

theme

Better Media Enterprise Management and Performance

Learn how to build a more profitable media enterprise

Facilitator



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Professional Development Series

The Jacksonites Professional Development Series (JPDS) is a professional and personal development initiative of the alumni of the Department of Mass Communication, University of Nigeria Nsukka.

It was formally launched in July 2021. Its vision is to consistently promote the holistic development of Jacksonites, professionals and students in communications and allied fields through periodic interdisciplinary research-based seminars that foster academic research and development which contribute to the advancement of all its stakeholders.

These stakeholders include Jacksonites, the Nigerian government, the Nigerian public, allied professionals, practitioners, students, academics and media-related professionals. The scope of the seminar themes includes all disciplines of Mass Communication (Journalism & Media Studies, Public Relations, Advertising, Broadcasting, Film, Multimedia Studies, Development Communication Studies, as well as Information & Media Studies).

These quarterly interdisciplinary sessions will engender the intersection of town and gown/theory & praxis. All activities of JPDS are made possible through the efforts of a team of volunteers: the Steering Committee chaired by Chinedu Mba of Algonquin College, ON, Canada as well as committed and passionate professionals who make up the working groups (Logistics, Publicity & Mobilization, and Sponsorship & Partnership).

Better Media Enterprise management

Dr. Isah Momoh

Pioneer HOD, Mass Communication and Media Enterprise, Pan Atlantic University, Lagos.



Introduction

The fourth edition of the Jacksonites Professional Development Series (JPDS) seminar tagged, Better Media Enterprise Management and Performance had as the keynote speaker, Dr. Isah Emmanuel Momoh, who was the former Chief Operating Officer of Minaj TV and pioneer Head, the Department of Mass Communication and Media Enterprise, Pan Atlantic University, Lagos. Mayor Ikoro, a Management and Media/Public Relations Consultant based in Delta State, moderated the event.

The theme, according to the Chairperson of the JPDS Steering Committee, Prof. Chinedu Mba of Algonquin College, Ottawa, Canada, is inspired by the need to build more lasting and profitable media organisations across the country that help advance the course of democracy in Nigeria and the rest of Africa. "The media play a very important role in influencing public opinion, human

decisions and government agenda but we all know that running a media enterprise is expensive and that's where this fourth edition of JPDS seminar comes in to arm you with insights and strategies for a lasting profitable media enterprise," she said.

Why Focus on Media Enterprise Management

Dr. Momoh said that despite the fact that Nigeria, with its potentials, gained her independence years ago, a lot is yet to be desired regarding the pace of development in the country. He believes that since the Nigerian constitution has charged the media with the responsibility of holding leaders accountable as the Fourth Estate of the Realm, if they do it well, Nigeria will turn out better than it is today.

His vision of the media industry in the country is that Nigeria is a country "with a robust and up-to-date, innovative, and socially responsible media system that is optimally

performing, supportive, participating in and contributing to Nigeria's GDP and socio-economic development."

Dr. Momoh stated that the "media can be a great business as the oil and gas industry when the key players acquire various skills, resources and innovation that the Nigerian media and communication industry require to satisfy and exceed the expectations of all segments of the Nigerian society and public." To that end, he called on Jacksonites and all stakeholders in the media industry to take necessary steps towards a truly profitable and independent media enterprise. In his words, "We all have to up our games by upping our skills beyond what we are taught in the universities to become professional communicators, managers and entrepreneurs in this media industry."

He noted that the need to hold conversations around media enterprise management in the face of unpredictable changes in the media industry is hinged on the fact that media have a pivotal role to play in the development of any nation and that the failure of the media and media enterprise has been adversely affecting Africa's pace of development.

Furthermore, he observed that the failure of both the government and privately-owned media in the new millennium and rapid change in media technology is a pointer to deficiency in the curricula for training media professionals; thus, the need for more training.

Drawing from his management experiences at The Guardian Nigeria, Minaj TV and Nigerian Television Authority (NTA), Dr. Momoh stated that media managers that aspire to run a profitable media should master prospecting, new product development and management, business planning, budgeting, direct marketing, sales call, sales team management and total quality management to run a profitable media enterprise.

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Dr Isah Momoh

"These days of direct marketing and DMs, we should focus on direct marketing, talking to people who will give us their ears, minds and asking them to give us their money. Having identified them (prospects), we should use hot calls and cold calls to extract the money," he added.

He further advised that Nigerians should not be left out in the growth of the media industry experienced in developing countries like India and should be maximized to promote the country's image just like the

Nollywood industry.

Media Education Curriculum Revamp

Dr. Momoh identified the current Nigerian media training curricula and new media technologies as the

drivers of the current media industry and explained that the way to make good progress is by developing and introducing new products and services.

Although he didn't lay all the blame



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for the deficiency in training of media professionals on the media schools alone, he said, “We (the media industry) are not doing as much as we should and if we don’t sit up now and learn new skills and new tricks, we will be left behind because what was good for Nigeria in 1961 (when the Jackson school was set up), is no longer adequate for us today.”

He further explained that the Jackson College (Now Mass Communication Department, University of Nigeria) was founded by Dr. Nnamdi Azikiwe in 1961 with the goal of training Nigerian journalists during the exodus of foreign journalists from Nigeria but called for a change in the curricula because it’s no longer adequate for training for today’s media professionals.

He observed that the current curriculum for training media practitioners produced good journalists but is bereft of adequate exposure to management and entrepreneurship content. The result, he pointed out, has been weak media enterprises, low-performing media outfits, weak media professionals, declining society and low media industry contribution.

He suggested that the current Mass

Communication curriculum be beefed up with the following courses: accounting, economics, management, measurement, networking, globalization, and collaboration rather than competition, technology, innovation, creativity and human resources management, so as to graduate better-equipped media professionals that are able to manage media enterprises more profitably.

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Dr Isah Momoh

He further advised that the new media curricula, management and performance should focus on services, products, processes and offerings to our markets.

Media Profitability Strategies

For better media performance and profitability, Dr.

Momoh proposed that media managers should categorize their audiences and develop services/products (media contents) that match their needs and meet their expectations.

“The more categories we can satisfy, the more we can keep them with us,” he said.

Just like advertising agencies niched down to media buying, client services, creative departments and the likes, Dr. Momoh proposed that media

enterprises should fractionalize their services so that the team focuses on specific areas where they can deliver the best results for the organization and clients.

In addition, he said that media organizations should be structured to have delivery fitness so that we don't have big media organizations that are not able to deliver fast because "it is in getting the news first and reaching fast that one can reach the eyeballs, ears and the hearts of the audience."

He further added that training, workshops, seminars and conferences of a media organization and human resources are crucial for building a competent team while fairs and exhibition/event marketing are vital in marketing an organization's offering. He advised that efforts should equally be made to ensure

periodic monitoring and evaluation which affords a time for retrospection and research into new products and trends as well as encourages innovation and creativity among the team.

Media consulting is equally another avenue that can be exploited to generate revenue. Such services can be delivered to public figures, and titans of industry including getting their stories out, shaping their public perception and improving their public speaking skills. Marketing and commercial management ensure a good flow of income and prudent management of resources that keeps an enterprise afloat.

He explained that at the heart of better media is marketing and business planning. "We must see media not just as a professional thing

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We must see media not just as a professional thing (where we deliver quality standard), but we must know our market and then plan our business to reach that market, satisfy them and exceed their expectations.

Dr Isah Momoh

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(where we deliver quality standard), but we must know our market and then plan our business to reach that market, satisfy them and exceed their expectations.”

Drawing from his experience as the Chief of Operations, Minaj TV, he explained that media managers should not be carried away by media popularity among consumer audiences, but ensure that their operation is optimized for profitability because the bottom line is not popularity but profitability.

He added that the primary measure of media performance is customers' satisfaction and esteem of media offerings and deliveries. He stated that in managing media, the goal should be to elevate media capability, professionalism and econometrics. Once they are taken care of, “our first reward shall be name, fame and recognition/respect, closely followed by growing incomes and profits. The incomes and profits of our financial investments must follow and be ethically sought, fought for, courted, counted, amassed, accounted for and managed for good and increasing returns to shareholders and all other stock and stakeholders,” he buttressed.

He explained that to run a financially profitable media enterprise, managers should ensure:

- Proper costing of all activities and inputs.
- Effective pricing of all service

steps, processes and undertakings.

- Efficient implementation and execution of approved plans.
- Dogged billing/invoicing, collection and recording of due debts/payments.
- Regular/frequent reconciliations, balancing and auditing of services, products, processes, offerings and deliveries.

In his view, a marketing/business plan should be quantified in terms of number, size, estimated turnover, income, margin & profit. He recommended that every media manager that wants to run a profitable media enterprise should develop both a quantitative and qualitative plan for every project, service, programme, offering and product in the offering. It is when such plans stand the test of management scrutiny for product viability that it should get allocated seed funding for execution.

Politics and Media Performance

In a clime where a capital-intensive media enterprise is funded mainly by politicians, there seems to be an unending battle for supremacy between proprietor's interest and professionalism. Dr. Momoh observed that politics has enabled Nigerian media but it has also hunted Nigerian media practice. In his words, “It (politics) has changed us from watchdogs and made us become the ‘watched dog’. But we need to free ourselves from this because journalism is still one of the bastions of

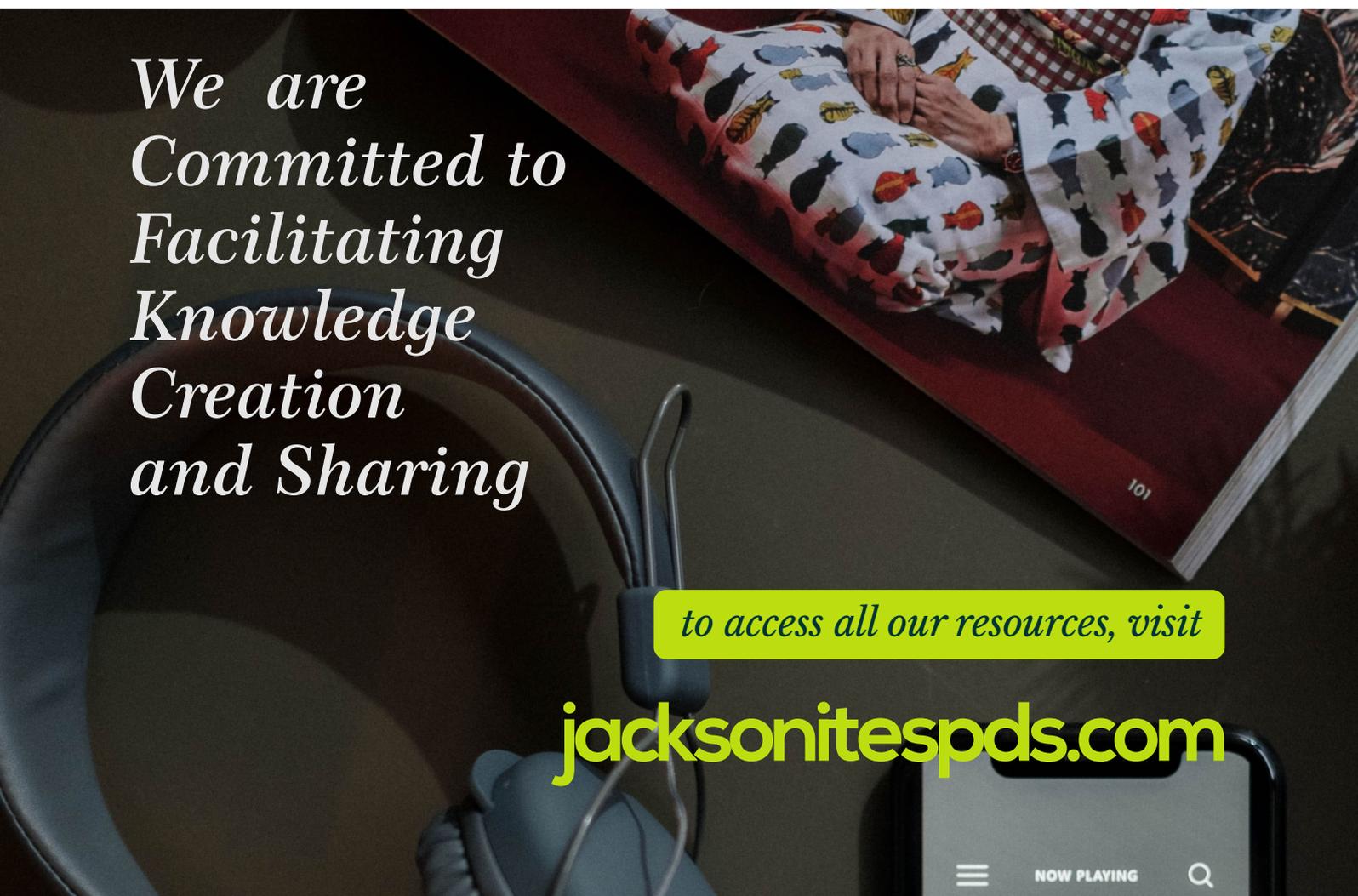
democracy in the world. There can be no good democracy without a viable media.”

He further explained that the interference of politics in media practice has resulted in the failure of journalists to be objective in their coverage of politics and the scepticism with which the general public view news stories.

“The politics-journalism alliance has also limited the capacity of journalists to build professional careers independent of political influence. It has increased the diffusion of journalism today to such an extent that the journalist today is a politician the next minute.”

He said that today’s media is driven by the internet and that the skills required to succeed are internet skills in addition to journalism skills.

To help media professionals discharge their duties effectively and run sustainable media enterprises, he recommended new/revised school curriculum contents from undergraduate to postgraduate, continuing education beyond the walls of journalism schools, media literacy for the entire society, media professionals re-orientation master-class, senior media practitioners’ workshops, media management workshops and setting up media business schools.



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Panel Discussion

Introduction

A panel of communication practitioners and scholars who joined from across the world were invited to give suggestions on bringing media and journalism to the forefront of national development.

Prof. Okigbo on Media Education Curricula

Prof. Okigbo opined that at inception, the Jackson school excelled primarily in print journalism, but picked up in advertising and public relations after he joined the faculty. He mentioned some high-flying Jacksonites that stand as testaments to the impact of the introduction of marketing communication courses at that time. In his view, the slow pace of adoption of new media in teaching and in curriculum is due to the remote location of the school as opposed to schools located in Lagos, Abuja and Port Harcourt which are more urban. He applauded the steering committee

of the JPDS led by Prof. Chinedu Mba for their efforts in providing a platform for introspection on the media professionals' training. He hailed Dr. Momoh's submissions and added that the realization of deficiencies in curriculum development is the first step towards fixing it.

Mr. Ugo Onuoha, former Editor-in-Chief of the Champion Newspapers, was of the view that the media cannot operate in isolation and would be as good as the environment it operates in. He said that the environment in Nigeria "appears to be a veritable disincentive to entrepreneurship whether media or elsewhere. The environment is oppressive and that also impacts on the quality and the success we make from what we set our hands to do."

He explained that despite the hurdle before media professionals and entrepreneurs, the blame game won't be helpful. The onus is on them to

think outside the box on how to survive a stifling environment and thrive.

Dr. Nwachukwu on Quality of Mass Communication Graduates

Dr. Chidiebere Nwachukwu, who is a lecturer at the Department of Mass Communication, UNN, agreed with Prof. Okigbo's view that the

department has not progressed as much as it should. He added that the collaboration between town and gown through the JPDS seminars will go a long way in facilitating the department's growth and media education.

He, however, said that Prof. Okigbo's view about the location of the university in the remote area of Nsukka as a limitation in the adoption

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of emerging technologies in media may not be the true state of things, especially in today's internet age. "I do not see Nsukka as actually a hindrance. It is not a hindrance any longer, especially in this internet age. Even if a university is located at Ogbunike cave, we cannot see it as being isolated from the rest of the world; not in this modern world where we have ICTs at our fingertips.

We cannot continue to see our location as a hindrance; people who are hardworking have the opportunity to reach scholars anywhere in the world. So, if we fail, it is because we have chosen to fail and not because we are limited by distance or our location," he added.

In his presentation, Dr. Momoh cited an example where the governments of Delta and Anambra States had to provide facilities to enable them to cover them round the clock.

Dr. Nwachukwu asked if that arrangement didn't influence their objectivity.

In response, Dr. Momoh explained that it didn't influence their reportage as they simply provided infrastructure and they didn't look forward to them for brown envelope and stipend. "At that point, our commitment was primarily to the listeners and not sounding as a government's mouthpiece."

Adoption of Improved Curricula

Samuel Okorie, who is the manager of Babcock University Press, asked how to ensure that the good suggestion for improved curriculum would be reflected in universities across the nation.

Dr. Momoh answered that polytechnics have started adopting it and that the unbundling of Mass Communication would create room for the adoption of the suggested courses.

Lamentations of Ugo Onuoha

Drawing from the case of The Guardian Nigeria who had to change their house style of addressing everybody as Mr & Mrs, they bowed to the pressure of a revered legal giant who insisted that they must append "chief" to his name before he took their brief.

Further, he cited the case of NEXT Newspaper which, although made a laudable contribution to the nation's development through its fearless journalistic approach, was suffocated by the adversarial people because the government and big corporations refused to place their ads in a media organization that carries any negative story about them, even if it's true.

From his standpoint as a top newspaper manager, Mr. Onuoha attributed the death of NEXT Newspaper to poor revenue. "There's no way a newspaper can survive on copy sales. In fact, copy sales hardly

cover the cost of production of each newspaper; hardly! Moreover, NEXT was further attacked by instigating the bank that gave them facilities for operations to recall their credit.

He noted that media ownership equally impacts on professionalism. "We can choose to live in denial but the truth is that the interest of the owner of the medium cannot be sacrificed on the altar of

professionalism. We can tell ourselves, "If they don't want our services, we can walk away; walk to where? To your wife and children and tell them stories? I don't want to justify doing the wrong thing, but we must accept reality. This is the reality of our situation."

He added that even when you dare to walk away, you would walk into another person's business who may

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have interests that stifle professionalism.

In addition, he said that his findings from those who are still on the ground show that many newspapers are distressed and can hardly pay workers' salaries. "When you don't pay your workers for one month to two years, what kind of professionalism do you expect in such a situation?" he queried.

He admonished that the situation of Nigerian media doesn't call for denial; but living with the reality we find ourselves in and looking for creative ways to solve the problem.

He said that this era of new media has made fake news endemic since democratization of media has made journalism unregulated and an all-comers affair. Also, the race to publish first has led to dishing out unverified news to the public. He said it's causing damage to the society as anyone who can get a smart device and internet access claims to be a journalist "inflicting their opinions and ignorance on the society, bastardizing what should ordinarily be a noble profession."

Dr. Momoh suggested that media organizations can equally thrive in harsh environments and explained that the NEXT newspaper failed because it bit the hand that fed it instead of adopting a more accommodating approach without sacrificing professionalism.

Citing The Punch and The Guardian Nigerian newspapers, he explained that while media organizations are collapsing, others are waxing stronger by adopting good management practices and the input of media managers who developed a good business base for them. A testament to good business practice is what helped The Punch Newspaper move into their property without borrowing from the bank.

He equally pointed out that opportunities abound where a media professional could transition to when he resigns a job that is interfering with his professionalism. Also, one can create a job with his skills and experiences or take a lower paying job that provides an avenue to raise the next generation of media professionals.

Profitable Media in the Midst of Fierce New Media Competition

Dr. Nwachukwu asked how media organizations would survive in today's marketing environment where a large chunk of advertising budget go to social media influencers and bloggers and newspapers experience a cut in their revenue from copy sales as they make their content freely accessible online.

Dr. Momoh explained that what makes a newspaper is not the paper but the content and nothing stops the content from being presented in other formats like websites and apps and charge a fee to people for accessing it,

just like BusinessDay has done. He advocated designing a new media model that can survive in today's media environment.

Prof. Okigbo advised that the brilliant ideas for curricula development presented by Dr. Momoh should be brought to the attention of the NUC which is responsible for communication curricula development and popularized among ASCPN and ACCE which consist largely of lecturers.

He called on the steering committee team to develop a monogram based on the presentation to preserve the history of the department and provide reference materials for those coming after them.

Chairperson of the steering committee, Prof. Chinedu Mba thanked everyone for joining in the JPDS programme and stated that a sequel workshop is being planned on the same theme.

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Resource Persons

Dr Isah Momoh



Dr Isah E. Momoh, (J77), is the current dean of Institute of Management, at the Ed-John Institute of Management and Technology, a new and innovative private Polytechnic in Isiwo, Ikorodu, in the Lagos area of Nigeria, where he supervises the Departments of Business Administration and Mass Communication. A professional mass communicator who prides himself as a media economist, Isah Momoh, after his first degree from Jackson, took an MBA from the University of Lagos, and a PhD in Business Administration from California before returning to an MSc. and PhD in Mass Communication from the University of Lagos from 2006 and 2020. Aside from his role as the pioneer Head of Department, of Mass Communication Department, Pan-Atlantic University, Lagos, he was pioneer Editor, NTA Network News, National Assembly and Political Editor, New Nigerian Newspapers, Chief Economist of The Nigerian Guardian, Economist of the Editorial board of the Post Express Newspaper, General Manager, Kogi Newspaper Corporation, COO, Minaj TV Network.

Mayor Ikoroha

JPDS 4.0 Moderator



Mayor Ikoroha attended the University of Nigeria, Nsukka where he was awarded B.A. (Hons) in Mass Communication. He also holds a Master's Degree (M.Sc) in Mass Communication from the Nnamdi Azikiwe University, Awka. Mr. Ikoroha worked briefly with Hallmark Newspapers Lagos as Deputy Political Editor in 2001, Schlumberger Oilfield Services, Port Harcourt in 2002 as Communications Assistant and Jifeson Books Limited, Lagos as Literary Consultant in 2003. He later joined the banking industry, worked in many banks for 14 years and was at a time Imo State Regional Manager of Union Bank of Nigeria Plc. Mr. Ikoroha is the editor-in-chief of Regina Magazine, that is accessed through www.reginadanielsmagazine.com.

Prof Chinedu Mba

JPDS Chairperson



Experienced Professor and administrator in the higher education industry. Demonstrated experience in the following areas: Developmental Education, English as a Second Language (ESL), Program Development & Management, Student Success & Retention, Strategic Enrolment Management, Academic Planning, and Academic Advising & Coaching. Strong education professional with a Master's degree focused in Educational Studies: Higher Education Leadership from the University of Alberta. As the Chairperson of the JacksonitesPDS steering committee, she leads a global team across the world and interfaces with partners toward the actualization of the mission of the initiative.

JPDS Rapporteurs



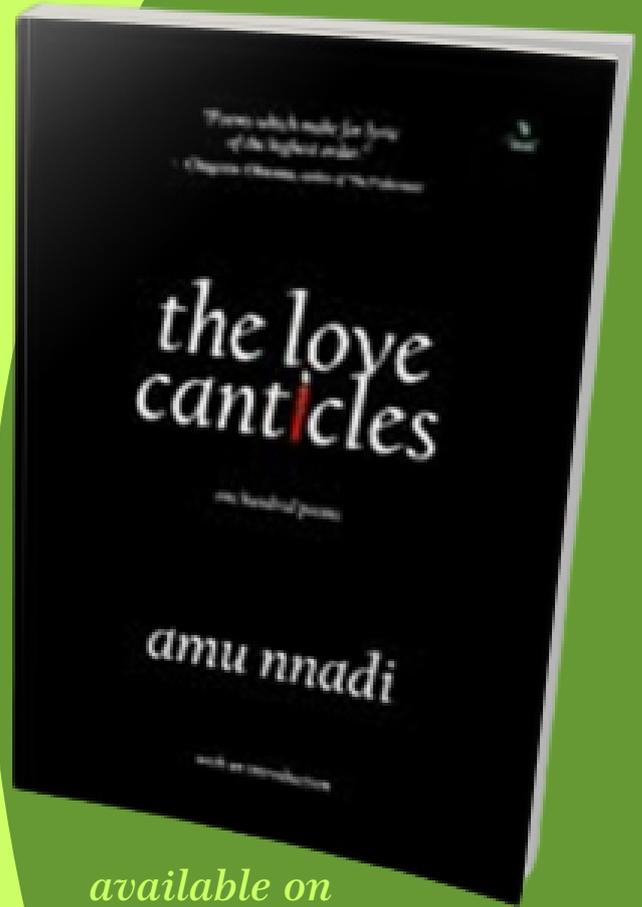
Joseph Ifeanyichukwu Dinwoke is a marketing communication professional who brings his web & graphic design, media buying, copywriting and content marketing competencies to helping individuals and organizations design marketing strategies and sales funnels that help sell their brands. Since 2014 when he founded Fratee Media, he has designed 27+ websites, published 14+ books and served 13+ brands. In the course of his Masters Degree in Mass Communication at the University of Nigeria, he volunteers as a rapporteur for the JPDS. He can be reached through ifeanyidinwoke@gmail.com and found across social media as @ijdinwoke.



Treasure Oghenevarhe Adogbeji is a Masters Student at the University of Nigeria who is passionate about humanitarian service. She has been a volunteer tutor at the National Open University Special Study Centre, Enugu State Correctional Centre from 2018 till date. She has over 4 years of experience in advocacy and community engagement and has worked on several projects in prison, secondary schools, and charity homes. She desires to work in a Non-governmental Organisation where she can impact lives and also further her education in Communication for Development and Social change. She can be reached at vwarhe26@gmail.com and **Treasure Oghenevarhe Adogbeji** on all social media platforms.



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