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**EVOLVE OR DISSOLVE:
WILL THE “EXTRA, EXTRA” SAVE THE NEWSPAPER?**

By

ELIZABETH ANN MORENO

THESIS

Presented to the Graduate Faculty of
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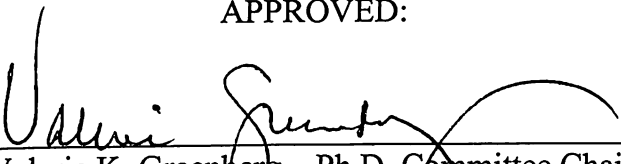
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A Thesis

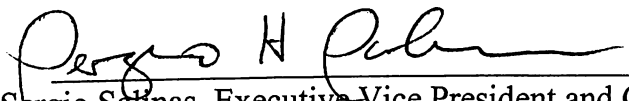
by

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ABSTRACT

Evolve or Dissolve: Will the “EXTRA, EXTRA” Save the Newspaper?

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Newspapers have always been the trusted source of information for many years by many. The Internet and other electronic mediums have tested that tendency in recent years. Newspapers have been making changes and evolving to remain a medium of choice in the 21st century.

Due to declines in circulation numbers and instabilities in advertising revenue, newspapers have found new ways to continue to be successful.

They have encompassed an online presence by the use of online newspapers, fragmented and localized by the use of niche publications and reached the untouched Hispanic and Mexican market by the use of Spanish-language publications.

For those newspapers, which have made changes, it has proven to be profitable. The opportunities are tremendous, but not without hard work.

Newspapers may not be growing in terms of circulation, but are growing by becoming “Newspaper Multi-Mediums.” Along with their core product, newspapers offer many components to reach readers through journalistic integrity and advertising.

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INTRODUCTION

The newspaper industry has always met competition head-on. When radio and television emerged in the early 20th century, the newspaper industry suffered some loss, but it always seemed to somehow gain new ground and continue to be considered a medium of choice for many. Circulation numbers continued to climb. Advertisers saw the value of the newspaper and continued to invest their advertising dollars into it. Now in recent years, the newspaper industry is competing against a much larger and stronger competitor than ever before -- the Internet. The Internet has greatly transformed how people communicate across greater distances than at any time in "human history" (Taylor 7). Boundaries of space have been ignored, and the information is more readily available for personal and scholarly uses all round the world. Because the Internet is conveniently accessible, timely and diverse, the newspaper industry had struggled to get ahead of this new medium. In part, their recent shift to a digital format is their counter to the online competitors, as well as a natural progression of media outlet.

Nationwide, the newspaper industry recognizes the strain on circulation numbers and has come to the realization those numbers will not go back to what they once were. Reports and studies have indicated this downward trend for newspapers all across the country. According to the article published March 22, 2004, "*What's Really Going On In the Media World?*" by E.W. Brody, circulation numbers have decreased by 11 percent since 1990. She also reported approximately 54 percent of Americans read a newspaper each weekday and 62 percent read a newspaper on

Sundays (Brody 9). Considering all the avenues newspapers use to reach their audiences, those percentages are considered a strong presence. Their focus is now about building an audience through other platforms in addition to their core product. Advertisers have even more avenues in which to spend their advertising budgets than ever. From constant pop-up windows on the Internet to never-ending streams of commercials on television and radio, the newspaper industry is finding it difficult to keep its medium in the public and advertiser eye.

Newspapers are in the process of reinventing themselves. There are several areas in which the newspaper industry is changing. The industry's circulation numbers continue to decline and circulation directors are having difficulties gaining new subscribers. New subscription offers are being developed as a means of attracting subscribers. The decreasing circulation numbers are also having an effect on advertising revenue (Fine 4). With the many alternatives to reach the public, advertisers are now looking at reaching markets not yet touched from their previous attempts. Some of those markets include Hispanic and Spanish markets. Advertising revenues are inconsistent; therefore, adjustments and changes are being made for the industry itself to continue to be profitable and considered a multi-medium of choice.

PURPOSE

The purpose of this paper is to conduct an inquiry of the newspaper industry's struggles in circulation subscriptions and advertising sales revenue and the adjustments they are making such as niche marketing, online newspapers and Spanish-language publications, which are needed for this industry to continue to be a main provider of the news.

RESEARCHABLE QUESTION

In what ways will niche marketing, online newspapers, and Spanish-language publications change the newspaper industry in terms of circulation and advertising revenue?

CONCEPTUAL FRAMEWORK

The newspaper industry has suffered decreasing circulation numbers over the past decade. The decrease in newspaper readership over the past decade is most visible in older-aged categories. The percentage of people ages 30 to 49, who read a newspaper on a typical day has declined from 49 percent to 40 percent or by 9 percent since 1996. Among the 50-to-64-year-olds, readership had dropped from 58 percent to 50 percent or 8 percent. And of those age 65 and older, 70 percent read a newspaper on a typical day in 1996, compared with today's 58 percent, representing a 12 percent drop (Pew Research). Because of these declining numbers, editors and graphic artists have explored new ways to attract new readers and keep the ones they still have. One of their main priorities is the front page. Because it's the first thing a potential customer/reader will see, editors and graphic artists are performing anywhere between simple modifications to complete makeovers to attract commuters to purchase a visually attractive piece. Their intention is to attract readers today and convert them into subscribers for the future (Shaw). Editorial departments are also focusing on the content printed in their product. Newspapers are tapping into some groundbreaking research and focusing on new content ideas and approaches. The Readership Institute at the Media Management Center of Northwestern University conducted some of the most meaningful research on what newspapers can do to expand readership. Michael P. Smith, executive director of the institute, said the landmark Impact Study conducted in 2000 reaffirmed the importance of local content. In a September 2006 article on the www.readership.com website, he wrote, "We

learned that readers value intensely local content, particularly stories about local people. We called this category 'ordinary people' and called for more stories throughout the newspaper about ordinary people who make a difference in the community; ordinary people doing extraordinary things; telling the effects of news and events on ordinary people; choosing news that matters to ordinary people."

In an article by Jeremy Mullman, the writer explains how editorial content remains important and vital to a newspaper's future. Since most national news can be read online, heard on radio, or watched on television, newspaper reports will now focus more on their local news and events (Porter). The local news is an area of coverage other media cannot match the same level of in-depth reporting. Whereas radio and television devote five to 10 seconds of time to a story, a newspaper devotes double the time in inches; therefore, providing the reader with everything they would need to know about a particular story. The story would be complete from beginning to end rather than only mentioning the highlights a television reporter or radio newscaster thought the listener might want or need to know. The newspaper is unique in its presentation. It's portable and has a longer shelf life. It is also the most credible form of media because of their in-depth coverage. The newspaper industry has made opportunities for its advantages to outshine other media while expanding its roles within the paper. The main objective of the newspaper is to produce a product with the news content and advertisements its target market wants to read.

Another area suffering from competitors is the advertising department. Advertisers have always had options in which to reach their intended

audience. Now there are other digital mediums upon which to spend their advertising budgets. Newspapers used to be a mass-market medium and now have to transform themselves to become more target-specific. The newspaper is in the process of making its product not only desirable and attractive to its readers, but also attractive to advertisers. Once advertisers see the potential readership, frequency and reach of the product, they do not hesitate to invest their hard-earned dollars into it. If the newspaper attracts the same target market the advertiser seeks, it's a win-win situation for both parties. The newspaper gains readers and subscribers, and the advertisers get people into their stores. According to an article by Stephen Lacy and Hugh Martin in *Newspaper Research Journal*, there are two concepts to keep in mind when trying to understand advertising competition. First of all, "different types of advertisements have different functions." Some advertisements are for selling purposes, grand openings or branding their image. Newspapers excel in all these types of advertisements, and continue to do so. Secondly, with so many mediums to choose from, not all of them provide equal service to the advertiser (Lacy, Martin). Different media offer different benefits to advertisers. Where television and radio are broad-reaching, it's also quick-moving. Once the commercial has been broadcast, it's gone. With newspaper advertisements, the reader has the actual advertisement for as long as needed and they can refer to it whenever necessary. With advertising paying newspapers based on the cost per thousand readers reached, it is also essential

for newspapers to work on reducing their production costs (Liodice, Kaline); therefore, passing the savings on to their advertisers. Historically, print advertising has always been a more cost-effective way of advertising, so by lowering production costs, the newspaper medium would be much more attractive and affordable to advertisers with the same or higher readership and frequency as before. When marketing departments and agencies look into what works and what does not work for the advertiser, researchers will have to be aware of the many changes affecting advertising. The late Leo Bogart, former executive vice president and general manager of the Newspaper Advertising Bureau, stated researchers needed to look at changing demographics. Not only will they be looking at the traditional demographics of their readers such as race and gender, but also lifestyles and family structures (Bogart 99). Researchers will also have to remember there is a major shift from goods to services. With the fast lives we all live these days, adults and kids would rather pay for a service they would normally do themselves (Bogart 100), such as lawn services and housecleaning services. Another area of change in advertising research is economic consolidation. Approximately, 70 percent of the top 100 national advertisers will represent total advertising spent. This is an increase from the current 56 percent spent (Bogart 101). It is almost a monopoly of the advertising agency world. As consumers, we will see a change in the amount of messages thrown at us. According to Bogart, in the next 12 years, we will see double the number of

advertisements, not only in print, but also in broadcast and other media (102). The conventional 30-second commercial will become a quick 15-second, “need to know” type of ad. The development of telecommunications will also impact advertising research. Within the next 25 years, more and more people will be using computerized efficiencies such as home banking and home shopping (103). This is again a change in our future based on the fast-paced lifestyles we live today. Lastly, Bogart states advertising will begin to appear in and near planned content (104). Advertisements will match the print content to emphasize the message to the reader. All these changes to research advertising are efforts in learning how to reach the intended target market; therefore, increasing advertising revenue for the newspaper’s bottom line.

It is no secret the newspaper industry is suffering from decreasing circulation numbers and struggling to keep and gain new advertisers. But without reinventing, the newspaper, as we know it today will inevitably take a back seat to other mediums, maybe even cease to exist. There are many areas to which newspaper executives are looking in order to find ways to increase circulation and revenue. Tim Porter, an editor and writer with background in print and web journalism, states newspapers need to “reinvent themselves or die, it’s that simple” (41). Porter says newspapers need to stop ignoring the changing society around them, embrace new technologies and stop adhering to both a rigid internal hierarchy and the definition of what they think is news. In fact, newspapers have taken notice of the changing society around them

and have embraced new technologies. They are going digital. Teamwork and innovation in digital growth are essential for newspaper growth. In 2007, competitive media companies are partnering with private investors on acquisitions. Investors--such as Rupert Murdoch, Jack Welch, David Geffen, Ron Burkle, Eli Broad, and Hank Greenberg, (Wolff)--see the value in newspapers and their digital potentials. Most recently, the Tribune Company accepted an \$8.2 billion buyout offer from Sam Zell, who made his fortune reviving moribund real estate (Heher). Independent companies are controlling their content by breaking news on their websites. When newspapers used to be the medium, who broke news stories, now anyone can cut out the middle man, like newspapers, and control and break news on their terms. Newspapers are filling the gaps where other digital medias lack experience and in-depth coverage (Read).

All too often, editors, marketers and journalists think they know what the public wants to read. What they should be asking is what the readers want, not what newspapers need to do to attract new readers (Crain 26). Newspapers have the unique opportunity to reinvent themselves to become stronger and more successful. Local journalism is the niche that newspapers must own. One way of gaining the local market through coverage is to create niche publications, which are specified sections in the newspaper that are periodically included in the core product throughout the year. Many newspapers already include entertainment, real estate, business and sports

supplements (Shaver and Lewis 17), but are now adding sections with very defined demographics. Because advertisers have the option of spending their advertising budgets on free newspapers (Lynch 9), niche publications are market-specific, where they reach a certain demographic. No other medium can offer such a specifically targeted audience for its advertisers. Some advertisers feel these publications are the new way to reach their intended customer, where the newspaper has failed. To aid in revenue gains, niche marketing is the innovative way to reach the customer who is anxious to purchase the newest electronic gadget, toy or service. These niche publications can be collaborations between the newspaper and cable television shows, such as HGTV and The Food Network. Sections such as these will attract readers to become subscribers and make the advertising executive's job easy to persuade advertisers to purchase advertisements in these sections. These efforts and approaches will ultimately increase circulation and their advertising revenue.

Another outlet newspapers need to incorporate is an online newspaper. Editor & Publisher reports 148 out of 150 top-selling newspapers in the United States are now online (Berger). Most newspapers around the world have also added the online component to their many options available to the public. Many of these websites are incorporating a new strategy to include community portals such as blogs, video and audio. Keeping in mind that one of newspaper's main objective is getting the news out to its readers, and the

online newspaper is efficient in doing just that. Again, newspapers need to take advantage of the opportunities available to them. Appropriating the competitors' practices and making them your own keeps you in the public eye, and that is just the approach the newspaper is taking (Thompson 438). Online newspapers are going beyond incorporating the same reliable and credible reputation they practice in print. They are making their sites interactive and communicating with their readers. This is a feature they were never able to offer before going digital. New local channels are now included on newspaper websites. These local channels go beyond the normal sections of the newspaper, like main news, metro, sports and business. A local channel is a non-news related topic of interest that offers live chats, content and advertisements related to that topic. For example, the spring season calls for gardening to blossom in many areas of the country. Because different soil and weather conditions determine what is planted, localizing the topic is important for those in a certain area. San Antonio weather and soil differs from other parts of the state, let alone another part of the country. Because online content can be wrong and misleading at times, newspapers have the established credibility that carries over to their online product (Carlson 68, 69). There are several advantages newspapers capitalize on from their online newspapers. First of all, they offer the reader access to archived stories where television and radio cannot. Secondly, online newspapers have the ability to be referenced; therefore, readers can quickly find a story from that or any

previous day. Lastly, newspapers encompass the characteristics that make broadcast media such a competitor to the newspaper and make it their own. Newspapers can finally use audio and video in efforts to attract readers to their online product (Carlson 70). Again, a feature they could never benefit from prior to going digital.

Yet another hot market newspapers are after is the Hispanic population. In the next two years, the Spanish-language print media is where most of the action will take place (Wentz & Wentz 16), according to Monica Lozano, president of Los Angeles' *La Opinion*, the biggest Spanish-language daily newspaper in the country. With the growing number of immigrants coming into the United States, mostly from Mexico, newspapers can boost their advertising base as well as readership (Burgher). Circulation numbers and advertising dollars will not just be handed to newspapers simply because they are credible and reliable. They have to go out and look for opportunities for them to stay in the media business, and this is their way of doing so. The Spanish-speaking community was a market the newspaper industry had not reached but they did not know which was the best course of action to contact this highly demographic market. Publications written completely or partially in Spanish have shown to be the approach most effective with the Hispanic market. They continue to produce promising numbers and revenue for the newspaper industry. These niche publications and Spanish-language publications will not show immediate positive results, but in a short time they

will ultimately prove to be an optimistic approach to keeping the newspaper as a top competitor in the race for the public's attention.

I will research the current and future position of the newspaper industry. I will inquire into the issues regarding the decline in circulation numbers and fluctuation in advertising revenues, which have led to the creation of online newspapers, niche publications and Spanish-language weekly publications. These publications are target market-specific and are incorporated into the newspapers' core product and distribution. While daily newspapers have produced specific interest sections for quite some time, they have not created publications to effectively reach the Hispanic market. Newspapers are evolving into multimedia vehicles rather than only being known for their main product.

LITERATURE REVIEW

As history shows, the newspaper industry has been resilient to up-and-coming mediums, which at one time posed a serious threat. The invention of the radio in the late 19th century and later broadcast radio in the 1920s caught the attention of many listeners with their entertainment broadcasts (Douglas 299). They were considered the major source for family entertainment during the 1930s and 1940s (Chorba 239). Radio personalities became as popular as Hollywood entertainers. Some of the most famous were H.V. Kaltenborn, Fulton Lewis Jr., Gabriel Heatter, Elmer David, Walter Winchell, Lowell Thomas and of course, Edward R. Murrow (Chorba 240). In 1933 and 1934, a brief rivalry occurred between the newspaper industry and radio. It was dubbed the “press-radio war” (Chorba 239). Radio began to broadcast news, which the newspaper industry sought to curtail. In December 1933, the newspaper industry created the Biltmore Agreement, which restricted radio from broadcasting news that was less than 24 hours old. News agencies supplied radio networks with brief news items, which would be broadcasted in two, five-minute newscasts daily. This was in an effort to “protect” the morning and evening newspapers (Douglas 167). Also at the end of every broadcast, listeners were directed to their local newspapers for more details on the stories, which were briefly mentioned during the broadcast. Stations such as WOR in New York refused to honor the agreement and aired the very sorts of news broadcasts the agreement forbade. Within a year of signing, the Biltmore Agreement was widely ignored and radio news was on the verge of a renewal (Douglas 168). The Lindbergh baby kidnapping trial marked a

turning point in radio. With more than 100 photographers and 325 reporters investigating all over Flemington, N.J., police were able to arrest Bruno Hauptmann (Douglas 170).

With the invention of television in the 1930s, both radio and television were governed by the Federal Communications Commission (Brainard 4). The FCC was to issue a limited number of licenses to television broadcasters to operate on certain channels. In an effort to ensure this equality, the 1934 Communications Act was created to ensure the “public interest, convenience and necessity” (Brainard 5). On Dec. 7, 1941, the attack on Pearl Harbor by the Japanese quickly put a halt to most television programming in the United States (Abramson 3). Amid all the regulations and political turmoil, newspapers continued to be successful in their efforts in informing the public. The demand for “more interpretation” was the main reason newspapers continued to be in demand (Lindstrom 17). Another reason newspapers have been thriving time and time again was due to the First Amendment, which protects the free dissemination of information (Lindstrom 18). Yet another reason for more interpretive news is more modern. In 1950, there were only 125,000 black college graduates; in the 1990s more than 2 million African Americans hold degrees (Leonard 179). Therefore, the demand for more intellectual news and information became a great demand, which the newspaper undoubtedly provided. Also in the 1930s, less than a quarter of the population of women worked outside the home, but their female offspring have joined the labor force. The growing number of women in the workforce directed millions of Americans to a unique newspaper feature: want

ads. At this point, the newspaper was “needed” for women all over the country to find work (Leonard 181).

An article by Hassan and Periera looks at newspapers in a different way. Rather than looking at what they need to do to successfully compete with the Internet, they are suggesting change is imminent. Downsizing the newspaper (Hassan and Pereira 9) is the way to go. It seems like change is the answer to many of the issues facing newspapers. The younger generation is not picking up the newspaper and new trends and lifestyles all indicate that. The newspaper is not modern enough; therefore, not having moved with the changing times. Young people feel this way not knowing the newspaper had always been known as the media that most have gone to as an accredited source of information (Porter 41). With all these declines, there is also pressure on those who regulate the circulation accountability process to incorporate a new measurement system to reflect the strong efforts newspapers are putting into maintaining and gathering new subscribers and readers (Ives 6).

There is a very uncomfortable term used when referring to circulation: “churn.” It is the number of subscriptions a newspaper has to sell every year to keep the circulation level the same (“Churn” 84). A study by the Newspaper Association of America in 2005 showed churn increased to almost 36 percent for daily newspaper with a circulation between 25,000 and 50,000; 52 percent for those between 50,000 and 100,000; 57 percent for 100,000 to 200,000; 64 percent for 200,000 to 400,000 and almost 66 percent for those newspapers with more than 400,000 circulation (“Churn” 84).

The Audit Bureau of Circulation is an independent organization, which conducts newspaper audits of circulation, readership and reader information for advertisers, advertising agencies and the media. In 2005, the ABC reported newspapers' total average daily circulation has dropped 1.9 percent and 2.5 percent for Sunday (Fine 5). To get a better understanding of what this means, the early 1970s churn rate for a small daily newspaper was in the single digits. Now with newspapers going online, some circulation departments have seen their circulation numbers increasing. In an effort to gain their readers back or pick up new ones, some newspapers are going out to the public for their opinion. Rather than printing what they think is the news, editors and marketing departments are conducting surveys to learn what the readers want. In 2003, more than half of the 20 largest newspapers in the country averaged an overall increase mostly due to online newspapers (Fitzgerald 6). Newspapers are also having a difficult time competing with free newspaper publications and trying to convince the public to pay full price for a newspaper (Fine 5 ; Lynch 14). These declines in circulation will ultimately impact advertising because less people are reading the newspaper; therefore, less people will view the advertisement. With circulation numbers declining, advertisers are beginning to shift their advertising budgets to other media where their target audiences see their advertisements.

In an effort to tackle the challenges circulation decreases have brought to the industry, newspapers are fighting back and winning. The Newspaper

Association of America has argued newspapers need to be measured by looking at a bigger picture other than their circulation numbers. They showed an 8 percent increase in total newspaper audience, which includes both print and online. Of the top 25 newspapers in America, only the *New York Post*, the *(New York) Daily News* and the *St. Louis Post-Dispatch* represent some of the increase. That means the majority of the increases were among smaller metro newspapers, which are focusing on localized content, niche publications, Spanish publications and most importantly an online presence (NAA). Some newspapers are redesigning department structures as staff responsibilities have become more specialized. Other newspapers are recruiting personnel from outside the newspaper industry to help develop new ideas and systems. Still other newspapers' various departments are working together to quickly adapt to the changing times (Heys 44). These efforts have paid off. "Full-paid single copy provides a better indication of the printed newspaper as a media choice, as it represents the most basic example of a consumer actively seeking out the newspaper" (Saba 47). The buyer's activity has become more unpredictable when purchasing newspapers from a newsstand; therefore, front-page design and strong marketing campaigns are even more crucial (Saba 48). New reports have also shown the young population, aged 18-34 is beginning to read the newspaper again. In fact, those of that age range make up 36 percent of single-copy readers, with metro news rated as most read (Saba 48). Teen content in newspapers along with the use of newspapers in

the classroom positively affects adult readership habits. Newspaper in Education programs are attributing to much of this recent change (Jones). According to the Readership Institute, readers value local content, especially stories about local people (Smith). This type of coverage has been dubbed “ordinary people”. These are people who make a difference in the community, do extraordinary things, tell the effects of news and events from their prospective and choose matters that are of importance to them (Smith). There is also “user-generated content” (Fine 28) or “citizen journalism” (Outing), which is another attempt at localizing coverage. Citizen journalism is one of the hottest buzzwords in the media industry. It began in the early 18th century when pamphleteers and anonymous authors of the Federalist Papers gained importance by printing their own publications. In modern day, video footage of the assassination of President John F. Kennedy in the 60’s and footage of the police beating of Rodney King in Los Angeles in the 80’s were both captured by citizens on the scene. Newspapers contained letters to the editor and opinion pieces submitted by citizens. With the rise of the Internet in the 90’s, anyone could set up a personal website and share their thoughts and ideas with the world. On Sept. 11, 2001, the earliest weblogs were more focused on reacting to the news and were written and read by technically advanced audiences. After 9/11, many ordinary citizens became on-the-spot witnesses to the attacks and their stories and images became a major part of the story (Glaser). For example in the summer of 2005, terrorists bombed the

London Underground, as passengers were tossed around in their seats, many 'citizen journalists' snapped pictures of the scene. Victims and witnesses later became part of the newspapers and telecasts. This was a major milestone in the development of citizen journalism. Executives are implementing some sort of citizen journalism within their newspapers. The most recent implementation of citizen journalism is the *Chicago Tribune*. On April 19, the Tribune launched TribLocal, an online publishing project using new software from Kodak and Advanced Technical Solutions Inc. The program will consist of two new websites covering nine suburban communities in the Chicago area. They are the first newspaper to use Kodak's Microzone Publishing Solution, which includes software that lets newspaper manage citizen-journalism websites and associated print products. In the future, they plan to publish microzoned tabloid editions (Chicago). There are several aspects and steps when considering and implementing citizen journalism. The first step is the "opening up to the public" stage. Most publishers are hesitant about allowing people outside the newsroom to provide content under the newspaper's brand name. At its simplest form, readers comment on content, which causes other readers to "react, criticize, praise or add" to what has already been published by professional journalists. The second step is for the newspaper to recruit citizens to contribute to selected stories written by the professional journalists. This goes beyond comments to the story. Citizens would be allowed to share their experiences regarding the subject of the story.

For example, a story written about a series of car break-ins would prompt readers to write in their experiences and suggestions. The next step in implementing a citizen-journalism aspect to a newspaper is open-source or participatory reporting. This is a technique used sporadically and when appropriate. This is collaboration between a professional journalist and his or her readers, who are knowledgeable on the topic of the story. They are asked to contribute their expertise, provide guidance to the reporter and even do actual reporting, which would be included in the finished article. The next step would be to include a bloghouse online. Citizens are usually invited to write for a particular topic. This type of contribution always prompts readers to comment on what the blogger wrote, which draws a lot of traffic to the website. The next step makes the blogger a regular and is given its own category to cover. They appear to be part of the newspaper, but they really are not. The next step gives the blogger its own edited dedicated website separate from the core brand. It's edited to clear up any mixed messages or inappropriate language or such. This is an attempt to establish a news-oriented website that is almost entirely made up of contributions from the community. The next step is the same as the one before, but this site would be unedited, but not really. Everything written in would be included and not corrected. At this point, it's crucial to have safeguards against inappropriate content being posted. Ideally, an editor reviews all content as soon as it's submitted, but it is unlikely to occur. The eighth step in implementing citizen

journalism is to add a print edition. A weekly inserted version of the edited or unedited version would be included in the core product and distributed to the newspaper readers. Only the best content submitted would be included in the insert and categorized similar to newspapers: news, sports, business, opinion, food, weddings, deaths, etc. The next step would combine the citizen journalist's work with the professional journalist's work. A South Korean site is the best example of this. They have approximately 38,000 citizen reporters who write articles for review by the editorial staff. These reporters make up about 70 percent of the site's content. The next level of citizen journalism in a newspaper is to integrate citizen and professional journalism into one product. As of yet, there are not known newspapers currently undertaking this bold move toward citizen journalism. The articles would be labeled alerting the reader of who the author is, professional or citizen. The last step in citizen journalism is wiki journalism on a website, where the readers are editors. This would allow readers to edit the citizen's article just as they do on Wikipedia. This would allow anyone to write, post and edit a news story. It operates on the concept that those attributing to the site would have knowledge and intelligence of the subject, therefore, producing credible well-balanced news (Outing). Citizen journalism offers a "realistic" aspect and connection to readers and caution as well. With just about anyone having the ability to be a reporter with the use of a cell phone with camera or video capabilities, there is also the ability to manipulate information as well. The

Houston Chronicle and the *San Francisco Chronicle*, of Hearst Newspapers, will also begin using Brightcove later in the year. Brightcove is a service offering advertising-supported Internet video channels. Essentially, videos taken in the field by reporters or the public will use Brightcove to load the video clip onto a newspaper website. These are called “vlogs” (Hearst adds...). Validity is a real issue with citizen journalism. With the shift in local coverage, marketing, placement and innovative front-page designs have proven to be a huge boost to the newspaper industry’s success.

The advertising component is a major factor in the industry’s future as well. The Newspaper Association of America’s research found readers viewed advertising as a positive part of the newspaper-reading experience. The research conversely showed advertisers found the newspaper as “static, inflexible and hard to buy” and combined with the industry’s high-profile circulation issues obstructs the media’s value to many advertisers. Surprisingly, research also shows 52 percent of consumers (Mullman 18) cite newspapers as their preferred medium to view advertisements. That proves newspapers are the most effective form of advertising. Online advertising accounts for \$2.7 billion of the \$49.3 billion total advertising spent in newspapers (Maier), which also proves the newspaper form of an advertisement is still very effective and demanded by readers. One ad in the newspaper is more effective than multiple ads on radio, television and the Internet. Here are a few reasons why (Goldstorm):

- When reading the newspaper, 62 percent of readers usually concentrate solely on reading rather than multi-tasking. This fact seems amazing in this fast-paced world
- Seventy-four percent of readers have a favorite section and 76 percent spend more time with that section
- Half of all newspaper readers who pick up their paper read it multiple times
- Sixty-eight percent feel better-informed after reading; 64 percent would miss the newspaper if it ceased to exist
- More adults find newspapers have the most trustworthy/believable ads of all media
- Sixty percent discuss items in the paper to friends/family
- Seventy-five percent show inserts to friends/family
- More adults say they visited a store as a result of seeing it in the paper vs. any other media

“In an age of many media platforms, newspapers have to think of what is the right way to reach a certain audience,” said Randy Bennett, vice president of audience and business development for the Newspaper Association of America. In an effort to reach the 35-and-younger audience, newspapers are investing in numerous online ventures. The Hearst Newspapers Division of the Hearst Corporation, MediaNews and other companies, who represent 150 newspapers in the United States, announced a deal in November 2006 with Yahoo.com for online classified advertising. The emphasis is job recruitment advertising (Maier). April 16, four new publishing companies have joined the partnership. The new partnership goes beyond the originally signed agreement, which only included classified advertising. Yahoo and the local newspaper publishers also agreed to share local news stories from the newspapers across Yahoo’s large news network and to sell local advertising online and to use Yahoo’s graphical advertising

technology on the newspaper sites. The newspapers also will channel more of their stories through Yahoo's heavily trafficked news, finance and sports sections in an effort to lure more readers to their Web sites (Yahoo). They are calling this a "newspaper consortium". This partnership is a defining moment in the newspaper industry's effort to remain a medium of choice. The local newspapers will use Yahoo's technology to display graphic and text-based advertising and local news content. With Yahoo's unsurpassed search technologies, local newspapers will reach Internet users on the national level as well as at the local level through their individual newspaper websites. This consistency of newspaper frequency throughout the country is a major step into the world of technology (Ackerman). The alliance among local newspapers and the powerhouse of Yahoo and its search technologies will bring newspapers to More than 264 newspapers from 44 states have joined the partnership (Sutel). While many publishing companies have partnered with Yahoo, two major companies have not. The Gannett Company and Tribune Company have been working to form a separate national network for selling advertising online (Sutel). The most recent change in advertising comes from the *San Francisco Chronicle*. On April 18, the *San Francisco Chronicle* published its first front-page advertisement of Pacific Gas & Electric. It is not a narrow strip along the bottom, but a "chunky box" in the lower right corner of the page (Golden).



The editor of the newspaper defended the decision to allow advertisements on the front page saying it would not affect news coverage and is just part of the expanding effort to bring in revenue. Publisher Frank Vega printed a note on page 2 regarding the decision. "Today, The *Chronicle* begins publishing front-page ads. Our advertisers recognize the value of The *Chronicle* brand, our audience and the priority of delivering key messages to

you, our reader. In the recent past, newspapers such as the *Wall Street Journal*, the *New York Times* and *USA Today* have all announced their willingness to accept advertising in prominent positions. The *Chronicle* is committed to delivering to you important news, information and advertising in a variety of new and engaging ways (Golden).”

Advertiser executives also blame the new do-not-call legislation (Fine 10) forced their telemarketing efforts to re-evaluate their approach. With so many new laws regarding telemarketing, advertising departments have to be more careful about how they contact customers. Advertising departments also have to compete with the E-bays of the online world. Most financial data regarding newspapers are not made public (“Who Knew” 48) like the circulation subscription data. A survey of 78 newspapers showed their classified advertising revenue down 10 percent in 2004 because of online retailers such as E-bay and craigslist. In fact, craigslist has made a big impact on the top 10 markets in the country. The automotive section showed the most decrease with 20 percent. This is mainly due to the free *Auto Trader*-type free publications most people use for selling or buying a car to go. While total advertising revenue increased 5 percent, online newspaper revenue increased by an astonishing 50 percent (Lynch 14). Even though advertising revenue is down, some publishers are still enjoying a 20 - 40 percent profit margin. Other large urban newspapers are producing profit margins in the teens. This is considered very good for most industries, but Wall Street

investors are not satisfied. This pressure trickles down to the newspaper level; therefore, forcing executives to implement changes and adjustments that will produce more revenue (Maier). Newspapers are being asked to compete as they once did after World War II during the growth in television and FM radio. What investors do not understand is those times are different from today. Today the Internet is the largest threat to newspapers, not television or radio.

Because of some lost revenue from the newspaper side, advertising executives are looking into localized niche publications for their advertisers. Again, niche publications are target market-specific publications designed to reach a certain customer based on a particular demographic or interest. Niche publications are localized and can be demographically specific. This would allow advertisers to reach a highly targeted market, along with the core newspaper's reach. This concept first began in 1988 and has made the selling process much easier for both the advertiser and advertising executive. These sections include articles and advertisements from a particular interest or events of a particular geographic area. According to the Newspaper Association of America, the top 10 reasons for advertising in a niche publication are:

- Allows advertiser to focus advertisements on a specific target market
- Create market places within the newspaper to draw targeted audiences
- Adds content support for advertising
- Publications are newspaper promoted
- Easily located in newspaper because they are stand-alone publications

- Offer a longer shelf life
- Tie advertisers brand more closely to the community they serve
- Offer great opportunities for co-op and vendor funding
- Great way to test the viability of the newspaper
- Allows advertiser to target merchandise and services to reader

“Publishing is becoming increasingly specialized”, according to Carol Ann Riordan, associate director of the Reston, Va.-based American Press Institute. This is an attempt to create new profit and attract people who are not currently reading the newspaper (Chepesiuk 14). It takes many forms. Distribution can be separate or included as an insert in the core product. They can be “books, magazines, newsletters or daily, weekly or irregularly published newspapers targeted at a wide array of markets” (Chepesiuk 14).

New means of communicating has developed in an effort to diversify the “flow of thought and feeling” to increase the amount of social interaction (Peters & Simonson 24, 25). With the increasing population among minority groups, newspapers are using niche publications targeted specifically at various minority groups. In 2004, the Selig Center for Economic Growth at the University of Georgia in Athens, conducted a study about the buying power of minority groups in America. Research showed that by 2009, the combined buying power of African Americans, Latinos, Asian Americans and Native Americans is expected to exceed \$1.5 trillion, more than triple the 1990 level of \$456 billion — a gain of almost \$1.1 trillion or 242 percent. Also by 2009, the buying power of people of color is projected to surpass that of whites combined (Davis). See Appendix A for a graphic illustration of the

rising economic presence of African Americans, Asian Americans, Latinos and Native Americans. Niche marketing is the newest way advertisers are able to reach their intended customer (Shaver & Lewis 17). The focus of each niche is based on the needs of the newspaper. These sections attract advertisers who are either new to the niche publication concept or had previously advertised in other free specialized publications, which reached this same demographic but lacked the reach most newspapers offer as a huge benefit. Revenue increases in this area show advertisers have taken to this outlet because of the reach and frequency of their advertisement. Most newspapers already include entertainment, real estate, business and sports supplements (Shaver and Lewis 17), but are now adding sections with very defined demographics. “I like to think of our core business as a communications center. Once a newspaper starts thinking of itself as being the communications business, the opportunities become numerous”, says Steve Lawery, publisher of the *Bardstown Standard* in Kentucky.

Along with niche publications, it is essential for newspapers to keep up with technology and encompass online newspapers into their multi-medium. According to Rick Pike, senior vice president and media director of Inter/Media Advertising, most indicate newspapers will thrive if they develop a healthy online presence (Taylor 4). *Editor & Publisher* recently announced 148 of the 150 top-selling U.S. newspapers have added an online component to their menu (Berger). The main focus of online newspapers is not the

process of how the message is produced, but rather the content and its reliability (Thompson 438). According to a study conducted by Belden Associates, newspaper site visitors reach beyond local print readership. Just more than 70 percent of site visitors read the print version in the prior 7-day period and logged on as a supplement to their newsgathering needs. Thirty percent of those, who did not read the print version, have logged onto an online newspaper site and have remained a visitor since 2001. Online news content is the top driver for all age groups (Belden).

Age	Sought News from online
18-24	59%
25-34	69%
35-44	74%
45-54	72%
55-64	69%
65+	63%

Because online content can be incomplete or blatantly incorrect, newspapers need to take the strengths of other medium to form a new multi-medium that produces the news and information in persuasive and attractive ways (Carlson 68, 69). An obvious feature to online newspapers is the opportunity to offer their readers complete access to stories published about a related story. Newspapers can be browsed for stories in the archives dating weeks and years before. Another new aspect of online newspapers going digital are the local channels of information, also known as Social Media Optimization (SMO) (Olthuis). These local channels include non-news related topics of interest to a specific group of people. Readers can now

search for a particular topic of interest and learn all about the local connection with that topic. For example, young couples with young children would be interested in a local channel regarding parenting. This particular channel can include information regarding anything from day care services to family friendly restaurants in their area. The idea is to keep it local because what is of interest to someone in San Antonio may not be exactly the same in Fairbanks, Alaska. Much of the content will be user-generated to allow interaction among all readers. As a result of those searches, a Belden Associates survey showed seven in 10 users report searching for a product or services information in the last week. A graphic illustration in Chart D shows the percentage distribution of searches of more than 14,500 people in the past year. These visitors are sophisticated Internet users for product and services information and reach very high levels of frequency. This Social Media Optimization (SMO) has taken a life of its own. It drives huge amounts of people to a website and can also determine whether a website or idea will be successful or not. Since it involves driving traffic to a website through new channels, search engines are not the only sites that drive big traffic anymore (Olthuis). With most Internet users regularly visiting 11 sites on a regular basis, newspaper sites are still typically the no. 1 local "news and information" website visited (Belden). The idea behind social media is to build a community to rally around an organization or just a certain subject matter. People join the community. It is all about making something easily spread,

which used to be done by word-of-mouth years ago. Now with online channels, people can connect, share and exchange information faster and easier than ever before (Olthuis).

Online newspapers are faced with a new challenge. They now have to continue to inform their readers on their websites of breaking news as it happens. Because people still demand local news, the World Wide Web has a difficult time reaching down into local issues, particularly local news, breaking news, local shopping, local involvement and local community news (Belden). Most newspaper site visitors live in the local area as well. Based on a 2006 survey conducted by Belden Associates of more than 33,500 people, 69 percent of newspaper site visitors live in the local area of the newspaper, and 30 percent of the site visitors live outside the market area (Belden). See Appendix A, Chart B for a graphic illustration of the percentages of local and out- of- market visitors who log onto newspaper sites. The out-of-market users tend to be more likely to access from home, male, slightly older and of higher income. The sports section appeared to be a key driver of their visits, especially within larger markets (Belden). Women use of online newspapers has increased over the past five years. In 2001, women logged on 46 percent of the time and in 2006, women logged in 56 percent of the time. Women are an important target market because they control 80 percent of household spending. Refer to Appendix A, Chart C for a graphical illustration of online newspaper use by women. With their

unmatched reputation for reporting stories, newspapers are also expected to carry that perfection to their online content (Berger). Newspapers can finally be broadcast online by using audio and video in their stories. There are two predictions made for the future of online newspapers. First, TV/web-based services are becoming digitalized everyday (Berger). For example, “Ananova”, a virtual newscaster, was created by the British Press Association. “She” delivers news and late-breaking news on the Internet and the Orange phone (www.orange.co.uk) with a slightly jerky movement to give her the characteristics of a computer-generated disposition (www.ananova.com). The second prediction for online newspapers is in its form. Digital news will go offline in a document-based digital newspaper or periodical (Berger). These will change the way readers receive their news. Stories will be electronically transmitted to readers, but look exactly like the newspaper’s traditional format. A company named E Ink may be the answer to this prediction. Founded in 1997, E Ink is the leading provider of “electronic paper display (EPD) technologies. Products made with E Ink's revolutionary electronic ink possess a paper-like high contrast appearance, ultra-low power consumption and a thin, light form. E Ink's technology is ideal for many consumer and industrial applications spanning handheld devices, watches, clocks and public information and promotional signs. Future technology developments will enable many new applications through ultra-thin, lightweight, rugged, flexible, full-color displays” (www.eink.com). This new technology would

allow the morning e-newspaper to be instantly delivered every morning or any time. It allows for instant “refreshing” of images and content just as a computer screen does today. It will also offer weekend, general interest and leisure-reading editions with lots of advertising (Berger).

Newspapers suffering from declining numbers are turning to immigrants, particularly Hispanics, to boost their revenues and circulation numbers. The Hispanic population is the fastest growing demographic in the nation. At 40 million, Hispanics currently make up the largest minority in the United States. By 2009, Hispanics will also control about \$900 billion in buying power (Cancela). With that kind of presence, newspapers have prepared for the proper approach. There are approximately more than 700 Spanish-language newspapers in America, and they are all competing for the same customer (Chura 8). These publications reach more than 24 million people, which is 90 percent of the country’s adult Spanish-speaking population (Cancela). Most newspapers do not plan to wait for their circulation numbers to increase based on their efforts to gain new readers and minimize churn. They need their numbers to increase now; therefore, they are targeting this untouched Hispanic market and are profiting from them. These publications serve several purposes. First, they are used to enlighten newcomers to a city and enlighten the city of the incoming immigrants (Burgher). What is attracting readers is a combination of language and content. They provide news about Hispanics written in their own language.

Hispanics find the English news broadcast does not informative enough; therefore, the newspapers are ideal for their news and information (Canela). In the next two years, Spanish-language print media is where most of the action will take place, according to Monica Lozano, president of Los Angeles' *La Opinion*, the biggest Spanish-language daily newspaper (Wentz 16). She believes there are huge opportunities to capture national advertising dollars. They are keeping the editorial content local and including international sports but setting up national advertising networks with other Spanish-language newspapers in Miami, Chicago and New York. The Spanish-speaking community is showing promising numbers and revenue for the newspaper industry (Fitzgerald 6). Adding these publications has not come without significant challenges. Newspapers have had a difficult time finding Spanish-speaking staff to cover both the newsroom and business side of the publication (Fox-Alston). They look for people who are bilingual and bicultural. Many of the American-born Hispanics can converse fluently, but their Spanish writing skills are not strong. They are trying to avoid the use of slang or Spanglish in their content and advertising. In an effort to provide quality journalists, universities are adding Spanish-language print journalism to their curriculum as a subject for students to study as a major or minor. For example, University of the Incarnate Word, the largest Catholic university in Texas, is offering new undergraduate and graduate level curriculums in Bilingual Communication Arts. UIW is also beginning a student exchange

program with a university in Monterrey, Mexico, to reinforce the bilingual communication department. This program will allow students from both universities to attend each other's university for a semester at a time. This exchange program is an effort to enhance the education of the bilingual communication program. The most recent effort comes from a partnering of *La Opinion* and Univision with UCLA's continuing education department to offer the first certificate program in Spanish-language journalism (Fox-Alston). These Spanish-language publications will not be a quick fix to newspapers' struggles, but newspapers' marketing research departments will study this demographic extensively to fully understand the needs of this market (Chura 8). All efforts will be lost unless the newspaper understands its needs and those of its potential customers.

METHODOLOGY

The purpose of my research was to conduct a phenomenological inquiry of the newspaper industry's struggles in circulation and advertising and the adjustments needed for this industry to continue to be a news information medium of choice. My inquiry included a group of people including: readers of newspaper, online newspaper readers, non-newspaper readers, newspaper advertisers and newspaper professionals at the *San Antonio Express-News*. Part of my research took place in various public settings where I conducted random surveys of the general public. Those surveys included questions regarding news-reading experiences from using the newspaper, online newspapers and niche publications. I also conducted intensive interviews with open-ended questions of newspaper advertisers and newspaper professionals. I choose to use a qualitative approach with post-positivism knowledge claims, the cause-and-effect relationships of other mediums and the newspaper. I learned from their responses and non-verbal responses, which sometimes provide more information than their responses.

The results of my pilot study indicated the format of the questions on my original survey draft needed redesigning. When I used the phrase "niche publication" to describe special sections produced by the newspaper, my participants without my further explanation did not immediately understand it. Therefore, I changed the question to read "special publications from the *Express-News*". The use of open-ended questions provided a variety of answers, which were not conclusive and did not provide responses pertaining to my research. I changed essay questions to "yes" and

“no” questions. This proved to be more effective and conclusive. The results of the redesigned format provided clearer and more informative responses based on the participants’ newspaper experiences. The questionnaires for the newspaper advertisers and newspaper professionals worked really well and provided informative responses.

Questions asked of newspaper and online readers and non-readers:

- Are you a newspaper subscriber? Why or why not?
- How often do you read the news?
- Do you read the newspaper itself or the online version or both? If both, which do you prefer?
- What sections do you read in the newspaper?
- Do you read it for its content or advertisements?
- Is there enough local coverage in the newspaper?
- What do you think of the quality of the local content?
- Is there too much national and international content?
- What do you think of the quality of the national and international content?
- Do you read *Conexion*, *Cancha* or other niche publications?
- What would you like to see different in the newspaper?

These questions offered an insight into reasons why people read the newspaper and why they read it. I also asked what the participants thought about the local and national news coverage, since that portion of the newspaper is also undergoing a “makeover” as well.

Questions asked of advertisers:

- Upon what medium do you currently spend most of your advertising budget?
- Have your advertising efforts changed in the past five years?
- Are you finding the newspaper is or is not a good fit and why?
- What kind of return do you see when advertising in the newspaper? Is it acceptable?
- Are you pursuing other medium in which to advertise? If so, which ones?

These questions offered an insight to why advertisers have or have not chosen the newspaper as their means of communicating with their intended target audience. I have also asked if they are looking at other mediums to reach their customers. This shows which medium proves to be the biggest threat on newspapers.

Questions asked of professionals at the *San Antonio Express-News*:

- What is the main challenge facing your area of the newspaper?
- Are you bringing in the desired revenue from advertisers?
- Is it more or less from the past years?
- What medium do you feel is your largest competitor?
- What is the newspaper doing to remain a medium of choice?
- What has been the result of those initiatives?
- Please give me your personal prediction for the future of newspapers.

These questions were asked to get a better understanding of what the industry executives and employees are actually facing in the industry. I wanted to capture a true explanation of the challenges and successes currently going on in the newspaper business. Research will show many things, but actual accounts of the “real world” testaments are true research.

DATA ANALYSIS

I conducted three different surveys for the use of this study. I surveyed professionals at the *Express-News* and newspaper advertisers, but first, I surveyed 50 random readers and non-readers of newspapers. Those surveys asked questions regarding where respondents received their news, how often they read the news and if they read niche publications. Along with that information, I also gathered demographic information about each of these participants. The following table shows the statistical information from those surveys:

Table 1: Statistical information on the 50 participants of the survey asking about their use of newspapers

	Participants
15-18	1=2%
19-25	25=50%
26-45	12=24%
46-65	10=20%
66-85+	2=4%
Male	15=30%
Female	35=70%
High School	3=6%
Some College	25=50%
Bachelor's degree	9=18%
Master's degree +	13=26%
White	33=66%
Mexican	8=16%
Black	6=12%
Other	3=6%

The first question on the survey asked if the participants were newspaper subscribers. Of the 50 people asked, 72 percent were not subscribers and 28 percent

were. Although, 88 percent do read the newspaper and 12 percent do not read the newspaper. If they are not subscribers, obviously they are getting the newspaper by another means: single-copy purchases, pass-along copy, a newspaper left behind by someone else, or sharing a newspaper with someone who subscribes, which is referred to as readership. This proves circulation is down, but there are still many readers out there. The following illustration represents the statistical demographics of subscribers, non-subscribers, readers and non-readers of newspapers.

Table 2: Subscribers/non-subscribers and readers/non-readers of newspapers

	Subscriber		Reader	
	YES	NO	YES	NO
15-18		1=2%		1=2%
19-25		25=50%	12=42%	4=8%
26-45	6=12%	6=12%	11=22%	1=2%
46-65	8=16%	2=4%	10=20%	
66-85+		2=4%	2=4%	
Male	5=10%	10=20%	14=28%	1=2%
Female	9=18%	26=52%	30=60%	5=10%
High School	2=4%	1=2%	3=6%	
Some College	6=12%	19=38%	22=44%	3=6%
Bachelor's degree		9=18%	8=16%	1=2%
Master's degree +	6=12%	7=14%	11=22%	2=4%
White	1=2%	7=14%	6=12%	2=4%
Mexican	10=20%	23=46%	31=62%	2=4%
Black	3=6%	2=4%	4=8%	2=4%
Other		4=8%	3=6%	

The next question asked how many times these readers read the news. They were given the options of reading one to two times, three to four times or five or more times a week. Most of the participants, 60 percent, read the news one to two times a

week, 22 percent read the news three to four times a week and 18 percent read the news five or more times a week. This again is reflective of the direction of circulation. Since the Sunday newspaper is the most purchased, it would be fair to conclude those reading the newspaper one to two times a week are more likely purchasing a Sunday newspaper. From this particular question, I found that those who had an education level of some college or higher read the newspaper the most. The following illustration represents the statistical demographics of the participants and how often they read the news.

Table 3: The number of times a week the participants read the news

	How Often		
	1-2 times	3-4 times	5+ times
15-18	1=2%		
19-25	15=30%	7=14%	3=6%
26-45	8=16%	2=4%	2=4%
46-65	5=10%	3=6%	2=4%
66-85+	1=2%		1=2%
Male	7=14%	4=8%	4=8%
Female	23=46%	8=16%	4=8%
High School	2=4%		1=2%
Some College	18=36%	3=6%	4=8%
Bachelor's degree	5=10%	3=6%	1=2%
Master's degree +	5=10%	6=12%	2=4%
White	5=10%	2=4%	1=2%
Mexican	20=40%	8=16%	5=10%
Black	2=4%	2=4%	2=4%
Other	3=6%		

The next question on the survey asked what the participants' preferred source of news. The options were newspaper only, online only, and both. Of those who read both, they had to specify which version they prefer to read. Surprisingly, 30 percent

preferred the newspaper version only and 18 percent preferred online only. Of those who use both versions for their news information, 56 percent, 9 percent preferred the newspaper version, 26 percent prefer the online version and 8 percent had no preference. This proves online hits are a huge part of reaching readers, but almost half, 48 percent, of the participants still preferred the newspaper overall. The following illustration represents the statistical demographics of the participants and how they prefer to receive their news.

Table 4: Statistical information of participants and how they prefer to receive their news

	News Preference				
	Newspaper only	Online only	Newspaper	Online	No preference
15-18		1=2%			
19-25	5=10%	4=8%	6=12%	10=20%	
26-45	3=6%	4=8%		2=4%	3=6%
46-65	5=10%	2=4%	2=4%	1=2%	
66-85+	2=4%				
Male	5=10%	4=8%	3=6%	2=4%	1=2%
Female	10=20%	7=14%	5=10%	11=22%	2=4%
High School	1=2%	1=2%			
Some College	6=12%	6=12%	4=8%	8=16%	1=2%
Bachelor's degree	3=6%	1=2%	1=2%	3=6%	1=2%
Master's degree +	5=10%	3=6%	3=6%	2=4%	1=2%
White	1=2%	4=8%	2=4%	1=2%	
Mexican	11=22%	5=10%	5=10%	10=20%	2=4%
Black	3=6%	1=2%		1=2%	1=2%
Other		1=2%	1=2%	1=2%	

The next question on the survey asked the participants to indicate which sections of the newspaper they read. In sections such as Classified, SA Life, Drive, Taste, Travel, Views, Real Estate and Weekender are entertainment-type sections.

All the other sections are news-oriented sections. Of the 50 people I surveyed, 80 percent read the main/front page section. Sixty percent read the Metro section, 40 percent read the Sports section, 18 percent read the Business section, and 10 percent read the Neighbors section (community-oriented regional news). This proves most readers still prefer to get their news and information from the newspaper. Below is an illustration, which represents the percentages of sections read by the participants.

Table 5: Number of people who read a particular section

SECTION	PERCENTAGE
Main Section	40=80%
Metro	30=60%
Sports	20=40%
Business	9=18%
Classified	11=22%
SA Life/Culturas	38=76%
Drive	5=10%
Taste	13=26%
Neighbors	5=10%
Travel	12=24%
Views	8=16%
Real Estate	5=10%
Weekender	26=52%

I asked the participants if they read the newspaper for content, advertisements or both. Eighty-two percent of the 50 said they read the newspaper for content, 8 percent for advertisements and 10 percent for both. Below is a breakdown of the demographics of how the participants answered that question.

Table 6: Number of readers who read the newspaper for content, advertisements or both

	Read Newspaper for:		
	Content 82%	Advertisements 8%	Both10%
15-18	1=2%		
19-25	21=42%	3=6%	1=2%
26-45	10=20%		2=4%
46-65	8=16%	1=2%	1=2%
66-85+	1=2%		1=2%
Male	14=28%		1=2%
Female	27=54%	4=8%	4=8%
High School	1=2%		2=4%
Some College	22=44%	2=4%	1=2%
Bachelor's degree	7=14%	1=2%	1=2%
Master's degree +	11=22%	1=2%	1=2%
White	8=16%		
Mexican	26=52%	3=6%	4=8%
Black	4=8%	1=2%	1=2%
Other	3=6%		

When looking into what the participants thought of the local and international coverage, 78 percent of those surveyed thought there was enough local coverage and 86 percent thought there was not too much international coverage. This seems to suggest the validity of the research I stated earlier. Since most news websites offer national and international news on their sites, newspapers are emphasizing their local news over international news. When asking the participants how they felt the quality of the local and national and international coverage, 100 percent of the participants said they felt the quality of the local coverage was average or above. Only 14 percent thought the quality of national and international coverage was below average. This proves reporters are doing what they should when producing stories for publication.

Finally, the last question asked on the survey pertained to niche publications. In order for the participants to understand what a niche publication was, I listed 29 publications currently being produced by the *Express-News*. These niche publications include Spanish-language publications. When asked if the participants read niche publications, 66 percent said they did read niche publications and 34 percent said they did not. This proves niche publications are read and needed within the multi-medium of a newspaper. I also found most of those who read niche publications are subscribers of the newspaper. This proves those who read niche publications were already a subscriber or became subscribers because of the specialized niche publications, which drew them to subscribe to the newspaper for future niche editions. Below is an illustration, which represents the statistical demographics of those who read niche publications.

Table 7: Number of people who read niche publications

	Niche Publications	
	YES	NO
15-18		1=2%
19-25	15=30%	10=20%
26-45	8=16%	4=8%
46-65	8=16%	2=4%
66-85+	2=4%	
Male	8=16%	7=14%
Female	25=50%	10=20%
High School	3=6%	
Some College	16=32%	9=18%
Bachelor's degree	6=12%	3=6%
Master's degree +	8=16%	5=10%
White	5=10%	3=6%
Mexican	21=42%	12=24%
Black	5=10%	1=2%
Other	2=4%	1=2%

The second survey I conducted asked questions of newspaper professionals at the *Express-News*. I received responses from the executive level and from the sales level of the newspaper. The publisher and the senior vice president of circulation of the *Express-News* and the vice president of Hearst Newspapers provided similar responses when asked what the main challenge(s) facing the newspaper industry. All three thought competition for readers and the declining readership of young adults were the main challenges they face. With so many ways to receive news and information these days, newspapers are competing with radio, television and the Internet for an audience. The publisher went on to state the newspaper is capturing an above-average amount of ad share from the San Antonio market. Ad share is the amount of advertising available in a market including all mediums. For example, the *Express-News* is receiving more than the average amount of advertising going on in San Antonio. With San Antonio being the seventh-largest city in the United States and highly tourist-driven, there is a lot of advertising going on, and the newspaper captures more than the average amount of it. The vice president of Hearst Newspapers is responsible for seven newspapers in three states. These “community” newspapers function differently than a large metro newspaper like the *Express-News* because of their circulation size. The *Express-News*’s average daily circulation is 226,691 and average Sunday circulation is 329,757. The “community” newspaper’s average daily circulation ranges from 4,560 to 49,475 and their average Sunday circulation ranges from 5,828 to 54,236. Therefore, the responses from these two participants would differ. The vice president of Hearst Newspapers stated many

advertisers are unfortunately shifting their advertising away from newspapers. They are being forced to go “down market” to support the volume of advertising required to support the cost structure of the individual newspapers. Going “down market” means to go down to the next tier of advertisers of a newspaper, from the advertisers who produce most of the revenue, and get them to begin using more technology when advertising other than basic print advertising. This concept is also referred to as the long tail concept. See Chart E for an illustration of the long tail concept. The publisher stated that their revenue was up 4 percent in 2006, and so far, year-to-date, their revenue is up two percent. The vice president is experiencing the same decline from his newspapers. When asked what medium they felt was their largest competitor, all agreed their long-term competitor is the Internet. Although the publisher stated direct mail was their current greatest competitor. Direct mail is an advertising campaign that targets customers by mailing advertisements to specific zip codes. The senior vice president of circulation said cable news networks and weekly entertainment magazines were more of a competitor for circulation. Cable networks and weekly entertainment magazines serve the same purpose as a niche publication. All three are specialized products that cover a certain topic. Niche publications are the answer to those competitors. The next question asked what newspapers are doing to remain a medium of choice. The publisher and senior vice president of circulation both said they continue to invest in their product. The publisher went further and added, “We continue to invest in our product and provide our readers and advertisers with a medium that enlightens, entertains, informs and brings customers to their door.

We have redefined ourselves from being a newspaper company to being a publishing company and have introduced a portfolio of products including a website, direct mail, Hispanic publications, shoppers, employment guides, real estate magazine and numerous other niche products. Additionally, we recently acquired PrimeTime Newspapers, a group of community and military newspapers circulated throughout the San Antonio market.” He says these new initiatives are making money and contributing to their overall profits, but the profit margin on these efforts is still lower than the profit margin of their core product. The resources available to the community newspapers are limited; therefore, the vice president of Hearst Newspapers had a different response. “We have been slow to evolve our products. Our efforts focus on becoming increasingly local in our reporting and storytelling, reducing the level of generic content (e.g., Associated Press wire stories) in our newspapers, and improving the visual appeal of our papers. Additionally, we are increasing the number of products we create for a market and are branching out beyond the core newspaper to niche and Internet products.” These efforts have produced a better-looking newspaper, and the local content is evident. As their niche and Internet evolution continues, they will begin to see more positive results just as the larger metro newspapers have. The final question asked was their personal prediction of the future of newspapers. The vice president of Hearst Newspapers felt that newspapers will likely be around for quite some time; although, many will be read on digital devices (e.g., electronic paper) and not in the current form. They will evolve and include a variety of products, not just the newspaper. Unfortunately, he

feels profit margins will get thinner and staff sizes will decline. The senior vice president of circulation felt “newspapers are still the best medium to get detailed, comprehensive information to the masses and will be around for another 100 years.” The publisher summed up his prediction with this quote. “Newspaper circulation will continue to decline as people are confronted with more choices. Our industry will one day stop ‘buying’ readers as we shift away from special offers and discounts and sell the paper to the audience that desires a newspaper printed on paper. That audience, while smaller, is more highly educated, more affluent, and more influential than non-newspaper readers. My belief is that 30 years from now, you will still have the option of having a newspaper delivered to your door”.

This survey was also directed to account executives, who are responsible for selling advertisements. Two medical and education account executives and one inside sales account executive filled out the survey. When asked the main challenge they faced when selling advertisements, they had mixed feelings. The medical and education account executives both felt the declining circulation numbers paired with the annual rate increases was their largest challenge whereas the inside sales executive felt her challenge was competing with other mediums for advertising dollars. In a sense, both reasons are the same. If circulation is decreasing, that means readers are going elsewhere; therefore, the advertisers are buying in other mediums. The next question asked if the account executives are bringing in their desired revenue from advertisers. All three said they were, but are still competing with other mediums for the same dollars. When asked which medium was their largest

competitor, all three again agreed and said it was television. This is because television advertising is very expensive; therefore, depleting advertising budgets and not allowing money to be allocated for print advertising. The survey also asked what the newspaper was doing to remain a medium of choice. All three executives agreed niche publications, Spanish-language publications and online presence were a huge help in selling advertisements. The medical and education account executives take advantage of niche publications, such as the Health & Fitness section and Education Handbook, which reach very targeted audiences. The inside sales account executive is able to take advantage of several niche publications because her clients are not categorized like the other two are. These niche publications have attracted advertisers who otherwise would not be in the newspaper. These clients also feel the content is in line with the practices or education curriculum, in the case of the medical and education account executives. With San Antonio being more than 60 percent Hispanic, it is imperative for advertisers to reach that market. That's where the Spanish-language publications come in. The inside sales account executive stated large corporations are reaching the Hispanic market through those Spanish-language publications and are having great results from it. The final question on the survey asked each of them to give their personal prediction on the future of newspapers. Surprisingly, all three of them answered the same. While each of them felt the newspaper would never completely go away, their advertising sales emphasis will shift to the online component of the newspaper.

The final survey I conducted was directed toward advertisers of newspapers. I asked questions pertaining to their advertising efforts and why they chose print advertising as the medium to reach current and potential customers. One advertiser said she advertises in the newspaper because it is much more cost-effective than radio and television and reaches many more customers using that medium. The newspaper is a good fit because it is extremely flexible to make changes whereas radio and television are not flexible at all. She has chosen to advertise in a niche publication and receives a great return with immediate returns. Another advertiser used to use direct mail to advertise, but has since completely switched to newspaper. He has received the most responses from this form of advertising than anything else he has ever done. The newspaper is an exceptional fit for him, and the returns have been beyond his expectations. For example, when advertising in direct mail, he used to spend approximately \$1,500 to reach 7,000 households one time. From that attempt, he used to receive approximately 1 percent or 75 calls from customers wanting to make an appointment to learn about the services offered by this company. When advertising in the newspaper he spends approximately \$1,700 to reach more than 500,000 readers on Friday and Saturday and more than 325,000 readers on Sunday. For that attempt, he receives approximately 220-350 calls from customers ready to buy the services offered by the company, rather than calling to learn about the services. Another advertiser mentioned how he also enjoys the flexibility print advertising offers over television. For his television advertisements, he can only make changes every six months, whereas for his print advertisements, he can make

changes every month or sooner. He feels the newspaper is a great fit because his television ads have to match the print advertisements. Since television ads are broadcast and gone, their print advertisements are hard copy where readers can keep it and always refer back to it. The television advertisement reinforces his print advertisements. My final advertiser also mentioned how he prefers to advertise in the newspaper because of the flexibility to change content daily. He also mentioned how the frequency of his advertisements is what keeps his business on reader's mind. By constantly appearing in the newspaper, his advertisement is reaching many people over and over again. When it comes time to purchase, readers remember his business over others. On average, one advertisement in the newspaper can bring 45-60 people into his store. He has tried to advertise online, in direct mail, on cable or network television, but he does not get the immediate results the newspaper brings. He always finds his way back to the newspaper. Now he knows to stay with it and not bother trying another medium because it does not work for him.

CONCLUSION

A newspaper is the greatest medium of communication within a city, and it is on the basis of most information, which supplies public opinion. The first function of the newspaper supplies the information, which was previously transmitted by a village gossip. With niche publications targeting specific markets, online newspapers and Spanish-language publications, newspapers have found new outlets to gain the customers they lost to the Internet and other electronic medium due to this fast-paced world in which we live.

News content is more localized, offering more human-interest stories to the public, which has proven to be heavily read and attractive to readers. Niche publications have offered localized and target market specific publications, which are attracting new readers and new advertisers. These sections have included advertisers, who used to spend their advertising budgets elsewhere but have seen the value niche publications and newspapers offer. The advertisers also take advantage of the flexibility newspapers offer in changing advertising content daily. The younger generation, which in the past, were not newspaper readers, are buying newspapers through single copy sales and supplementing their newsgathering information with online newspapers. Online newspapers have become interactive and offer the same journalistic integrity as their core product has for more than 100 years. Not only are articles only going from print to online, but also are becoming interactive with citizen journalism and video channels. In the past, the Hispanic/Mexican population was not part of the newspaper-reading demographic. That was because the content and

avenue for which the news was assimilated did not fit the needs of that population. Spanish-language newspapers are reaching an audience that was ignored for years, but now have found the outlet that fits their news information needs and have shown great profits and success on this endeavor.

When radio and television was invented, newspapers suffered, but again emerged. A century later with the invention of the Internet and other electronic medium, newspapers are suffering in circulation and advertising and will continue to do so unless major changes take place. We live in a fast-paced, technologically innovative world and if the newspaper industry remains the same traditional hard-news medium it always used to be, the industry stands to lose a lot more than a few readers. There is a unique opportunity for newspapers to reinvent themselves and most are. Newspapers are becoming known as “Newspaper Multi-Mediums” within the industry, where they offer more to the customer than just a newspaper on their doorstep every morning. They provide several mediums through their main product and distribution area. Some believe the newspaper, as we know it, will become extinct, but if newspaper executives do their research and follow the successful trends of other industry leaders, their product should prosper in ways they never knew it could. If the newspaper industry has a chance at success, they must remember the following principles: Look at the world from the perspective of the readers and advertisers, be open to breaking old business models and willingness to embrace new mindsets and change.

The newspaper is the only medium that is capable of offering the most complete package of in-depth reporting, niche publications, online newspapers and Spanish-language publications because of the traditional quality and way the newspapers have always operated. The newspaper industry has evolved and will not dissolve, but will take on a new look and presence in the media. For once, the newspaper will be the larger more dominating media others have to work harder to compete with in the 21st century.

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APPENDICES

Chart A: Buying Power of People of Color

Chart B: Site Visitor Residence

Chart C: Site Use by Women and Men

Chart D: Online Searching Distribution

Chart E: Long Tail Concept

Survey A: Readers and Non-Readers of Newspapers Survey Sample

Survey B: Professionals at the *San Antonio Express-News* Survey Sample

Survey C: Advertisers Survey Sample

CHART A: Buying Power of People of Color

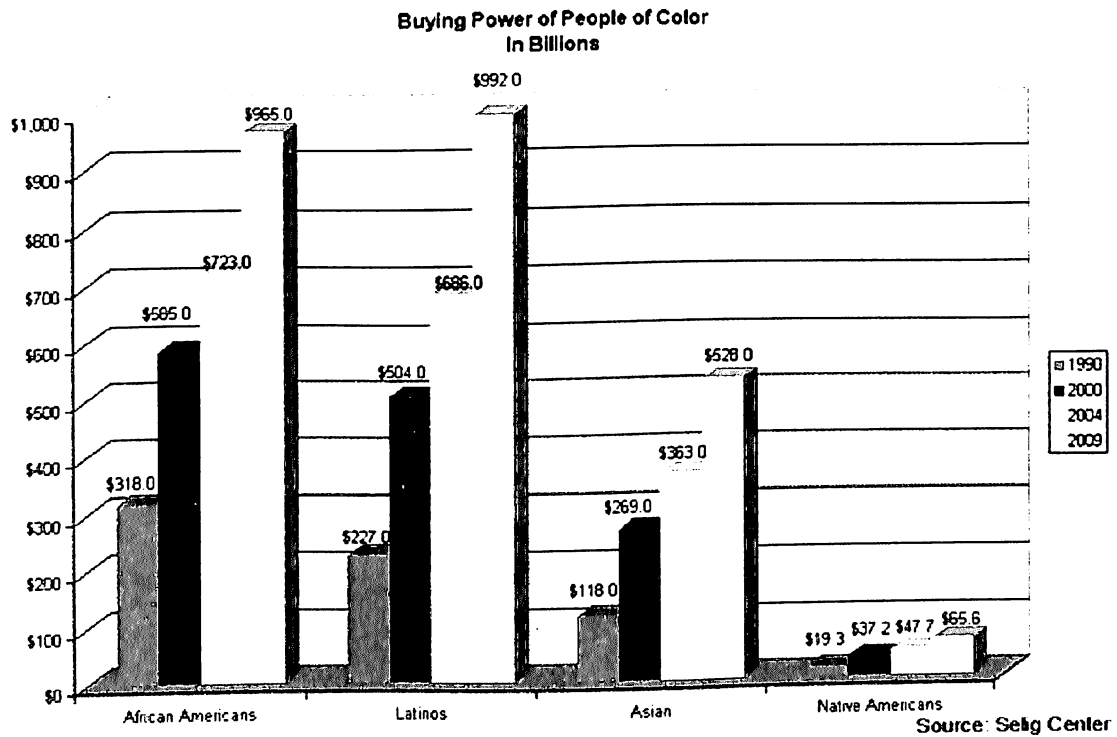


Chart B: Site Visitor Residence

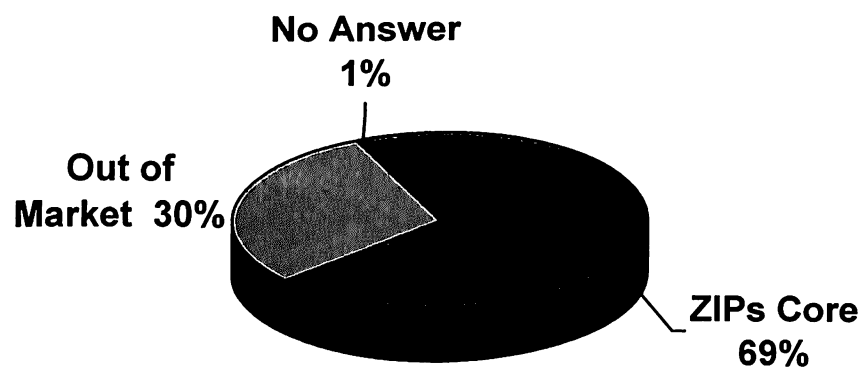


Chart C: Site use by Women and Men

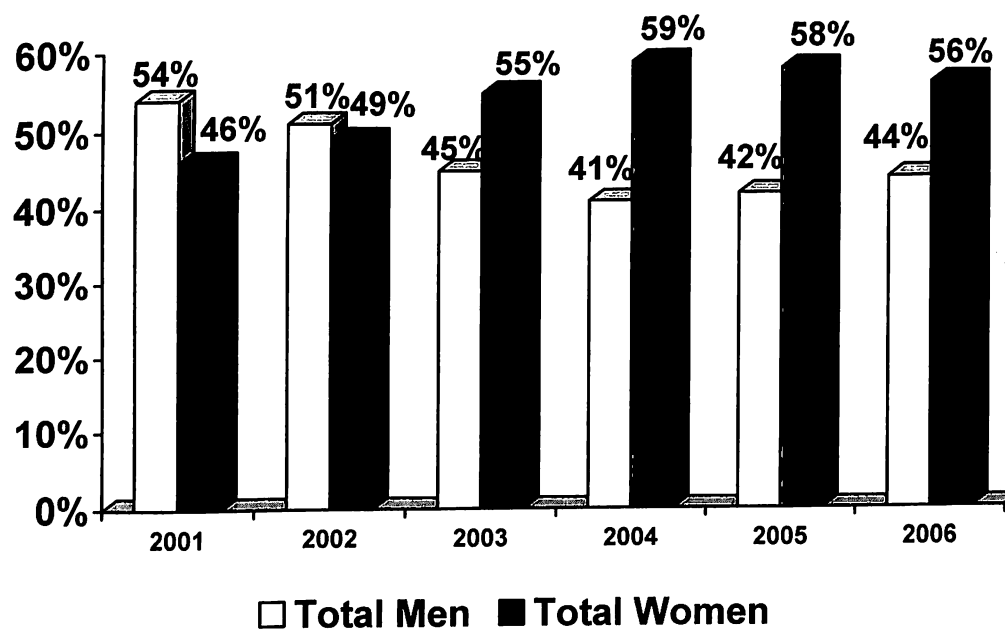


Chart D: Online Search Distribution

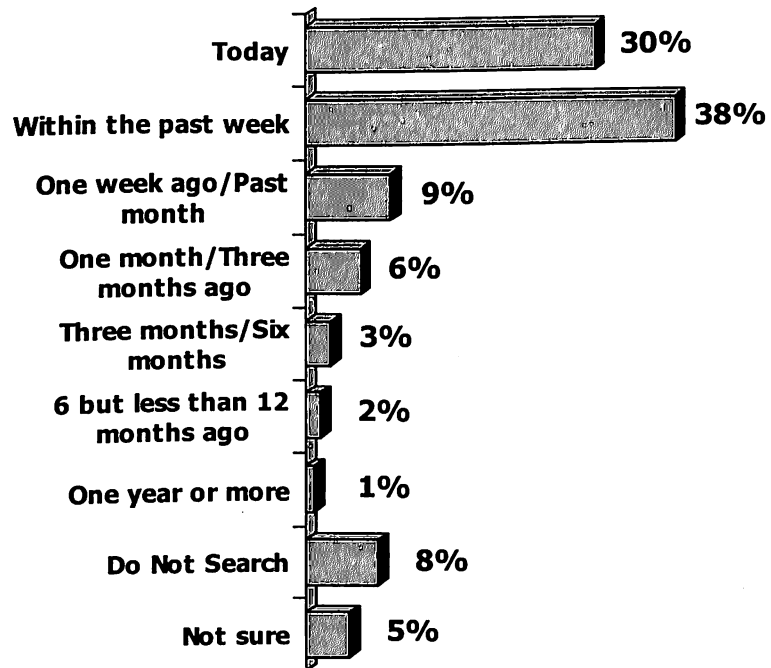
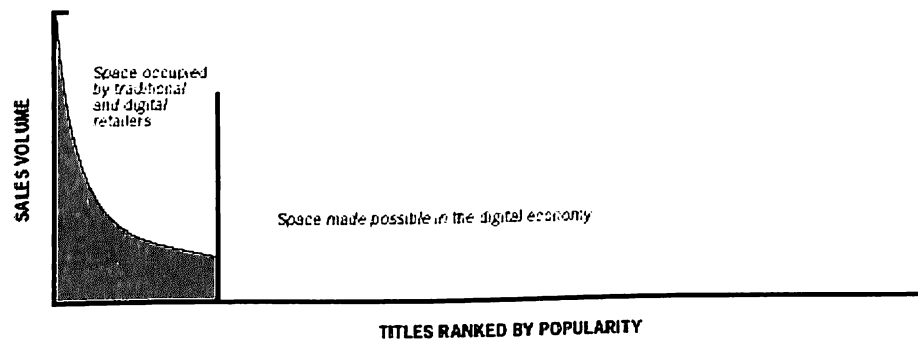


Chart E: Long Tail Concept

The portion shaded in orange represents advertisers who make up the majority of advertisers of a newspaper. The gray shaded portion represents the “long tail”. Those customers are the ones newspapers are starting to focus on and trying to get to use more technology in their advertising; therefore spending more.

Survey A: Readers and Non-Readers of Newspapers Survey Sample

Questions asked on readers and non-readers of newspapers:

1. Are you a newspaper subscriber? ☐ YES ☐ NO

2. Are you a newspaper reader? ☐ YES ☐ NO

3. How often do you read the news per week?
☐ 1-2 times ☐ 3-4 times ☐ 5+ times

4. Do you read the newspaper itself or the online version or both? If both, which do you prefer?
☐ Newspaper version ☐ Online Version ☐ Both, Prefer: _____

5. What sections do you read in the newspaper? (check all that apply)
☐ Main section/Front page ☐ Metro ☐ Sports ☐ Business
☐ Classified ☐ S.A Life ☐ Culturas ☐ Drive ☐ Taste
☐ Neighbors ☐ Travel ☐ Views ☐ Real Estate ☐ Weekender

6. Do you read it for its content or advertisements?
☐ Content ☐ Advertisements

7. Is there enough local coverage in the newspaper? ☐ YES ☐ NO

8. What do you think about the quality of the local content?

Poor		Average		Excellent
1	2	3	4	5

9. Is there too much national and international content? ☐ YES ☐ NO

10. What do you think about the quality of the national & international content?

Poor		Average		Excellent
1	2	3	4	5

11. Do you read any special publications from the San Antonio Express-News?
☐ YES ☐ NO

12. Which ones?

- ☐ Conexion ☐ Cancha ☐ Star ☐ Parade ☐ 210SA ☐ SPICE ☐ Mature Matters ☐ Best Homes ☐ Rodeo Special ☐ Back to School ☐ Fiesta Preview ☐ Readers Choice ☐ TRENDS ☐ Spurs Season Preview ☐ Football Preview ☐ Kids Summer Fun Guide ☐ Mexico Express ☐ Fiesta Magazine ☐ Jobs Express ☐ SAEN Wine Festival ☐ Texas Trucks & SUV ☐ College Tab ☐ Health Careers Today ☐ HGTV Ideas Summer ☐ Guide to Golf ☐ Ad\$mart ☐ Hill Country Living ☐ General Job Fair ☐ Texas Traveler ☐ Others

13. What would you like to see different in the newspaper?

14. AGE: (Circle age range)

15-18 19-25
 26-45 46-65
 66-85 85+

15. EDUCATION LEVEL: (Circle education level)

Some high school High school diploma
 Some college Bachelor degree
 Master degree MD degree
 Ph.D degree Ph.D +

16. GENDER: (Circle gender)

Male Female

17. ETHNICITY: (Circle ethnicity)

White Black/African-American
 Mexican/Hispanic Other

Survey B: Professionals at the *San Antonio Express-News* Survey Sample

Name: _____

Title: _____

Questions asked of Newspaper Professionals at the San Antonio Express-News:

1. What is the main challenge facing your area of the newspaper?
2. Are you bringing in the desired revenue from advertisers?
3. Is it more or less from the past years?
4. What medium do you feel is your largest competitor?
5. What is the newspaper doing to remain a medium of choice?
6. What has been the result of those initiatives?
7. Please give me your personal prediction for the future of newspapers.

Survey C: Advertisers Survey Sample

Questions asked of Advertisers:

1. Upon what medium do you currently spend most of your advertising budget?
2. Have your advertising efforts changed in the past 5 years?
3. Are you finding the newspaper is or is not a good fit and why?
4. What kind of return do you see when advertising in the newspaper?
5. Is it acceptable?
6. Are you pursuing other media in which to advertise? If so, which ones?

VITA

Elizabeth "Liz" Ann (Garza) Moreno was born in San Antonio, Texas, on Feb. 10, 1975, the daughter of Juan Jose Garza and Maria Conception (Rodriguez) Garza. She was married Jan. 5, 2002, to Benjamin Aguilar Moreno and gave birth to their daughter, Julianna Grace Moreno, on Sept. 22, 2003. After completing her work at Harlandale High School, San Antonio, in 1993, she entered Palo Alto College in San Antonio. After completing two years of studies, she transferred to Texas A&M University in College Station, where she received a bachelor's degree in journalism in May 1998. Upon graduating, she became employed with the *San Antonio Express-News* as an advertising marketing assistant and is currently a purchasing analyst with Hearst Newspapers. In September 2002, she entered the graduate program in communications arts at the University of the Incarnate Word in San Antonio.

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