



**SOCIAL MEDIA IN GHANA'S LEGACY MEDIA INDUSTRY:
COLLECTING "LIKES" OR BUILDING A NEW REVENUE
SOURCE?**

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**SOCIAL MEDIA IN GHANA'S LEGACY MEDIA INDUSTRY:
COLLECTING "LIKES" OR BUILDING A NEW REVENUE SOURCE?**

By

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DECLARATION

I hereby declare that this thesis report is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature:.....

Candidate's Name:.....

Date:.....

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by Ashesi University College.

Supervisor's Signature:.....

Supervisor's Name:.....

Date:.....

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ABSTRACT

Today, Ghana has over fourteen percent of its population using the internet. Social Media is one of the main platforms that these users interact with online. This has presented an opportunity for companies to gain business benefits by reaching their clients online. For others, it has provided a means to reach new audience. Social media has greatly affected the legacy media industry, especially regarding content delivery and creation. This has caused legacy media companies to look into the feedback and interactions of audience on the social media sites of their brands, in order to gain insights to improve their core business. This thesis presents a study into how legacy media brands in Ghana are harnessing social data from social media and how these actions can be improved to achieve performance goals.

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KEY TERMS

1. Legacy Media

A platform through which news information is disseminated to people. It is used interchangeably with "Traditional Media".

2. Social Media

"An online service on which members can establish relationships based on friendship, kinship, shared interests, business advantage, or other reasons" (Barker, Barker, Bormann, & Neher, 2013).

3. Social Media Engagement

A quantitative and qualitative measure of the level of interaction between companies and their customers on social media.

4. Social Data

Customer information that is relevant to marketers and business development managers in an organization, and can be obtained through users' communication on social media

5. Legacy Media Brands

Refers to the different products offered by traditional media companies. For example, legacy media brands for Multimedia Group Ltd include: Joy FM and Adom FM.

CHAPTER 1 - INTRODUCTION

1.1 Overview

Today, news; newly received information about an important event, spreads across the globe faster than ever. Since the early 1900s which initiated the golden ages of radio, television, and newspapers, people all over the world have been able to access news in different locations through different platforms. Over the years, each platform: radio, television and newspaper have had different percentages of consumers patronizing due to preference and accessibility at each point in time.

For decades, the different legacy media brands provided content through their distinct media platforms. As such, the nature of information on different platforms was quite distinct and content could not be switched very easily from one platform to another. However, with the emergence of internet and social media, all traditional media can now operate on the same digital platforms specifically; social media. This means that, television, radio, newspapers are able to post their content online. Social media has redefined how people access information, and doors have been opened for a better distribution of content and a wider reach of audience.

1.2 Background

1.2.1 News Transmission: The Evolution

Since the early 1900s till date, it can be attested that the speed with which news spreads can either solve or aggravate situations. Legacy media companies have provided news information and other programs to people of all ages, cultural backgrounds with interests in sports, politics,

entertainment, technology as well as general news on the economy of local communities, nations, and the globe.

Legacy media companies provide news and broadcasting programs as a core business, while generating revenue from advertisements that are delivered on their media platforms. Legacy media companies have therefore played a significant role in disseminating information to many people through their legacy media brands in different locations within a particular time period using television, radio, newspaper, among others. *Legacy media brands* are the different products offered by legacy media companies, these legacy media platforms are also referred to as '*traditional media*'.

In contrast to the 1918 Spanish flu outbreak, although the SARS outbreak in 2002 was prone to similar fatality, SARS killed very few people, costing the world less death than the one third of the world population that the Spanish flu killed. Ethan Zuckerman (2013) in his book *Rewire* attributes that prevention to the Internet. According to Zuckerman, it was the global cooperation and communication across nations and the collaboration between doctors online without travelling and having direct contact with each other that solved this epidemic in less than six months, compared to Spanish flu which was controlled after a longer time. During this period, the World Health Organization monitored social media and newspapers. It was found that, countries that were reluctant to share information about the spread of the disease like China, on media platforms were the most affected by SARS (Zuckerman, 2013). In no doubt, the ability to share information without sharing the same air

helped minimize the disruptions that SARS caused. Like many other companies that are taking advantage of the increasing value of social media, legacy media companies are doing the same.

1.2.2 The Concept of Social Media

Social media is any platform available on the internet, which provides a means for interaction and effective two way communication on websites; social networking sites including: Facebook, Twitter, YouTube, Blogs, LinkedIn, Google Plus, smart phone applications, as well as news delivery sites; and other online platforms. Social media provides a platform for millions of people in different geographical regions and time zones to share information that is relevant to them. Similar to social media, *social technologies* are technological products and services that enable the formation and operations of online communities, where participants and contributors have a distributed access to content and rights to create, add or edit content (Chui & Manyika, 2012). In order for the scope of social media to cover a significant range of online communication, social technologies will be used interchangeably with social media.

Currently, Facebook is the most popular social media platform worldwide, with over 1.26 billion users and almost 1.2 billion monthly active users. Also, Facebook users share approximately 4.75 billion items daily, thus are expected to share all kinds of information including news and other topics of interest from different websites or the Facebook pages of companies and brands. In addition, 76% of users log into Facebook at least once every day (Why Facebook Users Are Valuable to Marketers).

1.2.3 The Importance of Marketing in Business

Marketing is an essential requirement in the success of every business. As such, businesses that apply Integrated Marketing Communication (IMC) as the key guiding principle to communicate with their target markets, have noticed the value that social media adds to marketing products and services. *Integrated Marketing Communication* is a means of coordinating direct marketing, advertising, publicity, and sales promotion to obtain a unified message for the consumer (Mangold & Foulds, 2009). Comparable to IMC, *Online Marketing Communications* are promotional or marketing messages that are delivered online.

With the increasing presence of social media in the daily lives of people, marketers have realised the opportunities that are available to present products and market products through social media. Like many other social media platforms, Facebook users have become very valuable to marketers in meeting their business targets and expanding (Why Facebook Users Are Valuable to Marketers).

1.2.4 The Influence of Social media in delivering content

Since 2011, online news consumption in the US has risen sharply due to the increasing ownership of digital platforms such as tablets and smart phones (Sasseen, Olmstead, & Mitchell, 2013). In 2012, research carried out by the Pew Research Center on "People Who Got News 'Yesterday'" from different media platforms showed that, although the percentage of respondents who were accessing news from television, radio and newspaper were higher in 2004, there has been a steady decrease in the percentage of people accessing news through those

traditional media, while the percentage of respondents who access online and digital news has been on a sharper rise. This graph is shown in Appendix 1. That study further showed that, 19% of respondents who accessed online news were from social media, while 16% and 8% were from email and podcasts respectively (Sasseen, Olmstead, & Mitchell, 2013). Undoubtedly, this rise can strongly be predicted to even overtake television media in the coming years as it has done to the newspaper and radio in the US.

For many organizations like legacy media companies, social media has become a necessary technology to adopt into business operations as a marketing tool. Mangold and Foulds (2009) in the article *Social Media: The new hybrid element of the Promotion Mix* emphasize that, with the emergence of social media, the tools and strategies for communicating the value of products to customers has taken a significantly new turn. It is therefore no doubt that an effective presence on social media is essential for marketing a business successfully in this digitized era.

In addition to marketing, unique to legacy media brands, is the possibility for social media to become a new or complementary medium for delivering their core business content.

1.2.5 Social Media in Ghana

According to Internet World Stats, which is an International website that features current Internet Market Research Data, as at the end of June 2012, about 14.1% of the population in Ghana was using the internet. This implies that, out of the country's population of about 25 million, there are about 3.5 million internet users. What do Ghanaians use internet for?

Facebook has the largest social media audience in Ghana, with approximately 1,630,420 Facebook Subscribers as at the end of 2012. These numbers are expected to increase if the growth rate continues to rise above the current penetration rate of 6.4% on Facebook (Africa, 2012). This rising increase in the number of users on Facebook is making it more and more attractive to businesses and marketers that seek to expand their reach and adjust to the increasingly social lifestyles of their users. Facebook also has the "highest user engagements in terms of average hours spent per month per user" (Why Facebook Users Are Valuable to Marketers).

1.2.6 Radio, television and newspapers in Ghana

In Ghana, the predominant traditional media platforms are radio, television and newspapers. According to industry information provided by the National Communications Authority, as at the first quarter of 2013, there were 266 operational radio stations in Ghana (Stakeholder Center: Industry Information, 2013). In the third quarter of 2011, the National Communications Authority had licensed twenty-eight (28) television stations (List of Licensed Television Stations in Ghana, 2011). It is also estimated that, there are over 106 newspapers (Kafewo, 2006) in Ghana at the time of conducting this research. These newspapers are made up of dailies, weeklies, bi-weeklies, and tri weeklies.

In a report in the African Media Development Initiative prepared by the BBC World Service Trust (Power, 2006), radio is the most accessible and consumed media in Ghana. In that report, Ghana is in the heavy listening category of radio listening. Again in that BBC report, out of two

main categories of newspaper readership: High level and low-level readership, Ghana is considered to be in the low-level readership category. The high level category is defined by a population that has more than thirty three percent (>33%) of the population that reads a newspaper once a week, while the low level category is defined by a population where less than thirty three percent (<33%) of the population reads a newspaper once a week. Ghana recorded a twenty four percent (24%) readership (Power, 2006), making it fall within the low-level readership category. For television however, there are no current records available on the number of viewers or number of televisions available (Kafewo, 2006). As such, insights cannot be made on the extent to which television is viewed nationwide. This information cannot be attained at the moment because; the main source of this information is the operational unit for collecting television license fees, which has closed down. Currently, the main statistical information available was retrieved from research carried out by the Media Foundation for West Africa in 2001. Records showed that, thirty seven percent (37%) of the respondents watch television, compared to eighty percent (80%) and thirty percent (30%) who listen to the radio and read newspapers respectively (Kafewo, 2006).

Therefore, in order of highest audience to least, legacy media sectors are as follows: radio, television and newspapers.

1.3 Problem Statement

Regardless of the increasing knowledge of the power of social media, Chui and Manyika (2012) additionally emphasize that, businesses

are now learning how to create significant value with this new tool. They further suggest that the speed of adoption of social media and other online activities has exceeded that of other technologies. A report on *The Social Economy: Unlocking Value and Productivity through Social Economies* argued that, companies that rely on insights from their consumers for product and service development have an opportunity to maximize their economic value. Therefore, engaging with consumers on social media and monitoring conversations to obtain market intelligence and understand consumers' demands is necessary to optimize the economic value of businesses. With only three percent of companies that were found to be using social media to its fullest capacity, it is necessary for organizations to evolve their structures, processes and practices as well as work culture in order to capture the full value of social media (Chui & Manyika, 2012).

However, even with this high speed of adoption globally, it is not known how well legacy media brands in Ghana are maximizing this resource to its maximum potential. Some marketers have simply been known to simply create social profiles and focus on the number of likes and followers they have, in order to determine their success on social media. Although these actions are useful, it limits companies in understanding which social data can be analysed to obtain optimum business insights. *Social Data* is simply a term for user/customer information that is relevant to marketers and business development managers in an organization that can be obtained through users' interactions or communication on social media. Some marketers are also making use of analytical tools and social media management tools to

manage their marketing campaigns on social media platforms. However, the issue of concern is, there are no academic studies in Ghana to show how well legacy media brands are adopting new Key Performance Indicators to help with marketing online

It has been established that legacy media companies all over the world are now incorporating social media as a vital part of content delivery and marketing. However, some issues have arisen globally about the current tools and methods that are being used to obtain social data to improve content delivery of legacy media brands. Therefore, it will be relevant to have enough information about the current state of the legacy media industry in Ghana with regards to the effective use of social data to obtain value from social media.

1.4 Research Objectives

Evidence suggests that, Ghana, like other countries all over the world has a potential to optimize social media in legacy media companies, in order to enhance the growth and economic value of their brands. This research will add to the current knowledge base of social media in Ghana and its use in the Ghanaian legacy media industry and in Africa at large. This research paper seeks to achieve the following:

1. Understand the current state of social media usage in media companies in Ghana.
2. Understand the reasons for using social media, the kind of expertise that handle the social media sites of legacy media brands, and the

level of expertise in using social media analytical tools for aiding in analysis of audience that patronize social media sites.

3. Determine the best practices and tools that businesses in Ghana are using or can adopt to generate insights from social data.

1.5 Research Questions

Based on the research objectives, the following research questions seek to be answered:

1. What is the level of online presence of legacy media brands in Ghana?
2. How effectively are legacy media brands in Ghana harnessing social data to develop actionable insights?
3. How can the current actions of legacy media brands be improved to help achieve company goals and objectives?

1.6 Theoretical Framework

With regards to the problem identified about the necessity to harness social data more effectively, J. P. Benedict (2013), a business consultant for entertainment and media proposed in the article "Embracing the Power of Social Media for Broadcasting Business Insight" that, information from users on social media can be filtered, and relevant messages collected for companies to take actions on. Based on this premise, this research looked into whether legacy media brands in Ghana are actively engaging their audience in a way that enables audience to bring out their views. This looked into much customer information was

available on social media, from which business insights could be generated.

1.7 Relevance of Study

This research sought to investigate how legacy media brands in Ghana are harnessing social data from social media and how these actions can be improved to achieve performance goals.

According to research conducted by McKinsey Global institute in 2012, ninety percent of companies in the United States that are using social media have reported business benefits. However, there is still an estimated potential to unlock over \$1.3 trillion (Chui & Manyika, 2012) in some industries. With this occurrence in the West, it is relevant to look into the legacy media industry in Ghana, where their brands carry the fastest kind of information as news online. It will be relevant to find out the potential available in the Ghanaian legacy media industry to gain significant revenue from social media activities, especially with social data. Evidence suggests that, Ghana, like other countries all over the world has a potential to optimize the use of social data of legacy media companies, in order to enhance the growth and economic value of their legacy media brands.

This research serves as an addition to the current limited knowledge base of social media and its use in the legacy media industry in Ghana.

1.8 Scope of Study

In order to answer the research questions and achieve the research objectives, this research focused on legacy media brands in Ghana in the three main sectors: radio, television and newspaper. This ensured that, the research was focused on the kind of legacy media brands that are prominent in Ghana, and give a true reflection of the state of this industry. Within these three sectors, the research was conducted using the brands with the largest reach nationwide. This gave a more substantial backing to the information obtained from these brands, and informed a more solid basis for drawing conclusions for the Ghanaian legacy media industry. This research focused on understanding the general online presence and interactions on social media. As such, this research did not look into the quality of online sites that the brands had, neither did it look into the influence of web interfaces on audience interaction. Also, it did not look into the nature or the kind of information that social media personnel post on their social media pages, which influenced the response and interaction of audience on social media.

1.9 Limitations of Research

This research does not focus on or look into the nature of posts that influence the number of comments per post. As such I did not look into whether the posts were links to news articles on the website, discussion questions that stirred up comments, local or international news, new trends, entertainment, sports, and education, among others. However from observation, the kind of posts that are put up especially the ones

that ask questions to directly stir up audience feedback contributed the most comments to posts.

This research does not attempt to look at the times of day that posts influence number of posts per post. The number of “posts per post” does not include a count of the number of replies to a particular post within that post. One major constraint is the sample. Although the sample is the group of people the researcher has selected to obtain data from (Trochim W. M., 2006), it was uncertain that the whole sample would maintain participation during the course of the study. Regardless of this limitation, the research design and methods that were applied gave the necessary answers to the research questions. This will also help achieve the research objectives that have been set for this study.

CHAPTER 2 - LITERATURE REVIEW

2.1 Overview

This chapter sought to look into the research findings and the current discussions of social media experts in Ghana and the world at large. This chapter reviewed the literature on how social media is influencing legacy media companies, with regards to audience reach, revenue generation, marketing expenses, and brand image. The literature also discussed the new opportunities available for the legacy media industry in social media as well as the importance of harnessing social data in generating business insights. Lastly, the literature looked into ways in which social media provides a business opportunity for Software Developers to design solutions that can serve the needs of legacy media brands as they intensify the use of social media.

2.2 Literature

2.2.1 Social Media's Reach

In a report published by McKinsey Global Institute, Chui and Manyika (2012) point out that, there are over one and half billion social networking users globally and eighty percent of all online users interact with social networking sites regularly. Social media not only affects cultural and social life but the economy as well. Social Media is indeed one of the fastest growing sectors of the internet. In a survey consisting of 4200 companies worldwide in 2011, over 70 percent of companies were found to be using social technologies which includes social media, and ninety percent of these companies reported that they gained benefits from using them.

2.2.1 Social Media as a New Avenue for Revenue Generation & Reduced Marketing Expenses

Most companies have now realised that, social media draws the attention of consumers to their products at a faster rate and at a lower cost than traditional marketing media (Chui & Manyika, 2012). Although some companies are trying to find the least expensive way to do this, it is questionable whether they are reaping significant benefits of how much they are investing into social media and online presence. Legacy media brands for example, are seeking ways to be market leaders in their industry, while competing with other traditional media brands in terms of content delivery online. Advertising, which plays a significant role in revenue generation for legacy media brands is therefore one reason why legacy media companies are evolving their core business models (Griessner, 2012), in order to maximize the benefits of being more profitable. Putting up advertisements online will be more attractive to clients who send in posters to be advertised because, legacy media have a higher potential to reach a wider audience.

2.2.3 The Influence of Social Media on Product Brands

Today, there are increasing discussions between users online about different products and services. Paul Gillin (2007), author of *The New Influencers*, argues that, in the new era of social media, a dissatisfied customer has the means to tell 10 million people, compared to the era of traditional marketing where a dissatisfied customer tells only ten. This is making virtual "word of mouth" become a critical area that businesses have to focus on to maintain their brand image and market share as they grow their businesses. People are no more drawn to a product only

through traditional one-way marketing but social media has transformed marketing into a two-way communication. This has made it possible for conversation, feedback and interaction between companies and users and between users and other users. It has also become necessary for businesses to focus on maintaining their brand image and market share as they grow their businesses. By doing so, companies are ensuring that they win as many clients as possible, before they lose millions of customers based on people's reviews about the company's products, services and brand.

Research on *Global Trends in Online Shopping*, conducted by The Nielson Company (2010) showed that, Europe and America had a 33 percent and 32 percent likelihood respectively of sharing negative experiences about products online. However, Middle East, Africa and Pakistan altogether had a 40 percent probability to share negative experiences about a product online (Nielson, 2010). Although no reasons were proposed for this disparity, these findings show that, businesses in Middle East, Africa and Pakistan have to ensure that their online marketing communications are effective enough to capture the expectations of customers. It is well known among marketing circles that integrated marketing strategies that are successful are those that effectively coordinate the elements of the promotion mix such that, the values and mission of the company are clearly conveyed in order to achieve the company's performance goals. The more consistent the communication strategies are to the values of the company, the easier it is to coordinate information delivered to the market through the

marketing mix which today, includes social media (Mangold & Foulds, 2009).

2.2.4 Social Media: A New Opportunity for the Legacy Media Industry

Research in Africa has shown that, in the past, internet applications were focused on marketing and communications but recently, solutions focused on service delivery are on the rise. Legacy media companies provide services. This means that, social media is offering a more effective and efficient platform to provide content to audience with a wider reach at each point in time. For legacy media companies, this spells greater opportunities for expansion in both the short and long-term as a profit making business among its competitors. The World Bank reported that a 10% increase in broadband in Africa correlates to a 1.38% increase in GDP growth. This implies that online activity especially for businesses can positively affect economic growth and development (Dalberg, 2013).

Today, broadcasters use social media as a means of consumer engagement and marketing. In a report published by Cognizant, Benedict (2013) indicates that, with a recent increase in internet broadband delivered on personal computers and "smart" televisions, a wide range of opportunities for screen-clickable interactions and cross promotions are now available. Furthermore, Benedict (2013) points out that, broadcasters are delivering new types of content and interacting with more viewers than those who patronize their programs on traditional media platforms. Thus, more and more legacy media companies are innovating traditional methods of delivering content that suite the social media era.

According to The Nielson Company, consumers in Ghana are “more receptive to advertising” (2012). As such, legacy media companies can leverage this opportunity to build their brand image and generate revenue for business. More so, results from a research conducted to investigate “The Growth and Usage of Internet in Ghana” showed that, 33.7% of internet users in Ghana frequently use the internet for news, which is the primary information that legacy media companies provide (Quarshie & Ami-Narh, 2012).

2.2.5 Harnessing Social Data to generate business insights

Similar to the views of other researchers, Benedict (2013) agrees that social media holds significant opportunities to unlock business benefits. According to him, a significant portion of the value of social media is obtained from the insights and feedback of audience that engage with brands. In his views, as the media seeks to take advantage of the business benefits of social media, it is necessary to be aware that, some businesses are only seeking to gain benefits, with a narrow focus. Some brands are increasing their fan base through the number of likes and followers (Benedict, 2013). Others are also simply driving traffic to their websites and their traditional media platforms. Although these activities are beneficial to legacy media brands, Benedict believes that, the potential problem arises when brands seek to sift through social data, analyze it and use it to generate business insights. Since brands are seeking to have more competitive advantage over their rivals online, social data has become an invaluable means to do this. However, the issue lies in how brands can find valuable social data from the pool of information that

audience post on the social media sites of legacy media brands (Benedict, 2013).

2.2.6 Social Media as an opportunity for Software Developers

According to a report by published by Dalberg on the Impact of the Internet on Africa, the penetration of the internet has introduced new business models for Software Developers and Entrepreneurs (2013). As such, with the increasing internet penetration in Africa, software developers are creating business solutions for traditional media companies. For example, Rancard Solutions in Ghana is providing internet enabled business models that enhance productivity and directly influence revenue, through their cloud based platform that delivers content (Dalberg, 2013).

2.3 Conclusion

From the reviewed literature, it can be concluded that, on a global scale, social media is one of the fastest growing sectors on the internet, which provides an avenue social networking, but provides benefits to businesses as well. There appears to be a huge influx of businesses setting up social media sites yet, the danger has been that, some of these businesses do not have a full plan of how their actions on social media will be measured and translated into business insights.

Companies that are finding out the benefits of social media are realising that, it is a cost effective way of building the brands of products offered. However, a key issue lies in whether businesses that have

identified these potential benefits are reaping as much as they are investing into social media activities.

It has become evident that, social media provides a business opportunity to legacy media brands to improve and evolve their operations from their traditional methods of content delivery into the social media society. As Griessner mentioned, advertising revenue can be generated through social media, which is a business benefit that companies ultimately want to gain from their activities. Also, since The Nielson Company confirmed that Ghanaians are receptive to advertising, it will be valuable to gain insights into how legacy media brands are using social media to obtain advertising revenue.

The literature suggests that, the information, feedback and comments of audience on social media have power to influence the actions of businesses. I seek to find out the ways in which Paul Gillin's claim about virtual "word of mouth" influences legacy media brands in Ghana. I would also like find out how much significance is being place on winning customers and growing the reach of brands in the legacy media industry. As found from Mangold and Foulds, consistency in communicating strategies for marketing is necessary. It would be relevant to understand how corporate level managers and social media personnel communicate in order to ensure that core business goals are aligned with the activities of social media personnel to result in the ultimate performance goals of these brands.

Although some experts have advocated that, brand building is significantly valuable to businesses on social media, Benedict considered

that as a narrow focus. In my view, this claim by J.P. Benedict supports the research by Dalberg in 2013 that, online activity can positively influence economic growth. This is especially essential for legacy media brands that generate a significant amount of their revenue on their traditional platforms through advertising. As such, Greissner's claim about advertising playing a key role in revenue generation could be one of the ways to broaden the narrow scope of companies that are simply focusing on building brands through social media.

I seek to find out if indeed some of these assertions made by J.P. Benedict apply in the legacy media industry in Ghana. With regards to the idea that social data also holds an avenue to unravel insights that can influence business decisions, it will be useful to find out how much social data is available for social media personnel to harness in the legacy media industry. This will be relevant information since Benedict predicts some struggle with sifting relevant social data from large amounts of messages that audience post. Also, it will be interesting to find if in Ghana, there is a similar trend to the idea that, businesses are narrowly focused on gaining likes rather than sifting insights from audience comments, which can potentially unlock more value.

Three key thoughts stand out in this literature: social media as an avenue for generating advertising revenue, brand building, and harnessing social data in a more efficient way as the audience engagement increases. This research will seek to investigate where legacy media brands are with regards to effectively using these three key

thoughts in achieving performance goals and gaining significant business benefits from social media activities.

CHAPTER 3 - METHODOLOGY

3.1 Overview

This study sought to understand the current state of online presence of traditional media companies in Ghana, with a focus on their level of engagement on social media sites, specifically Facebook, which has the largest reach nationwide. In addition to this, this research sought to understand how traditional media companies in Ghana obtain and harness social data including; customers post, as well as demographics to generate insights that influence the marketing and revenue performance of businesses. This data was collected from a sample of the largest traditional media outlets in radio, television and newspaper in Ghana. This study was approached as an exploratory research, which involved qualitative and quantitative data collection in order to obtain relevant information that can offer substantial analysis and basis for making concrete conclusions to the research questions. A summary of the methodology is shown in the graphical diagram below:

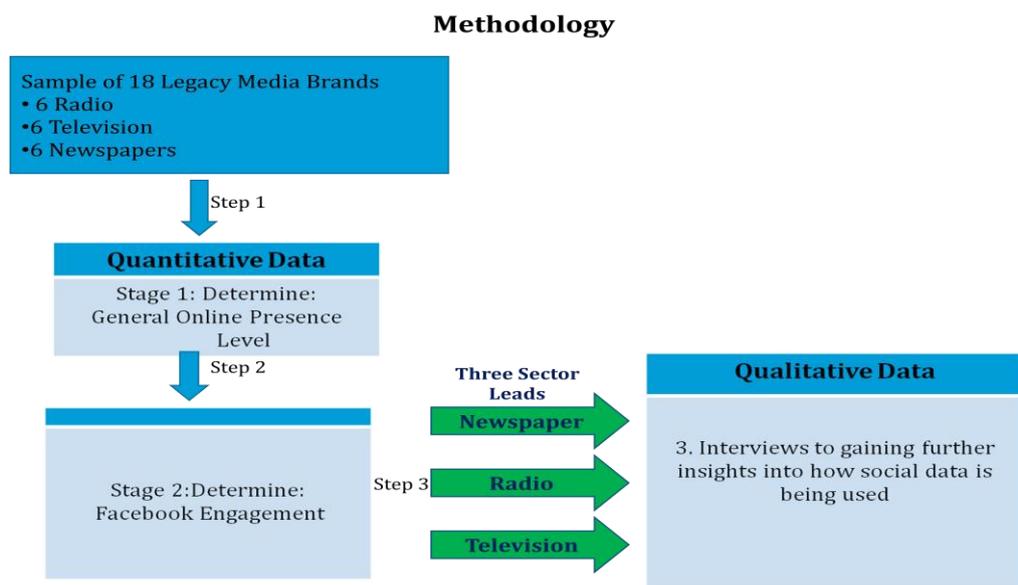


Fig 3.1

3.3 Operational Definition of variables

This research sought to extensively understand the use of social media in traditional media companies. Therefore, one key concept that was considered is “social media engagement”. This is a term that has been created for the purpose of capturing information for this research. *Social media engagement* considers the different activities in business operations in which social media are applied. Understanding what companies use social media for in their business operations will provide information on the extent to which legacy media brands are utilizing social media to boost brand awareness, customer reach, advertisement contracts, sales in their business operations, as well as other areas of business that the brands consider important to their success.

To delve further into social media usage, this research looked into one aspect of social media usage to accomplish desired business outcomes. Data was collected to understand how traditional media companies are using social media to retrieve customer data for marketing, content creation and content delivery purposes. Therefore, another key concept that has been created for the purpose of this research is “retrieving customer data”. *Retrieving customer data* simply means the different ways through which customer information is obtained for business operations. Investigations were made into how user/client information is retrieved within these three major categories: Basic information, Relationship information, and Activity Information. This category was adopted from Pearce (2012), and will be used as the main kind of social data that will be looked into in this research. Basic information includes: the user’s age, gender, present location, as well as

the pages that are liked on Facebook. Relationship information includes: user's profile made up of educational history, work history, as well as current employment; number of friends of the user, their ages, and gender; friends' profiles. Activity information gathers information on how active the user is on Facebook based on the number of posts made in a given period, the number of likes and comments, as well as the number of friends that regularly interact with the user (Pearce, 2012).

3.2 Research Design

3.2.1 Approach

This was an exploratory and descriptive research that will incorporate quantitative and qualitative approaches of data collection. Exploratory research was appropriate because, there is very little foundational research that has been done into the current state of social data usage by legacy media brands. As such, stakeholders of legacy media brands and social media activities have little or no information to fall back on, to make informed decisions on the social media arena in Ghana. Exploratory and descriptive research helped gather on-the-ground insights that pertain directly to social media activities of legacy media brands in Ghana. Exploratory research also helped me identify the possible causes or reasons for the current state of social media usage and how that has influenced why and how social data is obtained for company insights. Exploratory research also helped me uncover Ghana specific issues on social data usage that are different from what legacy brands in other countries are doing.

3.3 Sample Design

3.3.1 Sample Strategy

For this study, purposive sampling will be used. Purposive sampling is ideal in order to select samples that suit the criterion of using social media in their business for retrieving customer data. This means that, the sample is expected to have knowledge that is relevant to this area of study. Also, purposive sampling was used in this research because, the sample that was selected include people who are stakeholders in social media usage in their business. Furthermore, insights gathered from this study are expected to be influential to the businesses of the chosen sample.

3.3.2 Sample Selection

For quantitative data collection, the sample for this study was eighteen (18) legacy media brands. These brands refer to the products that are offered by traditional media companies. This clarification is being made because, some traditional media companies in the country have more than one legacy media brand they promote. These brands were selected based on the reach nationwide; which is the number of people that patronize the product. As such, the products with the largest reach are those that were selected. I chose brands with the largest reach in Ghana that had their main headquarters in Accra. Since this research included personal interviews, it was necessary to factor access to the core leadership and trained personnel that work in the main offices for these legacy media brands. Since the closest region I have access to is Greater Accra, I factored this in. These eighteen brands were made up of six brands from radio, television and newspapers. Taking six products from each sector gave a uniform distribution among these three sectors that

were under study. Since the sample was selected from companies that are among those with the largest reach in Accra, this sample appropriately caters for the whole population under study. This quantitative data collection, which is the first stage of the data collection process enabled me obtain a substantial understanding of the current level of General Online Presence, and the level of Facebook Engagement of traditional companies in Ghana. This is provided in Appendix 5.

The second stage of the research involved a sample of three legacy media brands. One brand from each of the three sectors that had the highest level of Facebook Engagement was selected for this stage. The level of Facebook Engagement was determined with a formula that summed up the percentage of comments per post, shares per post, and likes per post within a day. This sum was in the ratio of: 45%:35%:25% for comments, shares and posts respectively. Since the second stage of the research is qualitative and requires information on social media usage, it was necessary to select a sample that would be able to provide as much information as possible related to social media usage. Since the first stage of the research provided enough information on this, the companies that were most engaged were selected. This sample was also be useful in gaining insights from the best in the industry, which helped reflect the current stage that legacy media brands in Ghana are in with regards to social media and social data usage.

3.3.2.1 Television Stations

According to the National Communications Authority, there are eight major television-broadcasting services that stations can be registered into. For purpose of part of this research, which seeks to

understand the use of social media in Accra, television stations will be selected based on those who provide television broadcasting in Accra as a free on air service, as well as free-to view digital satellite stations. This choice has been made because, the largest population and a broad cross-section of Ghanaians would have easier access to free-to-view stations.

In order of largest to smallest, the television stations that were used include: Ghana Television (GTV), TV3, TV Africa, Metro TV, ViaSat1 and Joy TV from Multi TV (Television Access and Viewership in Ghana, 2009).

3.3.2.2 Radio Stations

The radio stations with the widest reach that were used for this research include: Peace, Adom, Joy, Gold, Radio Universe, and Sweet Melodies (Radio Access And Listenership In Ghana, 2009).

3.3.2.3 Newspapers

The newspapers that were selected for this research include: Daily Graphic, Daily Guide, The Mirror, The Chronicle, Ghanaian Times and Accra Daily Mail. These names have been listed in order of which one has the largest circulation in Ghana (Newsprint Access and Readership in Ghana, 2009).

3.4 Data Collection

In order to collect data, this exploratory research was carried out using two research techniques. These are:

- Online survey and
- Face-to-face interviews.

To ensure the safety and privacy of these people, a Consent Form that was approved by the Institutional Review Board of Ashesi University was given to the participants, giving a written formal explanation of the purpose of the research, as well as benefits and ways in which information collected will be used. This consent ensured each participant's agreement to a fair and confidential management of information given to the researcher. This is provided in Appendix 2.

3.4.1 The Online Survey

This first stage of the research was quantitative. A quantitative online survey was conducted to determine the current level of the General Online Presence of legacy media brands in Ghana. For brands that were found to have a Facebook page, an extended investigation was done to determine the level of engagement of these brands on Facebook.

3.4.1.1 Part 1 – General Online Presence

In the first part of the survey, data was collected to determine the level of General Online Presence. Five criteria were used to determine the General Online Presence. They are: website, Facebook, Twitter, YouTube or Google Plus. These five criteria were chosen because, they are a true representation of online platforms that are most likely to represent a company's brand. The website is expected to be a central location where legacy media brands deliver their content and provide information to their audience. Facebook, Twitter, YouTube and Google Plus are social media sites that legacy media brands will use to engage audience. As such, for each of the eighteen brands that were selected for the study, an online

search was done to find out if each brand had any of these five criteria. The online search was done using the Google Search Engine to try to find the website of the brands. If the website was found, links to the other four criteria were looked for on the website. In cases where no website was found, or a particular criterion was not found on the website, a direct search on the Google Search Engine was made to find out if the brand had a page on for that particular criterion.

A numerical scoring system was adopted from a research conducted by IMANI Ghana (IMANI 2013 Internet-Presence Rankings of Government Institutions, 2014). This numerical scoring system consisted of two numbers: 1 and 0. A score of 1 was equal to a "Yes" that a particular criterion existed for a brand. On the other hand, 0 was equal to a "No", showing that the criterion does not exist. As such, the maximum grade that could be obtained by any brand was 5 if all the criteria for that brand are present. This implied a full General Online Presence. Measuring the level of online presence is necessary because, it is the first attempt at explaining how well a legacy media brand is represented online. It is from this stage that further research could be made into the level of engagement of that brand on social media.

Part 2 – Facebook Engagement

In the extended part of the online survey, the following information about Facebook Engagement was collected: number of likes, number of People Talking About This (PTAT), number of posts per day, number of comments per post, response time of the audience to posts, response time of customers to posts, number of likes per post, as well as number of

shares per post. By finding each of these criteria listed, insights could be gained into the reach legacy media brands have. Also insights could be gained about the level of interaction between audience that visit the Facebook pages of brands, and the brands' activity on the page in terms of posts that are put up. I chose to look into the level of engagement and interaction on Facebook using posts rather than the 'People Talking About This' (PTAT) feature.

PTAT is an aggregate metric "number of unique people that created a story about your page or on your page within a seven day period" (Darwell, 2012). It is aggregate because, it brings together a number of metrics together. The problem with the introduction of PTAT is that, a decline or an increase in the number does not show a business the exact metric that is influencing this change. In this research, the individual metrics are used instead of PTAT in order to understand which areas the audience patronize when interacting with posts on the Facebook pages of these legacy media brands. During the interview stage, this information can be compared to what companies actually do to determine the potentials for growth and maximized use of social data to generate insights for achieving performance goals.

Also, among social media specialists, there has been some conversation that has gone on about the extent to which constant audience interaction can be measured by number of likes on a page. In my opinion, the metrics that have been set above to determine the level of engagement cover a wide scope looking at the page holistically with the number of likes and people talking about this, as well as at the micro level

looking at the level of engagement per post of customers and the product's administrators. This survey was designed to substantiate and obtain answers to the research questions and objectives listed in Chapters 1.4 and 1.5, especially question 1 and objective 1.

This information was collected over a seven-day period from 19th to 25th March 2014. Data was collected on activity that occurred between the 6am and 9pm. As such each day after 9pm data was collected for the eight criteria for that day. Some preliminary data was collected between 15th and 18th March 2014 to ensure that, during the actual data collection, the researcher knows exactly where to find the necessary information needed in an optimal manner. In Ghana, no comparative statistics exists to rank traditional media companies in terms of their activeness online with regards to specifics such as level of engagement.

3.4.2 The Interviews

Qualitative research for this study was carried out through interview surveys. Survey research consists of the implementation and design of interviews and questionnaires (Trochim W. , 2002). The interviews involved interaction with people who provided primary data for this research. I sought to interview two groups of people: corporate level managers and social media personnel. Corporate level managers were selected to give corporate level information on holistic business objectives and how social media influences the business as a whole. Social media personnel on the other hand were selected to give technical and specific information on the detailed management of social media. The interviews provided first hand information. The respondents for this stage were the

three legacy media brands with the highest level of Facebook Engagement based on results from Part 2 of the Online Survey. The three brands were made up of one brand from the newspaper, radio and television sector.

This stage also sought to find out the reasons why the largest traditional media companies are interested in social media, in order to understand the kind of activities that these companies undergo to achieve maximum benefits that social data can provide for achieving performance goals of a company.

For this research, semi-structured interviews were used for corporate level managers, while structured and semi-structured questionnaires were prepared for social media personnel. Some of the questions that were used to design this interview guide were adopted from the 2013 Social Media Marketing Industry Report on *How Marketers are Using Social Media to Grow Their Businesses* (Stelzner, 2013). Michael Stelzner, the Founder of Social Media Examiner, wrote this report, which is one of the world's top five business blogs (Stelzner, 2013). His research was carried out online with majority of participants coming from the United States of America. Some of the questions asked in that research were useful in designing interview questions to achieve the research objectives for this research. Responses were gathered through audio recordings, and written responses. This survey was designed to substantiate and obtain answers to the research questions and objectives listed in Chapters 1.4 and 1.5. The questions that were set for corporate level managers and social media personnel spanned three main areas:

corporate information, personnel information and social media management. This is provided in Appendix 4 and 5.

3.5 Limitations of Data Collection

The Online Survey: Regarding data collected for the response time to posts by audience, Facebook appeared not to have an accurate display time of when posts came in. For example: on one of the pages, the administrator put up a post at 11:37am and the earliest response to this was 10:40am. This is definitely not possible yet, this is what is displayed on the page. As such, accurate sense could not be made of the data in terms of knowing how long it actually takes audience to respond to posts. The posts were not arranged from the earliest post to the most recent post.

Interviews: The initial plan was to interview two people from each of the three legacy media sectors; one interview with a corporate top-level manager, and the other with a social media personnel. However, upon arrival at the companies where the brands are managed, the top-level managers were not able to answer most of my questions, are referred me to the social media personnel. In another instance, I was directly referred to the social media personnel because, it top level managers would have referred me to them anyway. This showed that, top-level managers entrust social media strategy making and activities to social media personnel. As such, there is a danger to managers of not being able to appropriately monitor a brand's performance goals since they do not participate in the detailed planning of social media. The main thing most managers I met knew was that, social media is being used to enhance

corporate image. Everything else is left directly to the personnel. This has a danger for managers not to know how effectively personnel are working if they do not know how much potential can be obtained from social media and do not demand it by even having basic knowledge on the monetary value that can be unlocked from social data.

CHAPTER 4 – FINDINGS & DISCUSSION

4.1 Overview

This chapter presents the findings and analysis of data that was collected online and through face-to-face semi-structured in-depth interviews. This chapter outlines the answers to the three key questions of this research, and effectively analyses the responses based on literature and personal observation.

The first research question sought to find out the level of online presence of the eighteen largest legacy media brands in Ghana. The data collected showed that majority of these legacy media brands in Ghana have a high level of General Online Presence. However, there are a significant number of these legacy media brands that have only an average level of presence online.

The second research question sought to find out how effectively legacy media brands in Ghana are harnessing social data to develop actionable insights. First of all, data collected from Facebook on engagement between brands and their audience showed that, social data is available to be harnessed, especially in the form of audience posts and audience basic information from Facebook and Google Analytics. Social data is being harnessed by social media personnel, but to different extents. Based on observation, on the extent to which social media personnel are harnessing social data is influenced by their knowledge of how to generate substantial amount of social data, and their knowledge on ways to channel such information into business strategies that will

eventually lead to revenue generation. As such, it was found that, social data is being effectively used by some legacy media brands, but there is a lot more unlocked potential that these brands can harness from social data to generate revenue.

Lastly, the third question sought to find out how the current actions of legacy media brands can be improved to help achieve company goals. According to information gathered from interviews, social data can be harnessed more effectively if social media personnel have technical skills and expertise in using Facebook Analytics and Google Analytics not only to track likes, demographics and traffic to website. Most social media personnel lack a complete understanding on the vast opportunities that are social data offers. Most of them mainly report on likes as a means of showing brand awareness, which they consider a key benefit of social media use. Yet, to truly gain insights on customer interests, social media personnel need to be exposed to Social Media Management and Analytical Tools, as well as expert knowledge about how to sift through social data especially as engagement on social media increase.

4. 2 Findings

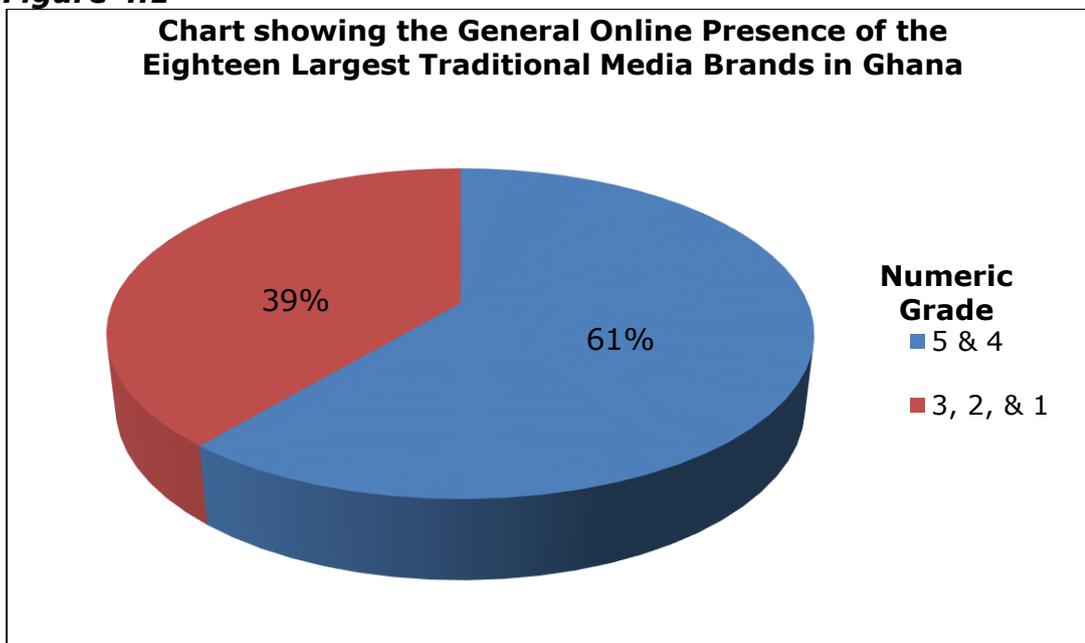
4.2.1 General Online Presence

Data was collected to determine the General Online Presence of the eighteen largest traditional media brands in Ghana. The purpose of this was to understand the general terrain of the online presence these brands that have a large reach in their traditional media platforms. With the five criteria described in the Methodology in Chapter 3, the research sought

draw conclusions by finding the proportion of all these brands that had a high online presence and the proportion that had an average-to-low online presence. A score of five (5) or four (4) represented a high online presence, while a score of three (3), two (2) or one (1) represented an average-to-low online presence.

Data showed that, out of the eighteen legacy media brands under study, sixty-one percent (61%) had a high online presence. This percentage constituted a sum of all legacy media brands with a score of five and those with a score of four. However, thirty-nine percent (39%) of the largest legacy media brands in Ghana have only an average-to-low online presence. This percentage represents the sum of all brands that had either a score of three, two or one. A graphical representation of this data is shown below:

Figure 4.1



4.2.1.1 – Implications of the General Online Presence on Legacy Media Brands

From the data obtained, it is clear that, not all the largest legacy media brands in Ghana are strongly represented online. Global trends show that some legacy media brands are redesigning their business models to factor in the ways in which social media will influence revenue generation (Griessner, 2012). Having almost forty percent (40%) of the largest brands in Ghana with an Average-to-Low General Online Presence is not a good sign of how the largest legacy media brands in Ghana have taken advantage of the boom in internet usage. These brands have not identified that, there is a high potential to make profit from being established online and as such, have not invested in more than three of the main platforms that represent a brand online.

It was interesting to find that, amongst the three categories under study, television had five out of six of its brands having a High General Online Presence. However, the radio and newspaper sectors each had three out of six of their brands having a High General Online Presence. This shows that, potentially, legacy media brands in the television sector have strongly caught up with global trends of establishing a strong presence online as a means of building their brand and eventually other business benefits including revenue through this action.

Aside retail companies and other businesses that are known to be online, legacy media should be part of the top industries are strongly represented online. This is because, as people adapt to internet usage for buying and selling, it is changing the way people communicate with each other. This implies that, news creation and distribution as well as program

distribution has had to face a new kind of audience that are not just passive readers, listeners or viewers, but engage with news and program sources to shape the future legacy media business (Griessner, 2012). If the findings by Chui and Manyika (2012) about the potential to unlock billions of dollars in some industries in the US are replicable to in the traditional media industry globally, then there is no tangible reason why the legacy media brands in Ghana would not want to gain business benefits by simply being strongly represented online. With a website, and profiles on the most prominent social media sites in Ghana, this will be the first step towards setting a solid foundation to start generating revenue, achieving business objectives and performance goals more efficiently and effectively.

Additionally, being strongly represented online serves as a means to reach new audiences outside the physical boundaries of Ghana, thus expanding audience and paving a way for more opportunities for business growth online.

4.2.2 Effective harnessing of social data

In order to answer the question of how effectively legacy media brands are harnessing social data to develop actionable insights, data was collected from Facebook and through face-to-face interviews.

As elaborated in the Methodology, Facebook Engagement sought to understand how much social data was available for use by traditional media companies. This was based on the view that, to understand how much data is being harnessed, there needs to be an initial understanding

that is deeper than the general online presence level, to actually understand how well engaged brands and their audience are on social media. The level of engagement implies how much social data is available to be harnessed and how effectively brands are managing social data. This was done by investigating the Facebook Engagement of sixteen legacy media brands: five newspaper and five television and six radio brands. These brands were selected from the list of eighteen brands that were investigated for the level of General Online Presence. Since two of the eighteen legacy media brands did not have an accessible Facebook page, only sixteen brands were available for use in the next stage of data collection. For the purpose of privacy, discussions in this section will not speak specifically to named brands to keep the information obtained from brands discrete.

In order to gain more in-depth insights into how effectively social data is being harnessed, interviews were conducted to understand the purpose for which social media is used. Questions asked spanned corporate level strategies and purpose for using social media, social media personnel expertise and software management knowledge and skills. As expected, information was gathered from three sector leads from the three sectors under study.

4.2.2.1 – Facebook Engagement

This section formed a critical part of the research because, if brands are not effectively managing social data, it will not be practical to advise them on how to manage social data collection to effectively generate insights that can influence business decisions. Facebook Engagement was

looked into with eight criteria that were explained in the Methodology. Below is a table that shows the kind of insights that were sought for in each of the criteria after data was collected:

Criterion	Analysis
1. Likes	<ul style="list-style-type: none"> Percentage change in growth in likes per week
2. People Talking about this	Average number per day
3. Number of Posts	<ul style="list-style-type: none"> Number of posts per day Percentage of posts that are commented on Average number of comments per post
4. Number of Comments in response to posts	
5. Number of Likes per post	<ul style="list-style-type: none"> Number of posts that have likes Number of likes per post
6. Number of shares per post	<ul style="list-style-type: none"> Number of posts that have been shared Number of shares per post
7. Response time of audience to posts	<ul style="list-style-type: none"> Average amount of time taken to respond to customers
8. Response time of page administrators to posts	

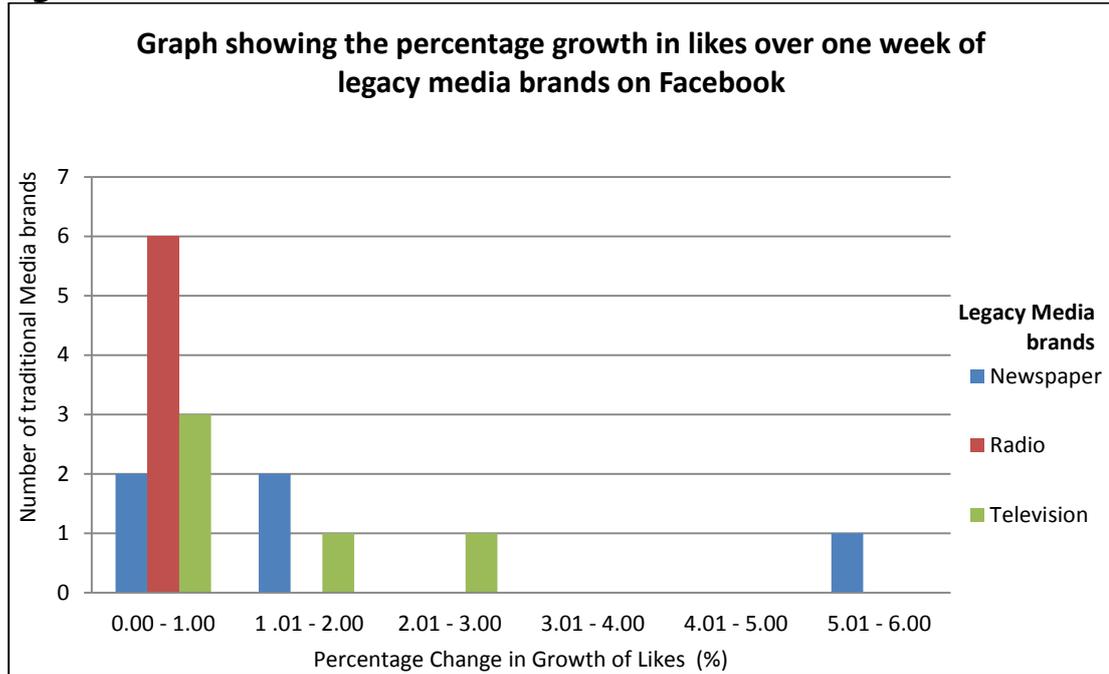
There were ten different points the research sought to find out from these eight criteria. However, the breadth and depth of looking into each of these criteria would expand the topic such that, it will bring in relevant yet not directly relatable discussions that answer the research questions at hand. As such, for direct focus and in-depth analysis of the data found, four of these points were focused on. The other six points will just stand as points of information that were gathered but will not form part of direct analysis.

4.2.2.1.1a –Likes on Facebook Page

Data collected on the percentage growth rate per week of Facebook likes were grouped into six ranges to give a clear view of the growth rate of these legacy media brands. These ranges were set based on a detailed observation of the results obtained, which showed small percentage variations between most of the brands. As such, the range was set within one percent; between zero and six percent. The lower bound fell below the least percentage growth rate obtained, while the highest bound fell above the highest percentage growth rate obtained. The ranges are: (0.00 – 1.00)%, (1.01 – 2.00)%, (2.01 – 3.00)%, (3.01 – 4.00)%, (4.01 – 5.00)% and (5.01 – 6.00)%.

The results show that out of the five newspaper brands, two of these brands fell within the zero to one percent (0.00 – 1.00)% growth range, two brands fell within the 1.01% – 2.00% range, while only one fell within the 5.01% – 6.00% growth in number of likes per week. In comparison to the other sectors, the newspaper sector is the only sector that had one of its brands having the highest growth of almost six percent growth in likes, among all 16 brands. All six of the legacy media brands in the radio sector had a growth rate that fell within the zero to one percent (0.00 – 1.00) %range. Among the television brands, there was a spread in percentage growth rate between zero percent and three percent. Three newspaper brands fell within the zero to one percent (0.00 – 1.00)% range, while one brand was within the 1.01% - 2.00% range and another within the 2.01% - 3.00% range. A graphical representation is shown in Figure 4.2:

Figure 4.2



4.2.2.1.1b – Impact of Likes on the Effective harnessing of Social Data

The number of likes on a traditional media brand’s Facebook page shows the audience reach of that brand on Facebook. For these legacy media brands, the number of likes has a direct correlation with the traffic and leads generated to the brand’s website from a social media site like Facebook (Hamilton, 2014). As such, the more likes a brand has, the higher the chance for that brand to generate more leads to its website. From the results obtained, eleven out of the sixteen legacy media brands had a percentage growth rate between zero and one percent. The growth rate of likes is important to legacy media brands because, website leads are influenced by the growth rate of likes from Facebook at an exponential rate after hitting 1000 likes (Hamilton, 2014). Therefore, it is critical for legacy media brands to ensure that, their representation meets that minimum mark. Amongst all legacy media brands under study, only one

brand, which was from the newspaper sector, had less than thousand likes at the time of the study.

In order for all the large legacy media brands to stay competitive, they must compete across all the newspapers, radio and television sectors online. As such, it is very important for businesses to ensure that, their reach on social media like Facebook is very strong. From the data collected, brands in the newspaper sector had the least number of likes compared to the radio and television sectors. This shows that, the five largest newspaper brands in Ghana are not effectively competing on Facebook, and clearly have been over taken by the radio and television industry. This is not very encouraging for the newspaper industry especially because newspapers have the least reach on their traditional media platform nationwide. A stronger reach on Facebook would be a better opportunity for these newspaper brands to reach new markets and obtain more revenue to bring them to a level where they can effectively compete with the radio and television brands online. Nonetheless, there was one unique occurrence identified with one of the newspaper brands. This highest growth rate in Facebook likes came from a newspaper brand. This particular brand has the potential to soon match up to the radio and television brands that have over seven times the number of likes as them.

At the moment, the brand with the largest Facebook reach is just above two hundred and twenty thousand (220,000+) likes as at the time of this research. This brand is from the radio sector. However in Ghana, legacy media brands have at least three and half million internet users online, and over one and half of these are available on Facebook (Africa,

2012). Also, with the borderless nature of social media, legacy media brands can gain benefits from audience that do not live in Ghana. It is this extra opportunity that should not be allowed to slip away. This should be incorporated when attempting to reach audience and increase likes. Social media personnel and management need to find the specific ways that they can increase reach at a faster rate to step up their market online and increase their capacity to gain substantial revenue online that draw in a lot more reach than it is doing now.

With a free flow between the brand's website and social media page, audience can interact and inform social media personnel on audience interests. Although likes have been proven to be important, and as such need the attention of legacy media brands who want to be successful online in generating insights from customer information, there has been an inconclusive argument on likes versus posts. J.P Benedict (2013), a Business Consultant for Media and Entertainment explained in his article "Embracing the Power of Social Media for Broadcast Business Insight" that, brands are missing the true benefit of social media. According to this article, marketers have identified the benefits of having a wide reach by working to increase their number of likes on Facebook. However, this has kept these brands so narrowly focused on likes and driving traffic to the website that, they struggle to understand the kind of social data to sift and use for gaining business insights (Benedict, 2013) that would unlock revenue.

The next part of my research looked into this argument by investigating the level of Facebook engagement, which looked at criteria

that were focused on the direct interaction of audience with brands, through their interaction and response to posts that are put up on Facebook per day.

4.2.2.1.2a -Comments per post

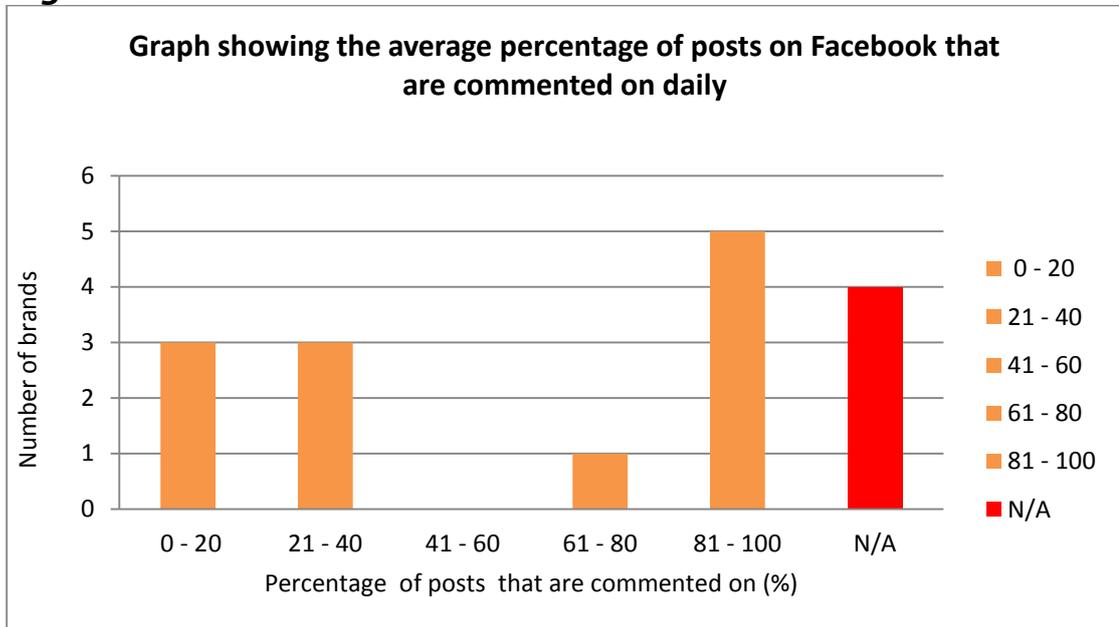
Data collected for comments per post, likes per post and shares per post were also put into ranges. The ranges are: (0 – 20)%, (21 – 40)%, (41 – 60)%, (61 – 80)%, (81 – 100)%. The results represent the proportion of posts that are posted within a day, and are commented on by audience on Facebook within that day. For analytical purposes, this proportion is represented as an average percentage. This average was derived from data collected over the seven-day data collection period.

Four of the brands had no posts put up per day over the period that data was collected, as such, there was no chance of having comments, likes or shares on posts. As such, only twelve companies had the ability to have data collected for this criterion.

Results show that, six of the legacy media brands had less than fifty percent (50%) of their posts commented on per day, while the other six had more than fifty percent (50%) of their posts commented on per day. Five of the twelve traditional media brands that put up posts had between eighty one and hundred percent (81 – 100%) of their posts commented on, while one had between sixty one to eighty percent (61- 80%) of posts commented on. Three brands fell within the zero to twenty percent (0 – 20%) range of posts commented on. Three other brands fell within the

twenty one to forty percent (21 – 40%) range of posts commented per day. Graph representing results is shown in Figure 4.3:

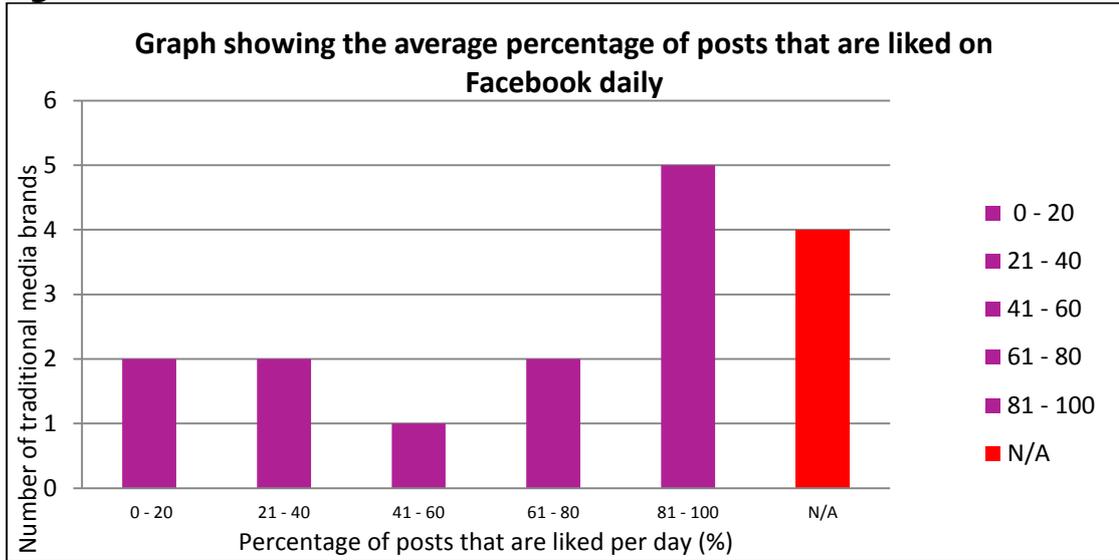
Figure 4.3



4.1.2.1.2b - Likes per post

Six of the twelve brands had more than sixty percent (60%) of their posts liked per day. Five of those brands fell within the eighty one to hundred percent (81% - 100%) range of liked posts. Two fell in the sixty one to eighty percent (61- 80%) range of liked posts. One brand had 41% of its posts liked per day, while for the zero to twenty percent (0 – 20%) and twenty one to forty percent (21 – 40%) range, two brands were represented in each. Graph representing results is shown in Figure 4.4:

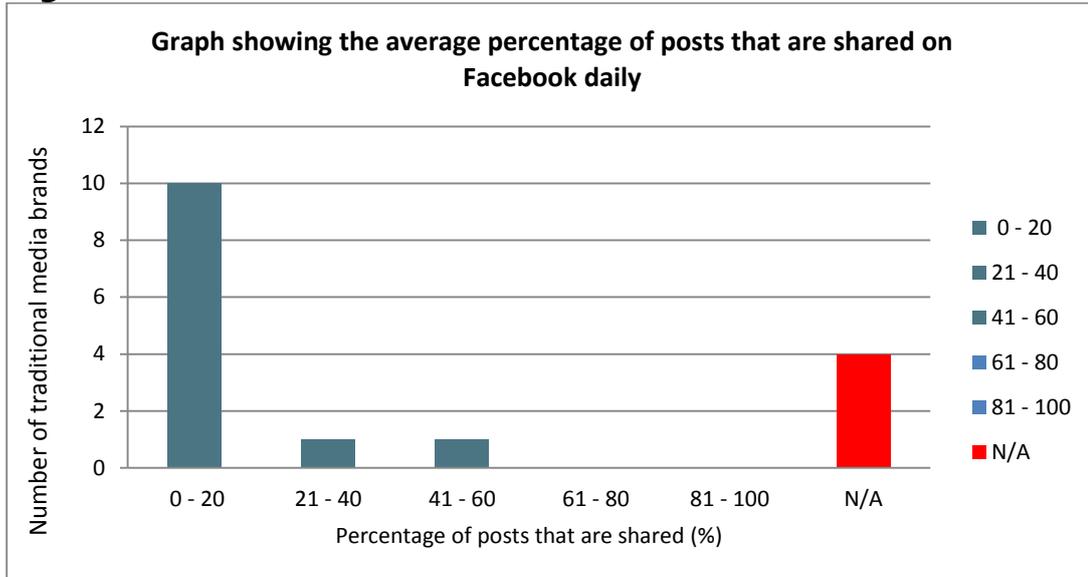
Figure 4.4



4.2.2.1.2c - Shares per post

Nine of the legacy media brands fell within the zero to twenty percent (0 – 20%) range of shared posts per day. One brand had forty four percent (44%) of its posts shared. Two brands fell within the forty one to sixty percent (41 – 60%) range of shared posts per day. Unlike commented posts per day and liked posts per day, none of the brands had more than sixty percent (60%) of their posts shared. Graph representing results is shown in Figure 4.5:

Figure 4.5



4.2.2.1.2d – Impact of Comments, Likes and Shares per post on the Effective harnessing of Social Data

From the results obtained, comments per post and likes per post followed a similar trend. However, shares per post did not. While there was a spread in the number of brands that fell between zero percent and hundred percent for the comments per post and the number of likes per post, there was a skewed distribution in the percentage shares per post. This is an indication that, either the audience do not have a behaviour of sharing posts, or the brand administrators do not present posts in a way that encourages their audience to share them. Ten (83%) out of the twelve brands under study had less than twenty one percent (21%) of their posts shared. Because of the potential for shared posts to draw traffic to a legacy media brand’s website, and increase the number of likes of the brand’s Facebook page, it is obvious that there is a huge deficit that can be unlocked to increase the reach of brands if more posts are shared. However, the ability of a post to be shared is dependent on how those

posts are created. It is also dependent on whether the goal of that post is to gain an interaction in the form of a “share” (Carter & Marketo). For legacy media brands in Ghana, there is a low percentage of posts that are shared and this may result from a number of reasons that social media personnel need to investigate and find in order to increase the number of shares per post, which has the probability to increase Facebook likes and eventually drive leads to their website where revenue can be generated. Revenue can be generated for advertisements because, the more visits and activity on a brand’s website, the more leverage that brand has in pitching to potential advertising clients to choose them as a preferred advertiser. This is why generating leads to a website is very critical to increased revenue generation of legacy media brands.

4.2.2.2 – Current corporate, personnel and software business structures

This was data was obtained from three legacy media brands based on three sector leads. Sector leads were obtained from the analysis of the Facebook Engagement data collected. Graph is shown in Appendix 8. The three brands with the highest engagement level were selected and interviews were conducted.

4.2.2.2.1a – Corporate Information

Indicator	Response
Main Reasons for use	<ul style="list-style-type: none"> • Interact with audience • Drive content • Main source of passing information to clients • Brand Awareness & Grow Fan base
Main activities	<ul style="list-style-type: none"> • Marketing

	<ul style="list-style-type: none"> • Gauge number of people that are liking page • Content Delivery • Content Creation
3 Key Benefits	<ul style="list-style-type: none"> • Increased traffic to website • Brand Awareness • Insights into customer preferences
Other Benefits	<ul style="list-style-type: none"> • Improved patronage in traditional content (Eg: on live shows) • Gain business contracts
Length of use	<ul style="list-style-type: none"> • 2 – 5 years
Influence on traditional content delivery/distribution	<ul style="list-style-type: none"> • News Delivery (transforming journalism) • Content creation: Audience comments are incorporated • Build interest in traditional media e.g.: newspapers • Customer feedback influencing not only program content but hosts of shows
Strategy & Implementation	<ul style="list-style-type: none"> • Building corporate image
Outsource	<ul style="list-style-type: none"> • No
How success is measured	<ul style="list-style-type: none"> • Number of likes
Return On Investment	<ul style="list-style-type: none"> • Not measured directly

4.2.2.2.1b – Personnel Information

Indicator	Response
Personnel Education	<ul style="list-style-type: none"> • BSc. Information Systems • BA Mass Communication • Advanced Diploma in Media Law, Newspaper Reporting
Years of social media experience	<ul style="list-style-type: none"> • More than 5 years • 3 – 5 years
How they rate their level expertise	<ul style="list-style-type: none"> • High • Moderate
Employment	<ul style="list-style-type: none"> • Permanent
Role	<ul style="list-style-type: none"> • Job Description under another role
Number of Staff	<ul style="list-style-type: none"> • 1 – 10
Skills Required	<ul style="list-style-type: none"> • Not Academic • General Marketing & IT

4.2.2.2.1c – Software

Indicator	Response
Social Media Management Tools	<ul style="list-style-type: none"> • Google Analytics • Facebook Analytics • Topsy
Customer information obtained	<ul style="list-style-type: none"> • Posts: <ul style="list-style-type: none"> ○ Interests and feedback ○ Views on ideas • Facebook Analytics: <ul style="list-style-type: none"> ○ Age groups, demographics • Google Analytics: number of visitors per day & what they are doing
Activities	<ul style="list-style-type: none"> • Targeted marketing • Write stories from feedback
Important services sought	<ul style="list-style-type: none"> • Comparison
Acquire a software application to provide this?	<ul style="list-style-type: none"> • Yes
Ready to pay for it?	<ul style="list-style-type: none"> • Yes
Difficulties in using social media management tools	<ul style="list-style-type: none"> • Analytics has too many complexities • Too many social media platforms which confuse people • Attention seeking audience may send out misleading feedback
Social Media Priority list for companies	<ul style="list-style-type: none"> • Facebook • Twitter • YouTube • Linked In • Blogs
Time Spent on Social Media	<ul style="list-style-type: none"> • 24/7

Social Media as a means of expanding viewership, readership and listenership

Data collected showed that, the newspaper sector is using social media as an opportunity to reach new audience that do not patronize their current traditional media platforms. It is therefore in line with research findings from the Harvard Business Review Analytic Services (The New Conversation: Taking Social Media from talk to action, 2010), which

proved that, the emergence of internet-based social media has caused marketing and branding to evolve, by creating new opportunities for organizations to connect to customers instantly. As discussed by Mangold and Foulds (2009) in the article "Social Media: The New Hybrid Element of the Promotion Mix", organizations that are entering social media are carefully crafting their communications with their audience to constantly reflect their organizational values. Similar to this, all the legacy media brands interviewed strongly reflected that, their key business strategy for social media was to build corporate image, and let their audience know them for the image and values they uphold as a distinct brand. These brands seek to maintain their brands through the manner in which they carry themselves on social media. As such, most brands have experienced improved brand awareness as a key benefit of using social media.

Return on Investment Redefined in Social Media

The entire legacy media brands interviewed admitted that they do not measure the return on investment (ROI) of social media activities, because they do not make money directly from social media platforms as news and broadcasting business. Nonetheless, it is unique to find how a social media expert like Erik Qualman; author of "Socialmonics: How Social Media Affects The Way We Live And Do Business" has redefined ROI by advocating the view that, "The ROI of social media is that your business will still exist in 5 years" (Qualman, 2013). This shows that, even without having the traditional monetary value of social media calculated as ROI by legacy media brands in Ghana, their aim to build and maintain their brand image and fan base is a very massive step towards retrieving a sustained business in the medium term. As a return on ensuring a

strong brand, audience may be more likely to then engage on their social media pages, and leave comments and feedback that will be useful insights in improving the content and programming of legacy media brands, which will eventually keep them in business.

Innovation in Journalism through Social Media's Impact on News Gathering and Delivery

Data gathered from interviews showed that, one main influence of social media on the content delivery of legacy media brands is the new way in which news is gathered. With the advent of social media, as soon as an incident occurs, no journalists are needed on a scene to make reports. People have smart phones that they take pictures with and are instantly delivered on Facebook or other social media sites. As such, legacy media brands have had to evolve the way news content is delivered to audience, thereby transforming journalism in this era of social media. According to one of the top-level managers who were interviewed, journalists now look more into the impact of the occurrence on society, economy, and dig deeper to stir up discussions on social media. It is these discussions that bring out the views of audience which some legacy media brands use as a form of content creation for their traditional news content. In no doubt, social media has brought innovation in the legacy media industry, with a brighter future for more evolution to improve areas of business that cannot even be foreseen at the moment.

How Social Data is handled by legacy media brands

As mentioned in the Methodology, the kind of social data that was investigated included Basic Information, Relationship Information and Activity Information as explained in Chapter 3. Interviews revealed that, social media personnel do not investigate the social data of specific audience. Information about audience obtained regarding basic information is obtained from a pool of data mainly through Facebook Analytics and Google Analytics. As such, brands are not finding out specific information about how many of their audience have particular occupations, among others. As such, unless permission was needed from the particular audience on Facebook to use comments of a particular audience post, social media personnel did not search for the personal profiles of their audience to track the social lives or interests of their audience. Most of such information was derived from the kind of messages and comments that audience left on the Facebook walls of these brands. This is limiting because, if customers do not say what their interests are or give feedback about brands, this information is not taken into account in decision-making. However, if brands are growing their reach to a number above 1000 likes, it will be inefficient to manually track the lives of their audience. As such, the current means of using Facebook Analytics and Google Analytics has proven most efficient and useful.

Social Media innovating content creation of Journalists

Undoubtedly, with the way in which social media personnel seek to obtain feedback and engage with audience to gain business insights, social data is vital to the performance of legacy media brands. One critical

part of legacy media business that social data has influenced is content creation. Today, some journalists that have to put up content on traditional media platforms use social media for content creation. Journalists put up a topic for discussion and allow audience to express their views. Most of this is done when articles are put up in newspapers regarding a trending discussion that Ghanaians are talking about. After a period of time, the comments are scanned for the more interesting ones that can make a unique story. This has reduced transportation cost of journalists who used to spend money going out to find people who would be interested in sharing the reviews on a particular topic. Today, as long as the discussion topic is put up and it is of interest to the audience, people will comment, making their views easily available for use.

4.2.3 How current actions can be improved

Indicator	Response
Activities	<ul style="list-style-type: none"> • Most activities geared towards brands awareness • Analytics & Data Monitoring • Gaining market intelligence
Not benefits from social media to the brands	<ul style="list-style-type: none"> • Improved Sales • Reduced marketing expenses
Future Plans	<ul style="list-style-type: none"> • No concrete long term plans with metric measures
How success is measured	<ul style="list-style-type: none"> • Not aware of how much more they can use social data: linkages to marketing, revenue generation
Pages	<ul style="list-style-type: none"> • Some brands have more than one page that relates to them.

As Chui and Manyika (2012) mentioned, it is necessary for organizations to evolve their structures, processes and practices as well as work culture in order to capture the full value of social media. From the

interviews conducted, it was found that, most of the social media personnel are managing their brand's social media sites outside their main role. Some have it as a job description under their main role while others do not even have it formally specified as a job description under their role. This shows to some extent how trivial management considers social media. This is a disadvantage to legacy media brands because, top-level managers have not identified the extremely valuable nature of social media, ultimately in bringing money into their business. As such, it is critical that top-level management engage with social media personnel in designing business strategies that will make social media more profitable to their business.

Also, it is critical that, to gain broader exposure on social media, Social Media Experts are hired to deliver consultancy services to managers and social media personnel. With such knowledge, more strategies can be developed to identify ways to improve sales and reduce marketing expenses through the use of social media. These are key benefits of social media that legacy media companies can easily tap into with the necessary know-how of what to do. Being exposed to the wider view of the potential of social media, and how to achieve those potentials will help legacy media businesses design metrics that give a true reflection of how successful they are being in addition to the number of likes that is currently used. Also, the brands will understand how important it is to increase inter-relation between some departments like the Research Departments of these legacy media brands and their social media teams. This will help legacy media brands structure their business and develop realistic strategies that will truly unlock the high monetary and non-

monetary value of using social media especially regarding the use of social data.

Social media personnel should start focusing a lot on drawing traffic to their website from social media sites. This is a non-costly way to start using the fan base that has been obtained from a brand's Facebook site for example as a means to pitch to companies on how many visitors are coming into their website. This is a key indicator which will significantly influence which legacy media brand's website to advertise on. Legacy media brands already have leverage with their traditional media platforms that take in advertisements. Using social media to draw leads to their website will serve as an added avenue for revenue generation from advertisements.

Although legacy media brands are engaging in social media activities, just as one interviewee suggested during this study, effective competition among brands can be improved if credible supplementary applications exist. Software Developers seeking to solve problems for business gain can look into ways to design an efficient web application that allows legacy media brands to compare their performance to that of other legacy media brands online. This platform should include numbers that show how many leads are coming into each brand's website from social media sites. For the sake of privacy, estimated numbers can be generated periodically and perhaps not at real time. This will create healthy competition among legacy media brands and set a strong pace for other industries to improve their engagement on social media sites in Ghana especially Facebook.

CHAPTER 5 - CONCLUSIONS

5.1 Addressing research questions

The aim of this thesis was to investigate how legacy media brands in Ghana are harnessing social data from social media and how these actions can be improved to achieve performance goals.

Based on the three research questions asked in Chapter 1 of this research, the following were found:

Question 1: What is the level of online presence of legacy media brands in Ghana?

It was found that, majority of the largest traditional media brands in Ghana have a High General Online Presence. This means that, up to 61 percent of the largest legacy media brands in Ghana are present on either four or five of these online platforms: website, Facebook, Twitter, YouTube and Google Plus. However, there is still a significant 39 percent of the largest legacy media brands in Ghana that have only an Average General Online Presence, with a presence of three or less of the online platforms mentioned above. With increasing global awareness of the influence that social media can have on revenue generation in businesses, it is clear that, there is still a significant amount of legacy media brands in Ghana that have not realized this potential in being online and using social media for monetary business gains.

Amongst the brands that were investigated in the three sectors, the brands in the radio and newspaper sectors had only half of the number of

brands investigated having a High General Online Presence. It is however interesting to note that, the television sector had almost all of its brands having a High General Online presence. This shows that in Ghana, most television brands have established themselves well to succeed in the prime of social media serving as a key business benefit.

Question 2: How effectively are legacy media brands in Ghana harnessing social data to develop actionable insights?

It was found that, just as J.P. Benedict (2013) claimed in his article "Embracing the Power of Social Media for Broadcast Business Insight" about legacy media generally, legacy media brands in Ghana have a narrowed focus on how to be successful on social media. Legacy media brands are basing a lot more of their success on "Likes" rather than on "Posts". This research supported the argument that, to truly gain insights from audience, "posts" are a more substantial avenue to obtain social data that can influence business insights. As such, this research sought to investigate the current Facebook Engagement of legacy media brands, in addition to findings about their growth in number of "Likes" per week.

The average Facebook Engagement level was attributed to the fact that, most posts are not shared. Ten out of the twelve legacy media brands whose Facebook Engagement was investigated had less than twenty percent of their posts shared. As Paul Gillin claimed in the literature, social media audience can influence a brand's image. Sharing posts and links is one way that audience can spread content delivered by legacy media brands on Facebook. Due to this high potential of legacy media brands to draw traffic to their website through shared posts, it is

obvious that there is a huge deficit that needs to be unlocked by legacy media brands to increase their reach, and eventually influence revenue generation that can be obtained from more leads to the website of brands.

Apart from the fact that social media is perceived as a way to build brand image, top-level managers underestimate most of the workings of social media, especially revenue generation. This has affected the kind of training and expertise that is demanded from social media personnel. It has also narrowed the scope of some social media personnel because they do not have expert knowledge that can drive their passion to use social media to benefit their employers' business significantly. It is obvious that, brands in which top management are creating departments that are solely dedicated to managing the brand's website and social media management are experiencing faster growth. This was evident with one newspaper brand that did not follow the poor trend of other newspaper brands. It had the highest percentage growth in Likes compared to all the other brands in the three sectors. Also, this brand's Facebook Engagement was by far higher than the zero percent that the other newspaper brands had for engagement. The lack of expertise to drive social media activities beyond achieving a large fan base is the current limitation to unlocking more non-monetary and potential monetary benefits from using social media.

With regards to Return On Investment (ROI), which businesses value in determining how beneficial it is to invest into a particular activity, it was found that, legacy media brands do not measure ROI on their social media activities. It is believed that, because money is not generated directly from social media as a news and broadcasting business, there are

no direct metrics for measuring ROI. Nonetheless, based on Erik Qualman's definition of ROI in social media, all activities of legacy media brands that ensure that the brand is still thriving in the next five years imply a successful ROI.

Across the three sectors, the newspaper sector performed poorly in terms of Facebook Engagement. After the aggregation of the percentage of comments, shares and likes per post in the ratio of 45%:30%:25%, to determine Facebook Engagement across the three sectors, the brand with the highest level of Facebook Engagement was from the radio sector. Majority of the television brands had a very high Facebook Engagement above 65%. However, the newspaper sector contrasted significantly. All the legacy media brands in the newspaper sector except one had a Facebook Engagement level that was close to zero. This was attributed to the fact that, majority of the newspaper brands simply had a Facebook profile set-up but did not engage with audience on it. The newspaper industry confirms J.P. Benedict's claims about some businesses simply create profiles and do not going further to obtain insights from audience comments, which is mostly dependent on the kind of posts that the legacy media brands post on their Facebook page.

Question 3: How can the current actions of legacy media brands be improved to help achieve company goals and objectives?

A summary of actions that legacy media brands can take to improve the effectiveness of their social media activities is shown in the diagram below:



Due to the limited exposure of social media personnel to the opportunities that social data can offer, most of them mainly report the number of "Likes" on Facebook as the primary indicator of success for creating brand awareness on Facebook. Nonetheless, for legacy media brands to truly gain insights into the interests of their audience, social

media personnel need more exposure through training, into the resources such as Social Media Management and Analytical Tools, in order to make the management of social media more effective. This is necessary for most social media personnel in the newspaper sector, in order for them to re-organize their social media strategies and activities for them to match up to the current competition amongst the other legacy media brands online. Without immediate action on this, newspaper brands with an online presence stand a threat of lagging behind as radio and television and a few newspaper brands uncover strategies to generate revenue from social media activities.

As Chui and Manyika (2012) mentioned in "The Social Economy: Unlocking value and productivity through social technologies", the need for improved structures and processes is critical in order to capture the value of social media. At the moment, legacy media brands are disadvantaged because, top level managers have not realized the significant value of social media in generating revenue, and as such, so not participate in designing strategies that are connected to overall business goals. Therefore, it is would be necessary for managers to hire the services of Social Media Experts, who can train and provide more knowledge about how maximize social media for greater gains than what these brands are currently experiencing.

Generating leads to the websites of legacy media brands through intensified and more focused social media activities is an essential avenue for these brands to start unlocking the revenue that lies in engaging in social media activities. This is a useful way to start harnessing the value

of the large fan base that is being accrued by some of these brands. By generating leads to their website with a large audience, brands can pitch to companies that want to advertise, by showing them credible facts of how many people are visiting their site.

Findings showed that, legacy media brands in the newspaper sector are using social media as an opportunity to reach new audience that do not patronize their traditional media platforms. With a target on teens and the youth on social media, legacy media brands in the newspaper sector are attracting audience that would not have originally patronized their brands as much as they do now on social media. Indeed, it is true that, the emergence of social media has caused marketing and branding to evolve, through the creation of new opportunities for businesses to connect to customers.

Although some legacy media brands are building large audience on Facebook, the current brand with the highest number of likes has less than three hundred thousand likes as at the time of the research. This brand is from the radio sector. Although this is relatively high compared to some brands which had less than ten thousand likes, Ghana still has over one and half million users that can be reached. Legacy media brands need to find ways to reach more audience within this large market of Facebook users in Ghana. In addition, since social media cuts across geographical borders, there is an added opportunity for more aggressive legacy media brands to gain benefits from audience that do not live in Ghana. Undoubtedly, there lies a huge potential to be unlocked in the area of social media for legacy media brands outside Ghana, most especially

through avenues that can be geared towards revenue generation for these brands.

More so, Software Developers that are seeking opportunities to provide solutions to legacy media brands can create efficient applications that will allow legacy media brands to compare their performance in terms of the size of audience that each legacy media brand online is drawing to their website. In this way, competition will be rife, and it will motivate these brands to learn more about useful tools that can help design efficient social media activities that will reap more results than they are currently doing.

5.2 Further Research

Further research into legacy media companies in Ghana can investigate the influence of the quality of the websites and web interfaces on audience interaction and response. Conducting a user research to understand the interests of internet users, and their behaviours and motivations for interacting with legacy media brands online can significantly benefit this industry. Information gathered will inform brands about the most suitable user experience that will attract a larger audience to interact with them. In that way, website designers for these legacy media brands will be able to incorporate effective designs that will attract a larger audience to interact on their online sites.

Since this research investigated the percentage of posts that are commented on, liked and shared per day to determine Facebook Engagement, a further study can seek to understand what causes

audience to respond to posts. The research could investigate the influence of the nature of posts on the number of responses on Facebook. This could include investigations into how audience respond to posts that are: links to newspaper articles on the brand's website, discussion questions that stir up comments, local news, or international news, among others.

Aside the nature of posts, further research can investigate the influence of the time of day on posts. This will be necessary for social media personnel in different industries including the legacy media industry. These facts will be helpful for legacy media brands as they strive to develop strategies that would be geared towards more systematic activities that will results in more significant business benefits than what their current activities are doing.

Further research could investigate a different industry apart from legacy media, and repeat the methodology that this study applied, in order to compare the results of both industries. Comparing different industries will reveal the similarities and differences about the social media engagement of these businesses in Ghana. It would be especially interesting to carry out this study on small-scale enterprises in the retail industry. This is because in general, small-scale retail businesses in Ghana have recently been attracting immense attention on social media, through Marketing Communication Strategies such as branding, advertising and sales promotion.

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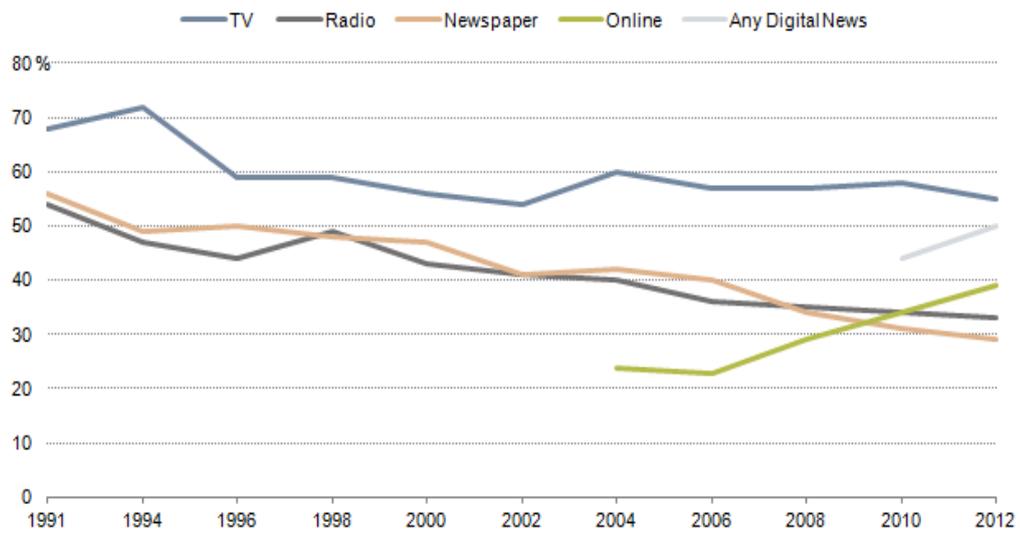
APPENDIX

Appendix 1

Graph showing growth rate of radio, television and newspapers between 1991 - 2012

Digital Grows Again as a Source for News

Percentage of Respondents Who Got News "Yesterday" From Each Platform



Source: Pew Research Center

PEW RESEARCH CENTER

2013 STATE OF THE NEWS MEDIA

Appendix 2

Human Subject Consent to participate in study

Consent to Participate in a Research Study

Description of the research and your participation

You are invited to participate in a research study conducted by Anna Korkor Amegatcher, a final year Management Information Systems major at Ashesi University College. The purpose of this research is to investigate how legacy media companies are harnessing social data from social media and how these actions can be improved to achieve performance goals. Your participation will involve giving information about how your company uses social media in everyday operations as a means of delivering content to audience, as well as for marketing and meeting performance goals.

Risks and discomfort

There are no known risks associated with this research.

Potential benefits

This research will be beneficial to you and your institution because, your contribution will add to the data collection section of this research, which will be the basis of analyzing and finding out the best means for legacy media companies in Accra to harness social data from social media. When the research paper is published, insights gained from research will be useful in understanding the current state of affairs in the legacy media industry with regards to the use of social media as a means of delivering content, and how best your company can analyze social data to achieve performance goals.

Protection of confidentiality

All confidential information will be kept safe and will not be made public. All softcopy information will be locked with a password. Also, all hardcopy information will be kept under seal.

Voluntary participation

Your participation in this research study is voluntary. However, if you decide not to participate, please give reason for your decision not to do so.

Contact information

This research protocol has been reviewed and approved by the Ashesi University Human Subjects Review Committee. If you have questions about the approval process, please contact Chair, Ashesi University HSCR, rdouglass@ashesi.edu.gh.

Consent

I have read this consent form and have been given the opportunity to ask questions. I give my consent to participate in this study.

Participant's Signature _____

Date: _____

Appendix 3

Survey questions for structured interviews with corporate level managers

1. Why do you use social media? What are the main reasons for using social media and how is social media used?
2. In what ways has social media influenced your traditional content delivery/distribution?
3. Since when did you start using social media?
4. Do you have a social media strategy for your business?
 - a. If yes, please state it
5. Do you outsource any social media activities?
6. How many staff perform social media activities?
7. Is social media their major/active role or is it under another role?
8. Are your social media staff:
 - a. Interns
 - b. Permanent Staff
 - c. Part-time
9. Do you measure the return on investment (ROI) of your social media activities?
 - a. If yes, state:
 - i. The most recent ROI
 - ii. How you measure it
10. What activities do you use social media for?
 - a. Marketing
 - b. Content delivery
 - c. Gaining market intelligence through social data analysis
 - d. Content creation
 - e. Analytics
 - f. Data Monitoring
11. In what areas/aspects has social media influenced your internal business operations?
12. Specifically, how has the use of social media influenced your internal business in:
 - a. Obtaining customer data (social data)
 - b. Content creation
 - c. Analytics
 - d. Data Monitoring
13. In what areas/aspects has social media influenced your external business operations?
14. Specifically, how has the use of social media influenced your external business in:
 - b. Content Delivery?
 - c. Marketing?
15. Is customer feedback monitored?
16. Do you use any Social Media Management Tools?
 - a. Yes
 - i. Please state which one(s)
 - ii. What relevant information does the Social Media Management Tool provide you?
 - iii. Please explain the major activities you use it for?

- iv. What relevant customer information does this tool provide you?
 - v. How does this information get translated into insights for developing marketing strategies, meeting performance goals, measuring your ROI?
 - vi. What specific information on customers do you seek for market intelligence and customer data analysis that Social Media Management Tools you use do not provide?
 - vii. Would you be willing to pay for a software application that provides this information?
 - viii. Have you considered obtaining a software application that provides it?
 - ix. Do you have any difficulties using this management tool?
 - 1. Yes
 - a. If yes, state the difficulties
 - 2. No
 - x. Are there any other ways by which you manage social media? If yes, please state them
- b. No
- i. Through what alternative means do you manage your social media activities?

17. How do you measure success on social media platforms?

18. Which social media platforms do you use? Name 3

- a. Facebook
- b. Twitter
- c. YouTube
- d. LinkedIn
- e. Blogs

19. Rank the level of usage from highest (5) to lowest (1). If not in use, state N/A

- a. Facebook
- b. Twitter
- c. YouTube
- d. LinkedIn
- e. Blogs

Explain.....

20. How much time do you spend on social media activities daily?

- a. Less than 1 hour
- b. 1 – 5 hours
- c. 6 – 10 hours
- d. 11 – 15 hours
- e. More than 16

21. How much time do you spend on social media activities weekly?

- a. Less than 5 hours
- b. 6 - 15 hours
- c. 16 – 25 hours
- d. 26- 35 hours
- e. 36 – 45 hours
- f. More than 46 hours

22. Based on the turn out of you social media activities, what would you consider three highest benefits of social media?
 - a. Brand Awareness
 - b. Improved Sales
 - c. Reduced Marketing Expenses
 - d. Increased patronage in traditional content delivery
 - e. Gained new business partnerships (Eg: advertising contracts)
 - f. Increased traffic to website
 - g. Improved patronage in live shows
 - h. Insights into customer's preferences
23. What areas do you want to improve/optimize social media for business?
24. In the near future, how do you intend to use social media?
 - a. Increase usage
 - b. Decrease Usage
 - c. Maintain current level of usage
25. Comments (Feedback, Questions)

Appendix 4

Survey questions for semi-structured interviews with social media sub personnel

1. What is your age?
 - a. 18 – 21 years
 - b. 22 – 25 years
 - c. 26 – 29 years
 - d. 29 – 31 years
 - e. 32 – 40 years
 - f. More than 40 years
2. Is social media your major/active role or is it a job description under another role?
3. How many years of experience do you have of social media management?
 - a. Less than 6months
 - b. 6months – 1 year
 - c. 1 – 2years
 - d. 3- 5 years
 - e. More than 5 years
4. What social media platforms are you most familiar with using for social data gathering?
 - a. Facebook
 - b. Twitter
 - c. YouTube
 - d. LinkedIn
 - e. Blogs
5. How well would you rate your expertise in using Social Media Management Tools?
 - a. High
 - b. Low
 - c. Moderate
6. Which Social Media Management Tool are you most familiar with?
7. What difficulties do you face in obtaining social data (customer data) for understanding customers and achieving business goals?
8. What specific information on customers do you seek that Social Media Management Tools you use do not provide?

Appendix 5

Table Showing data collected for General Online Presence

Company	Website	Facebook	Twitter	Google Plus	YouTube	Online Presence Level
Daily Graphic	Yes	Yes	Yes	Yes	Yes	5
Daily Guide	Yes	Yes	Yes	Yes	No	4
The Mirror	Yes	Yes	Yes	Yes	Yes	5
The Chronicle	Yes	No	No	No	No	1
Accra Daily Mail	Yes	Yes	No	No	No	2
Ghanaian Times	Yes	Yes	Yes	No	No	3
Peace	Yes	Yes	Yes	Yes	No	4
Adom	Yes	Yes	Yes	No	Yes	4
Joy FM	Yes	Yes	Yes	Yes	Yes	5
Gold	Yes	Yes	Yes	No	No	3
Radio Universe	No	Yes	No	No	No	1
Sweet Melodies	Yes	Yes	Yes	No	No	3
GTV	Yes	Yes	Yes	Yes	Yes	5
TV3	Yes	Yes	Yes	Yes	Yes	5
TV Africa	Yes	Yes	Yes	Yes	Yes	5
Metro TV	Yes	Yes	Yes	No	No	3
ViaSat1	Yes	Yes	Yes	Yes	No	4
Joy TV	Yes	Yes	Yes	Yes	Yes	5

Appendix 6

Table showing Facebook Likes and percentage growth over 7 days

Sector	Company	Day 1	Day 7	Difference	% change
Newspaper	Daily Graphic	31,733	33,633	1,900	5.99%
	Daily Guide	3,774	3,846	72	1.91%
	The Mirror	8,175	8,197	22	0.27%
	Accra Daily Mail	74	74	-	0.00%
	Ghanaian Times	1,151	1,173	22	1.91%
Radio	Peace	45,067	45,376	309	0.69%
	Adom	98,192	99,067	875	0.89%
	Joy FM	221,794	223,131	1,337	0.60%
	Gold	18,375	18,401	26	0.14%
	Radio Universe	2,648	2,660	12	0.45%
	Sweet Melodies	5,893	5,913	20	0.34%
Television	GTV	5,113	5,140	27	0.53%
	news on tv3	144,791	145,086	295	0.20%
	Metro TV	31,304	31,506	202	0.65%
	Metro program	32,368	32,456	88	0.27%
	ViaSat1	180,437	182,887	2,450	1.36%
	Joy TV	51,091	52,500	1,409	2.76%

Appendix 7

Percentage of all posts that are commented on, liked and shared			
Company	Average % of commented Posts per day	Average % of shared Posts per day	Average % of liked Posts per day
Daily Graphic	32%	14%	62%
Daily Guide	N/A	N/A	N/A
The Mirror	0%	1%	0%
Accra Daily Mail	N/A	N/A	N/A
Ghanaian Times	N/A	N/A	N/A
Peace	11%	3%	31%
Adom	80%	20%	80%
Joy FM	96%	34%	100%
Gold	N/A	N/A	N/A
Radio Universe	25%	0%	38%
Sweet Melodies	17%	20%	100%
GTV	22%	0%	41%
News on tv3	85%	44%	99%
Metro TV	86%	0%	0%
ViaSat1	92%	19%	99%
Joy TV	94%	12%	94%

Appendix 8

