-Editors with regards to sourcing of pictures that will be used for graphic designs. He has the prerogative of supplying pictures that either Sub-Editors or the Chief Graphic Artist can use for graphic designs.

4.9.10 Reporters

Reporters gather and write stories which they submit to their respective line editors. They are required to meet deadlines. Senior reporters at times stand in for their respective line editor when they are in absence and as such can also in their acting capacity request graphic designs for their respective stories. Senior reporters are not restricted to write stories in their respective beats as entertainment reporters can also cover stories in sports section. They are also responsible for mentoring interns along with their respective line editors.

4.10 Links with other organisations

ANZ does not operate in a vacuum and they have made it a mandate within their fabric to build and maintain strong relations within the organization and with its external publics, which help in the smooth flow of business. ANZ has strong ties with Midlands State University (MSU) with the organization currently taking on board four students who are doing their work related learning and also employs 10 former MSU students as well. The four, are being acquainted with practical knowledge in newspaper production process. Apart from MSU, ANZ has maintained cordial relations with independent political cartoonist, Tony Namate who provides the *Daily News*, with cartoons for the editorial page. However, its licensing was met with mixed reactions

as some sections of the society feel its publications are as a result of foreign funding and the unfounded perceptions that they are agents of imperialism. The organization has close ties with firms in South Africa where they purchase their news print while also maintain ties with the Zimbabwe Revenue Authority (Zimra) by remitting taxes.

4.10.1 Government

The government has made it their mandate to monitor closely the operations of all independently owned media houses. That means ANZ like any other media institutions has to abide by the rules and regulations that have been set by the government. Failure to do so will as witnessed before result in the revoking of the publishing license.

The organization has maintained close relations with the government through the ZMC which is a government entity responsible for issuing operating licenses to the media houses and also accrediting journalists on a yearly basis. According to the provision and requirements of Aippa all workers in the media industry are required to be accredited on a yearly basis. All those who work in the ANZ newsroom have been accredited. By undergoing the stipulated accreditation, journalists from the institution like any other from the other media houses from the print as well as broadcasting have the privilege to cover national events like Parliament Official opening sessions.

4.10.2 ANZ publics

Publics are generally audiences or participants in the organization's decision making processes or stakeholders who are important to the organization. In defining Public relations, Moscardi (2010) says, the title 'public relations' defines itself: it simply refers to all publics with which a business has relations. ANZ has a myriad of publics these are internally, management, employees. As advertising is the organization's cash cow, the institution has made it a mandate to maintain links with a number of advertising agencies. ANZ unlike some other newspapers does not have an internal advertising agency which designs advertisements for outside clients. However, to curtail the effects of the drawback, they have close ties with a number of independent advertising agencies like Gary Thompson and Associates, Barker and McCormark, DDH&M who design adverts for a number of corporate entities and bring advertisements to

them for a commission. As some agencies are responsible for media placing, it is important for ANZ to maintain this mutual understanding as more clients will be brought to their stable. Graphic artists use Corel Draw and Adobe Photoshop to make sure that advertisements brought in by advertising agencies conform to the specified colour schemes before they are published in the newspapers.

In the spirit of establishing mutual relations with the public, ANZ has dedicated Page 9 of the *Daily News* and the *Daily News On Sunday* to its readers to offer feedback on the kind of reportage that they are given. The publications are for the readers, as they are the one that buy the newspaper from the streets every morning. They give their readers a Public Sphere to present their views on any particular subjects that might have been carried within the publications. Revenue from the sales goes a long way in funding the day-to-day operations of the organization. It is however, the prerogative of the Group Editor to decide on which letters gets published due to constraints of space. Toffler (1980) notes that, although newspapers have existed since the late 17th and early 18th centuries, they had been read by the educated elite, not the general public. The costs of printing were too high to reach a mass audience, and the content was not everyday news items but dated information from abroad, political reports, and essays.

4.10.3 Relations with other newspapers

Zimbabwe currently has got three distinct players in the newspaper industry, namely ANZ, AMH and Zimpapers. ANZ competes with these organizations in both daily and weekly newspaper markets. It is upon the reader to decide on which newspaper to buy, one which meets their expectations aspirations. ANZ has not had clashes with any of their competitors. However, it privileged to have staff that have horned their skills in a number of newsrooms. Combined with youth and experience, ANZ publications have been making strides to dominate the market since its comeback in March 2011.

4.10.4 Foreign institutions

ANZ has close relations with foreign media institutions who have allowed the organization to publish their stories. It is common to find stories with due credits that they are taken from global media giants like *CNN, BBC, Al Jazeera* and the *Daily Mail*. The newspapers also get their news

from the wires, foreign news agencies that may have interesting stories that local reporters may not have direct access to. This allows for exchange in ideas and revision of working policies. The organization also has close relations with South African-based Internet service provider ECOWEB. They provide the company with the most important aspect Internet connectivity. Internet connectivity is not cheaply accessed and the web host server of the company is hosted in South Africa. These relations allow ANZ to operate efficiently. The organization itself has made it their mandate not to contradict the services that they get from their foreign counterparts. It is through the exposure of these institutions that the *Daily News* has learnt, developed and adopted graphic design techniques.

4.11 Conclusion

The chapter has articulated the historical background of the ANZ, who are the publishers of the *Daily News*. The organization was previously shut down after failing to adhere to the auspices of Aippa but since its relicensing, they have made strides in acquiring state of the art equipment in the newsroom as well as at their private printing press. This is despite the fact that, police is still holding on to some of the equipment that belonged to the organization and was used by the "old" *Daily News*. Crucial aspects such as the funding mechanism of the organization have also been unveiled. The ANZ public sector interface as well as the relationship of the company's products to other newspapers has also been painted. The next chapter focuses on data presentation and analysis.

Chapter Five: Data Presentation and Analysis

5.0 Introduction

This chapter presents and analyses research findings.. So far the objectives of the study have been presented, a literature and theoretical framework pertinent to the research has also been presented. Research methods used in data gathering have been articulated. An overview of the organization understudy has been presented. Data is largely presented in qualitative form using a thematic approach and also in quantitative form using bar chart to present the findings. As alluded to in chapter three, data presented herein was gathered through a triangulation of qualitative and quantitative methods. These include face-to-face interviews and participant observations.

5.1 Adobe InDesign and Visual Anthropology

The research noted that the adoption of hybrid graphic techniques at the *Daily News* is oriented by the need to enhance the visual appearance of the hardcopy newspaper and the nature of competition in the *Daily News*paper market. Market leadership therefore can only be achieved through meeting or even exceeding the expectations of the readers. Therefore the visual representation of the newspaper through the manipulation of diverse design elements is necessary. Stewart *et al* (2001: 403) notes that, "Some believe that the answer for the press is to move towards a quality image aimed at the new generation of highly educated people." The Group Editor of the *Daily News* confirmed that they pay attention to the design of their newspaper as it has to appeal to their readers' taste and also what their closest competitor – *NewsDay* is doing.

Gama said:

> We always want to be the best in the industry. The orientation is on giving our readers a product that appeals to their taste. Our closest competitor and rival for now obviously is the *NewsDay*. We are way ahead of them in terms of packaging our newspaper and we would want it to keep that way. On the days we have used graphic packages, we sold out all the newspaper copies. Basically our readers prefer graphic packages than they do to the ordinary layout.

The ultimate aim of the *Daily News* according to the Group Editor is to be the leading *Daily News*paper in the country just like what they did before their closure in 2003. According to Chari

(2011) at its height the *Daily News* reached a milestone of 100 000 daily copies sales as compared to *The Herald*'s 90 000. So therefore the rationale behind the promotional of visual communication can also be linked to the target of larger circulation. Due to the shrinkage of the market after the coming in of other *Daily News*papers like *H-Metro* and *NewsDay,* the *Daily News* according to the Group Editor run 30 000 copies everyday.

The Chief Sub-Editor, Eddie Zvinonzwa concurred with the views of Gama by noting that the ultimate aim is to design a newspaper that appeals to the taste of the readers in every way possible. This showed the causal relationship between the modern design and competition. The nature of competition in the *Daily News*paper market is marked by diverse players namely *The Herald*, *H-Metro, NewsDay* and the *Daily News*. The immediate task of the Chief Sub-Editor and his team is therefore to design a newspaper that complements the essence of the news gathered by the reporters. It was observed there is late diary meeting for all the line editors that is called for by the Group Editor to deliberate on the most appropriate design and headline for the lead story. It just goes on to shows the level of importance that, the *Daily News* places on the outward appearance of their product. Different elements make up the typeface in the design of the hardcopy newspaper. The table below (Figure 5.1.1) articulates the different and important elements of design and the frequency of appearance in the newspaper.

The diverse design elements that are used by the *Daily News*

Element	Appearance
Boxed headlines	Occasionally
Gold Tint blocks	Frequently
Side Bars	Occasionally
Fact Box	Frequently
Graphic Packages	Frequently
Picture Bylines	Periodically
Stand-alone pictures	Frequently
Infographics	Frequently

Fig 5.1.1

These are some of the elements which are done using Adobe InDesign which make up the base the design of the newspaper. The results show the dominance of hybrid graphic techniques such as graphic packages, gold tint blocks and infographics. It is the prerogative of the Sub-Editor to include at least one of them on the page that he or she will be working on. Boxed headlines appear on usually on the front and back pages depending on the story and they usually appear occasionally. Infographics frequently appear under the Sports and Business News section in the form of tables and charts. Graphic packages are done by the Chief Graphic Artist at the request of the Group Editor or the Senior Assistant Editor who in essence are the "gatekeepers" of the *Daily News*. The Chief Graphic Artist, Tinashe Nekati remarked that the Editor usually gives him concepts that he has to perfect according to their specifications. The diverse graphic packages that are adopted according to Nekati give the newspaper its identity and should be designed in ways that make them appeal to the reader. The perception is in line with the assumptions of the Magic Bullet theory that assumes that the audiences will passively consume media content.

5.2 Photocomposition

Hybrid graphic design methods that have been adopted by the *Daily News* have been necessitated by the contemporary technology that the organization owns. Fourie (2005:361) notes that, "As in any large organization, the degree to which newspaper industry adapts to new technology determines competitiveness, profitability and survival of the industry." The processes of composing images that are to be used in the newspaper have to conform to the CMYK format. This will ensure that they will they retain their original quality. It was identified that there are odd days when some specific pages go to print in black and white, so this therefore translates to a situation whereby the photographs have to be transformed from the CMYK or RGB format to the Gray scale format. Some photographs that appear in some editions of the *Daily News* in colour have also found their way in some other editions in Gray scale format. The printing press that is owned by ANZ, specifically requires that photographs that are to be published in colour to conform to the CMYK format. Before the press was running, Zvinonzwa revealed that they used to print the newspaper with a local publisher, Crystal Graphics were there was no need to change the picture formats. The whole process of changing photograph formats is done using Adobe Photoshop. The course of events shows the transformation that has been brought about by the

constant evolution of technology which was predicted by Technological Determinism theory. Nekati, the Chief Graphic Artist said it is his prerogative to ensure that all the images that are used in the newspaper conform to the specific formats. He however, revealed that the use of Gray-scaled pages on specific days is another way of cutting down on costs. The theory of New Product Development asserts that new products, technologies, and innovations can be used as a strategic weapon. Profitability and survival by all means necessary is the orientation of media entities and any other corporate organization. The adoption of Gray-scaled pages by the *Daily News* is strategic and ensures the cutting down of costs at their printing entity – PrintCo.

5.3 Cost Effectiveness and Adobe InDesign

Deadlines are of paramount importance in newspaper production. This is because newspapers have to be transported countrywide from the Harare base soon after publication. The profitability of a media organization in this case the *Daily News* is not always guaranteed by the sales of newspaper. The proceeds from sales however, go a long way in assisting and financing the production costs. Therefore the importance of daily sales can never be underestimated. With a daily circulation of 30 000, it translates to a situation whereby the organization makes a total of $30 000 excluding of expenses, on a daily basis is realized in the event that all copies are sold out. This concurs with the findings of Stone *et al* (1978) who posit that the adoption of modern design techniques is centred in the promotion of pushing up sales. However, it is not everyday that the newspaper gets sold out but the ultimate aim is to push sales. With Adobe InDesign the deadline for production is 8pm clock depending on the flow of news copy. Production deadline has been moved back from the old 9pm, because of the realization that newspapers have to be distributed in time around the country. Sub-Editors' tasks is not confined to design and layout but also copy editing within a specified deadline. Zvinonzwa cited the impact of technology in sizing down of deadlines in newspaper production.

Zvinonzwa said:

> Before PrintCo, was up and running we gave priority to the first pass (Pages 10 to 24). The Sub-Editors who worked on the early pass had to complete them by 6pm because we had to send them to Crystal Graphics on a flash disk to beat competition from other newspapers. But now we are no longer worried by the 6pm deadline because depending on the flow of copy the early section will be done by 5pm. After that we send them to PrintCo via a system called FilleZilla. The system is

very efficient and less time consuming. Those days when we have a single pass we just send all the pages within a few minutes through FilleZilla.

Technology Determinism theory asserts that technological advancements would bring about a society characterized by greater connectivity and networking. In relation to that assumption, technology has integrated the production unit of the *Daily News and* the workforce at the printing factory to ensure the timely production of the newspaper. This also concurs with the findings of Bekhit (2009) who noted that in the UAE, they use Macintosh systems, Illustrator and Adobe Photoshop to design and edit graphic packages. At the *Daily News*, they use the same Macintosh systems and Adobe Photoshop that is used in the Arab world however, they are yet to adopt Adobe Illustrator and in its place they use Corel Draw. One Graphic Artist, Mollen Chamisa revealed that from his previous experience as a designer in advertising and graphic software, Macintosh systems and Adobe Photoshop present an easy platform to illustrate his talents. The experience that Chamisa drew, his migration from mainstream advertising to the newsroom presents a dimension that can also influence the use graphical design techniques at the *Daily News*.

5.4 Role specialisation and converging of work units

In analysing the adoption hybrid graphic techniques at the *Daily News*, it was identified there is a range of influences that inform this trend. The mere specification of the job title Chief Graphic Artist means that he has to regularly design graphics. The employment of individuals with expert skills in graphic design is a clear indication of just how important graphic design is important to newspaper production. The *Daily News* has employed four graphic artists to work along with the Sub-Editors. This is consistent with the findings of Bekhit (2009) who noted that the size graphic artists in the United Arab Emirates newsrooms range from one to five. It was observed that the graphics department has been integrated into one unit with the Production Desk. The graphics department was initially independent of the Production Desk and mainly concentrated on design and redesign of advertisements. Role specialisation at the *Daily News* means that graphics have a place within the fabric of the organisation. In line with the strict deadlines that both the Graphic Artists and Sub-Editors work under, role specialisation is of paramount importance with regards to innovation and work distribution. Essentially Adobe

InDesign and Photoshop are the software that is mainly used by both the Sub-Editors and Graphic Artists. Figure 5.4.1 highlights the usage of the software with reference to job description.
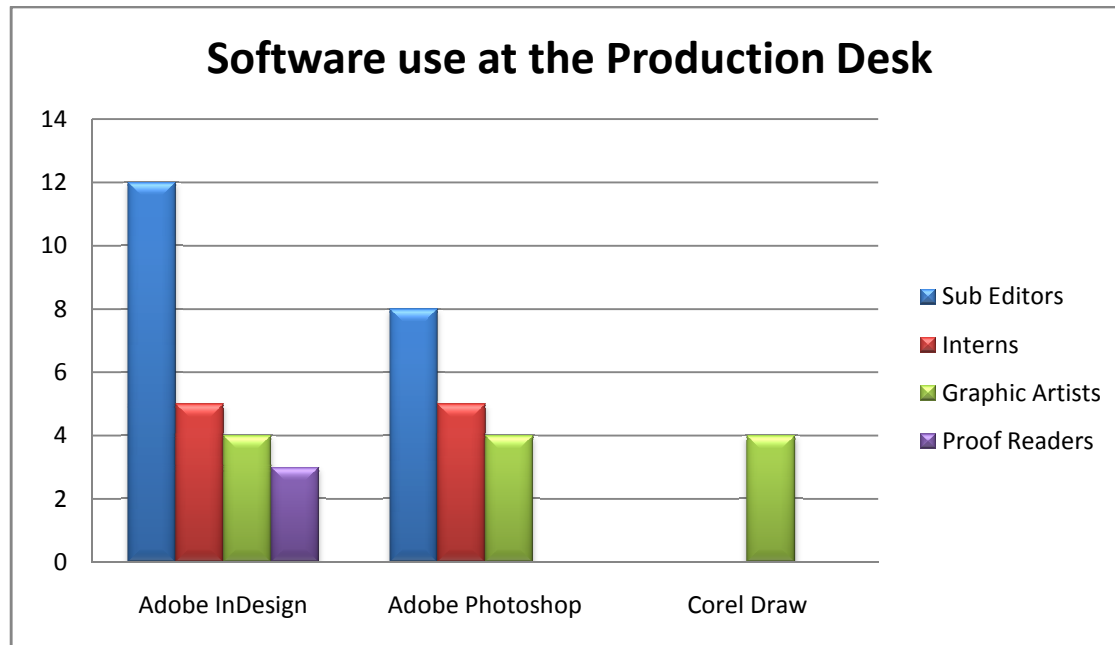

Figure 5.4.1

Graphic Artists like the Sub-Editors use Adobe InDesign in the designing of in-house advertisements. Corel Draw is restricted to the use by the Graphic Artists in redesigning of advertisements in the case that they are brought in by agencies in the RGB format. Sub-Editors do the layout and design of all the pages while in some instances doing some basic graphics by themselves. Proof readers are confined to the use of Adobe InDesign since their task is to proof edit the completed pages by the Sub-Editors. Adobe InDesign allows for such process as at times no specialist skills are required with regards to the use of simple graphics. Extra dimensions to page design are not very difficult as they are page layout templates for which the Sub-Editor can religiously adhere to. However, it is up to the Sub-Editor to ensure that design is creative, which at times is determined by the number of stories to which the page is allocated. All the Sub-Editors are conversant with the basics of how Adobe Photoshop functions. However, specialist skills with regards to image manipulation and graphics are restricted to the Graphic Artists and

two senior Sub-Editors. At the Production Desk, the Sub-Editors work with the Graphic Artists, sharing ideas on design and layout.

5.5 In-house training

At the *Daily News,* the production department is headed by the Chief Sub-Editor who oversees the entire desk. Adobe InDesign CS5 is used in newspaper layout and design, while Adobe Photoshop is used in image composition. Photographs which appear in the newspaper must conform to the CMYK format. The Chief Graphic Artist along with the respective Sub-Editors has to be conversant with image manipulation of images so that they conform to the specified format. The Chief Sub-Editor, Eddie Zvinonzwa noted that at the "old" *Daily News* design and layout was done used a software called Quark Express. Zvinonzwa said he rates Adobe InDesign higher than Quark Express even though the differences are just but mere details. Of the 10 Sub-Editors exclusive of the Chief Sub-Editor and his deputy, they did not have thorough acquaintance with both Adobe InDesign and Adobe Photoshop. The five students doing their internship at the Production Desk were not familiar with the software again. Their educational training background did offer hands on experience with the software from their educational background. It was of interest that among the five interns, four of them are from MSU. Among all 12 the Sub-Editors, only five have journalism and media background. The rest are have specialized skills in English and Communication that renders them relevant in copy editing. Zvinonzwa revealed that it took less than a month training the both the interns and Sub-Editors the basics of Adobe InDesign. Zvinonzwa cited the simplicity and flexibility of the software coupled by the eagerness of the individuals (both the Senior Sub Editors and the interns) with reference to the speed at which they grasped the tenets of the software.

Zvinonzwa said:

> I have worked at *The Herald*, where we used Quark Express in design and layout. Quark had its own disadvantages and advantages like any other software that is used in newspaper production. Adobe InDesign CS5 is quite improved, advanced and flexible and better than Quark, even though the differences are but just mere details. Some of the Sub-Editors we have here were not familiar with it when they joined us but it took them no less than a month to master the basics of layout. Experience always comes with time after the mastering of basics.

The software concurs with thrust of the research in the area of understanding the role of contemporary software in newspaper production as well as acquiring conversancy with some of the technical difficulties associated with the software. Meeting deadlines and working under pressure were cited as pre-conditionality for Sub-Editors by Zvinonzwa. Therefore, the adoption of Adobe InDesign CS5 is of strategic importance to the *Daily News,* as the early the production process is ensures the timely delivery of the newspaper in the street. However, training with regards to Adobe Photoshop is restricted to mere basics of converting photographs from the RGB to CMYK format among the Sub-Editors. Other complex technicalities of the software as well as Corel Draw are restricted to use by the Graphic Artistes.

An interesting finding from the research was that Zvinonzwa cited that for one to qualify as a Sub-Editor, one had to have at least three years background of being a mainstream journalist. This is so because of the relative importance placed on getting facts correct. Sub-Editors are the last "gate" that news passes through therefore errors will have a negative bearing on the image of the Group Editor. From the observations made, the intern students have already been thrown to the deep end despite the fact that they do not possess the required experience. The issue of in-house training in as much as it is beneficial to both the organization and MSU, conclusions can be drawn from the fact that it is an exercise meant to cut down costs. Training in the long run can be expensive if the same interns are not going to be taken on board, but it is cheaper on the short term as compared to the hiring of permanent staff. The danger is that they might be a breeding ground for other newsrooms.

5.6 Exchange Programmes

In the research, it was noted that there are strides being made by the *Daily News* to continuously develop the skills of their Sub-Editors. The Sub-Editors are the final "gatekeepers" before the newspaper goes for printing, therefore the onus is on them to ensure that errors and mistakes are minimized. It is mandatory for Sub-Editors according to Zvinonzwa to ensure that copy and headlines capture the gist of the stories and the golden rule is to ask when in doubt. Sub-Editors do not have to push news at the readers but have to give them what they want to know. The Chief Sub-Editor noted that it was his job to keep each and every Sub-Editor encouraged by working on their weaknesses and strengths so that they do an effective job. The Group Editor

went on to reveal that they are aware of the relevance of the Production Desk and have since sent some of their senior staff from both the newsroom as well as the Production Desk abroad for them to learn the system of how it is done in other countries. In the last 10 months two senior Sub-Editors have gone to China and India to learn about the media systems in those countries. The idea according to Gama is not only to develop the capacity and skills of the individuals who have travelled but it is for them to pass on the knowledge and skills to the rest of the Production team.

Gama said:

> We have taken on board students on internship so that they can develop editing skills and they can only learn from experienced staff. In as much as we have experienced staff, we want them to also learn from the best. In Zvinonzwa, Harawa (Managing Editor – *Weekend Post*) and Black (Deputy Chief Sub-Editor) we have the experience but we also want to blend it with youth. Training is an integral part of our culture; we want our staff to be equipped with the right skills because that will enable us to be relevant to our readers.

Tawanda Chiwara, who is one of the Senior Sub-Editors at the *Daily News* and often fills in as acting Chief Sub-Editor travelled to China in 2012, said newspaper production process in China is quite different to the one which they are used to. He revealed that, the adoption of graphical design techniques in China is no longer a new phenomenon as they have the technology and the people equipped with the skills to do such kind of work. This goes on to show the level of value and commitment that the *Daily News* as an organization is putting with regards to the adoption of hybrid graphic design techniques.

5.7 Modernization vs Neo-Colonialism

The *Daily News* has employed a South African-based Production Supervisor, Keith Bell, who constantly and frequently critiques the outlook of the newspaper. The study therefore to an extent is in harmony with the hypothesis of the Development theories more specifically Modernization theory that notes that people should keep abreast with recent trends. Bell has over 35 years of hands on experience in the newspaper industry in England and South Africa, with regards to layout and design. His duties among other things are to design page templates that are used by the Sub-Editors. The use of pre-designed templates makes layout and design faster and easier. Page templates give direction the typography used in a particular news section. The employment

of such expertise with regards to the supervision of the production department shows how much attention the senior management of ANZ; give to the outlook of their newspaper. This remarkable improvement by the *Daily News* marks the genesis of the adoption of hybrid design techniques in their newspaper production process. However, a closer analysis of the appointment of Bell by the *Daily News* shows just how much faith the society places in foreign expertise. It is interesting to note that the Editor-In-Chief Jethro Goko of the *Daily News* happens to be based in South Africa where Bell resides also. In another way, conclusion can be drawn that in as much as Zvinonzwa boasts of over 10 years of experience in Sub-editing, Goko does not have total confidence in his ability thus the justification to hire Bell.

5.8 Ignorance of design in hard copy appearance

With a daily print run of 30 000 copies, the ultimate aim of the management of the *Daily News* is to push the newspaper copies to the readers. A senior Sub-Editor Viniel Deredza believes that graphical designs increase comprehension of articles and provide the reader with another way of telling the story. In face of competition cited, it was noted that reader preference of the *Daily News* is not only restricted to design and layout but to content as well. In Sports news section, it was observed that, specific attention is given to illustration-based infographics in the form of tables. The chart below highlights the results with reference to newspaper preference in the *Daily News*paper market.

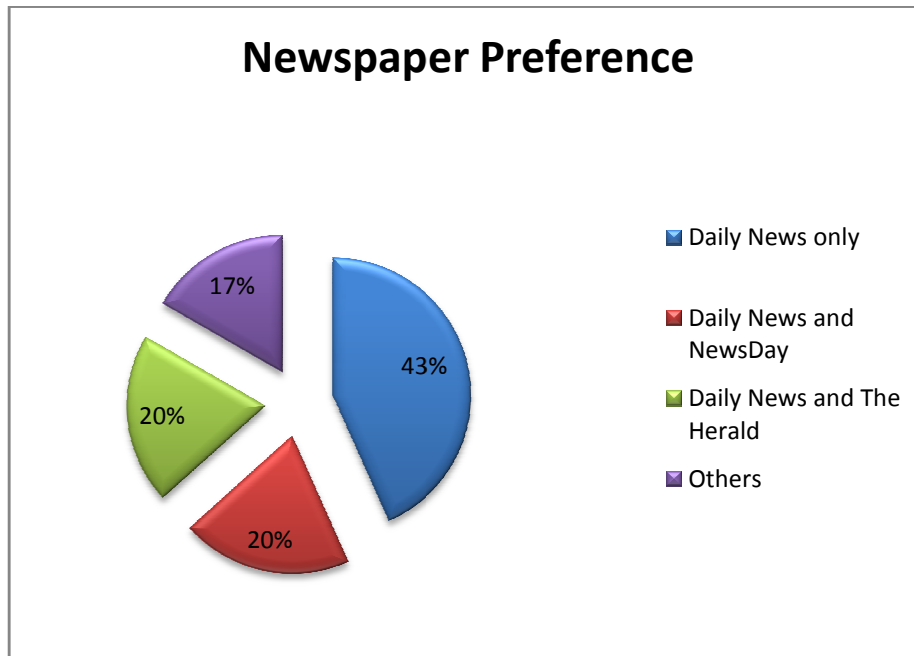**An illustration of reader newspaper preference**

Fig 5.4.1

Readers' responses also revealed that they give prominence to news photos. Of the respondents, 43% of the sample revealed that they regularly subscribe to the *Daily News* regardless of design and layout. Visual communication to them is restricted to prominence of news images and headlines of the day. Graphical packages include the manipulation of images, so the readers unconsciously subscribe to the design techniques of the *Daily News*. From the sample a total of 40% revealed that they subscribe to all the leading newspapers that are the *Daily News, NewsDay* and *The Herald* with their preference being influenced by the need to balance their views. The rest (17%) revealed that they subscribe to other newspapers like *H-Metro* and occasionally read the *Daily News*. The results also reflect the level of competition in the market and the need for newspaper to improve news content.

5.9 Discussion

The research findings show that, the growth and embracing of latest technology necessitated the growth of vivid visual presentation of the hard copy newspaper. Christensen and Overdorf (2000) note that organizations approach technology adoption and innovation management

differently depending on the disruptive or non-destructive potential of the technology or innovation in question. Adobe InDesign was according to the research is simple and flexible to use. It is being used both in design and layout of the newspaper by Sub-Editors and also for designing in-house advertisements by the graphic artists. The effort and expertise required in design and layout at the *Daily News* concur with the assumptions of the Technological determinism theory which assumes that technology is an extension of ourselves and allows us to reach further through time and or space. The graphics section and the Production desk have been integrated into one unit. Graphic Artists possess specialist skills that enable them to be efficient with both Adobe InDesign and Adobe Photoshop. Stewart (2001:392) goes on to observe that, "graphics are often quite used to promote special offers or competitions." Adobe InDesign has the advantage of enabling Sub-Editors to do basic graphic design. Specialist graphic packages are the prerogative of the graphic artists who at the request of senior editors or line editors then design them. Adobe Photoshop is used in with regards to specialist graphic packages.

The theory of New Product Development is in somehow closely tied with Technological Determinism as it informed the research that technologies and new products are strategic weapons. The research observed that, technology and role specialization are influential in the adoption of the modern design techniques. The *Daily News* boasts of Macintosh Systems technology in the designing and editing of graphic packages. The articulation of specific deadlines at the Production Desk has influenced the growth of role specialization as graphic artists focus more graphical design while the Sub-Editors tend to focus more on copy editing, design and layout of the newspaper. Therefore technology has been strategically embraced by the organization to ensure that the newspaper is distributed in time from the Harare base to the readers countrywide. Usually readers want to purchase the newspaper in the morning and the production deadline of 8pm gives ample time for the printing of the newspaper as well as distribution in time. This is essence cuts costs in relation to sales, PrintCo staff and driver allowances in the form of overtime and related expenses.

The software used by the *Daily News* is flexible and easy to apprehend and therefore skills and experience can easily be developed over time. Stewart *et al* (2001:64) observes that, "Modern

society now worships technology in the same way that the ancients worshipped and sacrificed to various gods." Training is an important part of harnessing and developing skills. This has enabled the *Daily News* to conduct in-house training of Sub-Editors. The prerogative of the Sub-Editors is to master and develop copy editing skills in line with the house style of the organization. In line with the Development theories, the adoption of modern design techniques by the *Daily News* is an intrinsic dimension to "modernization." This has been coupled by the hiring of foreign expertise to help and develop the skills of the existing staff. The harnessing of skills by sending staff on exchange programmes to other countries like China and India is a testament of the assumptions of the Development theories. The idea is for them to learn how it is done in other countries which have developed systems than that of the *Daily News* and then in the long try and develop along those lines. Exchange programmes develop the capacity of the individuals and it is their prerogative to pass on the same knowledge to the rest of the staff.

The promotion of visual anthropology in newspaper design is premised in the Magic Bullet theory which assumes that audiences passively consume media content. O'Sullivan *et al* (1998: 135) posit that "The front page or cover newspapers and magazines is the key to creating both a sense of identity and a point of contact with the reader." The research noted that the staffers also have their own perceptions that are largely guided an oriented by senior management and the need to increase comprehension of stories by readers. The Editor-In-Chief expects the newspaper to be performing competitively in the market. Stewart *et al* (2001:400) also observes that, "Many national *Daily News*papers seem to be suffering a slow year-on-year decline in their circulation figures especially among the tabloids." The critiques to the Magic Bullet Theory assert that audiences are not passive consumers of media texts they have needs that need gratification. Readers have their own preferences which are not oriented by the visual presentation of the newspaper. Some are just loyal readers who for one reason or another buy the newspaper because it is their choice. Thus the relevance of the Blumler and Katz (1959) theory of Uses and Gratifications comes in to context.

Critical political economy of the media posits that media entities are concerned with survival and profitability and this justifies their existence. Huntemann (2005) observes that political economy

of communication examines the allocation of resources for the production and distribution of meaning. The adoption of graphical design can therefore be explained as a strategic way of influencing reader preference. Albaran *et al* (2006:23) notes that, "Media economics analyses are not only applicable for understanding free and open markets but provide insight to media activities in variety of market conditions." The research noted that competition is also a significant rationale towards the adoption of modern design techniques. Senior management is aware of the financial consequences of poor performance of their products in the market therefore they have to devise strategic weapons that ensure profitability.

5.10 Conclusion

This chapter presented the findings of the research and gave and analysis of the data that was gathered from the various sources. Major concerns of the research with regards to what some of the modern design techniques used by the *Daily News* have been well articulated. Some other aspects which were not initially the concerns of the research were observed and articulated in this chapter. The data was presented thematically to clearly reflect on whether the objectives of the study were met. Aspects from other chapters were reflected on, theories and concepts which had links to the research were utilised. The next chapter gives recommendations and draws a conclusion to the study.

Chapter Six: Conclusion and Recommendations

6.0 Introduction

This chapter concludes the study and gives recommendations as well as an evaluation of the findings. The previous chapter presented an analysis of some of the findings of the study. To this point, an introduction and objectives of the study has been given. Literature and a theoretical framework pertinent to the study have also been highlighted. The research methods and methodologies used to collect and analyze data in the research have also been brought to light. A historical background of ANZ, who are publishers of the *Daily News* has also been articulated. Recommendations given in this chapter are in relation to the research problems highlighted in chapter one as well as the findings articulated in the previous chapter.

6.1 Evaluations and conclusions

The study sought to find out the contemporary design techniques that have been adopted by the *Daily News*. The use graphical design techniques in newspaper production are a trend that is developing in other countries, more specifically the Arab world that Bekhit (2009) was using as case studies. Behind this development is the orientation that is offered by the continuous evolution of technology. The same Macintosh Systems that have being used in the Arab world are the same systems that have been harnessed by the *Daily News*. The diverse elements of design that are used by the *Daily News* are all enabled by the link between technology and the software used. Adobe Photoshop that is used by the *Daily News* production desk enables the smooth change of pictures from both the RGB and CMYK format to the Gray-scale format. Daft and Lengel (1986), in their seminal work on Media Richness theory, argued that managers could improve performance by matching media characteristics to the needs of organizational information processing tasks. With Adobe Photoshop and InDesign there are few challenges that tail their adoption, in essence they actually have added another dimension. Adobe InDesign CS5 can even perform basic graphical designs.

The Social Construction of Technology theory supports this view by putting forward a suggestion that technology design is an open process that can produce different outcomes depending on the social circumstances of development. Thus it can be observed from the study

that the connection that exists between the graphical design techniques is oriented by the growth of technology. The study in particular conforms to the hypothesis put forward by of the Technological Determinism. Without the impact of technology it can be safely assumed that, the newspapers could still have be hand written today.

The *Daily News* according to the Group Editor have identified that graphical design use in newspaper production is a dominant trend in the developed countries hence the justification of the implementation of the trend. This is in confirmation of the suggestions of the Dependency theory which places particular attention to the impact of the West on the social and political structures. Parallels can be drawn from the concept of Propaganda which seeks to appeal to the emotional reason of the reader. Vries (2008) brings into light the importance of designing a newspaper that meets the expectations of its readers. Stone *et al* (1978) anchors this view by noting that the adoption of contemporary design techniques is mainly oriented by the need to push sales up. Thus in essence the designs are propagandist in nature as they seek to manipulate the emotional being of the readers. The reason for the emotional appeal is to win the consent of the readers in light of the stiff competition offered by other players in the newspaper market. In this light reference has to be made to the growing stiff competition in the newspaper market.

The New Product Development theory suggests that technology and innovations serve as a strategic tool to gain leverage and ANZ, the parent company to the *Daily News* has acquired a highly sophisticated printing press that is now being used commercially to print other newspapers like *Financial Gazette* and the *Sunday Times*. By getting on board other players who need to have their newspapers according to specific deadlines, it is also the prerogative of the production desk to ensure that the newspaper is timely produced to meet the set deadlines. The printing machinery at PrintCo runs at least 10 000 copies an hour. There are specific days when the newspaper has to be run in a single pass. This therefore translates to a situation whereby some pages have to appear in Gray-scale format for them to be compatible with the machinery at PrintCo

The orientation that has been brought about by role specialization and technology has also impacted on the out of the newspaper. Dennis and Kinney (1998) posit that the Media Richness

theory argues that performance improves when team members use "richer" media for clear tasks. The *Daily News* has integrated two previously independent work units into one. The idea is to improve on the graphic output when needed. The Graphic Artists at the *Daily News* bring in wealth of experience from the advertising industry. This view is beaconed by Lowrey (2003) who brings to perspective that the growth of technology requires greater degree of role specialization. Graphic Artists in this regard are conversant with Adobe Photoshop and Corel Draw. Sub-Editors are limited to the basics of Adobe InDesign with regards to layout and copy editing and Photoshop. The Graphic Artists are also working as an in-house advertising agency for the organization. Lowrey (2003) highlights that management of organization is very much aware of the financial reparations of failure so they do all things necessary to ensure the financial success of their organization. Thus the integration of work units is justified.

The Modernisation theory puts forward the suggestion that science, technology or modern institutions can be successfully crafted on a society whose people are generally traditional in their thinking and attitude. Development colonialism seems to tail the progress of the *Daily News*. The Chief Sub-Editor of the *Daily News* revealed that prior to the resumption of publishing in 2011 Sub-Editors (most of them have left now) got training in design and layout with Adobe InDesign from a South Africa-based organization called Woodwink. More to that, the Editor-In-Chief has employed a Production Supervisor, Keith Bell whom from the observations made in the study, the senior staff at the production desk does not approve the critique of Bell since most of the time he will not be around during design and layout. The bone of contention is mainly as a result of the seemingly preferential treatment offered to Bell. In as much as, the hiring of foreign expertise is important there is need for the organization to have faith in the staff that they have invested their money in.

It is noted in the study, training is an important part of the culture at the *Daily News*. The organization has maintained cordial relations with MSU in accommodating students on their Work Related Learning. Stewart *et al* (2001:391) observe that "all publications seek to apply a constant style throughout – the page layout is like a brand image. Regular readers can recognize it and feel comfortable." Training is good for both the organization and the students. On a closer look this translates to a situation whereby the corporate image of the organization is being

entrusted in the hands of novices. This is because of the criticality of the production desk, errors will reflect back on the capability and reputation of the organization. A reasonable judgment with regards to the training in as much as it being beneficial to MSU and the organization is that it is a measure to cut on costs of hiring permanent staff.

In the study, it is identified that readers subconsciously subscribe to the contemporary design techniques adopted by the *Daily News*. Siskind (1979) observed that trendy design elements are viewed as informative and entertaining. In as much as there is an emphasis on the harnessing of trendy design techniques at the *Daily News*, some readers are loyal and do not pay particular attention to the design elements. It was noted that preference is actually given to headlines and news photographs. This showed how readers are being manipulated into being induced to purchasing the newspaper. The realization that graphic packages actually push up sales has oriented the need to continuously adopt contemporary design elements by the senior staff. This is in confirmation of the Critical Political Economy of the Media that places particular attention to the interests of the actors behind the production of media texts.

A number of research methods were used in this study to collect data. The data was gathered using participant observation, interviews and questionnaires. The methods used in this study especially observations and interviews with the staff at the *Daily News* were largely effective as they were used to confirm phenomena that had been observed. Furthermore, semiotics, content analysis and critical discourse analysis were used to analyze the data as to determine the passion of the adoption of contemporary graphical techniques by the *Daily News* Group Editor.

6.3 Recommendations to the media fraternity

The study showed that the adoption of contemporary graphical design techniques is in many ways related to the attention given to the rise of competition. The thrust of designs should be founded on the need to give readers a newspaper that is informative. Recommendations that can be given to the mainstream media fraternity in general are mainly with regards to equal distribution of graphics packages in all news sections of the newspaper. From the observations of the study, graphic packages are mainly distributed in the hard news and sports section with little attention being given to other sections like business and entertainment. Readers' needs in a

newspaper are too complex to apprehend. Not all readers are mainly interested in the hard news section. Thus at times the graphics tend to be too simplistic and unnecessary.

The training with regards to students on internship at the *Daily News* is mainly oriented at developing skills with regards to the basic tenets of Adobe InDesign and Photoshop. This at times will result in half baked individuals. The training should also be aimed at developing strong and effective editing skills. There is no guarantee that the individuals will in the long term be employed as Sub-Editors given the size of the newspaper industry in the country and also the seemingly prohibitive requirements of the job. It would also be ideal for the newspaper houses to first strongly develop skills in story writing and editing in the individuals before they are thrown into the deep end. As noted before, the production desk handles the corporate image of the newspaper, given the sensitivity of the Sub-Editors' task it would be wiser not to throw rookies at to the deep end to avoid unnecessary mistakes. These mistakes are a reflection of the reputation and image of the newspaper.

6.4 Recommendations to the *Daily News*

The *Daily News'* management showed that they have much faith in foreign expertise. Learning other foreign cultures and blending them with existing ones is never blend. Actually it improves the delivery of service to the readers. However, in as much as the exchange of ideas is important, recommendations to the management is for them to put trust in the staff they are investing a lot fortune in, through sending them on exchange programmes in other countries. The sort of influence that is exerted on the production desk by Keith Bell creates unnecessary tension. It would be ideal for the management to clearly explain the role and duties of Bell as a production supervisor and template designer. His role at the *Daily News* is not clearly articulated as of now. Thus there is need to clearly articulate the roles so that they avoid insubordination at the work place.

As technology continues to develop in the world, there has been the recent launch of Adobe Cloud which offers packages that are better than Adobe CS5. Keeping abreast with technology in essence ensures that the organisation is ahead of its competitors. Adobe Cloud comes with offers that include one serial key for designers that range from five to more than 50 designers. This means that, unlike Adobe InDesign which requires separate licences for each machine, they can

only purchase a single licence that covers for a number of designers. Therefore recommendations can be made to the adoption of the more software as it develops. New technology offers new dimensions that existing one that do not.

6.5 Recommendations to the academic community

The training of students in particular the Media and Society Studies department at MSU is multi-barrelled as skills are developed in a number of areas. The newspaper industry in the country is largely ability oriented. The training of students at MSU does not enable them to suitably fit into the industry more specifically the production side of the newspaper industry. This is because the training is based on out dated software namely Adobe Pagemaker. Corel Draw is not really ideal in layout as it is mainly design software. Adobe InDesign CS5 is the contemporary software that is dominant in the industry. It has also been observed that no specific attention is paid with regards to the training of Adobe Photoshop which also creates a gap in the students when they go into the industry. As noted in the study, newspaper production is centred on the clear understanding of the two software – Adobe InDesign and Adobe Photoshop. Therefore training of media students should also be based on current and up to date software so that they would be smooth adjustment when the trainees go into the industry.

Macintosh Systems from the study are seemingly the dominant trend in the industry. The department is a proud custodian of one such system which is not however, to the reach of students which also makes it difficult for them when they go into the industry. It would be ideal for the department to expose students to such systems before they go into the industry. However, training in the software alone is not effective is not enough as there is need to develop strong copy editing skills in the students before they graduate. It has been observed that the trend in the department is to develop a bookish acquaintance to story writing which alone is not enough for one to fit in the industry. Therefore it would be ideal for the department to strongly consider the practical side of the degree and balance it with the theoretical aspect of it.

An area of concern is with regards to grouping of students in the practical training of students in newspaper production. An ideal option for the department is to introduce a publication of their own that is published at least on weekly basis. Contribution would be from every student across

all the levels. With the support of the university, the publication can develop the capacity of every student. The trend to produce a class publication for second and fourth year students develops the capacity of only a few individuals. Students from the Media and Society Studies department have played second fiddle to those from the English and Communication department not to mention from other colleges because of the rather vagueness of the degree. Focus should not however, not only be in newspaper production as other areas require the same attention that is afforded to print journalism.

6.5 Areas for further research

This study focused on the adoption of hybrid graphical techniques mainly focusing on the *Daily News*, however, an enquiry to other media houses like *The Herald* and *NewsDay* is necessary. Academics can also dedicate time into enquiring into the graphics use in web page design. This is because the website, due to the growth of Internet services in the country also provides a platform in which newspapers can create leverage over their closest competitors. More time and resources can also be dedicated to an enquiry towards reader preferences in towards newspaper design.

6.6 Conclusion

This chapter drew a summation of the study. It gave an evaluation of the findings and concluded the whole study and gave recommendations the *Daily News* and the Media and Society Studies department on specific attention that can be made to ensure the effective integration of contemporary software in newspaper production. Recommendations were not only based on the adoption of trendy software but also on other critical issues identified in the study. Avenues in which researchers can dedicate their time and resources in doing further research have also been highlighted.

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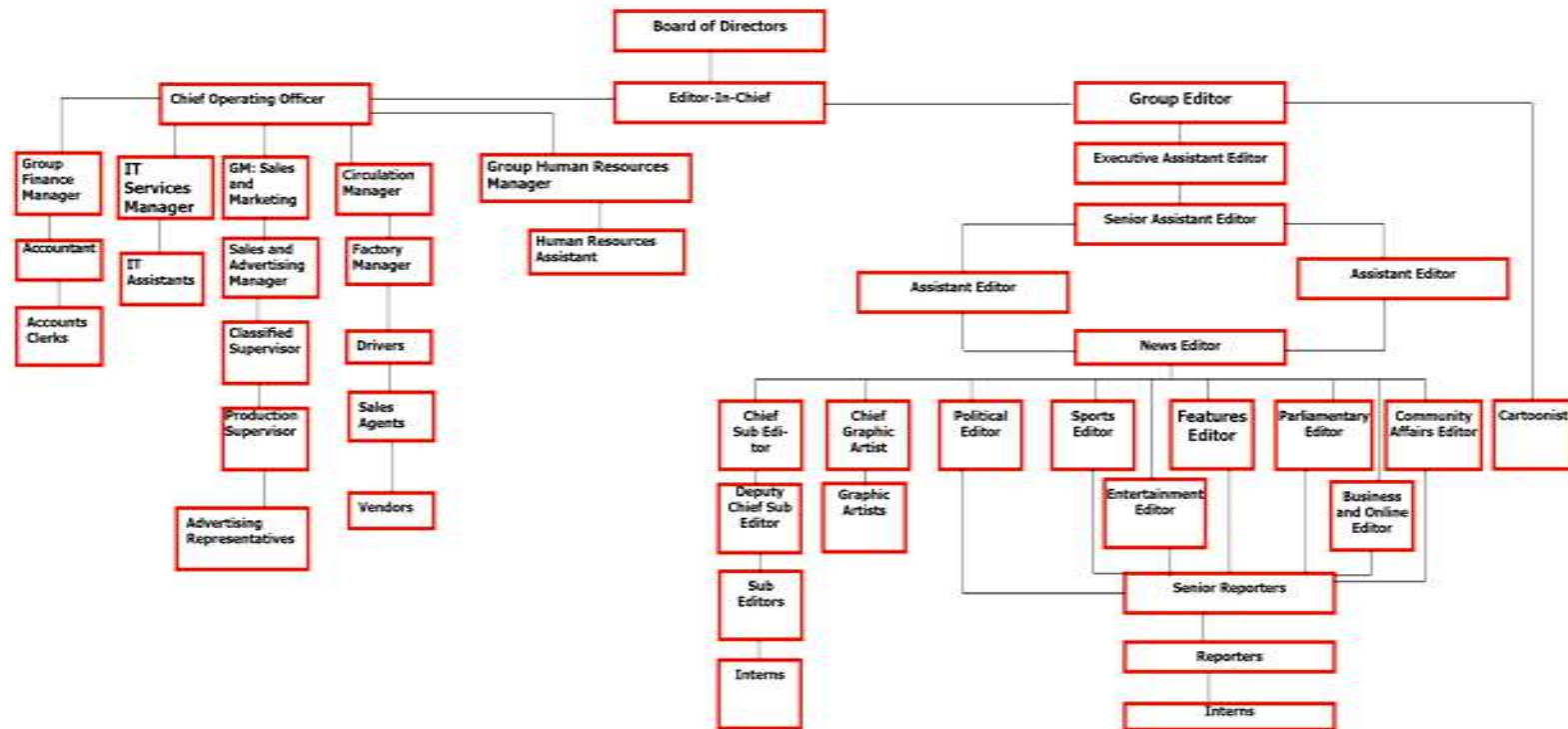
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Appendix 1

ANZ Organogram/Organisational Structure

Appendix 2

QUESTIONNAIRE FOR READERS

My name is Alwyn Mabehla (r0825415k). I am a student at Midlands State University studying for a Bachelor of Science Honours Degree in Media and Society Studies. It is a requirement that final year students carry out a research on a topic of their choice in partial fulfilment of the course. I am carrying out a study on the following topic: **Graphical design techniques and hybridisation of software in newspaper production. A case of the *Daily News.*** Information obtained will be only used for academic purposes and will remain private and confidential.

Your cooperation is greatly appreciated.

Instructions: Please tick where applicable and fill the blank spaces provided.

Respondent's Basic Profile

Sex:　　　　　Male ☐　　Female ☐　　　　Age: ☐

Questions:

- How often do you have access the *Daily News*?

  Everyday ☐　　1- 4 times a week ☐　　Occasionally ☐

- How do you access the newspapers?

  Purchase ☐　　Borrow ☐　　Read online ☐

- Which other newspapers besides the *Daily News* do you read?

  The Herald ☐　　*NewsDay* ☐

  The Chronicle ☐　　Financial Gazette ☐

  Any other? (Specify)……………………………………………………………….

- Why do you read other newspapers besides the *Daily News*?

  Briefly explain…………………………………………………………………………...

  …………………………………………………………………………………………

  ………………………………………………………………………………………..

- Why do you prefer the *Daily News*?

  …………………………………………………………………………………………

  …………………………………………………………………………………………

  …………………………………………………………………………………………

- Do you pay attention to the graphic designs of the *Daily News*?

  Yes   ☐   No   ☐

  Explain why………………………………………………………………………………

  …………………………………………………………………………………………

- Which sections of the newspaper do you prefer to read the most?

  News   ☐   Business   ☐

  Entertainment ☐   Sports   ☐

  Briefly explain why…………………………………………………………………...

  …………………………………………………………………………………………

- Which element do you consider important when you read the newspaper?

  Headlines   ☐   Log Tables   ☐

  Pictures   ☐   Fact box   ☐

- Do you feel you are getting value when you access the *Daily News*?

  …………………………………………………………………………………………

  …………………………………………………………………………………………

  …………………………………………………………………………………………

  Thank you.